

NORTHERN JOINT POLICE BOARD

14 SEPTEMBER 2007

Agenda Item	
Report No	

GENDER EQUALITY SCHEME

Report by the Chief Constable

SUMMARY

To present to members Northern Constabulary's First Gender Equality Scheme.

BACKGROUND

The Equality Act 2006 introduced the Gender Equality Duty (GED) for public bodies including Northern Constabulary and The Northern Joint Police Board. The GED sets out a number of general duties and a number of specific duties. One of the specific duties was to publish a Gender Equality Scheme by 29th June 2007. The Force achieved this time scale and the document is published on the Force web-site.

The Gender Equality Scheme sets out how Northern Constabulary will fulfil its duties to eliminate unlawful discrimination and promote equality of opportunity between men and women including transgender people.

In line with the Gender Equality Duty, all public bodies are required to be proactive in tackling inequality by:

1. Consulting service users and staff about how they can improve services to meet the needs of women and men
2. Benchmark their current position against national statistics and local trends.
3. Set high level goals with resources and action to back these up.
4. Audit their current ways of working to address any unlawful discrimination and identify opportunities to promote equality.
5. Publish plans and report on progress.
6. Identify and take action on equal pay.

The scheme has been developed in line with these requirements addressing areas where information monitoring processes are required so as to address performance measurement and trend analysis as well as equality impact assessments. Internal consultation has been addressed through the Force Gender Equality Advisory Group and the Force Survey while service users have been consulted through the Highlands and Islands Equality Forum focus groups. Further data and the national perspective have been addressed through ACPOS Gender Issues Reference Group and the National Gender Agenda which sets out a number of national priorities to address inequality and ensure that everyone within the service is able to reach their full potential.

In addition to a general scheme one of the specific requirements is to publish an Equal Pay Statement. Although Public Bodies have until the end of September to

achieve this the Force published this document as an Appendix to the Gender Equality Scheme in June 07.

The Northern Joint Police Board Gender Equality Scheme Action Plan sets out the requirement for the Police Board to produce an Equal Pay statement. Members are asked to review the Force statement and adopt it as part of the NJPB Scheme.

RECOMMENDATION

Members are asked to endorse the First Northern Constabulary Gender Equality Scheme and to adopt the Equal Pay Statement contained as Appendix 2 as the Board's Statement, to be appended to the Board's Gender Equality Scheme.

I Latimer
Chief Constable

Northern Constabulary

Gender Equality Scheme

June 2007 – June 2010

Chief Constables Foreword

I have pleasure in presenting Northern Constabulary's first Gender Equality Scheme.

The scheme is at the heart of our Force objective in making a positive contribution to the wellbeing of the Highlands and Islands through a problem solving approach to community policing. Through the scheme and with your help we will continue to work on ensuring that the service is visible, accessible and responsive to your needs. Community Safety is an ongoing theme through the scheme and along with our partner agencies we will continue to maintain safe communities.

The research and consultation at the heart of the scheme has identified areas of improvement and opportunities to address inequalities for men, women and transgender people. Through this scheme, I am committed to working with local communities to challenge these inequalities and take action within the service to ensure that unnecessary barriers are removed to enable staff to reach their full potential.

Productive partnerships and positive community engagement is a recurring theme throughout the scheme and underpins our overarching values of excellence in community policing. We will continue to maintain these strong links and develop further collaborative approaches to meeting the needs of our communities and promote equality.

The scheme therefore presents a significant opportunity for Northern Constabulary and the people of the Highlands and Islands. I look forward to presenting our achievements against the priorities set in the scheme in my annual public performance report.

Ian Latimer
Chief Constable

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1.Executive Summary

Northern Constabulary is responsible for policing a varied community across a large and diverse geographical area. Our aim is to provide a professional service to anyone living and working in, or visiting the area, ensuring that the needs of individuals are taken into account in how we deliver that service.

People as employees and service users can expect to be treated with respect and to have their needs met. We continue to be committed to meaningful and transparent engagement and involvement with our communities. We will continue to collate data to inform our actions and ensure that due regard is taken of the needs of men and women including transgender people in the formulation and deployment of policies and functions.

A review of evidence from a number of sources has helped us mould the priority areas of the Scheme. This has included feedback from the Northern Constabulary Gender Equality Advisory Group, The Northern Constabulary Staff Survey, as well as various research reports and national and local statistical data.

Public feedback was commissioned through the Highland Wellbeing Alliance Diversity and Equality Strategy Group. The Highland Wellbeing Alliance is the statutory body for regional community planning in Highland and is a partnership of the main public agencies and voluntary sector. Highlands and Islands Equality Forum, on behalf of the members, undertook various focus groups at different locations. The outcomes of this specific piece of work along with established Northern Constabulary community consultation processes are reflected in the scheme. We also recognise that gender equality is part of a wider equality agenda and consequently identified gendered areas already highlighted in consultation and involvement with disabled people.

Other sources of evidence included a particular report commissioned by the Highland Wellbeing Alliance Domestic Abuse Training Consortium aimed at identifying ways of improving the response to Violence Against Women in Highland.

There is an established structure of collaboration between Scottish Police Forces under the heading of the Association of Chief Police Officers (Scotland) or ACPOS. With regards to diversity and equality, these have been areas of focus for ACPOS Diversity Business Area and ACPOS Personnel and Training for a number of years. Different Police Forces have shared large amounts of information relating to gender equality including a number of commissioned reports and public consultation. Most notable being the Gender Agenda and ACPOS Diversity Strategy. More recently, in preparing our individual schemes, a sub group of relevant personnel from the eight Scottish Police Services has worked together to identify areas of joint national working, share best practice, collate data, and commission particular research. This group helped to identify and shape the areas of focus and provide benchmark data to assist in measuring performance.

There are also a number of national indicators that give us a picture with regards to gender equality and the wider criminal justice sector. Conviction rates for rape have steadily dropped over the past two decades. Scottish Homicide victims are far more likely to be male although the fear of such crime is higher for women. Women are more likely to be victims of domestic violence, although rates of reporting for male and same sex domestic abuse are rising. Transgender people suffer particular forms of harassment and discrimination. While men still tend to form the majority population in prisons there is a trend towards a growing number of women in prison despite their offending patterns being less serious. Personal safety and domestic violence, transgender consideration and custody environment therefore are service delivery areas of focus in the scheme.

In addition to the specific priorities identified through community engagement and the review of data, wherever possible, the opportunity has been taken to ensure that gender equality is mainstreamed in Force Strategic Plans and Policing Plans. An example of this is the inclusion of diversity related questions in the Force annual EFQM self-assessment which contributes towards local service unit action plans. The Human Resources Service Unit Plan for example, includes a section on diversity and equality and specific service unit actions.

2.Context

2.1 Highland Wellbeing Alliance Equality and Diversity Strategy

This Gender Equality Scheme contributes to an overarching multi-agency diversity and equality strategy developed by the community planning partners. This strategic framework sets out the wider vision that partners will contribute to and commits to a collaborative approach where this is shown to be best value. The seven key aims of this plan are:

To promote equality of opportunity

To eliminate unlawful discrimination

To eliminate unlawful harassment

To engage and involve equality groups

To provide services that recognise and respond sensitively to the individual needs, background and circumstances of people's lives

To promote positive attitudes to diversity

To add value through partnership working

2.2 Association of Chief Police Officers (Scotland) Diversity Strategy

This Gender Equality Scheme is also part of an overarching diversity strategy which sets out the vision the Scottish Police Service has in eliminating discrimination and promoting equal opportunities for all staff. This strategy, among other areas, focuses on:

Community Engagement: In line with the principles of Communities Scotland 'National Standards for Community Engagement' we aim to improve the way we involve and engage with members of the community.

Reporting and Recording of Hate Crime: We aim to improve reporting systems so that the process is more accessible.

Investigation of Hate Crime: We will continue to ensure that our staff are appropriately trained to ensure a prompt response to, and thorough investigation of, all hate crimes reported to Northern Constabulary.

Staff Conduct and Service Delivery: We will use procedures that are swift and effective in resolving problems encountered by the public in relation to our staff.

Recruitment, Selection and Continuous Professional Development: We will continue to develop and implement positive action measures to ensure that as far as possible our work force reflects the diversity of the communities of the Northern Constabulary Force area.

Training: We will continue to provide training and further develop our diversity training to address any specific or role related training needs identified.

Fair Practice: We will continue to improve our staff grievance, appraisal and promotion systems and monitor the impact of our staff related policies. We aim to provide appropriate feedback on individual performance through the use of the appraisal process and by developing mentors to support individuals. We also aim to ensure that respect for people is demonstrated through effective management and leadership by providing development for managers to meet the demands of managing a diverse workforce. In addition, inappropriate attitudes will be challenged at every opportunity.

A full copy of the ACPOS Diversity Strategy can be accessed at:

- www.scottish.police.uk/main/acpos

whilst printed copies of the strategy in other languages and formats can be requested from the ACPOS Diversity Secretariat at:

Northern Constabulary,
Police Headquarters,
Old Perth Road, Inverness,
IV2 3SY.

Telephone: 01463 720241

Email: executive@northern.pnn.police.uk

3. Introduction - Structures Roles and Responsibilities

3.1 Management Structures

Northern Constabulary have a management structure which includes the Northern Joint Police Board (NJPB).

NJPB

The NJPB is made up of elected members of the four constituent Local Authorities.

The NJPB's main responsibilities are:

- to set the budget for the Force and provide the resources (human, buildings and equipment) necessary to police the area effectively and efficiently;
- to appoint Chief Officers; and
- to monitor Northern Constabulary performance, including the the progress of the Constabulary equality schemes that are required by law;
- to deal with complaints in respect of senior officers.

While the NJPB is the employer for all support staff, they delegate responsibility for their day to day management to the Chief Constable.

The Force Executive

The Force Executive comprises of the Chief Constable, Deputy Chief Constable, Head of Operations, Head of Support Services, Director of Finance and Director of Human Resources who are responsible to the NJPB for their actions and the day to day operational and management duties of the Force.

Joint Responsibilities

The NJPB and the Chief Constable are jointly responsible for:

- consulting the people of the Highlands and Islands about matters concerning the policing of the area; including policing priorities and quality of service delivery;
- agreeing the strategic and performance plans, objectives and targets;
- monitoring performance against those objectives;

- achieving best value;
- ensuring that complaints are properly considered;
- ensuring a safe and healthy working environment for all staff.

3.2 Monitoring Performance against the Priorities set in the Gender Equality Scheme

The Diversity Progress Group chaired by the Head of Support Services assisted by the Force Strategic Diversity Advisor provides internal scrutiny. The group is serviced by ACPOS Support Officer and includes representation from the NJPB, Area Procurator Fiscal Service, and Service Unit Heads. Regular progress reports and updates are provided by the Strategic Diversity Advisor to the quarterly Force Policy Forum chaired by the Chief Constable.

3.3 Main Functions and Policing Plan

Northern Constabulary's overall function, in accordance with the Police (Scotland) Act 1967 is:

- to prevent the commission of offences;
- to preserve order;
- and to protect life and property.

The Force goal is :

'To make a positive contribution to the wellbeing of the Highlands and Islands through a problem solving approach to community policing'

The Force Aim is:

'The pursuit of excellence in community policing'

In line with the Force Goal and Aim, an annual policing plan is produced and individual service unit plans thereafter follow. The EFQM self-assessment process also feeds into individual service unit plans and in forthcoming years diversity will form a constituent part of this process.

Northern Constabulary Policing Priorities for 2007/2008 include:

- Reducing Crime
- Tackling Serious Crime

- Safer Roads
- Stronger Safer Communities
- Maintaining Public Order

Gender Equality has a strong role to play against this backdrop and efforts will be made to make the links clearer in terms of Force Strategy in the lifetime of this scheme.

4. Background

4.1 What is the Gender Equality Duty?

The Gender Equality Duty specifically places a positive duty on all public bodies, to have due regard to the need to eliminate discrimination and harassment and promote equality of opportunity between men and women including transgender people. A number of specific duties assist specified public authorities, including Northern Constabulary to meet the general duties. These specific duties include the following:

- Gather information and evidence about how our service affects men and women
- Consult staff, service users and staff associations
- Assess different impact of policies and practices on men and women
- Identify priorities and set objectives
- Plan and take action to achieve objectives

4.2 Meeting the General and Specific Duties

4.2.1 The National Criminal Justice Context

The duty requires public authorities to identify and tackle discrimination, to prevent harassment, and to ensure that their work promotes equality of opportunity between men and women. It is a form of legally enforceable 'gender mainstreaming' – building gender equality into the core business thinking and processes of an organisation. Gender equality is not about treating men and women the same; it is about recognising different needs and experiences, removing barriers and achieving systemic change. Understanding and reflecting women's and

men's different pathways into and experiences of the criminal justice system will lead to improved service outcomes for all.

Women and men have different experiences of crime: the victims of domestic abuse are overwhelmingly female. Men are more likely than women to be victims of a homicide. Young men are far more likely to be victims of crime than are women.

Women and men have different rates/types of offending: women commit less crime than men; their crimes are less serious, rarely professional, and much less likely to be repeated.

Women commit far less crime than men, and constitute a relatively small percentage of the criminal cases coming before the courts. Although 52% of the Scottish population is female, only 16 percent of those convicted in 2004/05 were female. Males accounted for 84 per cent of all convictions in 2004/05, and more males than females were convicted in almost all crime and offence categories. The main exception was "other" crimes of indecency, where females accounted for 70 per cent of what are mainly offences related to prostitution.

Women's participation in virtually all forms of criminal activity is far lower than their male counterparts, and this, in turn, renders them less visible in our system of criminal justice. Women sentenced to custody generally receive shorter sentences than men. They are less likely than men to be in prison for violent offences and more likely to be in prison for dishonesty offences. (*Prison Statistics, 2005-06*)

<http://www.scotland.gov.uk/Publications/2006/08/18103613/0>.

In 2005/06 women made up just five percent of the average daily prison population. Yet, statistics highlight an increasing rate of imprisonment for women despite the fact that their offending patterns are less serious. Over a ten year period to 2005/06, the average daily prison population has increased by 14 percent; in the same period, the female prison population increased by 77 per cent, compared to a 12 percent increase for men (*Prison Statistics, Scotland 2005-06*)

<http://www.scotland.gov.uk/Publications/2006/08/18103613/0>.

The pattern of activity and the different experiences identified are persuasive arguments to ensure that criminal justice agencies in particular work together to impact assess their functions and

ensure that the gendered experiences and considerations are captured through the full process. This is identified as an action in relation to functional equality impact assessments and service delivery.

4.2.2 The Demographic Context

Population

The male / female ratio in the Northern Constabulary area is similar to the rest of Scotland at birth but soon diverges in the early adult years largely due to migration. For example, more women leave the area to go to university etc and return at different times to men and in later life because of higher death rates amongst men in the rest of Scotland.

The male / female ratio has been consistent over the last 20 years at about 48% male 52% female.

Economic Activity

More men are economically active than women and rates of economic activity in the area are higher than in the rest of Scotland. In Highland 75.1% of men are economically active and 61.2% of women, compared with respectively 71.7% and 58.7% in Scotland. The profiles are similar throughout the working age range except that the proportion of women in the area who are economically active is reduced in the 25 to 34 age range.

Caring

Caring of the very young, elderly, sick and disabled is not shared equally between men and women, with 9.1% of men providing some level of care compared with 13.5% of women; figures for Scotland are 9.8% and 14.3% respectively.

Single Parents

Women are more likely than men to be single parents. 11.6% of all female parents are single parents with one dependent child and 9.2% have two or more dependent children: the figures for men are 1.8% and 1.0% respectively. Both men and women in the Northern Constabulary area are less likely to be single parents than their counterparts in Scotland as a whole.

The gender duty requires public bodies to recognise that in Scotland today, gender roles and relationships structure men and women's lives. Women are frequently disadvantaged by policies and practices that do not recognise their greater caring responsibilities, the different pattern of their working lives, their more limited access to resources and their greater vulnerability to domestic violence and sexual assault. Men are also disadvantaged by workplace cultures that do not support their family or childcare responsibilities. Both sexes suffer from stereotyping of their roles and needs. Transgender people suffer particular forms of harassment and barriers in accessing employment and services. As identified, these are all areas impacting on the Northern Constabulary Force area.

5. Gender Equality Objectives

The research and data collected to inform this scheme including: national and local information; specific public consultation through ACPOS and the Wellbeing Alliance Equality and Diversity Strategy Group; the NJPB custody visitors scheme; and staff feedback has identified a number of priorities where action on equality is required and thus forms the main gender equality objectives.

5.1 Equality Impact Assessment

In drawing up the Impact Assessment guidelines and approach Northern Constabulary reflected on the some of the difficulties and areas for improvement which were identified with regards to our experience in the Force Race Equality Scheme and Disability Equality Scheme. Also the need to be outcome focussed was at the forefront of our minds in line with Equal Opportunities Commission guidance in relation to Gender Equality Impact Assessment. This process was entirely based on analysing Force Reference Documents or Policies. While this was worthwhile in itself, it hid a large area of activity in terms of specific functions and the experience of the customer in progressing through various parts of the organisational machinery. A revised process including all strands of equality is an objective for the scheme as is a process of collation of data and research to back up the impact assessment process. Training of functional managers in the new process is also reflected in the action plan.

A prioritised plan for an outcome focussed impact assessment of functions is outlined in the scheme action plan. An agreement has been reached to pilot the assessment process by focussing on the function of custody handling at Burnett Road Police Station, Inverness. This has been identified as a priority area by the disability equality advisors and gender equality advisors. Public consultation and research also identifies custody handling as a function having a high impact on equality.

While this method of impact assessment will provide a more outcome based approach it does not negate the need to ensure that Northern Constabulary continue to utilise the policy impact assessment process as a matter of routine for all new policies and amendments as they present themselves to the Force decision making groups.

Where gender actions are identified as part of this process these will be incorporated in the Gender Equality Scheme Action Plan.

It is also recognised in the scheme action plan that there is a great deal to be gained by working collaboratively with our agency partners, particularly other criminal justice partners in jointly assessing the impact of services and this is reflected as a priority for the scheme.

5.2 Service Provision

5.2.1 Gender Based Violence

The move to Violence Against Women reflects gender based violence as a function of gender inequality in a similar way to other strands of diversity. Accordingly the definition sets out that violence against women encompasses but is not limited to the following:

‘...physical, sexual and psychological violence occurring in the family, within the general community, or in institutions, including: domestic abuse; rape; incest and child sexual abuse; sexual harassment and intimidation at work and in the public sphere; commercial sexual exploitation, including prostitution, pornography and trafficking; adult survivors of child sexual abuse; dowry related violence; female genital mutilation; forced and child marriages; honour crimes.’ (Scottish Executive 2006)

This is a challenging agenda based on a much wider approach.

The Highland Wellbeing Alliance Domestic Abuse Training Consortium commissioned research on behalf of the partnership to identify areas of service improvement. To this end Dr Ann Rosengard published her report 'Improving the Response to Violence Against Women in Highland'.

While the report has made a number of recommendations and areas for improvement across agencies, of particular relevance to Northern Constabulary is the section on Service Responses and Effectiveness. Some of the issues the report identifies include:

- Suggestion that Force policy is applied inconsistently across Area Commands.
- Concerns about Police attitudes and insensitive responses to domestic abuse with a number of examples highlighted by service users.
- Access to a female police officer if requested difficult in some areas of the Force.
- Shortage of female Doctors available to carry out forensic examinations and impact on the victim of waiting or travelling for a forensic examination.

These are particular areas reflected in the Scheme Action Plan.

Whilst the majority of victims of domestic abuse and rape/sexual assault are women and the majority of perpetrators of these crimes are men, the 2005/2006 statistics of domestic abuse recorded by police indicates that over the last two years there has been an increase in the incidents related to same sex relationships.

Major Findings from a study commissioned by University of Sunderland and University of Bristol Comparing Domestic Abuse in Same Sex and Heterosexual Relationships also indicated that most survivors of same sex domestic abuse do not report to public agencies. Training and awareness raising particular to criminal justice agencies highlighted the following areas:

- Raise awareness that domestic abuse is not only a heterosexual problem.

- Increase knowledge and skills about LGBT relationships and the particular features of domestic abuse in those relationships.
- Enable agencies to present themselves as accessible to those experiencing domestic abuse in same sex relationships.

Trained Domestic Abuse Liaison Officers are located in each of the eight Area Commands. A review of provision and accessibility of this service is a focus for the scheme. A third party reporting mechanism is in place for same sex domestic abuse cases through a local LGBT support group. Further marketing of this service is a focus for the scheme.

Community Consultation also identified domestic violence as a particular focus. In some cases the physical presence of a male police officer can be intimidating to women or vulnerable people and it was felt that officers require to remain alert and sensitive to how they are perceived. It was also felt that educational programmes for schools, the creation of safe places for victims to disclose issues and more structured programme of support for the perpetrators of domestic violence as well as the victims were actions that would help to tackle domestic violence.

One issue that was raised at every focus group was the victim's right to be supported and protected to stay in his/her own home. It was identified by participants that it does not help the victim's sense of empowerment if, on top of everything else they have suffered, they also have to leave their home through no fault of their own and move into a shelter.

5.2.2 Public Safety/Accessibility

The Community Consultation Focus Groups identified public safety as a recurring theme. The group participants wanted a society in which they feel safe as they move around, by public transport and on foot in both rural and urban spaces. Whilst it is accepted that participants perception of fear outstrips real risks (especially in the case of women) people want a sensitive response to these concerns in the shape of a higher police presence and visibility, as well as accessible training programmes and information on personal safety. Mothers particularly raised personal safety

concerns when walking alone with their children and identified nurseries, health centres, post offices and libraries as suitable venues for distributing personal safety information as well as distributing information at ante-natal and post-natal appointments.

An example where mothers identified feeling particularly vulnerable was when walking past groupings of mainly men outside pubs, bars and clubs as a result of the smoking ban. It was felt that designated outdoor areas preferably with tables and chairs to create more of a café environment would reduce this feeling of intimidation.

Access to the police service was also an area of concern and in line with the Force review recommendations; this will be an area of focus.

It was felt however that the public also had a part to play in creating a safe society and there were calls for the police to mount public campaigns that encourage people to speak up and report incidents. This seemed particularly relevant to cases of domestic abuse.

While a number of high profile campaigns have been mounted over the years public consultation identified a need to continue to work hard to create safe and strong communities.

5.2.3 Police Custody Environment

While the vast majority of offenders/accused are male and most of them do not have parental/carer responsibilities, some will do. Female detainees will proportionately have greater caring responsibilities and while the proportion of female detainees is low, there is an increasing trend starting to emerge. As such it is important that these caring responsibilities are taken into account by assessing their individual situation.

Women offenders like men also suffer high levels of drug and/or alcohol misuse. Statistically women are more likely to have mental health problems and to have been victims of domestic or sexual abuse. Their safety therefore, particularly if released from custody

at night or taken to a place of safety not designed for women is important to consider along with other groups of vulnerable people.

The Independent Custody Visitors Scheme operated by the NJPB has identified the need to supply sanitary products and while these have been provided, they have not been made available routinely. Hygiene packs including soap, hand wipes, and sanitary products have been developed by Tayside Police and are currently being piloted at one of their police custody areas. If findings are positive, Northern Constabulary will also adopt the packs to improve the comfort and dignity of male and female prisoners and witnesses as part of the overall care and custody strategy.

Transgender issues in relation to detention and search are recognised and reflected in the Force Diversity Guide and Care and Custody Manual. Further review of these guides in relation to gender issues is also an action of the scheme.

5.2.4 Victim and Witness Care

In line with vulnerable adults legislation and in association with Crown Office Procurator Fiscals Service it is recognised that understanding of the individual support needs and vulnerability of victims of crime and witnesses is critical in providing an effective and caring police response. The victim centred approach is at the heart of the criminal justice system and the actions in the scheme are designed to contribute towards this.

5.2.5 Drug and Alcohol Misuse

It is recognised that men and women and in particular those that have been victims of domestic abuse and sexual abuse have increased incidents of drug and alcohol misuse. Places of safety where individuals can access appropriate support and medical treatment are areas of focus for the scheme. It is understood that such areas are not widely accessible across the Force Area and where other arrangements are in place it is identified that these should be reviewed to ensure that they do not pose an additional risk and that they cater for specific needs of men and women.

Community Safety will continue to engage with the community and utilise high profile events and campaigns with regards to the effects of drug and alcohol misuse.

5.2.6 Prostitution and Human Trafficking

The protection of vulnerable women from sexual exploitation and prostitution through human trafficking is also a focus for the scheme. Awareness raising training with regards to criminality is scheduled to be delivered to diversity officers, community safety and some crime support and family protection staff to ensure an understanding of the impact and effect of such criminality. Links with specific agencies is also reflected in the action plan.

5.3 Employment

In terms of occupational segregation, only 22% of police officers at Northern Constabulary are female despite 52% of the population being female. In addition, while the rates of economic activity are higher in the Highlands and Islands than the rest of Scotland this is reduced for women in the 25 to 34 age range. The middle of this age range represents the average age range of entrants to Northern Constabulary in the last year. The percentage of female officers is much higher however for Police Cadets at 50% and Special Constables at 37%. An objective of the scheme therefore is to analyse this to a greater degree to identify where barriers exist.

Only 8.2 % female police officers are represented in line management roles of Sergeant and above with no female police officers represented above the rank of Inspector.

Female Support Staff make up 70.6% of the Force establishment with 70% and 30% male /female distribution in the supervisory grades of grade 8 and above.

These figures demonstrate a clear need to focus on the reasons why women are under-represented in certain areas and requires further commitment to the National Gender Agenda and Women's Development Forum as positive action initiatives.

5.3.1 Gender Agenda 2

The original Gender Agenda was inspired and developed by the British Association of Women in Policing, ACPO women's forum, representatives of the Senior Women in Policing Conference and Police Federation. Soon after the publication, ACPOS launched its own Gender Agenda in June 2004. Most recently in the review and continued development of gender equality in the Police service, Gender Agenda 2 'Women Making Their Full Contribution to Policing' was developed embracing the views of women and men across all police forces. These views were gleaned during special listening groups held nationwide. The aim throughout being to develop a common agenda of the issues affecting women and the ability to reach their full potential. The agenda, which culminated from the consultation, also recognises the double jeopardy experienced by visible ethnic minority women and gay women. The agenda sets out a 5-year programme to address occupational segregation and the disproportional representation of women in senior roles. A feature of the Gender Equality Scheme is a Force commitment to the agenda and monitoring of improvements in occupational segregation and representation of women in senior roles. Further development of the role of the Force Gender Equality Advisory group will also be a focus in consulting with and taking forward the resultant actions.

5.3.2 The Women's Development Forum

The Women's Development Forum was established in 2003 and plays a significant role in making recommendations to ACPOS Personnel and Training, supporting Forces in meeting the actions set out in the Gender Agenda and in implementation of flexible working. A significant role of the Forum is provision of personal development and leadership training which is scheduled throughout the year at the Scottish Police College. In recognition of the disproportionately low percentage of women in senior roles, Northern Constabulary supports officers and encourages its staff to attend these development seminars. Action to encourage further participation through appraisal interviews and via the Staff Development Officer are specific actions within the scheme.

5.3.3 Transfer and Deployment Process

The area of employment that by far attracted the greatest level of debate and feedback from men and women was the Northern Constabulary Transfer and Deployment Process. This was reflected in the staff survey and by the Gender Equality Advisory Group. While individuals largely accepted the requirement to provide a visible accessible service across the Force Area, it was felt that individual needs were not considered. These needs ranged from provision of schooling including Gaelic medium education, access to particular medical treatment, availability of childcare in line with shift arrangements, specific considerations with regards to single parents and those with caring responsibilities for elderly relatives. While it was accepted that the policy was necessary to police such a wide and diverse area, it was suggested that more could be done by the Force to consider individual support needs, particularly with regards to compulsory transfer. In addition a central resource of information on the Force wide distribution of essential services including, medical, education and child care was identified as a very helpful resource for officers to plan their career in line with the requirements of the transfer and deployment policy.

5.3.4 Equal Pay

An equal pay statement has been agreed and can be found in Appendix 2 of the scheme. Northern Constabulary recognises the risks associated with wide support staff pay scales and police officer distribution of allowances and additions to pay and is committed to take action to eliminate any unfair, unjust or unlawful practice that impact on pay equality. To address this we will:

- Review Hay Job Evaluation system to determine if fit for purpose
- Address Job Evaluation needs in line with review.
- In consultation with staff association, review the current pay model for support staff in line with legislative requirements.
- In consultation with staff associations, make recommendations to Force Executive with regards to appropriate pay models.
- Provide training and guidance to those involved in determining pay.

- Put in place a monitoring system for the allocation of additions to police pay and report annually.
- Put in place a monitoring system for support staff pay and report annually.
- Implement an equal pay review of any modification of posts and structures arising from the Force Review to ensure they are in line with equal pay principals.

5.3.5 Transgender Considerations

Northern Constabulary is committed to developing a working environment where each individual can meet his or her personal aspirations and potential. Individuals progressing through gender reassignment must be afforded the support and dignity to progress through the process. A policy based on ACPOS guidance and current legislation will be introduced offering guidance on supporting any member of staff who is undergoing gender reassignment and wishes to live the life of the other gender. This policy will form part of the Diversity Learning Programme.

5.4 Awareness Raising

As well as improving the awareness of staff and managers with regards to the provisions of the Equality Act and the Gender Equality Duty, there is an important public leadership role to play. This was clearly identified through public consultation where a number of gendered perceptions were identified. Clearly to make an impact, education and clear policies to take action on discriminatory behaviour are necessary. Therefore, the Force will continue to take any complaints received of discriminatory behaviour by members of staff very seriously. In terms of educating staff, the provisions of the Equality Act and the duty will be included in the Force Diversity Guide and Diversity Learning Programme. The Gender Equality Advisory Group role and remit will be developed to include the provisions of the Gender Agenda.

In terms of public awareness and involvement, we will continue to work with the HWBA Equality and Diversity Strategy Group and utilise public consultation and involvement events to further inform the scheme and build sustainable relationships in the form of community forums and diversity officer contact. The partnership

has successfully delivered multi-agency training in relation to domestic abuse and Northern Constabulary is keen to review the potential of further local multi-agency gender equality awareness workshops.

5.5 Reporting Mechanisms

In line with the provisions of the duty, we will report on an annual basis progress against the actions set out in the scheme. This will be facilitated through the public performance reporting requirements and will also be posted on the Force web site.

Outcomes of completed impact assessments will be published on an annual basis on the Force website.

5.6 Procurement and Partnerships

In working with contractors and partnerships we recognise that where external organisations are engaged to provide a function or a service on our behalf or where we work in partnership with others, we remain liable, in respect of these functions, for compliance with the statutory duties. Therefore, by incorporating gender equality into the obligations of contractors we will ensure that our service provision is responsive to and genuinely meets the needs of men and women.

We will continue to take account of the relevant national guidance in relation to procurement and partnerships to ensure that we work together to develop equality in existing and any emerging partnerships. This is a specific provision reflected in the Highland Wellbeing Alliance Equality and Diversity Strategic Framework and will form part of the work of this group over the next three years.

In relation to procurement, The Procurement Manager will review the Force Reference Document to ensure equality is reflected in the overall policy and in specification and contract requirements. Pre-qualification questionnaires will also be reviewed in association with the Scottish Procurement Directorate, Scottish Executive. Those with devolved procurement responsibilities will receive necessary training to make them aware of these provisions.

6. Consultation

The scheme represents a unified aligned approach to equality with our multi-agency partners whom we will continue to cultivate and develop for the benefit of all who live and work in the Highlands and Islands.

There is a well-established history of successful partnership working in the Highlands. In recent years this has evolved into the Highland Wellbeing Alliance, the Community Partnership covering the area. This partnership of public, private and voluntary organisations increasingly works closely together to deliver services and improve the quality of life in Highland communities. The partnership is an important mechanism for working towards a future where all people in our communities are able to participate fully and benefit significantly from the area's growing economic, social and cultural progress.

As public and voluntary partners of the Highland Wellbeing Alliance (HWBA), we took a decision early on to work together. Key personnel from each of the Highland Wellbeing Alliance agencies and other strategic partners came together under the title 'Highland Wellbeing Alliance Equality and Diversity Strategy Group'. A full list of partners can be made available on request.

This partnership collaborative approach is of particular benefit to the Highlands as one of the key features of the duty is the requirement for agencies to consult stakeholders on the preparation of their scheme and thereafter to advise on the ongoing development and shaping of policies and practices.

As partners we commissioned Highlands and Islands Equality Forum to undertake a public consultation exercise involving men and women including transgender people across Highland to assess whether they have different experiences in accessing public services. A report provided a summary of the focus groups and the main findings which have contributed to shaping the Gender Equality Scheme. Further opportunities to gauge public feeling are planned with the forthcoming Northern Constabulary Community Consultation Questionnaire where the opportunity to collate desegregated data will be made. Further development of the consultative links are planned for the summer 2007 where a

multi-equality event is scheduled and will be delivered with the aim of developing a multi-agency, multi-equality community forum.

Northern Constabulary Gender Equality Advisory Group

With regards to Northern Constabulary staff involvement, a group of internal gender advisors was set up early in the development of the scheme. These individuals responded to an advert posted in the internal information bulletin and were volunteers across the Force area. The resultant group were a cross section of staff at various levels of the organisation and represented a gender balance as well as representation from our Gay Police Association Co-ordinator. UNISON, Police federation and TGWU while members of the group were not able to attend. However did engage by e-mail. Further development of this group is a key objective of the scheme and will help inform the scheme as it progresses.

ACPOS Gender Issues Reference Group

Areas of joint working have been identified across the representatives of the eight Scottish Police Forces. Some of these include, employment monitoring benchmarking, police pension scheme and police officer pay and transgender considerations. This group provides an important opportunity to share information and data including the results of public consultation. An example of this, which helped to inform the scheme, was a questionnaire, distributed to all LGBT support groups across Scotland on behalf of the reference group. Further opportunities to consult on a joint basis will be taken over the next three years.

7. Information Gathering

We will continue to ensure that when the Force collects information, that the opportunity to desegregate by gender is made so that gendered analysis can be realised and used to guide action.

Further work will be undertaken alongside the HWBA Information Monitoring Group to collate and monitor gendered statistics so that the relationships between different data can be better analysed and trend analysis can be better assessed.

This year will also see the development of the SCOPE Human Resources System and equality monitoring across all employment processes will form a constituent part of this project.

This should ensure that we are in a better position to identify our performance in relation to the national picture and will help inform future performance indicators in relation to gender.

8. Making a Complaint

Any person wishing to make a complaint about this Scheme may do so by initially bringing their complaint to the attention of:

**The Strategic Diversity Advisor
Northern Constabulary
Force Headquarters
Old Perth Road
INVERNESS IV2 3SY**

The Constabulary Diversity Progress Group will manage the investigation of your complaint.

You will be sent a letter of reply within ten working days of receiving your complaint, acknowledging receipt and providing a contact name and details.

You will be notified in writing, or alternative format if requested, of the outcome and any decisions made in respect of your complaint. Your complaint will be dealt with as promptly as possible and, where appropriate, you will be kept informed as to progress.

When appropriate, the Progress Group will consult with the Equal Opportunities Commission in dealing with or resolving any complaint.

Persons wishing to make a complaint about the Scheme also have the right to contact the Equal Opportunities Commission directly at:

**Equal Opportunities Commission (EOC) Scotland
St Stephens House
279 Bath Street
Glasgow G2 4JL**

Telephone: 0845 601 5901
Fax: 0141 248 5834

E-mail: Scotland@eoc.org.uk
Website: www.eoc.org.uk

Complaints in relation to individual officers should be referred, in the first instance, to:

**Professional Standards Department
Northern Constabulary
Force Headquarters
Old Perth Road
INVERNESS IV2 3SY**

**Telephone: 01463 720231
E:mail: executive@northern.pnn.police.uk**

Anyone wishing to make a complaint may also go directly to the Equal Opportunities Commission in Scotland, at the above address.

9. How To Contact Us and Provide Feedback

Developing our Gender Equality Scheme is an on-going process and we recognise that we will not have got everything right. We would very much welcome your constructive feedback. You can give us your thoughts, comments, concerns and any suggestions regarding our Gender Equality Scheme by any of the methods listed below. We will be delighted to hear from you and promise to consider your comments as part of our regular review process. If you would like a direct response regarding your comments or want something clarified please provide your contact details and Northern Constabulary will be happy to oblige. Contact us:

By writing to:

**The Strategic Diversity Advisor
Northern Constabulary
Police Headquarters
Inverness
IV2 3SY**

By telephone: 01463 720241

By E mailing: executive@northern.pnn.police.uk

GENDER EQUALITY SCHEME – ACTION PLAN
June 2007 – June 2010

Aim 1: To Eliminate Unlawful Discrimination.			
Outcome	Action	Timescale	Accountable
Objective 1.1 Prioritised plan for Impact Assessment of functions.	1. Review Equality Impact Assessment Process and ensure it is outcome focussed and meets requirements of GED	August 07	Strategic Diversity Advisor
	2. Identify plan to address employment priorities.	August 07	Deputy Director HR
	3. Identify plan to address functional assessment of service delivery priority areas.	August 07	Head of Support Services
	4. Progress plans through CPMG.	September 07	Strategic Diversity Advisor
	5. Pilot first functional assessment.	January 08	
Objective 1.2 All new and revised policies include outcome of Gender Equality Impact Assessment.	1. Agree Equality Impact Assessment template through Force decision-making process.	June 07	Head of Corporate Development
	2. Integrate revised process into Force decision-making structure.	June 07	
	3. Identify lead managers/quality auditors for training against revised template.	July 07	
	4. Deliver workshop to identified personnel.	November 07	Head of Learning

<p>Objective 1.4</p> <p>Publish Outcomes of Equality Impact Assessment.</p>	<ol style="list-style-type: none"> 1. Annual Report to the Diversity Progress Group. 2. Publish summaries on Force website. 	<p>June 08</p> <p>June 08</p>	<p>Strategic Diversity Advisor</p>
<p>Objective 1.5</p> <p>Work Together, where appropriate, to jointly assess the impact of services, policies and functions and recommend relevant proportionate action where negative impact identified.</p>	<ol style="list-style-type: none"> 1. Develop a process for Joint Equality Impact Assessment. 	<p>October 09</p>	<p>Strategic Diversity Advisor in association with HWBA</p>

Aim 2: To Tackle inequality in service provision and eliminate Unlawful Harassment.			
Outcome	Action	Timescale	Accountable
<p>Gender based Violence</p> <p>Objective 2.1</p> <p>Adopt a wider approach to gender based violence to include gender based abuse and sexual exploitation in line with the Scottish Executive Definition.</p>	<p>1. Consider the Scottish Executive Definition of Violence against women as a wider perspective to address gender based violence.</p>	<p>November 07</p>	<p>Head of Force Family Protection Unit</p>
<p>Objective 2.2</p> <p>victims of or witnesses to domestic violence (including children and same sex partners) are properly protected and supported</p>	<p>1. Audit Force Policy on Domestic Abuse – D3 to ensure that it is applied consistently across the Force area.</p> <p>2. Ensure that risk assessments are carried out and safety plans are in place.</p> <p>3. Review Force provision of Domestic Abuse Liaison Officers and Coordinators.</p> <p>4. Review provision of training and skills levels of DALOs and Coordinators.</p> <p>5. Include victim centred approach and</p>	<p>TBC</p>	<p>TBC</p>

	<p>reference to FRD D3 in Diversity Guide and Diversity Learning Programme.</p> <p>6. Review access to female police officers and female medical personnel across Force area and identify gaps in provision.</p>		
<p>Objective 2.3 Public Safety Identify the most vulnerable in society and work to improve their safety</p>	<p>1. Work with relevant agencies to develop a third party reporting mechanism for same sex domestic abuse, transphobic crime and domestic violence.</p> <p>2. Proactively engage with relevant partnerships and services to promote public safety by providing crime prevention advice, guidance and services.</p>	June 2008	Community Safety Inspector
<p>Objective 2.4 Police Custody Environment The needs and interests of men, women and transgender people who are detained at a police station are addressed in a sensitive and appropriate way.</p>	<p>1. Through NJPB Custody Visitor scheme set up a feedback process to the Force to ensure that specific needs are identified and addressed.</p> <p>2. Subject to successful Tayside pilot, adopt provision of hygiene packs at all police custody suits.</p> <p>3. Review Police Custody Manual and Diversity Guide to ensure that the needs of women and transgender people are met.</p>	<p>July 2007</p> <p>September 2007</p>	Strategic Diversity Advisor
<p>Objective 2.5 Accessibility</p>	<p>1. In line with Force review recommendations ensure that access to the service is made</p>	April 2008	Force Review Team

Access to a police officer, police staff member or police station is available in all Force areas.	available in all areas of the Force.		
Objective 2.6 Victim and Witness Care Victims and Witnesses are put at the heart of the criminal justice system and are given appropriate support to meet their individual needs.	1. Identify vulnerable witnesses at enquiry stage, assess any parental/carer needs, provide appropriate advice/support and inform procurator fiscal 2. Ensure front line staff are aware of vulnerable adults legislation and procedures	June 2009 June 2009	Community Safety Inspector
Objective 2.7 Drug and Alcohol Misuse In association with partner agencies ensure better access to drug and alcohol treatment/places of safety and provision of information about the dangers of drugs and alcohol.	1. Audit availability of places of safety across Force area. 2. Continue to utilise community safety events/school visits etc. to engage with young people with regards to misuse of drugs and alcohol.	December 2009 Ongoing	Community Safety
Objective 2.8 Prostitution and Human Trafficking Protect vulnerable women from sexual exploitation and prostitution through human trafficking	1. Deliver training to diversity officers and crime support. 2. Set up partnership links with Glasgow Immigration and Enforcement Unit.	September 2007 September 2007	Head of Learning

Aim 3: To Tackle inequality in employment and eliminate Unlawful Harassment.

Outcome	Action	Timescale	Accountable
<p>Objective 3.1 Barriers to employment and development are identified and rectified.</p>	<ol style="list-style-type: none"> 1. Undertake survey/focus group activity with officers successful at promotion exam/diploma to address barriers to promotion. 2. Undertake survey/focus group activity with Special Constables/cadets to identify why proportionately higher percentage of female/male ratio. 3. Further encourage involvement in Women's Development Forum through established communication channels and line managers. 4. Develop employment monitoring systems to include trend analysis and performance benchmarking with other Forces and national position. 5. Promote family-friendly policies including child-care voucher scheme. 	<p>June 2008</p> <p>June 2008</p> <p>Ongoing</p> <p>June 2008</p> <p>Ongoing</p>	<p>Strategic Diversity Advisor/Head of Learning</p> <p>Strategic Diversity Advisor/Special Constable Coordinator</p> <p>Staff Development Officer</p> <p>Strategic Diversity Advisor in association with ACPOS Diversity Business Area</p> <p>Deputy Director HR</p>
<p>Objective 3.2 Individual support needs are considered and addressed in Compulsory Transfer and Deployment Process</p>	<ol style="list-style-type: none"> 1. Develop central resource of information on Force wide distribution of essential services. 2. Develop specific objectively justifiable 	<p>June 2009</p> <p>August 2007</p>	<p>Staff Development Officer</p>

	<p>criteria for extensions to tenure.</p> <p>3. Develop monitoring systems to identify and address any gendered disproportionate impact arising from transfer and deployment process.</p>	June 2008	
<p>Objective 3.3 Eliminate any unfair, unjust or unlawful practice that impact on pay equality</p>	<p>1. Review current Hay job evaluation process and ensure still fit for purpose.</p> <p>2. In consultation with staff associations, review the current pay model for support staff in line with legislative requirements.</p> <p>3. Make recommendations with regards to appropriate pay models</p> <p>4. Provide training and guidance to those involved in determining pay</p> <p>5. Put in place a monitoring system for the allocation of additions to police pay and report annually.</p> <p>6. Put in place a monitoring system for support staff pay and report annually</p>	<p>August 2007</p> <p>December 2007</p> <p>January 2008</p> <p>January 2008</p> <p>June 2008</p> <p>June 2008</p>	Director of HR
<p>Objective 3.4 Ensure that employment policy on transgender issues reflect current legislation</p>	<p>1. Develop a transgender policy in employment based on ACPOS guidance.</p> <p>2. Include Force Policy and legislation in Diversity Learning Programme</p>	<p>December 2007</p> <p>December 2007</p>	<p>Deputy Director HR</p> <p>Head of Learning</p>
<p>Objective 3.5</p>	<p>1. Develop a PID to progress through CPMG</p>	August 2007	Director of HR

<p>Take forward actions identified in Gender Agenda.</p>	<p>as a Force Project</p> <p>2. Further Develop role of Gender Equality Advisory Group to take actions forward</p>	<p>September 2007</p>	<p>Strategic Diversity Advisor</p>
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Aim 4: To promote Equality of Opportunity.

Outcome	Action	Timescale	Accountable
<p>Objective 4.1 Staff and Managers are aware of their responsibilities in line with the provisions of the Equality Act.</p>	<ol style="list-style-type: none"> 1. Address any complaints received of discriminatory behaviour by members of staff. 2. Further develop role of Internal Gender Equality Advisory Group. 3. Incorporate the provisions of the Equality Act and Gender Equality Duty in the Force Diversity Guide. 4. Involve community forums in input into operational considerations as they apply to the Force Diversity Guide. 5. Utilise the services of the local diversity officer to make arrangements for visits/awareness raising sessions with local groups. 6. Review provision of local multi-agency gender equality awareness workshops. 	<p>Ongoing</p> <p>July 2007</p> <p>July 2009</p> <p>December 08</p> <p>March 08</p>	<p>Head of Professional Standards</p> <p>Strategic Diversity Advisor</p> <p>Strategic Diversity Advisor in association with HWBA</p> <p>Force Area Commanders</p> <p>Strategic Diversity Advisor</p>

Aim 5: Annual Reporting.			
Outcome	Action	Timescale	Accountable
Objective 5.1 Open and transparent publication of outcomes.	<ol style="list-style-type: none"> 1. Publish Action Plan Results in Public Performance Report. 2. Research and consider other ways of publishing results/outcomes from Action Plan through the Media and Force website. 	January 08 December 07	Head of Support Services

Aim 6 : Procurement and Partnerships.			
Objective 6.1 Equality is mainstreamed through procurement process	1. Review Force Reference Document on procurement to ensure equality reflected in overall policy and in specification and contract requirements.	June 2007	Procurement Manager
	2. Review Qualification Questionnaire in association with Scottish Procurement Directorate, Scottish Executive.	May 2007	Procurement Manager
	3. Once appointed, ensure diversity input in training for individuals with devolved procurement responsibilities	December 2007	Procurement Manager
Objective 6.2 Ensure that partnerships take account of the requirements of the equality duties and they mainstream these provisions in their processes	1. Engage with all partners in HWBA structure to ensure that they mainstream equality in all their functions and processes	June 2010	Strategic Diversity Advisor in association with HWBA
	2. Develop a framework for collective equality impact assessments of partnership working	June 2010	

Northern Constabulary Equal Pay Statement

Northern Constabulary is committed to the principle of equal pay for all staff. We aim to eliminate any unlawful discrimination in our pay systems for support staff and police officers. While the pay systems for support staff are a devolved matter, police officer pay systems are determined nationally. Additions to police pay and allowances and the distribution of these are areas of potential inequality and will be addressed at a local level along with any national developments arising from police reform agenda.

We understand that equal pay between men and women is a legal right and in recognising this and our commitment, Northern Constabulary and the Northern Joint Police Board operate a Hay Job Evaluation process for support staff. In light of new legislation, we will review this process to ensure that it is still fit for purpose.

It is in the interest of Northern Constabulary to ensure that we have a fair and just pay system. It is important that staff have confidence in the process of eliminating sex bias and we are therefore committed to working in partnership with Trade Unions and Staff Associations to take action to ensure that we provide equal pay.

Our objective is to:

- **Eliminate any unfair, unjust or unlawful practices that impact on pay equality**

We will:

- Review Hay Job Evaluation system to determine if fit for purpose.
- Address Job Evaluation needs in line with review.
- In consultation with staff association, review the current pay model for support staff in line with legislative requirements.
- In consultation with staff associations, make recommendations to Force Executive with regards to appropriate pay models.

- Provide training and guidance to those involved in determining pay.
- Put in place a monitoring system for the allocation of additions to police pay and report annually.
- Put in place a monitoring system for support staff pay and report annually.
- Implement an equal pay review of any modification of posts and structures arising from the Force Review to ensure they are in line with equal pay principals.