

# **Gwent Police**



## **Gender Equality Scheme**


**2008 - 2010**


## Ordering Alternative Formats

This Scheme can be made available (upon request) in a range of alternative formats:

- Braille
- Audio CD
- Easy-read
- PDF
- Scheme Summary

Copies of the Scheme are available as follows:

 Human Resources Department  
Caerleon House  
Mamhilad Park Estate  
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 01495 745408

 01495 745412

 [www.gwent.police.uk](http://www.gwent.police.uk)

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## **The Vision**

Our gender equality vision for Gwent Police is that women and men are respected and valued, regardless of gender, marital/partnership status, whether or not they are transgender or have caring responsibilities.

We will identify and respond to all forms of gender stereotyping, discrimination and sexism in order that women and men can enjoy and share equality of opportunity, rights and responsibilities in which we are able to live, work and participate to our full potential.

We wish to build upon the work already undertaken by the Gender Agenda which is a national initiative aiming to help women achieve their full potential in their careers in the police service. Gender Agenda 2 recognises the positive progress, which has been made nationally since the initial launch of the initiative 6 years ago.

Our action plan will detail the actions we will take to achieve this and to mainstream gender equality in all that we do.

## Foreword



Gwent Police is fully committed to providing communities within its policing area with the highest standard of service.

This Gender Equality Scheme has been published in anticipation of the specific duties which will apply to public authorities in Wales in accordance with the general duty of the Equality Act 2006. The aim of the scheme is to assist Gwent Police in meeting our statutory duty under the Equality Act 2006 when carrying out our functions - to have due regard to the imperative of eliminating unlawful discrimination and harassment, and to promote equality of opportunity between men and women.

Neighbourhood Policing provides Gwent Police with the opportunity to work closer with communities, to identify and understand their needs and to deliver a service that takes account of the diverse nature of those communities.

The Gender Equality Scheme demonstrates our responsibility and commitment to deliver the highest standards of service, both internally and externally and takes account of and reflects the needs of individuals and communities who we will treat with dignity and respect in a way which reflects those needs. The Scheme is a living document, which will be developed further during its lifetime with additions being included in particular in the action plans.

The principles of gender equality are threaded through our business. The General Duty to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women is fundamental to the way we operate and will be at the heart of our commitment to delivering a safer Gwent.

A handwritten signature in black ink, appearing to read 'Mick Giannasi'.

**Mick Giannasi**  
**Chief Constable**

## Executive Summary

We recognise that for Gwent Police to continue to be an employer of choice for women and men and to ensure the highest standard of service to our communities, it is vital that our policies and procedures promote equality and do not discriminate against individuals or groups on grounds of gender.

Although progress has been made in these areas, more needs to be done. There is still an imbalance within our workforce in that women are under-represented within police officers numbers, in specialist roles and in senior ranks in both police officer and the police staff structures, whilst men are under-represented in administrative roles. There is also a perception that flexible working is more acceptable for women than for men.

We recognise that making further progress is not the role of one particular department but all our divisions and departments will need to take responsibility to eliminate unlawful discrimination and harassment, and to promote equality of opportunity between men and women.

This scheme sets out the responsibilities placed upon Gwent Police by the Equality Act 2006 and demonstrates how we will continue to apply the principles of fairness and equality in our day to day activity, both in our dealings with our staff and in our service delivery. Our action plan will outline each division's and department's specific objectives and activity that will be taken in employment and service delivery matters, together with the target dates, outcomes and the executive lead person responsible. It will incorporate actions which have been highlighted as issues by our own personnel and by our service users.

# Introduction

## What is the General Duty?

**General Duty** - The Equality Act 2006 amends the Sex Discrimination Act 1975 to place a statutory duty on public authorities, including Gwent Police, when carrying out our functions, to have due regard to the need:

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

This is known as the 'general duty' and came into effect on 6 April 2007. The duty applies to all public authorities, including Gwent Police, in all of our functions. This means it applies to policy making, service delivery, employment matters, and in relation to enforcement or any statutory discretion and decision-making. It also applies to any services and functions, which are contracted out.

Public authorities are expected to have 'due regard' to the need to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women in all of our functions.

'Due regard' comprises of two linked elements: **proportionality** and **relevance**. The weight, which Gwent Police gives to gender equality, should be proportionate to its relevance to a particular function. The greater the relevance of a function to gender equality, the greater regard which should be paid to it.

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

To support progress in delivering the general duty, there will also be a number of 'specific duties', which will apply to Gwent Police, which have yet to be finalised.

## What is the Specific Duty?

To support progress in delivering the general duty, there are also a series of specific duties - these are steps that public authorities must take to assist in meeting the general duty. The specific duties for public authorities in Wales have yet to be finalised. The Welsh Assembly Government will be drafting the specific duties once a Transfer of Functions Order has been made. The implementation date for the specific duties in Wales is not yet known.

The Welsh Assembly Government is advising public authorities in Wales to:

- Develop a gender equality scheme outlining their gender equality objectives and the action that is being taken to achieve them in the interests of clarity and transparency

- Prioritise action to address the most significant gender inequalities within their remit and take actions that are likely to deliver the best gender equality outcomes

This scheme has therefore been developed in accordance with this advice.

We will report against the Gender Equality Scheme every year in order to summarise the actions taken to implement our scheme objectives and review the scheme at least every three years.

## Objectives

Our Gender Equality Objectives must demonstrate that we are meeting our statutory duty to

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

We have developed an accompanying action plan to demonstrate progress in how we are meeting our duty

### **Internal Objectives**

Our gender equality objectives have been chosen to reflect the issues raised by staff through our internal consultation and also to reflect the aims outlined in Gender Agenda 2, which is a national initiative aiming to help women achieve their full potential in their careers in the police service.

The objectives will be prioritised into short, medium and long term goals in our action plan taking into account the available resources and urgency of the issue.

The internal consultation process took place through a staff focus group. The main objectives which were identified during the internal consultation processes will be prioritised in our action plan and are as follows:

- To identify barriers to Recruitment, Selection and Retention, and Progression including appropriate use and awareness raising of positive action
- To eliminate bullying and harassment by increasing awareness of the Dignity at Work procedure
- To provide more information on flexible working and part-time working options and promote awareness of options available to include both men and women
- To provide uniform and body armour specifically designed for women and to communicate and explain what is available

Additional issues raised during the questionnaire process will be incorporated into the action plan.

### **Gender Agenda 2 Objectives**

The objectives contained in Gender Agenda 2 will also form part of our Gender Equality Scheme action plan.

Aim 1 For the Police Service to demonstrate consistently that it values women in policing.

Aim 2 To achieve a gender, ethnicity and sexual orientation balance across the rank and role structure and specialisms.

- Aim 3 To have a woman's voice in influential forums focusing on both internal and external service delivery.
- Aim 4 To develop an understanding of the competing demands achieving a work/life balance and a successful career.
- Aim 5 To have a working environment and equipment of the right quality and standards to enable women to do their jobs professionally.

We will continue to review our gender equality scheme objectives and action plan and will incorporate the specific duties when they are finalised by the Welsh Assembly Government. We have highlighted the requirement to do an equal pay review and have built this into our current action plan.

### **External Objectives**

A number of focus groups were consulted in the development of this gender equality scheme and action plan. A summary report of the external consultation findings can be found at Appendix 1

The main themes from the consultation have been used to identify our objectives and inform the development of our action plan. Our Action Plan can be found at Appendix 2, which provides further details of how Gwent Police will achieve these objectives.

### **Main Objectives:**

- To ensure that Equality Duty is mainstreamed into the organisations strategic planning framework, to ensure that gender equality is achieved in employment and service delivery.
- To ensure that performance indicators are developed in order to monitor gender equality.
- To ensure that all organisational policies, processes and functions, whether informal or formal are impact assessed to ensure that gender equality is promoted and that they do not indirectly or directly discriminate against men, women and transgender individuals.
- To ensure that local services reflect, respect and are relevant to the whole community, taking into account the different needs of men, women and transgender individuals of all diversity strands.
- To engage local communities, in order to understand barriers and concerns in accessing Gwent Police.
- To ensure that incident recording and investigation allows for the different needs of women, men and transgender individuals.

- To review procurement policies, procedures, functions and practice to ensure appropriate regard is afforded to gender and gender identity issues and related changes in legislation.
- To ensure that staff and officers understand the requirement of the Equality Duty and gender should be integrated into all training.
- To ensure that all complaints of sex discrimination are investigated thoroughly.

To ensure that the Human Resources Department provides a service that is open and accessible for men, women and transgender individuals.

### **Future consideration of a Single Equality Scheme**

The Gender Equality Duty is similar to the existing duties on race and disability equality and all three have the same spirit and intention behind them, requiring Gwent Police to tackle discrimination, to prevent harassment, and to ensure that our work promotes equality of opportunity across all of our functions. The Gender Equality Duty is designed to focus on the achievement of outcomes.

Women and men, including transsexual women and men, may experience different forms of disadvantage depending on their age, ethnicity, religion or belief, sexual orientation, marital or civil partnership status, and whether or not they have a disability.

We have developed a Gender Equality Scheme, which demonstrates the actions we will be taking to eliminate unlawful sex discrimination and harassment, and to promote equality of opportunity between men and women. We will be working towards the development of a Single Equality Scheme which encompasses gender, race, disability, sexual orientation, religion or belief, age and the Welsh language, and it is anticipated that this work will commence during 2009.

## About us

Gwent Police was established on 1<sup>st</sup> April 1967 following the amalgamation of the Monmouthshire Constabulary and the Newport Borough Police.

Following the transfer of the Rhymney Valley area from South Wales Police in April 1996, Gwent Police now covers an area of 600 square miles bounded by Abergavenny in the north, Newport in the south, Chepstow in the east and Caerphilly in the west. The Gwent policing area is both rural and urban.

For general policing purposes, the Gwent Police area is made up of three territorial divisions (A, B and C). The Chief Officers and other divisions and departments are located at Police Headquarters in Croesyceiliog, Mamhilad Park Estate in Pontypool and at Vantage Point in Ty Coch Industrial Estate, Cwmbran.

Gwent Police has a workforce performing diverse roles:

<b>Data as at 30.06.08</b>	<b>Headcount</b>
Total number of Police Officers	1510
Total number of Police Staff	1084
Total number of Police Community Support Officers (included in figure of 1084 above)	150
Total number of Traffic Wardens (included in figure of 1084 above)	20
Total number of Special Constables	199
Total number of Community Volunteers	38

# Our Policing Priorities

The priorities contained within our Gwent Policing Plan (2008 – 2011) are to:

## Focus on the citizen

We want to ensure that:

- More people are satisfied with the service we provide
- More people think that we are tackling the things which matter to them
- Victims of burglary, violent crime, vehicle crime and road traffic collisions are more satisfied with the service they receive
- We sustain the high levels of satisfaction with our call handling service and continue to answer your calls quickly and effectively
- We “LISTEN” to members of the public and to our internal staff when carrying out our daily work
- We meet our “Quality of Service Commitments” to you

## Focus on quality

We want to ensure that:

- Victims receive a good standard of service as set out in the Victims Code of Practice
- Suspects are detained according to the safety standards set out in the Safer Detention Code of Practice
- Callers for service receive a response that meets their needs as set out by our Beyond the Call programme
- People are kept informed of progress once we have initiated action on their behalf

## Focus on crime reduction

We want to ensure that:

- We maintain a continued reduction in the levels of overall crime while at the same time achieving specific reductions in serious violent crime
- We increase our capabilities and effectiveness across the range of protective services
- We improve the efficiency and effectiveness of our investigative process

## Focus on partnership/collaboration

We want to ensure that:

- We progress our collaboration opportunities to enhance our protective services capabilities
- We continue our partnership opportunities to enhance community safety
- We progress our collaboration opportunities to increase the efficiency and effectiveness of our business support services

## **Focus on the resources**

We want to ensure that:

- We progress the “Staying Ahead” review, which is an examination of Gwent Police to improve efficiency and ensure that it is in the right shape to meet future demands. We will then implement its recommendations to ensure that we have the right people in the right place at the right time
- We have a healthy workforce
- We deliver an effective police service whilst operation within the financial efficiency targets that are placed on Gwent Police

## Gender Profile of Gwent Police Area

### Population and Age:

Throughout the Gwent police area the total population of 552,428 is evenly split, with overall percentages 51.5% female and 48.5% male.

30.7% of the area's population live in the county of Caerphilly where the split here is 48.7% male and 51.3% female.

The combined percentage of men and women over 75 is 17.85%.

96.62% of the Gwent Police area population are White British.  
(2001 Census data)

### Employment

Of those aged 16-74 who live in the Gwent area:

- 2.75% of males and 19.48% of females work part-time
- 50.27% of males and 27.31% of females work full-time
- 8.58% of males and 2.97% of females are self employed

(Source: neighbourhood statistics - 2001 Census: Key Statistics - economic activity.)

Furthermore, men and women who are living in the Gwent area aged 16-74 and are in employment:

- 15.1% of men and 9.08% of women work as managers or senior officials.
- 3.28% of men and 12.85% of women work in sales and customer services
- Of the people working in elementary occupations (e.g., farm workers, labourers, kitchen assistants and bar staff), there is almost an equal gender divide of 15.28% male and 14.39% female. (Source: neighbourhood statistics - 2001 Census: Key Statistics – occupation group.)

## Gender profile of our staff as at 30 June 2008

### Police Officer

		Headcount		
		Total	Female	Male
Police Officers		1510	383	1127
% by gender			25.4%	74.6%
Minority ethnic	Officers included in total	24	4	20
	% of total	1.6%	0.3%	1.3%

### Police staff

		Headcount		
		Total	Female	Male
Police Staff (includes Police Community Support Officers and Traffic Wardens)		1084	659	425
% by gender			60.8%	39.2%
Minority ethnic	Staff included in total	9	7	2
	% of total	0.8%	0.6%	0.2%

### Special Constables

		Headcount		
		Total	Female	Male
Special Constables		199	72	127
% by gender			36.2%	63.8%
Minority ethnic	Special Constables included in total	4	2	2
	% of total	2%	1%	1%

**A breakdown of police officer ranks according to gender as at 30 June 2008**

<b>Rank</b>	<b>Female</b>	<b>Male</b>
Chief Officer*	0	3
Chief Superintendent	0	5
Superintendent	1	10
Chief Inspector	2	17
Inspector	7	67
Sergeant	34	208
Constable	339	817

\* The Gwent Police Authority has appointed a new female Deputy Chief Constable who took up her appointment on 4 September 2008.

**A breakdown of police staff grades working within Gwent Police and Gwent Police Authority according to gender as at 30 June 2008**

<b>Grade</b>	<b>Female</b>	<b>Male</b>
Chief Officer	1	2
Principal Officer	31	48
Senior Officer	67	64
Scale 1 to 6*	560	311

\* includes Police Community Support Officers and Traffic Wardens

**Specialist Departments**

The table below demonstrates the gender spread in specialist departments within Gwent Police. (source: Home Office annual return PP02 2007-2008):

	<b>Female</b>	<b>Male</b>
CID trainee investigator constables	25	28
Roads Policing constables	1	24
Dog Handler constables	2	12
Armed Response constables	0	31
Support Group constables	2	16
Learning & Development constables	2	8
Operational intelligence constables	14	39

## Gwent Police's employment figures compared to the National Picture

	National Picture	Gwent Police Service
% of female senior police officers (Inspector rank and above)	7%	8.9%
% of female officer total strength	22%	25.4%
% BME female police officers	1%	0.3%
% of senior female police staff (Senior Officer (SO) grade and above)	No specific data available - national under representation reported by Gender Agenda 2	46.5%

Nationally women account for just 7% of senior police officers (source: EOC, Sex and Power, Who Runs Britain) and women account for 22% of police officer strength whilst being over 50% of the population, with 44% of the economically active population being female. Black and minority ethnic women account for around 1% of the service. (Source: Gender Agenda 2).

It is estimated that to achieve a more representative police service (35% women officers) it will take a further 14 years, at current recruitment levels. (Source: Gender Agenda 2)

Nationally women account for 64% of police staff, but they are disproportionately under represented in senior management and director positions.

## **How does gender fit into policing initiatives?**

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 abuse and sexual assault.

There are some groups of women and men who are not traditionally thought of as service users, such as prisoners, asylum seekers or migrants. As they may be particularly vulnerable or dependent on the actions of the police service, it is important that they are not overlooked when deciding priority services for action under the duty.

Men and women's fears and experiences of crime are very different. For example, Home Office statistics show that men worry most about car theft while women worry most about rape and personal attack.

Domestic abuse accounts for a quarter of all violent crime in the UK. It has the highest rate of re-offending of any type of crime and one in four women experience domestic abuse at some time in their lives. Two women are killed each week by violent partners or by former partners. In addition, men experience domestic abuse with women perpetrating this violence. Men and women also experience domestic abuse in same sex relationships.

We will take steps to ensure that our policing practices consider the needs, expectations, barriers, satisfaction rates and outcomes as they relate to men and women, whether they are transgender or not, when delivering our services.

## **Responsibilities for ensuring success of the Gender Equality Scheme**

Chief Officers and divisional/departmental senior management teams of Gwent Police are responsible for taking the lead in not only protecting the organisation from allegations of discrimination but in actively championing equality. They will:

- Build the Duty into strategic planning
- Promote the Duty in speeches, public statements and appearances
- Make it high profile and high priority – make sure all staff and service users know about the Scheme for example
- Mainstream equality in day to day core functions
- Ensure a senior staff member has responsibility (and the power) to make sure this happens
- Ensure all staff understand the Duty, what it requires them to do and their individual liability and responsibility, providing training and building work on equality into appraisal and development systems
- Bring about a cultural shift across the organisation
- Make sure systems are in place to monitor the impact of policies and practices on men and women – and report any trends or concerns as they emerge
- Ensure that actions contained within their Gender Equality Scheme action plan are monitored and progressed

Supervisors are responsible for:

- Making sure they understand the law and its requirements
- Making sure they know where to get advice on the Duty
- Making sure their units, teams or sections have been given information and training so they can meet legal requirements
- Making sure systems are in place to monitor the impact of policies and practices on men and women – and report any trends or concerns as they emerge
- Using the gender equality impact assessment process to improve the work of their section and promote confidence in Gwent Police

All staff are responsible for:

- Making sure they do not discriminate between men and women, do not tolerate harassment, and promote equality in their day to day work.
- Acting if they see discrimination or harassment on grounds of gender by using established procedures to report discrimination and being ready to challenge inappropriate behaviour, for example sexist language or stereotyping.
- Recognising that promoting equality between men and women is not for someone else – it is for everyone.

# Performance

## Monitoring

Achievements in our Gender Equality Scheme and action plan will be monitored by the Police Authority's Diversity and Human Resources Committee and reported upon accordingly.

The Confidence and Equality Board will be responsible for ensuring that information, which is gathered in accordance with the action plan, is analysed. This may result in a need for further investigation and this will be done in order to ensure that we know what the information means. Where necessary, the action plan will be amended.

In addition to this, the Confidence and Equality Board will be responsible for regularly reviewing the effectiveness of the steps set out in the action plan.

## Annual Reporting

Gwent Police will publish an annual report outlining the progress which has been made in the implementation of its Gender Equality Scheme. This will include:

- Steps that have been taken to fulfil the action plan
- Results of information-gathering that has taken place
- The outcomes that have improved our performance in relation to the promotion of gender equality

# **Employment Issues for Consideration**

## **Employment Monitoring and Lawful Positive Action Initiatives**

### **Recruitment**

The Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000) gave public authorities a general duty to promote race equality and good race relations. Public authorities bound by the general duty also have the specific duty to promote race equality as employers. In order to achieve this, Gwent Police has developed a Race Equality Scheme (RES) Database which enables us to monitor and analyse the progression of individuals from minority groups, including the gender of applicants, through each stage of our recruitment and selection process. We have recently amended this database which will enable us to also use it as a tool for comprehensive gender and disability monitoring.

A Positive Action Officer was seconded to the Force in July 2005 and the post has now become part of the permanent establishment. One of the responsibilities of the role has been to regularly monitor and question the data specifically in relation to the progression of applicants from minority ethnic groups through our recruitment and selection processes for the appointment of both police staff and police officers.

It is recognised that the Force needs to use this database as a tool for more comprehensive gender and disability monitoring, taking action to ensure that Gwent Police is seen as an employer of choice to as diverse a range of people as possible.

### **Development**

The Race Equality Scheme also requires the Force to monitor, by reference to the racial groups to which they belong, the number of applicants for training and the number of staff from each sub group who receive training. Steps set out in the action plan recognise that this monitoring now needs to be enhanced to promote gender equality also.

### **Retention**

Gwent Police is committed to increase the numbers of female officer in senior ranks. Gwent Police has a mentoring scheme which is open to all staff. Female police officers and staff are encouraged to use the mentoring scheme.

The Gwent Police Women's Association is supported by the Chief Constable and the Police Authority and women are encouraged to join the network.

### **Exit Interviews**

The force has been conducting Exit Interviews for many years. In 2006, we adopted the Home Office National Exit Interview process. It is aimed at achieving a better understanding of why particular groups leave the police service. This includes

monitoring information in relation to gender and also asks individuals to state whether or not they have ever experienced, observed or witnessed discrimination or harassment on the grounds of gender.

All the Exit Interview information is monitored by a Personnel Manager who will then take appropriate action should any problems or recurring issues be identified.

### **Fairness at Work Procedure**

The Force has adopted an approach whereby it positively encourages police personnel to use the Fairness at Work Procedure should an individual feel that they have a grievance. A Personnel Manager monitors progress of the grievance to ensure that it is dealt with within the set time-scales and also to quality assure the response to it. Advice on the Fairness at Work Procedure is available from a wide range of individuals, from the staff associations and support networks, Divisional Personnel Officers, Personnel Managers, Welfare Officers and Confidential Advisers.

Statistics are collated and monitored by the disability and ethnicity of the complainant as well as gender. Grievances related to sex discrimination and harassment are two of the categories of grievance, which are carefully monitored.

Monitoring reports of both Exit Interviews and the Fairness at Work Procedure are considered by the Personnel Strategy Group twice a year and by the Police Authority's Diversity and Human Resources Committee on an annual basis.

### **Positive Action Strategy and Action Plan**

In November 2005, our Positive Action Strategy and Action Plan were finalised. These documents outline our objectives and achievements in ensuring the recruitment, retention and progression of under-represented groups. Progress against the objectives is monitored at the Confidence and Equality Board chaired by the Assistant Chief Constable.

Where gender imbalances in the posts available in Gwent Police are identified, lawful positive action will be put into place in line with our Positive Action Strategy. We will identify any barriers or concerns that women and men may have to particular areas of work.

### **Equal Pay Audit**

In line with the proposed specific duties for Wales, we will be undertaking an equal pay review. This will also consider benefits and any non-monetary rewards.

## **Transsexual Staff**

The Gender Equality Duty provides protection for transsexual people from discrimination at work. The law defines transsexual people as those undergoing, intending to undergo, or having already undergone gender reassignment. Our policy of the employment of transsexual people has been in place since 2004 and its aim is to assist in the recruiting and retaining of transsexual police officers, special constables, police staff and community volunteers and those wishing to undergo gender reassignment.

We welcome applications from the transsexual community.

## **Family Friendly Policies and Work-Life Balance**

We recognise that many staff have caring responsibilities and in addition to our existing guidance documents on maternity leave, maternity support leave, parental leave, career break scheme and domestic/ compassionate leave, we will be developing our flexible working policy to raise awareness amongst our staff and enable them to achieve their suitable work-life balance. An outcome of our internal consultation has shown the importance of promoting available opportunities to both supervisors and staff and this will be included in our action plan.

## **Training Issues**

Gwent Police recognises the importance of training in relation to the general equality duty; positive action and transsexual issues and suitable training methods will be identified and incorporated into existing and new training.

The Home Office has stated that all police officers and police staff will have to be competent to National Occupational Standards for the promotion of gender equality by the end of 2009. Various methods of training delivery will be used which will include e-learning.

In addition to this, in accordance with the Police Race and Diversity Learning and Development Programme, training began on the full range of diversity training from April 2007 and includes a module on gender. This training commenced with priority groups, i.e., Supervisors, Station Enquiry Officers and Tutor Constables and Neighbourhood Officers.

Awareness raising and access to suitable information to assist staff in understanding their responsibilities in relation to the gender equality duty will supplement training.

## **Complaints/Grievance**

In addition to the Fairness at Work procedure referred to earlier in this section, we also have in place an independent confidential reporting service (SAFE CALL) which

provides a 24 hour a day, 7 days a week service. Staff who contact this number will be put in touch with an operator who is trained to receive any report about concerns in the workplace. Calls may be made anonymously and will be passed to a senior member of H.Q. Professional Standards for assessment and eventually reported to the Chief Constable.

Trends and patterns regarding the Fairness at Work Procedure are reported to the Personnel Strategy Group, the Minority Staff Support Networks and the Gwent Police Authority's Diversity/Human Resources Committee.

## **Gender Agenda 2**

We will review our progress against the original Gender Agenda and current Gender Agenda 2.

## **Procurement**

Procurement is the process by which Gwent Police enters into a contract with an external contractor to carry out works or provide goods or services. The term encompasses the full range of public authority contracts, including private finance initiative (PFI) projects and public private partnerships.

The gender equality duty applies to those functions, which are carried out through procurement as well as those which are carried out directly by Gwent Police itself.

Where a contractor is carrying out a public function on our behalf, the legal liability for the gender duty in relation to that function remains with Gwent Police. We have ensured that the relevant gender equality considerations have been built into the procurement processes to ensure that all of our functions meet the legal requirements regardless of who is carrying them out.

## **Working with Contractors**

It is important all contractors share the force and Authority's commitment to diversity and gender equality. Before contracts for major projects are awarded, there is a detailed process, which must be followed to ensure contractors comply with the anti-discrimination provisions of all equality legislation.

## **Uniform and Equipment**

Male and female officers and staff will be involved in the trialling of uniform and equipment to ensure that it meets their gender specific needs.

## **External Issues for Consideration**

### **Complaints**

The Independent Police Complaints Commission (IPCC) has a legal duty to oversee the whole of the complaints system and to make change happen - its guardianship role. Created by the Police Reform Act 2002, the IPCC aim is to improve responsiveness to complainants and so transform the way the police handle complaints from the public. An individual, who wishes to complain about Gwent Police regarding our performance in relation to our general equality duty, or any other grounds, may contact the IPCC or Gwent Police for further information.

Complaints against a member of Gwent Police are monitored by the force's Professional Standards Department and reported to the Personnel Strategy Group.

### **Partnerships**

Gwent Police plays an active role in statutory agencies and bodies, voluntary organisations, local community and minority support organisations.

Officers and staff seconded out of the workforce will be kept up to date with their responsibilities under the gender equality duty via General Orders. (General Orders is a document published force-wide every week, which all staff are required to read).

### **Public satisfaction**

The work with focus groups undertaken by our Diversity Policy Team in 2008 indicates that women and men are equally satisfied with the service they receive from Gwent Police. The Corporate Services Department monitor public attitudes within initiatives such as "Your Voice Does Count" which asks members of the public their opinions on crime in their area and also their views in regards to service provision, all surveys include diversity monitoring information which is analysed in order to identify disparity.

## Gender Based Crime

A Gender Based Crime (“GBC”) is a crime where offenders disproportionately target victims of a particular gender.

The following crimes have been categorised as GBC:

- Domestic Abuse
- Rape
- Honour Based Violence and forced marriage
- Female Genital Mutilation

## Domestic Abuse

Domestic Abuse is:

*‘Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults, aged 18 and over, who are or have been intimate partners or family members, regardless of gender and sexuality.’ (Family members are defined as mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family.)’ (Association of Chief Police Officers (“ACPO”) definition)*

Research shows that the most common offender/victim relationship is a male current or ex partner offender and a female victim. We recognise also that domestic abuse occurs in same-sex relationships and also where the perpetrator is female against a male victim. Gwent police also understands that young people and children can be the victims of domestic abuse.

Gwent Police has a specific policy for policing domestic abuse that incorporates best practice guidance on the subject such as ‘Working with Intimidated Witnesses (a manual for police and practitioners responsible for identifying and supporting intimidated witnesses)’. The policy owner for domestic abuse is within the Public Protection Unit.

Gwent Police has specialist domestic abuse officers to ensure the highest level of service to domestic abuse victims.

Domestic abuse has one of the highest rates of repeat victimisation. Therefore the issue of domestic abuse has been incorporated into the ‘Repeat Victimisation Strategy’.

There are now specialist courts where domestic abuse cases can be heard by magistrates who have received training in the issues of domestic abuse. Currently these exist in the Newport and Caerphilly areas of Gwent Police.

Gwent Police in partnership with the Crown Prosecution Service (“CPS”), have set up a Witness Care Unit which can give an enhanced level of Witness/Victim care to vulnerable/intimidated witnesses such as domestic abuse victims, special measures

which includes giving evidence via video link, must be approved by the court hearing the case and so is not an automatic right.

In supporting victims and witness of all crime, Gwent Police will follow guidelines within the Victims Code and Witness Charter guidelines.

### National Guidance and Research available

'Working with Intimidated Witnesses' (a manual for police and practitioners responsible for identifying and supporting intimidated witnesses published by the Office for Criminal Justice Reform, November 2006)'

'Guidance on Investigating Domestic Abuse' by NPIA (2008).

'Identifying, Assessing and Managing Risk In the context of Policing Domestic Violence', ACPO guidance (2005)

Gwent Police's policy on 'Domestic Abuse' is fully NPIA compliant and includes Honour Based Violence and has been reviewed and updated to incorporate the most recent national guidance on the subject.

Gwent Police is the Welsh lead on Domestic Abuse and is working on a Welsh protocol on an All Wales basis.

## **Rape**

The definition of the offence rape is:

*'Forced, manipulated or coerced sexual intercourse (or other sexual act) against the will of the victim. If the act occurs while the victim is unconscious, asleep or otherwise unable to communicate unwillingness, it is still considered rape.'* (Dictionary definition)

Crime statistics show that females are much more likely to be the victims of rape than males.

### Current Practice

Gwent Police has a sexual offences steering group which is dedicated to providing an enhanced service to support victims and ensure a thorough and high-quality investigation is conducted.

Gwent Police has a Rape Action Plan which is led by a Detective Superintendent

Gwent Police's approach to service provision to rape victims is underpinned by its partnership with the CPS, Health and support agencies and organisation across the force area. Together they work to deliver a quality service that is at all times focuses on the victim's needs.

### National Guidance Available

HMIC document 'Without Consent' - a report on the joint review of the investigation and prosecution of rape offences (Jan 2007).

## **Honour Based Violence and Forced Marriage**

The agreed ACPO definition of honour based violence is:

*'Honour based violence is a crime or incident which has or may have been committed to protect or defend the honour of the family and/or community'.*

The definition of forced marriage is:

*'A marriage conducted without the valid consent of one or both parties where duress is a factor'.*

Honour based violence ("HBV") is committed against women across all cultures and communities: where a culture's power structures are heavily male dominated, HBV may well exist. Typically the victim will be a daughter, spouse, sister or, occasionally, the mother of the offender, Gwent police also recognises that men can also be victims of honour based violence. Dishonour may be caused by a variety of associations deemed unacceptable by the family or community. The definitive issue of what constitutes HBV is an important one both in terms of victim's rights and existing domestic abuse responses and legislative frameworks. Currently, there is no definition of an honour crime that is appropriate or relevant across all different cultures.

### Current Practice

Honour based violence can take many forms including physical and sexual assault - predominately in a domestic setting. Gwent Police will deal with these crimes in the same way as any other incident of domestic abuse and/or rape (see appropriate sections) while still being sensitive to issues that may arise from the victims' faith and/or culture.

The offence of Forced Marriage comes under the category of HBV and is taken very seriously by Gwent Police. Gwent Police has a specific policy for the policing of Forced Marriage, which is owned by the Public Protection Unit. This policy incorporates recommendations from the ACPO guidance document 'Dealing with cases of Forced Marriage, guidance for police officers'.

Under no circumstance must a victim or potential victim ever be turned away or, in particular, sent home.

Leaflets outlining the Gwent Police response to reports of such incidents will shortly be dispersed in Gwent and officers and members of staff with direct contact with members of the public need to be aware of the correct response to such reports.

### National Guidance Available

'Dealing with cases of Forced Marriage, guidance for police officers'. ACPO guidance (2005)

'Honour Based Violence ("HBV") and 'murders in the name of so-called honour''. Produced by ACPO, 2006.

The Foreign and Commonwealth Office Forced Marriage Unit have produced 'Guidelines for Police' to assist in dealing with cases of forced marriage or honour based violence.

Gwent Police has incorporated national guidance on Forced Marriage into its policy which will be periodically reviewed

## **Female Genital Mutilation**

The offence female genital mutilation ("FGM") is the term used to refer to the removal or alteration of part or all of the female genitalia for cultural or other non-therapeutic reasons. This is extremely painful and has serious consequences for physical and mental health. It can also result in death. FGM is reportedly practised in twenty-eight African countries and in parts of the Middle and Far East. It is typically performed on girls aged between 4 and 13, but can be performed on newborn or on young women prior to marriage or pregnancy. It is not a religious practice and leaders of all major religions have condemned the practice as unnecessary and harmful.

This offence has an extremely low reporting rate nationally and very few incidents of this offence are being reported locally. However there is a potential that this offence is being committed in the Gwent Police area in much larger numbers than are reported.

### Current Practice

Gwent Police will continue to comply with national guidance, which is considered to be best practice

Although there is no specific policy for FGM, this offence is covered within the policy 'Child Protection' which is owned by the Public Protection Unit. Although the policy does not go into detail on how to police FGM, it refers the reader to the ACPO guidance document 'Investigating child abuse and safeguarding children', which gives specific guidance on the subject.

### National Guidance Available

Home Office Circular 010/2004 'The Female Genital Mutilation Act 2003'.

'Investigating child abuse and safeguarding children' ACPO guidance (2005).

All matters relating to Honour Based Violence, Forced Marriage and Female Genital Mutilation are currently under review within the Public Protection Unit.

## **Sex Workers**

Sex workers are defined as those who enter into the act or practice of engaging in sexual activity for money or its equivalent. When considering issues associated with sex work we also include those related to kerb-crawling, brothels, child prostitution, pimping, and advertising relating to prostitution, massage parlours and disorderly houses.

Research shows that the majority of sex workers are female and therefore this would fit into the definition of gender based crime.

Abusers or family members can force victims into prostitution. No matter how the situation is presented, it is essential that any links between domestic abuse and prostitution are clearly identified and acted upon. Failure to recognise domestic abuse could have dangerous implications.

Gwent Police has been involved in a successful national initiative, called Operation Pentameter, which was put in place to combat human trafficking in order to protect vulnerable adults and bring offenders to justice.

The Police Service takes issues involving prostitution/ sex workers seriously. Each force has agreed to the contents of the Home Office "Coordinated Prostitution Strategy" issued in January 2006 (this was a response to "Paying the Price" a Home Office consultation paper on prostitution, published in July 2004).

Sex workers coming to the attention of the Police will be dealt with on a case by case basis. Recognising that they are victims as much as perpetrators, Gwent Police will endeavour to give them safety advice and involve them in programmes such as the Criminal Justice Intervention Team. This seeks to help prostitutes/ sex workers who wish to leave prostitution and helps individuals to access drug rehabilitation schemes.

The greatest incidence of prostitution in the Gwent Police area takes place in Newport

### National Guidance Available

Home Office "Coordinated Prostitution Strategy" (2006).

ACPO guidance on policing Domestic abuse (2004)

## **Suspects and Offenders**

The vast majority of crime suspects and offenders nationally and within the Gwent Police area are male. Therefore, historically Gwent Police's service provision in respect of suspects and offenders has tended to be male-orientated.

The Corston Report (a Home Office review of women with particular vulnerabilities in the criminal justice system published in 2007) states that most women tend to commit a different range of offences than do men. They commit more acquisitive crime and have a lower involvement in serious violence, criminal damage and professional crime.

Coercion by men can form a route into criminal activity for some women. Women with histories of being subjected to violence and abuse are over-represented in the criminal justice system and can be described as victims as well as suspects/ offenders. Drug addiction plays a significant role in the causes of offending and is disproportionately the case with women.

### **Consultation Results:**

#### **The Fawcett Society (nationally) recommends that:**

Women suspects in the police station should have immediate access to a female member of staff who is not involved in the case.

Internal consultation suggests that there may be a lack of female custody staff in Gwent Police and therefore, at present, it may be difficult to fully implement this recommendation.

Custody welfare checklists include a question about the care arrangements of suspects' dependants.

#### **Feedback from Gwent Police's consultation with the Fawcett Society suggests:**

Women within Gwent Police custody are able to receive sanitary items if requested, however consultation has suggested that all women should be given sanitary items as a matter of course, in order to minimise any potential embarrassment, humiliation and/ or distress to the suspect/offender.

## **Public Contact**

### **Making sure the public have access to Gwent Police, Information, Services and Functions.**

Gwent Police will endeavour to ensure that people know about the services we provide, encourage people to use those services and remove barriers to access so that services are equally available to everyone in the community.

### **Diversity Officer on Division**

Gwent Police has a Divisional Diversity Officer based in Newport in order to help and support members of the community who may, historically have not felt comfortable relating to the Police in general. One of the main roles of the Divisional Diversity Officer is to visit and work with community members in partnership with other organisations in order to promote a mutual understanding of the policing process.

### **Neighbourhood Police Teams**

Gwent Police has also set up a comprehensive structure of local Neighbourhood Police Teams whose role it is to form local beat profiles of their area and provide assistance to all community members. There is also a comprehensive website which the public can access to find out who their Neighbourhood Police Team is and how to contact them.

### **Diversity Policy Team**

The Diversity Team are currently developing internal and external web sites to offer advice on diversity issues.

# Equality Impact Assessments

## The purpose of an impact assessment is:

- To ensure that men, women and transgender individuals or groups are not disadvantaged by the organisations policies, procedures functions and decision making processes.
- To identify where and how the organisation can promote equality of opportunity between men, women and transgender individuals and groups.

Under the forthcoming specific duties for Wales, we are required to assess existing policies and practices as well as ones that are subsequently developed. Policies and practices include all current, new and planned activities carried out by Gwent Police., including its employment and service delivery functions as well as those functions that are contracted out and also includes decisions made by Gwent Police in carrying out its duties; use of powers on an informal, custom and proactive basis, including unwritten practices, strategies, plans, procedures and guidelines are also included.

## Why are impact assessments important?

The purpose of impact assessments is:

- To ensure that Gwent Police's policies, procedures, functions and decision making processes and activities do not disadvantage women, men and transgender individuals and groups in any way – either intentionally or not
- To identify where and how we might better promote equality of opportunity
- To ensure that should an assessment identify an adverse impact or a missed opportunity to achieve a more positive impact, that we give due regard to the need to modify our policy or practice.

## The Process

Gwent Police has adopted a two step process to impact assessments.

The stages are:

- Stage 1 – Initial Assessment
- Stage 2 – Full Impact Assessment

All new and existing policies, procedures and processes will be initially screened through the Stage 1: Initial Assessment Process.

Policy Owners will provide evidence and a complete initial assessment document; the screening documents and evidence will be reviewed. Consideration will be given to the need and/or requirement to complete a Stage 2: Full Impact Assessment where necessary.

### **What is required at each stage of an impact assessment?**

**Initial Assessment/Stage 1** - The Policy Owner will be required to identify the purpose and define the aims of the policy by addressing specific questions:

- What is the policy
- What is the aim or purpose of the policy
- Are there associated objectives of the policy If so what
- Who defines or defined the policy
- What outcomes do we want with this policy and for whom
- Could this policy or aspects of this policy contribute to inequality
- Are there groups who should benefit from the policy, but don't

**Full Impact Assessment/Stage 2** – Requires Policy Owners to identify and evidence the risks and benefits of the policy/function in relation to differential impact.

Collation of data: To identify where policy has adverse impact, and address how adverse will be reversed.

- What do we know about this function/policy
- What information is required to ensure that all perspectives are taken into account
- What qualitative and quantitative data is accessible
- Do you need to generate primary data
- What mechanisms are required to consult effectively

Data Sources: Evidence gathering. Sources include:

- Census data
- Service user records
- Observational
- Research reports
- Focus group interviews
- Pilot projects
- Interviews
- Complaint data

## Assessment of Impact

- Identify any trends or patterns
- Identify areas of low take up
- How good is the data
- Is the differential impact adverse
- What is the impact on different groups

## Mitigation of Impact

- If the policy is unlawful it should be withdrawn
- Consider actions to reverse adverse impact
- Consider intervention or alternative measures to reverse impact
- Is there any mitigation which could alleviate adverse impact
- What resources will be required to implement change

## Consultation

- Who is directly affected by the function/policy
- Which groups have an interest in the policy or service function
- What methods of consultation will be used
- What resources are available
- How will information be available to those consulted

## Decision by Public Authorities

- Public authorities have a statutory and moral duty to have due regard to the promotion of equality of opportunity and to accorded considerable weight to equality of opportunity.

## Publication of Results

- EIA results must be published and publicly available
- Detail how and where the results will be published

**Further Guidance and support to complete an equality impact assessment is available from the Diversity Policy Team**

## Useful Reading

- Gender equality duty: Code of Practice for England and Wales
- Meeting the gender duty for transsexual staff
- Meeting the gender duty in procurement
- PNDT (Police National Diversity Team) Employment Monitoring Guidance
- Fawcett Society – Doing Your Duty: Guide to the Gender Equality Duty
- a:gender – Workplace and Gender Reassignment
- Websites:
  - [www.bawp.org.uk](http://www.bawp.org.uk)
  - [www.eoc.org.uk](http://www.eoc.org.uk)
  - [www.csag.org.uk](http://www.csag.org.uk)
  - [www.equalityhumanrights.com](http://www.equalityhumanrights.com)

## Contact details



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[www.equalityhumanrights.com](http://www.equalityhumanrights.com)



**Independent Police Complaints Commission**, Eastern Business Park, Wern  
Fawr Lane, St Mellons, Cardiff, CF3 5EA

**Switchboard:** 08453 002 002 (8.30am - 5.30pm)

**Complaint Call Centre:** 08453 002 002 (9.00am - 5.00pm) (press 1 at prompt)

**Mincom:** 020 7404 0431 **Fax:** 02920 366 1948

**email:** [enquiries@ipcc.gsi.gov.uk](mailto:enquiries@ipcc.gsi.gov.uk)

[www.ipcc.gov.uk](http://www.ipcc.gov.uk)

## **APPENDIX 1: External Consultation: main findings**

**The joint HMIC/ HMCPSI report ‘Without Consent’ recommends that forces:**

- Include auditing of rape ‘no crimes’ within routine auditing processes to ensure that all ‘no crimes’ are sustainable and compliant with the HOCA
- Review STO (Specially Trained Officer) call-out lists and rotas to ensure that they are up to date, are meeting need and are regularly maintained
- Formally monitor the deployment of STOs to ensure that workloads are equitable and that all STOs have the opportunity to engage in the work and maintain their skills; and
- Ensure that line-management responsibility for STOs following deployment and during investigations is clearly defined
- Issue guidance to first response officers on the action to be taken when attending a report of a rape, including taking an initial account from a victim, in line with the *ACPO Guidance on Investigating Serious Sexual Offences*.
- Ensure that review processes are established for the investigation of rape and that the quality of reviews is monitored
- That where expert opinion is to be sought from an FP (Forensic Physician) forces ensure that all prosecution evidence is sent to the FP as soon as is reasonably practicable; and
- That police forces and the CPS ensure that rape cases receive full and early consultation between the Investigating officer (‘IO’) and the rape specialist prosecutor

### **External Consultation**

Women’s Aid

Youth Groups

Welsh Refugee Council

Pakistani Women’s Group

Female prostitute support group

Male Prostitutes

Age Concern

Race Equality Board

Consultation with Fawcett Society

Corston Report

## **Women's Aid**

- There is still a perception by the group that once the offender is arrested the police are no longer interested in the victim
- Some of the group indicated that because a complaint had not been made in the first instance they were not believed
- General comments suggested that female officers were more sympathetic than male officers
- Where the female had been in custody the indication was that they had been treated fairly
- The group all agreed that the most feared crime was that of a sexual nature regardless of whether the offender was known or not
- Main complaint was the lack of information received by the complainant once the offender had been arrested or in some cases no action taken against them
- The group indicated that they would have been happier if they had been given information regardless of it being positive or negative
- The group indicated that the work of the Public Protection Unit was imperative and had made a significant difference to them

## **Youth Groups**

- The findings from the group were very poor overall
- The group felt the police treated them very poorly, and this was not reflected by gender
- Main complaint was lack of understanding and the attitude of officers towards all youths
- Youths feared knife and gun crime as their main crime areas
- Group felt that they were all labelled the same and judged by their clothing
- Group felt that more should be done to provide youth clubs and activities
- Police should be more approachable as they did not feel they could go to police in an emergency
- There was no indication that male officers treated the youths any different from female officers
- The group collectively stated that they wanted the police to treat them with respect and talk to them

## **Welsh Refugee Council**

- Overall findings were very positive in relation to Gender as no difference between how treated
- However due to cultural differences a true reflection may not have been gained as some women do not disclose their concerns and issues
- Findings relative to youths was as the overall youth findings
- Language is the biggest barrier to contacting the police either as a witness or victim of a crime
- The language barrier for women is perceived to be more of a problem than for men due to confidence
- Previous negative experiences from police services in other countries have a big impact on how Gwent Police is perceived

- Women need to feel confidence that if they are to contact the police, they are offered confidentiality around who they are

### **Pakistani Women's Group**

- Main concern was the youth culture, male and female
- Due to cultural barriers the women needed to have the confidence in the police that they would be protected
- Findings from the group suggested that they did not feel there was any issue around gender in how they would be dealt with by the police
- There was no suggestion that they were treated differently by male or female officers
- Group suggested that they would feel happier if there were more police officers on the street
- The perception of the group indicated it was easier to approach a female officer rather than a male officer
- Overall delivery of service findings was that there was a lack of updating the complainant in what was happening, regardless of what the outcome

### **Female prostitute support group**

- Overall delivery of service findings was that there was a lack of updating the complainant in what was happening, regardless of what the outcome
- The group felt that they were treated much better by male officers than female officers
- Perception by group indicated that female prostitutes are treated much better than male
- Group felt that being part of a monitored brothel offered much better protection
- Findings suggested that street workers were treated differently to those working out of a brothel
- Nothing to suggest that the prostitutes would not contact the police if the need arose

### **Male Prostitutes**

- Findings suggest that male prostitutes are less likely to contact the police if they are a victim of crime that is of a sexual nature
- Perception indicated that female prostitutes are treated much better than male
- The perception is that there is a lack of understanding around the need to become a prostitute, therefore the treatment is different from a general member of the public when reporting crime
- Findings overall were that there was not a lot of faith in the police

### **Age Concern**

- Overall findings are that the group felt that they were treated fair/well
- Perception by the group is that the police are too busy to give real value to the individuals needs

- The main fear by the group was that of violent crimes and gangs of youths
- Main issue raised was that the group felt there should be more police officers on the streets

### **Race Equality Council**

- Overall the findings indicated that the group were treated well, with no Gender based grievances
- Issues raised were regarding the elderly and the youth, in that the complaints from these groups were the elderly felt they were not policed and the youth felt they were policed too much
- Area of concern raised was that of the women from other countries who marry British males, have to stay with the husband for two years to be offered recognition from the government in respect of housing, benefits and the ability to use women's aid. Therefore if in a violent relationship they are more likely to stay as have no where to go. This is gender specific

### **The Fawcett Society (nationally) recommends that:**

- Forces should develop policies on rape which include the allocation of a specially trained police officer to the complainant from the start who is responsible for support and liaison throughout the case; specially trained investigation officers; training on rape and sexual offences for all frontline staff
- A network of Sexual Assault Referral Centres (SARCs) should be established to cover every police area so that each rape victim has, without obligation to report, access to comprehensive services, including a female doctor and counselling
- The Government should make a commitment to long-term funding for local sexual violence services to operate in conjunction with SARCs. Once this infrastructure of support is in place alongside SARCs, it should be linked into a 24-hour rape helpline
- Guidance and training on domestic abuse should be implemented fully by all police forces
- Women suspects in the police station should have immediate access to a female member of staff who is not involved in the case
- Custody welfare checklists should include a question about the care arrangements of suspects' dependants

### **Corston Report** - Recommendations relevant to the Police:

Women's centres should be used as referral centres for women who offend or are at risk of offending. Referral should be by schools, general practitioners, probation, prisons, police, court, CPS, self and other individuals.

Women's centres should also be used as court and police diversions: as part of a package of measures for community sentences and for delivery of probation and other programmes.