



BEDFORDSHIRE PROBATION AREA

GENDER EQUALITY SCHEME

APRIL 2007 – MARCH 2010

If you have any comments or suggestions to make in relation to this scheme, please contact the lead officer:

Sue Jennings
Head of HR
Bedfordshire Probation Area
3 St Peters St
Bedford
MK40 2PN

01234 227542
sue.jennings@bedfordshire.probation.gsi.gov.uk

Chief Officer's Foreword

I am pleased to introduce the Bedfordshire Probation Area's Gender Equality Scheme.

We have produced this Scheme in response to the requirements of the Equality Act 2006. The Scheme collates under one framework a series of ongoing, as well as new actions, which are designed to ensure that staff and service users are not discriminated against, harassed or disadvantaged on the basis of their gender. As with our other diversity schemes, it also sets a clear direction of travel for the type of employer and service provider that we wish to become: aware, inclusive, tolerant and diverse.

Although many of our commitments will be directly taken forward by lead managers, there is also a clear role for every member of staff, both in terms of how we work with colleagues and how we deliver services to offenders and work in partnerships with other providers. I want to see awareness raised across the organisation, I want our staff and managers to find practical and enabling solutions, I want us to assess the impact of our decisions, and I want us to ensure that we collect the data which tells us what and where the issues are.

I hope that everyone will read and familiarise themselves with the Scheme and that sensitivity to gender awareness will become an important part of our wider diversity agenda.



Ben Emm
Chief Officer

1. General Introduction to the Initial Gender Equality Scheme (GES)

This is the Bedfordshire Area Probation (BPA) Initial Gender Equality Scheme. It is designed to show how the service will ensure it promotes equality of opportunity regardless of gender or sexual orientation and how it will challenge discrimination, through removing the barriers, wherever possible. It is acknowledged that BPA is en route to fully achieving the stated objectives. This is a working document which will ensure ongoing review of processes; data and information from consultation will be mainstreamed into planning and priority setting. BPA will endeavour to promote equality through it's relationships with partner agencies and contracted services.

This scheme is a living document and BPA will welcome comments and suggestions from its partners, community groups, stakeholders and other interested parties. The Scheme and action plan will be reviewed annually and published on our website www.bedsprobation.org.uk. If you require this information in any other format or language, please contact the equality lead officer, Sue Jennings, on 01234 227542.

2. Introduction of the Service

BPA is one of 42 areas forming the National Probation Service. It provides services in Bedfordshire and Luton and employs c. 240 staff in various roles and nine locations.

The aims of the National Probation Service are:

- To protect the public
- To reduce re-offending
- The proper punishment of offenders
- The rehabilitation of offenders
- Ensuring offenders awareness of the effects of crime on victims of crime and the public

a) The key priorities for the National Probation Service in 2006/07 are:

1. Continue to contribute to the development of NOMS
2. Work collaboratively with other criminal justice agencies to protect the public from harm
3. Work with other criminal justice agencies and local Crime & Disorder Reduction Partnerships to develop a new service delivery model
4. Work with other criminal justice agencies, Judges & Magistrates to reduce re-offending by consolidating the implementation of the Criminal Justice Act 2003 with a particular focus on the new sentence of Custody Plus

5. Work with the Regional Offender Managers, the Prison Service and other agencies at a regional and national level to implement the Reducing Re-offending Action Plan
6. Work with the Prison Service and other key agencies to ensure that, in relation to diversity, we comply with relevant legislation and embed equality in our work with offenders and in our HR policies

b) The BPA Annual Plan 2006/7 indicates that it will contribute to these priorities in the following ways: Subsequent business plans, applicable for the duration of this scheme, are available on the areas intranet.

	NPS Key Priorities	Bedfordshire Probation Delivery Objectives
1	Contribute to the further development of NOMS.	<ol style="list-style-type: none"> 1. Implement C NOMIS, the new NOMS IT system 2. Devise and commence a training and development programme for our managers 3. Reduce sickness absence rates compared to 2005/6 4. Examine overhead expenditure and produce plan to reduce overhead costs 5. Review and improve the timeliness and accuracy of performance information
2	Protect the public from harm	<ol style="list-style-type: none"> 1. Deliver on our effective Supervision Inspection improvement action plan prior to being re-inspected in October 2006 2. Embed the new quality management framework to monitor our use of OASys 3. Further improve MAPPA in relation to administrative support, communication and training, in accordance with the MAPPA annual plan
3.	Develop a new service delivery model	<ol style="list-style-type: none"> 1. Develop a workforce plan to identify the role profiles we need in order to deliver cost effective services 2. Develop a strategy to actively engage with CDRPs and Community Safety groups in order to further promote and extend the range of community payback projects 3. Build on existing PPO delivery structures with the revised Police BCUs and embrace CDRP restructuring to embed further the PPO premium level service

		<ol style="list-style-type: none"> 4. Explore and implement new working arrangements with HMP Bedford to deliver effective offender management 'through the prison gate' 5. Implement a quality management framework to monitor our delivery of the national offender management model
4	Consolidate the implementation of the Criminal Justice Act 2003	<ol style="list-style-type: none"> 1. Increase the proportion of Fast Delivery Reports to 40% 2. Develop a strategy to improve sentencer confidence in Community Penalties and the Bedfordshire Probation Area 3. Complete and implement a Court Review to ensure we deliver cost effective services which meet sentencer and HMCS expectations 4. Undertake a major review of concordance rates and our targeting of proposals in order to better promote fines and community penalties where appropriate 5. Implement the new sentence of Custody Plus, seeking to work closely with our local prison HMP Bedford 6. Further improve our end to end enforcement rates, ensuring swift and effective justice for offenders who do not comply with their sentence
5	Implement the reducing re-offending action plan	<ol style="list-style-type: none"> 1. Develop an Offender Accommodation Strategy which builds on renewed links with Supporting People and current contracted services 2. Develop and improve links with Health, PCTs and DATs in order to ensure effective provision for offenders 3. Implement the new OLASS arrangements 4. Develop a strategy to invest further in contracted services for offenders during the course of the year, based on Offender needs data from OASys and taking our investment levels to 5% of budget 5. Develop plans to convert Bedford Approved Premises to all women provision

		<ol style="list-style-type: none"> 6. Produce regular offender needs profiling from OASys and use this to inform the development of contracted services and share it with the ROM 7. Monitor and seek to reduce programme attrition rates 8. Develop further our services for offenders seeking employment and training opportunities by enhancing and re-focusing existing contracted service provision 9. Develop an interventions prospectus to ensure that an appropriate range of interventions are available, in particular for intensive community orders 10. Ensure that the use of interventions is promoted in sentence planning and increased and delivered
6	Embedding Diversity and equality	<ol style="list-style-type: none"> 1. Ensure that we meet, on time, requirements of new legislation in relation to gender, age and disability 2. Ensure we complete a fundamental review, update and impact assessment of HR policies 3. Ensure that we complete comprehensively the first cycle of the new appraisal process 4. Ensure progress against our Area Race Equality Scheme, in particular developing our approach to community engagement through the Confidence Group of the Local Criminal Justice Board 5. Develop a plan to increase the proportion of BME staff who complete our annual staff survey 6. Research and develop new contracted services which specifically support the needs of BME offenders in Bedfordshire

3. Values

a) The National Probation Service pledges itself to equal service for all our staff members, offenders, victims of crime and our communities.

- We recognise and value the uniqueness of each individual, the offenders and victims who receive our services
- We embrace 'difference' and we are unequivocally committed to tapping into and contributing to the richness and innovation inherent in that difference
- We will support and equip our employees so that they can achieve their full potential in providing and developing our services
- Our services will be appropriate and effective for all offenders and victims
- We will reflect through the membership of our boards and the workforce the diverse communities of England and Wales.

b) The Audit Commission Probation Services Diversity Review of the Area in October 2005 found that

'The Board and Senior Management Team (of BPA) has demonstrated strong leadership commitment to diversity and established some key mechanisms to ensure that diversity is mainstreamed into the Board's business processes and policy planning. They have a clear vision of where they want to go and how to achieve their diversity objectives'

c) The Area Equal Opportunity Policy and Statement of Intent states that:

'The Bedfordshire Probation Board is committed to equal opportunities for all in employment, service delivery and organisational culture.'

The Board is determined to combat unlawful discrimination on grounds of race, sex, marital status and disability. It undertakes not to discriminate unfairly on the grounds of age, sexual orientation, HIV positive/ AIDS, trade union activity and political or religious belief.'

BPA resources a Diversity Link Panel from amongst the staff group, with an external Diversity Adviser. Diversity is a specific section of the area business plan. These measures evidence the active commitment of the area to promoting equality in general.

4. The General Duty

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

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

This is known as the 'general duty' and will come into effect on 6 April 2007.

The duty applies to all public authorities in respect of all their functions (with limited exceptions). This means it applies to policy making, service provision, and employment matters and in relation to enforcement or any statutory discretion and decision making. It also applies to a public authority in relation to services and functions which are contracted out. In addition it applies to private and voluntary bodies which are carrying out public functions, but only in respect of those functions

BPA is fully committed to putting this duty into practice through an action plan linked to the specific duties given below.

5. The Specific Duties

To support the progress in delivering the general duty, there is also a series of 'specific duties' which apply to public authorities. These specific duties are:

- **To prepare and publish a gender equality scheme**, showing how the general and specific duties will be met and setting out the gender equality objectives
- In formulating the overall objectives, **to consider the need to include objectives to address the causes of any gender pay gap**
- **To gather and use** information on how policies and practices affect gender equality in the workforce and in the delivery of services
- **To consult stakeholders (i.e. employees, service users and others including trade unions) and take account of relevant information** in order to determine gender equality objectives
- **To assess the impact of current and proposed policies and practices** on gender equality

- **To implement the actions set out in the scheme within three years**, unless it is unreasonable or impracticable to do so
- **To report** against the scheme every year and **review** the scheme at least every three years

6. Key Priorities to meet the Gender Equality Duty

These priorities are drawn from national guidance and are aligned to the long term goals of the Women's Offending Reduction Programme (2004) which are to achieve a reduction in the number of women offenders and women in custody.

- Ensure service provision meets the particular needs of women and men offenders
- Ensure within commissioned services, and with any private and voluntary sector partners, that all fully comply with the general and specific duties
- Improve equality monitoring statistics so that meaningful comparisons can be made about the quality of service delivery and employment opportunities between women and men
- Continue to ensure policies and/or initiatives meet the aims of the Women Offending reduction programme
- Provide compliance with the Equal Pay Act requirements to address any discrimination on pay rates

The EOC guidance recommends that Probation Boards should:

- Produce and publish their own Gender Equality Schemes and Action plans
- Conduct a gender equality impact assessment of their policies and practices
- Ensure the probation area for which they are responsible and any private and voluntary sector providers fully comply with the general and specific duties while receiving public funds and conducting public authority functions
- Review outcomes for women and men in their Areas to ensure there is no discrimination and that the Area promotes equality between women and men

7. How BPA will go about meeting the duties and priorities

The starting point is the production of this Gender Equality Scheme and action plan, developed during 2006/7 and published internally via the intranet, externally by the website and in other formats on request.

In particular BPA will:

a) Continue to use the nationally validated, factor based, job evaluation scheme which was introduced for all posts from 1st April 2006 and to monitor its ongoing impact, if any, on gender pay.

b) Ensure that accurate staff and offender monitoring data is collected and used to inform policy, practice and service development

c) Build on the consultation already undertaken through

- Diversity Link Panel
- Regional Diversity Management Group
- Local Criminal Justice Board events and Staff Engagement Group;
- External organisations e.g. Stonewall, Luton Equality Agency;
- Regional consultation events e.g. LGBT conference in February 2007
- Annual staff survey
- Monthly union management meetings
- Offender surveys

and by including improving engagement activities in the 2007/8 business plan, proportionate to the resources available

d) Develop an ongoing impact assessment review process which is able to influence dynamic policy and practice development and which builds on the Impact Assessment review completed in November 2006

e) Identify a lead officer for each of the actions included in the GES action plan and ensure progress is regularly reviewed and target implementation dates are met.

f) Report on progress against the scheme to the Senior Management team and Board annually and conducted a detailed review by March 2010.

This scheme has been approved by BPA senior management and Board.

8. Challenges

a) General

Women and men, including transsexual women and men, will 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. It may be necessary to consider that complexity and whether particular groups of women or men are experiencing particular disadvantages.

In some circumstances it may be appropriate to treat women and men differently, if that action is aimed at overcoming previous disadvantage. Positive action is legal, positive discrimination is not.

The National Probation Service published a good practice guide to 'Delivering Effective Services for Women Offenders in the Community in November 2006. This document seeks to identify key issues and provide a national framework for good practice in working with female offenders. It will also contribute to the national, inter departmental, Women's Offending Reduction Programme (WORP).

A particular challenge is posed by the offender management principle that resources should follow risk as the majority of women are lower tier offenders. Some women may also feel intimidated in mixed groups, particularly if they have been the victims of domestic abuse.

b) Local

BPA is a small probation area and will therefore need to ensure that both financial and staff resources are targeted effectively to the priorities identified in the area. BPA employs c 240 staff, has a c. £8.5 m budget and provides services to c 1% of offenders. BPA is committed to ensuring that it delivers a proportionate response to the needs of all staff and service users.

Additional resource has been made available to ensure the wider diversity agenda is appropriately actioned through designating an element of the Training Manager's time to this, to support the lead ACO.

The gender profile of staff is included in the quarterly workforce statistics reports to the HR Committee of the Board. The latest data shows:

Staff Profile (as at 31.01.07)	Total number of staff	243
Gender Profile	Total	%
Male	63	25.9
Female	180	74.1

Profile of Staff recruited (1st November 2006 – 31st January 2007)

Gender	Total
Male	2
Female	1

Turnover Statistics (1st November 2006 – 31st January 2007)

Total **9 leavers**

Gender	Total
Male	1
Female	8

Diversity awareness training, including specific reference to gender issues was delivered to 41 staff in the previous 12 months. There are still 15 staff on the waiting list and action is being taken to identify why they have not taken up training opportunities provided and to ensure that they do by the end of the financial year. Specific training was delivered in 2006 to managers by ACAS on sexual orientation regulations.

Recent external impact assessment of BPA's policies (between April 2006 and November 2006) has indicated that the current Equal Opportunities Policy and Statement of Intent should be reviewed. This work has begun, with the assistance of an external diversity adviser. The revised draft policy will be consulted upon widely.

Bedfordshire is a small county, with a combination of very diverse communities in Luton and Bedford and rural areas. The 2001 Census shows that the population of Mid Beds was 94.63% white; South Beds 93.34% white and Luton 64.97% white.

Diversity information gathered and analysed for the period April to September 2006 shows the following experience in BPA. Overall, there are 13% women and 87% men on the community caseload as a whole. Proportionally there are more male high risk offenders than female at 91% and 9% respectively. In respect of DTTO/DRRs, there are more female offenders meeting the commencement and completion targets at 18% and 27% respectively when compared to the caseload percentage at 13%. Black women formed 21% of the Skills for Life commencements whilst comprising 12% of the female caseload. Black women form 36% of the female completions of unpaid work though they only form 12% of the female caseload. In examining programme information women make up only 6% of all Instructions to attend and all completions of main programmes. They are only represented on three programmes, Think First, Drink Impaired Drivers and Aggression Replacement Training.

The objectives for the Scheme are to:

- 1. Make sure that the Bedfordshire Probation Gender Equality Scheme is put into practice**
- 2. Consider the causes of any gender pay gap**
- 3. Gather and use information on how policies and practices affect gender equality in the workforce and in the delivery of services**
- 4. Consult stakeholders and take account of relevant information in order to determine gender equality objectives**
- 5. Assess the impact of current and proposed policies and practices on gender equality**
- 6. Raise awareness of gender equality with staff and offenders**

Objective 1 – Make sure that Bedfordshire Probation Gender Equality Scheme is put into practice

Key Task	Timescale	Responsible Officer	How will this be achieved?	Progress Report 2008	Progress Report 2009	Achieved Y/N
1.1 Agree roles and responsibilities for implementing plan	May2007	Head of HR	<p>Launch of Scheme to raise awareness</p> <p>Head of HR to ensure implementation plans are in place for each element of the action plan</p> <p>Gender Equality Scheme mainstreamed as an objective in the Area Business Plan</p>			
1.2 Oversee delivery of implementation plans	April 2007 onwards	Head of HR	<p>Quarterly report to the HR Committee of the Board</p> <p>Annual report to the Board in April 2008</p> <p>Consultation with staff, offenders and from sharing feedback with partner agencies, incorporated into all elements of planning</p> <p>Using information gathered to inform future planning and policy development.</p>			
1.3 Review GES 2007- 10 annually, conducting gap analysis to identify priorities for years 2 & 3	Annually in May of 09 and 09	Head of HR	<p>Annual report to the Board in May 2008 and May 2009 prepared by the Head of HR. Issues identified will inform future policy development, these will be prioritised by SMT in consultation with DLP</p> <p>Present data collected in accessible formats, and share information within the service, with partners and externally in relevant fora. Benchmark BPA performance with other probation areas and externally.</p>			
1.4 Revise GES	Dec 2009	Head of HR	Review changes to legislation.			

for 2010 - 2013			Incorporate feedback received from consultation, data analysis and partner agencies. Ensure compliance with legislation and any national guidance.			
1.5 Implement revised, fully inclusive, Diversity Policy and Code of Conduct for staff	June 2007	Head of HR	Development of draft policy in consultation with all affected groups and unions			
1.6 Introduce revised Grievance and harassment policies	April 2007	Head of HR	Review national model policies and tailor for local need. Consult with staff representatives. Ensure informal resolution processes, and impartial support for individuals, are available. Include specific information re potential for trans gender issues.			
1.7 To assess partnership performance on diversity and delivery	March 2008	Contracted Services Manager	To undertake review of all contracted partnerships to ensure diversity commitments are actioned			
1.8 Ensure diversity schemes delivery is incorporated into business plan	April 2007	Chief Officer	Incorporate diversity objectives into area plan			
1.9 Establish diversity budget for 2007/8	April 2007	Treasurer	Through incorporation in planning process			
1.10 Implementation of new policy or policy changes.	April 2007 onwards	Head of HR Director of Operations	Policy development will incorporate union involvement, and diversity link panel involvement. Policies will be adopted by SMT and agreed by the Board. Agreed policies will be disseminated to all staff, with training			

			provided if required.			
1.11 Mainstream area commitment to diversity through active consideration of Core Standard in valuing diversity set in PPDA	March – April annually	Head of HR	Issue guidance and training to line managers. Monitor completed PPDA forms in June annually.			
1.12 Develop process for dynamic impact assessment process to ensure impact of policy development and operation is current	March 2008	Head of HR	Consult with BDG and SMT to develop process. Ensure process is implemented through quarterly review of new policies and practices at BDG			

Objective 2 – Consider the causes of any gender pay gap

Key Task	Timescale	Responsible Officer	How will this be achieved?	Progress Report 2008	Progress Report 2009	Achieved Y/N
2.1 Provide data for planned national equal pay review	When required	Head of HR	Requested data provided in accurate and timely manner			
2.2 Collect data on salary position in pay bands and outcome of re-evaluations following introduction of national , factor based, job evaluation scheme in April 2006	June 2008	Head of HR	Segmentation of position in pay band and length of service			
2.3 Implement outcome of national review of length of pay bands	Due 2007/8	Head of HR	Implement resulting actions, as instructed			
2.4 Review operation of flexible working and special leave policies	April 2008 and April 2009	Head of HR	Analyse data collected in preceding year re use of polices. Take legislative changes into consideration. Ensure equitable operation of the policies and related salary administration.			

information from Exit Interview data						
3.4 To deliver monitoring target levels required by NPD	December 2006 and ongoing	Head of Performance and Information SMT	Effective collection of data. Identification of issues, patterns, trends which would be relevant to policy development Analysis of data and appropriate management action to address issues raised			
3.5 Gather information on return rate from maternity leave	April 2007 ongoing	Head of HR	Collect data and analyse annually in March to ensure return from maternity leave facilitated wherever possible.			
3.6 Gather information on nominations for, and acceptance on, training programmes	April 2007 ongoing	Training Manager	Collect and analyse data to ensure equity of allocation of training resources			
3.7 Monitor effectiveness of women only approved premises provision (on behalf of region) in Bedford	April 2008	Assistant Director Interventions				
3.8 To utilise information from Exit Interview data	Ongoing	Head of HR	Analysis of information collected			
3.9 Introduce monitoring of sexual orientation	March 2008	Head of HR	Amend recruitment forms to include sexual orientation category (optional). Amend data capture systems. Include resulting data in quarterly information for SMT and HR Committee.			

4. Consult stakeholders and take account of relevant information in order to determine gender equality objectives

Key Task	Timescale	Responsible Officer	How will this be achieved?	Progress Report 2008	Progress Report 2009	Achieved Y/N
4.1 Development of further internal and external consultation groups	By June 2007	Head of HR	Collaborative working with partner agencies and relevant organisations Development of staff consultation process Refresh membership of Diversity Link Panel to include gender balance Utilise existing staff and offender surveys to acquire more detailed feedback			
4.2 Improve BPA profile with diverse communities and organizations, developing mechanisms to reach out beyond consultation	March 2008	Board Chair/ Chief Officer Head of HR Communications Manager	Chair and CO to co-ordinate stakeholder and community meetings Implement Community Engagement RADAR Develop communications strategy			
4.3 Consider the Delivering Effective Services for Women Offenders in the Community good practice guide in development of BPA services	March 2008	Assistant Director, Offender Management and Assistant Director, Interventions				
4.4 Use	May 2008	Head of HR	Incorporate feedback from surveys to			

Offender satisfaction Survey data and Staff Survey data to inform priority setting			assist with prioritising areas for action.			
--	--	--	--	--	--	--

Objective 5 -Assess the impact of current and proposed policies and practices on gender equality

Key Task	Timescale	Responsible Officer	How will this be achieved?	Progress Report 2008	Progress Report 2009	Achieved Y/N
5.1 Conduct Impact Assessment on revised and new Area policies and function	Ongoing	SMT	<p>The national NPD Equality Impact Assessment model applied which involves screening to determine whether a full impact assessment needs to take place. The results of the Impact Assessments (screening and full) will be considered by the senior management team and lead for resulting action identified.</p> <p>SMT to identify lead for Impact Assessment and review points at adoption of policy</p> <p>Through the diversity link panel and LCJB collaborative work, involve stakeholders in developing solutions to overcome identified barriers.</p> <p>BPA will participate in regional diversity impact assessment for major policies</p>			
5.2 Improve BPA profile with diverse communities and organizations, developing mechanisms to reach out beyond consultation	March 2008	<p>Board Chair/ Chief Officer</p> <p>Head of HR</p> <p>Communications Manager</p>	<p>Chair and CO to co-ordinate stakeholder and community meetings</p> <p>Implement Community Engagement RADAR</p> <p>Develop communications strategy</p>			
5.3 Refresh	March 2008	Training	Identify diverse group of staff, managers			

impact assessment training		Manager	to receive training to give guidance for carrying out effective assessments. This will include prompts, questions, data and research sources to be considered.			
5.4 Review Recruitment & Selection Policy	March 2008	Head of HR	Analyse recruitment data gathered. Consider positive action for under represented groups. Contribute to development of national trainee recruitment programme			

Objective 6 – Raise awareness with staff and offenders

Key Task	Timescale	Responsible Officer	How will this be achieved?	Progress Report 2008	Progress Report 2009	Achieved Y/N
6.1 Deliver training to staff and managers on good diversity practice and legislation	2007/8	Training Manager	Incorporate into training plan for 2007/8 Identify supplier and deliver			
6.2 Raise awareness and ensure staff knowledge of working with diversity in connection with colleagues and offenders, including impact of hate crime	2007/8	Training Manager	Diversity Week in 2007 with specific focus on variety of disability issues, including dyslexia and mental health awareness. Regular information updates on BPA web site, with links to specific advice on EPIC Articles published in CONNECT to celebrate and promote good practice			
6.3 Review Valuing Diversity training supplier	March 2006 November 2007	Training Manager	Supplier in place for 2007/8 Ensure backlog of staff mandated for training is cleared			
6.4 Revised induction processes	April 2007	Head of HR	Include session on diversity awareness, including disability			
6.5 Publish reports of the results of impact assessments, consultations and monitoring	December 2007 and annually thereafter	Communications Manager	Reports published on web site Summary reports provided annually to the Board, Disabled service users and staff consulted on variety of formats and priorities. DES published as a distinct document and			

			actively promoted through recruitment advertising, public meetings and events, interactions with service users, LCJB and other community fora			
6.6 Actively promote diversity and related policies to staff and offenders	February 2008	Communications Manager Head of HR	Via BPA Intranet, posters and Connect. Management and staff briefings. Ensuring managers model desired behaviours and that all staff are aware of their personal responsibilities.			
6.7 Use part of one meeting per quarter with unions to consider diversity issues and impact assessment results	January 2008	Head of HR	Agenda impact assessment results. Integrate diversity into policy development and reviews.			