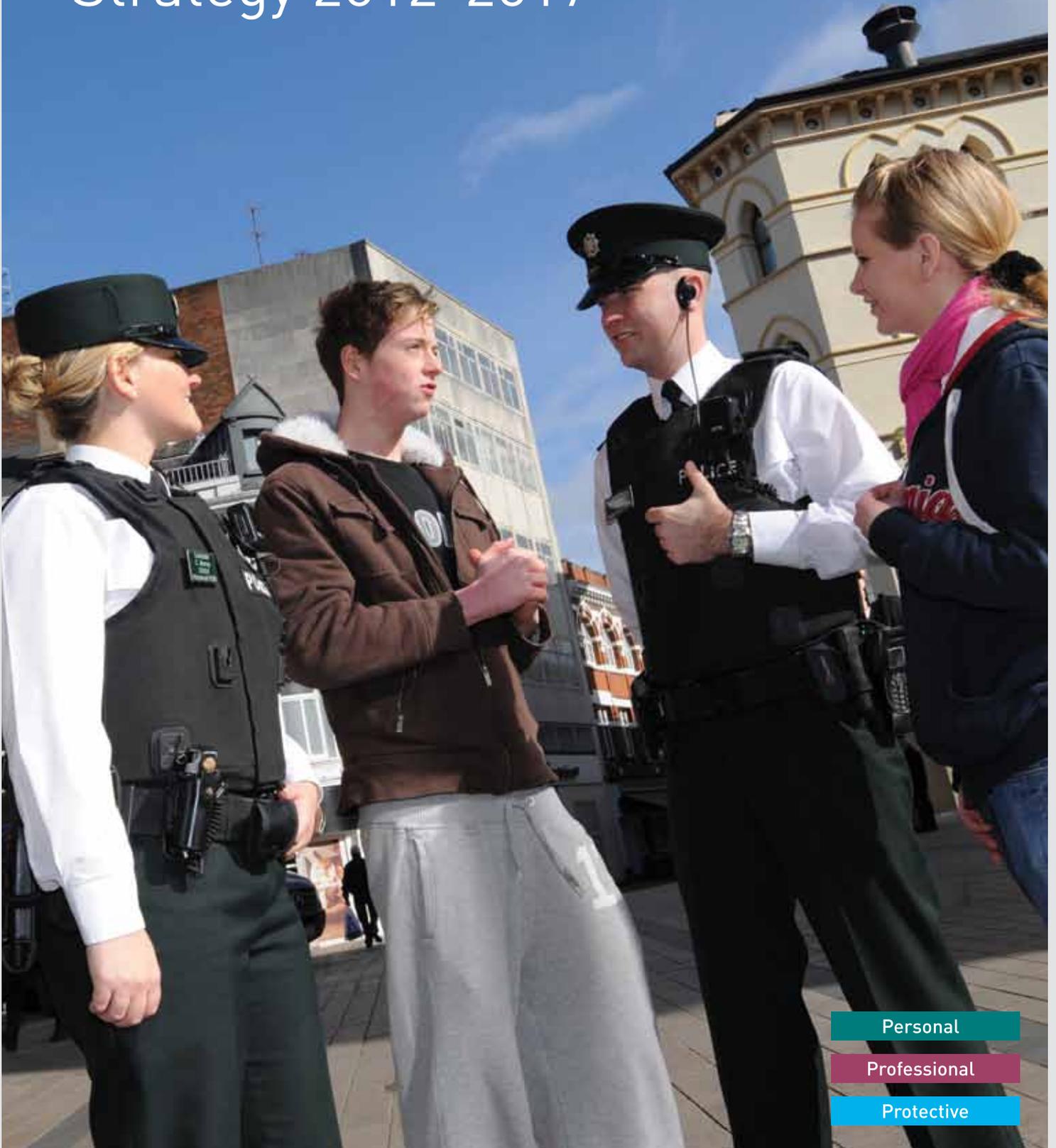




# Equality, Diversity and Good Relations Strategy 2012-2017



Personal

Professional

Protective

# Equality, Diversity and Good Relations Strategy 2012-2017

## Which includes our arrangements to meet our duties under:

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

## 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, Matt Baggott

**I am pleased to endorse and present the Police Service of Northern Ireland's Equality, Diversity and Good Relations Strategy in the second decade of the Police Service of Northern Ireland. Since the publication of "A New Beginning: Policing in Northern Ireland" much work has been undertaken by members of the Service to ensure a fair, accessible and impartial police service for all communities in Northern Ireland. This Strategy outlines how we intend to build on the positive results already achieved by our "Policing a Shared Future" Strategy as well as our Gender Action Plans and Disability Action Plans.**

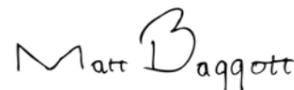
Our commitment to delivering personal, professional and protective policing to the people of Northern Ireland is embodied in our Policing with the Community Strategy. The Equality, Diversity and Good Relations Strategy focuses on our commitment to increase trust, confidence and satisfaction in the Police Service of Northern Ireland, particularly among underrepresented and marginalised groups. Using a framework for performance improvement and the delivery of equality outcomes at every level of the police service, the three themes which form the structure of this Strategy are

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

This unique Strategy visibly demonstrates

our commitment to the promotion of equality of opportunity and good relations. Driven by a desire for real change rather than by legislative compliance, it is my hope that this document will help to transform how public authorities endeavour to meet their equality duties throughout Northern Ireland.

I would like to acknowledge the roles played by others in improvements of the Service, including Northern Ireland Policing Board, the Equality Commission for Northern Ireland and all our external stakeholders. The partnerships created with individuals and representative bodies over the past ten years cannot be underestimated. Without your engagement across Northern Ireland we cannot deliver a tailored service to you as an individual, and to your community. Your support underpins our ability to continue moving forward in making Northern Ireland a safer place for all. I also welcome the objectives contained within the associated Action Plan. Whilst clearly ambitious, I believe them to be essential in our vision of being the finest personal, professional and protective police service in the world.



Matt Baggott  
Chief Constable

## 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 preparing and submitting a draft plan for monitoring the number of women and if they are underrepresented, 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<sup>1</sup> and where opportune will exercise affirmative actions to address underrepresentation issues.



We hope that this document will also convey a sense of commitment in the areas of equality, diversity and good relations, to build upon what we have achieved to date and move beyond that and be able to evidence what the mainstreaming of these concepts truly looks like and how that can influence and shape public services. To do that we must make equality, diversity and good relations meaningful concepts for our personnel and service users. A first step in that direction is to have one integrated plan which addresses these issues. This will ensure unity of purpose and will not dilute our efforts across a number of domains.

<sup>1</sup> The Sex Discrimination (NI) Order 1976; The Fair Employment and Treatment (NI) Order 1998 and The Race Relations (NI) Order 1997.

Indeed this approach has been arrived at after a number of years of delivering separate strategies to meet our legal obligations in relation to equality issues, gender issues and disability issues. We have had a separate Section 75 Equality Scheme, a Gender Action Plan and a Disability Action Plan in response to our legal obligations and whilst there has been much progress we recognise that greater alignment of purpose will produce better results overall.

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

We will also develop and use data to identify where inequalities in service delivery exist as early as possible. Furthermore we commit to publishing the findings of screening of policies and any subsequent Equality Impact Assessments in accessible formats. Where PSNI screens and EQIA's policies<sup>2</sup> 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<sup>3</sup> 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 the implementation of this plan.

We will monitor the effectiveness of this Strategy by having regular updates on progress at the quarterly meetings of the Strategic Diversity Steering Group (SDSG)<sup>4</sup>. The Group, chaired by Deputy Chief Constable (DCC), is comprised of members of the Northern Ireland Policing Board (NIPB) and PSNI's Chief Officer Group.

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

If we receive complaints about how we go about developing, or implementing the strategy we will endeavour to resolve these matters to a satisfactory outcome.<sup>5</sup>

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



### 3. Our Vision

**“To be the finest personal, professional and protective police service in the world.”**

The promotion of equality, diversity and good relations will help achieve this vision by increasing trust, confidence and satisfaction, particularly among underrepresented groups, in the Police Service of Northern Ireland.

### 4. Background

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

- Equality
- Diversity
- Good Relations
- Promoting Trust

and set out 34 actions to address issues relating to:

- Gender
- Race
- Sectarianism

Much has been achieved during the delivery of the first Shared Future Strategy. We saw improvements across a range of areas. We delivered a better quality of service to victims of crime, especially victims of domestic abuse. We increased the numbers of Catholic and female officers<sup>6</sup> and while we are now a more reflective Police Service we will continue to use affirmative action measures where appropriate. We also acknowledge that representation is only a first step towards creating a diverse organisation capable of meeting the needs of different communities in a bespoke manner. We now engage with more communities who were traditionally disengaged and disenfranchised, specific actions such as:

<sup>2</sup> For policy definition please refer to Section 75 of the Northern Ireland Act 1998: A Guide for Public Authorities (2010) pg 30-31

<sup>3</sup> Section 75 of the Northern Ireland Act 1998: A Guide for Public Authorities (2010) pg 40-41

<sup>4</sup> As at 1st May 2011, the percentage of Catholic officers is 30.27% and the percentage of female officers is 26.58%.

<sup>5</sup> See page 27 for full details on how complaints will be dealt with.

<sup>6</sup> As at 1st May 2011, the percentage of Catholic officers is 30.27% and the percentage of female officers is 26.58%.

- publication of a second Gender Action Plan
- development and delivery of a bespoke Equality and Diversity Training Plan
- implementation of an Equality Scheme and programme of action
- development of family friendly initiatives
- delivery of programmes to encourage greater applications from underrepresented groups whose first language is not English
- the relaunch of Policing with the Community Strategy
- funding of initiatives within communities from Policing with the Community and Asset Recovery monies
- delivery of our Citizen and Safety Education programme in more schools than ever before
- establishment of a Women's Police Association, Gay Police Association and Ethnic Minority Police Association

have delivered real progress which is evidenced by an increase in satisfaction and confidence.

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

## 5. Context

This new plan aims to put fairness and respect for all individuals, regardless of their differences, at the heart of policing. We also recognise that people want to experience real difference and want actions rather than words. So we acknowledge that whilst this document may not always use the same technical language familiar in Equality Schemes, do not doubt our commitment

to 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<sup>7</sup>. Alignment of this goal will also be evidenced in delivery on our Commitments (Appendix A), which all personnel are expected to adhere to. This approach acknowledges that inequality and exclusion are experienced differently by different groups but that efforts which are initially focused on one group often have beneficial effects for other marginalised groups. In essence we will recognise the multidimensional aspects of exclusion.



However, we also recognise that whilst there is widespread appreciation of this approach we cannot lose sight of the unique needs of different sectors. In particular, we explicitly recognise that the needs of people with disabilities are different from those of non disabled people and 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 numbers of women working within PSNI as officers and staff. Where women are underrepresented we will adopt specific actions to address this in our five year Action Plan, all of which is intended to have a Service which both genders have satisfaction and confidence in. We will also strive to ensure that particular services such as response to domestic abuse incidents, rape, and human trafficking matters are dealt with in a way which meets best standard practice using the three tenets of the Policing with the Community 2020 Strategy, engagement, partnership working and focusing on service delivery.

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

In particular we will 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

those policies adopted or proposed. In doing so bring to life our commitment to mainstream the promotion of equality of opportunity. The findings from these processes will be reported upon to the SDSG and will inform policy development and decision making.

## 6. How we will engage with you



PSNI want to ensure that the services it delivers are accessible and fair to all. To this end we will make sure to publish information in formats that are accessible by all including those whose first language is not English and those who communicate orally. This will include making use of interpreting services which enable access to both information and services. We will increasingly use new technology to engage different audiences. We want to ensure that we continue to improve our services in light of what you tell us. We 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" (April 2010)<sup>8</sup> and in particular with the Equality Commission's "Let's Talk, Let's Listen" (May 2008) guidance.

<sup>7</sup> For a brief summary of our functions and duties please see Appendix E.

<sup>8</sup> For specific recommendations please refer to Section 75 of the Northern Ireland Act 1998: A Guide for Public Authorities (2010) pg 38-39.



In particular PSNI will:

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

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

To date people have told us they want to see:

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

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

## 8. Assumptions

This plan is not devoid of context and it has been informed by the financial realities which will exist across the public sector from 2012 - 2017. For instance we know that:

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

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

## 9. Opportunities

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

with personnel and in delivering a policing service.

## 10. Themes

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

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

In essence what we want to do is:

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

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

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

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

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

*Through the lifetime of this strategy we will improve our performance in respect of the*

prevention and detection of hate crime and crimes which act as a “signal” to a community that they are at risk. We know the most vulnerable and marginalised are often most fearful of criminal activity. We want to reassure them and help make them feel safe.

Having identified our three themes our attached Action Plan tells you what we are going to do to achieve real difference which will truly evidence equality, diversity and the promotion of good relations.

## 11. How we will oversee delivery

The aspirations, hopes, themes and measures set out in this document have resulted from extensive consultation with the community/voluntary sector, public sector representatives and monitoring bodies. The document also reflects the commitments of government to shared peaceful, pluralist and equitable society. It is hoped that these aspirations and vision are reflected in a language of “hope” for the future. That said, no single individual or unit in PSNI can deliver the vision and all parts of the PSNI must work towards the implementation of this Strategy. It is essential that a genuine partnership approach is developed. This necessitates the buy-in of all to high level targets and the investment in resources, skills and knowledge. Success depends on effective leadership. This leadership will be provided by the SDSG who will draw on the experience of those involved in delivering the Strategy.

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

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

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

Such exercises will be conducted using screening and equality impact assessment as tools for assessing the likely impact of a policy on the promotion of equality of opportunity and on good relations<sup>9</sup>. All such screening/EQIA will focus on the intended outcomes of the policy in question. The flow chart attached in Appendix C outlines our arrangements.

Once a policy has been implemented, having been through the screening process, we are committed to ensuring our data monitoring arrangements 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<sup>10</sup>.

## 13. Delivering the Strategy

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

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

## 14. Engagement

A cornerstone of this strategy is proper engagement, in particular with groups and in communities who traditionally have mistrusted or been disengaged from policing.

Our arrangements to make sure this happens are contained within the Policing with the Community 2020 Strategy.

This Strategy outlines three key priorities;

- ensuring effective use of partnership data to understand local communities to address their priorities, vulnerabilities and needs

- improving the quality and breadth of community engagement
- supporting greater community participation

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



<sup>9</sup> Screening and EQIA processes will comply the process as outlined in the Equality Commission for Northern Ireland’s “Section 75; A Guide for Public Authorities” and the Commission’s Practical Guidance on Equality Impact Assessment (2004)

<sup>10</sup> Publication will be in line with guidance issued by the Equality Commission, pgs 33- 34, 42-43 of “Section 75; A Guide for Public Authorities” (April 2010)

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.

## 16. 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.

## 17. Supporting Innovation

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

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

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



## 18. Training

PSNI is committed to raising awareness through training and other activity, of the need to promote equality of opportunity and good relations<sup>11</sup>. In particular, 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 activity will;

- raise awareness of the provisions of Section 75 of the Northern Ireland Act 1998, the Equality, Diversity and Good Relations Strategy, our equality scheme commitments and the particular issues likely to affect people across the range of Section 75 categories, to ensure that all personnel fully understand their roles

- 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.

## 19. Publication

This strategy and action plan will be disseminated widely and launched at a public event. It will remain an accessible document, 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.

## 20. Review

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

## 21. 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

<sup>11</sup> The PSNI's communication and training programme will cover all recommendations outlined on page 43 of "Section 75; A Guide for Public Authorities" as published by the Equality Commission for Northern Ireland.

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 who will try and resolve the matter<sup>12</sup>.

### 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)

Phone: 028 9092 2770

Textphone: 028 9090 1246

## 22. Timetable for measures proposed in the Strategy



The timetable in Appendix D 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.

## Appendices

### Appendix A

#### Personal Commitments

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

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

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

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

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

#### Professional Commitments

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

If you phone 999, we will try to answer your call within 10 seconds. We will let you know when we expect to arrive at the scene of the emergency. We will answer non emergency calls promptly. If there is not an emergency and we need to come out to you or if you are calling about an agreed community priority in your area, we will aim to be with you within 60 minutes.

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

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

#### Protective Commitments

##### How we will protect you

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

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

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

<sup>12</sup> For Equality Scheme issues – please contact the Equality Commission NI

For Operational issues – please contact your local police station or for more serious complaints the Office of the Police Ombudsman, NI.

For Employment issues – please contact the Labour Relations Agency or the Equality Commission NI.

Concerns can also be raised with the Northern Ireland Policing Board.

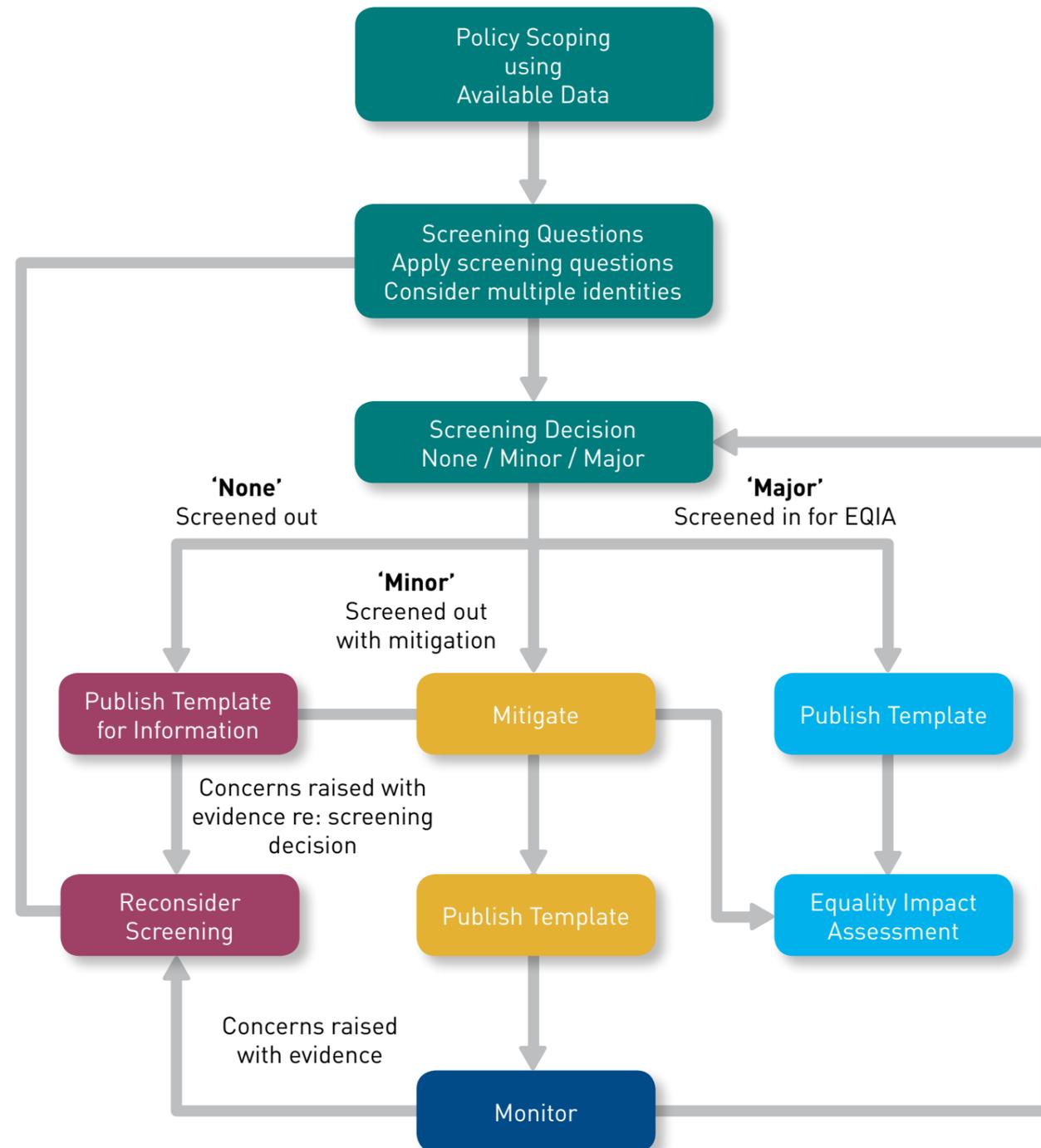
In any subsequent investigation by the Equality Commission, we will co-operate fully, providing access in a timely manner to any relevant documentation that the Equality Commission may require. We also commit to making all efforts to implement promptly and in full any recommendations arising out of any Commission investigation.

## Appendix B

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

Action on Hearing Loss	Early Years – the organisation for young children	Northern Ireland Police Fund	Traditional Unionist Voice
Age NI	Education and Library Boards (5)	Northern Ireland Policing Board	Ulster Branch, IRFU
Alliance Party	EPIC	Northern Ireland Policing Board Independent Reference Groups	Ulster Quaker Service
Amnesty International	Equality Coalition	Northern Ireland Prison Service	Ulster Scots Agency
An Munia Tober	Equality Commission NI	Northern Ireland Public Service Alliance	Ulster Unionist Party
Association of Chief Police Officers	Ethnic Minority Police Association	Northern Ireland Women's Aid Federation	UNISON
Autism NI	Extern	Northern Ireland Association for the Care and Resettlement of Offenders (NIACRO)	Victim Support Northern Ireland
Baptist Church	Foras na Gaeilge	Older People's Advocate Northern Ireland	Women's Forum Northern Ireland
Belfast Hebrew Congregation	Free Presbyterian Church	Orange Order	Women's Police Association
Belfast Islamic Centre	Gay and Lesbian Youth Northern Ireland	Parenting Forum Northern Ireland	Youth Action Northern Ireland
British Deaf Association Northern Ireland	Gay Police Association	Parole Commissioners for Northern Ireland	YouthNet
British-Irish Rights Watch	Gingerbread NI	POBAL	<i>This list is not exhaustive and may be amended.</i>
Cara-Friend	Green Party in Northern Ireland	Police Federation for Northern Ireland	
Carers Northern Ireland	Guide Dogs	Police Ombudsman for Northern Ireland	
Catholic Church	Include Youth	Police Rehabilitation and Retraining Trust	
CCMS	Indian Community Centre Belfast	Polish Association Northern Ireland	
Children in Northern Ireland (CiNI)	Irish Football Association (IFA)	Praxis	
Cumann Lúthchleas Gael (GAA)	Law Society of Northern Ireland	Presbyterian Church	
Chinese Welfare Association	Lesbian Advocacy Services Initiatives (LASI)	Prison Fellowship Northern Ireland	
Christian Scientists	Men's Advisory Project	Prisoner Ombudsman for Northern Ireland	
Church of Ireland	Mencap	Probation Board for Northern Ireland	
Citizens Advice Bureau	Methodist Church	Progressive Unionist Party	
Coiste na nIarchimí	Mindwise	PSNI Diversity Champions	
Committee on the Administration of Justice	Multi-Cultural Resource Centre	PSNI Independent Advisory Groups	
Community Foundation for Northern Ireland	National Society for the Prevention of Cruelty to Children (NSPCC)	Public Prosecution Service	
Community Relations Council	Northern Ireland African Cultural Centre	Rainbow Project	
Criminal Justice Inspectorate Northern Ireland	Northern Ireland Association for Mental Health	RNIB Northern Ireland	
Democratic Unionist Party	Northern Ireland Commissioner for Children and Young People	RUC George Cross Foundation	
Department of Justice	Northern Ireland Council for Ethnic Minorities	RUC George Cross Widows' Association	
Derry Travellers Support Group	Northern Ireland Gay Rights Association	Sinn Féin	
Disability Action	Northern Ireland Human Rights Commission	Social Democratic and Labour Party	
Disabled Police Officers Association	Northern Ireland Law Commission	Superintendent Association of Northern Ireland	
		Tar Anall	

## Appendix C Screening Flowchart



## Appendix D

Timetable	Measure	Ownership
Feb '11 – Apr '11	Pre-consultation on draft Equality, Diversity and Good Relations Strategy	Equality and Diversity Unit
Apr '11 – Jun '11	Conduct Audit of Inequalities	Equality and Diversity Unit
Jun '11 – Sept '11	Consultation on Equality, Diversity and Good Relations Strategy and associated Action Plan	Equality and Diversity Unit
Aug '11 (annually thereafter)	Section 75 Annual Progress Report	Equality and Diversity Unit
Oct 2011	Review Strategy in light of consultation	Equality and Diversity Unit
Oct 2011	Submit Equality, Diversity and Good Relations Strategy to SDSG for approval	Equality and Diversity Unit
Nov 2011	Submit Equality, Diversity and Good Relations Strategy to Equality Commission for approval.	Equality and Diversity Unit
Dec 2012	Establish governance arrangements to oversee delivery of Equality, Diversity and Good Relations Strategy	Strategic Diversity Steering Group
Quarterly throughout the period of the strategy	Receive updates on the implementation of the strategy.	Strategic Diversity Steering Group
Sept – March annually throughout period of the strategy	Ensure equality and good relations objectives and targets are integrated into strategic and operational business plans.	Deputy Chief Constable Policing with the Community Board
Annually	Development and delivery of training and communication plan to raise awareness of equality and good relations issues.	Training Dept. Corporate Communications
Dec 2012	Develop new screening template which includes policy aims, consideration of mitigation, alternative policies, screening decision, timetable for EQIA.	Policing with the Community Branch
Quarterly	Publish report quarterly on internet with links to each screening template. Will be issued to consultees as appropriate in their preferred format.	Policing with the Community Branch
Dec 2012	Provide access to full copy of strategy to all staff by publishing on intranet and internet and made available in alternative formats on request.	Corporate Communications
June 2013	Develop a programme to increase awareness of all aspects of section 75 for all staff. In particular all staff will receive briefings on Equality Scheme once approved via PSNI E-brief, intranet, written communications etc.	Training Dept.
Ongoing	Publish EQIA timetable.	Policing with the Community Branch
Ongoing	Publishing of EQIA reports. EQIA reports and outcomes of consultation will be published on the internet and issued to consultees as appropriate in their preferred format.	Policing with the Community Branch

Timetable	Measure	Ownership
Ongoing	Revision of policies as a result of monitoring. Collect and analyse qualitative and available quantitative data in order to monitor any adverse impact of policies adopted and to identify opportunities to better promote equality of opportunity and good relations to do so in line with the Office of the Information Commissioner and the ECNI.	Policy Leads
Over a 1 year period from implementation of the policy	Review monitoring information to ensure it is relevant and up-to-date in relation to the policy.	Policing with the Community Branch
Ongoing and annually	Publish monitoring information in S75 Annual Progress Report and also on website.	Policing with the Community Branch
Sept 2013	Draw up a detailed training plan for staff involved in data collection, policy development, service design, conducting consultations and EQIAs, monitoring and evaluation, complaints.	Training Dept.
Ongoing	Ensure information disseminated and services provided are fully accessible to all parts of the community in NI. Update S75 consultation list and will ask for preferred methods and formats of communication.  Use the media and advertise in press where appropriate.  Use PSNI website, corporate plan, staff magazine, annual progress report etc.	Policing with the Community Branch
All ongoing	Provide information in alternative formats on request. PSNI routinely translates information into various languages to meet the needs of those not fluent in English.	Policing with the Community Branch
	Provides information in disk, easy-read, large print etc. on request.	Corporate Communications
	PSNI will seek advice from those with specialist knowledge on how best to communicate with children and young people and also those with learning disabilities, older persons and those with mental illness. We will use the ECNI's "Let's Talk, Let's Listen" Guidance for public authorities on consulting and involving children and young people".	Policing with the Community Branch

Timetable	Measure	Ownership
Ongoing	Provide interpreters and sign language interpreters in emergency situations.	Policing with the Community Branch
Ongoing	Conduct access audits for publicly accessed buildings and remedial work undertaken as appropriate to ensure accessibility. New builds accessible to the public take account of all access requirements.	Estate Services
Ongoing	Assessing access to information and services. PSNI will monitor uptake of interpreting services and requests for translations and alternative formats.	Corporate Communications Policing with the Community Branch
Ongoing	Provide reasonable adjustments to public buildings where necessary for both service users and staff members.	Estate Services
Dec 2012	Have appropriate complaints procedures to deal with service delivery, employment matters and procurement issues in line with agreed procedures.	PONI PSD Procurement Directorate
Ongoing yearly	Publish the Equality Scheme and Annual Progress Report on our website	Policing with the Community Branch
Jan 2013	Communicate the Strategy via press releases, adverts, internet, mail shots to all consultees on our consultation list and link to internet.	Corporate Communications
Ongoing	Produce the Scheme in alternative formats on request.	Corporate Communications
Sept 2015	Conduct a thorough review of the scheme in line with the corporate planning cycle i.e. three years after approval.	Policing with the Community Branch
Ongoing	PSNI will work closely with other public authorities to exchange learning and best practice.	Policing with the Community Branch
Ongoing	Liaise closely with the ECNI to ensure that progress on the implementation of our Equality Scheme is maintained.	Policing with the Community Branch
Ongoing	Work with Trade Unions in the effective discharge of our equality duties.	Director of Human Resources

## Appendix E - The Key Functions of the Police Service of Northern Ireland

Outlined below are the range of functions of the Police Service of Northern Ireland

Key areas for Policing are: -

### Dealing with Local Concerns

- To reduce the number of burglaries
- To reduce the percentage of people who perceive the level of antisocial behaviour in their area to be high
- To establish a baseline of the number of antisocial behaviour incidents during Quarter 1 and achieve a reduction in subsequent quarters

### Delivering an Excellent Service

- To increase the percentage of people who agree Police and other agencies are dealing with antisocial behaviour and crime issue that matter in their local area
- To implement the Policing with the Community Strategy in line with agreed project milestones
- To reduce the number of allegations of incivility made against police officers
- To increase the amount of cases resolved by the use of police officer discretion
- To increase the amount of time spent by each officer on patrol

## Tackling Serious Harm

- To report four times a year on the number of organised crime gangs frustrated, disrupted and dismantled
- To demonstrate the Police Service's contribution to reducing the number of adults and children killed or seriously injured on the roads
- To reduce non-domestic violence
- To increase the detection rates for serious crime
- To reduce the number of armed robberies of business property

This list is not exhaustive and may be subject to change in line with future Policing Plans.

## Appendix F - Glossary

### Antisocial Behaviour (ASB)

Antisocial behaviour is any aggressive, intimidating or destructive activity that damages or destroys another person's quality of life. It includes abusive or noisy neighbours, littering and graffiti.

### Assets Recovery Incentivisation Scheme (ARIS)

ARIS is the system by which some of the money sequestered from criminals, whether by cash seizure, confiscation or civil recovery, is returned to the law enforcement agency by the Home Office. It is then used either to fund worthwhile community projects driven by the Police or it is ploughed back into law enforcement via the purchase of equipment or resources.

### Citizen and Safety Education (CASE)

CASE is a mechanism by which we engage with schools, young people and their parents to enhance personal safety and empower good decision making and to encourage young people to contribute positively to the community in which they live.

### Discretionary Justice

Discretionary disposals are an alternative way of dealing with many kinds of low-level crime, for example minor shop-lifting, minor assaults, graffiti and broken windows. It allows the victim to be at the heart of the decision making process and encourages officers to use their professional judgement to resolve crimes to the satisfaction of victims and the community, while still maintaining accountability.

## Hate Crime

Hate crime involves any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic. The definition covers five main strands, in particular - disability, gender-identity, race, religion or faith and sexual orientation.

## Personnel

Those under the direct control of the Chief Constable. (all police officers and police staff).

## Policing with the Community Strategy

The aim of our Policing with the Community 2020 Strategy is to support the delivery of community confidence, satisfaction and safety through personal, professional and protective policing.

## Policing Plan

Policing Plans are the main tool by which the Policing Board holds the PSNI to account. The yearly plans contain details of the objectives agreed by the PSNI and the Policing Board against which the PSNI are measured

## Appendix G Action Plan

To inform this strategy an action plan has been developed which will be reviewed yearly and is informed by the feedback received in our consultation exercise, the use of research and the views of internal and external stakeholders. The action measures in the Action Plan have been developed and prioritised on the basis of the Audit of Inequalities which has gathered and analysed information across the Section 75 categories to identify the inequalities that exist for personnel, service users and those affected by it's policies. The Action Plan is also informed by our Policing Commitments (Appendix A) which we believe will transform our service delivery as they are focused on doing the right thing, getting feedback and correcting errors.

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 actions and changing track if new issues emerge. The Action Plan will be driven by commitment rather than compliance. The Action Plan will be reviewed annually and as new and emerging issues appear will be modified to take account of these and the changing needs of our users. Actions may fall off and others emerge as society changes and expectations follow.

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

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

- short term measure (2012/14)
- medium term measure (2014/15)
- long term measure (2015/17)
- ongoing measure (report annually)

Actions which are designed to meet our disability duties are annotated in the following Action Plan. 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).

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

Theme: Identifying, Addressing and Reducing Inequalities in Service Delivery and Employment Practices					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen to be "fair" in delivering policing to all sections of society by having appropriate employment and working practices.	Have programmes of engagement targeting the areas/groups/communities who are most disadvantaged/disaffected/disengaged.	<p>To assess the allocation of any PSNI grant aid monies to ensure that programmes of engagement/early interventions are targeted to those areas/groups/communities that are disengaged/marginalised/vulnerable. In particular</p> <ul style="list-style-type: none"> <li>■ Policing with the Community</li> <li>■ Asset Recovery monies</li> </ul> <ul style="list-style-type: none"> <li>■ To ensure that we have targeted patrolling responsive to community needs especially in area most vulnerable to crime and to the fear of crime using Resource Management Decision Support System (RMDSS).</li> </ul>	Resources targeted to those most in need leading to better Service Delivery.	Age Disability (a) Gender Political Opinion Race Religious belief Sexual Orientation Socio-Economic	Policing with the Community Programme Board (Statistics Branch, Policing with the Community Branch)
	Build organisational culture to help delivery of the strategic principles.	<ul style="list-style-type: none"> <li>■ To deliver an organisational Cultural Audit to assess if PSNI's visions of 'Building public confidence through Service Delivery' has been embedded.</li> <li>■ Ensure data monitoring arrangements are consistent with our strategic goals and capable of identifying service delivery gaps in particular in relation to Section 75 groupings.</li> </ul>	An assessment of the internal culture 'fit' with strategic priorities.	Disability Gender Race Religious Belief Sexual Orientation	Director of HR
				PSNI can evidence consistency in service delivery particular to the needs of individuals/groups/neighbourhoods/communities	Age Dependency Disability Domestic Status Gender Political Opinion Race Religious Belief Sexual Orientation

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

Theme: Identifying, Addressing and Reducing Inequalities in Service Delivery and Employment Practices					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
	Have a workforce reflective of the society we serve.	<ul style="list-style-type: none"> <li>■ To benchmark PSNI against other public sector organisations using Equality Commission Monitored Workforce data and NI Census data.</li> <li>■ Analyse and identify areas of geographical under application to PSNI</li> </ul>	Increased 'ownership' of PSNI which will help build satisfaction and confidence.	Disability (a) Gender Race Religious Belief	Director of HR
		<ul style="list-style-type: none"> <li>■ Analyse and identify areas of under representation within the organisation, and specifically within specialist units/locations with a view to assisting Commanders/Heads of Branches in preparing draft plans to address underrepresentation issues in terms of                             <ul style="list-style-type: none"> <li>- gender</li> <li>- ethnicity</li> <li>- disability</li> <li>- community background.</li> </ul> </li> </ul>	Increased 'ownership' of PSNI which will help build satisfaction and confidence.	Disability Gender Race Religious Belief Socio-Economic	Director of HR
		<ul style="list-style-type: none"> <li>■ Develop targeting recruitment exercises focusing on geographical areas of underrepresentation.</li> </ul>	Increased 'reflectiveness' of PSNI which will help build satisfaction and confidence.	Disability (a) (b) Gender Race Religious Belief Sexual Orientation Socio-Economic	Director of HR

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

**Theme: Evidencing equality and diversity across the Police Service**

Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.	To develop a recruitment outreach strategy which encourages applications from underrepresented backgrounds to the Service.	<ul style="list-style-type: none"> <li>Based on data analysis we will have a bespoke engagement strategy to enhance confidence in policing. Specific strands will include engagement with - schools in areas of low recruitment - sporting organisations in areas of low recruitment. - community organisations which are registered charities in areas of low recruitment.</li> <li>churches in areas of low recruitment.</li> <li>people with disabilities.</li> </ul>	Having a corporate engagement strategy which is bespoke to local needs.	Age Disability (a) Gender Political Opinion Race Religious Belief Sexual Orientation	Policing with the Community Programme Board
	To have a retention strategy, specifically focused on officers and staff from underrepresented backgrounds within the Service and within specialist posts/locations.	<ul style="list-style-type: none"> <li>To identify and deliver working patterns that better meet organisational need and enable carers greater flexibility in their working lives.</li> <li>To develop a programme of work to give underrepresented groups the knowledge/skills/confidence to apply for specialist posts/promotions.</li> </ul>	A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Dependents Disability (a) Gender	ACC District Policing

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

**Theme: Evidencing equality and diversity across the Police Service**

Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.	To have a retention strategy, specifically focused on officers and staff from underrepresented backgrounds within the Service and within specialist posts/locations.	<ul style="list-style-type: none"> <li>To review access to national/international development opportunities with a view to having a transparent and fair process in place which gives due consideration to the needs of underrepresented groups.</li> </ul>	A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Disability (b) Gender Race Religious Belief	Director of HR
		<ul style="list-style-type: none"> <li>To monitor the performance review process to ensure /equity of treatment.</li> </ul>	A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Disability (a) Gender Race Religious Belief	Director of HR
		<ul style="list-style-type: none"> <li>To analyse and review the transfer process for senior ranks.</li> </ul>	A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Disability (b) Gender Race Religious Belief	Director of HR
		<ul style="list-style-type: none"> <li>To conduct an Equal Pay Audit amongst staff grades.</li> </ul>	A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Disability Gender Race Religious Belief	Director of HR
		<ul style="list-style-type: none"> <li>To review the usage of temporary promotions.</li> </ul>	A workforce which is reflective of the society we serve across all grades, ranks, and in specialist posts/locations.	Disability (b) Gender Race Religious Belief	Director of HR

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

Theme: Evidencing equality and diversity across the Police Service					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.	PSNI is a workplace which is inclusive, fair and welcoming.	<p>To deliver workshops and communication materials, such as calendars, which increases organisational awareness of the nuances of diversity of different perspectives, in particular</p> <ul style="list-style-type: none"> <li>■ The Troubles</li> <li>■ Identity/Stereotyping</li> <li>■ Gender</li> <li>■ Dependency</li> <li>■ Disability Equality</li> <li>■ Leadership/Management</li> <li>■ Team effectiveness</li> <li>■ Communication skills</li> <li>■ Talent Identification</li> </ul>	PSNI has a workplace which is feel fair and people deliver to their potential.	Age Dependents Disability (a) Gender Political Opinion Race Religious Belief Sexual Orientation	Communications Board
		<ul style="list-style-type: none"> <li>■ Review usage of corporate imagery in other publications</li> <li>■ Improve public relations by increasing visibility and contact with hard to reach groups by participating in public events where police have previously had no involvement</li> <li>■ Create a databank of images of PSNI personnel working with hard to reach groups</li> <li>■ Review locations for ceremonial events</li> <li>■ Review Appropriate Language Guide</li> <li>■ Explore opportunities for the increasing usage of other languages in public parts of the PSNI estate.</li> </ul>	PSNI has a workplace which is feel fair and people deliver to their potential.	Age Dependents Disability (a) (b) Gender Political Opinion Race Religious Belief Sexual Orientation	Communications Board

Theme: Evidencing equality and diversity across the Police Service					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen to have an engaged workforce reflective of the society it services at all grades, ranks, and in specialist posts/locations.	PSNI is a workplace which is inclusive, fair and welcoming.	<ul style="list-style-type: none"> <li>■ To review our police estate to ensure it is accessible and welcoming to all.</li> <li>■ To review the Neutral Working Environment guidance with a view to encouraging a workplace which recognises difference and promotes diversity.</li> </ul>	<p>PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.</p> <p>PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.</p>	Disability Political Opinion Religious Belief	Director of Finance and Support Services
		<ul style="list-style-type: none"> <li>■ To establish a programme of work that address issues identified in the Cultural Audit.</li> </ul>	PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.	Age Dependents Disability (a) Gender Political Opinion Race Religious Belief Sexual Orientation	Director of HR
	PSNI is a service provider that uses the unique skill sets of all it's employees.	<ul style="list-style-type: none"> <li>■ To establish a cadre of Diversity Advocates from the workforce who act as points of contact for underrepresented/marginalised groups and have a credibility with these communities.</li> </ul>	Increased satisfaction and confidence especially among underrepresented groups.	Age Disability (b) Political Opinion Race Religious belief Sexual Orientation	Policing with the Community Programme Board

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

Theme: Evidencing equality and diversity across the Police Service					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
	PSNI is an employer that uses the unique skill sets of all it's employees	<ul style="list-style-type: none"> <li>Develop internal support mechanisms to assist Staff Associations/Trade Unions in understanding and representing marginalised sections of the workforce.</li> </ul>	PSNI is seen as a workplace which embraces difference, thus allowing people to achieve their potential.	Age Dependents Disability (b) Gender Political Opinion Race Religious belief Sexual Orientation	Director of HR
	PSNI encourages the participation of people with disabilities in public life	<ul style="list-style-type: none"> <li>PSNI is a Non-Department Public Body and does not have responsibility for Public Life appointments. However PSNI will take all appropriate steps to encourage people with disabilities to join Independent Advisory groups, Service User Groups and Local Strategic Partnerships.</li> </ul>	Increased participation of people with disabilities in steering/governing and advisory forums.	Disability (b)	Policing with the Community Programme Board

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

Theme: Improving the prevention and detection of Hate Crime and crimes which act as a "signal" to a community that they are at risk.					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen as an organisation which contributes to a safer Northern Ireland by dealing effectively with Hate Crime and crime which acts as a signal to minority communities that they are vulnerable.	To develop a corporate prevention strategy for Hate and Signal Crime.	<ul style="list-style-type: none"> <li>Fully implement the relevant recommendations from the 2011 NIPB Human Rights Advisor review of Hate Crime as well as Internal Audit reviews.</li> <li>To develop new techniques for 3rd party reporting such as phone applications, Facebook and other social media.</li> <li>Increase societal awareness of the exacerbated effects of Hate and Signal Crime by acting as partners in the Unite against Hate campaign.</li> <li>Increase crime prevention knowledge of "at risk" groups.</li> <li>Increase front line officers understanding of Hate and Signal Crime, and the needs of the communities affected.</li> </ul>	<p>Increased satisfaction and confidence especially among underrepresented groups.</p>	<p>Disability Gender Race Religious Belief Sexual Orientation</p> <p>Disability (a) Gender Race Religious Belief Sexual Orientation</p> <p>Disability Gender Race Religious Belief Sexual Orientation</p> <p>Disability (a) Gender Race Religious Belief Sexual Orientation</p>	<p>Policing with the Community Programme Board</p>

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

Theme: Improving the prevention and detection of Hate Crime and crimes which act as a "signal" to a community that they are at risk.					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
PSNI is seen as an organisation which contributes to a safer Northern Ireland by dealing effectively with Hate Crime and crime which acts as a signal to minority communities that they are vulnerable.	To develop a corporate prevention strategy for Hate and Signal Crime.	<ul style="list-style-type: none"> <li>Conduct a review of the effectiveness of corporate Independent Advisory Groups (IAGs) to ensure impact is delivered on a strategic level.</li> </ul>	Increased satisfaction and confidence especially among underrepresented groups.	Disability (b) Gender Race Religious Belief Sexual Orientation	Policing with the Community Programme Board
		<ul style="list-style-type: none"> <li>Conduct a good practice review of the methodologies used for consultation with marginalised and underrepresented groups to ensure they are fit for purpose.</li> </ul>	Increased satisfaction and confidence especially among underrepresented groups.	Disability (b) Gender Race Religious Belief Sexual Orientation	Serious Harm Programme Board
	To develop and deliver an improved corporate investigation and detection strategy for Hate Crime and Signal crimes.	<ul style="list-style-type: none"> <li>Ensure the Operational Policing Model review has due consideration to the management of Hate and Signal Crime.</li> </ul>	Increased satisfaction and confidence especially among underrepresented groups.	Disability Gender Race Religious Belief Sexual Orientation	Serious Harm Programme Board
<ul style="list-style-type: none"> <li>Ensure response to domestic abuse incidents, rape, and human trafficking matters are dealt with in a way which meets best standard practice using the three tenets of the Policing with the Community 2020 Strategy.</li> </ul>		Increased satisfaction and confidence especially among underrepresented groups.	Disability Gender Race Sexual Orientation	Serious Harm Programme Board	

■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)

Theme: Improving the prevention and detection of Hate Crime and crimes which act as a "signal" to a community that they are at risk.					
Goals	Objective	Measures	Outcome/Performance Indicator	Categories Impacted Upon	Ownership
■ short term measure (2012/14) ■ medium term measure (2014/15) ■ long term measure (2015/17) ■ ongoing measure (report annually)		<ul style="list-style-type: none"> <li>Keep communities who are vulnerable/at risk informed of their                             <ul style="list-style-type: none"> <li>- neighbourhood officer/Insp</li> <li>- point of contact for Duty Inspector</li> </ul> </li> <li>by leaflets, local notices, bulletins in media they access and use in venues they frequent.</li> </ul>	Increased satisfaction and confidence especially among underrepresented groups.	Age Disability Dependency Gender Political Opinion Race Religious Belief Sexual Orientation	Service Excellence Programme Board



## **Contact**

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)

**Phone:** 028 9092 2770

**Textphone:** 028 9090 1246