

Integrity

Professionalism

Fairness

Respect



Combined Equality Scheme

2008 - 2011

Your Dorset
Your police force

Dorset Police is your police force. Championing equality and harmony, we are working hard to develop a police force that reflects the communities we serve.

You can access the Dorset Police Combined Equality Scheme via:

- Dorset Police website: www.dorset.police.uk
- Police Stations
- Libraries

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1. Vision and Values

Dorset Police is committed to promoting equality and diversity in the design and provision of all our services, development of policies, and employment practices.

Our Combined Equality Scheme is an important part of our overall strategy to provide the highest quality of service to our communities, thereby ensuring that we achieve our two strategic objectives:

- **To make Dorset Safer**
- **To make Dorset Feel Safer**

We have clear **Values** to guide us in that endeavor:

- **Integrity**
We are honest, trustworthy and genuinely accountable.
- **Professionalism**
We are committed to excellence and delivering the highest quality of service.
- **Fairness**
We act impartially, treating all according to their needs.
- **Respect**
We treat all with dignity and value difference.

We are committed to valuing and supporting our staff, and they have a key role in achieving our objectives. Our staff expect to be:

- **Professional** - in everything they do.
- **Motivated** - to do their best.
- **Supported** - in their work.
- **Respected** - for what they do.
- **Valued** - for the difference that they make.

We know because we asked them.

This Combined Equality Scheme sets out how we intend to strengthen our existing commitment to equality over the next three years. The scheme sets out how we will promote and progress race, disability and gender equality in the workplace as well as in our policing services.

These Equality Duties, which are part of the Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and the Equality Act 2006, require us to produce an Equality Scheme to show how we will:

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity; and
- Promote good relations between people
- Promote positive attitudes towards disabled persons
- Encourage participation by disabled persons in public life
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons
- Promote equality of opportunity between men and women

In meeting our responsibilities we will always strive to:

- Be a champion for equality and a leader in promoting equality.
- Provide responsive and accessible services for all those that live, work, and visit Dorset.
- Address issues of equality in our policies and processes.
- Ensure that our workforce reflects the diverse communities we serve.
- Develop exemplary employment practices, including equal pay audits.

Our Combined Equality Scheme is a scheme for all people, and specifically includes transgender people.

Why do we need a Combined Equality Scheme?

The Race, Disability and Gender Equality Duties require public bodies such as Dorset Police to have 'due regard' to the need to eliminate discrimination and promote equality. There are many similarities in the requirements under each of these equality duties and as such the force made a decision that a Combined Equality Scheme would be developed.

We know, for example, that:

- The last Census showed that the 1.85% of the resident population in Dorset are from Black and Ethnic Minority backgrounds
- 46% of the disabled population of working age in Britain are economically inactive
- Women are more likely to work part time than men.
- Women may be more likely than men to take breaks from paid work to care for others.
- Transgender people may work one or two levels below their capability because of hostile or discriminatory treatment in employment.
- Some transgender people may be less likely to report crimes to avoid having their gender identity disclosed in court for fear of social reaction.

Whilst we recognise the benefits of producing a Combined Equality Scheme the force is mindful of the need to ensure that the specific requirements of each duty are addressed in an explicit and discernible way.

The Combined Equality Scheme is a living document and incorporates clear objectives in relation to the actions we will take within each equality strand. We will be reviewing our Scheme formally every three years. However, we will regularly review the action plan and undertake an annual review. We would like your help to continually develop our scheme to ensure that it is right for our staff and the communities we serve.

What does equality mean for you?

You might like to consider the following questions and tell us what you think:

- In your opinion, what are the main issues that need to be addressed in the area of race, disability and gender equality?
- How could we improve our services to better meet your needs and improve your experience of Dorset Police?
- Can you think of any good examples of equality within Dorset Police or in organisations with whom you have worked?
- What do you think Dorset Police should do over the next three years in order to build on our commitment to equality?

If you would like to make any comments on our Combined Equality Scheme, share your views on equality and what you feel are some of the main issues, or if you have any questions, we would like to hear from you.

If you do contact us with any comments it would be helpful if you could tell us more about your circumstances (for example, do you consider yourself to have a disability, your sexual orientation, ethnic origin, religion, gender, age or where you live) as this would help us to understand more about the improvements we need to make. Also please let us know if you are interested in being involved in any future consultation on gender or other equality matters. If you do not wish to include any details about yourself, that is fine but we would still like to hear from you.

You can contact us by telephone 01305/01202 223650 or send your comments marked 'Equality' by fax 01305/01202 223631, email diversity.pddt@dorset.pnn.police.uk or by post to:

Community Engagement Department, Force Headquarters, Winfrith, Dorchester DT2 8DZ.



Jane Newall
Superintendent
Head of Community Engagement
Dorset Police

2. Foreword by Chief Constable



This Combined Equality Scheme is vital to ensure that Dorset Police strengthens and delivers on the commitment we have made to achieving equality.

The Vision to make Dorset Safer and Feel Safer is a promise we have made to every person within Dorset regardless of their culture, ethnicity, gender, age, religion sexual orientation or any disability. Consequently, it is critical not only to members of Dorset Police but also to people in Dorset that we have clear principles that will ensure we are a responsible employer and that we deliver policing excellence and the highest quality service to **all** people in Dorset.

A particular objective of the Force is to achieve gender equality in our workforce. Dorset Police will remain steadfast in its duty to ensure that we consistently value all women and men working within the Police Service, and we will continue to strive for a representative workforce across all ranks and grades. By achieving this balance, Dorset Police will gain a more influential women's voice across all aspects of service delivery – both internal and external, and will be the richer for it.

The Combined Equality Scheme is a living document that will be regularly updated; however the responsibility of every member of Dorset Police is to ensure that any barriers to progression and equality are removed. I present it to you for action.

A handwritten signature in black ink that reads "Martin Baker". The signature is written in a cursive, slightly slanted style.

Martin Baker QPM
Chief Constable

3. Background

The Dorset Police Combined Equality Scheme (CES) is a strategic document, which has been developed as our response to the requirements of the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006, which also further strengthens the requirements of The Equal Pay Act 1970 and The Sex Discrimination Act 1975.

Dorset Police is committed to the traditional policing of the community by consent, ensuring it builds public confidence by delivering a high standard of service with integrity, professionalism, fairness and respect. Dorset Police requires all staff, without exception, to treat everyone fairly and sensitively regardless of age, disability, gender, race, religious belief or sexual orientation. Our structure, strongly influenced by community policing, is designed to ensure we can provide a service that takes full account of the needs, views and contributions of all members of our different communities and our partners. Policing activities will be developed and implemented to promote equality and eliminate discrimination.

Dorset Police is currently organised into two territorial policing divisions – Bournemouth and Poole Division, and the Dorset County Division. There are two further Divisions with a Force wide remit, Operations and The Criminal Justice Department (CJD). The Operations Division incorporates specialist areas such as Traffic, Tactical Firearms Unit, Air Operations Unit, Marine Section and The Dog Section.

The Force area encompasses busy towns as well as quiet villages and large rural areas. The population of Dorset is approximately 700,000 people, who represent a diverse range of ethnic, cultural and economic backgrounds. It is worthy of note that whilst there is a relatively small permanent population in Dorset, as the county experiences a substantial influx of temporary visitors, up to 4.6 million over the year, notably students, the prison population (there are 5 prisons in Dorset) and tourists, this can significantly impact upon resident communities within Dorset.

Geographic ethnicity distribution

Dorset has a predominantly dispersed Black and Ethnic Minority population, with few community links between specific ethnic groups, many often relying on support from larger ethnic community groups in towns and cities outside the county. There is a notable variation between the conurbations of Bournemouth and Poole and the more rural area to the North and West, with a movement from small ethnic groups to very dispersed, isolated and individual ethnic families.

The 2003 Diverse Community Assessment by the Force identified the need to embrace all ethnic groups within the county, but also highlighted that there are some key groups requiring tailored support.

The rural setting of Dorset also attracts a large number of Gypsies and Travellers. Dorset County Council considers that it is this group that makes up the largest ethnic minority group in Dorset. The Human Rights Act 1998 reinforces the need for Local Authorities and Police to take account of the circumstances of each and every Traveller Group and consider 'needs of common humanity'. Dorset Police recognise the need to further develop our links with the Traveller community to allow for discussion over their needs and Police issues. The Community Engagement Department are addressing the need for consultation work and are working with representatives and those working with the community to build links.

Geographic disability distribution

On average 19.3% of the resident population of Dorset has a long-term illness or disability. This represents 133,694 residents and will have a major impact on the way that Dorset Police employs staff and delivers its service, as a result of the changes made to the Disability Discrimination Act (DDA) 1995.

Geographic Gender distribution

The Census 2001 data shows that 52% of the resident population of Dorset are female. When looking at the information aligned with local authority areas, this is reflected across all areas.

4. The Combined Equality Scheme

A decision was made at the Strategic Diversity Board, chaired by the Deputy Chief Constable that the force would create a Combined Equality Scheme in 2008. The race, disability and gender equality duties require public bodies to have due regard to the need to eliminate discrimination and promote equality. There are many similarities in the requirements under each of the duties e.g. the requirement to assess and consult on the impact of proposed policies and the monitoring of employment processes. There are also specific duties under each Act e.g. the duty to promote good race relations and the duty to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons. This document explains how we will meet the specific requirements of each Act and how the force will meet them.

4.1 The Race Relations (Amendment) Act

The Race Relations (Amendment) Act 2000 extends and strengthens the Race Relations Act 1976, its main emphasis being to:

- **Extend the protection against discrimination to cover the functions of public authorities.**

This prohibits discrimination across the full range of a public authority's duties and powers.

Chief Officers of Police will be liable for all aspects of discrimination carried out by an officer of their Force, unless it can be shown that reasonable steps were taken to prevent this.

- **Place a new, enforceable positive duty on public authorities.**

This aims to deal with institutional racism in public authorities by ensuring that race equality is a core feature to how the organisation operates. This is known as the general duty and it requires Dorset Police to ensure that it:

- Eliminates racial discrimination;
- Promotes equality of opportunity; and
- Promotes good relations between people from different racial groups.

The Race Relations Act 1976 as amended by the RR(A)A 2000 affects Dorset Police in three significant ways:

All staff are required to contribute to the elimination of unlawful racial discrimination when carrying out their duties and functions, for example – in the use of stop and search powers, when assisting victims of crime and during the process of employing people.

Both the individual and the Chief Constable can be held liable for acts of discrimination carried out by staff. Dorset Police Authority is also compelled to comply with the legislation.

4.1.1 Unlawful Discrimination

The Act makes it unlawful to discriminate – directly or indirectly – against someone on racial grounds. The phrase ‘racial grounds’ covers race, colour, nationality (including citizenship) or ethnic or national origins. African Caribbean’s, Gypsies, Irish, Bangladeshis, Irish Travellers, Jews and Sikhs are among the groups recognised as racial groups under the Act.

4.1.2 Direct Discrimination

This means that a person has been treated less favourably than another on racial grounds. For example applying harsher treatment to a prisoner because they are from an ethnic minority background.

4.1.3 Indirect Discrimination.

This may fall into one of two categories.

- **On grounds of colour or nationality** – This occurs when people from a particular racial group, are less likely to be able to comply with a requirement or condition, and that requirement cannot be justified on non-racial grounds.
- **On grounds of race, ethnic or national origin** - This occurs when a provision, criterion or practice is applied to everyone, but puts people of the same race or national or ethnic origin at a particular disadvantage.

An example would be a minimum height requirement, which if it could not be justified for a specific reason, may discriminate against some ethnic groups.

4.1.4 Victimisation

This occurs if someone is treated less favourably because they have complained about racial discrimination, or supported someone else who has.

4.1.5 Harassment

If someone has been subjected to harassment solely on the grounds of race or ethnic or national origin, this is regarded as unwarranted conduct under the Race Relations Act.

4.1.6 The General Duty

The RR(A)A 2000 places a clear responsibility (called the general duty) to promote race equality on a wide range of public authorities including the Police Service. This is set out within Section 71 (1) of the Act, and states that public authorities when carrying out their functions must aim to:

- Eliminate unlawful racial discrimination;
- Promote equality of opportunity; and
- Promote good relations between people from different racial groups.

The general duty makes the promotion of race equality central to the way public authorities work, by placing it at the heart of their policies, operations, and decision making. Promoting race equality will improve the way public services are delivered for everyone, promoting trust and confidence in those who use them.

4.1.7 Specific Duties

In order to meet their general duty, mostly public authorities including Dorset Police have what are called 'specific duties'. These cover the areas of policy-making, service delivery and employment, and are the basic steps that the relevant public authorities must take to improve race equality.

From the 31st May 2002 public authorities have been required to publish a Race Equality Scheme and review this every three years. The Scheme must state what arrangements had been made to undertake the following:

- Prioritise the functions and policies relevant to meeting the general duty
- Assess and consult on the likely impact of proposed policies relevant to the general duty
- Monitor policies relevant to the general duty for any adverse impact
- Publish the reports of assessments, consultations and monitoring
- Ensure public access to information and services
- Provide training to staff on issues that are relevant to the general duty.

The relevant public authorities must also monitor certain areas of employment by racial group and publish the results annually. There are additional requirements for public authorities, like Dorset Police, with 150 or more full-time staff. Those areas cover the numbers of staff from each racial group who:

- Are in post
- Make applications for employment, training and promotion
- Receive training

- Benefit or suffer from performance procedures
- Are involved in grievances
- Are the subject of disciplinary action
- Leave employment (whatever the reason)

The Dorset Police Race Combined Scheme is effectively a strategy with a timetabled and realistic action plan. It identifies the Force's aims and objectives for race equality, as well as how it intends to meet its obligations under the general duty and the specific duties for assessing, consulting, monitoring, informing, publishing and training.

Importantly, the RR(A)A also gives enforcement powers to the Commission for Equality and Human Rights (CEHR). Should they be satisfied that an authority has failed, or is failing, to meet a specific duty, the CEHR can issue a compliance notice ordering them to do so.

4.2 The Disability Discrimination Act 1995

The Disability Discrimination Act (DDA) 1995 was introduced in November 1995.

The 1995 Act is broken down into the following sections, which were gradually introduced and amended:

- Part I – Definition of Disability
- Part II – Employment
- Part III – Access to Goods and Services
- Part IV – Education
- Part V – Public Transport
- Part VI National Disability Council

The Act makes it unlawful to discriminate against employees or job applicants on the grounds of their disability. The Act does not prevent us from employing the best person for the job, but aims to ensure that a disabled person, who could be the best person, is considered fairly. It is therefore unlawful for Dorset Police to discriminate against people in relation to:

- Recruitment
- Terms and Conditions
- Training and Promotion
- Benefits
- Dismissal

The force is also required to make reasonable adjustments to recruit or retain a disabled member of staff and examples of reasonable adjustments include:

- Reallocation of duties

- Transfer, altering hours, place of work
- Time off for treatment
- Modify equipment, training
- Adjustment to premises

Under the DDA 1995 Dorset Police have responsibilities around service provision. In the first part of the Act the force has a responsibility to ensure that its policies, practices and procedures do not discriminate against disabled people by;

- Refusing to provide a service without justification
- Providing a service to a lesser standard without justification
- Providing a service on worse terms without justification
- Failing to make reasonable adjustments to the way services are provided for disabled people

The second section states that service providers such as Dorset Police are required to provide access to facilities to enable disabled people to use their services. The facilities include;

- Induction Loop Systems
- Access to British Sign Language Interpreters
- Providing assistance with wheelchair users
- Information in a range of formats including Braille

The third section requires the force to make reasonable adjustments to the physical features of premises, to remove physical barriers to access or face providing the service by alternative means, including:

- Providing an alternative means of access
- Home visits
- Home delivery

4.2.1 The Disability Discrimination Act 2005

On 5 December 2005 the final provisions of the Disability Discrimination Act 2005 came into force.

The 2005 Act made substantial amendments to the Disability Discrimination Act 1995 by building on amendments already made to that Act by other legislation since 1999.

The original 1995 Act, contained provisions that made it unlawful to discriminate against a disabled person in relation to employment, the provision of goods, facilities and services, and the disposal and management of premises. There were also some provisions contained within the 1995 Act relating to education and the enabling of the Secretary of State for

Transport to make regulations, with a view to facilitating the accessibility of taxis, public service vehicles and rail vehicles for disabled people.

The changes that directly affect the police service include:

- Ensuring that, with some exceptions, the functions of public authorities not already covered by the DDA are brought within its scope e.g. it would be unlawful for a public authority, without justification, to discriminate against a disabled person when exercising its functions
- The introduction of a new duty on public authorities requiring them, when exercising their functions, to have due regard to the need to eliminate harassment of and unlawful discrimination against disabled persons, to promote positive attitudes towards disabled persons, to encourage participation by disabled persons in public life, and to promote equality of opportunity between disabled persons and other persons
- The amendment of section 64A of the DDA, so as to clarify who the correct defendant is in the case of a claim of discrimination being made against a police officer under Part 3 of the DDA and authorise payment of compensation from the police fund in relation to such a claim
- Amend the DDA's new provision on discriminatory advertisements (section 16B, as inserted by the Amendment Regulations) so as to impose liability on a third party who publishes a discriminatory advertisement (for example, a newspaper) as well as the person placing the advertisement

4.2.2 Definition of Disability

The Disability Discrimination Act (DDA) protects disabled people. The Act sets out the circumstances in which a person is "disabled". It says you are disabled if you have:

- A mental or physical impairment
- This has an adverse effect on your ability to carry out normal day-to-day activities
- The adverse effect is substantial and the adverse effect is long-term (meaning it has lasted for 12 months, or is likely to last for more than 12 months or for the rest of your life)

There are some special provisions, for example:

- If your disability has badly affected your ability to carry out normal day-to-day activities, but does not any more, it will still be counted as having that effect if it is likely to do so again

- If you have a progressive condition such as HIV or multiple sclerosis or arthritis, and it will badly affect your ability to carry out normal day-to-day activities in the future, it will be treated as having a bad effect on you now
- Past disabilities are covered.

4.2.3 What are “normal day-to-day activities”?

At least one of these areas must be badly affected:

- Mobility
- Manual dexterity
- Physical co-ordination
- Continence
- Ability to lift, carry or move everyday objects
- Speech, hearing or eyesight
- Memory or ability to concentrate, learn or understand
- Understanding of the risk of physical danger

Dorset Police recognises that it is really important to think about the effect of a person’s disability without treatment. The Act says that any treatment or correction should not be taken into account, including medical treatment or the use of a prosthesis or other aid (for example, a hearing aid). The only things, which are taken into account, are glasses or contact lenses.

4.2.4 What does not count as a disability?

Certain conditions are not considered impairments under the DDA:

- Lifestyle choices such as tattoos and non-medical piercings
- Tendency to steal, set fires, and physical or sexual abuse of others
- Exhibitionism and voyeurism
- Hay fever, if it does not aggravate the effects of an existing condition
- Addiction to or a dependency on alcohol, nicotine or any other substance, other than the substance being medically prescribed

4.2.5 The General Duty

The Disability Discrimination Act 1995 was amended by the Disability Discrimination Act 2005 and now places a duty on all public authorities, including the Police Service, when carrying out their functions to give due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons
- Eliminate discrimination that is unlawful under the Act
- Eliminate harassment of disabled persons that is related to their disabilities
- Promote positive attitudes towards disabled persons
- Encourage participation by disabled persons in public life
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

The overarching goal of the general duty is to promote equality of opportunity.

The Act prohibits discrimination against disabled people broadly in relation to the following areas:

- Employment and occupation
- Trade associations and qualification bodies
- Education
- General qualifications bodies
- Housing
- The provision of goods, facilities and services
- The exercise of a public function
- The use of certain transport vehicles
- Private clubs

The general duty requires Dorset Police to have due regard to eliminate unlawful discrimination in the way it carries out its functions. However, only some provisions (those relating to the provision of goods, facilities and services, the exercise of a function, the use of transport vehicles, private clubs and education) contain an anticipatory duty to make adjustments. This means the force should make adjustments in advance of individual disabled people attempting to use the service.

In relation to employment and occupation and qualification bodies, the duty to make reasonable adjustments is not an anticipatory one. These can only be done when what an individual requires is known.

4.2.6 The Specific Duty

Dorset Police is subject to the specific duties, as laid out by the DDA 2005. These duties set out a framework to assist the authority in planning, delivering and evaluating actions to meet the general duty and to report on these activities.

The specific duty regulations require the force to produce and publish a Disability Equality Scheme, to implement certain aspects of the Scheme and to report on it.

The regulations state that:

- A public authority should publish a Disability Equality Scheme demonstrating how it intends to fulfil its general and specific duties
- A public authority should involve disabled people in the development of the Scheme
- The Scheme should include a statement of:
 - The way in which disabled people have been involved in the development of the Scheme
 - The authority's methods for impact assessment
 - Steps which the authority will take towards fulfilling its general duty (the Action Plan)
 - The authority's arrangements for gathering information in relation to employment, and where appropriate, its delivery of education and its functions
 - The authority's arrangements for putting the information gathered to use, in particular in reviewing the effectiveness of its action plan and in preparing subsequent Disability Equality Schemes
- A public authority must, within 3 years of the Scheme being published, take the steps set out in its Action Plan (unless it is unreasonable or impracticable for it to do so) and put into effect the arrangements for gathering and making use of information
- A public authority must publish a report containing a summary of the steps taken under the Action Plan, the results of its information gathering and the use to which it has put the information

All public authorities are required to publish their Scheme no later than 4 December 2006.

4.2.7 Understanding The Social Model (Definition)

The social model of disability ignores the severity of a person's impairment. It ascertains that everyone is equal and demonstrates that it is society that erects barriers preventing people with disabilities participating and restricting opportunities.

This approach sees the problems as society's barriers, as opposed to an individual's condition. It empowers people with disabilities to challenge society to remove the barriers.

For example the issue of key pass protected doors has been an issue under discussion for some time within Dorset Police. Some staff who have physical disabilities found it difficult to enter one of our main buildings, as the key swipe was too high for someone in a wheelchair and that it was impossible to open the door. Therefore the door system was altered so that the key swipe is in an accessible place for all staff and so that the door is now self-opening and closing.

4.3 The Equality Act 2006

The Equality Act 2006 places a general duty on all public authorities when carrying out their function, to have due regard to the need:

- To eliminate unlawful discrimination and harassment
- To promote equality of opportunity between men and women

This general duty comes into effect 6 April 2007.

In addition to the general duty there are also a number of specific duties placed upon public authorities, which are:

- To prepare and publish a Gender Equality Scheme (GES) showing how the organisation will meet its' general and specific duties and set out its gender equality objectives. The initial GES must be published by 30 April 2007.
- In formulating its overall objectives, to consider the need to include objectives to address the gender pay gap.
- To gather and use information on how the public authorities policies and practices affect gender equality in the workforce and in the delivery of services.
- To consult stakeholders and take account of relevant information in order to determine its gender equality objectives.
- To assess the impact of its current and proposed policies and practices on gender equality.
- To implement the actions set out in its scheme within 3 years unless it is unreasonable or impracticable to do so.
- To report against the scheme every year and review the scheme at least every 3 years.

Dorset Police is committed to promoting gender equality in the way it provides services to members of the community. In addition, Dorset Police is committed to ensuring gender equality in the way that it treats both current and potential employees.

This Gender Equality Scheme sets out how we intend to strengthen our existing commitment to gender equality. This scheme also outlines what we are already doing as an organisation and how we intend to improve and develop gender equality over the next 3 years.

4.3.1 Equal Pay Act 1970

The Equal Pay Act 1970 makes it unlawful for employers to discriminate between men and women in terms of their pay and conditions where they are doing the same or similar work; work rated as equivalent; or work of equal value.

The Act applies to both men and women but does not give anyone the right to claim equal pay with a person of the same sex. In other words, any comparison must be with a person of the opposite sex.

4.3.2 Sex Discrimination Act 1975

The Sex Discrimination Act 1975 (SDA) applies to both men and women and makes sex discrimination unlawful in employment and vocational training, education, the provision and sale of goods, facilities and services and premises.

In employment and vocational training, it is also unlawful to discriminate against someone on the grounds of being married or a civil partner.

In employment and vocational training, it is unlawful to discriminate on the grounds of gender reassignment.

5. Our Strategic Priorities And Action Plan

The aim of this Combined Equality Scheme is to achieve the Force's strategic objectives for 2008 – 2011 that are; **To Make Dorset Safer** and **To Make Dorset Feel Safer**, for everyone regardless of their ethnicity, disability, gender, age, religion or sexual orientation in every community within Dorset, based on equality and freedom from discrimination and prejudice.

The specific operational priorities linked to this Scheme are to:

Protect vulnerable people and communities:

- Review of multi agency partnership working and third party hate crime reporting procedures
- Promotion of national self reporting initiative True Vision
- Use of Language Line to assist with communications with anyone who does not have English as a first language
- Use of alternative communication formats i.e. British Sign Language (BSL) used with victims, witnesses and offenders
- Community Engagement Department working with Dorset County Council Gypsy Liaison Officer to build links with the traveller community.
- Continued delivery of the Integrated Youth Strategy and the Schools Liaison and Education Policy
- Supporting the Princes Trust Scheme through funding and volunteers to help run the programmes
- Partner in the Streetwise Project (safety education centre)
- Working in partnership to ensure integration into the community for asylum seekers.
- Reviewing of current and new Force policies by the Independent Diversity Advisory Panel (IDAP)
- Dedicated, trained staff undertaking the role of Lesbian, Gay, Bisexual and Transsexual Liaison Officer (LAGLO).
- Evaluation and review of the role of Deaf Liaison Officer

Reduce road casualties:

- Development and publication of a guidance booklet on driving and the law, available in a number of different languages

Counter terrorism and domestic extremism:

- Development of a Muslim Consultative Forum

Bring Offenders to Justice:

- Establishment of Public Protection Units across the territorial divisions
- Establishment of Strategic Domestic Violence Forums
- Improvement to Domestic Violence recording system
- Establishment of Specialist Domestic Violence Courts

- Independent Domestic Violence Advisors to support victims
- Implementation of dedicated Specially Trained Officer Teams
- Creation of a Family Justice Centre
- Representation on the ACPO Women and Policing Group, looking at service provision to women as victims, witnesses and offenders
- Implementation of the Court Diversion Scheme
- Introduction of Multi Agency Risk Assessment Conferences
- Dorset Police Repeat Victimization Policy identifies how the force works with the Crime and Disorder Reduction Partnerships and voluntary organisations to reduce the repeat victimisation in respect of crime

6. Impact Assessment

The Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005, and Equality Act 2006 require all Public Authorities to ensure that they have due regard to the need to eliminate unlawful discrimination and harassment and that our policies are not maintaining or leading to inequality. To assist Dorset Police to ensure that its activities do not discriminate with regard to race, disability and gender, and to identify where they might better promote equality of opportunity, including consideration of where the different parts of other equality duties e.g. race and disability, might be built into those policies and practices, the Force carries out diversity impact assessments.

Where a negative impact or missed opportunity to achieve a more positive impact is identified, this indicates the Force should have due regard to the need to modify the policy or practice.

The Force created a Policy Audit Team in 2005, which had the responsibility to monitor all new policies as they are created, and manage the audit process for both new and existing policy.

The Force has about 220 policies and procedures. With the 'high relevance' race policies having been impact assessed, the programme to continue to screen and impact assess policies has been mainstreamed into the force business processes.

All new policy is impact assessed across all diversity areas as it is written.

Force policy is defined as "a statement of intent and decisions designed to address specific risks, opportunities and goals. It sets out a position or course of action in respect of the exercise of duties and executive powers. It will provide a service to all of our customers internally and externally, regulate our conduct by defining boundaries to actions and specifies minimum standards." Dorset Police is also assessing its procedures, which is tactical advice and instruction on how various tasks should be performed so that they are conducted in line with policy.

The Force 'toolkit' assesses 'Diversity and People Focus'; this has been updated to include the latest guidance on the duties under equality legislation and will continue to be revised as required.

Quality assurance of policies and impact assessments is now the primary responsibility of the respective policy owner e.g. Head of Department.

A new inspection process has been set up within Dorset Police, which will perform a secondary quality assurance on business areas, and policies deemed as high risk. This will involve looking at its effect on its customers and the impact assessment initially conducted by departments. This secondary quality assurance will be carried out by the Policy Manager,

Corporate Development. To maintain integrity and accountability of the system the Policy Manager, Corporate Development Department, maintains the force policy register, issues policy numbers and triggers audits and impact assessments. In addition the Manager is available for advice and guidance on policy writing and impact assessment.

The 'relevance' of the policy to gender, disability, race and other diversity headings will affect the amount of work that will be required to complete an Impact Assessment and this ensures the amount of work remains balanced with any likely impact.

Policy is both reviewed periodically as 'fit for purpose' (i.e. that the content is still relevant) and in terms of its diversity impact assessment (depending on issues identified during the initial impact assessment).

6.1 Impact Assessment Process

The CRE have provided guidance on carrying out Race Equality Impact Assessments on their website (October 2004) and Dorset Police has based its' process for impact assessment on this and the national Association of Chief Police Officers (ACPO) advice and guidance. From the outset, Dorset Police has assessed all policy against a full range of diversity issues and not just race, disability and gender.

It is important to remember that doing an equality impact assessment is not an end in itself, but a means of ensuring that policy or proposals do not result in unlawful discrimination, and that they promote equal opportunities and good relations.

The details of how an impact assessment is done are contained within P18:2008 People Focus and Diversity Impact Assessment Procedure and once approved will be available on the force website. The Impact Assessment Questionnaire (toolkit), which seeks to establish the aims of the policy, address people focus, determine and consider the evidence available, consult where appropriate, assess likely impact, and consider alternatives.

Where a policy involves a joint protocol with another agency, the policy audit will be carried out in conjunction with the other agency, with responsibilities and work clearly defined between each. It would normally be the agency having the lead in any joint work area that would take responsibility for the audit, but this would be subject to agreement.

The decision on formal adoption of the policy will follow normal Force processes as defined within P37:2005 Force Policy and Procedure Procedure. The audit will identify if there are any negative effects and ways to limit these. For new policy, documentation will accompany the policy to the relevant senior officers meeting, chaired by a member of the Chief Officer Team, for approval and adoption.

6.2 Consultation

Consultation on the impact assessment is a key area and sufficient time for consultation must be built into the planning process for developing or reviewing a policy or procedure.

The extent of consultation will depend on the potential impact of the policy or procedure. However, this should be an on-going process throughout the impact assessment, to inform the decisions that are made along the way; for example, through any advisory group, focus groups and staff associations, etc.

Dorset Police already consults people in a number of different ways, but will increase public confidence in its services by using clear consultation methods and explaining them to staff and public. In respect of internal consultation, the policy or procedure developer should consider:

- Consulting with Divisional Commanders
- Consulting with those staff likely to be affected
- Consulting with Staff Associations and unions
- Consulting with standing groups e.g. External Diversity and Community Engagement Group

In respect of external consultation, the policy or procedure developer should consider:

- Publishing the proposed policy or procedure on the Dorset Police website and invite comment from the general public
- Consulting with the Police Authority
- Consulting with the Independent Diversity Advisory Panel (IDAP)
- Consulting with the Independent Advisory Panels (IAGs)

In addition, the policy/procedure developer or reviser should consider consulting with other people and groups appropriate to the policy/procedure, focusing on relevance and being mindful of proportionality. Some examples for consideration are:

- Divisional Independent Advisory Groups (IAG's)
- Community groups and leaders representing specific interests
- Lesbian, Gay, Bisexual and Trans Gender groups
- Dorset Race Equality Council
- Faith Groups
- Health Groups
- Local councillors and Members of Parliament
- Community Safety partnerships
- Youth Offending teams
- Drug/Alcohol action teams
- Social landlords and housing associations

- Other emergency services
- Media
- Crown Prosecution Service
- Victim support services
- Independent Custody Visitors

It is intended as far as possible that the views sought will help to shape the development or revision of the policy and that views are sought from those likely to be affected by it.

Consultation can be conducted via several different ways and methods and could include; surveys, focus groups, individual contact or meetings.

In the past, external consultation was difficult to achieve, as Dorset Police had no direct links with its diverse communities other than contact through existing multi agency partners who sat on many Force networks. This meant that the Force relied heavily on the feedback from the annual Community Safety Survey and specific questionnaires e.g. victims of crime.

In September 2004, in partnership with the Probation Service, Dorset Police established the Black and Ethnic Minority Advisory Panel (BEMAP). This has now evolved into the Independent Diversity Advisory Panel (IDAP). The Panel meets every six weeks and is consulted by Dorset Police, the Dorset Probation Service and Dorset Fire and Rescue Service regarding the impact of new and revised policies and procedures. Their comments and suggestions for improvements are fed back to the policy author who is required to action and respond to the points raised and provide a written update for the next Panel meeting.

The group continues to seek membership from as wide a diverse mix of members so that it is representative of more of the groups considered during the impact assessment process.

In addition, a part of Bournemouth University has been used to carry out consultation on diversity issues around policy through focus groups. This consultation has covered the whole range of diverse groups. Some 36 policies have been out to consultation through this method.

Each division has established an Independent Advisory Group (IAG) whose primary role is to increase trust and confidence in policing amongst our diverse communities. IAGs aim to be a reflection of local communities, including minority groups that are sometimes described as 'harder to hear', and act as critical friends in providing advice to the police. The IAGs also support public consultation, particularly with regard to all equality issues.

The IAGs are committed to working with the police to improve the service provided to the diverse communities across the Force and to improving the experience of all staff employed by the police. In addition, the Critical Incident IAG has been established to assist senior officers with decision-making during live operations.

The Force has also seen the recent establishment of an IAG Liaison Group chaired by the Deputy Chief Constable, at which developmental issues are considered and best practice shared across the Force and nationally.

The Force External Communication, Consultation and Engagement Policy is a vehicle to support the adoption of a clearer citizen focus and to facilitate greater and more effective community involvement, engagement and dialogue. The policy aims to ensure that we adopt an open and pro-active approach to information provision and to ensure that our arrangements for consultation and engagement are corporate, co-ordinated, high quality and focused on the needs and expectations of customers and the community.

6.3 Our Action Plan

This plan has been developed as a result of national guidance, identified gaps and areas for improvement in service provision for both staff, our diverse communities and findings from the recent annual public survey, satisfaction surveys.

The Action Plan will be managed by the Head of Diversity Development, Community Engagement Department and presented to the bi-monthly meetings of the Strategic Diversity Board.

7. Access to Buildings

Dorset Police has a general duty both as an employer and as a provider of services to the public.

Accessibility was one of the areas discussed at a consultation event held in October 2004 and although the main issues identified relate to accessing our services, people did identify concerns around the lack of appropriate communication methods. Suggestions on how we can ensure premises meet standards of access and facilities required by the DDA and for our evacuation procedures included consideration of flashing and vibrating alerts or a specific point of contact.

The force has a number of buildings that are routinely accessible by members of staff and visitors either on a supervised or unsupervised basis, these include:

- Public Reception/Enquiry Office Areas
- Custody Suites (supervised either as detainees, detainee visitors, lay visitors, solicitors)
- Interview Rooms
- Training Facilities
- Meeting Facilities
- Offices for meetings
- Police Vehicles (primarily as detainees)

In responding to the specific requirements of public access the force decided to concentrate on the Public Reception/Enquiry Office Areas as these are the prime means of public contact when visiting stations.

7.1 Access Audit

In order to assess what works were required across the force, an access audit was commissioned in July 2003. The audit looked at each site individually and categorised each issue depending on whether it caused a fundamental obstacle that required adjustment or removal, or whether the issue could be addressed as part of other works. The audit identified that most stations needed some form of adaptations in order for them to be accessible and clearly identifiable to all. The results of this audit and outline costs were used as a basis for a successful budget bid to the Police Authority.

There has been significant progress in delivering public access works. Automated doors have been installed across the force area with the exception of Blandford and the Training Block at Force headquarters. Blandford is at the design stage with delivery by the end of May 2008. The new conference block facilities are available for use should there be

accessibility requirements. In the light of the discontinuance of the lift scheme in the main building at Force Headquarters, the funds will now be reallocated to the Training Block doors.

Other significant work has included the provision of upgraded signage to improve the profile of stations to visitors and incorporate Braille lettering detailing opening times and police telephone facilities, and the provision of access ramps to Blandford, Shaftesbury, Sherborne and Wareham Police Stations.

7.2 Staff Access Areas

The identification of barriers faced by employees in accessing the workplace starts as part of their recruitment and depending on the individual's needs is passed to the relevant department for action. This can be a request for specialist equipment or furniture, or a request to Estates to make alterations to the building. It could alternatively be a matter of re-organising an office arrangement to better suit the needs of the individual with consideration for existing occupants.

Likewise, where access issues arise during the course of a person's employment they are dealt with by their division or department.

Ensuring that any needs are highlighted and carried out is a task for the employee's line manager and the Divisional Resources Manager. Through this process we can ensure that the person's needs are always considered and build into any adaptation.

The funding for such work is normally provided by the owning division or department. However, where large or expensive works are required then the force will identify additional funding.

As the highlighting of access needs depends on the individual, no force wide access audit has been undertaken.

However, this has not prevented either the highlighting of specific difficulties at various sites or the provision of access friendly measures into building adaptations and upcoming schemes. In addition, the force has an estates minor improvements budget, in which each division can nominate schemes for development, including personnel access works.

7.3 Specific Responses

Various schemes have been carried out specifically at Police HQ to address any access issues raised.

- Main Entrance to the Control Building has a new enlarged width doorway controlled by an electronic powered door operator.

- Control Building Entrance area was upgraded and decorated to improve access and overall appearance
- Handrails to the Control Building staircase were altered in line with identified requirements.
- Female toilet to the Control Building 1st Floor has been re-designed and adapted as an Accessible/Female toilet
- Entrance door to the Communications Centre has been automated.
- Skirting board and door contrasting/highlighting works and additional lighting have been carried out to the Main Building for employees with sight problems.
- Restaurant Building has been adapted to incorporate a fallback Communications Centre, conference facilities, staff messing area and office accommodation for the Police Authority and Unison. The entrance door is fully automated and enables wheelchair users access to the building. In addition, tonal contrasting on surfaces, acoustics and hearing aid loops, and upgraded accessible toilets have all been provided.

7.4 Identified Areas of Attention

In addition to the works listed above, the following areas have either been identified as matters requiring action to improve access.

- **Police Headquarters**

- **Main Building**

Access to first and second floors of the main building for wheelchair users is currently not possible. A review of accessibility options is to be undertaken to identify possible solutions.

The provision of accessible toilets to each floor is under review. The most practical long-term means of achieving this would be to incorporate these works with the overall refurbishment of each of the toilet areas. Currently, accessible toilets are available in the new Conference Centre, Stores Building, ground floor of the Main Building, Training Block and in Control Building on the first floor.

- **Training Building**

Both wheelchair users and people with other physical impairments experience difficulties in accessing the building through the main entrance doors. The doors are of a suitable width for an existing installation, however they are heavy to use.

Access to the first floor is not feasible for wheelchair users and is difficult for people with other physical impairments as there is no access lift. This is an example where alternative provision would be the best means of overcoming the obstacle.

The creation of new conference and meeting rooms in the Police Authority Conference Centre has enabled relocation of the majority of meetings from the first floor of the training building. However, there is still a conference facility available in the Training Block.

The ground floor classroom of the Training Building is currently provided with powered door operators to assist in access, therefore, provided that any access issues are shown up before the start of courses, the booking of rooms to suit access requirements would solve the situation.

7.5 Forthcoming Schemes

- **Poole Police Station/Headquarters Development (Dorset Emergency Services Partnership Initiative)**

The existing Police Station/Divisional HQ has limited access for members of staff with disabilities, due to the age and design of the building. These include:

- Narrow doors with no vision panels, and/or with large sills & thresholds
- Poor lighting
- No passenger lift
- No accessible toilets
- Limited tonal contrasting of corridors
- Poor acoustics
- Disorientating layout with varying levels accessible by steps only

A major capital project is being developed in the form of a Public Finance Initiative (PFI) to provide a joint project with Dorset Fire and Rescue Service and is scheduled for completion in spring 2009.

This will provide a new relocated Divisional HQ and Police Station with the latest access requirements.

It is anticipated that the new building will go operational in 2009.

- **Additional Door Operator to Training Building**

Automated doors are being installed at Winton Police Station and sliding door units will replace the front access doors to the Training Building. It is anticipated that these will be installed by the end of 2008.

- **New Custody Building and Office Accommodation, Bournemouth**

Plans have been approved for the construction of a new Custody Building and office accommodation at Bournemouth and it is anticipated that work will start late Summer 2008. This will provide improved facilities, which will address specific issues affecting detainees who may have a disability, have a faith requirement or are female.

- **Automation of Staff Entrance Doors, Bournemouth**

Initial designs are being prepared to replace the main staff entrance doors into the Bournemouth and Poole Command Centre, to improve access for staff and members of the public during its temporary use as a public reception area. It is anticipated that work will commence late Summer 2008.

The force seeks to respond positively to all identified needs. There are always challenges in determining the appropriate priority for each area of work and resourcing larger scale schemes of work.

In order to ensure that consultation assists decision making in schemes affecting employees is as broad as possible, a group will be established to identify and prioritise improvements and will include representatives from Estates and Building Services, staff associations, Community Engagement Department and HR.

8. Service Delivery

Dorset Police deals with a wide range of enquiries from the public every day and is committed to providing the highest quality of service throughout every aspect of our service delivery.

The Force therefore has a positive and proactive commitment to delivering a service that recognises the needs and expectation of each individual. Through having due regard to eliminating unlawful discrimination and harassment and promoting equality of opportunity between men and women, we aim to continue to improve the outcomes for all people when they have contact with Dorset police.

8.1 Delivery Objectives

Dorset Police is committed to ensuring that everyone has equal access and equal opportunity to receiving and accessing the full range of policing services available and that they are treated Fairly and with Respect, Integrity and Professionalism.

Whenever individuals have contact with Dorset Police, for whatever reason, we will ensure that they are Listened to, Understood, Informed, Protected and most importantly Safe.

In addition we will ensure that our response to each individual contact will take account of:

- The vulnerability, needs and expectation of the individual
- The seriousness of the crime or event
- The impact on the community
- The type of investigation required

8.2 Standards

In order to ensure the highest quality of service delivery, Dorset Police has set a number of service delivery standards known as our 'Quality of Service Commitment'.

Whenever individuals have contact with Dorset Police, our aim is:

- **To make it easy to contact us**
Through ensuring that all individuals have an equal opportunity to accessing all of the services provided by Dorset Police and that we are responsive to the individual's needs.

In order to provide the highest quality of service we will review, consult and continue to monitor access to our services, with a view to continually improving availability to all members of our diverse communities.

- **To provide a professional and high quality service**

Whenever individuals have contact with Dorset Police, our staff aim to provide a thorough and professional service at all times. It is recognised that an individual may be particularly vulnerable and we aim to provide the necessary attention and support, proportionate to the individual person's specific needs.

Specifically we aim to:

- Provide a timely initial response and updates in an appropriate manner
- Take time to listen, understand and take concerns seriously
- Respect confidentiality
- Attempt to resolve concerns
- Provide information appropriately on who dealing, together with a reference number and contact telephone number
- Explain the proposed action/non action to be taken
- Provide reassurance and address concerns
- Provide practical assistance and advice

- **To deal with an initial enquiry effectively**

Whenever a person first makes contact with Dorset Police, we aim to deal with the enquiry sensitively and provide appropriate assistance when necessary to enable them to fully access and receive the services provided by Dorset Police.

We will always give priority to emergencies, however we recognise that people may wish to contact us for many reasons. Whatever the reason for contact, we aim to ensure that those who receive our service are Listened to, Understood, Informed, Protected and Safe.

We recognise that patience, flexibility, creativity and a willingness to listen to others' perspectives so as to learn personal needs, are all key elements to ensuring that we provide the highest quality of service to all. We also recognise that the need for any specific or additional assistance may not immediately be apparent and any request for assistance should be responded to attentively.

Specifically we aim to:

- Ensure that we properly understand the nature of any enquiry
- Explain how we are going to deal with the enquiry
- Wherever possible provide a reference number
- Where the enquiry requires specialist knowledge or expertise, transfer callers/contacts to the appropriate named person or department for their enquiry

- Where the appropriate person is not on duty and we cannot transfer the enquiry, inform the person of the delay and provide an opportunity to leave a message. We will make the caller/contact aware of the likely length of time it will be before someone will respond to the message
- If the enquiry is not an emergency but does require a police officer or other member of staff to visit, arrange a suitable time with the caller/contact. If something changes and we cannot keep to the arrangement we have made we will inform the caller/contact at the earliest opportunity
- If the enquiry is about something that the police cannot deal with, inform the caller/contact if there is another organisation that can help and if so, how to get in touch with them

- **To keep people informed**

Dorset Police recognises the importance of keeping people informed of outcomes and the progress of enquiries. We also recognise that it is particularly important to update all persons in a manner appropriate to their individual need and to ensure that they are able to contact the service at any time in the future in relation to their enquiry.

Whatever the nature of an enquiry, we aim to ensure that:

- All contacts are provided with the details necessary for them to be able to talk to someone about their enquiry
- All contacts, whatever the reason for the contact, are provided with sufficient detail to allow them to contact us in future in the most appropriate manner
- All contacts are updated regularly and in an agreed manner/time frame of the outcome or any progress of their enquiry
- At minimum, where a matter is not resolved at the time, an update will be provided within one month
- Any request for a member of staff to return a call will receive a prompt response

- **To support victims of crime**

Dorset Police recognises that individuals can be particularly vulnerable when they are also a Victim of Crime. Dorset Police is committed to complying with the Victims' Code, which is designed to identify any vulnerability and provide appropriate additional support. We aim to ensure, that the needs of all vulnerable victims are always taken account of and that any additional support is provided in the most appropriate manner to meet the individual's needs.

Specifically we will always endeavour to ensure that victims are:

- Referred to Victim Support or provided with information about types of support available
- Kept informed of the progress of their case
- Updated on developments such as an arrest or charge
- Told if a charge is changed or dropped
- Made aware of the date of court hearings and if they are required as a witness

- Informed of the outcome of the case and any sentence given

- **To listen to your views**

Dorset Police is committed to listening to the views of all people in order to help us to improve the service we provide.

We will therefore:

- Provide a range of ways in which you can let us know your views and widely publicise these locally
- Respond to you within 10 working days when requested
- Publish regular updates about what we are doing to improve our services as a result of views received

- **To respond to Freedom of Information and Data Protection requests**

Dorset Police is committed to complying with the Data Protection and Freedom of Information Acts. In fulfilling this commitment, whenever a person makes a request, we will receive and respond, whenever possible, to any appropriate request in a format that best meets the individual needs of that person.

In respect of issues relating to these Acts we will:

- Respond to any appropriate request for personal information within 40 calendar days;
- Respond to any request for any other information within 20 working days; and
- Ensure that any information on our websites is accurate, kept under review and available in additional formats to meet individual needs.

- **To take concerns and complaints seriously**

Dorset Police is committed to listening and responding to any concerns and complaints that individuals may have. If a person is dissatisfied with the service provided, that dissatisfaction may be about:

- The direction and control of a police Force, e.g. policies, facilities available to persons with diverse needs etc or
- The inappropriate conduct of any individual serving with the police or
- A failure to deliver services in accordance with the Victims' Code

If the complaint concerns the Direction and Control of a Force, it can be reported to the Force or the Police Authority and we will endeavour to resolve your concerns. We will use this information to increase our knowledge of how you wish to be treated and to inform the development of future local policy and practice.

If the complaint concerns the inappropriate conduct of any individual serving with the police it can be reported to the Force, the Independent Police Complaints Commission (IPCC) or through the Citizens Advice Bureau.

8.3 Delivering our Objectives

Dorset Police is committed to one vision: 'A Safer Dorset for You'. To achieve this, we are committed to providing the highest quality of service to the whole community of Dorset with the objectives of 'Making Dorset Safer and Making Dorset Feel Safer'.

In order to Make Dorset Safer and Make Dorset Feel Safer for everyone, it is particularly important that we provide a service that is of high quality, fully accessible and equal in opportunity for all people in the Dorset area.

Dorset Police is therefore committed to ensuring that the Force's objectives are fully aligned to the needs of all people, that our objectives are mainstreamed as part of the Force 'Customer Focussed' approach and that all decisions and developments are taken on an informed basis through a broad range of consultation and engagement at all levels within the community.

8.4 Victims and Witnesses of Crime

The Director of Prevention and Public Protection has now been appointed within Dorset. The force has created two divisional Public Protection Units (conurbation of Bournemouth/Poole and in the East/West of the Force area). These have responsibility for the operational delivery of the public protection agenda which includes; domestic violence, sexual offences, missing persons, vulnerable adults, Multi Agency Public Protection Arrangements (MAPPA) and Multi Agency Risk Assessment Conference (MARAC).

The creation of these Force Public Protection Units across territorial Divisions, led at the Strategic level by the Director ensures that many of the crimes committed against women, such as stalking, domestic violence, sexual assault and rape, honour killings, Female Genital Mutilation (FGM) and Forced marriage will be prioritised and the necessary linkages made.

In addition, a Strategic Public Protection Unit based at Force headquarters that processes central referrals and is responsible for the internal inspection of performance, audit and process review at a divisional level, to ensure compliance with policy and procedure.

- **Domestic Violence**

The investigation of domestic violence incidents is a divisional responsibility and structures vary in each division. The lead Chief Officer for Domestic Violence in Dorset is the Assistant Chief Constable, Adrian Whiting.

Divisions currently manage the Domestic Violence Officers, and part of the work of the ongoing project will be to develop Public Protection Investigation Unit templates for divisions to work to, this will cover staffing levels and core responsibilities.

The strategic ownership of Domestic Violence has already been taken by HQ CID and is included in the Public Protection Unit improvement plan.

The existing Force policies and procedures, which also contain Standard Operating Procedures, will be reviewed as part of the ongoing review. This review also includes the domestic violence recording system and it is anticipated that this will be completed by the end of this financial year.

Strategic domestic violence forums based in Local Authority (LA) areas have given priority in their Local Area Agreements to tackling domestic violence.

The Specialist Domestic Violence Courts (SDVCs), were implemented in April 2007, with trained Magistrates and Courts staff, focusing on ensuring the needs of domestic violence victims are taken into account.

A sub group of the Specialist Domestic Violence Courts steering group has looked at the training gaps across the agencies and as a result, a number of sessions have been held across the force. These were provided by a voluntary sector organisation and delivered training in risk assessment for domestic violence victims.

The Independent Domestic Violence Advisors will support victims and through the Multi-Agency Risk Assessment Conferences (MARACs) ensure safety planning for high-risk victims. These arrangements are now well advanced and have assisted in reducing the level of repeat victimisation.

The Director of Public Protection chairs the SDVC Steering Group with representation from all three local authorities at Director level, including key representatives from; Crown Prosecution Service (CPS), HM Courts Service, Probation, Victim Support, Health, Independent Domestic Violence Advisor service provider, Defence solicitor and Government Office of South West (GOSW). Multi-agency training has been rolled out as part of the SDVC programme.

- **Sexual Assault and Rape**

The Force continues to develop the processes regarding the investigation of rape and serious offences in line with the NCPE guidance 'Investigating Serious Sexual Offences'.

In conjunction the Force has implemented dedicated Specially Trained Officer Teams (conurbation of Bournemouth/Poole and East/West of the Force area) to provide 24-hour cover.

The Teams are totally victim focussed, dealing with both male and female victims and all rape and sexual assaults. The investigations are divisionally owned and are quality assured by the independent Force review officer, based within the Strategic Public Protection Unit.

The Team comprises of a Detective Sergeant and five Constables (conurbation) and Detective Sergeant and three Constables (East/West) and are staffed by both male and female officers.

Acknowledgement of the sensitive issues surrounding such offences as well as recognition of the links between domestic violence, child abuse, sexual victimisation and prostitution has also resulted in Dorset Police leading a multi-agency project for creation of a Family Justice Centre that will contain state of the art facilities offering support to victims of such crimes. It is intended that the centre will be run in partnership with key agencies, such as Health and the Local Authorities and will provide support and care to be offered to victims enabling them to use the centre to facilitate reporting the matter to the police.

A multi-agency sub group of the Dorset Criminal Justice Board oversees victim and witness issues in the county and has established focus groups with victim and witnesses to ensure that the service offered by agencies, meets the needs of those concerned. Equality issues will be covered in this work.

The Head of the Criminal Justice Division also chairs the Dorset Police Gender Agenda Board and represents the Force on the ACPO Women and Policing Group, which looks at service provision to women as victims, witnesses and offenders. This has allowed the Force to improve the delivery of policing services to women who come into contact with police as victims, witnesses and offenders.

- **Violent Crime**

Dorset police is in the process of introducing a Family Justice Centre, as outlined above, under the multi-agency project. It is intended that within the building there will be forensic examination facilities, together with joint interview and 24-hour medical facilities to support the victims of violent abuse.

As previously highlighted, as part of the Public Protection Improvement Plan, Dorset has reviewed the domestic violence procedures, which includes all policy and procedures, which engage partnership agencies.

Dorset, in line with Home Office recommendation and ACPO guidelines has introduced the Multi Agency Risk Assessment Conferences (MARAC), which went live across the force May 2007.

In relation to sexual victimisation and prostitution, a significant review of our intelligence processes will be conducted in conjunction with the MOPI project and will form part of the Public Protection Improvement Plan.

Both Divisions are well engaged with their Crime and Disorder Reduction Partnerships (CDRPs), who are working to violent crime priorities.

- **Hate Crime**

Dorset Police is committed to 'True Vision' the national information and reporting system for Hate Crime.

This initiative was launched in October 2003 and comprises of a national hate crime reporting pack and third party reporting form. This allows victims and other people affected by hate crime (racist, religious, homophobic and transphobic crime) to self report to the authorities on incidents without having to attend a police station or other reporting centre and also enables individuals to remain anonymous should they wish.

The pack contains information on domestic violence, personal safety, CPS information, action on elder abuse and the self-reporting process. The force website has been updated to enable people to access a self-reporting form from the Victim of Crime page.

The existing third party reporting procedures for Hate Crime are currently being considered within a multi-agency strategic group (Pan Dorset RHIG), who are also reviewing terms of reference, title and membership.

The force has developed on line reporting as part of the public protection agenda and improvement plan.

8.4 Offender Management

Through membership of the ACPO Women and Policing Group, the Head of CJD will ensure the delivery of policing services to women who come into contact with the Force as offenders, is improved. Additional training will be provided to custody staff to assist in recognising particular issues that may affect female detainees in custody. New facilities planned in future custody builds, due late 2008, will address shortfalls in current accommodation.

As part of the Safer Detention and Handling of Persons in Custody Project, policies and practices will be reviewed to address gender based issues.

Awareness of gender based issues will also be provided to Independent Custody Visitors in order that they can be considered whilst conducting visits to custody centres. In April 2007, the Criminal Justice Division together with Dorset Healthcare Trust, implemented a Court Diversion scheme aimed at ensuring detainees with mental health issues are appropriately assessed whilst in Police Custody, this also includes the provision of training to staff on mental health issues.

9. Employment

9.1 Introduction

Dorset Police is committed to achieving equality and diversity within its workforce and is determined that no job applicant, employee or volunteer receives less favourable treatment on the grounds of race, disability, gender, sexual orientation, marital/cohabitation status, nationality, ethnic or national origins, age, religious beliefs or trade union membership.

We have surveyed all our staff on their needs and expectations. They informed us that their expectations are to be:

- Professional
- Motivated
- Supported
- Respected
- Valued

In 2004 the Force attained the Investors in People standard and this was reissued in 2007. The attainment of this Standard demonstrates a commitment by the force to the learning and development of its staff in order to achieve the force's aims and objectives and increase public confidence. In addition Dorset Police provides a wide range of policies and procedures that not only benefit existing staff but also promote the force as a socially responsible employer.

To meet the specific duty on employment under the Race Relations Amendment Act 2000, the Disability Discrimination Act 2005 and Equality Act 2006 Dorset Police will collect and analyse data relating to staff in the following areas:

- The composition of our workforce
- Applications for employment, training and promotion
- Training and development provision
- Performance appraisals
- Individuals involved in grievance procedures
- Disciplinary/conduct and capability procedures
- Individuals who leave the force or cease employment
- Details of all reasonable adjustments performed

It is necessary as an important means of meeting these duties to:

- Publish the information annually
- Analyse the data to establish any patterns or trends in respect of inequality or barriers to equality of opportunity

- Take action to change policies or procedures if necessary

9.2 Assessing the impact of our activities on equality

Examining our employment practices is vital to provide us with the information to direct change. All our policies and practices are reviewed on a regular basis to determine whether the procedures are effective and whether any practice unwittingly discriminates against particular groups. In addition, all our policies are 'impact assessed', taking into account all strands of the diversity spectrum. Impact Assessment is carried out by internal members of staff and externally by the Independent Diversity Advisory Panel (IDAP). Issues raised as a result of these assessments will be addressed via the Action Plan.

The data to comply with the specific duty on employment is contained in a detailed quarterly Performance Review Pack (PRP) which features a specific section on diversity issues and encompasses the whole range of employment issues surrounding our staff. The Director of Human Resources has overall responsibility for the data monitoring and identifying areas where further investigation may be required.

As the lead on Diversity within the force, the Deputy Chief Constable chairs the bi-monthly Strategic Diversity Board meetings where the Director of Human Resources and other key staff examine the performance statistics and discuss any corrective action necessary. These will then be reviewed at subsequent meetings to determine any further action required. In addition to this, any issues highlighted in terms of gender, disability or race can be raised through the Internal Diversity Board (chaired by the Director of Human Resources).

The PRP is presented to the Police Authority Human Resources Committee on a quarterly basis for their scrutiny and comments. Access to the PRP is also available to all staff via the force intranet and will also be made available externally via the website.

9.3 Composition of our workforce

Dorset Police acknowledge the importance of monitoring the make up of its workforce as this assists in assessing the effectiveness of its policies.

The Home Office has targets for the percentage of the workforce from ethnic minority backgrounds (*as defined by them this includes those staff who define themselves as Mixed, Asian, Black, Chinese or any other ethnic group*). The Home Office set the targets for Forces as twice the percentage in the economically active population or 5 per cent whichever is higher and for Dorset the **5%** total applies. This clearly represents a challenging target and is significantly higher than our previous target of 1.85%. An interim target of 3% has, therefore, been set for 07/08 with an aim of achieving 5% by the end of next year.

Within Dorset an average of 19.3% residents have a long-term illness or disability (Census 2001). In 2005, a survey of our workforce was conducted asking staff whether they

considered themselves to have a disability under the definition of the Disability Discrimination Act 1995. A total of 3.5% of staff indicated that they considered themselves as having a disability. Dorset Police will continue to monitor information relating to the proportion of the local labour market of disabled people in the area, as this will assist us to determine our progress, and implement necessary measures for inclusion in the Action Plan.

There are currently no specific targets in respect of the gender balance of our workforce; however Dorset Police are keen to ensure that any barriers to individuals, whatever gender, fulfilling their potential are recognised and appropriate action taken. Currently the gender balance of police officers is 77% male to 22% female, (also the national average) and this is reflected in the number of women officers in senior ranks. By contrast our female police staff account for 61% of the workforce although this figure does not reflect the number of women in senior police staff posts. In the case of Police Community Support Officers (PCSOs), the balance is slightly more even, with 45% of the workforce being female.

9.4 Recruitment

9.4.1 Police Officers

Dorset Police has adopted the Home Office police national recruitment standards, and currently use a mix of 'in house' trained assessors in addition to 'lay assessors' from the community. Under this process all assessors are trained to identify inappropriate behaviours from candidates using standardised forms. Where a candidate receives such a form they will be automatically rejected.

The revised recruiting procedure takes account of the fact that medical information is classed as 'sensitive data' under the Data Protection Act 1998 and generally should be collected and processed only when necessary. It is for this reason that candidates are assessed for their ability to do the job before any health checks or medical assessments are carried out. Assessing all candidates in this way avoids discrimination claims and challenges that the job was not offered on prejudicial health grounds.

The national application form invites candidates to disclose any disability, following which the recruitment officer will make contact with the applicant to establish whether any 'reasonable adjustments' need to be made for the assessment process. Procedures in line with Home Office guidance will then be followed.

Specific initiatives such as targeted advertising, use of specialised websites and publications will all form part of a longer-term marketing strategy.

9.4.2 Police Staff

The Force has recently reviewed its recruitment and selection procedures for police staff to ensure they comply with best practice. Equality of opportunity is central to the process and a number of measures are included to ensure that it is free from unlawful discrimination and maximises applications from individuals with a disability. All advertisements for jobs state that the force are committed to achieving a truly representative workforce and therefore welcome applications from all sections of the community.

The recruitment and selection process is competency based; therefore all personal details of an applicant are removed prior to the short-listing stage to ensure that the process is free from bias.

All police staff posts graded 'A to C', the first three grades of the pay scale, are advertised externally to ensure the widest possible audience of prospective applicants are encouraged to join Dorset Police. This is supplemented with targeted advertising and specific recruitment initiatives as detailed under 'Positive Action' further on.

9.4.3 Special Constabulary and Volunteers

At the initial point of contact any applicant for the Special Constabulary or Volunteer Support Team is invited to disclose any disability, and the application form also includes an opportunity for a disabled applicant to give details of any adjustments they may require during the course of the application process. If adjustments are required, the Volunteer Support Team will ensure procedures in line with Home Office guidance are followed. For example, applicants who indicate they are dyslexic will be offered an assessment, paid for by the force, which will determine if they are entitled to extra time when taking the Police Initial Recruitment Test. These applicants can sit the test separately so as not to highlight this difference.

The recruiting procedures for Special Constables and Volunteers have been amended to take account of the fact that medical information is classed as 'sensitive data' under the Data Protection Act 1998 and generally should be collected and processed only when necessary. It is for this reason that candidates are assessed for their ability to do the job before any health checks or medical assessments are carried out. Assessing all candidates in this way avoids discrimination claims and ensures that volunteer roles can be offered to a wide range of candidates.

Once appointed, Special Constables and Volunteers who have a disability will be supported with extra equipment if necessary, e.g. provision of a hand held computer for a member of the Special Constabulary with severe dyslexia.

Specific initiatives such as targeted advertising, use of specialised websites and publications will all form part of a longer-term marketing strategy.

9.4.4 Positive Action

The force already employs Positive Action initiatives to assist us to comply with the requirements of the Race Equality Scheme. Many initiatives already in place will now be extended to attract and recruit individuals with disabilities and will be included in the Action Plan, these include:

- A 'first contact' scheme to provide one to one assistance to applicants and candidates throughout the recruitment process
- Recruitment measures to actively target minority candidates. These will include recruitment fairs within the community where individuals can receive advice from a specialist recruitment team, and advertising in specialist publications
- Partnership events with local Jobcentre
- Exit interviews are conducted with all individuals who leave the force whether police officers or police staff. Any issues within the workplace that may have had an influence on an individual's decision to leave would be discussed and resolved if appropriate. In addition to this, a Post Exit Interview form is sent out to all staff approximately three months after they have left the organisation. This can be returned in confidence to the Equal Opportunities Officer who would pursue any adverse comments that reflected an individual's discontent or potential grievance with the organisation

9.5 Specific Gender Issues

9.5.1 Gender Agenda

The Gender Agenda (GA) was launched in Dorset in 2004 for the benefit of both female police officers and police staff.

There are five long-term aims of GA: -

1. For the Police Service to demonstrate consistently that it values all women working in policing.
2. 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 population.
3. To have a woman's voice in influential policy forums focusing on both internal and external service delivery.
4. To develop an understanding of the competing demands in achieving a work life balance and successful career.

5. To have a working environment and equipment of the right quality and standards to enable women to do their job professionally.

A Gender Agenda Board (GAB) was formed and meets quarterly to discuss the programme of work that gives support and direction to related initiatives. The GAB is chaired by a female Police Superintendent, who is the Force lead for Gender issues, as well as a member of the National Committee of the BAWP (British Association for Women in Policing). Progress on the work of the Gender Agenda is reported to the Diversity Strategy Board chaired by the Deputy Chief Constable.

Following the aims of the national Gender Agenda, the Force has addressed many issues and initiated changes and procedures to the benefit of all staff. These include: -

- The development of a support network for women - Dorset Action for Women Network (DAWN)
- Yearly Personal Development Day (PDD) to update on the work of the Gender Agenda, obtain views of staff and provide training and awareness of Gender issues to both male and female staff.
- In-Force intranet sites for both the Gender Agenda and DAWN
- Development of a mentoring and coaching scheme for female staff
- Introduction of the Springboard Personal Development Programme, delivered solely to female staff.
- Introduction of the Spring Forward programme a development programme for female managers.
- In-house CID courses delivered on a modular basis for increased flexibility for those with caring responsibilities
- Female representation on the Strategic Clothing and Equipment Board and Tactical User Group
- Introduction of Flexible Working Policy
- Career development interviews for couples where both individuals work within the Force, to allow joint decisions with regard to career options
- Development of a Parent Network Support Group
- Buddy Scheme for staff on maternity leave or returning from extended leave breaks.

9.5.2 Gender Agenda 2

Gender Agenda 2 (GA2) was launched nationally in October 2006; it recognises the progress made since the national launch of Gender Agenda in 2001 and sets out the challenges for the next five years. GA2 focuses on the needs of both police officers and police staff, and will not only bring about benefits for individuals but for the whole organisation.

The five long-term aims of the Gender Agenda remain, and Dorset is already in a strong position in relation to GA2 with a number of positive actions cited in the national literature as good practice. The Gender Agenda Board agreed that in order to empower staff and

increase ownership of GA2 across the Force, all staff in Divisions and Departments should have the opportunity to contribute in the consultation to determine individual and group expectations in relations to the five aims of this initiative. The results of these consultations were presented at the official launch of GA2 in Dorset Police in July 2007. It is anticipated that much of the work conducted in connection with GA2 will support the requirements of the Equality Act 2006 in assisting the Force to promote equality of opportunity between men and women.

9.5.3 Family Friendly Policies/Work Life Balance

Dorset Police recognises that providing opportunities for staff to work on a flexible basis is beneficial to both the Force and individuals. Flexible working arrangements not only help the Force meet the operational needs of a twenty four-hour service, but also allow staff to achieve a balance between their work and other commitments. The Force is therefore fully supportive of assisting staff who request to work flexibly as this also means it is able to retain valuable skills and experience that may have been lost through individuals leaving the organisation.

It is also recognised that there are many reasons, other than caring responsibilities, why individuals may wish to work flexibly, and therefore the Force will consider all requests, each case being considered on an individual basis. A Flexible Working Policy assists staff through the application process in addition to a Part Time Policy for Police Officers. An Extended Leave Break Policy also exists to further assist work life balance issues; all these policies are available to both male and female staff.

Listed below are some of the flexible working options available to staff:

- Part time working
- Job share
- Voluntary reduced hours
- Flexible working
- Term time working
- Annualised hours
- Home working

In addition, Maternity, Support and Adoption Leave Policies that provide staff with all the necessary information they require in respect of allowances and leave entitlements, exist for both police officers and police staff, these are accessible via the Force intranet which also provides staff with details of other entitlements and support available to them such as 'Time off for Dependants'. Training in respect of these policies is given to supervisors and managers and additional advice and support can be sought from Human Resources, the Parent Network Support Group and DAWN. Appropriate amendments will be made to these policies to reflect the forthcoming changes in legislation detailed in the Work and Families Act 2006.

Dorset Police is committed to ensuring that its employment practices and policies promote good relations and work in partnership with staff associations and other groups to achieve this. The Police Federation and Unison (Police Staff union) are fully consulted and involved in the development of all Force policies and are represented on all Diversity Boards and Human Resource Forums. The introduction of any new policy, amendments or change in legislation would also be announced via General Orders, and managers and supervisors receive a monthly update on employment issues that effect staff from the Employee Relations Officer in Human Resources.

Work Life Balance is a standing item on both the Internal Diversity Board and Gender Agenda Board agenda, issues highlighted are progressed as appropriate and reported back to the Strategic Diversity Board. A work life balance policy is to be developed and will form part of the action matrix. Dorset Police regularly consult with staff over work life balance issues. In a recent survey a suggestion that the Flexi-time for police staff was not helpful for those with caring responsibilities resulted in the trial of new flexi-rules which, when completed and evaluated, will be considered for adoption Force wide.

9.5.4 Transsexual Staff

Dorset has not been required to manage any transsexual staff to date, however, a new policy to take into account the changes implemented within the Gender Recognition Act 2004 is being drafted. Internal policies such as the Dignity at Work and Grievance procedure also protect staff from harassment and victimisation, and advice and support are available from Human Resources for staff and managers if required.

9.6 Specific Issues Relating to Disability

9.6.1 Two Ticks Symbol

Dorset Police has attained the Two Tick Symbol, this is a recognition awarded by Jobcentre Plus to employers who have agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees. Symbol using employers are required to adhere to five commitments:

- To interview all disabled applicants who meet the minimum criteria for a job vacancy
- To ensure there is a mechanism in place to discuss, at any time, but at least once a year with disabled employees what can be done to make sure they develop and use their abilities
- To make every effort when employees become disabled to assist them to stay in employment

- To take action to ensure that all employees develop the appropriate level of disability awareness needed to fulfil these commitments
- To review the five commitments each year to establish what achievements have been made, improve on them, and inform employees and Jobcentre Plus about progress and future plans

The requirements of the Two Tick Symbol will be reflected in the Action Plan, and together with the monitoring data will assist us to ensure we are delivering true equality of opportunity for our disabled staff.

9.6.2 Reasonable Adjustments

Dorset Police ensure that 'reasonable adjustments' are available throughout every stage of the employment process and perform a wide range of 'reasonable adjustments' for its staff, these include:

- Providing a specialist wheelchair capable of climbing stairs for a communications operator
- Adaptation of buildings for ease of access to less able bodied people and those with visual impairments
- Provision of specialist equipment or tuition to assist individuals with dyslexia
- Provision of specialist equipment to operate and access IT systems
- Adjustment to working hours or shifts to facilitate requirements of medication e.g. diabetics
- Relocation to different site to assist with transport difficulties

Employees who become unable to perform a particular role due to a disability would be assessed in line with the Management of Staff with Disabilities Policy. In these cases if a 'reasonable adjustment' were not appropriate within their current role, then support would be provided to attempt to re-deploy an individual elsewhere within the organisation.

9.6.3 Access to Work

Dorset Police take full advantage of the Access to Work (AtW) scheme operated through Jobcentre Plus. The scheme offers practical advice and help to employers and employees that can be tailored to suit the needs of an individual in a particular job. In addition to this,

Jobcentre Plus will pay a grant through AtW, towards any extra employment costs that result from a person's disability. These grants cover a wide range of support from special aids equipment to adaptation of work premises and will continue to be a valuable resource in assisting us to fulfil our requirements under the Disability Discrimination Act 2005.

9.6.4 Involvement of Disabled People in the Workplace

Disabled members of staff have the support of the 'Disability Network Group' the chair of which sits on both the Internal, and Strategic Diversity Board, and acts as a channel of communication with any issues that may need addressing. The Network is promoted to all our staff who have classified themselves as having a disability, and representatives from the network have contributed towards the development of the Disability Equality Scheme. Their input will also be used in the progression of issues within the Action Matrix.

A dedicated disability site exists on the force intranet, which not only provides information but also encourages disabled staff to 'network' amongst themselves. This is because people with different impairments can experience different barriers and will have different experiences according to their type of impairment. The information will not only help us to evaluate the effectiveness of practices and procedures but also provide 'peer' support to individuals.

Dorset Police also maintain a link with the National Police Disability Association ensuring that we are kept up to date with national progress and are able to share 'good practice'.

9.7 Specific Issues relating to Race

9.7.1 Minority Ethnic Police Association (MEPA)

In 2007 staff formed a Dorset branch of the National Black Police Association. The aims include:

- To ensure a visible presence and a voice for ethnic minority people in the work place.
- To boost confidence within ethnic minority communities that Dorset Police is an open, inspiring, trusting and fair organisation and one that actively encourages people from the community to be part of one team, one vision.
- To provide information, education and practical assistance to Dorset Police staff in delivering services to ethnic minority communities.
- To review and audit Dorset Police business process to ensure that opportunities to reflect the issues affecting ethnic minority groups are included.

9.7.2 Breaking Through Action Plan

The Breaking through Action Plan was devised by the Home Office to look at the three key issues of recruitment, retention and progression for ethnic minority staff.

In terms of recruitment initiatives there are several which are detailed in section 1.6 on positive action. Future plans include joint initiatives with the Fire Service to promote the Emergency Services as a career option. It is planned to work closely with MEPA to promote the service as a career option to a variety of groups.

Work is currently being undertaken to look at career progression issues for minority staff in conjunction with MEPA. The statistics show that in 2005/6 1.2% ethnic minority officers applied for promotion and in 2006/7 the figure was 0%. However, due to the relatively small numbers involved this needs further investigation to see whether there is an underlying issue.

Retention is not generally an issue for all staff; as the table below illustrates.

Category of staff	2005/2006	2006/2007	2007/8
All Police Officers	7.0%	7.2%	5.7%
Ethnic Minority Officers	0%	1.0%	5.7%
All Police Staff	7.2%	9.0%	12.5%
Ethnic Minority Police Staff	1.2%	0%	1.8%

Retention will, however, be continuously monitored along with exit forms to ensure any emerging trends are highlighted at an early stage.

9.8 Grievances, Discipline and Capability

The Force recognises that it is essential to have grievance and disciplinary processes that are open, fair and transparent and inspire the trust and confidence of officers and staff. Complaints and grievances can have a damaging effect on morale and performance unless handled correctly. This effect can be even greater if individuals refrain from raising issues because they do not have confidence in the procedures or because they fear recriminations.

It is important to create a culture where grievances are seen as an opportunity to put things right. In Dorset we have a Dignity at Work Policy, which has become mainstreamed throughout the organisation and has links to both the discipline and grievance procedures. The policy separates issues of inter-employee disputes from grievances against the Force. This approach recognises that in many cases where complaints are made against colleagues individuals are simply looking for the perceived behaviour to stop and this can be achieved through informal resolution.

In addition to this we have an 'anonymous bullying 'pro-forma', this is a form that an individual can submit anonymously or in confidence to the Equal Opportunities Officer who will take appropriate action to resolve any issues.

Detailed statistics are published each quarter showing the number of disciplinary hearings, dignity at work cases, grievances and employment tribunals. These are recorded to show gender, ethnicity and whether the individual has a disability. The Equal Opportunities Officer receives early notification of all grievances and dignity at work issues in order that the resolution process can be monitored at all stages. Appropriate guidance or assistance can be offered to both the aggrieved individual and the manager responsible if necessary. The Equal Opportunities Officer ensures all procedures have been correctly followed and any lessons learned are identified.

Issues surrounding capability of staff in respect of performance and are dealt with under the Capability Procedure for police staff and Efficiency Regulations for police officers. These procedures ensure that any issues are dealt with correctly by managers and provide a structures support mechanism, so that an individual does not feel they are being victimised or bullied. In some circumstances 'poor performance' may be attributed to a sickness issue or in the case of a disabled person could be due to a disability. In these cases managers may also need to refer to the Management of Staff with Disabilities Policy as 'reasonable adjustments' or re-deployment may be necessary. Specialist Support is also available through the Employee Relations team in the Human Resources Department.

9.8.1 Complaints against Police Officers or Staff

The response of Dorset Police to complaints made against staff is overseen by The Independent Police Complaints Commission (IPCC), which was established in April 2004. Its purpose is to increase public confidence by demonstrating the independence, accountability and integrity of the complaints system and so contribute to the effectiveness of the police service as a whole. The IPCC aims to ensure that suitable arrangements are in place for dealing with complaints or allegations of misconduct against any persons serving with the police.

The Police Reform Act 2002 stipulates that any criminal offence or other behaviour likely to lead to disciplinary action that is aggravated by Gender discrimination must always be referred to the IPCC. The IPCC can then decide whether the nature of the allegations warrant independent investigation by them, or can be left to the original Force to deal with, with differing levels of IPCC involvement and guidance.

Any complaint against police (as per the IPCC definition) which covers police officers, police staff and special constables is therefore recorded and investigated within the procedures set out by the IPCC.

Complaints regarding the conduct of an officer or member of police staff can be made:

- In person at any police station or by phone, writing, email or fax.
- By phoning, emailing or writing to the IPCC (who will pass it on to Dorset Police for action) at [The Independent Police Complaints Commission, 90 High Holborn, London WC1V 6BH, Tel 08453 002 002, email: \[enquiries@ipcc.gsi.gov.uk\]\(mailto:enquiries@ipcc.gsi.gov.uk\)](#)
- Via a third party, provided the complainant gives written permission for the third party to make the complaint on their behalf.

It is recommended that any such complaint is made at the local police station so that every effort can be made to resolve the complaint locally. Or contact [Dorset Police Professional Standards Department, Force Headquarters, Winfrith, Dorchester DT2 8DZ, email: \[complaintsandmisconduct@dorset.pnn.police.uk\]\(mailto:complaintsandmisconduct@dorset.pnn.police.uk\)](#)

Dorset Police is committed to undertaking complaint and misconduct investigations in a robust, detailed and sensitive manner and all our investigating officers have received enhanced training on how to investigate allegations involving discrimination.

To ensure that all complainants receive the same standard of service, the Professional Standards Department has undertaken training of all first-line supervisors in the Force, in dealing with complaints. In addition, all enquiry offices have complaint forms for completion as well as copies of the IPCC guidance on how to make a complaint.

The Dorset Police website also allows for complaints to be made via email and provides answers to frequently asked questions.

9.8.2 Misconduct

In addition to complaints against police by members of the public, the IPCC also has a role in respect of misconduct identified by Police Forces, by their officers, special constables and police staff. Misconduct that is aggravated by any form of discrimination must also be referred to the IPCC for a decision on the level of investigation that will be applied in each individual case.

Therefore all misconduct investigations are independently reviewed and are undertaken within the IPCC processes and procedures.

9.8.3 Direction and Control Complaints

These are complaints about the organisation, and also come under the scrutiny of the IPCC. This type of complaint relates to the direction and control of the Force by a Chief Officer, for example the way in which the Force polices football matches. A complaint could be that this policy may adversely affect members of a particular group or community and needs addressing. Therefore a complaint concerning the Combined Equality Scheme itself and the way it is administered could be a Direction and Control Complaint.

When such a complaint is received the details are recorded and passed to the relevant department or individual to deal with. The complaint is then investigated and the result recorded. This process is monitored and overseen by the Professional Standards Department, which reports directly to the Professional Standards Board and the Police Authority Professional Standards and Diversity Committee.

9.8.4 Monitoring of Complaints

To permit the analysis of complaints made in respect of diversity issues, these complaints are highlighted and flagged within the Professional Standards Department recording database, which has the responsibility of recording all complaints against police and it also administers the Direction and Control Complaints. In addition it is responsible for trend monitoring and producing performance data.

This data is currently scrutinised by the Professional Standards Board at a Force level and each Division receives a quarterly performance report concerning all the complaints and misconduct within their Division/Department.

The Professional Standards Board has now agreed that performance should be a standing agenda item, identifying trends and issues. Part of the data that will now be supplied will include the number and percentage of complaints on diversity issues including race, disability and gender. A full set of performance data has now been developed.

The Police Authority also has a role to play in the investigation and monitoring of complaints. This is undertaken at the Professional Standards and Diversity Committee.

Currently the committee is supplied with a summary of each and every police complaint recorded, from which they select a number to be brought back for a more detailed report and continual update as the investigation progresses. It is often the case that complaints involving diversity issues, are selected for greater scrutiny. The performance data, developed for the Professional Standards Board, is also made available to the Police Authority Committee.

The Force's performance in respect of Police Complaints, Misconduct and Direction and Control Complaints available to be published in the annual Combined Equality Scheme report, providing an open appraisal of the Force's performance in this area, including trend monitoring.

9.9 Training

The Learning and Development Unit (LDU), responds to training needs identified through a variety of methods, by the Force. Having done so, the Force will discuss the way forward

with other parties such as the boards and panels responsible for achieving the aims of this Combined Equality Scheme.

Every member of staff will be assessed on their respect for equality by their line manager under the Force's appraisal system. Any training needs that are identified as a result of this process will be addressed via a range of options, which include attendance at diversity training courses, or the completion of elements of the Core Leadership Development Programme (CLDP), or materials from the Police Race and Diversity Learning and Development Unit (PRDLDP).

Between 2006 and 2009, disability equality training will be based upon the individual needs of staff and the roles they perform, for example:

- Student Officer training is now delivered in-Force rather than at regional centres. By consulting with local communities the Force can ensure that new officers receive tailored training focused on issues important to those they will serve. The lessons learnt are fed in centrally and presented to Divisional Command Team members for information and further action.
- Neighbourhood policing teams consisting of Sergeants, Constables, Police Community Support Officers, Special Constables and Volunteers, receive specific training according to their needs with an emphasis on problem solving, neighbourhood policing and customer and community focus.
- Dorset Police delivers the national Core Leadership Development Programme, which includes specific training for new supervisors in relation to the DDA responsibilities, Leadership, Racist Incidents, Hate Crime, Diversity and Professional Practice. Supervisors and those appropriate will complete the Professional Practice workbook.
- Senior managers will receive leadership development through in-Force programmes and the national Senior Leadership Development Programme, with a strong emphasis on race and disability issues
- Policy writers/makers and operational planners will receive Diversity Impact Assessment training on a one to one basis when required.

Training needs will be reviewed essentially at three levels:

Organisational The Force Training Board considers the issues that affect the Force as a whole, and the training needs that will arise as a result.

Divisional Through the Training User Group, which brings together representatives from across the Force and through 'local' training where particular needs have been identified including the results of consultation with the community and partners. This has already led to the development of perceptual training, which comprises a series of scenarios looking at a range of diversity issues including stop/search, domestic violence and Hate Crime incidents. Crucially, the role actors in the scenarios are community volunteers, who are able to explain to officers about why the issues are so

important to them. This style of training addresses attitude and behaviour as well as competence of skills and knowledge.

Individual Through the annual appraisal system (Professional and Personal Portfolio - PPP) where officers and their supervisors can highlight specific training they feel is required.

Under the appraisal system the promotion of equality, elimination of discrimination and promoting good relations has been included as an objective since April 2005. By doing so it reinforces the requirement for each individual to work towards the cultural changes necessary to bring about equality.

The above builds on the Force-wide diversity training that includes the broader issues as well as the Force's responsibilities under the RR(A)A 2000, DDA 2005 and Equality Act 2006. These modules, designed and delivered from 2002, are based on a cultural examination completed by 'Equilibra', a specialist diversity training company. Dorset Police trainers now deliver these modules and update them as necessary. In addition all Learning and Development Unit Trainers once qualified as trainers are put on a waiting list for the National Centre for Policing Excellence (NCPE), Diversity Trainer's course and priority will be given to those trainers who are delivering training to Student Officers and new PCSOs.

The diversity training comes in three sections, or modules:

Module One Every member of Dorset Police receives Module One, including Transferees, Special Constables, Police Community Support Officers, Volunteers, Police Authority members and Lay Visitors (custody visitors). For Student officers and new PCSOs, this is through the Initial Police Learning and Development Programme (IPLDP) and Wider Policing Learning and Development Programme (WPLDP) training system, and for new Police Staff it is undertaken as part of the Induction programme delivered within 6 months of their start date.

Specifically in relation to the DDA the trainers conduct a session called Equalities Legislation where general responsibilities and specific duties are examined. This area is then further tested in one of nine topics, which look at discriminatory behaviour and the impact it can have in the workplace.

Module Two This recaps on aspects of Module One and is delivered to those staff that interact with the public e.g. communications staff, station desk officers, patrol officers, PCSOs, Special Constables, etc. This may also include staff that were identified during their Module One as requiring this further training. Specifically, the group meets a volunteer guest speaker drawn from a minority group. This element focuses delegates on how they will introduce the learning points from the session into their work roles. The learning points focus on eliminating discrimination and promoting good community

relations. As the guests represent a wide range of people from the community, the discussion includes broader issues of discrimination.

Module Three This is delivered to supervisors and managers and looks at specific issues aimed at these levels and roles within the organisation. It requires supervisors to check that their workplaces are inclusive, considering all aspects of diversity. Examples include managing operations where they must focus upon the potential impact on the community, and leadership development based upon exploring Force values such as respect for equality. It makes it clear that supervisors and managers have a specific responsibility to eliminate discrimination and promote equality of opportunity.

- **Leadership Training**

Dorset Police recognises the positive benefits of effective leadership; no matter at what level it is exercised. As such, we will be expanding on the extensive work already done which links in with the national Leadership Framework. The development will include seminars, workshops and the innovative use of the 360-degree appraisal system. This system uses information from a person's staff, colleagues and managers to highlight any areas for development as seen from their perspective.

- **A strategy for Improving Performance in Race and Diversity 2004 - 2009**

This strategy covers the six strands of Diversity; age, disability, gender, race, religion or belief and sexual orientation, and includes the diversity learning and development needs of the police service in England and Wales. As well as officers at all ranks, it also applies to all police staff and the wider police family, including Special Constables and Police Community Support Officers (PCSOs).

This strategy is not just restricted to training. The six strands of diversity, including diversity learning and development, should influence the daily behaviour of everyone in the police service and affects everyone with whom the police come into contact. Central to this the belief needs to be that treating all people with decency and respect is the most effective way to conduct policing.

Actions arising from this document are included in the work plan of the Strategic Diversity Board, chaired by the Deputy Chief Constable.

10. Involving People from Diverse Communities

10.1 Involving People In Our Communities

The force Policy on Community Engagement includes how information will be provided, how people will be consulted and finally, how they will be engaged. This policy is designed reach all members of the community.

10.2 What are the barriers?

The force strategic priorities to **Make Dorset Safer and to Make Dorset Feel Safer** are inclusive of everyone who lives or visits Dorset and there are no exclusions. The priorities are only achieved when individual people are safer and feel safer.

In our survey targeted at disabled people, their personal assistants and family members, in October 2006, 86% of respondents said that they felt safe living in their neighbourhood.

A Community Safety Survey was carried out in October 2007. The aggregate percentage of respondents who indicated that they feel safe living in their local area, is detailed below:

- 92% of those with a limiting illness/disability,
- 98% of those with a non-limiting illness/disability
- 96% with no illness/disability
- 95% of both males and females
- 94% of the 'white' population
- 97% of the 'non-white' population

We aim to deliver a service that meets the needs and expectations of the residents and visitors to Dorset. When we asked members of the community what those expectations were the reply was to be **listened to, to be understood, to be kept informed, to be protected and above all to be kept safe.**

This applies equally to everyone and in order to make all people feel protected and safe we must listen, understand and inform.

The main barrier to involving people is a simple failing in understanding how to engage and when we do, to disregard the communication requirements. In our 2007 survey, disabled people identified communication and physical access as the two significant areas that will both prevent involvement and access to our services.

10.3 How do we engage in a meaningful way and why do we engage?

Engaging includes **listening** and **understanding** and **Informing** at two different levels.

The first is to identify from people what their needs and expectations are in general so that the arrangements can be put in place for when a call for service is made.

The second is to ensure that when a call for service is made our staff respond by focussing on the specific needs and expectations at that time. Indeed, it is recognised that some people at any time may suffer from multiple disadvantage. This may mean more than one disability or include some other special need or have some other vulnerability.

In this way an individual response will be prepared, practised and focussed on what is needed to protect and make safe. This will enable us to meet and where possible go beyond our requirement to meet the general duty.

By delivering a deliberate experience based on need and expectation we will protect and make safe.

10.4 How will it be done? Who do we contact?

We firstly need to identify the nature of people's diverse needs, how it makes them more vulnerable and how to overcome this. This is largely done by involving people from diverse communities to help identify the issues for the individual and the wider diverse communities.

We held a joint consultation event on 18 October 2006 with Dorset Police Authority, Dorset Fire and Rescue Service and the South Western Ambulance Service NHS Trust, where disabled people were able to talk through their experiences as well as needs and expectations. The feedback from this event was used to develop the Disability Equality Scheme and its 3 year action plan and ongoing developments have been fed into this Scheme and its 3 year action plan.

Men and women as well as Black and Ethnic Minority individuals, disabled people and those representing disabled people, and staff members including those who are from an ethnic minority or have a disability, will be consulted.

From the information we collate we will be able to put in place training for our staff, review and update our processes and identify the physical systems and structures that are required.

10.5 How will engagement be focussed, influential, proportionate and transparent?

Our initial survey and consultation event for the development of the Disability Equality Scheme was focussed by our existing community expectation to be Listened to, Understood, Informed, Protected and Safe and future arrangements will be the same. This allows us to identify how people expect to be listened to, understood and informed.

The findings from the consultation have influenced the combined equality scheme and will be used to ensure that we do create a deliberate experience for all people.

We will continue to improve our awareness of diverse groups of people and invite representatives to be part of our overall engagement. We will listen to everyone. However, those people suffering multiple disadvantage may feel even more excluded or vulnerable and we aim to ensure they are involved and that we enhance our service to ensure they feel involved and are equally safe and protected.

Our findings will be publicised and will be translated into action.

10.6 What do we need to make meetings and forums accessible?

Our initial surveying enabled us to understand the physical barriers that people face and to ensure that ramps were in place, door accesses were wide enough, people could hear and see presentations and communicate through the use of hearing loops, support from signers and different languages and formats.

10.7 Who is taking responsibility?

All our staff have a responsibility to meet needs and expectations but to ensure that these are met the Deputy Chief Constable is the force Diversity Champion and the Superintendent in charge of the Community Engagement Department will take the day-to-day lead.

The same Superintendent has a responsibility for coordinating and facilitating independent advice on all matters relating to diversity.

The Independent Diversity Advisory Panel, the Critical Incident Advisory Group and local Independent Advisory Groups are comprised of people who are not members of Dorset Police. These provide guidance on policy, on crimes and incidents and on day-to-day events

involving people who are vulnerable or feel vulnerable because of their minority status or special needs.

In addition a quarterly meeting with the Chairs of IAGs, Divisional Leads and the Police Authority has been established and is chaired by the Deputy Chief Constable, at which the development of best practice and standardised procedures are discussed.

10.8 When will people be involved?

This, again, is on two levels.

Firstly, we will provide information, consult and engage with people in accordance with our Community Engagement Policy. Through the development of IAGs we will assess our general services to ensure that we are meeting the needs and expectations of the communities we serve. We will arrange special surveys or meeting if they are called for by people or representatives from diverse communities, or we in the service identify a problem.

We will also meet with the Independent Diversity Advisory Panel on a regular and scheduled basis to discuss how specific policies need to be established.

Secondly, whenever a person with a disability or cultural requirement calls for a service we will involve them in setting out what their individual needs and expectations are at that time, based on what has happened and focussed on their concerns. Our response will not just be based on what we think is best or needed. We will ask.

The force also undertakes an annual Community Safety Survey, which is a detailed community survey of residents. In addition specific questionnaires e.g. victims of crime and victims of racist incidents, are sent to victims of crime to ascertain their satisfaction with the service provided. The information gathered from both these surveys is provided to the Strategic Diversity Board for information and action where relevant.

10.9 How will the budget be set for engagement?

We have a separate budget requirement for providing information, consulting and engagement with people from minority groups or with specific needs.

The costs of making special arrangements for surveying and access to buildings and communication will be factored into the budget. For example, the cost of printing in different languages or formats, the provision of hearing loops and the collection or bussing of people will be factored in.

10.10 How will priorities be set and who takes responsibility?

The force Strategic Priorities are already set and they are inclusive. The operational priority to provide a people focussed service means that the requirements of people from minority groups or specific needs will be addressed, otherwise we fall short of our aims as well as legislation. So, that the needs and expectations of people from diverse communities and groups are provided for in terms of training, processes and physical arrangements.

The Deputy Chief Constable, the force diversity champion is responsible for final decisions on prioritisation.

10.11 How will unsatisfactory outcomes be handled?

Once policy standards, processes and arrangements are put in place we will monitor to see how they meet needs and expectations either on an individual or general basis.

Individual failings will be addressed in terms of the wishes of the individual and the circumstances.

Organisational failing will be addressed by reviewing policy, processes or the actual physical arrangements. In relation to policy, our Independent Diversity Advisory Panel will again be consulted.

10.12 Involving Diverse People – Our People

Our approach to staff has the same principles as those applied to communities.

We focus on needs and expectations. Our staff have set out their expectations to be **professional, motivated, supported, respected and valued**. This again operates on two levels. For staff, these expectations are set in the context of employment to achieve the Vision and aims of the force.

Firstly, at the general level, policy, processes and arrangements must meet these expectations.

Secondly, at the individual level, it is recognised that individuals will have a different requirement based on who they are, and how they are at any particular moment.

The force leadership standard is to be Open, Inspiring, Trusting, Professional and Fair. This exercised from the top down is designed to ensure that everyone's expectations are met on an individual basis.

10.13 What are the barriers?

The main barrier to involving staff is the same as that might be found for the community and the people we serve and that is simply failing to understand how to engage and when we do, to disregard the communication requirements.

10.14 How do we engage in a meaningful way and why do we engage?

Ensuring that staff feel professional, motivated, supported, respected and valued operates at two different levels.

The first is to identify the specific cultural requirements and specific requirements needed by staff and the general arrangements that need to be put in place. This also provides a better understanding of the diverse needs and requirements of communities.

The second is to ensure that the needs and expectations of each member is understood and responded to.

In this way, and in the same way as for communities we will meet and where possible go beyond our requirement to meet the general duty.

By delivering a deliberate experience based on need and expectation we will provide a positive experience for staff and encourage other people to apply to work with Dorset Police.

10.15 How will it be done? Who do we contact?

The organisation is governed through an arrangement of decision making and consultation groups. The Deputy Chief Constable chairs the Strategic Diversity Board and the Director of HR chairs the Internal Diversity Board. A representative from the Disability Support Network has been invited to sit on both groups as do staff association and union representatives.

In addition, every strategic board is required to consider diversity where relevant.

Specific surveys asking staff about their self defined ethnicity and, disabilities and needs have been conducted and the general staff survey asks staff to declare if they are disabled, if they wish to.

The needs of staff with a disability are translated into policy and arrangements.

In April 2007 the force held a Staff Consultation event to further develop this Scheme and the 3 Year Action Plan. The feedback was presented to the Strategic Diversity Board for information and action.

10.16 Who is taking responsibility?

As force Diversity Champion, the Deputy Chief Constable has the lead supported by the Director of HR and indeed every line manager and colleague has a responsibility to ensure staff feel professional, motivated, supported, respected and valued depending on individual need.

10.17 How will unsatisfactory outcomes be handled?

The organisation has a policy addressing misconduct when a serious breach of the General Duty occurs. However, in creating a workforce with high values this should be a rare event. It is anticipated that lesser breaches should not occur either however; processes are in place allowing any member of staff to raise a grievance or dignity at work claim or to raise issues for improvement formally or informally.

Organisational failing will be addressed by reviewing policy, processes or the actual physical arrangements. In terms of policy our Independent Diversity Advisory Panel will again be consulted.

11 Procurement

The Procurement Department within Dorset Police includes the areas of contracts & procurement, uniform stores, tape archiving, registry, stationery & printing, supply of office consumables, and caretaking. The core functions are to:

- Provide a force wide professional purchasing and contracting service, delivering best value contracts in accordance with the needs of the force.
- Supply Police Officers and Police Staff with authorised uniform, clothing and personal issue items of equipment.
- Supply departments and divisions with authorised stationery, IT consumable requests and authorised printing requests.
- Provide a facilities management service.
- The provision and management of a secure force wide evidential tape and archive document storage facility.
- The provision of a Headquarters Registry service to include document archive storage and retrieval.
- The provision of a Headquarters Reception service.
- The provision of a Headquarters Caretaking service

As a public body Dorset Police need to consider whether the way in which goods and services are procured promotes equality of opportunity. Accordingly, Dorset Police uses a wide variety of contractors to assist us in our business. In order to ensure that our contractors comply with diversity legislation and are supportive of our diversity commitments, the Pre-Qualification Questionnaire (PQQ), which forms part of our contract, asks potential suppliers about their attitude and performance in relation to equal opportunity issues. The PQQ specifically mentions performance in respect of the Sex Discrimination Act. In addition, there is a discrimination clause in the Authority's standard terms and conditions of contract, both for the supply of goods and services. Any breach of this clause could result in contract termination.

Pre-Qualification Questionnaires are currently used in all high value and strategic procurement processes and include the Race Relations Act 1976 and Amendment Act 2000, Sex Discrimination Act 1975 and Equal Pay Act 1970, Disability Discrimination Act 1995 and 2005 and equality in relation to religion or belief and sexual orientation. The Force also endeavours where appropriate, to apply the same criteria to lower value contracts in line with Appendix A of the Gender Equality Code of Practice.

All staff engaged within the activity of procurement have attended mandatory training sessions in respect of diversity. Opportunities in respect of further training specifically aligned to the legal aspects of gender equality are being sought.

11.1 Who will ensure that the best options are taken?

The Head of Procurement maximises the external use of resources and networking forums. In this respect he has a seat on the South West Procurement & Contracts Group, the Olympic Procurement Security Board and is Chair of one of the ACPO Procurement Working Groups and numerous regional and collaborative groups. In addition, procurement staff attend the National Procurement Seminars to keep their knowledge current.

11.2 Working with Contractors

Dorset Police do not use preferred suppliers lists for the procurement of goods and services. Many of the contracts used are collaborative contracts established by other Forces or government organisations and have been the subject of EU competition, which have vetted suppliers through the PQQ process.

Gender equality and other employer and contractors statutory obligations are firmly established and embedded into the Dorset Police Procurement process.

All front line services are delivered by Dorset Police Staff who have all undertaken the mandatory diversity training as outlined above. In instances whereby Dorset Police consider in the future to contract out such provisions, then appropriate arrangements will be established.

Under the Commercial Questions contained within the PQQ, potential suppliers are required to provide copies of their relevant policies together with a statement as to whether they are willing and able to provide monitoring information as and if required. This information may be viewed prior to the award of contract and throughout the term of contract delivery.

Where a contractor chooses to sub-contract parts, or all of the services that they have been contracted to provide, then there is a mandatory requirement within the contract to first satisfy Dorset Police that they are able to provide the exact same services as detailed within the original contract without degradation to any of the clauses.

12 Communication and Marketing

Dorset Police has prepared a Communications Policy, which forms part of the overall Dorset Police Internal and External Communications Strategies.

To ensure that Dorset Police actively looks at ways of making sure that all people are treated fairly, equally and according to their needs we must ensure that the general duties are promoted and understood.

The objective is to make sure that all people have equal opportunity and choice to improve the quality of their lives, and be respected and included as equal members of society. The Combined Equality Scheme needs to be publicised internally and externally taking into consideration our core values of **Integrity, Professionalism, Fairness** and **Respect**.

If we cannot promote these values – and our vision of Making Dorset Safer – within the Combined Equality Scheme then public confidence will decrease.

12.1 Internal Communication

To ensure that staff are kept informed, engaged and valued, information is communicated through the following media:

- General Orders
- Blueprint
- Divisional Newsletters
- Intranet
- Posters
- Flyers/Leaflets
- Brochures

12.2 External Communication

To ensure that all members of the public are made aware of the Combined Equality Scheme and, in doing so, enhance public confidence in Dorset Police, we will offer the following in a number of formats and languages, where appropriate:

- Brochures (county-wide distribution)
- All media across Dorset via press releases (making sure that we are also targeting more specialised publications)
- Posters (county-wide distribution)

- Website

The requirements of disabled people will be taken into consideration when producing publicity material, for example, the colour of the background, the font size and colour. Consideration will also be given to the type of graphics used.

The force will also ensure that all people know how to contact us, both for in an emergency and non-urgent matters. Consideration will be given to including details in all external communications but this will be proportionate and against local needs.

A feedback facility has been provided in the equality section on the force website to enable individuals to feedback any concerns or issues directly to the Community Engagement Department by email.

All issues raised will be discussed at the quarterly meetings of the External Diversity and Community Engagement Group meeting, chaired by the Head of Community Engagement.

The overall effectiveness of communications and marketing will be monitored through the bi-monthly meetings of the Strategic Diversity Board, chaired by the Deputy Chief Constable, and with the Independent Diversity Advisory Panel (IDAP) and Divisional IAGs.

13 Marketing Awareness

To ensure fully inclusive access to our information and services, Dorset Police is improving its understanding of language, disability and cultural differences.

The Strategic Operational Priorities referred to in section 5 will continue to be reviewed and improved to meet the specific needs and expectations of people and communities to address the way in which information and services are provided. This information will be drawn from local research and surveys, as well as the views of consultation groups and Independent Advisory Groups.

The force is committed to receiving calls, contact and correspondence in formats and languages other than English and in accessing interpreter services to enable clearer communication.

Dorset Police is reviewing the role of the Deaf Liaison Officers as it is recognised that the resources given to this service need to be further developed. This forms part of our 3 Year Action Plan.

It is acknowledged that access to the force is harder for some members of our diverse communities. The identification of weaknesses in information and service provision will lead to understanding what the barriers are and how they can be overcome. The aim is to make information and services equally available to all people living or visiting the area. The 3 year plan sets out to work with our partners to ensure that the information we provide to inform our communities is accessible by all.

The force recognises the need to raise awareness of the Combined Equality Scheme and its 3 Year Action Plan both inside the organisation to ensure our staff are professional, motivated, supported, respected and valued; and externally so that all people and communities living in, working in and visiting Dorset are listened to, understood, informed, protected and feel safe.

The Community Engagement Department will continue to support divisions in ongoing developments in relation to Independent Advisory Groups and will continue to actively engage with groups who either work with or support people to encourage representation.

All force corporate publications are prepared in consultation with the Media and Corporate Communication Department to ensure that they are written in plain English and offered in suitable formats and languages.

The Community Engagement Department and Media and Corporate Communication Department will continue to work together to advise and support divisions and departments in the production of information, to ensure that appropriate formats and languages are used.

The ongoing monitoring of communication and marketing for the force forms part of the Combined Equality Scheme Action Plan, which is presented at the quarterly meetings of the External Diversity and Community Engagement Group and any key issues will be raised for discussion and approval at the Strategic Diversity Board.

14 Outcomes

14.1 Management and Co-ordination of the Scheme

The Deputy Chief Constable, as Chair of the Force's Strategic Diversity Board and the People Focus Board is responsible for ensuring that all service delivery is developed and delivered in a manner that recognises the full diversity of people from minority groups or with specific needs.

Each division and key department is required to publish a Diversity Matrix, providing details of local progress on diversity matters. This matrix forms part of their quarterly performance reviews with the Chief Officers.

The External Diversity and Community Engagement Group is responsible for ensuring that this Combined Equality Scheme is effectively implemented. This responsibility includes the requirement to ensure that the necessary consultation, engagement, performance monitoring, training and development takes place so as to mainstream the need to take account of equality throughout all Force service delivery and align all service delivery to the needs of our diverse communities. The Board will take account of regular performance monitoring and analysis and prioritise development of any areas of service delivery identified as not meeting user needs. Membership of the Board includes Community Engagement Department, Corporate Development, Media and Corporate Communications Department, Learning Development Unit and Contact Management.

The Internal Diversity Board has been established to deal with internal staff diversity issues and is chaired by the Director of Human Resources. The Board looks to promote diversity within the workplace; oversee the development and implementation of internal policies relating to staff; address any diversity issues in relation to staff; review and monitor our performance data in relation to staff and employment issues, take any action necessary; and act as a conduit for divisions, departments and staff in relation to diversity issues and raise with the Strategic Diversity Board if necessary.

14.2 Monitoring and Improvement

Head of the Corporate Development Department is responsible for ensuring that comprehensive monitoring of service delivery and equality is developed as part of the Force's People Focussed Performance Framework. Monitoring is provided on a quarterly basis and includes regular analysis of information so as to ensure that service delivery is of the required standard and meeting the needs of individual users. The findings are made available to the External Diversity and Community Engagement Group and used to inform

the development of future service delivery through the current Force governance arrangements.

The Head of the Community Engagement Department is responsible for ensuring that members of our diverse communities are consulted and fully engaged in the development and continual improvement of services provided by Dorset Police during the period of this Scheme. The arrangements will include the provision of a range of ways to allow men and women from diverse groups to express their views. Through this approach, the opportunity will be taken to more fully understand the expectations and priorities of people and ensure service delivery is developed to meet individual needs.

The Learning and Development Unit will be responsible for providing training and raising awareness with staff of the responsibilities under the legislation. Training addresses the need to adopt a positive attitude towards men and women, provide staff with an understanding of equality and the need to promote equality, raise awareness of specific diverse needs, the standards of service delivery expected and the benefits to our organisation.

The Media and Corporate Communication Department (MCCD) will ensure that the facilities available to men and women, and the positive approach that is taken by the Force in relation to meeting the equality duties are regularly published. This will also include our understanding of individual's needs, the Scheme that is in place and the improvements that are being made. MCCD will identify appropriate communication channels for both staff and external communication.

14.3 Evaluation and Review

Dorset Police will on a six monthly basis provide a progress report to the Dorset Police Authority.

The Force will publish an annual report containing a summary of:

- The steps the Force has taken to fulfil its equality duties (the action plan), including what the Force has done over the past year to eliminate discrimination, promote equality of opportunity and meet its targets
- The results of the information gathering which we have carried out, including what evidence has been obtained and what the evidence indicates
- What the Force has done with the information gathered, including what actions will be taken as a result of what the information indicate
- What the outcomes are, specifying the difference that has been made

14.4 Publication

The new draft Scheme has been developed through a Strategic working-group. Consultation will take place with the Dorset Police Authority, Divisional Commanders and Heads of Department, the Dorset Police Federation, Unison, and representatives staff networks such as DAWN, the Disability Support Network and DMEPA, as well as undertaking public consultation. It is a working document, which will be monitored, reviewed and revised on a three yearly basis, and an annual report will be published. This Scheme will evolve, and change, to incorporate good practice, national and local developments.

The Scheme and the Annual Reports will be published on the Force website. Hard copies of both will be circulated to:

- Libraries
- Groups supporting and working with people from our diverse communities

Their availability will be indicated in the following publications:

- The in-Force weekly General Orders document
- Hard copies are sent to the Chief Constable, DCC, ACC, ACO, all Divisional Commanders and Heads of Departments, UNISON, the Police Federation, the Police Authority and Enquiry Offices
- The in Force magazine 'Blueprint'
- 'Safer Dorset' newspaper
- Local media and newsletters
- Intranet
- Posters

Hard copies of the Scheme will be made available upon request. A summary of the Scheme will be available on the Force website and at all Enquiry Offices in Polish, Kurdish and Cantonese and the following formats; large print, audiotape, BSL and Easy Read.

A facility has been provided in the Equality section of the force website, to enable individuals to feedback any concerns or issues directly to the Community Engagement Department by email.

15 The Future

After completion of this combined scheme we expect that its principles and requirements will have been mainstreamed and that the specific requirements are part of our thinking and operation.

Annually and at the end of 3 years, we will look at the lessons learnt, identify good practice and identify what needs to be done.

Version	Reason for Update	Name Department	Date
V.01	Initial draft for consultation	Teri Roberts Community Engagement Department	13/05/08

APPENDIX A - LIST OF POLICIES

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Internal Correspondence Handling	P01:2000	2000	1	N/R	N/R	N/R	Corporate Development	CRE "Screened" by owner 25/06/2004
Management visibility Policy	P02:2000	2000	2	L	L	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Major crime review policy	P03:2000	2000	3	M	M	M from consultation	CID	Scored by Audit team in line with Original Community Engagement Department screening formula
PNC Training Policy	P06:2000	2000	6	M	M	L from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Gifts and Hospitality Policy	P07:2000	2000	7	M	M	L	Professional Standards	CRE Defined "High" Relevance
Support for persons reporting wrongdoing Policy	P09:2000	2000	9	L	L	L	Professional Standards	ACPO DEFINED - Changed from High to Low
Management of Change Policy	P12:2000	2000	12	M	M	M	HR	ACPO DEFINED
Force Suggestion Scheme Policy	P13:2000	2000	13	L	L	L from consultation	Corporate Development	CRE "Screened" by owner 25/06/2004
Information Security Policy	P14:2000	2000	14	L	L	L from consultation	Professional Standards	IA 4/2/2008

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Road Collision Personal Data Policy	P15:2000	2000	15	L	L	L from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Fitness Training for probationary officers Procedure	P16:2000	2000	16	L	L	L	HR	ACPO DEFINED CRE "Screened" by owner 19/01/2004 - Changed to Low after IA.
Clinical waste and infection control Policy	P18:2000	2000	18	L	L	L from consultation	HR	IA by owner deemed Low
Police Promotion - Appeals Policy	P19:2000	2000	19	L	L	L from consultation	HR & ODU	ACPO DEFINED CRE "Screened" by owner 19/01/2004 - Changed to Low after IA.
Storage & Administration of Medication in Custody Suites Policy	P22:2000	2000	22	M	M	M from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Young Offender Reprimands & Final Warnings Policy	P05a:2000	2000	5a	L	L	L	CJD	ACPO DEFINED - changed to Low after IA.
Force Vetting Procedure	P03:2001	2001	3	L	L	L	Professional Standards	ACPO DEFINED
Extended Leave break Policy - Police Officers	P04:2001	2001	4	M	M	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Systems Security Policy	P05:2001	2001	5	L	L	L	Professional Standards	Scored by Audit team in line with Original Community Engagement Department screening formula. Classified as Low after IA
Care of unconscious and drunken detained persons Policy	P06:2001	2001	6	H from disability consultation	L	H from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Designated Specialist Functions -selection and Retention Policy	P07:2001	2001	7	L	L	L	HR	ACPO DEFINED Changed to Low after IA
Detention of persons at police stations for drug searches Procedure	P08:2001	2001	8	M	M	L	CJD	CRE Defined "High" Relevance Changed to Medium after IA
Interviewing of Jurors Policy	P09:2001	2001	9	L	L	L from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Automated External Defibrillators in Custody Suites Policy	P10:2001	2001	10	L	L	L from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Allocation of probationary constables to divisions Procedure	P11:2001	2001	11	L	L	L	HR & ODU	ACPO DEFINED CRE "Screened" by owner 19/01/2004 - Changed to Low after IA.

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Probationer Training Policy	P12:2001	2001	12	L	L	L	HR	ACPO DEFINED CRE "Screened" by owner 19/01/2004 - Changed to Low after IA.
E-mail and internet access (force wide network) procedure	P13:2001	2001	13	H from disability consultation	L	H from consultation	Professional Standards	
Dignity at Work Policy and Grievance Resolution Procedure	P14:2001	2001	14	M	M	L	HR	ACPO DEFINED - changed from AH to Medium after IA
Victims personal statements policy	P15:2001	2001	15	H from disability consultation	M	H from consultation	CJD	Scored by Audit team in line with Original Community Engagement Department screening formula
Management of Contractors	P16:2001	2001	16	M	M	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Health monitoring policy	P17:2001	2001	17	M	M	L	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Resource Allocation Policy	P18:2001	2001	18	M	M	M from consultation	Corporate Development	Scored by Audit team in line with Original Community Engagement Department screening formula
Unlawful Encampments Policy	P20:2001	2001	20	H	H	M	Operations	ACPO DEFINED
Part time working for police officers Policy	P26:2001	2001	26	M from Disability	L	M	HR	Scored by audit team after impact assessment

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Offences Taken into Consideration TIC Policy	P01:2002	2002	1	M	M	M from consultation	CID	Reclassified as M following IA
Hate Incident and Crime Policy	P02:2002	2002	2	H	H	H	CID	ACPO DEFINED
Telecommunications System Security Policy	P03:2002	2002	3	L	L	L from consultation	Prof Stds	Scored by Audit team in line with Original Community Engagement Department screening formula
Special Constabulary Unsatisfactory Performance Procedure	P04:2002	2002	4	L	L	L	LDU	ACPO DEFINED
Independent custody visitors policy	P05:2002	2002	5	H from disability consultation	L	H from consultation	CJD	ACPO DEFINED
Standards of Dress policy	P06:2002	2002	6	M	M	L	HR	ACPO DEFINED High now classed as Medium
Crime Investigation & Recording Procedure	P07:2002	2002	7	H	H	M	CID	ACPO DEFINED
Police Staff Disciplinary Policy	P09:2002	2002	9	M	M	L	HR	ACPO DEFINED - Changed to Medium 24.2.06 (from AH)
Deliberate self harm and death in police custody Policy	P11:2002	2002	11	H	H	L	CJD	ACPO DEFINED

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Call Handling Policy	P12:2002	2002	12	M from disability	L	M	Operations	ACPO DEFINED IA completed 013/12/2005 redefined from H to "Low"
Police Staff Recruitment and Selection Policy	P14:2002	2002	14	H	H	M	HR	ACPO DEFINED
Police Officer Maternity, Paternity and Adoption Leave Policy	P15:2002	2002	15	M	M	M from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
CCTV Audio and Video Recording in Custody Suites Procedure	P16:2002	2002	16	M	M	L	CJD	CRE Defined "High" Relevance - changed to Medium after IA
Deer Dispatch Policy	P18:2002	2002	18	N/R	N/R	N/R	Operations	CRE "Screened" by owner 28/01/2004
Police Staff Maternity, Paternity and Adoption Policy	P19:2002	2002	19	M	M	M from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Watch Scheme Policy	P01:2003	2003	1	M	M	L from consultation	Community Engagement	Scored by Audit team in line with Original Community Engagement Department screening formula
Baton Gun Policy	P02:2003	2003	2	H	H	L from consultation	Operations	CRE Defined "High" Relevance CRE "Screened" by owner 02/02/2004
Vehicle Defect Rectification Policy	P03:2003	2003	3	M	M	L	CJD	ACPO DEFINED - Changed to Medium after IA
Road Death File Policy	P04:2003	2003	4	M	M	L from consultation	CJD	CRE Defined "High" Relevance PAT re-defined as 'M'

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Drink Drive Files Policy	P07:2003	2003	7	L	L	L	CJD	CRE Defined "High" Relevance - changed to Low after IA
Limb Restraint System Policy	P09:2003	2003	9	M	L	M	Operations	CRE Defined "High" Relevance IA completed 01/11/2005 redefined as "Medium"
Missing Persons Policy	P10:2003	2003	10	L	L	L	CID	ACPO DEFINED Changed to "Low" after IA
Flexible Working Policy	P11:2003	2003	11	M	M	M	HR	Scored by Audit team after impact assessment carried out in line with Original Community Engagement Department screening formula
Electronic and Telecommunication Systems Monitoring Policy	P12:2003	2003	12	L	L	L from consultation	Professional Standards	Scored by Audit team in line with Original Community Engagement Department screening formula
Bonus Payments Scheme Procedure Guidance	P13:2003	2003	13	M	M	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Special Priority Scheme Policy	P14:2003	2003	14	M	M	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Competency Related Threshold Payment Scheme Policy	P15:2003	2003	15	M	M	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Extended Leave Policy for Police Staff	P16:2003	2003	16	M	M	L from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Special Constabulary Transfer Policy	P17:2003	2003	17	L	L	L	HR	ACPO DEFINED Reduced to Low after IA
Repeat Victimisation Policy	P19:2003	2003	19	H	H	H	CID	ACPO DEFINED
Covert Authorities Procedure	P20:2003	2003	20	M	M	L	CID	Changed from H to med following IA
Operational Weaponry Zeroing Policy	P21:2003	2003	21	L	L	L from consultation	Operations	CRE "Screened" by owner 02/02/2004 (NA) (Adjusted to low by Audit Team)
Corporate Governance Policy	P22:2003	2003	22	L	L	L	Corporate Development	CRE "Screened" by owner 02/02/2004 (NA) (Adjusted to High by Audit Team)
Service Confidence Procedure Policy	P23:2003	2003	23	L	L	L	Professional Standards	CRE Defined "High" Relevance
Warrants and Process Policy	P24:2003	2003	24	L	L	L	CJD	CRE Defined "High" Relevance - changed to Low after IA
PNC Governance Procedure	P25:2003	2003	25	L	L	L from consultation	CJD	Not previously screened
Health and Wellbeing in Dorset Police Procedure	P27:2003	2003	27	M from disability	L	M	HR	Scored by Audit team in line with Original Community Engagement Department screening formula. Changed to Low after 2006 IA
Adult Cautioning Policy	P28:2003	2003	28	M from disability	L	M	CJD	ACPO DEFINED -Changed to Low from AH after IA

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Police Driver Speed and Red Light Exemption Policy	P29:2003	2003	29	M	M	L from consultation	CJD	CRE Defined "High" Relevance Re-defined by PAT as 'M'
Post Incident Procedure Procedure	P30:2003	2003	30	L	L	L	Operations	CRE Defined "High" Relevance CRE "Screened" by owner 02/02/2004
Selection and Recruitment of Trainee Investigators Procedure	P33:2003	2003	33	L	L	L	CID	ACPO DEFINED - changed to Low after IA.
Cannabis Enforcement Policy	P34:2003	2003	34	H	H	M	CID	ACPO DEFINED- changed to Medium after IA
Volunteer Policy	P35:2003	2003	35	L	L	L	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Investigation of Rape and other Sexual Offences Policy	P36:2003	2003	36	H from disability consultation		H from consultation	CID	Scored by Audit team in line with Original Community Engagement Department screening formula
Capability Procedure for Police Staff	P01:2004	2004	1	H	H	H from consultation	HR	CRE Defined "High" Relevance CRE "Screened" by owner 21/07/2004
School Liaison & Education Policy	P02:2004	2004	2	L	L	L from consultation	Community Engagement	CRE "Screened" by owner 01/05/2004
Extension of Service for Police Officers Policy	P03:2004	2004	3	L	L	L from consultation	HR	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Patrol Observer Policy	P04:2004	2004	4	L	L	L from consultation	Poole & Bournemouth Divisions	CRE "Screened" by owner 01/11/2004
Fixed term contracts Policy for Police Staff including Secondments and Attachments	P05:2004	2004	5	L	L	L from consultation	HR	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)
Osman Warning Policy	P07:2004	2004	7	M	M	L from consultation	CID	Scored by Audit team in line with Original Community Engagement Department screening formula
No Smoking Policy	P09:2004	2004	9	L	L	L from consultation	HR	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)
Recording & Investigation of Road Collisions	P10:2004	2004	10	M	M	M	CJD	CRE Defined "High" Relevance
Penalty Notices for Disorder Procedure	P11:2004	2004	11	M	M	M	CJD	ACPO DEFINED - Changed to Medium 24.2.06 (from AH)
Occupational Health Service Complaints Procedure	P12:2004	2004	12	H from disability consultation	L	H from consultation	HR	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)
Special Constabulary Recruiting Policy	P13:2004	2004	13	M	M	M	HR	ACPO DEFINED CRE "Screened" by owner 15/11/2004 Reduced to Medium after IA

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Investigative Interviewing Policy	P15:2004	2004	15	H	H	M from consultation	CID	Scored by Audit team in line with Original Community Engagement Department screening formula
Manual Handling Policy	P16:2004	2004	16	L	L	L	HR	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)
Critical Incident Independent Advisory Group	P17:2004	2004	17	M	M	M from consultation	CID	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)
Street Bail Procedure	P18:2004	2004	18	M	M	M	CJD	ACPO DEFINED - Reduced to Medium after IA
Religious needs of Staff Policy	P19:2004	2004	19	M	M	L	HR	Adjusted to Medium by IA Nov 2007
Revelation and Disclosure of Police Misconduct	P20:2004	2004	20	L	L	L	Professional Standards	
Health and Safety Policy	P22:2004	2004	22	L	L	L	HR	CRE "Screened" by owner 15/11/2004 (NA) (Adjusted to low by Audit Team)
Driver Authorisations Policy	P24:2004	2004	24	M	M	L from consultation	Operations	Scored by Audit team in line with Original Community Engagement Department screening formula
Detainees Release Policy	P25:2004	2004	25	M from disability consultation	L	M from consultation	CJD	CRE "Screened" by owner 01/11/2004

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Private Medical Intervention Policy	P26:2004	2004	26	M from disability consultation	L	M from consultation	HR	Scored by Audit team in line with Original Community Engagement Department screening formula
Post Traumatic Incident Procedure Guidance	P29:2004	2004	29	L	L	L from consultation	HR	CRE "Screened" by owner 01/11/2004
Briefing and Debriefing Procedure	P30:2004	2004	30	L	L	L from consultation	Corporate Development	CRE "Screened" by owner 25/11/2004
Custody Suite Staffing Procedure	P31:2004	2004	31	L	L	L from consultation	CJD	CRE "Screened" by owner 10/12/2004
Non 24 hr Custody Suite Policy	P32:2004	2004	32	L	L	L from consultation	CJD	CRE "Screened" by owner 01/11/2004
Fitness for Misconduct Procedure	P33:2004	2004	33	H	H	H from consultation	Professional Standards	CRE Defined "High" Relevance
Sexual Orientation Guidelines Policy	P34:2004	2004	34	L	L	L	HR	ACPO DEFINED
Force Policy Interview Manager	P36:2004	2004	36	M	M	L from consultation	CID	Scored by Audit team in line with Original Community Engagement Department screening formula
Police Authority Patrol Observer Policy	P01:2005	2005	1	L	L	L	DCC Staff Officer	New policy, scored by Audit team in line with Original Community Engagement Department screening form

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Policy for Identifying Learning, Development and Management of Training Demand	P02:2005	2005	2	L	L	L	LDU	ACPO DEFINED
Procedure for the Use of Keep Fit Equipment	P03:2005	2005	3	L	L	L from consultation	HR	New policy, scored by Audit team in line with Original Community Engagement Department screening formula
Police Staff Dismissal for Some Other Substantial Reason inc Expiry/ Non Renewal of Fixed Term Contracts	P04:2005	2005	4	L	L	L	HR	ACPO DEFINED Changed to Low after IA
Procedure for Management of Staff with Disabilities	P05:2005	2005	5	H from disability consultation	L	H	HR	ACPO DEFINED Reduced to Low after IA
Section 136 Mental Health Act Procedure	P07:2005	2005	7	H	H	H from consultation	CJD	ACPO DEFINED
Procedure for the Pilot of IRB's at Bmth	P09:2005	2005	9	L	L	L from consultation	CJD	New policy, scored by Audit team in line with Original Community Engagement Department screening formula
Police Stop + Search : Monitoring Procedure	P10:2005	2005	10	H	H	L	Community Engagement	ACPO DEFINED

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Technical Support Unit Procedure	P12:2005	2005	12	L	L	L from consultation	CID	New policy, scored by Audit team in line with Original Community Engagement Department screening formula
Pedlars Policy	P15:2005	2005	15	L	L	L	Western Div	From IA completed 11/08/2005
Custody Unit Needle Exchange Procedure	P16:2005	2005	16	L	L	L	CJD	From IA completed 28/07/2005 - Reduced to Low after IA
Guidance on Sick pay for Police Officers	P17:2005	2005	17	H from disability consultation		H from consultation	HR	
Guidance on Sick pay for Police Staff	P18:2005	2005	18	H from disability consultation		H from consultation	HR	
Direction and Control Complaints Procedure	P19:2005	2005	19	L	L	L	Professional Standards	Reduced to Low after IA
Operational Use of TASER	P20:2005	2005	20	L from consultation		L from consultation	Operations	
HORT Policy	P21:2005	2005	21	M	M	L	CJD	ACPO DEFINED- changed to Medium after IA
Acting & Temporary Promotion Policy	P22:2005	2005	22	L from consultation		L from consultation	LDU	
Internal Communication Policy	P23:2005	2005	23	L	L	L	MCCD	Reduced from H to L relevance following IA.
External Communication	P24:2005	2005	24	L	L	L	Corporate Development	

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Policy								
Volunteer Recruitment and selection Policy	P26:2005	2005	26	L	L	L	HR	ACPO defined Reduced to Low after IA
Risk Management Policy	P27:2005	2005	27	L	L	L	Audit Performance and Risk Magt	
Control of Substances Hazardous to Health Policy	P28:2005	2005	28	L	L	L	HR	
Selection and Posting of Police Officers Policy	P30:2005	2005	30	L	L	L	LDU	Changed to Low after IA
Witness Protection Procedure	P32:2005	2005	32	L	L	L	CID	ACPO DEFINED - Changed to Low 24.2.06 from AH.
PNC Applications Procedure	P33:2005	2005	33	L	L	L from consultation	CJD	
PNC Offence Processing Procedure	P34:2005	2005	34	L	L	L from consultation	CJD	
Policy, Procedure and Guidance Procedure	P37:2005	2005	37	L	L	L	Corporate Development	
Her Majesty's Court Service Procedure	P38:2005	2005	38	L	L	L	CJD	New Procedure and IA

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Diversity Strategy	P40:2005	2005	40	H	H	H	Community Engagement	Remains as High after IA
Dedicated Source Unit Procedure	P41:2005	2005	41	L	L	L	CID	New policy rated as low following IA
Substance Misuse Policy	P42:2005	2005	42	L	L	L	HR	New policy, scored by Audit team in line with Original Community Engagement Department screening form
Carriage of Pyrotechnics on ARV Procedure	P44:2005	2005	44	N/R	N/R	N/R	Operations	New Procedure and IA
Firearms Van Procedure	P45:2005	2005	45	N/R	N/R	N/R	Operations	New procedure and IA
Protected Learning Time Policy	P01:2006	2006	1	L	L	L	LDU	New procedure and IA
Business Interest Policy	P02:2006	2006	2	L	L	L	Professional Standards	New procedure and IA
Domestic Violence Policy	P03: 2006	2006	3	M	M	M	CID	
Domestic Violence Procedure	P04: 2006	2006	4	H from disability consultation	M	H from consultation	CID	
Fairness at Work Procedure	P05: 2006	2006	5	H from disability consultation		H from consultation	HR	
Covert Policing Cell Procedure	P09:2006	2006	9	L	L	L	CID	New procedure and IA

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Partnership Policy	P10:2006	2006	10	L	L	L	Corporate Development	
Records Management Policy	P11:2006	2006	11	L from disability consultation		L from consultation	Professional Standards	
Control of Noise at Work Policy	P12:2006	2006	12	L	L	L	HR	
Alcohol Misuse Policy	P13:2006	2006	13	L	L	L	Professional Standards	
Information Sharing Policy	P14:2006	2006	14	L from disability consultation		L from consultation	CID	
Police Staff Redundancy and Early Termination of Employment Policy	P15:2006	2006	15	M from disability consultation		M from consultation	HR	
Statutory Charging Procedure	P16:2006	2006	16	M	M	M	CJD	Deemed as Med as statistics from 2006 revealed no local discrimination
Risk Assessment Policy	P17:2006	2006	17	L	L	L	HR	Low as largely a technical policy
Police Staff Retirement Policy	P18:2006	2006	18	M	M	M	HR	
Digital Image Procedure	P20:2006	2006	20	L	L	L	CID	Low as largely a technical policy
Force Vetting Policy	P21:2006	2006	21	M	M	L	Professional Standards	

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Appreciation and Awards Policy	P22:2006	2006	22	L from disability consultation		L from consultation	Staff Office	
Visual Display Screen (V.D.U.) Policy	P23:2006	2006	23	L	L	L	HR	Following full IA deemed Tech policy by owner so Low for all strands by default
Stress Management Policy	P24:2006	2006	24	M	M	M	HR	IA 2008 Low
Stress Management Procedure	P25:2006	2006	25	M from disability consultation		M from consultation	HR	
Managing Portable Electrical Equipment Policy	P27:2006	2006	27	L	L	L	HR	IA 2007 Low
Business Continuity Management Policy	P29:2006	2006	29	L	L	L	Operations	New policy Low
Personal Development Review and e-PPP	P1:2007	2007	1	L	L	L	LDU	New Policy Low
Student Officer Training Policy	P2:2007	2007	2	M from disability consultation	M from consultation	M from consultation	LDU	New Policy Medium
Police Staff Probationary Policy	P3:2007	2007	3	M from disability consultation		M from consultation	LDU	

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Vulnerable and Intimidated Victim and Witnesses Procedure	P4:2007	2007	4	H	H	H	CID	High Based on IA
Transgender Policy	P5:2007	2007	5	H	H	L from consultation	HR	
Control of Asbestos at Work Policy	P07:2007	2007	7	M from disability consultation		M from consultation	HR	
Management of Contractors Policy	P08:2007	2007	8	L	L	L	HR	Deemed Tech Policy by policy owner
Data Protection Policy	P09:2007	2007	9	L	L	L	Professional Standards	Low from IA 2008
Association Declaration Policy	P12:2007	2007	12	L	L	L	Professional Standards	New Policy Classified as Low following IA
Firearms Training Policy	P13:2007	2007	13	L	L	L	Operations	New Policy Classified as Low following IA
Operational Security Procedure.	P15:2007	2007	15	L	L	L	Professional Standards	New Policy Classified as Low following IA
Emergency Response Driving Policy	P23:2007	2007	23	L	L	L	Operations	Low following IA 2008
Emergency Response Driving Procedure	P24:2007	2007	24	L	L	L	Operations	Low following IA 2008
Supply of Photographic	P25:2007	2007	25	L	L	L	CID	

Policy Name	Policy reference No	Policy Year	Policy No.	Overall Diversity Audit Relevance	Race Relevancy	Disability Relevancy	Owning Department	"Relevance" Justification
Images Policy								
Cannabis Factory Policy	P26:2007	2007	26	M	M	L	CID	Race only Med following IA feb 2008
Flags Procedure	P12:2008	2008	12	L	L	L	Staff Office	Technical so all strands low by default
Seizure, Retention of Motor Vehicles Policy	P13:2008	2008	13	H	H	M from consultation	Operations	
Seizure, Retention and Disposal of Motor Vehicles under Police Reform Act 2002 Procedure	P14:2008	2008	14	H	H	M from consultation	Operations	
Seizure, Retention and Disposal of Motor Vehicles under Section 165A Road Traffic Act 1988 Procedure	P15:2008	2008	15	H	H	M from consultation	Operations	

APPENDIX B – 3 YEAR ACTION PLAN

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
STRATEGIC PRIORITIES					
1.	Race, Gender, Disability	Undertake a review of the Strategic Board Structures.		Corporate Development Department	30/05/2009
2.	Race, Gender, Disability	Develop the force Strategic Assessment process and its appreciation of migration and the implications for diversity.		Corporate Development Department	30/05/2009
3.	Race, Gender, Disability	Review and Research issues of confidence in Dorset Police from diverse communities.		Community Engagement Department	30/05/2009
4.	Race, Gender, Disability	To develop PPAF to incorporate equality and diversity measures as a separate area or as part of the Raising Confidence Priority area.		Corporate Development Department	31/08/2008
5.	Gender	Undertake an annual review on the Gender Equality Scheme and produce a report to the Police Authority.	Mandatory	Community Engagement Department	Annually (30/04/08)
6.	Race, Gender, Disability	Undertake a review on existing performance monitoring data to enable divisions and departments to assess performance against all strands of diversity, identify gaps and areas for improvement.		Corporate Development Department	29/04/2008
7.	Race, Gender, Disability	Review the Communication, Consultation and Engagement Policy.		Community Engagement Department	30/04/2008

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
ACCESS TO BUILDINGS					
8.	Disability	Ensure accessibility for members of the public and staff by the installation of automated doors across the force area, as identified in the Access Audit.	Mandatory	Estates & Buildings Services	03/12/2007
9.	Disability	Review accessibility to first and second floors of the Main Building at Force Headquarters to ensure that people with disabilities have access to all areas.	Mandatory	Estates & Buildings Services	30/05/2009
10.	Disability	Review the provision of accessible toilets to all floors of the main A10 Building in Force Headquarters.	Mandatory	Estates & Buildings Services	30/05/2009
11.	Disability	To review the accessibility requirements of the Training Block at Force Headquarters to ensure that it is accessible. Consideration to be given to automated doors on the main entrance, installation of a stair lift on the back stairs, improved lighting of the corridors within the building and installation of a central hand rail on the main front stairs.	Mandatory	Estates & Buildings Services	30/05/2009
12.	Disability	Consider use of mystery shoppers to undertake disability access checks and publishing the programme of any upgrades through the local media and on the force website.	Mandatory	Contact Management Board	03/12/2007
13.	Race, Gender, Disability	To complete the building of a new Custody Building and Office Accommodation, Bournemouth, which will address specific issues affecting detainees who may have a disability, have a faith requirement or are female.		Estates and Building Services	30/09/2008

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
14.	Disability	Replacement of the main staff entrance doors into the Bournemouth and Poole Command Centre, to improve access for staff and members of the public during its temporary use as a public reception area. It is anticipated that work will commence late Summer 2008.		Estates and Building Services	30/09/2008
SERVICE DELIVERY					
15.	Race, Gender, Disability	Undertake annual review on information provision and the publicising of services in different languages and formats via the web and all other opportunities.	Mandatory	Community Engagement Department	30/06/2008
16.	Disability	Review force website to ensure that it is accessible and compliant with the DDA and the World Wide Web Consortium guidelines and AAA.	Mandatory	Media & Corporate Communications Department	03/12/2007
17.	Disability	To evaluate, develop and support the work of the Deaf Liaison Officers.		Community Engagement Department	03/12/2007
18.	Race, Disability	Development of accreditation system for new Custody Staff in alignment with national core competencies and to include stipulations referring to diversity requirements of detainees.		Criminal Justice Division	03/12/2007
19.	Race, Gender, Disability	Review the Crime Recording System (CRS) in the context of race, disability and gender equality issues to ensure that CRS database is fit for purpose and provides relevant data for users with a particular focus on the flagging of those crimes where vulnerability is a factor.		Criminal Investigation Department	31/07/2008
20.	Race Disability	Ensure that a system of Quality		Criminal	30/10/2008

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
	Gender	Assurance/Performance Management exists to monitor data being recorded onto the CRS.		Investigation Department	
21.	Gender	Multi agency project for the creation of an Family Justice Centre.		Criminal Investigation Department	31/08/2009
22.	Gender	Review force policy and procedures in relation to domestic violence.		Criminal Investigation Department	29/04/2008
23.	Gender	In relation to sexual victimisation and prostitution, undertake a review of intelligence processes in conjunction with the MOPI project.		Criminal Investigation Department	30/05/2009
24.	Race	To undertake a comprehensive review and full impact assessment, on the force's stop/account and stop/search activity.	Mandatory	Community Engagement Department	31/08/2007
25.	Gender	Additional training to be provided to custody staff to assist in recognising particular issues that may affect female detainees in custody.	Mandatory	Criminal Justice Division	29/04/2008
26.	Gender	New facilities planned in future custody builds, due late 2008, to address shortfalls in current accommodation.		Criminal Justice Division	29/04/2008
27.	Gender	As part of the Safer Detention and Handling of Persons in Custody Project, force Policies and practices to be reviewed to address gender based issues.		Criminal Justice Division	29/04/2008
28.	Race Disability Gender	Development of a Central Referral Unit to deal with all vulnerable adults and child abuse referrals.		Criminal Investigation Department	31/12/2009
29.	Race Disability Gender	Continue with the review and development of the existing third party reporting procedures for Hate Crime within the multi-agency strategic		Criminal Investigation Department	30/05/2009

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
		group (Pan Dorset RHIG.			
EMPLOYMENT					
30.	Gender	Review recruitment processes to address areas where female officer representation is low and through consultation identify positive action initiatives.	Mandatory	Operations Division	29/04/2008
31.	Gender	Development of a new policy to take into account the changes implemented within the Gender Recognition Act 2004 to support transsexual staff.		Human Resources	29/04/2008
32.	Gender	Positive Action initiatives to be extended to attract and recruit men and women.		Human Resources	29/04/2008
33.	Gender	Undertake an Equal Pay Audit to identify and address any inequalities.	Mandatory	Human Resources	29/04/2008
34.	Gender	Develop force Work Life Balance Policy and ensure that gender equality issues are addressed.		Human Resources	30/11/2008
35.	Disability	Arrange an Open Day specifically for people with disabilities to attract individuals to apply to work within the Police Enquiry Centre.		Contact Management Board	30/09/2007
36.	Race Disability Gender	Identification of proposals and implementation of a refresher training programme for diversity to ensure that all staff are kept up to date with legislative requirements.	Mandatory	Learning and Development Unit	30/05/2010
37.	Race Disability Gender	Development of the training quarterly reports to enable details regarding race, disability and gender to be monitored and areas of concern identified so that appropriate action can be taken.	Mandatory	Learning and Development Unit	30/05/2010
38.	Race Disability Gender	Evaluate and report on the trial of new flexi-rules for consideration of Force wide adoption.		Human Resources	31/12/2008

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
CONSULTATION AND ENGAGEMENT					
39.	Race Disability Gender	To promote and encourage people from local communities, including minority groups, to join local Independent Advisory Groups across the force area.		Community Engagement Department	31/01/2007
40.	Race Disability Gender	To review and develop Independent Advisory Groups to ensure that they continue to meet the force and communities needs.		Community Engagement Department	31/05/2009
41.	Race Disability Gender	Develop and publish a Welcome to Dorset booklet giving key information for those individuals new to the area. To be available in different languages and formats.		Community Engagement Department	31/08/2008
42.	Race Disability Gender	Undertake an annual review the Welcome to Dorset booklet and the languages and formats it is published in.		Community Engagement Department	31/08/2009
43.	Race	Develop and publish a guide to driving and the law. To be available in different languages.		Community Engagement Department	31/07/2008
44.	Race	Undertake an annual review on the guide to driving and the law and the suitability of the languages offered.		Community Engagement Department	31/07/2009
45.	Race Disability Gender	Develop a Neighbourhood Contact List including contacts from diverse groups for use by Safer Neighbourhood Teams and the force.		Community Engagement Department	30/09/2008
46.	Race Disability Gender	Undertake an annual review of the Neighbourhood Contact List to ensure it is kept up to date.		Community Engagement Department	30/09/09
47.	Race	Develop a plan for engagement with Muslim women.		Community Engagement Department	30/10/2008
48.	Race	Undertake an annual review of the mechanism		Community	30/10/2009

Action Number	Equality Strand	Action	Requirement	Lead Department	Target Date
		established for engagement with Muslim women.		Engagement Department	
49.	Race	Develop and implement a Muslim Consultative Panel to assist the force at times of heightened tension caused by local or national events.		Community Engagement Department	30/07/2008
50.		Develop and implement a Jewish Consultative Panel to assist the force at times of heightened tension caused by local or national events.		Community Engagement Department	30/10/2008
51.		Develop and implement a Gypsy and Traveller Consultative Panel to assist the force at times of heightened tension caused by local or national events.		Community Engagement Department	30/06/2007
COMMUNICATION AND MARKETTING					
52.	Race, Gender, Disability	Promote all Equality Schemes internally and externally.		Media & Corporate Communications Department / Community Engagement Department	03/12/2007