



MCA Awards 2018 Winner

People

Deloitte with Police Service Northern Ireland

Policing in Northern Ireland is a sensitive and symbolic issue given the recent history of conflict and the evolution of policing since the Good Friday Agreement – a milestone in the country's peace process during the 1990s.

The difficult role and relationship policing had with some communities during that period has led to an ongoing challenge for the Police Service Northern Ireland (PSNI) as it seeks to attract a more diverse and inclusive workforce, representative of the community it serves.

PSNI recognised that it needed to fundamentally review its recruitment strategy, with a focus on understanding the key barriers to entry. In 2016, the PSNI turned to Deloitte to provide expert advice to their senior stakeholders as they sought to address this diversity challenge. Since then, Deloitte has undertaken significant research to understand the key issues affecting police officer recruitment in the UK, culminating in the report **Understanding barriers to police officer recruitment**.

Following publication of the report, Deloitte has worked closely with the PSNI's leadership on the findings of the research to ensure they fully understand the barriers to recruitment, which included factors both within their influence and societal issues requiring wider stakeholder input. The team also provided a range of recommendations to help improve the situation.

The research has reinforced the importance of the PSNI's stakeholder engagement, the need to continue to focus on diversity and inclusion within the working environment, and has led to substantive changes in the way it recruits officers.

Deloitte has since supported the PSNI in implementing the recommendations, helping it to move with speed and focusing on what could be achieved for the autumn 2017 recruitment campaign. The recruitment process will be shorter, communication with applicants more dynamic and the initial selection test element will be online, thereby improving the candidate experience.

We continue to support the PSNI, helping it to implement the new procedures as well as monitoring the impact on the diversity of applicants