



GENDER ACTION PLAN 2008

Aiming to deliver a police service which both women and men experience as a progressive and professional service.



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Foreword by the Chairman



Since the launch of the first Gender Action Plan nearly 4 years ago much has been achieved to increase the under-representation of females in policing.

The Police (NI) Act 2000 section 48 part 2 tasked the Chief Constable of the Police

Service of Northern Ireland (PSNI) to prepare and submit a plan to the Northern Ireland Policing Board (the Board) to monitor the number of women in the service and to focus on the recruitment, retention and progression of females within the service. That plan was successful in delivering its aims and females in the service now make up 22% of the service.

The PSNI has continued to highlight this important area of work through its Gender Steering Group. This group was established to develop the first plan and to monitor its implementation. The group comprises police officers from headquarter departments and districts, police staff and Board officials. This group has made a significant contribution to the success of the Gender Action Plan and in raising awareness throughout the PSNI of the issues facing females in the service. The PSNI has published an appropriate language guide, recently redrafted a new flexible working policy and hosted a number of workshops highlighting promotional opportunities within the service.

The legislation allows for the Gender Action Plan to be reviewed and that time is now. This new plan, drafted by the Gender Steering Group, in consultation with officers and staff throughout the PSNI, was approved by the Board in February 2008.

The Gender Action Plan sets out how the PSNI will aim to deliver a police service which both men and women experience as a progressive and professional service by adopting a flexible approach to deployment to help meet the needs of the community whilst ensuring the needs of individuals are considered. The PSNI continues to aim to achieve a greater gender, ethnicity and sexual orientation balance across all ranks and specialisms. This plan will assist the PSNI in contributing to the Shared Future Strategy, which seeks to promote equality, diversity and good relations.

The implementation of the plan will continue to be monitored by the Board's Human Resources Committee, which places significant value on this area of work.

**Professor Sir Desmond Rea,
Chairman of the Northern Ireland Policing Board**

Foreword by the Chief Constable



In the ten years since the signing of the Good Friday Agreement, the Police Service has successfully undergone significant change. However, one of our priorities remains to continue to ensure our Police Service is reflective of the whole community of Northern Ireland.

In 2004, I submitted a draft plan to the Northern Ireland Policing Board to monitor the number of women in our Service. It contained a series of recommendations aimed at increasing the recruitment, retention and progression of female officers.

I am pleased with our achievements thus far. We have fully implemented just over 50% of the recommendations and have made significant progress on those remaining, particularly in the areas of deployment and work/life balance.

The number of females joining us since 2001 has more than doubled and today they make up almost 22% of all our officers. This trend is set to continue, and I expect numbers to hit almost 30% by 2010.

Promotion through the ranks is also on the rise, with a significant increase in the number of successful female applicants to the post of Chief Inspector, following a service-wide competition held in 2006. We have also supported the formation of a Women's Police Association, which is working hard to inspire change throughout the Service.

Police staff representation continues to be an area in which we face challenges to promote our staff to roles that best support front-line policing.

However, the Links Project is currently working to ensure the Service makes the break from the civil service. After 1 October 2008, all staff will hold the status of direct recruits, and the Service will have more opportunity to undertake its own promotion competitions.

Part of the work of the Links Project also involves the implementation of a new career development framework for Police staff, and I anticipate greater representation of staff in more senior roles as a result.

This revised version of 'Dismantling Barriers to Reflect the Community We Serve,' entitled Gender Action Plan 2008 shows the efforts of the Police Service to truly reflect the whole community in Northern Ireland.

We still have some way to go before successfully implementing all its recommendations. However, I am sure we are very much on the right path. I believe it is crucial we ensure officers and staff have equal choice and opportunity throughout their service and that they are part of a successful and professional workforce, which not only represents the community, but also reflects its diversity.

**Sir Hugh Orde,
Chief Constable of the Police Service of Northern Ireland**

Introduction and Context

Introduction



In 2004 the Chief Constable submitted a draft Plan for monitoring the number of women in the Police Service of Northern Ireland in accordance with Section 48 part (2) of the Police (NI) Act 2000. The Northern Ireland Policing Board ensured that this Report, which focused on the recruitment, retention and progression of women officers within the Police Service of Northern Ireland, was published. The legislation allows for periodic review which this document aims to deliver.

Context

This revised/updated Gender Action Plan aims to help deliver a police service:

‘which both women and men experience as a progressive and professional service’.

The report will focus on police officers, police staff and staff within the Northern Ireland Policing Board.

The actions to achieve this objective sit within the domains of the Northern Ireland Policing Plan, which directs the activities of the PSNI. These domains are:

- **Satisfaction and Confidence**
- **Tackling Crime**
- **Promoting Community Safety**
- **Managing Capability**
- **Organisational Development**

It is however recognised that the domains where the Gender Action Plan will have most impact are in the areas of:

- **Organisational Development**
- **Managing Capability**

In particular it is recognised that the PSNI must address gender issues to ensure that it achieves the maximum effective and efficient use of human resources to meet the organisational need. Where possible a flexible approach to deployment will be considered. We will strive to meet the demands of the community by balancing the service delivery needs of the organisation alongside the aspirations of individuals for a more flexible work pattern.

Representation Issues Affecting Police Officers

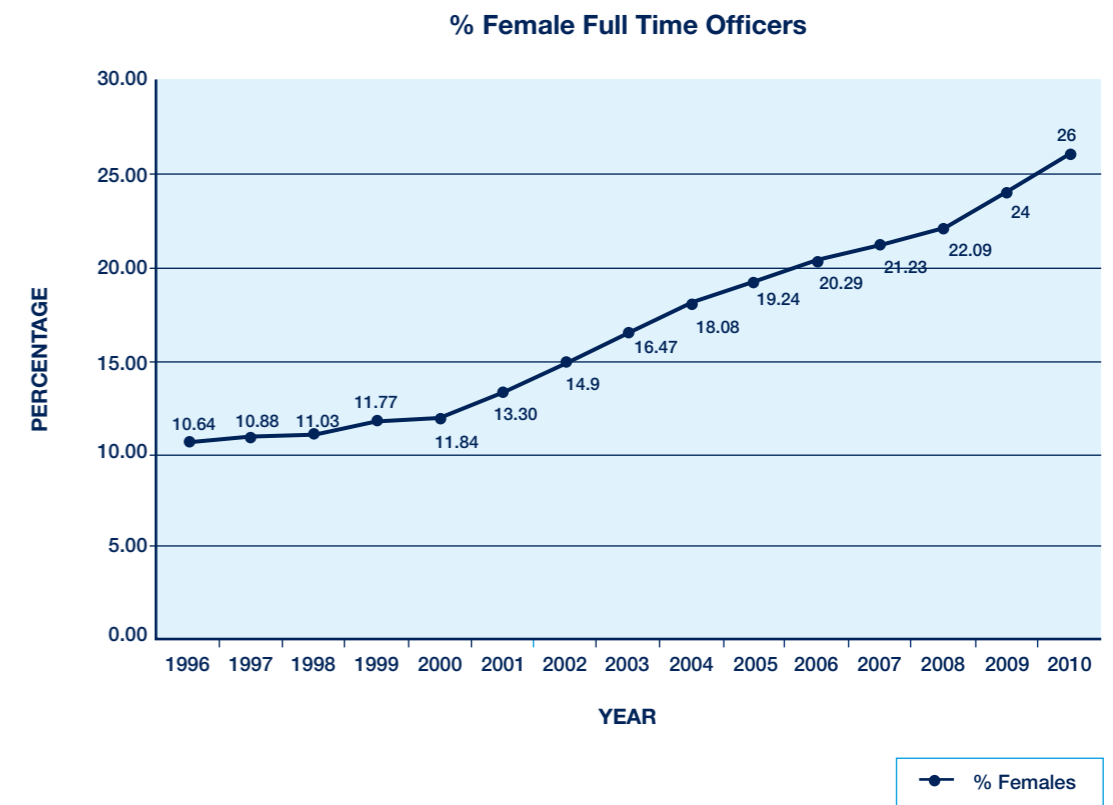
Prior to identifying new actions, it is worth examining, in quantitative terms, the figures for:

- Recruitment
- Progression
- Deployment



Recruitment

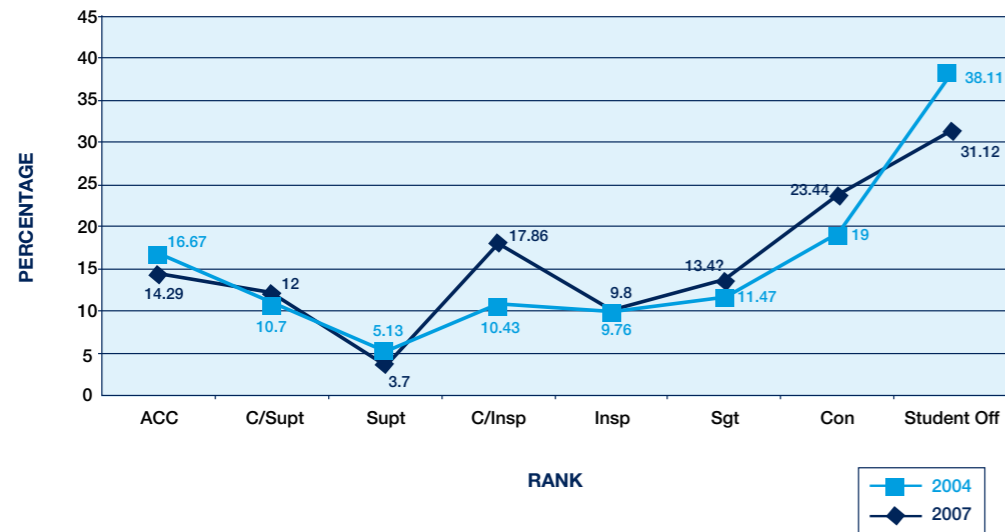
In terms of recruitment, the trend continues to be very positive.



Progression

In relation to progression, the trend at the lower ranks continues to show improvement and indeed at the rank of Chief Inspector there has been a significant increase as a result of a promotion competition which ran in 2006.

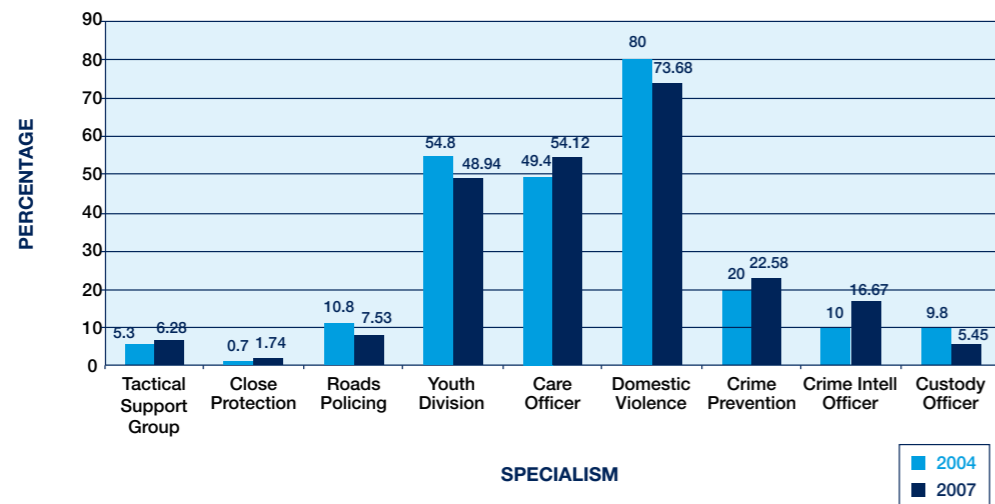
Police Female % by Rank



Deployment

Deployment in specialists posts shows that there has been little change in compositional terms since 2004.

% Female by Function/Specialism 2004 and 2007



Representation Issues Affecting Police Staff

With police staff, the situation shows that women continue to be over represented at the lower grades and this position has changed little since 2004.

Police Staff by Gender								
Grade Band	Civil Servant			Direct Recruit			Total	Female % of Total
	Female	Male	Total	Female	Male	Total		
AA Band	155	23	178	193	74	267	445	78%
AO Band	609	143	752	302	143	445	1197	76%
EO2 Band	114	72	186	166	107	273	459	61%
EO1 Band	17	81	98	92	157	249	347	31%
S0 Band	4	8	12	90	74	164	176	53%
Deputy Principal		6	6	28	52	80	86	33%
Principal Officer		3	3	12	19	31	34	35%
SCS		3	3	6	14	20	23	26%
Grand Total	899	339	1238	889	640	1529	2767	65%

The LINKS project is currently working to ensure the PSNI breaks away from the Northern Ireland Civil Service, the success of which will see the organisation develop its own career pathways for staff.



Implementation of 2004 Gender Action Plan Recommendations

Before we identify what further actions need to be taken to address the current imbalances, it is worth reflecting on progress to date in the achievement of the recommendations from the 2004 Gender Action Plan.

RECOMMENDATION 1	PROGRESS
Physical Competency Test to remain part of training process not recruitment process.	Achieved.
RECOMMENDATION 2	
To develop a good practice guide for appropriate non-gender bias language to be used internal and external.	Achieved.
RECOMMENDATION 3	
To remove PW service number with immediate effect for new recruits and by October 2004 for existing officers by replacing PW with two digits.	Achieved for new officers but not progressed for existing officers due to cost implications.
RECOMMENDATION 4	
To ensure that all Duty Sheets are issued on seniority not gender.	Achieved.
RECOMMENDATION 5	
To deliver a communication campaign in conjunction with Internal Promotions and Selections to encourage under-represented groups to apply to specialists posts.	Achieved.



RECOMMENDATION 6	PROGRESS
To investigate barriers which inhibit applications for the promotion process from women, in particular examine the role High Potential Development Scheme (HPDS) plays in identification of future leaders.	Review of Promotion achieved through the completion of an Equality Impact Assessment on the Promotion process. HPDS subject to external review.
RECOMMENDATION 7	
To facilitate work/life balance enquiries wherever possible.	Flexible working policy has recently been redrafted.
RECOMMENDATION 8	
To publish a user friendly booklet on work/life balance opportunities.	To be issued in light of new flexible working policy.
RECOMMENDATION 9	
Human Resources Department adopt and disseminate the concept of whole time equivalent.	Achieved.
RECOMMENDATION 10	
To evaluate effective use of any new deployment rotas. One DCU with high concentration of women officers.	No longer as applicable due to restructuring process.
RECOMMENDATION 11	
To examine deployment practices in other front line emergency services to ascertain transferable lessons.	Achieved.
RECOMMENDATION 12	
To carry out exit interviews with all resigning staff at the earliest date of notification of intention to leave.	Ongoing.

RECOMMENDATION 13	PROGRESS
To establish an outreach programme to examine opportunities which will facilitate return to work for new mothers.	Research carried out and is informing new managing pregnant workers policy.
RECOMMENDATION 14	
To establish a high level review group to examine all aspects of restricted duties, medical retirement, sick leave and managing attendance, and the implications for other policy developments and organisational procedures with all interested parties represented including staff associations.	Achieved.
RECOMMENDATION 15	
All staff to attend harassment/bullying training and acknowledge receipt of Grievance Procedure, and Harassment and Bullying Policy and Procedures.	Achieved and ongoing.
RECOMMENDATION 16	
A panel of independent harassment advisors be established to give advice to staff who feel they have been inappropriately treated by another staff member or the organisation.	No longer necessary due to appointment of Human Resource managers in Districts & Departments and establishment of 3 network support groups.
RECOMMENDATION 17	
That a mentoring scheme is established for any staff member who wishes to avail of it.	Investigative work is currently being undertaken on this.
RECOMMENDATION 18	
To examine with other Criminal Justice agencies, the possibility of establishing a network for women staff within Criminal Justice field, possibly using the Womens' Network to facilitate.	This took place but was unsustainable due to no further additional funding.
RECOMMENDATION 19	
To secure a corporate membership of BAWP.	Achieved.

RECOMMENDATION 20	PROGRESS
To have quarterly bulletin in Callsign on roles of women Police Beat officers, the Service, Internet, Dispatch, Police Gazette.	Ongoing.
RECOMMENDATION 21	
To examine the opportunities for all staff irrespective of grade or ranks. To have external placements in other sectors through Business in the Community.	This takes place on an ad hoc basis.
RECOMMENDATION 22	
To review effectiveness of this action plan on a 6 monthly basis by delivering a progress report to appropriate audience, ie Policing Board, CCF and internal audience.	Ongoing through the Steering Group.
RECOMMENDATION 23	
It is recommended that a series of themed workshops are hosted internally to raise staff awareness of issues such as Work/Life balance, Promotion opportunities and Specialist postings.	Workshops have taken place on an ad hoc basis.
RECOMMENDATION 24	
To publish article in Callsign on recommendations of gender plans and indicate if any staff member wishes to receive a copy they will do so upon request.	Achieved.
RECOMMENDATION 25	
It is recommended that gender issues are factored into any decision making process about the break with the NICS.	Will be considered through the Equality Impact Assessment of the LINKs Plans.
RECOMMENDATION 26	
It is recommended that the use of "support staff" becomes obsolete and all staff are issued with new ID Badge with the corporate title Police Service NI which does not differentiate between police and other staff.	Achieved.

Way Forward

The proposals for future action are informed by:

- statistics (previously outlined)
- views of attendees at listening exercises
- benchmarking exercise carried out in relation to the 2004 recommendations
- aspirations espoused in the following documents:
 - (a) PSNI Strategy for Policing a Shared Future incorporating the Diversity Strategy 2007
 - (b) The Gender Equality Strategy 2006 - 2016 Office of First Minister and Deputy First Minister
 - (c) British Association for Women in Policing (BAWP) Gender Agenda 2
 - (d) Her Majesty's Inspectorate of Constabulary thematic Inspection of the Police Service of Northern's Ireland Human Resource function 2007.

A gap analysis was conducted of the current position in PSNI vis a vis the BAWP Gender Agenda 2. This strategic document aims to ensure equality among the genders for people working in policing. It is intended that this revised Gender Action Plan will help us achieve the 5 high level aims of Gender Agenda 2 namely to:

- demonstrate that PSNI consistently values women in policing
- achieve a gender, ethnicity and sexual orientation balance across rank and role structure and specialist roles
- have a women's voice in influential policy forums focusing on both internal and external service delivery

- develop an understanding of the competing demands in achieving a work/life balance and a successful career
- have a work environment and equipment of the right quality and standards to enable women to do their job professionally.

Our plan also aims to contribute to the PSNI Shared Future Strategy, which seeks to promote principles of equality, diversity, good relations as well as addressing legacy issues. On the following pages, we will outline our delivery plan.



Delivering Success

Overarching Aim - To deliver a police service which both women and men experience as a progressive and professional service.

DOMAIN: Managing Capability				
OBJECTIVE: To ensure PSNI maximises operational capability with efficient and effective use of all available officers and staff				
ACTION	EVALUATION	OWNER	TIMELINE	COST
To publish a new flexible working policy.	Publication of Policy.	People Development Unit.	May 2008	Cost Neutral
To publish a policy on managing pregnant workers.	Publication of policy.	Equality/Diversity Unit	May 2008	Cost Neutral
To increase the number of officers returning to work directly following maternity leave.	Numbers who return to work directly after maternity leave (statutory and occupational).	District Commanders Head of Departments People Development Unit	Review May 2009	Cost Neutral
Following publication of Flexible Working Policy Conduct an audit to establish baseline statistics for numbers of persons already working flexibly.	Publication of Audit.	People Development Unit	Review May 2009	Cost Neutral

ACTION	EVALUATION	OWNER	TIMELINE	COST
Police Negotiating Board's (PNB) position on occupational maternity leave for police officers is clarified.	In PNB minutes.	Northern Ireland Policing Board	April 2008	Cost Neutral
Any change in PNB position on maternity rights for police officers will be adopted by NIO.	New rights incorporated.	Northern Ireland Office	October 2008	Cost Neutral
To host a workshop for the designated District Department/ Diversity Champions to raise awareness and increase understanding and bullying and harassment issues.	Workshops completed.	Equality and Diversity	June 2008	Cost TBC*



DOMAIN: Organisational Development

OBJECTIVE: To ensure that PSNI has a gender composition which is representative of the community it serves at all grades, ranks and in all specialist units.

ACTION	EVALUATION	OWNER	TIMELINE	COST
Gender Issues - i.e. flexible working requests, allegations of bullying/harassment, return to work of new parents, fairness of allocation of development opportunities, grievances which have a gender dimension - are addressed as part of districts/depts accountability meetings.	ACC Actions following meeting.	Senior Command Team	October 2008	Cost Neutral
To deliver Positive Action Programmes for female officers and staff.	Delivery of Positive Action programmes.	Head of Training Development	October 2008	Cost TBC*
All vacancy bulletins and promotion processes must be screened and positive actions adopted where under-representation issues are identified.	Higher percentage of female applicants in all competitions.	Districts/ Departments, Heads of HR, Internal Selection.	Ongoing	Cost Neutral
To manage the Equality implications of the implementation of the proposed 'break' with the Northern Ireland Civil Service.	Successful management of transition from Civil Service status to non-departmental public body.	NIO, NIPB, Chief Constable	May 2009	Cost Neutral

ACTION	EVALUATION	OWNER	TIMELINE	COST
Each Command Unit/ Department to deliver women only empowerment events in conjunction with the Women's Police Association.	Networking events successfully delivered	District Commanders, Heads of Departments	Commence December 2007	Cost TBC*
To engage an annual all Ireland Women in Policing event.	Conference to be held annually	Gender Action Champion	November 2009	Cost TBC*
To ensure positive messages about gender are incorporated into the PSNI Corporate Communications Strategy.	Positive messages about gender in PSNI Corporate Communications Booklet	Media and PR	Ongoing	Cost Neutral
PSNI to publish an annual calendar of events organised to raise awareness of gender issues.	Event dates to be communicated internally	Media and PR	Ongoing	Cost Neutral
To have appropriate representation in identified decision making forums.	Nominated representative from Gender Steering Group to be on decision making forum	Deputy Chief Constable and Gender Steering Group	Not Known	Cost Neutral
To introduce a mentoring policy for PSNI.	Publication of Policy	Head of Training	September 2008	Cost TBC*
Each Command Unit to develop a gender action plan based on specific local issues which is reflective of the overarching plan.	Each Command Unit/Department to present a gender action plan to Gender Steering Group for evaluation and feedback	All Heads of Departments and District Commanders	September 2008	Cost Neutral

* TBC - To be confirmed

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DOCUMENT TITLE:

GENDER ACTION PLAN 2008

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