



**POLICE
RACE
ACTION
PLAN**

Improving policing
for Black people

Building Police Legitimacy

The Time is Now

T/DAC Dr Alison Heydari



Improving policing
for Black people

Legitimacy

the quality of being legal

the fact of being allowed by law or done according to the rules of
an organization or activity

the quality of being reasonable and acceptable

the state of being fair or honest

LEGITIMACY | definition in the Cambridge English Dictionary

Legitimacy - Procedural Justice

FAIRNESS

VOICE

TRANSPARANCY

IMPARTIALITY

PRAP Programme Director/ Chief Officer Lead for OOCR

- Hampshire Police 2001
- Detective in Criminal Investigations Department
- Geographic Commander
- John Jay Exchange New York
- June 2020 Joined Metropolitan Police Service
- June 2020 Chief Officer - Frontline Policing Commander
- Public Order Public Safety Gold Commander
- Chief Officer lead for Out of Court Resolutions
- August 2023 Director Police Race Action Plan NPCC
- Mentoring/coaching, collaboration, engagement, wellbeing
- Diversity, Equality, Inclusion , Equity
- Building Legitimacy - Procedural Justice



Dr Alison Heydari
T/Deputy Assistant Commissioner



Context



1963 Bristol Bus Boycott



1970 Mangrove Nine



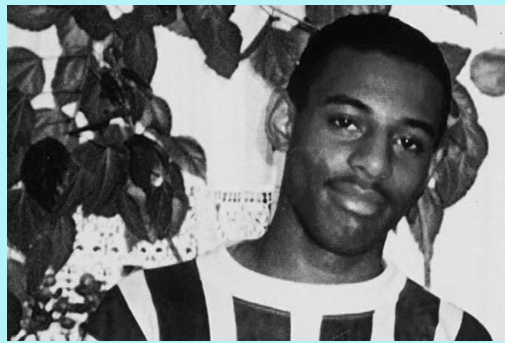
Sus Law 1970s/80s



1981 New Cross Fire



1981 Brixton Riots



1993 Stephen Lawrence Murder

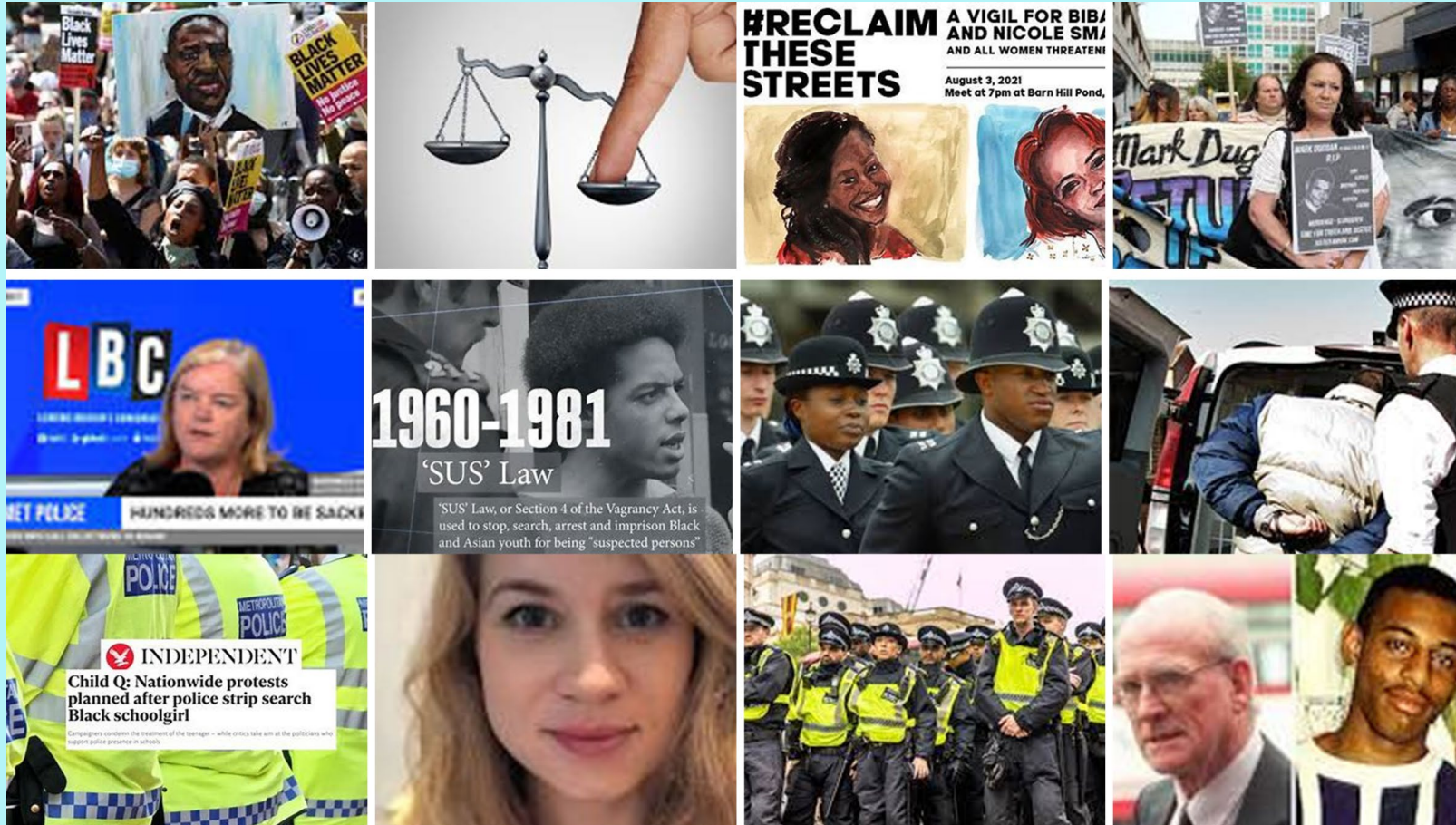


2005 Anthony Walker Murder



2018 Windrush Scandal

Context



Context



“ The review I’ve commissioned will explore whether the police getting involved in politically contentious matters is having a detrimental impact on policing. I will leave no stone unturned in ensuring policing acts for the benefit of the British public.”



Out of Court Resolutions The Opportunity is Now!



OOCR - We have rebranded

Out of Court Resolutions →

**Out of Court
Resolutions**

Delivering justice with fair outcomes
for victims, offenders & communities

**Out of Court
Resolutions**

Delivering justice with fair outcomes
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Out of Court Resolutions

Out of Court Disposals (Resolutions)
National Strategy
v.2.2

FOR POLICE EYES ONLY
(public copy available on the NPCC website)

PORTFOLIO LEAD

Commander Dr Alison Maydall NPCC OutCD Portfolio Lead

National Strategy Document 2022 – 2027

'The aims of my strategy are to achieve equality of service for all and equal opportunities to receive an OoCD no matter your race, background or age. We are striving for victim satisfaction, trust and confidence ensuring the voices of victims are heard in the decision making process and that there are prompt resolutions to the crimes they experience.'



Change in legislation with a **new** caution framework

Part Six



The screenshot shows the 'Police, Crime, Sentencing and Courts Act 2022' page on legislation.gov.uk. It includes a search bar, navigation tabs (Home, Browse Legislation, New Legislation, Coronavirus Legislation, Changes To Legislation), and a table of contents. The 'What Version' section shows the 'Original (As enacted)' version selected. The 'Opening Options' section is also visible.

Police, Crime, Sentencing & Courts Act 2022

Six-Tier Framework	Two-Tier Plus Framework
Adult Conditional Caution	Diversionary Caution
Simple Caution	Community Caution
Community Resolution	(plus) Community Resolution
Khat warning	
Cannabis Warning	
Penalty notice for Disorder (PND)	

Rehabilitate, support, educate & prevent reoffending, deals with the root causes to divert away from criminality

The Opportunity is NOW!

Aligns to government priorities.....Safer Streets £34 Million available to tackle ASB & VAWG, for outreach programmes, educational activities, attitudinal & behavioural change programmes

“Move from right to left”; drive and deliver more out of court outcomes to create better life outcomes for offenders and help create safer communities

Condition setting that deals with the offending behaviours

Embed cultural change towards rehabilitation and diversion through implementation of force structural programmes with centralised delivery to fully support OoCR & 2Tier+

Opportunities for changing the CJ landscape to a preventative approach, giving LT benefits of reduction in demand to front line and CJS

Encourage funding across Policing and PCCs, the evidence base supports it

Swift justice for victims, improving trust and confidence with meaningful outcomes

There is evidence that a deferred scheme can provide significant cost benefits across the CJS and will deliver restorative and rehabilitative conditions, compared to punitive less effective court outcomes

Embed OoCR delivery into force Performance framework

Deferred Prosecution

The Lammy Review

An independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System



The Lammy Review (publishing.service.gov.uk)

- Alongside building trust, the CJS should learn from innovations that place less emphasis on the role of plea decisions. For example, 'Operation Turning Point' in the West Midlands¹⁰⁷ intervened before defendants are asked to enter a plea. Defendants were given the opportunity to go through a structured intervention, such as drug treatment, instead of facing criminal charges. Compliance with the intervention saw charges dropped; non-compliance saw the defendant prosecuted.

Recommendation 10: The 'deferred prosecution' model pioneered in Operation Turning Point should be rolled out for both adult and youth offenders across England and Wales. The key aspect of the model is that it provides interventions before pleas are entered rather than after.

Out of Court Resolutions

Delivering justice with fair outcomes for victims, offenders & communities



Deferred Prosecution vs Standard Prosecution

Compared to standard prosecution, Offender Management by Turning Point (Deferred Prosecution with a Plan) caused these effects:

- 1. Reduced crime harm by 36%**
- 2. Increased justice imposed by 34%**
- 3. Increased victim satisfaction by 45%**
- 4. Reduced cost of justice by 45%**

What happens next?



Explore with partners a national approach to Deferred Prosecution Schemes



Collaborate with the CPS to understand what the barriers are



Undertake stakeholder consultation



Production of National Deferred Prosecution Guidance



What are we doing to assist force readiness?



Supporting pilots

Deferred Prosecution Schemes

FNO Conditional Cautions



Outcome 22 Guidance



Rebrand Strategy



Adult Gravity Matrix



Force Readiness 3 Year Plan



Communications, Advice, Support & Events



DA – Pilot & Conditional Cautions



Community Resolution Guidance

Strategic OoCR Gold Group

National Commissioning Services Framework

PNC/PND/RMS

Child Gravity Matrix

HC Pilot



Disproportionality



Digital Solutions for OoCR management, Self Assessment & Scrutiny



RMS Providers

Outcome Code Review

Data & Management Information – What Works & for Whom?

Building Police Community Trust and Confidence

National Police Race Action Plan

Police Race Action Plan Timeline

June 2020

- Police Race Action Plan announced following murder of George Floyd
- Introduced to address low levels of trust and confidence in Black communities
- Recognition of trauma caused by UK policing over decades
- Stated aim - improving policing for Black people by building an anti-racist police service
- Expected that positive impact will also be felt more widely for other ethnic minority communities as a result
- Joint Plan with National Police Chiefs' Council and College of Policing
- Independent Scrutiny and Oversight Board – Overview and external scrutiny
- National Black Police Association – Key stakeholder
- Chief Officer Strategic Leads for each Workstream

May 2022

- First iteration of Police Race Action Plan published

July 2024

- Release of the Progress report



Workstreams

Workstreams

1 – Internal Culture & Inclusivity

Black people and communities are properly represented within policing, with an internal culture that promotes inclusivity and supports their development and progression.

2 – Use of Powers

Black people and communities are respected and treated in a fair and equitable way

3 – Community Engagement

Black people and communities are routinely involved in the governance of policing.

4 – Protection

Black people are not 'under-protected' and are properly supported as victims of crime and as vulnerable groups.

Enablers

Data & Evidence

Communications

PRAP Progress

- Clarity of mission and vision.
- Governance Review.
- Embedding the Plan to ensure legacy.
- Roadmap and timelines.
- Resources, finance forward planning.
- Communication strategies in place.
- Learning from other Programmes.
- Engagement and feedback activity has increased across the country including listening to the voices of young people.

PRAP Progress

- Black history education
- Black Heritage advisory group
- Guidance in relation to the ethnicity pay gap
- Cross force mentoring pilot
- National guidance in relation to body worn video
- Independent research on racial disparities in use of Taser
- Stop and search review of good practice
- Established National Community Reference Group
- Research in relation to Independent advisory group
- Missing persons recommendations
- Evidence gathering for adultification bias
- Working with VAWG to address disparities within Black communities



We are listening

- ISOB
- NCRG
- Civil Society meetings
- Force Events
- NBPA
- Wider Engagement

Next Steps

- Streamlining and prioritisation activity
- Ongoing community and stakeholder engagement
- Supporting forces to embed the Plan
- Benchmarking to move to buddy system.
- Maturity Matrix
- Anti-racism commitment
- Embedding within existing police structures/committees
- Plan Reiteration first quarter 2025

Next Steps

- Guidance around language and terminology
- Build single webpage to provide ongoing updates on actions and good practice
- Updated plan to be published – would appreciate force support around communications
- PRAP performance report for policing nationally
- Comms activity aimed at young people – student media day, stop and search video, wider campaign
- Radio broadcast across community stations
- New Culture and Inclusion strategy – College of Policing
- PRAP user guides – bespoke guidance for different roles and areas in policing

Building Legitimacy through Procedural Justice

Legitimacy

*The meaning of legitimacy is the quality or state of being legal, **reasonable, or acceptable**. It is a judgment by an individual or a group about the **rightfulness** of a rule, institution or leader.*

Promoting Procedural Justice in the policing context

- Offering people the chance to ask questions and responding to what they say;
- Explaining how processes work and why
- Anticipating frequently asked questions
- Explaining how decisions are made before a procedure starts
- Making sure people have a chance to 'tell their story'
- Being respectful in your tone and behaviour
- Scripting the start of formal processes to give everyone a consistent message
- Explaining reasons behind decisions (especially if it is not in the person's favour)
- Making a conscious effort to be approachable and not intimidating

Procedural Justice

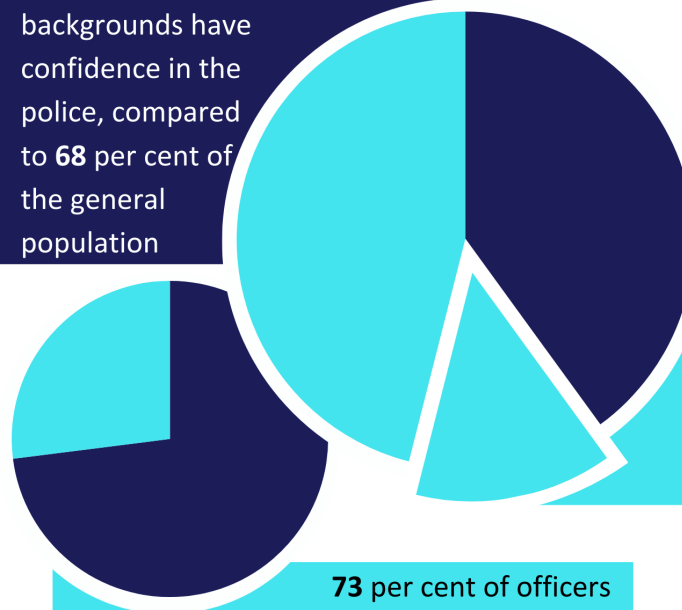
- Research
- Relevance to Policing
- Promoting Procedural Justice
- Leadership Challenges



Why does it matter?

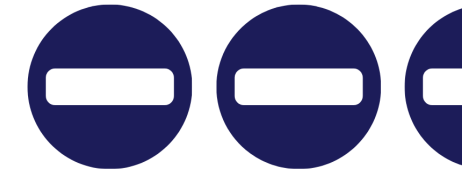
Why the Police Race Action Plan matters

60 per cent of people from Black backgrounds have confidence in the police, compared to 68 per cent of the general population



17 per cent of Black people are worried about violent crime, compared to eight per cent across the general population

For those from Black Caribbean backgrounds this is 49 per cent



Black people are 2.2 times as likely to be arrested as White people

73 per cent of officers and staff from Black backgrounds have experienced discriminatory behaviour

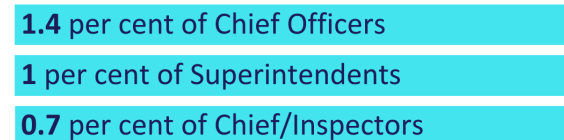


The rate of stop and search for those from the Black community is over four times higher than it is for White people



Black people are three times as likely to have police use force against them than White people

Black police officers are underrepresented at every senior level



are from Black backgrounds

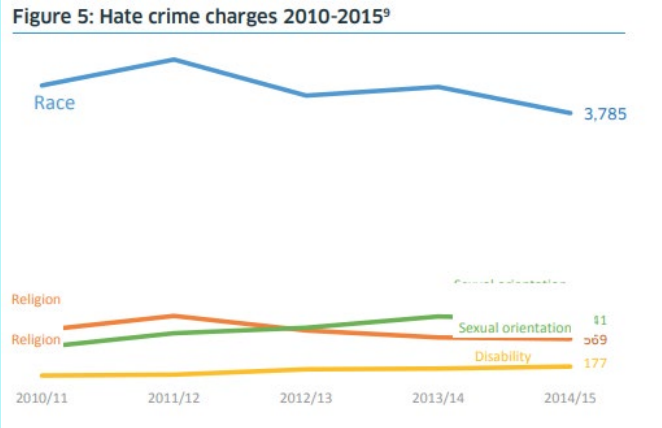
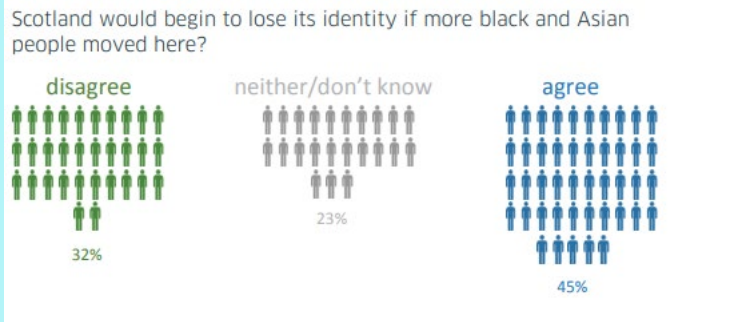
1.3 per cent of all police officers are from Black backgrounds, even though Black people make up around 4 per cent of the general population



POLICE
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Fairer Scotland

Why does it matter?



ANY QUESTIONS?

