



# Equality, Diversity and Good Relations Strategy

**2011 – 2016**

Which includes our arrangements to meet our duties under

- ❖ Section 75 of the Northern Ireland Act 1998 (Equality Scheme)
- ❖ Section 48 of the Northern Ireland Police Act 2000 (Gender Action Plan)
- ❖ Section 49A and B of the Disability Discrimination Act 1995 (as amended) (Disability Action Plan)

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- Large font
- Audiocassette
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# EQUALITY, DIVERSITY AND GOOD RELATIONS STRATEGY

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## **1. Foreword by Chief Constable, Matt Baggott**

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## 2. Introduction

In presenting our integrated equality<sup>1</sup>, diversity and good relations strategy<sup>2</sup> we intend to convey a sense of responsibility by evidencing how we will meet our obligations as per Section 75 of the Northern Ireland Act 1998 (Equality Scheme) Section 49 of the Disability Discrimination Act 1995 (as amended) (Disability Action Plan) and Section 48 of the Police Act 2000 (Gender Action Plan)<sup>3</sup>. However we also hope that this document conveys a sense of commitment in the areas of equality, diversity and good relations, to build upon what we have achieved to date and move beyond that and be able to evidence what the mainstream of these concepts truly looks like and how that can influence and shape public services. To do that we must make equality, diversity and good relations meaningful concepts for our personnel and service users. A first step in that direction is to have one integrated plan which addresses these issues. This will ensure unity of purpose and not dilute our efforts across a number of domains.

Indeed this approach has been arrived at after a number of years of delivering separate strategies to meet our legal obligations in relation to equality issues, gender issues and disability issues. We have had a separate Section 75 equality scheme, a Gender Action Plan and a Disability Action Plan in response

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<sup>1</sup> We will have due regard to the need to promote equality of opportunity between the nine categories as per Section 75, part (1) of the Northern Ireland Act, 1998.

<sup>2</sup> We will have regard to the desirability of promoting good relations between the three categories as per Section 75, part (2) of the Northern Ireland Act, 1998.

<sup>3</sup> A list of all legal obligations this Strategy will meet are listed in Appendix A.

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to our legal obligations and whilst there has been much progress we recognise that greater alignment of purpose will produce better results overall.

We are committed to continuing to involve officers, staff and members of the public in the delivery of this strategy and its further development. We have designed an Action Plan in consultation with the wider community/voluntary sector, Criminal Justice sector and internal stakeholders. In committing to ongoing dialogue we undertake to give careful consideration to the views expressed and to revise our strategy in response to feedback where possible to do so. Where it is not possible to revise our plan we will ensure that those providing the feedback are made aware of our reasoning. We will also endeavour to publish this information.

We will also develop and use data to identify where inequalities in service delivery exist as early as possible. Furthermore we commit to publishing the findings of screening of policies and any subsequent Equality Impact Assessments<sup>4</sup> in accessible formats. Furthermore we will commit to addressing inequalities in both service delivery and employment practices when either we have a legal obligation to do so, or where we believe it falls short of fairness.

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<sup>4</sup> Where PSNI screens and EQIA's policies to assess the impact they will have on the nine equality dimensions, we will adhere to the guidance for screening as published by the Equality Commission for Northern Ireland and the Commission's Practical Guidance on Equality Impact Assessment (2004)

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We will allocate resources (in terms of people, time and money) in order to implement effectively this Strategy and where opportune, build objectives and targets into corporate and annual operating plans.

We will also put internal arrangements in place to ensure that this Strategy is resourced and effectively implemented. We will ensure effective communication of this Strategy to officers and staff by providing all necessary training and guidance on the implementation of this plan.

We will monitor the effectiveness of this Strategy by having regular updates on progress at the quarterly meetings of the Strategic Diversity Steering Group (SDSG)<sup>5</sup>. The Group, chaired by Deputy Chief Constable (DCC), is comprised of members of the Northern Ireland Policing Board (NIPB) and PSNI's Chief Officer Group.

We will also produce an annual report, which will assess progress in the implementing of this strategy, and will be circulated to all and submitted to the Equality Commission. Within five years, we will completely review the strategy to ensure that this plan remains a live document and that progress is noticeable and change apparent.

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<sup>5</sup> The SDSG in assessing progress will also consider how PSNI is complying with the Section 75 Statutory duties and in particular will receive an annual review of progress.

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If we receive complaints about how we go about developing, or implementing the strategy we will endeavour to resolve these matters to a satisfactory outcome.<sup>6</sup>

This Strategy will be implemented to underpin the Policing Plan 2011-2014 and the Policing with the Community 2020 Strategy which establishes the framework for the delivery of policing in the future.

### 3. Our Vision:

**“To be the finest personal, professional and protective police service in the world.”** The promotion of equality, diversity and good relations will help achieve this vision by increasing trust, confidence and satisfaction, particularly among underrepresented groups, in the Police Service of Northern Ireland.

### 4. Background:

This is the Police Service of Northern Ireland’s (PSNI) second equality and diversity strategy. The first, produced in 2008, incorporated the themes of:

- Equality
- Diversity
- Good Relations
- Promoting Trust

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<sup>6</sup> See page 27 for full details on how complaints will be dealt with.

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and set out 34 actions to address issues relating to:

- Gender
- Race
- Sectarianism

Much has been achieved during the delivery of the first Shared Future Strategy. We saw improvements across a range of areas. We delivered a better quality of service to victims of crime, especially victims of domestic abuse. We increased the numbers of Catholic and female officers<sup>7</sup> and are now a more reflective Police Service. We also engage with more communities who were traditionally disengaged and disenfranchised, specific actions such as

- publication of a second Gender Action Plan
- development and delivery of a bespoke Equality and Diversity Training Plan
- implementation of an Equality Scheme and programme of action
- development family friendly initiatives
- delivery of programmes to encourage greater application from underrepresented groups whose first language is not English
- the relaunch of Policing with the Community Strategy
- funding of initiatives within communities from Policing with the Community and Asset Recovery monies

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<sup>7</sup> As at 1<sup>st</sup> May 2011, the percentage of Catholic officers is 30.27% and the percentage of female officers is 26.58%.

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- delivery of our Citizen and Safety Education programme in more schools than ever before
- establishment of a Women's Police Association, Gay Police Association and Ethnic Minority Police Association.

This is just a taster of some of the actions we have undertaken. All of which has translated into progress which is evidenced by an increase in Satisfaction and Confidence

But the expectations and opportunities in the area of business have changed and the time is now right to refocus our efforts on outcomes which improve the lives of all service users and our personnel.

### **5. Context:**

This new plan aims to put fairness and respect for all individuals, regardless of their differences, at the heart of policing. We also recognise that people want to experience real difference and want actions rather than words. So we acknowledge that whilst this document may not always use the same technical language familiar in Equality Schemes, do not doubt our commitment to the principles and practices of promoting and mainstreaming equality of opportunity, diversity and good relations across our business and throughout our functional areas. Alignment of this goal will also be evidenced in delivery on our Commitments (Appendix E), which all personnel are expected to adhere

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to. To help our personnel focus greater activity towards outcomes, this strategy will cover all nine dimensions of difference as outlined in Section 75 of the Northern Ireland Act 1998:

- Age (young people and older persons)
- Persons with dependents and persons without
- Persons with a disability and persons without
- Marital Status
- Racial Group
- Men and women
- Sexual Orientation
- Political Opinion<sup>8</sup>
- Religious Belief

The Strategy will also unify all efforts in this area in one composite document thus ensuring that there is alignment of purpose. This document will thus cover issues previously addressed in the:

- Disability Action Plan
- Gender Action Plan
- Section 75 Equality Scheme
- Shared Future Strategy

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<sup>8</sup> For the purpose of this Strategy, political opinion will also include consideration of the dimensions of community background.

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This approach acknowledges that inequality and exclusion are experienced differently by different groups but that efforts which are initially focused on one group often have beneficial effects for other marginalised groups. In essence we will recognise the multi dimensional aspects of exclusion.

However, we also recognise that whilst there is widespread appreciation of this approach we cannot lose sight of the unique needs of different sectors. In particular, we explicitly recognise that the needs of people with disabilities are different from those of non disabled people and will comply with the duty as outlined in Section 49A and B of the Disability Discrimination Act 1995 (as amended).<sup>9</sup> In considering the need to meet our obligations in relation to people with disabilities, we will strive to eliminate unlawful discrimination and harassment of disabled persons which is related to their disability, promote equality of opportunity for people with disabilities and we will make reasonable adjustments which may necessitate removing barriers not experienced by non disabled people. In particular, we will strive to promote positive attitudes towards people with a disability and encourage the participation of people with disabilities in public life.

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<sup>9</sup> Section 49A states "Every public authority shall in carrying out its functions have due regard to:

(a) the need to promote positive attitudes towards disabled persons; and  
(b) the need to encourage participation by disabled persons in public life."

Section 49B states "A public authority to which this subsection applies shall prepare and submit to the Commission a plan showing how the public authority proposes to fulfil the duty imposed by section 49A in relation to the relevant functions."

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Furthermore, given the requirements of Section 48 (part 2) of the Police (Northern Ireland) Act 2000, we will pay particular attention to the numbers of women working within PSNI as officers and staff. Where women are underrepresented we will adopt specific actions to address this in our five year Action Plan, all of which is intended to have a Service which both genders have satisfaction and confidence in. We will also strive to ensure that particular services such 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, engagement, partnership working and focusing on service delivery.

We are striving to ensure the approach we have adopted truly evidences the concept of "mainstreaming" equality into all our functions by demonstrating how the consideration of the promotion of equality and good relations are factored into decision making.

In particular we will

- screen all policies, using an assessment of relevancy and proportionality  
and then
- assess and consult on (using screening and EQIA)
- publish the results
- monitor the impact
- publish data where negative differential impact is found

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those policies adopted or proposed which have most impact on service delivery and/or employment practices. In doing so bring to life our commitment to mainstream the promotion of equality of opportunity. The findings from these processes will be reported upon to the SDSG and will inform policy development and decision making.

## **6. How we will engage with you:**

PSNI want to ensure that the services it delivers are accessible and fair to all. To this end we will make sure to publish information in formats that are accessible by all including those whose first language is not English and those who communicate orally. We will increasingly use new technology to engage different audiences. We want to ensure that we continue to improve our services in light of what you tell us. We are committed to continuing to carry out consultation in accordance with the general consultation principles contained in the Equality Commission guidance, "Section 75 of the Northern Ireland Act 1998 – A Guide for Public Authorities" (April 2010) and in particular with the Equality Commission's "Let's Talk, Let's Listen" (May 2008) guidance.

In particular PSNI will:

- allow sufficient notice for consultation (12 weeks) except in exceptional circumstances when we will guarantee a minimum of 8 weeks
- have a database of consultees from the Community/Voluntary sector as well as Statutory Agencies (see Appendix B)
- produce any consultation document in accessible formats

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- publish the outcome of any consultation process
- use a variety of formats to consult i.e.:
  - face to face meetings
  - email
  - online media such as Facebook, Twitter
  - telephone
  - written documents
- target consultation exercises towards those affected by the policy in question
- use specific techniques to engage:
  - young people and children
  - people with learning difficulties
  - minority ethnic communities
  - disadvantaged communities.

## **7. What we have been told (Consultation):**

This strategy has been informed by listening events and face to face meetings. People are keen to see fairness and dignity of the individual placed at the heart of policing. They see the mainstreaming of equality, promoting of diversity and imbedding of good relations as a way of achieving this.

To date people have told us they want to see:

- Better customer experience when they have contact with PSNI.

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- Improved access to police stations and points of contact within the service.
- Improved communication about the service people can expect when they are victims of crime or offenders, or when feeling vulnerable.
- Better performance in relation to hate crime.
- Greater consistency of service across Northern Ireland.
- Visually improved police stations with easier access.

We will continue to consult on the likely impact of any new policies or changes to policy direction.

## 8. Themes

Based on feedback to date this plan sets out three strategic themes which shall provide the framework for performance improvement and the delivery of equality outcomes at every level of the police service. The three themes are:

- Identifying, Addressing and Reducing Inequalities in Service Delivery & Employment Practice
- Evidencing equality and diversity across the Police Service
- Improving the prevention and detection of Hate Crime and crimes which act as a "signal" to a community that they are at risk.

In essence what we want to do is:

**To identify, address and reduce Inequalities in Service Delivery & Employment Practice (Professional Policing – Service Delivery)**

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*We will use research, both qualitative and quantitative to identify areas of under performance and address these, be it in service delivery or employment practice.*

### **Evidencing equality and diversity across the Police Service (Personal Policing – Engagement)**

*Through the lifetime of this strategy we will use positive actions to evidence diversity in what we do, how we do it, and how we are seen to do it. We know that there is a balance to be struck between actions which could be seen as tokenism and truly evidencing equality and promoting diversity but we will strive to visibly demonstrate a different looking and feeling organisation as we go about our daily business.*

### **Improving prevention and detection of Hate Crime and crimes which act as a “signal” to a community that they are at risk (Protective Policing – Partnership)**

*Through the lifetime of this strategy we will improve our performance in respect of the prevention and detection of hate crime and crimes which act as a “signal” to a community that they are at risk. We know the most vulnerable and marginalised are often most fearful of criminal activity. We want to reassure them and help make them feel safe.*

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## 9. How we will oversee delivery.

The aspirations, hopes, themes and measures set out in this document have resulted from extensive consultation with the community/voluntary sector, public sector representatives and monitoring bodies. The document also reflects the commitments of government to shared peaceful, pluralist and equitable society. It is hoped that these aspirations and vision are reflected in a language of "hope" for the future.

That said, no single individual or unit in PSNI can deliver the vision and all parts of the PSNI must work towards the implementation of this Strategy. It is essential that a genuine partnership approach is developed. This necessitates the buy-in of all to high level targets and the investment in resources, skills and knowledge.

Success depends on effective leadership. This leadership will be provided by the SDSG who will draw on the experience of those involved in delivering the Strategy. The timetable by which the SDSG will assess implementation of this Strategy and delivery of the attached Action Plan is outlined in broad terms overleaf.<sup>10</sup>

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<sup>10</sup> For better detail of the Action Plan see Appendix D

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Timetable	Measure	Ownership
Feb '11 – Apr '11	Pre-consultation on draft Equality, Diversity and Good Relations Strategy	Equality & Diversity Unit
Apr '11 – Jun '11	Conduct Audit of Inequalities	Equality & Diversity Unit
Jun '11 – Sept '11	Consultation on Equality, Diversity and Good Relations Strategy and associated Action Plan	Equality & Diversity Unit
Aug '11 (annually)	Section 75 Annual Progress Report	Equality & Diversity Unit
Nov '11	Publication of Equality, Diversity and Good Relations Strategy and associated Action Plan	Equality & Diversity Unit
Nov '12	Review of Equality, Diversity and Good Relations Strategy and associated Action Plan	Equality & Diversity Unit
Nov '12 – 'Nov 16	Deliver on our commitments in our Strategy including <ul style="list-style-type: none"> <li>- Training</li> <li>- Assessment of Policy</li> <li>- Monitoring of Policy</li> <li>- Consultation</li> <li>- Monitoring and delivery of accessible information</li> <li>- Monitoring and delivery of accessible services</li> <li>- Annual Review of Strategy and Action Plan</li> </ul>	Strategic Diversity Steering Group

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## **10. How we will assess, monitor and publish the impact of policy formation or change.**

In order to make sure equality, diversity and good relations continues to be mainstreamed within our processes we will take into account assessment and consultation findings which emerged in relation to any policy decisions or implementation which impact upon people's daily lives.

In order to do this effectively we will assess the intended outcomes of the policy in question upon the promotion of equality of opportunity and good relations.

Such exercises will be conducted using screening and equality impact assessment as tools for assessing the likely impact of a policy on the promotion of equality of opportunity and on good relations.<sup>11</sup> All such screening/EQIA will focus on the intended outcomes of the policy in question. The flow chart attached in Appendix C outlines our arrangements.

Once a policy has been implemented, having been through the screening process, we are committed to ensuring our data monitoring arrangements are sufficiently robust to identify any potential adverse impact in the delivery of the policy.

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<sup>11</sup> Screening and EQIA processes will comply the process as outlined in the Equality Commission for Northern Ireland's "Section 75; A Guide for Public Authorities" and the Commission's Practical Guidance on Equality Impact Assessment (2004)

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The publication of assessments and delivery impact will be made available online, through accessible formats and disseminated to those affected.<sup>12</sup>

## 11. Assumptions

This plan is not devoid of context and it has been informed by the financial realities which will exist across the public sector from 2011 - 2016. For instance we know that:

- There will be no recruitment for new officers post March 2011 for some time. Subsequently the numbers recruited are not expected to exceed 150 per year.
- There will be no promotion opportunities for Police Constables or Police Sergeants in 2011 and very limited promotion opportunities in 2012.
- There will be a continuing focus on moving officers from back office positions to front line service positions.
- There will be an expectation that officers will be able to evidence an increasing percentage of their time spent on operational duties as opposed to paper work or training.
- Police staff will increasingly be expected to fulfil functions which will directly support front line policing. This inevitably will necessitate moving staff and managing that change process.

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<sup>12</sup> Publication will be in line with guidance issued by the Equality Commission, pg 34 of "Section 75; A Guide for Public Authorities" (April 2010)

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In essence this strategy will be delivered during a period of limited recruitment, limited promotion opportunities and fewer resources with an expectation that all personnel will be focused on service delivery.

## 12. Opportunities

Whilst the strategy shall be delivered during a period of severe public service austerity, this will not dilute our ambitions to mainstreaming equality and diversity into all our practices and procedures. So how will we do this? Faced by the inevitable consequences of not being able to change our workforce profile in any significant way during the period of this strategy, this strategy will focus greater efforts on ensuring the service is not only legally compliant but is also fair, impartial and transparent in how it engages with personnel and in delivering a policing service.

## 13. How will we do this?

In essence this strategy will focus greater attention on areas where we can make a difference as service deliverers and as employers. To this end we will work towards the achievement of our objectives through five functions areas.

- *Engagement particularly with disaffected/polarized communities*
- *Monitoring & Evaluation*
- *Strategy & Policy Development*
- *Supporting Good Practice Initiatives*
- *Training*

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## 14. Engagement

A cornerstone of this strategy is proper engagement, in particular with groups and in communities who traditionally have mistrusted or been disengaged from policing. Our arrangements to make sure this happens are contained within the Policing with the Community 2020 Strategy.

This Strategy outlines three key priorities;

- ensuring effective use of partnership data to understand local communities to address their priorities, vulnerabilities and needs
- improving the quality and breadth of community engagement
- supporting greater community participation

## 15. Monitoring & Evaluation

PSNI is committed to improving its performance using data to identify “what works”. In particular we will;

- identify information gaps in our systems
- adapt data capture systems to reflect organisational priorities
- analyse data using benchmarking techniques
- share information to inform better consultation with internal and external stakeholders
- if necessary we will adapt policy in light of research findings.

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## 16. Strategy & Policy Development

The PSNI will continue to mainstream equality, diversity and good relations into how we go about conducting our business by applying a corporate and consistent approach with a culture of improving service to marginalised communities.

In particular we will;

- screen policies
- assess and consult during policy development
- review effectiveness of strategy/policy delivery against satisfaction and confidence
- we will consider innovative and new strategies to achieve better satisfaction, confidence and increased staff engagement in addressing perennial problems.

## 17. Supporting Good Practice Initiatives

PSNI will always strive to improve its service and we will pilot initiatives to test new approaches. In particular we will:

- target our resources at those most in need by location and sector
- identify aspects of how we do our business which can be enhanced to deliver better performance
- respond to proposals from service users/personnel/partner agencies as to how we can improve our performance

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- secure management buy-in to explore new ways of doing things
- secure necessary physical, financial and human resources to deliver any proposed initiative
- deliver pilot schemes with agreed performance indicators
- monitor and evaluate
- roll out pilot schemes where appropriate

### 18. Training

PSNI is committed to raising awareness through training and other activity, of the need to promote equality of opportunity and good relations.<sup>13</sup> In particular, we will ensure that there is a communication and training plan which raises awareness among all personnel of their duties in relation to Section 75 of the Northern Ireland Act 1998 and Section 49 of the Disability Discrimination Act (as amended) 1995. Our arrangements to ensure this happens are outlined in our dedicated Equality/Diversity and Good Relations Training Plan.

This training plan outlines:

- Bespoke training to raise awareness of the needs of Section 75 groups.
- Section 75 policy specific training for those with identified roles within the policy making framework.
- Generic equality, diversity and good relations training.

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<sup>13</sup> The PSNI's communication and training programme will cover all recommendations outlined on page 43 of "Section 75; A Guide for Public Authorities" as published by the Equality Commission for Northern Ireland.

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- District led training which is developed to meet the needs of particular Section 75 groups in specific areas.
- Mainstreaming equality, diversity and good relations into function training programmes.

A copy is available from the Equality and Diversity Unit.

## **19. Publication**

This strategy and action plan will be disseminated widely and launched at a public event. We will also publish and disseminate widely any findings from screening/EQIA exercises carried out in assessing policies. We are also committed to monitoring more broadly to identify opportunities to promote equality of opportunity and good relations in line with Equality Commission guidance.

## **20. Review**

We will review the strategy annually and update the action plan accordingly and forward a Progress Report to the Equality Commission. We will also promise to conduct a review within five years to assess the effectiveness of the strategy in meeting our statutory obligations and in mainstreaming equality, diversity and good relations. We will also report progress on the implementation of this Strategy on a six monthly basis to the Northern Ireland Policing Board.

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## 21. Complaints

If you believe that we have not met our legal obligations in relation to promoting equality of opportunity, respecting diversity and encouraging good relations please let us know by contacting by any of the means outlined in Appendix F and we will try and resolve the matter in a timely manner. We will acknowledge your complaint within 5 working days and will respond within one month although this may have to be extended in complex enquiries.

If you are not happy with our resolution you may wish to speak to an external agency who will try and resolve the matter.<sup>14</sup>

## 22. Timetable for measures proposed in the scheme

Our Action Plan which is attached in (Appendix D) outlines how we intend to deliver the practical measures which will implement this Strategy as well as the other actions we intend to take to adhere to our equality duties which have been previously outlined. The Action Plan is informed by our Policing Commitments (Appendix E) which we believe will transform our service delivery as they are focused on doing the right thing, getting feedback and correcting errors.

Whilst the Action Plan uses an integrated approach, we are confident that the actions proposed will address many of the issues raised by Section 75

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<sup>14</sup> For Equality Scheme issues – please contact the Equality Commission NI  
For Operational issues – please contact the Office of the Police Ombudsman, NI  
For Employment issues – please contact the Labour Relations Agency or the Equality Commission NI.

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groupings. We have not disaggregated our Action Plan as feedback during the consultation was supportive of a more integrated approach. However, we can report progress by Section 75 categories so that groupings can easily see actions that are being taken to meet their particular concerns.

The Action Plan will be reviewed annually and as new and emerging issues appear will be modified to take account of these and the changing needs of our users. Actions may fall off and others emerge as society changes and expectations follow.

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## Appendix A

- ❖ Section 75 of the Northern Ireland Act 1998
- ❖ Section 48 of the Northern Ireland Police Act 2000
- ❖ The Equal Pay Act (Northern Ireland) 1970 (as amended)
- ❖ The Sex Discrimination (Northern Ireland) Order 1976 (as amended)
- ❖ Race Relations (Northern Ireland) Order 1997 (as amended)
- ❖ Fair Employment and Treatment (Northern Ireland) Order 1998 (as amended)
- ❖ Section 49A and B of the Disability Discrimination Act 1995 (as amended)
- ❖ The Fair Employment (Monitoring) Regulations 1999
- ❖ Equality (Disability, etc) (Northern Ireland) Order 2000
- ❖ The Employment Equality (Sexual Orientation) Regulations (Northern Ireland) 2003
- ❖ The Sex Discrimination Order 1976 (Amendment) Regulations (Northern Ireland) 2008]
- ❖ The Employment Equality (Age) Regulations (Northern Ireland) 2006

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## Appendix B

### Bodies to be Consulted on PSNI Equality, Diversity and Good Relations Strategy and on Section 75 Duties

Age NI	Community Foundation for Northern Ireland
Alliance Party	Community Relations Council
Amnesty International	Criminal Justice Inspectorate Northern Ireland
An Munia Tober	Democratic Unionist Party
Association of Chief Police Officers	Department of Justice
Autism NI	Derry Travellers Support Group
Baptist Church	Disability Action
Belfast Hebrew Congregation	Early Years – the organisation for young children
Belfast Islamic Centre	
British Deaf Association Northern Ireland	Education and Library Boards (5)
British-Irish Rights Watch	EPIC
Cara-Friend	Equality Coalition
Carers Northern Ireland	Equality Commission NI
Catholic Church	Ethnic Minority Police Association
CCMS	Extern
Children in Northern Ireland (CiNI)	Foras na Gaeilge
Cumann Lúthchleas Gael (GAA)	Free Presbyterian Church
Chinese Welfare Association	Gay and Lesbian Youth Northern Ireland
Christian Scientists	Gay Police Association
Church of Ireland	Gingerbread NI
Citizens Advice Bureau	Green Party in Northern Ireland
Coalition on Sexual Orientation	Guide Dogs
Coiste na nIarchimí	Include Youth
Committee on the Administration of Justice	Indian Community Centre Belfast

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Irish Football Association (IFA)	Orange Order
Law Society of Northern Ireland	Parenting Forum Northern Ireland
Lesbian Advocacy Services Initiatives (LASI)	Parole Commissioners for Northern Ireland
Men's Advisory Project	POBAL
Mencap	Police Federation for Northern Ireland
Methodist Church	Police Ombudsman for Northern Ireland
Multi-Cultural Resource Centre	Police Rehabilitation & Retraining Trust
National Society for the Prevention of Cruelty to Children (NSPCC)	Polish Association Northern Ireland
Northern Ireland African Cultural Centre	Praxis
Northern Ireland Association for Mental Health	Presbyterian Church
Northern Ireland Commissioner for Children and Young People	Prison Fellowship Northern Ireland
Northern Ireland Council for Ethnic Minorities	Prisoner Ombudsman for Northern Ireland
Northern Ireland Gay Rights Association	Probation Board for Northern Ireland
Northern Ireland Human Rights Commission	Progressive Unionist Party
Northern Ireland Law Commission	PSNI Diversity Champions
Northern Ireland Police Fund	PSNI Independent Advisory Groups
Northern Ireland Policing Board	Public Prosecution Service
Northern Ireland Policing Board Independent Reference Groups	Rainbow Project
Northern Ireland Prison Service	RNIB Northern Ireland
Northern Ireland Public Service Alliance	RNID Northern Ireland
Northern Ireland Women's Aid Federation	RUC George Cross Foundation
Northern Ireland Association for the Care and Resettlement of Offenders (NIACRO)	RUC George Cross Widows' Association
Older People's Advocate Northern Ireland	Sinn Féin
	Social Democratic & Labour Party
	Superintendent Association of Northern Ireland
	Tar Anall

# EQUALITY, DIVERSITY AND GOOD RELATIONS STRATEGY

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Traditional Unionist Voice

Ulster Branch, IRFU

Ulster Quaker Service

Ulster Scots Agency

Ulster Unionist Party

UNISON

Victim Support Northern Ireland

Women's Forum Northern Ireland

Women's Police Association

Youth Action Northern Ireland

YouthNet

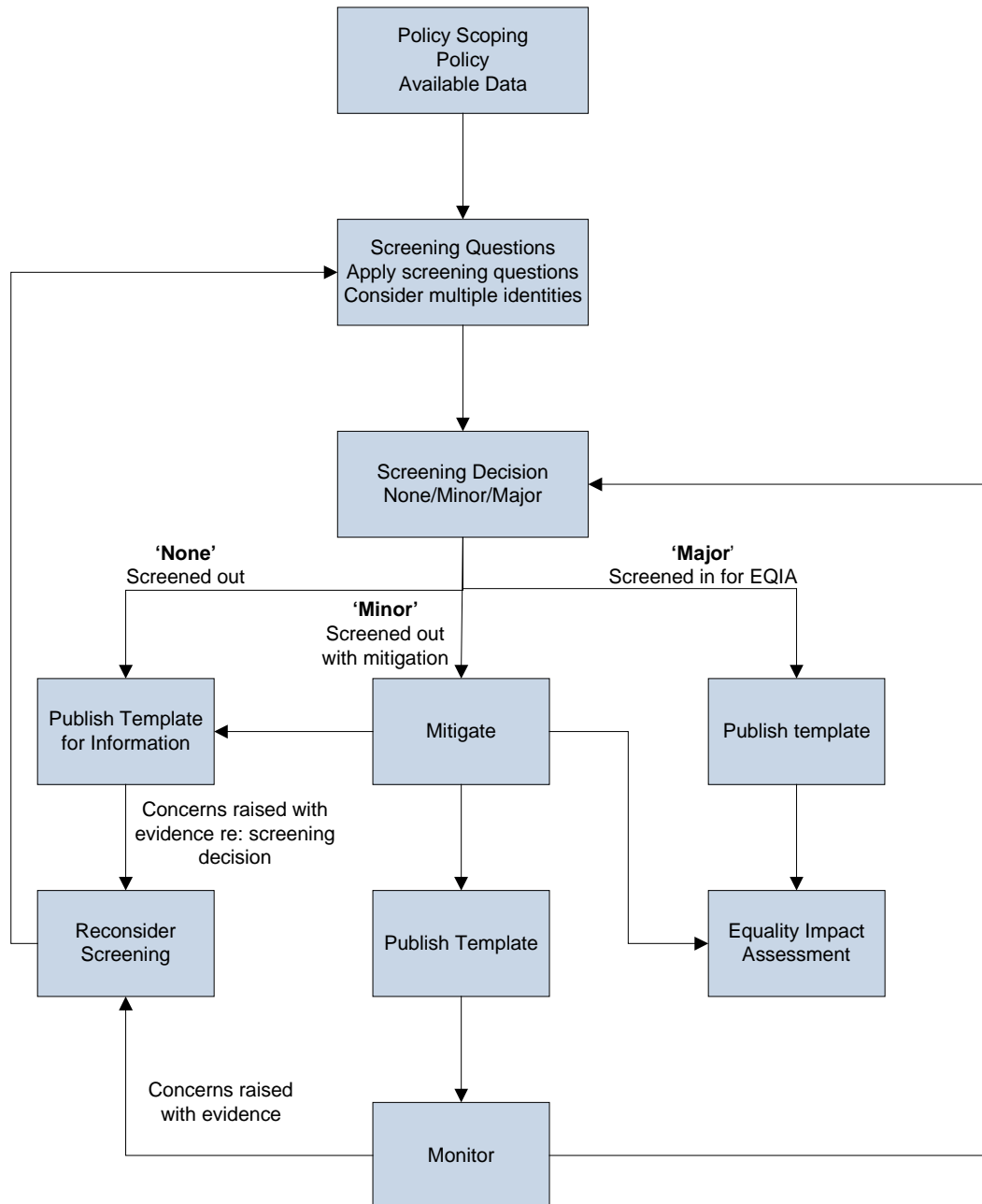
*This list is not exhaustive and may be amended.*

# EQUALITY, DIVERSITY AND GOOD RELATIONS STRATEGY

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## Appendix C

### Screening Flowchart



# EQUALITY, DIVERSITY AND GOOD RELATIONS STRATEGY

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## Appendix D

### Action Plan

To inform this strategy an action plan has been developed which will be reviewed yearly and is informed by the feedback received in our consultation exercise, the use of research and the views of internal and external stakeholders.

However, it should be noted that this is not a static exercise, it is a live activity which will change and be shaped by what we hear, and research tells us.

The timeframe for each measure listed in the Action Plan can be identified by using the following colour code;

- short term measure (2011/13)
- medium term measure (2013/14)
- long term measure (2014/16)
- ongoing measure (report annually)

# EQUALITY, DIVERSITY AND GOOD RELATIONS STRATEGY

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## Theme: Identifying, Addressing and Reducing Inequalities in Service Delivery & Employment Practice

Performance Indicator	Objective	Measures	Outcome	Categories Impacted Upon	Ownership
PSNI is seen to be "fair" in delivering policing to all sections of society by having appropriate employment and working practices.	Ensure police powers are being exercised fairly and impartially.	Using data analysis we will evaluate aspects of service delivery to ensure we are treating people fairly and with respect such as <ul style="list-style-type: none"> <li>- use of force</li> <li>- stop and search</li> <li>- use of road stops</li> <li>- use of discretion</li> <li>- use of arrest</li> <li>- use of cautions</li> <li>- use of fixed penalty</li> <li>- use of juvenile cautions</li> <li>- use of restorative cautions.</li> </ul>	Increased positive assessment of PSNIs performance particularly among marginalised and underrepresented groups.	Age Disability Gender Political Opinion Race Religious Belief	Service Excellence Programme Board (Statistics Branch)
	Have programmes of engagement targeting the areas/groups/communities who are most disadvantaged/disaffected/ disengaged.	Using data analysis we will evaluate aspects of District Policing with the Community delivery plans to ensure effective community engagement with local communities including <ul style="list-style-type: none"> <li>- schools</li> <li>- youth organisations</li> <li>- sporting organisations</li> <li>- disability organisations, especially those catering for people with learning disabilities</li> <li>- community organisations</li> <li>- religious organisations.</li> </ul>	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.	Age Disability Gender Political Opinion Race Religious Belief	Service Excellence Programme Board (Statistics Branch, Community Safety)

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PSNI is seen to be "fair" in delivering policing to all sections of society by having appropriate employment and working practices.	Have programmes of engagement targeting the areas/groups/communities who are most disadvantaged/disaffected/ disengaged.	To assess the allocation of any PSNI 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 Recovery monies	Resources targeted to those most in need leading to better Service Delivery.	Age Disability Gender Political Opinion Race Religious belief Sexual Orientation Socio-Economic	Service Excellence Programme Board (Statistics Branch, Policing with the Community)
		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).	Resources targeted to those most in need leading to better Service Delivery.	Age Disability Gender Political Opinion Race Religious belief Sexual Orientation Socio-Economic	Service Excellence Programme Board
	Build organisational culture to help delivery of the strategic principles.	To deliver an organisational Cultural Audit to assess if PSNI's visions of 'Building public confidence through Service Delivery' has been embedded.	An assessment of the internal culture 'fit' with strategic priorities.	Gender Race Religious Belief	Service Excellence Programme Board
		Design and pilot Local Cultural Audits.	An assessment of the local culture 'fit' with strategic priorities.	Age Disability Gender Race Religious Belief Sexual Orientation	District Commanders Heads of Branch

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PSNI is seen to be "fair" in delivering policing to all sections of society by having appropriate employment and working practices.

Build organisational culture to help delivery of the strategic principles.	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.	PSNI can evidence consistency in service delivery particular to the needs of individuals/groups/ neighbourhoods/communities.	Age Dependency Disability Domestic Status Gender Political Opinion Race Religious Belief Sexual Orientation	Service Excellence Programme Board (Statistics Branch)
Have a workforce reflective of the society we serve. Have a workforce reflective of the society we serve.	To benchmark PSNI against other public sector organisations using Equality Commission Monitored Workforce data and NI Census data.	Increased 'ownership' of PSNI which will help build satisfaction and confidence.	Disability Gender Race Religious Belief	Director of HR Community Safety Branch
	Analyse and identify areas of geographical under application to PSNI with a view to addressing with an outreach programme.	Increased 'ownership' of PSNI which will help build satisfaction and confidence.	Disability Gender Race Religious Belief Socio-Economic	Director of HR
	Analyse and identify areas of under representation within the organisation with a view to addressing same.	Increased 'reflectiveness' of PSNI which will help build satisfaction and confidence.	Disability Gender Race Religious Belief Socio-Economic	Director of HR

# EQUALITY, DIVERSITY AND GOOD RELATIONS STRATEGY

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Theme: Evidencing equality and diversity across the Police Service					
Performance Indicator	Objective	Measures	Outcome	Categories Impacted Upon	Ownership
PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.	To develop a recruitment outreach strategy which encourages applications from underrepresented backgrounds to the Service.	To have a bespoke engagement strategy targeting schools in areas of low recruitment.	Having a corporate engagement strategy which is bespoke to local needs.	Age Gender Political Opinion Religious Belief	Director of HR/ Community Safety Branch
		To have a bespoke engagement strategy targeting sporting organisations in areas of low recruitment.	Having a corporate engagement strategy which is bespoke to local needs.	Gender Political Opinion Religious Belief	Director of HR/ Community Safety Branch
		To have a bespoke engagement strategy targeting community organisations which are registered charities in areas of low recruitment.	Having a corporate engagement strategy which is bespoke to local needs.	Gender Political Opinion Race Religious Belief	Director of HR/ Community Safety Branch
		To have a bespoke engagement strategy targeting churches in areas of low recruitment.	Having a corporate engagement strategy which is bespoke to local needs.	Political Opinion Religious Belief	Director of HR/ Community Safety Branch
	To have a retention strategy, specifically focused on officers and staff from underrepresented backgrounds within the Service and within specialist posts/locations.	To identify and deliver working patterns that better meet organisational need and enable carers greater flexibility in their working lives.	A workforce which Is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Dependents Disability Gender	Director of HR
		To develop a programme of work to give underrepresented groups the knowledge/skills/confidence to apply for specialist posts/promotions.	A workforce which Is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Disability Gender Race Religious Belief	Director of HR

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<p>PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.</p>	<p>To have a retention strategy, specifically focused on officers and staff from underrepresented backgrounds within the Service and within specialist posts/locations.</p>	<p>To work with specialist Units/locations to encourage them to develop action plans to address underrepresentation.</p>	<p>A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.</p>	<p>Disability Gender Race Religious Belief</p>	<p>Director of HR</p>
		<p>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.</p>	<p>A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.</p>	<p>Disability Gender Race Religious Belief</p>	<p>Director of HR</p>
		<p>To monitor the performance review process to ensure /equity of treatment.</p>	<p>A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.</p>	<p>Disability Gender Race Religious Belief</p>	<p>Director of HR</p>
		<p>To analyse and review the transfer process for senior ranks.</p>	<p>A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.</p>	<p>Disability Gender Race Religious Belief</p>	<p>Director of HR</p>
		<p>To conduct an Equal Pay Audit amongst staff grades.</p>	<p>A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.</p>	<p>Disability Gender Race Religious Belief</p>	<p>Director of HR</p>

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<p>PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.</p>	<p>To have a retention strategy, specifically focused on officers and staff from underrepresented backgrounds within the Service and within specialist posts/locations.</p>	<p>To review the usage of temporary promotions.</p>	<p>A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.</p>	<p>Disability Gender Race Religious Belief</p>	<p>Director of HR</p>	
	<p>PSNI is a workplace which is inclusive, fair and welcoming.</p>	<p>To deliver workshops and communication materials, such as calendars, which increases organisational awareness of the nuances of diversity of different perspectives, in particular</p> <ul style="list-style-type: none"> <li>- The Troubles</li> <li>- Identity/Stereotyping</li> <li>- Gender Identity</li> <li>- Dependency</li> <li>- Disability Awareness</li> <li>- Leadership/Management</li> <li>- Team effectiveness</li> <li>- Communication skills</li> <li>- Talent Identification</li> </ul>	<p>PSNI has a workplace which is feel fair and people deliver to their potential.</p>	<p>PSNI has a workplace which is feel fair and people deliver to their potential.</p>	<p>Age Dependents Disability Gender Political Opinion Race Religious Belief Sexual Orientation</p>	<p>Communications Board</p>
		<ul style="list-style-type: none"> <li>- Review usage of corporate imagery in other publications</li> <li>- 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</li> <li>- Create a databank of images of PSNI personnel working with hard</li> </ul>	<p>PSNI has a workplace which is feel fair and people deliver to their potential.</p>	<p>PSNI has a workplace which is feel fair and people deliver to their potential.</p>	<p>Age Dependents Disability Gender Political Opinion Race Religious Belief Sexual Orientation</p>	<p>Communications Board</p>

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		<p>to reach groups</p> <ul style="list-style-type: none"> <li>- Review locations for ceremonial events</li> <li>- Review Appropriate Language Guide</li> <li>- Explore opportunities for the increasing usage of other languages in public parts of the PSNI estate.</li> </ul>			
<p>PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.</p>	<p>PSNI is a workplace which is inclusive, fair and welcoming.</p>	<p>To review our police estate to ensure it is accessible and welcoming to all.</p>	<p>PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.</p>	<p>Disability Political Opinion Religious Belief</p>	<p>Director of Finance and Support Services</p>
		<p>To review the Neutral Working Environment policy statement with a view to encouraging a workplace which recognises difference and promotes diversity.</p>	<p>PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.</p>	<p>Age Dependents Disability Gender Political Opinion Race Religious Belief Sexual Orientation</p>	<p>Director of HR</p>
		<p>To establish a programme of work that address issues identified in the Cultural Audit.</p>	<p>PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.</p>	<p>Age Disability Gender Race Religious Belief Sexual Orientation</p>	<p>Communications Board</p>

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**Theme: Improving the prevention and detection of Hate Crime and crimes which act as a “signal” to a community that they are at risk.**

Performance Indicator	Objective	Measures	Outcome	Categories Impacted Upon	Ownership
PSNI is seen as an organisation which contributes to a safer Northern Ireland by dealing effectively with Hate Crime and crime which acts as a signal to minority communities that they are vulnerable.	To develop a corporate prevention strategy for Hate and Signal Crime.	Fully implement the relevant recommendations from the 2011 NIPB Human rights Advisor review of Hate Crime.	Increased satisfaction and confidence especially among underrepresented groups.	Disability Gender Race Religious Belief Sexual Orientation	Service Excellence Programme Board
		To develop new techniques for 3 <sup>rd</sup> party reporting such as phone applications, FaceBook and other social media.	Increased satisfaction and confidence especially among underrepresented groups.	Disability Gender Race Religious Belief Sexual Orientation	Service Excellence Programme Board
		Increase societal awareness of the exacerbated effects of Hate and Signal Crime by acting as partners in the Unite against Hate campaign.	Increased satisfaction and confidence especially among underrepresented groups.	Disability Gender Race Religious Belief Sexual Orientation	Service Excellence Programme Board
		Increase crime prevention knowledge of “at risk” groups.	Increased satisfaction and confidence especially among underrepresented groups.	Disability Gender Race Religious Belief Sexual Orientation	Service Excellence Programme Board

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<p>PSNI is seen as an organisation which contributes to a safer Northern Ireland by dealing effectively with Hate Crime and crime which acts as a signal to minority communities that they are vulnerable.</p>	<p>To develop a corporate prevention strategy for Hate and Signal Crime.</p>	<p>Increase front line officers understanding of Hate and Signal Crime, and the needs of the communities affected.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Disability Gender Race Religious Belief Sexual Orientation</p>	<p>Service Excellence Programme Board</p>
		<p>Conduct a review of the effectiveness of corporate Independent Advisory Groups (IAGs) to ensure impact is delivered on a strategic level.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Disability Gender Race Religious Belief Sexual Orientation</p>	<p>Service Excellence Programme Board</p>
		<p>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.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Disability Gender Race Religious Belief Sexual Orientation</p>	<p>Service Excellence Programme Board</p>
	<p>To develop and deliver an improved corporate investigation and detection strategy for Hate Crime and Signal crimes.</p>	<p>Ensure the CID review has due consideration to the management of Hate and Signal Crime.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Disability Gender Race Religious Belief Sexual Orientation</p>	<p>Local Crime and Justice Programme Board</p>
		<p>Implement a programme of continuous professional development for Neighbour Police Teams which will include a focus on increasing investigative capabilities.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Disability Gender Race Religious Belief Sexual Orientation</p>	<p>Leadership and Development Programme Board</p>

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<p>PSNI is seen as an organisation which contributes to a safer Northern Ireland by dealing effectively with Hate Crime and crime which acts as a signal to minority communities that they are vulnerable.</p>	<p>To develop and deliver an improved corporate investigation and detection strategy for Hate Crime and Signal crimes.</p>	<p>We will use a joint problem solving approach to address issues/matters of concerns to marginalised/underrepresented groups.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Age Disability Dependency Gender Political Opinion Race Religious Belief Sexual Orientation</p>	<p>Service Excellence Programme Board</p>
		<p>Keep communities who are vulnerable/at risk informed of their</p> <ul style="list-style-type: none"> <li>- neighbourhood officer</li> <li>- neighbourhood Inspector</li> <li>- point of contact for Duty Inspector</li> </ul> <p>by leaflets, local notices, bulletins in media they access and use in venues they frequent.</p>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Age Disability Dependency Gender Political Opinion Race Religious Belief Sexual Orientation</p>	<p>Service Excellence Programme Board</p>

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## **Appendix E**

### **Personal commitments**

#### **How we will treat you as a person**

We will treat you fairly and make sure you can use our services at a time that is reasonably suitable for you. When we speak to you, we will always give you an opportunity to discuss your concerns.

Your Neighbourhood Policing Team will regularly consult you and your local community.

We will update you regularly on our progress on agreed community priorities and, when you contact your Neighbourhood Policing Team, respond to you within 72 hours. ('Community priorities' means problems affecting your area that you have told us about and what we are doing to solve them.)

If you have been a victim of crime, we will update you within 10 days on what we are doing to investigate the crime. If it is appropriate we will give you further updates (and agree with you when these updates will be).

### **Professional commitments**

#### **How we will provide a professional service**

If you phone 999, we will try to answer your call within 10 seconds. We will let you know when we expect to arrive at the scene of the emergency. We will

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answer non-emergency calls promptly. If there is not an emergency and we need to come out to you or if you are calling about an agreed community priority in your area, we will aim to be with you within 60 minutes.

We will give you contact details of your Neighbourhood Policing Team and tell you where they are based and how they can work with you to make your neighbourhood safer.

We will make sure your Neighbourhood Policing Team (and other police) patrol regularly in your neighbourhood. Your Neighbourhood Policing Team will spend at least 80% of their time working in your local area, tackling crime and antisocial behaviour.

### **Protective commitments**

#### **How we will protect you**

We will keep you informed about serious and organised crime that affects your area.

If appropriate, we will make an appointment at a time that suits you to discuss your problem or any other issues that you are concerned about. We will also give you advice on how to prevent the problem from happening again. If we cannot deal with the problem, we will try and put you in touch with someone who can.

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We will ask you for your opinion on the service we provide. If, for any reason, you are dissatisfied with our service, but do not want to make a formal complaint to the Police Ombudsman, we will talk to you and try and agree with you what we can do to sort out the problem. If you are still not satisfied after you have spoken to us about the problem, you still have the right to make a formal complaint to the Ombudsman.

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## Appendix F – Contact Us

Any correspondence or feedback relating to this Strategy can be sent to PSNI on any of the following points of contact.

Post: Head of Equality and Diversity Unit

Lisnasharragh

42 Montgomery Road

Belfast

BT6 9LD

Email: [equality@psni.pnn.police.uk](mailto:equality@psni.pnn.police.uk)

Phone: 028 9092 2770

Textphone: 028 9090 1246