

Greater Manchester Police Authority Single Equalities Scheme 2008-2011



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1. Foreword: Chairman of Greater Manchester Police Authority

I am pleased to present Greater Manchester Police Authority's Equalities Framework which brings together the Authority's revised Race Equality Scheme 2008-2011, the Disability Equality Scheme 2006-2009 and the Gender Equality Scheme 2007-2010. It also incorporates the remaining strands of diversity which are not currently covered by legislation; namely faith/belief, sexual orientation and age. This framework aims to move the Authority forward and address the issues of disadvantage, securing equality for the communities of Greater Manchester.

I am totally committed to meeting our equality obligations to both those we employ and those we serve. I want GMPA to be a welcoming place for everyone. This equality scheme shows how we intend to move towards this goal. It is not a 'blue print' but a 'work in progress'. We welcome feedback – from those who use our services, from staff within the organisation, and from partner agencies and organisations in the areas that we operate. All this will enable us to improve and refine our plans.

The objectives described in the action plan, set the basis for work intended over the next three years. It is hoped that it will provide better outcomes for communities and staff. Most importantly our aim is to ensure that we identify barriers and remove them; enabling full participation by all of the communities in Greater Manchester.

For our part, Greater Manchester Police Authority is committed to building an inclusive and diverse workforce, while recruiting the best talent available. We are committed to promoting equality of opportunity and good relations between different communities. We do not tolerate unlawful discrimination and harassment and believe that everyone has the right to be treated with dignity and respect. Diversity amongst our colleagues is valued.

Holding Greater Manchester Police (GMP) to account for progress on its own equality scheme is a key function of GMPA. As such, robust arrangements are in place to monitor force performance. We aim to ensure that both the general and specific duties contained within the equalities acts are embedded into force policy and procedures.

As Chair of the Authority, I am confident that we can and do provide the leadership required to encourage both GMP and the Authority to continuously strive to achieve equality of opportunity. Our ambition within this SES is to have the same influence over partners. I would like to take this opportunity to thank our community partners who have been instrumental in the production of this scheme, without their input the scheme would not be either as vital or robust.

Cllr Paul Murphy -Chairman of Greater Manchester Police Authority

2. The Legal Background for Creating a Single Equality Scheme



Responsibility for promoting equality and diversity derives in the main from the following statutory and legal duties, however there is other legislation that has a bearing on the equalities scheme and this has been listed in appendix A :

The Race Relations Amendment Act (2000) places a duty on police authorities to monitor police policies and practices to identify any differential impact, and with the Chief Officer ensure rigorous steps are taken to address any unjustified discrimination.

The Disability Discrimination Act (2005) places a duty on police authorities to promote equality of opportunity, eliminate discrimination and harassment and promote the positive attitudes and participation of people with a disability.

The Equality Act (2006) places a duty on police authorities to promote the equality of opportunity between men and women and make unlawful any discrimination or harassment on the grounds of gender, religion, belief or sexual orientation. The development of policies and practices should encompass the needs of everybody.

The Police and Justice Act 2006 extends existing equalities duties by stating how police authorities should now consider how they promote equality and diversity within their local police force and authority.

European Convention for the Protection of Human Rights and Fundamental Freedoms (Human Rights Act) 1998 states that police authorities have the duty to monitor performance of their police force, against the duties imposed on that force by the convention.

Primarily the last two pieces of legislation have been the impetus for the creation of GMPA's first Single Equality Scheme.

Listed below are the requirements of each equality duty. We have to pay due regard to these in order to comply with the legislation. We have given each a number so that we can show where the actions within the action plan comply with our duties.

Race Equality Duty:

1. Eliminate unlawful discrimination
2. Promote equality of opportunity
3. Promote good relations between people of different racial groups

Disability Equality Duty:

4. Eliminate unlawful discrimination

5. Eliminate any harassment of disabled people that is related to their disability
6. Promote equality of opportunity between disabled people and others
7. Take steps to account for actual disabilities, even where that may involve treating people with a disability more favourably than others
8. Promote positive attitudes towards people with a disability
9. Encourage the participation of people with a disability into public life

Gender Equality Duty:

10. Eliminate unlawful sex discrimination, including gender reassignment.
11. Eliminate unlawful harassment, including gender reassignment
12. Promote equality of opportunity between men and women

3. The Roles and Functions of the Greater Manchester Police Authority

Greater Manchester Police Authority in its present form was established, and its powers and duties provided for, under The Police Act (1996) and in addition the Police and Justice Act (2006). Its principle functions are:

- To manage the financial resources of the Authority through effective leadership and management of the budget processes.
- To manage the Authority's land and assets through effective leadership and management of a capital strategy.
- To set the strategy, style, nature and priorities for policing and hold the Chief Constable to account for the delivery of them.
- To provide an effective, independent performance management framework through scrutiny of all aspects of force performance.
- In partnership with the force, to drive improvement to policing services in Greater Manchester through the management and oversight of improvement activity, risk, inspection and internal audit.
- To ensure there is effective management and leadership of the force.
- To consult and engage communities to seek improved policing services for the people of Greater Manchester.
- To build effective relationships with partner agencies to improve the governance framework.
- To contribute to delivering operational objectives and reducing crime and disorder through effective local and strategic involvement of the Authority within Greater Manchester.
- To ensure that the force and authority deliver the equalities and diversity agenda for the benefit of the communities of Greater Manchester.

4. Policy Statement – The Vision

Through our role as a governance body, a policy maker and as an employer, Greater Manchester Police Authority recognises that we have the power to reduce the inequalities that people experience. The aim of our Single Equalities Scheme is to create a real, living document and not merely a statement of political correctness.

Achieving the Vision – The Aims

Through our first Single Equality Scheme, we will promote diversity and equality in the police and police authority services of Greater Manchester. This will be achieved by;

Challenging discrimination:

We will fight against discrimination which can be seen; we will challenge lack of consideration and labelling which puts others at a disadvantage; we will address attitudes and behaviour which may be discriminatory through unconscious prejudice or a lack of knowledge.

Valuing people and achieving excellence:

We will support our members and staff who experience unacceptable behaviour and take steps to address this with the organisation, group or individual concerned. We will ensure that all members and employees understand that it is their job to value and respect everybody's contributions.

Ensuring accessible services to the people of Greater Manchester:

We will develop processes that ensure that disadvantage is addressed. By putting into place a demanding framework for improvement, we will promote equality for each and every group. We will demonstrate and expect all those that we work with to demonstrate and promote increased equality for each and every group.

Creating an organisation which is inclusive, supportive, just and free from discrimination:

We will promote equality of opportunity for all people irrespective of their race, sex, disability, age, sexual orientation or religion or belief. We will pay particular attention to GMPA's equality ambitions (which are listed beneath the strategic objectives) and take action towards the achievement of these. We will support staff, police authority members and volunteers who experience harassment because of equality or diversity issues and work towards putting right disadvantage.

Developing clear goals which are linked to the needs of both the community and the organisation:

We will promote the addition of equalities and diversity when preparing and putting into action all policies and projects. This could be either in the monitoring of policies or the activities needed as a result. We will take action to ensure that the outcomes of our policies do not disadvantage any group in Greater Manchester, by engaging and communicating with all those involved at every stage of our policy development. This will be done together with the implementation of an accessible communications policy.

GMPA Strategic Objectives

GMPA is not primarily a service provider; we are a strategic governance body and as such we monitor what and how GMP works and performs. It is clear, however that our functions have an effect on all the communities of Greater Manchester. As such, our equality ambitions, which lie underneath the strategic objectives, will ensure that our equality and diversity aspirations are realised. These are outlined briefly below and in more detail in the action plan.

Strategic Objective 1: Influencing and Collaborating

Working together with partners to build safer and stronger communities in Greater Manchester

- By establishing robust links with community umbrella organisations.
- By continuing to work in partnership with GMP in their delivery of Neighbourhood Policing
- By developing a database of diversity and equality 'experts' to be involved in the process of Equality Impact Assessments
- By consulting with relevant partners during policy development stages
- By working with and through the Association of Police Authorities (APA) to highlight good/best practice, and to develop guidance for other police authorities on Equalities and Diversity
- By developing links with the National Policing Improvement Agency during the development of GMPA Single Equalities Scheme
- By collaborating with our North West regional partners on the development of their Single Equalities Schemes

Strategic Objective 2: Good Leadership and Governance

Delivering efficient and effective policing services

- By achieving a consistency of approach in terms of monitoring and reporting mechanisms
- By monitoring the equality of opportunity in the recruitment and selection process of GMP officers and staff
- By establishing an effective feedback monitoring system for staff of both GMPA and GMP, members, volunteers and the public

- By ensuring that equality and diversity issues are embedded into force procedures

Strategic Objective 3: Involving People

Improve public involvement in policing and community safety issues

- By utilising the volunteer groups already in existence in the development or monitoring of policies and projects
- By reviewing the type and extent of diversity and equality training provided
- By engaging with existing networks and developing new ones within Greater Manchester to ensure that views of all communities are heard with particular emphasis being placed on those communities that historically have been disengaged or unheard
- By reducing service accessibility barriers experienced by some members of our communities

Strategic Objective 4:

Strengthen the capacity and capability of the Authority to meet future challenges

- By embedding the understanding and appreciation of diversity issues into the work practices of both GMPA and GMP
- By continuing to work towards the recruitment and selection of a representative workforce for both GMP and GMPA
- By ensuring the equality of opportunity and accessibility in the recruitment of officers, members and volunteers
- By developing an organisational development strategy

5. Organisational Structure and Decision Making Process

Membership of Greater Manchester Police Authority

Greater Manchester Police Authority is made up of nineteen members. Ten of these are elected local councillors from each of the ten districts which make up Greater Manchester, six are independent members selected through public advertisement and three are magistrates. From October 1st 2008 the magistrate class will be replaced and three more independent members will be recruited.

Greater Manchester Police Authority Members

Membership of the Authority is drawn from 2 different groups; councillors and independent members, which currently include magistrates. Councillor appointments are made to reflect the political balance of the area however, whilst representatives on the authority, they are making decisions based on community not political interests. Whilst serving on the Authority, all members are expected to represent the whole police area and the diverse local communities within it and refrain from local or political/section interests.

Recruitment of Independent Members

A primary role for police authorities is to represent the interests of people who live in, work or visit their authority area. It is therefore critically important that the membership of the Authority should be drawn from as wide a range of backgrounds as possible. The selection of independent members provides an opportunity to allow the final make-up of the authority to be more reflective of Greater Manchester as a whole. This allows for any gaps to be identified and a targeted positive action recruitment campaign to take place.

The selection of candidates follows the joint guidance provided by the Home Office and the Association of Police Authorities (APA) to maximise the diversity of candidates applying. Equality objectives are also applied during the recruitment process. An Equality Impact Assessment is also undertaken.

The current profile of all GMPA members is contained in the table below (May 2008):

Male	12
Female	7
White British	17
Asian - Pakistani	2
Age	
26 - 40	3
41 - 55	4
56 +	12

The Authority acknowledges that there are gaps around age and some minority ethnic groups. At present, only independent members are monitored around disability issues as the authority directly selects them. Councillor members are sent via their own individual local authorities, the Authority has no jurisdiction over these members. In addition, we do not currently monitor faith or sexual orientation. Work is contained within the action plan to address this and ensure that all members are surveyed around all equality issues in the future.

Decision Making Process

Greater Manchester Police Authority meets regularly with the Chief Police Officers to discuss and make decisions on strategic policing issues. We have a robust committee structure which enables both the monitoring and delivery of these functions. Each committee has a dedicated delivery plan, and equality and diversity issues are incorporated into these plans. A list of GMPA committees is available at Appendix J.

The Authority routinely monitors committee papers for any equality and diversity implications. These, together with feedback received on the scheme and any issues arising in the monitoring of the Equality Impact Assessments (see chapter 6), will be reported to Strategy and Resources Committee on a bi-annual basis. The exception to this would be any matters relating to personnel, which would automatically be referred to Human Resources or Standards Committee. If any matters of immediate concern arise, the Strategy and Resources Committee has the capacity to incorporate any items into its agenda on an ad hoc basis, due to its unique nature. This committee is unique in that it is not a public meeting, but a working group, established to take on and deliver actions arising at all the GMPA committee meetings.

In addition to these committee meetings, a full police authority meeting is held every six weeks. This is attended by the Chief Constable and where both the authority and the force report on strategic issues. It is this forum which will receive the annual report associated with the Single Equalities Scheme.

GMPA Lead Member for Equalities and Human Rights

The Authority has a lead member for equality and diversity issues. The member sits on both the Citizen Focus and Communication Committee and the Human Resources Committee (terms of reference can be found at www.gmpa.gov.uk). This role exists to ensure we have leadership, and an individual who is able to act as a champion on equality and diversity issues. This ensures not only that the policy is developed and put into practice, but also that our plans are shared with others, both within and outside the organisation.

The Authority selects lead members by considering individual skills, competencies and expressions of interest. This ensures that the force is held to account by informed members who are able to review and tackle performance effectively. The lead member also receives direct support from the policy team, to ensure that timely information is provided to allow them to perform their role.

GMPA as an Employer

The organisation has a total of 39 staff employed directly to GMPA. All officers are employed under a Service Level Agreement (SLA) with Salford City Council. This means that staff are bound by Salford City Council's human resource policies, such as recruitment and terms and conditions of service. These conditions include family friendly policies such as carer's leave, flexible working, staff support groups e.g. for LGBT, BME and those staff with a disability or facing a health disadvantage.

Each of these Salford City Council staff support groups sets its own terms of reference, which on the whole include:

- Assisting the council – promoting equality and diversity in employment, training and service delivery.
- Supporting staff in their professional and personal development.
- Scrutinising policies, practices and services.
- Ensuring views from diverse communities are represented in relevant decision making arenas.

GMPA also has its own staff development group and as well as being a mechanism for raising internal staff issues, it also will begin to review Salford City Council's family friendly policies to inform the monitoring process. It will also monitor the outcomes of the equal pay audit. For more details of the various staff support networks available please see www.salford.gov.uk

We will ensure that both staff and members of GMPA receive relevant equality and diversity policy updates, information and an incremental training programme. As appropriate, staff will also receive training in conducting Equality Impact Assessments. The training will be set against the new occupational standards for the criminal justice sector, which are:

AA1: Promote equality and value diversity

AA2: Develop a culture and systems that promote equality and value diversity

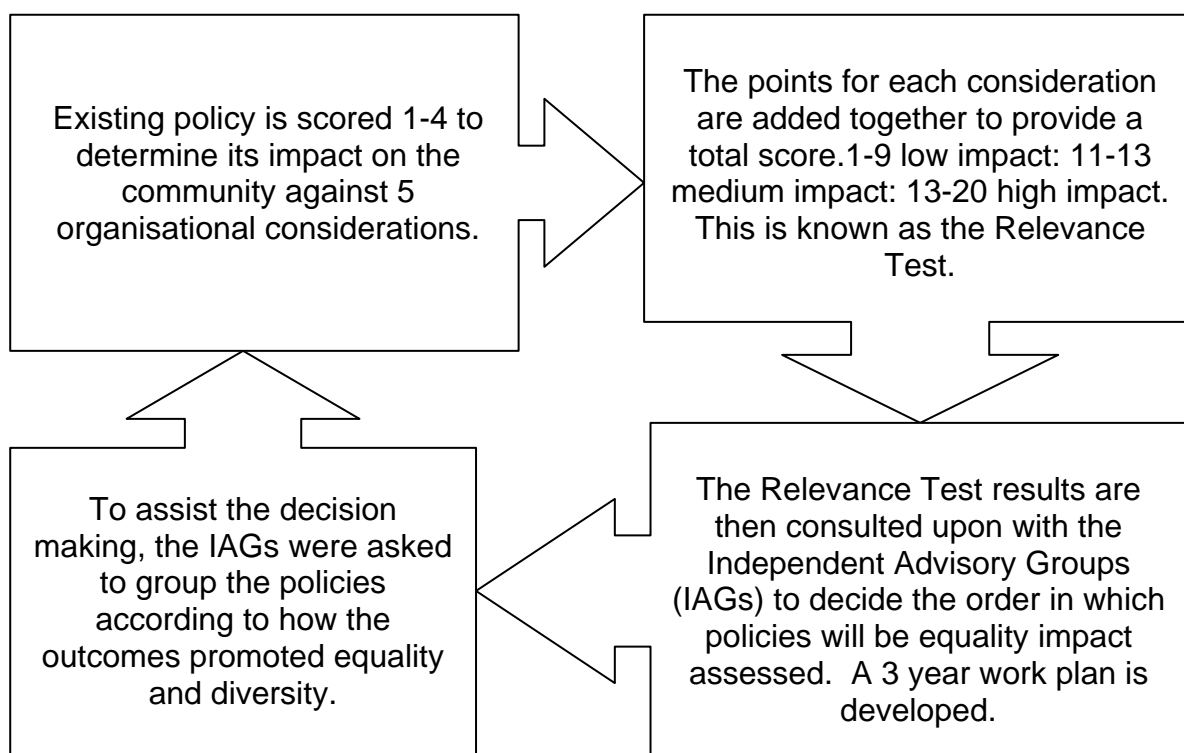
To ensure that this happens, the Authority has recently appointed an Organisational Development Officer. The role of this officer will be to anticipate and support GMPA in meeting its current and future organisational objectives and strategic priorities. As part of this they will identify, develop, implement and evaluate the organisational and learning development needs for all staff and members, including volunteers. This will take the form of an organisational training needs assessment.

6. Policy Development

The Relevance Test

GMPA has a large number of policies which vary greatly in type and impact. To ensure that all policies comply with our statutory duties; checks and balances have been put in place. All our existing policies will be completed in accordance with the priority highlighted in the relevance test. There may be an occasion when a policy moves to either a higher or lower priority, to reflect the dynamics occurring within the local area or political changes.

Detailed below is a diagram to show the stages that an existing policy goes through, to ensure statutory compliance.



Equality Impact Assessments

An Equality Impact Assessment (EIA) is a tool to help us carefully consider the possible impact that policies, services or procedures have on a particular group of people. It is designed to address any real or potential inequalities due to race, disability, gender, religion or belief, sexual orientation or age, which may be identified during policy or practice development. As a public organisation we have an ongoing duty to undertake the Equality Impact Assessment of a policy and thus monitor how that policy is being developed or utilised.

The EIA process helps us to anticipate the outcomes of policies and projects and thus identify any unintended barriers or potential negative consequences. Additionally EIAs also highlight potential positive outcomes and actively promote equality and good community relations.

It is the intention of GMPA that the Equality Impact Assessment process is embedded into the culture of the Authority. Ultimately, the right questions need be asked automatically during the course of a project or policy's design. A number of mechanisms by which we hope to achieve this are highlighted in the action plan.

Fundamental to the EIA process is our understanding of the population of Greater Manchester. We cannot tell if we are achieving the aims of our equality policies and providing a service that is appropriate and accessible to everyone, unless we understand what our communities want.

The Equality Impact Assessment Process

The policy writer will begin the initial screening part of the Equality Impact Assessment process even before the policy is written, to ensure that any potential negative impacts are considered and allowed for during the development of the policy. If the policy is found to have a negative or unintentional impact on a community a full Equality Impact Assessment will be undertaken. See the diagram at Appendix C.

Key to undertaking a full EIA is the assessment of the policy and its impact. This will be done by the Equality Impact Assessment pool. The pool will be a group of people who have experience of particular aspects of diversity, either on a personal or professional basis. Members of the pool will be made up of both community and partner experts; not solely GMPA staff or members.

All GMPA members, officers or community members involved in the EIA process will receive on-going relevant training and guidance. This will include regular updates and reviews and will be dependant on a training needs assessment.

The Authority has appointed a Business Planning Officer who will ensure that the Equality Impact Assessment process is monitored and developed appropriately. This will involve the gathering of information and the completion, collation and storage of data. Support and advice during any EIA process will come from the GMPA Policy Team.

A copy of the Equality Impact Assessment forms can be found at Appendix E. Completed Equality Impact Assessments will be posted on the GMPA website: www.gmpa.gov.uk.

Development of the Single Equality Policy

Existing Schemes Consultation and Gaps Identified

The timeframes within which our existing policies have been written do not currently coincide. As such, the level and extent of consultation and engagement

during the development of the Race Equality Scheme (RES), Gender Equality Scheme (GES) and Disability Equality Scheme (DES) varied greatly. During the development of these three equality schemes, GMPA carried out consultation with a wide range of communities through its Strategic Independent Advisory Groups (IAGs). We currently have three separate IAGs which look at policing issues around Race, Disability and Lesbian, Gay, Bisexual and Transgender (LGBT).

It was decided, for the purpose of developing our SES, that a gap analysis should be produced to identify any additional consultation and engagement requirements.

One gap which has been identified during this process is our lack of knowledge of our new and emerging communities. Greater Manchester covers an area of over 500 square miles and 10 local authorities, each with their own diverse make-up. To understand the full demographics of the area, we have historically relied on data provided by the census or GMP's Policy and Development Unit at Diversity Command, however, this information is not always as up-to-date and specific as we would like. See Appendix B for our current Greater Manchester demographic profile.

We believe that having a full community profile of Greater Manchester is key to being able to fully achieve our four strategic objectives. To address this, a data base of information will be developed to enable staff to access community profiles. In addition, in the coming months it is intended to extend our research capacity and the information we hold, to enable us to build a more detailed community knowledge database. We anticipate that this will encompass not only what local communities think, but also to help us gain both a regional and national perspective. We are currently in the process of developing a system, by which we can collect, monitor and track this information more effectively and a dedicated GMPA analyst will be appointed to support this area of work.

Involvement and Consultation

The Authority acts as the voice of the community in the governance of the force. It is only by working in partnership with communities at every stage of a policy's development, that effective and meaningful changes will be achieved. To show our commitment to this, we have gone beyond minimum duties and have actively involved all equality strands in the development of our Single Equalities Scheme.

In addition to the existing consultation undertaken for our Race, Gender and Disability Schemes, we consulted and involved GMPA's Strategic Independent Advisory Groups on the content of the scheme, action plan and whether they think that the actions listed will achieve positive changes.

External partners, community members, police authority members and members of staff also had sight of the draft document and were asked the following:

- Are there any gaps in the scheme?
- Does the action plan reflect the policy?
- Would you like to be involved in the equalities and diversity cohort that will be involved in the equality impact assessment?

In addition, these questions were also posted on the GMPA website.

Further details of those consulted and responses with can be found at Appendix F.

In addition to the consultation for this scheme, GMP and the Authority are statutorily obliged to undertake annual consultation, to inform the Local Policing Plans. This is a document which outlines the policing priorities and performance targets for the next 3 years. It is GMPA's intention to develop a full programme of consultation over the next 12 months. This will assist us in the further development of both the scheme and our statutory consultation obligations and to ensure that we provide opportunities for all the communities of Greater Manchester to be involved.

The Action Plan

To develop the action plan we began by reviewing the existing equality schemes, highlighting ongoing actions against strategic aims. Several issues were identified:

- A need to extend the action plan to include the additional equality and diversity strands.
- The Race Equality Scheme action plan needed to be brought up to date.
- The need to increase the number of partners involved in the development of the new scheme.

In addition to the consultation already mentioned, additional consultation is planned during June 2008 with the Independent Custody Visitors (ICVs) and the Appropriate Adults (AAs). In addition, consultation concerning the equalities scheme will be built into every consultation event that GMPA hosts. This, together with the consultation gathered during the Equality Impact Assessments will begin to increase community understanding and add value to the annual review, which will be part of the document presented to the full police authority meeting.

The actions from the plan have been incorporated into the relevant sections' business plans and will be monitored and reviewed against GMPA's strategic objectives on an annual basis. Any costs incurred due to actions set down in the Single Equalities Scheme have already been incorporated into team budgets.

Partnerships

A matrix of policies shared by GMP and GMPA will be developed during the course of the scheme. A further matrix of policies shared with other partners e.g. Salford City Council, will also be compiled and published, giving details of where Equality Impact Assessments for those policies can be found.

On the occasions that GMPA works in partnership with external organisations, we will ensure that those partners adhere to the equalities agenda and that work is both relevant and consistent with the spirit of GMPA's equalities framework.

7. Procurement

Procurement is the purchase of goods and services. Procurement works for the benefit of the Police Authority, Greater Manchester Police, the residents, business community and visitors to Greater Manchester. It is central to our governance function, as it represents a significant proportion of police non-pay related expenditure.

We are the contracting body for all external contract arrangements coming from the GMP procurement process. Contract award and decision making is the responsibility of GMP Finance Panel and/or GMPA. Therefore a joint procurement strategy is currently in place.

Scrutiny of this process is undertaken by the Audit Commission (AC), Internal Audit and Her Majesty's Inspector of Constabulary (HMIC). A full copy of the joint GMP/GMPA Procurement Strategy can be viewed at:

<http://www.gmp.police.uk/mainsite/pages/tenders.html>

The current strategy is under pinned by a series of principles. The principle that has most bearing on the Authority's general equality duties states that;

'Due consideration will be given to health and safety, equal opportunities, business ethics, human rights, sustainability, social enterprise and workforce issues when undertaking any procurement activity.'

It is GMPA's intention to undertake an Equality Impact Assessment and a full review of the joint procurement strategy in collaboration with GMP, to ensure that both organisations are compliant with these duties of consideration.

8. Monitoring and Evaluation

GMPA has adopted the formal code of corporate governance as recommended in the Chartered Institute of Public Finance Chief Executives and Society of Local Authority Chief Executives publication “A Keystone for Community Governance”, first published in 2001 and revised in 2006.

“Corporate Governance” is the term used to describe the systems and processes that organisations have in place for managing both their own internal affairs and relationships with their communities and further details can be found at www.gmpa.gov.uk.

There are three fundamental principles that under-pin corporate governance and these are reflected in all areas of the Authority’s business. These principles are:

- (i) Openness and Inclusivity
- (ii) Integrity
- (iii) Accountability

Monitoring of GMPA Equality and Diversity Performance

As a result of recent changes in the way GMPA carries out its business, there has been a shift in emphasis. Work is primarily focused around the Authority’s strategic objectives; collaboration, service efficiency and improvement, community engagement and organisational development.

The Authority has established structures to mainstream equality and human rights aims and duties throughout all its strategic, business and individual plans, ensuring it becomes the responsibility of all its employees.

The GMPA three year strategic plan provides the framework around which the Single Equalities Scheme will be driven, actioned and monitored. This strategic plan encompasses the vision of “Team GMPA”, which is to achieve excellence. Underneath the strategic three year plan sit team business plans and underneath these, individual work plans will be developed. It is envisaged that this framework will provide staff not only with a clear set of targets and relevant work objectives, but also enable line managers to develop a robust monitoring system via the appraisal process. The Salford City Council appraisal scheme is competency based and one of the competencies listed is around equality and diversity issues. This enables managers to highlight equality and diversity targets for individual staff members and provides the framework by which to review performance.

A copy of the team business plans and the GMPA three year strategic plan can be found at www.gmpa.gov.uk

A copy of the appraisal guidelines can be found at www.salford.gov.uk

Human Resource Issues

As a condition of signing up to the Service Level Agreement (SLA), GMPA staff are employed under Salford City Council's human resource procedures and policies. Salford City Council currently monitors recruitment and selection for:

- Ethnicity of the Workforce
- Gender of the Workforce
- Religious Beliefs
- Disability
- Age Profiles
- Marital Status
- Salary Bandings
- Numbers of Leavers
- Length of Service
- New Starters

We have chosen not to publish the actual figures due to the small number of staff that are employed by the Authority as this would identify individual members of staff in some sections

Monitoring of GMP Equality and Diversity Performance

The Authority oversees the force's diversity and equality issues in relation to employment, service delivery and the active promotion of equality and diversity in a number of ways:

Police Authority Committees

Members analyse performance, and receive diversity monitoring information, as well as hearing issues of concern or good practice. (See Chapter 5 and Appendix J for more detail on GMPA committees)

GMP Staff Association Meetings

The GMPA Deputy Chief Executive attends the quarterly GMP staff associations' meeting. These meetings are attended by representatives from all of the GMP staff associations and look at specific issues relating to equality and diversity in the context of human resources. Any issues of concern are brought back and fed into the GMPA Human Resources or Strategy and Resources Committees.

Strategic Independent Advisory Groups

These groups are involved in policy formation and review and raise strategic diversity concerns. Currently there are groups for Race, Disability and Lesbian, Gay, Bisexual and Transgender (LGBT) issues. Work is currently ongoing to scope the feasibility of developing an IAG for young people.

GMPA Scrutiny Panels

These have led to new robust processes which hold the force to account for the services they provide, their performance and also the policies they develop. The introduction of the scrutiny function in Greater Manchester builds on the processes developed in relation to Service Improvement and Performance Management (reality checking). The scrutiny approach also offers the Authority the opportunity to incorporate other areas of its work (consultation, engagement,

partnerships, research and equality and diversity) into the whole area of performance management. The Authority has developed a way of prioritising issues for scrutiny, (please see Appendix G). Please note that section two of this process directly relates to the six equality strands

The Equality Impact Assessment Process

The monitoring of GMP's Equality Impact Assessments will mirror that of the Authority's. There will be an annual report to the full Police Authority meeting with an option for any exception reporting to the Strategy and Resources Committee.

The GMP Strategic Confidence and Equality Board

This is the commissioning forum of GMP's Confidence and Equality Strategic Threat Assessment, which is produced bi-annually. Feeding into this board are any actions identified as a result of the Strategic Threat Assessment, which operates by identifying strengths, weaknesses, opportunities and threats, across a diverse range of areas. This approach is based on an overview of both statutory and force performance indicators, and governance arrangements, which relate to confidence and equality. The Board enables specific recommendations to be identified and actioned; thereby negating threat and driving continuous improvement in the field of confidence and equality. The GMPA lead member for equalities and diversity sits on this board, which enables the Authority to monitor any progress or issues of concern first hand. Any issues of concern are fed back into the GMPA committee structure.

9. Areas of Service Delivery

Although the Authority is primarily a strategic organisation we do have some areas of service delivery, which are detailed below:

Appropriate Adults scheme.
Independent Custody Visitor scheme
Police Property Act Fund

As these schemes have a direct community impact they were the first of the GMPA policies to be equality impact assessed and published. Further details of these schemes can be found at Appendix H.

10. Communication and Accessibility

Publication of the Single Equality Scheme

The Single Equality Scheme will be published on both the Greater Manchester Police Authority and Greater Manchester Police websites, together with any equality impact assessments which will include consultation results.

To ensure that we publish the scheme at the right times, in the right places and in the right formats we sought advice from partners. The scheme will be accessible in different formats on request. In addition links will be provided on all of Greater Manchester Local Authority Web pages.

However the experiences different groups have when accessing the information will also be key to how we publish this and other documents in the future. We have highlighted our need to use and react to feedback more effectively in our action plan and it is anticipated that this will be one of the areas requiring specific actions, as a result of the SES being implemented.

Translation

Due to the diverse nature of the Greater Manchester's community and the sheer amount of information produced by the Police Authority, it is not feasible to translate everything. The Authority employs an external company to produce a list of the 10 most widely used languages in Greater Manchester. The locations of these are plotted on the map in Appendix I . The Authority will automatically translate the following documents into any of these 10 languages.

- i) Annual Policing Plan
- ii) Local Policing Summary
- iii) Annual Report

The 'language' link on the GMPA web site provides information on how to access this service. For other documents, the Authority will apply a reasonability test which will be included in the translation policy, currently being developed. This will set down our current practice and procedures.

Accessibility

At the top of our equalities agenda is to ensure that **all** of GMPA is accessible to **all** members of the community.

- We actively encourage people with disabilities and people from minority backgrounds to become involved in GMPA life. For example in our recruitment to the IAGs and the recruitment of independent members and volunteer schemes.
- When people from minority groups are recruited into GMPA, they will be offered on going support and guidance. This has been identified as an area for improvement in the action plan.

- We automatically consider any reasonable adjustments needed for people with disabilities to be actively involved in all aspects of the work we do, such as the development of projects and policies, consultation, the publication of documents, access to information, attendance and involvement at meetings and conferences, etc.
- We will constantly and consistently monitor and improve these arrangements via our Equality Impact Assessment framework.

Stop and Search Information

Work is shortly due to begin on the annual Stop and Search communications campaign. A range of mediums will be used such as posters, leaflets and classroom resource packs, all predominantly aimed at raising awareness. The issues of race, age, gender and disability will receive particular focus and community members will be involved in the planning and design stage of the campaign.

Comment on the GMPA Single Equalities Scheme

How to Provide Feedback

GMPA has made every effort to ensure this policy is fit for purpose and legally compliant. To assist us in those checks we welcome any comments or observations that people would like to make.

In relation to employment matters, if you wish to comment on the performance of a member of staff please contact their line manager at GMPA.

Feedback in relation to other functions such as policy matters should be directed to the:

**Policy Development Manager
Single Equalities Scheme Feedback
Greater Manchester Police Authority
Salford Civic Centre
Chorley Road
Swinton
M27 5DA**

11. GMPA: Equality and Diversity Scheme Action Plan 2008 -2011

Note: The numbers referred to under the general duty compliance refer to the duties list on pages 4 and 5. The additional areas refer to the additional equality strands of sexual orientation, age and faith or belief.

Objective	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
Organisational Development					
All staff and members to be aware of and embedding relevant equality and diversity legislation into their work practices to address any discrimination	Conduct officer and member training needs analysis and identify development opportunities in relation to equalities and diversity	Training opportunities identified and actioned via individual development plans.	1-12 plus additional areas	Organisational Development Officer	In line with the appraisal schemes
	Produce an organisational development		1-12 plus additional areas	Organisational Development Officer	June 2008

	(OD)strategy				
	Develop a basket of equalities development opportunities available to staff and Members.		1-12 plus additional areas	HR Officer	June 2008
	Devise system which monitors how staff and members are working within the equalities framework	EIA process	1-12 plus additional areas	Policy Development Manager/Business Planning Officer	December 2008
	Ensure staff and members are fully conversant with the equalities duties and new duties as they come on line	Attendance at training sessions and appraisal process	1-12 plus additional areas	Organisational Development Officer/Line Managers	In line with appraisal process
	Ensure staff are conversant with	Attendance at training	1-12 plus additional	Policy Team	December 2008

	and understand the equality impact assessment process	sessions; appraisal process, lunchtime learning-in-house GMPA training	areas		
Volunteer scheme members to be aware of and working within the equalities framework	Appropriate and relevant Equalities and Diversity training opportunities to be identified, developed and incorporated into induction packages and individual development plans	Monitor number of volunteers who have undertaken training via individual development plans	1-12 plus additional areas	Volunteer Schemes Development Officer	Dec 2008
	Equality issues of Race, Sexual orientation and disability to be discussed at the annual IAG conference	Incorporate outcomes into the action plan	1-3,5-9, sexual orientation	Engagement Team	Dec 2008

Ensure equality of opportunity in recruitment and selection process of officers, independent members and volunteers.	Create a database of equality profiles for both expressions of interest and actual applicants.	Monitor where there are any significant improvements in expressions of interest/applicant success. Use this methodology to replicate best practice.	1-12 plus additional areas	GMPA HR Officer/Communications Officer	Dec 2008
	Look at any gaps in membership and identify mechanisms by which these communities can be targeted for positive action recruitment campaigns.	Monitor best practice and replicate in future campaigns	2,3,6-9,12 plus additional areas	Policy Officer/Democratic Services Manager	July 2008
	Develop an	Request	1-12 plus	Democratic	July 2008

	equalities monitoring form for members to be completed annually	members to complete forms.	additional areas	Services Manager	
Objective: Collaboration and Partnerships	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
Ensure that we use the opportunity to collaborate with the APA and NW regional police authorities afforded by being the first police authority to develop a SES	Develop a system which enables us to disseminate areas of good practice to other regional PAs and the APA, via links at the APA and through the North West Chairs, Chief Constables and Chief Executives meeting	Monitor via feedback plus the development of links with other APAs Use the Partnership Strategy as a baseline	1-12 plus additional areas	Policy Development Manager	April 2009
Ensure that links with partners are developed and	Develop a pool of experts to engage in the EIA process	Partnership strategy plus via any	1-12 plus additional areas	Policy Development Manager	April 2009

utilised appropriately	and ensure that an effective feedback mechanism is in place	feedback and subsequent actions taken following the EIA			
Objective: Communication	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
Ensure that we understand the new and emerging communities of Greater Manchester and their issues, concerns and priorities.	Develop a GM wide community profile Undertake targeted consultation with these communities to determine issues of concern, as directed by business need. Associated action plan to be developed for any actions specific to new and emerging communities.	Production of the profile Monitor once community engagement team action plan is developed	1-12 plus additional areas 1-,3,4,6,8,9, 12, plus additional areas.	Data Analyst Engagement Team	September 2008 Dictated by business need

Ensure communication is effective both internally and externally	To develop a contact strategy and action plan	Survey/Consult relevant partners and the public to determine how well they feel GMPA communicates/contacts them	1-3,4,6-9,10,12 plus additional areas	Communications Officer/Policy Team	Annually-first one to be delivered by Dec 2008
	Develop a translation policy	Review via appraisal process	1,2,4-7,9	Communications Officer/Policy Team	December 2008
	Accessible publication of the Single Equalities Scheme	Via feedback	1-12 plus additional areas	Communications Officer	6 monthly feedback reviews
	Develop details of diversity "experts" across the NW	Implementation of data base. Obtain staff	1-3,6-8,12 plus age	Analyst	Dec 2008

	region	feedback on relevance to business needs			
	Implement the awareness raising campaign for Stop and Search responsibilities	Identify hotspot areas and target work accordingly.		Communications Officer/Policy Team	July 2008
Ensure that any policy developments and their implications are highlighted and mitigated against	Develop a mechanism which captures forthcoming legislative changes. Communicate this to line managers and staff	Review via individual development plans and team business plans	1-12 plus additional areas	Policy Development Manager and (Line Managers)	December 2008
Members of the public to be involved in the monitoring and development of policy and its implications	Strategic Disability, Race and LGBT IAGs to be consulted in the development, production and monitoring of policy and its implications.	Monitor the outcomes received from presenting to IAGs and any other public consultation and	1-12	Engagement Team/ Policy Team	Bi-annual

	<p>Develop process which automatically include IAG groups in the development of policy.</p>	<p>incorporate into action plan.</p> <p>Monitor via equality impact assessment. Feedback annually to the IAGs “what have we done with the information you gave us?”</p>	<p>2,6,7,9,12</p>	<p>Policy Team</p>	<p>Annually at April/May IAG meetings</p>
	<p>Identify gaps in the communities consulted/ engaged with in the development of the policy and why these gaps may be present.</p>	<p>Via the Equality Impact Assessment Framework.</p>	<p>1-12, plus additional areas</p>	<p>Policy Team/Analyst/ Business Development Officer</p>	<p>December 2008</p>
	<p>Develop plans for community-wide involvement in</p>	<p>Via EIA</p>	<p>1-12, plus additional</p>	<p>Policy Team</p>	<p>September 2008</p>

	development of policy.		areas		
		Develop a data base			
Staff, members, police and partners to be involved in the development of policy and its implications	Develop and embed into Team GMPA the EIA process which automatically includes these groups in the development of policy.	Identify and address any barriers to involvement via the EIA	1-12, plus additional areas	Policy Development Officer/ Business Development Officer	As per business needs
Objective: Organisational knowledge/ Community participation	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
Ensure GMPA has an up-to-	Develop a community	Update on a regular basis	1-12, plus additional	Analyst	April 2009

<p>date community profile</p> <p>Ensure there are no Equality and Diversity barriers to involvement from members, public, staff, GMP and partners.</p> <p>Ensure a consistent approach to engaging and consulting with communities.</p>	<p>database</p> <p>Equality impact assessment will identify why people do not engage.</p> <p>Develop guidelines that provides best practice on 'how to involve and consult with all communities', demonstrating consideration to the needs of each equality group; including how we publicise consultation events,</p>	<p>Use reasons why not as opportunities for action and monitor via the Strategy and Resources committee</p> <p>To be monitored via the equality impact assessment process</p>	<p>areas</p> <p>1-12, plus additional areas</p> <p>1-12, plus additional areas</p>	<p>Analyst/Communications Officer/Policy Team</p> <p>Community Engagement Manager</p>	<p>Bi-annually in conjunction with GMPA committee cycle</p> <p>March 2010</p>
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	receive feedback, remuneration (how it affects benefits), accessible venues etc				
Objective: Governance of GMP	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
To achieve consistency of approach in terms of monitoring and reporting mechanisms	Appoint a lead member for equalities and diversity issues Strategy and Resources Committee will monitor GMPA's and the force's Equality Impact	Roles of Chair and Vice Chair and lead members will be agreed in the committee restructure process. Via the GMPA committee structure. Equality and Diversity issues will be	1-12, plus additional areas 1-12, plus additional areas	Lead Member for Equality and Diversity issues/ Policy Development Officer/ Chairs of appropriate committees Policy Team	June 2008 Aligned to the 2008-09 committee cycle

	<p>Assessments and committee reports and act as a conduit, directing any actions to the appropriate committee:</p> <ul style="list-style-type: none"> -Police Authority -Citizen Focus -Human Resources -Complaints and Professional Standards 	<p>monitored for every committee and any emerging themes or areas of concern and actions reported to Strategy and Resources Committee every 6 months.</p>			
	<p>Scrutiny of the employment tribunals and grievances to identify reason/cause trends in relation to equalities.</p>	<p>Scrutiny committee</p>	<p>1-12, plus additional areas</p>	<p>Scrutiny team</p>	<p>Aligned to the 2008-09 scrutiny committee cycle</p>

Monitor equality of opportunity in recruitment and selection process of GMP officers and staff	Develop the Stop and Search data as an area for thematic scrutiny.	Scrutiny committee	1-3,10-12, plus additional areas	Scrutiny team	Aligned to the 2008-09 committee cycle
	Liaise with Diversity Command and Learning and Development branch and the Positive Action Team to identify any barriers in equality of recruitment.	Via HR Committee	1-12, plus additional areas	Policy Team	Aligned to the 2008-09 committee cycle
	Develop as an area for thematic scrutiny: Recruitment of BME officers and staff.	Scrutiny Committee	1-3, plus faith or belief area	Scrutiny team	Aligned to the 2008-09 committee cycle

Ensure GMPA is reactive to all feedback received	Establish an effective and transparent feedback monitoring system to partners, the public, members and GMP	Examine number and nature of feedback and actions taken. Build on best practice and what has worked well and incorporate into contact strategy and future action plans.	1-12, plus additional areas	Policy Team/ Communications Officer	Review and feedback on a bi-annual basis
	Develop feedback mechanisms with GMP staff associations	Monitor issues raised at GMP staff association meetings, which GMPA attends	1-12, plus faith or belief and sexual orientation	Demographic Services Manager/Policy Team	Quarterly
Ensure equality	Establish a	Monitor what	1-12, plus	Scrutiny Officer	Scrutiny

<p>and diversity issues are embedded into GMP's "change agenda" and thus force procedures.</p>	<p>template relating to equality and diversity issues to use during the scrutiny committee's environmental scanning process</p>	<p>issues are emerging and whether there are any force similarities/gaps/issues arising</p>	<p>additional areas</p>		<p>Committee Cycle</p>
	<p>Liaise regularly with Diversity Command at GMP to monitor the strategic threat assessments</p>	<p>Regular meetings with GMP are in place. These follow the quarterly performance bulletins.</p> <p>The GMPA Policy Officer and lead member for equalities and diversity will also attend the strategic</p>	<p>1-12, plus additional areas</p> <p>1-12, plus additional areas</p>	<p>Policy Officer</p> <p>Policy Officer/GMPA lead member for equalities and diversity</p>	<p>Quarterly meetings linked to production of performance bulletins</p> <p>Quarterly attendance at GMP's C and E meetings</p>

		confidence and equalities board at GMP which monitors the action plan associated with the threat assessment.			
Objective: Procurement	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
Ensure that the GMP/GMPA joint Procurement Strategy is fit for purpose in terms of its equalities duties	Undertake an EIA on the procurement strategy-if not deemed as fit for purpose re-write. Included in this should be an appraisal of how contractors are checked out	Review to be reported to the Strategy and Resources Committee	1,2,4,7-10,12, plus additional areas	Policy team/Business Planning Officer-GMPA/GMP/GMP Diversity Command	Dec 2009
Ensure that a monitoring	Undertake a scoping exercise to	This may lead to a review or	1-12 plus additional	Policy Team/Business	Dec 2009

mechanism is in place, which looks at procurement issues in relation to equalities issues	<p>determine how procurement is currently monitored by both GMP and GMPA in terms of equality and diversity issues</p> <p>Establish an equality and diversity “list of considerations” for officers with responsibility for procurement</p>	<p>an EIA of the current monitoring mechanism</p> <p>Review which organisations submit tenders, whether there are any barriers from specific organisations</p>	<p>areas</p> <p>1-12 plus additional areas</p>	<p>Planning Manager</p> <p>Policy Team</p>	<p>Dec 2009</p>
Objective: Corporate Policy Framework	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
<p>Ensure we are aligned to</p>	<p>Produce a matrix of shared policies</p>	<p>Appraisal process plan</p>	<p>1-12, plus additional</p>	<p>Policy Officer</p>	<p>June 2009</p>

Salford and GMP in terms of the impact of our equality and diversity policy	Develop a policy compliance framework	Incorporate outcomes into SES action plan	areas 1-12, plus additional areas	Policy Officer	June 2009
	Engage with Salford City Council's Staff Associations and HR department to update gender objectives	Incorporate outcomes into SES action plan	10-12	Policy Officer	June 2009
	Revisit staff consultation on gender objectives	Incorporate outcomes into action plan	10-12	Policy officer/ Engagement team	December 2008
	Monitor outcomes of the equal pay audit conducted by Salford City Council with regard to GMPA staff.	Staff development group	10-12	HR Officer	December 2008
Ensure that an	Implementation of	Monitor the	1-12, plus	HR Officer	Bi-annually,

effective support mechanism is in place for any volunteers, staff and members who are from minority communities.	Salford's HR policies.	number of grievances/concerns raised and whether any specific themes emerge. Use HR Committee.	faith and belief, sexual orientation.		aligned to 2008-09 committee cycle
	Raise awareness of Staff support networks	GMPA staff development group	1-12, plus sexual orientation.	HR Officer	Initially to all staff by September 2008, then ongoing to new staff
	Develop mechanism for reviewing family friendly policies.	GMPA staff development group	1-3,4,6-9,10,12, sexual orientation, faith or belief.	HR Officer	April 2010
Ensure that the equalities and diversity agenda	All current policies to be Equality Impact Assessed.	Via the Relevance Test and EIA	1-12, plus additional areas	Policy Officer/ Business Planning	Dec 2009

is embedded into all of GMPA's existing policies and work structure	Prioritisation of this to take place in consultation with IAGs and members.	process		Officer	
	New policies to be automatically impact assessed as part of the policy development process.	Via the EIA process	1-12, plus additional areas	Business Planning officer/Policy Officer in conjunction with the policy owner	As and when new policies are being developed
	Establish and monitor a corporate priority schedule for completing EIA screening	Incorporate into relevance assessment	1-12, plus additional areas	Policy team	In accordance with business plans
	Develop a mechanism which captures all equalities impacts (both positive and negative) from all	Communicate any gaps and actions effectively via the EIA process	1-12, plus additional areas	Business Planning officer/Policy Officer in conjunction with the policy	Ongoing during the EIA development process

	consultation undertaken			owner	
	Set equality objectives within personal development plans	Appraisal process: One to one: Individual development plans	1-12, plus additional areas	Line Managers	Annually in line with appraisals
	Ensure that staff are aware of Salford City Council Dignity at work policy.	Appraisal process	1-12, plus additional areas	Line Managers	Annually in line with appraisals
	Ensure that the Police Property Act Fund process and documents are fully accessible with regard to GMPA equality and diversity duties.	Review application pack and accompanying literature for accessibility issues	1-3,4,6-9,12, plus additional strands	Democratic Services Officer	Dec 2008

	Undertake an audit of the last 2 years of Police Property Act applications to identify who has received funding	Evaluate which groups have made an application. Identify gaps and carry out positive actions to promote uptake	1-12 plus additional strands	Democratic Services Officer	Jan 2008
Ensure the GMPA Equalities and Diversity harassment framework is fit for purpose	Scoping exercise to be undertaken to determine whether any changes need to be made	Pilot implementation of any amendments to current framework	1-12, plus additional areas	GMPA HR Officer	September 2008
Ensure that the GMPA strategic risk register is produced and considers all strategic risks in terms of issues around equality and diversity	Development of strategic risk register and associated EIA	Monitor by developing opportunities for mitigation of any equality and diversity concerns contained within the	1-12 plus additional areas	Policy Team	December 2009

Objective: Monitoring and Evaluation	Action	Monitoring Mechanism	General duty compliance	Responsible Officer	Timescales
To ensure that GMPA is a fair and equitable organisation	Work towards accreditation of: -Investors in People -"Plain English" Charter mark -NVQ qualification in equality and diversity	Accreditation	1-12, plus additional areas	Organisational Development Officer	May 2011
Ensure that GMPA's internal scrutiny structure is effective and utilised	Pilot and develop the Equality Impact Assessment programme. Make this generic and usable within all policy development	Production of EIA monitoring sheet and guidelines	1-12, plus additional areas	Policy Development Officer/ Business Planning Officer	September 2008
Ensure that GMP has effective monitoring of Stop and Search	Develop strong links with Diversity command.	Schedule of meetings to be established.	1-12, plus additional areas	Policy Officer	June 2008

processes in place	GMP's Annual Diversity Monitoring Report to be taken to the Race, Disability and LGBT Strategic IAGs	Collate comments made and actions put in place to remedy concerns	1-12, plus additional areas.	Policy Officer/Engagement team	Annually
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Additional Legislation

Health & Safety Law

The Company has a general duty to provide a safe and healthy working environment, which includes protection from Bullying and Harassment at work. Under the Health and Safety at Work Act 1974, the Company is required to protect the health, safety and welfare at work of their employees and to provide a safe and positive working environment.

Under the Management of Health and Safety at Work Regulations 1999, the Company has a duty to carry out “suitable and sufficient” risk assessments of the employees’ health and safety and to take preventative and protective measures to deal with the risks identified. The Authority understands this as meaning risks to both physical and mental health.

Common Law

Employers can be sued for damages under common law where an employee suffers personal injury because of bullying or harassment by any employee, unless they can satisfy the court that the individual acted outside the course of their employment. An employer may be directly vicariously liable for harassment of employees by non employees/ service users where it fails to take action in the light of the harassment/bullying or fails to support the employee.

Criminal Justice and Public Order Act 1994

The Act makes intentional harassment in the workplace a criminal offence punishable by law where the perpetrator in speech, writing, sign or other visible representation, uses threatening, abusive or insulting language or behaviour, or disorderly behaviour so that the other person feels harassment, alarm or distress.

Employment Rights Act 1996

Under the Act an employee may claim constructive dismissal to an employment tribunal where he/she considers that the harassment or bullying has left him/her no alternative but to leave the organisation. Employees must have resigned in order to make such a claim. An employee may also claim unfair dismissal if he/she is dismissed because he/she asserted a statutory right to make a complaint under legislation.

Protection from Harassment Act 1997

This Act makes provision for protecting people from harassment and similar conduct. A person must not pursue a course of conduct, which amounts, to harassment and to which he knows or ought to know amounts to harassment. A person who pursues a course of conduct in breach of this prohibition commits a criminal offence. This Act also provides a civil remedy for victims of harassment where damages may be awarded for (among other things) any anxiety caused by the harassment and any financial loss as a result of the harassment.

Race Discrimination Act 1976

Race Relations (Amendment) Act 2000 Racial harassment or bullying may constitute unlawful race discrimination under the Act. Employees can claim victimisation if they are treated less favourably because they have asserted a right to racial equality under the Acts.

Sex Discrimination Act 1975

Sexual harassment or bullying may constitute unlawful sex discrimination under the Act. Employees can claim victimisation if they are treated less favourably because they have asserted a right to sexual equality under the Act.

[Sex Discrimination Act 1975 \(Amendment\) Regulations 2008](#)

Which make appropriate changes to the Sex Discrimination Act 1975) an employer is responsible for protecting staff from sexual harassment by third parties subject to two important provisos. The first is that the employer had failed to "take such steps as would have been reasonably practicable to prevent the third party from doing so" and the second is that it must be at least the third occasion on which the woman has been subject to harassment by a third party in the course of her employment.

Discrimination Law

Harassment whether it is on the grounds of a person's sex, race or disability comes within the general definition of discrimination. A victim may bring a claim of harassment under the Sex Discrimination Act 1975, the Race Relations Act 1976, or the Disability Discrimination Act 1995. The bully or harasser may be held personally liable to pay the victim compensation. Transsexuals are protected from discrimination from direct discrimination, which could include harassment, under the Sex Discrimination (Gender Reassignment) Regulations 1999.

Criminal Law

Although primarily aimed at 'stalkers' the Protection from Harassment Act 1997 may, in very rare cases, be used to deal with harassment in the workplace.

Sexual Orientation

The Employment Equality (Sexual Orientation) Regulations 2003 Equality Act (Sexual Orientation) Regulations 2007 give protection against discrimination and harassment on the grounds of sexual orientation (orientation is defined as 'same sex' - lesbian/gay - 'opposite sex' - heterosexual - and 'both sexes' - bisexual)

Religion or Belief

The Employment Equality (Religion or Belief) Regulations 2003 give protection against discrimination and harassment on the grounds of religion or belief.

Age

The Employment Equality (Age) Regulations 2006 give protection against discrimination and harassment on the grounds of age.

Profile of Greater Manchester

To understand the needs of the communities in Greater Manchester, an understanding of its demographics is needed. In this section we have collated information to give an overall picture of the communities. Data is available in relation to age, gender, ethnicity, religion and disability though there is no robust data available for sexual orientation. The data gives details of the profile of populations within Greater Manchester at the time of the most recent census in 2001.

Data tables for the six strands of diversity are available on GMPA website under Equality and Diversity. www.gmpa.gov.uk

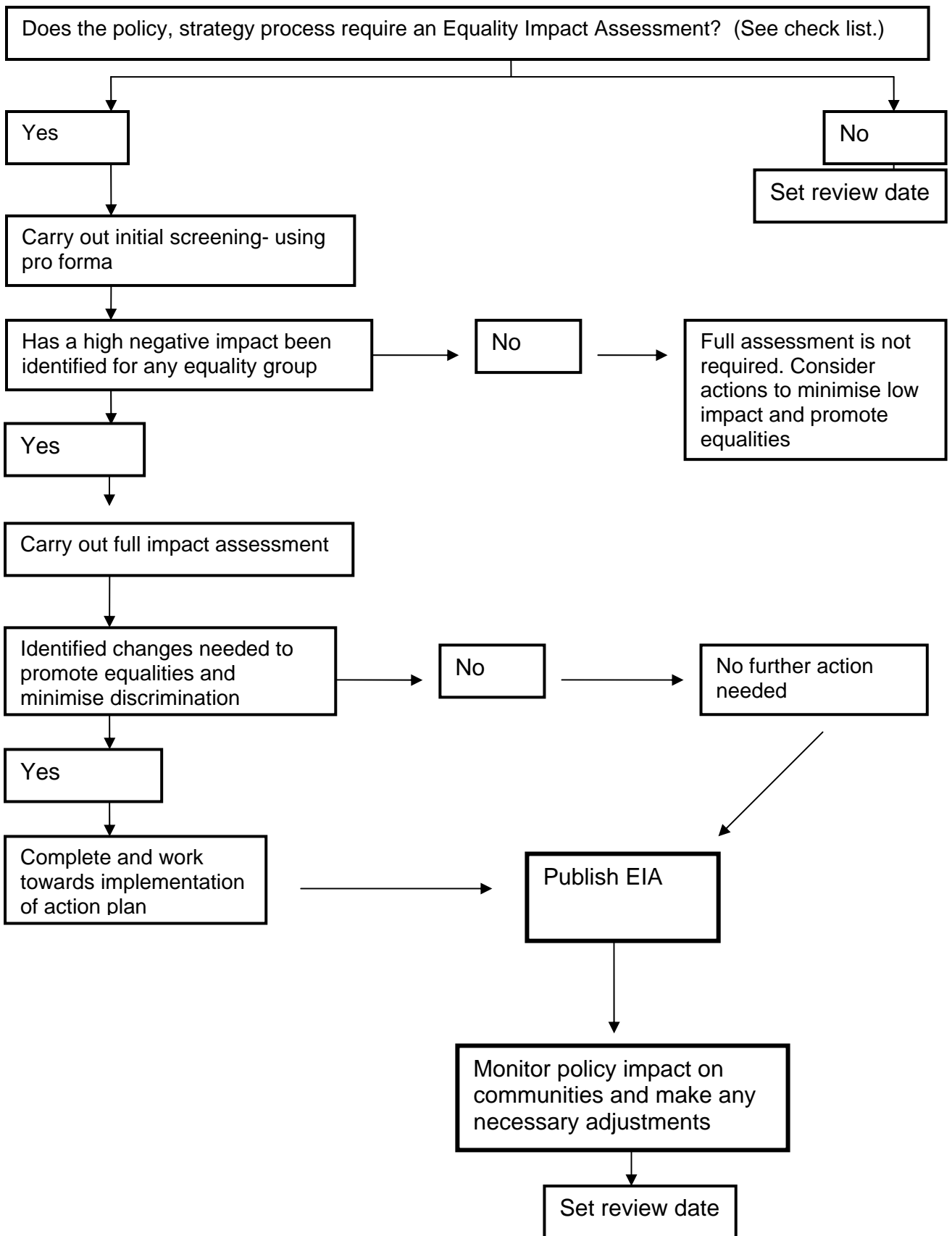
The improvement of the quality and extent of information we have available about our communities is one of the key priorities for this strategy.

- GMP has over 12,000 employees, a split between 8000 officers and 4000 police support staff.
- The area covers 10 Local Authority areas though this is split into 12 geographical policing divisions.
- Greater Manchester is one of Britain's largest metropolitan conurbations and is a heavily populated area, accounting for almost 5% of the UK's total population.
- According to the 2001 census, the population of Greater Manchester was 2,482,328, although mid-2006 estimates suggest that the population has since increased by over 70,000.
- The conurbation covers 1,200 square kilometres of North West England, encompasses 10 local authority areas, and includes the cities of Manchester and Salford, as well as the towns of Stockport, Bolton, Bury, Oldham, Rochdale, Wigan and Ashton-under-Lyne.
- A large transient population visits the area for leisure or work purposes, and more than 95,000 students from many diverse backgrounds, including international students, mature students and students with disabilities, attend Greater Manchester's four universities.
- According to data from the 2001 census, 51% (1.3 million) of GMP's residents were female, and 49% (1.2 million) were male.
- The census did not include a question on sexual orientation, so it is difficult to say how many residents of Greater Manchester were Lesbian, Gay, Bisexual or Trans (LGBT). However, recent figures from the Rainbow Partnership estimate that 612,000 individuals within the North West Region identify themselves as LGBT, around 9% of the total population.
- There are believed to be around 550 trans adults within the region.
- 20% of Greater Manchester's population (more than half a million people) stated that they had a limiting long-term illness, health problem or disability which limited their daily activities or the work they could do, including problems that were due to old age.
- 32% of the population of Greater Manchester (almost 800,000 people) were aged 50 or over, indicating a slightly younger age profile than the North West Region as a whole.
- 23% of employed people in Greater Manchester were aged 50 or over, suggesting that older people were under-represented within the workforce.
- 81% of all people in Greater Manchester identified with a recognised religion, and all major religions were represented.
- 11% were identified as having no religion.

- The religion of the majority was Christianity, with 74% of the people surveyed stating it as their religion.
- 5% of Greater Manchester's population stated they were Muslim (just over 125,000 people), and the vast majority of these people reside in Oldham, Rochdale, Manchester and Bolton.
- There are also established Jewish communities, primarily within Bury and Salford.
- 9% of Greater Manchester's population (more than 220,000 people) was from Minority Ethnic groups, making Greater Manchester more ethnically diverse than the North West Region as a whole (7% of the North West population are from Minority Ethnic groups).
- Ethnic diversity varies across Greater Manchester's ten local authority areas, with Minority Ethnic persons accounting for 19% of Manchester's population, but only 1% of Wigan's.
- The largest proportion of Minority Ethnic persons within Greater Manchester were Asian or Asian British, making up almost 6% of the total population, and three quarters of the Asian or Asian British community (more than 100,000 people) resided within four local authority areas – Manchester, Bolton, Oldham and Rochdale.

The demographics of the area are changing. Recent figures from the Department for Work and Pensions show that, in 2006/07, almost 25,000 new National Insurance numbers were issued to foreign nationals in Greater Manchester. 46% of these were nationals of countries in Eastern Europe, primarily Poland, the Slovak Republic, Czech Republic and Latvia.

Equality Impact Assessment Flow Chart



Policy Relevance Test Guidance Notes

As a part of the Equality Impact Assessment process all policies, strategies and services within each service area should be listed and an initial assessment made as to whether these items could potentially have an unequal impact on each of the following considerations listed below.

- A. The impact on the community as a whole with reference to consultation and complaints over the last 12 months
- B. Is it related to an inspection or review
- C. Does it have a legal implications or statutory grounding
- D. Does it have political implications either locally, regionally or nationally
- E. Will it impact on GMPA's or GMP's reputation either locally regionally or nationally

Directions.

Consider each of the above points and grade them 1 – 4 according to the impact they would have. Low being 1 and high being 4. Record your assessment of each section on the form. Score each section high, medium or low impact by assessing the evidence recorded. Once this has been completed the policy should then be referred to the community for their perspective on the priority of the policy or function to the public.

This will provide the Police Authority with a work programme for the next 3 to 4 years. The policies assessed as high priority will be impact assessed within years one and two, medium impact in years 2 and 3 and those with a low impact within years three and 4. However this is a working document and events may occur that impact on individual policies and subsequently impact on it score – raising or lowering its priority.

The corporate policy priority list will then be subjected to an equalities relevance test. This is where each policy, strategy or function will be assessed for its impact on each of the equality groups

Corporate Relevance Test 2008

	Name of policy of function	Impact on the community	Is it related to an inspection or review	Does it have legal implications or statutory grounding	Does it have political implications	Will it impact on GMPA's or GMP reputation	Total Score	Assessment of Impact. High, medium, low	Community Priority
1	Contact strategy	4	1	2	4	4	15	High	
2	Consultation and Engagement strategy	4	1	4	3	4	16	High	
3	Single Equality Scheme	4	2	4	4	4	18	High	
4	Every child matters	3	2	4	3	3	15	High	
5	Member code of conduct	4	1	4	4	4	17	High	
6	Volunteer schemes	4	1	1	3	4	13	High	
7	Complaints procedure (& booklet)	4	1	2	3	4	14	High	
8	Financial Regulations	1	1	3	3	3	11	Medium	
9	Police Property Act fund guidance	4	1	3	1	2	11	Medium	
10	Standing Orders							Medium	
	i. Procedural	2	2	3	2	3	12		
	ii. Personnel and pensions	1	1	4	2	3	11		
	iii. Contractual	1	1	3	3	2	10		
	iv. Financial regulations	1	1	3	3	3	11		

11	Annual Governance statement	3	4	3	2	3	15	High	
12	Member and Officer relationships	1	1	2	3	3	10	Medium	
13	Freedom of information publication scheme and appendices	2	1	4	2	2	11	Medium	
14	Anti-fraud and anti-corruption strategy	2	1	3	2	2	10	Medium/low	
15	Code of corporate governance	2	2	3	2	2	11	Medium	
16	Scheme of delegation strategy	Still being written							
17	Self assessment	1	2	1	1	4	8	Low	
18	Treasury management	1	1	3	2	2	9	Low	
19	Member training schedule	2	1	3	3	3	12	Medium	
20	Budget strategy	1	1	2	3	2	9	Low	
21	Stop and search policy	4	2	3	4	4	17	High	
22	Staff code of conduct	3	1	2	3	4	13	High	
23	Vulnerable Adult Policy	4	2	3	3	4	16	High	
24									
25									

Self Assessment Questions to Determine Relevance

Test of Relevance Checklist

To ensure that GMPA meets its duties under current Race, Disability and Gender Equality Schemes and the prospective additional 3 strands of Age, Faith or Belief, Sexual orientation, it must assess its policies strategies and functions for potential unequal impact. This is the Relevance Test. As part of that process all policies, strategies and services within each service area should be listed and an initial assessment made as to whether these items could potential have an unequal impact on each of the equality target groups.

This form will need to be completed on all existing policies and strategies owned by the Police Authority. Consideration will need to be given to the policies and strategies jointly owned by GMP and GMPA as to who completes the Impact assessments. The completed relevance checklist will then be published as part of the equality impact assessments.

Directions

- List the existing main policies, strategies and services in your particular area or work and using the following questions make an assessment of how relevant they are to the equalities duties, for each of the equality strands. Highlight new policies with (p).
- For **General duties** consider the following points
 - **Race:** Which parts apply?
 - A. Eliminate unlawful racial discrimination
 - B. Promote equality of opportunity
 - C. Promote good relations between persons of different racial groups
 - D. In some circumstances none of the above may apply if so mark 'none'.
 - **Disability:** Which parts apply?
 - A. Eliminate unlawful discrimination based on a physical, sensory or mental impairment.
 - B. Eliminate unlawful harassment
 - C. Promote equality of opportunity between disabled and other persons

- D. Take steps to account for disabilities even where that involves treating disabled persons more favourably
 - E. In some circumstances none of the above may apply if so mark 'none'
- **Gender Equality:** Which parts apply?
 - A. Eliminate unlawful discrimination and harassment
 - B. Promote equality of opportunity between men and women.
 - C. In some circumstances none of the above may apply if so mark 'none'

Age, Faith or Belief and Sexual Orientation

A new equalities bill is expected towards the end of 2008 that is likely to place additional duties on the Police Authority for the remaining strands of diversity. However the Authority wishes to promote human rights for members of communities around the remaining diversity strands from the beginning of the Single Equalities scheme and therefore requests that staff consider whilst assessing the relevance of the policy function or strategy, if the policy does the following:-

- A. Promote equality of opportunity between people of different ages: faith or belief: sexual orientation.
 - B. Promote the elimination of harassment between people of different ages: different faiths or beliefs: different sexual orientation.
 - C. Promote good relations between people of different ages: different faiths or beliefs: different sexual orientation.
 - D. In some circumstances none of the above may apply if so mark 'none'
- For **Evidence and Information** consider the following.
 1. Complaints- Have any complaints been received which indicate adverse or potential adverse impact with regard to race, disability, or gender? Record the number of complaints received in the last 12 months.
 2. Inspections or Audits – Have any internal/external inspections/audits highlighted adverse or potential adverse impacts with regard to race, disability or gender?
 3. Participation – Is there a higher or lower participation or take-up with regard to race, disability or gender, (use evidence from statistics, consultations or research).

Note: It would be good practice to compile an evidence file to be supplied with the impact assessment.

Deciding the degree of relevance.

High Priority (year 1/2 Equality Impact Assessment).

Enter 'H' if the priority is high in relation to each of the equality strands.

- ★ Those which are relevant to all or most parts of the general duty
- ★ Those which received complaints or
- ★ Those which inspections/audits have indicated concerns about or
- ★ Those which are under review.
- ★ Those policies which have consequences for or will affect significant numbers of people.
- ★ Those which are new (within past 6-12 months) or currently under development.
- ★ Those which have the potential to make a significant contribution to promoting equality
- ★ Policies which have the potential to be public facing or institution wide

Medium Priority (Year 2/3 Equality Impact Assessment).

Enter 'M' if the priorities are medium in relation to each of the equality strands.

- ▲ Those policies relevant to some parts of the general duty and which there is some evidence to suggest different participation by some groups
- ▲ Those policies that could affect some groups differently.
- ▲ Those policies which are planned within the next 12 months.
- ▲ Those policies which affect mainly internal or cross-section wide.
- ▲ The policy has the potential to make a contribution to promoting equality.

Low Priority (Year 3 Equality Impact Assessment).

Enter 'L' if priority is low in relation to each of the equality strands.

- ▲ Those not already assessed as either High or Medium, but which are relevant to at least one part of the General Duty.
- ▲ Those where there is no evidence to suggest different participation levels by some groups, or that some could be differently affected.
- ▲ The policy operates mainly within an internal section

- ⤴ The policy has consequences for, or affects few people.
- ⤴ The policy may have the potential to make a contribution to promoting equality.

The policy team will establish and oversee a corporate priority schedule for completing EIA screening forms once check lists have been received, considering the following points. This may lead to an increase in priority in some circumstances.

- Does the policy/strategy/function affect or have the potential to affect large numbers of people?
- Does the policy/strategy/function affect or have the potential to affect some people significantly?
- Does the policy/strategy/function require decisions to be made based on an individual's personal circumstances?

If a policy is assessed as low for race, medium for disability and low for gender, then the priority assessment will be medium. Always assess the policy relevance as higher rather than lower if you are unsure of the level to set.

Equalities Relevance Test

	Name of Function or Policy.	Race Equality		Disability Equality		Gender		Priority H,M,L			
		General duty. A,B,C or ALL	Evidence 1. Complaints 2. Inspections 3. Participation	General Duty A,B,C,D, ALL	Evidence 1.Complaints 2.Inspections 3.Participation	General Duty A,B,ALL	Evidence 1.Complaints 2.Inspections 3.Participation	Race	Disability	Gender	Corporate
1											
2											
3											
4											
5											
6											
7											
8											
9											

	Name of Function or Policy.	Age		Faith or Belief		Sexual Orientation		Priority H,M,L			
		General duty. A,B,C,D or ALL	Evidence 4. Complaints 5. Inspections 6. Participation	General Duty A,B,C,D, ALL	Evidence 1.Complaints 2.Inspections 3.Participation	General Duty A,B, C,D or ALL	Evidence 1.Complaints 2.Inspections 3.Participation	Age	Faith/Belief	S/Orient	Corp
1											
2											
3											
4											
5											
6											
7											
8											
9											

Equality Impact Assessment
Initial Screening

This assessment must be completed during the development or review stage of a policy or project.

Section/ Officer responsible for completing assessment.	
Name of policy or project.	
Date of initial screening process.	
Is this a new or existing policy or project?	
Main aims/purpose of the policy or project.	
Who have you consulted during the development of this policy or project? How were they consulted?	
How has the feedback from this consultation been incorporated into the development of your policy or project?	

<p>What other equality considerations have been made in terms of the planning of your policy or project?</p>	
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Section Two

For each equality target group please consider what impact your policy or project will have.

Impact	Definition	Example
Positive	The impact could improve equality of opportunity and/or relationships between groups	Intergenerational event.
Negative	An impact that could disadvantage one or more equality target groups. Note that a negative impact could be intentional if you are specifically targeting one community for a piece of work.	Not offering to provide information in another format or language.

Equality Target Group	Positive Impact		Negative Impact		Evidence of the Impact
	High (H)	Low (L)	High (H)	Low (L)	
Men					
Women					

Equality Target Group	Positive Impact		Negative Impact		Evidence of the Impact
	High (H)	Low (L)	High (H)	Low (L)	
Transgender					
Asian or Asian British People					
Black or Black British people					
White people (including Irish people)					
Chinese people					
Gypsy/Traveller					
Other racial/ ethnic group (please					

Equality Target Group	Positive Impact		Negative Impact		Evidence of the Impact
	High (H)	Low (L)	High (H)	Low (L)	
specify)					
Mixed race					
Sensory disability (vision/hearing impaired)					
Learning disability					
Physical disability					
Psychiatric disability					
Neurological disability (brain injury)					
Gay/Lesbian					
Bisexual					
Older people (50+)					
Young Adults (17-25)					

Equality Target Group	Positive Impact		Negative Impact		Evidence of the Impact
	High (H)	Low (L)	High (H)	Low (L)	
Children (0-16)					
Religion/Faith/ Belief					
Carers or those with dependents					

Section Three: Does any further action need to be taken?

	Justification/Explanation
When considering any impacts highlighted above, what risk is there to GMPA in terms of not fulfilling its equality duties?	
Can this be justified on the grounds of promoting equality of opportunity for one group? Please explain.	

What actions have been taken to mitigate against any unintentional impacts?	
How have these actions affected your policy or project?	
Have you identified any training needs relating to equality issues as a result of this EIA? If so, what?	
Does a full EIA need to be undertaken?	
Signed:	
Date:	

Equality Impact Assessment

All full EIA's will be referred to the Policy Team. You will be supported by a dedicated policy officer for the duration of the EIA.

Officer responsible for the full EIA	
Name of policy or project	
Policy Team Support Officer	

You are undertaking this full Equalities Impact Assessment because a negative impact of your policy or project was identified at the initial screening phase of the EIA process.

If you have not yet completed an initial screening pro-forma-do this now as you may not have to undergo a full assessment.

Please highlight below which equality target groups were identified in the initial screening stage as being impacted by the policy or project, and why.

You do not necessarily have to complete every equality group section-only the ones which produced an impact during the initial screening stage.

Equality Group	Summarise the impact your policy or project will have	What consultation has already taken place or is planned? Who are the main consultees?
Age		
Disability		
Faith or religion		
Gender/transgender		
Race		

Equality Group	Summarise the impact your policy or project will have	What consultation has already taken place or is planned? Who are the main consultees?
Sexual orientation		

Reporting Framework

Once the impacts on equality groups have been identified and consultation undertaken, please use the following as a template to summarise your consultation findings:

- Who was consulted?
- Main findings:
 - What is the main impact of the policy or project on the equality group?
 - What actions will you incorporate into your work to alleviate this impact?
 - What changes will these actions make to your proposed policy or project?
- Once these changes have been made:
 - Is your policy/project legal i.e. does it comply with the SES?
 - Does it provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups?
- How will the changes be monitored and reviewed?

Once you have undertaken the full EIA, any actions taken and subsequent outcomes must be reported back to the Policy Team using the attached proforma. Please note that due to the nature of the EIA process, subsequent EIAs may need to be undertaken following on from the initial one where impacts were identified.

The full Equality Impact Assessment must be published and put onto GMPA website-GMPA Communications Officer

Proforma: Reporting an Equality Impact Assessment

Date of EIA	
Policy Team Support Officer	
Name of policy	
Impacts identified-where does your policy not comply with the SES?	
List of consultees	
Consultation questions and responses	
List any actions which are as a result of the consultation	
How will what you have done impact on the policy?	
Highlight how your policy complies with the SES, where it didn't before	
How does your policy provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups?	
How will the policy be monitored and reviewed?	
Date EIA is published on the website	
Review date	

Consultation Summary.

Disability Equality Scheme. 2006-2009

In order to address the specific requirement to involve disabled people in the development of the Disability Equality scheme we involved disabled people right from the start.

- ♦ We sent over 40 questionnaires out to organisations representing disabled people across Greater Manchester.
- ♦ We held an initial seminar to look at the development of our scheme and two further seminars to look at the scheme and action plan as well as one to one discussions with a range of organisations.
- ♦ The authority has involved disabled people, representatives of disabled groups and disabled groups themselves. A list of those organisations and disabled people involved is attached as an appendix
- ♦ The authority has recognised a gap in the involvement of people with mental health impairment and will work to address this gap
- ♦ We placed a questionnaire on our website asking the public to contribute to the development of the scheme and to assist us in identifying our priorities for the Disability Equality Scheme.
- ♦ Invited volunteer Appropriate Adults and Independent Custody Visitors to contribute to the scheme. The Appropriate Adult scheme aims to help young people or people with mental health problems and/or learning disabilities that may be particularly vulnerable to the distress and pressures caused by the experience of arrest and police detention. The Independent Custody Visiting scheme enables members of the local community to monitor the welfare of people in police custody. Both these groups have had training on dealing with people with mental health and learning impairment.
- ♦ In addition the Authority also involved the Disability Independent Advisory Group (DIAG) in developing the scheme and the action plan. The DIAG provides added value to the policies of both GMP and GMPA by reviewing them, ensuring documents are accessible to people with disabilities, the group reviews accessibility to buildings owned by GMPA, e.g. police stations.

Gender Equality Scheme 2007-2010

Greater Manchester Police Authority consulted the following stakeholders in the identification of our priorities and the development of this GES:

- A series of meetings were held with members of the Strategic Independent Advisory group.
- Questionnaires were sent to Police Authority staff.
- Questionnaires were issued to volunteers of the authority to identify gender equality objectives. The Authority runs two schemes, The Appropriate Adult scheme aims to help young people and adults who may be particularly vulnerable to the distress and pressures

caused by the experience of arrest and police detention. The Independent Custody Visiting scheme enables members of the local community to monitor the welfare of people in police custody.

- Questionnaire distributed to key stakeholder across Greater Manchester and additional one to one interviews were held with some organisations.
- The guidance available from the Equal Opportunities Commissions

Single Equality Scheme 2008- 2011

- During the development of the scheme the Disability Race and LGBT Strategic Independent advisory groups were consulted at the start of the process. They were asked to suggest actions that would help the authority fulfil the strategic objectives from an equalities perspective. They were also asked to comment on the draft action plan and review the relevance test in order to provide a community perspective on the equality relevance of GMPA policies. The results of which have informed the action plan.
- Independent custody visitors and appropriate adult volunteers were originally involved in the development of the disability scheme so were asked to review the combined action plan to provided any additional suggestions since the disability scheme had been written.
- An event for 60 young people from diverse communities was held. They were asked: How can GMPA make sure that all the six strands of diversity are considered in everything we do? The suggestions were compiled and the young people voted for the top 6 suggestions. This built consensus and provided direction and priorities for the authority.
- In addition the Authority consults through out the year on various issues and on occasions this work highlights equality impacts. Although at present the equality impacts/data is not recorded separately, the consultation team were able to provide anecdotal concerns raised by the communities to inform the action plan.
- The full draft of the scheme was placed on the GMPA website for consultation purposes
- The Authority also approached several of its partners to be involved in development of the scheme, once developed they were also asked to review and comment on the scheme.
 - Unison Equalities Officer
 - Salford City Councils Staff Associations, for Gender, Race and Disability
 - GMP Diversity Command

- APA Equalities policy officer
- All GMPA Members (19)
- All GMPA staff (39)
- All GMPA volunteers scheme member (150)

Detailed below is a sample of the relevant comments made. The gaps identified have been addressed in the action plan

- △ No mention of a translation policy. Who will you be assessable to all communities? What do you translate and wont you etc.
- △ Although there is no specific duty to conduct an equal pay audit, the EOC (as they were) recommended action in this area, and stated that a statement should be made as to why an authority would not be going down that line if they chose not to (if that makes sense!). I would suggest however, that relatively speaking, conducting an equal pay audit amongst 29 staff would be a relatively simple exercise compared to the thousands in the force! So why not see if you can get some buy in and lead the way?! There is EHRC guidance on equal pay audits for small organisations out there
- △ I am concerned that you have fallen into the IAG consultation trap. We often criticise forces for thinking they have effectively engaged/involved by simply going to their IAG. The 10-20 people on an IAG can never replicate or represent the diverse population of GM. I would suggest that you need to do much more external work
- △ No mention of how GMPA will encourage disabled people to engage in public life. Think of some positive action initiatives to get people to volunteer or join the authority. Just a thought!
- △ I know from experience that pulling together such documents is never easy, and this being the first time the authority has gone down the single equalities approach you have some added pressure, with no template to follow - so you are really leading the way, and setting the standard for the authority to follow for years to come!
- △ Within the action plan we have cross referenced the actions i.e. xxx covers 1-12 of the general duties. I will feel more reassured if you went through this again and actually list which elements of the general duties the actions actually cover. For example 1,3,6,7. This will make it more precise.
- △ I am pleased that we are going to send the document for a 'plain English' check. However in the meantime wherever we talk about the organisation, its values priorities, objectives etc, we must make sure that we write it as though we are trying to explain what we do to somebody who has little or no knowledge about the police authority.
- △ I think it should be made easier for people from ethnic minorities to apply for a job with the police.
- △ Many of those with learning difficulties don't know how to report a crime, especially the young ones.

Thematic Scrutiny Prioritisation Guide

1. What has led to the issue being raised as a potential area for thematic scrutiny?

Briefly summarise the evidence that has resulted in the issue being suggested as a potential area for thematic scrutiny. Consider things like:

- Most recent HMIC grading (i.e. Does the issue fall within an area that has received a 'poor' or 'fair' grading? Is performance in the area 'deteriorating'? Is the issue encompassed within an area that has received a 'good' or 'excellent' grade that needs to be maintained?)
- Has the issue been identified as an 'area for improvement' within an inspection or review?
- Is there other evidence to suggest that this is an area in which performance improvement is required?
- Is the issue within an area which has been identified as a current priority for the authority and force?
- Is the issue within an area which has been identified as a current priority through consultation with the public or partner organisations?
- Has the issue emerged from a strategic assessment (e.g. at force level or thematic)?
- Does the issue link to an area in which the force needs to develop to comply with national policy/doctrine?
- Has the issue had or might it have the potential to impact on public confidence?

2. Does this issue have a potential impact on one or more section(s) of the population?

Outline any evidence that demonstrates or suggests the issue has/will have an impact on one or more section(s) of the population (e.g. older people, disabled people, young people, people belonging to a minority ethnic group(s)). Explain what this impact is or might be.

If the answer to this question is 'no', then consider whether scrutiny is required.

3. Is the issue strategic and significant?

Think about whether the issue is cross-cutting and sited at a strategic level (i.e. it is not just confined to a particular local area but has

implications force wide or at force level).

Consider the significance of the issue. For example:

- evaluate the evidence relating to the impact of the issue on the population outlined in response to question 2;
- consider whether the issue has substantial financial implications; and,
- Ask whether the issue is focused on or linked to the prevention or reduction of crime, disorder or fear of crime.

If the answer to this question is 'no', then consider whether scrutiny is required.

4. Will scrutiny of the issue add value to the force's overall performance and likely lead to effective outcomes?

Outline the desired and anticipated outcomes from scrutiny of the issue using SMART objectives. What are the issues that scrutiny is focused on changing and/or improving? How is it intended to have a positive impact on performance? Will it improve value for money? Which performance indicators or measures could be used to gauge success?

If the answer to this question is 'no', then consider whether scrutiny is required.

5. Will scrutiny involvement duplicate work that is already taking place?

Identify whether there is work already going on that is aimed at exploring and/or addressing the issue. Assess whether the proposed scrutiny involvement will duplicate or complement any existing work either in part or in its entirety.

If the answer to this question is 'yes', then consider whether scrutiny is required.

6. Is the issue of concern to partners, stakeholders and/or the public?

Collate any evidence to suggest that the issue is of concern to partner organisations, other stakeholders and/or members of the public. Use the evidence to outline specifically the nature of such concerns as this will help to shape the direction of any subsequent scrutiny activity. Try to assess how 'engaged' partner organisations might be with the scrutiny work; consider "what's in it for them"?

If the answer to this question is 'no', then consider whether scrutiny is required.

7. Can resources be identified to undertake the scrutiny activity and do it well?

Identify what staff capacity there is available to undertake the scrutiny activity and the time that may be required to scope, undertake and complete the anticipated work. If capacity is limited, consider whether the scope of the proposed work could be narrowed, the timescales extended or the work postponed until there is sufficient capacity available.

Consider what other resources may be required (e.g. involvement of staff from the force; use of citizens' panel/other consultation mechanisms; external consultants).

If the answer to this question is 'no', then consider whether scrutiny can be undertaken at this time.

Is the scrutiny activity timely?

This is a key question. Consider whether this is the right time to undertake scrutiny of the particular issue. Make sure you are aware of any political sensitivity around the issue being considered. If there is significant development and/or improvement activity going on within the force or nationally that is focused on the area under discussion, it may be sensible to delay any proposed scrutiny activity in order to allow changes to be devised and then subsequently 'bed in'.

If the answer to this question is 'no', then consider whether scrutiny is required at this time.

Areas of Service Delivery

Appropriate Adults scheme

GMPA Appropriate Adult Scheme supports vulnerable adults and the out of hours provision for all people in custody within the Greater Manchester area when they have been detained by the police for interview.

People with mental ill health and/or learning disabilities may be particularly vulnerable to the distress and pressures caused by the experience of arrest and police detention. GMPA offers the support of an 'appropriate adult' to people who find themselves in such situations. This is a responsible adult who is independent of the police and whose role is to:

- Look after the detained person's welfare
- Explain police procedures
- Provide information about their rights and ensure that these are protected
- Facilitate communication with police

Independent custody visitor scheme

Custody visiting is a scheme which gives members of the public the opportunity to observe and report on the conditions under which people are detained in police stations and to provide an independent check on the way police officers carry out their duties with regard to detainees.

Custody visitors come from a variety of backgrounds and sections of the community and must be over 18 years of age. They must have no direct involvement in the criminal justice system i.e. Magistrates, serving police officers or special constables.

Other people may be excluded i.e. Solicitors or probation officers. This is to prevent possible conflicts of interest for the individual, and to maintain the independence of the scheme.

In Greater Manchester there are currently around 80 custody visitors. Each custody visitor agrees with the scheme administrator the police stations they will visit. The police stations are usually visited once a week by pairs of custody visitors. The actual timing of visits is down to the custody visitors.

After each custody visit a report is completed. It records that a visit has taken place and provides a picture of the custody area at the time of the visit. The information in these reports is analysed and presented on a regular basis to the police authority members on the public consultation and communications committee.

Police Property Act Fund

The Police Property Act Fund is made up of monies received by the police from property confiscated by order of court and then sold. The Police Authority administers the fund and considers applications from voluntary and charitable organisations and community groups within the Greater Manchester area. The main aim of the fund is to support local projects undertaken by voluntary/charitable organisations that solely benefit the communities of Greater Manchester.

A Police Property Act Fund Board initially vets applications before they are referred to the full Police Authority for a decision. The Board consists of 5 Members of the Authority, the Fund Administrator and the Treasurer. The Board meets periodically throughout the year to consider applications. In March/April and September each year a report is submitted to the full Police Authority with details of recommended awards for approval. The deadlines for submission of applications to these meetings are 31st January and 10th July respectively. Any applications that miss a specific deadline will be considered at a subsequent meeting. However, projects that are due to take place prior to the next meeting will be rejected.

A number of criteria are in place and applications must show that the 'project' meets at least one of the specific criteria. These are: -

1. To create opportunities for children and young people to get involved in extra-curricular activities.
2. To promote safety and reduce the fear of crime amongst the elderly and vulnerable, including victims of crime, by providing support and advice.
3. To develop opportunities for improving community cohesion between people from different ethnic backgrounds.
4. To assist in the prevention of crime within the local community.

A map showing, by division, the languages most requested for document translation



APPENDIX J**Police Authority Committees**

Committee	Description	No of meetings per year
Police Authority	<p>To ensure the maintenance of an efficient and effective police force for the area, and to consider any matters of policy or strategy to enable this duty to be performed.</p> <p>To consider and approve the annual capital and revenue budgets and set the precept to be levied in the area and to monitor such budgets.</p> <p>To consider the Borrowing and Investment Strategy of the Police Authority and authorise borrowing limits.</p> <p>To approve the Police Authority's Balances Strategy.</p> <p>To consider, approve, issue and monitor the Policing Plan, as drafted by the Chief Constable, setting out the proposed arrangements for the policing of the area.</p> <p>To consider and monitor the performance of GMP including Policing Plan monitoring requirements.</p>	6
Scrutiny Committee	<p>The Scrutiny and Oversight Committee will have responsibility for co-ordinating the Authority's scrutiny activity excluding Counter Terrorism and Serious and Organised Crime. It may delegate these functions to Working Groups or to Scrutiny Panels</p>	7
Appeals Panel	<p>To determine the final stage of grievances relating to police staff. To determine appeals against dismissal of police staff.</p> <p>To deal with issues from Trade Unions which, may arise if there is disagreement in GMP's consultation process and also to deal with any appropriate issues which may arise from the Police Staff Associations.</p>	12
Appointments and remuneration panel	<p>To make appointments of the Chief Constable, Deputy Chief Constable and Assistant Chief Constables under Sections 11 and 12 of the Police Act 1996, and Assistant Chief Officers</p> <p>To have due regard, in exercising the Panel's responsibilities, to equal opportunities generally, the general duty of the Race Relations (Amendment) Act 2000 and the requirements of any other equalities legislation.</p>	As and when required

Audit and Inspection committee	<p>To consider the effectiveness of the Authority's Risk Management arrangements, the control environment, and associated anti-fraud and corruption arrangements. To review summary Internal Audit reports and receive the Annual Report from the Head of Internal Audit and Risk Management.</p> <p>To consider and monitor key reports and recommendations of External Audit and inspection agencies, including HMIC, and if required to refer any arising issues to the police authority</p>	4
Citizen Focus and Communications committee	<p>To ensure that the Police Authority meets all its obligations as a responsible strategic partner.</p> <p>To consider, implement and monitor joint internal and external communication strategies for the Authority and GMP.</p> <p>To ensure that views, of the people concerning policing, are reported and considered.</p> <p>To receive reports, from GMP concerning user satisfaction performance.</p>	4
Complaints and Professional standards committee	<p>To satisfy the Police Authority's statutory duty to monitor GMP's complaints procedures.</p> <p>To be responsible for all aspects of the procedures relating to complaints against the Chief Constable, Deputy Chief Constable and Assistant Chief Constables, including the final determination of the complaint.</p> <p>To receive updates regarding publications from the Independent Police Complaints Commission.</p> <p>To monitor, develop and receive reports on the operation of the Police Authority's Complaints Policy and Procedures.</p> <p>To receive reports on the operation of GMP's Professional Standards Unit.</p>	8
Finance, Assets and technology resources committee	<p>To monitor the Police Authority's Revenue Budget and Capital Programme.</p> <p>To monitor a five year Finance, Assets and Technology Strategies for the Authority.</p> <p>To consider major matters concerning property issues in respect of the police estate.</p> <p>To consider major matters in relation to collaboration and shared services with</p>	4

	<p>other Police Authorities and Forces.</p> <p>To consider and monitor the Police Authority's own budget through the Service Level Agreement with Salford City Council.</p> <p>To consider applications received for assistance from the Police Property Act Fund.</p>	
Human Resources committee	<p>To receive regular reports from the Chief Constable with regard to GMP's Human Resources Plan; and to monitor and review that Plan.</p> <p>To consider major matters in relation to collaboration and shared services with other Police Authorities and Forces.</p>	4
Standards committee	<p>To promote and maintain high standards of conduct by all Members of the Authority.</p> <p>To advise the Police Authority on the adoption or revision of its Code of Conduct.</p> <p>To monitor the operation of the Police Authority's Code of Conduct.</p> <p>To provide advice and training, as appropriate, on effective implementation of the Code; and advice to individual Members on such issues as the treatment of personal interests, and on conduct matters more generally.</p> <p>To be responsible for the arrangements for Members to receive dispensations to speak on, or participate in, matters in which they have interests.</p> <p>To consider appropriate action on matters referred to it by the Standards Board.</p>	5
Strategy and resources group	<p>To consider all performance policy and strategic issues, including relations with local, regional and national bodies, e.g. feedback from APA Plenary, Policy Groups and Networks and Consultation Papers.</p> <p>To consider strategic governance issues for the Authority.</p> <p>To monitor the Authority's Corporate Plan and Business Planning Processes</p>	6
Organisational Development group	New committee –full remit yet to be agreed	4
Health and Safety sub committee	To review current policies and practices within GMP relating to Health and Safety; and ensure that arrangements are in place which satisfy the legislative requirements	4