

## **PROTECTIVE SERVICES SCRUTINY COMMITTEE – 22 JUNE 2010**

### **EQUALITY STANDARD FOR THE POLICE SERVICE**

#### **REPORT BY CHIEF CONSTABLE**

##### **Introduction**

- 1.1 The Equality Standard for the Police Service (ESPS) was announced in the 2008 Policing Green Paper and launched, following field testing, by the policing minister in December 2009.
- 1.2 This report seeks to update the Committee on progress, highlight areas where Force progress is required and outline a future timetable.

##### **Background**

- 2.1 The ESPS is a performance improvement tool, developed by the National Policing Improvement Agency (NPIA), set at a strategic level with links to national policing priorities. It focuses on particular areas of concern where there have been difficulties in the past, rather than every aspect of equality activity in policing. As one of the forces chosen to undertake the field test, the Force and Authority have worked closely with the NPIA during development of the ESPS.
- 2.2 The ESPS framework contains 22 areas (Units) within three themes: *Operational Delivery; People and Culture; and, Organisational Processes*. There are three stages of development: 'Baseline', 'Integrating' and 'Excelling'. The 22 'Baseline' Units are detailed at Appendix A.
- 2.3 Forces are required to have assessed their current performance, formulating improvement plans if required, to ensure the 'Baseline' stage is met for the forthcoming Her Majesty's Inspectorate of Constabulary (HMIC) "Working for the Public" inspection.
- 2.4 At one level, the ESPS is a mechanism to audit activity and outcomes which can be used for Police Authority scrutiny and HMIC inspection purposes. The Force has drawn a number of different threads together under Serving Sussex: there is clear read-across between the ESPS, Citizen Focus Hallmarks and the Working for the Public Productivity Framework, the latter being subject of a separate paper to the Scrutiny Committee.
- 2.5 The collation and assessment of evidence has been conducted by the Serving Sussex Working Group (SSWG) over a period of several months.

##### **Assessment of evidence gathered**

- 3.1 Evidence from focus groups suggests that the Force meets the baseline in all areas, albeit with weaker evidence of compliance in two of the 22 Units.

Appendix A sets out details of each of the ESPS Baseline Units and a very short summary of evidence gathered.

- 3.2 Some areas of the Force evidenced the higher '*Integrating*' standard. This current lack of uniformity across the force can be addressed by the sharing of effective practice.

### **Future timetable**

- 4.1 Police Authority seminars, hosted by the Association of Police Authorities (APA) and NPIA, will be held during the summer. It is believed the Authority role will focus on the scrutiny and verification of evidence.
- 4.2 Having established the 'Baseline' it will be necessary for the Force to prioritise where it *wants* to be against the ESPS. That process will be complete by September 2010, the expected date for the "Working for the Public" inspection.
- 4.3 The Force will develop, and conduct, a process of community verification; testing that our service provision, and the evidence we have gathered, is reflected in the experiences of diverse communities.
- 4.4 The final element of verification will be through the three Police Authority Scrutiny Committees taking place in the autumn 2010.

### **Conclusion**

- 5.1 Based on evidence gathered, the Force is confident that it meets the Baseline standard, and in some areas can evidence the higher '*Integrating*' standard.
- 5.2 Verification of the evidence is essential to ensure that future community reassurance and confidence messages relating to the ESPS firmly reflect the views of communities and the Authority.

### **Recommended - That**

- (1) The Protective Services Scrutiny Committee identifies one member to attend the ESPS seminars as described in 4.1 above and to report back to the Committee; and
- (2) Authority scrutiny, and verification, of ESPS evidence gathered by Sussex Police to be facilitated through the next round of Scrutiny Committees in September/October 2010.

MARTIN RICHARDS  
Chief Constable

Contact: David Tonkin  
Email: david.tonkin@sussex.pnn.police.uk  
Tel: 01273 404754

## Equality Standard for the Police Service 2009/10: BASELINE

### Operational Delivery – meeting the needs of diverse individuals and communities

#### **ES1B: Working with partners, the organisation regularly updates the profiling of diverse individuals and communities to understand their experiences and differing needs**

All divisions, and many departments, provided ample evidence that community engagement is core business and engage with minority communities and groups. The force gathers experiences and differing needs from a range of communities through a range of channels including independent advisory groups, the Equality Champions' External Reference groups.

However, SSWG found that the Force could benefit from further developments to our approaches to understanding and mapping local communities.

#### **ES2B: The organisation ensures that the workforce has a practical understanding of disproportionality and the impact this can have on interactions with the public**

Significant divisional evidence regarding the role of the Street Intervention Accountability Meeting (previously SIWG) in raising officer understanding / awareness.

This specific element has been tested through recent divisional inspections.

#### **ES3B: The organisation ensures that the workforce understands how levels of satisfaction can differ according to the perceptions and needs of diverse individuals and communities**

Evidence found a lack of coordinated sharing of WAVES data and 'what works': HQ CID and C&JD have resource libraries that should be made more widely available.

#### **ES4B: Those in the workforce who engage directly with the public demonstrate an understanding of diverse individuals' and communities' perceptions of 'quality of life' issues, and are able to use this knowledge to help them deliver their roles effectively**

Forcewide emphasis on identifying and tackling local priorities through a range of approaches including Local Action teams was evident. Further good examples include Witness Care Officers support to victims and witnesses. However, greater use of existing tools, such as MOSAIC is considered important, both in terms of tailoring service provision and evidencing the best use of resources.

#### **ES5B: Work with partners identifies the factors that can create vulnerability for diverse individuals and communities, and action is taken to protect those people from harm**

Significant evidence of mature partnerships at divisional levels.

#### **ES6B: The organisation can demonstrate that it recognises heightened risks of disproportionality within arrest, custody, bailing and disposal, and has action plans in place to tackle them**

Evidence present, but this component links to the PSA 24, Priority Action 4 roll out from the Sussex Criminal Justice Board. Disproportionality exists and needs to be understood before appropriate action can be identified.

### **ES7B: The organisation applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses**

Substantial evidence including Victim & Witness Contracts and compliance monitoring. Recent improvements have been made to the Dissatisfaction Database.

### **ES8B: The organisation ensures that the workforce understands how serious crimes and organised crime affect diverse individuals and communities**

Adding to above comments on community engagement, further evidence includes the use of Community Impact Assessments and Serious Crime review work.

### **ES9B: The organisation ensures that the workforce understands how Terrorism and Domestic Extremism affects diverse individuals and communities**

Whilst there was evidence regarding Prevent-related activity and initiatives, this focused mainly on Islamic extremism. There is less evidence related to Domestic extremism, leading to a perception (apparent within the Muslim Forum) of stereotyping in relation to the Prevent agenda.

### **ES10B: Informed by community profiles, the organisation ensures that those in the workforce having direct contact with diverse children/young people have the skills to engage with them**

A range of activities include setting up of a Youth IAG in West Downs, Specialist child interviewers trained, ABE Interviewing. C&JD facilitate development of YOTs. training given to all school PCSOs, Safer Schools Partnership Officers and Neighbourhood Schools Officers (currently 43 across the force in total) both when they start and ongoing training as well. Some training of NPT officers has also done in East Sussex and Hove on communication with young people.

### **ES11B: Analysis of groups of children/young people who may be at risk of becoming offenders and victims of crime informs planning and activity**

Evidence includes Crime Diversion Programme, Crawley Youth Action Group, partnership activity such as the Targeted Youth Support and Early Intervention Groups in neighbourhoods.

## **People and Culture – building an inclusive and supportive working environment**

### **ES12B: Senior leaders communicate a Vision which promotes equality and Human Rights, values diversity and prioritises the elimination of discrimination and exclusionary behaviours**

There is a wealth of evidence such as Serving Sussex, the Leadership Forum, the Force Statement of Values (signed on joining and promotion), Leadership Charter,

our Single Equality Scheme, the addition of HR Director to the chief officer team and the embedding of the Integrated Competency Framework in PDRs and Interviews. Additionally, new policies (Employment Disability, Dignity at work, bullying & harassment) play an important underpinning role as does our approach to learning and development.

The Force has encouraged and supports diversity staff support groups (DSSGs) and evidenced with the founding of Evolve and the Sussex Police Disability Association in 2009.

**ES13B: The organisation ensures its workforce (including contracted, voluntary and temporary staff) promotes equality and Human Rights, values diversity and addresses discrimination**

As above, however there is more work that can be undertaken by the Force and Command Teams in terms of promoting our values to all staff and explaining why equality and diversity is important to what we do. East Sussex Division has evidenced work in this area. Testing can be undertaken through the DCC's Inspection regime and the forthcoming staff survey may shed some light on workforce understanding.

Similarly, we need to be sure managers are clear on their responsibilities with regard to ensuring Force values are understood by temporary, contract and agency staff.

**ES14B: The organisation engages with under-represented people in the workforce to identify and analyse barriers and specific experiences in relation to retention and progression**

There is regular engagement with diversity staff support groups (DSSGs) through a variety of channels, ranging from membership at the Confidence and Equality Working Groups, policy consultation through to ad-hoc meetings with the groups. Recent Focus Groups have looked at barriers to part-time working. There are also many examples of initiatives to increase representation in parts of the Force including Gatwick, HQ CID and TFU, and of active involvement / support from DSSGs.

**ES15B: The organisation supports its Police Authority to set stretching and ambitious equality employment targets in consultation with local communities and the workforce**

There is strong evidence of attempts to remove 'barriers' and address areas of under-representation; in particular with specialist teams and departments.

Developments such as the Workforce Plan and Talent Management activity will be enablers to ensuring we have the right people in the right places. Enhancements, such as the capture of personal data via SAP improves organisational knowledge of our workforce, making it easier to set challenging targets (we cannot set meaningful targets for, say lesbian and gay officer retention / promotion when we have no accurate baseline to work from).

**ES16B: The organisation ensures that its workforce is treated and rewarded with equity, fairness and respect**

Evidence here includes the Police staff Equal Pay Audit; Policies on Awards, Recognition & Promotion and Equality and the Statement of Values.

Identification and recognition for work and achievement is seen as a fair process generally routed through the Command Team meeting framework. Awards for departmental / divisional congratulations are given to officers and staff albeit there is inconsistency over frequency. The grievance procedure is used to support staff who feel they have been unfairly treated in any way and PSD operate the confidential 'Break the Silence' mechanism. .

### **ES17B: The organisation identifies equality and diversity considerations relating to clothing and equipment in partnership with users**

Considerable staff input is seen through the Uniform Committee processes. The use of reasonable adjustments is becoming more understood and workstation assessments are embedded.

## **Organisational Processes – integrating equality across business areas**

### **ES18B: The organisation has defined its equality, diversity and Human Rights priorities, and set objectives and targets with partners**

The Force Confidence and Equality Strategy and Single Equality Scheme define equality & diversity values and link with the Local Policing Plan.

Divisional evidence includes work with local CDRPs, LSPs, Police Authority and other partners to set and define objectives and targets. Force level meetings (including CEWG, SIAG, SSWG) play important roles here.

Equality champions (with access to reference groups) could be more involved in target development and setting.

It was noted that DAMs / PAMs do not consistently cover equality issues beyond Stop & Search.

### **ES19B: The organisation is able to identify all activities delivering positive equality outcomes and tackling disproportionality and discrimination**

No single place where positive outcomes are captured was evidenced. Additionally, this component links to the PSA 24, Priority Action 4 which looks at key points in the criminal justice system: Recruitment, Retention, Progression, Stop & Account, Stop & Search, Arrests following Stop & Search, Persons arrested and bailed, Persons arrested and held in custody.

Disproportionality exists and needs to be understood before considering if action is required. There is potential for additional accountability meetings using the well regarded SIAM format.

### **ES20B: Those involved in procurement/resourcing activity follow ACPO, PURE and OGC guidance on including equality and diversity**

In line with the Force's statutory duty to promote equality across all the areas of Diversity and, taking note of HMIC Recommendations and the NPIA Equality Standard, existing measures shall be reviewed and new processes proposed to ensure a minimum Baseline compliance in the field of Procurement (20B/D/E).

### **ES21B: The organisation identifies equality and diversity considerations relating to buildings, infrastructure and fleet, in partnership with users**

Estate requirement is captured in the annually updated estate Asset Management Plan. Implementation depends on funding and priorities.

Whilst some changes to the estate are driven by DDA Part III legislation, some is driven by equality requirements – for example female changing facilities in HQ TFU and elsewhere in force such as the lift in HQ, one of two flats in the refurbished HQ Bodiam Block has been fitted out to DDA standards, Facilities and HRD are producing an access directory. Fleet requirements are addressed – for example special vehicles for two SOCO officers with disabilities, and alternative seats for staff with back problems.

### **ES22B: The organisation engages directly with diverse individuals, communities and relevant third-party agencies about the complaints system**

PSD note that regular meetings are held with the IPCC and SPA and attempts made to engage directly with specific groups, such as single issue protestors. The force website has been amended recently to ensure easy access to the complaints system.

Work on Pledge 10 which relates to dissatisfaction and 'Break the silence' offer further evidence as does PSD work on mental health and specialist training.

Other than general activity involving divisional IAGs, there is limited evidence of consistent engagement with diverse individuals, communities and relevant third-party agencies.