

Committee(s): Police	Date(s): 11 th July 2012
Subject: Quality of Service & Equality, Diversity and Human Rights (EDHR) Update	Public
Report of: Commissioner of Police POL 48/12	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>This report presents to your Committee an update for information only, on progress in the combined areas of Quality of Service (QoS) & Equality, Diversity and Human Rights (EDHR).</p> <p>The Force's Strategic Management Board signed off the Quality of Service & EDHR Strategy in August 2011 and this was approved at your Committee in December 2011 (Pol 70/11 refers). At your Committee the Assistant Commissioner undertook to bring an update in 6 months. The new internal governance Board, chaired by the Assistant Commissioner sat on 3rd May 2012 and work continues around both areas under his direction. It was agreed that a new Board would not form until Directorate Leads within the new policing model had been appointed to ensure there was alignment between the functional responsibilities of the action plan and that of the Directorate. The internal governance Board has now approved the terms of reference (<i>Appendix 1</i>) and is managing the Action Plan (<i>Appendix 2</i>).</p> <p>In the time that has elapsed since the agreement of the strategy and formation of the Board there has already been progress in delivering the objectives, which include external publication of Equality Data for service provision and staff; a new policy and SOP for Equality and Community Impact Assessments, with a reinvigoration around the process; Equality Impact Assessment and engagement process for the City First Change Programme; referral of EDHR issues to Organisational Learning Forum; full review of the Lokahi Action Plan with additional actions; and development of a talent management strategy amongst others.</p> <p>This paper also provides an update on the newly proposed policing model and what this will mean for Quality of Service, EDHR and the</p>	

specialist posts that support these areas.

Recommendation

It is recommended that Members receive this report and notes its contents

Main Report

Background

General

1. This report provides an update to the report submitted to your Committee in December 2011 (Pol 70/11 refers). This report presented to your Committee the Quality of Service & Equality, Diversity and Human Rights (EDHR) Strategy which sets out the objectives, actions and measures required to ensure that the Force delivers quality services, whilst ensuring that EDHR is integral to this process.
2. At a time when the Force is restructuring to deliver high levels of service that the City has come to expect, in a more efficient and effective way; work around Quality of Service and EDHR will provide a mechanism to address these areas as the new policing model develops. These are areas of policing that require constant scrutiny and development to ensure the force complies with legislation but also continuously improves. The Force will always need to ensure that the right services are delivered, in the right way, at the right time; to the highest possible standard with available resources. In terms of our staff the focus will be on providing an environment that encourages and drives performance through a culture of pride, professionalism and valuing EDHR in the workplace.

Quality of Service & EDHR Board

3. The Quality of Service and EDHR Board is chaired by Assistant Commissioner Armstrong and is supported by Alderman Alison Gowman, who is the Lead Member for EDHR; also sitting on the Board are force leads and specialists in EDHR. The Board has responsibility to direct activity throughout the organisation in line with the strategy presented to your December Committee and the Board's terms of reference which are at *Appendix 1*. The Board is accountable to the Commissioner through the Strategic Management Board, to ensure that any action or inaction is scrutinised at the highest level. The broad, but relevant representation of

the attendees as contained in the terms of reference, ensures that all Directorates support this work, specialists in EDHR are present and there is accountability at every level. The inaugural meeting was held on the 3rd May 2012.

Action Plan

4. The Action Plan now has four Champions for each element of the strategy as contained within the terms of reference. The Champions have responsibility for the four core functional areas – Local Accountability; Our People, Our Culture; Operational Delivery and Organisational Process. It is for the champions of these areas and the Board to decide which areas should be prioritised so activity around Quality of Service and EDHR becomes focused on organisational outcomes. This will ensure the greatest benefit to the City and our staff.
5. The current Action Plan (*Appendix 2*) is largely a consolidation of outstanding actions from the Confidence and Equality Board (replaced by the Quality of Service & EDHR Board), Equality Standard for the Police Service objectives, the Local Engagement Action Plan and the Lokahi Action Plan. Champions have also written specific actions within their areas of responsibility to drive continuous improvement where issues were not identified.
6. It is recognised that the Action Plan in its current form is too large and potentially unwieldy. However, it was considered important that past actions were not lost so were incorporated within the document. The Board will seek to streamline this document in the coming months, which will enable the Board to focus attention on core areas where the risks and benefits to the force are greatest. This will also allow available resources to be better utilised within the new policing model. As a living document there will be an ability to address new challenges as they arise limiting the need to create further projects, working groups and meetings.

Current Position

7. The current Action Plan contains sixty one actions of which the majority are amber in that they are work in progress and are on target to be delivered within the set timescales. Each action will have a timescale that links to Board meetings unless there is a very specific deadline, which simplifies the process. At the current time, Force Champions are recording their progress in delivering on these actions and are encouraged to consider both

the protected characteristics and equality duties through a check box to ensure these areas are specific considerations.

8. Since the last report to your Committee, there have been a number of achievements related to the Action Plan. These include the external publication of Equality Data for service provision and staff; a new policy and SOP for Equality and Community Impact Assessments, with a reinvigoration around the process; Equality Impact Assessment and engagement process for the City First Change Programme; referral of EDHR issues to Organisational Learning Forum; full review of the Lokahi Action Plan with additional actions; and development of a talent management strategy amongst others.
9. Although the Force has been working to progress these areas, the Force is not complacent and recognises that there is still a significant amount of work to undertake and is considering how best this can be achieved within the New Policing Model.

Potential Implications of New Policing Model

10. The proposed new policing model establishes a Quality of Service and EDHR structure as part of the Strategy, Performance & Review Department, which sits under ACPO at present and also in the new structure. There will be new posts created to specifically address both Quality of Service and EDHR issues to ensure that the Force can be provided with specialist support in this area. The benefit of bringing a specialist Quality of Service and EDHR team within a larger department will be the extra resilience provided and also the ability of this team to work more closely with other corporate development areas.
11. In addition to the redefining and realigning of officers and staff working in Quality of Service & EDHR, there is an additional proposal to bring the EDHR Manager who has responsibilities in supporting the City of London Corporation, Police Committee and City of London Police, within Strategy, Performance and Review under the direction of the Head of Department. It will be for the Head of Department to liaise with both the Police Committee Lead for this area and City of London Corporation to ensure that their workload and direction is managed effectively and the post holder is in a position to provide an independent view around service delivery and EDHR.

Conclusion

12. Delivering Quality of Service & EDHR throughout the organisation is considered to be an ongoing process, which will assist the Force in continuous development. The Board will continue to update Police Committee on progress within this area every 6 months.

Appendices

Appendix 1 – Terms of Reference

Appendix 2 – Action Plan

Contact:

Chief Inspector Andrew Ricketts

Head of Performance Improvement and EDHR

020-7601-2098

andrew.ricketts@city-of-london.pnn.police.uk