



NPIA
National Policing
Improvement Agency

Single Equality Scheme

2010 - 2011

Identification

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Ownership

Directorate Responsible: Chief Executive Office
 Department Responsible: EDHR
 Owner: Alex Prottis

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 Next Review Date: May 2011

Revision Date	Previous Revision Date	Summary of Changes
17 th Nov 2009	1 st Dec 2008	SES 2008-2011. v27 action plan and activities reviewed in Nov 2009 – outstanding actions have been continued and new actions identified in SES v9 document. SES v9 aligned to NPIA business plan 2010 – 2013, NPIA planning cycle, SES review and Equality Bill 2010

Approvals

This document requires the following approvals:

Name	Title	Date of Approval	Version
Chief Officer Team	COT	13 th May 2010	v9

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
All staff	Intranet news story	July 2010	V9
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Published on NPIA Internet	Diversity web page	July 2010	v9
Polka Community	EDHR community	July 2010	V9

Equality Impact Assessment

Has an EIA been completed?

If no, please indicate the date by which it will be completed.

If yes, please send a copy of the EIA with the policy.

Yes No

✓	
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Legal Validation

Has the SES been legally validated?

Yes No

✓	
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Process Map

Has a process map been completed?

(* Not Applicable)

*N/A Yes No

✓		
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Introduction

The NPIA Single Equality Scheme (SES) was first written and published in Dec 2008 as a three year action plan. We consulted with stakeholders including police federation, national diversity staff support associations and Unions. We held focus groups and went out to voluntary organisations to get people's views of what we could do to improve people's working experiences and delivery of police services to the public.

We reviewed the actions we placed on ourselves in December 2009 and we have revised the Scheme to bring it into line with the current objectives of the NPIA. There have been significant changes to how we conduct our business and the Scheme supports the NPIA Business Plan 2010/11 in driving improvements that embrace our principles of valuing people through equality and diversity. The Scheme will be reviewed on an annual basis in line with NPIA business planning.

This document, The NPIA Single Equality Scheme 2010-2011, builds on the broad principles and current legislative duties set out in our previously published NPIA Single Equality Scheme. It takes forward specific actions we have placed on ourselves for the period 2010-2011. We have included a glossary at the back of the Scheme to explain terms and acronyms used in the document.

Our aim is to go beyond our statutory duties to promote equality for protected characteristic groups and provide an inclusive culture where individual differences and diversity in our workforce enriches us all. Everyone on a daily basis has a part to play in ensuring we work in a fair and respectful environment.

Our SES is providing the framework to drive changes in the Agency that embed equality and diversity in all that we do, so people feel the benefits throughout their working life. We encourage you to read our action plan, and participate in your directorate activities whenever possible to realise the positive differences we are setting ourselves.

An important tool promoted by our senior management in the Agency, is our Equality Assessment Framework. An Equality Impact Assessment (EIA) Screening is a way of finding out whether an existing, or proposed policy, will affect different groups of people in

different ways and if this impact is positive or negative. By looking carefully at our products, we can assess the right decisions and changes to take. This practise enables us to develop products and provide services that are fit for purpose and promote equality and good relations. For this reason EIA's are a key requirement in our Single Equality Scheme. The Equality Impact Assessment is part of the project methodology adopted throughout the Agency.

It is our legislative duty for each directorate / unit to carry out an Equality Impact Assessment Screening on **ANY** of their Policies, Procedures, Projects, Products or Services.

Our SES provides our organisation with the framework to embed our equality strategy.

Our statutory duties are to:

- Promote equality of opportunity
- Promote good relations
- Eliminate unlawful discrimination and harassment
- Encourage participation of protected characteristic groups in our business decisions and practices
- Take account of disabled people, providing reasonable adjustments to enable an individuals full potential in work and life experiences.

We would like to thank everyone who has contributed to our review and the organisation's continued support to our 2010/11 action plan.

It doesn't stop here

We welcome any feedback you give on our Single Equality Scheme, so we can continually shape our actions and activities to meet our people and customers needs.

A feedback template can be found on our diversity intranet page

<http://npiportal/578.htm>. Please let us know what you think. E-mail diversity@npia.pnn.police.uk

Timetable of events

SES Action Plan 2010/11 implementation	April 2010 – March 2011
SES Action Plan 2010/11 review	Feb-Mar 2011

Our Achievements (2009/10)

The following is a list of the work progressing in the Agency, identified through qualitative data capture from SES monitoring, staff satisfaction surveys, employee and community participation events and Investors in People reviews.

- Established a formal mechanism for progressing diversity business through the Chief Officer Team.
- Developed working partnerships within each Directorate.
- Increased employee participation and involvement through staff engagement events, staff council, staff survey, pulse checks, Investors in People and promotion of police staff association network events.
- Established since 2007 the NPIA Black Staff Association (BSA) held its conference in August 09 with positive feedback from delegates on the support they receive from its network opportunities and membership. The BSA's links with NPIA Talent Management and Positive Action Leadership Programmes provide development opportunities for their members and provide relevant feedback to our programmes. We have started work to establish staff networks with notable progress in relation to setting up a women's network and holding disability open-door sessions across our sites.
- The NPIA continue to build effective relationships with our stakeholders by supporting a number of national Police events throughout the year including The Police Federation Conference, The ACPO Equality Practitioners network, Work Force Modernisation events and the National Black Police Association Conference.
- Developed effective monitoring mechanisms to demonstrate representation of the NPIA establishment and identify trends and issues in employment in relation to diversity
- Undertaken an Equal Pay audit.
- We have designed an in-house e-learning diversity legislation training package which all staff are required to complete.*
- We have taken feedback from our managers and published a Managers Charter which sets out the standards we expect and is part of our ongoing managers' skills training and toolkit.
- Continued our community independent advisory panel and recruitment of a new strategic panel .
- Improved corporate publications, images and communications to reflect our diverse communities and promote equality and valuing our people initiatives.
- Progressing Improvements in signage and disabled facilities at all our estate locations.

- Identified key activities to improve experiences for disabled staff.
- Provided support, guidance and disability awareness training to events management team.
- Provided corporate HR skills for Managers toolkit and Learning Catalogue which includes Grievance Management and Avoiding Bullying and Harassment training..
- Revised the EIA framework to bring it into line with current legislation and good practice
- Increased the understanding of the process and uptake within the agency of equality impact assessments.
- Undertaken EIAs on the National DNA Database, IMPACT, National Police Promotions Framework, SISII and other projects across the agency.
- Research by our Research Analysis and Information Unit has provided the evidence base for the work of the Citizen Focus and Neighbourhood Policing Programme to improve public confidence in policing, summarised in a Confidence Top Tips guide.
- Community consultation events have informed key policing reports such as The Review of Policing by Sir Ronnie Flanagan which has led to the stop and account review designed to support improvements in people's experience of being stopped by the Police.
- The Confidence Route Map identifies how engaging with a diverse section of the community, treating people fairly and with respect and having a diverse workforce can help local police deliver a quality service that is adaptable to different people's needs and supports improvements in public confidence.
- Supported the development of the national 999 SMS system for people who are deaf or hard of hearing so they can contact the police more easily in an emergency.
- Produced guidance to improve the interaction between local policing teams and young people and support more effective working with faith groups, the third sector and volunteers.
- Produced guidance to forces in how to use digital engagement, including social media, more effectively to engage with different section of the community.
- Provided forces with the Citizen Focus Hallmark standard with a framework and self assessment tool to assist them to consider the different profile, needs, experiences and priorities of local people in the design and delivery of policing services.
- Published guidance on the intranet in relation to diversity issues such as religion and belief.
- Reviewed and revised the SES to bring it into line with new legislation, current business practices and the NPIA structure.

- Implemented initial elements of the Welsh Language Scheme including the translation of the National Crime Mapping tool into Welsh.
- Developed NPIA Positive Action Strategy for implementation in 2010/11.
- Developed a Supplier Relationship Management strategy. Key areas of progress have been in standardising engagement protocols, developing a central supplier database and supplier engagement with Remploy for disposal of IT hardware and police national CBRN centre warehouse stocks.

* This work is ongoing and at date of publication 85.1% of staff have completed the training package

Footnote:

Quantitative data gathering in terms of recruitment, progression/promotions, PDR ratings, grievances/disciplinarys, ET cases, staff survey results and employee representation is in progress. Comparative data analysis will be used to assess the impact of the Agency's SES activities for its workforce.

The Schemes high level priorities

- ✚ We embed the Equality impact assessment process in NPIA portfolio project development and implementation to take account of different peoples needs and experiences to improve public confidence in the police service
- ✚ We ensure our Single Equality Scheme supports the delivery of the NPIA Valuing People Strategy in developing a professional and more diverse workforce.
- ✚ We improve recruitment, retention and progression of under-represented groups inside the Service. and the Agency to build a skilled workforce that reflects our communities more closely
- ✚ We provide qualitative employee data, records and analysis that identify adverse impact in any of the protected characteristic groups
- ✚ We support forces and partners to provide policing services that are responsive to individual and community needs and priorities.
- ✚ We reduce bureaucracy and provide cost savings in the current climate of budget reductions. We use our buying power to promote equality and fairness.
- ✚ We improve experiences and opportunities for disabled staff.
- ✚ We meet our requirements to the Welsh Language Act 1993 and to promoting the welsh language ensuring the English and welsh language where required is treated with equality for the welsh speaking public of Wales.

SES Action Plan 2010 – 2011 summary

Action	Description
Action 1	Governance and implementation of Single Equality Scheme
Action 2	Implement our Positive Action Strategy
Action 3	Improve experiences for disabled staff
Action 4	Governance and implementation of the NPIA Equality Assessment framework
Action 5	Implementation of the Welsh Language Scheme
Action 6	Develop effective relationships with units to demonstrate and promote EDHR activity and provide equality and diversity assurance for products and programmes
Action 7	To support the police service and its partners in providing an excellent, cost effective local service and increased public confidence
Action 8	Develop communications strategies and activities that promote the Single Equality Scheme
Action 9	Implementation of the Supplier Relationship Management strategy

NPIA Single Equality Scheme Action Plan 2010-2011

Action 1. Governance and implementation of Single Equality Scheme

Success Criteria	Directorate	Outcomes
<p>Strategic Governance:</p> <p>COT meetings programmed with Equality Diversity and Human Rights Unit and an identified Diversity Champion.</p>	Chief Executive Office	SES actions and EDHR business priorities are reported quarterly.
<p>Quarterly Equality and Employment report presented To COT and NPIA Board.</p>	Chief Executive Office	The Equality and Employment report will be reflected in the NPIA Annual Report (May 2010). Regular reporting will increase our transparency and demonstrate the improvements we make year on year in valuing our people and improving our services to the police family.
<p>Development of representative staff networks and increased involvement of unions and community groups.</p> <p>Continue the development of staff networks, building relationships that inform our corporate knowledge, products and practices.</p> <ul style="list-style-type: none"> • Black Staff Association • NPIA Women's Network • Disability Network 	<p>Chief Executive Office</p> <p>Chief Executive Office</p>	SES actions are monitored and improved throughout the year with additional feedback informing our direction for 2011/12 SES action plan.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 2. Implement our Positive Action Strategy

Success Criteria	Directorate	Outcomes
The NPIA Positive Action Strategy incorporates activities from NPIA People Strategy and SES review to identify steps that the agency can 'level the playing field' for under represented groups.	Chief Executive Office	We will maintain and increase the monitoring of our staff throughout their employment to inform our recruitment, retention and progression policies and practices and to meet equality legislation guidance.
<p>Key elements of the NPIA Positive Action Strategy are:</p> <p>Representation</p> <ul style="list-style-type: none"> Employee monitoring / Quarterly Equality Employment report Workforce bench-marking and comparative studies. 	<p>Chief Executive Office (CEO)</p> <p>CEO</p>	<p>Delivery of actions contained in the NPIA Positive Action Strategy.</p> <p>Bespoke monitoring reports provided to HR Business Partners and Directorates. Our analysis of protected characteristic groups and workforce monitoring will provide management information to inform business decisions and future strategy.</p>
<p>Recruitment*</p> <ul style="list-style-type: none"> Review of advertising practices and applications* Pre-interview and interview reasonable adjustment guidance and monitoring. Statistical monitoring of recruitment and selection processes* Identifying interview success rates of disadvantaged groups* QA of interview skills course Disability awareness training – HR recruitment specialists Reasonable adjustment guidance, mechanisms and systems. 	<p>CEO/ Resources</p> <p>CEO/ Resources</p> <p>CEO</p> <p>CEO</p> <p>CEO/ Resources</p> <p>Resources</p> <p>CEO</p>	<p>Compliance with the Two Tick Symbol Scheme.</p> <p>We provide our staff with the recruitment standards so we can promote equality of opportunity for disabled persons and protected characteristic groups.</p>

NPIA Single Equality Scheme Action Plan 2010-2011

Action 2. Implement our Positive Action Strategy

<p>Progression*</p> <ul style="list-style-type: none"> • Identify career pathways and job families • Job secondments/ attachments/internal deployment opportunities • Promotion of internal programmes CDLP/HPDS/PALP /management training • Data capture and monitoring of corporate training and development opportunities take up rates* • Monitoring and checks for PDR system • Research into Fast Track systems and viability for the NPIA • Research pre- employment development approaches. 	<p>Resources</p> <p>Resources</p> <p>Resources</p> <p>Resources</p> <p>Resources</p> <p>Resources</p> <p>Resources</p>	<p>Identifiable career pathways for the workforce. We build professional communities to increase people's corporate knowledge and we encourage the sharing of good practice and standards throughout the organisation.</p> <p>Identifiable career pathways for the workforce. We build professional communities to increase people's corporate knowledge and we encourage the sharing of good practice and standards throughout the organisation.</p>
<p>Retention*</p> <ul style="list-style-type: none"> • Monitoring of Exit interviews and analysis of movement within and out of the organisation • Absence monitoring by protected characteristic and family friendly policies • Develop a new framework for IT Career pathways • Promote a flexible workforce and monitor home working utilisation in the organisation • Analysis of progression criteria • Identification of barriers and trends from corporate data and feedback mechanisms. • Mentoring and coaching initiatives (staff networks/buddy scheme) • Review of the current bullying and harassment course • Analysis and reporting of gender pay variables against workforce demographics.* 	<p>Resources</p> <p>Resources</p> <p>Resources</p> <p>Resources</p> <p>CEO</p> <p>CEO</p> <p>Resources</p> <p>Resources</p> <p>CEO/ Resources</p>	<p>We demonstrate compliance and positive action in meeting the Equalities Bill* duties and set an example of good practice in our support to the Police Service.</p> <p>We are a learning organisation and through identifying trends and barriers we improve our practices, so that we maximise our staff's potential and retain corporate knowledge and skills in our workforce.</p>
<p>Information on progress of the NPIA Positive Action Strategy can be found on the EDHR pages of the intranet and POLKA (Equality: Corporate EDHR)</p>		

NPIA Single Equality Scheme Action Plan 2010-2011

Action 3. Improve experiences for disabled staff

Success Criteria	Directorate	Outcomes
<p>Training and Awareness: Develop and promote throughout the agency bespoke line manager training to support management of disability in the workplace.</p>	Resources	Managers will complete training as part of core requirements and satisfaction amongst disabled staff will increase.
Introduction of trained mediators across the business from a representative staff base to act as formal and informal points of contact that are conversant with equality issues.	Resources	We have mediators that can support staff to manage grievances and resolutions in the work place to reduce our risk and costs of future ET cases.*
<p>Support in the workplace: Provide a single point of contact that can prioritise IT requests for reasonable adjustment.</p>	Information and Comms Technology and Science (ICTS)	Process by which specialist support is given to individual requests for IT reasonable adjustments that are managed to improve cost efficiency and reduce bureaucracy.
Develop a suite of approved systems that can support assistive technology requests.	ICTS	A suite of approved assistive technology products are available 'off the shelf' to improve timescales for staff enabling them to fulfil their role to the best of their ability.
Provide disability awareness training to IT Helpdesk and HR recruitment personnel for reasonable adjustment requests. Develop formal mechanisms to capture reasonable adjustment requests.	ICTS & Resources ICTS	Improved staff satisfaction and confidence from recruitment through to commencing work with the agency – reducing delays to start dates and improving performance.
<p>Future Improvements : Investigate and analyse grievance and discipline data by protected characteristic groups.</p>	Chief Executive Office	Formal mechanism for requesting reasonable adjustments that ensure information is captured and lessons are learnt.
Publish site maps to indicate accessibility features in buildings and around the site at all estate locations.	Resources	Our staff and customers are informed of the services that we provide and how we can meet their individual needs when visiting our different locations.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 4. Governance and implementation of the NPIA Equality Impact Assessment Framework

Success Criteria	Directorate	Outcomes
<p>Equality Impact assessment:</p> <p>Ensure the NPIA EIA framework is adhered to throughout the agency.</p>	Chief Executive Office (CEO)	Consistency in conducting our EIAs will see an increase in our efficiency that will deliver cost savings, reduce bureaucracy and increase our organisational reputation by reducing the reactive approach to equality queries and issues.
Promotion of under represented groups involvement in EIAs and strengthen our community links in the development of NPIA portfolio, policies and key business decisions.	Chief Executive Office	Established forums where policy and procedure can be discussed to identify equality issues.
<p>Publish EIAs on the NPIA website and intranet.</p> <p>Implement a monitoring mechanism for NPIA Policies to assess fairness and equality.</p>	Chief Executive Office CEO	Increased quality and quantity of EIA and policy reviews identifiable through EIA Framework.
<p>NPIA Key Deliverables:</p> <p>EIAs of NPIA programmes of work and key deliverables such as NDNAD, SISII and ISIS.</p>	Chief Executive Office	We provide the police service with products, programmes and standards that strengthen and improve the capability of the police service to deliver against national equality measures.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 5. Implementation of the NPIA Welsh Language Scheme

Success Criteria	Directorate	Outcomes
<p>Review and Plan:</p> <p>NPIA policies, services, processes and initiatives are reviewed and plans developed to determine bilingual work to meet compliancy within the scheme.</p>	Chief Executive Office	We are able to demonstrate to the Welsh Language Board how compliance to the Welsh Language Act improves accessibility to our services and products and encourages good relations with our communities.
Identify and produce implementation plans for the update of all NPIA direct and indirect current services for the purpose of determining those which are required to meet bilingual compliancy within the scheme.	Chief Executive Office	We ensure equality of opportunity to all organisations, whether they are English or Welsh speaking in the supply of goods and or services to the NPIA.
Review and produce implementation plans for third party agreements for the supply of services with regard to bilingual compliancy.	Chief Executive Office	We are confident that the review of third party agreements will identify any inequality with relation to the supply of services where those agreements do not support language of first choice.
<p>Employee guidance and awareness:</p> <p>Produce intranet guidance and induction documentation</p>	Chief Executive Office	Our staff are able to understand our responsibility to bilingual compliancy and make decisions that provide the Welsh speaking public the service they want and need.
<p>Communications:</p> <p>Publications, publicity campaign, advertising and marketing material are compliant in accordance with the scheme and are supplied bilingual where appropriate.</p>	Chief Executive Office	We ensure any information that the NPIA places in the public domain provides equality of opportunity for English and Welsh speaking members of the public in Wales.
Convert all NPIA main internet sites to enable bilingual access.	Chief Executive Office	We are able to ensure that all persons who speak either English or Welsh are afforded access to all NPIA website published content with respect to a person's language of first choice.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 5. Implementation of the NPIA Welsh Language Scheme

<p>Police Recruitment Assessment:</p> <p>Prospective candidates undertaking the police SEARCH recruitment assessment have the availability of bilingual material and facilitation.</p>	<p>Chief Executive Office</p>	<p>The Police Service of England and Wales is able to demonstrate equality of opportunity for applicants to the police SEARCH recruit Assessment Centre, with full respect for an applicant's language of first choice.</p>
<p>Quality Assurance:</p> <p>Annual review of the scheme.</p>	<p>Chief Executive Office</p>	<p>We are confident that we are able to demonstrate to the Welsh Language Board our commitment to our statutory duties in meeting the requirements of the Welsh Language Act 1993.</p>
<p>The Welsh Language Scheme is available on the NPIA internet in an English and Welsh language format and details the activities we intend to deliver to meet our legislative requirements. The Scheme has the approval of the Welsh Language Board.</p>		

NPIA Single Equality Scheme Action Plan 2010-2011

Action 6. Develop effective relationships with units to demonstrate and promote EDHR activity and provide equality and diversity assurance for products and programmes

Success Criteria	Directorate	Outcomes
Develop effective relationships with Units to demonstrate and promote EDHR activity and provide equality and diversity assurance for products and programmes	Chief Executive Office	In the delivery of our products and programmes to forces we provide standards of good practice and guidance to support members of the public to equality of opportunity and human rights in the service they receive.
Learning Programmes: Raise awareness of EDHR aspects within NPIA Learning Programmes to improve support and advice EDHR can provide to both the wider service and the Unit.	People & Development	Able to demonstrate to EDHR stakeholders the content of NPIA training and the process by which Learning Programmes are developed.
Exams & Assessments (E&A): Provide professional advice and guidance on equality, diversity and human rights issues relevant to the design and delivery of Exams and Assessment products.	People and Development	Regular reports/EIA completion during the design and delivery cycle of E&A products; outlining advice, identified good practice, recommendations and conclusions from an equality, diversity and human rights perspective.
Provide data analysis where necessary to support the practices and procedures employed in the design and delivery of Exams and Assessment products; <i>IPLDP/RECRUIT/SEARCH/Senior PNAC / HPDS.</i>	People and Development	Demonstrable involvement and challenge of E&A products and services. Monitoring reports to show accessibility of E&A products to the service to support wider national equality measures.
Support to Forces from the NPIA Progress of the Equality In Employment report recommendations. Development of a strategy and action plan from the Tripartite Progression Group.	People and Development People and Development	We work with forces to address gender, BME and protected characteristic groups employment issues for forces to be more representative of the communities they serve.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 6. Develop effective relationships with units to demonstrate and promote EDHR activity and provide equality and diversity assurance for products and programmes

Success Criteria	Directorate	Outcomes
NSCAS services to Chief Inspectors from BME communities.	People and Development	BME officers are encouraged to take up opportunities of promotion and advancement to increase BME and protected characteristic groups representation in senior levels of the service.
Development of a quality assurance framework for the Equality Standard. Revision of flexible working guidance. Development of a forces recruitment toolkit.	Chief Executive Office People and Development People and Development	In the delivery of our products and programmes to forces we provide standards of good practice and guidance to support members of the public to equality of opportunity and human rights in the service they receive.
The EDHR unit work in conjunction with the local policing and confidence unit to deliver Next Steps in neighbourhood policing. To pilot forces and provide support to forces in response to the EHRC Stop and Think report.	Chief Executive Office	We work with our cross government and cross agency partners to implement the Safe and Confident Neighbourhood Strategy: Next Steps in Policing. We increase community confidence through the efficient and effective use of Stop and Search.
National College of Police Leadership NCPL): Provide equality and diversity assurance for the national framework for leadership development in National College of Police Leadership.	Chief Executive Office	We can capture and analyse equality issues in NCLP to effect change and improvement in our products. We ensure that the NCPL is promoting equality and diversity throughout its business and in the design of its products.
We develop robust EIA processes and outcomes for the National College of Police Leadership (NCPL) products we deliver.	Chief Executive Office	We ensure our products provide a fair and valid assessment process for the police service.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 6. Develop effective relationships with units to demonstrate and promote EDHR activity and provide equality and diversity assurance for products and programmes

We implement monitoring and reporting of NCPL products to identify trends and issues in relation to diversity and equality.

Chief Executive Office

We can capture and analyse equality issues in products to effect change and improvement in these products and support national equality measures to increase representation at senior levels in the service.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 7. To support the police service and its partners in providing an excellent cost effective local service and increased public confidence

Success Criteria	Directorate	Outcomes
Develop Customer Insight guidance and toolkit for forces to support forces to effectively consider the customer perspective in their service design, including how to assess the different needs of particular section of the community.	Policing Policy and Practice	Sustain local policing in a challenging economic environment by helping forces to maintain their capacity to deliver high quality, responsive and professional services based upon the evidence of what we know works.
Embed the principles of Citizen Focus – delivering services informed and shaped by an understanding of people’s different needs and expectations into all areas of policing. Develop a Citizen Focus Training programme that supports officers and staff to deliver adaptable services based upon their understanding of different people’s needs and experiences.	Policing Policy and Practice Policing Policy and Practice	Assist forces to better embed citizen focused policing across all policing functions which will then help to ensure ‘total force’ alignment and improvements in service delivery.
Publish guidance for Neighbourhood Policing Teams on engagement with people from new and emerging communities. Develop forces capacity to use available technology to effectively engage and feed back to communities.	Policing Policy and Practice Policing Policy and Practice	Improve community engagement by maintaining visible and accessible local policing teams, ensuring that forces continue to provide the public with accurate, relevant and timely information that will demonstrate they are responding to local priorities.
Support standard approach to Restorative Justice and ensure consistency across forces in delivering more proportionate, legitimate solution to local problems of crime and disorder.	Policing Policy and Practice	Assist the development of effective local partnerships in order to address and prevent crime and anti-social behaviour by ensuring collaborative partnership problem solving.

NPIA Single Equality Scheme Action Plan 2010-2011

Action 8. Develop communications strategies and activities that promote the Single Equality Scheme

Success Criteria	Directorate	Outcomes
<p>Communications:</p> <p>EDHR develop a marketing and communication plan to promote equality issues throughout the organisation and the impact of EDHR on the business deliverables to the police service.</p>	<p>Chief Executive Office</p>	<p>Staff are aware of the significant impact of equality and diversity on the agency's business practices and portfolio.</p> <p>Staff are aware of EDHR Unit and the tools and support that we can provide to the business to ensure that NPIA products and services are compliant with equalities legislation and provide best value to the police service.</p>

NPIA Single Equality Scheme Action Plan 2010-2011

Action 9. Implementation of the Supplier Relationship Management Strategy

Success Criteria	Directorate	Outcomes
<p>Procurement services:</p> <p>Develop CAESAR supplier online assessment and performance tool.</p> <p>Capture and storage of supplier data on financial status, performance indicators and sustainability criteria (social and environmental) (E-Bravo system).*</p>	Resources	Our database for suppliers is used to ensure cost effectiveness and fair practices in the decisions for awarding contracts and procurement.
<p>Ensure mechanisms are in place to promote applications and equality of opportunity for contracts from SME, BME and voluntary organisations.*</p>	Resources	Our procurement of suppliers provides equality of opportunity and promotes applications from protected characteristic groups.
<p>Ensure checks and balances are in place for awarded contracts to private sector firms to have published diversity policies.*</p>	Resources	We set a positive example of using our buying power to encourage suppliers to treat people fairly in the way they do their work.

Future Direction

Anticipated actions for 2011/2012

- The Equality Strategy for the Police Service standards are reflected in the work practices of the agency. The Equality, Diversity & Human Rights Strategy for the Police Service sets out the direction and priorities for future change and improvement. The Equality Standard for the Police Service provides a framework for assessment and improvement which will enable forces and Authorities to integrate equality activity into every area of policing business
- The Equality Standard for the Police Service framework is incorporated into NPIA business plans. The NPIA's Equality Standard is a key part of the strategy and is a framework to enable police forces across England and Wales to meet the needs of their diverse communities as well as those inside the service. This work will assist the APA and police authorities to identify improvements in policing both locally and nationally, and by involving communities, increase confidence in policing.

The Standard requires the police to demonstrate how they are delivering equality improvements in areas where there has been long-standing criticism.

It requires evidence from existing activities such as local policing plans, impact assessments, evaluations of deployments, and investigations as well as records of community engagement and partnership work.

- Outcomes and recommendations from Workforce Inspection by HMIC are reflected in the SES actions. **HMIC Police Workforce Inspection 2010: "Working for the Public"** - as part of its response to the Police Green Paper consultation, the Home Office has confirmed that HMIC will be undertaking a major workforce thematic inspection in 2010. The emphasis of the inspection will be on customer service linked to the Policing Pledge and community engagement. The inspection will cover the following six key elements:
 - Better customer service
 - Listening to the front line
 - Equality standards
 - Good deployment of officers and staff
 - Getting the best workforce mix
 - Better front line supervision.
- Annual submission of our Welsh Language action plan progress to the Welsh Language Board. We continue the positive relationships with Welsh police forces and stakeholders to ensure we are compliant with our published Welsh Language Scheme and are meeting the legal requirements of the Welsh Language Act 1993. We are committed to promoting the Welsh language ensuring the English and Welsh language where required is treated with equality for the Welsh speaking public of Wales.

- Further involvement of EDHR with other areas of the business to reduce bureaucracy and provide cost savings. We take on board the implications of the current economic downturn and budget reductions, whilst ensuring equality and our standards remain a priority to increase public confidence and deliver a professional police service.
- A full staff survey will be conducted in Sept 2011. This work continues to provide qualitative evidence which inform our directorates of ground root views from our staff. Evaluation will provide the agency with trends from which we can identify the impact of our People Strategy upon the confidence and experience of people from protected groups.
- An evaluation of Organisational Development corporate training programmes in conjunction with equalities employment data. We review our corporate training programmes to ensure the best value and assess the most effective ways of developing our people. We measure the impact of our training for protected characteristic groups, by including PDR, progression and retention data into our evaluation process
- Promotion and development of embedded equality and diversity principles in our National Police Leadership College programmes, the Police Promotions framework and Positive Action Leadership Programmes for staff, middle and senior management roles/ ranks.

Driving our scheme's priorities will enable the agency and forces to reduce staff turnover and increase staff satisfaction by improving recruitment, retention and progression of under-represented groups inside the service. By doing this, we can build a more diverse, skilled workforce that reflects our communities more closely

- Further development and embedding of Citizen Focus – delivering services informed and shaped by understanding people's different needs and expectations into all areas of policing.
- Incorporation of the Equalities Bill, once given Royal Assent, into the SES. Equalities Bill passed by Parliament (6 April 2010). Set to become law in October 2010. We review our Single Equality Scheme annually against the current developments in Equalities and Human Rights legislation to ensure compliance and increase public confidence in policing to benefit people inside and outside the service.

Useful Links

[The Equalities Act and Bill](#)

[Government Equalities Office](#)

[NPIA Welsh Language Scheme](#)

[NPIA Black staff Association](#)

[NPIA Single Equality Scheme](#)

[Equality Bill – top 10 issues for employers](#)

[ACAS home page](#)

[POLKA Community – “Equality: Corporate EDHR”](#)

(To access this community join the NPIA POLKA Community website)

[NPIA Diversity and FAQ's](#) for staff
(NPIA Intranet website)

[NPIA Equality Scheme](#)
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APPENDIX - A

GLOSSARY OF TERMS and ACRONYMS

ACPO - Association of Chief Police Officers who work in developing policing policies undertaken in one place on behalf of the service as a whole.

Agency - This is an abbreviated term of the National Policing Improvement Agency and refers to the organisation as a whole.

BME - Black and Minority Ethnic. This is a recognised term to describe people of different race and is used to describe communities.

Buying power - This is the effect buyers can have on companies they buy things from. Because public bodies buy a lot of things, they can encourage suppliers to treat people fairly in the way they do their work.

CAESAR - The brand name of a procurement system built on a robust database.

Carers - Carers look after people who are too ill or disabled or old to look after themselves. The Equalities Act protects people who are looking after someone, like carers, from being treated unfairly.

CBRN - This is an Acronym for Chemical, Biological, Radiological and Chemical and is commonly referred to when describing incidents, weapons or equipment.

CLDP - The Core Leadership Development Programme (CLDP) is intended to develop the leadership and role skills of post-probationary constables, sergeants and inspectors and police staff at corresponding grades across the Police Service.

COT - NPIA's Chief Officer Team.

Diverse or **Diversity** - This is a mix of different kinds of people. For example, men and women, young and old people, people of different races, disabled and non-disabled people.

EDHR - Equality Diversity and Human Rights Unit.

EIA - Equality Impact Assessment. By looking carefully at our products and taking peoples different needs into account, we can assess a positive or negative impact to the decisions we take. This practise enables us to develop products and provide services that are fit for purpose and promote equality and good relations.

Equality - This means everyone having the same chances to do what they can. Some people may need extra help to get the same chances.

Equality Act - This is the Government's new equalities legislation to make sure all people are treated fairly. It is planned to become law in October 2010.

Equality Duty - This is a law for public bodies telling them they must think about how they can make sure their work supports equality. For example, in their services, through their jobs, and through the money they spend.

Equal Pay Duty - This is a law that tells employers that men and women must get the same pay for doing the same work.

ET - Employment Tribunals. These sort out arguments between employers and workers.

HPDS - High Potential Development Scheme. This programme provides leadership training for members of the High Potential Development Scheme (HPDS) - an individually tailored national career development programme for officers who have passed the HPDS PNAC selection process. The training programme develops new recruits and existing junior officers with the potential to become future leaders.

HR - Human Resources. A department within the Agency which deals with all corporate workforce policies and standards.

IMPACT - This is the name of the programme in the Agency building an improved DNA database. IMPACT is an IT-enabled business change programme that aims to improve the ability of the police service to manage and share intelligence and other operational information, to prevent and detect crime and make communities

safer. This database will help improve counter-terrorism, crime prevention and disruption of criminal activity.

IPLDP - Initial Police Learning and Development Programme.. Foundation training programme for police officers recruited to the service.

ISIS - ISIS is the national, service-wide strategy that will transform the way police information technology is developed, procured, implemented and managed. This programme of work will make information and communications technology (ICT) improvements at national and force levels better co-ordinated. less expensive and deliver effective support to policing.

IT - Information Technology. Modern electronic and computerised system communications.

NDNAD - The National DNA Database

NPIA - The National Policing Improvement Agency is a non departmental governing body.

NSCAS - National Senior Careers Advisory Service - This is a career and leadership development service provided to the police service by the NPIA.

PALP - The Positive Action Leadership Programme (PALP) provides learning to develop the careers of those from under-represented groups and to support Forces in meeting their targets for a representative workforce.

PDR - Performance Development Review. This is a system in place in the agency to assess an individuals performance and development in their role.

PNAC - Police National Assessment Centre. An organisation or consortium that is accountable to the awarding body which assesses arrangements leading to a qualification or units.. Usually involves the participants completing a range of exercises which simulate the activities carried out in the target job. Various combinations of these exercises and sometimes other assessment methods like psychometric testing and interviews are used to assess particular competencies in individuals.

POLKA - The **P**olice **O**nLine **K**nowledge **A**rea -. A new policing website dedicated to promoting online communication, collaborative working and the sharing of knowledge and practice.

Positive Action - This lets employers and service providers think about equality when looking at who they might supply their services to or employ. It might mean providing services in a different way or giving people information or training. For employers it might mean choosing between two people who can do the job as well as each other.

Protected Characteristic Groups - This is the term used in the Equalities Bill to define groups who have protection under the Equality Act. Public bodies already need to think about treating people of different races, disabled people, and men and women fairly and equally. The Act adds extra groups of people to the Equality Duty.

- People of different ages – younger and older people.
- Lesbian, gay and bisexual people.
- Marriage and Civil Partnerships.
- The Equality Duty now fully covers people who have changed their sex or are in the process of doing so.
- People with a religion or belief, or people without a religion or belief.
- Women having a baby, and women just after they have had a baby.

QA - Quality Assurance is the term used for the controlling of the quality of a product. It employing practises and processes that adhere to set standards Reasonable adjustments. These are changes an employer or someone providing a service has to make so that disabled people can have fair access to opportunities that enable an individual the opportunity to fulfil their potential in work and life experiences.

RECRUIT - This is the name given to the Exams and Assessment Recruit Assessment Processes . It includes the Police SEARCH® Recruit Assessment Centre and the Police Community Support Officer Recruit Assessment Process.

SEARCH - Structured Entrance Assessment for Recruiting Constables Holistically. Candidates wishing to join the Police Service of England and Wales as a police

constable must be successful in a number of recruitment stages, one of these is the Police SEARCH® Recruit Assessment Centre.

SES - Single Equality Scheme. A written document that complies with equalities law. It sets out the actions the organisation is taking to meet its equality duties and promotes our diversity and people values.

SIS II - Schengen Information System (SIS). This is a system being developed in the Agency. This will provide law enforcement agencies with access to the most comprehensive EU-wide database on crime and criminals. It is a European data system that holds alerts on wanted and missing persons, stolen vehicles and certain categories of property.

SME - Small and Medium Enterprises – these are businesses with less than 50 employees (Small) and less than 250 employees (medium).

Statutory Duties - These are things the law says people in public authorities and listed organisations must do.

999 SMS System - (Short Message Service) A nationwide 999 text message service for deaf people or individuals who have speaking difficulties who cannot telephone the emergency services.