

***DRAFT Equality Scheme for the Northern
Ireland Policing Board***

***Drawn up in accordance with Section 75 and Schedule 9 of
the Northern Ireland Act 1998***

***This document is available in a range of formats on request.
Please contact us with your requirements (see page 38 for
contact details).***

Northern Ireland Policing Board
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG

Approved by the Equality Commission for Northern Ireland on [insert date].

Foreword

Section 75 of the Northern Ireland Act 1998 (the Act) requires public authorities, in carrying out their functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories outlined in the Act¹.

In our equality scheme we set out how the Northern Ireland Policing Board proposes to fulfill the Section 75 statutory duties.

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

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

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

As the Chair and Interim CEO of the Northern Ireland Policing Board we are fully committed to effectively fulfilling our Section 75 statutory duties across all our functions (including service provision, employment and procurement) through the effective implementation of our equality scheme.

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

¹ See section 1.1 of our Equality Scheme.

affected by what they consider to be a failure, on our part, to comply with our equality scheme, can make complaints.

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

*Brian Rea
Board Chair*

Date

*Edgar Jardine
Interim Chief Executive*

Date

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Chapter 1 Introduction

Section 75 of the Northern Ireland Act 1998

1.1 Section 75 of the Northern Ireland Act 1998 (the Act) requires the Northern Ireland Policing Board to comply with two statutory duties:

Section 75 (1)

In carrying out our functions relating to Northern Ireland we are required to have due regard to the need to promote equality of opportunity between

- persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation
- men and women generally
- persons with a disability and persons without
- persons with dependents and persons without.

Section 75 (2)

In addition, without prejudice to the obligations above, in carrying out our functions in relation to Northern Ireland we are required to have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

“Functions” include the “powers and duties” of a public authority². This includes our employment and procurement functions. Please see below under “Who we are and what we do” for a detailed explanation of our functions.

How we propose to fulfill the Section 75 duties in relation to the relevant functions of the Northern Ireland Policing Board

1.2 Schedule 9 4. (1) of the Act requires the Northern Ireland Policing Board as a designated public authority to set out in an equality scheme how it proposes to fulfil the duties imposed by

² Section 98 (1) of the Northern Ireland Act 1998.

Section 75 in relation to its relevant functions. This equality scheme is intended to fulfil that statutory requirement. It is both a statement of our arrangements for fulfilling the Section 75 statutory duties and our plan for their implementation.

1.3 The Northern Ireland Policing Board is committed to the discharge of its Section 75 obligations in all parts of the organisation and we will commit the necessary available resources in terms of people, time and money to ensure that the Section 75 statutory duties are complied with and that our equality scheme can be implemented effectively.

Who we are and what we do

1.4 We, the Northern Ireland Policing Board were set up on 4th November 2001 as a result of the Police (Northern Ireland) Act 2000 – the legislation which gives effect to the recommendations of the Patten Report on Policing (The Report of the Independent Commission on Policing in Northern Ireland). Under this legislation, our main duty is to secure and maintain an effective and efficient police service for the Northern Ireland community.

The Northern Ireland Policing Board's Vision outlined in its Corporate Plan 2011 -2014 is to be-

'An innovative proactive organisation, holding the police to account, whilst demanding and delivering improvements in policing'

1.5 Our organisational structure

There are 19 Members on the Board. Ten are Members of the Northern Ireland Assembly and nine are independent Members.

We meet in public at least 8 times each year to receive and consider reports on policing from the Chief Constable. These meetings are advertised in the press.

We have six committees:-

- Corporate Policy, Planning and Performance Committee

- Human Rights and Professional Standards Committee
- Human Resources Committee
- Resources and Improvement Committee
- Audit and Risk Management Committee
- Community Engagement Committee

more details on these and a comprehensive list of their functions is set out in appendix 1.

Officials who support and put into practice our policies are organised into various branches. There is more information on these branches in the organisational chart at Appendix 2.

Our staff may be recruited from the following sources.

(a) The Northern Ireland Civil Service:

Staff up to the grade of Executive Officer will be recruited through either direct appointment to or transfer within the Northern Ireland Civil Service in accordance with civil service recruitment, promotion and transfer procedures. They may also be recruited by means of competitive trawls and interest circulars, where this is considered necessary.

(b) Public Advertisement:

All staff at Staff Officer grade and above can be directly recruited by public advertisement or by direct appointment to or transfer within the Northern Ireland Civil Service in accordance with civil service recruitment, promotion and transfer procedures. They may also be recruited by means of competitive trawls and interest circulars, where this is considered necessary.

The Chief Executive is responsible for making sure that our decisions are put into practice and for the day-to-day management of the organisation. The Chief Executive is also our Accounting Officer, and is responsible for the effective and efficient use of resources and for maintaining appropriate standards of financial

accountability. The Chief Executive oversees the work of the organisation through our Senior Management Team.

In respect of our procurement activities we avail of advice and guidance from; or where appropriate directly engage the procurement services provided by, the NICS Central Procurement Directorate or another Centre of Procurement Excellence (COPE). The Northern Ireland Policing Board is committed to implementing the 'Equality of Opportunity and Sustainable Development in Public Sector Procurement' Guidance issued by the Equality Commission and the NICS Central Procurement Directorate in 2008.

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Chapter 2 Our arrangements for assessing our compliance with the section 75 duties (Schedule 9 4. (2) (a))

2.1 Some of our arrangements for assessing our compliance with the Section 75 statutory duties are outlined in other relevant parts of this equality scheme for example our arrangements for

Consulting;

Monitoring the impact of policies;

Staff Training;

Accessing public access to our information and services;

Our complaints procedure;

Publishing our Equality Scheme; and

Reviewing our Equality Scheme

In addition we have the following arrangements in place for assessing our compliance:

Responsibilities and reporting

2.2 We are committed to the fulfilment of our Section 75 obligations in all parts of our work.

2.3 Responsibility for the effective implementation of our equality scheme lies with the Board's Corporate Policy, Planning and Performance Committee. Day to day responsibility for the management of our Equality Scheme lies with the Board's Equality Officer. The Equality Officer via the Corporate Services Director reports to the Chief Executive who is accountable to the Corporate Policy, Planning and Performance Committee of the Northern Ireland Policing Board for the development, implementation, maintenance and review of the equality scheme in accordance with Section 75 and Schedule 9 of the Northern Ireland Act 1998, including any good practice or guidance that has been or may be issued by the Equality Commission.

2.4 If you have any questions or comments regarding our equality scheme, please contact in the first instance our Equality Officer at the address given below and we will respond to you as soon as possible:

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

2.5 Objectives and targets relating to the statutory duties will be integrated into our strategic and operational business plans³.

2.6 Employees' job descriptions and performance plans reflect their contributions to the discharge of the Section 75 statutory duties and implementation of the equality scheme, where relevant. The personal performance plans are subject to appraisal in the annual performance review.

2.7 The Northern Ireland Policing Board prepares an annual report on the progress we have made on implementing the arrangements set out in this equality scheme to discharge our Section 75 statutory duties (Section 75 annual progress report).

The Section 75 annual progress report will be sent to the Equality Commission by 31 August each year and will follow any guidance on annual reporting issued by the Equality Commission.

Progress on the delivery of Section 75 statutory duties will also be included in our (organisational) annual report.

2.8 The latest Section 75 annual progress report is available via the FOI Publication Scheme section of our website -

³ See Appendix 5 'Timetable for measures proposed' and section 2.11 of this equality scheme.

www.nipolicingboard.org.uk

or by contacting:

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Waterside Tower
31 Clarendon Road
Clarendon Dock
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Text phone: 028 9052 7668

2.9 The Northern Ireland Policing Board liaises closely with the Equality Commission to ensure that progress on the implementation of our equality scheme is maintained.

Action plan/action measures

2.11 The Northern Ireland Policing Board will develop an action plan to promote equality of opportunity and good relations.

2.12 The action measures that will make up our action plan will be relevant to our functions. They will be developed and prioritised on the basis of an audit of inequalities. The audit of inequalities will gather and analyse information across the Section 75 categories⁴ to identify the inequalities that exist for our service users and those affected by our policies⁵.

2.13 Action measures will be specific, measurable, linked to achievable outcomes, realistic and time bound. Action measures will include performance indicators and timescales for their achievement.

2.14 We will develop any action plans for a period of between one and five years in order to align them with our corporate and business planning cycles. Implementation of the action measures will be incorporated into our business planning process.

⁴ See section 1.1 of this equality scheme for a list of these categories.

⁵ See section 4.1 of this equality scheme for a definition of policies.

2.15 We will seek input from our stakeholders and consult on our action plan before we send it to the Equality Commission and thereafter when reviewing the plan as per 2.16 below.

2.16 We will monitor our progress on the delivery of our action measures annually and update the action plan as necessary to ensure that it remains effective and relevant to our functions and work.

2.17 The Northern Ireland Policing Board will inform the Commission of any changes or amendments to our action plan and will also include this information in our Section 75 annual progress report to the Commission. Our Section 75 annual progress report will incorporate information on progress we have made in implementing our action plans/action measures.

2.18 When finalised, our action plan will be available via the FOI Publication Scheme section of our website -

www.nipolicingboard.org.uk

or by contacting our:

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

If you require it in an alternative format please contact us on the details provided above.

Chapter 3 Our arrangements for consulting (Schedule 9 4. (2) (a)) - on matters to which a duty (S75 (1) or (2)) is likely to be relevant (including details of the persons to be consulted).

(Schedule 9 4. (2) (b)) on the likely impact of policies adopted or proposed to be adopted by us on the promotion of equality of opportunity.

3.1 We recognise the importance of consultation in all aspects of the implementation of our statutory equality duties. We will consult on our equality scheme, action measures, equality impact assessments and other matters relevant to the Section 75 statutory duties.

3.2 We are committed to carrying out consultation in accordance with the following principles (as contained in the Equality Commission's guidance '*Section 75 of the Northern Ireland Act 1998 – A Guide for Public Authorities (April 2010)*')

3.2.1 All consultations will seek the views of those directly affected by the matter/policy, the Equality Commission, representative groups of Section 75 categories, other public authorities, voluntary and community groups, our staff and their trades unions and such other groups who have a legitimate interest in the matter, whether or not they have a direct economic or personal interest.

Initially all consultees (see Appendix 4), as a matter of course, will be notified (by email or post) of the matter/policy being consulted upon to ensure they are aware of all consultations. Thereafter, to ensure the most effective use of our and our consultees' resources, we will take a targeted approach to consultation for those consultees who may have a particular interest in the matter/policy being consulted upon and to whom the matter/policy is of particular relevance. This may include for example regional or local consultations, sectoral or thematic consultation etc.

3.2.2 Consultation with all stakeholders will begin as early as possible. We will engage with affected individuals and representative groups to identify how best to consult or engage with them. We will ask our consultees what their preferred consultation methods are and will give consideration to these. Methods of consultation could include:

- Face-to-face meetings
- Focus groups
- Written documents with the opportunity to comment in writing
- Questionnaires
- Information/notification by email with an opportunity to opt in/opt out of the consultation
- Internet discussions or
- Telephone consultations.

This list is not exhaustive and we may develop other additional methods of consultation more appropriate to key stakeholders and the matter being consulted upon.

3.2.3 We will consider the accessibility and format of every method of consultation we use in order to remove barriers to the consultation process. Specific consideration will be given as to how best to communicate with children and young people, people with disabilities (in particular people with learning disabilities) and minority ethnic communities. We take account of existing and developing good practice, including the Equality Commission's guidance *Let's Talk Let's Listen – Guidance for public authorities on consulting and involving children and young people (2008)*.

Information will be made available, on request, in alternative formats⁶, in a timely manner, usually within 20 working days. We will ensure that such consultees have equal time to respond.

⁶ See Chapter 6 of our equality scheme for further information on alternative formats of information we provide.

3.2.4 Specific training is provided to those facilitating consultations to ensure that they have the necessary skills to communicate effectively with consultees.

3.2.5 To ensure effective consultation with consultees⁷ on Section 75 matters, we will develop a programme of awareness raising on the Section 75 statutory duties and the commitments in our equality scheme by undertaking the following:

Issue of a Press Release when our Equality Scheme is approved by the Equality Commission.

Email notification to all consultees within one month of our Equality Scheme and Action Plan being approved by the Equality Commission.

As appropriate, arranging pre-consultation meetings with key Section 75 groups and representatives to discuss specific policy Issues.

Publish on the internet, and as appropriate, circulate equality progress updates and commitments in key action plans to consultees.

3.2.6 The consultation period lasts for a minimum of twelve weeks to allow adequate time for groups to consult amongst themselves as part of the process of forming a view. However, in exceptional circumstances when this timescale is not feasible (for example implementing EU Directives or UK wide legislation, meeting Health and Safety requirements, addressing urgent public health matters or complying with Court judgements), we may shorten timescales to eight weeks or less before the policy is implemented. We may continue consultation thereafter and will review the policy as part of our monitoring commitments⁸.

Where, under these exceptional circumstances, we must implement a policy immediately, as it is beyond our authority's control, we may consult after implementation of the policy, in order to ensure that any impacts of the policy are considered.

⁷ Please see Appendix 4 for a list of our consultees.

⁸ Please see below at 4.27 to 4.31 for details on monitoring.

3.2.7 If a consultation exercise is to take place over a period when consultees are less able to respond, for example, over the summer or Christmas break, or if the policy under consideration is particularly complex, we will give consideration to the feasibility of allowing a longer period for the consultation.

3.2.8 We are conscious of the fact that affected individuals and representative groups may have different needs. We will take appropriate measures to ensure full participation in any meetings that are held. We will consider for example the time of day, the appropriateness of the venue, in particular whether it can be accessed by those with disabilities, how the meeting is to be conducted, the use of appropriate language, whether a signer and/or interpreter is necessary, and whether the provision of childcare and support for other carers is required.

3.2.9 We make all relevant information available to consultees in appropriate formats to ensure meaningful consultation. This includes detailed information on the policy proposal being consulted upon and any relevant quantitative and qualitative data.

3.2.10 In making any decision with respect to a policy adopted or proposed to be adopted, we take into account any assessment and consultation carried out in relation to the policy.

3.2.11 We provide feedback to consultees in a timely manner. A feedback report is prepared which includes summary information on the policy consulted upon, a summary of consultees' comments and a summary of our consideration of and response to consultees' input. The feedback is provided in formats suitable to consultees. (Please see also 6.3)

3.3 A list of our consultees is included in this equality scheme at Appendix 4. It can also be obtained via the FOI Publication Scheme section of our website -

www.nipolicingboard.org.uk

or by contacting our

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

3.4 Our consultation list is not exhaustive and is reviewed on an annual basis to ensure it remains relevant to our functions and policies.

We welcome enquiries from any person/s or organisations wishing to be added to the list of consultees. Please contact our Equality Officer via one of the options listed above to provide your contact details and have your areas of interest noted or have your name/details removed or amended. Please also inform us at this stage if you would like information sent to you in a particular format or language.

Chapter 4 **Our arrangements for assessing, monitoring and publishing the impact of policies**

(Schedule 9 4. (2) (b); Schedule 9 4. (2) (c); Schedule 9 4. (2) (d); Schedule 9 9. (1); Schedule 9 9.(2))

Our arrangements for assessing the likely impact of policies adopted or proposed to be adopted on the promotion of equality of opportunity (Schedule 9 4. (2) (b))

4.1 In the context of Section 75, 'policy' is very broadly defined and it covers all the ways in which we carry out or propose to carry out our functions in relation to Northern Ireland. In respect of this equality scheme, the term policy is used for any (proposed/amended/existing) strategy, policy initiative or practice and/or decision, whether written or unwritten and irrespective of the label given to it, e.g., 'draft', 'pilot', 'high level' or 'sectoral'.

4.2 In making any decision with respect to a policy adopted or proposed to be adopted, we take into account any assessment and consultation carried out in relation to the policy, as required by Schedule 9 9. (2) of the Northern Ireland Act 1998.

4.3[The Northern Ireland Policing Board uses the tools of **screening** and **equality impact assessment** to assess the likely impact of a policy on the promotion of equality of opportunity and good relations. In carrying out these assessments we will relate them to the intended outcomes of the policy in question and will also follow Equality Commission guidance:

- the guidance on screening, including the screening template, as detailed in the Commission's guidance '*Section 75 of the Northern Ireland Act 1998 – A Guide for Public Authorities (April 2010)*' and
- on undertaking an equality impact assessment as detailed in the Commission's guidance '*Practical guidance on equality impact assessment (February 2005)*'.

Screening

4.4 The purpose of screening is to identify those policies that are likely to have an impact on equality of opportunity and/or good relations.

4.5 Screening is completed at the earliest opportunity in the policy development/review process. Policies which we propose to adopt will be subject to screening prior to implementation. For more detailed strategies or policies that are to be put in place through a series of stages, we will screen at various stages during implementation.

4.6 The lead role in the screening of a policy is taken by the policy decision maker who has the authority to make changes to that policy. However, screening will also involve other relevant team members, for example, equality specialists, those who implement the policy and staff members from other relevant work areas. Where possible we will include key stakeholders in the screening process.

4.7 The following questions are applied to all our policies as part of the screening process:

- What is the likely impact on equality of opportunity for those affected by this policy, for each of the Section 75 equality categories? (minor/major/none)
- Are there opportunities to better promote equality of opportunity for people within the Section 75 equality categories?
- To what extent is the policy likely to impact on good relations between people of a different religious belief, political opinion or racial group? (minor/major/none)
- Are there opportunities to better promote good relations between people of a different religious belief, political opinion or racial group?

4.8 In order to answer the screening questions, we gather all relevant information and data, both qualitative and quantitative. In

taking this evidence into account we consider the different needs, experiences and priorities for each of the Section 75 equality categories. Any screening decision will be informed by this evidence.

4.9 Completion of screening, taking into account our consideration of the answers to all four screening questions set out in 4.7 above, will lead to one of the following three outcomes:

1. the policy has been 'screened in' for equality impact assessment
2. the policy has been 'screened out' with mitigation⁹ or an alternative policy proposed to be adopted
3. the policy has been 'screened out' without mitigation or an alternative policy proposed to be adopted.

4.10 If our screening concludes that the likely impact of a policy is 'minor' in respect of one, or more, of the equality of opportunity and/or good relations categories, we may on occasion decide to proceed with an equality impact assessment, depending on the policy. If an EQIA is not to be conducted we will nonetheless consider measures that might mitigate the policy impact as well as alternative policies that might better achieve the promotion of equality of opportunity and/or good relations.

Where we mitigate we will outline in our screening template the reasons to support this decision together with the proposed changes, amendments or alternative policy.

This screening decision will be 'signed off' by the appropriate policy lead within the Northern Ireland Policing Board.

4.11 If our screening concludes that the likely impact of a policy is 'major' in respect of one, or more, of the equality of opportunity and/or good relations categories, we will normally subject the policy to an equality impact assessment. This screening decision

⁹ Mitigation – Where an assessment (screening in this case) reveals that a particular policy has an adverse impact on equality of opportunity and / or good relations, a public authority must consider ways of delivering the policy outcomes which have a less adverse effect on the relevant Section 75 categories.

will be 'signed off' by the appropriate policy lead within the Northern Ireland Policing Board.

4.12 If our screening concludes that the likely impact of a policy is 'none', in respect of all of the equality of opportunity and/or good relations categories, we may decide to screen the policy out. If a policy is 'screened out' as having no relevance to equality of opportunity or good relations, we will give details of the reasons for the decision taken. This screening decision will be 'signed off' by the appropriate policy lead within the Northern Ireland Policing Board.

4.13 As soon as possible following the completion of the screening process, the screening template, signed off and approved by the senior manager responsible for the policy, will be made available on our website -

www.nipolicingboard.org.uk

And on request from the

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

4.14 If a consultee, including the Equality Commission, raises a concern about a screening decision based on supporting evidence, we will review the screening decision.

4.15 Our screening reports are published quarterly [see below at 4.20 - 4.22 and 4.23 for details].

Equality impact assessment

4.16 An equality impact assessment (EQIA) is a thorough and systematic analysis of a policy, whether that policy is formal or

informal, and irrespective of the scope of that policy. The primary function of an EQIA is to determine the extent of any impact of a policy upon the Section 75 categories and to determine if the impact is an adverse one. It is also an opportunity to demonstrate the likely positive outcomes of a policy and to seek ways to more effectively promote equality of opportunity and good relations.

4.17 When a policy is screened and screening has identified that an equality impact assessment is necessary, we will carry out the EQIA in accordance with Equality Commission guidance. The equality impact assessment will be carried out as part of the policy development process, before the policy is implemented.

4.18 Any equality impact assessment will be subject to consultation at the appropriate stage(s). (For details see above Chapter 3 “Our Arrangements for Consulting”).

Our arrangements for publishing the results of the assessments of the likely impact of policies we have adopted or propose to adopt on the promotion of equality of opportunity
(Schedule 9 4. (2) (d); Schedule 9 9. (1))

4.19 We make publicly available the results of our assessments (screening and EQIA) of the likely impact of our policies on the promotion of equality of opportunity and good relations.

What we publish

4.20 Screening reports

These are published quarterly. Screening reports detail:

- All policies screened by the Northern Ireland Policing Board over the three month period
- A statement of the aim(s) of the policy/policies to which the assessment relates
- Consideration given to measures which might mitigate any adverse impact

- Consideration given to alternative policies which might better achieve the promotion of equality of opportunity;
- Screening decisions, i.e:
 - whether the policy has been 'screened in' for equality impact assessment.
 - whether the policy has been 'screened out' with mitigation or an alternative policy proposed to be adopted.
 - whether the policy has been 'screened out' without mitigation or an alternative policy proposed to be adopted.
- Where applicable, a timetable for conducting equality impact assessments
- A link to the completed screening template(s) on our website

4.21 Screening templates

For details on the availability of our screening templates please refer to 4.13.

4.22 Equality impact assessments

EQIA reports are published once the impact assessment has been completed. These reports include:

- A statement of the aim of the policy assessed
- Information and data collected
- Details of the assessment of impact(s)
- Consideration given to measures which might mitigate any adverse impact
- Consideration given to alternative policies which might better achieve the promotion of equality of opportunity
- Consultation responses
- The decision taken

- Future monitoring plans.

How we publish the information

4.23 All information we publish is accessible and can be made available in alternative formats on request. Please see 6.3 below.

Where we publish the information

4.24 The results of our assessments (screening reports and completed templates, the results of equality impact assessments) are available via the FOI Publication Section of our website

www.nipolicingboard.org.uk

Or by contacting our

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

4.25 In addition to the above, screening reports (electronic link or hard copy on request if more suitable for recipients) which include all policies screened over a 3 month period are also sent directly to all consultees on a quarterly basis.

4.26 We will inform the general public about the availability of this material through communications such as press releases where appropriate.

Our arrangements for monitoring any adverse impact of policies we have adopted on equality of opportunity (Schedule 9 4. (2) (c))

4.27 Monitoring can assist us to deliver better public services and continuous improvements. Monitoring Section 75 information involves the processing of sensitive personal data (data relating to the racial or ethnic origin of individuals, sexual orientation, political opinion, religious belief, etc). In order to carry out monitoring in a confidential and effective manner, the Northern Ireland Policing Board follows guidance from the Office of the Information Commissioner and the Equality Commission.

4.28 We monitor any adverse impact on the promotion of equality of opportunity of policies we have adopted. We are also committed to monitoring more broadly to identify opportunities to better promote equality of opportunity and good relations in line with Equality Commission guidance.

4.29 The systems we have established to monitor the impact of policies and identify opportunities to better promote equality of opportunity and good relations are:

- The collection, collation and analysis of existing relevant primary quantitative and qualitative data across all nine equality categories on an ongoing basis
- The collection, collation and analysis of existing relevant secondary sources of quantitative and qualitative data across all nine equality categories on an ongoing basis
- An audit of existing information systems within one year of approval of this equality scheme, to identify the extent of current monitoring and take action to address any gaps in order to have the necessary information on which to base decisions
- Undertaking or commissioning new data if necessary.

4.30 If over a two year period monitoring and evaluation show that a policy results in greater adverse impact than predicted, or if opportunities arise which would allow for greater equality of

opportunity to be promoted, we will ensure that the policy is revised to achieve better outcomes for relevant equality groups.

4.31 We review our EQIA monitoring information on an annual basis.

The Equality Officer works closely with business areas to ensure that the outcomes of equality monitoring exercises are co-ordinated and shared with policymakers. The availability of monitoring data assists our policymakers when undertaking future equality screening assessments and in developing or reviewing policy decisions.

The Equality Officer provides guidance to business areas on the completion of equality impact assessments and arrangements to undertake appropriate equality monitoring.

Our section 75 Annual Progress Report to the Equality Commission includes an update on the equality monitoring actions we have undertaken and the outcomes.

Measures are in place through Northern Ireland Statistics & Research Agency (NISRA) to analyse and provide statistical reports to the Policing Board on the equality monitoring data obtained from various surveys such as the NIPB Omnibus Survey, and the District Policing Partnerships Consultation Survey.

Customer Service complaints are regularly monitored to ensure a satisfactory level of service is maintained and that any issues raised by customers are addressed promptly and satisfactorily.

Our arrangements for publishing the results of our monitoring (Schedule 9 4. (2) (d))

4.32 Schedule 9 4. (2) (d) requires us to publish the results of the monitoring of adverse impacts of policies we have adopted. However, we are committed to monitoring more broadly and the results of our policy monitoring are published as follows:

4.33 EQIA monitoring information is published as part of our Section 75 annual progress report [see 2.7]

4.34 Our consultees will be advised by e-mail when our Annual Progress Report is published. Hard copies can be made available on request.

4.35 All information published is accessible and can be made available in alternative formats on request. Please see below at 6.3 for details.

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Chapter 5 Staff training (Schedule 9 4.(2) (e))

Commitment to staff training

5.1 We recognise that awareness raising and training play a crucial role in the effective implementation of our Section 75 duties.

5.2 Our Chief Executive wishes to positively communicate the commitment of the Northern Ireland Policing Board to the Section 75 statutory duties, both internally and externally.

To this end we have introduced an effective communication and training programme for all staff and will ensure that our commitment to the Section 75 statutory duties is made clear in all relevant publications.

Training objectives

5.3 The Northern Ireland Policing Board will draw up a detailed training plan for its staff which will aim to achieve the following objectives:

- to raise awareness of the provisions of Section 75 of the Northern Ireland Act 1998, our equality scheme commitments and the particular issues likely to affect people across the range of Section 75 categories, to ensure that our staff fully understand their role in implementing the scheme
- to provide those staff involved in the assessment of policies (screening and EQIA) with the necessary skills and knowledge to do this work effectively
- to provide those staff who deal with complaints in relation to compliance with our equality scheme with the necessary skills and knowledge to investigate and monitor complaints effectively
- to provide those staff involved in consultation processes with the necessary skills and knowledge to do this work effectively

- to provide those staff involved in the implementation and monitoring of the effective implementation of the Northern Ireland Policing Board's equality scheme with the necessary skills and knowledge to do this work effectively.

Awareness raising and training arrangements

5.4 The following arrangements are in place to ensure all our staff and Board members are aware of and understand our equality obligations.

- We will develop a summary of this equality scheme and make it available to all staff.
- We will provide access to copies of the full equality scheme for all staff; ensure that any queries or questions of clarification from staff are addressed effectively.
- Staff in the Northern Ireland Policing Board will receive a briefing on this equality scheme within one month after approval of scheme.
- The Section 75 statutory duties form part of induction training for new staff.
- Focused training is provided for key staff within the Northern Ireland Policing Board who are directly engaged in taking forward the implementation of our equality scheme commitments (for example those involved in research and data collection, policy development, service design, conducting equality impact assessments, consultation, monitoring and evaluation).
- Where appropriate, training will be provided to ensure staff are aware of the issues experienced by the range of Section 75 groups.
- When appropriate and on an ongoing basis, arrangements will be made to ensure staff are kept up to date with Section 75 developments.

5.5 Training and awareness raising programmes will, where relevant, be developed in association with the appropriate Section 75 groups and our staff.

In order to share resources and expertise, the Northern Ireland Policing Board will, where possible, work closely with other bodies and agencies in the development and delivery of training.

Monitoring and evaluation

5.6 Our training programme is subject to the following monitoring and evaluation arrangements:

- We evaluate the extent to which all participants in this training programme have acquired the necessary skills and knowledge to achieve each of the above objectives.
- The extent to which training objectives have been met will be reported on as part of the Section 75 annual progress report, which will be sent to the Equality Commission.
- Participants attending training courses are required to complete a post course evaluation questionnaire, the results of which are analysed and a summary report produced. The post course evaluation also informs the course reviews and courses are revised accordingly, where appropriate.
- As part of the Performance Management framework, it is a requirement that line managers discuss training courses objectives with their staff – both in terms of setting these objectives before the event, and the extent to which the objectives have been met once the training has been delivered. Line managers are also responsible for ensuring that opportunities are in place to put the training into practice.
- Annual Personal Development Plans (PDPs) are discussed, agreed and monitored by line managers and the staff for whom they are responsible.

Chapter 6 Our arrangements for ensuring and assessing public access to information and services we provide

(Schedule 9 4. (2) (f))

6.1 The Northern Ireland Policing Board is committed to ensuring that the information we disseminate and the services we provide are fully accessible to all parts of the community in Northern Ireland. We keep our arrangements under review to ensure that this remains the case.

6.2 We are aware that some groups will not have the same access to information as others.

In particular:

- People with sensory, learning, communication and mobility disabilities may require printed information in other formats.
- Members of ethnic minority groups, whose first language is not English, may have difficulties with information provided only in English.
- Children and young people may not be able to fully access or understand information.

Access to information

6.3 To ensure equality of opportunity in accessing information, we provide information in alternative formats on request, where reasonably practicable. Where the exact request cannot be met we will ensure a reasonable alternative is provided.

Alternative formats may include Easy Read, Braille, audio formats (CD, mp3 or DAISY), large print or minority languages to meet the needs of those for whom English is not their first language.

The Northern Ireland Policing Board liaises with representatives of young people and disability and minority ethnic organisations and takes account of existing and developing good practice. We will respond to requests for information in alternative formats in a timely manner, usually within 20 working days.

Our 'hard copy' publications and the on-line publications section of our website include a statement that we will make all reasonable efforts to respond positively to requests for documents in alternative formats or languages.

Our contact details are published on our website in a variety of languages i.e. – Irish, Ulster Scots, Chinese, Mandarin, Urdu, Polish and Portuguese.

In addition our website also has the 'Browsealoud' software enabled. It facilitates the use of our website by:

- Anyone with low literacy skills or Dyslexia
- People who don't have English as a first language
- Those with some visual impairment
- Anyone who would prefer to listen to text rather than read it.

Our website has been audited to AA standard of the W3C Web Content Accessibility Guidelines. By conforming to these Guidelines it helps make our Website more accessible to users with disabilities.

Our Community Engagement Branch works with and facilitates a variety of 'Reference Groups i.e. Women, Older People, LGBT, People with a Disability, Young People and Minority Ethnic communities. These groups are representative of the respective communities. Each brings their own expertise and act as a conduit for us to receive and distribute information of relevance to the specific communities.

In partnership with the Reference Groups and the communities they represent, Community Engagement Branch organise consultation events for the various communities in the Minority Ethnic Sector. Arrangements are made for an interpreter, along with facilitators from the community, to attend these events. Reports from the consultations are displayed on the Board's website in both English and in the relevant minority language.

Community Engagement Staff also represent the Board at external events and provide information leaflets in several different languages for Minority Ethnic communities.

6.4 In disseminating information through the media we will seek to advertise in the press where appropriate.

6.5 Our website contains a link to our FOI Publication Scheme. The Publication Scheme is a guide to the information we routinely publish. A list of the categories of information currently covered by the scheme may be obtained from our website at the link below -

www.nipolicingboard.org.uk

Members of the public can obtain a copy of our Publication Scheme from us in alternative formats or languages by contacting our Equality Officer at the address below:

Northern Ireland Policing Board
Waterside Tower
31 Clarendon Road
Clarendon Docks
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-Mail. Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

Access to services

6.6 The Northern Ireland Policing Board is committed to ensuring that all of our services are fully accessible to everyone in the community across the Section 75 categories.

The Northern Ireland Policing Board also adheres to the relevant provisions of current anti-discrimination legislation.

Assessing public access to information and services

6.7 We monitor annually across all our functions, in relation to access to information and services, to ensure equality of opportunity and good relations are promoted.

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Chapter 7 Timetable for measures we propose in this equality scheme (Schedule 9 4. (3) (b))

7.1 Appendix 5 outlines our timetable for all measures proposed within this equality scheme. The measures outlined in this timetable will be incorporated into our business planning processes.

7.2 This timetable is different from and in addition to our commitment to developing action plans/action measures to specifically address inequalities and further promote equality of opportunity and good relations. We have included in our equality scheme a commitment to develop an action plan. Accordingly, this commitment is listed in the timetable of measures at Appendix 5. For information on these action measures please see above at 2.11 – 2.18.

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Chapter 8 Our complaints procedure (Schedule 9 10.)

8.1 The Northern Ireland Policing Board is responsive to the views of members of the public. We will endeavour to resolve all complaints made to us.

8.2 Schedule 9 paragraph 10 of the 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 the complaint has not been resolved within a reasonable timescale, the complaint can be brought to the Equality Commission.

8.3 A person wishing to make a complaint that the Northern Ireland Policing Board has failed to comply with its approved equality scheme should contact our:

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

8.4 We will in the first instance acknowledge receipt of each complaint within 2 working days.

8.5 The Northern Ireland Policing Board will carry out an internal investigation of the complaint and will respond substantively to the complainant within one (1) month of the date of receiving the letter of complaint. Under certain circumstances, if the complexity of the matter requires a longer period, the period for response to the complainant may be extended to two (2) months. In those circumstances, the complainant will be advised of the extended period within one month of making the complaint.

8.6 During this process the complainant will be kept fully informed of the progress of the investigation into the complaint and of any outcomes.

8.7 In any subsequent investigation by the Equality Commission, the Northern Ireland Policing Board will co-operate fully, providing access in a timely manner to any relevant documentation that the Equality Commission may require.

Similarly, the Northern Ireland Policing Board will co-operate fully with any investigation by the Equality Commission under subparagraph 11 (1) (b) of Schedule 9 to the Northern Ireland Act 1998.

8.8 The Northern Ireland Policing Board will make all efforts to implement promptly and in full any recommendations arising out of any Commission investigation.

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Chapter 9 **Publication of our Equality Scheme** (Schedule 9 4. (3) (c))

9.1 The Northern Ireland Policing Board's equality scheme is available free of charge in print form and alternative formats from our:

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

9.2 Our equality scheme is also available via the FOI Publication Scheme section of our website:

www.nipolicingboard.org.uk

9.3 The following arrangements are in place for the publication in a timely manner of our equality scheme to ensure equality of access:

- We will make every effort to communicate widely the existence and content of our equality scheme. This may include press releases, prominent advertisements in the press, the internet and direct mail shots to groups representing the various categories in Section 75.
- We will email a link to our approved equality scheme to our consultees on our consultation lists. Other consultees without e-mail will be notified by letter that the scheme is available on request. We will respond to requests for the equality scheme in alternative formats in a timely manner, usually within 20 working days.
- Our equality scheme is available on request in alternative formats such as Easy Read, Braille, large print, audio formats (CD, mp3, DAISY) and in minority languages to meet the needs of those not fluent in English.

- Our 'hard copy' publications and the on-line publications section of our website include a statement that we will make all reasonable efforts to respond positively to requests for documents in alternative formats or languages.
- Our equality scheme is available on our website which has the 'Browsealoud' software enabled. It facilitates the use of our website by:
 - Anyone with low literacy skills or Dyslexia
 - People who don't have English as a first language
 - Those with some visual impairment
 - Anyone who would prefer to listen to text rather than read it.

In addition our website has been audited to AA standard of the W3C Web Content Accessibility Guidelines. By conforming to these Guidelines it helps make our Website more accessible to users with disabilities.

- Our Community Engagement Branch works with and facilitates a variety of 'Reference Groups including People with a Disability, and young People. These groups are representative of the respective communities. Each brings their own expertise and act as a conduit for us to receive and distribute information of relevance to the specific communities. When our equality scheme is approved by the Equality Commission we will ensure these reference groups are made aware of the various ways to obtain a copy.
- We host accounts on the social media network sites 'Facebook' and 'Twitter'. We will 'post' details on these sites to tell people about our Equality Scheme and how to find out more information about it. We will do this within one month of our Equality Scheme being approved by the Equality Commission.

9.4 For a list of our stakeholders and consultees please see Appendix 4 of the equality scheme, visit the FOI Publication Scheme section of our website -

www.nipolicingboard.org.uk

or contact our

Equality Officer
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast
BT1 3BG
Tel. 028 90 408 500
Fax. 028 90 408 585
E-mail: Equality@nipolicingboard.org.uk
Text phone: 028 9052 7668

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Chapter 10 Review of our equality scheme (Schedule 9 8. (3))

10.1 As required by Schedule 9 paragraph 8 (3) of the Northern Ireland Act 1998 we will conduct a thorough review of this equality scheme. This review will take place either within five years of submission of this equality scheme to the Equality Commission or within a shorter timescale to allow alignment with the review of other planning cycles.

The review will evaluate the effectiveness of our scheme in relation to the implementation of the Section 75 statutory duties relevant to our functions in Northern Ireland.

10.2 In undertaking this review we will follow any guidance issued by the Equality Commission. A report of this review will be made public on our website

www.nipolicingboard.org.uk

with consultees notified by email. A copy of the report will also be sent to the Equality Commission.

Appendix 1 Policies, powers, duties and functions of the Northern Ireland Policing Board

This appendix lists the Board's policies and functions, grouped according to which Committee of the Board is responsible for taking them forward.

Lists of the members of the Committees are also provided. Please bear in mind that membership of committees change each year, however, up to date information is available on our web-site: www.nipolicingboard.org.uk or on request from the Policing Board.

AUDIT AND RISK MANAGEMENT COMMITTEE

Members:

Ross Hussey (Chair)
Brian Rowntree (Vice-Chair)
Jonathan Craig
Stuart MacDonnell
Adrian McQuillan
Pat Sheehan
Michael Wardlow

The role of the Audit and Risk Management Committee is:

In respect of the Police Service:

1. To monitor reports on financial audits of the police service and make recommendations to the Resources and Improvement Committee.
2. To consider year-end financial statements for the PSNI, from an audit perspective, making recommendations as appropriate.

In respect of the Board:

3. To review the Corporate Governance and risk management arrangements of the Board and making recommendations to

the Corporate Policy, Planning and Performance Committee so as to ensure that appropriate arrangements are in place to reduce or eliminate risk.

4. To review the annual Statement of Internal Control.
5. To consider the annual Internal Audit programme including terms of reference, scope of work, planning documents and reports with a view to securing an effective and efficient service.
6. To ensure that weaknesses in internal control are addressed.
7. To consider year-end financial statements for the Board, from an audit perspective, making recommendations as appropriate.
8. To consider reports made by the Northern Ireland Audit Office.
9. To review reports on the financial audits of District Policing Partnerships and make recommendations to the Community Engagement Committee.
10. To monitor occurrences of fraud.
11. To periodically review the Members Hospitality, Gifts and Entertainment Register.

Delegated Matters:

The Committee has delegated authority to act for the Board in respect of the following matters:

- To approve the annual Internal Audit programme for the Board.

COMMUNITY ENGAGEMENT COMMITTEE

Members:

Gerry Kelly (Chair)
Deborah Watters (Vice Chair)
Ryan Feeney
Trevor Lunn
Ian McCrea
Conall McDevitt
Adrian McQuillan
Pat Sheehan

The role of the Community Engagement Committee is:

1. To develop, promote, support and monitor the effectiveness of the District Policing Partnerships.
2. To secure, support and monitor the implementation of Policing with the Community as the core function of the police service.
3. To oversee and monitor the implementation of police service strategies as they impact upon crime prevention, community safety and the community in general.
4. To consider police performance at DCU level as it impacts on policing with the community and relates to the work of District Policing Partnerships.
5. To develop, promote and oversee activities which secure community involvement in policing, including community consultation strategies.
6. To develop and implement a strategy that takes forward community engagement.

Delegated Matters:

The Committee has delegated authority to act for the Board in respect of the following matters:

- To undertake the Board's responsibilities in relation to the establishment, operation and effectiveness of DPPs;
- To approve expenditure on specific projects within approved budget limits up to a maximum of £10,000.

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CORPORATE POLICY, PLANNING AND PERFORMANCE COMMITTEE

Members:

Gearóid Ó hEara (Chair)
Brian Rea (Vice Chair)
Anne Connolly
Jonathan Craig
Ryan Feeney
Ross Hussey
Gerry Kelly
Trevor Lunn
Stuart MacDonnell
Conall McDevitt
Joan O'Hagan
Robin Newton
Brian Rowntree
Deborah Watters

The role of the Corporate Policy, Planning and Performance Committee is:

In respect of the Police Service:

1. To oversee and co-ordinate the Board's work in relation to police service policies and strategies.
2. To oversee the development, implementation and monitoring of the Annual Policing Plan.
3. To oversee and support the police service in the implementation of agreed changes to policing including consideration of HMIC, Oversight Commissioner and other external reports.
4. To undertake the Board's duties in respect of senior police service personnel including appointment, dismissal and terms and conditions of employment.
5. To consider appeals in respect of legal and financial support in cases of actions by police officers.

6. To consider matters which have been referred back from the Police Ombudsman for Northern Ireland as not being within the remit of that office.
7. To oversee policing performance, particularly in respect of non-DCU functions including Headquarters functions and Crime Operations.
8. To consider operational policing policies not covered by the remit of any other Committee.
9. To oversee the police service external communications strategy and profile within Northern Ireland and beyond.

In respect of the Board:

10. To oversee and co-ordinate work in relation to the Board's duties, policies and strategies.
11. To develop and oversee the Board's planning and performance management regime including the development of the Corporate Plan.
12. To oversee the equality, human rights and related policies and practice of the Board.
13. To review and update the Board's Committee structure, Standing Orders and Members Code of Conduct.
14. To promote high standards of conduct by members, to assist Members in observing the Code of Conduct and to monitor adherence to the Code.
15. To undertake the Board's responsibilities in respect of Board staff including Human Resource policies, organisation structures, appointment of the Chief Executive, Deputy Chief Executive and Directors and staff terms and conditions of employment.
16. To approve and oversee the Board's research programme.

17. To develop, implement and monitor a Communications Strategy for the Board covering both internal and external dimensions.
18. To explore and maximise opportunities for communicating and promoting Board policies and strategies.
19. To oversee the preparation of the Board's Annual Report and the public relations aspects of other Board publications and activities.
20. To consider other strategic issues which may arise and which do not fall within the remit of any other Committee.

Delegated Matters:

The Committee has delegated authority to act for the Board in respect of the following matters:

- To undertake the Board's duties in respect of senior police service personnel including appointment, dismissal and terms and conditions of employment;
- To consider appeals in respect of legal and financial support in cases of actions by police officers;
- To undertake the Board's responsibilities in respect of Board staff including Human Resource policies, organisation structures, appointment of the Chief Executive, Deputy Chief Executive and Directors and staff terms and conditions of employment;
- To approve and oversee the Board's research programme;
- To approve the schedule of Board publications;
- To approve expenditure on specific projects within approved budget limits up to a maximum of £10,000.

HUMAN RESOURCES COMMITTEE (Note – The functions of this Committee are currently under review)

Members:

Trevor Lunn (Chair)
Joan O'Hagan (Vice Chair)
Anne Connolly
Ross Hussey
Ian McCrea
Stuart MacDonnell
Caitríona Ruane

The role of the Human Resources Committee is:

1. To secure, promote and monitor the implementation of the Human Resources Planning strategy and related policies in the police service.
2. To secure, promote and monitor the implementation of the Training and Development strategy in the police service.
3. To oversee the development of all other police service Human Resources strategies, policies and activities not covered by 1 and 2 above.
4. To monitor trends and patterns in the recruitment of police and police support staff and to promote and to support efforts to secure a representative police service in terms of gender and community background.
5. To oversee police pay, allowances and conditions of service with the exception of senior police service personnel.
6. To undertake the Board's responsibilities under Police and Police Pension Regulations.
7. To undertake the Board's responsibilities in relation to the secondment of PSNI officers up to and including the rank of Chief Superintendent.
8. To oversee the role and operation of the Independent Community Observer Scheme.

Delegated Matters:

The Committee has delegated authority to act for the Board in respect of the following matter:

- To undertake the Board's responsibilities in respect of monitoring PSNI strategies for Human Resources and Training, and Development. Approval of strategies remains with the Board;
- To oversee the role and operation of the Independent Community Observer Scheme;
- To undertake the Board's responsibilities under Police and Police Pension Regulations;
- To approve secondments of PSNI officers up to and including the rank of Chief Superintendent;
- To approve expenditure on specific projects within approved budget limits up to a maximum of £10,000.

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HUMAN RIGHTS AND PROFESSIONAL STANDARDS

COMMITTEE (Note – The functions of this Committee are currently under review)

Members:

Conall McDevitt (Chair)
Ryan Feeney (Vice Chair)
Gerry Kelly
Robin Newton
Joan O'Hagan
Caitriona Ruane
Deborah Watters

The role of the Human Rights and Professional Standards Committee is:

1. To develop and implement a framework for monitoring the performance of the police service in complying with the Human Rights Act.
2. To monitor police performance in public order situations.
3. To consider and review the police service Code of Ethics and its implementation.
4. To keep informed about the implementation of Section 75 within the police service in order to ensure that policing is conducted in an impartial manner.
5. To keep informed about the complaints process and to monitor trends and patterns in complaints against police officers.
6. To consider other reports produced by the Police Ombudsman.
7. To liaise with the Police Ombudsman in relation to policy and practice investigations.
8. To keep informed about claims against the police service, suspended officers and the outcome of disciplinary procedures to ensure that lessons are learned and that best practice is promoted.

9. To make arrangements for police appeals tribunals under the Appeals Regulations 2000.
10. To consider pension forfeiture cases for police officers, in line with relevant regulations, and to make recommendations to the Board on specific cases.
11. To oversee the role and operation of the Custody Visitors Scheme.

In respect of the Board:

12. To consider complaints about services provided by the Board and to make recommendations to Corporate Policy, Planning and Performance Committee for any necessary action.

Delegated Matters:

The Committee has delegated authority to act for the Board in respect of the following matters:

- To undertake the Board's responsibilities in respect of the Custody Visitors Scheme;
- To undertake the Board's responsibilities in respect of monitoring the compliance of the PSNI with the Human Rights Act including publication of Human Rights monitoring reports;
- To make arrangements for police appeals tribunals under the Appeals Regulations 2000;
- To approve expenditure on specific projects within approved budget limits up to a maximum of £10,000.

RESOURCES AND IMPROVEMENT COMMITTEE

Members:

Jonathan Craig (Chair)
Stuart MacDonnell (Vice-Chair)
Anne Connolly
Robin Newton
Brian Rowntree
Pat Sheehan
Michael Wardlow

The role of the Resources and Improvement Committee is:

In respect of the Police Service:

1. To oversee the development of a continuous improvement and Best Value regime within the police service.
2. To monitor the effectiveness of the police service strategic financial planning process.
3. To consider annual estimates and medium/long term financial plans for the police service prior to submission to the NIO.
4. To monitor police service expenditure and the cost of all areas of police service expenditure with a view to securing efficiencies.
5. To consider and approve expenditure outside delegated limits.
6. To consider in-year financial bids by PSNI.
7. To consider year-end financial statements for the PSNI.
8. To consider and approve business cases including capital expenditure and Patten Non-Severance funding.
9. To consider and monitor police support services strategies and policies including information and communications technology and estates.

10. To consider issues relating to borrowing, sponsorship, special payments, write-off of losses and the acquisition and disposal of land and property.
11. To consider novel or contentious expenditure.
12. To monitor, and approve as appropriate, the settlement of civil actions against the Chief Constable.
13. To approve the granting of Exemptions under Article 84(b) of The Licensing (NI) Order 1996 and Article 51 of The Registration of Clubs (NI) Order 1996.
14. To consider other related issues which do not come under the remit of any other Committee [SPED, Relocation Expenses, Charitable Donations].

In respect of the Board:

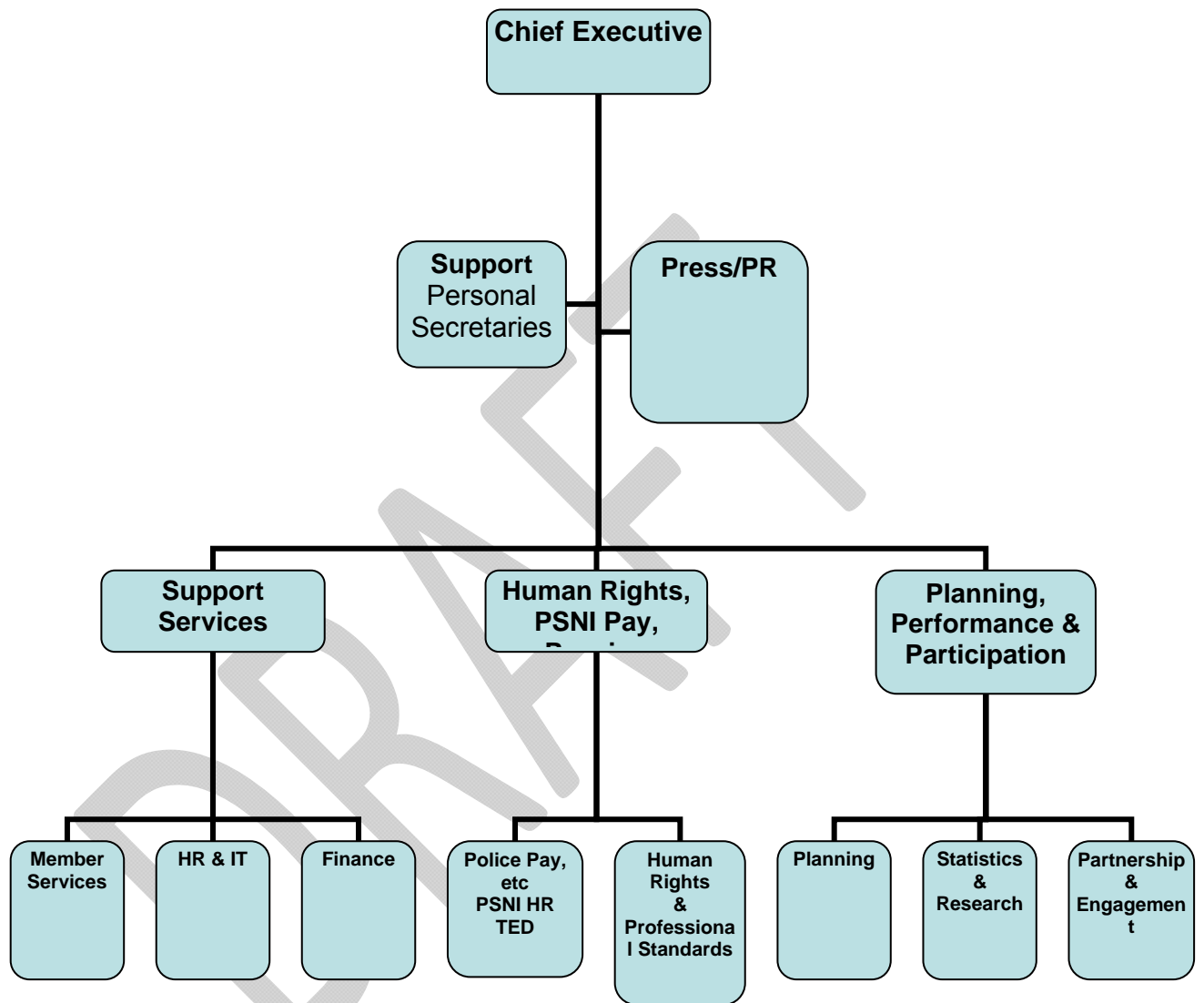
15. To oversee the development of a continuous improvement and Best Value regime within the Board.
16. To consider estimates for Board purposes.
17. To monitor the effectiveness of the Board's strategic financial planning process.
18. To consider annual estimates for the Board prior to submission to the NIO.
19. To consider year-end financial statements for the Board.
20. To monitor Board expenditure and the cost of all areas of Board expenditure with a view to securing efficiencies.
21. To consider expenditure outside delegated limits.
22. To monitor, and consider as appropriate, the settlement of civil actions against the Board.

Delegated Matters:

The Committee has delegated authority to act for the Board in respect of the following matters:

- To undertake the Board's responsibilities in respect of Best Value for PSNI and the Board;
- To undertake the Board's responsibilities in respect of monitoring PSNI and Board expenditure. Approval of annual budgets remains with the Board;
- To approve expenditure outside of delegated limits for the PSNI and the Board;
- To undertake the Board's responsibilities in respect of monitoring PSNI strategies for Information Systems, Estates and other strategies relating to the usage of resources. Approval of strategies remains with the Board;
- To approve settlements of civil actions against the PSNI;
- To approve the granting of Exemptions under Article 84(b) of The Licensing (NI) Order 1996 and Article 51 of The Registration of Clubs (NI) Order 1996;
- To approve SPED moves and relocation expenses for PSNI officers;
- To approve expenditure on specific projects within approved budget limits up to a maximum of £10,000.

Appendix 2 Northern Ireland Policing Board - Organisational Chart



Appendix 3 Example groups relevant to the Section 75 categories for Northern Ireland purposes

Please note, this list is for illustration purposes only, it is not exhaustive.

| Category | Example groups |
|---------------------------------|---|
| Religious belief | Buddhist; Catholic; Hindu; Jewish; Muslims, people of no religious belief; Protestants; Sikh; other faiths. For the purposes of Section 75, the term “religious belief” is the same definition as that used in the <i>Fair Employment & Treatment (NI) Order</i> ¹⁰ . Therefore, “religious belief” also includes any <i>perceived</i> religious belief (or perceived lack of belief) and, in employment situations only, it also covers any “ <i>similar philosophical belief</i> ”. |
| Political opinion ¹¹ | Nationalist generally; Unionists generally; members/supporters of other political parties. |
| Racial group | Black people; Chinese; Indians; Pakistanis; people of mixed ethnic background; Polish; Roma; Travellers; White people. |
| Men and women generally | Men (including boys); Trans-gendered people; Transsexual people; women (including girls). |
| Marital status | Civil partners or people in civil partnerships; divorced people; married people; separated people; single people; widowed people. |
| Age | Children and young people; older people. |
| Persons with a disability | Persons with disabilities as defined by the Disability Discrimination Act 1995. |
| Persons with dependants | Persons with personal responsibility for the care of a child; for the care of a person with a disability; or the care of a dependant older person. |
| Sexual orientation | Bisexual people; heterosexual people; gay or lesbian people. |

¹⁰ See Section 98 of the Northern Ireland Act 1998, which states: “*In this Act... “political opinion” and “religious belief” shall be construed in accordance with Article 2(3) and (4) of the Fair Employment & Treatment (NI) Order 1998.*”

¹¹ *ibid*

Appendix 4 List of consultees
(Schedule 9 4. (2) (a))

**Northern Ireland Policing Board - Section 75
Consultees –**

| |
|--|
| Advice NI |
| Afro-Community Support Organisation NI |
| AGE NI |
| Alliance Party of Northern Ireland |
| Amnesty International (Northern Ireland) |
| An Munia Tober |
| Antrim Borough Council |
| Antrim Community Safety Partnership |
| Antrim District Policing Partnership |
| Ards Borough Council |
| Ards Community Safety Partnership |
| Ards District Policing Partnership |
| Armagh City & District Council |
| Armagh Community Safety Partnership |
| Armagh District Policing Partnership |
| Association of Baptist Churches in Ireland |
| Association of Northern Ireland Colleges |
| Autism Northern Ireland |
| Ballymena Borough Council |
| Ballymena Community Safety Partnership |
| Ballymena District Policing Partnership |
| Ballymoney Borough Council |
| Ballymoney Community Safety Partnership |
| Ballymoney District Policing Partnership |
| Banbridge Borough Council |

| |
|--|
| Banbridge Community Safety Partnership |
| Banbridge District Policing Partnership |
| Barnardos |
| Belfast City Council |
| Belfast Community Safety Partnership |
| Belfast District Policing Partnership (Including sub groups) |
| Belfast Education and Library Board |
| Belfast Hebrew Congregation |
| Belfast Islamic Centre |
| Blind Centre for Northern Ireland |
| British Deaf Association Northern Ireland |
| British-Irish Rights Watch |
| Cara Friend |
| Carer's National Associations Northern Ireland |
| Carrickfergus Borough Council |
| Carrickfergus Community Safety Partnership |
| Carrickfergus District Policing Partnership |
| Castlereagh Borough Council |
| Castlereagh Community Safety Partnership |
| Castlereagh District Policing Partnership |
| Child Care Northern Ireland |
| Children in NI |
| Children's Law Centre |
| Chinese Welfare Association |
| Church of Ireland |
| Coalition on Sexual Orientation |
| Coleraine Borough Council |
| Coleraine Community Safety Partnership |
| Coleraine District Policing Partnership |
| Committee on the Administration of Justice |

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| Community Relations Council |
| Cookstown Borough Council |
| Cookstown Community Safety Partnership |
| Cookstown District Policing Partnership |
| Council for Catholic Maintained Schools |
| Council for the Homeless Northern Ireland |
| Craigavon Borough Council |
| Craigavon Community Safety Partnership |
| Craigavon District Policing Partnership |
| Criminal Justice Inspection Northern Ireland |
| Democratic Unionist Party |
| Department of Justice |
| Derry City Council |
| Derry Community Safety Partnership |
| Derry District Policing Partnership |
| Disability Action |
| Down Community Safety Partnership |
| Down District Council |
| Down District Policing Partnership |
| Dungannon & South Tyrone Borough Council |
| Dungannon and South Tyrone District Policing Partnership |
| Dungannon Community Safety Partnership |
| Early Years – the organisation of young people |
| Employer's Forum on Disability |
| Equality Commission NI |
| Extern |
| Fermanagh Borough Council |
| Fermanagh Community Safety Partnership |
| Fermanagh District Policing Partnership |
| Foras na Gaeilge |

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| Free Presbyterian Church |
| Gay and Lesbian Youth Northern Ireland |
| Gingerbread Northern Ireland |
| Green Party (Northern Ireland) |
| Include Youth |
| Indian Community Centre |
| Irish Council of Churches |
| Larne Borough Council |
| Larne Community Safety Partnership |
| Larne District Policing Partnership |
| Lesbian Advocacy Services Initiative (LASI) |
| Limavady Borough Council |
| Limavady Community Safety Partnership |
| Limavady District Policing Partnership |
| Lisburn City Council |
| Lisburn Community Safety Partnership |
| Lisburn District Policing Partnership |
| Magherafelt Community Safety Partnership |
| Magherafelt District Council |
| Magherafelt District Policing Partnership |
| Mediation Northern Ireland |
| Men's Advisory Project |
| MENCAP – The Royal Society for Mentally Handicapped Children and Adults |
| Methodist Church in Ireland |
| Moyle Borough Council |
| Moyle Community Safety Partnership |
| Moyle District Policing Partnership |
| Multi Cultural Resource Centre |
| National Society for the Prevention of Cruelty to Children |

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| Newry & Mourne Borough Council |
| Newry & Mourne District Policing Partnership |
| Newry Community Safety Partnership |
| Newtownabbey Borough Council |
| Newtownabbey Community Safety Partnership |
| Newtownabbey District Policing Partnership |
| North Down Borough Council |
| North Down Community Safety Partnership |
| North Down District Policing Partnership |
| North Eastern Education and Library Board |
| Northern Ireland African Cultural Centre |
| Northern Ireland Association for Mental Health |
| Northern Ireland Association for the Care and Resettlement of Offenders |
| Northern Ireland Commissioner for Children and Young People |
| Northern Ireland Committee, Irish Congress of Trade Unions |
| Northern Ireland Community of Refugees and Asylum Seekers |
| Northern Ireland Council for Ethnic Minorities |
| Northern Ireland Council for Voluntary Action |
| Northern Ireland Gay Rights Association |
| Northern Ireland Human Rights Commission |
| Northern Ireland Public Service Alliance |
| Northern Ireland Victim Support |
| Northern Ireland Voluntary Trust |
| Northern Ireland Women's Aid Federation |
| Northern Ireland Women's European Platform |
| Northern Ireland Women's Rural Network |
| Northern Ireland Youth Forum |
| Older People's Advocate Northern Ireland |
| Omagh Borough Council |

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| Omagh Community Safety Partnership |
| Omagh District Policing Partnership |
| Parades Commission for Northern Ireland |
| Parents Advice Centre |
| Participation Network |
| POBAL |
| Police Federation of Northern Ireland |
| Police Ombudsman for Northern Ireland |
| Police Service of Northern Ireland |
| Presbyterian Church of Ireland |
| Prisoner Ombudsman for Northern Ireland |
| Probation Board for Northern Ireland |
| Progressive Unionist Party |
| Rainbow Project |
| Roman Catholic Church |
| Royal National Institute for Deaf People (Northern Ireland) |
| Rural Community Network |
| Sinn Fein |
| Social Democratic and Labour Party |
| South Eastern Education and Library Board |
| Southern Education and Library Board |
| Strabane Community Safety Partnership |
| Strabane District Council |
| Strabane District Policing Partnership |
| Tar Anall |
| Traditional Unionist Voice |
| Traveller Movement (Northern Ireland) |
| Ulster Quaker Service |
| Ulster Scots Agency |
| Ulster Unionist Party |

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| UNISON (Union for public sector workers) |
| Volunteer Development Agency |
| Western Education & Library Board |
| Women's Forum (Northern Ireland) |
| Women's Resource and Development Agency |
| Youth Action Northern Ireland |
| Youth Council for Northern Ireland |
| Youth Justice Agency |
| Youth Net |

This consultation list is indicative and not exhaustive. It is reviewed on an annual basis to ensure it remains relevant to the Northern Ireland Policing Board's functions and policies.

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Appendix 5 Timetable for measures proposed (Schedule 9 4.(3) (b))

| Measure | Lead responsibility | Timetable |
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| <i>Section 75 Annual Progress Report [2.7]</i> | <i>Equality Officer / Chief Executive</i> | <i>31 August (annually)</i> |
| <i>Action plan</i> | | |
| <i>Consultation on draft action plan [2.15]</i> | <i>Equality Officer</i> | <i>October 2011</i> |
| <i>Finalised action plan published [2.18]</i> | <i>Equality Officer/Chief Executive/CPPPC Committee</i> | <i>February 2012</i> |
| <i>Arrangements for monitoring progress in place [2.16]</i> | <i>Equality Officer</i> | <i>April (Annually)</i> |
| <i>Consultation list reviewed and updated [3.4]</i> | <i>Equality Officer</i> | <i>April (annually)</i> |
| <i>Screening Reports [4.15]</i> | <i>Equality Officer</i> | <i>Published on website / distributed to consultees quarterly (from April 2012)</i> |
| <i>Monitoring</i> | | |
| <i>Review of monitoring information [4.31]</i> | <i>Equality Officer / Branch Heads</i> | <i>April (Annually)</i> |
| <i>Publication of monitoring information -[4.33]</i> | <i>Equality Officer</i> | <i>Annually – August (As part of Annual Progress Report)</i> |
| <i>Notify Consultees when Annual Report is published[4.34]</i> | <i>Equality Officer</i> | <i>September (Annually)</i> |

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|---|--|--|
| <p><i>Training</i></p> <p><i>Development of summary scheme [5.4]</i></p> <p><i>Development of overall training programme [5.5]</i></p> <p><i>Focussed training [5.4]</i></p> <p><i>Update training [5.4]</i></p> <p><i>Evaluation of training [5.6]</i></p> | <p><i>Equality Officer</i></p> <p><i>Equality Officer</i></p> <p><i>Equality Officer</i></p> | <p><i>Within one month of Scheme being approved by Equality Commission</i></p> <p><i>Requirements reviewed annually</i></p> <p><i>Within one month of participants completing the training</i></p> |
| <p><i>Assessing access to information and services [6.9]</i></p> | <p><i>Equality Officer</i></p> | <p><i>Annually</i></p> |
| <p><i>Communication of equality scheme [9.3]</i></p> <p><i>Notification of consultees [9.3]</i></p> | <p><i>Equality Officer</i></p> <p><i>Equality Officer</i></p> | <p><i>Within one month following approval of Scheme by Equality Commission</i></p> <p><i>Within one month following approval of Scheme by Equality Commission</i></p> |
| <p><i>Review of equality scheme [10.1]</i></p> | <p><i>Equality Officer</i></p> | <p><i>Within five years of approval of Scheme by Equality Commission</i></p> |

Appendix 6 Glossary of terms

Action plan

A plan which sets out actions a public authority will take to implement its Section 75 statutory duties. It is a mechanism for the realisation of measures to achieve equality outcomes for the Section 75 equality and good relations categories.

Action measures and outcomes

Specific measures to promote equality and good relations for the relevant Section 75 and good relations categories, linked to achievable outcomes, which should be realistic and timely.

Adverse impact

Where a Section 75 category has been affected differently by a policy and the effect is less favourable, it is known as adverse impact. If a policy has an adverse impact on a Section 75 category, a public authority must consider whether or not the adverse impact is unlawfully discriminatory. In either case a public authority must take measures to redress the adverse impact, by considering mitigating measures and/or alternative ways of delivering the policy.

Audit of inequalities

An audit of inequalities is a systematic review and analysis of inequalities which exist for service users and those affected by a public authority's policies. An audit can be used by a public authority to inform its work in relation to the Section 75 equality and good relations duties. It can also enable public authorities to assess progress on the implementation of the Section 75 statutory duties, as it provides baseline information on existing inequalities relevant to a public authority's functions.

Centres of Procurement Expertise (CoPEs)

These are business units set up within NICS to improve procurement, collaboration and partnering. This will deliver better and more efficient services across government and ultimately the wider public sector.

Consultation

In the context of Section 75, consultation is the process of asking those affected by a policy (ie, service users, staff, the general public) for their views on how the policy could be implemented more effectively to promote equality of opportunity across the 9 categories. Different circumstances will call for different types of consultation. Consultations could, for example, include meetings, focus groups, surveys and questionnaires.

Differential impact

Differential impact occurs where a Section 75 group has been affected differently by a policy. This effect could either be positive, neutral or negative. A public authority must make a judgement as to whether a policy has a differential impact and then it must determine whether the impact is adverse, based on a systematic appraisal of the accumulated information.

Discrimination

The anti-discrimination laws prohibit the following forms of discrimination:

- Direct discrimination
- Indirect Discrimination
- Disability Discrimination
- Victimisation
- Harassment

Brief descriptions of these above terms follow:

Direct discrimination

This generally occurs where a public authority treats a person less favourably than it treats (or, would treat) another person, in the same or similar circumstances, on one or more of the statutory non-discrimination grounds. A decision or action that is directly discriminatory will normally be unlawful unless: (a) in an age discrimination case, the decision can be objectively justified, or (b) in any other case, the public authority can rely on a statutory exception that permits it – such as a *genuine occupational requirement exception*; or, a *positive action exception* which permits an employer to use “welcoming statements” or to take other lawful positive action to encourage participation by under-represented or otherwise disadvantaged groups.

Indirect discrimination

The definition of this term varies across some of the anti-discrimination laws, but indirect discrimination generally occurs where a public authority applies to all persons a particular provision, criterion or practice, but which is one that has the effect of placing people who share a particular equality characteristic (e.g. the same sex, or religious belief, or race) at a particular disadvantage compared to other people. A provision, criterion or practice that is indirectly discriminatory will normally be unlawful unless (a) it can be objectively justified, or (b) the public authority can rely on a statutory exception that permits it.

Disability discrimination

In addition to direct discrimination and victimisation and harassment, discrimination against disabled people may also occur in two other ways: namely, (a) *disability-related discrimination*, and (b) *failure to comply with a duty to make reasonable adjustments*.

(a) *Disability-related discrimination* generally occurs where a public authority, without lawful justification, and for a reason which relates to a disabled person's disability, treats that person less favourably than it treats (or, would treat) other people to whom that reason does not (or, would not) apply.

(b) *Failure to comply with a duty to make reasonable adjustments*: One of the most notable features of the disability discrimination legislation is that in prescribed circumstances it imposes a duty on employers, service providers and public authorities to take such steps as are reasonable to remove or reduce particular disadvantages experienced by disabled people in those circumstances.

Victimisation

This form of discrimination generally occurs where a public authority treats a person less favourably than it treats (or, would treat) another person, in the same or similar circumstances, because the person has previously exercised his/her rights under the anti-discrimination laws, or has

assisted another person to do so. Victimisation cannot be justified and is always unlawful.

Harassment

Harassment generally occurs where a person is subjected to unwanted conduct that is related to a non-discrimination ground with the purpose, or which has the effect, of violating their dignity or of creating for them an intimidating, hostile, degrading, humiliating or offensive environment.

Harassment cannot be justified and is always unlawful.

Equality impact assessment

The mechanism underpinning Section 75, where existing and proposed policies are assessed in order to determine whether they have an adverse impact on equality of opportunity for the relevant Section 75 categories. Equality impact assessments require the analysis of both quantitative and qualitative data.

Equality of opportunity

The prevention, elimination or regulation of discrimination between people on grounds of characteristics including sex, marital status, age, disability, religious belief, political opinion, dependants, race and sexual orientation.

The promotion of equality of opportunity entails more than the elimination of discrimination. It requires proactive measures to be taken to secure equality of opportunity between the categories identified under Section 75.

Equality scheme

A document which outlines a public authority's arrangements for complying with its Section 75 obligations. An equality scheme must include an outline of the public authority's arrangements for carrying out consultations, screening, equality impact assessments, monitoring, training and arrangements for ensuring access to information and services.

Good relations

Although not defined in the legislation, the Commission has agreed the following working definition of good relations: 'the growth of relations and structures for Northern Ireland that acknowledge the religious, political and racial context of this society, and that seek

to promote respect, equity and trust, and embrace diversity in all its forms’.

Mainstreaming equality

The integration of equal opportunities principles, strategies and practices into the every day work of public authorities from the outset. In other words, mainstreaming is the process of ensuring that equality considerations are built into the policy development process from the beginning, rather than being bolted on at the end. Mainstreaming can help improve methods of working by increasing a public authority’s accountability, responsiveness to need and relations with the public. It can bring added value at many levels.

Mitigation of adverse impact

Where an equality impact assessment reveals that a particular policy has an adverse impact on equality of opportunity, a public authority must consider ways of delivering the policy outcomes which have a less adverse effect on the relevant Section 75 categories; this is known as mitigating adverse impact.

Monitoring

Monitoring consists of continuously scrutinising and evaluating a policy to assess its impact on the Section 75 categories. Monitoring must be sensitive to the issues associated with human rights and privacy. Public authorities should seek advice from consultees and Section 75 representative groups when setting up monitoring systems.

Monitoring consists of the collection of relevant information and evaluation of policies. It is not solely about the collection of data, it can also take the form of regular meetings and reporting of research undertaken. Monitoring is not an end in itself but provides the data for the next cycle of policy screening.

Northern Ireland Act

The Northern Ireland Act, implementing the Good Friday Agreement, received Royal Assent on 19 November 1998. Section 75 of the Act created the statutory equality duties.

Northern Ireland Statistics & Research Agency (NISRA)

The Northern Ireland Statistics and Research Agency (NISRA) is an Executive Agency within the Department of Finance and Personnel (DFP).

They provide statistical and research information regarding Northern Ireland issues and provide registration services to the public in the most effective and efficient way.

Policy

The formal and informal decisions a public authority makes in relation to carrying out its duties. Defined in the New Oxford English Dictionary as 'a course or principle of action adopted or proposed by a government party, business or individual'. In the context of Section 75, the term **policies** covers all the ways in which a public authority carries out or proposes to carry out its functions relating to Northern Ireland. Policies include unwritten as well as written policies.

Positive action

This phrase is not defined in any statute, but the Equality Commission understands it to mean any lawful action that a public authority might take for the purpose of promoting equality of opportunity for all persons in relation to employment or in accessing goods, facilities or services (such as health services, housing, education, justice, policing). It may involve adopting new policies, practices, or procedures; or changing or abandoning old ones. *Positive action* is not the same as *positive discrimination*.

Positive discrimination differs from positive action in that *positive action* involves the taking of lawful actions whereas *positive discrimination* involves the taking of unlawful actions. Consequently, *positive action* is by definition lawful whereas *positive discrimination* is unlawful.

Qualitative data

Qualitative data refers to the experiences of individuals from their perspective, most often with less emphasis on numbers or statistical analysis. Consultations are more likely to yield qualitative than quantitative data.

Quantitative data

Quantitative data refers to numbers, typically derived from either a population in general or samples of that population. This information is often analysed by either using descriptive statistics, which consider general profiles, distributions and trends in the data, or inferential statistics, which are used to determine 'significance' either in relationships or differences in the data.

Screening

The procedure for identifying which policies will be subject to equality impact assessment, and how these equality impact assessments will be prioritised. The purpose of screening is to identify the policies which are likely to have a minor/major impact on equality of opportunity so that greatest resources can be devoted to improving these policies. Screening requires a systematic review of existing and proposed policies.

Schedule 9

Schedule 9 of the Northern Ireland Act 1998 sets out detailed provisions for the enforcement of the Section 75 statutory duties, including an outline of what should be included in an equality scheme.

Section 75

Section 75 of the Northern Ireland Act provides that each public authority is required, in carrying out its functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity between:-

- persons of different religious belief, political opinion, racial group, age, marital status and sexual orientation;
- men and women generally;
- persons with a disability and persons without; and
- persons with dependants and persons without.

Without prejudice to these obligations, each public authority in carrying out its functions relating to Northern Ireland must also have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

Section 75 investigation

An investigation carried out by the Equality Commission, under Schedule 9 of the NI Act 1998, arising from the failure of a public authority to comply with the commitments set out in its approved equality scheme.

There are two types of Commission investigation, these are as follows:

1. An investigation of a complaint by an individual who claims to have been directly affected by the failure of a public authority to comply with its approved equality scheme;
2. An investigation initiated by the Commission, where it believes that a public authority may have failed to comply with its approved equality scheme.

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Appendix 7 Action plan/action measures

The Board's 'Action Plan' is under development and is to be issued out for public consultation.

Following the review of comments received during the public consultation, the final action plan will be inserted here.

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