

Serious Fraud Office (SFO) Equality and Diversity Scheme



A MESSAGE FROM THE DIRECTOR

The Serious Fraud Office recognises the importance of diversity to all aspects of our operations and internal systems. We want to recognise, value and celebrate our differences and through that create an organisation that is more effective in tackling serious fraud and that has the confidence of the entire community. This is not just about complying with legislation. If we are to be successful we need to draw people from the widest possible range of backgrounds and skills. For this reason our Equality and Diversity Scheme forms the basis of our commitment to equality generally and also the specific duties imposed by legislation.

The core values underpinning equality legislation are central to the way we manage the office.

I will make sure that everyone in the SFO knows about and understands their responsibilities. I will also ensure that all staff have the training and resources they need to implement the requirements of the scheme.

We shall be reviewing this scheme regularly to ensure it is up to date and relevant to our staff and we welcome any feedback on how it can be improved.

Robert Wardle
Director



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Introduction

This is the Equality and Diversity scheme of the Serious Fraud Office, (SFO). It takes account of the requirements of the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 1995 as amended by the Disability Discrimination Act 2005 and the Sex Discrimination Act as amended by the Equality Act 2006. The SFO in common with other public bodies, is required to meet the general duty to promote race, disability and gender equality and to publish Race, Disability and Gender Equality schemes. This single scheme encompasses race, disability and gender and replaces our previously published Race Equality Scheme. We will extend this in the future to include Sexual orientation, faith, religion and belief and age so that all six strands of diversity are included in our scheme. The following sections set out our approach to equality and diversity.



Section 1 About the Serious Fraud Office

Who are we and what do we do?

The Serious Fraud Office is an independent government department that investigates and prosecutes serious or complex fraud. It is part of the UK Criminal Justice System. It is headed by the Director, who is appointed by and accountable to the Attorney General. The Attorney General is appointed by the Prime Minister and is responsible to Parliament for the Serious Fraud Office.

England, Wales and Northern Ireland fall within the SFO's jurisdiction. The SFO does not have jurisdiction over Scotland, the Isle of Man or the Channel Islands.

When was the SFO formed?

The Serious Fraud Office commenced operation in April 1988. It has been responsible for the investigation and prosecution of some of the biggest frauds in British history. The SFO and its powers were created by the Criminal Justice Act 1987

What are the SFO's vision statement, aims and objectives?

The Serious Fraud Office exists to investigate and prosecute people who commit serious or complex fraud

The SFO aims to contribute to:

- Reducing fraud and the cost of fraud
- The delivery of justice and the rule of law
- The maintenance of confidence in the UK's business and financial institutions

The SFO's objectives are by taking on appropriate cases:

- To investigate and bring to a suitable conclusion as quickly as circumstances allow and.
- When a decision to prosecute is made to prosecute fairly and in a way that enables the jury to understand the issues.



What are the key functions the SFO undertakes?

a) Vetting

The key criterion used when deciding whether to accept a case is that the suspected fraud appears to be so serious or complex that its investigation should be carried out by those responsible for its prosecution. The SFO could not, and does not, take on every referred case of suspected fraud. The SFO will consider the following factors when deciding whether to accept a case for investigation.

- Does the value of the alleged fraud exceed £1 million?
- Is there a significant international dimension?
- Is the case likely to be of widespread public concern?
- Does the case require highly specialised knowledge?
- Is there a need to exercise the SFO's special powers, Section 2 of the Criminal Justice Act?

b) Investigations.

Once a case is accepted, it is allocated to a multi disciplinary team comprising lawyers, financial investigators, police officers, IT and other support staff. A Case Controller, who is an experienced lawyer, is responsible for all aspects of the investigation and any ensuing prosecution.

The SFO investigates cases using its own internal investigators and receives assistance from police forces and other outside bodies. The SFO is responsible for the effective and efficient investigation of the case for which it has assumed responsibility.

c) Prosecutions

The SFO abides by the Code for Crown Prosecutors and, if there is sufficient evidence to proceed, the SFO will decide if it is in the public interest to do so.

Due to the nature of our work we prosecute very few cases. We are currently investigating 47 cases with 14 cases awaiting trial, compared to the 100,000 cases going through the Crown Court annually. Inevitably this means that in any one year the SFO charges and brings to court relatively few people (23 in 2005-6).



The SFO prepares the vast majority of its cases for the Crown Court. All witnesses are advised of the Crown Court Witness Service which gives guidance for those with special requirements. We are building into our investigation training programme the handling of vulnerable and reluctant witnesses.

d) Mutual Legal Assistance

Criminal Justice Authorities globally share information to combat fraud. At the SFO we have a Mutual Legal Assistance unit devoted to handling incoming international requests for mutual legal assistance in case of serious or complex fraud.

The Director can provide assistance to foreign authorities by obtaining evidence relating to serious or complex frauds for use in foreign jurisdictions. This includes using the Director's compulsory evidence gathering powers in Section 2 of the 1987 Act.



Section 2 The SFO approach to Equality and Diversity

At the SFO we believe that all strands of diversity underpin our work. We have been working to ensure our staff are treated fairly and without discrimination and bias and that staff perceive that to be the case. Ensuring equal access to employment and services, respecting individuals and celebrating difference are key to our approach.

In the following sections we set out our approach to

- consulting and involving staff and stakeholders
- developing our services to support the individual and the office including personnel, recruitment and accommodation
- assessing our operational and corporate service policies
- our Action Plan

Consultation and involvement with staff

We consult with our staff and stakeholders in a number of different ways some of which are set out below.

Dedicated Staff

A nominated member of the Strategic Management Board acts as Diversity Champion and a Diversity Officer oversees the implementation of our diversity policies. They oversee all our communication on diversity issues.

Staff Surveys

A comprehensive staff survey was conducted in April 2005 which focused on diversity. The findings from this survey led us to publish, in February 2006, a new Dignity at Work Policy (Appendix A). This policy was made available to all staff and forms the basis of the mandatory 2 day diversity course for all staff. Our next staff survey will be undertaken in June of this year.



Investors in People

The Office is currently in a period of “retaining recognition” and we are continuing to work towards the Investors in People revised Standard. Our recent assessments in February 2006 and 2007 gave staff an opportunity to identify areas of satisfaction and concern. Our recent assessment confirmed the real commitment to investing in our people. The Respect course was said by those interviewed to have “set the standard” for behaviour in the workplace, as well as raising awareness of how staff can tackle instances of unacceptable behaviour.

SFO Equality and Diversity Committee

The SFO introduced an Equality and Diversity Committee to act as an advisory and supervisory group. It is chaired by one of our Non Executive Directors and meets quarterly. The membership of the committee is from across the Office and provides a forum to discuss diversity issues and concerns.

Director’s Bulletin

Regular updates on a range of diversity issues are included in the Director’s Monthly Bulletin which is distributed in hard copy to all staff and is also available on the SFO intranet. These topics have included the provision of a new prayer room, changes to legislation, and advertising networking events.

Intranet

A new intranet was launched earlier in 2007 and is available to all staff working at the SFO. It provides staff with access to information about the Office and its policies. One of the key information tools is the Staff Guide which makes all our personnel policies available to all staff.

Consultation with specific groups

We have particularly consulted and involved disabled people within the office in reviewing the provisions for people with disabilities. Two major issues regarding the upgrade of the disabled entrance to Elm House (our main building) and the concern of members of staff at declaring a disability have been discussed. Plans to upgrade the disabled entrance are in place and we will continue to encourage people to declare their disability, thus enabling us to take positive action and make necessary adjustments.



Network events

With just over 300 staff the SFO is too small to set up formal staff networks for minority groups and joining up with networks in larger departments, such as the CPS, has not been pursued since networks can focus on issues specific to the host department. Instead the SFO approach has been to host diversity networking events bi annually to increase general and specific awareness of minority groups. All staff are invited in order to gain an understanding of various aspects of diversity both at a professional and personal level. These meetings provide an opportunity to access various diversity groups within the Criminal Justice System and the Civil Service. These events are opened by the Director and attended by our Diversity Champion and have recently covered race, gender and disability. Managers in particular are encouraged to come to raise their awareness of issues currently affecting minority groups

Stakeholders

We work with a number of partners in the Criminal Justice System such as the Crown Prosecution service and RCPO. The SFO is represented on the Whitehall Diversity Champions Network and the Whitehall Diversity practitioners group. In addition we also have a number of other stakeholders including the Police, Bar Council, Law Society, accountancy and law firms, the courts, experts and witnesses with whom we liaise on an occasional basis

Bar Council

Consultation with the Bar Council is principally via the Bar Council Equality and Diversity committee. This is a useful vehicle to raise issues and as a result of meeting with them we are currently reviewing our policy regarding the appointment of counsel.

Witnesses

Fraud affects people of all backgrounds right across the jurisdictions of England, Wales and Northern Ireland. This presents the SFO with a problem in trying to establish any formal links and we are currently considering how best to engage with our witnesses. We want to consider how best we can support witnesses with a range of diverse backgrounds and needs. Witness care will be included as part of our investigator training particularly to ensure we take account of special requirements or needs. Further recommendations may emerge from our consultation with witnesses in the future.



Public

The SFO Internet is published in English, Welsh, Spanish, French Gujarati, Hindi and Urdu. These languages have been chosen as being those most requested by people communicating with the SFO. Reasonable requests for translation into other languages will be met, wherever possible, by the SFO.

The Internet site meets the Government's standard web accessibility in relation to visually impaired users.

We are collating all of our outward facing letters in order that we might include a statement regarding special requirements and we are also considering communications in Braille.



Developing our services to support the individual and the office

Resourcing

Our recruitment policies reflect diversity best practice.

Advertisements are placed in mainstream and other publications to encourage a wide range of applications from diverse groups. A new on line application system is available although paper applications are also available if required. A new information management system records all strands of diversity for each recruitment campaign and enables effective monitoring of applicants and their success.

A message from the Diversity Officer is included with each application form, encouraging people to complete the monitoring form. This invitation is also extended to temporary staff.

We operate the Guaranteed Interview Scheme which offers an automatic right to interview for those who consider themselves to have a disability but are not registered disabled and who satisfy the minimum criteria for the job.

All vacancies are considered for part time and job share status.

Interview panel members are trained in the full range of diversity issues including direct and indirect discrimination. Candidates are assessed against criteria based on a competency profile. SFO boards comprise at least one panel member from HR and one or two members of at least one grade higher than the advertised post.

All recruitment is subject to external audit by the Civil Service Commissioners.

At the beginning of employment there is an induction process we follow. We are in the process of improving our induction and will be offering a blended learning solution with diversity at the heart of the package.

Training and Development

Following the introduction of the Dignity at Work Policy, a training programme called Respect has been commissioned and launched which deals with behaviours in relation to all aspects of equality and diversity, including bullying and harassment. Each course is opened by the Director, or occasionally in his absence, the Deputy Director. The course is mandatory for all staff. Regular reports are provided to the Strategic Management Board and the HR Committee on attendance and evaluation data. The Respect programme supports the



Dignity at Work Policy and includes relevant legislation and rights and responsibilities.

Additional training is being developed, to support the Respect course on all strands of diversity with more detail on the legislation. This is to be tied in with a new approach to induction and will be delivered via an e learning solution.

A management development programme aimed at all managers is due to be launched in Autumn 2007 will be underpinned by diversity and equality principles.

Appropriate training and development opportunities are made available to all staff. A Training and Development Plan published annually advertises the opportunities available and new courses and programmes are advertised via posters, e mail, the Director's Monthly Bulletin and the intranet. Launch events are held for individual programmes. Both the career development programme for senior managers and an accreditation programme for investigators were launched in April 2007. We monitor applicants for all training by grade and ethnicity. We will also capture additional monitoring information on gender, disability and age via a new HR computer system to be implemented later in 2007

Training courses are offered on varying days and times in order to accommodate as many working patterns as possible.

Pay and reward

A review of pay and grading was undertaken in 2006 and included an equal pay audit. Higher level awards and instant bonuses are offered with a transparent process including criteria against which bonuses are made. Statistics are kept on grade and ethnicity and we plan to monitor by disability, gender and age in the near future.

Appraisals and performance

The SFO operates an appraisal system, with a competence framework, in line with most other government Departments. This consists of an initial meeting to set objectives, a mid term review and an end of year assessment. The process is intended to be an on going dialogue between job holder and line manager which enables any issues to be raised promptly on either side. This includes any diversity issues as a matter of course. Initial and refresher training is offered on the appraisal process.



Complaints and grievances, misconduct and poor performance

Results from the latest IIP assessment indicate that staff have confidence in the complaints and grievance procedure both in raising a complaint and the belief that it will be dealt with appropriately. We currently monitor grade and ethnicity and plan to extend this to gender, disability and age for those involved in the above processes to establish any differences for different groups. We will also monitor for trends to ensure that no individual benefits or suffers detriment as a result of belonging to any of the above groups (however since the SFO is a small organisation there are few grievances in any year making reliable trends difficult to draw).

Work life balance

We support part time and flexible working, job share and compressed hours for both men and women. Requests for home working are considered, depending on the role in question and business needs and we have six home workers and a number of staff who regularly work from home.

We offer a child care voucher system that allows flexibility in the choice of child care.

Welfare

We offer staff the services of a business support service representative who is a professional from another government department. This service is available free of charge to all staff. It offers people support in matters relating to their personal and professional life, including many forms of counselling, guidance for new managers and signposting to professional groups such as Alcoholics Anonymous and independent financial advisers. Surgeries are held monthly and private appointments can be made at any time, either on or off the premises.

We have recently reviewed our arrangements for keeping in touch with staff on long term sickness, maternity leave etc and have a single point of contact within HR who keeps in touch with an individual. We now provide the staff guide on a CD rom or in hard copy for those without computer access at home.

Exit interviews

We understand the importance of exit interviews to gather quality information on the experience of staff in our organisation and are standardising our procedures. We will monitor by grade, ethnicity, gender, disability and age those leaving the SFO in order to identify trends and inform future recruitment campaigns. Results will be reported monthly to the Management Board.



Accommodation

We are upgrading our disabled access to our main office, Elm House. (Our office at 200 Grays Inn Road is more user friendly for disabled people). At Elm House our proposal is to create an alternative, properly presented and manned entrance to the rear of the building, also providing easy wheelchair access to the car park and the disabled toilets.

At commencement of employment a work space risk assessment is carried out. This identifies any special requirements, for example special key boards, large screens or particular chairs. We already accommodate a wide variety of different requirements and will continue to encourage people to request any special requirement or type of equipment. Line managers are encouraged to be sympathetic and alert to any special need.

Procurement of goods and services.

We review our procurement policies to ensure all aspects of diversity are considered in the procurement of goods and services.



Section 3 Assessing our operational and corporate service policies

The SFO has specific duties to consult on and assess the likely impact of operational and corporate service policies.

Through this scheme the SFO will work towards

- Reviewing its policies to identify and remove any inequitable impact of its functions and policies whilst promoting equality of opportunity.
- Achieving and maintaining a diverse workforce reflective of the mix of ethnic backgrounds and cultures of both London and the rest of the U.K
- Improving the quality of its staff by gaining a reputation as an employer dedicated to diversity and equality as an integral part of all business functions.

We will achieve this by continuing the impact assessment and monitoring of our policies.

Impact assessment

Our approach is to ensure that our policies are consistent with the general and specific duties imposed by legislation. We will assess, in a way that is proportionate, the impact our policies will have on the promotion of race, disability and gender equality. This means that where a policy is likely to have a low impact it will receive a less detailed assessment than a policy that is likely to have a significant impact.

All of our policies have been impact assessed against the Race Duty and we are in the process of timetabling the assessment of our policies against disability and gender duties. An impact assessment template was used on all SFO policies in regard to the race duty. This was followed by a full impact assessment on high and medium policies. A similar approach will be applied and all new and revised policies will be subject to at least an initial impact assessment. This will inform us whether a more detailed assessment is needed.

The SFO will train policy makers in familiarising themselves with the guidance and in producing good quality impact assessments. We have identified an external partner, a London Borough, who may be able to offer us mentoring assistance in this area.

When consulting on the likely impact of new and revised policies and services we will do so openly and transparently and in a way that allows people to respond effectively.



We will consult:-

- SFO staff via formal consultation with staff and trade unions and via the Equality and Diversity committee
- Ethnic and other minority associations
- Individual members of the public who wish to comment and contribute
- Any other groups that represent members of the public that can be identified as having a particular interest in the SFO
- Legal associations
- Other criminal justice agencies

How we will consult:-

- Meetings with groups and individuals
- Sending out proposals and receiving written comments
- Focus groups of staff set up via the equality and diversity committee
- Internal surveys
- Internet/Intranet consultation

Attached in Appendix B is a list of the policies we will be impact assessing against gender and disability.

Monitoring

The SFO will monitor its policies with regard to:-

Effects on different groups.

Differences of impact on different groups

Any adverse impact on particular groups.

We will do this by gathering information from our HR systems, staff surveys and exit interviews on

- Recruitment
- Pay
- Appraisal
- Disciplinary cases
- Grievances
- Training and development

to analyse trends to inform future action to enhance fairness to all our staff. This information will be tabled at the HR committee, a committee of the Strategic Management Board.



As well as analysing data we will build on the opportunities created by the Equality and Diversity Committee and the network events to give staff the opportunity to challenge managers if they feel important aspects of Diversity are being ignored.

In respect of our casework we will initiate a system of monitoring the outcomes of persons charged, where the relevant information exists, to identify any trends in respect of members of minority groups.

Action plan

Our Action Plan is being developed following the findings of our research and will be published shortly.

Publication and Access

We will publish the results of

- Assessments of and consultation on the likely impact of proposed policies
- Monitoring our policies for any adverse impact on the promotion of race, disability and gender equality

on our website at www.sfo.gsi.gov.uk

This Equality Scheme is also published on the SFO website. For those unable to access the Internet this scheme and all other published information can be obtained in alternative format by contacting:

Policy Team
Serious Fraud Office
10/16 Elm St
London WC1X OBJ

Tel no 02072397004

Complaints

If you believe that you have been affected by a failure of the SFO to comply with its statutory obligations, please contact the Policy Team as above. They will be happy to discuss with you the method that best represents your access to the complaints procedure. We aim to provide an initial response to all complaints within 10 working days of receipt.



Appendix A SFO Dignity at Work Policy

1. WHY IS THE SFO INTRODUCING A POLICY ABOUT DIGNITY AT WORK?

1.1 The SFO'S management board has considered the results of the staff surveys and has prioritised the need to publish a policy to ensure we all enjoy a workplace that is free from unacceptable behaviour. Everyone has the right to come to work with dignity. The purpose of this policy is to outline the concept of dignity at work and what might constitute unacceptable behaviour. This policy has been devised with the input and support of the SFO's Equality and Diversity Committee which includes Trade Union Side participation.

1.2. The policy and procedures extend to all team members, including consultants, those on fixed term contracts, secondment or loan and agency workers. Everyone is responsible for upholding this policy and must act in accordance with the policy guidelines in the course of their day-to day activities. Only in this way will we create an environment in which the dignity of others is respected.

2. WHAT ARE THE SFO'S PRINCIPLES?

The Office is committed to ensuring:

- equal treatment for all.
- it provides an environment in which everyone is treated with dignity and respect.
- everyone can operate free from discrimination, harassment or victimisation.

3. HOW DOES THE SFO REQUIRE ME TO BEHAVE?

3.1 We need to behave in a professional way. We do this in a number of ways:

- Treating everyone within and outside the Office with dignity and respect.
- Being alert to the effect that your actions and behaviour have on others around you.



- Should you be asked to stop particular behaviour or actions because they are considered unacceptable, do so immediately, without question and do not persist.

3.2 As a simple rule treat everyone in a way that you would expect to be treated. Unacceptable behaviour will not be tolerated. It is a serious offence and if proven will give rise to disciplinary action.

4. WHAT EXTRA RESPONSIBILITIES DO I HAVE AS TEAM LEADER OR LINE MANAGER?

4.1 Team Leaders and Managers are specifically expected to:

- Set a good personal example.
- Make it clear that unacceptable behaviour will not be tolerated.
- Be familiar with, explain, and offer guidance on this policy and the consequences of breaching it.
- In partnership with Personnel, investigate reports of unacceptable behaviour and take corrective action if appropriate
- Ensure that victimisation does not occur as a result of a complaint.
- Ensure that new entrants to their team understand this policy.

4.2 Managers are expected to monitor and appraise performance throughout the year with the aim of enabling an individual to achieve job and Office objectives. It is important that objective and specific feedback is given on a regular basis and particularly when an individual's work or behaviour needs improvement.

5. WHAT IS THE SFO'S DEFINITION OF "UNACCEPTABLE BEHAVIOUR?"

5.1 Unacceptable behaviour is not necessarily conducted face to face and can be written (hard copy or electronic) or over the telephone. The following are treated as unacceptable behaviours:

- Offensive, intimidating, malicious or insulting behaviour.



- An abuse or misuse of power through means resulting in undermining, humiliating, denigrating or injuring the recipient.
- Unwanted conduct affecting dignity in the workplace.
- Behaviour may be focused towards a personal characteristic or belief of the individual. The behaviour may form persistent or an isolated incident.

5.2 Acts of unacceptable behaviour may be unlawful. Such acts related to gender, race, religion, disability, sexual orientation or age may amount to unlawful discrimination. They may also breach other legislation and may in some circumstances constitute a criminal offence e.g. under the provisions of the Protection from Harassment Act 1998.

5.3 The following is not an exhaustive list but covers examples of the major areas of unacceptable behaviour:

- Verbal or physical threats.
- Insulting, abusive, embarrassing or patronising behaviour or comments (particularly on the grounds of race, gender, disability, age, sexual orientation, religion or belief).
- Offensive gestures, language, rumours, gossip or jokes.
- Humiliating, intimidating, demeaning and/or persistent criticism.
- Open hostility.
- Isolation or exclusion from normal workplace conversations and social events.
- Publishing, circulating or displaying pornographic, racist, sexually suggestive or otherwise offensive pictures or other materials.



- Suggestive comments or body language
- Unwanted physical contact, ranging from an invasion of space to a serious assault.

6. WHY DOES UNACCEPTABLE BEHAVIOUR OCCUR?

People may behave unacceptably for a variety of reasons. They may have personal problems, be suffering from anxiety or stress or by other factors around the workplace or in their private lives. People in this situation are encouraged to seek support from their line manager, Anne Sylvester, Diversity Officer or Business Support Service, Megan Whitear (Megan.Whitear@hmrc.gsi.gov.uk tel 0207 324 1197.

7. WHAT ABOUT THOSE NOT EMPLOYED BY SFO?

Unacceptable behaviour by non SFO individuals will not be tolerated and will be thoroughly investigated with appropriate corrective action taken.

8. WHAT CAN I DO IF I AM SUFFERING FROM A COLLEAGUES UNACCEPTABLE BEHAVIOUR?

8.1 If you believe that you are suffering because of unacceptable behaviour, or you observe such behaviour, the important thing is that you do something about it. The sooner you take some action to remedy the situation the better.

8.2 You may be uncertain about what to do or unsure whether the behaviour is actually unacceptable. Initially you should consider raising your concerns informally with the person or people involved as soon as possible. They may not be aware of the effect their behaviour is having. Tell them specifically how and why their behaviour is troubling you and ask them to stop.

8.3 You may be reluctant to raise the issues or make a complaint without talking the matter through with someone impartial and establishing all your options. In this case, it can be helpful to talk to someone you feel comfortable with. This could be a line manager, a trade union representative, Anne Sylvester, the SFO Diversity Officer, Megan Whitear, Business Support Services (Megan.Whitear@hmrc.gsi.gov.uk. Or any other person you feel confident to confide in.

8.4 If concerns remain then you can raise a formal grievance by complaining in writing through the various stages of the grievance procedure which can be



found in the Staff Guide. The SFO takes complaints seriously. We will investigate all formal complaints thoroughly and take action where necessary.

9. HOW WILL I BE PROTECTED FROM VICTIMISATION IF I COMPLAIN ABOUT A COLLEAGUE?

9.1. Victimisation occurs specifically when someone is treated less favourably because they have asserted their rights under this policy, either in making a complaint or in assisting a complainant in an investigation. The Office will protect anyone from victimisation for bringing a complaint or assisting in an investigation. Victimisation is itself a form of misconduct which will result in a disciplinary process, regardless of the outcome of the original complaint.

9.2 Information concerning allegations of unacceptable behaviour will be treated in the strictest confidence. Breaches in confidentiality may give rise to disciplinary action.

10. WHAT I WAS UNAWARE THAT MY ACTIONS WERE CAUSING DISTRESS?

Intention and motive are not the main factors in deciding if behaviour is unacceptable. The key is that the behaviour is considered demeaning, inappropriate and unacceptable to the recipient.

11. HOW CAN I FIND OUT MORE OR RECEIVE FURTHER ADVICE?

Contact your line manager, personnel or trade union representative.



Appendix B List of Operational Policies

Operational policies and processes

Institution of proceedings
Interviewing of witnesses victims and suspects
Treatment of victims and witnesses
Selection of counsel
Presentation of evidence
Jury selections
Sentencing
Freedom of Information Act processes
Fitness to stand trial
Extradition
Private applicants
Case vetting
Complaints from the public

Corporate Service policies and processes

Appraisal procedures
Bullying and harassment
Disciplinary procedures
Equal opportunities policy
Grievance procedures
Pay policy
Recruitment selection and retention
Training and development
Transfer/secondment
Complaints
Performance
Procurement and tendering



Appendix C The purpose of Equality Schemes

A Race Equality Scheme sets out the steps which will be taken by a public body to ensure that its functions, policies and employment systems:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between persons of different racial groups

Under the scheme we are required to assess which of our functions and policies are relevant to our performance of the general duty to promote racial equality.

A Disability Equality Scheme sets out the steps that will be taken by a public body to meet its general duty to promote disability equality with regard to the need to:

- Promote equality of opportunity between disabled and other persons
- Eliminate unlawful discrimination
- Eliminate harassment of disabled persons that is related to their disabilities
- Promote positive attitudes towards disabled people
- Encourage participation by disabled people in public life and
- Take steps to take account of disabled people's disabilities, even when that means treating disabled people more favourably than others.

The Gender Equality Duty places a statutory duty on all public authorities to pay due regard to the need to

- Eliminate discrimination and harassment that is unlawful under the Sex Discrimination Act and discrimination that is unlawful under the Equality Act 2006.
- To promote equality of opportunity between men and women.

There are three parts to the general duty



- Eliminating unlawful discrimination.
- Eliminating harassment.
- Promoting equality of opportunity between men and women.

The SFO also has specific duties under Race, Disability and Gender legislation. We need to demonstrate how we will:

- Assess and consult on the likely impact of proposed policies
- Monitor our policies for any adverse impact on the promotion of race disability and gender equality
- Publish the results of such assessments, consultation and monitoring
- Ensure public access to information and
- Train staff in connection with the general and specific duties

We also have a specific duty in relation to employment issues and need to monitor by race, disability and gender our staff in post, applications for employment, training and promotion.

Definition of Disability.

The Disability Discrimination Act 2005 (DDA) defines as disabled a person who has a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities.

Substantial means neither minor nor trivial

Long term means that the effect of the impairment has lasted or is likely to last for more than 12 months

A normal day to day activity must affect one of the capabilities listed in the Act which include mobility, manual dexterity, speech, hearing, sight and memory. There are provisions in the Act for past disability and also for progressive conditions.

The DDA now covers people with illnesses such as cancer, HIV, and multiple sclerosis from the point of diagnosis rather than the point at which the condition affects the ability to carry out normal day to day duties.

