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OUR REF:
YOUR REF:

DATE: 15th July 2009

WHEN TELEPHONING PLEASE CONTACT:

Kevin Pryce
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To: The Chairperson and Members of the Equality and Diversity Sub-Committee

Dear Sir/Madam

A meeting of the Equality and Diversity Sub-Committee will be held on THURSDAY 23rd JULY 2009 in the Meeting Room, 3rd Floor, Mercury Court, Tithebarn Street, Liverpool commencing at 11.00 am. **

An agenda for the meeting is enclosed.

Yours faithfully

A handwritten signature in black ink, appearing to read 'P. Johnson'.

Paul Johnson
Chief Executive/Treasurer

** Please note the time of the meeting.

MERSEYSIDE POLICE AUTHORITY

EQUALITY AND DIVERSITY SUB- COMMITTEE

MEMBERSHIP

Elected Members

P Astbury
Mrs R Bailey (Chairperson)
Mrs K Wood

Independent Members

Mrs F Street
Prof A B Zack-Williams

EQUALITY AND DIVERSITY SUB-COMMITTEE

23rd JULY 2009

AGENDA

PART 1

Apologies

Item		Page
1.	<u>DECLARATIONS OF INTEREST</u>	
2.	<u>MINUTES</u>	
	To receive as a correct record the minutes of the meeting of the Sub-Committee held on 2 nd April 2009	1.
	<u>REPORTS OF THE CHIEF CONSTABLE</u>	
3.	Race Equality Scheme (RES), Gender Equality Scheme (GES), and Disability Equality Scheme (DES)	5.
4.	Safer Schools Officer Training	11.
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6.	<u>ANY OTHER ITEM(S) WHICH THE CHAIRPERSON DEEMS TO BE OF AN URGENT NATURE</u>	

MERSEYSIDE POLICE AUTHORITYEQUALITY AND DIVERSITY SUB-COMMITTEE

At a meeting of the Equality and Diversity Sub-Committee held on Thursday 2nd April 2009 in the Meeting Room, Merseyside Police Authority offices, Mercury Court, Tithebarn Street, Liverpool, the following Members were present:-

Elected Members

Mrs Rose Bailey (Chairperson)
G Howe

Independent Member

Prof. A B Zack-Williams

Also in Attendance

Councillor W Weightman
Mrs D Clark

Apologies

Apologies for absence were received on behalf of Councillor Mrs K Wood and Mrs F Street and Mr V Tomlinson (Co-opted Member).

12. Declarations of Interests

There were no Declarations of Interests received.

13. Minutes

The minutes of the meeting of the Sub-Committee held on 12th February 2009 were received as a correct record and signed by the Chairperson.

Assistant Chief Constable Matthews gave a verbal update on the latest one day training course for middle managers as part of the TRUE package. He indicated that the course had been individually challenging and that it was expected to benefit the organisation and individual and contribute to the Authority's and Chief Constable's vision and anticipated outcomes for Total Policing.

14. Update on Every Child Matters Agenda

The Sub-Committee received the report of the Chief Executive which provided an update of the work relating to Merseyside Police Authority's commitment to children and young people and presented the detailed progress made by the Joint Children and Young Peoples Working Group via the template designed by the APA.

The Chairperson referred to an operational visit she had attended and the Force's deployment of Operation Staysafe. She described what she saw as deficiencies in the consultation stage with young people and the Sub Committee discussed various initiatives and policies around young children such as Safer Schools Officers, the Princes' Trust and

statutory training for officers and highlighted weaknesses in the community impact assessments.

ACC Matthews reminded the Sub Committee that Operation Staysafe had been in response to specific issues and an incident occurring in certain areas and the over-riding objective was to reduce the fear of crime by the increased presence and visibility of police officers. He did accept however that the briefing of operational officers by inspectors and sergeants may be contributing to some of the difficulties being experienced in some areas and that he would consider the training for such activity and report back to a future meeting.

The Sub Committee also considered the questions and concerns raised by the public where complaints were considered as Direction and Control. The Chief Executive indicated that the Professional Standards Department had been tasked with making arrangements for analysis of such complaints to be reported to future meetings of Professional Standards and Complaints Committee.

The Chairman of the Authority also raised concerns in respect of the county – wide and individual District Council processes and response to the recent "Baby P" case. He wanted reassurances that the Authority and Force were being properly consulted on any developments to processes designed to protect children. He was also mindful of the ramifications for the Authority were it not included properly in those discussions. The Chief Executive indicated that she was in the process of re-energising the links between the District Councils and the Authority especially in respect of this area and arrangements would be made for strategic meetings and reports to be submitted to future meetings on progress.

RESOLVED –

- (i) That the update on the obligations of Police Authorities with regard to children and young people be noted;
- (ii) the progress of the Authority's position in relation to Every Child Matters as detailed in the template contained within the report be noted and a further report on the possible establishment of an Authority - led Youth Forum be submitted to a future meeting of the Sub Committee;
- (iii) that the reports in respect of social services processes and Direction and Control complaints' reports be noted; and
- (iv) that the Community Partnership Committee be requested to recommend the Authority to establish a Conference to consider youth engagement issues.

15. Verbal Update on Safer Schools Partnerships Training

The Sub-Committee received the verbal update of the Chief Inspector Clive Howarth on an overview of the bespoke Safer Schools Officer's training package which would be rolled out to other officers and PCSOs. He indicated that a formal report would be submitted to the next meeting, that the package was particularly focussed on the perceptions and culture of young people and an evaluation was yet to be completed.

RESOLVED- That the report be noted.

Minutes 12 to 15 received as a correct record the 23rd day of July 2009

Chairperson of the Sub-Committee

(The meeting closed at 11.50 am)



To: The Chairperson and Members
of the Equality and Diversity sub Committee

Meeting: 23rd July 2009

Report of the Chief Constable

Race Equality Scheme (RES), Gender Equality Scheme (GES), and
Disability Equality Scheme (DES)

1. Purpose of Report

The purpose of this report is to provide Members with an update on the Force equality schemes.

2. Recommendation

Members are invited to note this report.

3. Background

- 3.1 The Race Relations (Amendment) Act 2000, the Equality Act 2006 and the Disability Discrimination Act 2005 set out requirements for all public authorities to perform a number of general and specific duties.
- 3.2 General duties in the legislation have the common aim of promoting equality of opportunity between persons of different equality groups and to eliminate unlawful discrimination across these equality groups.
- 3.3 Additionally there are specific duties within each scheme, one of which is that all public authorities are required to have a Race Equality Scheme (RES), Gender Equality Scheme (GES) and a Disability Equality Scheme (DES).
- 3.4 Each scheme has an action plan that is monitored and reported on via the Diversity and Equality Steering Group (DESG). These action plans “cross cut” through all the equality schemes and therefore each action plan for a particular department will contain elements relevant to the RES, GES and DES schemes.

3.5 The action plans pay attention to:

- ñ Buildings access and the built environment.
- ñ Communications
- ñ Training
- ñ Service delivery
- ñ Employment
- ñ Community participation and involvement

4. Race Equality Scheme

- 4.1 The Positive Action Team forms part of the Diversity team and includes staff whose specific role is to engage with communities with a view to increasing the numbers of groups/individuals who are under represented within the organisation. There are also members of the team who work to ensure the retention and progression of under represented staff within the force. They are committed to ensuring that people see the Force as an employer of choice and one that embraces diversity.
- 4.2 Positive action measures have included promotion seminars for officers aspiring to be Inspectors (nine were successful in the promotion process last month). Study groups have been held for officers wanting to pass the Sergeants' examination (92% pass rate in April) and support has been provided for departments who are under represented - e.g. familiarisation courses (22 females attended the two familiarisation weeks for the Firearms department). Overall, there has been an increase in awareness of the role of the Positive Action Team and there has been a noticeable increase in requests for advice, guidance, mentoring and coaching.
- 4.3 Targeted events have focused on under represented communities and there is a programme of events in secondary schools and universities across the North West, which looks to market Merseyside Police as a prospective employer to those groups.
- 4.4 Work has recently started to specifically look at disproportionality with regards to ethnicity. It aims to identify whether Black and Racial Minority (BRM) community members are more likely to be arrested, stop/searched or issued with a Penalty Notice for Disorder. Arrest statistics are currently being analysed by the Strategic Development Department (SDD) using ACORN data. This data is a more sophisticated analysis of the population, which uses data from the Health authority and surveys. It gives a more accurate reflection of what the community actually 'looks like', unlike census data.

- 4.5 “Stop Hate UK”, an independent charity with extensive experience in dealing with hate crime and BRM communities, have been commissioned to undertake 3rd party consultation on any Equality Impact Assessments that are undertaken on new or existing policies.
- 4.6 The Merseyside Criminal Justice Board has commenced work on Minimum Data Sets, which is a national review of the impact of disproportionality throughout the Criminal Justice System. There is a workshop in London on 7 July 2009. Members of Merseyside Police and the various Justice partners will attend to identify what the process is and ultimately how the various organisations will address the issues.

5. Gender Equality Scheme

- 5.1 Following the introduction of a formal Mentoring Scheme in July 2008, monitoring takes place to ensure there are sufficient trained mentors, especially when individual mentors retire. There are currently 76 trained mentors. They are able to support all female members of staff who are looking for promotion/lateral development through practical support and advice.
- 5.2 A Women’s Network Group has been established; Merseyside Association for Women in Policing (MAWP). A member of the Diversity team will be creating sub-groups to lead on specific issues affecting females and arranging events and seminars to encourage women to remain and progress in the organisation.
- 5.3 MAWP has a full programme of events planned over the forthcoming months to look at gender specific issues such as pregnancy, career progression, and flexible working hours.
- 5.4 Each BCU and department has a representative that is able to bring any pertinent issues to the attention of MAWP that can be discussed and actioned by the whole group.
- 5.5 The current structure is under review (including a prospective name change) and a decision will be made in the near future if MAWP becomes a formal organisation with an elected chair and committee to bring it into line with some of the other staff support organisations.

5.6 There were 8 nominations for the British Association for Women in Policing (BAWP) 2009 awards. Merseyside Police had 2 winners (Officer of the year and the Bravery award) and a runner up (Officer of the year). The 2 winners were also put forward for the International Association for Women in Policing' (IAWP) 2009 awards, and Merseyside won the Bravery award. The Positive Action Team has attended numerous community events, careers fairs, and graduate events, with the specific aim of encouraging females to apply for positions within Merseyside Police.

6. Disability Equality Scheme

6.1 The force continues to be recognised through the two-tick symbol as an employer who is positive about disabled people by the Department of Work and Pensions.

6.2 The force has continued to deliver training on disability awareness and mental health.

6.3 The internal Disability Support Network hosted a national two-day Equality Fair in November 2009, where external guest speakers from Her Majesty's Inspectorate of Constabulary and the Chair of the National Disabled Police Association addressed the event. Delegates included support from the Merseyside Police Authority (MPA) and external partners such as the Shawtrust; Neurocentre; Crossroads; Mainstream and Parent Partnership.

6.4 The force has supported 130 disabled staff by providing assistance with 'reasonable adjustments' where appropriate.

6.5 The force has improved the accessibility of their website with the facility of Read speaker and text enlargement.

6.6 The Positive Action Team has attended 9 events specifically targeted at people with disabilities looking for work. The Team has worked closely with external organisations such as Remploy and the Deaf Centre, providing careers advice and support with application forms, interview technique and preparation.

6.7 The Positive Action Team has started to look at providing work placements for disabled people to get an attachment of up to 3 months with Merseyside Police to facilitate recruitment.

6.8 Copies of the annual reports of the RES, GES and DES schemes are available on the Force website and the internal intranet system.

7. Single Equality Scheme

7.1 The Government has decided that all equality schemes should be merged into a single Equality Scheme. The receipt of guidance for the production of single Equality Schemes is due imminently. Several forces have been selected to pilot the scheme, however, Merseyside Police is not one of those forces. Single Equality Schemes are to be completed by summer 2010.

7.2 Currently, the Diversity team are consulting with the Personnel Department and the National Policing Improvement Agency with a view to merging relevant Force policies.

8. Financial and Staffing Implications

Costs in relation to activities within actions from the DESG will be met by areas and departments from their existing budgets.

9. Risk Assessment

There is substantial risk on non-compliance with RES, GES and DES if no control measures are in place. The Diversity Team now has ownership of the schemes and the DESG has overall control of the action plans to ensure that scrutiny is in place to mitigate any areas of risk.

10. Equality and Diversity Impact Assessment

These schemes do not require specific Equality Impact Assessments (EIA) per se. Where appropriate each action plan contains references to policies that relate to each scheme; these are subject to EIAs as and when required.

11. Environmental Impact Assessment

There are no environmental issues associated with this report.

12. Conclusion

In line with the Race, Gender and Disability equality duties, the Force has developed its Race, Gender and Disability schemes to ensure relevant issues are covered. All three schemes have been published internally and externally. These schemes are regularly reviewed by the Diversity team, Policy manager and DSG to ensure their relevance, and to ensure the Force remains compliant.

Bernard Hogan- Howe
Chief Constable

Contact: Chief Inspector Wrigley, Citizen Focus
Telephone: 0151 777 1610

Background papers:

Race Equality Scheme, Gender Equality Scheme & Disability Equality
Scheme



To: The Chairperson and Members
of the Equality and Diversity Sub-Committee

Meeting 23rd July 2009

Report of the Chief Constable

Safer Schools Officer Training

1. Purpose of Report

The purpose of this report is to inform members of the current position with regard to the modules developed for training dedicated schools officers and neighbourhood staff to ensure they are equipped to carry out their roles within the school environment.

2. Recommendation

Members are invited to note this report.

3. Background

3.1 Members will recall that at the last meeting of the Equality and Diversity sub-Committee on 2nd April 2009, Members received a verbal report on the Safer Schools Officers' training package. Members were informed that a formal report on this subject would be submitted to the next meeting of the sub-Committee.

3.2 There are several models relating to engagement of police officers within the school and wider 'youth' environment. These models have been developed over a number of years, but have more recently been influenced by the implementation of the Safer Schools Partnership (SSP) and Behavioural and Educational Support Teams (BEST).

3.3 The neighbourhood faculty of the Academy has recently completed a research phase to ensure that the Merseyside Police schools officer training programme is fit for purpose, current, and quite simply the best it can be. The research undertaken to date has included;

- ñ Researching various documents such as: Safer Schools Partnerships – Mainstreaming, Department for Education & Skills; Youth Crime Action Plan 2008, HM Government; Youth Justice – The Next Steps, Home Office, Green Paper on Policing - From the

Neighbourhood to the National, Policing Our Communities Together.

- ñ Attendance at the Youth Justice Conference in December 2008.
- ñ Liaison with various partners/stakeholders such as: Police Authority; other Forces; Youth Offenders Team; Children & Young Peoples Services; Children's Society; Children's Workforce Development Council; National Youth Agency and the Youth Justice Board.
- ñ Attendance on Every Child Matters and the Common Assessment Framework Training Courses with Merseyside Police Authority.
- ñ Youth Justice Interactive Learning Space - A joint venture between the Youth Justice Board and the Open University; this education and training resource is designed to develop staff skills through an online interactive learning environment.

3.4 To ensure the Force identified best practice in this field, officers visited the Metropolitan Police Service and Devon & Cornwall Constabulary. Both forces were selected as they have been identified as 'beacon forces' by the Home Office. Also, liaison has also taken place with Dr Andrew Briers. Dr Briers is an internationally renowned expert on the subject of safer schools/youth engagement, and is the author of a recently published work 'Safer School Communities, working in partnership with school based police officers'.

3.5 Basic Command Units (BCUs) have, in the past, delivered training modules for schools officers on an ad hoc basis. However, supporting the professionalism of the workforce, the Academy has now developed a corporate training 'strategy' in order to equip Schools Officers, Neighbourhood Officers and PCS&TOs, with the knowledge, understanding, skills, attitudes and behaviour to perform their roles within schools.

4. Schools Officer/Youth Engagement Training Modules

4.1 The training developed by the Academy will consist of a two-day training course. This will be followed by a modular approach to further training input dependent upon an ongoing training needs analysis at both local and Force level.

4.2 A modular approach allows for abstraction of the Safer Schools Officers to be kept to a minimum and allows for them to select the training which best suits their needs and role within the particular school that they work. For example, not every school will run the Duke of Edinburgh Scheme therefore, there may not be a pressing need to train officers who will never utilise the training.

- 4.3 The initial course is being delivered at the Neighbourhood Faculty (Lea Green), the additional modules will be delivered within BCUs in conjunction with local partners.
- 4.4 The training will address the National Policing Model and the six-core elements, namely Investigation, Intelligence, Diversion, Targeting, Problem Solving and Forensics. The training will also address the nationally recognised four key roles of a Safer Schools Officer, namely those of Law, Educator, Advisor and Role Model. Lesson plans and learning objectives have now been designed and delivery commenced in March 2009.
- 4.5 There are two recognised 'target groups' that require this training as a priority,
- ñ Firstly, the dedicated schools officers currently embedded within the schools across Merseyside
 - ñ Secondly, the dedicated neighbourhood officers and PCS&TOs who, by nature of their role, will have high levels of contact with young people during their day to day duties.
- 4.6 For existing and new dedicated neighbourhood staff who by the nature of their role are in contact/engage with youths, the matrix and lesson plans for the schools officer programme will be selected and adapted, and built, into the appropriate training delivery within the neighbourhood faculty.
- 4.7 This will be completed by selecting the appropriate modules for the group of staff undergoing this training. This will ensure a uniform approach for front line operational contact with young people across the Organisation. It will also facilitate a flexible approach to this type of training and will enable the training to keep pace with legislative changes.
- 4.8 On Friday 30th January 2009, a preliminary paper regarding this subject was presented to the Youth Issues Group (YIG). The paper was presented in response to an action being generated at the YIG meeting on 19th September 2008. The proposal in the paper for the delivery of bespoke training to schools officers, PCS&TOs and Neighbourhood Officers (as detailed within this report), received unanimous support. Further actions were generated at the meeting that will ensure progress with the training outlined.
- 4.9 Also agreed at the Youth Issues Group meeting was an additional training needs analysis for the current group of Safer Schools Officers. This will ensure the correct design of the second part of the Safer Schools Officer training programme.

- 4.10 This training programme is part of the overarching neighbourhood training schedule which is a three year programme approved by Chief Officers in 2008. The Neighbourhood Trainers have now completed the National Policing Improvement Agency Police Trainers Course and are currently in the process of completing a Certificate of Education qualification, this is in addition to the course outlined in the following table which is designed around delivery of the Safer Schools Officer Training Course. This training will be delivered in the following timeframe.

Neighbourhood Training-schools officer and working with young people programme	
Initial 'train the trainers' course	Completed 26 th February 2009
Initial schools officer training course	19 th –20 th March 2009 15 students 23 rd -24 th April 2009 8 students 2 nd -3 rd July* 2009 10 students <small>*This course had been planned for June delivery but was delayed at the request of various schools due to the busy run up to the end of school year.</small>
Schools officer training completion date	September 2009
Dedicated neighbourhood staff training	Commences September 2009
Dedicated neighbourhood staff training completion date	December 2012

- 4.11 Should any Safer Schools officers be appointed after September 2009 the Academy will ensure that their training is prioritised within the existing neighbourhood training programme.
- 4.12 The first two safer schools officer training courses have been subject to independent evaluation by the Force Evaluation Officer. The evaluation has indicated that the initial courses have been graded as 'good'. A fundamental assessment of the quality of learning is measured by a comparison of knowledge levels between pre and post attendance on the course. In this context the results for the safer schools officer course are as follows –

Overall change "percentage" in delegates' self-assessment ratings

Poor	Prior = 14% to Post = 0%
Adequate	Prior = 39% to Post = 4%
Good	Prior = 36% to Post = 30%
Very Good	Prior = 11% to Post = 66%

- 4.13 Once completed the full evaluation report will be available for the perusal and comment of Members if required.

4.14 The Academy has recently developed the existing partnership with Liverpool John Moores University to include the provision of a consultant at no cost who will work with the Academy on further development of the schools officer training programme. This piece of work will seek to achieve academic accreditation for the schools officer training.

5. Financial and Staffing Implications

Training for Safer Schools Officers, PCS&TOs and neighbourhood officers during the neighbourhood policing training programme is within the current Force Training Plan and existing resources. Any changes to the programme will be developed through the models for learning process.

6. Risk Assessment

Should schools officers be ill equipped for their role there is a clear risk to the Force, the individual officer and individuals within the school. This training programme is intended to mitigate those risks and ensure that Merseyside Police provides the best possible training for its Safer Schools Officers.

7. Equality and Diversity Impact Assessment

The content of all Force training courses are regularly impact assessed to ensure appropriate compliance with all strands of diversity. Additionally trainers are constantly environmentally scanning for emerging issues and adjusting lessons accordingly. For the annual reviews of the products, there is a group of trained impact assessors available to support the team leaders with responsibility for the module and a quality assurance panel to ensure standardisation of the product.

8. Environmental Impact Assessment

There are no environmental issues associated with this report.

9. Conclusion

As this report details there is now a clear structure in place to develop the training requirements for Merseyside Police Schools Officers, PCS&TOs and Neighbourhood Officers. The delivery of this training is underway and ensures that Merseyside Police Officers are equipped with the knowledge, understanding, skills, attitudes and behaviour to perform their roles.

Bernard Hogan- Howe
Chief Constable

Contact: Superintendent Andrew Shakeshaft (Head of The Academy)
Telephone: 0151 777 8700
Background Papers: None



To: The Chairperson and Members
of the Equality and Diversity Sub-Committee

Meeting: 23rd July 2009

Report of the Chief Constable

Total Policing Seminar - Phase Four

1. Purpose of Report

The purpose of this report is to inform Members of the content and outcome of the Total Policing seminar, phase four.

2. Recommendation

Members are invited to note this report.

3. Background

3.1 Members will recall that at its meeting on 12th February 2009, the Equality and Diversity sub-Committee considered a report of the Chief Constable which informed Members of the impact of the Total Policing seminars, phase three. The report also outlined the content of phase four. Following consideration of the report Members resolved that “a further report on the impact of the Total Policing seminars (phase four) be submitted to a future meeting of the Sub-Committee”.

3.2 In 2006 the Chief Constable set up a working group, known as True, to examine the culture of the Force. The group consists of representatives from staff associations, unions, professional standards and other departments, as well as support networks. This group is delivering the objectives of the True Programme, which are as follows:

- ñ Ensure the Force represents the diverse community that it serves.
- ñ Equip staff with the appropriate ‘tools’ to challenge inappropriate behaviour.
- ñ Ensure that the Force’s response to inappropriate behaviour is timely and proportionate to the behaviour.

- 3.3 The True team, led by Superintendent Shakeshaft (Head of Force Academy), is delivering the True programme. The programme seeks to deliver the Force's strategic priority of Total Professionalism through the following:
- ñ Total Policing Seminars – a series of events that set out the Chief Constable's vision, Total Policing approach and the strategic priorities for the Force.
 - ñ True Survey – a cultural audit (which took place in May 2007) to identify the improvements required to achieve the Chief Constable's vision to be the best police force in the country. A second survey has been launched and the findings are currently being evaluated. Once the evaluation is complete departments and BCUs will compose action plans to address the development needs identified in the survey.
 - ñ Leadership - a standards and values matrix has been developed to ensure consistency in approach.
 - ñ Mentoring – a pilot scheme to encourage staff to develop laterally and assist those seeking development through the promotion process.
 - ñ Women's Network – The network has elected a board to oversee events and represent their members at a strategic level.
 - ñ Positive Action – The positive action team under the leadership of the head of citizen focus maintains responsibility for the recruitment, development and retention of all under represented groups

4. Total Policing Seminars

- 4.1 Phase one of the Total Policing seminars was delivered in May 2007 to 1,350 police officers and staff of sergeant rank/grade F and above. The seminars included the formal launch of Total Policing and aimed to develop leadership, diversity awareness in the Force and encourage leaders to identify blockages in achieving the Chief Constable's vision of becoming the best force in the country.
- 4.2 In 2007, the True survey was sent to all police officers and staff in Merseyside Police. It was completed by a total of 4,960 individuals, representing a response rate of 71%.

- 4.3 The survey identified a number of strengths in the culture of the Organisation in respect of the value and management of equality and diversity, as well as areas where improvements could be made in this regard. In addition, the survey highlighted other areas where improvements were needed including communication, career progression, stress and work life balance, performance management and leadership.
- 4.4 The theme of the Total Policing seminars Phase Two was performance leadership. The content of the two-day events was designed to equip officers with skills to improve Force performance across a range of activities. Feedback from Phase One seminars and the results of the True survey was analysed to determine the content and purpose of Phase 2 of the seminars.
- 4.5 Phase 2 was delivered in November and December 2007 to 1,350 police officers and staff of sergeant rank/grade F and above. During the events a guest speaker, Paul McGee, spoke about stress, customer care, self-reliance and leadership issues, identified in the True survey as impacting on Force performance.
- 4.6 The phase 3 seminars were delivered between June and October 2008. The target audience was all constables and police staff, grade E and below. In all, fourteen presentations were delivered at the showcase cinema to a total of 4,532 staff. The events were delivered to address corporate issues identified in the True Survey, in particular, stress management, career development, being a role model and customer care.

5. Total Policing Seminars - Phase Four

- 5.1 The Total Policing seminar, phase four was delivered between December 2008 and February 2009 at Thornton Manor in Wirral via a series of 6 one-day events. The target audience was sergeants/grade F and above. A total of 1,150 personnel attended the events. The events explored values based leadership and comprised the following:
1. Values and behaviour applied to self
 2. Values and behaviour applied to the team
 3. Developing instinctive use of the leadership values
 4. Using values and behaviour in the wider community
 5. Taking action so the values and behaviours drive positive change in Merseyside.

- 5.2 The agenda for the day was divided into five workshops, summarised as follows:

Workshop One

Making Sense – Self

The first workshop of the day focused on what the leadership standards and values meant to each of the participants individually and personally. This workshop was proactively connected to the existing 'well-being agenda'. The facilitators helped participants understand how personal and force values influence the way they think and act as leaders.

Workshop Two

Understanding Impact on Others - Team

The second workshop built on the understanding revealed in the first workshop to explore what the standards and values meant in a Team context, and also how leaders' values and behaviours impact upon others and how that creates team and organisational cultures.

Workshop Three

Role modelling values and leadership behaviours in an environment of constant change

The third workshop explored how leaders start to embed and translate values and behaviours into practical actions; how they serve as a catalyst for change, leading by example. In addition, the workshop explained how to stay focused on performance and productivity without losing sight of core values whilst working in an environment of constant change.

Workshop Four

Transfer of Values based Leadership into the Communities they serve

The fourth workshop followed the journey from self, others, and role modelling to external transfer of lived values and beliefs into the community. The workshop also discussed how an individual's and team's culture and values influence the service they provide.

Workshop Five

Sustainability- Setting up action learning groups to embed the work and ensure sustainability and to start the journey towards excellent performance

All groups came back together for the last part of the day to set up action learning groups to embed the learning back into the working environment. This enabled delegates to work together after the event and support each other in their leadership roles.

- 5.3 Following the seminar, staff feedback was collated by the force evaluator. The key points from the feedback indicate;
- ñ Staff were satisfied with the venue and facilities
 - ñ 50% of staff stated they did not have a better understanding of the force values and standards
 - ñ 50% of delegates were not sure if the aims and objectives were met;
 - ñ 70% of delegates will use the principles from the seminars in the workplace.
- 5.4 This compares to phase three as follows;
- ñ Staff found the venue and facilities suitable
 - ñ 23% did not have a better understanding of the issues raised
 - ñ 18% of delegates were not sure if the aims and objectives were met
 - ñ 66% of delegates will use the principles in the workplace
- 5.5 The events were delivered to again address feedback from the True Survey; in particular acting as a role model and giving appropriate feedback. The feedback has been evaluated by members of the True Team to establish reasons for the low understanding of the values, standards, aims and objectives. The team consulted with experts from Leeds, Hope and Edge hill universities. The consensus of opinion is that values based training places participants into an effective learning zone. This is often not enjoyable for participants but is a deeper form of learning, which participants will easily recall in the workplace; this will be tested by the force evaluator as an ongoing process. The important point for the Force is that the principles of values based leadership are embedded in the Organisation. These principles will alter the way leaders engage with their staff by utilising a coaching approach and with the community and colleagues through the principles of values based leadership.
- 5.6 The theme for future seminars is being considered and is likely to be linked to the findings from the 2008 True survey.

6. Links to Force Strategy

The Total Policing seminars follow a natural progression of developing leadership and the leader's impact on all aspects of diversity identified through the True Survey. The seminars have remained focused on improving the 'Total Professionalism' of Merseyside Police.

7. Financial and Staffing Implications

- 7.1 1,150 staff attended the Phase 4 one-day events (6 in total). Staff received a quality input into values based leadership and the impact of their beliefs on their leadership style in the workplace and in the community.
- 7.2 The events were financed through the Chief Constable's contingency fund, at a total cost of £105,000.

8. Risk Assessment

Failing to undertake the True programme had the potential to result in the following:

- ñ Reduced levels of victim care
- ñ Poor standards of professionalism
- ñ Financial risk through human resource failings and customer litigation.

9. Equality and Diversity Impact Assessment

- 9.1 The True Team was set up to develop force leadership values and standards, and to co-ordinate an audit and cultural change programme within Merseyside Police. The True programme is the Total Professionalism arm of Total Policing.
- 9.2 The team's role is to support the governance structure of the True meetings, deliver force leadership, values and standards, conduct a survey and develop and monitor an action plan in this regard.

The principal aims of the True programme are to:

- ñ Promote equality of opportunity
- ñ Promote good relations
- ñ Promote positive attitudes
- ñ Eliminate harassment; and
- ñ Eliminate unlawful discrimination

- 9.3 The above aims are to be achieved through the True meeting, a diverse representation of the Force supporting the delivery of:

- ñ The Total Policing seminars
- ñ The True survey 2008, researched through an academic institution to evaluate diversity and leadership cultures in the Force

- ñ Action plans for each department to address issues raised in the survey
- ñ A low level reporting mechanism
- ñ A female support network; and
- ñ A corporate mentoring scheme

10. Environmental Impact Assessment

The environmental issues of transport of staff to the Wirral were considered. It is believed that the balance of staff travelling from their home locations to the venue is unlikely to have made a significant difference to our environmental impact.

11. Conclusion

The True programme, incorporating the Total Policing seminars phase three and four, is built from academic evaluation of the Force's leadership and diversity culture. Cultural change cannot be achieved in the short term and each phase of the Total Policing seminars was designed to address areas of concern identified in the True Survey by challenging attitudes and behaviours at all levels of the Force. This will be achieved by addressing the developmental needs identified in the True Survey through the departmental and BCU action plans and further Total Policing seminars.

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Background Papers: True Survey (2007-2008)