

Gender
Equality Scheme

2007-2010



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Foreword by the Chief Constable

The Cheshire Constabulary welcomes the new Gender Equality Scheme (GES) and Action Plan for 2007 to 2010.

The GES is a powerful tool which will deliver real change and practical improvements in the lives of women and men, through helping public services to tackle gender inequality, which remains persistent and widespread.

As Chief Constable I have a key responsibility to ensure that members of the Constabulary Management Team, Area Management Teams, Departmental Management Teams and all staff promote equality, fair treatment and social inclusion at all times. The Cheshire Constabulary aims to eliminate any unlawful discrimination through ensuring that the values relating to Equality and Diversity are central to our policymaking, service delivery, employment practices and community involvement.

It is of particular importance that people in Cheshire, Halton and Warrington have confidence in the Constabulary and receive a standard of service that they both expect and deserve. This expectation quite rightly extends to our own employees and we will work to ensure that all staff feel valued and supported throughout their working life with the Cheshire Constabulary. There are always difficulties in implementing significant change within a large organisation and we need everyone to understand the importance of what we are trying to achieve.

A handwritten signature in black ink, appearing to read 'Peter Fahy', with a stylized flourish at the end.

Chief Constable Peter Fahy

Introduction

Cheshire Constabulary recognises that promoting equality will improve services for everyone. Our aim, therefore, is to make equality a central part of the way the Constabulary works, by putting it at the centre of policy making, service delivery, regulation and enforcement, and employment practice. Our Gender Equality Scheme (GES) and associated Action Plan evidences the way in which we will improve our service to people in Cheshire, Halton and Warrington.

The Gender Equality Duty (GED) comes into force in April 2007 and is the biggest change in sex equality legislation in thirty years, since the introduction of the Sex Discrimination Act itself. It has been introduced in recognition of the need for a radical new proactive approach to equality – one which places more responsibility with service providers to think strategically about gender equality, rather than leaving it to individuals to challenge poor practice.

The Equality Act 2006 amends the Sex Discrimination Act 1975 (SDA) to place a statutory 'General Duty' on all public authorities. The general duty will come into effect on the 6th April 2007.

Public Authorities are, as part of the duty, required to have due regard to the need to eliminate unlawful discrimination and harassment in employment and vocational training for people who intend to undergo, are undergoing or have undergone gender reassignment. For the purposes of the code the expression 'transsexual people' is used to refer to the people who are covered by these provisions.

To support progress in delivering the general duty, there is also a series of 'specific duties' which apply to some public authorities. The duty provides an increasingly robust legislative framework, which requires the Constabulary to actively promote gender equality.

The General duty means that the Cheshire Constabulary must, in carrying out all functions, have due regard to the need to:

- Eliminate unlawful discrimination
- Eliminate unlawful harassment
- Promote equality of opportunity between men and women

The Specific Duty sets out a framework to assist public authorities in planning, delivering and evaluating action to meet the general duty and to report on those activities. At the heart of this framework is the GES.

Public authorities should:

- **Prepare and publish a Gender Equality Scheme**, showing how it will meet its general and specific duties and setting out its gender objectives.

In preparing the scheme:

- **Consider the need to include objectives to address the causes of any gender pay gap**
 - **To gather and use information** on how public authorities policies and practices affect gender equality in the workplace and in its delivery of services
 - **To consult stakeholders (i.e. employees, service users and others including trade unions) and take account of relevant information** in order to determine its gender equality objectives.
- **Ensure that the scheme sets out the actions** the authority has taken or intends to take to:
 - Gather information on the effect of its policies and practices on men and women, in employment, services and performance of its functions
 - Use the information to review the implementation of the scheme objectives
 - Assess the impact of its current and future policies and practices on gender equality
 - Consult relevant employees, service users and others (including trade unions)
 - Ensure implementation of the scheme objectives
 - **To implement the scheme and their actions for gathering and using information** within three years of publication of the scheme.
 - **Review and revise the scheme** at least every three years.
 - **To report on progress annually**

Further information can be obtained from the Equal Opportunities Commission (EOC) at:

www.eoc.org.uk

The Constabulary intends to:

- Provide services that are equally accessible to all sections of the community regardless of their race, ethnicity, cultural background, religion, belief, disability, gender, sexual orientation, age or employment
- Remove or change any policies and procedures that may have any adverse impact in relation to providing equality for all

- Employ, develop and retain staff at all levels, which reflects the diverse profile of the communities we serve, and lead by example by promoting employment opportunities for all staff.
- Build a sustainable, positive and productive relationship with people, both as service users and employees. Use the Constabulary's purchasing power and resources, wherever possible to promote equality and redress discrimination, inequality and social exclusion
- Ensure that the promotion of equality & diversity becomes a mainstream activity and is visible in the Constabulary's core business and day-to-day activities

Why a Gender Equality Duty?

The gender equality duty aims to make gender equality central to the way which public authorities work, in order to create:

- A more effective use of talent in the workplace
- Better-informed decision-making and policy development
- A clearer understanding of the needs of service users
- Better quality services which meet varied needs
- More effective targeting of policy and resources
- Better results and greater confidence in public services

The aim of the duty is not to establish processes but to make visible and faster progress towards gender equality.

How does the Gender Equality Scheme fit into policing?

The GES underpins the strategic aims of the Cheshire Constabulary and ensures it meets the needs of the communities of Cheshire, Halton and Warrington whilst doing that.

The strategic aims are:

Reducing Crime - To reduce crime and disorder through prevention and detection in partnership with local authorities, other agencies and the public.

Investigating Crime - To investigate reports of crime appropriately, concentrating efforts on those that offer the greatest potential for detection and, in partnership with other criminal justice agencies, to ensure that the victim's needs are met and that opportunities for offences to be brought to justice are maximised.

Promoting Public Safety - In partnership with other agencies to provide services that improve and promote public safety and reassurance, particularly relating to crime, disorder and road use.

Providing Assistance - To provide improved, timely, professional and appropriate assistance to all calls for service concentrating efforts on those circumstances where our skills will be most effectively used and the greatest contribution can be made.

Citizen Focus - To provide and develop police services that meet the needs of the public and enhance the trust and confidence amongst the diverse communities of Cheshire.

Resource Usage - To provide an efficient and effective service ensuring that people, technology, facilities and finance contribute to the delivery of policing services.

The work associated with the requirements of the Gender Equality Duty will assist the Cheshire Constabulary to:

- Improve the trust and confidence of men and women, which will help the Constabulary to investigate crime more effectively
- Involve men and women in the ongoing development of Neighbourhood Policing
- Ensure that all staff and any prospective employee are treated equitably

Taking Control

The Cheshire Constabulary has undergone a significant restructure entitled 'Taking Control'. This is primarily aimed at ensuring the provision of more efficient and effective policing to Cheshire communities. The programme is the means by which the Constabulary strives to achieve its vision of being a world class public service and increase both public confidence and the satisfaction of those using police services.

There are five elements to the programme, of which fairness and equality are an essential element:

- To ensure the Constabulary is intelligence led and exercises its powers on the basis of intelligence not prejudice
- To strengthen its relationship with local people giving them more influence over local police action, increasing trust and confidence and forge long term relationships
- To promote intelligence led leadership, thus promoting diversity both in terms of external service delivery and internal management practices.
- To promote a performance driven culture where individuals are valued, assessed, rewarded and developed
- To introduce a new contract with staff, seeking to create a working culture, which enables the Constabulary to capitalise on the tremendous talent of its staff and actively encourage innovation and diversity

Implementation of this programme has resulted in three geographical areas replacing the previous six. These three areas are known as Basic Command Units (BCU).

The Western Area incorporates Chester and Ellesmere Port, together with the area covered by Vale Royal, which includes the towns of Northwich and Winsford. The Eastern Area incorporates Crewe, Macclesfield and Congleton and the Northern Area incorporates the two unitary authorities of Halton and Warrington. The three areas came into being on the 4th April 2005.

The Constabulary recognises equality and diversity as an integral part of all planning, policy and decision making and the way in which it polices its communities. It aims to mainstream equality and diversity as a fundamental element of the method, quality and style in which the organisation functions, both internally and externally, as it goes about its daily business. It is therefore of vital importance that the Constabulary forms a trusted partnership with all its communities to ensure there is enhanced understanding of all needs.

Diversity Decision Making Structure

Chief Constable – leads on diversity for the Constabulary and chairs the **Confidence and Equality Board**, which is a strategic panel made up of senior police officers and police staff responsible for direction in terms of diversity issues. The Chief Constable currently has the National ACPO lead for the Race and Diversity Portfolio.

IAG – Independent Advisory Group representatives from the community giving specialist advice and acting as critical friends to the Constabulary. The Cheshire IAG is made up of a number of individuals from a variety of minority groups.

Diversity Monitoring Review Group – examines data for disproportionality in terms of employment and service delivery.

Police Authority – overseeing the work of the constabulary and assisting to mainstream diversity.

Constabulary Champions –members of the Confidence and Equality Board lead on specific strands of diversity, ensuring that direction is given from a senior level to achieve mainstreaming of diversity issues.

Diversity Advisory Unit – currently consists of a Unit Head, Co-ordinator, four Diversity Managers and a Hate Crime Advisor. All are responsible for actioning decisions and as a reporting mechanism from the Confidence and Equality Board.

Area Community Race Relations Inspectors – have responsibility for diversity issues on a divisional basis.

Local Diversity Teams – consist of individuals who carry out a diversity function in addition to their normal duties. They are responsible for impact assessments and promoting diversity on an area or departmental level.

Community Action Teams – providing the day to day contact with communities and responding to needs.

First Contact Advisors - First Contact Advisors exist across the Constabulary as the first point of call when a member of staff requires advice or support in relation to such things as bullying or harassment. They are made up of both Police Officers and Police Staff.

Gender Champion

It is the responsibility of everyone within the Cheshire Constabulary to do all they can to support and promote the needs of men and women both internally and externally. This is not a case of being 'somebody else's job' but the job of everyone. To ensure that the Constabulary remains focused and continues to improve in this area a 'Constabulary Champion' in the form of a Chief Superintendent has been identified. The Constabulary Champion leads on all issues involving gender for the Constabulary, chairs quarterly meetings of key members of staff and reports progress to the Confidence and Equality Board.

Cheshire and the Constabulary



According to the 2001 census, the total population for the Cheshire, Halton and Warrington was 983,076. Of these, 49% were male.

Crime

Between July and December 2006, 7000 crimes were committed in Cheshire. Of these crimes 47% of the victims were female and 70% of females were victims of harassment and sexual assault. Over twice as many men had possessions stolen from their vehicle and over three times as many were the victim of racially or religiously aggravated crime.

Of almost 14,000 offenders recorded during the same period, 80% were male. Men committed a far greater proportion of burglaries, offences of criminal damage, assaults

and offences of a sexual nature than women. 20% of males were victims of domestic violence.

Five murders were recorded in this period; the offender in each case was male.

Road Policing

The Cheshire road system is made up of 5,500 kilometres of highway, including fast A-roads and increasingly congested towns.

Cheshire Constabulary is responsible for policing one of the longest stretches of motorway in Britain. With 214 carriageway miles, the M6, M62, M53 and M56 motorways contain 23 interchanges (including three multiple interchanges) and 4 service areas. The M6 motorway in the area of the Thelwall Viaduct carries some 140,000 vehicles per 24 hours.

From January to December 2006 there were 690 people killed or seriously injured on Cheshire's roads, 501 of these were male.

In over 56,000 road policing offences recorded in the twelve month period January to December 2006, 67% of the offences were committed by men.

Cheshire Constabulary employees

The Cheshire Constabulary employs 4108 members of staff. (Data from 31 March 2007). The breakdown is as follows:

Police Officers

Grade/Rank	Total	Male		Female	
		No.	%	No.	%
ACPO	4	4	100%	0	0%
Chief Supt	5	5	100%	0	0%
Superintendent	16	15	94%	1	6%
Chief Inspector	24	23	96%	1	4%
Inspector	118	102	86%	16	14%
Sergeant	352	290	82%	62	18%
Constable	1709	1252	73%	457	27%
Total	2228	1691	76%	537	23%

Police Staff

Grade/Rank	Total	Male		Female	
		No.	%	No.	%
ACPO/SCO	2	2	100%	0	0%
SM	18	11	61%	7	39%
PO	118	62	53%	56	47%
SO	86	42	49%	44	51%
4-6	833	364	44%	469	56%
1-3	466	115	25%	351	75%
Total	1523	596	39%	927	61%

Special Constabulary

Grade/Rank	Total	Male		Female	
		No.	%	No.	%
Chief Officer	0	0	0%	1	100%
Special Supt	1	0	0%	1	100%
Special Chief Insp	3	2	67%	1	33%
Special Inspector	6	6	100%	0	0%
Special Sergeant	12	7	58%	5	42%
Special Constable	270	149	59%	121	41%
Total	292	164	61%	128	39%

Police Community Support Officers

Grade/Rank	Total	Male		Female	
		No.	%	No.	%
Total	189	115	61%	74	39%

Consultation

The GES is all about what the Cheshire Constabulary is doing, or should be doing to ensure that it is giving the best service. In the past organisations assumed they knew what specific communities needed in terms of service without actually finding out from the community itself.

To ensure that the GES reflects the views of men and women within the community, the Cheshire Constabulary together with the Cheshire Police Authority worked together to consult with employees and members of the public to develop this scheme. A series of consultation exercises were undertaken with groups across Cheshire, Halton and Warrington.

Over 3000 surveys were distributed to a representative sample of the public as indicated in Appendix C. The survey was also placed on the Constabulary, Authority and Fire and Rescue Service web sites.

Members of the public were encouraged to complete the questionnaire by a press release being issued to the local media. To date 826 surveys have been returned.

Several focus groups were held with key groups such as victims of domestic violence and members of the transsexual community.

Internal staff consultation was conducted using an internal gender survey using the Constabulary 'Looking Glass' intranet site. Other consultations tools have been used; these are reviewed later in the Gender Agenda 2 section.

It is the intention of the Cheshire Constabulary to continue to consult with further groups and organisations, to ensure that it remains focussed on the needs of men and women.

The issues identified following the consultation have formed a significant part of the Action Plan of this GES (Appendix A). The Action Plan is the method by which the Cheshire Constabulary will monitor and progress the issues raised to improve the service, both internally and externally, in respect of men and women.

It is vitally important that this does not become a one off consultation process with no sustained link between the Cheshire Constabulary, its employees and the community it serves. Therefore, other sustainable engagements are in the process of being developed and their progress will be monitored through the Gender Action Plan.

Strategic Priorities

Impact Assessments

Equality Impact Assessments are an important part of the whole system. In effect it is a process to identify any possible adverse impact a policy or function could or does have on specific communities.

The Equality Impact Assessment Tool (Attached at Appendix B) has been amended to ensure that all strands of diversity are considered fully and to make the process more transparent.

Equality Impact Assessments are the responsibility of the policy or function holder. They are carried out by the Diversity Teams within departments and Constabulary Areas, who assess the level of impact the policy may have and then carry out the full impact assessment in relation to all strands of diversity to ensure that no group is overlooked.

Once the Equality Impact Assessment has been carried out within the relevant department or area, the policy and assessment are forwarded to the Diversity Advisory Unit, which monitors all assessments to ensure consistency. The Constabulary is currently reviewing the facility to have an external Equality Impact Assessment carried out.

All new policies are impact assessed before being published. Existing policies are reviewed to a set time scale dependent on the degree of relevance and impact on minority communities.

The impact of all policies, both internally and externally is monitored by the Diversity Monitoring Steering Group which is chaired by an Assistant Chief Constable. That group in turn report to the Confidence and Equality Board which together with the Constabulary Champions, ensure that diversity remains at the forefront of all core business.

Service Delivery

Ensuring the public has access to information and services

What the Constabulary does now:

- Produces and sends an annual report to every household in Cheshire, Halton and Warrington, highlighting the services offered by the Constabulary, promotes achievements from the past year, sets out financial, development, accreditation and issues relating to Equality & Diversity.
- Produces and sends an annual policing plan to every household in Cheshire, Halton and Warrington, which sets out what you can expect from Cheshire Constabulary during the forthcoming year, including the performance targets set by the Authority
- The Constabulary has a website with up to date information on the Constabulary. For more details visit www.cheshirepolice.uk
- Staff from the Diversity Advisory Unit, are involved in a variety of Constabulary working groups that monitor, review and develop service delivery

What the Constabulary will do:

- The Constabulary will continue to include an equality & diversity statement in recruitment literature, job advertisements including the Constabularys Internet and Intranet sites
- The Constabulary will monitor the results of Service User Satisfaction Surveys, working with managers and staff to make necessary changes to policies and procedures
- The Constabulary will use the results of internal cultural audits to seek to improve as an employer
- The effectiveness of these services will be monitored through the work with local people

Victims/witnesses of crime

The service provided to victims and witnesses of crime must be flexible enough to identify and address their individual needs. These needs vary widely in respect of their gender.

There are Crime and Disorder Partnerships Inspectors within each BCU. These officers work with the partnership agencies to address any issues which fall under the GED. This includes work undertaken with the statutory and voluntary sector as part of domestic abuse partnerships/forums.

The Rape and Sexual Assault Advice Centre (RASAAC) is a voluntary organisation who is involved with the police in supporting victims of sexual crime. It has recently received Home Office funding with support from the police for an Independent Sexual Violence Advisor (ISVA). The ISVA works alongside the investigation to support the victim. RASAAC and the police have an information sharing protocol in order for the police to capture intelligence on unreported offences.

Domestic Violence is included within the Constabulary's core business as part of the Control Strategy and is measured as a performance indicator. The Constabulary is unaware of any incidents of female genital mutilation (FGM) and to date we are aware of one suspected honour killing.

The Constabulary has leads in respect of honour killing, forced marriage, rape, sexual assault as well as domestic violence. The Constabulary has a rape action plan in place to ensure the correct expert response to this area of violent crime. The Constabulary has appointed an ACPO (Association of Chief Police Officers) champion to chair a working group. The working group is made up of key individuals across the Constabulary. The domestic violence lead was seconded as part of a Home Office Team looking at rape investigation across the country. As a result of this work she picked up on good practice and has included this as part of the rape action plan.

In addition to this work there is a project ongoing to develop a Sexual Assault Referral Centre (SARC) which will be a central forensic examination facility for victims of sexual crime and will incorporate after care such as sexual health and counselling referrals.

The Constabulary has appointed a champion on domestic violence and has just taken responsibility for leading on harassment and stalking as part of the National ACPO Domestic Violence Group.

Within Public Protection Units (PPU) there are specialist officers trained to deal with sensitive situations. These specialist officers include domestic violence, child abuse, and vulnerable adults. There are Sexual Offence Trained Officers within the Constabulary and there is training given to all other officers and police staff around these areas of violent crime. For example, training is given to call management staff, first response officers, supervisors and detective officers.

Work is undertaken with the statutory as well as voluntary sector as part of domestic abuse partnerships / forums.

During the Constabulary restructuring the PPU's were formed to link domestic violence and child abuse investigations. Within PPU's there are specialist officers trained to deal with sensitive situations. Training in respect of domestic violence, sexual assault, forced marriages and honour killings has been provided to officers and police staff, including local diversity teams, PPU's and other departments. This training will be delivered on a wider scale to encompass all staff.

Reporting Hate Crime

The Constabulary has signed up to True Vision, a campaign and brand which encourages the reporting of Hate Crime. We have purchased self reporting packs which have been distributed to our local Diversity Units, they in turn ensure that the packs are distributed to appropriate partner organisations and community groups. This process is now about to become more coherent with the introduction of third party reporting centres. We are currently at stage 1 of this process which is around the engagement of partner agencies, stage two will focus on community / support groups. We will be working closely with agencies to enable easier access for all victims including victims of trans -phobic crime.

There is currently online capacity for victims to report crime, both on the Cheshire Police website and the True Vision website. We have a dedicated member of staff at Headquarters who is working to improve reporting capabilities. Our Area Diversity Unit's are also working to identify potential third party sites.

Offender Management

Following the implementation of the Centralised Custody the Constabulary has benefited from the provision of new facilities contained within each of the three dedicated custody suites. The suites have been designed to comply with recent Home Office guidance. As a consequence the cells, toilets, shower and medical facilities have been built to a specification that also meets the ACPO Safer Detention and Handling of Prisoners guidance. None of the cells have been designated for a specific gender, this permits a flexible operational response based against demand.

The safety concerns of all detainees including women and other vulnerable people are considered upon release. An important stage of the release process is the completion of a risk assessment. This process assesses both the vulnerability and the potential threat posed by each detainee when they are released into the community. Consideration will be given to transporting detained persons to the home town and public transport information is available at all suites.

The Cheshire Constabulary has a well established Independent Custody Visitor scheme. Further training will be provided by ensure that they are aware of the gender duty to ensure they consider specific gender based issues whilst conducting visits to custody centre.

The Centralised Custody Unit has liaised with local representatives of the Transgender community. This process involved a visit to one of the new custody suites. The visit highlighted that facilities and procedures at the suites in respect of transgender individuals are suitable subject to minor amendments to admin procedures.

Employment

The Constabulary values all of our employees. We aim to ensure that everyone who works for us has equal access to jobs, training or promotion in order to progress their careers and ensure their full potential is reached. We will endeavour to maximise the recruitment of all under represented groups. And will ensure everyone, regardless of their gender, is able to obtain promotion on merit.

Employment Monitoring and Lawful Positive Action Initiatives

There are policies and procedures in place to ensure that Chief Officers regularly collect, monitor and publish relevant employment data. These policies/procedures include:

- Disability recruitment
- Minimum tenure
- Police promotion selection
- Recruitment and selection – police staff
- Selection to senior police staff roles
- Advertising and filling of police posts – constables, Sergeants and Inspector ranks
- Transferring from other police forces – Officers
- Transferees at Rank
- National Recruitment Standards – eligibility criteria for police recruitment and consistent recruitment practices (Home Office circular 51/2003)
- Job change (incorporates all redundancy etc type information)
- Age retirement procedures (Police staff)
- Age retirement procedures (police officers) – currently in draft
- Respect & Dignity
- Working with a disability
- Fairness at work
- Harassment and Bullying
- Mentoring

In addition:

- The HR Department has underpinned its Representative Workforce Programme by creating 2 additional posts which sit within a discrete team. The development of this team will lead to a more focused approach to the recruitment and retention of candidates/staff from under represented groups
- Accredited with the 2 Tick Award for supporting disabled employees

- Existing employees are fully supported to attend the Centrex Positive Action Leadership Programme (PALP)
- Provision of the Springboard training programme for female employees and Navigator for male employees
- Positive Action places offered as part of the Under 16 Work Experience Scheme

The Police Authority Human Resources Committee receives a number of reports on a quarterly basis including: -

- Report highlighting the profile of the Constabulary including Police Officers/Police Staff/Specials and PCSO's. The profile highlights ethnicity, gender and age profiles
- Report detailing the national performance indicators around ethnicity recruitment and the percentage of female police officers.
- Recruitment report highlighting the profile of new recruits

Cheshire Women's Network

The Cheshire Womens Network (CWN) support group was formed in 2003. Its aims are to:

- To identify and address issues affecting women in the work place
- To support and develop female staff

The CWN has been involved in promoting and organising training events and seminars. Some of which are beneficial to both men and women, for example resilience training, stress management and memory techniques. Although primarily set up for women, men are entitled to attend as associate members

Gender Agenda 2

The official launch of "The Gender Agenda" took place in 2001. The British Association of Women in Policing (BAWP) was actively involved in a partnership of several Police services and other organisations in its development.

The document was designed to highlight the working environment experienced by women officers of all ranks within the police service and to identify improvements.

The Gender Agenda was reviewed in 2006 to determine what impact it has had. The information from this review was used to develop and then launch its successor programme, Gender Agenda 2, which we are committed to meeting.

Gender Agenda 2 contains five long term aims which are:

- To demonstrate consistently that we value all women working in policing
- To achieve a gender, ethnicity, and sexual orientation balance across the rank and grade structure and specialisms consistent with the proportion of women in the economically active proportion

- To have a women's voice in the influential policy forums focusing on both internal and external service delivery
- To develop an understanding of competing demands in achieving a work/life balance and a successful career in policing
- To have a working environment and equipment of the right quality and standards to enable women to do their job professionally

Relaunch of the Gender Agenda 2 in Cheshire

Following the national re launch of the Gender Agenda, it was re launched in Cheshire on 27 November 2006. Over 100 delegates attended for the day which centred on a drama produced by the Garnet Foundation. Interactive feedback and discussion groups were held and a number of key issues identified that will be incorporated into the gender action plan. The event was attended by the National Co-ordinator of the British Association of Women Police who suggested that the event should be seen as national best practice.

To explore issues and barriers to female officers considering applying for specialist posts

Following on from the Gender Agenda relaunch on 30 November, Uniform Operations held an event entitled 'Where have all the women gone' This was attended by Unit Heads, all members of the Uniform Operations Senior Management Team and members of the Cheshire Women's Network and was aimed at identifying the real and perceived barriers that prevent female officers from applying for uniformed specialist posts. The event centred on the selection process for a fictional unit and used the advertisement, application form and line manager interview process to highlight issues. Utilising role play and discussion groups a wide range of issues were identified and incorporated into an action plan which will be progressed by the Uniform Operations Senior Management Team. Amongst the key issues identified for action plan were measures to address:

- The terminology used in the advertisement process.
- Perceptions about work life balance / job share / part time work
- Perceptions about the physical and psychological demands of such posts
- Perceptions of a male dominated 'macho' culture
- Perceptions about uniform and equipment
- Issues around the relevance of certain requirements for posts (i.e. advanced driving)
- The lack of facilities for female officers

Human Resources - Policies and procedures

All Human Resources (HR) related policies and procedures are advertised countywide through the HR Handbook database which is accessible to all members of staff. The Constabulary has adopted a new procedure template which provides full details of managers and members of staff responsibilities and both the maternity and flexible working options procedures have been placed in this new format.

The Constabulary currently does not monitor those within the organisation who have caring responsibilities for an adult or family member. Individual managers would be expected to take individual responsibility for the welfare of colleagues with additional caring responsibilities. Managers would be able to work with a range of procedures such as the flexible working options procedure and dependency leave procedures to ensure that staff are fully supported.

Maternity and maternity support leave packages have already been amended to take into account the changes to legislation in relation to the extension to maternity leave.

Work Life Balance

The Constabulary has in place a comprehensive Flexible Working procedure which was reviewed by the Constabulary in 2006. The procedure covers a wide range of options including:

- Part time/job share
- Term time working
- Compressed hours
- Working from home

The HR department closely monitors the numbers of staff who are working flexibly and this is reported quarterly through the Performance Improvement Meetings which are chaired by the Chief Constable. As part of the flexible working procedure, any requests which are refused should be reviewed by the Director of HR. All formal requests to date have been accommodated.

The Constabulary's Flexible Working procedure is open to all members of staff regardless of gender or whether they are police officers or members of police staff.

Flexible working is open to all staff and is promoted through the procedure being advertised through the HR Handbook database. The Constabulary also supports a Flexible Working Group which has developed through the Cheshire Womens Network and looks at the practicalities of managing/experiencing the procedure in practice.

The newly revised Constabulary procedure template clearly sets out specific roles and responsibilities for line managers in relation to the management of their staff.

The Constabulary is fully supportive of the Working Time Regulations and has recently circulated a leaflet to every member of staff reminding them of their responsibilities in relation to this legislation. The Constabulary also has in place an action plan which is

monitored on a regular basis to ensure that all departments are actively monitoring and challenging staff who are in breach of the legislation.

Management Development

To date the Constabulary has provided information to managers and supervisors about gender using the Constabulary's weekly orders to make them aware of policy changes and as reference material on internal Constabulary database, there has been no formal roll-out of training in this area.

To support the development of managers, with regard to knowledge and understanding of gender linked issues, the Constabulary will make available e-learning materials that cover legislation, reasonable adjustments and supporting individuals. Additionally, as part of the Core Leadership Development Programme for first and second line managers, there are specific modules on Staff Welfare, Diversity and Professional Practice to further support managers in this area.

Transsexual Staff

The Gender Equality Duty currently only applies to transsexuals in the context of employment and vocational training. As good practice the Constabulary will take into account the duty in relation to the provision of goods and services, which is due to be law in December 2007.

The GED applies to transsexual people (in this context meaning those who are intending to undergo, are undergoing or have undergone gender reassignment). It is good practice to ensure that all our policies and initiatives provide protection for those identifying as transgender.

Transgender is defined as: An umbrella term for people whose gender identity and/or gender expression differs from their birth sex. Transgender people may or may not choose to alter their bodies hormonally and/ or surgically.

All staff within the Constabulary are protected from discrimination and harassment under the Harassment and Bullying Policy, Fairness at Work, Respect and Dignity Policies.

In addition, we have a transgender and gender re-assignment guidance policy which is directed at managers to help deal with transgender issues.

The responsibility of training on transgender and other issues has been given to the Diversity Teams within the areas who hold regular monthly meetings.

Job applications are encouraged from all members of staff and the public.

The Constabulary operates a positive action event at the Manchester Pride which encourages applications from Lesbian, Gay, Bisexual and Trans communities.

The Human Resources area of our Command and Control systems ensure that individuals who have legally changed their name and/or gender are protected during the screening process.

Harassment, Grievances and Complaints

The Cheshire Constabulary has a grievance policy that deals with all forms of harassment including each of the diversity strands. It is currently being revised and will become Fairness at Work Policy and will additionally allow for mediation in the process. It is confidential and has been equality impact assessed to ensure equity. The process is monitored and reported on at quarterly meetings both at ACPO level and separately by the Police Authority.

To ensure confidentiality the process is recorded and constantly monitored by the Diversity Advisory Unit. The type and nature of the grievances are reported both to Senior Management and the Police Authority on a quarterly basis. The statistics relating to all grievances are published annually in the Annual Report. The whole purpose of monitoring the process is to identify any patterns or trends and address the issues raised by them.

The Constabulary operates an internal confidential reporting line (Extension 4444). This has been widely publicised and there are posters in prominent positions around the Constabulary giving visibility of this facility. The posters are entitled "Do you know somebody who crossed that line". Professional Standards Intelligence Unit staff monitors the confidential Reporting Line. A review of policies relating to Professional Standards is under way to ensure that they are all equality impact assessed.

Public complaints concerning staff within the Cheshire Constabulary are recorded on the 'Centurion' complaints database. These are assessed, recorded and managed from the Professional Standards Department. A specific complaint type of discriminatory behaviour - gender, exists on the Centurion Database to specifically categorise complaints of this nature.

Work is in progress to amend the Constabulary's Form 141 'Complaint against a Member of the Police Service - Notification' to have a specific 'tick box' immediately identifying that the complaint is a gender related issue.

Complaints are monitored by the Professional Standards Department who report to the Deputy Chief Constable and the Police Authority Statutory Purposes Committee. Performance information in respect of complaints are posted monthly on to the Constabulary Intranet 'Looking Glass'.

Statistical information is provided each year to the Independent Police Complaints Commission, who publishes the information for all Police services in the UK

The patterns and trends of complaints are constantly researched by the Office Manager and researcher within Professional Standards Department. Such anomalies are then scrutinised further utilising products from the National Intelligence Model in order that these can be positively dealt with.

Training

All courses, in the Constabulary, are annually reviewed to ensure that the lesson plans consider the impact of the training across all strands of diversity including gender. The review process and lesson plan template will now be revised to include the duties under the Gender Equality Scheme.

Local Area and Departmental Diversity Teams have received training specifically upon the Gender Equality Duty. The intention is that the team members disseminate information across their Departments and Areas.

All our First Contact Advisors have all received training on Gender as well as other relevant areas.

The Constabulary is actively working towards all staff being occupationally competent against the Diversity Standard AA1 (Promote Equality & Value Diversity) plus for managers also AA2 (Develop a culture and systems that Promote Equality, Value & Diversity). If this is to be achieved a greater knowledge and awareness of Gender related issues is required. An e-learning module will be piloted and made available to all staff who, as part of their competence assessment, require further knowledge and understanding of Gender legislation, reasonable adjustments and support for individuals.

Training about the Gender Equality Scheme will be made available to operational officers, as part of their monthly Area Training Days and to non-operational staff using a workbook style of development. Additionally, Learning and Development is developing an input to be included in all training events, ensuring that the contexts of the Constabulary's "golden threads", including gender, are reinforced at the start of every event.

Learning and Development have a dedicated budget of £50k in order to train out the duty. The Area Training Days within the Constabulary will be the arena to ensure the duty is trained out, including awareness of Male, Female and Transgender issues. There will also be an awareness session for managers in terms of the rights of staff with caring responsibilities, both male and female.

Along with the six strands of Diversity, internal training will also promote the Springboard programme for females and the Navigator programme for males. All training concerned with the GES will be monitored by the Training Admin System (TAS). Applications for Learning will produce management reports in terms of demographics of applicants. This will be done by either Performance or Evaluation within L&D or the HR Business Systems Unit (To be confirmed).

In terms of external training opportunities, Cheshire has adopted the Positive Action Leadership Programme (PALP), which is available to all under represented groups. There is an opportunity for trainers to become trained in the programme. Further

courses have been run for various groups, with a view to host Centrex to co-deliver a Gender programme later in the year.

In promoting the issues around Diversity, the Chief Constable promotes lawful positive action through weekly orders. Reports to the Police Authority HR Committee will outline the training provided and the breakdown of who attended and when.

Procurement

Cheshire Constabulary is a major employer within Cheshire, purchasing goods and services to the value of approximately £35,000,000 each year.

The Strategic Procurement Unit (SPU) within the Constabulary is responsible for the Constabulary wide provision of professional advice and guidance to staff regarding all purchasing/contractual issues.

What we do now?

The SPU actively participates in local, regional and national procurement groups, and undertake tenders exercises on behalf of the Constabulary and, occasionally, on behalf of the North West region of police forces.

The Constabulary takes its corporate responsibility seriously and, before a contract is advertised, the Unit takes into account diversity issues dependant upon the type of contract being embarked upon. The section will target particular minority companies or certain genders in their advertising for every new corporate contract, if appropriate.

The SPU already requires any company or organisation that tenders for the Constabulary's business to complete a company information questionnaire that incorporates a section on Gender issues. This is usually for contracts in excess of £50,000. The questionnaire includes specific questions relating to the Race Relations Act 1976, the Race Relations (Amendment) Act 2000, the Sex Discrimination Act 1975, the Equality Act 2006, and the Disability Discrimination Act 2005. Responses from the questionnaire, including the diversity section, are scored accordingly as part of the tender evaluation. Companies that fail to fully complete the questionnaire, or do not abide by certain legislative requirements, may be eliminated from further consideration. In addition, companies that admit to any breaches of the above mentioned legislation will be required to explain the circumstances of the breach and will need to advise the Constabulary on the action taken to reduce or eliminate potential for future breaches. Serious breaches may result in elimination from further consideration, subject to the views of the legal adviser.

Companies are also requested to submit a copy of their Equal Opportunities Policy in order to demonstrate their commitment to providing the principles of equality in their organisation. They are also asked for details of their complaints procedure and their ethical trading policy.

The questionnaire is reinforced by appropriate contract clauses in the standard regional tender documentation for the supply of goods and services, and the standard purchase order terms and conditions. This assessment is available for audit purposes if required.

The Race Relations (Amendment) Act 2000, the Disability Discrimination Act 1995 (DDA) and the GED have placed a positive responsibility on the Cheshire Constabulary to promote equality through the companies that supply it with goods and services. We will continue with this.

One of the ways in which the Constabulary has addressed this is by including a letter, within the contract application process, that requires any potential contractor to state whether they support and encourage the aims of the general duty. Further to this contractors are asked to provide details of how they contribute to the general duty.

What the Constabulary will do:

- Produce an equality statement which incorporates all elements of diversity including gender, that contractors will be expected to sign up to, and abide by.
- Develop guidance that will be made available to those contractors that wish to do business with the Constabulary.

The Future

There remains a great deal to do to ensure that we are providing the best possible service to men and women in Cheshire, Halton and Warrington. The legislation around Race and Disability will assist in ensuring that Diversity remains a priority.

The Action Plan is a 'living document' and will be monitored and amended as the needs are identified. At the end of the three first years of the scheme we will have achieved a many advances and what remains to be done will form the future action plan.

Continuing to liaise with men and women is fundamental to ensuring that we stay focussed. The initial consultation process was valuable and has enabled bridges to start being built.

Complaints, Feedback and Suggestions relating to the GES

When a member of the public believes that they have been directly affected by a failure of Cheshire Constabulary to comply with the statutory requirements of this Scheme, they should bring their complaint to the attention of:

Head of Professional Standards
Cheshire Constabulary
Clemonds Hey
Oakmere Road
Winsford
Cheshire
CW7 2UA
Tel 01244 612055

Cheshire Constabulary will acknowledge receipt of a complaint in writing within seven working days, and will seek to make contact with the complainant to discuss the most appropriate way to progress and deal with the complaint. The Constabulary, where appropriate, will conduct an initial internal investigation, aiming to respond to the complainant within 28 days. All complaints made in respect of this Scheme will be monitored by the Constabulary and where appropriate be used to inform any relevant impact assessments and subsequent reviews of the Scheme itself.

Complaints can also be made to:

Independent Police Complaints Commission

The Cheshire Constabulary will consult with its diverse communities and the Independent Police Complaints Commission (IPCC) to examine the impact of our complaints and discipline procedures upon community relations. The public needs to be confident that any complaints against members of the police service are taken seriously and dealt with professionally and expeditiously. Complaints relating to discriminatory behaviour by our employees are of particular concern.

The Independent Police Complaints Commission can be contacted at:

The Independent Police Complaints Commission
90 High Holborn,
London
WC1V 6BH
Tel: 08453 002 002 (Local Rate)
Fax: 0207404 0430
Email: enquiries@ipcc.gsi.gov.uk

Local Citizen Advice Bureau; details of which can be found in publications such as telephone directories.

Useful Reading:

- a:gender – The Workplace and Gender Reassignment
- EOC Publications:
 - i. Code of Practice
 - ii. Meeting the gender duty in your employment functions
 - iii. Meeting the gender duty for transsexual staff
 - iv. Procurement
 - v. Meeting the duty in criminal justice
- Fawcett Society – Doing Your Duty: Guide to the Gender Equality Duty
- PNDT Employment Monitoring Guidance
- Websites:
 - www.bawp.org
 - www.eoc.org.uk
 - www.csag.org.uk

Appendix A

Gender Equality Scheme 2007 – 2010

	Task	Evidence of progress and achievement	Named lead	Target date
STRATEGIC APPROACH				
1	To introduce a range of initiatives to influence cultural change within the Constabulary. Including a review of Gender Agenda 2 and benchmarking with other organisations		Director of Human Resources	December 2007
2	To Develop a Confidence and Equality structure and work plan to drive progress on diversity including gender equality		Force Gender Champion	December 2007
MONITORING				
3	To include a Gender monitoring element into the Diversity Monitoring Group		Force Gender Champion	December 2007
SERVICE DELIVERY				
4	To continue consultation. Use community mapping to engage with gender groups		Director of Performance	April 2008
5	To review policies, procedures and facilities within the custody suites		Chief Superintendent Force Operations Department	December 2007
6	Review the service provision countywide for male victims of domestic violence		Chief Superintendent Force Operations Department	December 2007

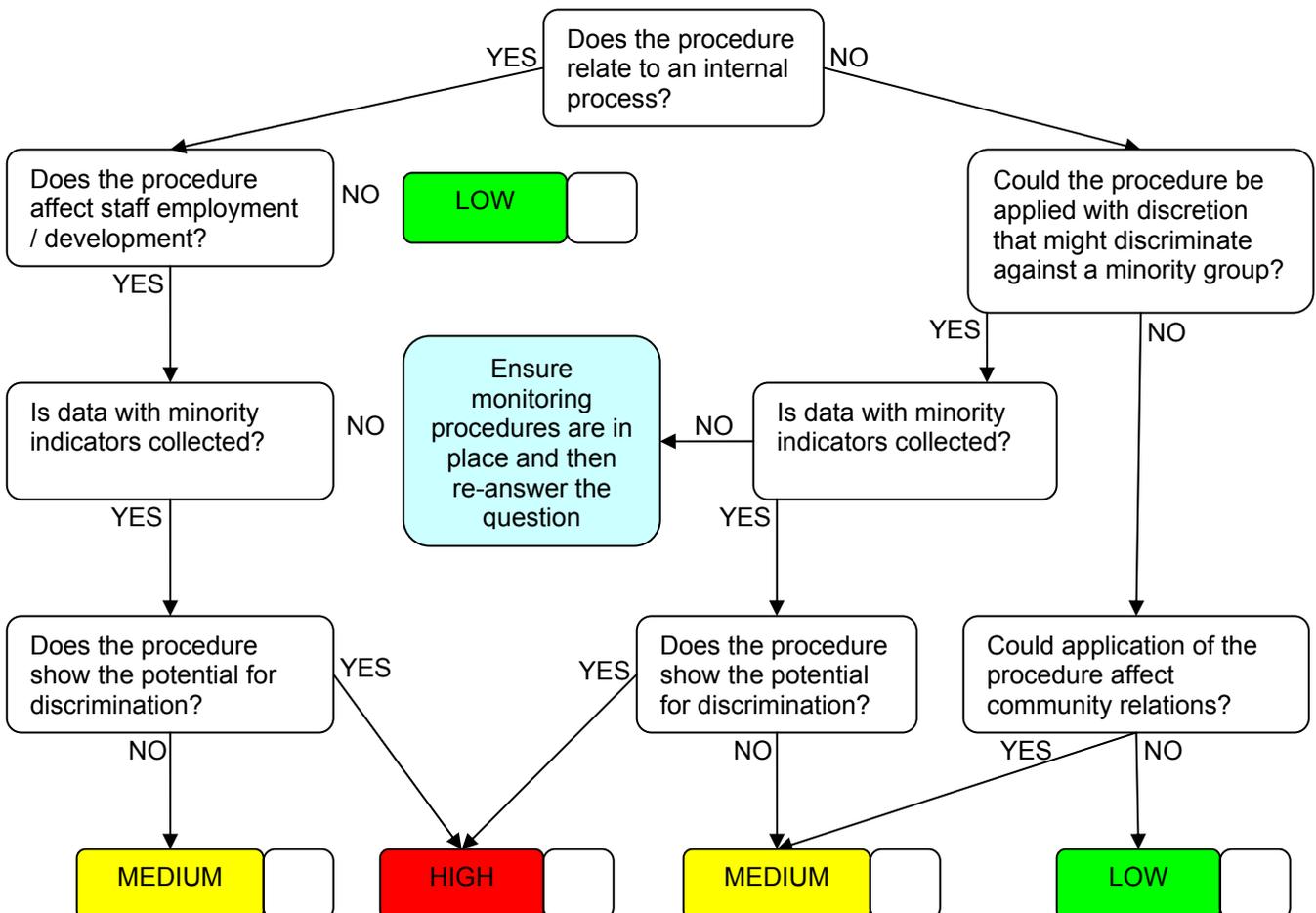
	Task	Evidence of progress and achievement	Named lead	Target date
7	To encourage and promote male victims of rape/sexual assault to report offences		Chief Superintendent Force Operations Department	April 2008
PROCUREMENT				
8	To verify that the procurement procedure complies with the Gender duty		Head of Procurement	December 2007
COMMUNICATION				
9	Force Champion for communications to devise communication strategy to raise awareness amongst staff		Head of Corporate Communications/ Assistant Chief Officer	April 2008
TRAINING				
10	To review the current diversity training to ensure it's inclusive of gender based diversity training.		Director of Human Resources	December 2007
11	To ensure that training relating to the Gender Equality Scheme is delivered to all staff		Director of Human Resources	April 2008
12	To ensure that training relating to Transgender issues is delivered to all staff		Director of Human Resources	April 2008
13	To review existing training arrangements in terms of venue, dates and times to accommodate flexible, part time working and other gender related issues that may be identified		Director of Human Resources	December 2007

	Task	Evidence of progress and achievement	Named lead	Target date
14	Review allocation of training places to ensure proportionality of officers trained in sexual offences investigation		Director of Human Resources	December 2007
EMPLOYMENT				
15	To conduct an Equal Pay Audit		Director of Human Resources	April 2008
16	To raise the awareness to all staff of family friendly and work life balance policies to ensure they are aware of the options available		Director of Human Resources	April 2008
IMPACT ASSESSMENTS				
17	To review the guidance from the EOC and to incorporate this into the current impact assessment tool		Head Diversity Advisory Unit	April 2008 Dependent on guidance
COMMUNITY CONSULTATION ACTION				
18	To review the community consultation document with Corporate communications to identify marketing opportunities for 'don't know' responses.		Head of the Diversity Advisory Unit	April 2008

Appendix B

Procedure – Race and Diversity Impact Assessment

Section A	
Has a Diversity Impact Assessment been previously completed?	Yes / No
If Yes, when and was it H/M/L? If No, go to Section B	
Has the procedure changed sufficiently to require a further impact assessment?	Yes / No
If Yes, go to Section B. If No, go to Section C	
<p>If no impact assessment has been completed or a further assessment is required, complete the following flowchart to identify whether the procedure has a potentially Low / Medium / High impact and bear in mind the recognised '6 strands' of diversity:</p> <ul style="list-style-type: none"> • Minority Ethnic communities including asylum seekers and gypsies • Gay, Lesbian, Bisexual and Transgendered members of the community • Age • Religion • Gender • Disability 	
Section B	
Please complete the following flowchart and put an X in the box next to the score you have assigned the procedure:	



<p>If on completion of the flowchart you consider that the initial impact assessment should be raised then please re-grade the impact as High or Medium. Initial Impact Assessment raised?</p>	<p>Yes / No If Yes then, was it raised to Medium / High</p>
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Section C - Race and Diversity Impact Assessment

<p>Does this activity present an opportunity for improving race/community relations? If so, how?</p>	
<p>Is there public/political concern in relation to race/disability/community issues attached to this activity? If so, what are those concerns?</p>	
<p>What other sources of information have been used in the assessment i.e. HMIC Inspection Reports, Home Office Circulars?</p>	
<p>Does the procedure relate to the use of a statutory power? If so, under what circumstance could discrimination be acceptable?</p>	
<p>What data collection process exists for this procedure? How is the data monitored to ensure that the impact is not discriminatory or disproportionate? If reviewing the procedure what are the results of the monitoring?</p>	
<p>When the Race and Diversity impact assessment has included consultation, who was consulted? <i>(Include a summary of the key points)</i></p>	
<p>Has the procedure been altered following the consultation? <i>(Include a summary of the key changes)</i></p>	
<p>Has feedback been given to the groups involved in the consultation?</p>	

I confirm that this procedure is compliant with the Constabulary's commitment to Equality and Diversity.

Approved by Diversity Advisory Unit

Name:		Date:	
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Appendix C

The Cheshire Constabulary could not have developed this Gender Equality scheme without the aid and assistance of groups and individuals from across Cheshire, Halton and Warrington.

The following groups were of particular assistance and we offer our sincere thanks to all of them.

EXTERNAL CONSULTATION

Over 3000 copies of the questionnaire were sent to the following groups

- The Constabulary Citizens Panel
- Cheshire Youth Parliament
- East Cheshire Youth Group
- Blacon Resident Association
- Cheshire Disabilities Federation
- Cheshire Federation of Women's Institutes
- Cheshire Older People's Network
- Deafness Support Network
- Warrington Older People's Engagement Group
- Halton 2000 Citizen's Panel
- Halton Youth Forum
- The Territorial Army
- Chester Women's Multi-faith Centre
- The Rotary Club (Crewe & Nantwich)

Focus Groups were held with:

Cheshire Domestic Abuse Partnership
The Independent Advisory Group
Unique – Trans Support Group

The Cheshire Constabulary intends to continue to consult with these and other groups throughout the next three years.

