



POLICING A SHARED FUTURE 07-10

EMBEDDING THE CONCEPTS OF

EQUALITY

DIVERSITY

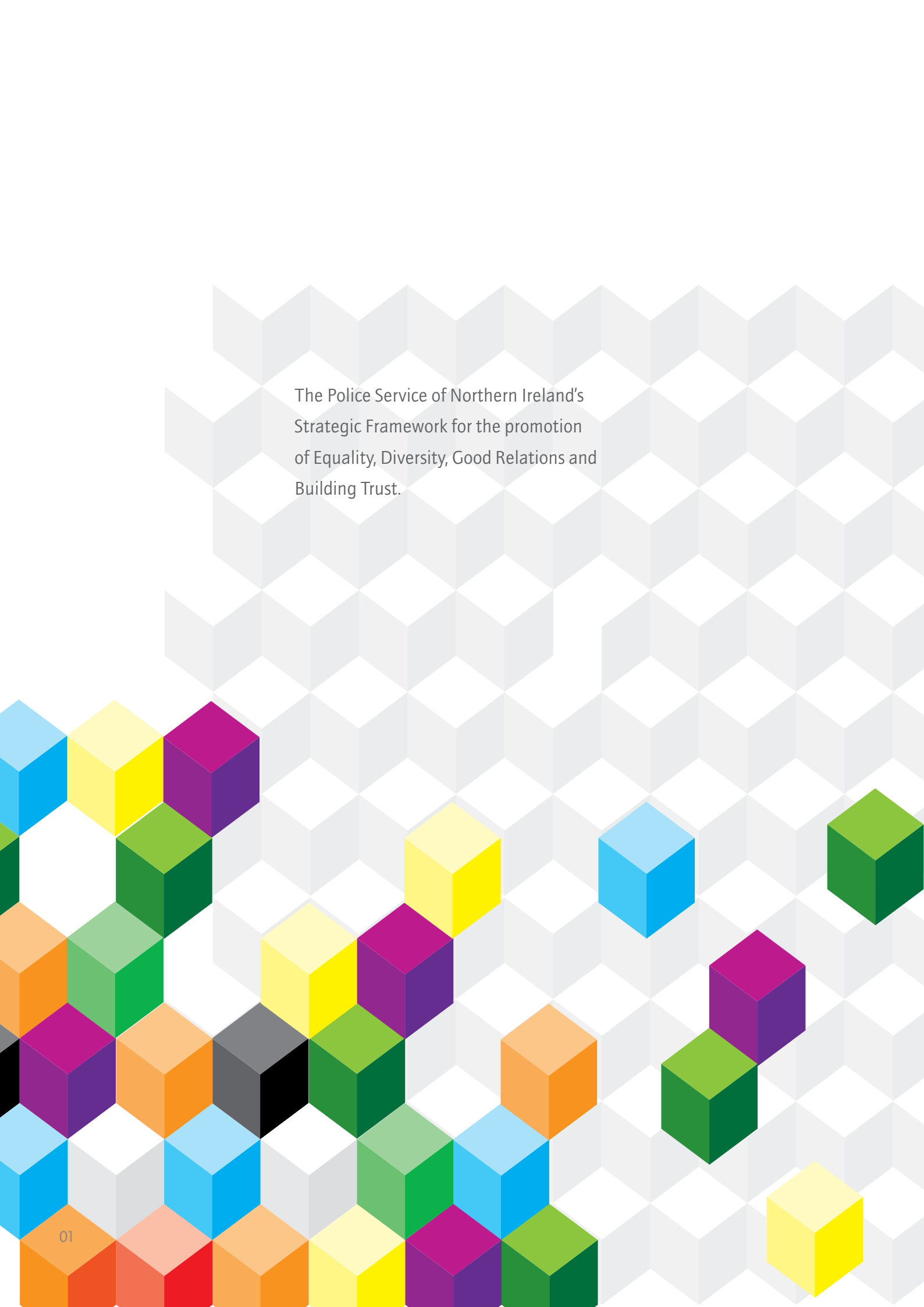
PROMOTING GOOD RELATIONS

BUILDING TRUST

YEAR 2 - JUNE 08











Making Northern Ireland Safer For Everyone Through Professional, Progressive Policing



The Police Service of Northern Ireland's
Strategic Framework for the promotion
of Equality, Diversity, Good Relations and
Building Trust.

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1. BACKGROUND TO THE SHARED FUTURE STRATEGY.

Introduction

This document sets out a plan for the Police Service of Northern Ireland (PSNI) to ensure that everything we do is underpinned with fairness and respect.

In order to achieve this we have to:

- Ensure equality;
- Promote diversity;
- Contribute to bettering relations between different groups in our society; and
- Contribute to building trust between all, especially the two main communities in our society.

This document aims to inform the public of what we intend to do and what we expect from our police officers and police staff.

The Policing a Shared Future Strategy will also be underpinned and supported by a comprehensive Communications Strategy, which will ensure its effective delivery both internally and externally.

What do we mean by Equality and Diversity?


People may have different understandings of what the terms Equality and Diversity mean.

Employers have traditionally assumed Equality to be about ethical considerations and legal responsibility.

As a result, the approach taken has been compliance driven and viewed as "treating everybody the same". We believe we must do more than that and to treat people fairly - we need to treat people according to their unique needs.

In a sense diversity builds upon equality and simply stated is about recognising that there are differences, which are a natural part of society.

To be a truly effective Police Service we must use the skills and talents of all our police officers and staff, which we can only do by valuing everyone's contribution.



We must also ensure that the police service we deliver is tailored to meet the needs of different groups. For example being subjected to name-calling is unpleasant but if you are 'different' or 'perceived to be different', the experience can feel much worse and increase a sense of vulnerability and fear.

We know that people with different characteristics need different police responses.

This document is informed by every document relating to equality and diversity, both in policing and in the wider Northern Ireland society, published since 1984 and up to December 2006¹.

Documents as diverse as the Stephen Lawrence Report and the Strategy for A Shared Future in Northern Ireland have all been taken on board, as have the views of stakeholders in the community/voluntary sector who were engaged through face-to-face interviews as well as written consultation².

This document outlines what we are going to do to deliver a police service where:

- We are responsive to different groups policing needs;
- We fully utilise the talents and skills of all our staff which can only be done in an environment which 'feels fair';
- We make our style of policing increasingly focused on delivering a police service and less focused on having to use police force;
- We will actively engage in promoting good relations between different groups in our society.

All of our actions will be aimed to help us achieve the four core functions of policing i.e.:

- to protect life and property;
- to preserve order;
- to prevent the commission of offences; &
- where an offence has been committed, to take measures to bring the offender to justice³

This can only be achieved by:

- (a) **securing the support of the local community, and**
- (b) **acting in cooperation with the local community⁴.**

Ultimately our performance in promoting diversity, mainstreaming equality, contributing to good relations and delivering policing informed by an understanding of different perspectives of our past, will be measured in how it helps us achieve our targets as agreed with the Policing Board in the NI Policing Plan.

¹For full details of reports considered see Appendix 1

²For full details of stakeholders see Appendix 2

³Section 32(1) Police (Northern Ireland) Act 2000

⁴Section 20 Police Act (Northern Ireland) 2003; Chapter 6; Section 31A:

2. THE BUSINESS CASE.

Why develop and implement this Strategy?

There is much evidence that delivering public services in consultation and conjunction with the service receivers has a much better outcome for all parties.

The Police Service does not police the community. It polices with the community.

We are most successful where we receive support and assistance from the community.

In order to have the confidence of the community we must be representative of that community and we must truly understand people's needs. This is different from treating everyone the same.

The business benefits of adopting this Strategy will mean that the PSNI shall become better at:

- Gathering knowledge about possible crimes;
- Apprehending offenders;
- Reducing crime;
- Reassuring vulnerable people and victims; and
- Collecting evidence to secure prosecutions.

A Police Service that is reflective of the community it serves, using everyone's skills will help us develop ingenuity in our approach. A diverse team brings a variety of life experience. This will also help us reduce crime.

By way of example, consider domestic violence - an all too common crime in Northern Ireland. If you have an all male organisation dealing with this issue it will be harder to work out different perceptions of how to approach this. The same is true for racially motivated or "hate" crimes. Diversity in the workplace enhances our appreciation of what a victim has gone through and how to respond.

Of course that does not mean that every police officer who responds to a race hate crime has to be from a minority background but the strength of having a diverse workforce gives us an alternative view and the practice gives officers viable tactical options.

Our performance is judged by the amount of crime we solve.

By reaching out to new communities, we will increase confidence in the work we do and people will be more willing to assist and work with us to reduce crime.





3. A VISION FOR 'POLICING A SHARED FUTURE'

The Strategy will embed four overlapping concepts into police practice and performance, namely:

Equality

Diversity

Promoting Good Relations

Building Trust

The Strategy will be referred to forthwith as the:

"Diversity Strategy"

The Police Service of Northern Ireland want to contribute to that shared society by achieving our vision which is:

"Making Northern Ireland Safer For Everyone Through Progressive Professional Policing"

Our vision is underpinned by the values of:

Honesty and Openness
Fairness and Courtesy
Partnerships, Performance, Professionalism and
Respect for the rights of all

4. COMMITMENT TO OUR STRATEGY.

To stress the importance PSNI places on this work, the Deputy Chief Constable will lead on the delivery of the Diversity Strategy by attributing the necessary resources, human, physical and financial and holding everyone to account for performance in this area.

We will also develop policies within an Equality Framework and build networks to help deliver on our commitments to this Strategy. We will have a Diversity Champion in every Policing District and Headquarter Unit and each District and Unit will be expected to produce a plan to contribute to this Strategy.

We will also benchmark our performance against other public sector organisations.

Furthermore we will communicate a vision of policing a shared future throughout the organisation so that everyone will know of their responsibilities and expectations.

That said the PSNI has already done much work towards creating a culture, which is tolerant and respectful of differences⁵. Examples of the type of actions we have already implemented are outlined below:



Internally we have	Externally we have
Published a Gender Action Plan http://www.psni.police.uk/final_gender_action_plan.pdf	Developed a Hate Crime Protocol, covering sectarian, racist, homophobic and disability incidents
Seconded officers to "Leaders for Tomorrow" training	Developed and implemented an Appropriate Language Guide
Established Staff Support Associations for minority and under-represented groups	Delivered Equality Impact Assessments on programmes such as the Youth Diversion Scheme
Established an Equality & Diversity website externally (on PSNI website) and internally (on Policenet)	Developed a Reassurance Strategy
Delivered a Peace II funded 1 day diversity training programme to PSNI officers and An Garda Siochana officers	Delivered Policing with the Community Strategy
Delivered a Cultural Audit to assess organisational climate	Established Minority Liaison Officers
Developed new Bullying and Harassment policy and procedures and new Grievance procedure in conjunction with the Labour Relations Agency	Established Independent Advisory Groups
Developed a Disability Action Plan http://www.psni.police.uk/disability_action_plan_2007-2010_final_signed_version.pdf	Delivered the CASE (Citizenship And Safety Education) in primary schools

⁵For full details of work already delivered in PSNI to address equality and diversity see Appendix 3



We will continue to deliver the everyday actions, which evidence our commitment to equality, diversity, good relations and building trust.

However we recognise that consultees want this Strategy to result in extra effort and extra resources being focused on priority areas.

Given the feedback we have received, we have identified these priority areas as:

- **Sectarianism**
- **Gender**
- **Race**

However we will continue to deliver actions which also address:

- Dependency
- Political Opinion
- Sexual Orientation
- Domestic Status
- Age
- Disability

For example PSNI is committed to the actions identified under its Disability Action Plan 2007-2010. This plan outlines how the Police Service of Northern Ireland will promote positive attitudes towards disabled people and encourage the participation of disabled people in public life.

We've also relaunched the Gender Action Plan in March 08 and continue to deliver actions which build greater gender equality. We have also appointed three network support officers to deliver action which will improve our recruitment and retention of:

- Women
- People from minority communities
- People who are gay or lesbian

Furthermore, given the issue of multiple identities, some of the additional actions proposed in this Strategy will have a positive effect for individuals and groups who have overlapping characteristics of exclusion and marginalisation.

5. DELIVERING THE STRATEGY 08-09.

For the second year of this Strategy, we have reworked the three objectives we believe will help us address the issues raised during our initial consultations in 2007 and subsequent consultations in early 2008.

These now read as:

- **To provide a police service, which makes people in minority communities, feel safer.**
- **To deliver a police service which both women and men experience as a progressive and professional service.**
- **To deliver a police service which all communities have trust and confidence in.**

We have distilled the previous 48 actions from the 07/08 plan into three domains which impact upon each objective and identified the progress we wish to see.

The three domains are:

- To have working practices, which are responsive to community needs
- To have a workplace which is respectful and inclusive
- To have a workforce which is reflective of the society we serve

On the following pages we have identified the action steps, which we will take under each Domain to help us achieve the objectives of this Strategy.

We will monitor progress and have identified the monitoring steps we will take which will enable us to report progress to the Strategic Diversity Steering Group chaired by the Deputy Chief Constable.



Domain: To have working practices which are responsive to community needs.

Objective	Actions	Owner
1. To improve the quality of service to victims of domestic violence and sexual offences.	1.1. Each District to adopt the MARAC Model by April 09.	Regional ACC's ACC Criminal Justice
2. To improve the quality of service to victims of hate crime including sectarian hate crime and race hate crime.	2.1. Each District to develop and deliver a hate crime action plan in 08/09.	Regional ACC's
3. To increase the sense of security for people whose unique characteristics make them feel vulnerable in their locality.	3.1. Each District to develop and deliver a reassurance plan for vulnerable groups in their area in 08/09.	Regional ACC's
	3.2. Each District to exercise police powers as agreed in the cross departmental Flags Protocol.	Regional ACC's
	3.3. In conjunction with local DPP's, establish information protocols to engage minority communities in 08/09.	Regional ACC's
4. To identify new and emerging issues for vulnerable groups and develop action plans to address such issues.	4.1. To develop a strategic assessment about emerging issues in relation to new communities .	Regional ACC's
5. To improve officers and staff knowledge, skills and abilities helping them deliver an effective service to vulnerable and disaffected groups.	5.1. To develop and deliver a diversity training plan in 08/09.	Director of HR
	5.2. To increase access of vulnerable groups to the PSNI.	Regional ACC's Director of Finance & Support Services ACC Criminal Justice ACC Crime Ops ACC Operational Support

Objective	Actions	Owner
<p>6. To engage all communities who have been disaffected from policing in the past.</p>	<p>6.1. To continue with 'normalisation' of the police estate and police vehicles.</p> <p>6.2. To work with Diversity Champions to raise awareness and understanding of diversity, good relations, equality and trust issues.</p> <p>6.3. To increase awareness and understanding of the outlook of disaffected communities through an engagement programme.</p> <p>6.4. To disseminate good practice and learn from others through delivering workshops with keynote speakers from the community/voluntary sector.</p> <p>6.5. To explore options for the PSNI to engage in programmes aimed at helping Northern Ireland deal with 'the past'.</p> <p>6.6. To re-examine service guidelines on Community Impact Assessment ensuring they are informed by external consultation which removes restricted access to such documents during 08/09.</p>	<p>Regional ACC's Director of Finance & Support Services ACC Criminal Justice ACC Crime Ops ACC Operational Support</p> <p>Director of HR All Heads of Departments</p> <p>Regional ACC's</p> <p>Director of HR ACC Criminal Justice Regional ACC's</p> <p>ACC Crime Support ACC Criminal Justice Director of HR</p> <p>ACC Operational Support Regional ACC's</p>

Domain: To have a workplace which is respectful and inclusive.

Objective	Actions	Owner
<p>7. To have policies and procedures in place which protect the rights and respect the cultural heritage of all personnel.</p>	<p>7.1. To conduct a review of PSNI's work environment to ensure it is respectful and inclusive for all by April 09.</p> <p>7.2. To review and make recommendations for betterment of the PSNI's Bullying & Harassment policy by April 09.</p>	<p>Director of HR Regional ACC's Heads of Departments</p> <p>Director of HR</p>
<p>8. To increase organisational awareness of the impact of the "Troubles".</p>	<p>8.1. To promote the work of Crime Support Department and the Historical Enquiry Team (HET).</p>	<p>ACC Crime Support Director of Historical Enquiry Team (HET)</p>
<p>9. To have a healthy, engaged and present workforce.</p>	<p>9.1. To develop a Well-Being Strategy in 08/09.</p> <p>9.2. To reduce overtime by 10% in the financial year 08/09.</p> <p>9.3. To utilise the flexible working policy with a view to meeting public expectations through bespoke deployment models, which also addresses individual's expectations.</p>	<p>Director of HR</p> <p>Regional ACC's Heads of Departments</p> <p>Regional ACC's Heads of Departments</p>

Domain: To have a workforce which is reflective of the society we serve.

Objective	Actions	Owner
<p>10. To increase the percentage of people from a black & ethnic and European communities in the PSNI.</p>	<p>10.1. To have a recruitment project which increases the numbers of applicants and appointees from underrepresented ethnic or migrant groups.</p>	<p>Director of HR</p>
<p>11. To have a workforce which is reflective of society at all grades and ranks.</p>	<p>11.1. Establish a compositional change working party to identify actions needed to address under-representation issues.</p> <p>11.2. Adopt positive action measures such as welcoming statements, reflective selection panels to address under-representation issues.</p>	<p>Director of HR</p> <p>Director of HR</p>
<p>12. To develop capacity and confidence among underrepresented groups within PSNI.</p>	<p>12.1. To deliver a mentoring programme which targets underrepresented groups in 08/09.</p> <p>12.2. To develop localised diversity action plans which encompass the Gender Action Plan and focus on retention issues for underrepresented groups in 08/09.</p> <p>12.3. To deliver a Workforce Modernisation programme to police staff, to help us achieve a workforce reflective of the society we serve.</p>	<p>Director of HR</p> <p>Regional ACC's Heads of Departments</p> <p>Director of HR</p>
<p>13. To develop capacity and confidence among police staff.</p>	<p>13.1. To develop local empowerment programmes aimed at engaging police staff.</p>	<p>Director of HR</p>

Monitoring & Evaluation: To report progress to the Diversity Steering Group, Northern Ireland Policing Board and Her Majesty's Inspectorate of Constabulary, on a regular basis.

Objective	Actions	Owner
14. To develop systems which allow PSNI to capture data which will inform analysis of the quality of service delivery, especially to those from vulnerable groups.	14.1. To develop procedures for analysing information gathered through equality monitoring of those entering the Criminal Justice System and disseminating this through our programme of Equality Impact Assessments during 08/09.	Director of HR ACC Criminal Justice ACC Operational Support
15. To produce reports which evidence progress in the development of a respectful and inclusive workplace.	15.1. To deliver an annual Diversity Report which gives information on matters such as bullying & harassment trends, grievance trends and discipline matters. 15.2. To report progress on the achievement of the Diversity Strategy twice yearly to the Human Resources Committee of the NIPB.	Director of HR Director of HR
16. To produce reports which evidence progress in the achievement of a reflective workforce.	16.1. To deliver reports to the Equality Commission such as Article 55 reviews and annual monitoring reports.	Director of HR
17. To produce reports which evidence progress in the delivery of responsive working practices.	17.1. To deliver an annual section 75 progress report.	Director of HR
18. To benchmark progress in the delivery of the Diversity Strategy.	18.1. To conduct an audit of every District Unit and all Departments on their progress in embedding diversity within their work practices by September 08.	Director of HR
19. To quality assure the progress.	19.1. Establish a quality assurance/ users forum to evaluate progress in mainstreaming diversity within PSNI at district, department and organisational level.	Director of HR

6. WHAT WILL SUCCESS LOOK LIKE?

EQUALITY

In 2010 everything the PSNI does will be considered within an Equality Framework.

In other words, PSNI will not change its protocols, procedures or practices without due consideration of the impact of any changes or new proposals on different groups in our society having taken account of their unique needs.

This means that PSNI officers and staff will not only be technically competent but also culturally aware, cognitively alert and human rights compliant.

DIVERSITY

In 2010 acceptance and valuing of diverse perspectives on service delivery and employment practices will be commonplace.

Diversity will be seen as a force for good, rather than something to be feared. This will be achieved by supporting internal networks, sharing ideas and supporting each other.

In short PSNI will develop a "learning culture" on the subject of diversity. PSNI will acknowledge the contribution made by individuals who are "different" and the valuing of diversity will be seen as a key contributor to the delivery of services and the management and retention of staff.

We will have a Police Service, which has greater public confidence and acceptance.



BUILDING TRUST

In the past the security situation dictated a fortified and defensive policing style. It is hoped that over the lifetime of this Strategy sufficient change will have taken place in Northern Ireland to allow policing with the community to be the norm. At that time we will have achieved a Police Service based on:

- Visibility;
- Accessibility; and
- Familiarity.

If this vision of a Police Service working with the community is to be realised it will require new conversations to emerge about the past, otherwise the past will continue to overshadow our future.

We will continue to empower police officers to listen to different perspectives on policing, especially from those who in the past questioned the legitimacy of police actions. We will engage positively with all to deliver policing at a local level and will continue to build policing with the community as the preferred style of policing.

Internally we will create an environment in which safe conversations can take place

between people with differing perspectives on our policing history.

There will also be an increased emphasis in police training on soft skills training to give our personnel the skills to deal effectively with people, especially those who in the past may have questioned the legitimacy of police actions.

PROMOTING GOOD RELATIONS

By 2010, the PSNI will foster better relations between people of different religions, political opinions and racial groups by establishing support networks internally for personnel who are in the minority.

Externally we will consider police actions within a context of community impact and have the minimisation of community discontent as a key priority.

If this vision is to be achieved, it will require resources to have been made available for the appointment of network support officers to support under-represented groups in PSNI.

We will also ensure that plans to prioritise programmes or actions are considered within a framework of promoting good relations.

7. IMPLEMENTING THE STRATEGY

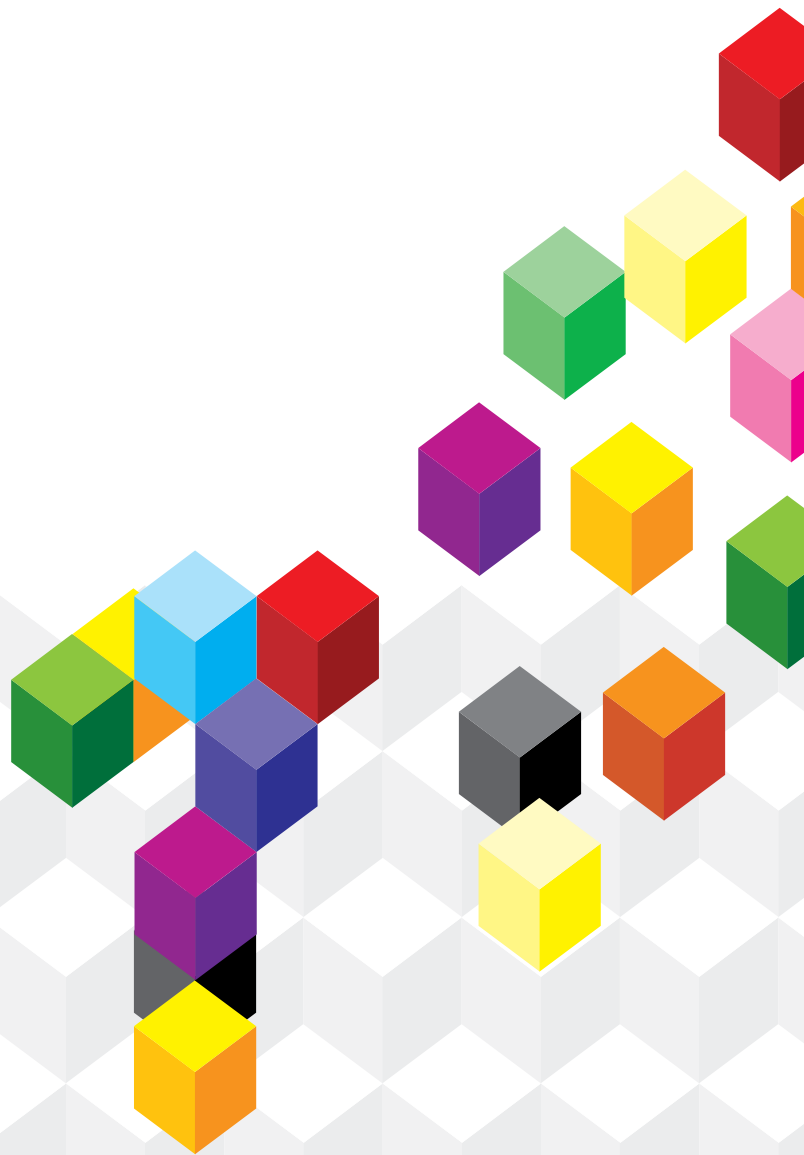
The aspirations, hopes, targets and key steps set out in this document have resulted from extensive consultation with the community/voluntary sector, public sector representatives and monitoring bodies.

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 PSNI must work towards the implementation of this Strategy. It is essential that a genuine partnership approach to implementation is developed. This necessitates the buy-in of all to high level targets and the investment in resources, skills and knowledge.

Successful implementation depends on effective leadership. This leadership will be provided by the Strategic Diversity Steering Group who will draw on the experiences of those involved in delivering the Strategy.





Strategic Diversity Steering Group

The Deputy Chief Constable will champion the delivery of this Strategy; forthwith called the Diversity Champion who will be responsible for overseeing the implementation of this Strategy.

In fulfilling this responsibility, the Diversity Champion will convene and chair a Strategic Diversity Steering Group.

Responsibilities

- Bring together the senior leadership team of PSNI along with representatives from the Northern Ireland Policing Board;
- Monitor delivery of the commitments set out in this Strategy;
- Meet at least four times per annum and report annually to the Northern Ireland Policing Board on the implementation of the Strategy;
- Approve the detailed Diversity Action Plans developed for each District and/or Department;
- Monitor progress on the implementation of detailed Diversity Action Plans; and
- Evaluate the impact of each detailed Diversity Action Plan.

Membership

- PSNI Top team (Diversity Champion to chair); and
- Representatives of the Northern Ireland Policing Board.

Meetings

- The Strategic Diversity Steering Group will meet four times a year;
- Members will ensure that they have been briefed by their representatives on the various Implementation Teams prior to meetings, in order to make accurate decisions on implementation;
- The use of Information Technology will be explored to facilitate meetings and input from all members;
- The Equality and Diversity Manager may meet with individual members to discuss particular areas of concern;
- All administration of the Strategic Diversity Steering Group meetings is the responsibility of the Equality and Diversity Manager.

Diversity Quality Assurance Team

Membership

- Independent representatives of the Staff Associations in PSNI.
- Independent representatives of Independent Advisory Groups.

Responsibilities

- To assess whether progress and achievements are 'fit for purpose'.
- To provide advice to the various steering group, teams and Individuals.

Meetings

- Four times per year, more often if necessary.

Police Districts and Departmental Units Diversity Teams

Membership

- District/Department Senior Management Team
- DPP Representative(s)
- District/Department Diversity Champion
- Local Community Representative(s)

Responsibilities

- To drive forward the Diversity Strategy at a local level.
- To promote good practice.

Meetings

- The Diversity Champion will ensure that Equality and Diversity issues are on the agenda of senior management meetings and if necessary host separate meetings.

Other Roles and Comments

- A Diversity Champion will be appointed in each District/Department.
- All managers and all individuals within the PSNI are responsible for working towards delivering this Strategy.

To help us measure progress we will:

- Assess where we are at now;
- Benchmark progress against other similar organisations;
- Identify areas for improvement;
- Establish a structure for monitoring;
- Produced a detailed Equality and Diversity Training Action Plan to underpin this strategy.

8. CONCLUSION.

The Diversity Strategy is an ambitious Strategy. It is exciting, innovative, comprehensive and challenging. But most of all it is absolutely necessary as we move towards the second decade of the 21st century.

The Police Service of Northern Ireland aims to maintain and develop its position as a world leader in policing. All of our officers and staff will be guided by the content of this Strategy and every one of them will be measured against the extent to which they are making an active contribution to achieving its aim.

In partnership with the people of Northern Ireland we will use this Strategy to shape the way we deliver policing.

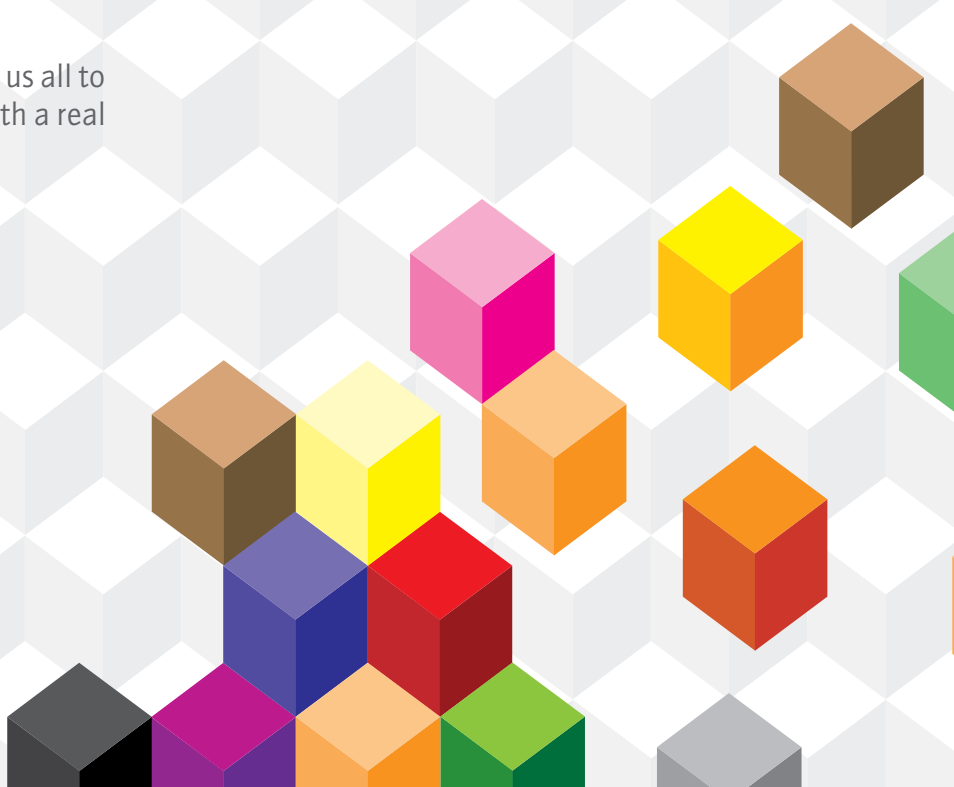
The Police Service of Northern Ireland will listen, we will learn, and we will be open about what we do so that we deliver an effective Police Service, shaped in a way that meets the needs of individuals and communities across Northern Ireland.

The aim of this Strategy is to enable us all to deliver that service, together, and with a real citizen focus.

We will know that our Strategy is working when:

- We can see the things specified actually happening
- The public tell us they can see the things specified actually happening
- All our staff feel comfortable working for us

The Police Service of Northern Ireland is totally committed to turning words into actions and using this Diversity Strategy to make Northern Ireland safer for everyone.



APPENDIX 1

DRIVERS FOR CHANGE

(all are Police Service of Northern Ireland publications unless otherwise stated)

- ACPO/Home Office – 'Gender Agenda' – 2006
- Association of Police Authorities - 'People Matters' – 2002
- Association of Police Authorities – 'Involving communities in police learning and development' – 2004
- 'Code of Ethics for the Police Service of Northern Ireland' – 2002
- Community Relations Council – 'A Good Relations Framework' – 2004
- Criminal Justice System of Northern Ireland – 'Annual Report 2005 – 2006' – 2006
- Cultural Audit 2005
- Disability Discrimination Act 1995
- Disability Discrimination Act 2004
- Disability Discrimination (NI) Order 2006
- 'Diversity Works' – 2006
- 'Domestic Violence Strategy' – 2006
- Equality Commission for Northern Ireland – 'A Wake-up Call on Race' – 2002
- Equality Commission for Northern Ireland – 'Promoting Good Relations – A Guide for Public Authorities (draft)' – 2005
- 'Equality Scheme' – 2005
- European Convention on Human Rights – 1950
- 'Gender Action Plan' – 2004 and 2008
- Hate Crime Policy
- HMIC - Diversity Matters – 2003
- HMIC – Inspection of the Human Resources function in the PSNI – 2007
- HMIC – Winning the Race: Embracing Diversity – 2001
- Home Office/APA/ACPO/Centrex – A Strategy for Improving Performance in Race and Diversity 2004 – 2009 – 2004
- Home Office – Building Communities, Beating Crime: A Better Police Service for the 21st Century – 2004
- Home Office – Policing: Building Safer Communities Together – 2003
- Home Office – Race Equality in Public Services – 2001
- Home Office – Strength in Diversity: Towards a Community Cohesion and Race Equality Strategy 2005

- House of Commons NI Affairs Committee – The Challenge of Diversity: Hate Crime in NI – 2005
- Human Rights Act 1998
- Institute for Conflict Research – Policing, Accountability and the Black and Minority Ethnic Communities in NI – 2006
- Institute for Conflict Research – Policing, Accountability and the Lesbian, Gay and Bisexual Community in NI – 2006
- MacPherson, Sir William – ‘The Stephen Lawrence Inquiry’ - 1999
- Northern Ireland Act 1998
- Northern Ireland Council for Ethnic Minorities – Racist Violence and Criminal Justice in Northern Ireland – 2006
- NIPB and PSNI – ‘Policing Plan 2008/2011 – 2008
- Northern Ireland Policing Board – ‘Monitoring PSNI compliance with the Human Rights Act 1998’ – 2004
- ODPM – ‘Community Cohesion circular’ – 2006
- OFMDFM – A Shared Future: Policy and Strategic Framework for Good Relations in Northern Ireland – 2005
- OFMDFM – A Shared Future: First Triennial Action Plan 2006 – 2009 – 2006
- OFMDFM – ‘Gender Equality Strategy 2006 – 2016’ – 2006
- OFMDFM – ‘Our Children and Young People: Our pledge 2006-2016’ – 2006
- OFMDFM – ‘Racial Equality Strategy for Northern Ireland 2005 -2010’ – 2005
- Patten Report – A New Beginning: Policing in Northern Ireland – 1999
- Police (Northern Ireland) Act 2000
- Policing with the Community
- ‘Race Equality Programme’ – 2005
- Race Relations (NI) Order 1997
- Race Relations (NI) Order 2003
- ‘Reassurance Strategy’ – 2006
- Scarman, Lord - ‘Report into the Brixton riots’ – 1981
- Skills for Justice – ‘Police Sector Skills: Foresight’ – 2004
- ‘Training, Education and Development Strategy’

APPENDIX 2

CONSULTATION LIST

Interviews

AMICUS

An Munia Tober
Belfast Interface Project
Belfast Islamic Centre
British Association for Women in Policing
Carers Northern Ireland
Centre for Contemporary Christianity
Chinese Welfare Association
Coalition on Sexual Orientation (COSO)
CRUSE Bereavement Care
Equality Commission for Northern Ireland
Gay Police Association (GPA)
Greater Shankill Alternatives
Include Youth
Mediation Northern Ireland
Mencap
Men's Advisory Project (MAP)
Northern Ireland Community Relations Council (NICRC)
Northern Ireland Council for Voluntary Action (NICVA)
Northern Ireland Human Rights Commission (NIHRC)
Northern Ireland Policing Board (NIPB)
Northern Ireland Public Service Alliance (NIPSA)
Northern Ireland Women's Aid Federation
National Union of Students/Union of Students in Ireland (NUS/USI)
Police Federation of Northern Ireland (PFNI)
Rural Community Network
Superintendent's Association of Northern Ireland (SANI)
Youth Action Northern Ireland

Written Responses

Ards Borough Council, Good Relations Office
Armagh City and District Council
Armagh District Policing Partnership
British Irish Rights Watch
Committee on the Administration of Justice (CAJ)
Disability Action
Down District Policing Partnership
Ferguson, Paul
Northern Ireland Community Relations Council (NICRC)
Northern Ireland Human Rights Commission (NIHRC)
Northern Ireland Policing Board (NIPB)

APPENDIX 3

POLICE SERVICE OF NORTHERN IRELAND'S ACHIEVEMENTS TO DATE

- We have developed new internal grievance and bullying & harassment policies and procedures;
- We have revised and updated our Equal Opportunities Policy to reflect recent legislative changes;
- We have designed and are delivering a 'Diversity Awareness Raising' training programme with all new police staff and student officers;
- We have designed and are delivering a specific Anti-Racist, Anti-Homophobic and Anti-Sectarian training programme during the course of a three day induction workshop;
- We are implementing a Section 75 Equality Scheme and Programme of Action;
- We 'Quality Assure' the equality screening of our policies;
- We organise and timetable Equality Impact Assessments;
- We delivered the 'Diversity Works' PEACE II funded awareness raising course for officers in border counties during 2006;
- We have implemented a Gender Action Plan in 2004 and a revised Gender Action Plan in 2008;
- We are developing childcare initiatives;
- We continually monitor the workforce for equality of opportunity;
- We have the mandatory competency of 'Race and Diversity' at recruitment and within the staff appraisal system;
- We respond positively to requests for flexible and part-time working;
- We are developing a good network of support functions including Diversity Leaders, Disability Liaison Officers, Gay Liaison Officers and First Contacts;
- We have staff who are increasingly confident in challenging inappropriate behaviour;
- We have achieved 22.64% female representation in the Police Service at 1.6.08;
- We have achieved 24.49% Catholic representation in the Police Service at 1.6.08;
- We have adjusted Monitoring forms to capture sexual orientation and political opinion data;
- We have delivered a 'Leaders for Tomorrow' training programme;
- We have developed an internal Diversity website;
- We have appointed a Diversity Champion;
- We have conducted a second cultural audit;
- We have helped to establish a number of minority staff support groups;
- We have established a Strategic Diversity Management Board;
- We have developed a Hate Crime Protocol;
- We have established a Culture and Diversity Guide;
- We have published a Policing with the Community Strategy;
- We have published a Reassurance Strategy;
- We now use the National Intelligence Model to identify signal crime; and
- We have published an Appropriate Language Guide.
- We have delivered an e-learning diversity awareness programme to all police staff.

APPENDIX 4

GLOSSARY OF TERMS AND ABBREVIATIONS



ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
BAWP	British Association for Women in Policing
BME	Black and Minority Ethnic
DCC	Deputy Chief Constable
DDA	Disability Discrimination Act
DPP	District Policing Partnership
GPA	Gay Police Association
IAG	Independent Advisory Group
LGB&T	Lesbian, Gay, Bisexual and Transgender
MARAC	Multi-Agency Risk Assessment Conference for Domestic Abuse
ODPM	Office of the Deputy Prime Minister
OFMDFM	Office of the First Minister and Deputy First Minister
PSNI	Police Service of Northern Ireland
RPA	Review of Public Administration