



# GENDER **EQUALITY** SCHEME



Greater Manchester  
**POLICE**



## CONTENTS

	PAGE
Foreword by the Chief Constable	1
Introduction	2
Legislative Background	4
Consultation	6
Strategic Approach	8
Customer Care and Service Delivery	17
Employment	29
Impact Assessment	44
External Scrutiny of our Performance	46
Gathering Information and Monitoring Outcomes	48
Further Information Complaints Feedback & Suggestions	51
Action Plan	56



## FOREWORD BY THE CHIEF CONSTABLE

I introduce this Gender Equality Scheme as the latest stage in Greater Manchester Police's commitment to fairness and equality. The Scheme sets out the promises we are making on gender equality and explains how we will meet and surpass our legal responsibilities.

The aim of this Scheme is to promote equality of opportunity. This document sets out how my staff and I will challenge ourselves to continue to meet our commitments. This document sets out the enthusiasm that exists within the organisation for gender equality.

I have given a member of my Command Team responsibility for this Scheme so that I can ensure that gender equality remains at the forefront of policing issues.

A key element of this Gender Equality Duty is the involvement of people in order to construct the scheme and action plan. Throughout the process of developing this Scheme and action plan; we have held a number of focus groups, both with our staff and the community, to identify the important gender priorities for people. This process of involving people will be an ongoing obligation throughout the life of this Scheme and in constructing future schemes and action plans.

It is my belief that we, as an organisation, must continue to function effectively and develop greater community confidence, respect and cooperation whilst continuing to 'Fight Crime and Protect People'.

Michael Todd  
Chief Constable



## INTRODUCTION

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

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

This is known as the general duty and comes into effect on 6 April 2007.

In addition to the general duty there is also a number of specific duties placed upon public authorities including Police Forces, which are:

- To prepare and publish a Gender Equality Scheme (GES) showing how the organisation will meet its general and specific duties and set out its gender equality objectives.

The initial GES is to be published by 30 April 2007.

- In formulating its overall objectives, to consider the need to include objectives to address the gender pay gap.
- To gather and use information on how the public authorities policies and practices affect gender equality in the workforce and in the delivery of services.
- To consult stakeholders and take account of relevant information in order to determine its gender equality objective.



## INTRODUCTION

- To assess the impact of its current and proposed policies and practices on gender equality.
- To implement the actions set out in its scheme within three years unless it is unreasonable or impracticable to do so.
- To report against the scheme every year and review the scheme at least every three years.

GMP is committed to promoting gender equality in the way it provides services to members of the community. In addition, GMP is committed to ensuring gender equality in the way that it treats both current and potential employees.

This GES sets out how we intend to strengthen our existing commitment to gender equality. The Scheme also outlines what we are already doing as an organisation and how we intend to make changes over the period of this Scheme and Action Plan.

The next section explains the legal framework relating to gender discrimination.



## LEGISLATIVE BACKGROUND

### Equal Pay Act 1971

The Equal Pay Act 1971 protects individuals from unequal payments within employment because of a person's gender. It covers all aspects of employment that can be considered to be both financial and contractual. For instance, it provides for gender equality in the provision of occupational pensions.

There are three aspects to equal pay

- Like work. This applies when two jobs are the same or broadly similar, and any differences between the jobs are not of a practical importance.
- Work evaluated as the same under a job evaluation scheme. This covers two possibly unrelated jobs where an appropriate job evaluation scheme has evaluated them as being equal.
- Work of Equal Value. The concept of work of equal value is not formally defined in the Equal Pay Act. However, the Act does provide that equal value should be considered in terms of effort, skill and decision-making responsibilities and demands.



## LEGISLATIVE BACKGROUND

### **Sex Discrimination Act 1975**

The Sex Discrimination Act 1975 makes discrimination on the grounds of gender unlawful within the fields of employment and the provision of goods, facilities and services. It applies to both men and women. Since 1999, it has also protected people because of their transgender status within the field of employment. However GMP is committed to ensuring that trans people are treated equally and protected from harassment and discrimination in the way that we provide our services and facilities to the trans community.

### **Gender Recognition Act 2004**

From 2005 individuals who have lived within their gender of choice for a specific period can apply for a Gender Recognition Certificate (GRC). Anybody who has GRC is legally recognised as being of their chosen gender and so the Sex Discrimination Act applies to such an individual in relation to facilities and services as well as employment.

In addition, European legislation will require that protection for all trans persons in the provision of goods and services will need to be introduced by the British Government by 21 December 2007.



## CONSULTATION

GMP recognises the need to understand the communities of Greater Manchester.

This Gender Equality Scheme has been informed by direct consultation with individuals in order to ensure their concerns are appropriately reflected.

In addition to seeking the views of members of the public, a number of focus groups were held on issues, which are known to be of particular interest to women and men. These included:

- Domestic Violence.
- Serious Sexual Assault.
- Trans issues.

GMP's Strategic Independent Advisory Groups on Race and Lesbian Gay Bisexual and Transgender issues were also involved in the development of this scheme. The Scheme has also benefited from partnership work with Greater Manchester Police Authority (GMPA).



## CONSULTATION

In addition to these external groups, internally GMP employees were involved in the writing of this Scheme. We held a number of focus groups, the membership of which was brought together by advertising for volunteers through GMP's Staff Networks.

The Staff Networks are:

- Women's Issues Network.
- Black and Asian Police Association.
- Christian Police Association.
- Disability Support Network.
- Jewish Police Association.
- Lesbian and Gay Staff Affiliation.
- Muslim Police Association.
- Police Federation.
- UNISON.

The next section of this GES explains how we intend to imbed it into policing, service delivery and employment.



## STRATEGIC APPROACH

### Strategic Priorities

This GES will ensure that we develop robust strategies to meet the needs of the community of Greater Manchester, whilst meeting our strategic priorities.

Our strategic priorities are:

- Reduce overall crime in line with the national Public Service Agreement.
- Enable people to feel safer in their communities.
- Increase offences brought to justice.
- Strengthen public protection.
- Protect the country from terrorism and extremism.

To meet our priorities, Greater Manchester Police will:

- Be professional and well led.
- Be efficient and effective.
- Listen to all communities.
- Be open and accountable.



## STRATEGIC APPROACH

### Leadership

Strategic responsibility for diversity including the implementation of this Scheme lies with the Assistant Chief Constable (ACC) responsible for Criminal Justice and Diversity, supported by the Director of Diversity and Diversity Command.

GMP's Leadership Programme has played an important part in improving leadership across the Force. As part of this process, the Chief Constable has given personal briefings to all staff at key middle management level. Everyone in GMP is encouraged to demonstrate leadership in the way they carry out their role and the way they work with colleagues and the public. Behaviour, which promotes diversity and tackles unfair discrimination, is an essential element in GMP's leadership model.

We expect staff to demonstrate leadership by:

- Being positive and effective.
- Being focused on performance.
- Taking responsibility for performance.
- Supporting and listening.
- Taking responsibility for action.



## STRATEGIC APPROACH

### **Confidence and Equality Structure**

In October 2005, the Association of Chief Police Officers (ACPO) published guidance to forces on the establishment of Force Confidence and Equality Boards.

In 2006, this guidance was supported by the publication of a National Confidence and Equality Strategy produced by the Home Office, Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). In line with this national focus, GMP has developed its own approach to Confidence and Equality.

Following local consultation, GMP has developed a model for managing its Confidence and Equality agenda that consists of the following components:

#### **The Strategic Confidence and Equality Board**

The Strategic Board, chaired by the Deputy Chief Constable, meets on a twice a year basis to review progress against strategic objectives and the Confidence and Equality Work Plan.



## STRATEGIC APPROACH

The Strategic Board looks at five main areas:

- A strategic view of progress against the GES and other Equality Schemes.
- The development and measurement of progress against the Confidence and Equality work programme. The work plan covers areas such as: leadership, policies and procedures, human resources, learning and development, professional standards.
- Any other diversity equality issues that are brought to the attention of the Board from a variety of sources.
- A strategic risk assessment process for GMP on diversity and equality.
- Review of the environmental scanning of external documents under taken by Diversity Command.

The Assistant Chief Constable for Criminal Justice and Diversity chairs an Operational Board, which supports the Strategic Board by overseeing the implementation of the work plan.



## STRATEGIC APPROACH

### **The Confidence and Equality Scrutiny Group**

This group is responsible for monitoring progress, providing specialist advice and insight to the Board to support their work in implementing the objectives and using relationships with staff and communities to identify new priorities for action. Membership of this group is drawn from GMP Staff Associations and Support Groups. The Confidence and Equality Scrutiny Group meets twice a year and is chaired by the Assistant Chief Constable Criminal Justice and Diversity.

### **The Confidence and Equality Advisory Group**

An Independent Advisory Group (IAG) is being set up to act as a critical friend and to inform the development of the Confidence and Equality agenda.

Progress across the diversity agenda, as a whole, will continue to be driven and coordinated by Diversity Command who will support the Confidence and Equality structures and processes.



## STRATEGIC APPROACH

### Diversity Command

In April 2005, Greater Manchester Police created its new Diversity Command Unit, headed by the Assistant Chief Constable responsible for Criminal Justice and Diversity, to ensure that diversity is embedded into all parts of GMP business.

Diversity Command assists GMP to realise its diversity commitments in the following ways:

- Drives and coordinates actions under the Confidence and Equality Strategies and Equality Schemes.
- Identifies emerging areas for policy development.
- Ensures policies are kept current, such as Stop and Search and Hate Crime.
- Ensures policies are impact assessed (See Page No: 44).
- Coordinates and supports the work of local Divisions and Branches in respect of driving diversity.
- Engages with local Diversity Action Groups and Diversity Champions (See below) to help, advise, support and mentor local Diversity Action Group on delivering diversity objectives.
- Develops performance information and monitors performance and drives performance improvements.
- Provides information on GMP's performance in relation to diversity for external scrutiny, for example Greater Manchester Police Authority (GMPA) (See Page No: 46).



## STRATEGIC APPROACH

### **Diversity Action Groups and Diversity Champions**

Each Division and Branch has appointed a "Diversity Champion". Whilst every individual in the Force is responsible for promoting diversity, the Champions take on the responsibility for leading, co-ordinating and driving forward activity in their local area in line with local and force wide priorities.

Each Division and Branch also has a "Diversity Action Group", (DAG). This Group supports the Diversity Champion in coordinating the delivery of diversity equality issues, including the Gender Equality Scheme and Action Plan.

### **National Quality Of Service Commitment**

In addition to the Specific Duty laid out in the Equality Act 2006, GMP is required to meet the standards of the National Quality Of Service Commitment, published by the Home Office in 2006. This includes areas relating to services to the community. The principles of these commitments complement the Specific and General Duties of our GES.



## STRATEGIC APPROACH

### The commitments cover the following areas:

- Making it easy to contact us.
- Providing a professional and high quality of service.
- Dealing with your initial enquiry, for example ensure that we properly understand what you are telling us.
- Keeping you informed, for example update you at a mutually convenient time and in an agreed way.
- Victims of crime, identify and support vulnerable victims.
- Your voice counts, for example provide a range of ways in which you can let us know your views and publicise these locally.
- Complaints, for example increase public confidence in our ability to deal effectively with your concerns and your complaints.
- Freedom of Information, for example ensure our information on our websites is accurate and kept under review.



## STRATEGIC APPROACH

### Victims of Crime Code of Practice

The Code of Practice for Victims of Crime is published by the Home Office and has been adopted by GMP. It sets out the services victims can expect to receive from the Criminal Justice System including:

- A right to information about their crime within specified time scales, including the right to be notified of any arrests and court cases.
- A dedicated Family Liaison Police Officer to be assigned to bereaved relatives.
- Clear information from the Criminal Injuries Compensation Authority (CICA) on eligibility for compensation under the Scheme.
- All victims to be told about Victim Support and either referred on to them or offered their service.
- An enhanced service in the cases of vulnerable or intimidated victims.
- Flexibility with regard to opting in or out of receiving services to ensure victims receive the level of service they want.

We will endeavour to fulfil the commitments in our GES by ensuring that we deliver a world-class service, which will meet the needs of individuals and communities. The following pages show how we are doing this and how we intend to continue to improve our service.



## CUSTOMER CARE AND SERVICE DELIVERY

Gender is one of the factors that impacts upon the individual needs of customers and we must be flexible enough in our service delivery to cater for this diversity.

The Equal Opportunities Commissions Code of Practice on Gender Equality Schemes, for example, states that men are concerned about attacks by other men, whereas women's main concern is sexual attacks and assaults. Home Office reports and British Crime Surveys also support this argument.

Evidence exists that men and women have different concerns in relation to policing and that on occasions their needs will also differ. In addition, trans people may also have particular needs and concerns relating to their gender identity and experience. In this section we focus on those areas where evidence of differential service needs exist.



## CUSTOMER CARE AND SERVICE DELIVERY

### Domestic Abuse, Domestic Violence

GMP defines domestic abuse as:

**“Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexual orientation”.**

Women are the victims in around 90% of domestic violence and abuse incidents. However, domestic abuse does affect men as well as women and also impacts on trans persons. Domestic abuse occurs in lesbian, gay and bisexual relationships as well as between heterosexual partners.

The under reporting of domestic violence has been identified as an inclusionary concern. However the reasons for under reporting may well differ because of gender and also for reasons relating to ethnicity, culture, childcare, disability and age.

It is important that call takers, investigating officers and anyone connected with the incident create an atmosphere where all victims can identify issues of concern to them, which may be very varied in nature.



## CUSTOMER CARE AND SERVICE DELIVERY

Responsibility has been devolved to a local level and each division of GMP has its own domestic violence unit, which includes a domestic violence coordinator. This enables each division to respond to the needs of their particular community. Within the Serious Crime Division there is a strategic lead for domestic violence providing an overarching and coordinated approach to this issue.

Greater Manchester Police is committed to protecting the lives of both adult and child victims of domestic abuse. We will investigate all reports effectively, bring offenders to justice, hold them accountable for their actions and to adopt a proactive multi-agency approach in order to prevent and reduce domestic abuse.



## CUSTOMER CARE AND SERVICE DELIVERY

### Forced Marriage

A clear distinction must be made between a forced and an arranged marriage. In arranged marriages the families of both spouses take a leading role in choosing the marriage partner but the choice whether or not to accept the arrangement remains with the people who are intended to marry. In forced marriage one or both spouses do not consent to the marriage or consent is extracted under duress.

Duress includes both physical and emotional pressure. Every major faith condemns forced marriage.

Reports may be received from:

- A person who fears he or she may be forced to marry;
- A third party, on behalf of an individual having been taken abroad for the purpose of forced marriage; and
- An individual who has already been forced to marry; or a spouse who has come to the United Kingdom from overseas.

We will take seriously all reports of forced marriage. The reports will be handled in accordance with Home Office guidance, (available in the local Domestic Abuse Units).

People who refuse to take part in forced marriages could become victims of honour-based violence.



## CUSTOMER CARE AND SERVICE DELIVERY

### **Honor-based violence (HBV)**

Honour based violence involves violence (including murder, serious assault or kidnapping) of people who are attacked because of actual or perceived infringements of a family or cultural honour code.

All incidents of honour-based violence will be investigated thoroughly. To this end a section on honour based violence is included in our Safeguarding Children in GMP Policy.



## CUSTOMER CARE AND SERVICE DELIVERY

### **Serious Sexual Assaults**

A victim of rape or serious sexual assault may be a man, woman or child and throughout the investigation the individual needs of each victim should be addressed with particular sensitivity to their gender, age, disability, ethnicity or cultural background, religion and sexual orientation.

It is acknowledged that while under reporting of sexual offences does exist, particularly amongst male victims, female victims constitute the overwhelming majority (around 90%) of offences reported.

The responsibility for investigating sexual assaults lies with the division responsible for that area. The division will refer the victim of the assault to Project Nightingale which sets the standard for the investigation of rape and serious sexual assault. It is a multi agency response to the impact that offences of rape and serious sexual assault can have upon the victims, their families and through increased fear of crime, the wider community.

As part of Project Nightingale, GMP works in partnership with St. Mary's Sexual Assault Referral Centre who provide forensic medical examination facility, crisis intervention and follow on support services to victims. The centre has an all-female staff with access to a male forensic physician when the victim requests this.

Protracted and particularly serious sexual assaults can be passed from the divisional teams to the Serious Crime Division.



## CUSTOMER CARE AND SERVICE DELIVERY

### Hate Crime

A Hate Crime is defined as:

**“Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate”.**

Gender related hate crime which does not occur within a domestic relationship concerns both men and women. In 2005/2006 there were 61 reported hate crimes where the motivational factor was gender. Of these, men reported 57%.

Often victims feel particularly vulnerable, and this feeling extends to their family and to the wider community. This vulnerability can lead to anxiety about reporting hate crime.

GMP has put in place a number of different ways of reporting hate crime designed to reassure the community:

- Third party reporting centres across Greater Manchester run in partnership with community organisations where victims do not have to report directly to the police.
- The internet, via GMP's website.



## CUSTOMER CARE AND SERVICE DELIVERY

- “True Vision”: In order to encourage the reporting of hate crime and allay peoples concerns about the process, GMP has signed up to True Vision. GMP has reporting packs, which inform hate crime victims where they can get help and how to report crime. Each pack contains a self-reporting form and pre-paid envelope addressed to GMP’s Diversity Command. The packs are distributed around the community and to our various third party reporting centres.
- We are in the process of reviewing our hate crime policy. Currently our divisions are working to the guidance on Hate Crime issued by the Association of Chief Police Officers (ACPO).
- We are in the process of developing and extending the way we collect information on hate crime so that we can specifically identify transgender related hate crime.



## CUSTOMER CARE AND SERVICE DELIVERY

### Local Criminal Justice Board

The Board is made up of representatives from the key criminal justice partners in Greater Manchester. The Assistant Chief Constable for Criminal Justice and Diversity represents GMP on the board. The main aims of the board include:

- Arrest and investigation.
- Case management.
- Rigorous enforcement of compliance with sentences and orders of court.
- Delivering a consistent and high standard of service to victims and witnesses.
- Improving confidence in the criminal justice system.
- Ensuring respect for diversity.

In order to do this we have established protocols to work in partnership with other organisations.



## CUSTOMER CARE AND SERVICE DELIVERY

### Service Delivery to the Trans Community

As outlined earlier in this document, Trans individuals are not currently protected under the Sex Discrimination Act in the way that services and facilities are provided to them. However GMP is committed to providing a quality service to Trans individuals.

### Gender Issues in Custody

Men and women will be detained in custody by GMP. We recognise the need to adopt flexible practices in the provisions we have for custody management in order to meet differing gender needs. To meet these needs we have:

- Deployed a policy on searching detainees, particularly in relation to trans individuals.
- If there were a need to place the detainee on special watch the person asked to make the inspection would be of the appropriate gender for the detainee.
- The detainee's privacy and decency would be respected. (For example use of toilets and allocation of cells and the provision of alternative clothing).
- If the detainee is a breastfeeding mother, she would be allowed access to her baby at feeding times where possible. Each case would be assessed on its own merits, balancing the needs of the mother, the child and the investigation of the case.



## CUSTOMER CARE AND SERVICE DELIVERY

### Access to Information

It is vital to provide information and services that can be easily accessed by all our communities. Some people may be reluctant to use the services of the police, or have difficulty in doing so and therefore accessible, clear and welcoming information can help to overcome these barriers.

We are working to ensure that media coverage of the services we provide is accessible to all communities. When publicising work in the field of gender equality, we will devise specific communications strategies to ensure that we reach all communities. Corporate Communications Branch has details of specialist media and publications that form the basis of circulation lists that are used for media appeals and press releases.

GMP actively engages with its Strategic Independent Advisory Groups (IAGs) to receive feedback on how effectively we are reaching all sections of the community, and to develop our communications strategies further. At a local level this is done through Divisional and Branch IAG's. We strive to ensure that the IAG's are representative of both women and men and we are also committed to building positive relationships with organisations working for gender equality.

We also recognise that gender issues may affect people in different ways. We will, therefore, actively review our processes to ensure we highlight any areas where barriers to information and services exist because of gender. We are committed to ensuring that solutions are implemented where barriers are found.

We will continue with our commitment to review ways in which we can make our materials more accessible and this is reflected in our action plan.



## CUSTOMER CARE AND SERVICE DELIVERY

### **Accessibility**

We are committed to overcoming the barriers which language or disability may create for people accessing our services. Our Race Equality and Disability Equality Schemes detail the provision relating to services for people for whom English is not their first language and for disabled people respectively. Wherever possible we will provide gender-matched interpreters.

### **Procurement**

As a public body we need to consider whether the way in which services are procured promotes equality of opportunity.

GMP uses a wide variety of contractors to assist us in our business. In order to ensure that our contractors comply with diversity legislation and are supportive of GMP's diversity commitments, the Pre-Qualification Questionnaire (PQQ), which forms part of our contract, asks potential Suppliers about their attitude and performance in relation to Equal Opportunity issues. The PQQ specifically mentions performance in respect of the Sex Discrimination Act (SDA).

There is a discrimination clause in its standard contract terms and conditions. Any breach of this clause could result in contract termination.

We will review our procurement systems to ensure that they are consistent with current best practice and this is reflected in our action plan.

The following pages show how we demonstrate our commitment to gender equality and the processes we have in place to ensure that we create an inclusive workplace.



## EMPLOYMENT

GMP values all of our employees. We will endeavour to maximise the recruitment of all under represented groups. We will also ensure everyone, regardless of their gender, has access to development opportunities and is able to compete for promotion on merit.

We recognise that currently women are under represented in the police service particularly amongst police officers and at senior levels for police staff. However we are making progress on gender equality within higher and Command level ranks. Currently a quarter of our Chief Superintendents are women and we have 2 females on the Command Team including a recently promoted Assistant Chief Constable. In order to make further progress we will direct energy to developing our female staff in the following ways:

### **Gender Agenda 2**

In 2000 several police forces and other police organisations came together to write the document "Gender Agenda". This document was designed to highlight the experiences of women of all ranks within the police service by identifying how to improve the working environment for female, thereby improve it for all staff.



## EMPLOYMENT

The Gender Agenda was reviewed in 2006 to determine what impact it has had. The information from this review was used to develop and then launch its successor programme, Gender Agenda 2, which we are committed to meeting.

Gender Agenda 2 contains five long term aims which are to:

- Demonstrate consistently that we value all women working in policing.
- Achieve a gender, ethnicity, and sexual orientation balance across the rank and grade structure and specialisms consistent with the proportion of women in the economically active proportion.
- Have a female voice in the influential policy forums focusing on both internal and external service delivery.
- Develop an understanding of competing demands in achieving a work/life balance and a successful career in policing.
- Have a working environment and equipment of the right quality and standards to enable women to do their job professionally.



## EMPLOYMENT

### Women's Issues Network (WIN)

The Women's Issues Network is a network for female staff co-ordinated and chaired by female staff and has been in existence for around three years. GMP works with WIN to address issues of under representation in the Force. Its main aims are:

- To identify and address issues affecting women in the work place.
- To give female staff the chance to learn about the facilities open to them.
- To act as a support mechanism.

### Human Resources Support

The Equal Opportunities Team within the Human Resource Branch provides support to all staff and managers in a number of different ways.

Human Resources develops policies and procedures to promote equality and a positive working environment. The Equal Opportunities Team monitors the Grievance Procedure, coordinates the Mediation Scheme and the Equal Opportunities Advisor Scheme. It also maintains useful links with relevant agencies and organisations e.g. the Home Office and the Equal Opportunities Commission. In addition, the team offers advice and support to managers and to staff on all aspects of equality and diversity within an employment context.



## EMPLOYMENT

### **The Positive Action Team**

This is responsible for encouraging the recruitment of a diverse workforce by:

- Promoting career opportunities in GMP across all communities.
- Increasing the number of applications from diverse groups, including women, who apply to GMP.

### **Minority Support Officer**

This role supports the retention and progression of under represented groups by providing career development advice and providing support to divisions and branches in increasing the gender diversity of their workforce.

One way in which under-representation is addressed is by providing the opportunity for officers to be seconded into non-traditional areas of work within the force.



## EMPLOYMENT

### Leadership and Development

The Leaderships and Development Unit aims to help all individuals fulfil their leadership potential using GMP's Leadership Charter as the framework. Their programmes help people of all levels within GMP, both police officers and staff, to develop and adopt the behavioural competences required by the Charter by providing support and guidance.

GMP's Leadership programme has been recognised as good practice in a recent assessment of the Force's policy. The Baseline Assessment report for 2005/06 produced by Her Majesty's Inspector of Constabulary gave GMP a good rating in the category of leadership.

The report stated, "We are not aware of any other force which has developed such a comprehensive set of leadership development approaches. Individual elements of the Programme are formally evaluated to ensure a very high standard. These evaluations support the feedback we receive from participants on the programme which is consistently "very good".

The support and guidance provided by the Leadership and Development Team cover aspects such as:

- Minority Support.
- Performance Appraisal.
- High Potential Leadership Scheme (when this becomes available in June 2007).
- Coaching Scheme.

In the following paragraphs we will describe the other assistance we provide in more detail.



## EMPLOYMENT

### Prospects

Prospects is a leadership programme designed specifically by GMP to develop the skills of officers and staff who want to enhance their chances of promotion or career progression and aspire to become the future senior leaders in GMP.

Participants undertake three years of increased learning and development based around a tailored plan of each individual's strengths and areas for development. The programme itself consists of workshops, action learning sets, performance coaching and mentoring and the completion of both individual and group projects, which are based around the Force's operational priorities.

### Mentoring Scheme

As part of its programme to develop and retain a diverse workforce, GMP runs a mentoring scheme. Since the inception of the current scheme 184 people have benefited from the scheme of which 57% were women.

The groups currently eligible to apply for a mentor under this scheme are:

- Female police officers of the rank of sergeant or above.
- Police officers and staff who are covered by the Disability Discrimination Act 1995.
- Police officers or police staff who belong to a minority ethnic group.
- Police officers transferring into GMP.
- New members of police staff.
- Lesbian, gay, bisexual and transgender police and police staff.



## EMPLOYMENT

### **Positive Action Leadership Programme (PALP)**

Staff from under represented groups are encouraged to attend the Positive Action Leadership Programme. Since its inception 22 people have attended the course of whom 20 were women.

In addition to gender specific schemes to help resolve under representation within GMP, the Leadership and Development Unit also offer a number of general career development opportunities. These include:

- **Take your Career in a New Direction**  
“Take your career in a new direction” is an online guide to police staff development in GMP.

The guide sets out the breadth of roles performed by police staff. It provides a step-by-step approach for staff wishing to further their career, by finding out about the wide range of options available within GMP. Sections in the guide cover aspects such as identifying career goals, who does what in GMP and how to gain experience to assist in career development.



## EMPLOYMENT

- **Continuous Professional Development (CPD)**

A regular programme of informal CPD sessions provides opportunities for individuals to learn more about and practise the leadership behaviours expected under the Leadership Charter. The events assist police officers and police staff to take responsibility for improving their knowledge and skills and to give them ideas for developing their careers.

- **Succession Management**

GMP is developing its processes to assist the career development of senior leaders and to ensure effective plans are in place to fill vacancies at this level in the organisation.



## EMPLOYMENT

### Equal Pay

GMP takes the issue of equal pay seriously. We recognise that in order to achieve equal pay for employees doing work of equal value we should operate a pay system which is transparent, is based on objective criteria and delivers in line with our Diversity in Employment Policy.

We intend to avoid unfair discrimination and reward fairly the skills, experiences and potential of all staff. This will enhance our reputation as an employer and so attract employees from the diverse range of communities that we serve.

We undertook a major job evaluation exercise in 1999, which took into account equal pay issues for police staff. We recently asked external consultants to undertake an equal pay audit to see if any areas of concern have arisen in the ensuing years. During the course of this exercise the consultants have confirmed that our job evaluation scheme fully meets our needs and is free from any gender bias. We will continue to ensure that our job review process is consistent with current best practice. The GES action plan requires this review to be reported on by the Assistant Chief Officer for Human Resources.

The pay structure for police officers is handled at a national level.



## EMPLOYMENT

### **Gender Re-Assignment Policy**

Throughout the recruitment process and subsequent employment with GMP, trans people will be treated with respect and dignity. GMP has recently adopted a new policy on gender re-assignment in the work place.

### **Work Life Balance/Caring Responsibilities**

Everybody has commitments outside of work. These may relate to childcare responsibilities or other caring responsibilities. They may also relate to the pursuit of other interests and hobbies.

GMP recognises that effective practices to promote work-life balance benefit both the organisation and our staff and we are committed to helping our staff achieve a work life balance.

We are also committed to ensuring that no one is treated less favourably because of his or her working arrangements or domestic commitments.

Actions taken to help staff achieve a better work-life balance include:



## EMPLOYMENT

- **Flexible Working**

GMP acknowledges the role that flexible working arrangements have in promoting gender equality.

Flexible working arrangements enable us to recruit and retain the best possible people for our organisation. They can also help in reducing absenteeism and improve the effectiveness of our organisation by improving the effectiveness and morale of our staff. We are currently in the process of reviewing our flexible working policy.

The revised policy will bring together into one document all the options we have for flexible working, which will include:

- Part Time working.
- Voluntary Reduced hours.
- Job Share.
- Flexible Working Policy.
- Working from Home.
- Adoption Leave.
- Maternity Leave.
- Paternity Leave.
- Special Leave.
- Family and Dependant Leave.
- Career Break.
- Childcare Support.



## EMPLOYMENT

- **Carers' Coordinator**

Our Human Resources Branch has a Carers' Co-ordinator who works towards identifying and developing initiatives and strategies which enable working parents and carers in GMP to balance childcare, other caring responsibilities and their working commitments.

- **Pregnancy and Maternity**

Having a comprehensive pregnancy and maternity policy is important for the employment and retention of women. It is vital for female staff to feel that measures are in place to protect them during this time and to ensure they are not sidelined or marginalised. GMP has a policy in place that sets out the individual's rights during pregnancy, maternity and on their return to the workplace.

Within the policy is a "keeping in touch" scheme. This allows female staff on maternity leave to be kept informed of job vacancies and issues that may affect them when they return to work.



## EMPLOYMENT

### Training on the Gender Equality Scheme

The majority of GMP staff have received training in diversity including gender issues and the impact it has on them in relation to service delivery and employment issues. This will be adapted to include the requirements of the Gender Equality Duty and the Gender Equality Scheme.

In 2006 Diversity Command delivered a seminar on trans issues for Diversity Champions and other interested people within GMP. The event was attended by a number of trans individuals who explained what it means to be trans, what they feel the issues are and how the Police can address them.

Each branch and division within GMP was tasked to amend their Diversity Action Plan to take on board what they had learnt at the event. The information derived from the Seminar has been used to inform this GES and its Action Plan.



## EMPLOYMENT

### **Training on diversity issues for all staff**

All members of staff including those who are new to the organisation attend diversity training run by the Diversity Training Unit. A series of new diversity learning packages are already being developed which are designed to provide training relevant to a person's area of work, for example patrol officer, police staff management or catering staff.

Specifically Project Nightingale has trained over 300 officers, predominantly female, to provide the first response to any report of rape or sexual assault.

The Diversity Training Unit has embedded diversity throughout all learning and development materials. All materials used to deliver training have scenarios and examples drawn from a number of diversity areas. This approach encourages officers and staff to reflect on their values and understanding of diversity in any training course provided by GMP. All materials will be reviewed annually.



## EMPLOYMENT

### **Initial Police Learning and Development Programme (IPLDP)**

A key aspect of this programme is to develop student officers to effectively engage with the community. This programme is based around practical and locally supported activities designed to ensure that student officers understand the needs of local communities and individuals.

The National IPLDP requirement is for student officers to spend at least 80 hours (10 days) working with members of the local communities to learn about their needs and requirements. The Greater Manchester Police programme includes a two-week community placement on the division within which the student will eventually be policing. The student also attends a one-week course at Manchester Metropolitan University, which gives a cultural overview of the community. During weeks 12 to 27 training is held at community venues and within the community, rather than at regional police centres.

The following pages set out methods we currently use to assess the impact of our policies for gender equality as well as other diversity areas.



## IMPACT ASSESSMENT

A Gender Impact Assessment is a thorough analysis of a policy to see if it has a differential impact on the community because of gender issues. The primary purpose is to ensure that any new, or amended policy does not have an adverse impact on gender equality. In addition, it should identify opportunities for creating a beneficial impact on gender equality.

GMP initially introduced impact assessments as part of its Race Equality Scheme in 2002. It was decided to extend impact assessments across all strands of diversity including gender. We therefore have an on-going process of assessing the gender equality impact that a policy will have.

We will review this process to ensure that it meets the requirements of the Gender Equality Duty.

An Impact Assessment Template and associated guidance notes have been developed. This requires policy owners to consider the impact of the policy in general terms, and more specifically in respect of service delivery, operational policing, employment and training. The Impact Assessment Template also requires policy owners to define monitoring arrangements and consultation.

A copy of our impact assessment template is available on request from Diversity Command.



## IMPACT ASSESSMENT

### **Training on Impact Assessment**

Diversity Command staff provide policy writers from divisions and departments with support and advice in relation to carrying out impact assessments.

There is a training package available on the GMP intranet for use by all staff. This package contains relevant material in relation to carrying out an impact assessment.

We are aware it is important not only to impact assess policies, but also to ensure they are effective. To do this we must have procedures in place to monitor their impact in order to ensure people are not treated unfairly because of their gender.

In order to ensure we are making progress in these areas, there are a number of bodies that scrutinise us. Their roles are explained on the following pages.



## EXTERNAL SCRUTINY OF OUR PERFORMANCE

### **Greater Manchester Police Authority**

The Force will report quarterly to the Authority on progress of the Scheme and Action Plan. A member of the Advisory Group will be represented on the Equalities Scrutiny Board, which will also include other members of other advisory groups and members and officers of the Police Authority.

The Force will also ensure that all reports to the Authority include any gender implications and will report to other committees as relevant on HR and Health and Safety.

### **Her Majesty's Inspector of Constabularies (HMIC)**

HMIC visit Police Forces in order to collect information about how each force is performing and developing in a number of areas including diversity. From this information they compile a three-year programme, which highlights areas for development and identifies strengths.

Each force has the responsibility of creating an action plan that ensures that areas of for development are improved and that identified strengths are maintained.



## EXTERNAL SCRUTINY OF OUR PERFORMANCE

### **Equal Opportunities Commission (EOC)**

The EOC will monitor the development of Gender Equality Schemes in line with their Statutory Code of Practice.

The EOC have the power to take legal action against bodies that have failed to comply with the requirements of the gender duty.  
[www.eoc.org.uk](http://www.eoc.org.uk)

### **Commission for Equality and Human Rights (CEHR)**

This organisation will supersede the three current equality commissions, the Equal Opportunities Commission, the Disability Rights Commission and the Commission for Race Equality and come into being in October 2007. As such it will take over the enforcement responsibilities of the EOC for this scheme.

The next section of our GES deals with what information we will collect to help us to decide if the scheme is effectively promoting gender equality. It also outlines how this information will be used to review the steps we are taking.



## GATHERING INFORMATION AND MONITORING

GMP has a robust approach to performance management, which operates on both local and force wide levels. Many of the mechanisms for monitoring progress against the Gender Equality Scheme has been mentioned elsewhere in this report, however for convenience they are referred to again here:

- Impact Assessments, GMP policies are impact assessed at the point of development and are regularly reviewed. Impact assessments are subject to internal scrutiny through the Confidence and Equality structure and external scrutiny from the GMPA.
- Diversity Command monitors certain aspects of operational policing that have been identified as having a particular impact on minority communities (for example Stop and Search, and the investigation of Hate Crime). The information is used to produce monthly performance information. This is received by all Branch Commanders and forms part of our regular performance management meetings chaired by the Chief Constable where Divisional Commanders are held to account for progress in their areas.
- The Strategic Confidence and Equality Board monitors progress against the Race Equality Scheme (RES), the Disability Equality Scheme (DES) and the GES and the Confidence and Equality Work Plan. Diversity Command is responsible for collating all the relevant information to present to the Board. Upon completion of the reviews stated in the action plan, resourcing implications will be reported in the normal manner to the Force Strategic Management Board (FSMB) for assessment and consideration in the context of Force business.



## GATHERING INFORMATION AND MONITORING

- Internal Affairs are responsible for monitoring and taking action on complaints made against GMP including allegations of misconduct against Police Officers.
- Human Resources are responsible for monitoring employment practices. They monitor all stages of the Grievance Procedure and carry out twice yearly assessments of the identified trends. This is scrutinised by the Equality and Positive Action Committee, which makes recommendations for action.
- GMP reports annually on progress against diversity objectives. Following the introduction of the GES this will contain a progress report on the GES Action Plan.

Information is gathered from a wide variety of sources. Internally the Staff Networks play a significant role in providing feedback from employees and come together to make up the Confidence and Equality Scrutiny Group, which acts as a critical friend to the Confidence and Equality Board. The Staff Networks are mentioned earlier in this document.



## GATHERING INFORMATION AND MONITORING

### **Independent Advisory Groups**

The Independent Advisory Groups at both strategic and local level keep GMP in touch with our communities. Additionally, we are in the process of developing mechanisms to continue the involvement of individuals on the basis of their gender that we have begun with the preparation of this GES.

### **Citizens Panel and Community Consultation**

We maintain a panel of approximately 500 Greater Manchester residents. They are sent questionnaires on a range of issues and their response are taken into account when deciding upon policy.

Further community consultation is conducted through GMP's customer satisfaction survey and victims of crime survey, both of which gather information on the number of gender profile of people who access the police.



## **Internet**

We will publish our GES on the Force internet site, <http://www.gmp.police.uk>. These reports appear attached to the Chief Constable's welcome message, the most prominent page on the site.

## **Printed copies**

We will provide printed copies of the GES to the 12 GMP Divisional Community and Race Relations Officers for distribution to interested parties across Greater Manchester. These officers, through their local Diversity Action Groups, are expected to work closely with communities.

These groups will be expanded to include gender specific support groups and advocacy organisations.

On request, we will make the GES available in different formats, including large print, audiocassette, compact disc, Braille, and in languages other than English.



## Full Impact Assessment Reports

Impact assessments on individual polices are available upon request by writing to:

Diversity Command,  
Chester House,  
Boyer Street,  
Manchester,  
Tel: 0161 872 5050  
Email: [diversity@gmp.police.uk](mailto:diversity@gmp.police.uk)

How to complain, give feedback and make suggestions

All complaints, feedback and ideas about the GMP GES should be in writing, or by electronic means, addressed to:

Assistant Chief Constable (Criminal Justice and Diversity  
Command)  
Greater Manchester Police  
Boyer Street  
Manchester  
M16 0RE  
Email: [diversity@gmp.police.uk](mailto:diversity@gmp.police.uk)

Complaints can also be made verbally at any police station.

We will acknowledge receipt of the complaint in writing within 10 working days.



## Feedback

Feedback, ideas or complaints can also be sent to the Diversity Command. The Branch will accept, record and take action on any issue from any source about race and diversity issues in GMP. The Team can be contacted in writing, by e-mail or by telephone:

Director of Diversity  
Diversity Command  
Greater Manchester Police  
Boyer Street  
Manchester  
M16 0RE  
Tel: 0161 856 2200  
Email: [diversity@gmp.police.uk](mailto:diversity@gmp.police.uk)

A complaint relating to the actions of an individual member of staff rather than the Force as a whole will be dealt with in accordance with the relevant disciplinary procedures, through GMP's Internal Affairs Branch.

All complaints made in respect of the GES will be monitored by the Diversity Command and will assist us in making any necessary revisions to the Scheme.



## **Role of the Greater Manchester Police Authority**

Any complaints, feedback and ideas about the GES can also be sent to the Police Authority at:

Greater Manchester Police Authority  
The Clerk to the Police Authority  
Salford Civic Centre  
Chorley Road  
Swinton  
M27 4AE  
Tel: 0161 793 3021  
Email: [info@gmpa.gov.uk](mailto:info@gmpa.gov.uk)

## **Role of the Independent Police Complaints Commission**

The Independent Police Complaints Commission (IPCC) has overall responsibility for complaints against the police. Its aim is to raise standards, cut delays, increase public confidence and transform the way Police Forces handle complaints against the police. We will consult the IPCC on the impact of our complaints and discipline procedure.

The IPCC is particularly concerned about complaints of discriminatory behaviour by employees of the Police Service. They can be contacted at:

The Independent Police Complaints Commission  
90 High Holborn  
London  
WC1V 6BH  
Tel: 08453 002 002 (local rate)  
Fax: 020 7404 0430  
Email: [enquiries@ipcc.gsi.gov.uk](mailto:enquiries@ipcc.gsi.gov.uk)



GENDER  
**EQUALITY**  
SCHEME  
**ACTION PLAN**



## STRATEGIC APPROACH

### ACTION

1. Develop Confidence and Equality Structure and work plan to drive progress on diversity including gender equality.
  - To include strategic risk assessments on diversity issues. Ensure maintenance of Diversity Knowledge Bank with respect to gender equality.
2. Ensure maintenance of Diversity Knowledge Bank with respect to gender equality.

## EXTERNAL SCRUTINY OF OUR PERFORMANCE

3. Diversity Command to provide updates to GMPA .

## SERVICE DELIVERY

4. To extend relationships with community gender groups and advocacy organisations at divisional level.
  - Review make up of division in relation to the above.
  - Ensure appropriate gender representation, including trans, on divisional and branch IAG's.
5. Ensure actions derived from Trans Awareness Seminar (Held June 2006) are implemented and reviewed as necessary.



DEADLINE	RESPONSIBLE	DELIVERABLES
30 Nov 2007	ACC Criminal Justice and Diversity	Action Plan
Review 30 April 2008	Director, Diversity Command	Up-to-date information
31 December 2007	Director, Diversity Command	Review process by regular reports and information supplied
30 Sept 2007	Territorial Divisional Commanders  (With support and advice from Diversity Command)	Establish and maintain contact list/ mapping document
30 June 2007	Territorial and Branch Commanders	Diversity Action Plan as regards to transgender actions is implemented



## ACTION

6. Review provisions and procedures within police stations to ensure they meet the needs of men, women and the trans community.
  - Custody procedures are appropriate to all needs.
  - Facilities within custody suites meet the differing needs of men, women and trans individuals.
  - Staff are aware of the differing needs of men, women and trans individuals.

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7. Take steps to raise knowledge and awareness of Forced Marriage within GMP.

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8. Develop the system to monitor the levels of Domestic Violence crimes reported to GMP.
  - System to include forced marriages and honour based crimes.

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9. Ensure that application the Victim of Crime Code of Practice and the National Quality of Service Commitment is consistent with the requirements of the Gender Equality Duty.

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DEADLINE	RESPONSIBLE	DELIVERABLES
31 October 2007	Territorial Divisional Commanders (Supported by Diversity Command, Criminal Justice Department and Greater Manchester Police Authority)	Report to local DAG
Initial report on to be taken by 31 August 2007- implementation by 31 December 2007	ACC Crime (With Support from Diversity Command)	Knowledge levels raised.
31 August 2007	ACC Crime (With Support from Diversity Command)	System to accurately record reports of domestic violence, forced marriage and honour based violence
31 October 2007	ACC Criminal Justice and Diversity	Report to Confidence and Equality Board



## PROCUREMENT

### ACTION

10. Dip sample high value/high risk contractors to ensure compliance with Gender Equality Duty.
  - Scrutinise 20% of contractors per annum.
  - Ensure that contractors are compliant with our requirements and the needs of the Gender Equality Duty.

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11. Review national good practice on procurement with respect to Statutory Equality Duties.
  - Research procurement practices of other public bodies including police forces.
  - Review GMP's current practices to see if they reflect current best practice.
  - Report on findings.

## COMMUNICATIONS

12. Develop and implement communications strategy for the GES.
  - Arrange for publication of the GES on internet, in hard appropriate mediums copy and other.
  - Ensure the GES is accessible to disabled people by use of easy-read version, audio and Braille versions.
  - Develop and implement for the annual reporting of progress against the GES.
  - Ensure GES is available in appropriate languages for non-English Speakers.



<b>DEADLINE</b>	<b>RESPONSIBLE</b>	<b>DELIVERABLES</b>
31 December 2007	Assistant Director Procurement Business Services Branch	Report on findings of dip sampling to Confidence and Equality Board
31 October 2007	Assistant Director Procurement Business Services Branch	Report to Confidence and Equality Board
30 November 2007	Director, Diversity Command	GES is accessible to all communities



## TRAINING OF STAFF

### ACTION

13. Review current provision of gender awareness training.
    - Review current internal training to mainstream gender equality awareness.
    - Mainstream gender equality awareness and the Gender Duty into mandatory diversity training Equality for all staff.
    - Determine gender related training needs for specific jobs.
    - Including training on the delivery of any relevant training packages.
    - Consider methodology of training e.g. video inputs, theatre training.

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  14. Review training provision to ensure there are no gender related barriers to accessing training.
    - Consider varying start time of training courses.
    - Consider greater use of open and flexible learning packages.
-



<b>DEADLINE</b>	<b>RESPONSIBLE</b>	<b>DELIVERABLES</b>
31 January 2008	Learning and Development, Director	Report to Confidence and Equality Board
31 January 2008	Director, Learning and Development	Report to Confidence and Equality Board



## ACTION

15. Ensure all processes within the promotion system for police officers are fair in respect of gender equality.
  - Review promotion system and tests.

## EMPLOYMENT

16. Review appraisal process to enable discussions by staff on gender equality issues if appropriate.
  - Give opportunity for gender equality issues (including flexible and part time working etc) to be discussed during appraisal process.
  - Dip sample 10% of all completed appraisals to ensure they are free from gender bias.

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17. Review and implement the recommendations relating to contained within the 'Employment gender Monitoring Duty' document produced by the Home Office, ACPO and APA.

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18. Implement the aims of Gender Agenda 2 in our employment processes.



DEADLINE	RESPONSIBLE	DELIVERABLES
31 October 2007	ACO Human Resources	Report on review to Confidence and Equality Board
30 November 2007	ACO Human Resources Supported by local Human Resource Managers	Report on review to Confidence and Equality Board
30 November 2007	ACO Human Resources and ACC Specialist Operations (Supported by Diversity Command)	Report to Confidence and Equality Board
30 April 2007	ACO Human Resources	Aims of Gender Agenda 2 incorporated into our employment processes



## ACTION

19. Review and implement the recommendations of the Equal Pay Audit.

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20. Review design and provision of police and specialist staff uniforms and equipment to ensure they are appropriate and free from gender bias.
  - Provision of body armour.
  - Shirts and trousers for women.
  - Overalls and other protective clothing.
  - Provision of equipment.

---

21. Review the application of employment policies to ensure they are applied accurately and fairly.
  - Staff are aware of what policies and assistance is open to them.
  - Managers are aware of how they should respond to request for flexible work, part time work request and pregnancy and maternity issues.
  - The bullying and harassment policy is accessible to staff and applied appropriately.
  - No one is compromised in their future career prospects by requesting flexible or amended hours or duties.



DEADLINE	RESPONSIBLE	DELIVERABLES
Review by 30 June 2007, implementation date to be decided during review	ACO Human Resources and Director, Diversity Command	Report on pay structures to the Confidence and Equality Board including areas of concern and steps to address these
30 April 2008	ACC Territorial Operations	Report to Confidence and Equality Board
Review the application of employment policies to ensure they are applied accurately and fairly	ACO Human Resources (Supported by Diversity Command)	Report to Confidence and Equality Board



## ACTION

22. Report on the extent of the “long hours culture” within GMP.
  - Extent of long hours culture within the force.
  - Which areas of the Force are affected.
  - What implications does it have for the retention and progression of staff and officers?

## IMPACT ASSESSMENTS

### ACTION

23. Incorporate guidance from EOC on gender equality impact assessments (awaiting publication).
  - Review EOC guidance.
  - Compare to current IA process and template.
  - Incorporate any additional guidance into the IA process and template.
  - Review IA training package and amend as necessary.

## GATHERING INFORMATION AND INVOLVING PEOPLE

24. Establish process to review and amend Gender Equality Scheme within statutory guidelines.



<b>DEADLINE</b>	<b>RESPONSIBLE</b>	<b>DELIVERABLES</b>
30 April 2008	ACO Human Resources (Supported by Diversity Command)	Report to Confidence and Equality Board
31 July 2007	Director, Diversity Command	Revised System (If necessary)
28 February 2008	Director, Diversity Command	Feedback incorporated into action plan





**This is the Greater Manchester Police  
Gender Equality Scheme.**

**If you would prefer a copy of this document in large  
print please contact us using the details below:**

**Policy and Development Unit, Diversity Command,  
Chester House, Boyer Street, Manchester M16 0RE  
Tel: 0161 856 2206 [www.gmp.police.uk](http://www.gmp.police.uk)**

Report compiled by GMP Diversity Command · Design and preparation by GMP Design & Print Services Unit

If you require this document in a different format or language please contact [info@gmp.police.uk](mailto:info@gmp.police.uk) or telephone 0161 856 2284

اگر آپ کو یہ دستاویز اردو میں درکار ہو تو براہ مہربانی ای میل کریں: [info@gmp.police.uk](mailto:info@gmp.police.uk) یا ٹیلی فون نمبر: 0161 856 2284 پر فون کریں۔  
[info@gmp.police.uk](mailto:info@gmp.police.uk) یا بالرقم الهاتفی 0161 856 2284 إذا رغبت في الحصول على هذه الوثيقة باللغة (العربية)، فترجو الاتصال بالبريد الإلكتروني

若是你想索取這份文件的中文譯本，請致電 0161 856 2284 或以電郵 [info@gmp.police.uk](mailto:info@gmp.police.uk) 聯絡我們。

এ দলিলটি বাংলা ভাষায় পেতে হলে অনুগ্রহ করে [info@gmp.police.uk](mailto:info@gmp.police.uk) ঠিকানায় অথবা 0161 856 2284 নম্বরে যোগাযোগ করুন।

જો તમને આ દસ્તાવેજ સુવચનાની ભાષામાં મેળવવો હોય તો કૃપયાથી [info@gmp.police.uk](mailto:info@gmp.police.uk) નો સંપર્ક  
સાથે અથવા 0161 856 2284 ઉપર ટેલીફોન કરો.



Greater Manchester  
**POLICE**