

Single Equality Scheme 2008 - 2011

national AGENCY POLICING

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Foreword from the Chief Constable Peter Neyroud QPM Chief Executive

I warmly welcome the publication of the National Policing Improvement Agency's Single Equality Scheme. This shows our commitment to equality and demonstrates how we intend to apply the duties placed on us by equality legislation.



The NPIA, as a member of the police family, has a central role to play in the field of Equality, Diversity and Human Rights. We aim to go beyond our statutory duty to promote equality in age, disability, gender, race, religion or belief and sexual orientation.

In setting this objective, we are challenging ourselves to lead by example and encouraging a climate of self-improvement. The recognition of individual differences and the diversity of our workforce enriches us all, increasing confidence and trust in the NPIA, the police service and the community we serve, to support the delivery of better policing.

I endorse this Scheme and welcome the progress we have made and must continue to make towards equality, diversity and human rights in the NPIA. The Scheme will only succeed with commitment at all levels of the organisation to embed equality into everything we do. I would encourage you to reflect on it and be actively involved in your Directorate to embrace the principles of diversity as captured in the Scheme. We will monitor our performance rigorously, reporting on our progress and setting further objectives and targets as we move forward.

I would like to thank all those who have helped us develop our Scheme and I am now looking forward to working with everyone to implement its objectives.

A handwritten signature in black ink, appearing to read 'Peter Neyroud'. The signature is stylized and includes a long horizontal line underneath.

Chief Constable Peter Neyroud
Chief Executive

1. Our Single Equality Scheme

The principles of equality, diversity and human rights are key to delivering services and operating at the exemplary standard to which the National Policing Improvement Agency (NPIA) aspires. We will consistently adopt good practice by following equality legislation and guidance that eliminates discrimination and promotes equality in all strands of diversity, in order to direct and shape the further development of equality values and practices within our business. In the development and progress of the Scheme, no strand is given a preference over another, except where the business recognises an operational and/or legal priority to do so.

The NPIA recognises that it makes good business sense to have a Single Equality Scheme that values and recognises difference in its staff and customers. Developing a diverse workforce with an understanding of equality and creating an environment where everyone feels valued will reduce skills shortages, increase creativity, improve customer service and make our business more effective.

The NPIA, by championing fair and flexible employment policies and procedures, will provide a supportive environment for its staff, enhancing trust and confidence. The NPIA is committed to aligning all business priorities in order to improve policing for the police service.

The Single Equality Scheme will enable the business benefits to meet our customers' expectations in our changing communities and neighbourhoods, embracing equality of opportunity.

1.1 About the NPIA

The NPIA was established by the Police and Justice Act 2006 and came into existence on 1 April 2007. It is a non-departmental public body (NDPB) and its creation was in response to the Government's 2003 Green Paper and recommendations from tripartite policing partners at national level. Those partners are the Home Office (HO), the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). The NPIA acts as a central resource to

ACPO and the Police Service, working with authorities and the Home Office to help improve the way policing works.

A major part of the NPIA portfolio is to continue to deliver critical national services to the Police Service including the Police National Computer and the Airwave radio system. We provide essential management and operational support through policing products and services which includes maintaining standards, leadership monitoring, delivering training programmes and providing expert support in major crime incidents.

Further information on the NPIA, can be found on the NPIA internet website www.npia.police.uk. Follow the navigation 'about us/corporate documents' and in the display page click on corporate plan for the NPIA Business Plan.

1.2 Relationships and Governance

The Agency is owned and governed through the tripartite NPIA Board. This Board comprises representatives of ACPO, APA, the Metropolitan Police Service and the Home Office, together with the Chair, the Chief Executive and two independent members. The Board is responsible for agreeing the budget and setting the objectives for the NPIA.

The NPIA operates within a strategic framework shaped by the National Policing Board (NPB), on which the Agency is represented.

Preserving the integrity and probity of these relationships is fundamental to our mission. We are both an enabler of development within the policing community and the developer of links beyond policing.

1.3 Our Vision

- We will help to make our country and every citizen in it safer. When they need the police they will receive the right service, delivered to a consistently high standard. Services will be accessible when people require them, delivered with care, compassion and sensitivity.
- Our vision is of a police service where the right staff have the time, skills, knowledge, information and equipment to give the best service, where careers

are developed, where staff are recognised for good performance and are led well by people that they and the community respect.

- Ours is a vision of a strong public service, engaged with every community, a service that values the dedication of staff and volunteers and believes that trust in the police service is crucial to a safe and confident society.

The NPIA is committed to eliminating discrimination, creating a fair place to work, and placing the promotion of equality and diversity at the centre of our responsibilities.

1.4 NPIA Improvement Portfolio

The NPIA Improvement Portfolio consists of eleven programmes of work aligned to our key delivery statements as set out in the NPIA Business Plan 2008-11.

The EDHR Unit provides support and advice to all areas of the business during the implementation of these programmes to ensure that equality, diversity and human rights issues are understood and addressed by the business.

The unit also delivers operational support to the wider police service. Current areas of work include:

- Working with the National DNA Database team to equality impact assess the database and its guidance documents.
- Developing an Equality Standard for use within the Police Service.
- Supporting the implementation of recommendations from the Review of Policing by Sir Ronnie Flanagan, specifically recommendation 24 regarding Stop and Account.

1.5 About the Scheme

The NPIA Single Equality Scheme is designed to inform staff, customers, community groups and partners how the organisation will fulfil its statutory duties to promote equality of opportunity and eliminate discrimination. We seek to do more than comply with present legislation for equality of opportunity, looking to

make our policies and practices fully inclusive and a reflection of the communities we serve.

The Scheme is focused on six strands of diversity: Age, Disability, Gender, Race, Religion or Belief and Sexual Orientation. In our action plan we specify how each action responds to our general duties and legal requirements in respect of these six strands. This approach will allow us to identify similar issues which cut across different diversity strands and help us to develop a cohesive approach to embedding diversity in the organisation.

The Scheme will run for three years with annual reviews. Throughout the life of the Scheme the NPIA will adopt government legislation, recommendations and best practice in the field of equality and diversity. To assess our progress, the activities and actions in the Scheme will be project managed. Targets and measures will be identified by the directorates in the project management methodology and performance monitoring of their service plans.

The next section details the actions and activities the NPIA is committed to, with year 1, year 2 and year 3 priority actions identified.

2. Our three year action plan

The table below summarises the actions the NPIA will be taking on diversity and equality issues over the next three years. The relevant strands of diversity are identified against each action (Age, Disability, Gender, Race, Religion or Belief, Sexual Orientation.) Actions that address all six strands of diversity are marked as 'All'.

ACTIONS: Year One 2008 - 2009	Strands
1. Develop a diversity strategy, with an effective monitoring process by the Equality Diversity and Human Rights Programme Board (EDHRPB).	All
2. Ensure the Chief Officer for each directorate communicates and demonstrates their commitment to the Scheme	All
3. Set up and maintain inclusive staff networks	All
4. Collect, analyse and report on qualitative and quantitative diversity monitoring data	All
5. Require all staff to undertake training to understand specific duties and responsibilities under the equalities legislation	All
6. Undertake training of staff in all six strands of diversity, including trans issues	All
7. Design and deliver a Disability Awareness Programme across the whole organisation	Disability
8. Undertake Stage One Screening for the purpose of Equality Impact Assessments on all policies, procedures, programmes, projects, products, services and key decisions.	All
9. Review all benefits for staff to ensure no age or gender related conditions are imposed	Age/Gender
10. Develop community links to inform the development of the NPIA portfolio, policies and practice	All
11. Review Scheme in 2009	All
ACTIONS: Year Two 2008 – 2010	Strands

12. Undertake a pay review to identify any differences between pay for men and women	Gender
13. Ensure policies and procedures are in place to assess and undertake any reasonable adjustment requirements and work	Disability
14. Review all suppliers and contractors to NPIA to ensure compliance with equalities legislation	All
15. Ensure all the NPIA reviews, annual reports, monitoring data, equality impact assessments, diversity and consultation data are published and accessible yearly	All
16. Centrally record and monitor all: i) Inappropriate behaviour incidents ii) Grievance issues iii) Hate incidents iv) Discrimination incidents	All
ACTIONS: Year Three 2008 – 2011	Strands
17. Establish and operate equality performance measures for which all directorates are responsible	All
18. Develop a policy to support staff undertaking secondary roles that reflect NPIA business objectives	All
19. Review policies and procedures across all six strands plus work life balance, to meet legislative requirements and identify good practice in Recruitment, Selection, Progression, Retention and Retirement and service delivery	All
20. Produce and ensure compliance with corporate good practice guidelines for hosting events, conferences and courses	All

2.1 The Single Equality Scheme Action Plan – Year 1 Actions 2008 - 2009

Action 1: Develop a diversity strategy, with an effective monitoring process by the Equality Diversity Human Rights Programme Board (EDHRPB)			
Activities	Owner	Timescales	Business Benefits
<p>a) Set up an Equality Diversity Human Rights Programme Board, (EDHRPB) to oversee equality issues within the NPIA.</p> <p>Membership – Chair - Chief Executive Officer and Diversity Champion, Staff Association Chairs, staff council representative, NPIA Board member and independents (NPIA IAP) invited to sit. This group will provide governance for the NPIA Single Equality Scheme (SES), its monitoring, quarterly reporting and annual review process.</p>	<p>Chief Officer Team</p> <p>Peter Neyroud</p>	<p>2008 – 2009</p>	<p>Equality, diversity and human rights will be embedded within the organisation with consistency across all directorates.</p> <p>Support and drive are visible from senior management.</p> <p>Promotes a culture of openness to challenge with the full support of the organisation.</p> <p>The Board would ensure actions from equality scheme are progressed.</p> <p>The NPIA Equality, Diversity and</p>

Action 1: Develop a diversity strategy, with an effective monitoring process by the Equality Diversity Human Rights Programme Board (EDHRPB)

Activities	Owner	Timescales	Business Benefits
b) Set up a delivery group with representatives from units to implement local activity directed from the EDHRPB to support the actions within the Single Equality Scheme.	All Directorates, Secretariat Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 – 2009	Human Rights Strategy KPI. Demonstrates the NPIA's commitment to raising standards and championing good practice.
c) EDHR Programme Board to provide budget and resource to enable delivery of agreed priorities	Chief Officer Team Peter Neyroud	2008 – 2009	
d) All directorates to include in their action plans their Single Equality Scheme actions and activities.	All Directorates, Secretariat Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	June 2008	Diversity is tailored to specific

Action 1: Develop a diversity strategy, with an effective monitoring process by the Equality Diversity Human Rights Programme Board (EDHRPB)

Activities	Owner	Timescales	Business Benefits
h) NPIA Core Briefing to include EDHRPB messages to ensure diversity is cascaded throughout the organisation	Everett Henry EDHR	2008 – 2009	organisational aim
i) Standing items of impact assessment, staff/community involvement, diversity monitoring and communication on EDHR PB agendas.	All Directorates, Secretariat. Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon Directorate Diversity Champions	2008 - 2009	Raises awareness and profile of Equality, Diversity and Human Rights. Reinforces the NPIA values and best practise to which the organisation aspires.
j) Develop and publish a Welsh Language Scheme in accordance to the legal duties under the Welsh Language Act 1993.	Everett Henry EDHR	2008-2009	Positively enables the NPIA to engage with those members of the Welsh community whose first choice of language is Welsh

Action 1: Develop a diversity strategy, with an effective monitoring process by the Equality Diversity Human Rights Programme Board (EDHRPB)

Activities	Owner	Timescales	Business Benefits
			in a manner that does not disadvantage the organisation and or individuals from the Welsh community where appropriate.

Action 2: Ensure the Chief Officer for each directorate communicates and demonstrates their commitment to the Scheme. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
a) Each director promotes diversity by acting positively to communicate to their staff the importance of the Single Equality Scheme.	Head of each Directorate Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 - 2009	Support and drive would be visible from senior management. Staff would appreciate the positive aspects of the scheme. Staff promote diversity in their daily activities.
b) Each directorate communicates quarterly the progress of the activities within the Single Equality Scheme to all staff.	Head of each Directorate Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 - 2009	Improved relations amongst staff and improved image of the NPIA as an organisation which upholds equality, diversity and human rights.

Action 2: Ensure the Chief Officer for each directorate communicates and demonstrates their commitment to the Scheme. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
c) All SMT have a specific PDR objective to promote the Single Equality Scheme and implement local activity.		2008 - 2009	

Action 3: Set up and maintain inclusive staff networks. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
a) Ensure there is an inclusive staff network strategy.	Human Resources Christine Cecil	2008 – 2009	To allow integration of equalities issues into organisational planning, and to provide support and advice to all staff.
b) Ensure resources and a centrally funded budget are allocated to staff networks.	Human Resources Christine Cecil	2008 – 2009	The NPIA would become an organisation which has equality diversity and human rights embedded at the forefront of all it does.
c) Ensure 'Protected Time' is allocated for Chair and Vice Chair for staff network activities.	Human Resources Christine Cecil	2008 – 2009	The NPIA Equality Diversity and Human Rights Strategy KPI.
d) Set up a 'First Contact' scheme for staff with a supporting management structure identifying resources for training and development of 'First Contact Officers'.	Human Resources Christine Cecil EDHR Unit Everett Henry	2008 – 2009	The organisational culture is one in which the potential of all employees is recognised. Satisfying work environment.

Action 3: Set up and maintain inclusive staff networks. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
e) Identify all available organisations and points of contact that could support our staff in meeting their individual needs (including work-life balance) and disseminate this to all levels in the organisation.	Human Resources Christine Cecil	2008 – 2009	An opportunity for individuals to have access and support to contribute concerns with a direct link to the CEO through the EDHRPB. Confidence the organisation is taking action.
f) Continue the involvement of all focus groups and staff associations through the life of the Scheme.	Human Resources Christine Cecil EDHR Unit Everett Henry	2008 – 2009	

Action 4: Collect, analyse and report on qualitative and quantitative diversity monitoring data. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
a) Devise and implement a policy for diversity data collection (including qualitative and quantitative data), assessment and use in corrective action as necessary, to cover both employment and delivery of the NPIA services.	Human Resources Christine Cecil.	2008 – 2009	This will ensure we understand and will deal with any inequalities or injustices in the way in which the NPIA operates both internally, and in the provision of our services. It will demonstrate openness by the organisation to its staff and its customers.
b) Establish a corporate approach to collecting and analysing customer and staff feedback. Ensure diversity issues are captured and inform senior management. (This is linked to Action 14.)	Human Resources Christine Cecil EDHR Unit Everett Henry	2008 - 2009	The publication of data can be used to demonstrate the learning and progress made in the Agency and make the NPIA an employer of choice.
c) Review all diversity monitoring data, including qualitative and quantitative data, at EDHRPB level to further	Everett Henry EDHR	2008 - 2009	Provides a satisfying work environment.

Action 4: Collect, analyse and report on qualitative and quantitative diversity monitoring data. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
develop the organisation and identify gaps within the Scheme.			The NPIA Equality Diversity and Human Rights Strategy KPI.
d) Develop a reporting mechanism to enable the organisation to utilise the diversity monitoring data to inform business decisions	Everett Henry EDHR	2008 - 2009	

Action 5: Require all staff to undertake training to understand specific duties and responsibilities under the equalities legislation

Activities	Owner	Timescales	Business Benefits
<p>a) Develop an e-learning package to cover the legislative duties in relation to the six strands of diversity</p>	<p>Human Resources Christine Cecil EDHR Unit Everett Henry</p>	<p>2008 - 2009</p>	<p>Ensures NPIA compliance with specific duties under equalities legislation</p> <p>To identify individual and organisational responsibilities under diversity legislation, and support the provision of fair operating procedures across the organisation.</p> <p>The NPIA Equality Diversity and Human Rights Strategy KPI.</p> <p>Staff have enhanced knowledge, understanding and responsibilities of diversity and equality.</p>

Action 6: Undertake training of staff in all six strands of diversity, including trans issues. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
a) Ensure diversity training is given to all staff and linked to Personal Development Review objectives.	Human Resources Christine Cecil	2008 - 2009	Training raises diversity awareness. Knowledge and skills of staff are increased.
b) Competency based training and guidance is available to all staff.	Human Resources Christine Cecil	2008 – 2009	Staff are competent and empowered to deal with diversity issues.
c) Consider making NOS Unit AA1/AA2 mandatory and completed by NPIA Staff by March 2010, linking this to the PDR.	Human Resources Christine Cecil	2008 – 2009	Ensures equality of opportunity for staff. Improves retention. Eliminates unlawful
d) Include the diversity module in the induction programme.	Human Resources Christine Cecil	2008 – 2009	discrimination and harassment. Legislative requirement.
e) Provide staff training on how to challenge and report inappropriate language or behaviour and hate crime.	Human Resources Christine Cecil	2008 – 2009	The NPIA Equality Diversity and Human Rights Strategy KPI.

Action 7: Design and deliver a Disability Awareness Programme across the whole organisation. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
<p>a) Introduce to the programme activities for confidence building and interaction with disabled people. Involve disabled people in developing any disability awareness programme</p>	<p>Human Resources Christine Cecil</p>	<p>2008 - 2009</p>	<p>Training raises diversity awareness. Knowledge and the skills of staff are increased. Staff are competent and empowered to deal with diversity issues. Promotes good relations between people and positive attitudes towards disabled persons. Enhances business reputation by demonstrating good practice. Eliminates unlawful discrimination and harassment. Legislative requirement. The NPIA Equality Diversity and Human Rights Strategy KPI.</p>

Action 8: Undertake Stage One Screening for the purpose of Equality Impact Assessments on all policies, procedures, programmes, projects, products, services and key decisions. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
a) Ensure equality impact assessments inform senior management decisions and business planning activities.	All Directorates & EDHR Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon Everett Henry	2008 – 2009	Enhanced reputation and credibility for the NPIA. Help eliminate any discrimination and increase equality of opportunity. Legislative requirement.
b) Ensure diversity is embedded in all stages in the design, delivery and evaluation of training.	All Directorates & EDHR Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon, Everett Henry	2008 – 2009	NPIA Equality Diversity and Human Rights Strategy KPI.
c) Ensure appropriate adjustments are made to meet individual needs.	All Directorates & EDHR Jim Barker-McCardle, Donald	2008 - 2009	

Action 8: Undertake Stage One Screening for the purpose of Equality Impact Assessments on all policies, procedures, programmes, projects, products, services and key decisions. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
	Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon, Everett Henry		
<p>d) Ensure any policies, products, services and key decisions published on the intranet and internet have completed the following check list:</p> <ol style="list-style-type: none"> 1. An Equality Impact Assessment has been completed. 2. Equality Impact Assessments on policies are logged with the Secretariat Policy Unit 3. It undergoes appropriate legal validation 	<p>All Directorates & EDHR</p> <p>Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon, Everett Henry</p> <p>Secretariat</p> <p>COT Team</p>	2008-2011	

Action 8: Undertake Stage One Screening for the purpose of Equality Impact Assessments on all policies, procedures, programmes, projects, products, services and key decisions. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
4. It is signed off by COT or other governance body 5. All Equality Impact Assessment documentation is recorded with the Equality Diversity Human Rights (Corporate) team	EDHR		

Action 9: Review all benefits for staff to ensure no age or gender related conditions are imposed. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
a) Review human resources policies and practices to ensure the NPIA does not discriminate on the grounds of age, disability, gender, race, religion or belief and sexual orientation.	Human Resources Christine Cecil	2008 – 2009	Demonstrates NPIA commitment to raising standards and championing good practice. Ensures equality of opportunity for staff.
b) Undertake a process of determining whether NPIA policies and practices are contributing to the causes of the gender pay gap.	Human Resources Christine Cecil	2008 - 2009	Helps eliminate any discrimination.
c) Conduct an exercise to identify any specific needs of staff related to their religion or belief	EDHR Everett Henry	2008 - 2009	

Action 10: Develop community links to inform the development of NPIA portfolio, policies and practice. 2008 - 2009

Activities	Owner	Timescales	Business Benefits
a) Continue development of the NPIA Independent Advisory Panel (IAP).	All Directorates Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 – 2009	To identify the NPIA customers' views to ensure the required service is provided. Ensures the approach taken to work does not exclude any minority group.
b) Each Directorate holds an equality and diversity event involving representatives from minority communities with the aim of promoting good practice within the Police Service and informs on issues that affect minority and cross strand communities.	All Directorates Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 – 2009	The NPIA Equality Diversity and Human Rights Strategy KPI. Legislative requirement. When setting standards due account can be taken of wider community concerns. Act as a critical friend providing independent advice.
c) Undertake consultation and	All Directorates	2008 – 2009	

Action 10: Develop community links to inform the development of NPIA portfolio, policies and practice. 2008 - 2009

Activities	Owner	Timescales	Business Benefits
involvement activities across the six strands in the development of strategy, policy, products and practice.	Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon		
d) All Directorates establish and maintain links with voluntary organisations, both at local and national levels across all strands of diversity.	All Directorates Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 - 2011	

Action 11: Review Scheme in 2009

Activities	Owner	Timescales	Business Benefits
a) Annual review of the Scheme.	EDHR Everett Henry	2008 – 2009	To discover whether a single scheme addresses requirements adequately or whether some strands require their own scheme to strengthen their message. The NPIA Equality Diversity and Human rights Strategy KPI. Legislative requirement. The review identifies to the organisation progress being made in diversity areas for improvement.
b) Ensure the annual review assesses the impact of the activities listed in the action plan and any identified outcomes.	EDHR Everett Henry	2008 – 2009	
c) Produce an annual report to ensure the organisation is on the right track and to identify any gaps or slippage in the Scheme.	EDHR Everett Henry	2008 – 2009	
d) Present the annual report to the Diversity Champion and the Equality Diversity Human Rights Programme Board.	EDHR Everett Henry	2008 – 2009	

2.2 The Single Equality Scheme Action Plan – Year 2 Actions 2008 - 2010

Action 12: Undertake a pay review to identify any differences between pay for men and women. 2008 – 2010			
Activities	Owner	Timescales	Business Benefits
a) Undertake an audit of possible pay differences between men and women.	Human Resources Christine Cecil	2008 - 2010	Ensure there is no discrimination in the NPIA pay systems. The NPIA Equality Diversity and Human Rights Strategy KPI.

Action 13: Ensure policies and procedures are in place to assess and undertake any reasonable adjustment requirements and work 2008 – 2010			
Activities	Owner	Timescales	Business Benefits
a) Undertake an audit of all the NPIA sites for accessibility and produce a prioritised action plan to address any issues. Review the conference and classroom facilities across all sites for inclusion of a wire loop accessibility	Estates and Management	2008 – 2010	Disabled people will be assured the environment does not compromise their ability to achieve. Disabled people are actively involved in developing the

Action 13: Ensure policies and procedures are in place to assess and undertake any reasonable adjustment requirements and work 2008 – 2010

Activities	Owner	Timescales	Business Benefits
system			organisation therefore encouraging others to join.
b) Ensure physical access to sites is prioritised in relation to DDA building regulations to enable flexible working across sites	Estates and Management Resources Director Donald Muir	2008 – 2010	The NPIA Equality Diversity and Human Rights strategy Goals KPI. Ensure equal accessibility to all. Employees are valued. Satisfying work environment.
c) Work in partnership with disabled peoples organisations to ensure compliance with the Job Centre Plus double tick disability symbol and produce an action plan to meet the standard.	Human Resources Christine Cecil	2008 – 2010	Enhanced innovation, creativity and problem solving. Workforce is confident at dealing with disability issues. Improves reputation and customer satisfaction.
d) Publish maps of sites to indicate accessibility of different meeting rooms	Estates and Management	2008 – 2010	

Action 13: Ensure policies and procedures are in place to assess and undertake any reasonable adjustment requirements and work 2008 – 2010

Activities	Owner	Timescales	Business Benefits
and classrooms etc. Increase and improve signage across all sites.			
e) Ensure the involvement of disabled people in the development of the NPIA strategy, policy, procedures and guidance.	All Directorates Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 – 2010	
f) Publicise positive actions taken and improvements made.	All Directorates Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 - 2010	

Action 14: Review all NPIA suppliers and contractors to ensure compliance with equalities legislation. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
<p>a) Put in place actions to ensure compliance of contractors and suppliers to meet the NPIA policy and standards of employment. Monitor and review these actions.</p>	<p>Commercial and Procurement Sue Moffatt</p>	<p>2008 – 2010</p>	<p>Ensure public money is being spent with suppliers and contractors who understand equality and work fairly.</p> <p>The NPIA Equality Diversity and</p>
<p>b) Monitor and review contractors and consultants against the NPIA diversity standards (NOS AA1/AA2)</p> <p>Carry out checks and audits on contractors and suppliers every six months and report results to Resources Management and the Chief Officer Team.</p>	<p>Commercial and Procurement Sue Moffatt Donald Muir</p>	<p>2008 – 2010</p>	<p>Human Rights Strategy KPI.</p> <p>Positive public relations/media opportunities for the NPIA and its contractors or suppliers.</p> <p>Ensure the NPIA standards are being upheld by contractors and suppliers.</p> <p>Enhanced business reputation.</p>
<p>c) Publicise contractors who demonstrate positive practices so that the organisation and suppliers are</p>	<p>Commercial and Procurement Sue Moffatt</p>	<p>2008 – 2010</p>	<p>Eliminates unlawful discrimination and harassment.</p>

Action 14: Review all NPIA suppliers and contractors to ensure compliance with equalities legislation. 2008 – 2009

Activities	Owner	Timescales	Business Benefits
aware of our commitment.			
d) Deploy a suppliers' and contractors' database to collect, record and monitor the diversity data across the six strands and legislative compliance evidence.	Commercial and Procurement Sue Moffatt	2008 – 2010	
e) Publish results of the audit externally and internally.	Commercial and Procurement Sue Moffatt	2008 - 2011	

Action 15: Ensure all NPIA reviews, annual reports, monitoring data, equality impact assessments, diversity and consultation data are published and accessible yearly. 2008 - 2010

Activities	Owner	Timescales	Business Benefits
a) Conduct equality impact assessment of all communications for accessibility, DDA compliance and minority community representation.	Marketing and Communications Jane Sadler	2008 – 2010	Ensure information is freely accessible to all staff and potential customers. The NPIA Equality Diversity and Human Rights Strategy KPI.
b) Review the Communications' photographic library and the NPIA publications for further representation of all six strands of diversity, to reflect different groups of people and the communities we serve.	Marketing and Communications Jane Sadler	2008 – 2010	Improves reputation and customer satisfaction. Ensures the approach taken to work does not exclude any minority group.
c) Raise staff awareness and knowledge of diversity issues using internal communications media.	Marketing and Communications Jane Sadler	2008 – 2010	Raise staff awareness and knowledge of diversity issues in internal communications.

Action 15: Ensure all NPIA reviews, annual reports, monitoring data, equality impact assessments, diversity and consultation data are published and accessible yearly. 2008 - 2010

Activities	Owner	Timescales	Business Benefits
d) Put in place processes to enable published information to be made available in different formats upon reasonable request.	Marketing and Communications Jane Sadler	2008 – 2010	
e) All relevant information and data produced by the NPIA be made available and easily accessible upon reasonable request.	Marketing and Communications Jane Sadler	2008 - 2010	

Action 16: Centrally record and monitor all: i) Inappropriate behaviour incidents ii) Grievance issues iii) Hate Incidents iv) Discrimination incidents. 2008 - 2010

Activities	Owner	Timescales	Business Benefits
a) Set up an Equality Complaint Procedure, outlining the complaint procedure stages and right of appeal along with a complaints diversity data form.	Human Resources Christine Cecil	2008 – 2010	Improves confidence in the organisation. Demonstrates equality of opportunity. Demonstrates commitment to
b) Collect and analyse data collected in the complaints procedure to identify any bullying, discrimination, harassment or hate crime for minority groups and report to senior management and the Equality Diversity Human Rights Programme Board. Linked to Action 4 – Activity (a)	Human Resources Christine Cecil	2008 – 2010	eliminating discrimination. This will assist in reducing and eventually eliminating bullying or harassment in the workplace. Improve attendance and retention. Reduces litigation. Enhances business reputation.
c) Monitor and review the Personal Development Review (PDR) records	Human Resources	2008 – 2011	Legislative requirement.

Action 16: Centrally record and monitor all: i) Inappropriate behaviour incidents ii) Grievance issues iii) Hate Incidents iv) Discrimination incidents. 2008 - 2010

Activities	Owner	Timescales	Business Benefits
against the six strands to ensure accessibility and equality of opportunity for training, promotion and development of staff.	Christine Cecil		The NPIA Equality Diversity and Human Rights Strategy KPI.
d) Monitor management standards of the PDR process. Address identified gaps with appropriate measures i.e. diversity awareness training, supervisor or management training.	Human Resources Christine Cecil	2008 - 2011	

2.3 The Single Equality Scheme Action Plan – Year 3 Actions 2008 – 2011

Action 17: Establish and operate organisational equality performance measures for which all directorates are responsible. 2008 - 2011

Activities	Owner	Timescales	Business Benefits
a) Establish corporate organisational equality performance measures; report these and the progress made against them to the Equality Diversity Human Rights Programme Board.	Everett Henry EDHR	2008 – 2011	Performance measures which reflect diversity across the organisation will begin to build capacity amongst staff. The NPIA Equality Diversity and Human rights Strategy KPI.
b) Include equality impact assessment monitoring in EDHR performance measures.	Everett Henry EDHR	2008 – 2011	The NPIA will ensure their processes are fair and objective. A climate of continuous development and learning is created.
c) Include measures in equality performance monitoring that identify legislative requirements, barriers, adverse impact and successful outcomes.	Everett Henry EDHR	2008 - 2011	Maximises the pool of potential within the NPIA. Performance measures which

Action 17: Establish and operate organisational equality performance measures for which all directorates are responsible. 2008 - 2011

Activities	Owner	Timescales	Business Benefits
d) The NPIA conduct a review using the Police Equality Standard	Everett Henry EDHR	2008 - 2010	<p>reflect diversity across the organisation will begin to build capacity amongst staff.</p> <p>Enables the organisation to benchmark its performance and identify improvements for future requirements.</p> <p>The NPIA Equality Diversity and Human rights Strategy KPI.</p>

Action 18: A policy is developed is developed to support staff undertaking secondary roles that support NPJA business objectives

Activities	Owner	Timescales	Business Benefits
a) Develop a policy for voluntary work secondment and secondary roles to include community organisations, police staff networks, specials and charities)	Human Resources Christine Cecil	2008 – 2011	Increase the reputation of the NPJA internally and externally. Supports work life balance for individuals. Enhances diversity exposure and
b) All Directorates establish and maintain links with voluntary organisations, both at local and national levels across all strands of diversity.	All Directorates Jim Barker-McCardle, Donald Muir, Richard Earland, Tom McArthur, Angela O'Connor, Gavin McKinnon	2008 - 2011	increases the knowledge and skills of staff to the benefit of the organisation. The NPJA Equality Diversity and Human Rights Strategy KPI.

Action 19: Review policies and procedures across all six strands and work life balance, to meet legislative requirements and identify good practice in Recruitment, Selection, Progression, Retention and Retirement and service delivery 2008 - 2011

Activities	Owner	Timescales	Business Benefits
a) Identify necessary positive action initiatives for all strands in recruitment, progression and retention and involve staff associations to identify individual's who may benefit.	Human Resources Christine Cecil	2008 – 2010	Ensure all staff appointments are based on skills. Providing an open and transparent recruiting policy to further enhance the organisations reputation.
b) Actively seek to address any identified adverse equality impact with regard to the provision of training, access to learning and assessment.	Human Resources Christine Cecil	2008 – 2011	Encourages people from all strands to want to join the NPIA. Eliminates unlawful discrimination and harassment.
c) Produce corporate guidance for directorates in relation to equality and diversity in recruitment advertising and interview procedures.	Human Resources Christine Cecil	2008 - 2009	The NPIA Equality Diversity and Human Rights Strategy KPI. Improved accessibility and equality of opportunity for staff.

Action 19: Review policies and procedures across all six strands and work life balance, to meet legislative requirements and identify good practice in Recruitment, Selection, Progression, Retention and Retirement and service delivery 2008 - 2011

Activities	Owner	Timescales	Business Benefits
d) Deliver a business case for recruitment of disabled people through contracts with representative organisations such as Remploy or similar organisations.	Human Resources Christine Cecil	2008 - 2009	Provides information to assist making the NPIA an employer of choice.
e) Conduct an exit interviews to identify why people leave or choose to end secondment. This is to include analysis against the six strands and work life balance.	Human Resources Christine Cecil	2008 - 2009	

Action 20: Produce and ensure compliance with corporate good practice guidelines for hosting events, conferences and courses etc. 2008 - 2011

Activities	Owner	Timescales	Business Benefits
a) Produce good practice guidelines for hosting events, conferences, courses and learning programmes.	Marketing and Communications Jane Sadler	2008 – 2011	Provides equal access to all participants including reasonable adjustment. Increased customer satisfaction
b) All staff, contractors and customers use the good practice guidelines to provide a flexible and inclusive practice to address the needs of the individual.	Marketing and Communications Jane Sadler	2008 - 2011	Enhances business reputation Promotes equality of opportunity Individuals are treated equitably and fairly. Ensures standardisation across all sites. The NPIA Equality Diversity and Human rights Strategy KPI.

3. Our commitment to equality, diversity , human rights and equal opportunity

The National Policing Improvement Agency is committed to the principles of equality, diversity, human rights and equality of opportunity. Our vision of driving continuous improvement across policing can only be achieved by making full use of the talents and resources of all our staff. By recognising and valuing individuals' unique differences, we will be better placed to develop understanding and confidence amongst all groups of people within the NPIA, the police service and the community we serve.

The NPIA is constantly reviewing its practices and procedures such that it is able to pursue its policy of maintaining its position as an equal opportunity employer.

The NPIA Equal Opportunities policy is to treat all workers and job applicants equally. The NPIA will not tolerate any form of discrimination in respect of age, disability, ethnic or national origin, gender, race, religion or belief and sexual orientation.

There will be no discrimination on these grounds in the terms and conditions offered to its employees, workers, job applicants or voluntary workers. The NPIA's Equal Opportunities policy also covers all stages of the employment relationship from advertising and recruitment, selection, promotion, training, disciplinary and grievance procedure, redundancy and retirement, benefits and services we provide.

All workers have a legal and moral obligation not to discriminate and to report incidents of discrimination against any individual or group of individuals. Any worker found to be discriminating will face disciplinary proceedings.

The only basis for promotion or selection is the applicant's suitability for the job. The NPIA's selection criteria and procedures are regularly reviewed to ensure that individuals are treated on the basis of their relevant merits and abilities. All employees will be given equal opportunity and access to training to enable them to progress both within and outside of the organisation.

We will treat all individuals with whom we associate, both within and outside the NPIA, openly and fairly with dignity and respect. We will provide a working

environment and deliver services free from any harassment, bullying, victimisation and unlawful discrimination.

All members of staff, contractors and suppliers will be expected to actively demonstrate their commitment to these principles and encouraged to challenge unacceptable behaviour in relation to issues of age, disability, ethnic or national origin, gender, race, religion or belief, sexual orientation or any other reason of difference.

The NPIA is committed to the Single Equality Scheme as a programme of action to make the Equal Opportunity Policy effective ensuring all our policies and procedures reflect these principles.

3.1 Our Priorities and Objectives

In order to meet the challenges facing policing, the NPIA was formed to support the Police Service's delivery and help meet expectations within our communities. The Single Equality Scheme underpins the NPIA Business Plan priorities to provide visible policing, partnership working and improved efficiency whilst fulfilling our commitment to equality and no unfair discrimination. We are working together to understand the police environment and the needs of the Police Service and law enforcement agencies. All our activities are fully aligned to the changing needs of policing.

3.2 Governance of the Scheme

The NPIA Single Equality Scheme is governed by the Chief Officer Team who meet quarterly as the Equality, Diversity Human Rights Programme Board (EDHRPB) and is chaired by the Chief Executive Officer. The organisational infrastructure that supports the Single Equality Scheme is a devolved reporting structure with directorates reporting to the EDHRPB.

Membership of the EDHRPB consists of the Chief Executive Officer and the Chief Officer Team. The EDHRB is the governance and decision making body for the directorate action plans and responsible for monitoring the actions and issues raised from each directorate. The EDHRPB proactively invites persons from our

communities and stakeholder groups to attend the meetings to establish good relationships and a transparency of process, fostering trust and confidence

The EDHRPB will monitor the progress of the Scheme over the 3 years including the annual review, and report to the NPIA Board.

Each directorate has the Single Equality Scheme actions in their business plans. The directorate analyse the progress of the Single Equality Scheme actions and report the impact, progress and any gaps to the Equality, Diversity and Human Rights Programme Board (EDHRPB). The EDHR unit will provide a summary report to the EDHRPB on a regular basis.

The Equality Diversity and Human Rights Programme Board

Focus

This board will be responsible for overseeing the delivery of the NPIA Single Equality Scheme and will meet quarterly to review the performance against the following five outcomes: -

- Managers at all levels demonstrate effective leadership on equality and diversity.
- A working environment where staff respect and value each other's diversity
- Effective implementation of statutory obligations on equality and diversity
- Effective implementation of the NPIA Single Equality Scheme
- Services delivered in a way that promote equality and respect diversity

Objectives

- Ensure that the implementation and delivery over 3 years of the NPIA Single Equality Scheme is integrated and consistent across the organisation;
- Compliance with equalities legislation and duties across the organisation which includes the publication and review of the NPIA Single Equality Scheme;
- Ensure the Chief Officer Team secures an integrated and systematic approach to embed equality and diversity across the organisation;
- Monitor and ensure accountability for equality and diversity directives in the NPIA;

- Governance of the NPIA Single Equality Scheme and implementation;

EDHR Structure

The aim of the EDHR unit is to support the NPIA and wider police service to improve policing through the provision of expertise, guidance and support on EDHR issues. The Unit will support the NPIA to identify key issues and develop best practice to embed equality, diversity and human rights through partnership working with key stakeholders and the wider community by:

- Providing strategic EDHR support, expertise and advice to the NPIA and police service;
- Developing an Equality Standard for the police service;
- Engaging with NPIA Staff Council, Staff Networks and Staff Associations (local and national) to identify key EDHR issues for the NPIA and the police service;
- Engaging with independent community groups (i.e. Lawrence Steering Group) to identify key EDHR issues for the NPIA and the police service;
- Engaging with police service confidence and equality practitioner networks to identify the needs of the police service in relation to EDHR issues;

EDHR Programme

The EDHR Programme Board will reflect the police service Trust, Confidence and Equality Boards utilised to implement EDHR activity. This will enable the NPIA to:

- Mainstream equality, diversity and human rights, through leadership, into everyday business;
- Effectively implement legislation and stakeholder recommendations;
- Develop a structure to identify and act on internal and external proposals, recommendations, opportunities and concerns;
- Perform risk assessments on processes and prioritise activity

<p>EDHR Programme Board Peter Neyroud (Chair)</p>	<p>Membership Policing Policy and Practice <i>Jim Barker-McCardle</i> Information Communications Technology and Science <i>Richard Earland</i></p>
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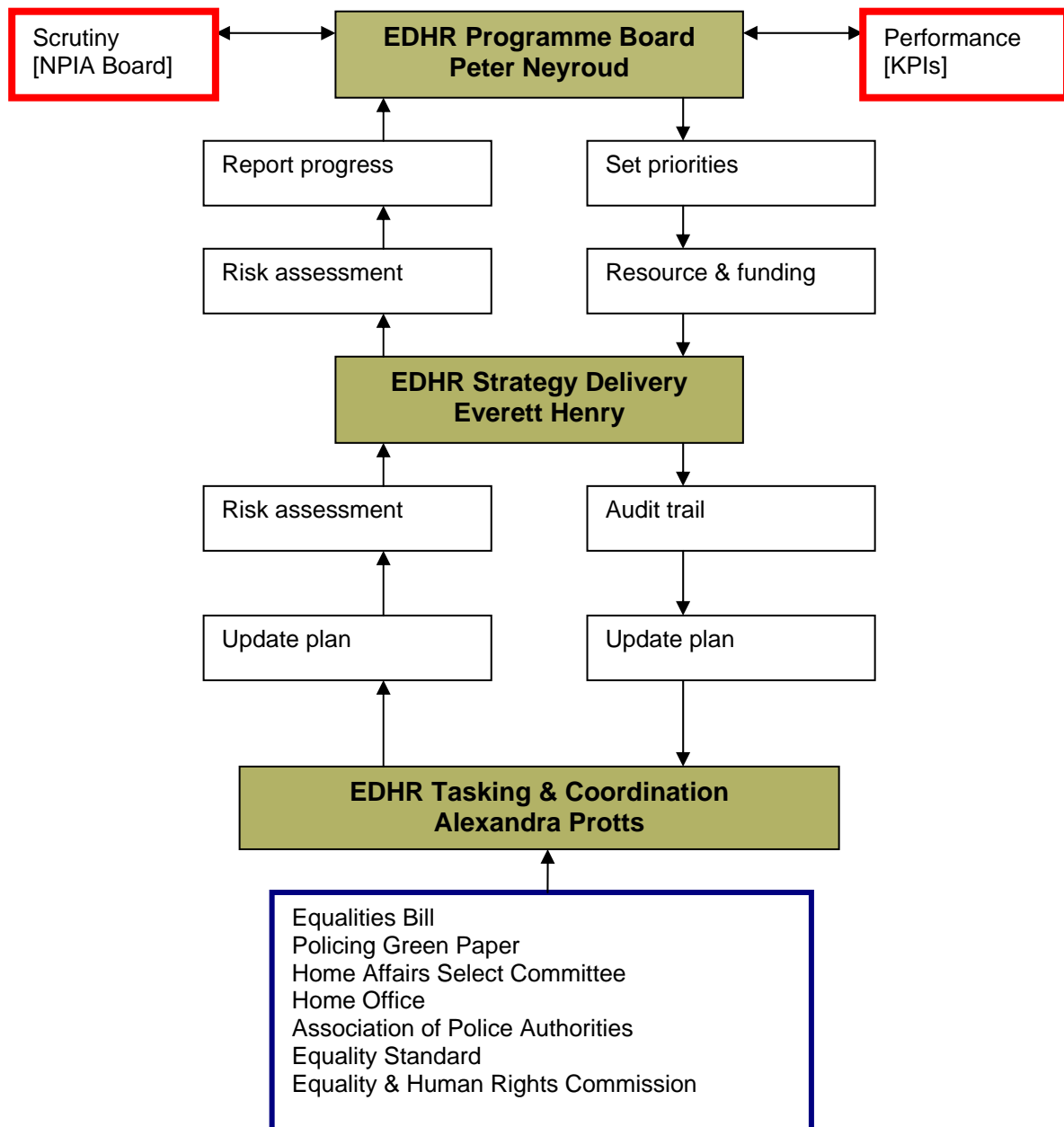
	People and Development <i>Angela O'Connor</i> Policing Operations <i>Tom McArthur</i> Resources <i>Donald Muir</i> Secretariat <i>Gavin McKinnon</i>
EDHR Strategy Delivery Group Everett Henry (Chair)	Membership Head of Corporate EDHR <i>Alexandra Prottis</i> Head of Operational EDHR <i>Sandra Brown</i> Local diversity leads/relevant unit representatives in relation to current tasking and coordination

As progress develops on the single equality scheme and staff association representatives are identified the EDHR Programme Board will develop to a proposed membership of:

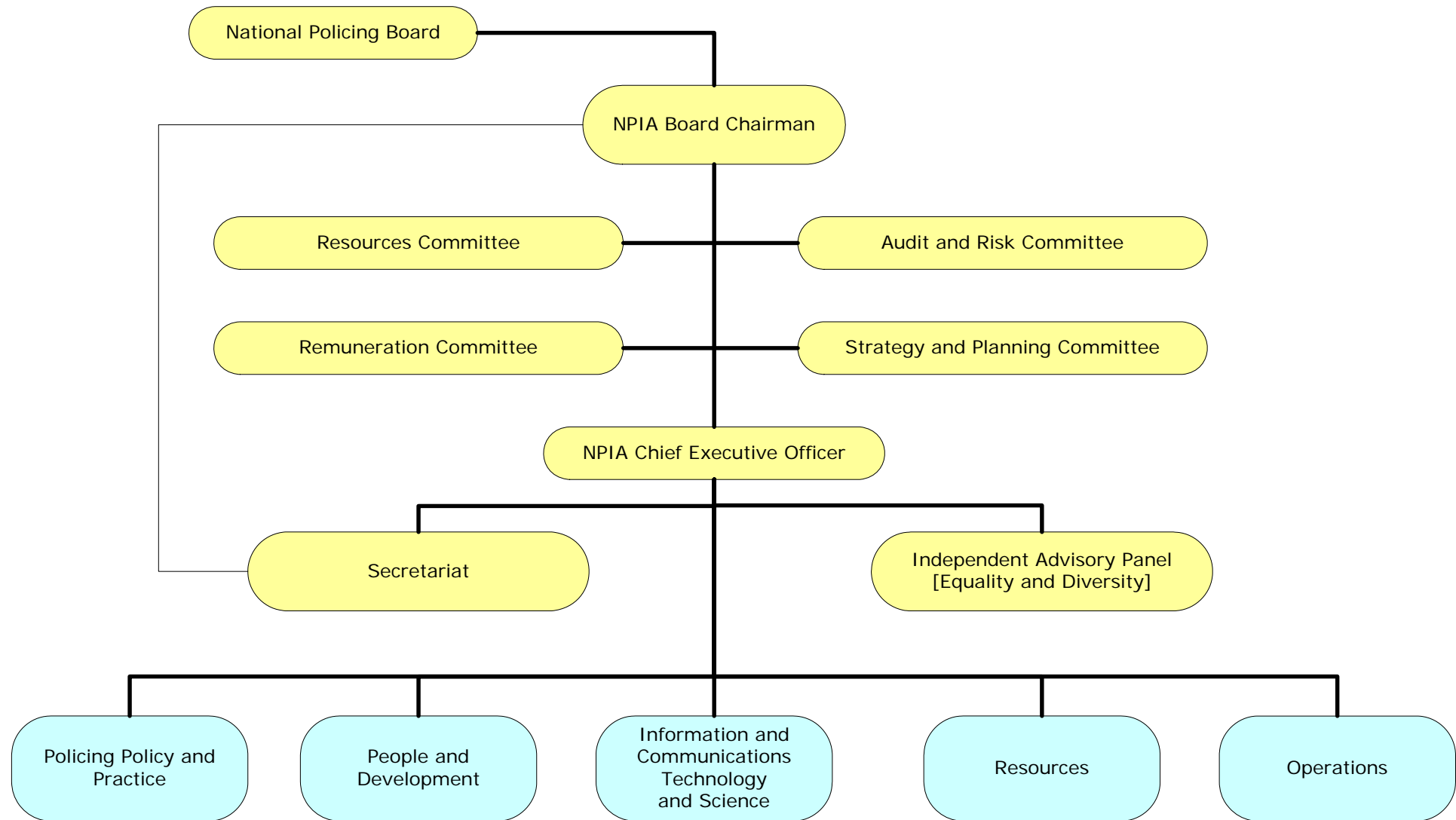
- Chair Peter Neyroud
- Staff Association Chairs
- Staff Council Chair
- Independent Advisory Panel Member
- NPIA Board Member

This will ensure that NPIA EDHR activity sign off processes are inclusive and reflect real issues raised by employees and community members. It will also support the staff associations by giving them a direct link with the Diversity Champion Peter Neyroud.

3.3 NPIA Diversity Reporting Structure



3.4 NPIA Organisation Structure



3.5 The NPIA Independent Advisory Panel

The National Policing Improvement Agency, since its inception on 1 April 2007, has continued to support its own Independent Advisory Panel. Members have direct access to the NPIA Board and CEO and operate strategically to present an external view of a society becoming more diverse year on year. The Panel directly impacts on the NPIA's ability to ensure due account can be taken of wider community concerns when setting standards and implementing good practice for the police service as a whole.

The NPIA Independent Advisory Panel works with the NPIA Board and Executive as an external advisory body, acting as a critical friend, challenging and offering independent advice and recommendations on equality, diversity and human rights issues.

The Independent Advisory Panel is just one of several groups within NPIA. Developments are programmed in 2009 to ensure NPIA has an Independent Advisory Group that includes multi strand and community representation. This group will operate strategically to advise the Policing Minister, Policing Boards and the NPIA Business Plan on community issues.

3.6 The Equality and Human Rights Commission

The Commission champions equality and human rights for all, working to eliminate discrimination, reduce inequality, and protect human rights and to build good relations, ensuring everyone has a fair chance to participate in society.

In order to bring about effective change, the Commission uses influence and authority to ensure equality and human rights remain at the top of agenda for government and employers, media and society.

Acting directly and fostering partnerships at local, regional and national levels, the Commission stimulates debate on equality and human rights. The Commission's priorities are to:

- build a credible and independent commission

- target key equality battlegrounds
- improve life chances and reduce inequalities
- promote new understanding of the equality and human rights culture.

The NPIA supports the work of the EHRC in partnership in the development of strategy, policy and practice.

4. Legislative Drivers

The development of this Scheme will enable us to demonstrate our commitment to diversity through setting organisational goals and achieving measurable improvements in all of our business areas. This in turn will enable us to monitor and provide a better service to the police community thus enabling us to improve policing.

Disability, gender and race are key pieces of legislation integral to our Single Equality Scheme. Our Scheme also covers compliance with legislation covering age, religion or belief and sexual orientation and seeks to go beyond their current requirements. The information given is an overview and does not detail the full extent of the duties or a full list of the NPIA's legal responsibilities.

The NPIA is required to produce and implement a statutory Welsh Language Scheme in accordance with the Welsh Language Act 1993.

In summary, the NPIA's Welsh Language Scheme sets out how the NPIA will provide Welsh language services to the Public in Wales.

Under this scheme the NPIA has primary duty and a statutory requirement to treat the English and Welsh languages on a basis of equality when dealing with the public in Wales.

It is important that all employees are aware and fully understand the NPIA's statutory obligations when reviewing existing or preparing any new policies, processes, procedures, projects, programmes, services or key decisions such that the NPIA's compliancy duties are met

4.1 Race Legislation

The Race Relations (Amendment) Act 2000. This amends the Race Relations Act 1976 as such the duty is contained in Section 71 of the Race Relations Act 1976.

The race equality duty is to carry out functions with regard to the need to:

- eliminate unlawful racial discrimination
- promote equality of opportunity
- promote good relations between people of different racial groups.

In addition to the general duty, certain public authorities must also comply with specific duties. These duties require public authorities to set out those of their functions and policies, or proposed policies, which they have assessed as relevant to the performance of the general duty and to set out their arrangements for:

- assessing and consulting on the likely impact of proposed policies, and on the promotion of racial equality
- monitoring policies for any adverse impact on the promotion of race equality
- publishing the results of assessments, consultations and monitoring
- ensuring public access to information and services which they provide
- training staff in connection with the general and specific duties of the RR(A)A
- reviewing the assessment of their functions and policies with regard to their relevance to the general duty.

4.2 Disability Legislation

A corporate approach to the Disability Discrimination Act 1995 as amended in 2005 follows 'The Duty to Promote Disability Equality Statutory Code of Practice' which promotes the 'social model of disability' in that "the poverty, disadvantage and social exclusion experienced by many disabled people is not the inevitable result of their impairments or medical conditions, but rather stems from attitudinal and environmental barriers". The social model of disability has been

adopted by the NPIA in its development of the Single Equality Scheme and its action plan.

Disability Discrimination Acts 1995 and 2005

The disability equality duty is to carry out functions with regard to the need to:

- promote equality of opportunity between disabled people and others
- eliminate unlawful disability discrimination
- eliminate disability-related harassment
- promote positive attitudes towards disabled people
- encourage participation by disabled people in public life
- take steps to take account of peoples' disabilities, even where that involves treating disabled people more favourably than others.

The Disability Discrimination Act 1995 as amended in 2005 defines a person with a disability as someone with a physical or mental impairment that has a substantial and long term adverse effect on their ability to carry out day to day activities.

This definition includes:

- people with cancer, HIV, and multiple sclerosis from the point of diagnosis
- people with progressive conditions are included from the point at which the condition has an effect on the person's ability to carry out day to day activities
- people who have a hearing or sight impairment (except where the person's sight can be corrected by glasses or contact lenses) or a mobility difficulty
- people with severe disfigurements
- people with hidden disabilities such as diabetes, epilepsy, dyslexia and people who have mental health conditions or learning difficulties.

Listed public authorities have specific duties requiring them to publish, implement and review a Disability Equality Scheme, setting out how they will meet the duties under the regulations. These set out the specific duties within the scheme and to report annually on steps taken under it.

4.3 Gender Legislation

The Equality Act 2006 amends the Sex Discrimination Act 1975 to provide a gender equality duty for public authorities.

It contains a general duty to carry out functions with regard to the need to:

- eliminate unlawful discrimination and harassment
- promote equality of opportunity between men and women.

This duty and any reference in the scheme to gender covers women and men including transsexual people (the Gender Equality Code of Practice uses this term to mean people who are covered by the provisions in the SDA 1975 which deals with discrimination on the grounds of gender reassignment).

In addition to the general duty above the Gender Equality Duty contains specific duties. These will require the NPIA, once it is listed, to:

- produce and publish an Equality Scheme showing how we intend to fulfil the general and specific duties above and actions to meet them
- consult its employees, service users and others (including trade unions) who appear to it to have an interest in the way it carries out its functions
- monitor, review progress
- consider the need to have objectives that address the causes of any differences between the pay of men and women that are related to their sex
- review the Scheme every three years and report annually on progress
- the NPIA must assess the impact of its policies and practices (or likely impact of proposed policies and practices) on equality between women and men
- achieve the fulfilment of the objectives set out in the Single Equality Scheme Action Plan.

4.4 Age Regulations

Employment Equality (Age) Regulations 2006

The regulations make it unlawful to discriminate against workers, employees or potential employees and trainees because of their age.

The legislation is designed to ensure that an individual's age is not used as a means to discriminate, harass or victimise.

The regulations:

- apply to employment and vocational training
- apply equally whatever your age; this is not just about older workers
- prohibit direct discrimination, indirect discrimination, victimisation and harassment on the grounds of age, or perceived age
- cover the whole of the employment relationship, from recruitment and selection through pay and benefits (including pensions and insurance) and training and promotion to termination, redundancy and retirement.

4.5 Religion or Belief Regulations

The Employment Equality (Religion or Belief) Regulations 2003

The regulations are divided into three main areas that apply to discrimination in employment and vocational training:

- discrimination on the grounds of religion or belief
- discrimination by way of victimisation
- harassment on grounds of religion or belief.

The regulations also apply equally to people who do not have a religion or belief. It is important to remember that legislation also includes belief systems that are not religions, for example atheism or agnosticism.

The Equality Act 2006 introduces provisions to protect people on the grounds of religion and belief in the area of goods, facilities and services.

4.6 Sexual Orientation Regulations

The Employment Equality (Sexual Orientation) Regulations 2003

These regulations make it unlawful to discriminate on grounds of sexual orientation in employment and training.

These regulations were amended to take account of the Civil Partnership Act 2004. **The Equality Act 2006**, provides for regulations (which came into force

on 30 April 2007 as The Equality Act (Sexual Orientation) Regulations 2007, S.I.2007/1263) to make it illegal to discriminate in the provision of goods, facilities and services on grounds of sexual orientation. These regulations have been made and are titled 'The Equality Act (Sexual Orientation) Regulations 2007' (SI 2007/1263).

5. Involvement and Consultation

In developing the Single Equality Scheme, we sought contributions from a range of employees and stakeholders on age, disability, gender, race, religion or belief and sexual orientation issues.

5.1 Internal involvement and consultation

We sought the involvement of the NPIA's employees, contractors and suppliers through the following initiatives:

- directorate focus groups
- internal disability involvement group
- intranet communication and all staff e-mail
- questionnaires
- notice board communication
- 1-1 meetings and feedback from police association networks
- meeting with the Chair and Deputy Chair of the NPIA Black Staff Association
- involvement of contractors by attendance at focus groups and eQuestionnaire.

5.2 External involvement and consultation

We approached national and local organisations from the six diversity strands, seeking their views on the services and products we provide to the Police Service and the communities we serve.

We sought the involvement of external groups through:

- meetings with police network associations
- online questionnaire to national organisations, the Police Service, Independent Advisory Groups
- focus group with local disabled network
- attendance at regional forum for disabled people
- National Independent Advisory Groups' disabled workshop.

This consultation process enabled us to identify priority actions which set out the changes we intend to make over the period of this Single Equality Scheme.

We have also received contributions to the development of the Scheme from:

- Police Networks; Gay Police Association, National Disabled Police Association, British Association for Women in Policing and National Black Police Association
- ACPO Independent Advisory Groups Working Party
- Home Office
- Association of Police Authorities
- Police Service Diversity Leads
- guidance from the Commission for Equality and Human Rights
- expertise and consultation given by the NPIA Independent Advisory Panel
- local disabled people's network
- national disability network
- local charitable organisations
- national disability organisations

A list of the organisations we worked with can be found in Appendix 1.

5.3 Continuing Involvement and Consultation

Through the life of the Scheme the NPIA will continue to develop involvement and consultation activities to establish good relationships and a transparency of process, fostering trust and confidence with our partners, stakeholders and community groups.

The NPIA Single Equality Scheme is just a part of our programme to create a culture that fosters good working practices and supports our 'Valuing People' statements. The Single Equality Scheme, Investors in People programme, and the NPIA People Strategy will be delivered under the Transformation programme umbrella to ensure diversity and 'Valuing People' is embedded in the organisation-wide development and change programme.

These programmes of work will involve staff through bi-annual surveys, staff council, staff associations, focus meetings workshops and events where knowledge and ideas can be shared in a climate of self improvement. Community involvement in our activities is a key requirement within the actions of our scheme.

6. Benefits for our Organisation

Understanding diversity has a direct impact on the quality of service we provide. A diverse workforce gives us access to a broad range of skills, experience, education and culture which maximises our ability to deliver a variety of local solutions to local problems. Embedding diversity into the core business practices of the NPIA will enable the organisation to:

- Increase employee satisfaction, therefore helping to attract new staff and retain existing personnel, reduce recruitment costs and increase productivity;
- Understand better how communities think and what activities will increase trust and confidence in the police service thereby increasing both customer and community satisfaction;
- Enable the police service to reflect the communities it serves;
- Promote a change in organisational culture and practices to eliminate discrimination and promote equality of opportunity for everyone;
- Build our reputation as a diverse business and an employer of choice

7. Equality Impact Assessment

The NPIA is committed to ensuring the way in which we operate is transparent and equitable across all diversity groups. In order to understand how our policies, programmes, procedures, products, services and key decisions, including projects, affect our staff and customers, we are undertaking a programme of Equality Impact Assessments across the organisation. Key items have been identified by directorates, and stage one impact assessments of all programmes is being supported by EDHR staff.

Equality impact assessments allow us to:

- identify real and possible inequalities that people of different diversity groups may face
- identify ways by which we can achieve the aims of our existing and proposed policies, and which will not lead to inequality
- increase transparency in our actions
- be more accountable to our staff, customers and the people we interact with.

We must be proactive in mainstreaming equality into all of our decisions and activities. The process of impact assessing all of our policies, programmes, procedures, products, services and key decisions, including projects, gives us the confidence that we have considered people's needs in the way we carry out our business. We are able to identify whether any groups of people may be disadvantaged by the decision or activity and correct this. We are also able to identify where we can better promote equality of opportunity.

The NPIA has developed an Equality Impact Assessment Framework to set out the steps that need to be taken when conducting an equality impact assessment. This document fully supports the Single Equality Scheme in meeting the legislative duty. It provides a full explanation of the requirements needed across the six strands in the setting of priorities in an equality impact assessment to find out whether an existing or proposed policy, programme, procedure, product, service or key decision, including projects, affect different groups of people in different ways. If there is a difference, it is identified and suitable changes can

be made after consultation with key stakeholders. A copy of the framework can be obtained from the Equality, Diversity and Human Rights team by emailing:

diversity@npia.pnn.police.uk

The framework was rolled out across the organisation during 2007 - 2008 with a supporting training programme. This has enabled all areas of the NPIA to understand the need for these assessments and the process involved. This ongoing work in all departments ensures we embed equality and diversity in the work we do, delivering high standards in the services we provide and the communities we serve.

Transparency in the way we work is one of our core values and to support this any policies, procedures, programmes, projects, products and services published on the intranet and/or internet must have completed the following check list:

1. An Equality Impact Assessment has been completed on the policy, procedure, programmes, project, product, service or key decision.
2. Equality Impact Assessments on policies are logged with the Secretariat Policy Unit.
3. Legal validation is undertaken where appropriate.
3. The Equality Impact Assessment is signed off by COT or other governance body.
4. All Equality Impact Assessment documentation is recorded with the Equality Diversity Human Rights (Corporate) team.

The key steps in undertaking an equality impact assessment are:

Stage One: Screening:

All policies, programmes, procedures, products, services and key decisions, including projects, are subject to screening in order to understand their relevance to equality issues. Key questions to be asked when doing this are:

- what is the purpose?
- how are people affected?
- could people be affected differently?

Stage Two: Full Assessment:

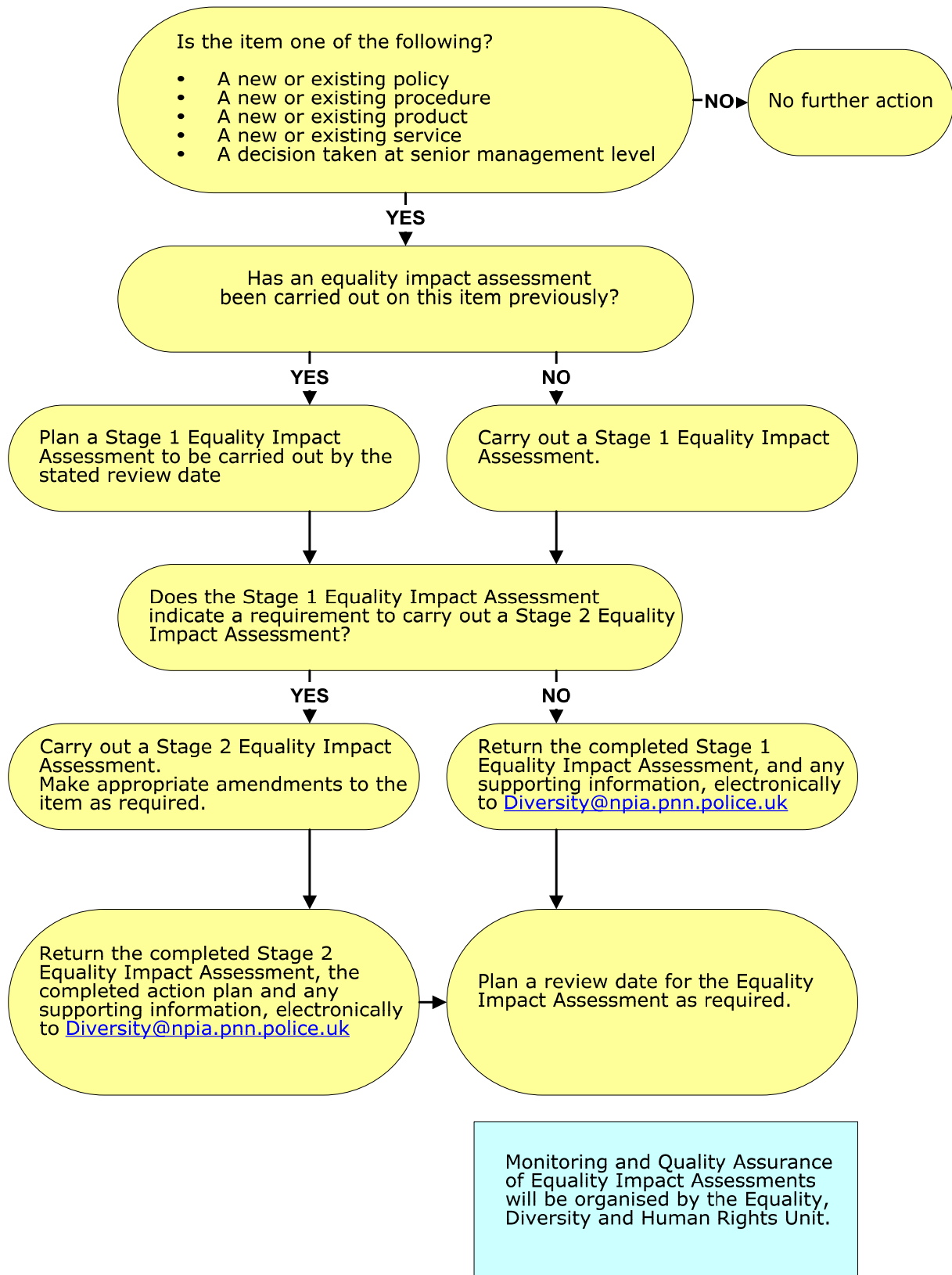
All policies, programmes, procedures, products, services, including projects or key decisions that are relevant to, or focussed on, or likely to have an impact on people, must be analysed in greater depth to fully understand the issues arising. The aim of the Stage Two assessment is to determine if the action could have any adverse effects on people from different diversity groups. Changes can then be made or supplementary measures considered that would mitigate any negative effects.

It is essential at this stage to consult with people who may be affected by the action and to obtain and consider evidence of any positive and negative effects.

These steps are illustrated in a flow chart on the following page.

Staff from the Equality, Diversity and Human Rights Unit collate the results of any assessment completed, and will monitor when the actions are due for review. The unit subsequently plans to develop a quality assurance process to ensure that once assessments are being completed across the organisation, consistency can be monitored in the application of the framework, and to provide further evaluation of the work completed which may highlight areas missed in the original assessment. To comply with legislation, we have included a list of equality impact assessments with review dates. This shows a list of our impact assessed policies, procedures, products and services, in progress, under the appropriate function and can be found in Appendix 2. Please note a copy of all completed Equality Impact Assessments can be obtained from the Equality, Diversity and Human Rights team by emailing: diversity@npia.pnn.police.uk

7.1 The Equality Impact Assessment Flowchart



8. Diversity Monitoring and Gathering Information

Monitoring the diversity of our staff is a key tool allowing us to view the differences there are between different groups of people in their progression through the NPIA. From recruitment, progression and promotion, to those who leave the organisation, we must always be able to ascertain whether our procedures are truly fair, and compliant with the Data Protection Act 1998.

Data is collected on SAP and PDR systems within the NPIA to inform policy reviews for our equality impact assessment process, providing evidence of our commitment to equality. In the first six months of operation, the NPIA has undertaken a staff survey from which adverse impact to employees from policies and practices can be assessed and gaps identified. The Staff Survey opinions and actions are being given due consideration and will be addressed within the NPIA Transformation Programme action plan.

In addition, we are mindful that in order to offer a service which meets the needs of our customers, our workforce needs to reflect the diversity found in society.

Diversity monitoring data is currently collected at recruitment and new starter stages of employment within the NPIA and we are in the process of establishing a consistent method for collecting and analysing diversity data of our staff and customers. In many areas of the organisation customer data is collected, however this must be made consistent across all directorates and a programme of analysis must be developed. This has been identified as an area to be addressed and over the next three years processes will be developed and put in place to correct this. This will be done as a priority in order to enable the NPIA to meet their duty to publish such data on an annual basis under the requirements of the Scheme.

The NPIA Equality and Human Rights Programme Board has governance for the NPIA diversity data collected, measuring the impact for the organisation and ensuring adverse impact is addressed and remedial action is taken.

9. HR Policies and Employment Practices

The NPIA is committed to eliminating discrimination and encouraging diversity amongst its workforce. Our aim is for our workforce to be truly representative of the communities we serve. We are actively improving our practices through undertaking a formal Investors in People review in December 2008 and are continually reviewing family friendly benefits.

The NPIA will ensure staff receive fair and lawful treatment in every aspect of employment. We consult and negotiate with our trade unions for annual pay awards and over the next 18 months plan to conduct an equal pay audit for our staff.

The NPIA gives full and fair consideration to all applications for vacancies and employs flexible working practices for its employees.

At NPIA we have a commitment to balancing work and home life, and have launched a Childcare Voucher Scheme which gives staff the freedom to choose the care option most suited to the individual to help meet the cost of childcare.

Additional family friendly benefits are:

- Enhanced Maternity and Paternity leave
- Flexible working
- Parental leave
- Holiday Play Schemes
- Career break / Sabbatical

In our terms and conditions and employee welfare support we provide:

- 24/7 Employee support programme (AXA / PPP)
- Annual leave minimum of 25 days
- Special leave to deal with unexpected emergencies
- Privilege Days (2.5)
- Life style and Well being programmes and day events
- Sick Pay
- Flexi time
- Pension Scheme
- Life assurance

- Critical Illness fund
- Eligibility to Benenden Healthcare Scheme
- Season ticket Loan

We are continually seeking to build on the channels available to staff, seeking their views and involvement, and have established a NPIA Staff Council comprising representatives from across the organisation along with the following practices:

- Chief Officer Team web chats
- direct e-mail access
- bi-annual Staff Survey with results published on the intranet
- internal publication newsletter
- briefings
- focus groups
- roll out of Information Technology Programme to ensure equal access for all staff
- team briefings
- corporate staff engagement sessions
- Human Resources strategy workshops.

9.1 Training and development of our staff

The Scheme promotes development activities and a blended learning approach to suit individual learning styles. Included in the Scheme are actions to ensure all staff receive diversity awareness training and are informed of the diversity legislative requirements. The NPIA training strategy is in place to roll out a programme of training and development to all staff and managers. The PDR training supports our staff and managers to carry out effective PDR reviews. Through the PDR quality audit we monitor equality of opportunity for all staff.

As part of the management training programme, to inform managers of their duty of care under employment law, the NPIA has piloted a one day HR skills programme covering employment law in relation to managing people; it covers recruitment, performance, attendance, grievances and disciplinary issues, to prevent unlawful discrimination, increase managers' competence and ensure equality of opportunity in the business operations. This is being developed for roll out in 2008 for all

managers. Organisational Development will be undertaking a training needs analysis in order to identify the provision of role specific training.

The following initiatives support the NPIA's commitment to career development and having fair recruitment and selection processes:

- career development workshops
- training provided for personal development through performance review
- use of the Integrated Competency Framework (ICF)
- education funding policy
- study leave
- professional sponsorship
- reward and recognition
- the NPIA Staff Induction
- paid leave for Special Constable training
- paid leave for public duties

9.2 Monitoring of our Staff

The NPIA has introduced the SAP system to record and monitor employment and diversity data. It is planned that when fully implemented this system will centrally record grievances (including hate crime), personal development records, training and retention data and to inform the Resources Committee which meets quarterly. The Resources Committee analyses diversity data to identify gaps and take actions to address these.

10. NPIA Procurement

The NPIA recognises that diversity amongst our suppliers can lead to innovation, better competition and ultimately, better value for money.

The NPIA has a procurement policy which implements the overarching governance of the Home Office. It is compliant with the Home Office's "Operating Level Agreement" that has been signed on behalf of the NPIA by the Head of Commercial and Procurement Unit. The NPIA will achieve and demonstrate value for money in all its procurement activities, through the application of fair, transparent and non-discriminatory competitive tendering.

The policy is designed to ensure that all goods and services bought by the NPIA are the most appropriate to meet the needs of the business at the best value for money. This policy and NPIA procurement activities support the Single Equality Scheme. Procurement will be actively involved in ensuring that in engagement with the supply chain we will promote equality of opportunity and avoid discrimination.

Where it is relevant to the contract, an equality impact assessment is carried out to ensure compliance with the requirements of the law.

11. Appendix 1: Contribution and Consultation

The following are organisations, community groups and networks that have contributed to the Scheme.

Further to the publication of this scheme we welcome comments, contributions and involvement from any group, organisation or individual.

Association of Chief Police Officers	www.acpo.police.uk
Association of Chief Police Officers (Scotland)	www.acpos.police.uk
Association of Police Authorities	www.apa.police.uk
British Association for Women in Policing	www.bawp.org
Bedfordshire Police	www.bedfordshire.police.uk
Catholic Police Guild	cathpol@blueyonder.co.uk
Changing Faces:	www.changingfaces.or.uk
Christian Police Association	www.cpauk.net
City of London Police	www.cityoflondon.police.uk
Cleveland Police	www.cleveland.police.uk
Derbyshire Police	www.derbyshire.police.uk
Equality & Human Rights Commission	www.equalityhumanrights.com
Essex Police	www.essex.police.uk
Gay Police Association	www.gay.police.uk
Home Office	www.homeoffice.gov.uk
Kent Police	www.kent.police.uk
Kent Independent Advisory group	www.kent.police.uk
Metropolitan Police	www.met.police.uk
National Black Police Association	www.nbpa.co.uk
National Disabled Police Association	www.ndpa.info
New Forest Disabled Information Service	www.r4u2.org.uk/conNFDIS
Nottinghamshire Police	www.nottinghamshire.police.uk
NPIA Independent Advisory Panel	www.npia.police.uk
Police Federation of England and Wales	www.polfed.org
Police Superintendents Association	www.polic supers.com
Public and Commercial Services Union	www.pcs.org.uk

Royal Association for Disability and
Rehabilitation (RADAR) – South West
Staffordshire Police
West Mercia Police

www.radar.org.uk

www.staffordshire.police.uk

www.westmercia.police.uk

12. Appendix 2: Equality Impact Assessment Table (as at 1st Sept 08)

Relevance to the Race Equality Duty:-

A - Eliminate unlawful discrimination

B - Promote equality of opportunity

C - Promote good relations

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
Product	ACPO DNA Good Practice Manual Third Edition	Policing, Policy and Practice Directorate	A, B, C	High	07/09/2008
Policy	Alcohol, Drugs & Substance Abuse Policy	Standards and Business Assurance	A, B, C	High	15/06/2008
Policy	Business Interest Policy	CEO Private Office	A, B, C	High	08/08/2008
Policy	Children on NPIA Premises Policy	Standards and Business Assurance	A, B, C	High	11/06/2008
Policy	Educational Funding Policy	Resources Directorate- Human Resources	A, B, C	High	21/08/2008
Project	FIND (Facial Images National Database)	Information Communications	A, B, C	High	28/08/2008
Policy	Foreign Travel Policy	Resources Directorate- Human Resources	A, B, C	High	07/06/2008
Policy	Grievance Resolution Procedure	Resources Directorate- Human Resources	A, B, C	High	11/05/2008

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
Policy	Grievance Resolution Procedure	Resources Directorate- Human Resources	A, B, C	High	25/09/2008
Project	IDENT1 (National Fingerprint System)	Information Communications Technology and Science Directorate	A, B, C	High	02/08/2008
Policy	Job Sharing Policy	Resources Directorate- Human Resources	A, B, C	High	14/06/2008
Project	Lantern (Mobile hand held fingerprint device)	Information Communications Technology and Science Directorate	A, B, C	High	20/08/2008
Service	National DNA Database [NDNAD]	Information Communications Technology and Science Directorate	A, B, C	High	17/07/2008
Policy	NPIA Code of Conduct Policy	Resources Directorate- Human Resources	A, B, C	High	25/09/2008
Policy	NPIA Smoking Policy – Issue 1.0 April 2007	Standards and Business Assurance	A, B, C	High	11/05/2008
Policy	NPIA Travel and Subsistence Policy	Finance, Infrastructure and Planning	A, B, C	High	10/05/2008
Programme	NSPIS Custody & Case Preparation Programme	Information Communications Technology and Science	A, B, C	High	11/07/2008

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
		Directorate			
Policy	Performance Development Review Policy	Resources Directorate- Human Resources	A, B, C	High	06/11/2008
Policy	Performance Development Review Policy and Guide	Resources Directorate- Human Resources	A, B, C	High	22/06/2008
Programme	Penalty Notice Processing Project (PentiP)	Information Communications Technology and Science Directorate	A, B, C	High	15/08/2008
Policy	Performance and Conduct Procedure	Resources Directorate- Human Resources	A, B, C	High	11/05/2008
Procedure	Performance and Conduct Procedure	Resources Directorate- Human Resources	A, B, C	High	25/09/2008
Programme	Schengen Information Systems (SIS) 11	Information Communications Technology and Science Directorate	A, B, C	High	31/07/2008
Product	Strategic Command Course	Leadership and Development	A, B, C	High	28/12/2008
Policy	Stress Management Policy	Standards and Business Assurance	A, B, C	High	18/06/2008
Product	Workforce Modernisation, Strategic and Operational Resource Planning	Workforce Modernisation	A, B, C	High	22/08/2008

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
Policy	Working Time Policy	Standards and Business Assurance	A, B, C	High	15/06/2008
Policy	Access Control Policy	Standards and Business Assurance	A, B, C	Medium	06/06/2010
Policy	Access to Information Policy	Information Communications Technology and Science Directorate	A, B, C	Medium	06/08/2010
Project	Airwave Air to Ground Project	Information and Comms Development	A, B, C	Medium	20/06/2010
Project	Airwave Future Radio Network (FRN) Project Definition phase	Information and Comms Development	A, B, C	Medium	27/07/2010
Product	Airwave How to Mobilise Guide Chapter 1 – Before You Start!	Information and Comms Development	A, B, C	Medium	27/06/2010
Project	Airwave London Underground Project	Information and Comms Development	A, B, C	Medium	22/06/2010
Project	Airwave Mobile Data Project	Information and Comms Development	A, B, C	Medium	26/06/2010
Project	Airwave National Fallback Service Project	Information and Comms Development	A, B, C	Medium	22/06/2010
Policy	Anti Fraud Policy	Finance, Infrastructure and Planning	A, B, C	Medium	20/08/2010
Policy	Asbestos Policy	Standards and Business Assurance	A, B, C	Medium	05/06/2010

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
Policy	Brand Guidelines Parts 1, 2 and 3 Policy	Marketing and Communications	A, B, C	Medium	09/07/2010
Project	Consortium	Information Communications Technology and Science Directorate	A, B, C	Medium	16/08/2010
Policy	Data Protection Policy	Technology and Telecommunications	A, B, C	Medium	06/06/2010
Policy	Death in Service Policy	Resources Directorate- Human Resources	A, B, C	Medium	19/10/2010
Policy	Drivers Handbook Policy	Estates and Facilities Management Unit	A, B, C	Medium	02/07/2010
Policy	Employee Bonus & Recognition Policy	Resources Directorate- Human Resources	A, B, C	Medium	18/10/2010
Policy	Environmental Policy Statement	Resources Directorate- Human Resources	A, B, C	Medium	05/06/2010
Policy	Equality Impact Assessment Framework	Equality Diversity Human Rights Unit	A, B, C	Medium	02/07/2010
Policy	Firewall Policy	Technology and Telecommunications	A, B, C	Medium	07/06/2010
Product	Guidance on Protecting the Public: Managing Sex Offenders	Policing, Policy and Practice Directorate	A, B, C	Medium	24/08/2010

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
	and Violent Offenders				
Policy	Health and Safety Statement of General Policy	Standards and Business Assurance	A, B, C	Medium	07/06/2010
Policy	Health and Safety Training Policy	Standards and Business Assurance	A, B, C	Medium	17/07/2010
Policy	ICT System Administration Policy	Technology and Telecommunications	A, B, C	Medium	07/06/2010
Policy	Information Assurance Policy	Technology and Telecommunications	A, B, C	Medium	07/06/2010
Programme	Intelligence Development Programme	Information Communications Technology and Science Directorate	A, B, C	Medium	11/06/2010
Policy	Interim NPIA Code of Conduct for Information Assurance Policy	Technology and Telecommunications	A, B, C	Medium	05/06/2010
Policy	Interim NPIA ICT Service Level Management Policy	Technology and Telecommunications	A, B, C	Medium	07/06/2010
Policy	Interim NPIA Internet and Email Acceptable Use Policy	Technology and Telecommunications	A, B, C	Medium	08/06/2010
Policy	Logo Quick Guide Policy	Information Communications Technology and Science Directorate	A, B, C	Medium	04/07/2010

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
Policy	Managing Fire and Bomb Safety Policy	Standards and Business Assurance	A, B, C	Medium	13/06/2010
Programme	National Firearms Licensing Management System (NFLMS)	Information Communications Technology and Science Directorate	A, B, C	Medium	17/08/2010
Policy	NPIA Freedom of Information Act 2000 Publication Scheme	Information Communications Technology and Science Directorate	A, B, C	Medium	02/07/2010
Policy	NPIA Induction Policy	Resources Directorate- Human Resources	A, B, C	Medium	24/09/2010
Policy	NPIA Intranet and Internet Policy	Marketing and Communications	A, B, C	Medium	20/08/2010
Policy	NPIA Sickness and Absence Policy	Resources Directorate- Human Resources	A, B, C	Medium	18/10/2010
Policy	NPIA Sickness and Absence Policy (amended to inc additions advised on 17/10)	Resources Directorate- Human Resources	A, B, C	Medium	18/10/2010
Policy	Online, Internet & Intranet Policy	Marketing and Communications	A, B, C	Medium	20/08/2010
Policy	Parliamentary Policy on Questions and other	CEO Private Office	A, B, C	Medium	09/09/2010

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
	correspondence				
Product	PNC Services (Police National Computer)	Information Communications Technology and Science Directorate	A, B, C	Medium	01/08/2010
Policy	Policy on Policy	CEO Private Office	A, B, C	Medium	18/06/2010
Policy	Probation Policy	Resources Directorate- Human Resources	A, B, C		06/11/2008
Policy	Public Interest Disclosure Policy	Finance, Infrastructure and Planning	A, B, C	Medium	30/08/2010
Policy	Public Interest Disclosure Policy	Finance, Infrastructure and Planning	A, B, C	Medium	02/11/2010
Policy	Publication Scheme Policy	Technology and Telecommunications	A, B, C	Medium	11/06/2010
Policy	Records Management Policy	Technology and Telecommunications	A, B, C	Medium	14/06/2010
Policy	Records Retention Policy	Technology and Telecommunications	A, B, C	Medium	11/06/2010
Policy	Recruitment Policy	Resources Directorate- Human Resources	A, B, C	Medium	18/10/2010
Policy	Security Clearance Policy (NPIA	Technology and	A, B, C	Medium	18/06/2010

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
	Interim)	Telecommunications			
Policy	Security events Policy	Technology and Telecommunications	A, B, C	Medium	11/06/2010
Policy	Security Passes for NPIA Head Quarters Policy	CEO Private Office	A, B, C	Medium	31/10/2010
Policy	Technology Physical Asset Management Policy	Technology and Telecommunications	A, B, C	Medium	18/06/2010
Policy	Transport Manual Policy	Estates and Facilities Management Unit	A, B, C	Medium	02/07/2010
Product	ViSOR product (Violent and Sex Offender Register)	Information Communications Technology and Science Directorate	A, B, C	Medium	14/08/2010
Product	ACPO DNA Good Practice Manual Second Edition	Policing, Policy and Practice Directorate	A, B, C	Low	NONE
Policy	Bullying and Harassment Policy	Resources Directorate- Human Resources	A, B, C	Low	18/10/2008
Project	CRASH (Collision Report Sharing)	Policing, Policy and Practice Directorate	A, B, C	Low	TBA
Policy	Exit Policy	Resources Directorate- Human Resources	A, B, C	Low	TBA

Policy, Procedure, Product, Service	Title	Function	Relevance (links to the three strands of the race duty)	Priority	Review Due Date
Policy	ISS4PS (Information Systems Strategy for the Police Service)	Information Communications Technology and Science Directorate	A, B, C	Low	TBA
Programme	Police National Network 3 (PNN3)	Information Communications Technology and Science Directorate	A, B, C	Low	TBA
Practice Advice	Police Use of Digital Images	Policing, Policy and Practice Directorate	A, B, C	Low	TBA
Policy	Quality Policy	Quality Assurance	A, B, C	Low	TBA
Policy	Restructuring and Redundancy Policy	Resources Directorate- Human Resources	A, B, C	Low	TBA
Framework	Strategic Framework for Forensic Science (SF4FS)	Policing, Policy and Practice Directorate	A, B, C	Low	TBA