

# POLICING A SHARED FUTURE STRATEGY

EMBEDDING THE CONCEPTS OF

EQUALITY

DIVERSITY

UNDERSTANDING THE LEGACY OF THE CONFLICT

PROMOTING GOOD RELATIONS

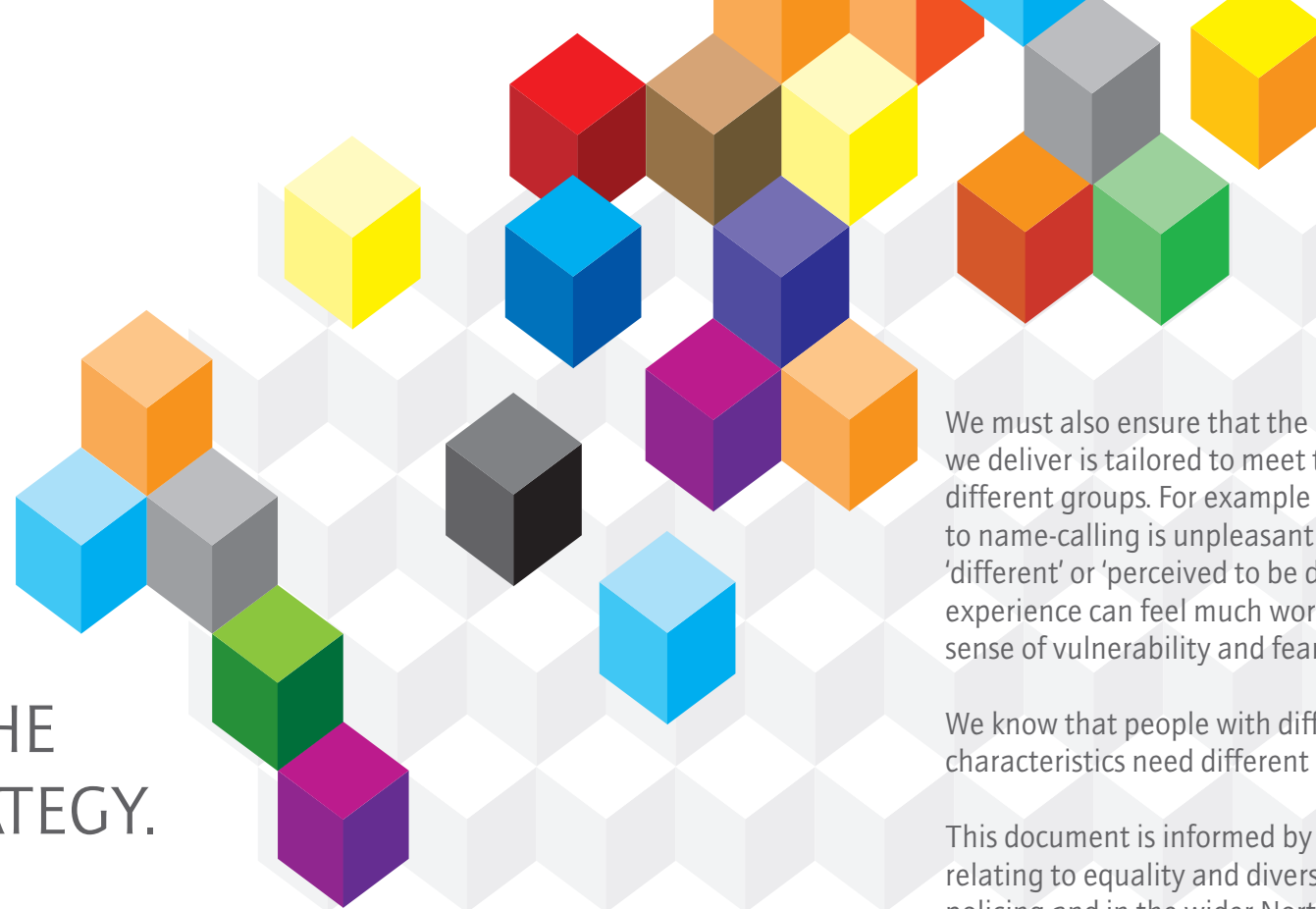


Making Northern Ireland Safer For Everyone Through Professional, Progressive Policing

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

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# 1. BACKGROUND TO THE SHARED FUTURE STRATEGY.

## Introduction

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

In order to achieve this we have to:

- Ensure equality;
- Promote diversity;
- Develop an understanding of the different perspectives of our past; and
- Contribute to bettering relations between different groups in our society.

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

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

### What do we mean by Equality and Diversity?

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

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

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

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

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

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

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

This document is informed by every document relating to equality and diversity both in policing and in the wider Northern Ireland society published since 1984 and up to December 2006<sup>1</sup>.

Documents as diverse as the Stephen Lawrence Report and the Strategy for A Shared Future in Northern Ireland have all been taken on board, as have the views of stakeholders in the community/voluntary sector who were engaged through face-to-face interviews as well as written consultation<sup>2</sup>.

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

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

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

- to protect life and property;
- to preserve order;
- to prevent the commission of offences; &
- where an offence has been committed, to take measures to bring the offender to justice"<sup>3</sup>

This can only be achieved by:

- (a) securing the support of the local community, and
- (b) acting in cooperation with the local community<sup>4</sup>.

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

<sup>1</sup>For full details of reports considered see Appendix 1

<sup>2</sup>For full details of stakeholders see Appendix 2

<sup>3</sup>Section 32(1) Police (Northern Ireland) Act 2000

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

## 2. THE BUSINESS CASE.

### Why develop and implement this Strategy?

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

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

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

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

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

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

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

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

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

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

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

## 3. A VISION FOR 'POLICING A SHARED FUTURE'

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

**Equality**

**Diversity**

**Understanding the legacy of the conflict**

**Promoting Good Relations**

The Strategy will be referred to forthwith as the:

**"Policing a Shared Future Strategy"**

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

**"Making Northern Ireland safer for everyone through progressive professional policing"**

Our vision is underpinned by the values of:

Honesty and Openness

Fairness and Courtesy

Partnerships, Performance, Professionalism and

Respect for the rights of all

# 4. COMMITMENT TO OUR STRATEGY.

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

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

We will also benchmark our performance against other public sector organisations using the EQFM Framework.

Furthermore we will communicate a vision of Policing a Shared Future throughout the organisation so that everyone will know of their responsibilities and expectations.

That said the PSNI have already done much work towards creating a culture, which is tolerant and respectful of differences<sup>5</sup>. Examples of the type of actions we have already implemented are outlined below:

| Internally we have                                                                                                                      | Externally we have                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Published a Gender Action Plan                                                                                                          | Developed a Hate crime protocol, covering sectarian, racist, homophobic and disability incidents |
| Seconded officers to "Leaders for 2morrow" training                                                                                     | Developed and implemented an Appropriate Language Guide                                          |
| Established Staff Support Associations for minority and under-represented groups                                                        | Delivered Equality Impact Assessments on programmes such as the Youth Diversion Scheme           |
| Established an Equality & Diversity website externally (on PSNI website) and internally (on Policenet)                                  | Developed a Reassurance Strategy                                                                 |
| Delivered a Peace II funded 1 day diversity training programme to PSNI officers and An Garda Siochana officers                          | Delivered Policing with the Community Strategy                                                   |
| Delivered a Cultural Audit to assess organisational climate                                                                             | Established Minority Liaison Officers                                                            |
| Developed new Bullying and Harassment policy and procedures and new Grievance procedure in conjunction with the Labour Relations Agency | Established Independent Advisory Groups                                                          |

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

We will continue to deliver the everyday actions, which evidence our commitment to equality, diversity, good relations and addressing the legacy of the past.

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

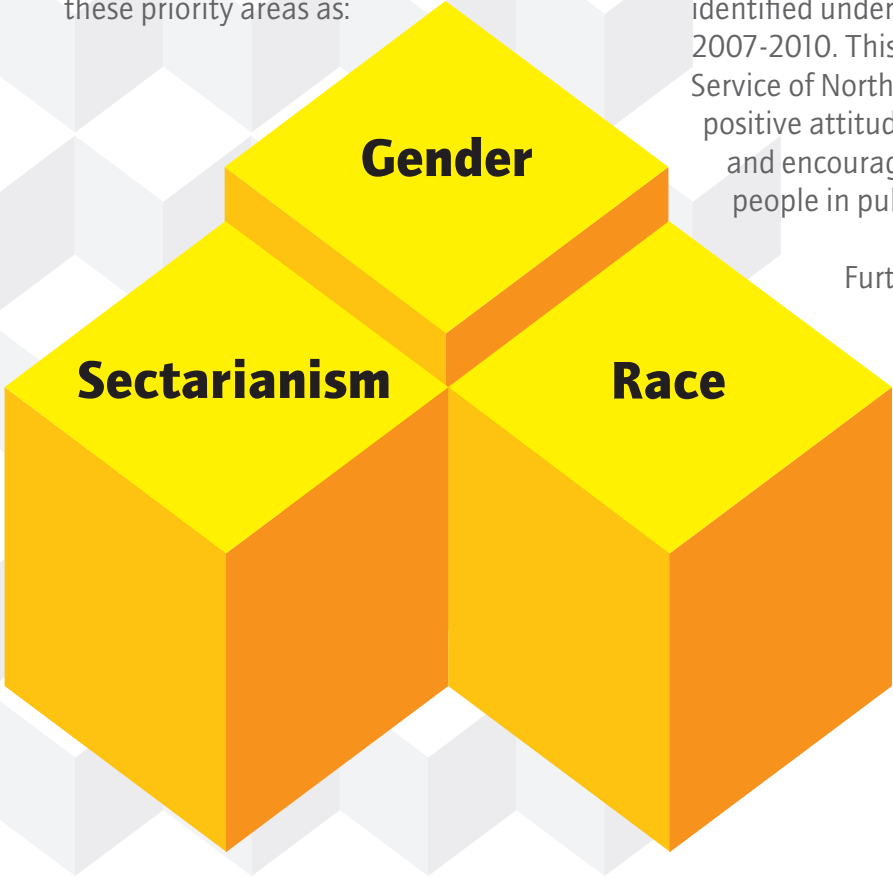
Given the feedback we have received, we have identified these priority areas as:

However we will continue to deliver actions which also address:

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

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

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



# 5. DELIVERING THE STRATEGY 07-08.

We have agreed the following three objectives for the Shared Future Strategy for the year 07-08.

- To provide a police service, which makes people in minority ethnic and European communities, feel safer.
- To deliver a police service which both women and men experience as a progressive and professional service.
- To deliver a police service which contributes to building a shared future, by ensuring that it is developed by taking account of different interpretations of policing in the past.

We will deliver actions to achieve these objectives within the context of the key strategic domains of the Policing Plan, which reflect the objectives of the Secretary of State, the Northern Ireland Policing Board (NIPB) and the Chief Constable.

These domains are:

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

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

## Delivering Success

Super-ordinate Goal: To deliver a police service which both women and men experience as a progressive and professional service.

| Satisfaction and confidence |                                                                                                                                                               |                                                                                            |                             |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------|
| Domain                      |                                                                                                                                                               |                                                                                            |                             |
| Objective                   | To improve quality of service for victims of domestic violence                                                                                                | Evaluation                                                                                 | Owner                       |
| Actions                     | To conduct a proper analysis of patterns of domestic violence and disseminate throughout the organisation.                                                    | Report produced and distributed which informs all parties of patterns in domestic violence | Criminal Justice Department |
|                             | Develop multi agency response to domestic violence including the Public Prosecution Service (PPS) and aimed at adopting a more robust and proactive strategy. | Evidence of Multi Agency engagement in discussions on adopting a more proactive strategy   | Criminal Justice Department |
|                             | Encourage increased domestic violence reporting.                                                                                                              | Evidence of increased reporting of incidents                                               | Districts                   |
|                             | Conduct a Best Value Review of Service to Vulnerable People.                                                                                                  | Report produced                                                                            | Corporate Development       |
|                             | To ensure domestic violence is a part of a strategic response to protecting vulnerable people with appropriately trained, resourced and equipped units.       | Establishment of Public Protection Units                                                   | Organisational Development  |
| Tackling Crime              |                                                                                                                                                               |                                                                                            |                             |
| Domain                      |                                                                                                                                                               |                                                                                            |                             |
| Objective                   | To improve our quality of service for victims of sexual offences                                                                                              | Evaluation                                                                                 | Owner                       |
|                             | Develop Public Protection Units to include responsibility for children and young people who are victims of sexual offences.                                   | Establishment of Public Protection Units                                                   | Organisational Development  |
|                             | Establish an Adult Rape Investigation Unit as part of Crime Operations to investigate all rape allegations.                                                   | Establishment of Unit and centralisation of investigation of all rape cases                | Crime Operations            |
|                             | To develop a Critical Incident Training Course for the management of sexual offences.                                                                         | Critical Incident Training Programme delivered                                             | Training Department         |

| Domain    | Promoting Community Safety                                                                                                                                                                                       |                                                                           |                                                                                    |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Objective | To respond appropriately to victims and criminals                                                                                                                                                                | Evaluation                                                                | Owner                                                                              |
| Actions   | To develop procedures for analysing the outcome of incidents by including Equality categories in Occurrence Management Forms and disseminating information through our programme of Equality Impact Assessments. | Equality categories included in Occurrence Management Forms by March 2008 | Equality and Diversity Unit in conjunction with Information Computer Systems (ICS) |

| Domain    | Managing Capability                                                                                                                     |                                                                   |                                                                       |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------|
| Objective | To ensure PSNI is an employer of choice by providing a positive work life balance for all personnel within the service                  | Evaluation                                                        | Owner                                                                 |
| Actions   | To conduct a survey to ascertain the take-up and desire for flexible working.                                                           | Delivery of survey and focus groups                               | People Development Unit which is part of the Human Resources Function |
|           | To develop a Well-Being Strategy.                                                                                                       | Strategy produced and distributed                                 | Occupational Health & Welfare                                         |
|           | To reduce overtime by 10%.                                                                                                              | Reduction in overtime budget                                      | All Districts/ Departments                                            |
|           | To develop an effective Flexible Working Policy with a view to increasing the percentage of people working flexibly within the Service. | To produce and distribute a Flexible Working Policy by March 2008 | People Development Unit                                               |
|           | To increase the percentage of people working flexibly within Policing Districts as part of the Managing Change Strategy.                | Evidenced by the increase in numbers of people working flexibly   | Districts                                                             |

| Domain    | Organisational Development                                                                                                                       |                                                                                               |                                                                       |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Objective | To ensure that PSNI has a gender composition which is representative of the community it serves at all grades, ranks and in all specialist units | Evaluation                                                                                    | Owner                                                                 |
| Actions   | Each specialist unit to develop a Gender Plan.                                                                                                   | Production and distribution of Gender Action Plan                                             | Each Specialist Department                                            |
|           | To develop women only Empowerment Training Programmes.                                                                                           | Delivery of Women Empowerment Programmes in each Police District                              | Training in conjunction with Equality and Diversity Unit              |
|           | To keep selection and promotion processes under review to ensure no unjustifiable bias.                                                          | Reduction in litigation claims                                                                | Recruitment and Selection                                             |
|           | To manage the Equality implications of the LINKS Project which is working to establish PSNI as a separate non-departmental public body.          | Successful management of transition from Civil Service status to non-departmental public body | LINKS Management Team in conjunction with Equality and Diversity Unit |

Super-ordinate Goal: By acknowledging different interpretations of policing in the past, to enable us to deliver policing which contributes to a shared future.

| Domain Satisfaction and confidence |                                                                                                                                 |                                                                            |                     |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------|
| Objective                          | To ensure that both operational policies and planning are informed by comprehensive consultation and assessment                 | Evaluation                                                                 | Owner               |
| Actions                            | Operational policies will reflect consultations and conversations with different groups who may have varying views of policing. | Feedback (possibly to the NIPB) from the different groups as to engagement | Operational Support |
|                                    | To re-examine service guidelines on Community Impact Assessments to ensure that they encompass all the required elements.       | Re-examination will be completed                                           | Operational Support |

| Domain Tackling Crime |                                                                                                                                                                                  |                                                                                                    |                                  |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------|
| Objective             | To ensure that sectarian crime receives the priority it merits and that we engage with, and provide support to, victims accordingly                                              | Evaluation                                                                                         | Owner                            |
| Actions               | To ensure sectarian crime is properly identified and investigated through the volume crime protocols.                                                                            | Increase in reporting and identification of sectarian crime.                                       | Criminal Justice                 |
|                       | To encourage victims to report crime perceived to be sectarian as a sectarian crime.                                                                                             | Increased reporting of sectarian crime.                                                            | Criminal Justice                 |
|                       | To ensure that police officers record crime perceived to be sectarian as a sectarian crime as part of the proper identification and investigation in the Volume Crime Protocols. | Increase in identification of sectarian crime                                                      | Criminal Justice                 |
|                       | To develop Neighbourhood Policing Units (NPU's) in accordance with the 'Policing with the Community' policy.                                                                     | Establishment of effective NPU's                                                                   | Criminal Justice/ Regional ACC's |
|                       | To work in partnership with other agencies and organisations to provide the required level of support to the victims of sectarian crime.                                         | Development of protocols with partner agencies and organisations re the victims of sectarian crime | Criminal Justice/ Regional ACC's |

| Domain Promoting Community Safety |                                                                                                                                           |                                                            |                  |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------------|
| Objective                         | To regularly update and enhance our understanding and knowledge of local communities                                                      | Evaluation                                                 | Owner            |
| Actions                           | Through implementation of the 'Policing with the Community' policy to maximise community engagement and generating community information. | Implementation of the 'Policing with the Community' policy | Criminal Justice |
|                                   | To explore the concept of 'third party' reporting for sectarian crimes.                                                                   | Conduct a pilot study into 'third party' reporting         | Criminal Justice |
|                                   | To proactively exercise police powers in the management of the cross Departmental Flags Protocol.                                         | Implementation of the Flags Protocol                       | Districts        |

| Domain Managing Capability |                                                                                                                                   |                                                                    |                     |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------|
| Objective                  | To increase the visibility and accessibility of policing                                                                          | Evaluation                                                         | Owner               |
| Actions                    | To implement the 'Policing with the Community' policy aimed at improving local confidence in policing.                            | Implementation of the 'Policing with the Community' policy         | Criminal Justice    |
|                            | To promote the work of Crime Support Department and the Historical Enquiry Team (HET).                                            | Development of a communications strategy for Crime Support and HET | Crime Support       |
|                            | To continue with the 'normalisation' of the police estate and police vehicles.                                                    | Police estate and vehicles to reflect the "normalisation" process  | Finance and Support |
|                            | To progress the Workforce Modernisation programme with the aim of achieving a workforce representative of the community we serve. | To have 30% of the workforce from the Catholic community           | Human Resources     |

| Domain    | Organisational Development                                                                                                                            |                                                     |                                        |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------|
| Objective | To facilitate organisational learning about the parallel histories of our policing in the past.                                                       | Evaluation                                          | Owner                                  |
| Actions   | To develop a pilot with the Senior Management Team as to how the past can be dealt with.                                                              | Development of the pilot                            | Senior Management Team                 |
|           | To deliver a "Dealing with the Legacy of the Past" Course to new District Management Teams.                                                           | All Districts to have course delivered by July 2008 | Chief Supt Criminal Justice            |
|           | To explore options for the Police Service of Northern Ireland to engage in programmes aimed at helping Northern Ireland society deal with "the past". | Host one pilot                                      | Training and Equality & Diversity Unit |

Super-ordinate Goal: To provide a police service that makes people in Minority Ethnic and European Communities feel safer

| Domain    | Satisfaction and confidence                                                                                                                                                                                            |                                                                                                                                                                  |                     |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Objective | To increase the sense of security for people from ethnic minority and accession European Communities                                                                                                                   | Evaluation                                                                                                                                                       | Owner               |
| Actions   | Each District to identify ways of making ethnic and European minority communities feel safer by creating a baseline measure using key indicators of community feedback, effectiveness of processes and staff feedback. | Production of a District Plan with actions aimed at reassurance using a range of measures including narrative capture, staff feedback and key process indicators | District Commanders |
| Domain    | Tackling Crime                                                                                                                                                                                                         |                                                                                                                                                                  |                     |
| Objective | To improve the quality of service to victims of race hate crime                                                                                                                                                        | Evaluation                                                                                                                                                       | Owner               |
| Actions   | To review the implementation of our Hate Crime Policy with representatives from target communities.                                                                                                                    | Review of Hate Crime Policy                                                                                                                                      | Community Safety    |
|           | To keep people (victims) better informed about progress of cases by upholding the protocols in the Victims Code of Practice.                                                                                           | To review progress of Hate Crime and feedback to victims                                                                                                         | District Commanders |
|           | To improve detection rates.                                                                                                                                                                                            | To establish protocols for actively reviewing Hate Crime incidents                                                                                               | District Commanders |

| Domain    | Promoting Community Safety                                                                                                  |                                                                                           |                                                                           |
|-----------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Objective | To increase the level of positive engagement with minority and ethnic groups at District and DPP levels                     | Evaluation                                                                                | Owner                                                                     |
| Actions   | To participate in existing partnerships or establish new ones if necessary in local areas.                                  | In conjunction with DPP's ensuring ethnic minority communities are engaged and committed. | District Commanders in conjunction with Criminal Justice Dept.            |
|           | To improve the effectiveness of communication channels and information sharing systems about crime prevention.              |                                                                                           |                                                                           |
|           | To increase access of minority and ethnic groups to the police service for advice and support.                              |                                                                                           |                                                                           |
|           | Each District to develop a strategic assessment about new and emerging issues in relation to new communities in their area. | Production of report                                                                      | Police District Analyst Centre Crime Operations and Criminal Justice Dept |

| Domain    | Managing Capability                                                                                                                            |                                   |                                                    |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------------------------|
| Objective | To be reflective of the ethnic and European minority communities we serve and demonstrate a respect for (or an understanding of) their culture | Evaluation                        | Owner                                              |
| Actions   | To ensure there is no unjustifiable bias in recruitment and promotion processes.                                                               | Reduction in litigation claims    | Recruitment and Selection                          |
|           | To increase awareness and understanding of the cultures of different groups through training, information and developing networks.             | Development of Training Strategy. | Training Department and Equality & Diversity Unit. |

| Domain    | Organisational Development                                                                                                   |                               |                                        |
|-----------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------|
| Objective | To develop organisational understanding of what works in making non indigenous people feel safe                              | Evaluation                    | Owner                                  |
| Actions   | Establish a forum with other public services to identify emerging issues for migrant workers which are relevant to policing. | Forum to meet twice a year.   | District Commanders                    |
|           | To develop a strategic analysis of emerging issues for criminal trends to inform planning.                                   | Crime Analyst report produced | Analyst Centre                         |
|           | To disseminate good practice at local level and learning from elsewhere throughout the PSNI.                                 | Publication of good practice  | District Commanders & Community Safety |

# 6. WHAT WILL SUCCESS LOOK LIKE?

## EQUALITY

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

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

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

## DIVERSITY

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

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

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

We will have a police service, which has greater public confidence and acceptance.

## ADDRESS THE LEGACY OF THE CONFLICT

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

- Visibility;
- Accessibility; and
- Familiarity.

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

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

Internally we will create an environment in which safe conversations can take place between people with differing perspectives on our policing history.

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

## PROMOTING GOOD RELATIONS

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

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

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

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

## 7. IMPLEMENTING THE STRATEGY

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

The document also reflects the commitments of government to shared peaceful, pluralist and equitable society.

It is hoped that these aspirations and vision are reflected in a language of "hope" for the future.

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

Successful implementation depends on effective leadership. This leadership will be provided by The Shared Future Steering Group who will draw on the experiences of those involved in delivery the Strategy.



### Shared Future Steering Group

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

In fulfilling this responsibility, the Shared Future Champion will convene and chair a Shared Future Steering Group.

### Responsibilities

- Bring together the senior leadership team of PSNI along with representatives from the Northern Ireland Policing Board;
- Monitor delivery of the commitments set out in this Strategy;
- Meet at least four times per annum and report annually to the Northern Ireland Policing Board on the implementation of the Strategy;
- Commission a European Excellence Model (EFQM) assessment which will enable future benchmarking of progress;
- Approve the detailed Shared Future Action Plans developed for each District and/or Department;
- Monitor progress on the implementation of detailed Shared Future Action Plans; and
- Evaluate the impact of each detailed Shared Future Action Plan.

### Membership

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

### Meetings

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

## Shared Future Quality Assurance Team

### Membership

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

### Responsibilities

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

### Meetings

- Four times per year, more often if necessary.

## Police Districts and Departmental Units Shared Future Teams

### Membership

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

### Responsibilities

- To drive forward the 'Policing a Shared Future' Strategy at a local level.
- To promote good practice.

### Meetings

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

## Other Roles and Comments

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

To help us measure progress the EFQM Excellence Model<sup>6</sup> will be used to:

- Assess where we are at now;
- Benchmark progress against other similar organisations;
- Identify areas for improvement;
- Establish a structure for monitoring;
- A detailed Equality and Diversity Training Strategy will be produced to underpin the Shared Future Strategy.

<sup>6</sup>For further details of the EFQM Model see Appendix 4



## 8. CONCLUSION.

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

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

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

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

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

We will know that our Strategy is working when:

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

**The Police Service of Northern Ireland is totally committed to turning words into actions and using this 'Policing a Shared Future' Strategy to make Northern Ireland safer for everyone.**

# APPENDIX 1

## DRIVERS FOR CHANGE

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

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

- House of Commons NI Affairs Committee – The Challenge of Diversity: Hate Crime in NI – 2005
- Human Rights Act 1998
- Institute for Conflict Research – Policing, Accountability and the Black and Minority Ethnic Communities in NI – 2006
- Institute for Conflict Research – Policing, Accountability and the Lesbian, Gay and Bisexual Community in NI – 2006
- MacPherson, Sir William – ‘The Stephen Lawrence Inquiry’ - 1999
- Northern Ireland Act 1998
- Northern Ireland Council for Ethnic Minorities – Racist Violence and Criminal Justice in Northern Ireland – 2006
- NIPB and PSNI – ‘Policing Plan 2007/2010’ – 2007
- Northern Ireland Policing Board – ‘Monitoring PSNI compliance with the Human Rights Act 1998’ – 2004
- ODPM – ‘Community Cohesion circular’ – 2006
- OFMDFM – A Shared Future: Policy and Strategic Framework for Good Relations in Northern Ireland – 2005
- OFMDFM – A Shared Future: First Triennial Action Plan 2006 – 2009 – 2006
- OFMDFM – ‘Gender Equality Strategy 2006 – 2016’ – 2006
- OFMDFM – ‘Our Children and Young People: Our pledge 2006-2016’ – 2006
- OFMDFM – ‘Racial Equality Strategy for Northern Ireland 2005 -2010’ – 2005
- Patten Report – A New Beginning: Policing in Northern Ireland – 1999
- Police (Northern Ireland) Act 2000
- Policing with the Community
- ‘Race Equality Programme’ – 2005
- Race Relations (NI) Order 1997
- Race Relations (NI) Order 2003
- ‘Reassurance Strategy’ – 2006
- Scarman, Lord - ‘Report into the Brixton riots’ – 1981
- Skills for Justice – ‘Police Sector Skills: Foresight’ – 2004
- ‘Training, Education and Development Strategy’

# APPENDIX 2

## CONSULTATION LIST

### Interviews

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

### Written Responses

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

# APPENDIX 3

## POLICE SERVICE OF NORTHERN IRELAND'S ACHIEVEMENTS TO DATE

- We have developed new internal grievance and bullying & harassment policies and procedures;
- We have revised and updated our Equal Opportunities Policy to reflect recent legislative changes;
- We have designed and are delivering a 'Diversity Awareness Raising' training programme with all new Police Staff and Student Officers;
- We have designed and are delivering a specific Anti-Racist, Anti-Homophobic and Anti-Sectarian training programme during the course of a three day induction workshop;
- We are implementing a Section 75 Equality Scheme and Programme of Action;
- We 'Quality Assure' the equality screening of our policies;
- We organise and timetable Equality Impact Assessments;
- We delivered the 'Diversity Works' PEACE II funded awareness raising course for officers in border counties during 2006;
- We have implemented a Gender Action Plan;
- We are developing childcare initiatives;
- We continually monitor the workforce for equality of opportunity;
- We have the mandatory competency of 'Race and Diversity' at recruitment and within the staff appraisal system;
- We respond positively to requests for flexible and part-time working;
- We are developing a good network of support functions including Diversity Leaders, Disability Liaison Officers, Gay Liaison Officers and First Contacts;
- We have staff who are increasingly confident in challenging inappropriate behaviour;
- We have achieved 21% female representation in the police service;
- We have achieved 21% Catholic representation in the police service;
- We have adjusted Monitoring forms to capture sexual orientation data;
- We have delivered a 'Leaders for Tomorrow' training programme;
- We have developed an internal Diversity website;
- We have appointed a Diversity champion;
- We have conducted a cultural audit;
- We have helped to establish a number of minority staff support groups;
- We have established a Strategic Diversity Management Board;
- We have developed a hate crime protocol;
- We have established a Culture and Diversity Guide;
- We have published a Policing with the Community Strategy;
- We have published a Reassurance Strategy;
- We now use the National Intelligence Model to identify signal crime; and
- We have published an Appropriate Language Guide.

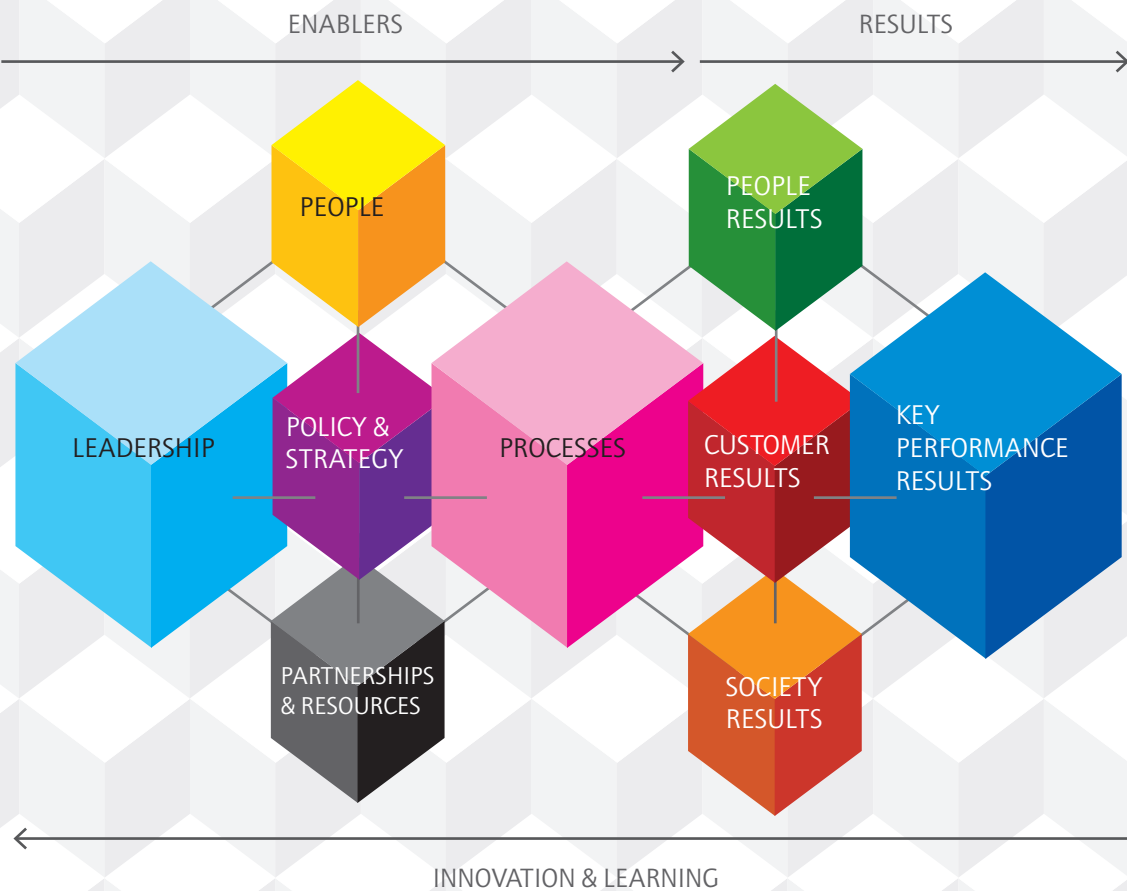
# APPENDIX 4

The EFQM Excellence Model is based on nine criteria, five of which are enablers covering what the organisation does, and four are results which cover what we achieve. The 'Results' criteria cover what an organisation achieves. 'Results' are brought about by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The Model, which recognises there are many approaches to achieving sustainable excellence in all aspects of performance, is based on the premise that excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People, Partnerships and Resources and Processes.

The EFQM model is presented in diagram form below. The arrows emphasise the dynamic nature of the Model. They show innovation and learning helping to improve Enablers that in turn lead to improved Results.

EFQM (European Foundation Quality Model)



# APPENDIX 5

## GLOSSARY OF TERMS AND ABBREVIATIONS

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

