

# POLICE SERVICE NORTHERN IRELAND



## Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2014-15

### Contact:

• Section 75 of the NI Act 1998 and Equality Scheme	Name:	Chris Sloan
	Telephone:	101 Ext 69920
	Email:	CHRIS.SLOAN@psni.pnn.police.uk
• Section 49A of the Disability Discrimination Act 1995 and Disability Action Plan	As above	<input checked="" type="checkbox"/>
	Name:	
	Telephone:	
	Email:	

Documents published relating to our Equality Scheme can be found at:

[http://www.psni.police.uk/index/updates/consultation\\_zone.htm](http://www.psni.police.uk/index/updates/consultation_zone.htm)

### Signature:

A handwritten signature in black ink, appearing to read 'Chris Sloan', is written over a horizontal line within a rectangular box.

**This report has been prepared using a template circulated by the Equality Commission.**

**It presents our progress in fulfilling our statutory equality and good relations duties, and implementing Equality Scheme commitments and Disability Action Plans.**

**This report reflects progress made between April 2014 and March 2015**

## **PART A – Section 75 of the Northern Ireland Act 1998 and Equality Scheme**

### **Section 1: Equality and good relations outcomes, impacts and good practice**

- 1** In 2014-15, please provide **examples** of key policy/service delivery developments made by the public authority in this reporting period to better promote equality of opportunity and good relations; and the outcomes and improvements achieved.

*Please relate these to the implementation of your statutory equality and good relations duties and Equality Scheme where appropriate.*

During this reporting period the PSNI has undergone a number of significant changes and developments including the appointment of a new Chief Constable, Deputy Chief Constable and realignment of roles at Assistant Chief Constable level. The PSNI has undertaken a number of events and activities that evidence the importance of meeting its statutory duties.

These include:

Giro D'Italia - The PSNI undertook another significant and large scale event involving 200 elite cyclist over a number of days. The PSNI worked closely with event organisers to provide a visible presence that was reassuring to visitors, spectators and all road users.

Engagement and collaboration with the community and partner agencies were a vital component to the success of this event. Feedback across a number of social media and communication channels highlighted the success of this event.

Service First Change Programme - The PSNI are currently undertaking the Service First Change programme which includes:

- Changes to Local Policing Districts in line with the new local government structures;
- Review of current organisational structures, departments and locations.
- Review of procedures and protocols to meet operational needs and ensure that the services it delivers are accessible and fair to all.

A key planning consideration is the promotion of equality, diversity and good relations to help increase trust, confidence and satisfaction, particularly among underrepresented groups, in the PSNI. The opportunity to change structures and procedures has ensured that the PSNI continues to provide a high quality service to public as well as demonstrating how the promotion of equality and good relations are factored in to the decision making.

Policing with the Community review - The PSNI conducted a review and refresh of Policing with the Community. This has led to a renewed purpose and vision with Policing with the Community iterated as how we do business, core themes Courtesy, Fairness & Respect; Accountability and Collaborative decision-making

## PART A

Culture & Diversity - The year has led to increased integration of equality in service delivery into the organisation's performance management framework. In addition the PSNI has appointed a Culture & Diversity lead to actively promote this area within the organisation.

Section 75 - To reinforce the commitment to its statutory responsibilities the PSNI conducted an awareness raising programme including training, support and facilitation of Section 75 within the organisation and in particular with senior commanders/ project leads. This has led to improved embedding and implementation of statutory duties within strategic decision making.

TALK Programme - On 1st December 2014 the Chief Constable George Hamilton met with Greg Burton, US Consul, Anne Connolly, Chair, Northern Ireland Policing Board, Senator Gary Hart, US Special Envoy to NI and Debbie Watters, Northern Ireland Policing Board at Police Headquarters to discuss the transformation, advocacy leadership and knowledge (TALK) programme.

The initiative, a partnership between the Service, U.S. Consulate and the Northern Ireland Policing Board, aims to support emerging young leaders across disadvantaged communities focusing on developing their skills in negotiation, conflict resolution, and civic leadership.

Discussions focused around the next steps for the programme, the Policing with the Community Strategy and the Policing Plan 2014-2017.

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- 2 Please provide **examples** of outcomes and/or the impact of **equality action plans/** measures in 2014-15 (*or append the plan with progress/examples identified*).

Table appended - Appendix B

PART A

**3** Has the **application of the Equality Scheme** commitments resulted in any **changes** to policy, practice, procedures and/or service delivery areas during the 2014-15 reporting period? *(tick one box only)*

Yes                       No (go to Q.4)                       Not applicable (go to Q.4)

Please provide any details and examples:

See Appendix B

**3a** With regard to the change(s) made to policies, practices or procedures and/or service delivery areas, what **difference was made, or will be made, for individuals**, i.e. the impact on those according to Section 75 category?

Please provide any details and examples:

See Appendix B

**3b** What aspect of the Equality Scheme prompted or led to the change(s)? *(tick all that apply)*

As a result of the organisation's screening of a policy *(please give details):*

As a result of what was identified through the EQIA and consultation exercise *(please give details):*

As a result of analysis from monitoring the impact *(please give details):*

As a result of changes to access to information and services *(please specify and give details):*

Other *(please specify and give details):*

**Section 2: Progress on Equality Scheme commitments and action plans/measures**

**Arrangements for assessing compliance (Model Equality Scheme Chapter 2)**

4 Were the Section 75 statutory duties integrated within job descriptions during the 2014-15 reporting period? *(tick one box only)*

- Yes, organisation wide
- Yes, some departments/jobs
- No, this is not an Equality Scheme commitment
- No, this is scheduled for later in the Equality Scheme, or has already been done
- Not applicable

Please provide any details and examples:

Respect for equality and diversity continues to be embedded in job descriptions, promotion processes and Code of Ethics.

5 Were the Section 75 statutory duties integrated within performance plans during the 2014-15 reporting period? *(tick one box only)*

- Yes, organisation wide
- Yes, some departments/jobs
- No, this is not an Equality Scheme commitment
- No, this is scheduled for later in the Equality Scheme, or has already been done
- Not applicable

Please provide any details and examples:

The Equality, Diversity & Good Relations Strategy continues to be embedded within the Policing Plan as a supporting strategy. A performance summary report is collated by PSNI on a monthly basis to assist in monitoring performance against policing objectives, performance indicators and targets from the PSNI Policing Plan.

[http://www.psni.police.uk/index/updates/updates\\_statistics/updates\\_inyear\\_performance\\_against\\_policing\\_plan.htm](http://www.psni.police.uk/index/updates/updates_statistics/updates_inyear_performance_against_policing_plan.htm)

6 In the 2014-15 reporting period were **objectives/ targets/ performance measures** relating to the Section 75 statutory duties **integrated** into corporate plans, strategic planning and/or operational business plans? *(tick all that apply)*

- Yes, through the work to prepare or develop the new corporate plan
- Yes, through organisation wide annual business planning

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- Yes, in some departments/jobs
- No, these are already mainstreamed through the organisation's ongoing corporate plan
- No, the organisation's planning cycle does not coincide with this 2013-14 report
- Not applicable

Please provide any details and examples:

Strategic plans (including Policing Plan) continue to have Equality, Diversity & Good Relations Strategy embedded within the core of their development and implementation.

**Equality action plans/measures**

7 Within the 2014-15 reporting period, please indicate the **number** of:

Actions completed:  Actions ongoing:  Actions to commence:

Please provide any details and examples (*in addition to question 2*):

See Appendix A - Action Plan

8 Please give details of changes or amendments made to the equality action plan/measures during the 2014-15 reporting period (*points not identified in an appended plan*):

See Appendix A - Action Plan

9 In reviewing progress on the equality action plan/action measures during the 2014-15 reporting period, the following have been identified: (*tick all that apply*)

- Continuing action(s), to progress the next stage addressing the known inequality
- Action(s) to address the known inequality in a different way
- Action(s) to address newly identified inequalities/recently prioritised inequalities
- Measures to address a prioritised inequality have been completed

**Arrangements for consulting (Model Equality Scheme Chapter 3)**

10 Following the initial notification of consultations, a targeted approach was taken – and consultation with those for whom the issue was of particular relevance: (*tick one box only*)



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All the time

Sometimes

Never

- 11** Please provide any **details and examples of good practice** in consultation during the 2014-15 reporting period, on matters relevant (e.g. the development of a policy that has been screened in) to the need to promote equality of opportunity and/or the desirability of promoting good relations:

The implementation of Section 75 support plan and facilitation service to the Service First programme including Review of Public Administration (RPA) has created a greater strategic awareness of the organisational responsibilities and duties.

This has led to the increased embedding of promoting equality of opportunity within the service.

- 12** In the 2014-15 reporting period, given the consultation methods offered, which consultation methods were **most frequently used by consultees**: *(tick all that apply)*

Face to face meetings

Focus groups

Written documents with the opportunity to comment in writing

Questionnaires

Information/notification by email with an opportunity to opt in/out of the consultation

Internet discussions

Telephone consultations

Other *(please specify)*:

Please provide any details or examples of the uptake of these methods of consultation in relation to the consultees' membership of particular Section 75 categories:

The PSNI continues to liaise and collaborate with internal and external stakeholders as part of effective decision making and planning considerations.

PSNI publish consultation questions and response via PSNI website.

- 13** Were any awareness-raising activities for consultees undertaken, on the commitments in the Equality Scheme, during the 2014-15 reporting period? *(tick one box only)*

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Yes       No       Not applicable

Please provide any details and examples:

The PSNI provides dedicated web pages outlining current, ongoing and completed Equality Screening and EQIA processes.

The PSNI provides qualitative reporting to the NIPB on a quarterly basis.

**14** Was the consultation list reviewed during the 2014-15 reporting period? *(tick one box only)*

Yes       No       Not applicable – no commitment to review

**Arrangements for assessing and consulting on the likely impact of policies (Model Equality Scheme Chapter 4)**

*[insert link to any web pages where screening templates and/or other reports associated with Equality Scheme commitments are published]*

**15** Please provide the **number** of policies screened during the year *(as recorded in screening reports)*:

22
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**16** Please provide the **number of assessments** that were consulted upon during 2014-15:

22	Policy consultations conducted with <b>screening</b> assessment presented.
1	Policy consultations conducted <b>with an equality impact assessment (EQIA)</b> presented.
0	Consultations for an <b>EQIA</b> alone.

**17** Please provide details of the **main consultations** conducted on an assessment (as described above) or other matters relevant to the Section 75 duties:

[http://www.psnipolice.uk/index/updates/consultation\\_zone.htm](http://www.psnipolice.uk/index/updates/consultation_zone.htm)

**18** Were any screening decisions (or equivalent initial assessments of relevance) reviewed following concerns raised by consultees? *(tick one box only)*

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- Yes       No concerns were raised       No       Not applicable

Please provide any details and examples:

PSNI Screening documentation provide an audit trail including areas where screening decisions have been returned for review/discussion.

**Arrangements for publishing the results of assessments (Model Equality Scheme Chapter 4)**

- 19** Following decisions on a policy, were the results of any EQIAs published during the 2014-15 reporting period? *(tick one box only)*

- Yes       No       Not applicable

Please provide any details and examples:

[http://www.psnipolice.uk/index/updates/consultation\\_zone.htm](http://www.psnipolice.uk/index/updates/consultation_zone.htm)

**Arrangements for monitoring and publishing the results of monitoring (Model Equality Scheme Chapter 4)**

- 20** From the Equality Scheme monitoring arrangements, was there an audit of existing information systems during the 2014-15 reporting period? *(tick one box only)*

- Yes       No, already taken place  
 No, scheduled to take place at a later date       Not applicable

Please provide any details:

PSNI policies include review points built in to the structure of the policy template.

- 21** In analysing monitoring information gathered, was any action taken to change/review any policies? *(tick one box only)*

- Yes       No       Not applicable

Please provide any details and examples:

Quality Assurance processes are built in to the guidance tools of Section 75 procedures including PSNI Section 75 branch, consultation and data collection/evaluation. Ongoing project around the gathering of additional information in respect of the use of police powers (Stop & Search).

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- 22** Please provide any details or examples of where the monitoring of policies, during the 2014-15 reporting period, has shown changes to differential/adverse impacts previously assessed:

N/A - It is too early to assess impact. Policies have review timelines in place in order to assess impact and development of policies.

- 23** Please provide any details or examples of monitoring that has contributed to the availability of equality and good relations information/data for service delivery planning or policy development:

PSNI Equality Department provide Workforce Composition data as part of an agreed timeframe and on specific request/need.

The PSNI collates a significant number of data sets for assessment, collation and planning purposes. This includes Section 75 data, operational and cultural information that assists in policy making and reviewing.

**Staff Training (Model Equality Scheme Chapter 5)**

- 24** Please report on the activities from the training plan/programme (section 5.4 of the Model Equality Scheme) undertaken during 2014-15, and the extent to which they met the training objectives in the Equality Scheme.

Equality is embedded within training & development.

Policing with Community Branch undertook an awareness raising campaign in respect of Section 75 in terms of individual, management and service responsibilities. This included action plan and follow up procedures to embed this into core practice.

- 25** Please provide any examples of relevant training shown to have worked well, in that participants have achieved the necessary skills and knowledge to achieve the stated objectives:

The Section 75 awareness and support campaign has led to increased knowledge, understanding and implementation of equality screening.

**Public Access to Information and Services (Model Equality Scheme Chapter 6)**

- 26** Please list **any examples** of where monitoring during 2014-15, across all functions, has resulted in action and improvement in relation **to access to information and services**:

N/A

### Complaints (Model Equality Scheme Chapter 8)

**27** How many complaints **in relation to the Equality Scheme** have been received during 2014-15?

Insert number here:

0
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Please provide any details of each complaint raised and outcome:

N/A

### Section 3: Looking Forward

**28** Please indicate when the Equality Scheme is due for review:

2017

**29** Are there areas of the Equality Scheme arrangements (screening/consultation/training) your organisation anticipates will be focused upon in the next reporting period? (*please provide details*)

PSNI - Workforce Plan

PSNI - Service Vetting

Service First Programmes including structural and functional changes/developments.

See [http://www.psni.police.uk/index/updates/consultation\\_zone.htm#AnnualProgressReport](http://www.psni.police.uk/index/updates/consultation_zone.htm#AnnualProgressReport) for an update on current and future consultations and further information.

**30** In relation to the advice and services that the Commission offers, what **equality and good relations priorities** are anticipated over the next (2015-16) reporting period? (*please tick any that apply*)

- Employment
- Goods, facilities and services
- Legislative changes
- Organisational changes/ new functions
- Nothing specific, more of the same
- Other (please state):

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PSNI is currently promoting attendance at ECNI training and information events. Policing with Community Branch currently have a plan of attendance at ECNI and Partner agency events.

**PART B - Section 49A of the Disability Discrimination Act 1995 (as amended) and Disability Action Plans**

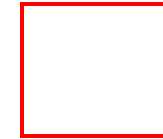
**1. Number of action measures** for this reporting period that have been:

**10**

Fully achieved



Partially achieved



Not achieved

**2. Please outline below details on all actions that have been fully achieved in the reporting period.**

2 (a) Please highlight what **public life measures** have been achieved to encourage disabled people to participate in public life at National, Regional and Local levels:

Level	Public Life Action Measures	Outputs <sup>i</sup>	Outcomes / Impact <sup>ii</sup>
National <sup>iii</sup>	Using data analysis we will evaluate aspects of District Policing with the Community delivery plans to ensure effective community engagement with local groups/communities that are disengaged/marginalised/vulnerable.	An Engagement Tracker to establish a monitoring framework for engagement was quality assured during Feb/March 2014 to augment Engagement Policy Launch in April 2014.	Training in using the CET has been rolled out through districts and feedback from trials being used to make the product more useful and relevant. This has provided a monitoring/engagement tool including disability organisations, especially those catering for people with learning disabilities.
Regional <sup>iv</sup>	Develop internal support mechanisms to assist Staff Associations/Trade Unions in understanding and	PSNI works with Staff Associations/Trade Unions in the effective discharge of our	PSNI is an employer that uses the unique skill sets of all it's employees

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	representing marginalised sections of the workforce.	equality duties.	
Local <sup>v</sup>	PSNI is a workplace which is inclusive, fair and welcoming	Provide reasonable adjustments to public buildings where necessary for both service users and staff members.	PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.

2(b) What **training action measures** were achieved in this reporting period?

	Training Action Measures	Outputs	Outcome / Impact
1	Disability Advocate continues to deliver and provide input to Student Officer programme	Increased awareness of disability related issues and concerns.	Contributes to improved service delivery by providing understanding of the needs of disability groups.
2	Section 75 Awareness Programme and support programme	Increased awareness of Section 75 responsibilities	Improved policy/decision making procedures that better reflect needs of society.

2(c) What Positive attitudes **action measures** in the area of **Communications** were achieved in this reporting period?

	Communications Action Measures	Outputs	Outcome / Impact
1	Development of Internal Web pages to provide information	Improved guidance and points of	Improved awareness of disability related support programmes, schemes including flexible working



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	and guidance in respect of disability related issues.	contact/information. Good news stories that promote equality and raise awareness.	and competitions.
2			

2 (d) What action measures were achieved to ‘**encourage others**’ to promote the two duties:

	Encourage others Action Measures	Outputs	Outcome / Impact
1	PSNI continues to work in partnership with stakeholders in order to provide effective service delivery	Increased collaboration in project and operational decision making which understands the needs of disability groups and identify appropriate measures.	A streamlined and coordinated approach which understands the needs and provides appropriate collaborative support mechanisms.
2			

2 (e) Please outline **any additional action measures** that were fully achieved other than those listed in the tables above:

	Action Measures fully implemented (other than Training and specific public life measures)	Outputs	Outcomes / Impact
1	In addition to ECNI annual report, the PSNI conduct biannual meeting with ECNI.	Collaborative engagement function as part of ongoing stakeholder forums.	Improved relations and awareness of PSNI duties and responsibilities.

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2	PSNI Resource Delivery Group monthly meeting.	Provide management with workforce composition data to assist in the planning and implementation of PSNI resources including appointments, competitions and composition.	Improved service delivery by providing a workforce that is reflective of society across all grades, ranks, and in specialist posts.
	PSNI Strategic Diversity Steering Group quarterly meeting.	To monitor and review the measures and actions in respect of Disability Action Plan.	Provide strategic ownership and accountability of PSNI commitments to Equality & Diversity.

3. Please outline what action measures have been **partly achieved** as follows:

	Action Measures partly achieved	Milestonesvi / Outputs	Outcomes/Impacts	Reasons not fully achieved
1				
2				

4. Please outline what action measures **have not been achieved** and the reasons why.

	Action Measures not met	Reasons
1		
2		

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5. What **monitoring tools** have been put in place to evaluate the degree to which actions have been effective / develop new opportunities for action?

(a) Qualitative

Disability Hate Crime Advocate provides PSNI with both feedback and collaboration in terms of disability hate crime.

Gold/Silver/Bronze structure in place to manage police response to hate incidents.

The Strategic Diversity Steering Group provides strategic insight, monitoring & oversight in relation to innovation in respect of:

- Representativeness
- Reflectiveness (promoting a good and inclusive working environment)
- Delivering a fair policing service through capturing and analysis of equality data and mainstreaming equality considerations in the procedural/policy decision making.

(b) Quantitative

The Community Engagement Tracker provides statistical data of how the PSNI engages with Disability Groups.

The PSNI complaints process provides data for analysis in terms of current issues and planning future opportunities for action.

6. As a result of monitoring progress against actions has your organisation either:

- made any **revisions** to your plan during the reporting period or
- taken any **additional steps** to meet the disability duties which were **not outlined in your original** disability action plan / any other changes?

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No

If yes please outline below:

	Revised/Additional Action Measures	Performance Indicator	Timescale
1			
2			
3			
4			
5			

7. Do you intend to make any further **revisions to your plan** in light of your organisation’s annual review of the plan? If so, please outline proposed changes?

A review of the Terms of Reference to the Strategic Diversity Steering Group has been conducted and updated in June 2015. This includes an update of the Equality Diversity & Good Relations Strategy.

<sup>i</sup> **Outputs** – defined as act of producing, amount of something produced over a period, processes undertaken to implement the action measure e.g. Undertook 10 training sessions with 100 people at customer service level.

<sup>ii</sup> **Outcome / Impact** – what specifically and tangibly has changed in making progress towards the duties? What impact can directly be attributed to taking this action? Indicate the results of undertaking this action e.g. Evaluation indicating a tangible shift in attitudes before and after training.

<sup>iii</sup> **National** : Situations where people can influence policy at a high impact level e.g. Public Appointments

<sup>iv</sup> **Regional**: Situations where people can influence policy decision making at a middle impact level

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<sup>v</sup> **Local** : Situations where people can influence policy decision making at lower impact level e.g. one off consultations, local fora.

<sup>vi</sup> **Milestones** – Please outline what part progress has been made towards the particular measures; even if full output or outcomes/ impact have not been achieved.

	Action	Due Date	Ownership	Progress to date
1	Using data analysis we will evaluate aspects of service delivery to ensure we are treating people fairly and with respect such as use of force	2015/2017	C/Supt B Gray	Being taken forward under the auspices of the Terrorist and Security Powers Programme Board.
	stop and search	2014/2015	Insp Keith Jackson	Being taken forward under the auspices of the Terrorism and Security Powers Delivery Group by ACC Todd who is due to meet with the Performance Committee of NIPB (date tbc) to see if, and if possible, how the community background of subjects could be determined in a Stop & Search/Stop & Question encounter.
	use of road stops	2014/2015	Insp Keith Jackson	See above.
	use of discretion	2014/2015	C/Insp Mike Kirby	Being progressed as part of the Speedy Justice initiative by SID2.
	use of arrest	On Going	Yvonne Cooke	Being progressed as part of the Custody Health Care initiative by SID7.
	use of cautions	2014/2015	C/Insp Mike Kirby	Being progressed as part of the Speedy Justice initiative by SID2.
	use of fixed penalty	2012/2014	C/Insp Mike Kirby	Being progressed as part of the Speedy Justice initiative by SID2.
	use of restorative cautions	2012/2014	C/Insp Mike Kirby	Being progressed as part of the Speedy Justice initiative by SID2.
	use of juvenile cautions	2015/2017	Sergeant C McGuigan	Being progressed as part of the monitoring framework for the assessment of juvenile interventions SID2.
2	Using data analysis we will evaluate aspects of District Policing with the Community delivery plans to ensure effective community engagement with local groups/communities that are disengaged/marginalised/ vulnerable. Including:	2012/2014	Maura Muldoon	An Engagement Tracker to establish a monitoring framework for engagement is being quality assured during Feb/March 2014 to augment Engagement Policy Launch in April 2014. Training in using the CET has been rolled out through districts and feedback from trials being used to make the product more useful and relevant.
	schools	On Going		
	Youth Organisations	2014/2015		
	sporting organisations	2012/2014		
	Disability organisations, especially those catering for people with learning disabilities	2012/2014		
	Community Organisations	2015/2017		
	Religious Organisations	2014/2015		
	Women's Groups	On Going		
LGBT groups	On Going			
Black, minority ethnic groups	On Going			
3	To assess the allocation of any Policing with the Community grant aid monies to ensure that programmes of engagement/early interventions are targeted to those areas/groups/communities that are disengaged/marginalised/vulnerable. In particular:			
	Policing With the Community	2012/2014	Claire Meharg	New Funding process in operation. Each application is reviewed by a funding panel and assessed against a scoring matrix ensuring transparency and fairness. This process was audited by Price Waterhouse Coopers in Nov 2013 and has been assessed as being satisfactory. Funding stream for 14/15 was opened for applications closed on 31st August and funding authorisations processed in September and October.
	Asset Recoveries	2014/2015	Supt McMullan	To be progressed 2014/15.
4	To ensure that we have targeted patrolling responsive to community needs especially in area most vulnerable to crime and to the fear of crime using Resource Management Decision Support System (RMDSS).	2014/2015	Colin Shaw	Report due 2015. Service First is being implemented to oversee the allocation of resources based on need, risk and vulnerability. Work is planned within the next 6 months around additional mapping features to include overlay information from other agencies to support this.
5	To deliver an organisational Cultural Audit to asses if PSNIs visions of 'Building public confidence through Service Delivery' has been embedded.	2012/2014	DCC Harris	This work continues under the governance of the Communications PB. Discussion is ongoing regarding moving away from Cultural Audits and PwCB is reviewing same. A pilot exercise with local pulse surveys has just commenced with a view to using this as a measurement of employee engagement. An evaluation of the pilot will be conducted in due course.
6	Ensure data monitoring arrangements are consistent with our strategic goals and capable of identifying service delivery gaps in particular in relation to Section 75 groupings.	On Going	Tony Mathewson	It's linked to other actions and I assist with any related work when requested by PWC.

	Action	Due Date	Ownership	Progress to date
7	To benchmark PSNI against other public sector organisations using Equality Commission Monitored Workforce data and NI Census data	On Going	Rachel Deane	Benchmarking of PSNI data against other public sector organisations using Equality Commission data complete for 2012/13 and included in draft EQIA Staff Resource Model. Benchmarking against Full NI Census data to commence early 2014 as this data has just become available.
8	Analyse and identify areas of geographical under application to PSNI with a view to addressing with an outreach programme.	2012/2014	Claire Meharg	Analysis was completed for recruitment September 2013 competition. An outreach programme was designed around the geographical under-representation seen in this analysis for the June 2014 recruitment.
9	Analyse and identify areas of under representation within the organisation with a view to preparing a draft plan to address underrepresentation issues in terms of - gender - ethnicity - disability - community background	2012/2014	Michael Cox	Analysis of representation levels within each Districts/Departments is currently underway. The analysis will filter down to Unit level. Crime Ops Gender analysis completed and presented to SDSG. A report in relation to Learning from CPU initiative has also been received.
10	Based on data analysis to have a bespoke engagement strategy to enhance confidence in policing. Targeting in areas of low recruitment - Schools - Sporting organisations - Community organisations - Churches - People with disabilities	2012/2014	Maura Muldoon	Update 03/10/01/14 refers. The Engagement Strategy is being revived as part of a refresh of the PwC Strategy as requested by the new CC.
		2012/2014		
		2012/2014		
		2012/2014		
		2014/2015		
2012/2014				
11	To identify and deliver working patterns that better meet organisational need and enable carers greater flexibility in their working lives	2012/2014	Karen Kenny	Work is on going. The Remote Working Pilot scheme continues. The seminar held in January 2014 received positive feedback and the debrief was prepared by Tanya Kennedy from BITC. To take forward the next steps this work has been handed over to Karen Kenny - Strategic Lead in District Policing.
12a	To develop a programme of work to give underrepresented groups the knowledge/skills/confidence to apply for specialist posts/promotions.	On Going	C/Supt Larmour	Training & Development offer a number of programmes which support all officers and staff in developing their knowledge/ skills/confidence, for example, Proud to Lead, Coaching & Mentoring, and Mental Toughness. In addition, a CPU training programme for female officers and empowerment training for female Inspectors/ EO1s is currently being offered.
12b	To work with specialist Units/locations to encourage them to develop action plans to address underrepresentation.	2012/2014	Michael Cox	Crime Operations Branch presented Gender Analysis to the Gender Implementation Group. The analysis illustrated that representation levels within Crime Ops are broadly reflective of the current composite. The Crime Ops gender programme will be revisited in 2014.
13	To review access to national/international development opportunities with a view to having a transparent and fair process in place which gives due consideration to the needs of underrepresented groups.	2012/2014	Michael Cox	The RDR Committee decided to postpone all external secondments until completion of G8, WPF and City of Culture at their meeting on 13 February 2013.
14	To monitor the performance review process to ensure /equity of treatment	2012/2014	Michael Cox	On approval by SET, the IPR data set for 2012/13 will be equality screened to identify any adverse impact.
15	To conduct an Equal Pay Audit amongst staff grades.	2014/2015	Michael Cox	Equal Pay Audit has been completed but report will be aligned to NI Civil Service Report due 2015.
16	To deliver workshops and communication materials, such as calendars, which increases organisational awareness of the nuances of diversity of different perspectives, in particular:  The Troubles Identity/Stereotyping Gender Dependency Disability Equality Leadership/Management Team effectiveness Communication skills Talent Identification	2012/2014	Maura Muldoon	This update was previously provided in June 2013 . The delivery of 'The journey' series of briefings, the production of Call Sign magazine and the population of news stories on Police net news. All material is sourced from across the organisation and as such, illustrates the diversity of the organisation as a matter of course.
		2014/2015		
		2014/2015		
		2012/2014		
		2014/2015		
		2012/2014		
		2012/2014		
		2012/2014		
		2012/2014		
2015/2017				
17	Review usage of corporate imagery in other publications	On Going	Liz Young	This update below is as previously provided in June 2013. When arranging corporate photography, we request both male and female officers.

	Action	Due Date	Ownership	Progress to date
18	Improve public relations by increasing visibility and contact with hard to reach groups by participating in public events where police have previously had no involvement	On Going	Liz Young	As part of the ongoing approach to interact with hard to reach groups we have been working with Crime Operations to set up a number of partnerships with young people including the Youth Justice Agency and the Foyle Film Festival to highlight the dangers of One Punch attacks and anti rape campaign. The recent recruitment campaign also targeted hard to reach communities with a number of familiarisation Events. Many of the local neighbourhood teams have set up initiatives engaging with young people at local level. The above are just a few examples of work that are constantly highlighted by the Corporate Communications Department within the local and national media.
19	Review locations for ceremonial events	2012/2014	Michael Cox	The acceptability of venues to all in the community is a factor in the decision making process when deciding locations for ceremonial events.
20	Review Appropriate Language Guide	2012/2014	Louise Crothers	Complete - Appropriate Language Guide reviewed and published.
21	To review our police estate to ensure it is accessible and welcoming to all.	On Going	Ian Moore	It should be noted that the Estate is accessible and welcome to all. This objective has been attained. A Policing with the Community/Diversity Working Group has been established and has had one meeting this financial year. The main initiative arising from that meeting is in relation to signage within the Estate which is being progressed at local level within the Districts. The next meeting is planned within the next two months. It should be stressed that no softening of the Estate is taking place eg external perimeters, guardhouses reflecting existing threats and absence of funding.
22	To review the Neutral Working Environment policy statement with a view to encouraging a workplace which recognises difference and promotes diversity.	2012/2014	Maura Muldoon	The Neutral Working work stream has been addressed by the new Chief constable in an internal e-mail and ongoing issues are being addressed through the Uniform & Protective Measures Committee.
23	To establish an internal cadre of Diversity Advocates who act as points of contact for underrepresented/marginalised personnel.	2014/2015	Insp Cheryl Ross	The work programme/action plan for a 3 month pilot, commencing October 2013 - December 2013 was agreed with reports submitted on a monthly basis regarding engagement. It is envisaged that a meeting to discuss progress and to review the work programme will take place in early February 2014. Diversity Advocates Way Forward Proposal Document to be presented to the Diversity Steering Group Meeting 17/04/2014 Papers attached.
24	PSNI is a Non-Department Public Body and does not have responsibility for Public Life appointments. However PSNI will take all appropriate steps to encourage people with disabilities to join Independent Advisory groups, Service User Groups and Local Strategic Partnerships.	On Going	Maura Muldoon	Further opportunities to promote people with a disability are currently being examined. This issue will also be examined as part of the inclusive work environment workstream (Action 21) with Estate Services Branch. The tender process for re-engineering the PSNI website requires solutions compatible with W3C accessibility guidelines to encourage participation as well as ensuring access to services
25	Fully implement the relevant recommendations from the 2011 NIPB Human Rights Advisor review of Hate Crime as well as Internal Audit reviews.	2014/2015	Insp Cheryl Ross	Completed.
26	To develop new techniques for 3 <sup>rd</sup> party reporting such as phone applications, Face Book and other social media.	2014/2015	Liz Young	Completed but not due until 2014/15.
27	Increase societal awareness of the exacerbated effects of Hate and Signal Crime with partners.	On Going	Insp Gabriel Moran	On going.
28	Increase crime prevention knowledge of "at risk" groups.	2015/2017	Claire Meharg	Ongoing. Due date 2015/17.
29	Increase front line officers understanding of Hate and Signal Crime, and the needs of the communities affected.	On Going	Insp Gaby Moran	On going through continuous Professional Development of Hate and Signal Crime Officers. District Trainers refreshing with all response officers 14/15
30	Conduct a review of the effectiveness of corporate Independent Advisory Groups (IAGs) to ensure impact is delivered on a strategic level.	2014/2015	Insp Cheryl Ross	Four separate IAG's have now been amalgamated with the NIPB's reference groups and a strategic consultation forum established which met for the first time on 29/11/13with representatives from Older; Young; Ethnic Minority; LGB&T; Disability and Women Agencies. The group will subsequently meet to discuss 2014/17 Policing Plan.
31	Conduct a good practice review of local IAGs to ensure improved engagement with groups who have traditionally been disengaged/marginalised and expand remit to include harder to reach group	2014/2015	Insp Cheryl Ross	Findings from corporate review will be used to inform local practice.
32	Ensure the Operational Policing Model review has due consideration to the management of Hate and Signal Crime	2015/2017	ACC Martin	Ongoing. Due date 2015/2017



	Action	Due Date	Ownership	Progress to date
33	Ensure response to domestic abuse incidents, rape, and human trafficking matters are dealt with in a way which meets best standard practice using the three tenets of the Policing with the Community 2020 Strategy	2012/2014	Tim Hanley	Rape Crime/Domestic Abuse/Human Trafficking. Further update for Q2 14/15 attached at Appendices A, B & C
34	Implement a programme of continuous professional development for Neighbourhood Police Teams which will include a focus on increasing investigative capabilities.	2012/2014	C/Supt Larmour	Investigative skills programme for Neighbourhood Officers remodelled from 10 days to 5 days. To date 6 NPT officers have attended. Implementation of Operation Policing Model in Districts has reprioritised this training programme for Case Progression Teams and Response Officers. NPT can work in partnership with CPTs to ensure victims receive an appropriate response.
35	Keep communities who are vulnerable/at risk informed of their neighbourhood officer/Inspector point of contact for Duty Inspector by leaflets, local notices, bulletins in media they access and use in venues they frequent.	Ongoing	Maura Muldoon	Ongoing. This is addressed through Commitments 2 and 6.
36	Develop targeting recruitment exercises focusing in geographical areas of underrepresentation	2014/2015	Maura Muldoon	Delivered as part of 2013 recruitment exercise paper 04/13/09/2013.
37	To Analyse and review the transfer process for senior ranks	2015/2017	Michael Cox	Due for report 2015/17
38	To review the usage of temporary promotions.	2014/2015	Michael Cox	Due for report 2014/15
39	Create a databank of images of PSNI personnel working with hard to reach groups	2014/2015	Liz Young	Due for report 2014/15
40	Explore opportunities for the increasing usage of other languages in public parts of the PSNI Estate.	2014/2015	ACC Martin	Due for report 2014/15. However this action is linked to action 21 and is being actioned as part of a programme of work being taken forward by newly established working group. Local District Commanders are progressing in their own areas.
41	to establish a programme of work that address issues identified in the Cultral Audit	2014/2015	DCC Harris	A variety of other work streams are being implemented or have been implemented to address the recommendations of the Cultural Audit. Some of these work streams are included in Policing Plan. This work continues.
42	Develop internal support mechanisms to assist Staff Associations/Trade Unions in understanding and representing marginalised sections of the workforce	2014/2015	Michael Cox	Ongoing through Employee Relations Branch.
a	Develop new screening template which includes policy aims, consideration of mitigation, alternative policies, screening decision, timetable for EQIA	01/12/2012	Rachel Deane	Completed.
b	Provide access to full copy of strategy to all staff by publishing on intranet and internet and made available in alternative formats on request.	01/12/2012	Rachel Deane	Completed.
c	Have appropriate complaints procedures to deal with service delivery, employment matters and procurement issues in line with agreed procedures	01/12/2012	Rachel Deane	Completed
d	Communicate the Strategy via press releases, adverts, internet, mail shots to all consultees on our consultation list and link to internet.	01/01/2013	Rachel Deane	Completed.
e	Develop a programme to increase awareness of all aspects of section 75 for all staff. In particular all staff will receive briefings on Equality Scheme once approved via PSNI E-brief, intranet, written communications etc.	01/06/2013	Rachel Deane	PwC in conjunction with Training Branch will progress this action.
f	Draw up a detailed training plan for staff involved in data collection, policy development, service design, conducting consultations and EQIAs, monitoring and evaluation, complaints	01/09/2013	Rachel Deane	Programme design is being undertaken by PWC Branch in conjunction with training Branch
g	Conduct a thorough review of the scheme in line with the corporate planning cycle i.e. three years after approval.	01/09/2015	Rachel Deane	Due 2015
h	Provide information in alternative formats on request. PSNI routinely translates information into various languages to meet the needs of those not fluent in English	On Going	Insp Cheryl Ross	Available upon request.

	Action	Due Date	Ownership	Progress to date
i	Provides information in disk, easy-read, large print etc. on request.	On Going	Insp Cheryl Ross	Available upon request.
j	PSNI will seek advice from those with specialist knowledge on how best to communicate with children and young people and also those with learning disabilities, older persons and those with mental illness. We will use the ECNI's "Let's Talk, Let's Listen" Guidance for public authorities on consulting and involving children and young people.	On Going	Insp Lee Russell	ACC SID meets on a quarterly basis with a Youth Champion forum where communication with young people is routinely discussed. Last meeting was held 12/12/13 with the next meeting to be held on 25/02/2014.
k	Development and delivery of training and communication plan to raise awareness of equality and good relations issues	Annual	Rachel Deane	A new Deputy Principal took up post in Dec 2013 as Section 75 specialist and will lead on the design of Section 75 awareness training.
l	Publish EQIA timetable	On Going	Rachel Deane	Section 75 Web pages have been updated. Ongoing.
m	Publishing of EQIA reports. EQIA reports and outcomes of consultation will be published on the internet and issued to consultees as appropriate in their preferred format	On Going	Rachel Deane	As provided.
n	Revision of policies as a result of monitoring. Collect and analyse qualitative and available quantitative data in order to monitor any adverse impact of policies adopted and to identify opportunities to better promote equality of opportunity and good relations to do so in line with the Office of the Information Commissioner and the ECNI	On Going	Rachel Deane	As provided.
o	Ensure information disseminated and services provided are fully accessible to all parts of the community in NI. Update S75 consultation list and will ask for preferred methods and formats of communication.	On Going	Rachel Deane	Completed.
p	Provide interpreters and sign language interpreters in emergency situations.	On Going	Insp Cheryl Ross	Translation Contract in place.
q	Conduct access audits for publicly accessed buildings and remedial work undertaken as appropriate to ensure accessibility. New builds accessible to the public take account of all access requirements.	On Going	Ian Moore	Ongoing.
r	Assessing access to information and services. PSNI will monitor uptake of interpreting services and requests for translations and alternative formats.	On Going	Insp Cheryl Ross	Ongoing as part of Translation Contract.
s	Provide reasonable adjustments to public buildings where necessary for both service users and staff members.	On Going	Ian Moore	Completed.
t	Produce the Scheme in alternative formats on request.	On Going	Liz Young	Available by request.
u	PSNI will work closely with other public authorities to exchange learning and best practice.	On Going	Rachel Deane	PSNI is represented on the Criminal Justice System Equality Network, the Emergency Services Equality Network and the Confidence Equality Practitioners Network (CoP) - national and regional (North West)
v	Liaise closely with the ECNI to ensure that progress on the implementation of our Equality Scheme is maintained.	On Going	Maura Muldoon	Ongoing. Two meetings in quarter.
w	Work with Trade Unions in the effective discharge of our equality duties.	On Going	Paul Traynor	Ongoing.
x	Publish monitoring information in S75 Annual Progress Report and also on website	On Going and Annually	Rachel Deane	Section 75 Web pages have been updated. Annual Progress published Septemeber 2014.
y	Publish the Equality Scheme and Annual Progress Report on our website.	On Going and Annually	Rachel Deane	Section 75 Web pages have been updated. Annual Progress report was placed on Website following SDSG Meeting 13/09/2013.
z	Review monitoring information to ensure it is relevant and up-to-date in relation to the policy.	Over 1 year from implementation of policy	Rachel Deane	Completed.
aa	Publish report quarterly on internet with links to each screening template. Will be issued to consultees as appropriate in their preferred format.	Quarterly	Rachel Deane	Section 75 Web pages have been updated. Ongoing.



Action	Outcome/Impact
Section 75 / Equality Screening Awareness Action Plan	Awareness and Support programme to improve understanding and implementation of Section 75 duties
Community Engagement Tracker	Development of application to record, monitor and analyse engagement with stakeholders including minority and vulnerable groups.
Culture & Diversity Lead	Appointment of role to improve organisational awareness and develop proactive engagement practices with internal and external stakeholders
Service First Programme	Continuation and development of programme to ensure that resources are deployed and available to best meet demand with improved service delivery.
ECNI Training plan	Attendance at ECNI training events to increase awareness and organisational currency.
ECNI Partnership events	Biannual meeting to discuss organisational screenings and EQIA's
Policza Newry	Newry Neighbourhood Policing Team building relationships with their local Polish community.
Banbridge Policing and Community Safety Partnership (PCSP)	The main aim of the week was to engage with young people who may not currently be involved in organised youth clubs and projects; but also to help promote a positive image of young people and their usage of Solitude Park
Peace Day Event	A number of officers from West Belfast Neighbourhood Policing Team (NPT) were invited to an International Peace Day event organised by staff from Culturlann, Falls Road and members of Townsend Street Presbyterian Church. The event brought together people from a range of different areas and ages from the lower Falls and the lower/mid Shankill areas, and included The Lord mayor of Belfast.
Hate Crime response requires partnership approach	A range of statutory agencies, community and voluntary groups – Belfast City Council, Charter NI, East Belfast Alternatives, EBCDA (East Belfast Community Development Agency), NICEM, Northern Ireland Housing Executive, Police Service of Northern Ireland, Victim Support NI and Walkway Community Association are involved in this process. Regular multi-agency meetings were scheduled which community representatives and representatives from statutory agencies. The aim collectively, is that everyone will become aware of emerging issues and this will hopefully mean that any problems can be addressed at an early stage before they escalate.
Portadown seminar to improve relationships with Roma	Portadown Neighbourhood Policing Team attended a seminar aimed at encouraging better relationships with the Roma Community. Organised by Community Intercultural Programme and Transforming Learning Communities Project, the seminar was attended by local agencies and groups who deliver services to Roma in the Craigavon area and members of the local community.
Pride for Justice Corner	Organisers of the Pride Festival presented an award to the Justice Minister to acknowledge the Department's contribution to the Pride Village. Speaking at the event David Ford said: "This is the fourth year the Department of Justice has been involved in Pride. Last year the justice family came together to set up Justice Corner, a one-stop shop where visitors can access information on a range of criminal justice initiatives, including hate crime, human trafficking and support for victims and witnesses of crime.
SP 21/11 Substance Misuse Testing	The purpose of this Service Procedure is to deter substance misuse by all police officers, police staff and non police personnel working on behalf of PSNI through the introduction of a compulsory drug-testing regime.
Enhanced investigative response to burglary of vulnerable older persons	The aim of the practice is to address additional vulnerability experienced by older persons, the longer term impact of crime on older persons and the differential in our burglary crime outcome rates that do appear to be age related.
FIREARMS DEALERS SECURITY SPECIFICATION	Aims: 1 improve public safety by ensuring that effective security is installed by firearms dealers, reducing risks of unauthorised access through thefts. 2 minimum security spec will ensure dealers are inspected with equity against set criteria
Service Procedure 10/2012 - Critical Incident Management and Community Impact Assessments	Defines a Critical Incident for PSNI & provides guidance on identifying appropriate responses. It also provides guidance on the completion of Community Impact Assessments.
SP 26/11 ECM	This Service Procedure provides guidance in relation to the Police Service of Northern Ireland's (the Police Service's) use and deployment of Electronic Counter Measures (ECM) to mitigate the threat posed by Radio Controlled Improvised Explosive Devices (RCIEDs). The deployment of ECM is an additional tool to assist in ensuring the safety of police officers, police staff and the public.
SP 01/14 Military Assistance to PSNI	Sets out the availability of military assistance & the mechanism for requesting it
SP 12/12 Procurement & Contract Management within the PSNI	Explains how PSNI will manage procurement. It is aimed at Departments, Regions, Districts & Branches who have procurement requirements
Emergency SMS change to National system via BT 999 Hub	Moving to national emergency SMS 'Text 999' system from current local system
Career Break Embargo proposal	Consideration of placing an embargo on applications for career breaks until officer levels align with resilience review
Alcohol Misuse Policy Directive	Redraft of Alcohol Misuse & testing
Reporting Wrong-doing within PSNI (Whistleblowing)	To encourage and support officers and staff to reporting wrongdoing within the PSNI. To provide a framework on how such reports will be handled and what contact can be expected once a report has been made.
SP 9/12 Misconduct Procedures for Police Officers	To provide a framework for misconduct procedures for police officers, including local misconduct action, suspension / use of alternative duties, formal investigation & hearings, and disclosure of sanctions. Much of it is based on legislation or NIO guidance.
SP 06/10 Enquiries to be made in the Republic of Ireland and elsewhere outside the United Kingdom	Details procedures to be followed by officers conducting enquiries outside of the jurisdiction.
Issue of Personal Protection Weapons (PPW)	

Body recovery & Identification SP 22/2011	Enhance PSNI capability/offer procedural guidance in recovery of human remains following mass or single fatality incidents
SP47/04 Duties of personnel attending a serious crime scene	To provide guidance to officers and staff attending serious crime scenes. Defining responsibilities and competent personnel
PD 01/11 Management of Intelligence	(i) Provide a corporate approach to the collection and management of intelligence; (ii) Ensure that all intelligence is managed in accordance with relevant legislation; (iii) Ensure that all intelligence is collected and managed in a manner that will ensure public confidence in the Police.
Custody Closure Programme- 2014/15 (Phase 1 of Custody Reform 2020)	Reduction of permanent designated custody estate to deliver a fit for purpose, safer, effective service.
TSG Resourcing Plan 2014	
Police Staff Discipline Procedure	Ensure accepted standards of conduct for police staff are observed by providing a fair method of dealing with alleged offences
Serious Crime Branch - Investigation Prioritisation Matrix	Review of TTCG process, control strategy and investigation prioritisation matrix - includes legacy investigations remaining within C2 as well as live and ongoing cases.
Legacy Investigation Branch - Case Prioritisation Process	Establishment of prioritisation process for new branch established to encompass reviews and investigations of historic serious crime previously undertaken by HET, REMIT, SCRT and C2.
PSNI policy for charging for provision of Special Policing Services	Introduction of a consistent, transparent, evidence-based process for cost recovery following provision of additional policing services beyond statutory responsibilities.
SP 6/12 Animal/Wildlife offences & Welfare	Highlights relevant legislation covering animal and wildlife offences and welfare. Highlights SLAs between police and service providers in relation to animal welfare & offences. Advises district commanders of administrative and financial procedures in relation to animal welfare/offences. Ensures officers and staff understand responsibilities of all statutory bodies
SP 16/12 - police response to hate incidents	To guide the police service in maintaining a robust, proactive and effective response to tackling and preventing hate incidents, including crimes, ensuring that perpetrators are detected, prosecuted and work to secure the respect, trust and support of potential victims, groups and communities both internally and externally and include amendments to NICHE for hate and signal crime reviews.
SP 29/09 Missing Person Service Procedure	Provide procedure and guidance in the investigation and safe-guarding of missing persons
Police Response to Child Abduction (harbouring) SP	Provide guidance for the issuance of child abduction warning notices as a means of disrupting exploitative behaviour as well as assisting evidentially in any future prosecution.
SP05/06 Forensic Authorisations	Guidance to police officers and staff involved in requests for authorisation for forensic submission to FSNI re processes and services.
SP01/15 The Police National Database	Guidance to how PSNI will deploy access and use Police National Data base
SP03/15 Overtime approval and Assurance	To provide auditable assurance on the use, approval, claiming and payment of police overtime. The Service Procedure is a rationalisation of processes introduced Service wide on 1 <sup>st</sup> October 2014
Policy Directive 14/06	Secure the Health, Safety and welfare at work of all staff. Providing awareness of responsibilities of all employees.
H District - Closure of Case Progression Team	The aim of this decision is to close the Case Progression Team within H District and return to the traditional method of investigation by Response Teams.
SP 1/13 Health and Safety - Roles and Responsibilities	To outline the H&S duties, functions and responsibilities of those within the PSNI and the arrangements that exists to assist them to secure the objectives