

# PSNI Equality Scheme

(Equality, Diversity and  
Good Relations Strategy 2017-2022)



Keeping People Safe



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 49b of the Disability Discrimination Act 1995 (as amended) (Disability Action Plan)

This document will be available in alternative formats on request including:

- Large font
- Audio cassette
- Computer disc
- Main minority ethnic languages
- Easy-read
- Electronic version



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## 1. Foreword by Chief Constable, George Hamilton

*Section 75 of the Northern Ireland Act 1998 (the Act) requires public authorities, in carrying out their functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories outlined in the Act .*

*In our equality scheme we set out how the Police Service of Northern Ireland proposes to fulfil the Section 75 statutory duties.*

*We will commit the necessary resources in terms of people, time and money to make sure that the Section 75 statutory duties are complied with and that the equality scheme is implemented effectively, and on time.*

*We commit to having effective internal arrangements in place for ensuring our effective compliance with the Section 75 statutory duties and for monitoring and reviewing our progress.*

*We will develop and deliver a programme of communication and training with the aim of ensuring that all our staff and board members are made fully aware of our equality scheme and understand the commitments and obligations within it. We will develop a programme of awareness raising for our consultees on the Section 75 statutory duties and our commitments in our equality scheme.*

*As Chief Constable of The Police Service of Northern Ireland I am fully committed to effectively fulfilling our Section 75 statutory duties across all our functions (including service provision, employment and procurement) through the effective implementation of our equality scheme.*

*We realise the important role that the community and voluntary sector and the general public have to play to ensure the Section 75 statutory duties are effectively implemented. Our equality scheme demonstrates how determined we are to ensure there are opportunities, for people affected by our work, to positively influence how we carry out our functions in line with our Section 75 statutory duties. It also offers the means whereby persons directly affected by what they consider to be a failure, on our part, to comply with our equality scheme, can make complaints.*

*On behalf of the Police Service of Northern Ireland and our staff and officers we are pleased to support and endorse this equality scheme which has been drawn up in accordance with Section 75 and Schedule 9 of the Northern Ireland Act 1998 and Equality Commission guidelines.*

## 2. Introduction

The Police Service of Northern Ireland (PSNI) intends to discharge its duties, functions and powers in a manner which is in line with the legal commitments outlined in Section 75 (i) and (ii) of the NI Act 1998, Section 49 (a) and (b) of the Disability Discrimination Order 2006 and Section 48 of the Police (Northern Ireland) Act 2000. In particular we will have due regard to the need to promote equality of opportunity:

- (a) Between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation.
- (b) Between men and women generally;
- (c) Between persons with a disability and persons without and
- (d) Between persons with dependants and persons without.

Without prejudice to the above obligation we also intend to discharge our duties, functions and powers having regard to the desirability of promoting good relations between:

- Persons of different religious belief
- Persons of different political opinion
- Persons of different racial groups

We will also discharge our duties in respect of Section 49A of the Disability Discrimination Order 2006 by having 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.

Furthermore we will meet our obligations under Section 49B of the Disability Discrimination Order 2006;

“To 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.”

In addition, we will meet our obligations in relation to part 2 of Section 48 of the Police (NI) Act 2000 by monitoring the number of women, and if they are under-represented, for increasing that number if so requested by the Northern Ireland Policing Board (NIPB). We will also continue to meet our legal obligations in relation to all other equality legislation and where appropriate will exercise affirmative actions to address under-representation issues.



### 3. Who we are and what we do

#### Vision: “To help build a Safe, Confident & Peaceful Society”

Northern Ireland continues to develop and thrive. It is the role of the Police Service of Northern Ireland to support and work with the Northern Ireland Executive, Business, Community and Voluntary leaders to build a Safe, Confident and Peaceful Society.

#### Purpose: “Keeping People Safe”

As a Police Service, we will all work with partners and communities to Keep People Safe, either through frontline service delivery or by enabling services, by:

- **Preventing** harm through working with partners to increase trust and citizen involvement, reduce offending, reduce vulnerability and prevent crime.
- **Protecting** our citizens and communities, particularly the most vulnerable, through delivering professional policing operations and services in accordance with Human Rights standards.
- **Detecting** offences and investigating suspects, working with justice partners to carry out professional investigations and deliver prompt visible and fair outcomes which build the confidence of victims, witnesses and communities.

#### How: “Policing With the Community”

We are at our strongest when we work in partnership with communities and when we involve those communities in policing. We best achieve this by demonstrating the following behaviours:

1. **Accountability** - Accountability is the fundamental building block to securing trust and legitimacy for any Police Service. It is the way to earn public co-operation, collaboration and information. Accountability helps us achieve our policing purpose of Keeping People Safe.
2. **Acting with Fairness, Courtesy and Respect** - Fairness, Courtesy and Respect are the minimum standards of how we treat others, both inside and outside the organisation. These standards are non-negotiable no matter the context or provocation to act otherwise, and are key to securing our communities’ confidence and trust.
3. **We will be Collaborative in our Decision Making** - Decisions are often too important, complex or far-reaching to be left to the Police alone, which is why Collaborative Decision Making is vital. Collaborative Decision Making is based upon the concepts of partnership and engagement, but takes it a step further and outlines the critical need for clear decisions to be made. This process has at its core collective responsibility and accountability. Involving others shares the opportunity behind every challenging and important decision.

These behaviours will also guide how we treat each other within the Organisation.

## **Who: The Police Service of Northern Ireland**

We are a diverse group of people who strive to be representative of the communities we serve in both our staff profile and culture.

We are proud to serve the people of Northern Ireland and to work as part of an organisation which is committed to Keeping People Safe within this society

## **4. Background**

We hope that this document will convey a sense of commitment in the areas of equality, diversity and good relations, to build upon what we have achieved to date, and be able to evidence what the mainstreaming of these concepts truly looks like, and how that can influence and shape public services. We must make equality, diversity and good relations meaningful concepts for both our personnel and service users.

We are committed to continuing to involve officers, staff and members of the public in the delivery of this Strategy and its further development. 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 continue to 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 in accessible formats. Where PSNI screens and EQIA's policies to assess their impact upon 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 (2005). Furthermore we will commit to addressing inequalities in service delivery, employment and procurement practices when either we have a legal obligation to do so, or where we have evidence that adverse impact is occurring and falls short of fairness.

We will allocate necessary resources (in terms of people, time and money) in order to implement effectively this Strategy and, 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 its implementation. We will monitor the effectiveness of this Strategy by having regular updates on progress at the bi-monthly meetings of the Strategic Diversity Steering Group (SDSG). 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 it remains a live document and that progress is noticeable and change apparent.

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.

- Continue the embedding of S75 duties into policy and decision making processes
- Continue to improve internal and external communications
- Improve the use of data collection and analysis

## 5. Context

This scheme 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 comply with the duties under Section 75 of the Northern Ireland Act in order to mainstream equality of opportunity, diversity and good relations across our business, throughout our functional areas and in the discharge of our powers and our duties.

Alignment of this goal will also be evidenced in delivery of our approach of Keeping People Safe by Policing with the Community. We acknowledge that inequality and exclusion are experienced differently by different groups and that efforts focussed on one particular group can have benefits for other marginalised groups.

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 recognise that the needs of people with disabilities are different from those of non-disabled people and we will comply with the duty as outlined in Section 49A and B of the Disability Discrimination Act 1995 (as amended).

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.

Furthermore, given the requirements of Section 48 (part 2) of the Police (NI) Act 2000, we will pay particular attention to the number of women working within PSNI as officers and staff. Where women are under-represented we will take specific actions to address this in our Action Plans. This will demonstrate our intention to have a Service that reflects the community we serve and in which there is trust and confidence.

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. We have made good progress in mainstreaming but recognise that more work remains to be done and we will ensure that this continues.

We will assess our compliance with Section 75 of the Northern Ireland Act to ensure the promotion of equality of opportunity by:

- assessing and consulting on (using screening and EQIA in accordance with the Commission’s guidance)
- publishing the results
- monitoring the impact
- publishing data where adverse impact is found

The findings from these processes will be reported on to the SDSG and will inform policy development and decision making.

## 6. Consultation

PSNI want to ensure that the services it delivers are accessible and fair to all. We will publish information in formats that are accessible by all including those whose first language is not English and those who have difficulty communicating in written form. This will include making use of interpreting services which enable access to information and services. We will increasingly use new technology to engage different audiences and ensure that we continue to improve our services in light of what you tell us. We recognise the importance of consultation in all aspects of the implementation of our statutory equality duties and we are committed to continuing to carry out consultation in accordance with the general consultation recommendations contained in the Equality Commission guidance, “Section 75 of the Northern Ireland Act 1998 – A Guide for Public Authorities” published in April 2010.

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 A);
- produce any consultation document in accessible formats;
- publish the outcome of any consultation process and provide direct, accessible feedback to consultees who have engaged in the process;

- use a variety of formats to consult eg:
  - face to face meetings
  - email
  - online media such as Facebook, Twitter
  - telephone
  - written documents in various languages;
- having initially notified all consultees, target consultation exercises towards those affected by the policy in question;
- use specific techniques to engage:
  - young people and children
  - people with learning disabilities
  - minority ethnic communities
  - disadvantaged communities.

## 7. Opportunities

Whilst the Strategy continues to be delivered during public service austerity, this will not dilute our ambitions to continue to mainstream equality and diversity into all our practices and procedures. We will focus greater efforts on ensuring the service is not only legally compliant but is also fair, impartial and transparent in how it engages.

We will focus on:

- Continued embedding of S75 duties into policy and decision making processes.
- Evidenced based assessment of vulnerabilities/vulnerable groups and proactive solution design programmes.
- Improved internal and external communication to ensure effective sharing and implementation protocols.
- Improved use and development of data collection and analysis, including the use of new and current technology.

In addition we will ensure there is continued awareness raising and support programmes aiming to ensure decision making processes including policy creation and reviews are 'screened' to determine their potential impact upon the promotion of equality of opportunity and the promotion of good relations within the terms of Section 75 of the Northern Ireland Act 1998.

## 8. Themes

Based on feedback to date, and to simplify our approach, this Strategy sets out three main strategic themes together with a fourth theme of increasing trust and confidence in police that underpins all three. This will provide the framework for performance improvement the delivery of equality outcomes at every level of the police service as well as an overall outcome of increasing trust and confidence in police.

The themes are:

## **1 People and Culture**

Building a working environment that includes everyone and that encourages all staff to develop and make progress. Evidencing and celebrating equality and diversity across the Police Service.

## **2 Operational Delivery**

Delivering services that are easy to access and that respond to and meet the needs of all communities. Improving the prevention and detection of Hate Crime, and crimes which act as a signal to a community that they are at risk.

## **3 Organisational Processes**

Building equality into the organisations processes and how the service manages its performance. Identifying, addressing and reducing Inequalities in Service Delivery and Employment practice.

## **4 Trust and Confidence in Policing**

Increasing trust and confidence in policing through an outcome based approach.

### **Outcome based approach to the Action plan**

We will take an outcome based approach to measure the success of this Strategy. 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. 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. Having identified our themes, our measures in the Action Plan for the next five years explains what we are going to do to achieve outcomes that make a real difference and which will truly evidence equality, diversity and the promotion of good relations.

We will publish an annual action plan each year to outline the specific actions that will be taken to meet the action measures. The Annual Action plan will ensure that this scheme also takes account of the annual policing plan to ensure meaningful action is taken as well as being flexible to adapt to changing circumstances and need. We will report annually on the progress to the Equality Commission.

The timetable is outlined in Appendix C . This timetable is different from and in addition to our commitment to deliver an Action Plan to specifically address inequalities and further promote equality of opportunity and good relations. The PSNI Action Plan is attached in Appendix G.

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

To ensure equality, diversity and good relations continues to be mainstreamed within our processes we will take into account assessment and consultation findings that emerge from any policy decisions or implementation which impact upon people's daily lives. 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. We will use screening and equality impact assessment tools for assessing the likely impact of a policy on the promotion of equality of opportunity and on good relations. All such screening/EQIA will focus on the intended outcomes of the policy in question. The flow chart attached in Appendix B outlines our arrangements.

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

The publication of assessments and delivery impact, as identified through monitoring arrangements, will be made available online, through accessible formats and disseminated to those affected.

## **10. Delivering the Strategy**

This Strategy will focus greater attention on areas where we can make a difference delivering our services and as employers. We will work towards the achievement of our objectives through five functional areas.

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

## **11. Timetable for measures proposed in the scheme**

The timetable in Appendix C outlines the measures proposed within the PSNI equality scheme. The measures outlined in this timetable will be incorporated into our business planning processes.

This timetable is different from and in addition to our commitment to deliver an Action Plan to specifically address inequalities and further promote equality of opportunity and good relations. The PSNI Action Plan is attached in Appendix G.'

## 12. Engagement

How the PSNI communicate and engage with the public is central to building trust and confidence in policing. Through genuine engagement with the community the PSNI can increase confidence and deliver a service that meets the needs and aspirations of the whole community.

We engage with our community in order to support our core objective of Keeping People Safe. Engagement therefore, must be a cornerstone of policing activity, informing and impacting on every area and at every level of policing in the same way as enforcement, intelligence gathering, and investigation of crime are also core elements.

Engagement should be monitored and prioritised in line with a sound evidence base to assess benefit and effectiveness. For example:

- We have developed an Engagement for Collaborative Working strategy in 2017 which will inform collaborative working with partners.
- We conduct a monthly Victim Satisfaction Survey for victims of crime by text message and will use this information to direct engagement activities with those groups highlighted by the results.
- We have developed, in partnership with the Department of Justice, a Hate Crime Advocacy Service working with host organisations on Disability, LGBT and Race.

## 13. Monitoring and 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 and other techniques
- share information to inform better consultation with internal and external stakeholders
- if necessary we will adapt policy in light of research findings.

In order to carry out monitoring in a confidential and effective manner, we continue to follow guidance from the Office of the Information Commissioner and the Equality Commission.



## 14. Strategy and 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.

## 15. Training

PSNI is committed to raising awareness through training and other activity and the need to promote equality of opportunity and good relations. We will ensure that there is suitable communication and training activity to raise 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. This will include a number of activities to ensure that all staff fully understands how they contribute through their roles. Ensuring awareness of the commitments and accountability outlined in this Equality Scheme (Equality, Diversity and Good Relations Strategy 2017 -2022), and the particular issues likely to affect people across the range of Section 75 categories.

We will:

- provide personnel involved in the assessment of policies (screening and EQIA) with the necessary skills and knowledge to do this work effectively
- provide personnel who deal with complaints in relation to compliance with our equality scheme with the necessary skills and knowledge to investigate and monitor complaints effectively
- provide personnel involved in consultation processes with the necessary skills and knowledge to do this work effectively
- provide personnel involved in the implementation and monitoring of the effective delivery of the Strategy with the necessary skills and knowledge to do this work effectively.

PSNI will continue to work with other bodies and agencies, especially stakeholders, in the development and delivery of Section 75 awareness training as well as being guided by the Equality Commission for Northern Ireland on areas where we can improve our performance as well as adopting best practice.

## 16. Publication

This Strategy and annual action plans will remain accessible documents, online, in print and in accessible formats.

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.

## 17. Review

We will:

- Review the Strategy annually.
- Review, update and produce annual action plans which will be published.
- Forward a Progress Report to the Equality Commission.
- Liaise with the Equality Commission following the submission of the annual Progress Report.
- Will make available online and to our consultees a summary of the annual Progress Report.

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. The five year review will be shared with the Equality Commission. We will also report progress of this Strategy quarterly and annually to the Northern Ireland Policing Board.

## 18. Complaints

Schedule 9 paragraph 10 of Section 75 of the Northern Ireland Act refers to complaints.

A person can make a complaint to a public authority if the complainant believes he or she may have been directly affected by an alleged failure of the authority to comply with its approved equality scheme. If you believe that you have been directly affected by a failure in our duty to comply with our equality scheme obligations please let us know, by contacting us by any of the means outlined below and we will try and resolve the matter in a timely manner. We will in the first instance acknowledge your complaint within 5 working days, and following an internal investigation will respond substantively within one month although this may have to be extended in complex enquiries. During the process we will keep you fully informed of the progress including any delays experienced.

If you are not happy with our resolution you may wish to speak to an external agency that will try and resolve the matter

## Contact Details

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

### Post:

Head of Policing With the Community  
Lisnasharragh  
42 Montgomery Road,  
Belfast  
BT6 9LD

**Email:** [equality@psni.pnn.police.uk](mailto:equality@psni.pnn.police.uk)  
**Textphone:** 028 9090 1246

**Phone:** 028 9092 2770

## Appendices

## Appendix A

Action on Hearing Loss  
Age NI  
Alliance Party  
Amnesty International  
An Munia Tober  
Association of Chief Police Officers  
Autism NI

Baptist Church  
Belfast Hebrew Congregation  
Belfast Islamic Centre  
British Deaf Association Northern Ireland  
British-Irish Rights Watch

Cara-Friend  
Carers  
Northern Ireland Catholic Church  
CCMS  
Children in Northern Ireland (CiNI)  
Cumann Lúthchleas Gael (GAA)  
Chinese Welfare Association  
Christian Scientists  
Church of Ireland  
Citizens Advice Bureau  
Coiste na nIarchimí  
Committee on the Administration of Justice  
Community Foundation for Northern Ireland  
Community Relations Council  
Criminal Justice Inspectorate Northern Ireland

Democratic Unionist Party  
Department of Justice  
Derry Travellers Support Group  
Disability Action  
Disabled Police Officers Association

Early Years – the organisation for young children  
Education and Library Boards (5) EPIC  
Equality Coalition  
Equality Commission NI  
Ethnic Minority Police Association  
Extern

Foras na Gaeilge  
Free Presbyterian Church

Gay and Lesbian Youth Northern Ireland  
Gay Police Association  
Gingerbread NI  
Green Party in Northern Ireland  
Guide Dogs

Include Youth  
Indian Community Centre  
Belfast Irish Football Association (IFA)

Law Society of Northern Ireland  
Lesbian Advocacy Services Initiatives (LASI)

Men's Advisory Project  
Mencap  
Methodist Church  
Mindwise  
Multi-Cultural Resource Centre

National Society for the Prevention of Cruelty to Children (NSPCC)  
Northern Ireland African Cultural Centre Northern Ireland Association for Mental Health  
Northern Ireland Commissioner for Children and Young People  
Northern Ireland Council for Ethnic Minorities  
Northern Ireland Gay Rights Association  
Northern Ireland Human Rights Commission  
Northern Ireland Law Commission  
Northern Ireland Police Fund  
Northern Ireland Policing Board  
Northern Ireland Prison Service  
Northern Ireland Public Service Alliance  
Northern Ireland Women's Aid Federation  
Northern Ireland Association for the Care and Resettlement of Offenders (NIACRO) Older  
People's Advocate Northern Ireland

Orange Order

Parenting Forum Northern Ireland  
Parole Commissioners for Northern Ireland  
POBAL  
Police Federation for Northern Ireland  
Police Ombudsman for Northern Ireland  
Police Rehabilitation and Retraining Trust  
Polish Association Northern Ireland  
Praxis  
Presbyterian Church  
Prison Fellowship Northern Ireland  
Prisoner Ombudsman for Northern Ireland Probation Board for Northern Ireland  
Progressive Unionist Party

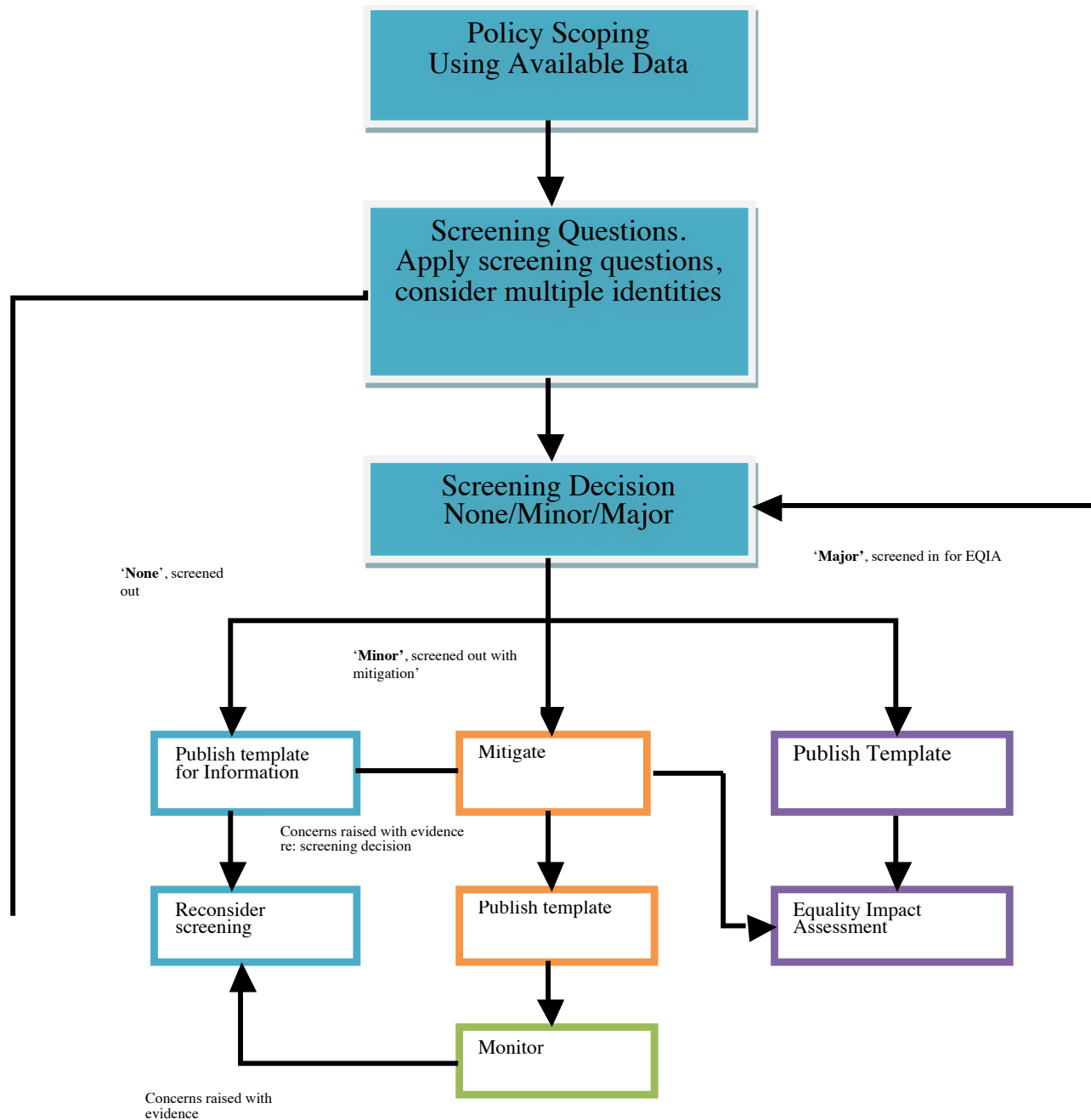
PSNI Diversity Champions  
PSNI Independent Advisory Groups Public  
Prosecution Service  
Rainbow Project  
RNIB Northern Ireland  
RUC George Cross Foundation  
RUC George Cross Widows' Association

Sinn Féin  
Social Democratic and Labour Party  
Superintendent Association of Northern Ireland

Tar Anall

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

## Appendix B





## Appendix C

### Timetable

Timetable	Measure	Ownership
2017 -2018	Align annual action plan to the annual policing plan	Policing with the Community
2017 Dec	Announce New Equality Scheme [Equality, Diversity Good Relations 2017-2022) Internally and externally	Policing with the Community
April 2018	Annual report from April 2017 to March-2018 covers only 9 months as the new scheme comes into effect Dec 2017 therefore annual report will in effect cover both schemes	Policing with the Community
December 2017	Publish new Scheme	Policing with the Community
2017-2022	and produce in alternative formats on request	Policing with the Community
2017 Jan – March	Inform all staff of new Scheme	Policing with the Community
March 2017	Review and improve s75 knowledge pages and resource centre on intranet	Policing with the Community
2017-2022 Annually April	Produce actions plans annually	Policing with the Community
2017- 2022 Annually April/May	In line with updated action plans, disseminate and raise awareness to internal audience and stakeholders	Policing with the Community
Annually	Develop and initiate awareness raising by S75 theme or group, link with partners to deliver initiatives (such as mental health wellbeing)	Policing with the Community
2017 -2022 Annually April	Report annually ECNI	Policing with the Community

<b>Timetable</b>	<b>Measure</b>	<b>Ownership</b>
2022	Review 5 year scheme	Policing with the Community
quarterly	Governance of the Scheme through Strategic Diversity Steering group	Policing with the Community
quarterly	Publish screening and EQIA	Policing with the Community
quarterly	Liaise with ECNI to ensure progress on implementation of scheme is maintained	Policing with the Community
Ongoing	Revision of policies as a result of monitoring to identify any impact of policies	Policing with the Community
annually	Review and update consultation list	Policing with the Community

## Appendix D

### Outcomes for Policing/Annual Policing Plan

#### What the PSNI does

For the Police Service of Northern Ireland, keeping people safe is what we do; Policing with the Community is how we do it. Policing with the Community is about understanding and responding to the human impact of policing. It is about creating real participation between the police and the community - a partnership in which policing reflects and responds to the community's needs and in which the community plays an active part in delivering a solution

#### Outcomes for Policing/Annual Policing Plan

The Strategic Outcomes for Policing 2016 - 20 outline what the Policing Board want the PSNI to focus on at a strategic level over the next four years; the Annual Policing Plan will deliver incremental changes and improvements towards the achievement of these<sup>1</sup>.

There are 5 Overarching themes:

1. Communication and Engagement
2. Protection of people and Communities
3. Reduction in offending
4. More efficient and effective delivery of justice
5. More efficient and effective policing

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<sup>1</sup>Northern Ireland Policing Board Strategic Outcomes for Policing in Northern Ireland 2016-2020

## Appendix E

### List of Strategic Outcomes for Policing in Northern Ireland 2016-2020

Strategic Outcome 1.1	Increasing trust and confidence in policing.
Strategic Outcome 1.2	Ensuring the PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions.
Strategic Outcome 2.1	Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable.
Strategic Outcome 2.2	Protecting and supporting repeat victims.
Strategic Outcome 2.3	Keeping people safe on the roads.
Strategic Outcome 3.1	Working in partnership to identify and intervene with priority offenders.
Strategic Outcome 3.2.	Working in partnership to address serious and organised crime.
Strategic Outcome 3.3.	Working in partnership to address paramilitary activity.
Strategic Outcome 4.1	Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service.
Strategic Outcome 4.2	Achieving an effective partnership with the Public Prosecution Service and other key partners in the Criminal Justice System in order to deliver an effective professional service which strives for positive outcomes for victims.
Strategic Outcome 5.1	Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need.
Strategic Outcome 5.2	Demonstrating the best use of resources for the PSNI.

## Appendix F

### Action Plans

To inform this strategy a 5 year action plan has been developed. However, this will be reviewed and annual action plans will be published each year to ensure flexibility of response to changing circumstances and changing needs. The annual Action Plans will include a more detailed account of activities planned to meet the measures. We also understand that feedback, the use of research and the views of internal and external stakeholders will continue to be reflected to ensure the action plan is more meaningful and outcome focussed. It is assumed that activities to deliver the plan may vary across the lifecycle of the 5 year scheme being dependent on resources, financial limits and the political situation.

The action measures in the Action Plan have been developed and prioritised on the basis of the review of the Equality Scheme 2012 to 2017. The Action Plan is also informed by our annual Policing plans and strategic outcomes for policing as agreed with the Northern Ireland Policing Board

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 what research tells us. We are committed to delivery of the outcomes on our action plan and changing track if new issues emerge. The Action Plan will be driven by commitment rather than compliance. The Action Plan will be reviewed and published 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.

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 groupings and that actions that are being taken to meet their particular concerns are easily identified.

Actions which meet our duty to have due regard to the need to promote positive attitudes towards disabled persons will be marked with (a) and actions which meet our duty to have due regard to the need to encourage participation by disabled persons in public life will be marked (b). In addition we have included a separate Disability Action Plan.

## Action Plan 2017 - 2022

1 People and Culture					
Building a working environment that includes everyone and that encourages all staff to develop and to make progress. Evidencing and celebrating equality and diversity across the Police Service.					
Outcome:					
PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks posts and locations. PSNI is seen as a workplace that embraces and celebrates difference.					
Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020		
1.1 We will continue to build organisational culture to help delivery of the strategic objectives	Age Disability(a) Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependents	<ul style="list-style-type: none"> <li>The delivery of an organisational Cultural Audit to assess if the PSNI vision of 'Building public confidence through Service Delivery' has been embedded.</li> <li>Data monitoring arrangements consistent with our strategic goals and capable of identifying service delivery gaps in particular in relation to Section 75 grouping.</li> </ul>	1.1 Trust and Confidence		

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
1.2	We will have a workforce representative of the society we serve.	Age Disability(a) Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependants	<ul style="list-style-type: none"> <li>• Statistical analysis and benchmarking we will identify and address under-representation</li> <li>• Revised and updated People Strategy</li> <li>• Updated and targeted recruitment programme, focusing on geographical representation</li> </ul>	2017 - 2022 1.1 Trust and Confidence
1.3	We will have a workplace that is inclusive fair and welcoming.	Age Disability(a) Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependants	<ul style="list-style-type: none"> <li>• A bespoke engagement and wellbeing strategy and delivery plan to enhance confidence in policing. Specific strands will continue to include: <ul style="list-style-type: none"> <li>➢ Schools and other organisations (eg sporting clubs) in areas with low level of police engagement</li> <li>➢ Community organisations and registered charities in areas of low police engagement</li> </ul> </li> </ul>	Long-term 2017-2022 1.1 Trust and Confidence People Strategy

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
1.4	We will have a retention strategy, specifically focused on officers and staff from under-represented groups	Age Disability(a) Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependants	<ul style="list-style-type: none"> <li>• A more Inclusive (as well as Diverse) working environment, in which the strengths, qualities and attributes of all officers and staff are recognised, respected and effectively utilised.</li> <li>• Increased access to, success in and appointment to specialist competitions and postings.</li> <li>• An updated and revised Temporary Promotion policy and procedure.</li> </ul>	1.1 Trust and Confidence
1.5	Our managers and leaders will be provided with the leadership training, and support to deliver improved service through teams and PWC ethos	Age Disability Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependants	<ul style="list-style-type: none"> <li>• A developed and embedded Leadership Strategy.</li> <li>• An effective Talent Management process.</li> </ul>	



	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
1.6	Implementation of a wellbeing strategy and delivery plan that focuses on the wellbeing and personal resilience of officers and staff.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependants	<ul style="list-style-type: none"> <li>A Wellbeing Strategy and Delivery Plan agreed and communicated.</li> <li>Delivery Plans at Branch level to instigate appropriate action to address identified and anticipated wellbeing issues.</li> <li>Wellbeing activities and initiatives are benchmarked against other public and private sector organisations to ensure application of best practice.</li> </ul>	
1.7	Opportunities to be explored to encourage increased application from disabled members of community.	Age Disability(a) Gender Political opinion Race Religious belief Sexual Orientation Marital Status Dependants	<ul style="list-style-type: none"> <li>Analysis of potential barriers to recruitment of disabled people to be carried out.</li> <li>Provision of 'disabled applicant passport' to ensure that needs are identified and addressed at each stage of selection, training and transfer process.</li> </ul>	1.1 Trust and Confidence

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
1.8	Age related factors that impact on officers and staff will be explored, with steps taken to address potential issues.	Age Disability Gender	<ul style="list-style-type: none"> <li>• A number of health issues, usually age related (eg menopause, prostate) will have policy, procedure and guidance documents developed.</li> <li>• There will be a programme of education, communication and support to help officers and staff who are dealing with these age related health issues.</li> </ul>	1.1 Trust and confidence
1.9	We will increase awareness, understanding and support for officers and staff in respect of LGBT matters.	Gender Sexual Orientation	<ul style="list-style-type: none"> <li>• Successful Stonewall (Workplace Equality Index) application achieved.</li> <li>• Enhanced collaborative work with LGBT Networks and other organisations to ensure that internal policies and procedures are in line with best practice.</li> <li>• Internal education and communication provisions ensure that LGBT officers and staff, and non-LGBT colleagues are better informed and supported.</li> </ul>	1.1 Trust and Confidence

## 2 Operational Delivery

Delivering services are that easy to access and that respond to and meet the needs of all communities.

### Outcome:

PSNI is seen as an organisation that protects the most vulnerable reducing harm caused by crime and antisocial behaviour 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.

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
2.1	<p>Improve the service to repeat victims and to vulnerable groups such as victims of Hate Crime, Crimes against Older people.</p> <p>To maintain a corporate prevention, detection and investigation strategy for Hate Crime and Signal Crime. Continuing to increase societal awareness of the exacerbated effects of Hate and Signal Crime.</p>	<p>Disability</p> <p>Race</p> <p>Sexual Orientation</p>	<ul style="list-style-type: none"> <li>Increased satisfaction and confidence especially among under-represented people.</li> <li>Increased positive assessment of PSNI's performance particularly among marginalised and under-represented groups.</li> <li>Increased Hate and Signal Crime reporting.</li> <li>Increased intelligence resulting in improved detection of Hate and Signal Crimes.</li> </ul>	<p>Ongoing</p> <p>2.1 Harm caused by crime.</p> <p>2.2 Protecting and supporting repeat victims.</p> <p>4.1 Positive outcomes for victims.</p>
2.2	<p>Protection of young people by implementing initiatives and interventions to improve outcomes.</p>	<p>Age</p>	<ul style="list-style-type: none"> <li>Proceed with roll out of YVA Phase 2</li> </ul>	<p>Ongoing</p> <p>2.1 Harm caused by crime.</p>

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
2.3	Ensure police powers are being exercised fairly and impartially particularly stop and search of young people.	Age Religious belief Race	<ul style="list-style-type: none"> <li>Community background</li> <li>Young People</li> </ul>	<p>1.1 Trust and Confidence</p> <p>1.2 Improve understanding of impact of decision making.</p> <p>2.1 Harm caused by crime.</p>
2.4	Improve the service to the most vulnerable through roll out of Support hubs in collaboration with PCSP's and key partners.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Delivery of concern/support hubs</li> </ul>	<p>2.1 Harm caused by crime.</p> <p>4.1 Positive outcomes for victims.</p>
2.5	Demonstrate an effective contribution to protecting young people through the initiation and facilitation of local initiatives and collaborations.	Age	<ul style="list-style-type: none"> <li>Proceed with roll out of Youth Volunteer Academy.</li> </ul>	<p>2.1 Harm caused by crime.</p>

	<b>Measure</b>	<b>Groups</b>	<b>Performance Indicator</b>	<b>Timescale and Links to Strategic Outcomes for Policing 2016-2020</b>
2.6	<p>Improve accessibility for delivering services to persons who do not have English as a first language.</p> <p>Providing audio or written playback in any language for those with reading and writing difficulties or partially sighted.</p>	<p>Disability</p> <p>Race</p>	<ul style="list-style-type: none"> <li>PSNI website content accessible at source in different languages, in line with the service offered by our criminal justice partners and agencies ensuring equality of approach. PSNI website content in audio format for vision impaired.</li> </ul>	<p>Ongoing</p> <p>Digital Strategy</p>

<b>3 Organisational Processes</b>				
<b>Building equality into the organisation's processes and how the service manages its performance. Identifying, addressing and reducing inequalities in Service Delivery and Employment Practice.</b>				
<b>Outcome:</b>				
PSNI is seen to be fair in delivering Policing to all sections of society by having appropriate employment and working practices. Increased positive assessment of PSNI performance particularly among marginalised groups.				
Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020	
3.1 Improve service delivery to ensure we are treating people with fairness and respect through mainstreaming of PWC.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Reduced complaints (internal and external).</li> <li>Victim Satisfaction survey results.</li> </ul>	Ongoing 2017-2022	1.2 Improve understanding of impact of decision making.  2.1 Harm caused by crime.

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
3.2	Ensure data monitoring arrangements are consistent with out strategic goals and capable of identifying service delivery gaps in particular in relation to Section 75 groupings.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Reviewed annually as part of monitoring processes.</li> </ul>	Ongoing
3.3	We will have programmes of engagement targeting the areas and groups and communities who are most disadvantaged/disaffected/disengaged.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Collaboration and Engagement Strategy.</li> <li>Policing with the Community Project outputs.</li> <li>Increased positive assessment of PSNI performance particularly among marginalised groups.</li> </ul>	1.1 Trust and Confidence  1.2 Improve understanding of impact of decision making

## 4 Trust and Confidence in Policing

### Outcome:

Increasing trust and confidence in policing will also be reflected in the delivery of successful outcomes of the measures in each of the three areas: People and Culture, Operational Delivery and Organisation processes in addition the outcomes of the measures in this plan provide additional activities.

	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
4.1	Facilitate and encourage the use of victim satisfaction surveys as well as identifying other opportunities to understand and deal with public confidence issues.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Public confidence through victim satisfaction survey results.</li> </ul>	Ongoing 2017-2022  Links to Strategic Outcome 1.1 - Increasing trust and Confidence in police.



	Measure	Groups	Performance Indicator	Timescale and Links to Strategic Outcomes for Policing 2016-2020
4.2	Improving under representation across PSNI	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Statistical monitoring and performance.</li> </ul>	People Strategy  Strategic Outcome 1.1 - Increasing trust and confidence in police.
4.3	Improved use of social media to initiate activities with hard to reach groups.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>Improved feedback from social media activities.</li> </ul>	Strategic Outcome 1.1 - Increasing trust and confidence in police.  Communications Strategy

	<b>Measure</b>	<b>Groups</b>	<b>Performance Indicator</b>	<b>Timescale and Links to Strategic Outcomes for Policing 2016-2020</b>
4.4	Policing with the Community mainstreamed into the culture of the PSNI.	Age Disability Gender Political opinion Race Religious belief Sexual Orientation	<ul style="list-style-type: none"> <li>• PWC project.</li> </ul>	2017-18  Strategic Outcome 1.1 - Increasing trust and confidence in police.

## Disability Action Plan

### Disability Action Plan

Promote positive attitudes towards disabled people and encourage participation in public life.

#### Outcome:

Improved trust and confidence in police

	Measure	Performance Indicator	Timescale
1	PSNI will encourage the participation of people with disabilities in Public Life.	As a Non Departmental Government Body PSNI will take steps to encourage people with disabilities to join Independent Advisory Groups, Service User Groups and Local strategic partnerships.	2017-2022
2	Identify where police have impacted on opportunities for staff and officers with disabilities and improve any under representation across the police service.	Workforce composition.	Ongoing
3	Encourage the establishment of a disability staff association.	Establishment of a disability staff association (staff will be consulted on their views and needs). Establish links with national associations.	By Jan 2019
4	Improving how PSNI identifies and supports those staff and officers with Mental health difficulties.	A Wellbeing Strategy and Delivery Plan agreed and communicated to include mental health awareness.  Delivery Plans at Branch level to instigate appropriate action to address identified and anticipated wellbeing issues.	Ongoing

	<b>Measure</b>	<b>Performance Indicator</b>	<b>Timescale</b>
5	Improve accessibility to buildings, systems and services. Identifying new and unique ways to support different disabilities.	IT systems to support Dyslexia and other literacy restrictions such as audio feedback of website content.	2018
6	Hate Crime Advocacy Service delivery to Disabled victims.	Ongoing feedback from Advocate groups on performance.	Ongoing
7	Identify data that will help identify themes to target crime prevention initiatives.	Data analysis and feedback will inform the crime prevention plan.	2018
8	Hate Incident Practical Action Scheme (HIPA) scheme, raising awareness of the HIPA scheme amongst the disabled community and identifying other initiatives.	Ongoing feedback from groups supporting the disabled community and partners on performance.	2018
9	Promote and initiate partnership working to support victims of crime with mental health issues.	Active Listensing project.	Ongoing 2017 onwards







## **Contact**

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

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