



**ASSOCIATION OF  
CHIEF POLICE OFFICERS**

# **Independent Advisory Groups: Advice and Guidance on the role, function and governance of IAG's**

This revised guidance contains information to assist policing in England, Wales & Northern Ireland. This guidance was endorsed by ACPO Cabinet in April 2008 and reviewed and agreed in March 2011.

It is NOT PROTECTIVELY MARKED under the Government Protective Marking Scheme and it is disclosable under the Freedom of Information Act 2000.

ACPO © 2011

---

---

# Document information

---

Protective marking	NOT PROTECTIVELY MARKED
Author	ACPO
Force/Organisation	ACPO
ACPO Business Area	Equality, Diversity & Human Rights BA
Contact details	020 7084 8959
Review date	As required
Version	12.0

**This revised guidance has been produced by the ACPO Equality, Diversity & Human Rights Business Area. This guidance has been developed to reflect good practice and provides clear help and support for the Police Service in setting up, managing and support, working with an IAG. It will be updated according to legislative and policy changes and re-published as required.**

**Any queries relating to this document should be directed to either the author detailed above or the ACPO Programme Support Office on 020 7084 8958/8959.**

---

# Contents

---

<b>Section</b>	<b>Page</b>
Forward	5
Executive Summary	6
General Principles	7-8
<b>1 Introduction</b>	9
<b>2 Knowledge Sharing</b>	10
<b>3 Evidenced Approach</b>	11
<b>4 Independence and the Role of an IAG</b>	11
<b>5 EDHR Strategy for the Police Service</b>	12
<b>6 Equality Standard for the Police Service</b>	13
<b>7 Framework for the Future</b>	13
<b>8 IAG Structure</b>	14
<b>9 IAG Agenda Setting</b>	15

<b>10</b>	<b>IAG Feedback</b>	15
<b>11</b>	<b>Critical Incident Advice</b>	16
<b>12</b>	<b>IAG Funding</b>	18
<b>13</b>	<b>Vetting</b>	19
<b>14</b>	<b>Training</b>	19
<b>15</b>	<b>Tenure</b>	20
<b>16</b>	<b>Into the Future</b>	20

<b>Appendix A</b>	<b>ACPO Workbook Section C</b>
-------------------	--------------------------------

## Forward

The Macpherson Report into the Steven Lawrence murder created a challenge on the Police Service to start a process that created a genuine partnership with all sections of the community, encouraging the active involvement of people from diverse groups.

Independent Advisory Groups, known as IAGs, have evolved to facilitate this engagement.

IAGs have been in existence now in various guises since 1999, and although previous guidance documents have offered useful direction for constitution and membership, the manner in which IAGs are supported and involved in policing differs considerably across the country.

There are many good practices spread amongst the 43 forces nationally and the purpose of this guidance is to draw on this and provide a framework which can maximise the value of IAGs within the Police Service.

In preparing this guidance extensive consultation has taken place with a wide range of contributors from the police, Home Office, Association of Police Authorities and IAG members. This included a national questionnaire, which informed the guidance. The draft guidance was then circulated and feedback sought at the National IAG conference in November 2010 where more than 100 attendees gave their feedback on the document. This feedback has been used to produce this final document.

This guidance promotes best practice on the role of IAGs within the police service in the belief that it will further enhance the vital role that is being played by their members to improve the quality of service the Police provide to individuals and communities.



Adrian Leppard  
Commissioner  
City of London Police

## Executive Summary

Over the last eleven years Independent Advisory Groups (IAGs) have developed nationally within both police forces and police authorities to assist the police service in understanding the role and impact it has within diverse communities. This need was identified within the recommendations set out in the Stephen Lawrence Inquiry Report, which concluded more should be done to engender trust and confidence in such communities. Forces and Police Authorities have developed their own structures, systems and processes to meet this need, resulting in various IAG models nationally.

In October 2009, the Association of Chief Police Officers (ACPO), Association of Police Authorities (APA) and the Home Office, assisted by the National Police Improvement Agency (NPIA) launched the Equality Diversity and Human Rights (EDHR) strategy for the Police Service.

This guidance sets out a vision that offers a strategic framework to enhance the role of the IAG within police forces so the trust and confidence of all communities and reflect the communities it serves.

Over the last decade the police service has taken a significant step forward in working with communities, and continues to seek ways in which it can engage and understand the communities it serves. This is something the service should be justly proud of. Voluntary groups and services are now more available and accessible for all social identities, providing the police service with greater variety for consultation and engagement. Neighbourhood policing has brought us back to the local level, identifying the needs and concerns of local communities, providing wider opportunities to engage and understand the diverse nature of communities.

IAGs have a pivotal role to play in the delivery of the EDHR vision, providing senior police officers with the opportunity to have open dialogue with members of the diverse community, receiving individual independent advice from members. This provides valuable insight and personal views on policing policies and practices and their impact within these communities.

The passion and commitment of members of the local community, who choose to give up their free time to act as IAG members to create a policing service that has the true confidence of local communities, is unquestionable. The opportunity to use this valuable resource in the progression of the ESPS is set out within the report.

Chief Officers and Police Authorities have both a moral and professional duty to create frameworks that can harness this commitment in a way that truly influences service delivery.

Examples of constitutions, codes of conduct etc can be found within the previous [ACPO and APA Guidance on Independent Advisory Groups](#), and provides a template for the formation, managing, supporting and working with an IAG.

The following minimum standards will provide the police service with strategic direction to develop an IAG model for the future, enhancing community consultation in policy development and impact assessment. It makes an important contribution towards engaging with communities and one of the foundation stones of building trust and confidence.

## General Principles

### Clarity of role.

The police authority, police force and IAG must form a genuine partnership, encouraging the active involvement of people from diverse groups to provide independent personal views and perceptions. Definitions of an IAG and what constitutes advice have been included in the report to assist in the delivery of this standard.

### Policy development and impact assessment

Policy, practice and procedure which impact upon the delivery of the EDHR Strategy for the police service should form the basis of IAG consultation, ensuring the outcomes safeguard against disadvantaging any section of our communities.

### Equality Standard for the Police Service

IAGs should review, constructively challenge and provide independent advice on the systems and processes developed to progress the ESPS. This is not a scrutiny role as undertaken by the Police Authority but offers development of the ESPS using community insight.

### Identifying common trends and sharing best practice.

Through the existing Confidence and Equality Practitioner Networks (CEPN), and the Police Online Knowledge Area (POLKA), ACPO will be able to identify trends and share best practice nationally with forces and IAGs, providing vital two-way communication with stakeholders.

### Multi Social Identity IAGs

IAG advice is given individually by members and not as a collective group. The IAG provides an ideal forum for chief officers and police authorities to engage with members in open dialogue, receiving a range of individual points of view and perceptions surrounding policy, practice and procedure which impact on the delivery of the strategic ambitions within the EDHR strategy for the police service.

There is no requirement for IAG members to agree as a collective group on the advice given, and as such IAGs formed from a range of different strands of diversity offer chief officers and police authorities the most beneficial forum in which to engage, providing a wide range of perceptions which will help to guard against disadvantaging any section of our community through lack of understanding, ignorance or mistaken belief.

### IAG Agenda Setting

The Strategic IAG agenda should be jointly set by the force, police authority and IAG, ensuring the needs of diverse communities (identified by local neighbourhood engagement), are considered when policies, practices and procedures relating to the EDHR strategy and national policy are implemented at the local level, in a manner which will not discriminate against any minority or marginalised community.

### Critical Incidents

Independent advice provided within critical incidents should not be confined to IAG members. Both **communities of interest** as well as **communities of place** need to be represented. Independent Critical Incident advisors (ICIAs) formed of IAG members and individuals from volunteer groups, public services, professional bodies, key individual networks, community groups etc should be used.

### Budgets

A small budget should be provided for the payment of out of pocket expenses incurred by IAG members. Payment for advice is not recommended as this may affect the impartiality of the advice being given.

### Vetting

Vetting should be conducted for all Strategic IAG members (Those engaging at Chief Officer level) and individuals performing the role of Independent Critical Incident Advisor. Small geographic, local or thematic IAG's may not require vetting. The findings of any vetting process need to be considered on an individual basis to establish if an individual is suitable to be an IAG member.

### Training

#### **IAG**

1. Training of IAG members should be limited to familiarisation around the force structure and strategic objectives.

#### **ICIA**

2, Critical Incident training is deemed necessary to enable the police to get the best from their advisors during a live critical incident.

#### **Internal Training.**

3. Internal training should be delivered to key staff and directorates on the use of IAGs and ICIAs highlighting the key benefits and valuable contribution members make.

### Feedback

To ensure the continued valued commitment of IAG members, where independent advice has been sought, feedback should be given to members on how advice has been used, or why it has not been taken.



## 1. SECTION 1 – INTRODUCTION

- 1.1 The ACPO Equality Diversity and Human Rights (EDHR) Stakeholder Engagement portfolio, in partnership with the APA, NPIA and in consultation with IAGs and stakeholders, have developed the following guidance to assist in the delivery of the EDHR Strategy for the Police Service vision.



- 1.2 In 1999, the Stephen Lawrence Inquiry found that ‘Unwitting racism can arise because of lack of understanding, ignorance or mistaken beliefs. It can arise from well intentioned but patronising words or actions. It can arise from unfamiliarity with the behaviour or cultural traditions of people or families from minority ethnic communities. It can arise from racist stereotyping of Black people as potential criminals or troublemakers. Often this arises out of uncritical self-understanding born out of an inflexible police ethos of the “traditional” way of doing things. Furthermore such attitudes can thrive in a tightly knit community, so that there can be a collective failure to detect and outlaw this breed of racism. (Macpherson Report Chapter 6. para 6.17)
- 1.3 To address this situation the Inquiry made recommendations for every institution to examine **their policies and the outcome of their policies and practices** to guard against disadvantaging any section of our communities (Macpherson Report, Chapter 46. para 27). The Inquiry recognised the onus was upon the police to start the process and create a genuine partnership between the police and all sections of the community, encouraging the active involvement of people from diverse groups.
- 1.4 It should be noted that this is seen as good practice but not mandatory.
- 1.5 As the diversity of our communities increase, this need is still relevant today. Nationally, Neighbourhood policing models provide the ability to engage and identify minority groups at a local level, helping to address locally identified priorities and concern. The need to examine policies and practices and their outcome is still required, however, disparity in IAG structure and use demonstrates the need for clear strategic direction and set of general principles and standards to achieve the strategic vision of the EDHR strategy for the police service. These are intended to be flexible to meet local circumstances.
- 1.6 The EDHR strategy provides a framework for improving performance and the delivery of specific equality duties at every level of the police service within the following three strategic themes:
- Operational Delivery
  - People and Culture
  - Organisational process
- 1.7 This report will provide police forces and authorities with clarity of purpose for IAGs, and a full understanding of what can be delivered in improving service delivery to all communities, meeting both the original need set out by the Lawrence Inquiry, and bringing it up to date with the new EDHR Strategy for the Police Service.
- 1.8 The intention, therefore, is to introduce a clear ‘framework for the future’ enabling forces to develop their structures based on good practice.

## 2. SECTION 2 – STAKEHOLDER ENGAGEMENT KNOWLEDGE SHARING

- 2.1 The ACPO Stakeholder Engagement portfolio is one of the sub portfolios within the ACPO Equality Diversity and Human Rights business area. Its role is to enhance community consultation in policy development and impact assessment nationally.
- 2.2 This guidance should be used to set the direction of IAGs to deliver outcomes; there is also a necessity to reduce the disparity of IAGs, enabling issues of a common purpose to be worked on in a two-way relationship between forces and national bodies.
- 2.3 Using existing structures, IAGs will be able to feed into the National Stakeholder Engagement portfolio, on issues or emerging trends, they feel would benefit from direction or support nationally. Equally, the portfolio will be able to reach out to IAGs and seek feedback on national policy and practice being developed within the Police Service.
- 2.4 The Confidence and Equality Practitioner Networks (CEPN), hold three regional meetings for all 43 diversity leads. CEPN meets quarterly and have regional representatives on the national ACPO EDHR Stakeholder Engagement portfolio. The purpose of the meeting is to highlight national trends within diversity. The intention is for each force diversity lead, with the assistance of their force strategic IAG, to identify emerging local trends or issues that have, or may have, a significant impact on delivery of the EDHR strategy for the police service and raise them at regional CEPN meetings.
- 2.5 Regional representatives will then raise the locally identified issues at the national Stakeholders meetings, providing a framework for the portfolio lead to engage with stakeholders in policy development and impact assessment and identify trends nationally.
- 2.6 The Equality and Diversity IAG review and good practice community on the NPIA Police Online Knowledge Area (POLKA) will also provide a continual web based community in which IAGs can share best practice and discuss issues affecting policing nationally, providing a continual forum for policy development and impact assessment. This will provide a facility in which force IAG chairs may access the system to share good practice and discuss emerging trends and issues on behalf of their strategic IAG. Unfortunately until POLKA can be developed to allow users from outside of the police national network, access will be through diversity leads or the force IAG single point of contact.
- 2.7 It is important to remember that IAGs are only one tool in the effective engagement and consultation of diverse communities, and may act as a launch pad or signposting service to other bodies, agencies or community groups which could assist in the policy, procedure or practice development.

### Identifying common trends and sharing best practice.

Through the existing Confidence and Equality Practitioner Networks, and the Police Online Knowledge Area, ACPO will be able to identify trends and share best practice nationally with forces and IAGs, providing vital two-way communication with stakeholders.

### 3. SECTION 3 – EVIDENCED APPROACH

- 3.1 To identify good practice and understand the challenges and disparity of existing structures nationally, an IAG mapping exercise was carried out in February 2010. The intention was to identify existing structures and practices, together with common themes, which could form the basis of a national framework.
- 3.2 To help interpret this data and the structure of this guidance, a working group was formed. The group was a mixture of IAG members and force leads that have responsibility for the delivery of IAGs within their force.
- 3.3 The Police Online Knowledge Area (POLKA) was also used to talk about the survey, collect examples of good practice and discuss proposals for the creation of this guidance.
- 3.4 The 10<sup>th</sup> National IAG conference, hosted by Kent Police, provided a valuable opportunity to receive comments from IAG members nationally, helping to finalise the guidance into a useful tool for Police Forces and Police Authorities in the creation, management and direction of Independent Advisory Groups.

### 4. SECTION 4 – INDEPENDENCE AND THE ROLE OF AN IAG

- 4.1 This is an area of much debate within IAGs nationally, and if we are to achieve an IAG, which can offer open dialogue with chief officers and police authorities on policy, procedure and practice, we need to provide clarity on the definition of an IAG. The following definitions have been provided to enable the continuing effective and productive use of Independent Advisors;

#### IAG

IAGs provide the valuable role of critical friend to the Police Force / Police Authority, not as an independent group but as a forum where independent advisors can give independent advice on the development and review of policy, procedure and practices identified by the Police and Police Authority in partnership with the IAG. The IAG role is not one of formal scrutiny, but ensures the policies, procedures and practices of the Force meet the strategic aims of the EDHR strategy and provide a safeguard against the service disadvantaging any section of the community through lack of understanding, ignorance or mistaken beliefs, as set out by Macpherson.

#### Individual Independent Advice

In this context, independent advice is defined as guidance, personal insight or constructive challenge, given by people who are independent of the police, reflecting their individual perspective from the point of view of a member of the community. Advice provided is independent of the police service, and carries no responsibility or liability for the outcome of decisions based upon it.

The term “independent” therefore refers to the nature of the advisors and the advice they provide, rather than the relationship with the organisation. IAGs must exist with the aim of being genuine partners in driving service improvement and building positive relationships between the police service and diverse communities. (ACPO, APA Guidance on Independent Advisory Groups, October 2008).

The role is to provide Chief Officers the opportunity to discuss the impact of policing on different communities. It is not one of community engagement or representation.

#### Clarity of role.

The police authority, police force and IAG must form a genuine partnership, encouraging the active involvement of people from diverse groups to provide independent personal views and perceptions as defined above.

## 5. SECTION 5 – EDHR STRATEGY FOR THE POLICE SERVICE

- 5.1 The Association of Chief Police Officers (ACPO), Association of Police Authorities (APA) and the Home Office launched the Equality Diversity and Human Rights Strategy (EDHR) for the Police Service, in October 2009.
- 5.2 This strategy provides a commitment to enhance community consultation in policy development and impact assessment nationally.
- 5.3 The EDHR strategy sets out an approach which acknowledges the effect of inequality and discrimination varies depending on individual experience and circumstances. It recognises that the differences between communities can be as wide as the differences within communities and acknowledges the need for strategies and solutions that tackle inequality in an increasingly complicated and growing diverse society. (EDHR Strategy for the Police Service)
- 5.4 Ensuring strategic IAG members are involved, where relevant, in the inception, development and impact assessment of policy, strategies and solutions to achieve the EDHR strategy, will help safeguard against disadvantaging any section of the community. The strategy sets out three strategic themes, which provide the framework for improving performance and delivering specific equality results at every level of the Police Service.

### Strategic Theme 1 Operational Delivery

Delivering services that are easy to access and that respond to and meet the needs of all communities.

### Strategic Theme 2 People and Culture

Building a working environment that includes everyone and that encourages all staff to develop and make progress.

### Strategic Theme 3 Organisational Process

Building equality into the organisations processes and how the service manages its performance.

- 5.5 Local delivery and performance will be assessed through the Equality Standard for the Police Service (ESPS) and by Inspections carried out by Her Majesty's Inspectorate of Constabulary (HMIC).

#### Policy development and impact assessment.

Policy, practice and procedure which impact upon the delivery of the EDHR strategy for the police service, should form the basis of IAG consultation, ensuring the outcomes safeguard against disadvantaging any section of our communities.

## 6. SECTION 6 – EQUALITY STANDARD FOR THE POLICE SERVICE

- 6.1 The ESPS is a self-assessment and self-improvement framework to integrate equality activity across all policing business. The focus on self-assessment and sharing effective practices will be a key means of delivering many aspects of the EDHR strategy and will therefore benefit from the individual views and perceptions of IAGs throughout the process.
- 6.2 The ESPS will focus on the following areas delivered within the three themes of the EDHR strategy:
- Improved knowledge of equality, diversity and human rights
  - Workforce reflecting communities
  - Better understanding of individuals and communities
  - Tackling discrimination
  - Responding to local concerns
  - Enhancing community engagement
  - Local accountability
  - Integrating equality in all business
  - Improving quality of service for individuals and communities
  - Treating people with dignity and respect
  - Respecting diversity
  - Fairness and transparency
  - Eliminating disproportionality and its impacts

### Equality Standard for the Police service

IAGs should review, constructively challenge and provide independent advice on the systems and processes developed to progress the ESPS. This is not a scrutiny role as undertaken by the Police Authority but offers development of the ESPS using community insight.

## 7. SECTION 7 – FRAMEWORK FOR THE FUTURE

- 7.1 To achieve our ambition of a national IAG structure that will support community consultation in policy development and impact assessment, the following recommendations have been provided to reduce disparity. The “Framework for the Future” looks to provide clarity, and ensure IAGs become outcome focussed to deliver against the above national direction in a structured and cost efficient manner for the force and the communities it serves.
- 7.2 The following topics have been identified from the national mapping exercise and consultation exercises as requiring further clarification and direction.

## 8. SECTION 8 – IAG STRUCTURE

- 8.1 Currently there are two main types of IAG structure nationally; individual or social identity based IAGs (for example age, disability, gender, transgender, race, religion and sexual orientation), also known as strands of diversity, or multi strand IAGs which include all the above.
- 8.2 In the context of the IAG definition, IAG advice is provided individually and not provided as a collective group, as this would diminish the value of the individual advisors own personal views and perceptions based on their life experiences as a member of a particular community. Therefore some advice given as a group may become a barrier to effective engagement, preventing the force from understanding the full impact of policy, practice or procedure.
- 8.3 The benefit of having an IAG group is that it provides an ideal forum for chief officers and police authorities to engage in open dialogue and receive individual and unique personal views.
- 8.4 This can offer a range of challenging and different diverse views, providing the police and or police authority with a broad spectrum of community perspectives to consider in policy, practice or procedure development.
- 8.5 The mapping exercise showed a strong preference towards IAGs being from a range of diverse communities, with members, not representing the community, but providing individual perceptions and views as a member of a particular community.
- 8.6 This may not be a true reflection of the community but provides a process of internal focus for external benefit and complements other forms of engagement being undertaken by the police.
- 8.7 Multi strand groups, offering individual views and advice, also provide an economical approach towards IAG's with a reduction in the number of meetings.
- 8.8 As previously stated, IAG consultation is just one form of community engagement, which should be considered by the force when developing and reviewing policy, procedure and practice that impacts on the delivery of the EDHR strategic ambitions and vision. The advantage of a single multi strand IAG is that it provides the opportunity for senior managers and the police authority to have open dialogue with members of the community who are acting in the capacity of critical friend, giving their independent advice to the force for the benefit of the wider community on a wide range of issues.

**Multi Social Identity IAGs**  
IAG advice is given individually by members and not as a collective group. The IAG provides an ideal forum for chief officers and police authorities to engage with members in open dialogue, receiving a range of individual points of view and perceptions surrounding policy, practice and procedure which impacts on the delivery of the strategic ambitions within the EDHR strategy for the police service.

**Multi Social Identity IAGs**  
There is not a requirement for IAG members to agree as a collective group on the advice given, and as such IAGs formed from a range of different strands of diversity offer chief officers and police authorities the most beneficial forum in which to engage. This provides a wide range of perceptions which will help to guard against disadvantaging any section of our community through lack of understanding, ignorance or mistaken belief.

## 9. SECTION 9 – IAG AGENDA SETTING

- 9.1 To consult and engage effectively, the police, police authority and IAG must form a genuine partnership and work together in setting the agenda. This ensures the service can consult upon issues, which affect the delivery of the EDHR Strategy for the police service, together with emerging trends, community tensions (identified by wider community engagement undertaken by neighbourhood policing teams) and policy and practice identified by the IAG as relevant to the progression of the strategy.

### IAG Agenda Setting

The IAG agenda should be jointly set, by the IAG, Police and Police Authority, ensuring the needs of diverse communities (identified by local neighbourhood engagement), policies, practices and procedures relating to the EDHR strategy and national policy implemented at the local level, are all acted upon in a manner which will not discriminate against any minority community.

## 10. SECTION 10 – IAG FEEDBACK

- 10.1 Highlighted within the National IAG conference 2010, a vital part of the IAG process is feedback. For IAG groups to be sustainable, we need to ensure they recognise the value they have within the service. It is therefore the responsibility of the police to ensure that feedback on how advice has been used, or why it has not been used is embedded within the IAG process.
- 10.2 Consideration should also be given to individual support to members, as some may be concerned over the use of their advice in policy practice and procedure.

### Feedback

To ensure the continued valued commitment of IAG members, where independent advice has been sought, feedback should be given to members on how advice has been used, or why it has not been taken.



## 11. SECTION 11 – CRITICAL INCIDENT ADVICE

- 11.1 The role of the IAG in critical incidents needs to be defined, to ensure forces benefit from the unique perspective of individuals in resolving and perhaps, more importantly, preventing critical incidents.
- 11.2 A Critical Incident is any incident where the **effectiveness** of the police response is likely to have a **significant** impact on the **confidence** of the **victim**, their **family**, and/or the **community**. (ACPO Practice advice on Critical Incident Management. (2007)
- 11.3 **Effectiveness:** This is a measure of the professionalism, competence and integrity evident in the police response to an incident.
- 11.4 **Significant impact:** 'Significant' should be interpreted as being particular to each incident but critically relates to the 'impact' on the individual, family and/or community.
- 11.5 **Confidence:** This is a reference to long-term confidence the victims, families and/or communities have in policing.
- 11.6 The following sets out the rationale to have clear distinction between the role of the IAG offering advice in relation to critical incidents and the role of an Independent Critical Incident Advisor (ICIA).
- 11.7 Independent advice received during a critical incident, helps the police:
- Develop sensitive and Effective Policing;
  - Challenge assumptions and mindsets;
  - Demonstrates openness and accountability;
  - Provides independent advice from a community perspective;
  - Builds trust and confidence with families and communities
- 11.8 Involving the community at an early stage will lessen the impact of a critical incident and provide a bridge between the police and the victim or the wider community.
- 11.9 This advice is therefore essential but existing structures in which only IAG members are used can limit effectiveness.
- 11.10 It is important to remember that communities will generally fall within the following two categories and efforts should be made to identify support from the specific community affected.
- 11.11 **Community of interest:** relates to a community with a shared experience, interest or a protected characteristic. These are:
- Age
  - Disability
  - Gender reassignment
  - Marriage or Civil Partnership
  - Pregnancy and Maternity
  - Race
  - Religion or Belief
  - Sex (Gender)
  - Sexual Orientation
- 11.12 **Community of place:** relates to a community that is defined geographically. These could be defined by social or economic reasons or purely geographic location. Neighbourhood policing officers will play a key role in identifying strong local communities, which may be affected by a critical incident.



- 11.13 To include communities of place and specialist advice in relation to communities of interest (eg mental health experts), advisors should be sought from outside the IAG. As the role is strategic it will be possible to have a network of Independent Critical Incident Advisors (ICIAs) who are formed from IAG members, diversity staff support associations (DSSAs), volunteer groups, public services, professional bodies, key individual networks, community groups etc. ICIAs will offer independent critical advice during the ongoing management of a live or potential critical incident.
- 11.14 There is no requirement for ICIAs to form another meeting structure other than any planned annual training and updates being delivered.
- 11.15 Post incident, the force may explore how the scenario could have impacted on different communities by using the multi strand IAG in a post incident review, providing further learning and development opportunities for the force.
- 11.16 ICIAs should be security vetted due to the potential level of engagement within the organisation and receive relevant training for their role. As some ICIAs may only be contacted for critical incidents (Those not involved in the IAG structure), annual training through the provision of tabletop exercises is recommended, to keep members refreshed and committed to providing this valuable role. ICIAs can as follows:
- Advise the police on how to communicate effectively with their communities;
  - Help with the transparency of decision-making, keeping processes open, promoting honesty and fairness;
  - Identify avenues of enquires and comment, for example, as to the affect on communities and cultures;
  - Provide individual perception, as a person who is connected to a particular community, on how certain police activities are likely to be perceived by, or impact upon communities;
  - Advise the police on cultural and other issues, specifically relevant to the community involved;
  - Give guidance on communication with the victim, family, witness, offender or other communities.
- 11.17 ICIAs must not:
- Give advice about how to investigate an incident;
  - Undertake enquires on behalf of the investigating officer or Senior Investigating Officer;
  - Speak to the victim, witness or visit the scene;
  - Act as an intermediary to aid communication during a live incident. (this is usually the role of the family liaison officer, who may receive advice from the IAG Member);
  - Appeal for witnesses to come forward;
  - Encourage individual witnesses to give evidence or statement(s);
  - Seek active involvement in a pro-active phase of an enquiry such as arrests, searches or interviews except to advise on the potential impact of such actions;
  - Speak on behalf of the Police to the media, investigators or others who may be scrutinising the development of the case, on matters of investigation or policy development (without involvement of the force media staff).
- 11.18 Such a structure would also allow the provision of nationally approved training for the role.

### Critical Incidents

Independent advice provided within critical incidents should not be confined to IAG members; both **communities of interest** as well as **communities of place** need to be represented.

Independent Critical Incident advisors (ICIAs) formed of IAG members and individuals from volunteer groups, public services, professional bodies, key individual networks, community groups etc. could all be used.

## 12. SECTION 12 – IAG FUNDING

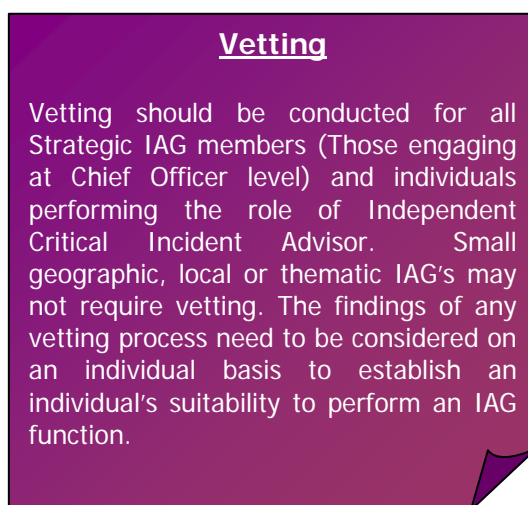
- 12.1 The purpose of an IAG is to involve community members who wish to support the police in developing their service delivery to all sections of the community. Each member is a critical friend who offers their own personal insight, views and perceptions to the force willingly for the benefit of the wider community.
- 12.2 An IAG should not form a process in which members are considered consultants or employees of the host force/authority through a regular payment structure.
- 12.3 Payment for advice is therefore not recommended. This was overwhelmingly supported by responses within the national survey and the National IAG conference.
- 12.4 However out of pocket expenses should be made to cover the cost of any travel, parking etc. incurred by the IAG member.

### Budgets

A budget should be provided for the payment of out of pocket expenses incurred by IAG members. Payment for advice is **not** recommended as this may affect the impartiality of the advice being given.

### 13. SECTION 13 – VETTING

- 13.1 Vetting can be an obvious barrier to engagement resulting in the exclusion of individuals from an IAG due to cultural or ideological beliefs. However, it is important to include vetting within the appointment process to protect the reputation of the service. It is therefore recommended that Strategic IAG members and ICIA's have a level of vetting agreed by the force. Smaller thematic groups, which may exist for particular areas of business or local command IAGs, may not require vetting allowing for wider representation.
- 13.2 The level of vetting deemed appropriate should be a matter for each force to determine, and decide if the individual should be excluded as a result of the vetting.
- 13.3 There is no recommendation that someone would automatically be excluded if they have an issue highlighted by vetting.



### 14. SECTION 14 – TRAINING

- 14.1 Training for IAGs on specific topics should be avoided in the majority of cases, as this may compromise the nature of the independent advice given. The value of the independent advice comes from the individual's background and knowledge of the community they are from, not from training provided by the police. The provision of an IAG Handbook, outlining the function of the role, has proved popular nationally, providing familiarisation to the force structure and policing plan.
- 14.2 In addition to the awareness training for IAG members, it will be necessary for forces to ensure relevant staff and directorates are aware of the IAG role and the valuable contribution they can make to policy, practice and procedure development.
- 14.3 It is deemed necessary to provide training on command and control for ICIA's to enable the police to get the best from their advisors during a live critical incident.
- 14.4 Managers who command and control critical incidents should be fully briefed on the ICIA role, what ICIA's can deliver and the benefits it brings.

### Training

#### **IAG**

1. Training of IAG members should be limited to familiarisation of the force structure and strategic objectives.

#### **ICIA**

2. ICIA training for critical incidents is deemed necessary to enable the police to get the best from their advisors during a live critical incident.

#### **Internal training.**

3. Internal training should be given to key staff and directorates on the role of IAGs and CIAs, highlighting the key benefits and valuable contribution members make.

## **15. SECTION 15 – TENURE**

- 15.1 There are no recommendations on tenure for IAG members, but it is worth each force considering the subject of tenure, as a turnover of IAG members may bring a fresh approach and view. This is not a reflection of existing members, but seen as a means of maximising the opportunities to engage and seek the independent views that are so valuable.
- 15.2 Should tenure be considered appropriate it should feature in the familiarisation training for all IAG members.

## **16. SECTION 16 – INTO THE FUTURE**

- 16.1 It will be necessary for forces and authorities to build in systems and processes to ensure consideration is given to seeking IAG advice within the Service.
- 16.2 As previously noted the tactical IAG Guidance published in 2008 by ACPO and the APA has excellent examples of constitutions, codes of conduct etc. The [Police Online Knowledge Area](#) IAG review and good practice community has a number of existing good practice examples which also include handbooks for IAG members.
- 16.3 Having set a framework for the use of IAGs, taking them forward in the police service, we would recommend previous guidance and good practice examples be used in conjunction with the objectives of this document. A clear role and strategic direction for IAGs together with the reduction of disparity across forces, enabling community consultation in policy development and impact assessment and the delivery of the vision and strategic ambitions contained within the EDHR Strategy for the Police Service.

**Appendix A - FOR USE ONLY WHERE AN EXISTING GUIDANCE OR PRACTICE ADVICE DOCUMENT IS BEING AMENDED AS THE RESULT OF A REVIEW****SECTION C - ACPO EQUALITY IMPACT ASSESSMENT TEMPLATE (DIVERSITY AUDIT) AS AGREED WITH THE CRE****C1. Identify all aims of the guidance/advice**

<b>C.1.1 Identify the aims and projected outcomes of the guidance/advice:</b>
To provide national guidance on the management of Independent Advisory Groups
<b>C.1.2 Which individuals and organisations are likely to have an interest in or likely to be affected by the proposal?</b>
Police Forces, Police Authorities and Independent Advisory Group Members

**C2. Consider the evidence**

<b>C.2.1 What relevant quantitative data has been considered? N/A</b>	
Age	The previous version of this document. The format of other consultation groups has been considered. The guidance encompasses consultation with all diverse groups. The National Guidance was consulted with IAG members made up of diverse backgrounds.
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.2.2 What relevant qualitative information has been considered?</b>	
Age	The previous version of this document. The format of other consultation groups has been considered. Access to confidential data has been considered. The National Guidance was consulted with IAG members made up of diverse backgrounds.
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.2.3 What gaps in data/information were identified? None</b>	
Age	Whilst we recognise there is no data available, the information gathered from the consultation that has taken place will form a baseline for gathering data.
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.2.4 What consideration has been given to commissioning research? N/A</b>	
Age	The current situation formed the baseline for research, together with consultation with members to produce the revised guidance. A Gap Analysis has been produced to identify the work necessary to comply with the guidance.
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	

**C3. Assess likely impact**

<b>C.3.1 From the analysis of data and information has any potential for differential/adverse impact been identified? N/A</b>	
Age	No. This document caters for the diverse requirements for all groups, which has been identified by the IAG Portfolio.
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.3.2 If yes explain any intentional impact:</b>	
Age	N/A
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.3.3 If yes explain what impact was discovered which you feel is justifiable in order to achieve the overall proposal aims. Please provide examples:</b>	
Age	N/A
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.3.4 Are there any other factors that might help to explain differential /adverse impact? N/A</b>	
Age	N/A
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	

**C4. Consider alternatives**

<b>C.4.1 Summarise what changes have been made to the proposal to remove or reduce the potential for differential/adverse impact:</b>
This is an inclusive document to further the interests of diverse groups through consultation.
<b>C.4.2 Summarise changes to the proposal to remove or reduce the potential for differential/adverse impact that were considered but not implemented and explain why this was the case:</b>
The changes made referred to consultation, e.g Welsh Authorities to translate documents.
<b>C.4.3 If potential for differential/adverse impact remains explain why implementation is justifiable in order to meet the wider proposal aims:</b>
N/A

**C5. Consult formally**

<b>C.5.1 Has the proposal been subject to consultation? If no, please state why not. If yes, state which individuals and organisations were consulted and what form the consultation took:</b>	
N/A	
Age	Association of Police Authorities
Disability	National IAG Working Group members, from other forces and IAG members.
Gender	
Race	Consultation took place throughout the process, hence several versions/updates of the revised guidance produced resulting in Version 11
Religion / Belief	
Sexual Orientation	
<b>C.5.2 What was the outcome of the consultation? N/A</b>	
Age	Contribution and feedback towards the construction of the document.
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
<b>C.5.3 Has the proposal been reviewed and/or amended in light of the outcomes of consultation?</b>	
Several times, final draft is version 12	
<b>C.5.4 Have the results of the consultation been fed back to the consultees?</b>	
Yes, as part of the IAG National Working Group Meetings.	

**C6. Decide whether to adopt the proposal**

<b>C.6.1 Provide a statement outlining the findings of the impact assessment process. If the proposal has been identified as having a possibility to adversely impact upon diverse communities, the statement should include justification for the implementation:</b>
This document has no effect upon these issues

**C7. Make Monitoring Arrangements**

<b>C.7.1 What consideration has been given to piloting the proposal?</b>
The revised guidance has been created and pulled together from best practice.
<b>C.7.2 What monitoring will be implemented at a national level by the proposal owning agency and/or other national agency?</b>
This document is guidance rather than mandatory and therefore subject to local interpretation. It is subject to scrutiny by the HMIC under their Diversity Inspections, and evaluation by the Independent Advisory Group.
<b>C.7.3 Is this proposal intended to be implemented by local agencies that have a statutory duty to impact assess policies? If so, what monitoring requirements are you placing on that agency?</b>
YES.

**C8. Publish Assessment Results**

<b>C.8.1 What form will the publication of the impact assessment take?</b>
<i>It is recommended that for publication on the ACPO website, the impact assessment be attached to the completed document as the first appendix. On the ACPO Intranet, the whole workbook will be attached to assist in the preparation of local audits.</i>