



Equality, Diversity & Good Relations Strategy Action Plan Update Report

Strategic Objective 1

Ensure police powers are being exercised fairly and impartially.

Strategic Lead – ACC OSD

Tactical Lead – Inspector J McDowell

Actions

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 | Use of arrest | Stop and search | Use of cautions |
| Use of road stops | Use of fixed penalty | Use of discretion | Use of restorative cautions |
| Use of juvenile cautions | | | |

Categories Impacted Upon

Age, Disability, Gender, Political Opinion, Race, Religious Belief

Outcome/Performance Indicator

Increased positive assessment of PSNIs performance; particularly among marginalised and underrepresented groups.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Re stop and search – deliberations regarding potential statistical recording of equality information had taken place with internal consultation and engagement with NIPB’s performance committee. As a result ACC Operational Support Department authorised a pilot information gathering project relating to Terrorism & Security Powers (TASP) stop and search. This pilot utilised a two layered approach, questionnaire & data modelling, and lasted for 3 months. Prior to commencement there was an associated officer training programme.

Community Resolution was re-launched and approved on 17/03/16 including the capture of S75 data. The Policing Powers Development Group has been established (16/03/16) by ACC Operational Support.

The engagement of an information gathering pilot will assist in informing assessment methodology in light of actual operational usage. Pilot was extended until end of March 2016.

Re Fixed penalties – A new/revised PND has been agreed and printed to reflect current s75 requirements.

Re Stop & Search: - The second meeting of the newly formed PPDG took place on 29/08/2016, there was a discussion around community background monitoring and a recommendation that police engage an academic partner to look at how best to conduct this, this was further discussed with the NIPB performance committee on 18/08/2016.

Independent Reviewer, David seymour came to NI on 13/08/2016 and met with stakeholders both police and non-police to discuss stop and search powers. Outcome was that police are using the powers fairly and appropriately.

Best Use of Stop & Search Scheme continues to be developed on the Police.uk website with the development of stop and search outcomes and an additional question being asked “was the stop search outcome related to the purpose of the search?”

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

Re use of force – Currently the service’s Use of Force monitoring system reports on a number of equality classifications including age and gender. Deliberations are ongoing internally re extending criteria acknowledging the fact that on occasions police are unable to engage directly with persons on



whom the force is used such as in public disorder.

Re use of force: - Work remains ongoing to bring the use of force monitoring system in line with national guidelines by recording further use of force such as physical force used against others.

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Continued deliberations are required regarding the potential for utilising officer perception to inform data capture when police haven't the opportunity to engage directly or indirectly with the individual in question. Additional legal advice is being sought. A practitioner group reporting to ACC OSD will be constituted to progress.

Ongoing commitment to RPA related projects may result in difficulty obtaining technical support to scope and deliver amendments to service data recording systems. This should be alleviated post RPA system delivery.



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Strategic Objective 2

Have programmes of engagement targeting the areas/groups/communities who are most disadvantaged/disaffected/disengaged.

Strategic Lead – ACC DPC

Tactical Lead – Chris Sloan

Actions

1. 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:

Schools Youth Organisations Sporting Organisations Disability Organisations
Community Organisations Religious Organisations Women's Groups
LGB&T Groups Black, Minority Ethnic Groups

2. 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 & Asset Recoveries

3. 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).

Categories Impacted Upon

Age, Disability, Gender, Political Opinion, Race, Religious Belief, Sexual Orientation, Socio-Economic

Outcome/Performance Indicator

1. Increased positive assessment of PSNIs performance particularly among marginalised and underrepresented groups. Increased Hate and Signal Crime reporting. Increased intelligence resulting in improved detection of Hate and Signal Crimes. Safer shared spaces.

2&3. Resources targeted to those most in need leading to better Service Delivery.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Action Point 1 - The PSNI have developed the Community Engagement Tracker as our channel for recording and accounting engagement with partners, community groups, and stakeholders. This is available to all officers and staff through the common terminal and also on the blackberry as an application.

Training materials and a PowerPoint presentation on how to use and why we use the tracker has been developed on the Community Engagement Tracker home page.

Districts and Headquarters departments are required ensure that their stakeholders are recorded on the Community Engagement Tracker which will become the main service source for engagement contacts and avoid the use of spreadsheets or other local systems for recording and managing engagement lists. As the Tracker database is updated by ICS to reflect the new policing and Local Authority Districts it will allow for the new districts to have access to previous engagement partners and the details of engagement. This will also allow for the service to be able to analyse levels of engagement and assess which methods and areas of engagement are delivering benefits to the community and service.

Using both internal and external analysis tools assists the PSNI working in partnership with stakeholders including minority/vulnerable groups, to target resources and engagement programmes on an evidenced based prioritisation including Threat, Risk and Harm assessment.



Action Point 2 – The PSNI developed and utilised a Policing with the Community Grant Aid process including:

- Application Procedure
- Eligibility Criteria
- Scoring and prioritisation process
- Audit and Evaluation procedures.

The use of an accountable and transparent process ensures that funding is prioritised and allocated to meet the strategic objective to ensure resources are targeted to those most in need leading to better Service Delivery. During 2015/16 this was withdrawn due to ongoing financial constraints. 2016/17 will be dependent on ongoing budget review.

The Fresh Start bid is currently being progressed as part of the Policing with the Community project.

Action Point 3 – The Locate Project commenced delivery within PSNI in early 2012. It was formerly described as RMDSS. It has been extended to include 2,400 vehicles of all types and makes within the operational fleet. The information from these vehicles, alongside information from the Hand portable Radios carried by officers, provides near live time information on the activities of the PSNI. There are 1700 regular users of the system and it provides some functionality that directly relates to this objective.

Through the use of “The Operational Briefing Model”, Operational police are briefed on a daily basis on the incidents that have occurred since they were last on duty. They are also briefed and tasked to attend “Waymarkers” and are held to account over their previous performance. Using the incident briefing, Officers have access to information about the type and density of specific incidents. The use of Briefing Maps provides a very flexible tool to view Incidents and Incident Density. The report can be broken down over long or short periods of time, over large or small geographic areas and can break these down into specific crime types and incident codes.

“Waymarkers” are created from the National Intelligence Model and also from a Community Policing Perspective. They are geographic areas that are scheduled for patrol at specific times. Locate then measures attendance in these areas and this information can be used to reduce crime or incidents of antisocial behaviour. Since the project began in 2012, there have been over 1500 Waymarkers placed and monitored. The system is in constant use and the management of these is beginning to move towards the CTC’s. Prioritisation is beginning to take place to ensure that Waymarkers are limited are targeted to those areas where they will be most effective. On any given day, there are 120 Waymarkers throughout Northern Ireland.

This activity is included in the ACC’s section 78 performance inspection meetings to ensure consistency. (District Policing Command)

Training was delivered to all District Supervisors during the rollout phase and is now available via an online Help system created in parallel with the Locate system. Booklets and guides have been produced to assist people in managing the system.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

Action Point 1 – Completed

Action Point 2 – Fresh Start programme being progressed as part of PwC Project.

Action Point 3 – Technology has been developed and is now in place. No outstanding issues.

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Action Point 1 - The PSNI is currently undertaking a number of review and process assessments including ICS systems which may impact on the ability to provide an integrated assessment and planning function. A collaborative approach is required to ensure efficient and effective procedures and processes are in place.



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Strategic Objective 3

Build organisational culture to help delivery of the strategic principles.

Strategic Lead – ACC DPC

Tactical Lead – Chris Sloan

Actions

1. To deliver an organisational Cultural Audit to assess if PSNI's vision of 'Building public confidence through Service Delivery' has been embedded.
2. 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.

Categories Impacted Upon

Age, Dependency, Disability, Domestic Status, Gender, Political Opinion, Race, Religious Belief, Sexual Orientation

Outcome/Performance Indicator

1. An assessment of the internal "fit" with strategic priorities.
2. PSNI can evidence consistency in service delivery particular to the needs of individuals/groups/neighbourhoods/communities.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Action Point 1 - Cultural Audit and Data monitoring procedures in place. RPA/Service First programme provides evidence of Section 75 decision making/considerations. Ongoing PwC Project is additional assessment tool/factor.

A new survey seeking the views of all staff and officers at all grades and ranks was launched on the 18th January. The survey, which was run in conjunction with Durham University, looks to establish some key measures for factors which affect PSNI working lives and how this affects service delivery for the public.

Measure to support the outcomes/learnings from this are being progressed through Policing with the Community Project.

Action Point 2 - PSNI continues to conduct data monitoring and fulfilling Section 75 responsibilities in regard to Section 75 groupings. The ECNI Annual report provides evidence of progress in this regard.

Increased training and collaboration with decision makers to ensure that Section 75 is embedded into service policy/decision making. Policy Framework workshops including Section 75 awareness and guidance sessions were delivered 22nd & 23rd June 2016. New policy framework now established within PSNI.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

The PwC Project is ongoing including review of PwC Branch, organisational culture and identity.

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Current organisational restructuring, financial restrictions, political uncertainty and threat assessment provide significant challenge to embedding an organisational culture to meet strategic goals. External factors may impact on effective decision making including lack of evidenced based rationale/approach.



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Strategic Objective 4

Have a workforce reflective of the society we serve.

Strategic Lead – Jude Helliker, Head of HR Department

Tactical Lead – Louise Crothers

Actions

1. To benchmark PSNI against other public sector organisations using Equality Commission Monitored Workforce data and NI Census data.
2. Analyse and identify areas of geographical under application to PSNI with a view to addressing with an outreach programme.
3. 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
4. Develop targeting recruitment exercises focusing in geographical areas of underrepresentation.

Categories Impacted Upon

Disability, Gender, Political Opinion, Race, Religious Belief, Sexual Orientation, Socio- Economic

Outcome/Performance Indicator

- 1&2. Increased "ownership" of PSNI which will help build satisfaction and confidence.
- 3&4. Increased "reflectiveness" of PSNI which will help build satisfaction and confidence.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Benchmarking of PSNI monitoring data against other public sector organisations completed for 2012/13, 2013/14 and 2014/15. Analysis of PSNI data against NI Census data completed and included in the EQIA of the Workforce Plan.

Analysis of application and success rate by geographic applications during Patten recruitment completed in 2013 to inform decisions regarding the outreach programme. Review of applicant and success rate data completed for Campaign 1 and ongoing for Campaign 2 and Campaign 3. EQIA of Workforce Plan completed and published in September 2015.

Internal initiatives completed to address under-representation within specialist departments include the CPU G8 programme in 2013, Section 75 data analysis of specialist departments, and familiarisation sessions for under-represented groups within TSG, C3, C4.

Outreach and advertising strategy for Campaign 3 completed.

The push/pull element of the PCA in respect of Student Officer Recruitment has been removed. Additionally, candidates have the opportunity of re-test of the PCA along with PCA familiarisation sessions. (1 re-test only).



Ongoing/Outstanding Actions (Including estimated timeframe for completion)

Benchmarking of PSNI monitoring data against other public sector organisations for 2015/16 will be completed when data is released by the Equality Commission. The Equality Commission usually publish in December; therefore PSNI benchmarking expected to be complete by mid-January 2017.

Further equality analysis of applications and success rates by geographical location will be completed on conclusion of appointments from Campaign 2 and Campaign 3.

PSNI has developed a Positive Action plan to address under-representation in respect of gender and community backgrounds. This plan was presented to the NIPB in September 2016.

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Within the People Strategy, PSNI recognises the need to have “a diverse, representative and agile workforce that can meet current and future challenges” and has put in place a number of additional objectives which will be reported on accordingly to SET/ NIPB.



Equality, Diversity & Good Relations Strategy Action Plan Update Report

Strategic Objective 5

To develop a recruitment strategy which encourages applications from underrepresented backgrounds to the service.

Strategic Lead – Jude, Helliker, Head of HR Department **Tactical Lead** – Louise Crothers

Actions

1. Based on data analysis to have a bespoke engagement strategy to enhance confidence in policing. Targeting in areas of low recruitment.
 Schools Sporting Associations Community Organisations
 Churches People with Disabilities

Categories Impacted Upon

Age, Disability, Gender, Political Opinion, Race, Religious Belief, Sexual Orientation

Outcome/Performance Indicator

1. Have a corporate engagement strategy which is bespoke to local needs.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

The PSNI has undertaken a number of recruitment campaigns for both Police Officer and Police Staff positions.

Data analysis both internally and with external collaboration are utilised in the identification of areas of underrepresentation.

Solution management protocols including localised recruitment awareness events have been utilised to actively promote and encourage application from underrepresented groups.

Equality Analysis of Campaign 1 completed and presented to NIPB/ Equality Commission in June 2015.

Police Officer Recruitment Campaign 3 is currently at merit pool stage and the engagement, awareness and proactive support to encourage underrepresented groups was a key factor in the planning of this campaign. It is pleasing to note an increase in applications from Roman Catholics (31.81%) and Females (35.67%) in Campaign 3.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

Our external recruitment provider Deloitte has been commissioned to conduct research into the barriers to Catholics applying to join PSNI. Deloitte reported its findings to PSNI in September 2016. This project will contribute to the outreach and advertising programme for Campaign 4 of Student Officer Recruitment.

Further equality analysis of applications and success rates will be completed on conclusion of appointments from Campaign 2 and Campaign 3.



Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Current resourcing constraints may impact on the organisational ability to recruit in both Police Officer and Police Staff positions. Active analysis of up to date data and collaborative/partnership approach are key to ensuring engagement and fair representation of the workforce.

Within People Strategy, PSNI recognises the need to have “a diverse, representative and agile workforce that can meet current and future challenges” and has put in place a number of additional objectives which will be reported on accordingly to SET/ NIPB.



Equality, Diversity & Good Relations Strategy Action Plan Update Report

Strategic Objective 6

To have a retention strategy, specifically focused on officers and staff from underrepresented backgrounds within the Service and within specialist posts/locations.

Strategic Lead – Jude Helliker, Head of HR Department **Tactical Lead** – Louise Crothers

Actions

1. To identify and deliver working patterns that better meet organisational need and enable carers greater flexibility in their working lives.
2. To develop a programme of work to give underrepresented groups the knowledge/skills/confidence to apply for specialist posts/promotion.
3. 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.
4. To monitor the performance review process to ensure equity of treatment.
5. To analyse and review the transfer process for senior ranks.
6. To conduct an Equal Pay Audit amongst staff grades.
7. To review the usage of temporary promotions.

Categories Impacted Upon

Disability, Gender, Race, Religious Belief

Outcome/Performance Indicator

1-7. A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Flexible Working Project including Remote Working Pilot completed by District Policing Command in 2012 – 2014 and presented to Gender Implementation Group/Strategic Diversity Steering Group.

Empowerment training completed with Female Sergeants/EOIs and Inspectors/ EOIs in 2012 - 2014.

IPR data has been equality screened at the end of each reporting year and presented to SET within the quality assurance process.

National/ international development opportunities reviewed and re-introduced in 2015.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

The Police College continues to offer a number of programmes which support all officers and staff in developing their knowledge/skills/ confidence, for example Proud to Lead, Coaching and Mentoring, Insights Programme and Mental Toughness.

Temporary Promotion guidance in respect of officers (honoraria) to be reviewed by HR Department in 2016/17

Transfer guidance is currently being reviewed and following consultation with stakeholders is anticipated to be completed by November 2016.

HR Department will complete a further Equal Pay Audit following the administration of the 2015 Pay Award. Confirmation of the 2015 Pay Award has yet to be received, therefore work on the Equal Pay Audit is unlikely to commence prior to January 2017.



Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Within the People Strategy, PSNI recognises the need to have “a diverse, representative and agile workforce that can meet current and future challenges” and has put in place a number of additional objectives which will be reported on accordingly to SET/ NIPB.
HR Department are currently liaising with Department of Justice to review all family leave policies to reflect emerging shared parental leave legislation and to support carers in achieving an optimum work-life balance.



Equality, Diversity & Good Relations Strategy Action Plan Update Report

Strategic Objective 7

PSNI is a workplace which is inclusive, fair and welcoming.

Strategic Lead – ACC DPC

Tactical Lead – Chris Sloan

Actions

1. To deliver workshops and communication materials such as calendars, which increases organisational awareness of the nuances of diversity of different perspectives of in particular:
The Troubles Identity/Stereotyping Gender Dependency Disability Equality
Leadership/Management Team Effectiveness Communication Skills Talent Identification
2. Review usage of corporate imagery in other publications.
3. 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.
4. Create a databank of images of PSNI personnel working with hard to reach groups.
5. Review locations for ceremonial events.
6. Review Appropriate Language Guide.
7. Explore opportunities for the increasing usage of other languages in public parts of the PSNI Estate.
8. To review our police estate to ensure it is accessible and welcoming to all.
9. To review the Neutral Working Environment policy statement with a view to encouraging a workplace which recognises difference and promotes diversity.
10. To establish a programme of work that address issues identified in the Cultural Audit

Categories Impacted Upon

Age, Dependents, Disability, Gender, Political Opinion, Race, Religious Belief, Sexual Orientation

Outcome/Performance Indicator

- 1-7. PSNI has a workplace which feels fair and people deliver to their potential.
8-10. PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

- Action 1** - This action is on track. The delivery of “The Journey” series of briefings, the use of personal (workshops, trainings and briefing etc.) and Technology (Callsign, publications, Policenet, videos and blogs) continues to be utilised in actively promoting and encouraging organisational awareness. Within People Strategy, PSNI recognises the need to have “a diverse, representative and agile workforce that can meet current and future challenges” and has put in place a number of additional objectives which will be reported on accordingly to SET/ NIPB.
- Action 2** - This action is completed. Corporate Communication provide overview of imagery to documents that are sighted.
- Action 3** - This action is completed. The PSNI works in collaboration and partnership with key stakeholders and hard to reach groups to increase visibility and build on public confidence.
- Action 4** - This action is completed and subject to ongoing refresh. Corporate Communications have developed a new image bank.
- Action 5** - This action is completed. The acceptability of venues to all in the community is a factor in the decision making process when deciding locations for ceremonial events.
- Action 6** - This action is completed.
- Action 7** - This action is completed. See Action Point 8.
- Action 8** - This action is completed. The Police Estate is accessible and welcoming to all, whilst reflecting the PSNI Security infrastructure and guarding requirements. The PSNI Estate embraces all



ethnic communities/diversities/demographics and this is reflected in signage and other District communication methodologies.

Action 9 - This action is completed. The Neutral Working Policy was reviewed and has been developed into the Promoting & Good & Harmonious Working Environment which is subject to ongoing review with issues being addressed through the Uniform & Protective Measures Committee, Strategic Diversity Steering Group, Culture & Ethic Committee and Policing With Community Project Performance work stream.

Action 10 - This action is completed. A variety of other work streams are being or have been implemented to address the recommendations of the Cultural Audit. Some of these work streams were included in the Policing plan. This work continues.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

All actions are subject to ongoing review and evaluation

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

The current and ongoing organisational changes and developments as a result of RPA, restructuring and efficiencies including VES, provide a clear challenge to ensure PSNI is a workplace which is inclusive, fair and welcoming.

The success including internal and external “buy in” of the PSNI programmes including Service First, RPA, PWC Project are a key factor in ensuring organisational effectiveness and meeting this objective.



Equality, Diversity & Good Relations Strategy Action Plan Update Report

Strategic Objective 8

PSNI is a service provider that uses the unique skill sets of all its employees.

Strategic Lead – Jude Helliker, Head of HR Department **Tactical Lead** – Louise Crothers

Actions

1. To establish an internal cadre of Diversity Advocates who act as points of contact for underrepresented/marginalised personnel.
2. Develop internal support mechanisms to assist Staff Associations/Trade Unions in understanding and representing marginalised sections of the workforce.

Categories Impacted Upon

Age, Disability, Political Opinion, Race, Religious Belief, Sexual Orientation

Outcome/Performance Indicator

1. Increased satisfaction and confidence especially among underrepresented groups.
2. PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Diversity Champions Network previously in place as senior diversity advocates within their area of responsibility.

The Term of Reference for the Minority Support Associations have been reviewed and developed to meet the current demands of the service and associations.

In addition the MSA, NIPSA, Police Federation and Superintendent's Association have been included into the list of attendance at the Strategic Diversity Steering Group.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

PSNI continues to have in place a formal 3 tier Industrial Relations framework to ensure structured inter-action between staff associations/ trade unions and management side to include any diversity related matters.

PSNI continues to offer Facilities Time to official representatives from our staff associations/ trade unions to enable support and representation to their membership in addressing all matters relating to the workplace.

PSNI continues to facilitate the Ethnic Minority Police Association, Women's Police Association and Gay Police Association. Each association receives funding from HR Department and is supported by PwC Branch and meets quarterly.

PSNI has engaged with Business in the Community in participating in 'The Gender Project'. This project brings together 12 -15 organisations to work collaboratively over a three year period to achieve improved gender balance. PSNI has been placed in a trio with Translink and Northern Ireland Fire and Rescue Service. This project is currently in the data analysis stage.



Identified Issues, Gaps or Risk (To include solutions/proposal as required)

- Within the People Strategy, PSNI recognises the need to have “an engaged and flexible workforce supported by appropriate Human Resource policy and practice” and has put in place a number of additional objectives which will be reported on accordingly to SET/ NIPB.



Equality, Diversity & Good Relations Strategy Action Plan Update Report

Strategic Objective 9

PSNI encourages the participation of people with disabilities in public life.

Strategic Lead – Jude Helliker, Head of HR Department **Tactical Lead** – Louise Crothers

Actions

1. 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.

Categories Impacted Upon

Disability

Outcome/Performance Indicator

1. Increased participation of people with disabilities in steering/governing and advisory forums.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

The review of the Police Estate to provide a fair and welcoming environment has been undertaken including recommendations/work programmes for access and user friendly services.

The development of the internal and external websites has been completed. Improved equality monitoring procedures are being developed and embedded within policies and procedure development and reviews.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

The development of the Equality Diversity & Good Relations Strategy 2017-22 is ongoing

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

Internal and External restructuring and significant resourcing (financial) restriction may present increased challenges to this objective. The PSNI continues to work in partnership and collaboration with key stakeholders to actively encourage people with disabilities to participate and engage in the groups and partnerships. The Community Engagement Tracker has been utilised to map the engagement of PSNI with underrepresented groups in order to maximise effectiveness and continuation of support and encouragement to these groups.



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Strategic Objective 10

To develop and deliver an improved corporate prevention, investigation and detection strategy for Hate and Signal Crime.

Strategic Lead – ACC DPC

Tactical Lead – Supt P Hillman

Actions

1. Fully implement the relevant recommendations from the 2011 NIPB Human Rights Advisor review of Hate Crime as well as Internal Audit reviews.
2. To develop new techniques for 3rd party reporting such as phone applications, Face Book and other social media.
3. Increase societal awareness of the exacerbated effects of Hate and Signal Crime with partners.
4. Increase crime prevention knowledge of “at risk” groups.
5. Conduct a review of the effectiveness of corporate Independent Advisory Groups (IAGs) to ensure impact is delivered on a strategic level.
6. 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 groups.
7. Ensure the Operational Policing Model review has due consideration to the management of Hate and Signal Crime.
8. 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.
9. Implement a programme of continuous professional development for Neighbourhood Police Teams which will include a focus on increasing investigative capabilities.
10. 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.

Categories Impacted Upon

Disability, Gender, Race, Religious Belief, Sexual Orientation

Outcome/Performance Indicator

1. Increased satisfaction and confidence especially among underrepresented groups.

Completed Actions (Including how they evidence achieving the Outcome/Performance indicator to achieve Strategic Objective)

Action 1 - The 2011 NIPB Human Rights Advisor Review of Hate Crime recommendation were completed and discharged on Overview on 19 02 13. Internal Audit reviews continue to be addressed as and when they occur when they occur.

Action 2 – This is now part of a project of work being taken forward by DPC, working in collaboration with Partners – Unite Against Hate, Voluntary Organisations and linking with in the National Lead. An options paper will be submitted by end of October 2015.

Action 3 - The hate and signal crime advocates promote the Advocacy Service through relating websites, leaflets and events/talks/seminars which occur at a strategic and regional level to raise awareness of the exacerbated effects of Hate and Signal Crime.

Action 4 – The crime prevention officers have routine training sessions which include input with regards to “at risk” groups. In addition lead Hate and Signal Crime Officers have received input with regards to the Hate Incident Practical Action scheme for victims of hate crime for dissemination to colleagues. The PoliceNet is updated routinely with crime prevention information in order to keep people safe.



Action 5 – A review of the effectiveness of corporate Independent Advisory Groups (IAGs) was completed by Deloitte in April 2013. As a result of the findings, the Policing Board/PSNI Strategic Consultation Group was formed with its 1st meeting on 29th November 2013. Ongoing

Action 6 – Districts review their respective local groups and partnerships to ensure engagement with groups who have traditionally been disengaged/marginalised groups is appropriate and relevant. Given the transfer of ownership of Hate Crime Policy to DPC in November 2014 and Engagement Model has been drafted which District can adapt to the threat, risk, harm and level of Hate Crime in their Districts.

Action 7 – The new Service Policy 16/12 was authorised by the Senior Executive team and commenced on 1st January 2016. This new procedure focuses on the victims of hate crime and concentrates police efforts on ensuring effective mitigation is in place to address the root causes of why the crime occurred.

Action 8 – The policy is based on guidance issued by ACPO and good practice identified in conjunction with partner agencies. As the best standard practice now is based on keeping people safe, this ethos is achieved by officers complying with this guidance and fulfilling statutory responsibilities in protecting victims of domestic abuse and holding perpetrators accountable through the criminal justice system.

Action 9 – Since November 2014 changes to policing structures have been on-going prior to the implementation of RPA. Keeping People Safe is what we do, and Policing with the Community is how we do it. Local Policing Teams will be assisted by Neighbourhood Policing Teams which will be based in the areas of greatest need across Northern Ireland. NPTs will determine the concerns and priorities of communities in relation to safety, social inclusion and the prevention and reduction, detection of crime and anti-social behaviour along with the protection of life and property.

Action 10 – Since November 2014 changes to policing structures have been on-going prior to the implementation of RPA. Supervisors within the Neighbourhood Policing Teams will work alongside Local Policing Teams statutory, voluntary and community partners to deliver joint solutions to community issues to Keep People Safe.

Ongoing/Outstanding Actions (Including estimated timeframe for completion)

Action 5 – A review of the effectiveness of corporate Independent Advisory Groups (IAGs) was completed by Deloitte in April 2013. As a result of the findings, the Policing Board/PSNI Strategic Consultation Group was formed with its 1st meeting on 29th November 2013. Ongoing.

Identified Issues, Gaps or Risk (To include solutions/proposal as required)

The organisation requires being able to adapt to a changing environment to meet challenges and direct appropriate resources and solutions. The PSNI lead and participate in a number of groups and initiatives to provide effective collaborative/partnership solution management to meet ongoing and new challenges.

The ongoing reviews including service procedures, OPM and RPA are a key component to the success of this objective.