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Surrey Police

Gender Equality Scheme

2007 - 2010

April 2007

If you would like this document in another language or format.....

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Message from the Chief Constable

Policing in a diverse society has never been more important than it is today. It is vital that Surrey Police, as a public service, recognise people's differences and needs so we act, and are seen to act, in a just and proportionate way, free from discrimination and prejudice. It is vital that this approach reaches all of our staff and members of the public whom we serve.

Delivery of the highest quality policing service is dependent upon understanding, respecting and valuing the wealth of diversity within communities. By promoting and encouraging this we can create an environment where officers and staff can feel valued and included thus contributing to their full potential to the service and our communities.

Our approach to gender equality must be much more than simply responding to legislation or legal compliance. It is vitally important that we all recognise that many facets of diversity are not covered by legislation; diversity's overriding consideration is valuing individuals for who they are and what they choose to be, and ensuring that everyone has access to the same opportunities whilst going about their daily lives.

Working in partnership with local communities and relevant organisations enables us to contribute towards building and developing cohesive communities where individuals can live and work together whilst retaining their distinct identities in an atmosphere of mutual respect and understanding.

The Equalities Act 2006 amends the Sex Discrimination Act 1975 and creates the Gender Duty which requires all public authorities to have due regard to the need to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women. This Gender Equality Scheme, as required under the Act, comprehensively sets out how Surrey Police will meet and exceed these requirements.



Bob Quick
Chief Constable





Vision and Values

Our Aims and Ambitions

In preparing our overall strategy for the next three years we have sought to balance the needs of individual men, women and transsexuals with the requirements of Central and Local Government to produce a strategy which will make a noticeable difference to all our members of staff and the communities we serve.

Strategic Priorities

The Surrey Police policing plan has four strategic priorities. These are known as the four C's.

-  **Customer Service**
We will continue to build a local police service which you can be proud of, by setting high standards and improving customer service to the people of Surrey.
-  **Control of Crime**
We will keep crime levels low so that Surrey continues to be one of the safest places in the country in which to live and work.
-  **Capable, Supported Staff**
We will continue to develop a confident, modern workforce able to deliver a professional service, especially to victims of crime.
-  **Confident Communities**
We will build the confidence of our communities.

The Surrey Police Standard

Police Officers and staff will at all times project a smart and professional image.

They will behave in a respectful and courteous manner to both members of the public and their colleagues and, in serving the public, demonstrate high levels of customer care.

Police Officers will, at all times, act to preserve the integrity of the office of Constable and all staff have a duty to refrain from behaviour that could, in any way, tarnish the reputation of the Force.

Customer Service Principles







We will:

- L** Listen to customers and take their concerns seriously
- I** Inspire confidence amongst the community and help people to feel secure.
- S** Support customers with information including providing a reference number and contact details of an appropriate person.
- T** Take ownership of the issue, and deliver on our promises
- E** Explain what we can and can't do and what the customer should do next.
- N** Notify people of progress regularly and the final outcome of the incident.

The Surrey Police Charter

Our service commitments to you:

We aim to meet service commitments in the following areas:

-  Making it easy to contact us
-  Providing a professional and high quality service
-  Dealing with your initial contact
-  Keeping you informed
-  Ensuring your voice counts
-  Supporting victims of crime

Diversity and Equality

Surrey Police has a Diversity Directorate which works towards:

“Building confidence and trust within the communities of Surrey, and our staff, to enable more effective and equitable service delivery, better intelligence gathering and improved performance.”

Surrey Police remains committed to embedding diversity through leadership, training and creating a workforce which more accurately reflects the community it serves. We will continue to improve our attractiveness as an employer for all minority groups, including women and transsexuals, by ensuring that the barriers to employment and progression are identified and, where possible, removed. We will examine the representation of staff to ensure any disproportionality is identified and dealt with appropriately. We

will continue to develop staff retention strategies and examine wastage rate of staff to identify possible areas of concern.

Diversity Champion

The implementation of this Gender Equality Scheme will be overseen by the Force Association of Chief Officers (ACPO) Diversity Champion, Deputy Chief Constable Brian Moore.

Statement of Intent

Surrey Police have been successful in controlling crime and keeping the County safe for the people who live and work here. While continuing to keep crime low we intend to now focus on innovation towards strengthening communities and targeting what matters locally.

Surrey Police is taking the lead in modernising its workforce, using the best mix of well trained staff to achieve our priorities and improve our capability to deliver and to ensure Surrey remains one of the safest places in the country.

Surrey Police recognise the importance of establishing the right organisational culture and values, and developing robust strategies that recognise and respond to the diversity and differing needs of our communities and staff. Significant elements of the strategic approach the Force takes to progressing diversity issues, in their widest sense, are provided for by this Gender Equality Scheme.

Our aim for this Gender Equality Scheme is to address the evidence of barriers that exist for women, men and transsexuals within society, including attitudes, policies and those linked to empowerment. By removing these barriers we can help empower people to achieve their full potential at work and in society.

The County of Surrey

1 Geographical Description of the Force Area

Surrey is situated in the heart of the South East, and is the most urbanised shire county in England. About 85% of Surrey residents live within the urban areas.

The county lies to the south of London and is bordered by the counties of Kent, East and West Sussex, Hampshire, Berkshire and importantly the Greater London Authority area. Surrey also sits between two major international airports (Heathrow and Gatwick) and covers some of the busiest stretches of motorway in Europe. The soon to open Terminal 5 at LHR will add to the overall motorway congestion.

Analysis has shown that 8% of all serious crime is committed by London criminals (by residence). There is a mixture of urban and rural areas that provide widely differing contexts to policing services. Broadly, the north and west of the county support a high density of urban and commercial areas with the south and east being more rural.

2 Strategic Priorities

The overall strategic vision of the Force and Chief Constable is for the people of Surrey to feel safe and to be safe achieved through:

- Public Confidence
- Public Satisfaction
- Performance

This vision is delivered through the four strategic priorities called the four C's and previously detailed on page 5 of this GES.

In addition the following objectives will be pursued:

- Roll out of Neighbourhood Policing Programme
- Customer Service Excellence
- Review of Targeted Neighbourhood Policing model
- High standards of integrity and professionalisation supported by the Surrey Police Standard
- Extension of the Mixed Economy model
- Through an innovative estate strategy improve public access, enhance partnership working and provide professional working environments.
- Leadership – provide a focus on what leaders do as well as providing generic and bespoke training that is role specific.

The Local Policing Plan clearly reflects the strategic objectives for the Force and Authority, as well as Government's, partners' and the public's priorities. Other measures such as: Home Office's Public Service Agreements, Statutory Performance Indicators and the requirements of the National Community Safety Plan are also reflected in the plan.

Accurately gauging the needs of the local community is achieved through extensive consultation undertaken by the Force and Authority. Information and views obtained during public surveys and road shows inform the Local Policing Plan and the target setting process. The LAA provides for shared partnership targets.

3 Social Profile

Examination of Surrey's crime rate might suggest that prosperity leads to lower crime rates, and that this is why it remains the safest county in England. It is, however, not this simple because pockets of relative deprivation and social exclusion do exist. Levels of recorded crime may stem from the sense of relative poverty that is felt by people who live alongside areas of great affluence. Crime levels are not uniform around the county.

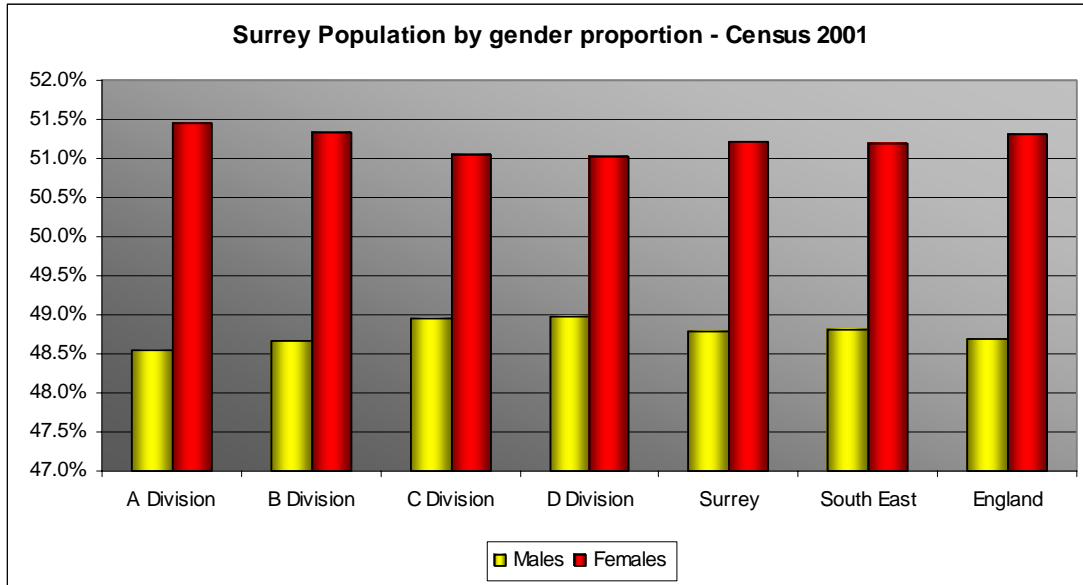
The social profile highlights the fact that whilst Surrey has a population skewed towards the younger age groups, it does have distinct pockets where the elderly are over-represented. Many Surrey offenders are very young, and it is possible that the incidence of school exclusions might be associated with this. Certain wards can also be identified where children may be suffering multiple deprivations, some of which have been linked through research to youth offending – and these wards are those that have already been identified as having high crime rates and low life qualities.

Surrey does not have any areas (Super Output Areas) that suffer from deprivation to such an extent that they would be counted in the worst 20% nationally (ref 2004 data).

An examination of the ethnicity of victims of violent crimes revealed that 6.4% of them were of non-white ethnicity. This compares with only 2.8% of the Surrey population who described themselves as being of non-white ethnicity.

4 Surrey's population – Gender

Surrey population in terms of gender split reflects both the south east regional and national profile. There are some differences across the Basic Command Units (BCUs) but these are not significant.



The following chart shows the breakdown across the BCUs.

	Numbers			Proportion	
	All people	Male	Female	Males	Females
Elmbridge	121,936	58,867	63,069	48.3%	51.7%
Epsom & Ewell	67,059	32,427	34,632	48.4%	51.6%
Spelthorne	90,390	44,350	46,040	49.1%	50.9%
A Division	279,385	135,644	143,741	48.6%	51.4%
Mole Valley	80,287	38,988	41,299	48.6%	51.4%
Reigate & Banstead	126,523	62,100	64,423	49.1%	50.9%
Tandridge	79,267	38,163	41,104	48.1%	51.9%
B Division	286,077	139,251	146,826	48.7%	51.3%
Guildford	129,701	63,986	65,715	49.3%	50.7%
Waverley	115,665	56,099	59,566	48.5%	51.5%
C Division	245,366	120,085	125,281	48.9%	51.1%
Runnymede	78,033	37,975	40,058	48.7%	51.3%
Surrey Heath	80,314	39,701	40,613	49.4%	50.6%
Woking	89,840	43,869	45,971	48.8%	51.2%
D Division	248,187	121,545	126,642	49.0%	51.0%
Surrey	1,059,015	516,525	542,490	48.8%	51.2%
South East	8,000,645	3,905,155	4,095,490	48.8%	51.2%
England	49,138,831	23,922,144	25,216,687	48.7%	51.3%

5 Demographical description of Force Area

Surrey Police employs just over four thousand employees comprising of 1,991 police officers and 2,020 police staff. The gender breakdown within our police officers is 1,419 males (71.3%) and 572 females (28.7%). Within our police staff members the gender breakdown is 851 Males (42.1%) and 1,169 females (57.9%).

Policing services are based on four Basic Command Units (BCUs), with BCU headquarters at Staines (North Surrey BCU), Woking (North West Surrey), Guildford (West Surrey) and Reigate (East Surrey).

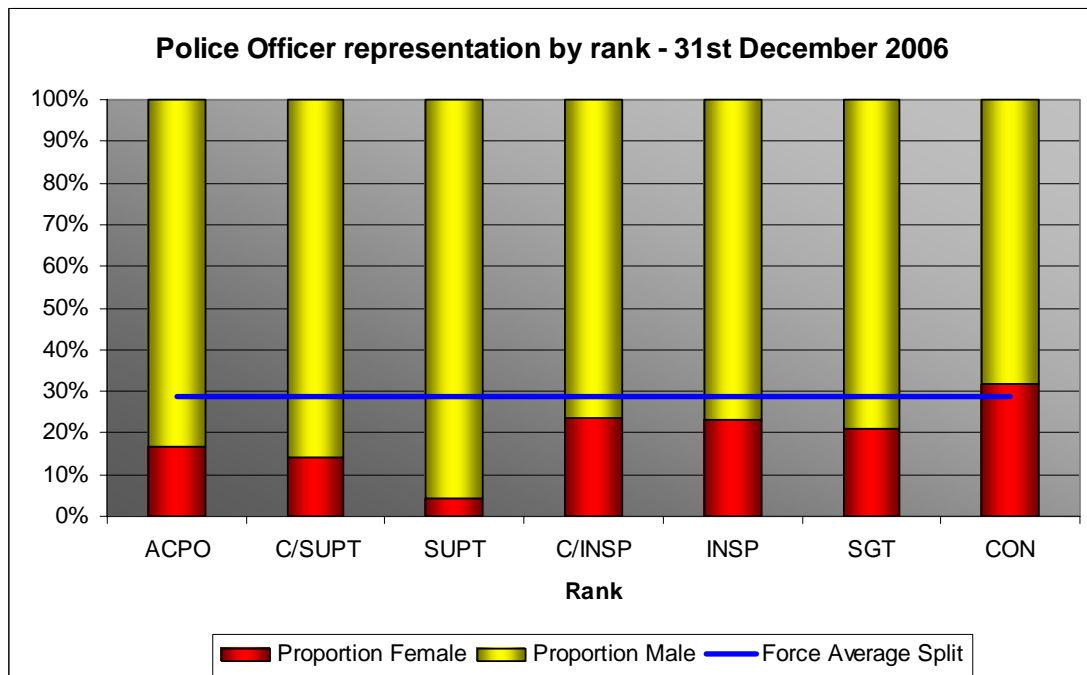
Roads policing is serviced from bases at Chertsey (North), Burpham (West) and Godstone (East).

The force HQ (Mount Browne) is just to the south of Guildford.

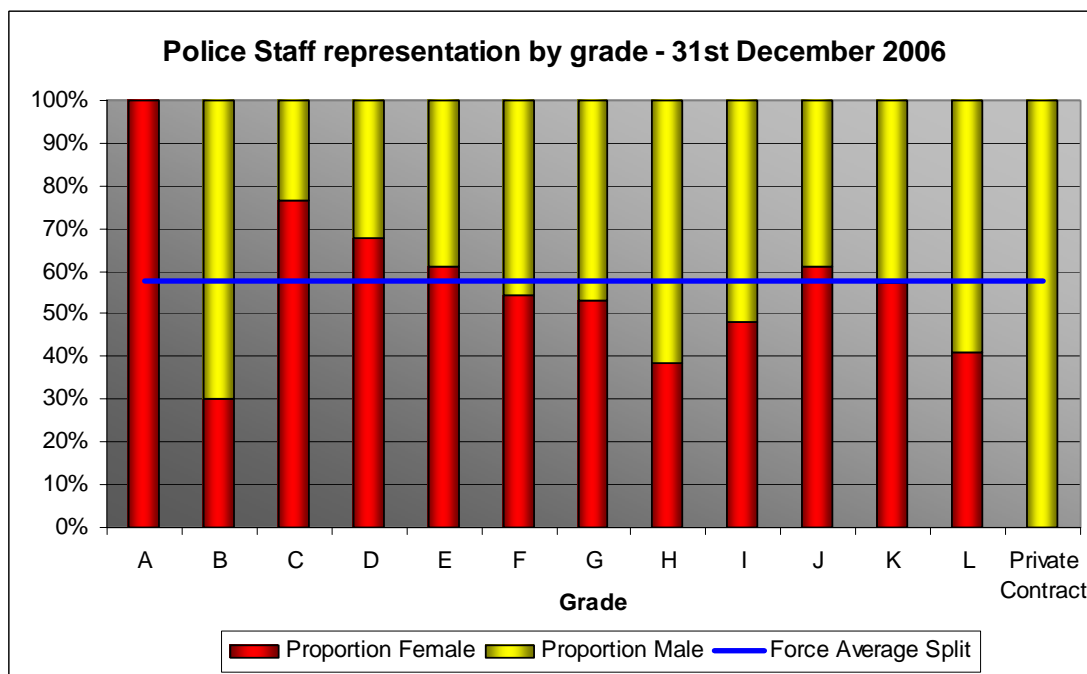
Policing demands are made diverse because there are higher levels of urban-related crime and non-crime issues in the north and north-west. This has produced a small but measured difference in fear of crime between the more urban areas and the eastern and southern rural areas. The areas to the east and south of the county share many policing issues with the rest, but they also deal with the demands of countryside issues, including hunting.

6 Surrey Police Employees - Gender representation

The following chart shows the Police Officer representation across the ranks.



The following chart shows the police staff representation across grades.



The Requirements of the Equality Act 2006

The General Duty – Gender

The Equality Act 2006 amends the Sex Discrimination Act (SDA) 1975 to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need:

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

This is known as the general duty and comes into effect on 6 April 2007.

This duty, for Surrey Police, applies to policy making, service provision, employment matters and in relation to enforcement or any statutory discretion and decision making. It also applies to services and functions which are contracted out by the Force.

Giving due regard comprises two linked elements:

- ✚ Proportionality, and
- ✚ Relevance

This means the greater the relevance of a function to gender equality, the greater the regard which should be paid to it.

Gender Reassignment

As part of the duty Surrey Police must give due regard to the need to eliminate unlawful discrimination and harassment in employment and vocational training for people who intend to undergo, are undergoing or have undergone gender reassignment.

Gender Equality – Specific Duties

To support progress in delivering the general duty the Act also requires Surrey Police to carry out a series of specific duties. These duties are:

- ✚ To prepare and publish a gender equality scheme, by 30 April 2007 which must include an action plan for tackling priorities over a three year period.
- ✚ In formulating our objectives, to consider the need to include objectives to address the causes of any gender pay gap.
- ✚ To gather and use information on how our policies and practices affect gender equality in the workforce and delivery of services.
- ✚ To consult stakeholders and take account of relevant information in order to determine gender equality objectives.
- ✚ To assess the impact of our current and proposed policies and practices on gender equality.
- ✚ To implement the actions set out in this scheme.
- ✚ To report against the scheme every year and review the scheme at least every three years.

Gender Equality Objectives

In this first gender equality scheme we intend to continue the themes from our gender action plan created in 2005 as we find that the principles of gender equality under this new legislation accord with work the Force has already started on gender equality within our own organisation. That work has strong connections to the values of the British Association of Women in Policing (BAWP) and it will therefore be no surprise that the Force wishes to continue work to achieve the aims set out in Gender Agenda II. Our primary objectives for this scheme are therefore:

- ✚ To achieve a gender, ethnicity and sexual orientation balance across the rank and role structure and specialisms
- ✚ To have a woman's voice in influential policy forums focussing on both internal and external service delivery
- ✚ To develop an understanding of the competing demands in achieving a work/life balance and a successful career
- ✚ To have a working environment and equipment of the right quality and standards to enable women to do their jobs professionally
- ✚ To demonstrate consistently that Surrey Police values women in policing
- ✚ To consider and implement recommendations arising from the equal pay audit completed across the Force in 2006 focussing on those areas where disproportionality and disparity exist
- ✚ To ensure that the victims of domestic violence (both men and women) receive a fair, professional and supportive service from Surrey Police in accordance with their individual needs
- ✚ To ensure that victims of serious sex crime (both men and women) receive a fair, professional and supportive service from Surrey Police in accordance with their individual needs
- ✚ To ensure that our custody provision for both men and women is cognisant of and caters for their individual needs insofar as is practicable and lawful.

Information gathering and Consultation process

In deciding our commitment to the above priority areas for work we have considered work carried out over the last three years with our staff associations and through public surveys. We have not conducted any extra consultation in determining our gender equality scheme priorities as we consider the Force had sufficient quantity of data within its knowledge already. Specifically the following pieces of work have informed our decisions:

- ✚ Survey and workshops conducted with female and male detective officers re representation in 2005/06
- ✚ Survey and workshops with Surrey Women Officers' Association conducted in 2005/06 (both of these pieces of work led to our Gender Action Plan).
- ✚ Fear of Crime Surveys conducted on each of our four BCUs in 2004/05
- ✚ Neighbourhood Policing Survey carried out in 2006
- ✚ Surrey Police Staff Survey 2006/07
- ✚ Surrey Women's Association survey 2007
- ✚ East Surrey Division Gender Workshops 2007
- ✚ Work from the Representation Group 2006/07

Evaluation and Review

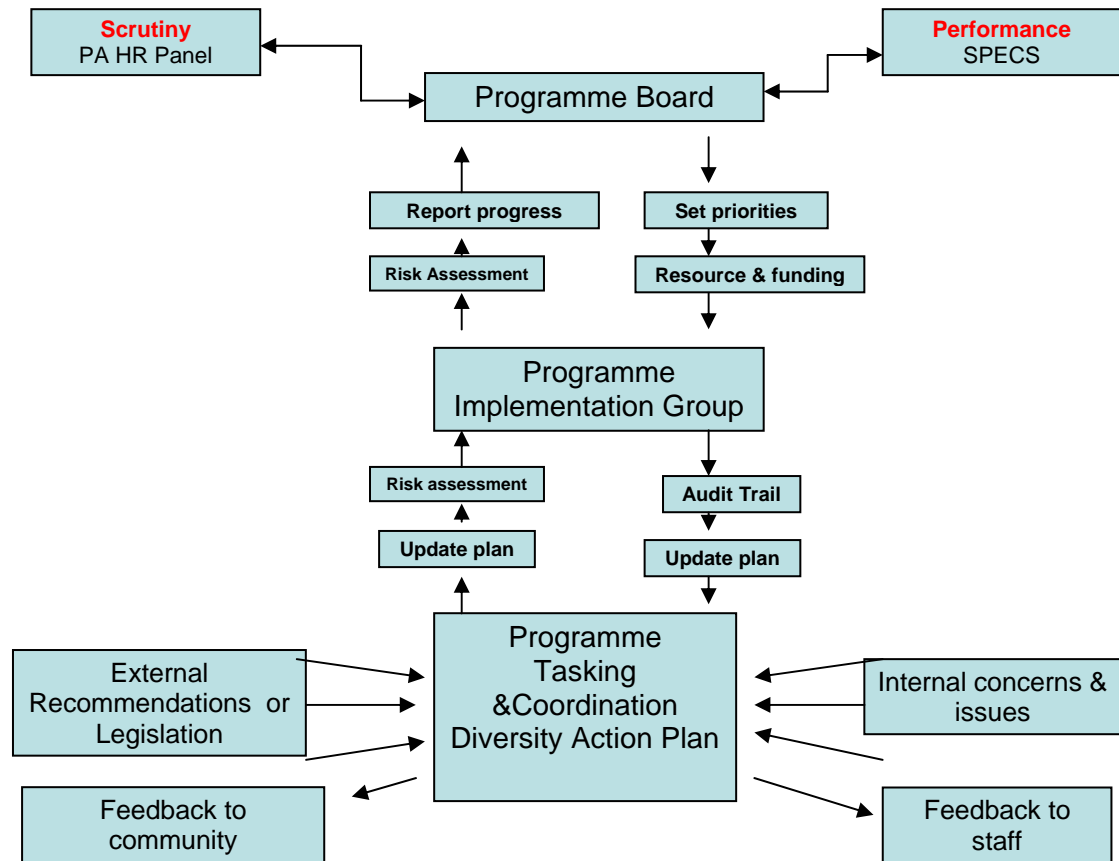
Our gender equality scheme and action plan will be monitored and scrutinised through our existing Diversity programme. The actions contained within this Gender Equality Scheme will be included in the Force diversity action plan. This plan is monitored by the Diversity Programme (Trust, Equality and Confidence) Board chaired by the Deputy Chief Constable. The Board comprises the following persons:

- ✚ Deputy Chief Constable (Chair)
- ✚ Chair of Police Authority (PA) HR Panel
- ✚ Chair of PA Community Engagement Panel
- ✚ Chair of Force Independent Advisory Group (IAG)
- ✚ Head of Corporate Communications
- ✚ Head of Diversity Directorate (Programme Coordinator)
- ✚ Director of Finance
- ✚ Director of Human Resources
- ✚ Chair of Surrey Police Federation
- ✚ Branch Secretary of Surrey Police Unison Branch
- ✚ Chair of Surrey Black Police Association (SBPA)
- ✚ Chair of Surrey Women Association (SWAY)
- ✚ Chair of Spectrum (Gay & Lesbian association)
- ✚ Chair of Surrey Police Superintendents Association
- ✚ Chair of Surrey Police Ability network (SPAN)

The Programme Boards terms of reference are:

- ✚ Ensure the Programme supports the promotion of **trust confidence and equality** in policing within the communities of Surrey
- ✚ Ensure the Force is **effectively implementing legislation** and external recommendations (e.g. CRE, RES, DES, GES, Learning & Development.)
- ✚ Set the **strategic direction & priorities** for the Surrey Police Diversity Programme
- ✚ Provide **budget & resource** to enable delivery of the agreed priorities
- ✚ Ensure **service delivery is consistent** across the Force
- ✚ Ensure an **effective communication** strategy about the Programme is in place
- ✚ **Evaluation** through measurement of **confidence within community and Force**
- ✚ **Quality Assure** risk assessment

The following diagram shows the process by which the Force manages its Diversity Programme and action plan and shows that the GES will be scrutinised by the Police Authority as part of our overall diversity plan.



The Scheme is a reflection of where we are now and the accompanying action plan reflects our intentions for the next three years. We will monitor progress against the plan through this period and the plan will evolve and grow to ensure that it is fit for purpose.

It is our intention to concentrate in a few areas making a real difference rather than trying to address many issues with little impact.

We will continue to monitor employment data which informs any trends and patterns and publish that data on an annual basis.

We will report on our scheme annually.

Assessing Functions and Policies for Relevance to Gender Equality

The specific duties in the Act with reference to policies require us to:

- ✚ Gather information on the effect of our policies and practices on men and women, in employment, services and performance of our functions, and
- ✚ Assess the impact of our current and future policies and practices on gender equality

Function and Policies

A function is defined as the full range of a public authority's duties and powers.

A policy is defined as the formal and informal decisions about how a public authority carries out its duties and uses its powers.

Surrey Police will continue to carry out impact assessments on its functions and policies using the same updated method as we implemented in 2006. For the last three years all our functions and policies have been impact assessed across the six strands of diversity, those being:

- ✚ Race
- ✚ Gender
- ✚ Age
- ✚ Religion / faith
- ✚ Disability
- ✚ Sexuality

Assessing a policy or function

We will assess our policies and functions (including proposed new policies) for relevance to the general duty before we carry out a full impact assessment. There are two stages in assessing a policy:

1. Screening for relevance under the general duty
2. Full equality impact assessment where appropriate

Screening for relevance

The first step therefore is to make a preliminary prioritisation or screening of the proposed policy (or the proposed policies in draft stage) to determine the

relevance to the Act's General Duty. This means we need to have due regard to the need to:

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

In screening for relevance we will:

1) Identify the main aims of the policy

- a) What is the purpose of the policy?
- b) Who will benefit from or be affected by the policy?
- c) What is the policy trying to achieve?
- d) How does the policy fit with our wider objectives?

2) Consider known existing data or consultation results

- e) This stage takes into account what we know already and seeks out good practice from partners and other public authorities

3) Consider whether the policy may have relevance to the general duty

- f) Will there be consequences for the public or our staff?
- g) Is there any reason to believe that individuals or groups may be affected differently?
- h) Is there any evidence of discrimination either directly or indirectly?

Depending on the answers to these questions a relevance level is then awarded – High, Medium or Low. The relevance check is initially carried out by the policy writer and then submitted to the Force Diversity Directorate for scrutiny. All policies are reviewed at least once every three years.

Full Equality Impact Assessments

Those policies which are assessed as Medium or High risk are referred to the Diversity Directorate and are subject to more detailed consideration of the impact the policy may have on any group of people. The impact assessment may require the policy owner to undertake further research or submit the policy for consultation.

All full impact assessments are carried out within the Diversity Directorate by staff who have undergone training.

Consultation

Consultation and Community Engagement are vital to policing with consent and co-operation and improving the services we provide. We already undertake wide consultation to inform our planning process and help determine policing priorities for the Force.

Who we will consult

The groups available to the Force for consultation fall into two categories – internal and external.

Internal Consultation




As well as consulting our staff in general, we seek particular assistance from key stakeholders including representative and support groups such as Police Federation, Unison, SWAY (Surrey Women's Association) SPectrum (LBGT), SBPA (Surrey Black Police Association), SPAN (Surrey Police Ability Network) and SCPA (Surrey Christian Police Association).

Representatives from all the above groups come together as RADAR (Reactive and Diverse Association of Representatives). RADAR meet on a regular basis and all chairs of the composite groups sit on the Force Diversity Programme Board.

External Consultation

There are a number of groups within Surrey who may be called upon dependent on the issues and the groups involved. The Force has a well established Independent Advisory Group consisting of one central strategic group and four tactical groups, one on each of our four BCUs. We use the central IAG at the consultation phase of the impact assessment, consulting elsewhere as appropriate dependent on the issues identified.

Precisely who we consult with is dependent on the results of the assessment.

-  High Relevance – we will consult internally and externally
-  Medium Relevance – we will consider the nature of the policy and may consult internally or externally or both. In some circumstances we may not consult where the impact can be minimised prior to such consultation.
-  Low Relevance – there will be no formal consultation.

We conduct an open and honest consultation process with our IAGs which allow the Force to gain valuable feedback on even the most sensitive policies.

How we will consult

The mechanism we employ for consultation will vary dependent upon the subject matter. This ranges from consultation by e-mail through to presentations by policy owners at formal meetings internally or externally. The method of consultation will be recorded.

Recording the results

The results of any consultation will be recorded with the impact assessment and passed back to the policy owner for consideration. Policy owners are required to consider the results of consultation and record any adjustment to the policy as a result of that consultation. Should no adjustment be made the policy owner is required to record the reasons why.

Monitoring Policies and Functions for Adverse Impact

Requirements

The Force is required to monitor all of the proposed and existing policies relevant to the general duty. Monitoring will be proportional to the likely impact of the policy on equality issues. This is a continual process and involves assessing the impact of the local application of a policy. It tests compliance, indicates how effectively the policy is achieving its aims and assesses satisfaction levels. It also suggests opportunities for improvement.

If this process uncovers any adverse impact upon any group of people steps will be taken to identify the cause and remedial action will be taken. As time goes by, therefore, it will almost certainly be necessary to revise some policies or change the procedures or practices they have generated.

Current position

Diversity monitoring is the process used to collect, store and analyse data about people's backgrounds. The Force has a comprehensive diversity scorecard which is subject to performance management through our SPECS programme. The SPECS performance management system is the data warehouse for all the Force performance management and informs the monthly performance management meeting chaired by the Deputy Chief Constable.

The Diversity Directorate has access to a Diversity Analyst who maintains the Diversity Scorecard. The Diversity Analyst also produces numerous other analytical products in relation to diversity issues. This information can be used to:

- ✚ Highlight possible inequalities
- ✚ Investigate underlying causes
- ✚ Remove unfairness or disadvantage

The following are available to assist with this process:

- ✚ Collection and analysis of monitoring and other performance management data
- ✚ Analysis of complaints, discipline and grievance cases
- ✚ Consultation with staff and staff representative groups

- ✚ Consultation with local communities and community representative groups
- ✚ Analysis of staff and public satisfaction surveys.

The Force currently collects data to monitor the impact of policies, particularly those concerned with employment and service delivery activities. The following activities are monitored at present:

- | | |
|--|----------------------|
| ✚ Police stops | ✚ Recruiting |
| ✚ Hate crimes | ✚ Retention |
| ✚ Arrests and disposal
from custody | ✚ Career progression |
| ✚ Complaints against
police | ✚ Promotion |
| ✚ Grievance | ✚ Representation |
| | ✚ Victims of crime |
| | ✚ Conviction rates |

Publishing Assessment Consultation and Monitoring Reports

One of the strengths of the Gender Equality Scheme, and the other equality schemes, is the transparency it brings to the processes the Force employs to eliminate discrimination, and to promote equality of opportunity between men and women. We aim (by publishing these results) to increase the Force's openness, and publicly demonstrate our commitment to the promotion of diversity.

What we publish

The following information will be published at least annually but in many cases as soon as is practicable:

- ✚ The outcome of impact assessments conducted
- ✚ The results of public consultation on policies and activities including any action taken

In addition we will publish on an annual basis:

- ✚ Gender monitoring undertaken in support of the employment duty
- ✚ Gender monitoring of the impact of functions and policies

How we publish

This information will primarily be available internally via the Force intranet, and externally via the Force's web site. Upon request, the information will be made available in alternative languages and formats, including large print and audio. We will endeavour to meet all reasonable requests.

A summary of the Force Equality Schemes will be included in our annual policing plan. We will also make use of newsletters and other corporate communication and partnership publications as appropriate.

Gender Agenda 2 (GA2)

In October 2006 the British Association of Women in Policing (BAWP) re-launched its Gender Agenda project GA2, originally launched in 2001. The Gender Agenda is a document designed to highlight the working environment experienced by women officers in the police service, with some positive suggestions on what the service and individuals can do to improve the current situation. The Agenda sought to start a dialogue and increase understanding of the reality of being a woman officer in today's police service.

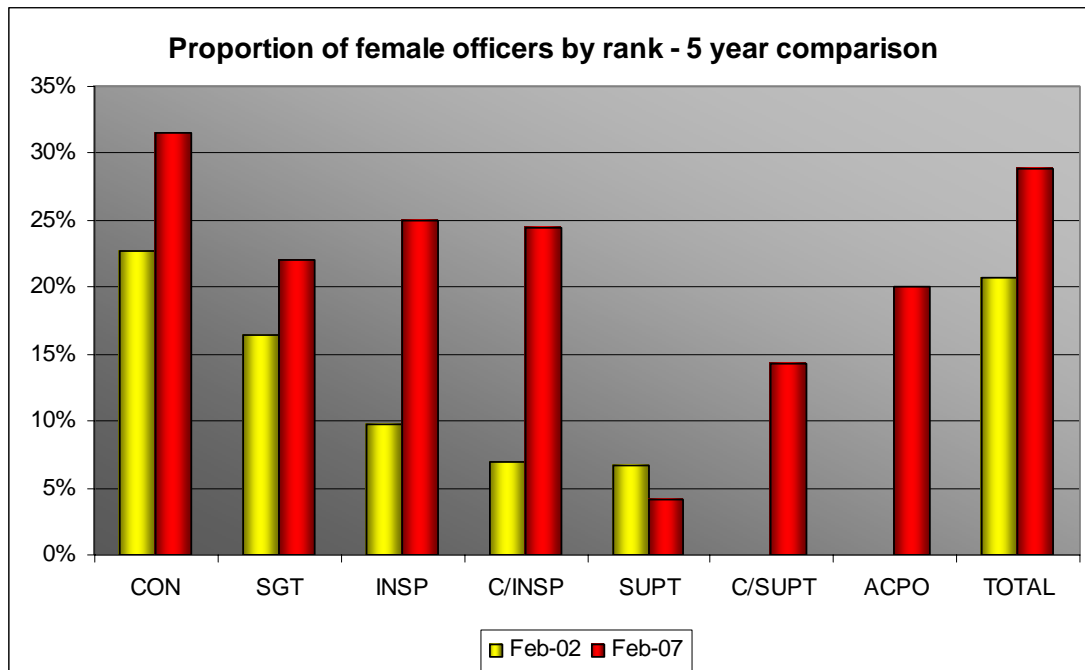
Essentially this work produced five long term aims which are:

1. For the service to demonstrate consistently that it values women officers;
2. To achieve a gender, ethnicity and sexual orientation balance across the rank 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 focussing on both internal and external service delivery;
4. To develop an understanding of the competing demands in achieving a work/life balance and a successful police career;
5. To have a working environment and equipment of the right quality and standards to enable women officers to do their job professionally.

Surrey Police has endeavoured to make progress in these areas. Our women representation as officers in the Force at 28.9% is one of the highest in the Country.

The following charts are evidence of our progress in increasing representation of women in the Force across all ranks.

Proportion of female officers by rank – 5 year comparison



While we feel we have made significant progress we are not complacent and realise there is still much to be achieved. The Force recently re-launched its women's support network (SWAY) which now includes police staff members as well as police officers. SWAY has adopted the five key aims of GA2 and have appointed a lead member for each aim to work with the Force in achieving that aim. This work will be built into this Gender Equality Scheme which will assist in mainstreaming it into our core business.

Employment Issues

Requirements

One of the main responsibilities under the specific duties is that Surrey Police are required to monitor certain specified employment practices.

We regularly monitor the effect of our employment processes and policies in order to ensure that they do not impact disproportionately on officers, staff and applicants.

Monitoring

The Force's Human Resource software package (HRMS) holds personal details of all members of the organisation. Monitoring data is produced monthly by way of an HR scorecard. Relevant information is also included on the Diversity Scorecard. Both scorecards are monitored through the Force performance meeting process (SPECS). The scorecards are also subject to scrutiny at the Police Authority HR Panel.

The following issues are the ones to be considered during the monitoring process:

- ✚ Ensuring fair recruitment processes
- ✚ Avoiding concentration of women and men into particular areas of work and addressing it where it already exists ('occupational segregation')
- ✚ Promoting and managing flexible working
- ✚ Ensuring high level part time work and supporting part time workers
- ✚ Managing leave for parents and carers
- ✚ Managing pregnancy and return from maternity leave
- ✚ Managing paternity leave
- ✚ Eliminating harassment including sexual harassment
- ✚ Eliminating harassment against, and harassment of, transsexual staff and potential transsexual staff
- ✚ Grievance and disciplinary procedures
- ✚ Redundancy
- ✚ Retirement

- ✚ Equal pay
- ✚ Work based training opportunities.

In order to understand which of our functions has the greatest relevance to gender equality we gather and use information on how women and men are affected by our activities. For example we monitor and review the gender profile across our entire organisation highlighting and enquiring into areas of apparent disproportionality.

Employment data is disaggregated by gender, race, sexual orientation (where known) and by disability and across part time staff and flexible working arrangements. This helps us to determine our priorities. There are some areas where the Force is, as yet, unable to gather data such as those members of staff who have caring responsibilities but we will work towards our ability to capture this.

Our staff surveys, completed each year, give us the opportunity to add to our knowledge of gender equality issues.

Force policy with regard to employment is specifically designed to provide equality of opportunity for all applicants and staff.

Transgender Staff

Surrey Police is committed to equality of opportunity, both in the provision of services and in its role as an employer. All staff, volunteers, applicants and members of the public have the right to be treated with fairness, dignity, courtesy, respect and professionalism and the working environment must be fair and supportive to individual needs. Individuals with gender dysphoria and those who are undergoing or have undergone gender reassignment will receive the same respect and fairness in treatment as any other person.

The Force has not yet experienced management of any transgender staff. We are in the process of developing a transgender staff policy and seeking to assist in a review of the national ACPO policy on transgender issues.

The specific aims of our emerging policy regarding transgender are to:










- ✚ Ensure that transgender people and individuals undergoing the gender reassignment process are treated with fairness and support in their recruitment, deployment and development
- ✚ Provide management guidance on the status of transgender people in the UK and the issues faced by someone undergoing the gender reassignment process
- ✚ Detail the appropriate procedure to be followed when a transgender person notifies the Force following gender reassignment or states they are about to undergo the gender reassignment process whilst working for the Force
- ✚ Provide guidance to staff when dealing with a transgender person during the course of their work
- ✚ Explain what support should be provided to transgender people undergoing gender reassignment
- ✚ Identify the responsibilities for behaviour at work of people undergoing gender reassignment
- ✚ Ensure that all staff understand the implications of “outing”

We do not currently actively encourage job applications from the transgender community but we feel confident that our recruitment procedures, including advertising, do not exclude anyone from a transparent and fair process.

Work/Life Balance Policies

Surrey Police is committed to retaining trained and experienced staff by helping them to balance the stress and demands of their personal lives and their work responsibilities. We recognise that the term family friendly policies, often used to describe this sort of work, exclude many of our staff who have their own life priorities which may not be directly related to family issues.

To support our staff the Force has the following policies in place. Each of these policies is monitored to examine its impact.

-  Flexible working
-  Part time working
-  Maternity
-  Keep in touch days
-  Paternity
-  Adoption leave
-  Leave (including parental, dependents, special and compassionate leave)
-  Career break
-  Childcare vouchers

The Force recognises the importance of our staff and the ability to balance their working life with that of their social and domestic responsibilities. The Force is currently developing a Work/Life Balance policy, in addition to the above policies, which is intended to provide flexibility in our employment practices whilst still ensuring an effective twenty four hour emergency service to the communities we serve.

We are currently supporting research (Maternity Matters) which is examining the effect of the Force policies at all stages of pregnancy. The research will look at the effect of Force policies on women as they go through pregnancy and whether there is any limitation to career development or progression as a result of their becoming parents.

Equal Pay

Surrey Police commissioned an Equal Pay Audit, carried out by The Work Foundation which reported its findings in March 2007. The Audit concluded that, in the main, there was little potential discrimination between men and women. However the audit did highlight some areas of concern.

The Audit made recommendations in two areas, that of base salaries and benefits and allowances.

✚ Base salaries:

- Review justification for length of service rises
- Investigate and address causes for short length of service among women and BME staff
- Investigate reasons for so few part-timers at higher grades
- Investigate cases of individual outliers

✚ Benefits & allowances:

- Review justification for allowances and the levels at which they are set

The Force is currently considering these recommendations but through its own work was already aware of the potential discrimination in benefits and allowances. These issues will be addressed within our GES action plan.

Training

In 2005/06 Surrey Police undertook a comprehensive programme of Diversity training for its entire staff. This training comprised an e learning module on race and diversity provided by Diversity Solutions. This e-learning package included an examination of knowledge which enabled the Force to set a variable pass mark for staff and a higher mark for those with supervisory responsibility. The Force received a Home Office award for this training package. The second element of the Diversity training was a one day workshop for all supervisors, both police officer and police staff from Sergeant and Police Staff equivalent to Chief Officer level. The workshop was designed to build on the e learning and provide our supervisors with skills and tools for dealing with issues of diversity.

Since we delivered that comprehensive training package all new joiners undergo the e learning and the one day workshop has been included in our Initial Leaders Programme.

The Force monitors access to training, for all of our training which is not compulsory, to ensure that there is no discrimination or disparity.

Following the Diversity training programme the Force has embedded diversity into all of its training delivery. Through our own analysis we have identified key areas of need for training and this year we are concentrating on Stop & Search training and training in understanding gypsy and travellers. This training will be focussed on those staff who are likely to need it rather than the "sheep dip" approach.

In 2006 the Force ran a pilot "Empowering Women in Leadership" Course delivered by an external trainer. This course was evaluated and found to be successful. It is intended to mainstream this course into our Leadership training programme during 2007/08.

The Force also supports members of staff who wish to attend the Positive Action Leadership Courses (PALP) run by National Police Improvement Agency (NPIA). We will continue to support staff attendance at this course for as long as NPIA make it available.

Monitoring and Evaluation

The Force has a training monitoring and evaluation unit which undertakes evaluation of all training. The level of evaluation is dependent on the type of course and is subject of a bidding process.

Positive Action

Surrey Police recognises the need to take lawful positive action in some key areas of our business to promote fairness and equality of opportunity. We will never knowingly discriminate against any one and will always ensure that any positive action we take is lawful.

We have recently appointed a Positive Action Manager who works within the Force's Diversity Directorate. The Positive Action Manager is responsible for the Force Positive Action Recruitment, Retention, Representation and Progression Strategy. This strategy was adopted in late 2006 by the Force and covers the six strands of diversity. The actions within the plan are prioritised towards race and gender at present.

The actions include a comprehensive monitoring process to highlight areas of disproportionality. This process is part of our Diversity Scorecard. Each of our BCUs and Departments has a Diversity Champion who is a member of that BCUs or Departments senior management team. Where disproportionality is identified the Diversity Directorate works with that BCU or Dept to develop an action plan which will help address the disproportionality.

One recent example is the lack of women within our Tactical Firearms Unit. The BCU has developed a plan to encourage more female applicants to the TFU. This has included open days for women and the opportunity to see what the role of the TFU is. Following the open day none of the women who attended chose to apply on this occasion. The Diversity Directorate is now carrying out follow up contact with those women to establish the reasoning behind their decisions. This will help to inform the Force as to whether there are any barriers preventing women from applying. A recent survey among our SWAY membership showed that 77% of respondents did not feel there were any barriers to joining any specialist department in the Force.

Service Delivery

Surrey Police is committed to providing a fair and equitable service to the community it serves. Our leadership principles, the Surrey Standards and our customer care principles are all designed to ensure this is the case. We also recognise that people's needs are different dependent on gender, race, faith, age, sexuality and disability. The Force is committed to, and is a national leader in, Neighbourhood Policing. We see Neighbourhood Policing as the mainstay of our service delivery. This style of policing ensures maximum opportunity for the public of Surrey to engage with the Police and make us aware of their policing needs.

Neighbourhood Teams hold regular neighbourhood panel meetings which are well attended. Each Neighbourhood Team develops agreed policing priorities with the public addressing, in partnership with other key agencies and stakeholders, the issues which are important to local people.

As outlined in our primary objectives in this GES there are three key areas of our service delivery where we know from national and local feedback there are particular concerns. These are victims of domestic violence, victims of serious sex offences and custody provision for women prisoners. The Force wishes to concentrate on these areas initially.

Domestic Violence

Surrey Police treats cases of domestic violence very seriously. Some of the initiatives we have in place are listed below:

- ✚ Risk assessment takes place on every reported domestic abuse incident involving current or former partners. The victim is asked a number of questions and the answers recorded using a risk indicator questionnaire.
- ✚ Cases that are risk assessed as 'high' or 'very high' will be referred to a Multi-Agency Risk Assessment Conference (MARAC). This is a multi-agency forum with representatives from a wide cross-section of statutory and non-statutory agencies who will meet regularly to share information, discuss and action-plan cases to reduce risk and improve safety of the victim and family members. This is a risk management model recommended by ACPO and NCPE.
- ✚ The Force policy and procedure on domestic abuse is compliant with the most recent guidance issued by ACPO and the NCPE on Investigating Domestic Violence (published in 2004)

- ✚ The Integrated Domestic Abuse Programme (IDAP) is a nationally accredited programme run by the Probation Service for offenders convicted of domestic violence offences. The programme addresses the offending behaviour as part of a community sentence and aims to reduce repeat victimisation. Those on the IDAP are monitored and information is shared between the probation service and police on a regular basis.
- ✚ Surrey Police have run publicity campaigns in conjunction with the local authority and outreach services over the football world cup and at Christmas 2006 as well other initiatives in the past. There is also a national annual domestic abuse week to which Surrey Police contributes.
- ✚ In conjunction with Epsom & St Helier NHS Trust, Surrey Police and North Surrey Outreach are running a domestic abuse routine enquiry project at Epsom General Hospital. This hopes to capture some unique data on how many injuries coming in to the A&E department are domestic abuse related injuries.
- ✚ Following a training needs analysis, a number of additional training courses for police officers and staff have been run or are to be run in the future. All probationers now receive training on domestic abuse as well as PCSOs, IHC and CHC staff. There is also a one week domestic abuse investigators course for specialist police officers and staff. There is also a 2-day multi-agency training course available for police officers and staff.
- ✚ Surrey Police are partners in a Public Service Agreement together with the local authority and outreach services, and sponsored by the Government for the South East, to increase the number of reported incidents of domestic violence and reduce the number of reported repeat victims over a three year period. There is a substantial reward grant available if the agreed targets are met which will be re-invested in support services and preventative measures.

Sexual Offences

The force is currently in the process of setting up a dedicated SOTO (Sexually Offences Trained Officer) team. This team of 7 police staff and 4 officers under the direction of a DS will support all Surrey rape victims. By having a team they will provide a quality of support and understanding that will come about by the use of a small team dedicated to the role. They will also become very aware of all the supportive services that can be offered to victims and will become known to these services so awareness will be raised.

This team should ensure that victims are provided with a good quality consistent support and should enhance the quality of the investigations and increase the opportunities for conviction.

There is currently, still in early stages, the introduction of a SARAC (Sexual Assault Referral Centre) in Surrey. This will provide support for all victims of sexual assault including medical advice.

This project is being led by Health. There will need to be a close link between the SOTO team and the SARC which will also help to increase support from all services to victims.

Custody Provision

Surrey Police operates four main custody centres, one on each of our BCUs. We also have provision for additional static custody facilities for specific operations.

Each of our custody centres considers the needs of both male and female detainees and for example supplies requisite sanitary products with systems in place to ensure supplies are maintained. Separate access to shared washing facilities is also provided.

Every detainee is subject to a risk assessment process which provides flexibility to document and action issues such as childcare concerns for both male and female detainees.

Just under 46% of our detention staff are female creating the opportunity for detainees to have good access to a female member of staff not connected with the investigation. It is recognised that we need to maintain our good representation in this area of our business.

The Force has a cadre of medical examiners (FME) who attend custody centres 30% of which are female. We intend to maintain a minimum of 25% female representation within the cadre. Flexibility exists within the cadre rota for specific requests by a detainee to see a female FME.

The Force has an agreement with the local ambulance service to attend custody centres for various medical issues. Whilst we cannot influence the representation of female staff within the ambulance service our monitoring suggests that the representation of ambulance personnel who attend to detainees is approximately 20%.

Harassment, Complaints / Grievance

Surrey Police has comprehensive policies and procedures on the management of harassment, complaints and grievance. This includes guidance to staff on what is unacceptable, how to make a complaint or grievance, how to record a complaint or grievance and the process for investigation of such complaints and grievance.

Serious issues of discipline, judged to be gross misconduct by police staff members and all misconduct and discipline issues in respect of police officers our dealt with by our Professional Standards Department (PSD). Issues of misconduct against police staff are investigated by our HR Department.

All complaints and grievance are monitored for diversity issues and the monitoring is included in our diversity scorecard.

The Force has a 'Behaviour in the Workplace' programme which all staff are mandated to attend. The Force has also issued to all supervisors a handbook which clearly sets out expectations of our leaders, intervention guidance, rewards and recognition and the seven leadership principles of the Force.

The Force has also clearly communicated its expectation through the Surrey Standards to all of our staff in terms of personal responsibility for behaviour. Our intervention model was recognised as national best practice by the Police National Diversity Team (PNDT).

Complaints

We are committed to listening and responding to your concerns and complaints. In the case of any complaint made to us we will:

- ✚ Demonstrate police accountability
- ✚ Work to improve our standards
- ✚ Be responsive to the needs of the complainant
- ✚ Be just and proportionate
- ✚ Be timely and effective
- ✚ Be open to public scrutiny and sensitive to public interest
- ✚ Increase public confidence in our ability to deal effectively with your concerns and complaints

If your complaint concerns the direction and control of Surrey Police (for example our policies and procedures) it can be reported to the Force or our Police Authority and we will:

- ✚ Record, investigate and respond to you as appropriate
- ✚ Be as open and transparent as the maintenance of effective policing will allow

- ✚ Use this information to inform the development of future local policy and practice and to increase our understanding of how people wish to be treated.

If your complaint concerns the inappropriate conduct of any individual serving within Surrey Police it can be reported in different ways namely:

In writing to:

Chief Constable
Surrey Police HQ
Mount Browne
Sandy Lane
Guildford
Surrey
GU3 1HG

By phone to: 0845 125 2222

By minicom: 01483 539999

In person at any of our police stations – see our web site for details
www.surrey.police.uk

By e mail to chief.constable@surrey.pnn.police.uk

To the Surrey Police Authority

Surrey Police Authority
PO Box 412
Guildford
Surrey
GU3 1BR

Tel: 01483 482151

Fax: 01483 482027

Alternatively your complaint can be directed to the Independent police Complaints Commission (IPCC) which is an independent body charged with the supervision of complaints against police.

The IPCC can be contacted in the following ways:

Telephone: 08453 002 002

Minicom: 020 7404 0431

E mail: enquiries@ipcc.gsi.gov.uk

Procurement

Surrey Police is committed to optimising and sustaining best value in the procurement of goods, works and services, maximising benefit from price, delivery and quality.

The Gender Equality Duty requires us to:

- ✚ eliminate by all possible means any unfair discrimination in procurement by gender
- ✚ to promote gender equality
- ✚ put a stop to sex discrimination

It also places a legal responsibility on us to demonstrate that we and our suppliers treat men and women fairly and equally.

Surrey Police will ensure that all procurement policies and procedures take account of the legal duties to promote equality as required by the Gender Equality Duty. We will do this by ensuring that our systems for selecting providers of goods and services identify those who support our equality and diversity requirements in the first instance. Our terms and conditions, which are agreed to by all providers of goods and services, demonstrate Surrey Police's commitment to equality and diversity and place an expectation of the service provider to adhere to the same requirements.

Procurement Management have representation at the Force Uniform and Equipment Group (FUEG). Uniform and equipment issues identified in "Gender Agenda 2" produced by the British Association of Women in Policing, will be addressed at this forum. In line with the ACPO Procurement Strategy and the Byatt Report, Surrey Police uses collaborative contracts and framework arrangements wherever possible. These collaborative arrangements are in place for the procurement of a large percentage of uniform and equipment items and Surrey Police will therefore encourage any changes to be dealt with at a National or Regional Level where appropriate.

All staff within Procurement Management have undertaken equal opportunities training. However, in light of recent changes in equal opportunities legislation, further training has been identified. Surrey Police will therefore liaise with the ACPO Procurement Sub-Committee Professional Development Group to organise appropriate police procurement training on the Gender Equality Duty (as well as the Race Equality Duty and the Disability Equality Duty).

Surrey Police have introduced an electronic procurement system. All suppliers that register on the electronic system are asked to state whether they agree with the force policy on Diversity and Equal Opportunities. Surrey Police will not trade with suppliers who do not agree with our policy.

A Corporate Responsibility Questionnaire has been included as part of the Surrey Police Invitation to Tender documents. Those who tender are required to answer questions regarding their policies and procedures relating to Equal Opportunities (including Gender Equality and Disability Equality), Race Equality, Health & Safety and the Environment. With the introduction of this questionnaire, we can assess whether suppliers are compliant with the legislative requirements and whether they share the same values as us.

The data from the Corporate Responsibility Questionnaire will be collated for statistical analysis. The resulting statistics will then be incorporated into the Procurement Management Annual Report to the Surrey Police Authority. The statistics will also be available to HMIC and other auditors if required.

The Surrey Police terms and conditions already require suppliers to comply with equal opportunities legislation including gender equality legislation. They also require suppliers to provide evidence to Surrey Police that they comply with this legislation, not just on paper, but in their everyday working environment.

Surrey Police recognise that the Gender Equality Duty has more of an impact on some contracts than others. An Impact Assessment is therefore required at the start of each procurement exercise in order to determine how much weighting the Corporate Responsibility Questionnaire should have on the award of the contract. For example, if contracting for catering services, the Corporate Responsibility Questionnaire will require a much higher weighting than for example the supply of stationery.

Your Chance to Comment or Contribute

If you would like to know more about gender equality in Surrey police or you wish to make comment on the content of our GES or what else you would wish to see included in it, then you can contact us in a number of ways.

You can.....

- ✚ Visit our web site at www.surrey.police.uk where you can find our Gender Equality Scheme.
- ✚ Telephone us on 0845 125 2222 or use minicom 01483 539999
- ✚ Write to us: Head of Diversity Directorate
Surrey Police HQ
Mount Browne
Sandy Lane
Guildford
Surrey
GU3 1HG
- ✚ E mail us at: diversitydirector2@surrey.pnn.police.uk

Appendices

Appendix A Gender Equality Scheme Action Plan

Appendix B Useful Reading

Appendix A

Surrey Police Gender Equality Scheme Action Plan

Objective 1			
To achieve a gender, ethnicity, and sexual orientation balance across the rank and role structure and specialisms			
	Action	By whom	date
1	Ensure that where police staff occupy senior posts they are integrated as members of management teams and review where there are gaps in SMTs	DCC	2008
2	Market Surrey Police within black and minority ethnic female groups	Head of Diversity	2008
3	Develop positive action programme for women from minority communities	Head of Diversity	2008
4	Review availability of training for part time workers.	Head of Training	2007
5	Monitor access to training for all staff including part time workers	Head of Training	2007
6	Provide support for SWAY, SPectrum and SBPA	DCC	2007

Objective 2			
To have a woman's voice in influential policy forums focussing on both internal and external service delivery			
7	The skill of engaging with people of diverse needs will be built into PDR and personal development plans	Head of Leadership	2008
8	Put in place mechanisms to ensure that women are consulted at all levels on both internal and external service delivery issues	DCC Heads of BCUs and Depts	2007

Objective 3			
To develop an understanding of the competing demands in achieving a work life balance and a successful career			
9	Review part time working policy and promote opportunity of part time working to all staff	DHR	2007
10	Market opportunities which will help staff achieve a work life balance and review procedures to see where they can be enhanced	DHR	2008
11	Monitor numbers of staff who work part time or any other flexible working arrangement	BCU/Dept HR managers	2007
12	Prepare briefing document which will provide all supervisors with an awareness of part time and flexible working options in the Force	Head of Employee Relations	2007
13	Complete a review of maternity issues called "Maternity Matters"	Head of Employee Relations	2007

Objective 4			
To have a working environment and equipment of the right quality and standards to enable women to do their jobs professionally			
14	Review equipment provided to women in specialist posts to include consultation with SWAY	Chair of Uniform Committee	2007
15	Consider multi faith rooms within BCUs	Head of Estates	2008
16	Ensure women and men who wear uniform are represented on Uniform User Group	Chair of Uniform Committee	2007
17	Where changing and shower facilities are provided they must be for both men and women	Head of Estates	2008

Objective 5			
To demonstrate consistently that Surrey Police values women in policing			
18	As part of our positive action programme we will run not less than two "Empowering Womens Leadership" Courses before March 2008	Head of Leadership	annually
19	We will proactively support the Positive Action Leadership Courses run by Centrex (NPIA)	Head of Diversity	annually
20	We will carry out a review of our specialist department entry standards for those areas where representation is low	DHR	2007
21	We will, as part of our retention plan for minority groups, put in place buddying and mentoring schemes	Head of Diversity	2007
22	We will continue to promote access to the HPDS Scheme for police officers from minority groups and continue to support our own innovative police staff HPDS scheme.	DHR	annually

Objective 6			
To consider and implement recommendations arising from the equal pay audit focussing on areas where disproportionality and disparity exist			
23	Monitor and review how commendations are awarded	DSSD	2007
24	Monitor and review how special payments are awarded	DHR	2007
25	Adopt into this plan other recommendations from the equal pay audit as agreed	Head of Employee Relations	2007

Objective 7			
To ensure that victims of domestic violence (both men and women) receive a fair, professional and supportive service from Surrey Police in accordance with their individual needs.			
26	In conjunction with Epsom & St Helier NHS Trust Surrey Police and North Surrey Outreach will continue to run a domestic abuse routine enquiry project	Head of Crime Management	2007
27	In partnership with Local Authorities and outreach services Surrey Police will work towards increasing the number of reported incidents of domestic violence and reducing the number of reported repeat victims over the next three year period, the life of this GES	Head of Crime Management	2007

Objective 8			
To ensure that victims of serious sex crimes (both men and women) receive a fair, professional and supportive service from Surrey Police in accordance with their individual needs			
28	The Force will implement a dedicated Sexually Offences Trained Officer (SOTO) team comprised of 7 police staff and 4 police officers under the direction of a Detective Sergeant	Head of Crime Management	2007
29	The Force will work with Health to support the introduction of a Sexual Assault Referral Centre (SARAC) which will provide support for all victims of sexual assault including medical advice	Head of Crime Management	2007

Objective 9			
To ensure that our custody provision for both men and women is cognisant of and caters for their individual needs insofar as is practicable and lawful			
30	We will continue to monitor the gender breakdown of our custody staff and those who provide services (e.g. medical examiners)	Head of Criminal Justice	annually
31	We will monitor our risk assessment process to ensure it is being applied appropriately	Head of Criminal Justice	annually
32	We will ensure that all staff who work within our Custody Units are properly trained in the issues affecting Gender Equality	Head of Criminal Justice	2007

Other Actions			
Transgender			
33	To develop a Force policy in relation to transgender issues	Head of Diversity	2007
34	To assist in the further development of the ACPO National Transgender policy	Head of Diversity	2007
Procurement			
35	Liaise with PDG to arrange for Equal Opportunities Training for all Procurement Staff in the SE Region	Head of Procurement	2007
36	Devise an "Impact Assessment" for use at the start of each project in order to determine how important Gender Equality is for that project	Head of Procurement	2007
37	Ensure Terms and Conditions for: <ul style="list-style-type: none"> ▪ Request for Quote ▪ Consultancy Agreements Make reference to the appropriate legislation	Head of Procurement	2007
38	Include Corporate Responsibility Questionnaire into the ITT Template so that it is completed by suppliers for all tenders	Head of Procurement	2007
39	Record Gender Equality data for each tender and submit to Diversity Directorate who will perform a statistical analysis.	Head of Procurement	2007
40	Statistical analysis of Gender Equality data to be included in the Procurement Annual Report to the Surrey Police Authority	Head of Procurement	2007
41	Include reference to the Impact Assessment in the Procurement Tender Checklist	Head of Procurement	2007
Dress Code			
42	Review police staff dress code to ensure parity between men and women	DHR	2008

Appendix B

Useful Reading

Equal Opportunities Commission publications

- ✚ Code of Practice
- ✚ The Gender Equality Duty and Employment
- ✚ The Gender Equality Duty and Tran-sexualism
- ✚ The Gender Equality Duty and Procurement

Fawcett Society

- ✚ Doing Your Duty: Guide to the Gender Equality Duty

Police National Diversity Team

- ✚ Employment Monitoring Guidance

British Association of Women in Policing

- ✚ Gender Agenda 2

Websites:

- ✚ www.eoc.org.uk
- ✚ www.bawp.org.uk
- ✚ www.csag.org.uk