

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

### **GENERAL BRIEFING FOR FIELD TESTS**

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#### **CONTEXT**

Field tests of the Equality Standard for the Police Service in England and Wales take place during April, May and June 2009.

The field testing forces are 'Northern' - Northumbria, Cleveland, Derbyshire, GMP, Lancashire and 'Southern' - City of London, Devon & Cornwall, Kent, MPS, and Sussex. North Wales will attend the 'Southern' Introductory Workshop at Ryton because of a clash of dates but may then opt to move to the other group.

Don't forget to send in your opening report, local EIA and top 5 policing priorities to support the field testing by 26 March + the Excel spreadsheet of department names requested by Paul Bygrave (see (g) of the IT requirements at section 7)

GOOD LUCK EVERYONE!

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## 1. THE FIELD TESTS WILL TAKE AN 'ACTION RESEARCH' APPROACH

### ***Explanation from NPIA Research***

#### **ACTION RESEARCH: 'LEARNING AS YOU GO ALONG'**

*An action research style approach may be most appropriate in cases where:*

- you are more interested in a process of problem-solving than in outcome measurement, and/or;*
- where you feel that external assessment of the process misses an opportunity to draw on project staff's knowledge and to develop their own capacity to deliver and sustain change.*

*In an action research approach, project staff would reflect on their own progress, identify problems and suggest solutions as they go along. Such an approach would be less likely to involve the collection of one set of measures which are defined and agreed at the outset. Action research therefore does not require independent data collection but is likely to require facilitation. Those involved in the project could be actively encouraged to suggest changes in the process during the project and even in how it could be assessed, with a view to helping the project to be more sustainable or easier for others to implement successfully.*

### **Why we have chosen an 'action research' approach**

- The testing will focus on problem-solving issues ie how best to implement the Standard; testing out that the IT solution is fit for purpose; expanding the guidance to meet forces' needs
- There is no previous data collection requirement that exactly matches the Baseline Standard so it is not appropriate to try to measure outcome changes
- We would be making poor use of resources if we failed to make best use of all that expertise out in forces
- The Standard is aimed at self-assessment and learning for organisations so 'action research' is a match
- Learning as the testing goes along enables early changes to be tested within the timescale and avoids a long evaluative stage at the end
- Non-field testing forces will be able to be kept up to date in real time

## **2. THE FIELD TESTS WILL USE ACTION LEARNING SETS TO GATHER LEARNING AND SUGGEST CHANGES**

"Action Learning is based on the relationship between reflection and action ... where the focus is on the issues and problems that individuals bring and planning future action with the structured attention and support of the group. Put simply, it is about solving problems and getting things done"

*(Fry, Ketteridge & Marshall. A Handbook for Teaching and Learning in Higher Education (2000). Kogan Page*

### **Why we are using Action Learning Sets**

The approach is being used to –

- provide a safe environment for sharing difficulties and successes
- widen viewpoints on the Standard and its use/implementation
- support innovation and problem-solving
- produce agreed proposals for action from each session
- enhance opportunities to explore, and learn from, how various forces evidence the same areas
- enable learning from identified strength and weakness across field testing forces
- identify areas of resistance to the Standard and ways to overcome it
- use existing strong relationships and networks to support newcomers in contributing to learning
- encourage participants to network outside of NPIA scheduled meetings so that they bring added value to the next official meeting
- ensure proper control of learning feedback during a time-constrained testing period

It may be helpful to the personal development of those taking part in the Action Learning Sets to note that Centrex linked the approach to Integrated Competency Framework behaviours:

- Strategic Perspective
- Maximising Potential
- Team working
- Effective Communication
- Problem Solving
- Personal Responsibility
- Resilience

### 3. FACILITATION IS KEY TO EFFECTIVE ACTION LEARNING SETS

Anjali Arya, an experienced consultant who has been working within the field of equality standards for some time, will facilitate the afternoon sessions of the 2 Introductory Workshops to prepare for the Action Learning Sets approach.

There will then be 2 regional sessions at the end of April and at the end of May plus one plenary wrap-up at the end of June (see section 4 for dates/venues). The same people should attend these sessions (2 per force?) in order to provide continuity and practitioner-level expertise for the Action Learning approach.

Anjali will facilitate the Action Learning Set sessions which usually have three key stages - identifying and clarifying the current situation, generating possible actions and proposing specific actions to be taken.

As there are 2 regions for the Action Learning Sets, Anjali will feed the learning and proposed actions back to the Project Team for assessment and their discussions with the Key Working Group and NPIA Project Board.

#### ANJALI ARYA

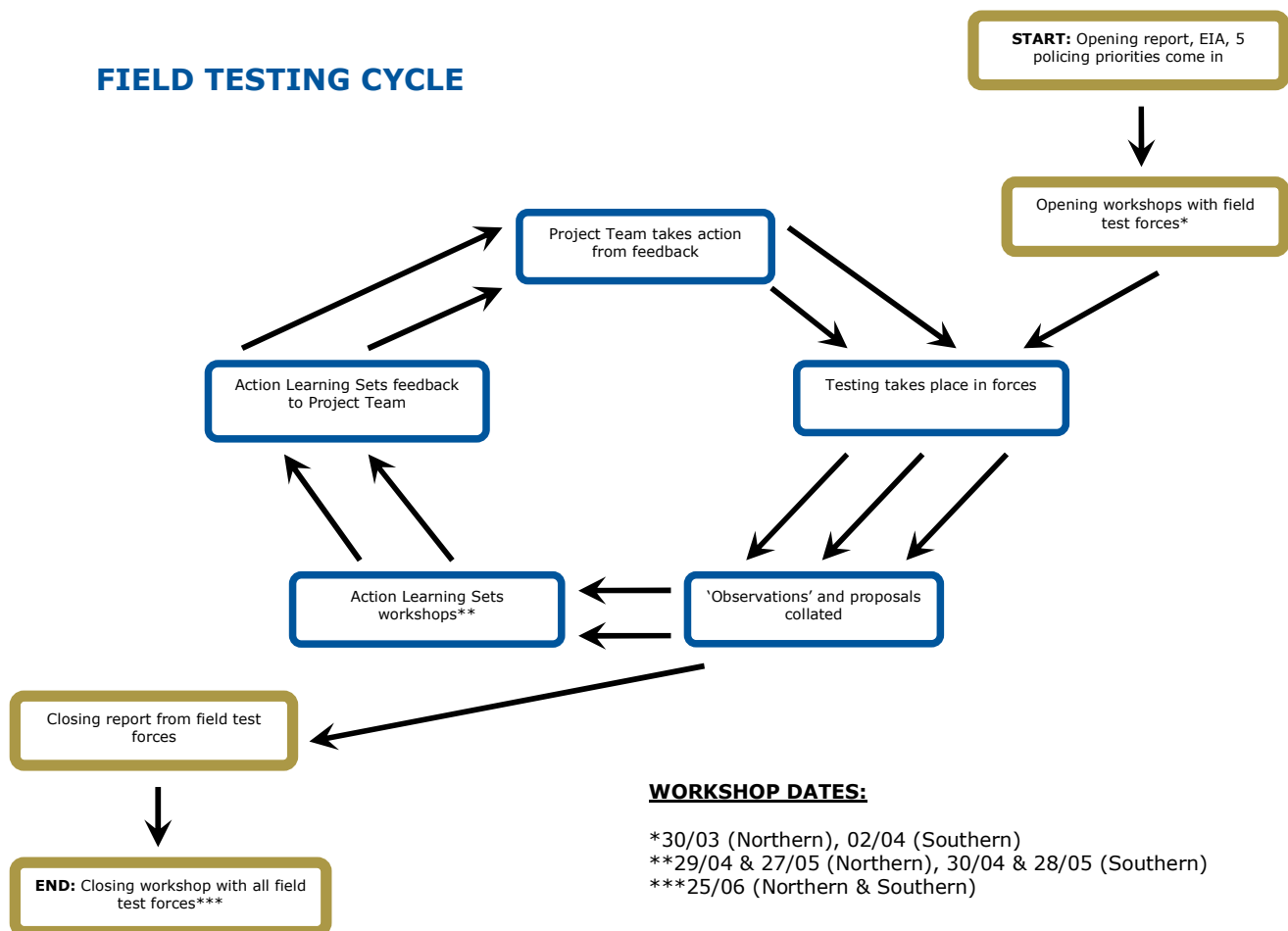


Anjali specialises in strategic management and people development. Formerly a Head of Personnel in a London local authority, she has worked with a wide range of organisations across the public and voluntary sectors on issues around organisation and manager development, change management, performance management and diversity and equality. She also finds time to be a Board member of the National Theatre and be a committee member of various organisations concerned with housing, HIV/Aids and Asian women's issues.

#### 4. FIELD TESTING TIMETABLE

By 30/3	Materials out to field testing forces
30/3	Harrogate Introductory Workshop
2/4	Ryton Introductory Workshop
6/4 on	Local installation of IT Evidence Capture System by NPIA
29/4	Northern 1 <sup>st</sup> Action Learning Set (Harrogate)
30/4	Southern 1 <sup>st</sup> Action Learning Set (London tbc)
27/5	Northern 2nd Action Learning Set (Harrogate)
28/5	Southern 2nd Action Learning Set (London tbc)
25/6	Northern/Southern wrap up (Ryton)

#### FIELD TESTING CYCLE



## 5. SOME STARTER QUESTIONS FROM THE NPIA PROJECT TEAM

The Project Team would like to throw in the following thoughts to begin your considerations –

### **a) Conflation**

With pressure from some consultees, and particularly strong pressure from HMIC, to reduce the number of criteria in the Standard, aspects have been subject to conflation. Are there any areas where the previous incisiveness has been lost and the Standard is less effective – in short, do you see any chisels that would be better taken back to being scalpels?

### **b) Children and Young People**

We now question whether section 2.4 (The Police Service responds to the needs of children and young people) should be there in its current format.

Please consider the following points and pass your views to the first Action Learning Set.

- Policing activity with children and young people is already measured across various performance measures so aren't we rather obviously introducing unnecessary duplication?
- This Standard has been designed to pick up evidence across and beyond the current 'strands' of legislation so this section is the only one which clearly departs from that and looks solely at a specific 'strand'
- This section would not appear to add any extra equality and diversity focus to what is already being undertaken and measured
- Inclusion of this aspect is rather clearly a vestige of the use of the APACS headings to give the Standard a starting framework - the Standard has been moved away from its early connections to the APACS headings.

Options could include complete removal or writing one new set of criteria which does focus on diversity to replace these.

### **c) IT**

What further reports do you want the IT Evidence Capture System to offer you?

Do you agree with our view that all forces should have access to the same range of reports? We see a risk to giving proper support to the IT Evidence Capture approach if there is a proliferation of local tailored reports across forces.

## 5. SUGGESTED SCOPE FOR FIELD TEST PROJECT MANAGER

*[This profile was originally compiled at the request of North Wales but may be helpful to other forces]*

- Manages and delivers a completed field test in the agreed parts of the force using the Equality Standard and IT Evidence Capture System
- Ensures field test opening and closing reports are completed and submitted to NPIA Project Team
- Provides information, support and reassurance to areas of the force testing the Standard, and to other areas of the force as appropriate
- Ensures the IT Evidence Capture System is available for use throughout the trial period
- Uses the IT Evidence Capture System and provides support and advice to others using it
- Builds a working relationship with the Police Authority and ensures that it has everything it needs to contribute fully to the field test
- Works with the Police Authority to introduce/explain the field testing to community representatives
- Provides marketing materials and presentations to force leaders and supports their presentations on the Equality Standard
- Attends NPIA meetings, as required, or provides a deputy
- Captures experiences, suggestions, challenges faced and overcome etc from all the field testing areas of the force and the Police Authority
- Ensures that experiences, suggestions, challenges faced and overcome etc are collated and brought to Action Learning Sets run by NPIA

### ***Some suggestions for positive indicators***

- *Considers the longer term and broader view, even when having to respond quickly*
- *Identifies and takes action to deal with the issues and needs of different groups within the community (community = the field test areas)*
- *Communicates in a way that is understandable and meaningful to everyone*
- *Considers the views and motives of everyone involved when drawing conclusions*
- *Makes sure people know what a task or responsibility involves, and can carry it out*

## **6. IT REQUIREMENTS FOR THE EVIDENCE CAPTURE SYSTEM**

### **1. Introduction**

The following guidance document is based on a number of questions that have been asked over the last few weeks. It is hoped that this document will answer most of the primary queries that you may have, however if you have any additional questions/Queries/Issues then please do not hesitate to email to [Paul Bygrave](mailto:paul.bygrave@npia.pnn.police.uk) ([paul.bygrave@npia.pnn.police.uk](mailto:paul.bygrave@npia.pnn.police.uk)) for further information.

### **2. Pre Implementation Guidance**

- (a) The NPIA Equality Standard Evidence Capture System will be shipped as a Microsoft Access Runtime Application. Therefore, there is no additional requirement to install the full Microsoft Access product or any other applications support software on any End User desktop PC.
- (b) A member of the NPIA Project Team will come to each Field Test site to install the application, with the support of someone from the force's IT team. Familiarisation with the Evidence Capture application will also be given.
- (c) The Evidence Capture System is NOT a complex application, it currently comprises of a simple start up menu that offers a single Data Entry Form and for the trial, the choice of two reporting options.
- (d) The production application will be provided on standard CD-ROM media.
- (e) It is anticipated that the application will be installed on a Police Service nominated production Server, although there are alternative deployment methods, for example on a single desktop PC, with the End-User having the appropriate access rights to the Application Folder path.
- (f) The size of the initially installed application will be minimal, with the application being split into a DATA and an application (CODE) module. The evidence will be captured and held within the DATA module, where size will be relevant to the volume of evidence captured. An ADMIN module will optionally be installed on a nominated PC, as appropriate, to enable basic admin functions to be carried out.
- (g) The application records the department of the person capturing the evidence data, and therefore makes the assumption that this is the origin of the evidence. This provides the option of evidence capture analysis by Department and therefore we require, prior to installation, an MS Excel spreadsheet of Department names.

It should be noted that where you may have a Department of the same name, but at more than one physical location, then you should choose a method of identifying, in addition to the Department Name, the location

name for the Department. In doing this you will provide a more accurate basis for evidence collection analysis, if so required, at a future date.

- (h) The application supports Guidance documentation in Adobe PDF format and therefore any End User using the application should also have access to Adobe Acrobat Reader version 8 or later.

**Note :** Adobe Acrobat Reader is a universally accepted document reader application that is available free of charge from the [Adobe UK website](#)

### 3. Implementation Guidance

- (a) For the initial installation, it would be extremely helpful if :-
  - (i) There was a copy of Microsoft Access on the PC that would be used for the initial installation
  - (ii) That the PC was "authorised" to enable the use of a memory stick (please note, future, standard issue of the application will always be on a CD ROM).
- (b) It is expected that access to the application and data is managed through the current, prevailing Police Service IT security processes.
- (c) It is expected that any backup requirements for the Evidence Capture System will be facilitated by the prevailing Police Service IT Backup and Security procedure, including any recovery procedures that may be required in the event of hardware/systems failure.

### 4. Post Implementation Guidance

- (a) The NPIA Equality Standard Team will maintain the Evidence Capture application and provide any/all updates as may be considered necessary/appropriate.

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