



Creating a safer  
**Cambridgeshire**

**CAMBRIDGESHIRE CONSTABULARY  
INTEGRATED EQUALITY SCHEME  
2008 – 2011**



**Contents**

---

Foreword by Chief Constable	3
Publishing our Integrated Equality Scheme	4
Reporting on our Integrated Equality Scheme	4
Reviewing our Integrated Equality Scheme	5
Introduction	6
Key Objectives for Integrated Equality Scheme	7
Our Mission, Vision & Values	7
Structural Description of Cambridgeshire Constabulary	8
The Decision Making Process	8
The Communities We Serve	12
Legal Drivers	13
Equality Matters	22
Equality Impact Assessments	22
Consultation	24
Service Delivery	29
What We Do	29
Hate Crime & Hate Incidents	30
Open Out Scheme	31
Codes of Practice for Victims of Crime	31
First Contacts Scheme	31
Employment	32
Positive Action	34
Learning & Development	34
Community Consultation	36
Integrated Equality Scheme Consultation Group	38
Age	39
Disability	41
Gender	43
Race	48
Religion & Belief	50
Sexual Orientation	52

**Chief Constable's Foreword**



I have pleasure in presenting our 'Integrated Equality Scheme 2008-2011'.

It outlines our plan of action promoting engagement in productive and valued activities. These will help us to succeed in putting our people first so that our diverse communities can enjoy individual, family and social lives in a safe living and working environment.

It brings together the existing Race, Disability & Gender Equality Schemes, one of which has been identified as being most likely to deliver on by the Police Federation. The Integrated Equality Scheme introduces additional areas of Sexual Orientation, Religion & Belief, Age & Caring Status.

Comprehensive consultation has been undertaken throughout the preparation of our Integrated Equality Scheme ensuring maximum community and stakeholder participation in decision making.

Everyone who contributes to the work of the Police Service and the communities they serve have a right to be treated with respect, dignity and sensitivity. Fair and equal treatment of both our colleagues and the public is a key feature in succeeding with our 'Citizen Focus' agenda which aims to identify, understand and meet the needs of our local communities and improve their overall experience of policing.

Building on the trust & confidence amongst our diverse communities is essential to good service provision and as a service provider and employer; Cambridgeshire Constabulary has a legal and moral duty to promote Equality & Human Rights. We want to promote Equality & Human Rights because we recognise that it is the right thing to do and not just because we have a legal duty to do it.

We are proud of the standard set out by our Integrated Equality Scheme that gives due regard to our policy making, function, employment practices, learning & development opportunities and service delivery, thereby continuing to mainstream diversity.

Through strong leadership, a proportionate approach, effective partnerships, and a supportive and learning working environment, we will continue to deliver on our commitment to valuing diversity and eliminating unlawful discrimination.

**Together we will succeed in 'Putting people first'**

## **Publishing our Integrated Equality Scheme**

The Integrated Equality Scheme will be published on our Constabulary web-site: [www.cambs.police.co.uk](http://www.cambs.police.co.uk) and internally on Cam-net. It will also be available on request in hard copy and other formats.

If you require an alternative format of the Scheme, wish to be involved in the implementation of the Scheme, offer feedback or receive regular updates on our progress; please contact Cambridgeshire Constabulary's Diversity Unit.

We can be contacted:

By telephone: 01480 422867

By e-mail [diversity.unit@cambs.pnn.police.uk](mailto:diversity.unit@cambs.pnn.police.uk)

By writing to: Diversity Unit

Cambridgeshire Constabulary Force Headquarters

Hinchingbrooke Park

Huntingdon

Cambridgeshire

PE29 6NP

## **Reporting on our Integrated Equality Scheme**

In May each year we will publish a report containing a summary of: -

- What we have done over the past year to eliminate discrimination under the specific duties of race, gender & disability and the Equality Act 2006.
- How we are doing in relation to meeting the targets set out in our action plan

We will publish this report on our internal and external web-sites and make it specifically available to members of our advisory network.

## **Reviewing our Integrated Equality Scheme**

In addition to our annual review of progress against the Scheme, we will, every three years in May, conduct a full revision of the Scheme, which will involve assessing all the information gathered over the past three years, what it indicates and how we have used it to make improvements in our service and employment practices.

The information reviewed will include the results of the Equality Impact Assessments we have conducted, the data we have collected and what the people who have been involved in the Scheme have told us.

This will assist us to identify where we need to focus our work for the following three years.

## **Introduction**

This is the first Integrated Equality Scheme to be produced by Cambridgeshire Constabulary. It builds on the success of our earlier Race, Disability & Gender Equality Schemes. The Integrated Equality Scheme is a strategy and set of actions to promote equality within the Constabulary that empowers us to win the trust and the confidence of the people we serve.

This Scheme provides a framework for the processes of monitoring, consulting, engaging and reviewing all our policies, procedures and practices across all strands of Diversity. The activities that are common will be set out in the first part of the Scheme and the second will focus on individual strands with actions that are specific to that area.

The outcomes required and actions that need to be taken are clearly highlighted in a format that is easy to read and understand.

The actions within the plan are not additions to the work of the Constabulary, each one is integrated into ongoing areas of work to improve how we support and interact with our staff and all the people of Cambridgeshire.

**Key Objectives for Our Integrated Equality Scheme**

- Take active steps to eliminate unlawful discrimination and harassment:
- Promote equality of opportunity, positive attitudes and respect towards each other.
- Nurture a culture that values the diversity of the communities that visit, work and live in Cambridgeshire.

**Our Mission**

Creating a Safer Cambridgeshire

**Our Vision**

First class, citizen focused policing

**Our Values**

Integrity

Respect

Sensitivity

**Structural Description of Cambridgeshire Constabulary**

Cambridgeshire Constabulary is headed by an Association of Chief Police Officers (ACPO) team consisting of a Chief Constable, Deputy Chief Constable (DCC), Assistant Chief Constable (ACC), Director of People & Director of Finance. The Constabulary area is divided into three territorial basic command units (BCUs), with two further non-territorial directorates, a Directorate of Investigations and a Directorate of Safer Communities. The three main BCU police stations are located in Peterborough, Huntingdon and Cambridge, with the Constabulary Headquarters being situated in Huntingdon. We employ around 1400 Police Officers and almost 1200 Police staff across these areas.

### **The Decision Making Process**

#### **The Cambridgeshire Police Authority**

The Cambridgeshire Police Authority is an independent body made up of local people who oversee the work of the Constabulary. They have a range of financial and legal powers but their principal responsibility is to maintain an efficient and effective police service in Cambridgeshire.

#### **Key Responsibilities**

- Agreeing the police budget for the year. A local Government grant is received and the Cambridgeshire Police authority then decides how much money to raise through the local council tax towards the cost of policing.
- Appointing the Chief Constable, the Deputy Chief Constable and the Assistant Chief Constable. The Chief Constable has independent operational control of Cambridgeshire Constabulary.
- Best Value - the Authority works to review and improve policing services making sure they are effective, efficient and of a high quality.
- Consulting with the community - the Authority provides an important and transparent link between the police and the public.
- Setting an annual plan for policing the county - this includes priorities and targets for the Constabulary. During the year the Authority monitors police performance against the targets.

- Reporting back to the community - an annual report is produced to tell the public whether the Constabulary has achieved the targets set in the annual plan.
- Serving diverse communities - the Race Relations (Amendment) Act 2002 puts a positive duty on police authorities to help eliminate racial discrimination, and to promote equality of opportunity and good race relations.

### **The Chief Constable**

The Chief Constable is responsible for the delivery of operational policing of Cambridgeshire and is accountable to the Police Authority.

### **Chief Officer's Group**

This is a weekly meeting that is chaired by the Chief Constable, to set and monitor the strategic direction of the Constabulary.

### **Diversity Steering Group**

A six weekly Strategic level meeting Chaired by the Chief Constable that considers issues that impact on employment practices and service delivery relating to Diversity. Progress of the Integrated Equality Scheme is monitored by this group. Membership consists of the following:

<b>Attendee</b>	<b>Roles &amp; Responsibilities</b>
Chief Constable	Chair holds Divisional Commanders, Directorate Heads and Support Department Heads to account
Divisional Commanders	Accountable for Basic Command Unit performance in relation to Diversity

NOT PROTECTIVELY MARKED

Head of Investigations	Accountable for Investigations Directorate performance in relation to Diversity
Head of Safer Communities	Accountable for Safer Communities Directorate performance in relation to Diversity
Director of People	Accountable for HR, Learning & Development and Diversity performance
Head of Human Resources	Accountable for all HR issues and performance
Head of Corporate Performance Department	Accountable for monitoring and publishing performance data
Head of Professional Standards Department	Accountable for Professional Standards Department
Head of Learning & Development	Accountable for the learning & development of the Organisation
Head of Quality Assurance Team	Accountable for audit & inspection
Diversity Unit	Accountable for the Integrated Equality Scheme and for advising the Constabulary on Diversity legislation and issues.
Police Authority Representative	Contribute independent views and ensure discussion and actions are disseminated and communicated to the full Authority
Specials Co-ordinator	Contribute views and ensure discussion and actions are disseminated and communicated to members
Police Federation Representative	Contribute views and ensure discussion and actions are disseminated and communicated to members

Staff Support Association Representatives	Contribute independent views and ensure discussion and actions are disseminated and communicated to the wider associations.
Unison Representative	Contribute views and discussion and actions are disseminate and communicated to members
Strategic Commander	Accountable for co-ordinating strategic action across the Constabulary.
Planning & Policy Manager	Accountable for policy management framework and production of strategic policing plan

### Policy & Programme Boards

<b>Force Executive Board</b>	
FEB exists to advise the Chief Constable on the strategic direction of the force and to ensure corporate governance.	Chaired by the Chief Constable

<b>Force Performance Challenge Group</b>	
These meetings are co-ordinated with the release of the iQuanta <sup>2</sup> data. This allows us to compare ourselves with other Constabularies and gives us an understanding of our performance in a national context.	Chaired by the Chief Constable

<sup>2</sup> iQuanta is an internet-based analysis tool developed by the Police Standards Unit to turn statistical data routinely collected by the Home Office into useful outputs for understanding and improving policing performance.

## **The Communities We Serve**

### **Geographical Description of Cambridgeshire Area**

Cambridgeshire is a medium-sized county, occupying a strategically significant location within the region, being a main link between the Midlands and East Anglia. The county has a resident population of 752,870 with 302,882 households. This population is set to grow substantially over the coming decade with large scale housing development scheduled within the East of England Plan, in particular Northstowe, a new town planned for the south of the County.

The two major conurbations of the county are Peterborough and Cambridge. While Peterborough is a significant city providing modern regional shopping attractions, it also has some of the most deprived wards in the country. Cambridgeshire has substantial rural areas and numerous local market towns, making up approximately 13% of the county's households. Major roads such as the M11, A1, A47 and A14 cross the county, as does the east coast main rail route.

The pattern of economic development in the county means that there are some notable variations in population spread, economic standing and patterns of industrial growth. The southern half of the county falls within the London commuter belt, with associated high housing costs in Cambridge and the surrounding villages. The city also has a substantial international reputation as one of the leading academic centres in the world. As such it is a popular tourist location as well as being home to a large number of students, making the population relatively young and affluent.

In the north of the County, the Deputy Prime Minister recognised Peterborough's recent expansion with the Hampton development when it was assigned city status. Peterborough has a diverse population with in excess of 70 languages being spoken. Peterborough is home to the National Deaf Blindness Centre, which is the only one of its kind in Europe and subsequently attracts many deaf-blind people to the area

### **Legal Drivers**

## **The Equality Act 2006<sup>3</sup>**

The Equality Act, which received Royal Assent on 16 February 2006, has three functions:

- To create a single Commission which will replace the Equal Opportunities Commission (EOC), the Commission for Racial Equality (CRE) and the Disability Rights Commission (DRC). This single commission will be called the Equality & Human Rights Commission (EHRC).
- To make unlawful (apart from certain exemptions), discrimination on the grounds of religion or belief or sexual orientation in the provision of goods, facilities and services, the management of premises, education and the exercise of public functions.
- To create a duty on public authorities to promote equality of opportunity between men and women and to prohibit sex discrimination in the workplace.

The aim of the Act is to encourage and support the development of a society in which:

- People's ability to achieve their potential is not limited by prejudice or discrimination
- There is respect for and protection of each individual's human rights
- There is respect for the dignity and worth of each individual
- Each individual has an equal opportunity to participate in society, and
- There is mutual respect between groups based on understanding and valuing of diversity and on shared respect for equality and human rights

## **Race Relations Act 1976 (Amendment Act 2003)<sup>4</sup> – General Duty**

---

<sup>3</sup> The Equality Act 2006

<sup>4</sup> Race Relations Act 1976

Everybody has the right not to be discriminated against on racial grounds. The Race Relations Act 1976 makes it unlawful to treat a person less favourably than others on racial grounds. These cover grounds of race, colour, nationality (which includes citizenship), and national and ethnic origin.

The Race Relations (Amendment) Act 2000 amended the 1976 Act. It fulfilled recommendation 11 of the Stephen Lawrence Inquiry report and went further than this, prohibiting race discrimination in all public functions, with only a few limited exceptions.

The public bodies listed in Schedule 1A of the amended 1976 Act are subject to a statutory general duty to promote race equality. The police service, and therefore Cambridgeshire Police, is one of these public bodies specifically listed.

Below is an outline of the law specific to our organisation.

Section 71(1) of the Race Relations (Amendment) Act 2000 outlines the general duty which is that every body or other person in the organisation shall, in carrying out their functions, have due regard to the need:

- to eliminate unlawful discrimination
- to promote equality of opportunity
- to promote good relations between persons of different racial groups

Encounters between police and people from all groups, including Black and Minority Ethnic groups, must be justifiable, productive, respectful and proportionate. Our role in delivering criminal justice must be scrupulously fair and equitable for all and not result in one group being treated less favourably because of their race or ethnicity.

### **Racist incidents and incitement of racial hatred**

Racist incidents ranging from criminal harrassment and abuse to physical violence are offences under the criminal law. Inciting racial hatred is also a criminal offence.

### **Equal Pay Act 1970<sup>5</sup>**

---

<sup>5</sup> Equal Pay Act 1970

The Equal Pay Act 1970 makes it unlawful for employers to discriminate between men and women where they are doing the same or similar work; work rated as equivalent; or work which is of equal value though different in nature.

It covers both pay and other terms and conditions such as piecework, output and bonus payments, holidays and sick leave. European law has confirmed that the concept of equal pay prevents discrimination in relation to redundancy payments, travel concessions, employers' pension contributions and occupational pension benefits.

The Equal Pay Act applies to pay or benefits provided by the contract of employment. The Sex Discrimination Act covers non-contractual arrangements including benefits such as discretionary access to a workplace nursery or travel concessions.

The Act 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.

### **Sex Discrimination Act 1975 (Amendment Regulations 2008)<sup>6</sup>**

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

In employment and vocational training, it is also unlawful to discriminate relating to a person being married or a civil partner or relating to gender reassignment.

The Sex Discrimination Act prohibits direct and indirect discrimination, victimisation and discrimination relating to pregnancy or maternity leave, sexual harassment and harassment on the grounds of sex.

---

<sup>6</sup> Gender Recognition Act 2004  
C:\TEMP\notes85CAEF\~9347410.doc

## **Gender Reassignment Regulations 1999**

The Gender Reassignment Regulations 1999 are an amendment to the Sex Discrimination Act 1975. These regulations are also found within the Gender Recognition Act 2004. The regulations state that it is illegal to treat someone less favourably in relation to the person undergoing, having undergone or intending to undergo gender reassignment. The introduction of these regulations gave transsexual and transgender people legal recognition for the first time.

## **Gender Recognition Act 2004**

The Gender Recognition Act gives legal recognition to transsexual people who satisfy a panel of lawyers and doctors known as a Gender Recognition Panel.

In order to satisfy the panel, the person must show that they:

- have or have had gender dysphoria
- have lived in their acquired gender for two years or more
- intend to live in the acquired gender permanently

## **Disability Discrimination Act 1995 (New Act 2005)<sup>7</sup>**

The Disability Discrimination Act 2005 aims to end the discrimination that many disabled people face. The act provides people with disabilities rights in the areas of:

- Employment
- Education
- Access to goods, facilities & services
- Buying or renting land or property

The act also allows the government to set minimum standards so that people with disabilities can use public transport easily.

---

<sup>7</sup> Disability Discrimination Act 1995  
C:\TEMP\notes85CAEF\~9347410.doc

In April 2005 a new Disability Discrimination Act was passed by Parliament, which amends or extends existing provisions in the DDA 1995, including:

- Making it unlawful for operators of transport vehicles to discriminate against people with disabilities
- Making it easier for people with disabilities to rent property and for tenants to make disability related adaptations
- Making sure that private clubs with 25 or more members permit access to people with disabilities
- Extending protection to cover people who have HIV, cancer and multiple sclerosis from the moment they are diagnosed
- Ensuring that discrimination law covers all activities of the public sector
- Requiring public bodies to promote equality of opportunity for people with disabilities

### **The Employment Equality (Sexual Orientation) Regulations 2003<sup>8</sup>**

These regulations made it unlawful to discriminate against workers in relation to sexual orientation.

Sexual orientation is defined as a sexual orientation towards persons of the:

- Same sex (lesbians and gay men)
- Opposite sex (heterosexuals)
- Same and opposite sex (bisexuals)

---

<sup>8</sup> The Employment Equality (Sexual Orientation) Regulations 2003  
C:\TEMP\notes85CAEF\~9347410.doc

**The Regulations also prohibit discrimination in relation to:**

- Perceived and actual sexual orientation. For example, it will be discrimination to make assumptions based on the behaviour or attributes of an individual about their sexual orientation.
- Association with someone who is lesbian, gay, heterosexual or bisexual. For example, a worker has a son who is gay. People in the workplace often tell jokes about gay people and tease the worker about his son's sexual orientation. This may be harassment in relation to sexual orientation, despite it not being the victim's own sexuality that is the subject of the teasing.

**Civil Partnerships Act 2004<sup>9</sup>**

The Civil Partnerships Act 2004 provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.

**Religious and Racial Hatred Act (2006)<sup>10</sup>**

This Act was introduced to make it illegal to threaten people because of their religion, or to stir up hatred against a person because of their faith. It is designed to fill gaps in the current laws, which already protect people from threats based on their race or ethnic background.

**The Employment Equality (Religion & Belief) Regulations 2003<sup>11</sup>**

The Employment Equality Regulations make it unlawful to discriminate against workers because of religion or similar belief.

A Religion or Belief is defined as being any religion, religious belief or similar philosophical belief. This does not include any philosophical or political belief unless it is similar to religious belief. It will be for the Employment Tribunals and other courts to decide whether particular circumstances are covered by the Regulations.

---

<sup>9</sup> Civil Partnership Act 2004

<sup>10</sup> Religious and Racial Hatred Act (2006)

<sup>11</sup> The Employment Equality (Religion & Belief) Regulations 2003

These regulations apply to all areas of employment including recruitment, training, promotions, transfers and dismissals. As with other anti-discrimination legislation, the only exception is if the discrimination is based on a genuine occupational requirement for the employee to be of a specific religion or belief. An example of this would be having a requirement that all teachers at a Christian school be Christian and promote Christianity with pupils.

### **The Employment Equality (Age) Regulations 2006<sup>12</sup>**

The Employment Equality (Age) Regulations, effective from 1<sup>st</sup> April 2006, make it unlawful to discriminate against people on the grounds of age.

#### The Regulations

- Prohibit unjustified direct and indirect age discrimination, harassment, and victimisation on grounds of age, young or old.
- Include provision for a standard retirement age for employees, normally 65, although employers can make it later (or earlier if they can justify this for good business reasons)

### **Human Rights Act 1998<sup>13</sup>**

The Human Rights Act incorporates the European Convention on Human Rights into UK law. This makes it easier to enforce the rights that the European Convention gave to people.

#### **Public Authorities**

Public authorities have a duty under the Human Rights Act to ensure that their actions are compatible with the principles of the Act.

---

<sup>12</sup>The Employment Equality (Age) Regulations 2006

<sup>13</sup> Human Rights Act 1998

Public authorities include any person / organisation carrying out functions of a public nature. This would cover, for example, private companies who are running privatised prisons, and charities who are running services such as residential care homes.

An individual can take action against a public authority if they believe that a public authority has breached their rights.

### **The Equality Standard for Local Government<sup>14</sup>**

Even though Cambridgeshire Constabulary is not required to comply with the Equality Standard for Local Government, it has been used as guidance throughout the Scheme as an example of good practice. The Equality Standard is a tool to combat the institutional processes that lead to discrimination as part of the culture, administration and governance that can be found in many public organisations. The Standard provides a way of working in local authorities that makes the mainstreaming of equality into service delivery and employment an issue for all aspects of an authority's work. By working through the Standard, local authorities will be able to identify disadvantage associated with the six equality strands and set targets to eliminate the barriers that create that disadvantage.

There are five levels of achievement in the Standard:

- Level 1:** Commitment to a comprehensive Equality Policy
- Level 2:** Assessment and community engagement
- Level 3:** Setting equality objectives and targets
- Level 4:** Information systems and monitoring against targets
- Level 5:** Achieving and reviewing outcomes.

Local authorities will use the above five levels of achievement to introduce a comprehensive and systematic approach to dealing with equalities which will enable them to set targets and achieve outcomes appropriate to local need.

### **The Equality and Human Rights Commission (EHRC)<sup>15</sup>**

The EHRC brings together the work of the three existing Commissions, the Commission for Racial Equality (CRE), the Disability Rights Commission (DRC) and Equal Opportunities Commission (EOC) in this new body.

The EHRC has taken on all the powers of the existing Commissions as well as new powers to enforce legislation more effectively and promote equality for all.

### **S95 Criminal Justice Act 1991<sup>16</sup>**

The Criminal Justice Act 1991 requires the Secretary of State to annually publish information they feel will help people to avoid discrimination in relation to race, sex or any other improper ground.

For this reason, every Constabulary is required to supply ethnic monitoring information to the Home Office on a monthly basis in relation to:

- Stop and search
- Arrests
- Cautions and proceedings
- Deaths in custody
- Homicides
- Employment

Systems have been introduced internally where the data supplied to the Home Office indicates that the related function or policy may be having an adverse impact on minority ethnic groups. This is to ensure that Cambridgeshire Constabulary has monitoring systems in place at both Divisional and Constabulary level to monitor the data on a regular basis. This allows issues to be identified and investigated more readily, rather than awaiting the annual Home Office figures.

### **Equality Matters**

Equality Matters is a monthly performance report. The report contains quantitative management information in relation to proportionality in certain policing functions. For example, stop and encounter, stop and search, crime detections, arrests and

---

<sup>14</sup> The Equality Standard revised March 2007

<sup>15</sup> EHRC

disposals, customer satisfaction and detection rates for racially aggravated offences.

The report provides a force overview of performance as well as individual geographically based information. The data contained within it supports the qualitative analysis conducted at divisional level. Divisional Commanders review local policing activity to ascertain how it impacts on the management information contained within the Equality Matters report. This process enables both a quantitative and qualitative analysis to take place and assists the organisation in identifying factors that may impact on disproportionality.

At the Constabulary's six weekly Diversity Steering group meeting The Equality Matters report is presented and discussed. The Chief Constable challenges Divisional Commanders regarding the performance contained within the report. The report is published both internally and externally on the Cambridgeshire Constabulary website.

### **Equality Impact Assessments**

Recently a review of the force's policy development process has been undertaken and as part of this; there has been a full revision of our impact assessment process. Feedback has been considered from policy writers and community members who have previously been involved in the process, to come up with a comprehensive means of assessing impact, which is not overly bureaucratic, but covers all strands of diversity and ensures compliance with the General and Specific duties under legislation – including the Equality Act 2006. (Appendix B)

The clarity of roles and responsibilities of people who are involved in each stage of the policy development process will ensure effective policy management. Awareness of the issues that can impact on the people affected by them have been mainstreamed.

Equality impact assessments are an essential part of ensuring compliance with the gender, race and disability duties, to encourage the consideration of any potential disproportionate impact. Authors of every new policy must have

---

<sup>16</sup> S95 Criminal Justice Act 1991  
C:\TEMP\notes85CAEF\~9347410.doc

completed an equality impact assessment on all diversity strands before submitting the policy for approval. Guidance on completion of the equality impact assessment is available from the Policy and Planning Manager and the Diversity Unit.

Through the impact assessment process, we will ensure that our policy writers assess the need to consult with a balance of representatives from all our communities. This will help to evaluate whether current practice is either adversely affecting people or limiting access to our services. We will also encourage policy writers to think positively about where opportunities exist for them to make a real difference to our service delivery. This will assist us to recognise and develop the best way of changing our practices to eliminate, or at least minimise, any adverse impact and take full advantage of opportunities presented.

### **The Assessment Process**

The Constabulary's Equality Impact Assessment process requires policy authors to initially consider the aims and proposed outcomes of all policy guidance and any associated procedures they are writing.

For all policies whether they are major, in terms of scale or significance, or minor, the next consideration for the policy author is which individuals or groups are most likely to be affected. Consider whether any affect will be particularly relevant to people based on their membership of a minority group i.e. based on their race, religion, gender, disability, sexual orientation or age.

In order to assess this impact as accurately as possible policy authors are encouraged to conduct research to gain information about the groups.

This includes consideration of: -

- demographic data,
- existing equality monitoring data both internally and externally held
- any previous research and consultation that may have taken place in respect of the area of business to which their policy relates
- relevant recommendations for improvement made by Her Majesty's Inspectorate of Constabulary, the Quality Assurance Team, national reviews etc,

- Impact assessments of relevant policies completed by other UK police forces

This initial research will give the policy author an idea of who they should be involving in the policy development process. This will also enable the policy author to gain a more accurate local assessment of potential or existing impact on staff or community members.

Where a potentially adverse impact is identified as affecting service delivery, policy authors are put in contact with people and agencies from the relevant strand of diversity, who then work with them to gain a greater understanding of what this impact is and who may be able to assist them during the policy development process to ensure that this is eradicated or at least minimised.

Having completed this assessment policy authors are asked to outline whether there is anything to suggest that any individual or group of people may receive (or perceive themselves to receive) unequal access to our services or an unequal standard of service from Cambridgeshire Constabulary in relation to the principles and processes anticipated from the policy under development or review.

If no adverse impact on any group, has been assessed following the research and consultation described above, the policy authors formally record their research, consultation and their findings. Where a small improvement has already been made which addresses the adverse impact or improves the standard of service, this is recorded on the assessment form and a full assessment may not be necessary.

### **Consultation**

Cambridgeshire Constabulary recognises that whom we consult with is critical and will affect both the legitimacy of the policy when it is put into effect, and the trust people feel they can place in us.

Our aim is to make sure individuals from all the groups who may be affected by the proposed policy both internally and externally, have the opportunity to express their views, concerns and suggestions. This includes organisations and individuals, who are likely to have a legitimate interest in the policy.

We take care not to restrict consultations to official 'leaders' or 'representatives' of local communities and associations, but use their experience and knowledge to

set up direct consultation exercises with different sections of the communities they represent.

For the above reasons we have developed a “menu” of consultation options that can be used by policy authors to explore issues raised through impact assessment, and as part of the force’s wider consultation framework.

The Cambridgeshire Independent Advisory Network (CIAN) has been developed to facilitate and broaden the range of people who have a voice in shaping the services we are developing and offering. The Network offers the opportunity for people to be involved in ways that suit them and the extent that they wish to be involved. It encourages people who usually do not come forward to be involved in formal groups as well as those for whom a more formal consultation framework is preferable. Due to the range of individuals in the network and their different needs and expectations of involvement and consultation, we have developed a number of ways in which we seek views and involve people.

- A virtual network by e-mail is available for people to comment on issues that arise that are having an adverse affect on them or those they work with. These issues are fed into the policy development process where appropriate and used to inform on an ongoing basis the impact that policies are having on individuals and groups.
- People are invited to informal consultation events who appear to have an interest in the policy or who through initial assessment may be affected by the policy or function. Prior to the event taking place, the audience attending is considered to assess which venue would be most appropriate, whether signers, hearing loops or interpreters are necessary and in what format pre-event material should be made available. We have involved people from the Cambridgeshire Independent Advisory Network in these considerations and sought advice and assistance in producing material that is relevant and accessible. Appropriate venues for the people attending are also considered.
- Visits to community groups, specifically to discuss areas of policing that may have a direct impact on those who form part of the group and to encourage their involvement in improving service delivery are carried out.

- We utilise existing community networks through, websites and word of mouth, to publicise events and seek peoples' views on what we do to promote positive change and inform the impact assessment process.
- We are currently in the process of developing mechanisms whereby front-line members of the Constabulary's staff (police officers, PCSOs, witness enquiry officers, etc) who regularly interface with members of the public can engage in the policy development process. This will be achieved by exploring and inviting feedback on highlighted issues with those they encounter through their day-to-day roles.

Information from the consultation exercises, however these have been conducted, is captured through the template we have developed to ensure that issues raised are recorded. Issues raised are subsequently formulated into an action plan with responsibilities and timescales for feeding back to community members in their preferred format, the result of their suggestions.

Present completed impact assessments alongside policy documents to line managers and management boards for approval. As part of an organisational learning philosophy in relation to understanding and managing diversity, this encourages a cumulative input and consideration of issues raised, rather than a "right first time" expectation from policy authors. The Constabulary is also now seeking to extend the impact assessment principles adopted for policy, to wider policing work streams as part of its citizen focus agenda.

### **Neighbourhood Policing**

The Constabulary has taken steps to ensure that local services reflect, respect and are relevant to the whole community by setting up neighbourhood panels in local areas. The neighbourhood panel consists of local residents that hold meetings on a regular basis with Police Officers to agree targets for the local area they deem important. Community Engagement Managers need to ensure that they publicise meetings within harder to reach communities through Police Community Support Officers. Regularly assess the areas they choose for panel meetings to ensure the venue and times of meetings are accessible particularly

for residents with particular needs such as parents with young children or those looking after elderly relatives.

### **E -Cops**

The Constabulary has various means of maintaining contact with the public. A scheme called 'E-cops' is an innovative e-mail newsletter system from Cambridgeshire Constabulary which keeps the public informed of local crime information, community news and policing activities in their neighbourhood. The E-cops Scheme covers the following areas:

Access - Provides direct and convenient access to the neighbourhood policing team with personally written e-mails from Officers.

Influence - feedback from the public is used to set policing priorities in local neighbourhoods.

Action - The Neighbourhood Policing team takes direct action to address the issues that matter to the residents with individuals receiving information and advice on how to protect their property and vehicles from crime

Answers – Individuals receive regular updates about activity to tackle crime and anti-social behaviour in their neighbourhood.

Public subscribers are not monitored by gender, age or ethnicity therefore it is not possible to determine whether more women or men are likely to subscribe to the e-cops scheme. An action in the Scheme is to explore the possibility of monitoring of the diversity of the subscribers or conducting a regular survey to record gender, age, ethnicity and any disability of subscribers. The purpose of recording this information is for the Constabulary to monitor the effectiveness of the e-cops scheme in relation to engaging individuals with different needs such as elderly men and women, or those that may spend much of their time at home because of a disability or caring responsibility.

### **Constabulary Website**

The Cambridgeshire Constabulary website is a tool that is widely accessible to those that have access to the internet. It contains basic information in 12 different

languages as well as access to the 24 hour confidential anti terrorist hotline. More detailed information in English is available mainly in the following areas:

E-cops	Stop and search information
Vacancies	Neighbourhood policing
Crime Prevention advice	Information on how to contact
News items	Constabulary performance

The Chief Constable records a monthly pod-cast. Some recent topics have included the citizen's journey, staying safe, road safety and coppers for coppers.

### **Street Surgeries**

Regular street surgeries are held in different areas of Cambridgeshire where members of the community have an opportunity to meet with their Neighbourhood policing team to bring up personal issues or matters affecting their community. Venues central to the community such as schools and health clinics or other visible locations are used to ensure the surgeries are given a high profile amongst all community members.

### **Week of Action**

This is a partnership approach where an area is identified as having lots of different issues such as high crime levels, litter, graffiti etc. During the week of action, different agencies work intensively to resolve some of the issues. This also provides us with an opportunity to talk to people and gauge their views on the service we deliver.

### **Service Delivery**

### **National Quality of Service Commitment**

Police forces are required to provide users with appropriate help and advice, taking all concerns seriously and explaining what will be done to address them, including whether or not any further action will be taken and why. We believe that the public should be able to expect the same high quality of service whenever they are in contact with us. The improvement of customer satisfaction is important to us and for that reason we will deliver the National Quality of Service Commitment (QoS) Standards, through which we recognise that:

- customer service is important to us and this means providing a service that responds appropriately to people's needs
- victims and witnesses matter
- victimization can have serious effects
- our partners can help us to tackle disorder
- individuals have a say in how their local area is policed
- we must respond to others' concerns and complaints.

## **What we do**

### **Functions of Cambridgeshire Constabulary**

In Britain, policing has developed over the centuries into today's professional police service, serving the community, preventing crime and apprehending criminals. In order to achieve these ultimate goals, Cambridgeshire Constabulary has Officers and Staff working in a variety of roles such as:

- handling emergency phone calls and messages (including matters reported through a third party)
- handling and investigating crimes i.e. Hate Crime
- tackling criminal networks
- dealing with offences of burglary, violence, of a sexual nature, or those involving children
- responding to anti-social behavior
- policing domestic violence issues
- policing critical or major incidents and emergencies (which range from individual hate crimes through planned events to large scale disasters)
- responding to drugs and alcohol related issues

- delivering a response to firearms incidents
- handling intelligence and information
- dealing with public disorder at all levels
- effectively using stop and search powers in respect of people and vehicles
- sensitively managing incidents involving vulnerable people of all types
- providing reassurance to the people of Cambridgeshire
- managing criminal justice system issues in partnership with people such as the Crown Prosecution Service (CPS) and Courts Service (e.g. support for witnesses and victims of crime, bringing offenders to justice)
- providing custodial care for suspects and offenders
- responding to public communication of all types (e.g. letters, e-mails)
- providing information to the people of Cambridgeshire
- liaising with Schools and other academic establishments to reduce youth offending
- liaising and working with our partner agencies and other key stakeholders
- Tackling violent extremism and counter terrorism activities
- Promoting safer neighborhoods
- Dealing with border, regional and national serious and organised crime gangs

### **Hate Crime & Hate Incidents**

#### **A hate crime is defined as:**

‘Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.’

#### **A hate incident is defined as:**

‘Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate.’

Reports of hate crime are taken very seriously and investigated at the same level as other serious crimes. We also recognise the impact of hate incidents on members of our communities and have recently introduced a process that

ensures that all hate incidents are recorded and investigated robustly throughout the Constabulary.

### **The Open Out Scheme**

The Open Out third party reporting scheme allows people to report hate crime incidents at locations within the community, if they prefer, rather than reporting directly to the police. Facilities have been developed by members of these teams to facilitate reporting by people with disabilities; report forms and information booklets have been adapted for people with learning disabilities and talks are given at locations where people with disabilities can be given information in a format that suits them.

### **The Code of Practice for Victims of Crime**

The Code of Practice for Victims of Crime governs the services organisations such as Cambridgeshire Constabulary are required to provide to victims of crimes.

This Code requires services to be given to any person who has made an allegation to the police, or had an allegation made on their behalf, that they have been directly subjected to criminal conduct under the National Crime Recording Standard (NCRS). This includes crimes such as racial or homophobic insults.

### **First Contacts Scheme**

The First Contact scheme is a well established support network of police officers and staff who act as a first point of contact for colleagues who are either seeking information or believe that they have been harassed, discriminated against victimised or bullied at work, or who feel they have been treated unfairly. The scheme has recently gone through a review process and has been modernised to reflect the changing makeup of the workforce and the issues that may arise with a more representative workforce. The first contacts are comprised of police officers and staff who either have life experiences or interest in areas such as gender, maternity, flexible working, disability, sexual orientation, faith and cultural issues.

## **Employment**

### Our Guiding Principles

- We will lead thoughtfully and with zest, zeal and emotional intelligence
- We have all been chosen to work for Cambridgeshire's Policing Community because we are intelligent and capable people
- We will all take responsibility for our decisions and actions or inaction
- We will learn from our mistakes, we will not blame
- We will ensure individuals have the skills and capabilities to carry out their role effectively
- We are all adults working as part of a professional workforce and will treat each other as such
- We all have a responsibility to make Cambridgeshire a first class organisation

### **Our Commitment**

We are committed to increasing the diversity of our workforce and to ensuring we can recruit from the best talent that exists within the communities we serve. We want our staff to feel empowered so they can perform to the best of their abilities and to that end we endeavour to provide appropriate facilities and support, including staff networks, in-house welfare and occupational health.

### **Employment Monitoring**

Employment monitoring takes place on a six monthly basis and is analysed at the Diversity Steering Group chaired by the Chief Constable and attended by functional heads including external and Police Authority representatives. It considers formal employment practices undertaken by the Human Resources department over a period of six months.

The information we currently monitor in relation to our staff includes:

- Recruitment
  - Each stage of the recruitment process to assess whether any stage of the process is disproportionately failing applicants from a particular group

- Learning and Development
  - Applicants for learning and development opportunities
  - The types of training applied for
  - Training delivered
  
- Promotion
  - Applicants for promotion
  - Success rates at each stage of the promotion process
  
- Performance Reviews
  - Completion rates
  - Scores awarded
  
- Awards and benefits
  - Commendations
  - Special Priority Payments
  - Bonus Scheme
  - Threshold Payments
  
- Fairness at Work
  - Numbers of Grievances raised
  - Types of grievances raised
  - Outcome of grievances
  - Time taken to resolve
  
- Disciplinary and Capability Procedures
  - Numbers of people subject to discipline or capability procedures
  - Outcome of disciplinary and capability procedures
  
- Retention
  - People leaving
  - Retirements

- Resignations
- Dismissals
- Fixed Term Contracts

The employment monitoring includes race, disability, gender, any disproportional outcomes are highlighted at the Diversity Steering Group meeting and an action plan is formed by Human Resources Managers for corrective action.

### **Positive Action**

The current positive action strategy forms part of the Human Resources Strategy. An independent Positive Action Programme is currently being developed by the Diversity Unit and will be informed by the outcomes of this Scheme.

### **Learning & Development**

#### **Our Commitment**

The Department of Learning & Development is committed to helping Cambridgeshire Constabulary become a Learning Organisation by creating continuous learning opportunities for all employees through a menu of options, so that learning can be achieved in ways that suit individual need. The department aims to improve employees' understanding of, and respect for diversity by integrating such learning into all our services.

#### **'Police Race & Diversity Learning & Development Programme' (PRDLDP) and the 'Putting People First Foundation Model'**

The Home Office's 'Race and Diversity: A Strategy for Improving Performance, 2004–2009', states that dealing competently with Race and Diversity must become, and remain, a part of every police force's core business<sup>17</sup>. The resulting 'Police Race and Diversity Learning and Development Programme' (PRDLDP) covers the learning and development needs of the police service in England and Wales and applies to all our personnel and also encompasses all of the diversity strands. The strategy takes account of the fact that an individual member of the public may come into contact with us in various ways, for example they may, on

---

<sup>17</sup> Race & Diversity: A Strategy for Improving Performance 2004 - 2009  
C:\TEMP\notes85CAEF\~9347410.doc

one occasion require police protection, on another be arrested for an offence and on a third, be a witness to a crime.

An overall aim of the national strategy is the assessment of individual performance against Race and Diversity National Occupation Standards (NOS) for:

- o identified priority roles by the end of 2007
- o all other roles by the end of 2009

The PRDLDP also sets down clear guidance on the design, delivery, assessment and evaluation of all our diversity training and development. Therefore, equipping our people to handle diversity will be based upon the use of NOS and delivered across four main areas:

- o the Initial Police Learning and Development Programme (IPLDP)
- o the PRDLDP
- o Leadership Academy activity
- o other training programmes
- o Policing Diversity Online internal website.

### **Implementing the PRDLDP**

The Cambridgeshire project continues to make progress in working towards the original deadline and in order to deliver against this the implementation has been split in to 3 distinct phases:

Phase 1: June 06 - March 07: Integrate with the Citizen Focus programme and ensure thematic links are understood

Phase 2: April 07 - March 08: Develop and pilot learning and assessment frameworks in conjunction with Putting People First programme.

Phase 3: April 08 - Dec 09: Roll out wider programme of learning and assessment for full compliance by December 2009.

We are currently in Phase 2 of the implementation and designing a framework to ensure that any learning which is delivered across the force (to priority groups and all others) will form the foundations of a wider programme of change driven by the Citizen Focus programme board.

The vision of Cambridgeshire Constabulary through the 'Putting People First' model is to:

Secure and maintain high levels of satisfaction and confidence through the consistent delivery of a first class policing service that meets the needs of individuals and of communities.

To make this vision a reality we must understand our core role and integrate it in a way that resonates with citizens and with our Staff. We can only meet the public's expectations if we are clear about what the public want from us and this model provides us with the framework to gain this level of understanding.

### **Community Consultation**

Results of internal and external consultation can be viewed by arrangement with the Constabulary's Diversity Unit.

### **Employee Panel**

The Employee Survey 2005, raised many important issues for the force not least that staff often don't feel adequately consulted, communication is not two-way, senior managers are not always receptive to what staff have to say. The creation of an employee panel was introduced to provide improved employee engagement.

An employee panel pool containing details of all staff that volunteer to attend employee panels. Twelve members are chosen from the pool are invited to discuss a Constabulary issue. Meetings are opened by the FEB member, or their designated deputy responsible for the area of business being discussed.

The panel is chaired by a volunteer and the senior member of staff who initiated the panel sits in on the discussions but is not allowed to contribute.

A member of the internal communications team will remain present in the meeting at all times to ensure a record is kept of all discussions and the panel are supported and guided through the process where necessary.

The panel gives staff a chance to have their say on a range of issues affecting the Constabulary. This is intended to improve employee engagement and help to raise morale amongst staff in the Constabulary.

#### Cam Net – Cambridgeshire Constabulary's Internal Website Survey

An on line survey was chosen as a consultation method to determine how many Staff members had caring responsibility. This proved to be a success as many people responded and tangible results were gained (p46).

#### Discussion Forum on-line

On the topic of caring status, a discussion took place on what the priorities should be for the Constabulary in ensuring that carer's needs are taken into account.

#### Focus Groups

A number of focus groups took place involving the public to gauge their views on how policing impacts on their community and to identify gaps in service delivery. Focus groups were held specifically on race, faith & age. This form of consultation will carry on and feed into the annual reviews of this Scheme.

#### One to One Meetings

One to one meetings were held internally with Staff Support Associations after being given the brief to consult with their members on the Scheme. Externally, this method of consultation was adopted to ensure that people felt they could come forward to talk about sensitive matters such as faith & sexual orientation.

#### Existing Research

Existing research such as the young people survey was used to inform the 'Age' section of the Scheme. Other work done in areas such as the 'Putting People First' model was also referred to.

#### Internal Reports & Statistics

Internal reports and statistics such as the Human Resources six monthly report was used for this Scheme. National Home Office statistics were also used to set the scene throughout the Scheme.

#### Integrated Equality Scheme Consultation Group

A group is being formed consisting of Officers, Staff and Community Members that will be consulted when the annual review is due. This will ensure that key stakeholders are consulted throughout the Scheme and that the priorities and outcomes are in line with the consumer's expectations.

## Age

In its latest projections the Office of National Statistics indicates that nearly a third of the labour force will be over 50 by 2020. Businesses increasingly need to recognise the benefits of age diversity in the workplace. Treating staff fairly and recognising individual talents and needs is not just the right thing to do, but makes good business sense as well.

Employers who recruit from the widest possible pool of applicants are able to choose the very best candidates. This has a positive impact on productivity.

In October 2006, the Employment Equality (Age) Regulations came into force making it unlawful to discriminate against employees and job applicants on the grounds of their age. The areas covered by the legislation include recruitment, selection, promotion, training and development, redundancy and retirement. The Regulations do not cover the provision of goods and services at this stage.

This Scheme will set out the arrangements required to ensure that our workforce is not discriminated against because of their age and, although this is not yet required on a statutory basis, ensure our goods and services are properly accessible in a non-discriminatory manner.

### **Priorities for the Scheme**

- Identifying and where possible meeting the needs of older members in our workforce.
- Include younger people in community consultation

**Key Outcomes**

<b>Driver</b>	<b>What will be different three years from now...</b>	<b>We will know this because...</b>
Employee Panel	Fitness tests for Police Officers will be set taking age into account	Our policies and procedures in relation to fitness testing will tell us
Employee Panel	Support given to staff throughout the retirement process will be proactive and appropriate	Our consultation with Staff of retirement age and those that have retired will tell us
National Statistics	We will recognise and take into account the potential health issues of an ageing workforce	Evidence of internal health initiatives that are reviewed by our Staff will tell us
All Stops Review  Focus Group with 9 – 18 year olds	Young people across Cambridgeshire will feel that their opinions are regularly sought and that they have a say in policing that is equal to that of other members of the Community	Evidence of regular consultation and the impact this has had on policing will be available. Consultation with young people will tell us

## Disability

Disability is defined within the Government's strategy 'Improving the Life chances of Disabled People' as "disadvantage experienced by an individual resulting from barriers to independent living or educational employment or other opportunities that impact on people with impairment and/ or ill health."

According to this social model of disability, in which the notion of discrimination is key, disabled people do not face disadvantage because of their impairments, but experience discrimination in the way we organise society. This includes failing to make education, work, leisure and public services accessible, failing to remove barriers of assumption, stereotype and prejudice and failing to outlaw unfair treatment in our daily lives.

### **Priorities for the Scheme**

The preparatory work we have completed and the feedback we have received from involving people with disabilities has informed our priorities over the course of our Integrated Equality Scheme which are set out below:

- Promoting equality of opportunity between disabled people and other people
- Taking steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other people
- Promoting positive attitudes towards disabled persons
- Encouraging participation of people with disabilities in public life

**Key outcomes**

<b>Driver</b>	<b>What will be different three years from now...</b>	<b>We will know this because...</b>
Focus Group  Cambridgeshire Policing Plan 2008 - 2011	People with disabilities will find it easier to communicate with us and our buildings will be more accessible to them.	We will evidence the reasonable adjustments that we make to become more easily accessible and by reporting on our access audit.
Research	We will become an employer of choice for people with disabilities	This will show through an increased number of people employed that have a disability.
Focus Group	Staff with disabilities will have equal access to learning & development and progression opportunities.	We will evidence this through our monitoring of training and promotion applications.

## Gender

Women, men and transgender people experience gender inequality in different ways.

- Records show that nearly 90% of the people that are victims of sustained domestic violence are women.
- In terms of policing, young men and young black men in particular, are more likely to be stopped and searched than women
- Transgender people still remain vulnerable to discrimination and harassment in many forms – most notably, the continued absence of formal legal protection against discrimination

We cannot address all of the issues raised above, some call for radical changes in society; our responsibilities are limited to the areas of our employment practices, our service delivery and the way that we engage with the community we police.

### **Priorities for the Scheme**

- Eliminating discrimination and harassment
- Promote equality of opportunity between men and women
- Identify and meet the needs of transgender staff and community members

### **Specific Issues Relating to Gender:**

#### **Forced Marriage**

Cambridgeshire Constabulary is represented on the ACPO Forced Marriage and Honour Based Violence Working Group. Through membership of this Group and the networking opportunities with other agencies it presented, the Constabulary identified that service provision and staff awareness locally and nationally needed to be improved in these areas to ensure appropriate service delivery to women affected by these issues.

Some incidents of forced marriage have been reported in Cambridgeshire which has compelled the Constabulary to focus attention on this area. The number of

forced marriages reported is on the increase but the majority of forced marriages go unreported. As a result, innovative ways of communicating the issues around forced marriage and ways to get help if someone is at risk of being forced into a marriage have been used.

### **Honour Based Violence and 'Murder in the Name of So-called Honour'**

Honour based violence cuts across all cultures and communities and there is evidence to suggest that honour based violence may be more prevalent where the culture is heavily male dominated. The Domestic Violence Steering Group will formulate an action plan to address issues such as forced marriages, honour based violence and female genital mutilation

### **Domestic Violence**

Domestic violence is defined as 'any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexuality'.

In Cambridgeshire, 86% of victims of domestic violence between April 2004 and October 2006 were female with an average age of 34 years<sup>18</sup>. The national average of females as victims is 81% but the average age is lower and identified as being between 20-24. There is a well documented link between self harm & suicide and Asian women. Elevated levels of self harm and suicide amongst Asian women under 30 years of age mean they pose a significant risk group. As a result, an independent advisory group was formed in 2006 consisting of BME women in Northern Division – a region where the highest number of domestic violence incidents have been identified. The group has met irregularly since its formation but steps need to be taken to ensure the group meets when planned and that its members are regularly consulted during impact assessments of policies and procedures.

### **Female Genital Mutilation**

---

<sup>18</sup> Cambridgeshire Constabulary Gender Equality Scheme 2007  
C:\TEMP\notes85CAEF\~9347410.doc

Female genital mutilation (often referred to as FGM) is a collective term used for a range of practices involving the removal or alteration of parts of healthy female genitalia.

Guidance to staff needs to be issued to ensure they comprehend the variations of domestic abuse such as those mentioned and are able to utilise a sensitive and appropriate response to victims or potential victims.

**Human trafficking**

Human trafficking involves the movement of people through violence, deception or coercion for the purpose of forced labour, servitude or slavery-like practices. Workshops have been held by the UK Human Trafficking Centre to raise awareness amongst Managers of the severity of this crime and to provide advice on how to deal with it.

**Key Outcomes**

<b>Driver</b>	<b>What will be different three years from now...</b>	<b>We will know this because...</b>
National Research	We are not unwittingly discriminating against people because of their gender and continue to take effective action that addresses bullying and harassment of our staff because of their gender.	The review of all our new and existing policies and practices including our Fairness at Work process will show that we are considering the different needs of people based on their gender
National Research	Staff undergoing or thinking of a gender transition will have easy access to a policy that tells them what the Constabulary will do to support them	A robust Transgender Policy to guide Staff and Managers in this respect will be in place.
Conference feedback	Our Managers and Staff will have an understanding of the competing demands in	We will have evidence of high profile seminars and awareness days for

	achieving a work-life balance and a successful career.	Managers and Staff and will be able to confirm the increased understanding of those that attended the initiatives
Conference Feedback	All Officers and Staff will be properly equipped to enable them to do their jobs professionally, irrespective of their gender.	We will be able to evidence that we have a working environment and equipment of the right quality and standards
Feedback from Conference	All officers and staff members will have access to appropriate advice and support from peers who have a raised awareness of the issues that affect people of different genders. Specifically in the first year of the Scheme we will develop a network of Contacts to support pregnant staff members and those on or returning from maternity leave.	Our First Contacts Scheme will be robust and fit for purpose. It will be easily accessible to our Staff irrespective of their gender.
Statistics Cambridgeshire Policing Plan 2008 - 2011	We will have a greater understanding of the actual incidents of domestic violence and rape offences to take a more proactive approach to such incidents.	We will have an effective reporting, investigation and detection process for domestic violence and rape incidents

<p>National Research Cambridgeshire Policing Plan 2008 - 2011</p>	<p>Our Officers and Staff will have an increased awareness of human trafficking that will result an improved service delivery in this area</p>	<p>We will have evidence of training initiatives, presentations and workshops dedicated to human trafficking</p>
<p>Statistics &amp; Conference Groups</p>	<p>We will have a robust process in place to address inequalities in relation to recruitment, retention and development specific to gender</p>	<p>Our employment monitoring systems will have extended to include those working flexibly and we will review the information gathered on a regular basis. Robust action will be taken to address any inequalities identified in this area.</p>
<p>Statistics</p>	<p>We will have a greater gender balance across the rank and role structure and specialist areas.</p>	<p>Our statistics and gender monitoring reports will tell us this.</p>
<p>Focus groups</p>	<p>Women and transgender people will have a voice in influential policy forums focusing on both internal and external service delivery. Neighbourhood panels and the Cambridgeshire Independent Advisory Network will be more representative.</p>	<p>We will be able to compare current representation to past representation on panels and find a notable difference.</p>

## Race

Our three year Race Equality Scheme was introduced in 2005 and has focused mainly on enhancing our systems to monitor service delivery by ethnicity and on identifying processes such as the Equality Impact Assessments (EIA) to consult with communities on the work we do.

This process was absolutely necessary because we need to be able to monitor the service we deliver to our workforce and to members of the public. Through involving and consulting with the communities we serve, on our policies and procedures, we ensure that we are taking the needs of individuals and different communities into account and not taking a 'blanket' approach.

We will now build on the foundation that our Race Equality Scheme has laid by working more closely with partner agencies to better understand our changing communities that will enable us to deliver a service that is specific to people's needs rather than a 'one size fits all' approach.

### Priorities for the Scheme

- Increase the confidence of communities in the Hate Crime Reporting System and work proactively with our diverse communities to address misconceptions of and between different community groups.
- Develop our Visible Minority Ethnic (VME) Staff through the Positive Action Programme and ensure that a robust system is in place for supporting Staff that raise concerns, particularly those from VME backgrounds.

Driver	What will be different three years from now...	We will know this because...
Internal Statistics Internal Consultation	Support mechanisms will be in place for VME Officers & Staff that are concerned about bullying, harassment or other forms of discrimination.	We will see a decline in the number of grievances and concerns raised by VME Officers & Staff. This will be evidenced through statistics and by consulting with VME Officers & Staff.

<p>Internal Consultation Internal Statistics</p>	<p>Visible Minority Ethnic (VME) Officers and Staff will feel that they have equality of opportunity to progress laterally or promotion through fair choice.</p>	<p>Monitoring of ethnic minority Officers &amp; Staff positions will show that progression laterally and upwards is regularly taking place.</p>
<p>Community Consultation Cambridgeshire Policing Plan 2008 - 2011</p>	<p>The communities of Cambridgeshire will have increased confidence in the Hate Crime reporting system</p>	<p>Our consultation with the communities and an increase in hate crime reporting by visible minority ethnic people will tell us.</p>
<p>Cambridgeshire Policing Plan 2008 – 2011</p>	<p>We will have proactively worked to address misconceptions of and between different community groups.</p>	<p>Neighbourhood Policing Teams will have engaged effectively with their local communities and worked in partnership and developed a number of initiatives in this area. The outcomes and the impact of this work will evidence progress.</p>

## **Religious Belief or Faith – set out in the Employment Equality (Religion or Belief) Regulations 2003**

There is still widespread indifference and ignorance towards religion, which can lead to discrimination. There is often a perceived overlap between race and religion.

For some people, religion is an integral part of their self-identity and we believe this is something to be welcomed and celebrated. We are committed to meeting the needs of those of different beliefs and faiths, without alienating or insulting others and this Scheme will demonstrate how we intend to go on building sustainable relationships with all the faith communities that we serve.

Cambridgeshire Constabulary has taken steps to ensure the religious needs of its staff are being met through:

1. The introduction of a dedicated contemplation room
2. Introducing a bank holiday policy whereby non Christian staff can swap bank holidays for days that are significant to their faith
3. Two faith based support networks: the Christian Police Association and the newly formed Association of Muslim Police
4. A section dedicated to Religion & Belief in this Integrated Equality Scheme

The action plan from the Integrated Equality Scheme will further improve on initiatives currently taking place.

### **What our Consultation tells us**

Upon consulting with the faith based Staff Support Groups, it is clear that many initiatives are taking place to ensure the religious needs of Officers and Staff are met where possible. Externally, divisions have regular contact with faith based groups that are regularly consulted on important issues affecting policing in their area.

The focus of this Integrated Equality Scheme is to build on our success so far by promoting understanding between different faith groups and promote community

cohesion. A more holistic approach will be taken where Multi faith initiatives involving community representation and internal Officers and Staff will take place.

**Priorities for the Scheme**

- o Increase sense of harmony and understanding between faith groups that actively impacts on promoting community cohesion.

**Key Outcomes**

<b>Driver</b>	<b>What will be different three years from now...</b>	<b>We will know this because...</b>
Focus Group	A robust system that promotes an increased sense of harmony and understanding between faith groups that actively impacts on promoting community cohesion	We will have an established a multi faith forum that includes internal faith based staff support associations and representation from faith based groups from the community.
Focus Group	We are not unwittingly discriminating against people because of their faith or religious belief and continue to take effective action that addresses any bullying and harassment of our staff because of their faith or belief <sup>19</sup> .	The review of all our new and existing policies and practices including our Fairness at Work process will show that we have considered the different needs of people based on their religion or belief.
Gap Analysis	We have an understanding of key events that are significant to different faiths or beliefs	Cambridgeshire Constabulary will work to an annual events calendar that is produced in consultation with internal and external faith groups

**Sexual Orientation – encompassed within laws such as the Civil Partnership Act 2004, and the Employment Equality (Sexual Orientation) Regulations 2003.**

The regulations make it unlawful to discriminate on the grounds of sexual orientation in the provision of goods, services and facilities, education, disposal and management of premises and exercise of public functions.

While the regulations concern people of any sexual orientation, the clear intention of their introduction is to achieve greater equality for lesbians, gay men and bisexual people.

The building of trust and confidence within Lesbian, Gay & Bisexual communities are key issues for us. When we speak of communities we mean those both outside and inside the Constabulary. The building of trust includes helping victims to report homophobic crimes or incidents, either directly or through a third party. Further, we must demonstrate that we will handle such matters sensitively, maintaining confidentiality.

This Scheme will be the medium through which our role in delivering an equitable service is set out. We also aim to create a working environment where people have faith in the security of information they provide to us and feel able to disclose their sexual orientation if they wish. We must be able to monitor our employment processes so that no one is disadvantaged by their sexual orientation or identity.

**Priorities for the Scheme**

- Include lesbian & gay communities in community consultation and resolve issues raised robustly.

---

<sup>19</sup> this includes non belief

**Key Outcomes**

<b>Driver</b>	<b>What will be different three years from now...</b>	<b>We will know this because...</b>
Focus Group	Members of the public will have clear guidance on Cambridgeshire Constabulary's policy and procedures on dealing with incidents of cottaging and cruising	Our established policy on cottaging and cruising will tell us this.
Internal Consultation	Having identified what the Lesbian, Gay & Bisexual communities value through market research, our training will incorporate the level of awareness required about our LGB communities	Our training model will be fit for purpose and consultation with the LGB community will tell us that our level of service delivery takes their needs into account.
Focus Group	We will have regular and proactive communication at a local level with the community that ensures any issues relating to sexual orientation are communicated and resolved swiftly	Our evidence of meetings in the community and subsequent actions that have arisen and have been resolved will tell us this.