EQUALITY COMMISSION FOR NORTHERN IRELAND

Public Authority Progress Report 2005 - 2006

Template to assist Public Authorities to report on implementation of the equality and good relations duties under Section 75 of the NI Act 1998

The information required from public authorities will be based on the period from 1 April 2005 to 31 March 2006. Please ensure that it is submitted to the Commission by 31 August 2006, electronically (by completing this template) and in writing, with a signed cover letter from the Chief Executive or, in his/her absence, the Deputy Chief Executive.

This year’s progress report template is significantly different from earlier guidance, reflecting the work that many authorities will be undertaking on their five year review of equality schemes. It is important that the authority reports on what it views as being relevant in terms of progress made on the implementation of the statutory duties from April 2005 to March 2006.

Please enter information at the end of each Section in the template.

Name of public authority (Enter details below)

Office of the Police Ombudsman for Northern Ireland

Equality Officer name and contact details (Enter details below)

Mr. Sam Pollock
Chief Executive
Office of the Police Ombudsman
New Cathedral Buildings
11 Church Street
Belfast
BT1 1PG
Section 1: Strategic Implementation of the Section 75 Duties

- Outline evidence of progress made in developing equality and good relations objectives, performance indicators and targets in corporate and annual operating plans during 2005-06. Your response should include any targets for 2006-07.
- Please provide details of the direct resourcing of Section 75 work during 2005–06. This should include staff appointed/directed (not names) and details of any budget allocation, to specifically deliver equality scheme commitments.

(Enter text below)

The Office continues to develop partnerships with other public authorities that include the Equality Commission, voluntary and community sector groups such as NICEM and Disability Action, religious groups and all mainstream political parties. We continue to work extensively with schools throughout the province.

Section 75 continues to be a standard agenda item for Senior Management Team meetings on a quarterly basis, where equality targets and performance are reviewed as highlighted and referenced in our Annual Report (Copy Enclosed). Both the Senior Management Team and staff representative Joint Consultative Committee review the Office’s progress report.

Responsibility for equality has been agreed and designated within the Office. Equality Working Group, headed by the Chief Executive, has been established and includes managers and staff representatives from a cross-section of the directorates including Corporate Services, Policy and Practice and Investigations. These representatives have been selected to manage the process for the period 2005-2006, and are supplemented by additional seconded staff should additional knowledge and expertise be required.

Budget is allocated according to the identified need and all Section 75 training is approved.

Section 2: Screening & Equality Impact Assessment (EQIA)

2a) If a Screening Report has not yet been submitted to the Commission please advise us on the current position with regard to producing this report and forwarding to the Commission.
A screening report has previously been submitted to the Equality Commission. Copy attached.

2b) If a Screening Report and EQIA Timetable has previously been submitted to the Commission please provide an update (using the matrices in Appendix A) of policies subject to EQIA during 2005-06, new/proposed/revised policies screened during 2005-06, ongoing EQIA monitoring activities and 2006-07 EQIA timetable.

Section 3: Training

• Outline staff and Management Board/Committee training during 2005-06 associated with the Section 75 duties/Equality Scheme requirements (Provide details of types of training provision e.g. general awareness raising, specialist training on EQIA, Screening and Consultation). Provide a summary of any training evaluations and comments on the benefits of such training.

The Office has developed and operates within a five-year training plan to ensure that the delivery of Section 75 related training and development is carried out in a structure that best meets the needs of the organization.

The Senior Management Team includes equality issues as a regular agenda item at its monthly meetings and has received training in corporate and individual responsibility to ensure compliance with Section 75 issues.

The Office undertakes periodic reviews of internal policies in compliance with Section 75 of the Northern Ireland Act 1998 and provides appropriate training on the policies amended and developed as a consequence of the review, e.g. internal promotion policy, lateral transfer policy, recruitment and selection etc.

General awareness training is provided for all staff on equality issues as part of the induction programme, and as refresher training for existing staff undertaking new duties, for example in Investigations and Initial Complaints where there is direct interface with members of the general public.
The Office is grateful for the feedback received from organizations representing Section 75 Equality Categories, which helps the Office to continually develop its equality training objectives.

For example: A process has been initiated with organizations such as NICEM and An Munia Tober (Belfast Travellers) to address diversity issues identified by the organization through discussion and feedback at an organizational away day, and to develop diversity and anti-racist training to assist all OPONI staff in contact with members of the public and in the performance of their duties.

In addition to the general induction training provided to all new employees, the Office also undertakes an annual review of corporate goals and objectives. Included in this overall review, are individual reviews of all employees, where the key aspects of their performance and effectiveness are assessed. In addition to goals and objectives being established for the forthcoming year, training needs are reviewed and form part of the organisation’s ongoing Training Needs Analysis. In addition to this formal review process, managers undertake regular reviews of performance against targets and highlight variances, which are then addressed.

The Office has provided training over the reporting period on the following S.75 related issues: Racism, Discrimination Law & Practice, Human Rights, Effectively Tackling Hate Crime, & Sexual Orientation. It has also facilitated staff attendance at conferences on the following topics, Equality, Disability & Equality Duty, NICEM Annual Human Rights Update, Age Discrimination & The Nature, Impact & Future of Section 75. As outlined above, the Office has facilitated a Diversity (Anti-Racism) Awareness session for its staff delivered by NICEM and also a Diversity/Cultural Awareness session, which was facilitated by An Munia Tober (Belfast Travellers).

Section 4: Communication

● Provide details of how the authority communicated progress on delivery of the statutory duties during 2005-06.
● Provide details of any review of communication activities during the year to ensure effective communication on progressing the statutory duties.

(Enter text below)

The Office has a number of means by which it communicates its commitment to its Statutory duty under Section 75 of the Northern Ireland Act 1998.

A key business objective for the year 2005-2006 is “To ensure the public and police are accurately informed about and have confidence in the Office of the Police Ombudsman for Northern Ireland”
Independent surveys have demonstrated that there is now significant understanding among the public of the remit and functions of the Office. The responses to the Northern Ireland Affairs Committee by NGO's and the various stakeholder organizations indicate complete clarity in relation to the remit, although we accept that there are those who do not accept elements of the remit, which Parliament has given the Office.

The Office communicates through its official publications, the organisational website, press releases and summary and full reports.

The Office also offers an online complaints form and publishes material in Ulster-Scots, Irish and Mandarin. Such documentation includes information about the Office, complaints leaflets, complaint forms and complaint statistics, which are all available in these languages. These publications are also available in PDF format and can be requested on audiotape.

In addition to the relevant training initiatives, the Office operates an Intranet to inform and advise all staff of Section 75 related issues and initiatives. Articles, reports and survey results are published and are available to all staff, as all have access to the Intranet system. Office policies and procedures are also available for reference purposes as are the Code of Ethics and the Investigator Manual.

Issues relating to Section 75 are discussed and details shared with employees through the JNCC mechanism as well as Team Briefings from management.

The Office Progress Report is made available to all staff and performance measures are included in the Annual Report, Corporate Plan and Annual Business Plan. (Copies enclosed).

The Office also communicates it commitment to the statutory duty in public statements such as job advertisements, press releases, media interviews and events such as public awareness conferences. The Office’s website has also been revised and provides information on police complaints across all police districts and helps the public identify trends, patterns and profiles of complaints, including breakdown of gender, community background, age and occupational status in their immediate districts.

In addition the office operates an outreach programme whereby presentations are delivered to schools, community groups and police officers. Access is provided to translation/interpretation services as required.

Developments in the past year include sponsorship of and attendance at NITAP annual conference. (NITAP is an umbrella organisation for almost 700 community groups across Northern Ireland, representing people from many different backgrounds in local society). The office has also produced and
distributed a community newsletter mailed to all community groups represented by NITAP.

Over the period April 05 – March 06, the Office has made presentations to 89 community groups and District Policing Partnerships during the year, covering a broad spectrum of local society.

The Office has jointly funded and published the findings of two major reports regarding the experiences of the Lesbian, Gay and Bisexual and Black Minority Ethnic Communities with policing. The reports summarise the views of over 700 people surveyed last year – over 500 from black and ethnic minority communities and more than 200 lesbian, bisexual and gay people. These reports are attached with this return. The Office has held meetings with representatives of the Lesbian, Gay & Bisexual community, delivered a presentation and held a questions and answer session as part of Pride week. This is likely to become an annual event.

Section 5: Data Collection & Analysis

- Describe any systems that were established during 2005-06 to supplement available statistical and qualitative research, including consideration given to using internal organisational data and external networks.
- Describe any systems established during the year to monitor the future adverse impact of policies that were subject to EQIA.
- Detail any research undertaken/commissioned during 2005-06 to obtain data/information relating to the nine equality categories.

(Enter text below)

Annual Research undertaken by NISRA has indicated a continuous high level of confidence in the work of the Office of the Police Ombudsman (See copy of Omnibus Survey attached). During 2005-06 the Policy and Practice directorate within the Office undertook a review of its Equality Monitoring questionnaires that are sent to all individuals who make a complaint. The Coalition on Sexual Orientation assisted in this review, giving advice on sexual orientation monitoring. The questionnaire was also amended to include ‘in civil partnership’ as a new category of marital status. A new category of ‘country of birth’ was added to enable monitoring of potential complaints from the growing numbers of migrant workers now resident in Northern Ireland.

The Office has published three research reports in February 2006. The Equality Monitoring Report is an analysis of the information collected on some 4,000 equality monitoring questionnaires since the opening of the Office in November
2000 to March 2005 (see attached report). Two research projects were undertaken jointly with the Northern Ireland Policing Board; Policing, Accountability and the Lesbian, Gay and Bisexual Community in Northern Ireland, and Policing, Accountability and the Black and Minority Ethnic Communities in Northern Ireland were published by the Institute for Conflict Research. The reports summarise the views of over 1,000 people surveyed. Over 700 came from black and ethnic minority communities and 300 were lesbian, bisexual or gay. The recommendations contained in the reports were used to formulate an Action Plan to help the Office provide an even higher level of service to gay, bisexual and ethnic minority communities in Northern Ireland. This includes a planned programme of diversity training and a new community outreach strategy.

Section 6: Information Provision, Access to Information and Services

• Outline what action has been taken during 2005-06 to develop arrangements for the provision of information in accessible formats.
• Detail any initiatives/steps taken to improve access to services.

(Enter text below)

Over the course of the past year the Office has catered for the provision of information in accessible formats in the following ways:

• Arranging for interpreters to assist complainants using the services of the Office. This has included catering for languages such as Portuguese, Arabic and Bulgarian.

• Offering an online complaints form

• Ensuring that the organisational website conforms with Level A of Web Content Accessibility Guidelines.

• Publishing material in Ulster-Scots, Irish and Mandarin

• Arranging for documentation such as complaints leaflets, complaint forms, complaint statistics to be published in the languages outlined above

• Arranging for publications to be made available on Audiotapes upon request.

• The Office provides information to the public through its media releases and via them coverage in broadcast and print media is available through Northern Ireland.
Also through its presentations made to the range of community groups and District Policing Partnerships during the year, the Office aims to provide information in accessible formats to a broad spectrum of local society.

Access to services of the Office have been accommodated on a regular basis with employees of the Office traveling to meet complainants at venues suitable to them, including Citizens Advice Bureau Offices, hotels, home visits etc.

Also access to complainants is made available through use of a minicom service. Staff within the Office have received training on how to operate the minicom system and the Office has informed RNID, (Royal National Institute for the Deaf) NIDYA (Northern Ireland Deaf Youth Association) and DANI (Deaf Association Northern Ireland) to update them of the operation of this service.

Section 7: Complaints

- Identify, during 2005-06, the number of Section 75 complaints:
  - received by the authority;
  - resolved by the authority;
  - which were not resolved to the satisfaction of the complainant; and
  - which were referred to the Equality Commission.

(Enter text below)

The Office did not receive any Section 75 complaints during the period in question.

Section 8: Scheme Timetable

- Provide an update of your equality scheme implementation timetable (covering all the scheme commitments), identifying any changes since your previous report. Please detail any planned actions outstanding.

Timetable

The following timetable summarises the measures which the Office proposes to take during the five years following the commencement of the Scheme.
Year 1  June 2002 – May 2003

Screening of policies (Stage 1) (June 2002 – August 2002)

Consultation on the screening exercise (Stage 2) (September 2002 – October 2002)

Report on the screening exercise (Stage 3) (November 2002)

Refining of methodology for carrying out equality impact assessments.

Equality impact assessments of those policies which have come first in the prioritisation exercise.  (A prioritised schedule will be prepared for the 5-year period).

Review of monitoring arrangements.

Implement ongoing training plan as detailed in Section 9.

Complete first annual review and submit to the Equality Commission.

Screen and where necessary carry out equality impact assessments on all new policies, functions and duties.

Year 2  June 2003 – May 2004

Equality impact assessment of those policies identified for year 2 in the prioritisation schedule:

- **Public Awareness- To ensure maximum awareness of the Complaints Service and that it is fully accessible and responsive to the community.**

- **Recruitment and Selection (including Advertising and Promotions and temporary/casual employees)**

Finalisation of any ongoing specialist staff training.

Complete second annual review and submit to the Equality Commission.

Screen and where necessary carry out equality impact assessments on all new policies, functions and duties.
**Year 3  June 2004 – May 2005**

Equality impact assessment of those policies identified for year 3 in the prioritisation schedule:

- **Guidance for updating Complaints and Police Officers**
- **Informal Resolution of Complaints**

Complete third annual review and submit to the Equality Commission.

Screen and where necessary carry out equality impact assessments on all new policies, functions and duties.

Provide training for all new staff.

**Year 4  June 2005 – May 2006**

Equality impact assessment of those policies identified for year 4 in the prioritisation schedule:

- **Procurement policy and purchasing arrangements**

- **Security Vetting- To ensure that adequate measures, processes and procedures are in place so that information and other assets are given appropriate levels of protection to enable OPONI to meet its legal and moral obligations and maintain confidence in the exercise of its statutory functions.**

Complete fourth annual review and submit to the Equality Commission.

Screen and where necessary carry out equality impact assessments on all new policies, functions and duties.

Provide training for all new staff.

**Year 5  June 2006 – May 2007**

Equality impact assessment of those policies identified for year 5 in the prioritisation schedule:

- **Improve Policy and Practice of Policing**

Conduct a comprehensive review of the working of the Office’s Equality Scheme over the five years.
Screen and where necessary carry out equality impact assessments on all new policies, functions and duties.

Provide training for all new staff.

**Section 9: Consultation, Participation and Engagement**

- Provide details of the processes adopted to engage with representative groups during 2005-06.
- Outline measures taken to enhance the level of engagement that were successful and unsuccessful.

The Office has established a number of channels for managing Section 75 consultation exercises. Following a review of existing policies, procedures and practices and/or the establishment of new policies, procedures and practices, drafts are prepared of the new items by the department responsible for the policy documentation. An Equality Impact Working Committee has been established to review internally the impact of any proposed changes and to recommend additional amendments as required. This Committee has a core of members from the various directorates within the Office, but also seconds onto the Committee, employees with specific knowledge of and experience in the issues under consideration. The draft documents are then presented to the Senior Management Team (SMT) for their consideration and approval.

The Office has formal Trade Union recognition agreements with the Northern Ireland Public Service Alliance (NIPSA) and UNISON, and meet in a Joint Negotiation Consultation Committee on a regular basis to discuss and agree on Section 75 issues prior to implementation. Communication channels include Departments Heads and Trade Union representatives.

The Office also uses Team Briefings, emails circulated to all employees, and the organization’s Intranet to provide information for internal consultation through the JNCC and SMT mechanisms.

The Office also engages with representatives of the nine Section 75 categories, and provides them with all policies, procedures, practices etc that may have an equality impact. In the period April 2005 to March 2006, the Office forwarded documentation relating to two draft policies that have been introduced during the period April 2005 to March 2006. The draft policies were:
1) Draft Security Vetting Procedure
2) Draft Procurement Policy & Procedure

These draft policy documents were sent to the following organizations for consideration, consultation and response.

1) Methodist Church in Ireland
2) Presbyterian Church in Ireland
3) Roman Catholic Church
4) Alliance Party
5) DUP
6) Sinn Fein
7) SDLP
8) UUP
9) NICEM
10) Belfast Travellers Education and Development Group
11) Help the Aged
12) Age Concern
13) Contact Youth
14) Northern Ireland Youth Forum
15) Gingerbread NI
16) COSO
17) Women’s Support Network
18) Men to Men
19) Disability Action

Feedback received from the various organizations is reviewed and content and suggestions given serious consideration. Feedback has been and will be used to develop and amend policies, procedures and practices for the benefit of both staff and the wider community.

Consultation with and listening to the public is key to ensuring that the service which the Office provide meets their needs. Clearly those needs vary in differing situations. The Office continues to place great importance on its programme of public engagement. During the year our focus on young people continued with 16 presentations delivered to schools across the province. We also had a structured programme of engagements with District Policing Partnerships, which are a most important resource for us in terms of engagement on policing issues with local communities. Presentations were also delivered to Housing Community Network Meetings, Political parties, Rural Community Network, Carrickfergus Young Citizens Forum & Intercomm North Belfast.

Section 10: The Good Relations Duty
Provide details of steps taken to implement or progress the good relations duty during the year. Please indicate any findings or expected outcomes from this work.

(Enter text below)

The Office continues to meet its equality and good relations objectives by continued use of the following:

- Maintaining a focus and priority in the corporate planning and monitoring for equality and good relations/performance.
- Commissioning questions in external public attitudes survey, assessing impact of the Office on all groups in the public domain.
- Involving staff and seeking their views in a Staff Attitude Survey carried out in March 2006, with the results to be shared with staff through the JNCC & published on the Intranet.
- Assessing the impact of organizational policies on all employees through the JNCC and management process.
- Issuing correspondence and information on our EQIA process to representative groups of the nine Section 75 categories.

Section 11: Additional Comments on Mainstreaming

The main aim of the statutory duties is to mainstream equality of opportunity and good relations considerations into the functions of the authority, leading to better policies and service delivery. Please provide any additional information/comments you think may be relevant.

(Enter text below)

The Office of the Police Ombudsman values diversity by respecting our differences and reflecting this in the way we work and treat each other. Diversity at work builds on the traditional principles of equality of opportunity that focuses on ensuring that all people have access to employment opportunities and conditions. Diversity means accepting, welcoming and valuing the differences inherent in every individual and recognizing the contribution that a diverse workforce can make to organizational effectiveness and performance.
The following statements express our commitment to creating a working environment that values the diversity of people:

- The Ombudsman’s Equality Scheme incorporating Section 75 of the Northern Ireland Act 1998.
- Equal Opportunities Policy, Section 5.1 of the Staff Handbook.
- Harassment Policy, Section 5.7 of the Staff Handbook.
- Code of Ethics paragraphs 26-29.

The Office incorporates equality into every aspect of its business, and has annual goals, objectives and targets to measure performance at an organizational level. There is also an individual requirement on all Office staff to actively promote equality of opportunity and to support diversity in the workplace.

The Office has carried out a Staff Attitude Survey during the period 2005-2006 and will use these findings and recommendations to develop better policies and service delivery.
Section 12: Concluding Questions

12A) Does the authority believe its work on implementing the statutory duties during 2005-06 produced positive benefits for the organisation?  

YES ✓  if yes please complete the following

No □

<table>
<thead>
<tr>
<th></th>
<th>Very noticeably</th>
<th>Noticeably</th>
<th>No real change</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Increased awareness of equality issues in policy making</td>
<td>✓</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>ii) Increased ability to ensure policies are designed and targeted to reflect equal opportunities objectives</td>
<td>□</td>
<td>✓</td>
<td>□</td>
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<tr>
<td>iii) Increased awareness of good relations issues in policy making</td>
<td>✓</td>
<td>□</td>
<td>□</td>
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<tr>
<td>iv) Increased ability to ensure policies are designed and targeted to reflect good relations objectives</td>
<td>□</td>
<td>✓</td>
<td>□</td>
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<tr>
<td>v) Increased awareness of equality issues in service delivery</td>
<td>✓</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>vi) Increased ability to ensure services are designed and targeted to reflect Section 75 requirements</td>
<td>✓</td>
<td>□</td>
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</table>

12B) Does the authority believe its work on implementing the statutory duties during 2005-06 produced positive benefits for groups within the Section 75 categories?  

YES ✓  if yes please complete the following

No □

<table>
<thead>
<tr>
<th>Category</th>
<th>Very noticeably</th>
<th>Noticeably</th>
<th>No real change</th>
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<tbody>
<tr>
<td>Persons of different religious belief</td>
<td>□</td>
<td>□</td>
<td>✓</td>
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<td>Persons of different political opinion</td>
<td>□</td>
<td>✓</td>
<td>□</td>
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<td>Persons of different racial groups</td>
<td>□</td>
<td>✓</td>
<td>□</td>
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<td>Persons of different age</td>
<td>✓</td>
<td>□</td>
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<td>Persons with different marital status</td>
<td>□</td>
<td>□</td>
<td>✓</td>
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<td>Persons of different sexual orientation</td>
<td>✓</td>
<td>□</td>
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<tr>
<td>Men and women generally</td>
<td>□</td>
<td>✓</td>
<td>□</td>
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<tr>
<td>Persons with and without a disability</td>
<td>□</td>
<td>✓</td>
<td>□</td>
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<td>Persons with and without dependents</td>
<td>✓</td>
<td>□</td>
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Please go to Question C over
QUESTION 12C

If you answered yes to QUESTION 12 B, for each of the categories where a noticeable or very noticeable change has occurred, please give examples of those changes to policies or practices which have resulted in positive change. If the change was a result of an EQIA please tick the appropriate box in column 3:

<table>
<thead>
<tr>
<th>Category</th>
<th>Policy or Practice</th>
<th>Tick if result of EQIA</th>
</tr>
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<tbody>
<tr>
<td>Persons of different religious belief</td>
<td>Outreach programme</td>
<td>√</td>
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<tr>
<td>Persons of different political opinion</td>
<td>Outreach programme</td>
<td></td>
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<tr>
<td>Persons of different racial groups</td>
<td>Awareness, Language facilitation</td>
<td></td>
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<td>Persons of different age</td>
<td>Outreach programme, Targeted young people</td>
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<td>Persons with different marital status</td>
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<td>Persons of different sexual orientation</td>
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<tr>
<td>Men and women generally</td>
<td>Use of same gender staff</td>
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<tr>
<td>Persons with and without a disability</td>
<td>Translation services, Aids to understanding</td>
<td>√</td>
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<td>Persons with and without dependents</td>
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</table>
Appendix A

Screening & EQIA Update

Please enter details relating to the authority’s progress using the following matrices.

i) EQIA Timetable – 2005-06

<table>
<thead>
<tr>
<th>Title of policy EQIA underway during April 2005- March 2006</th>
<th>Stage (as per Steps 1-7 of EQIA Process) As at end March 2006</th>
<th>If joint-EQIA please state partner authorities</th>
<th>Outline any adjustments to policy intended to benefit individuals from the nine equality categories and outline the relevant categories affected.</th>
<th>Were adjustments to policy a result of Assessment of adverse impact/ feedback from Consultation, or Both Please enter A, C or Both</th>
<th>If EQIA decision making stage completed, is amended policy being implemented? Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Draft Security Policy</td>
<td>5</td>
<td></td>
<td>Increase vigilance on counter terrorist vetting</td>
<td>C</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Draft Procurement Policy</td>
<td>5</td>
<td>NIO</td>
<td>Ensuring accessibility of disability groups heightened</td>
<td>C</td>
<td>Yes</td>
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<td>3.</td>
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</table>

ii) Ongoing Screening Activities 2005-06

<table>
<thead>
<tr>
<th>Title of policy subject to screening during April 2005- March 2006</th>
<th>If joint policy please state partner authorities</th>
<th>Was initial screening decision changed following consultation? Yes/No</th>
<th>If Screening completed is policy being subject to EQIA?Yes/No</th>
<th>If EQIA planned indicate year for assessment</th>
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</table>
iii) Ongoing EQIA Monitoring Activities 2005-06

<table>
<thead>
<tr>
<th>Title of EQIA subject to Stage 7 monitoring during April 2005- March 2006</th>
<th>If joint policy please state partner authorities</th>
<th>Indicate if differential impacts previously identified have reduced or increased</th>
<th>Indicate if adverse impacts previously identified have reduced or increased</th>
</tr>
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<tbody>
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<td>1.</td>
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<td>5.</td>
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</table>

iv) 2006-07 EQIA Time-table

<table>
<thead>
<tr>
<th>Title of EQIAs due to be commenced during April 2006 – March 2007</th>
<th>Existing or New policy? Please enter E or N below.</th>
<th>If joint-EQIA please state partner authorities</th>
<th>Please indicate expected date of completion of EQIA Stage 6 i.e Decision making stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <em>Improve Policy and Practice of Policing</em></td>
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