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# Equality Standard for the Police Service Field Trial

## Report from Devon and Cornwall Police

Brendan Brookshaw.  
Head of Equality and Diversity

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## INTRODUCTION

The National Policing Improvement Agency is developing an Equality Standard for Policing, which is similar to the Equality Standard for Local Government. Devon and Cornwall Constabulary has been part of the National Field Trial of the Standard from April to June 2009 and we elected to operate the trial in Plymouth BCU. Brendan Brookshaw the Head of Equality and Diversity has led the work on the trial together with a team of key stakeholders. The team consists of,

Barry Marsden	Commander Territorial Policing Dept
Andy Bickley	Acting BCU Commander for Plymouth
Harvey Durrant	ICT Lead
Tim Burton	Force lead on organisational learning
Eelke Zoestebergen	Acting Assistant Ch Exec. Police Authority
Chris Howard	Plymouth BCU Performance Manager

## METHODOLOGY

Members of the field trial team have attended the NPIA Action Learning sets facilitated by Anjali Arya and the aims of the trial within Devon and Cornwall have been;

- To test the methodology of the NPIA Standard in real conditions, including the IT evidence gathering tool which was installed on the force system on 24/04/09
- To test how well the Standard measures progress against the ACPO strategy on Equality, Diversity and Human Rights which is being developed by Stephen Otter the lead for the ACPO business area. This is an opportunity not afforded to other field trial forces as Stephen Otter is the Chief Constable of this force.
- To see where there are gaps in our evidence for the Standard so that we can focus performance management activity on improvement.

The following table shows how the aims of the field trial were addressed and who was responsible for each element.

<b>Field Trial Aims</b>	<b>Responsible Person</b>	<b>How will this be achieved?</b>
To test the methodology of the NPIA Standard in real conditions, including the IT evidence gathering tool which was installed on the force system on 24/04/09	Andy Bickley supported by Chris Howard  Plymouth BCU	Using the IT evidence gathering tool. Collect evidence within the BCU against the Standard as part of BCU performance management regime. Record and report any issues, increased bureaucracy etc
To test how well the Standard measures progress against the ACPO strategy on Equality, Diversity and Human Rights which is being developed by Stephen Otter the lead for the ACPO business area.	Brendan Brookshaw  E and D Dept	Quality assuring the evidence provided by the BCU team against Equality legislation and the existing Integrated Equality Scheme. Examine the evidence collected and test it against the emerging EDHR strategy being developed by Juliet Simmons for Stephen Otter. Record and report issues to Stephen Otter and the NPIA to ensure synergy between the two pieces of work.
To see where there are gaps in our evidence for the Standard so that we can focus performance	Barry Marsden supported by Tim Burton	To map the BCU evidence against the 11 elements and self assess the force position in relation to the

management activity on improving.	TP Dept	standard. Record and report to the Police Authority E and D Committee via the assistant Ch Exec and to the Satisfaction and Confidence Delivery Group under ACC TP
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A project plan for the field trial was prepared at the start of the work and is attached at Appendix A

### **GOVERNANCE ARRANGEMENTS FOR FIELD TRIAL**

At the force Performance Improvement and Tasking Group (PITG) on the 3<sup>rd</sup> April 2009 it was agreed that oversight of the trial and the introduction of the Standard would occur through arrangements set in place by Barry Marsden. At the National ALS on the 2<sup>nd</sup> of April the team identified that the Standard would be collecting evidence which could also be used to evidence the four areas of the Citizen Focus Hall Marks;

- Understanding people
- Understanding services
- Designing services
- Delivering services

Barry Marsden prepared terms of reference for a Satisfaction and Confidence Delivery Group (copy attached) Appendix B. This group will meet monthly to;

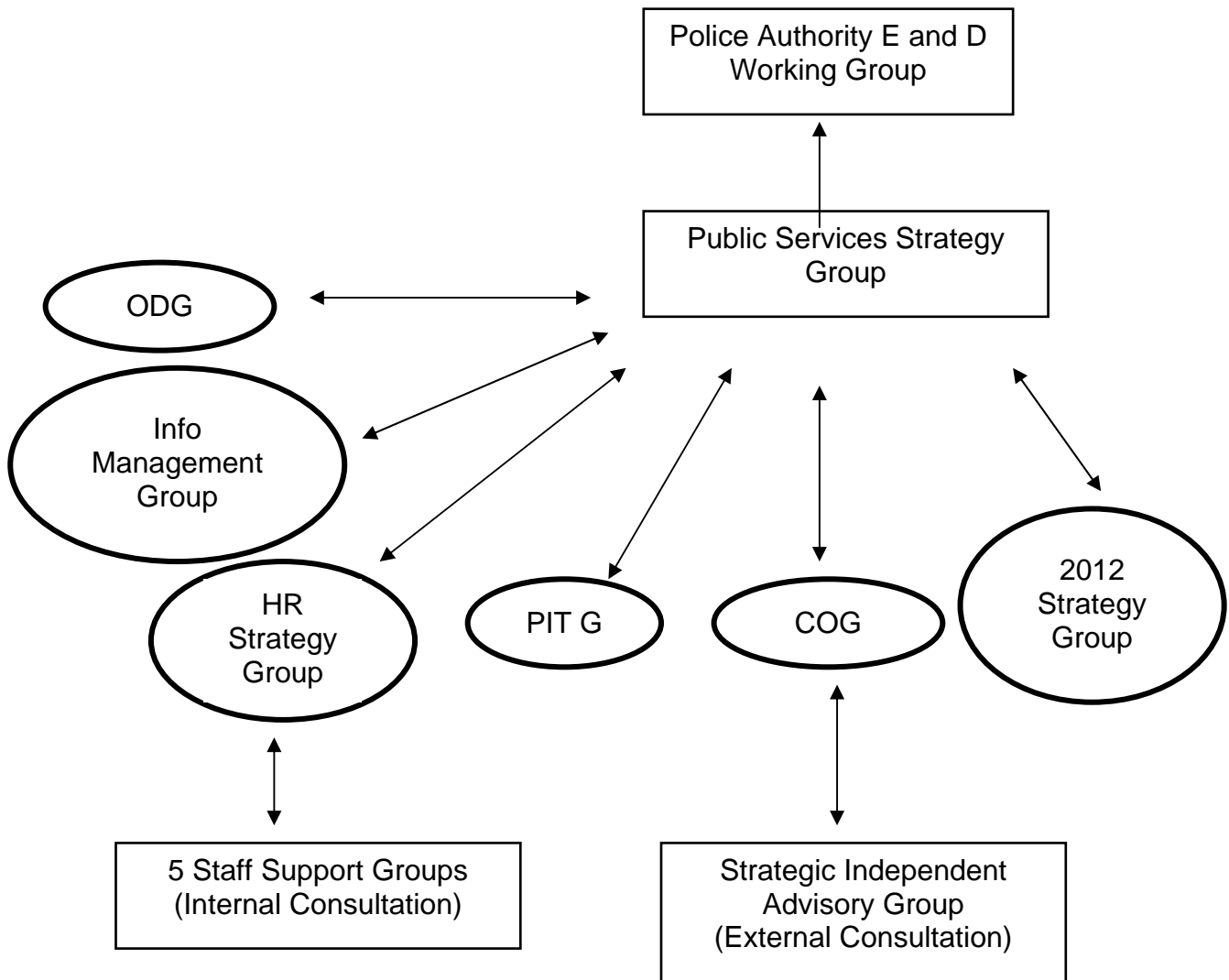
- Receive, discuss and action the equality monitoring report to determine areas for performance improvement.
- Oversee force progress in relation to the field trial.
- Oversee force progress in relation to the Citizen Focus Hallmarks.

- Manage operational implementation of action plans arising from PITG which transcend BCU and departmental boundaries.
- Identify and disseminate good practice.
- Dynamically problem solve issues which arise.

In the second meeting of the Satisfaction and Confidence Delivery Group on the 15<sup>th</sup> June it was agreed that the focus for that group should be more tactical and that it should be renamed the Diversity Satisfaction Action Group. It was agreed that the oversight of EDHR issues as set out above would sit with the Public Service Strategic Group chaired by ACC TP as a force level strategic meeting. The Police Authority Equality and Diversity Working Group will have oversight of development of the field trial. It is important to note that the ACC TP can commission activity by the most appropriate group within the strategic meeting structure to address gaps in evidence for the Standard and/or emerging performance issues. It is a vitally important part of the ethos behind the Equality Standard and our force EDHR strategy that the responsibility for the implementation of the strategy is shared by everyone in the organisation. These governance arrangements provide a mechanism for driving EDHR activity in all aspects of police work through the strategic meetings structure. This amounts to a mainstreaming of EDHR issues but with explicit focus in a "golden thread" which runs through everything we do.

The schematic sets out a structure for the governance of the field trial that includes internal and external consultation mechanisms with the staff support groups and the new strategic IAG structure. The old force Equality and Diversity Group was disestablished in February and the new Strategic IAG was established on the 8<sup>th</sup> May 2009. It is a forum for Chief officer Group (COG) members to meet with IAG members and seek advice on E and D issues. It also provides a forum for IAG members to review progress against the Equality Standard and feed back directly to Chief Officers. The Public Service Strategy Group will drive the delivery of E and D issues. The force E and D action learning set has received monthly updates on the field trial and provided a forum for exploring any issues from including the anticipated roll out to other BCU's through summer and autumn 2009.

## SCHEMATIC OF THE REPORTING AND GOVERNANCE LINES FOR THE FIELD TRIAL



A field trial finalisation group met in Plymouth on 18<sup>th</sup> June to record and explore all the issues arising from the BCU field trial in preparation for this report and the NPIA action learning set on the 25<sup>th</sup> June. The group consisted of the following stakeholders.

- Brendan Brookshaw    Head of Equality and Diversity
- Andy Bickley            Acting BCU Commander for Plymouth
- Andy Boulting            Lead Superintendent for Diversity, Plymouth BCU
- Brian Green              Plymouth Diverse Communities Team Leader

- Chris Howard Plymouth BCU Performance Manager
- John Jackson Force Diverse Communities Inspector
- Juliet Simmons Staff Officer to the ACPO Race and Diversity Portfolio

## FIELD TRIAL ACTIVITY

Listed below are the activities that have been carried during the period of the field trial and links to key documents.

19/03/09 Feedback to ACPO equality diversity and human rights strategy event at Bramshill re linking the focus areas of the Standard and the Strategy with common terminology

02/04/09 Ryton National workshop. Attended by force implementation team

03/04/09 PIT G proposal for governance arrangement put forward and agreed. PITG Minutes for the 3<sup>rd</sup> April 2009 06/09/42 refer.

05/04/09 Tim Burton reviewed the 11 elements and allocated an owner for each of the key criteria. For example; [ESP focus areas and guidance\1.1 CommCustFocus ServiceDesignDelivery v3.8 250209.doc](#)

07/04/09 Brendan Brookshaw met the police authority E and D to update on the Standard

10/04/09 Satisfaction and Confidence Delivery group terms of reference produced by Barry Marsden (Appendix B)

20/04/09 Brendan met with Vicky Goodwin to discuss marketing the Standard externally. Decision not to progress beyond briefing IAG members at this time.

24/04/09 Force Action Learning Set discussed the Standard

24/04/09 NPIA datatool installed on force network. Tested by ICT (Sam Ede) and apparently working.

27/04/09 Brendan prepared paper on governance arrangements and submitted to Chris Haselden (Director of HR). [ES for Police governance.doc](#)

Install IT tool on relevant staff ICT profiles

27/04/09 Brendan shared experiences around standard at regional NPIA Confidence and Equality Practitioners meeting in Birmingham.

28/04/09 Brendan met with Chris Howard to discuss evidence

30/04/09 Brendan attended National ALS in London.

07/05/09 Brendan and Chris Howard begin population of evidence onto IT tool from force and BCU perspective. IT Tool found to be ineffective

08/05/09 Brendan introduced Standard and discussed issues with the new Strategic Independent Advisory Group. (Appendix C)

12/05/09 IT issues fed back to Sam Ede who forwarded them to Paul Bygrave

14/05/09 Brendan introduced Standard and discussed issues with staff Support Group Chairs (BPA, CPA, GPA, WiPN and Force Disability Forum).

15/05/09 Discuss progress with Chris Haselden and confirm Organisational development Group slot for May 20th

20/05/09 Brendan presented field trial progress and governance arrangements to ODG. (Appendix D) and Powerpoint presentation [equality standard update 200509.ppt](#)

26/05/09 Reply from NPIA re evidence capture tool. Still unable to operate it on force systems (Appendix E)

28/05/09 3rd National ALS (No attendance as team on A/L).

28/05/09 Confidence and Satisfaction Working Group updated on progress by Glynn Currey.

03/05/09 Create new system for collecting evidence and place on P drive to allow others to add evidence. Example shown here [Evidence\Community and Customer Focus evidence\ESPS 1.1.1 edvidence.doc](#)

11/06/09 Update regional NPIA "Buddy" forces on the Standard Field Trial.

15/06/09 Brendan updated the Satisfaction and Confidence Delivery Group

18/06/09 Brendan chaired a BCU team and Field Trial team meeting to discuss issues to enable the update report on the field trial

19/06/09 Brendan collated responses and prepared this Field Trial report

25/06/09 Brendan and Tim Burton to attend the final NPIA action learning set at Ryton.

## **FIELD TRIAL FINDINGS AND RECOMMENDATIONS**

The field trial in Plymouth BCU has identified a number of issues which are summarised below in tables under the original three desired outcomes for the trial.

- To test the methodology of the NPIA Standard in real conditions, including the IT evidence gathering tool which was installed on the force system on 24/04/09
- To test how well the Standard measures progress against the ACPO strategy on Equality, Diversity and Human Rights which is being developed by Stephen Otter the lead for the ACPO business area. This is an opportunity not afforded to other field trial forces as Stephen Otter is the Chief Constable of this force.
- To see where there are gaps in our evidence for the Standard so that we can focus performance management activity on improvement.

<b>1. To test the methodology of the NPIA Standard in real conditions, including the IT evidence gathering tool which was installed on the force system on 24/04/09</b>		
<b>Issue Number</b>	<b>Summary of Issue</b>	<b>Potential Solution</b>
1.1	<p>The IT tool does not work effectively and the feedback from the NPIA has been that “it will be OK in the live version”. At present there is no confidence that the MS Access database used will be able to operate as an effective evidence capture tool. The fact that no effective evidence capture tool was available severely restricted the amount of evidence that was captured as another method for collecting had to be found.</p> <p>All the problems associated with the product have been sent to NPIA including screen shots of some of the display issues so that work on a solution can continue.</p>	<p>Currently evidence is being recorded on a series of MS Word templates. This is cumbersome, overly bureaucratic and incapable of effective searching for data. Tim Burton is scoping other methods of data capture along similar lines to the MS Excel spreadsheet used for the Citizen Focus Hallmarks</p> <p>We would be happy to test any new NPIA capture tool before the standard is launched nationally to iron out any bugs.</p>
1.2	<p>The wording of the Standard is unclear in some places. In reading from Baseline across to Good practice there are assumptions made by those of us working closely with the Elements about the journey this should be. We found that once we had separated the elements and given them to those responsible for evidencing them the sense of journey was lost. There is a lack of specific references to diverse communities and equality issues in some of the elements. We found a knowledge gap amongst BCU staff at</p>	<p>An example of this ambiguity in language, together with a suggested change in wording is shown at Appendix F.</p> <p>Staff from the trial team would be willing to meet with the Standard team to “thought shower<sup>2</sup> the wording in order to make sure that it specifically refers to diverse communities in every element</p>

	<p>all levels around the rationale for the Standard. This will, if there any ambiguity around the wording of the elements, will lead to evidence being submitted which relates to wider community issues and will not refer to specific activity around minority and diverse communities.</p>	<p>from baseline to good practice.</p> <p>We are assessing all our frontline staff in NOS AA1 And our Superintendents in AA2 to ensure that there is an increase in understanding within BCUs, of equality and diversity matters.</p>
1.3	<p>We liked the way that the journey from baseline to good practice within the elements reflected a consistent theme.</p> <ul style="list-style-type: none"> <li>• <b>Baseline</b> = do we have the intent in terms of policy and strategy and structures</li> <li>• <b>Developing</b> = are we testing that our intentions are being carried out by our staff at all levels i.e. are we reducing the implementation gap</li> <li>• <b>Good Practice</b> = are we now checking with the people who are receiving our service that they experience it as we expect.</li> </ul>	<p>In any rewording of the elements, ensure this aspect remains intact.</p>
1.4	<p>This force has a comprehensive quarterly equality monitoring report <a href="#">Equality Monitoring Report.doc</a> which is published on our Web pages and examined in detail by our IAG members. This is linked with an examination of equality performance issues at the fortnightly performance Improvement and Tasking Group. This is our force level NIM tasking and co-ordinating group. None of the elements includes a requirement for forces to record, analyse and monitor equality data as part of their day to day business.</p>	<p>We feel fortunate to already have this in place to a greater extent and would like to see this point included in the organisational focus element</p>
1.5	<p>The capture of the evidence has proved to be difficult and bureaucratic through the system we have used in place of the data collection tool. This has limited the data we have captured and led to it being a summary of other more detailed evidence such as minutes, documents, survey results and press cuttings. We know these pieces of evidence exist and we would like to use record them and use them but this has been extremely difficult</p>	<p>We are going to trial a live “deep dive” method for identifying relevant evidence and raising awareness of BCU teams at the same time. We have agreed with Plymouth BCU to meet the Senior Management Team in a facilitated deep dive session which will look at the elements in turn and “thought shower” all the potential evidence and its location. This will best be done over the course of a single morning every quarter.</p>

		<p>The results of the deep dive session, captured initially on flip charts will be entered onto whichever system we eventually end up using. This allows us to link to the Citizen Focus Hallmark evidence which will be similar in many respects. Our Superintendents feel that they have a knowledge gap at present around all the work happening in their BCU which pertains to the Standard. This method of gathering evidence would provide a additional opportunity to help them see what good evidence looks like and where there are gaps in the evidence.</p>
<p><b>2. To test how well the Standard measures progress against the ACPO strategy on Equality, Diversity and Human Rights which is being developed by Stephen Otter the lead for the ACPO business area. This is an opportunity not afforded to other field trial forces as Stephen Otter is the Chief Constable of this force</b></p>		
Issue Number	Summary of Issue	Potential Solution
2.1	<p>We feel very strongly that, to be effective, the Standard must support the ACPO Equality, Diversity and Human Rights Strategy. To this end there must be a congruence of language between the two documents. We have tested the language used with the BCU staff and they have an intuitive understanding of the terms used to describe the Strategy focus area whereas the terms used in the standard focus areas were harder for them to grasp.</p>	<p>In the Standard</p> <ul style="list-style-type: none"> <li>• Organisational Focus remains unchanged</li> <li>• Crime Impacts Focus becomes Operational Focus and</li> <li>• Community and Customer Focus becomes People Focus</li> </ul>
2.2	<p>The question most asked during the trial was “why are we doing this”. When we explained the rationale behind the introduction of the Equality Standard the only point which senior leaders seemed prepared to accept as a valid reason was the use of the Standard in HMIC inspections. We understand that the HMIC has not yet decided whether it will use the equality Standard as part of the rounded “workforce inspection” programme from 2010. If HMIC are not able to confirm that they will using this then we believe that BCU management teams will conclude that the</p>	<p>The NPIA, ACPO and the HMIC need to publish a clear statement that the HMIC will use the Standard. Failure to get this agreement from HMIC will be a critical failure point in the potential benefits from the Standard as many BCU's and forces simply will not bother with it.</p>

	Standard is optional not compulsory and will simply not implement it.	
2.3	Apart from the wording of the focus area headings we felt that the elements of the Standard did support the overall thrust of the draft ACPO EDHR strategy towards developing and maintaining the confidence and satisfaction of diverse communities	
<b>3. To see where there are gaps in our evidence for the Standard so that we can focus performance management activity on improvement.</b>		
<b>Issue Number</b>	<b>Summary of Issue</b>	<b>Potential Solution</b>
3.1	<p>The data gathered was insufficient over the course of the field trial to be enable us to carry out a thorough gap analysis. This was, in part, due to the failure of the evidence gathering tool and the rather cumbersome capture system we had to employ over half way through the trial. What we did learn from this is that we already have a good system in place for identifying and actioning operational performance issues such as BME victim satisfaction and NCRS compliance with recording of hate crime.</p> <p>We make active use of our equality monitoring report in all strategic meetings to understand performance issues and target work to address them, e.g. gender disproportionality in bonus payments, identified through HR Strategy Group</p> <p>We have discussed other options for the collection and gathering of evidence and the BCU feel that the deep dive method would be worth exploring as it maximises the value of the time invested by BCU SMT members on a quarterly basis whilst providing the opportunity for continued professional development around E and D.</p>	<p>We are going to trial a live “deep dive” method for identifying relevant evidence and raising awareness of BCU teams at the same time. We have agreed with Plymouth BCU to meet the Senior Management Team in a facilitated deep dive session which will look at the elements in turn and “thought shower” all the potential evidence and its location. This will best be done over the course of a single morning every quarter. The results of the deep dive session, captured initially on flip charts will be entered onto whichever system we eventually end up using. This allows us to link to the Citizen Focus Hallmark evidence which will be similar in many respects. Our Superintendents feel that they have a knowledge gap at present around all the work happening in their BCU which pertains to the Standard. This method of gathering evidence would provide an additional opportunity to help them see what good evidence looks like and where there are gaps in the evidence.</p>
3.2	There is still a significant amount of work to be doe to implement the Equality Standard in	We have assigned the work of introducing the Standard to

	force. In particular the methods for verifying the evidence through the police authority and diverse communities. This aspect of the standard was omitted from the field trial by the NPIA due to the time constraints on the trial. We have discussed it with some partner agencies who currently use the Equality Standard for Local Government and we have some ideas about the potential of peer assessment with our local authority partners.	the rest of the force to Brendan Brookshaw the Head of Equality and Diversity. It is a key part of the business plan for the E and D Dept for 2009/2010.
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## CONCLUSION

Participation in the field trial of the Equality Standard for the Police service has been a good experience for Devon and Cornwall Police. We have been able to successfully agree a corporate governance structure for the introduction of the Standard when it is finalised and have scoped the potential problems in implementing it. On the whole we found that the Standard supported the National ACPO EDHR strategy as well as our own force change programme which is taking place between now and 2012. We feel that the Standard, with the amendments listed above, would compliment the work being done around the Citizen Focus Hallmarks and the Policing Pledge. There are still some wrinkles to iron out around the methods we might use to gather and analyse the evidence required by the Standard but we have put a system in place and begun to think of better ways that it could be done. We would like to remain involved with the further development of the Standard by the NPIA

**APPENDIX A****5-MINUTE PROJECT PLANNER**

Project Title	Equality Standard for Policing Field Trial
Project Leader	Brendan Brookshaw
Start Date	30/03/09
Target Finish Date	30/06/09

**What's the purpose of this project?**

The National Policing Improvement Agency has developed an Equality Standard for Policing, which is similar to the Equality Standard for Local Government.

The Standard supports the Government's strategic objectives for policing and in particular the increasing of public confidence in the police service. The Standard consists of three Areas of focus. These are;

- Community and Customer Focus
- Crime Impacts Focus
- Organisational Focus

It allows us to collect evidence to measure the performance of our force across 11 Elements under the three focus areas and grade it as "Baseline", "Developing" or "Good Practice". It will be introduced nationally from October 2009 and HMIC will be inspecting against the elements of the standard from 2010.

Plymouth BCU is to be a field trial for this force from April to June 2009. The advantages in becoming a field test force are;

- To test the methodology of the NPIA Standard in real conditions, including the IT evidence gathering tool which was installed on the force system on 24/04/09
- To test how well the Standard measures progress against the ACPO strategy on Equality, Diversity and Human Rights which is being developed by Stephen Otter the lead
- for the ACPO business area.

- To see where there are gaps in our evidence for the Standard so that we can focus
- performance management activity on improving.

### **What are the desired results of this project?**

1. To introduce the Police Equality Standard to key Plymouth BCU Staff
2. To make use of the NPIA IT data collection tool
3. To synergise the Standard with other key performance monitoring tools eg the citizen focus hall marks through a suitable governance arrangement
4. To provide a report for NPIA on the issues encountered with the standard trial
5. To provide a report for the ACPO business area lead re the synergy with the ACPO equality diversity and human rights strategy
6. To assess Plymouth BCU against the standard and identify any criteria where we are not meeting the baseline criteria
7. Report to the relevant strategic group on the progress and findings of the field trial to generate action within the strategic meetings structure to address any gaps.
8. Report on progress of the field trial to the Police Authority E and D working Group
9. Produce a report on the best method for extending the field trial so that the whole force is effectively using the Equality Standard by December 2009.
10. Provide a mechanism to improve public confidence and satisfaction (especially within minority communities) across our force area from the base line position at the end of the 2008/2009 performance year.

### **How does this project advance the organization's most important priorities?**

The project will help the force to effectively improve public confidence and satisfaction (especially within minority communities) across our force area from the base line position at the end of the 2008/2009 performance year. Increased public confidence will also lead to our organisation becoming an employer of choice for people from all communities and underrepresented groups.

### **Who are the key stakeholders? What are their needs?**

Stakeholders	Needs
Plymouth BCU SMT(represented by Andy Bickley)	To make use of the standard to improve the quality of policing services provided within the BCU
Plymouth Performance Manager, Chris Howard	To understand the standard and seek evidence from within the BCU to populate the data collection tool
E and D Dept, Brendan Brookshaw	To understand the standard and lead its introduction to the force through the field trial processes. To quality assure the evidence provided by BCU and others.
Force Performance Dept, Tim Burton	To understand the standard and seek evidence from within the BCU and force to populate the data collection tool. To make the links with other standards for which the force is required to collate evidence e.g. Citizen Focus Hallmarks
Territorial Policing Dept, Barry Marsden	To make the cross linkages with the neighbourhood policing programme and the citizen focus hallmarks
ICT , Harvey Durrant	To introduce the NPIA data collection tool and facilitate the collection, retrieval and analysis of evidence for the Standard through ICT
COG, Chris Haselden and Stephen Otter, Juliet Simmons	To champion the standard and ensure that its effects are felt across the entire force. To ensure synergy with the ACPO EDHR strategy. To prepare the force for HMIC workforce inspection in 2010
Police Authority Eelke Zoestbergen	To maximise the use of the standard in the governance and oversight role of the police authority
NPIA through the ALS	To make use of the field trial data to hone

	the elements of the standard
Public through IAG	To understand how the standard will lead to improved service provision by the police

**Which factor is most important—time, cost, or quality? Why?**

Time - this is a national three month trial and therefore there is no room to extend the trial to suit our internal requirements. The subsequent introduction of the standard within force is more controllable in terms of time frame but the emphasis will shift to the quality of the evidence provided and the cost of collecting it.

**What is the budget?**

Nil additional budget, Financial resources to be found from within existing 2009/2010 budget

**What resources do we need for this project (people, equipment, material, facilities)?**

A small team has been assembled to implement the trial. The team consists of;

- Brendan Brookshaw      Head of Equality and Diversity Dept
- Barry Marsden          Commander Territorial Policing Dept
- Andy Bickley             Deputy BCU Commander for Plymouth
- Harvey Durrant          ICT Lead
- Tim Burton                Force lead on organisational learning
- Eelke Zoestebergen      Acting Assistant Ch Exec. Police Authority
- Chris Howard             Plymouth BCU performance manager

**APPENDIX B****DEVON AND CORNWALL CONSTABULARY**  
**SATISFACTION & CONFIDENCE DELIVERY GROUP****Terms of Reference****PURPOSE**

- 1.1 To provide strategic leadership to the Force to deliver high levels of public confidence in policing throughout Devon, Cornwall and the Isles of Scilly and commitment to sustaining high standards of customer satisfaction.

**METHODOLOGY**

- 2.1 The strategic group will achieve its purpose through:

- Receiving, discussing and actioning the Equality Monitoring Report to determine any areas for performance improvement.
- Overseeing Force progress in relation to the Equality Standard pilot
- Overseeing Force progress in relation to the Citizen Focus Hallmarks
- Managing operational implementation of action plans arising from Force Performance Improvement & Tasking Group which transcend BCU or Departmental boundaries to improve satisfaction or confidence.
- The identification and dissemination of good practice.
- Dynamic problem solving.

**RESPONSIBILITIES**

- 3.1 The Group will be responsible for ensuring compliance with the following

Strategies;

- Public Service Strategy

- Neighbourhood Policing Strategy
- Contact Strategy
- Diversity Strategy

- 3.2 The Group will be responsible for co-ordinating the progression of the action plan to reduce the satisfaction gap between BME and white communities.
- 3.3 The Group will be responsible for the referral of strategic risks to the appropriate risk register for mitigation and prioritisation.
- 3.4 The Group can commission user groups/strategic groups to carry out specific activities, taking cognisance of the overall Force Development Programme and business change.
- 3.5 The Group will review/receive data from the continuous improvements database or from user satisfaction survey and make recommendations on actions required as appropriate.
- 3.6 Whilst the Performance Improvement & Tasking Group will monitor performance this Group will monitor implementation of the various action plans required to improve performance.

## **ADMINISTRATION**

- 4.1 The Group will be chaired by Assistant Chief Constable (TP).
- 4.2 The Group's membership will comprise of:

Assistant Chief Constable (TP)	Paul Netherton
BCU Commanders	Jim Webster
	Jo Tennant
	Elaine Marshall
Commander Territorial Policing	Barry Marsden

Corporate Communications Representative	Vicky Goodwin
Head of Performance and Analysis	Alexis Poole
Force Diversity Communities Unit	Brendan Brookshaw
Territorial Policing & Partnerships Unit	Keith Perkin
Call Management & Communications Unit	Peter Strawbridge
Consultation Officer	Gill Sims
Criminal Justice Department	Chris Brown
Professional Standards Department	Kevin Harris

- 4.3 The membership has the discretion to co-opt others onto the Group for specific meetings should the need arise, and will call upon specialist staff members or representative to give presentations on issues impacting upon the purpose and remit as outlined above.
- 4.4 Should a member not be able to attend, a suitable replacement should be identified to stand in.
- 4.5 The Group will meet monthly initially though frequency will be reviewed.
- 4.5 Group meetings will be administered by Territorial Policing Department

**APPENDIX C****DEVON & CORNWALL CONSTABULARY****DEVON & CORNWALL STRATEGIC INDEPENDENT ADVISORY GROUP**

**To be held on Friday 8 May 2009 Commences 2:00pm – Concludes 4:30pm  
The Great Hall, Alverton Manor, Truro**

**A G E N D A  
FOIA OPEN**

- |   |                     |                             |
|---|---------------------|-----------------------------|
| 1. Opening  | Stephen Otter       | 2:00pm                      |
| 2. Minutes of the last meeting on 19 February 2009 ( <i>attached</i> )                        | Stephen Otter       | 2:05pm                      |
| 3. Agreement of Terms of Reference and Strategic Meeting Protocols ( <i>papers attached</i> ) | Stephen Otter       | 2:10pm                      |
| 4. Matters Arising from Equality & Diversity Group ( <i>identified below</i> )                |                     |                             |
| a. Neighbourhood Policing Website ( <i>minute 01/09/04(b)</i> )                               | Brendan Brookshaw   | 2:20pm                      |
| b. Recruitment in under represented areas ( <i>minute 01/09/05(e)</i> )                       | Chris Haselden      | 2:25pm                      |
|   | <i>(discussion)</i> |                             |
| 5. Updates from six strand IAG meetings (cross cutting issues)                                | Strand Chairs       | 2:35pm                      |
| a. Disability   |                     |                             |
| b. Age  |                     |                             |
| c. Race   |                     |                             |
| d. Faith & Belief   |                     |                             |
| e. LGBT   |                     |                             |
| f. Gender   |                     |                             |
| 6. Performance Section  |                     |                             |
| a. Equality Monitoring Report ( <i>paper attached</i> )                                       | Alexis Poole        | 3:35pm                      |
| i. Trend data BME complainants ( <i>minute 01/09/05(a)</i> )                                  |                     |                             |
| ii. High arrest & low disposal for Asian ethnicity ( <i>minute 01/09/05(a)</i> )              |                     |                             |
| iii. Sanction detection rate homophobic crimes—male & female victims                          |                     |                             |
|   |                     | <i>(minute 01/09/05(a))</i> |
| 7. 2012 Strategy ( <i>verbal updates</i> )  |                     |                             |
| a. Public Service Strategy ( <i>presentation</i> )  | Keith Perkin        | 3:55pm                      |
| 8. Equality, Diversity & Human Rights Strategy ( <i>presentation</i> )                        | Juliet Simmons      | 4:15pm                      |
| a. National Equality Standard ( <i>verbal update</i> )  | Brendan Brookshaw   |                             |

**Date & Location of Next Meeting**

Thursday 30 July 2009 at The Holiday Inn, Plymouth

**ATTENDANCE**

Chief Constable (Chair)	Stephen Otter
Assistant Chief Constable – Criminal Justice & Professional Standards	Sharon Taylor
Director of Human Resources	Chris Haselden
Interim Director of Finance and Resources	Sandy Goscomb
Head of Corporate Communications	Tanya Croft
Head of Equality & Diversity	Brendan Brookshaw
Head of Performance & Analysis	Alexis Poole
Territorial Policing Department	Keith Perkin
Crime Department Representative	Julie Fielding
Police Authority Representative	Jo Norton
Force Policy Admin	Rachel Cozens

Chairs & Deputies of the six strand based IAGs plus one guest from each strand (18 people)

**GUEST**

Equality & Diversity Unit	Juliet Simmons
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**APOLOGIES**

Assistant Chief Constable – Territorial Policing	Paul Netherton
Assistant Chief Constable – Crime and Operations	Debbie Simpson
Chair Devon & Cornwall Police Authority Diversity & Equality Working Group	Jeremy Rowe

**APPENDIX D**

Agenda Item No.  
**(Not protectively marked)**  
**Organisational Development Group**  
**May 20th 2009**  
(Freedom of Information classification - OPEN)

Equality Standard for Policing

**1. STRATEGIC ISSUE FOR CONSIDERATION**

The National Policing Improvement Agency has developed an Equality Standard for Policing, which is similar to the Equality Standard for Local Government.

The Standard supports the Government's strategic objectives for policing and in particular the increasing of public confidence in the police service. The Standard consists of three areas of focus. These are;

- Community and Customer Focus
- Crime Impacts Focus
- Organisational Focus

The Standard allows us to collect evidence to measure the performance of our force across 11 elements under the three focus areas and grade it as "Baseline", "Developing" or "Good Practice". It will be introduced nationally from October 2009 and HMIC will be inspecting against the elements of the standard from 2010.

Plymouth BCU is to be a field trial for this force from April to June 2009. The advantages in becoming a field test force are;

- To test the methodology of the NPIA Standard in real conditions, including the IT evidence gathering tool which was installed on the force system on 24/04/09
- To test how well the Standard measures progress against the ACPO strategy on Equality, Diversity and Human Rights which is being developed by Stephen Otter the lead for the ACPO business area.
- To see where there are gaps in our evidence for the Standard so that we can focus performance management activity on improvement.

**2. RECOMMENDATIONS FOR DECISION**

- That members note the field trial and the introduction of the Standard later this year
- That members note the governance arrangements for the field trial established at PITG

**3. SALIENT POINTS**

At the force Performance Improvement and Tasking Group (PITG) on the 3<sup>rd</sup> April 2009 it was agreed that oversight of the trial and the introduction of the Standard would occur through arrangements set in place by Barry Marsden. At the National Action Learning Set on the 2<sup>nd</sup> of April we identified that the Standard would be collecting evidence which could also be used to evidence the four Areas of the Citizen Focus Hall Marks;

- Understanding people
- Understanding services
- Designing services
- Delivering services

The force oversight of the performance issues on declining BME victim satisfaction rates was also linked to evidence that would be collected as part of the Standard. Barry has prepared terms of reference for a Satisfaction and Confidence Delivery Group. This group will meet monthly to;

- Receive, discuss and action the equality monitoring report to determine areas for performance improvement.
- Oversee force progress in relation to the Equality Standard field trial.
- Oversee force progress in relation to the Citizen Focus Hallmarks.
- Manage operational implementation of action plans arising from PITG which transcend BCU and departmental boundaries.
- Identify and disseminate good practice.
- Dynamically problem solve issues which arise.

This delivery group will be chaired by ACC TP and will report to the Public Service Strategic Group. The Police Authority Equality and Diversity Committee will have oversight of development of the field trial.

## **AUTHOR**

Brendan Brookshaw  
Head of Equality and Diversity

## **SPONSOR**

Chris Haselden  
Director of HR

**APPENDIX E****Equality Standard****Evidence Capture System****Questions/responses raised by Devon and Cornwall Constabulary**

## Question 1

you can't alter anything once saved so there are some half completed evidence sheets on the system. Is there an option for administrators to clear unwanted or inaccurate entries?

## Sam Response

I am able to amend the database directly and remove entries but I don't know whether there is an option for an administrator to be granted this permission. This would need to be referred back to the developer.

## Paul (Developer) Response

When the system goes "live", after the current Trial, an Administrator module will be provided to enable Evidence Data that has been captured to be edited and/or deleted

## Question 2

The frame doesn't fit the screen so that you can't read the left hand side of the page and therefore can't tick the strand boxes at the bottom.

## Sam Response

This would need to be referred back to the developer.

## Paul (Developer) Response

I am not too sure what the problem is here as you can access all of the frame(form), assuming that the form has not been moved and even then it is possible to move the form around the screen to enable access to any part of the form. Therefore I cannot see a problem here and would welcome a screen dump showing the problem.

## Question 3

When you use the scroll wheel the whole file you are in deletes itself and the data is lost.

## Sam Response

This function should not be used in the current release and the scroll wheel will be disabled in the next release.

## Paul (Developer) Response

Agree with Sam. The user, when he/she opens the Evidence Capture form, will automatically have the scroll wheel on the mouse disabled. On exiting the Evidence Capture Form, the scroll wheel on the mouse will be re-enabled.

#### Question 4

There is no cut and paste option in the fields so you have to enter links by hand which increases the chance of errors as well as the amount of time. we found that ctrl + v worked for attaching links but not the normal cut and paste menu.

#### Sam Response

This would need to be referred back to the developer.

#### Paul (Developer) Response

The Cut and Paste option will be enabled on the "live" version.

#### Question 5

If we link to something on our G: drives no one else will be able to read it. It might also mean that people could access documents that are not write protected and add or remove stuff inadvertently. can we have a single p dive folder which all the links go to where all the back data is stored?

#### Sam Response

This would be a request for a new P: drive entry with security based around the group SOFTWARE\_EQUALITY\_STANDARD (This group is the group that the users of the system are a member of and no one else).

#### Paul (Developer) Response

The Trial system has the choice of logical drive letter preset within the ESCODE module based on an original request from Devon and Cornwall to nominate a default drive path. The "live" version will have an additional file (ES.INI) installed in the same folder as the ESCODE module, which will enable every user to be able to define his/her own logical access path for the ESDATA module, which for the majority of desktop installations will probably be the same access path, however this will provide that added flexibility.

## APPENDIX F

## Equality Standard for the Police Service – Plymouth BCU Field Trial Evidence Capture Matrix

<b>2.1 Crime Impacts Focus</b>	Crime investigations consider communities' and individuals' diverse needs	
2.1.2B The organisation makes effective use of all existing frameworks, guidance and partners to improve services to victims and witnesses and to eliminate any unjustified disproportionality Lead: BCU/ EDD	2.1.2D The organisation works closely with partners in supporting victims and witnesses with a range of services tailored to their specific needs  Lead: BCU/ Crime Dept	2.1.2G Victims and witnesses report increased satisfaction in their treatment during the reporting of the crime and in the services provided  Lead: Performance Dept
<b>Suggested Alternative Wording</b>		
2.1.2B The organisation makes effective use of all existing frameworks, guidance and <b>diverse community</b> partners to improve services to victims and witnesses <b>from minority groups</b> to eliminate any unjustified disproportionality  <b>Lead: BCU/ EDD The</b>	2.1.2D The organisation works closely with <b>diverse community</b> partners in supporting victims and witnesses <b>from minority groups</b> with a range of services tailored to their specific needs  <b>LEAD: BCU/ CRIME DEPT</b>	2.1.2G Victims and witnesses <b>from minority groups</b> report increased satisfaction in their treatment during the reporting of the crime and in the services provided  <b>LEAD: PERFORMANCE DEPT</b>