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FOREWORD

This Race Equality Scheme (RES) is of huge importance to Greater Manchester Police and the community we serve. It documents the commitments that I am making on behalf of the whole Force to ensure that Greater Manchester Police meets, and where possible exceeds, the requirements of the General and Specific Duties contained in the Race Relations (Amendment) Act 2000.

In June 2004, the Commission for Racial Equality (CRE) completed a review of our original 2002-2005 Scheme and feedback received led to an amended Scheme being published in October with significant enhancements. The main changes were in the areas of training and policy impact assessment but we additionally sought to document our activities in a much clearer way. This improved approach was particularly welcomed by our community partners.

Greater Manchester Police has made significant achievements over the years in promoting equality and fairness and this new RES seeks to build on the improvements within the amended Scheme. I recognise that we must constantly seek to be self-critical and be explicitly committed to anti-racism, fairness and inclusiveness. Under the amended Scheme, I established a high profile team and Board, the Respect Programme, to ensure that GMP respected and responded to the needs of the diverse communities of Greater Manchester and the diverse workforce internally. I believe the amended RES and the Respect Programme have gone some way in providing reassurance to both our communities and our workforce and GMP is now looking to develop this area still further.

In April 2005 I authorised the creation of a new permanent resource in GMP: the Diversity Command Unit, which brings together existing resources and incorporates the Respect Programme Team. The Unit is linked directly to the Command Team through an Assistant Chief Constable as a demonstration of my personal commitment in this area. Also, this approach recognises that 'race equality' is not a 'bolt on' extra but something that needs incorporating into the very heart of police 'core business'.

Through this new Scheme I am determined to see a policing service that is delivered by my staff with integrity and impartiality, and helps build community cohesion by promoting race equality and good race relations. In the light of recent training to all our staff on the 2000 Race Relations (Amendment) Act I will be insisting that they show a personal commitment to the duties placed upon them by the Act.

What this document says on paper will be translated into robust and clear action because I am determined that our RES will make a difference to the communities we serve and our own workforce. I will drive progress within the Scheme, and with the support of our Police Authority, will ensure that we are open and accountable for what we do.

Michael Todd
Chief Constable

INTRODUCTION

Background

For a number of years the Police Service has been the subject of many reports and recommendations in relation to race and race equality, but perhaps the most significant was the Stephen Lawrence Inquiry Report published in 1999.

The Lawrence Report was a landmark report with implications for a range of areas affecting police business whether internal or external. However, the most striking aspect of the Report was the extent to which it revealed a 'gap' between the Service and its public with an accompanying breakdown in 'consensus policing'. It was this 'gap' that needed bridging in part by the introduction of new legislation and this was reflected in Recommendation 11 of the Report, which stated:

"That the full force of the Race Relations legislation should be applied to all police officers, and that the Chief Officers of Police should be vicariously liable for the acts and omissions of their officers relevant to that legislation."

This recommendation led directly to the passing of the Race Relations (Amendment) Act 2000 (RR(A)2000) which, as well as encompassing the specific recommendation to make Chief Constables vicariously liable for the behaviour of their officers, went much further to ensure that the public sector generally played a key role in driving race equality.

Greater Manchester Police has, in recent years, been the focus of a great deal of attention in relation to race equality. Our achievements and effectiveness in the race equality arena have been under the spot light following the Stephen Lawrence Inquiry, the Ritchie Inquiry on the Oldham disturbances, after the screening of the 'Secret Policeman' programme and, most recently, in the context of the CRE's Formal Investigation. All these events have reinforced the need for continued commitment and to strive for improvement and excellence.

The Race Relations (Amendment) Act 2000

The Act sets out both General and Specific Duties for public authorities to undertake.

The General Duty states that every public authority cited in the Act shall, in carrying out its functions, have due regard to the need to:

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

Additionally, the Act places Specific Duties on certain public authorities, including the Police Service. Amongst the Specific Duties, GMP is required to publish a 3 year Scheme and to monitor a range of internal employment functions according to their impact upon police officers, staff and new applicants from different racial groups. The detail of all the Specific Duties is provided at the beginning of each of the chapters within the document.

The Race Equality Scheme

To meet our Duties under the 2000 Act, we released our first 3 year RES in May 2002. This Scheme was reviewed in light of feedback received in June 2004 from the CRE under the auspices of its Formal Investigation into the Police Service nationally. In particular, the CRE found some parts of the original RES needed to be enhanced to achieve full compliance under the 2000 Act and its feedback led to the Scheme being completely re-written and subsequently re-published in October 2004. The amended RES fully addressed issues raised and GMP subsequently received official notification from the CRE that full legal compliance had been achieved.

This Scheme builds on the amended RES which was drafted and developed through an internal working party chaired by the Assistant Director (Race and Diversity) in consultation with an external advisory group consisting of representatives from all staff associations, the Black and Asian Police Association, GMP's Policy Advisory Committee on Race Issues, the Respect Programme Board, the Police Authority, Race Equality Councils; as well as identified relevant internal personnel and an Independent Equalities Consultant. It is proposed that the First Edition of this new RES will again be distributed to all key stakeholders and partners – internal and external – for full consultation and a Final Edition published after that process has been completed.

RACE EQUALITY SCHEME STRATEGIC APPROACH

Strategic Priorities

The Greater Manchester Police strategic priorities are as follows:

- Reduce crime together with our partners and communities
- Investigate and detect crime
- Provide reassurance to our communities
- Provide an efficient and effective service

In delivering against our priorities Greater Manchester Police will be professional and well led, be efficient and effective in the delivery of our service, listen to our communities and respond to feedback and be open and accountable. GMP also recognises that creating the right organisational culture and values are vital for meaningful progress towards race equality and we recognise the importance of our staff associations in helping us achieve this.

Aim

The Race Equality Scheme will ensure that we develop robust strategies that recognise and respond to the diverse and differing needs of the conurbations' varied communities whilst delivering against GMP's strategic priorities, particularly in terms of providing community reassurance and delivering 'respect'.

Greater Manchester is a richly diverse community and we aim to ensure that the Scheme covers all the needs of our minority ethnic communities, including those 'hard to reach' groups such as Gypsies and Travellers; and asylum seekers and refugees.

Leadership

Up to April 2005, 'race and diversity' issues cut across three ACPO ranking officers' portfolios. With the creation of the Diversity Command this has changed and now falls under the portfolio of one Assistant Chief Constable who has responsibility for both Criminal Justice and Diversity. The Respect Programme team has now been incorporated into the Diversity Command Unit. The responsibility of the Respect Programme Board remains within the Deputy Chief Constable's portfolio, though this may change with the proposed rationalisation of the two lay advisory/scrutiny groups during 2005-2006.

A 'Leadership Project' is currently being implemented within GMP and is a key mechanism for delivering improvements in leadership in relation to race and diversity. As part of this project, the Chief Constable and the Deputy Chief Constable are personally undertaking briefings to all personnel at key 'middle management' level (Sergeant, Inspector & police staff equivalents) to ensure that all staff are:

- aware of the GMP vision and expectations of staff;
- understand leadership principles and why leadership is important and,
- know what they need to do and the role they can play.

The briefings will deliver key messages from Force Command on what our managers must do to meet their individual and organisational responsibilities under the 2000

Act and GMP's Force's Race Equality Scheme and how they can do this in their day-to-day work. Moreover, these briefings directly address observations made by the CRE in March 2005 when launching its Final Formal Investigation Report which suggested that there was "Ice at the Heart" of the police service requiring cultural shifts within 'middle management'.

In a separate initiative, during RES training sessions carried out between December 2004 and April 2005 involving senior management (ie Chief Superintendents, Superintendents; Directors and Assistant Directors plus specialist staff eg Equal Opportunities staff and Community and Race Relations Officers) all managers were briefed to take an explicit lead locally on 'race and diversity' issues and all Divisional Commanders and Departmental Heads were recommended to set up Action Groups and compile customised Action Plans. The intention behind this was to begin the process of spreading 'ownership' of 'race and diversity' issues right across the organisation.

Scrutiny

Appropriate structures have been put in place to monitor progress of the Race Equality Scheme. The Scheme overall will to be monitored internally by the Race Equality Scheme Progress Group, chaired by Assistant Chief Constable Criminal Justice and Diversity. The group will consist of all key stakeholders with responsibility for implementing the RES within their respective domains. Specific structures relevant to each of the various portfolio areas are detailed further in relevant chapters to follow.

External scrutiny is presently undertaken by the Policy Advisory Committee on Race Issues and the Respect Programme Board. The role of these two groups will be reviewed during 2005-2006 with a view to creating one lay scrutiny group with responsibility for critically appraising GMP's policies and practices as they relate to employment, training, service delivery and operational policing. Separate Independent Advisory Groups (IAGs) are already being developed to provide advice on local and operational issues. The current Policy Advisory Committee on Race Issues has representation from all six Race Equality organisations in the Greater Manchester conurbation and their involvement will be maintained under any new arrangements.

This Race Equality Scheme will be reviewed every three years, including reviewing the assessment of those functions and policies that are considered relevant to the General Duty. Notwithstanding this commitment, the RES Action Plan will be reviewed annually.

Key Objectives for the Scheme

A summary of the key objectives we intend to achieve through the Scheme is as follows:

- Provide leadership to positively deal with race equality issues
- Give priority to and allocate appropriate resources to harness all GMP's work in the area of race equality
- Develop a network of 'race and diversity' local Action Groups with Action Plans to promote and drive race equality work within every Division and Department.
- To ensure that our internal and external functions and policies do not have an adverse impact on any minority ethnic group

- To ensure our workforce is representative of the communities we serve and encourage an open, flexible and fair workforce which celebrates diversity
- Provide appropriate training to staff on race equality issues
- Ensure that all sections of the community have access to the full range of information and policing services provided
- Embrace the principles and recommendations contained in guidance, research findings and reports published at national level eg the CRE, Independent Police Complaint Commission, the Morris Report, the Association of Chief Police Officers (ACPO) etc
- To specifically adopt the principles of the ACPO 'Race Equality Action Plan' which focuses on: Leadership & Resources, Staffing & the Internal Environment, Partnerships & Community Engagement, Monitoring & Performance Management and Communication and Marketing. These elements have particularly influenced the format and content of local Action Plans

Achievements under the 2002-2005 Scheme

It is intended that the implementation of this Scheme will ensure that race equality work will be 'mainstreamed' throughout the organisation and will build on existing work in this area which has already included:

- Appointment of specialist Community and Race Relations Officers on each Division
- Creation of a network of volunteer Equal Opportunities Advisors on each Division and within each Branch/Department
- Establishment of an Equal Opportunities Team in the Human Resources Branch
- Establishment of a Positive Action Team in the Human Resources Branch
- Establishment of a Minority Support Officer in the Human Resources Branch
- Appointment of a senior Force Race and Diversity Advisor at Assistant Director level and now Head of Policy and Development Section in the Diversity Command Unit
- Appointment of a Diversity and Race Equality Monitoring Officer and one of two Diversity Performance Officers in the Diversity Command Unit's Performance Delivery Section
- Creation of Diversity Training Consultancy Unit
- Supported the creation of a full-time Co-ordinator and assistant for the Black and Asian Police Association with appropriate office facilities
- Development of a programme of Diversity Training throughout the organisation
Development of a network of Independent Advisory Groups (IAGs) and Community Advisory Groups at Divisional level and a force level Policy Advisory Group on Race Issues and Respect Programme Board to advise and scrutinise 'race and diversity' issues
- Publication and promotion of a "Diversity Promise" under the auspices of the Respect Programme initiative
- Establishment of a network of partnership forums at local and strategic level to ensure that dispersal of asylum and refugees does not adversely impact on community cohesion
- Creation of a computer-based Diversity Knowledge Bank for all internal users
- Specific work in developing better links with the Gypsy, Traveller and asylum seeker communities
- Creation of a Respect Programme Team and Board to develop GMP's overall approach in the area of race and diversity.

- Development of local RES Action Groups and Action Plans in every Branch/Department and Division.

The Respect Programme

The Respect Programme was set up in December 2003 in the wake of the BBC programme, the “Secret Policeman”, to examine the issues arising from that documentary and to actively work towards making GMP an organisation that respects and responds to the needs of a diverse community and workforce. It also re-examined the work of Operation Catalyst (GMP’s response to the Stephen Lawrence Report). One key area that the Respect Programme Board and Team were briefed to review was how to better harness and co-ordinate GMP’s resources in this area. This work has directly led to the creation of the Diversity Command Unit.

The Diversity Command Unit

On 1 April 2005 the Diversity Command Unit was set up. It has two key components: Policy & Development and Performance Delivery. Within Performance Delivery there will be three sections: Tasking and Tracking, Performance Analysis & Data Development and Field Action & Support. The Diversity Command’s role will be to drive cultural change in GMP, promote the 2000 Race Relations (Amendment) Act, offer advice on policy and equalities legislation issues, become a centre of excellence, a repository for good practice; and support the development of a ‘performance’ regime to make ‘race and diversity’ part of ‘core’ police business.

The Role of the Police Authority

Greater Manchester Police Authority will scrutinise progress on all aspects of the Race Equality Scheme by submitting quarterly reports to their Community Engagement Committee and Policy Advisory Group on Race Issues; additionally, the GMPA’s RES Steering Group will scrutinise GMP’s Impact Assessment process.

The following pages identify the action that is to be taken to fully implement this Race Equality Scheme and will inform more generally GMP’s work in the area of race and community relations. Where appropriate this will involve working in partnership with other public authorities to ensure mutual consistency.

IDENTIFYING RELEVANT FUNCTIONS AND POLICIES

Public authorities must list in the Race Equality Scheme the functions and policies (including proposed policies) that are relevant to the general duty to promote race equality. They should review this list at least every three years.

One of the Specific Duties is to identify all functions and policies carried out within the force. We have used this duty as a key element in 'mainstreaming' the responsibility of race equality across the Force by consulting all Branches to identify their functions and policies and assessing them for their relevance to the General Duty.

Definition of a Policy

Within Greater Manchester Police a force policy is a "stated position, approved by the Command Policy Group and published on the Chief Constable's Orders, that determines goals and objectives and specifies how decisions are made and who makes them".

The Commission for Racial Equality definition is "the formal and informal decisions about how a public authority carries out its duties and uses its powers".

The force definition provides clarity with respect to formal policy, however it falls short of the Commission for Racial Equality definition that also refers to the informal aspects such as 'custom' and 'practise'. Within the Impact Assessment Template policyholders will be required to identify and assess 'customs' and 'practise' in relation to a policy area and incorporate those findings in the overall impact assessment.

Relevance Assessment

We have a Corporate Policy Unit that provides guidance to policyholders. Specifically they advise on all the areas that a policy needs to comply with (the Race Relations (Amendment) Act 2000, Human Rights, Freedom of Information and Data Protections). The Performance Delivery Section, within the Diversity Command Unit has the responsibility for the scrutiny of the Race Equality Impact Assessments.

Branches have assessed each of their functions or policies by completing a Relevance Assessment Matrix (copy attached at Appendix A) and considered the following questions for each:

- Is this a Statutory function or policy?
- Does this function or policy impact on the public?
- Does this function or policy eliminate unlawful discrimination? (Considering all minority groups)
- Does this function or policy promote equality of opportunity? (Considering all minority groups)
- Does this function or policy promote good relations between persons of different minority groups?
- Is there evidence or belief that this function or policy could affect some groups adversely differently?
- Is there any public concern that this function or policy is being carried out in a discriminatory way?

The responses to the above questions within the Relevance Assessment Matrix provided an indication of relevance and a measure of prioritisation.

As a result, each function or policy has been graded with a Critical or Standard status considering both relevance to the General Duty and the proportionality of the impact they may have. Functions and policies that have been prioritised as Critical will have full impact assessments conducted immediately as these are deemed to be of the highest risk or generates the most public concern, the remaining functions and policies graded Standard will be assessed thereafter (see action plan for deadlines).

The status given to a policy may change over time. To allow us to respond to this all policies will be reviewed annually after their first Impact Assessment.

Proposed Policies

During the drafting of all proposed (new and revised) policies, all policy holders will be required to assess the proposed policy for relevance to the General Duty using the Relevance Assessment Template. Once a policy or function has been identified as relevant it will be fully impact assessed using the Impact Assessment Template (refer to following Chapter on Impact Assessment and Consultation for full details on this process).

The Command Policy Group meet monthly to agree proposed policies or any significant changes to existing policy, and any issues that have significant social or political implications. All new and revised policies must be submitted to the Command Policy Group in a standard format that includes: "Implications for community impact and statutory duties under the 1976 Race Relations Act as Amended in 2000". All policy holders are required to consult with the Policy and Development section within the Diversity command Unit.

Functions and Policies Assessed as Relevant to the General Duty

A full list can be found at Appendix B.

Procurement

The procurement process plays an important role in ensuring that our policies and practices are not compromised or diluted by engaging companies that do not share the same commitments to achieve the General Duty.

When a function is put out to tender, we insist that all companies evidence their eligibility for the contract being awarded by providing information on their equal opportunities policies and where subject to formal investigations by any equality body, and specifically their provisions under the Race Relations (Amendment) Act 2000 must be fully evidenced by answering the following question within the tender document:

"Under the Race Relations Act 1976, as amended by the Race Relations (Amendment) Act 2000, the Authority has a statutory duty to promote racial equality. Please can you indicate how your company would seek to support the Authority in this duty?"

Any functions that are contracted will undergo an assessment process, particularly where they are in public or highly visible areas. Monitoring processes have been designed and implemented, which target these contractors to ensure that they are

complying with the responses they submitted when tendering for our contracts. Action will be taken against any supplier who is found to be in breach of the conditions of their contract.

The full criteria for procurement are shown at Appendix C.

Partnership

Partnerships in Greater Manchester vary enormously in terms of size and remit. They can be formed as a result of statute, or can be set up to meet the specific needs of the community.

A partnership itself is not bound by the race equality duty, but is ultimately responsible for its own actions and decisions. However, we, as a public authority, are responsible for making sure those partnerships within which we work take account of the General Duty, and that all members of the partnership are aware of our commitments and responsibilities.

In Greater Manchester we have long-established arrangements for partnership working. Our partnerships can vary considerably in their membership. The listed authorities within these partnerships are responsible for ensuring that the functions and policies of the partnership are carried out in compliance with the race equality duty. Partnerships in Greater Manchester should set strategies and ensure that their terms of reference reflect the General Duty.

Greater Manchester Police will encourage every partnership in which we work to set a race equality strategy, identifying the functions and policies that are relevant. Where necessary, these functions or policies will be monitored and evaluated.

An audit of partnership activity within the force has been conducted. It sought to provide a clearer definition of partnership involvement and our responsibilities with regard to race equality within a partnership context. The findings of this exercise will be considered at strategic level within the key strategic partnerships and further action will be subsequently defined. The RES acknowledges and accepts the ACPO position here:

“Forces to ensure that Crime and Disorder Reduction Partnerships (CDRPs), Local Criminal Justice Boards (LCJBs) and other strategic partnerships develop and implement joint race equality and diversity strategies using CRE Guidance...Forces to ensure that adequate resources within partnership budgets are set aside to enable the effective promotion of race equality and diversity...” (ACPO Race Equality Action Plan, Dec 2004)

IMPACT ASSESSMENTS AND CONSULTATION

Public authorities must set out in their Race Equality Scheme their arrangements for assessing, and consulting on, the likely impact of their proposed policies on race equality.

Any policy identified as relevant from the Relevant Assessment Process will undergo full impact assessment. An Impact Assessment Template has been developed (see Appendix D) and requires policy holders to consider the impact in general terms and specifically in relation to service delivery, operational policing and employment and training. The Impact Assessment Template also requires policy holders to define monitoring arrangements and consultation activity.

The Impact Assessment Template also requires the policy holders to assess race equality in its wider sense considering all diverse groups, including asylum seekers and refugees and Gypsies and Travellers.

Training on Impact Assessment

A training workshop on impact assessment has been provided for all policy holders by the cross-departmental policy team. The workshop provided policy holders with the following:

- A general knowledge of the RES and the RR(A)A 2000
- Principles and purpose of impact assessment
- Understanding of the template and how to complete it
- How to conduct an impact assessment
- How to consult on a policy for impact assessment
- Purpose and importance of monitoring
- How to implement monitoring procedures

Additionally, under the current RES training regime (Level 3 – see RES Training) separate training covers Impact Assessment and this will be the continued method for training on Impact Assessment until the full training evaluation has been completed and the results can be reviewed.

Local Delivery of Impact Assessments

To take full cognisance of the Commission for Racial Equalities definition of policy we have requested that each of our 13 Divisions conduct their own Impact Assessments on the policies identified in the Critical list.

Divisional Commanders as part of their performance appraisal were given a broad brief to assess policies they deemed their most critical, and to consider local implementation any identify any 'customs and practises' that differ from the stated policy document.

An audit of these local Impact Assessments is currently underway to identify good practise that can be disseminated to all Divisions.

Monitoring Impact Assessment

The completed Impact Assessment Templates will, in all cases, be monitored to ensure that the Impact Assessment has been conducted appropriately. A team of staff from the Diversity Command Unit will meet on a monthly basis to scrutinise the Impact Assessments and take appropriate action.

Where a policy or function is identified as having a differential impact, monitoring arrangements will be put in place. The policy will be given a Critical status rating and regular reviews will be undertaken by the policyholder to minimise the impact wherever possible; the RES Monitoring Group will oversee this process.

Consultation

The Force has extensive and established consultation mechanisms that will primarily be used to meet the consultation requirements of the Impact Assessment Process.

The Impact Assessment Template includes a requirement to detail consultation activity. Policy holders will undertake the consultation exercise themselves with the support of the Policy Guidance Unit, the Diversity Command Unit and the Greater Manchester Police Authority Community Engagement and Consultation Team.

The details of the consultation activity and the outcomes will be scrutinised by the Diversity Command Unit which will ensure that policy holders have undertaken appropriate consultation, i.e. those who are likely to be affected by the policy.

Groups that will be used for consultation, as appropriate, are:

Internal

- The Black and Asian Police Association
- Greater Manchester Police Jewish Association
- The Christian Police Association
- The Multi-faith Group
- The Lesbian and Gay Staff Affiliation
- The Women's Issues Network
- The Disability Focus Group
- The Community and Race Relations Officers on all 12 Divisions
- The Police Federation, Superintendents' Association and UNISON
- Inviting comments from all staff via the Respect Programme

External

- The Policy Advisory Committee on Race Issues (which includes the CRE and local Race Equality council representation)
- GMPA Policy Advisory Committee on Race Issues
- Divisional Independent Advisory Groups
- Departmental/Thematic contacts
- The general public via the Respect Programme
- CRE Regional Office
- Gypsies and Travellers
- Asylum seekers and refugees
- Crown Prosecution Service, Victim Support and the Probation service
- Local authorities

- Community Safety Partnerships, Drug Action Teams, Youth Offender teams etc.
- Other Forces

Methods of consultation will include (this list is not exhaustive):

- E-groups
- Surveys and Questionnaires
- Conferences
- Workshops
- Independent Advisory Groups
- Community Contacts Database

Strategic Overview and Monitoring

All consultation undertaken will need to be documented in the Impact Assessment Template and show who was consulted with, outcomes, actions and feedback given to those consulted. This will be assessed by the Diversity Command Unit and reported to the Policy Advisory Committee on Race Issues (or its equivalent following the review - see RES Strategic Approach), who will ensure:

- That the consultation was with the appropriate groups and communities
- That the methods were appropriate to the needs of those groups and communities
- Those consulted with were provided with all the necessary information so that the process was informed

In addition the Greater Manchester Police Authority have established a Race Equality Steering Group. This group performs a specific scrutiny role on 'key' policies and functions Impact Assessments that they themselves have selected from those identified as Critical using the Relevance Assessment Matrix.

MONITORING POLICIES FOR ADVERSE IMPACT

Public authorities must set out in their Race Equality Scheme their arrangements for monitoring their policies for any adverse impact on race equality.

Monitoring is an essential part of the Impact Assessment process. Monitoring specific areas of our activity and service delivery enables us to assess whether different minority ethnic groups experience the same treatment or level of service delivery, allowing us to identify areas that need improvement or reform.

Monitoring allows us to scrutinise:

- Levels of Participation – to check for any over or under representation of groups from particular racial groups
- Levels of Satisfaction – to ensure that all groups regardless of background are satisfied with the service we provide
- Levels of Relevance – to be confident that our policies and service address the real needs of the different communities
- Levels of Appropriateness – to ensure that our service and policies are delivered in a culturally sensitive and respectful manner

We already have systems in place to monitor by minority ethnic group (16 + 1 self-defined ethnicity) in the following areas:

- Stop and Search (and Stop Only as of April 2005)
- Arrests
- Cautions, reprimands and final warnings
- Homicide information
- Hate crime
- Road traffic information
- Police complaints
- Employment data (see Employment chapter for full details)
- Customer satisfaction surveys

(All of these areas are identified as relevant by the Relevant Assessment Matrix and have a Critical status rating).

Collating ethnic monitoring data is split between the departments that it concerns. The Diversity Command Unit collates data regarding service delivery, the Human Resources Branch collates all employment and training data, and Internal Affairs collate all complaints data.

All ethnic monitoring data is provided to the Diversity Command Unit's Performance Delivery Section. The Performance Delivery Section has responsibility for analysing and interpreting results, identifying trends and considering these findings for possible implications on policy. Reports on the ethnic monitoring data are produced and submitted quarterly to Greater Manchester Police Authority's Community Engagement Committee for scrutiny

We annually publish a "*Race and Diversity Monitoring Report. A Report for the Community*" that includes all the monitoring information on the above policy areas.

Any additional policies that have been identified as relevant using the Relevance Assessment Matrix will then undergo a full impact assessment using the Impact Assessment Template. Where a differential impact is identified the policy holder will be required to put in place monitoring arrangements.

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The policyholder will have responsibility for conducting the monitoring and then analysing the findings that result from this. The policyholder will be required to report the findings to the RES Progress Group (internally), the Policy Advisory Committee on Race Issues (externally), and the Police Authority's Race Equality Steering Group (externally) which, between them, will fulfil a quality assurance and scrutinising role in relation to the monitoring and outcomes. These policies will be reviewed on a quarterly basis, upon scrutinising the monitoring data action will be taken appropriately and policy holders will be held to account for delivery of those actions by the RES Progress Group.

PUBLISHING ASSESSMENTS, CONSULTATION AND MONITORING

Public authorities must set out in their Race Equality Schemes their arrangements for publishing the results of any assessments, consultations and monitoring they carry out to see whether policies have an adverse impact on race equality.

Summary Report

Greater Manchester Police will publish a summary report containing the following information obtained as a result of this scheme:

- Details of all policies which have been assessed for their impact on race equality since the last published summary, and the results of these assessments;
- Actions taken to mitigate any potential adverse impact of newly assessed policies identified as having the potential to impact on race equality;
- A complete list of all policies that have previously been assessed under this scheme;
- The results of the monitoring of policies previously identified to have potential to impact on race equality;
- The results of any public consultation regarding policies.

The summary of the results of consultation will include the following points:

- Why the consultation took place and how it was carried out;
- A summary of the responses or views it produced;
- An assessment of the policy options;
- What GMP is proposing to do following the consultation.

This summary will be published annually as part of the Ethnic Monitoring and Hate Crime Annual Report the force currently produces. This report will be renamed and expanded to take account of the new summaries contained within it. We will issue media releases to highlight the publication of the report.

Internet

The annual report will be published on the force internet <http://www.gmp.police.uk> The report will be attached to the Chief Constable's welcome message, which is the most prominent page on the site; additionally the specific section of the internet site relating to diversity and race equality will be expanded, this section will contain previous years summaries and related document and will be easily accessible by the short address of <http://www.gmp.police.uk/diversity>

Printed Copies

We will make copies of the annual report available to view at all police stations and libraries in Greater Manchester. We will maintain a mailing list of interested parties and send them a copy of the report annually. Any organisation or member of the public may request a printed copy or to be added to the mailing list by contacting the Diversity Command Unit, Chester House, Boyer Street, Manchester, 0161 856 2203, diversity@gmp.police.uk

We will supply printed copies of the report to the 13 GMP Divisional Community and Race Relations Officers for distribution to interested parties across Greater

Manchester. These officers will be specifically tasked with engaging with 'harder to reach' communities, such as asylum seekers and refugees, Gypsies and Travellers and those that do not speak or read English, regarding our Race Equality Scheme and annual reports. We will detail the nature and frequency of these engagements in future annual reports.

Upon request, we will make the annual report available in alternative formats, including large print, audio cassette, braille and languages other than English.

Full Report

The full assessment, consultation and monitoring reports will not be published, but will be made available for viewing on request. Such requests should be made to the Diversity Command Unit, Chester House, Boyer Street, Manchester, 0161 856 2203, diversity@gmp.police.uk

ENSURING PUBLIC ACCESS TO INFORMATION AND SERVICES

Public authorities must set out in their Race Equality Scheme their arrangements for making sure that the public have access to information and services they provide.

Greater Manchester Police believes that it is vital to provide appropriate access to information and services for all its communities. It is accepted that people for a variety of reasons, may be reluctant or have difficulty in accessing our services; these include lack of trust, language barriers, unfamiliarity with the police or a belief that officers and staff will be reluctant to deal with them in a sensitive and appropriate way.

We also recognise that different minority ethnic groups access information in different ways and require services tailored to their needs. We actively review our processes to ensure we highlight any areas where barriers to equal access to information and services exist. We are committed to ensuring that solutions are implemented where barriers are found.

We will detail the work we have done each year to ensure the information and services we provide is appropriate to all racial groups in our annual *“Race and Diversity Monitoring Report. A Report for the Community.”*

Translation & Interpretation Services

Telephone Access

Greater Manchester Police subscribe to the “Language Line” interpreter facility. Every member of GMP staff has 24-hour access, via telephone, to instant translation into 102 languages. Until recently, this service, which is primarily used for victims and witnesses, was only available at a police station or from the member of the public’s home telephone. However following a recent upgrade of our staff personal radios, it is now available at any location. This facility ensures that any person who does not speak English, or whose English is limited, can fully engage with our staff at any location in Greater Manchester.

Accredited Interpreters

All GMP staff have access to an extensive network of interpreters, all of whom are members of the National Register of Public Service Interpreters. As well as using interpreters to interview detained persons, we also utilise them to take witness statements from people who do not speak English or whose English is limited.

Written Translations

We will translate into relevant languages, any document identified as being of significant relevance or interest to people who do not read English. For example, we translated the Chief Constable’s statement regarding the “Secret Policeman” documentary into twelve languages and published these versions on our internet site shortly after the programme was broadcast.

Where we do not initially undertake full-scale translations, we will actively market our willingness to provide a translation of any publicly available document into any language, either by way of written translation (including Braille) or audio translation on cassette or compact disc. This will be achieved through providing a statement within the document to identify how to request translation. The statement will appear in the languages appropriate to the audience for each specific document.

When translating documents we will take note of other factors that may prevent these documents being accessed by some people. For example, an information leaflet on the restructure of the Bolton Division was translated into various languages and photographs of police officers were removed in order that they could be distributed inside Mosques.

We recognise that asylum seekers and refugees have specific requirements and that the languages we translate into need to be frequently reviewed to ensure that they are relevant. For example, in conjunction with partner agencies, we have produced asylum seeker welcome packs that outline our services, in the languages of those people currently being dispersed to the region.

Language Skills of our Staff

We will undertake a 'diversity skills assessment', through which we will explore how we can better utilise the language skills of our own staff in order to provide a more personalised service. We have provided staff in some Divisions with the option of taking Urdu language courses at their police station in duty time, and will be exploring how we can further develop this area.

Reporting Mechanisms

We have established various alternative reporting mechanisms for hate crime. These include an extensive network of third party reporting centres across Greater Manchester, internet, telephone and self-reporting. Our current initiative is the True Vision project, a partnership with other Forces also coming on board to deliver a self-reporting and information packs for victims of racist and religiously motivated crime. A total of 36 Forces are involved nationally in the True Vision initiative.

We recently implemented new mechanisms and a publicity campaign aimed at encouraging people who speak a language other than English to use the Crimestoppers service. By using Language Line we now offer this service to anyone that does not speak English, and we have widely publicised this service in various community languages.

Communications

Our Corporate Communications Branch maintains good working contacts with numerous minority ethnic media publications and organisations. We work to ensure that media coverage of the services we provide is accessible to all communities. When publicising work in the field of race equality we devise specific communications strategies to ensure that we reach all communities. The Branch actively engages with local Independent Advisory Groups (IAGs) in the conurbation to receive feedback on how effective we are at reaching all sections of the community, and to develop our communications strategies further.

Reviewing our Effectiveness

We will commence research to identify the barriers that exist for minority ethnic groups. We will use this research to monitor how effective our existing systems are and to identify new areas of work, specifically with regard to asylum seekers, refugees, Gypsies and Travellers and young people. The results of our research, and our actions to address any issues highlighted, will be published in the "*Race and Diversity Monitoring Report. A Report for the Community.*" The Policy Advisory Committee on Race Issues, the Respect Programme Board and the Police Authority

Community Engagement Committee will support the development and implementation of this research.

STAFF TRAINING

Public authorities must set out in their Race Equality Scheme their arrangements for training their staff in connection with the general duty to promote race equality, and any specific duties.

In May 2002, with the release of our first Race Equality Scheme, the then Force Race and Diversity Advisor delivered training to the Force Command Team, Divisional Command Teams and Departmental Management Teams on the Race Relations (Amendment) Act 2000. Subsequently, a 'cascade' training package was provided for all personnel and delivered primarily through local Divisional Training Officers. However, on receiving CRE feedback about the original RES in June 2004, it was recognised that those efforts had not produced satisfactory levels of awareness. With this in mind, the amended Race Equality Scheme undertook to review the training needs of our staff and start afresh.

Training on the General & Specific Duties

In October 2004 the Training Consultancy Unit conducted a training needs analysis to identify the level of knowledge of the Race Relations (Amendment) Act 2000 amongst staff and further assisted in determining appropriate learning solutions. All staff were matched to a bespoke training package pitched at four separate levels as follows:

- Level 1 – training on the General Duty (for all personnel)
- Level 2 – training on the General Duty and Specific Duties (for personnel with management responsibilities)
- Level 3 – training on the General Duty and the Specific Duties (for personnel with identified / specialist responsibilities for elements of the RES)
- Level 4 – strategic level training on the General Duty and Specific Duties (for all senior officers and senior support staff – Chief Superintendents/Directors and Superintendents/Assistant Directors)

Training staff at different levels in the organisation

To cover Levels 1 to 3, a "RES Workbook" was drafted by the Diversity Training Consultancy Unit with assistance from the Respect Programme Team which was published in February 2005. The Workbook was published in three sections covering each level; with staff choosing elements relevant to their role. The Workbooks contained basic details about the General and Specific Duties and practical case-studies were included for staff to work through.

The Workbooks were distributed to ALL staff between February and April 2005 and an evaluation exercise has taken place. A copy of that evaluation will be reproduced at Appendix E in the Final Edition of this RES

Divisional Commanders and Departmental Heads are required to report on progress of Workbook training on a monthly basis to the RES Progress Group. Dip-sampling techniques have been used to 'quality control' the completed Workbooks.

This will continue into the 2005/2006 period and reflected in the Action Plan.

Level 4 training was conducted through a series of half-day training sessions between December 2004 and March 2005 with presentations around the following themes:

- RES and the General Duty
 - Local Leadership and the RES
 - Communication and Marketing
 - Staffing and Internal Environment
 - Impact Assessment
 - Monitoring and Performance Management
 - Partnership Working
- Community Engagement

GMP's attempts to improve levels of knowledge around the RES and the 2000 Race Relation (Amendment) Act were welcomed by our community partners and the Police Authority.

Personnel with identified responsibilities under the RES

It is vital that staff with specific responsibilities within the Scheme have the necessary skills. Therefore, where appropriate, specialist staff have received relevant training under the amended RES (level 3). This will continue and cover:

- Assessment of functions and policies, or proposed policies
- Assessing and consulting on likely impact of its proposed policies on the promotion of race equality
- Publication obligations
- Ensure the public have access to information and services, which it provides
- Monitoring within employment, looking specifically for trends and patterns

Training on Race and Diversity issues in general

The original Diversity Training Programme, set up in light of the Stephen Lawrence Report recommendations, is now completed and its replacement is currently the subject of a training needs review. This review has taken cognisance of the requirements of the Race Equality Scheme and has specifically considered the role of lay community members in the delivery of race and diversity training.

Under the amended RES a review has already considered:

- Feedback from staff that have been trained
- Effectiveness of the training
- Requirements to update the content

The review process has been aided by the work of the Respect Programme Team and Board that have fed ideas into the process. Also, a series of national reports in 2004/2005 have also informed the direction and content of new training eg Home Office "Police Race and Diversity Learning and Development Programme", the CRE Investigation and the ACPO Action Plan etc. A draft training programme is about to be published for consultation and will cover the following elements adapted to the needs of new and existing staff – whether supervisory or non-supervisory:

- Understanding of the diverse community including: Race, Gender, Disability (inc. mental health and learning disabilities), Age, Sexual Orientation, Religion
- Standards expected and responsibilities
- Communication Skills
- Legislation
- Policies
- Sources of information

As well as bespoke training exercises, we are reviewing all our current mainstream packages with a view to including elements of race and diversity across the spectrum of training and to ensure they meet the requirements of the Race Relations (Amendment) Act 2000.

Support for trainers

GMP is very conscious of the concerns expressed specifically in the two CRE Investigation Reports as to the vulnerability of trainers in the area of 'race and diversity' and the need for adequate support. Such concerns are reflected in the Action Plan.

Monitoring of training

The RES Progress Group will scrutinise reports submitted by the Divisional and Branch Commanders ensuring that all staff have been RES trained and that the training has been effective. Once the new Training programme is completed, we will dip sample officers to check levels of knowledge.

Additional Knowledge Resources

A "Diversity Knowledge Bank" facility was developed under the amended Scheme and features on the Force internal intranet. It is a facility available to all staff through their computer terminal. The purpose of the "Diversity Knowledge Bank" is to provide information and guidance on all aspects of race and diversity covering population profiles, national and local research/reports, legal developments etc. The use and effectiveness of this resource will be monitored and the results reported to the RES Progress Group for scrutiny and action.

EMPLOYMENT

The specific duty on employment applies to most public authorities bound by the general duty (including the police service). We shall monitor, by reference to racial groups to which they belong:

- (a) *the numbers of:*
 - 1) *staff in post*
 - 2) *applicants for employment, training and promotion, from each such group*

- (b) *number of staff from each such group who -*
 - 1) *receive training*
 - 2) *benefit, suffer detriment as a result of its performance assessment procedures;*
 - 3) *are involved in grievance procedures;*
 - 4) *are subject of disciplinary procedures; or*
 - 5) *cease employment*

We shall publish annually the results of this monitoring.

Employment and Human Resources issues have come under particular scrutiny

Ethnic Monitoring of our employment processes is vital in providing management information to inform and direct change. Our aim is to achieve a workforce that reflects the community we serve in Greater Manchester. By 2009, we aim to have 7%* of our personnel from visible minority ethnic groups across all departments and divisions within the force.

Currently, the representation of visible minority ethnic staff within the workforce is 3.72% of police officers and 3.27% of support staff (as at 31 March 2005). Thus, in the period 2004/2005, the number of visible minority police officers increased by 32 and police staff by 8.

The under-representation of visible minority ethnic staff remains a significant priority for the force particularly under the Government's "Breaking Through" national initiative; furthermore we are specifically seeking to increase female minority ethnic recruits and internally to increase minority ethnic representation in specialist posts.

* Source: mid year estimates based on 2001 Census

Monitoring

In order to comply with our Statutory Duties under the 2000 Act we will carry out ethnic monitoring in all the areas identified in the box above. Such monitoring will be carried out in accordance with the Information Commissioners Code of Practice on employment monitoring.

Since September 2002, we have monitored the makeup of our staff using the self-defined ethnicity codes (16+1 system). We asked our police officers, support staff and special constables to define their ethnicity and 89.1% of staff replied. Where staff did not reply, Human Resources Branch placed staff under the code that best met their ethnicity based upon previous information supplied.

Monitoring Reports are produced for various Committees and groups – internal and external – and their quality and format regularly reviewed. A revamped Annual 'Report to the Community' was well received under the amended Scheme.

Recruitment Monitoring

The Positive Action Team located within the Human Resources Branch has responsibility for monitoring minority ethnic recruitment. If potential recruits experience particular problems, the Positive Action Team will report such issues to the Positive Action Staffing Group (PASG) which will define and task appropriate remedial action.

The specific objectives for the Positive Action Team are:

- To actively promote career opportunities within GMP across all communities
- To increase the number of minority ethnic applicants who apply to GMP and who are subsequently successful in the recruitment process
- To develop comprehensive media campaigns (within budget constraints) that will target both minority ethnic (police and support staff) and female groups
- To work in partnership with key Divisional staff, including Community and Race Relations Officers and Diversity Command Unit staff to develop further links into the minority communities

The Positive Action Team monitors minority ethnic groups through every part of the application process. The size of the Positive Action Team has been increased to ensure a commitment to this strategy. If under-representation is identified or particular problems are experienced, the Positive Action Team will attempt to address these.

GMP's Positive Action Staffing Group (PASG) is chaired by the Assistant Chief Constable, Human Resources and meets quarterly to discuss recruitment performance and progress on meeting minority ethnic recruitment targets; also, to review overall recruitment activities including the priorities of the Positive Action Team.

Where necessary, Departments within GMP will use their Annual Business Plan and local RES Action Plans to set priorities in this area. The plan is a document accessible to all and is the benchmark by which the organisation measures its success.

The Human Resources Branch priorities for the year 2005/06 are to implement the "Breaking Through" Action Plan (see Appendix F) which replaced the original "Dismantling Barriers" Home Office initiative and will review the under representation of minority groups to ensure we are on target to achieve greater representation. A report on progress will be reported quarterly to the Police Authority Finance and Personnel Committee for scrutiny.

Retention and Progression Monitoring

The Positive Action Staffing Group also scrutinises the area of retention and progression to ensure that any real or perceived barriers to lateral or vertical progression are removed. Such positive action initiatives are introduced where appropriate and opportunities are offered to minority ethnic staff.

For example, a pilot scheme has been introduced to encourage minority ethnic applications for specialist posts. It involves promoting the placement of minority ethnic officers in specialist posts where they are currently under-represented.

The Career Development Unit also encourages suitable minority ethnic officers to be nominated for the High Potential Developmental Scheme to ensure appropriate representation from minority ethnic officers. The Career Development Unit contact Divisional and Departmental Commanders and the Black and Asian Police Association for nominations prior to selection for the Home Office High Potential Development Scheme.

The Career Development Unit has created a database of all minority ethnic personnel, both police officers and support staff, showing their position in the organisation. This will be used to better inform the organisation about under-representation issues and, where appropriate, lead to positive action. Since 2004, the Unit has employed a full-time Minority Support Officer.

Work in this area is guided by the "Breaking Through" Action Plan published at Appendix E.

Performance Appraisal Monitoring

The Performance Appraisal System was introduced into GMP in 2004. The system rollout and training was completed in May 2004 and by November 2004 all personnel had had an appraisal under the new system. The Performance Appraisal Review Team will be completing a quality assurance exercise in 2005 to ensure that performance appraisals are being carried out consistently and fairly across the organisation. The scope of this review will include assessing whether minority ethnic staff are treated fairly under the system. Consideration is also being given to ensuring the PAS process adequately captures the outcome of any disciplinary action taken for 'racial misconduct'.

Training Monitoring

The Equal Opportunities Unit in Human Resources gather data on all applications and attendances for elective and career development training courses. The results of this monitoring are reported to and scrutinised by the Equal Opportunities Advisory Committee and published in the "Race and Diversity Monitoring Report. A Report for the Community."

Grievance Procedures

GMP is conscious of the amount of public attention that has been given to this area during the period 2004/2005 through a number of national reports eg the CRE Investigation, Morris Report, Taylor Report, ACPO Action Plan etc. With this in mind, work in this area is substantial and is fully reflected in the Action Plan.

As under the amended RES, all stages of the grievance procedures are monitored. Each case is reviewed on closure to identify learning points either for the individual manager or for the organisation as a whole. The Equal Opportunities Advisory Committee consider the findings from the monitoring results and make recommendations as appropriate. The recently revised Grievance Procedure has been impact assessed and the final version will reflect the assessment.

Disciplinary Procedures

GMP is further conscious of the amount of public attention that has also been given to this area of business during the last 12 months through national reports. With this in mind, a substantial number of tasks have been included in the Action Plan.

All stages of the disciplinary procedures are again monitored. The Internal Affairs Branch responsible has set aside resources and time to monitor for any adverse impact or disproportionality within their operating procedures and where necessary will make changes. An internal Discipline Committee has recently been established to provide staff associations with the opportunity to scrutinise the monitoring results and raise issues regarding the handling of discipline cases. This is chaired by Assistant Chief Internal Affairs.

Staff Leaving

All staff are asked to complete an exit questionnaire. Personnel Branch will investigate any equality issues raised by staff in the exit interview and contact Divisional and Departmental Commanders to ensure changes are made where appropriate. Where minority ethnic staff have not completed a questionnaire on leaving, a follow-up letter and further copy of the questionnaire is sent out 3-6 months after the staff member has ceased employment.

Staff who choose to complete an exit questionnaire are given the opportunity to complete the questionnaire in an 'exit interview' setting with a support group, for example a staff association.

Employment Tribunals

Both the CRE Final Report and the ACPO Action Plan emphasise the need to 'learn lessons' from Employment Tribunal cases. This very much applies to GMP and this is reflected in the Action Plan with the commitment to work in partnership with all staff associations in this area.

Confidential Reporting ("Whistle-blowing")

The CRE have recently complimented GMP on its "Do the Right Thing" poster campaign covering confidential reporting organised by GMP's Internal Investigation Department. The CRE urged us to continue this work but review its effectiveness.

Commitment to the Annual Publication of the Monitoring Data

We are committed to publishing the results of our monitoring on an annual basis in GMP's "Race and Diversity Monitoring Report. A Report for the Community" and through the Communications Strategy. The information will be transparent and detail our employment targets, success in achieving the target, disproportionality and changes made as a consequence. The report will also be submitted to the Police Authority Finance and Personnel Committee for scrutiny.

COMPLAINTS

In order to increase public confidence in the Race Equality Scheme it is important that there is a mechanism in place for people to complain about it. The system should allow interested parties to change the scheme where appropriate.

How to complain, give feedback and make suggestions

All complaints, feedback and ideas about the GMP Race Equality Scheme 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
Tel: 0161 856 2016
Email: diversity@gmp.police.uk

Complaints can also be made verbally at any police station.

Greater Manchester Police will acknowledge receipt of the complaint in writing within 10 working days.

Diversity Command Unit

Complaints can also be directed to the Diversity Command Team. The Team will accept, document and action any issue from any source about race and diversity issues within the force. The Team can be contacted in writing, by e-mail or by telephone:

The Director
Head of Diversity Command
Greater Manchester Police
Boyer Street
Manchester
M16 0RE
Tel: 0161 856 2200
Email: respect@gmp.police.uk

What will happen to the complaint?

The Diversity Command Unit will investigate the matter and aim to respond with a result within 28 days. Correspondence with the complainant will include information about the procedures for pursuing the complaint further through the Commission for Racial Equality. Where a complaint relates to the actions of an individual member of staff rather than the force then this will be dealt with in accordance with the relevant police and police staff disciplinary procedures through GMP's Internal Affairs Branch. All complaints made in respect of the Race Equality Scheme will be monitored by the Diversity Command Unit and will assist the force in revising the Scheme where appropriate.

Role of the Greater Manchester Police Authority

Any complaints, feedback and ideas about the Race Equality Scheme can also be directed 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

Role of the Independent Police Complaints Commission

We will consult with the Independent Police Complaints Commission on the impact of the complaints and discipline procedure we operate within GMP. The IPCC has overall responsibility for complaints against the police. Their aim is to raise standards, cut delays, increase public confidence and transform the way police forces handle complaints against the police.

They are particularly concerned by complaints relating to racist or discriminatory behaviour by employees of the Police Service and 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

Role of the Commission for Racial Equality

The Commission for Racial Equality is responsible for ensuring that GMP's Race Equality Schemes are fully compliant with the law. In the event of any investigation we will provide assistance and support to the Commission.

Further assistance and guidance can be provided by the CRE at:

Commission for Racial Equality
Elliot House
10/12 Allington Street
London
SW1E 5EH
Tel: 0207 828 7022
Fax: 0207 630 7605
Minicom: 0207 932 5419
www.cre.gov.uk

Race Equality Scheme: 2005/2006 – First Edition – Action Plan

General

| Action | Deadline | Responsible | Deliverables |
|---|-------------------------------|---|--------------------------------------|
| RES Monitoring and Development | | | |
| RES Progress Group to meet monthly to review and drive progress on the action plan | Monthly | ACC Criminal Justice and Diversity | Minutes and actions from the meeting |
| RES Progress Group to report overall progress to the PAC | Quarterly | ACC Criminal Justice and Diversity | Internal progress reports |
| RES Progress Group to report overall progress to the Respect Board | Monthly | Deputy Chief Constable | Internal progress report |
| GMPA Advisory Group on Race Issues | Quarterly | Head, Policy & Development, Diversity Command | Progress report |
| GMPA RES Steering Group | 6 Monthly | Diversity Performance Officer | Progress report |
| Consultation and Lay Involvement | | | |
| Establish Working Group to consider merger of PAC and Respect Board | 31 st October 2005 | Head of Diversity Policy & Development | Minutes and reports |
| Departmental / Divisional RES Work | | | |
| Establish Divisional RES Action Groups/Action Plans | 31 st October 2005 | Divisional Commanders | Progress reports |
| Establish Departmental RES Action Groups/Plans | 31 st October 2005 | Departmental Heads | Progress reports |
| Implement improvements to the Hate Crime recording system in the area of Gypsies and Travellers | 31 st July 2005 | Chief Inspector Partnership and Territorial | Enhancements made |
| Provide guidance to Divisions regarding local liaison / IAG representation | 31 st July 2005 | Chief Inspector Partnership and Territorial | Guidance provided |

Assessment of functions and policies

| Action | Deadline | Responsible | Deliverables |
|---|---|---|--|
| Functions and policies | | | |
| Relevance assessment of policies completed | 31st Aug 2004 | Performance Delivery Section, Diversity Command | Full list of relevant policies DONE |
| Review Impact Assessment Training using training evaluation findings | 31 st Aug 2005 | Performance Delivery Section, Diversity Command | Training package amended as required |
| Impact assessment of all 'critical' policies and policy revisions completed | 30th April 2005 Extended to: 31 st July 2005 | Performance Delivery Section, Diversity Command | Assessed policies |
| Local level Impact Assessments of 'critical' policies and policy revision completed | Ongoing | Divisional Commanders | Assessed policies |
| Review Audit results of Divisional Impact Assessments | 31 st July 2005 | Performance Delivery Section, Diversity Command | Review report |
| Develop guidance on good practise for Divisional Impact Assessments | 31 st Aug 2005 | Performance Delivery Section, Diversity Command | Guidance material |
| Impact assessment of all 'standard' policies and policy revision completed | 30th April 2006 | Performance Delivery Section, Diversity Command | Assessed policies |
| Procurement | | | |
| Dip sampling of contractors to be undertaken by the Police Authority | Ongoing | Head of Police Authority Services | Reports on findings of dip sample |
| Partnership | | | |
| Define and develop appropriate support mechanisms and guidance for staff involved with race equality issues in a partnership context. | 31st Aug 2005 | Head of Partnership Development Unit | Guidance materials |
| Review of Race Equality Schemes and strategies to be undertaken across the Local Criminal Justice Board (LCJB) through LCJB Diversity Group | 31 st Dec 2005 | ACC Criminal Justice and Diversity | Review report |
| Proposed Policies | | | |
| All new or revised policies to be impact assessed using impact assessment template | Implemented by 1st September 2004. Thereafter ongoing. | Head of Service - Research and Policy | Impact assessment template and assessed policies |
| Diversity Command 'Policy | Implemented | Performance Delivery | Quality |

RACE EQUALITY SCHEME: 2005-2008 - FIRST EDITION

| Action | Deadline | Responsible | Deliverables |
|--|--|----------------------------|---------------------|
| team' undertake quality assurance of all impact assessments for new or revised polices | by 1st September 2004. Thereafter ongoing. | Section, Diversity Command | assured policies |

Impact assessments and consultation

| Action | Deadline | Responsible | Deliverables |
|---|--|---|---|
| Impact Assessments and consultation | | | |
| To Review Impact Assessment Template in line with National Developments and Guidance | Ongoing | Performance Delivery Section, Diversity Command | Revised Template |
| Diversity Command 'Policy team' undertake quality assurance of all impact assessments for new or revised policies | Implemented by 1st September 2004. Thereafter ongoing. | Performance Delivery Section, Diversity Command | Quality assured policies |
| Diversity Command 'Policy team' undertake quality assurance of consultation undertaken | Implemented by 1st September 2004. Thereafter ongoing. | Performance Delivery Section, Diversity Command | Quality assured consultation |
| Consultation reported to the Policy Advisory Group on Race Issues | Implemented by 1st September 2004. Thereafter ongoing. | Performance Delivery Section, Diversity Command | Quality assured consultation by external scrutiny |

Monitoring of policies

| Action | Deadline | Responsible | Deliverables |
|--|---|---|--|
| Monitoring outcomes reported to the RES Progress Group | Implemented by 1st September 2004. Thereafter ongoing. | Individual Policy Holders | Quality assured monitoring (internal) |
| Monitoring outcomes reported to the Policy Advisory Group on Race Issues | Implemented by 1st September 2004. Thereafter ongoing. | Performance Delivery Section, Diversity Command | Quality assured monitoring (external) |
| Feedback consultation to Policy holder | Implemented by 1st September 2004. Thereafter ongoing. | Performance Delivery Section, Diversity Command | Policy revised / continued monitoring as appropriate |
| Impact Assessments and monitoring outcomes to be reported to the Police Authorities Race Equality Steering Group | Implemented by 01 st May 2005. Thereafter ongoing. | Performance Delivery Section, Diversity Command | Quality assured monitoring (external) |

Publishing assessments, consultation & monitoring results

| Action | Deadline | Responsible | Deliverables |
|--|---|---|---|
| Summary Report | | | |
| Publication of an annual summary report on the Race Equality Scheme, content as defined in main report | 30 th Sept 2005 | Head of Policy and Development, Diversity Command | Summary report integral to the 'Race and Diversity Monitoring Report. A Report for the Community' |
| Development of communications strategy to accompany the above report | 31st October 2004 | Director Corporate Communications | Communications strategy |
| Release the above report on the internet | 31st October 2004 | Director Corporate Communications | Internet pages |
| Printed copies of the report to be circulated internally and externally as defined in main scheme | 31st October 2004 | Performance Deliver Section, Diversity Command | Circulation list |
| Specified personnel to engage with all diverse groups and specifically hard to reach groups as defined in the scheme and report on results | 31 st December 2005 | Divisional Community & Race Relations Officers | Report on activity and outcomes to RES Progress Group |
| Full Reports | | | |
| The full results to be collated and held in a central location | 31 st July 2005 (Critical) 30th April 2006 (Standard) | Performance Deliver Section, Diversity Command | Central information store |
| Requests for viewing of the full results monitored and serviced | On going | Performance Deliver Section, Diversity Command | Report on requests and outcomes to RES Progress Group |

Ensuring access to information and services

| Action | Deadline | Responsible | Deliverables |
|---|-------------------------------|---|--|
| Report on progress regarding Access to information and services | 31 st October 2005 | Policy and Development, Diversity Command | 'Race and Diversity Monitoring Report. A Report for the Community' |
| Maintain subscription to Language Line and review provision annually | 31st May 2006 | Chief Inspector Partnership and Territorial | Progress report |
| Interpreters | | | |
| Maintain subscription to network of interpreters and review provision | 31st May 2006 | Chief Superintendent Crime Operations | Progress report |
| Language Skills of our Staff | | | |
| Review what support is given to staff in development of languages | 31 st May 2006 | Policy and Development, Diversity Command | Review report |
| Reporting Mechanisms | | | |
| Review effectiveness of enhanced Crime-stoppers service | 31 th July 2005 | Chief Inspector Partnership and Territorial | Report produced |

Training

| Action | Deadline | Responsible | Deliverables |
|---|---|---|----------------------------------|
| RES Training | | | |
| Evaluation of RES Workbook Training | 31st July 2005 | Head of Performance Delivery | Report |
| RES Workbook 'Mop up' Training 'inc OCB | 31st July 2005 | Diversity Training Unit Manager | Training packages |
| RES Training sessions for specialist staff with responsibilities under the Specific Duties. | 31 st October 2005 | Diversity Training Unit Manager (with Service Head for Research & Policy) | Bespoke Training packages |
| Diversity Training | | | |
| Complete Training Needs Analysis on Diversity Training | 31st July 2005 | Training Consultancy Unit Manager | Race and Diversity Training plan |
| Training delivery to be completed | 31st May 2006 | Diversity Training Unit Manager | Training delivered |
| Training Monitoring & Review | | | |
| Dip-sampling of officers on knowledge of 2000 RR(A)A | 1st January 2006 | Diversity Training Unit Manager | Dip-sampling report |
| All mainstreamed race and diversity training element to be reviewed and enhanced if appropriate, with specific reference to Gypsies, Travellers and asylum seekers and refugees | 31st May 2005 | Diversity Training Unit Manager | Amended training elements |
| Monitoring of training - reports to be provided to the RES Monitoring Group | Monthly until 31 st May 2006 | Diversity Training Unit Manager | Progress Report |
| Monitoring and use of Diversity Knowledge Bank | Quarterly until 31 st May 2006 | Policy and Development Section, Diversity Command | Progress Report |

Employment

| Action | Deadline | Responsible | Deliverables |
|---|--|--|--------------------|
| Monitoring Recruitment | | | |
| Monitoring all aspects of employment required under the Specific Duties | Continuous until 31 st May 2006 | Head of Equal Opps Unit Human Resources | Reports |
| Scrutinise monitoring results through Equal Opportunities Advisory Group | Quarterly until 31 st May 2006 | ACC HR | Reports |
| See also "Breaking Through" Action Plan at Appendix F | | | |
| Monitoring Retention and Progression | | | |
| Scrutinise monitoring data results through Positive Action Staffing Group | Quarterly until 31 st May 2006 | ACC HR | Reports |
| See also "Breaking Through" Action Plan at Appendix F | | | |
| Monitoring Performance Appraisal | | | |
| Quality Assurance Appraisals to include identifying training needs in the area of 'race and diversity' (CRE Rec.48) | 30 th September 2005 | Director, HR | Report |
| Arrangements to be put in place to record and monitor the outcomes of any disciplinary action taken against any staff member for 'racial; misconduct' (CRE Rec.108) | 30 th September 2005 | Director, HR | Position Paper |
| Monitoring Training | | | |
| Publish data on training applications to ensure (CRE Rec. 66) | 30 th September 2005 | Head of Equal Opps HR | Report |
| Grievance and Discipline | | | |
| Scrutinise Grievance monitoring data through EOAC | Quarterly until 31 st May 2006 | Head of Equal Opps HR | Reports |
| Scrutinise Discipline monitoring data through Internal Discipline Committee | Quarterly until 31 st May 2006 | Head, Discipline and Complaints | Reports |
| Ensure all staff associations are consulted on grievance issues through membership of EOAC (CRE Rec.81) | Ongoing | ACC,HR | EOAC attendance |
| Promote new Grievance procedures to increase use of procedures (CRE Rec 84) | 30 th September 2005 | | Promotion material |
| Promote all types of mediation options for the resolution of grievances etc CRE Rec.87) | Ongoing | Head Equal Opps HR | Promotion material |
| Explore possibility of recording informal complaints of 'racial misconduct' (CRE Rec 70) | 31 st July 2005 | Director, HR | Position paper |
| Review training to managers | 31 st July 2005 | Director, | Report |

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| Action | Deadline | Responsible | Deliverables |
|---|---------------------------------|---|-----------------------------------|
| on discipline (CRE Rec 74) | | Learning and Development and Head of Discipline and Complaints | |
| Review within Internal Affairs Branch on the provision of training on the investigation of racial discrimination (CRE Rec.75) | 31 st July 2005 | Head of Internal Affairs | Report |
| Confidential Reporting | | | |
| Review arrangements for confidential reporting (ie whistle- blowing) and the campaign to promote its use. Such a review to include involvement of BAPA (CRE Rec 89) | 30 th September 2005 | Superintendent Head of Internal Investigation Unit | Report and Meeting with BAPA reps |
| Employment Tribunals | | | |
| Review adoption of "Learning the Lessons" principles around ET cases (CRE, Rec 90) | 30 th September 2005 | Director, HR | Report |
| Review all completed ET cases involving RRA 1976 complaints to 'learn the lessons' (CRE Rec 90) | Ongoing | Director, HR Head of Policy and Development, Diversity Command | Reports |
| Staff Leaving | | | |
| Review reasons for staff leaving (ACPO Recs 56,57) | Ongoing | Head of Equal Opps,HR | Reports |
| Publication of Monitoring Data | | | |
| Publish all aspects of employment monitoring data with reports that offer comment and analysis | Quarterly Annually | Head of Equal opps HR and Diversity Command | Reports |

APPENDIX B

Functions and Policies Assessed as Relevant to the General Duty

CRITICAL POLICIES

Stop, search and public encounters
Vehicle defect rectification forms
Arrests
Summons, fixed penalty tickets
Cautions and other case disposal methods
Bail and detention
Deaths in custody
Victims of homicide
Assessment centre policy
High Potential Development Scheme
Grievance Procedure
Disciplinary Procedure: Support Staff
Equal Opportunities Policy
Bullying and Harassment Policy
Professional and Appropriate Language Guide
HR Plan (2004/05)
Performance Appraisal Policy
GMP Recruitment Strategy
Recruitment and Selection Policy
Force Learning Strategy
Induction and Exit Policy
Learning Design Policy
Hate Crime Policy
Domestic Violence Policy
Work Related Deaths
Using Interpreters
Immigration Offenders - I.D. Issues
Special Measures - Vulnerable and Intimidated Witnesses
Opening Agreement with Family - form 229b
Onsite Examination
SSP - Racist Monitoring
Ethnic Monitoring: collating arrest data
Public Perception Survey
Improving Quality of Service
Media Policy
Racist Incident Statistics Communication Guidance
Consequence Management Cells
Community Impact Assessments and Counter Terrorist Operations
Graded Response Policy
Trespass (Gypsies and Travellers)
Ethnic Monitoring Policy
Changes to Codes of Practise
Searching Premises
Recording Complaints from members of the public
Investigating Complaints from members of the public
Recording and Investigating Misconduct Matters
Suspension of Police Officers
Restricting Officers Duties during Misconduct Investigations

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Formal Misconduct Procedures and Formal Hearings
Community and Race Relations Strategy
Ethnic Monitoring Policy
Force Chaplaincy
Language Line
Self Defined Ethnicity
Reclassification of cannabis and Streets Warnings
Cautioning Policy (Adults)
Anti-Social Behaviour Orders
Bail: Informing a Witness that a Defendant has been granted Bail
Custody: PACE Strip Search
Custody: Notice to Detain person
Identification: Notice to Suspect' form 720A
Prosecuting Racially and Religiously Motivated or Aggravated Crime
Reprimand and Final Warning

STANDARD POLICIES

Alternative Learning Strategy
Communications Strategy
Continuous Professional Development for Trainers
Evaluation Policy
Meetings Policy
Succession Planning Policy
Support Staff: Appearance and Dress Code
Paternity: Special and Time Off to care for dependants
Family and Dependants leave for Police Officers and Support Staff
Part time working and Job Sharing for Police Officers
Job Sharing Procedures for support staff
Flexible working policy for Support Staff
Voluntary Reduced Hours
Maternity Leave for Police Officers and Support Staff
Workplace mediation Scheme
Redeployment of Support Staff
Secondment Policy - Support Staff
Tenure Policy
Custody Office: Outlining Circumstances of Arrest
Sudden Death Policy
Video Identification of Suspects
Toxicology Samples at Post Mortem
Investigation of Kidnap/Blackmail
Registration of Informants
Use of Police Protection
Submission Policy
Seized Computer Evidence Integrity
Investigation Procedure
Unit Security
Submissions Criteria
Imaging
Force Internal Communication Strategy
Catering for Dietary Needs
Counter Terrorist / Polsa search / Crime search
Crime and Disorder Reduction

APPENDIX C

Procurement Criteria

The following are extracts from standard tender documents used by GMP's procurement unit for goods and services tenders.

The first extract details the six basic questions asked of all prospective tenderers. Responses are assessed as part of an overall evaluation process. Additional questions are asked, if required, in relation to the nature of what is being procured.

Equal Opportunities

Non UK based firms should attempt to answer each of the following questions, substituting where relevant, the appropriate legislation / Codes of Practice etc. which are applicable within their domestic jurisdiction.

| | |
|---|---|
| 1 | Does your Company have an Equal Opportunities Policy or statement? If yes, please provide a copy. |
| 2 | Please provide details of how your Equal Opportunities policy is promoted and implemented. |
| 3 | In the last three years, has any finding of unlawful discrimination in respect of the Race Relations Act 1976: The Race Relations (Amendment) Act 2000: The Sex Discrimination Act 1975: The Equal Pay Act 1970: The Disability Discrimination Act 1995: or any other Religious or Sexual Orientation ground been made against your Company by any court of law or industrial tribunal? If so please provide details. |
| 4 | In the last three years has your Company been the subject of formal investigations by either the Commission for Racial Equality, Disabilities Right Commission or Equal Opportunities Commission on grounds of alleged unlawful discrimination? If yes, please provide details. If no, do you actively observe the Codes of Practice and Acts of Parliament in relation to these bodies? |
| 5 | If you are not currently subject to UK legislation, please supply details of your experience in working under equivalent material legislation, which, in your country, is designed to eliminate discrimination, including racial, sexual, and disability discrimination and to promote equality of opportunity. |
| 6 | Under the Race Relations Act 1976, as amended by the Race Relations (Amendment) Act 2000 the Authority has a specific duty to promote racial equality. Please can you indicate how your company would seek to support the Authority in this duty? |

Please note that GMPA may contact the appropriate authorities to check the validity of your answers to questions 3 4 and 5.

This next extract is included in the standard Terms and Conditions that accompany all Tenders:

Discrimination

The Contractor shall not unlawfully discriminate within the meaning and scope of any law, enactment, order or regulation relating to discrimination whether race, gender, religion, disability, sexual orientation or otherwise or any statutory modification or re-enactment thereof relating to discrimination in employment. The Contractor shall take all reasonable steps to secure the observance of these provisions by all servants, employees or agents of the Contractor and all sub-contractors employed in the execution of the Contract.

APPENDIX D: IMPACT ASSESSMENT FOR DIVERSITY

POLICY TITLE:.....

POLICY STATUS: CRITICAL / STANDARD:.....

POLICY OWNING BRANC:.....

BRANCH HEAD:.....

PERSON COMPLETING IMPACT ASSESSMENT:.....

DATE COMPLETED:.....

CONTACT TELEPHONE NUMBER:.....

1. IDENTIFY THE MAIN AIMS OF POLICY

It is vital to begin the assessment process with a clear understanding of the policy you want to develop / assess.

Please detail the main aims below:

2. COLLECT INFORMATION

It is important to have as much up-to-date, reliable and detailed information as possible about the different groups the policy is likely to or does affect.

Please outline the information you gathered, below:

3. CONSIDER THE EVIDENCE

The information and evidence you have gathered (Question 2, above) will provide a benchmark or point of reference for most of the decisions you will have to make on the policy in question, and for any justifications of these that you might be asked for. The validity of your assessment will depend on the quality of the information you use.

Please detail what the evidence you have collected tells you about that policy or procedure.

4. ASSESS ANY LIKELY IMPACT

This stage lies at the heart of the impact assessment process. Your starting point will be any disparities or potential disparities you have identified during the above process. You now have to make a judgement as to whether these amount to adverse impact. This involves systematically evaluating the proposed policy against all the information and evidence you have assembled and are using as a benchmark, and making a reasonable judgement as to whether the policy is likely to have significant negative consequences for a particular diverse group (or groups).

Outline the likely impact below:

5. CONSIDER ALTERNATIVES

If your assessment shows that the proposed policy is likely to have an adverse impact on a particular diverse group (or groups), that is, that it will have significant negative consequences for them, you must consider alternatives.

What decision has been taken, please detail below:

6. CONSULT FORMALLY

Consultation should be an on-going process throughout the impact assessment, to inform the decisions you have to make along the way. Your consultation will be critical. It will affect both the legitimacy of the policy when it is put into effect, and the trust people feel they can place in you.

Please list every person / group / organisation (both internal and external) you have consulted with and the outcomes and views obtained during that consultation:

7. MAKE MONITORING ARRANGEMENTS

The policy you finally put into effect / the policy you have assessed may have been revised to take account of some or all of these findings, but you will only know the actual impact of the policy once it is in operation (unless it is an existing policy or policy with monitoring arrangements already established). This means you will have to monitor it regularly to know what is happening in reality.

Please detail the monitoring arrangements that will be establish:

8. PUBLISHING ASSESSMENT RESULTS

Under the Specific Duty to produce and publish a Race Equality Scheme we have to make arrangements to publish the results of the assessments and consultations that have been undertaken on policies identified as relevant or proposed.

YC will where appropriate facilitate this aspect of the Impact Assessment process.

If you feel that there is any reason why this Impact Assessment should not be published please detail here, include the reasons why:

DECLARATION

I am satisfied that this policy has been fully impact assessed.

I understand the Impact Assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsible for the completion and quality of this process.

Signed:

Job Title:

Dated:

Branch Head Signed:

Dated:

PLEASE NOTE – THIS IMPACT ASSESSMENT WILL BE SCRUTINISED BY THE RACE EQUALITY SCHEME MONITORING GROUP CHAIRED BY ACC COMMUNITY AND INTERNAL AFFAIRS.

APPENDIX E : RES WORKBOOK EVALUATION

TO BE INSERTED HERE

APPENDIX F: Race Equality Scheme 2005/2008 First Edition
Breaking Through (May 2005)
'Promoting Minority Ethnic Employment in the Police Service'

| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|--|---|---|---|--|---|
| 1. RECRUITMENT | | | | | |
| 1. Set clear targets towards achieving 2009 Dismantling Barriers (Breaking Through) targets. | Targets are: I. 40 new police recruits from ME communities II. 30% female police recruits III. 20 ME support staff recruits Performance is monitored on monthly Basis | GRIP meeting Positive Action Staffing Group (PASG) Senior Management Team – HR Branch | <i>Recruitment Manager</i> Recruitment Manager | Police Recruitment is on target to date. We will exceed the 30% female target. In respect of police staff currently under target, but we are continuing to work on this. | Ongoing throughout year |
| 2. Review role and responsibilities of PAT in conjunction with Respect Programme | a) Review role and function of PAT b) Review targeted advertising c) Marketing of 'Positive Action' activity work with existing ME support staff to encourage applications for regular recruitment. | PASG | Recruitment Manager | Review has now been completed. A paper has been presented to Command for consideration. | a) 31/09/04 b) Ongoing c) Ongoing |
| 3. Review existing assessment centre processes | Review completed. Continue to monitor for adverse impact. | HR Director PASG | Assessment Centre Manager/ Recruitment Manager | The Force has now moved to a national assessment model in line with all Forces. This objective is no longer applicable. | Ongoing throughout year |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|--|---|--------------------------------|-----------------------|---|--------------------|
| 4. Increase recruitment, retention and progression of Minority Ethnic Police Staff | a) Undertake local targeted recruitment activity for ME Support Staff | HR Director | Recruitment Manager | a) Targeted advertising campaigns have been initiated in Oldham/Rochdale focusing on support staff roles. Further work is planned for early 2005. | a) Ongoing |
| | b) Review use of trainee/ temporary posts/pre-employment training/returners | HR Director | Recruitment Manager | b) A successful programme was run in conjunction with Jobcentre Plus early this year. We are considering this activity again for the future once PAT is established | b) March 2005 |
| | c) Undertake local targeted recruitment activity for ME Support Staff | HR Director | Recruitment Manager | c) Targeted advertising campaigns have been initiated in Oldham/Rochdale focusing on support staff roles. Further work is planned for early 2005. | c) Ongoing |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|---|--|--------------------------------------|--|---|------------------------------------|
| | d) Sustain applicant support service for applicants progressing through recruitment process e) Develop meaningful monitoring data around recruitment activity including pre application stage | PASG PASG | <i>PAT Team Leader</i> Principal HR Officer (Recruitment) | d) This activity continues to be a significant part of the work of the PAT. e) Agreed to incorporate into GRIP reviews from April 2005. Early warning to be given to divisions | d) Ongoing e) Ongoing |
| 5. Continue involving divisions more closely in Minority Ethnic recruitment | a) Promote Divisional Action Plans b) Divisional Referral system for unsuccessful applicants to PAT | PASG Recruitment Unit Manager | Divisional Commanders PAT Team Leader | To be reviewed in 2005 Now in place | a) December 2004 b) Ongoing |
| 6. Improve Minority Ethnic Recruitment to Special Constabulary | Develop recruitment campaign for ME Special Constables | Recruitment Manager | Recruitment and Marketing Officer | Targeted campaigns have been initiated with some success | Ongoing throughout year |
| 7. Improved involvement of Police Authority in Minority Ethnic Recruitment | a) Engage PA resources in supporting ME recruitment | PA Management Committee | | To be pursued further | |
| 8. Undertake monitoring of all recruitment activity | a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report. b) Identify appropriate activities to address imbalances highlighted within statistics | PASG | Recruitment Manager PAT Team Leader | Next statistics required mid 2005 | annual |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|---|---|---|---|----------|--|
| 2. RETENTION | | | | | |
| 1. Prevent Unnecessary wastage of candidates from appointments through to start of probation | a) Monitor number and ethnicity of candidates not taking up appointments (none to date) b) PAT to maintain contact with recruits prior to start date | PASG PASG | Recruitment Manager PAT Team Leader, MSO Officer Recruitment Unit Manager | | a) Ongoing b) Ongoing throughout year |
| 2. Prevent Unnecessary wastage of candidates during foundation training | a) Monitor number and ethnicity of officers leaving during foundation training b) Improve early warning system to identify officers from ME background who are considering leaving c) Encourage all officers who do leave to complete exit questionnaire and interview officer (and training staff) | PASG PASG PASG c) Ongoing | Asst. HRD (Policy) Ch. Insp. (Dev) Ch. Insp. (Dev) | | a) Ongoing throughout year b) Ongoing throughout year c) Ongoing |
| 3. Maximise retention of officers from completion of training to end of probation and during the 2-5 year period and subsequent 5-10 years. | a). Monitor number and ethnicity of officers leaving from completion of training to end of probation b) Monitor number and ethnicity of officers leaving during 2-5 year and 5-10 year period, including breakdown re required to resign or dismissed/ discharged under Reg. 13 | PASG/ EOAC EOAC/PASG | Asst. HRD (Policy) Asst. HRD (Policy) | | a) Ongoing b) Ongoing |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|---|--|--|--|--|--|
| | c) Improve early warning system to identify ME officers who are considering leaving d) Encourage all officers who leave to complete exit questionnaire and interview line manager and HR staff | PASG EOAC | Ch. Insp. (Dev) Ch. Insp. (Dev) | | c) Ongoing d) Ongoing |
| 4. Improve input from & co-ordination with BAPA Engage minority groups in policy and processes | a) Meeting with HR staff and BAPA to develop action plan b) Agree and publicise action plan c) Review representation of minority groups on key committees (including lay membership?) d) Increase consultation with minority groups on key committees | PASG PASG ACC HR HR Director PASG ACC HR HR Director | HR Director HR Director BAPA Chair HR Director PHRO EO | c) Review completed; key meeting forums have merged. Discussions ongoing re lay membership | a) ongoing b) Ongoing c) December 2004 d) Ongoing |
| 5. Review outstanding ET cases involving ME Staff | Continue having regular meetings to discuss resolution of outstanding ET cases involving ME staff | ACC (Criminal Justice) ACC (Human Resources) | HR Director Force Solicitor | | Ongoing |
| 6. Increase use of flexible working and family friendly policies | a) Continue to refine and develop flexible working practices | EOAC/ EIG PASG | Asst. HRD (Policy) | | a) April 2005 |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|--|---|--|---|--|---|
| | b) Encourage take up of flexible and part time working c) Measure take up of flexible/ part time working every 6 months d) Encourage use of Childcare Coordinator assistance including introduction of voucher scheme e) Raise awareness of lone parents via Job Centre Plus of flexible working | (as above) EOAC 3 year strategy – April 2007 (review October 2004) Recruitment Unit Manager | Asst. HRD (Policy) Asst. HRD (Policy) Asst. HRD (Policy) Childcare Coordinator | c) Flexibility Audit scheduled before end of fiscal year d) Programme of childcare surgeries underway e) Work underway with Manchester Employers' Coalition re Audit | b) Ongoing c) Ongoing d) October 2004 e) Ongoing |
| 7. Undertake monitoring retention and progression | a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report. b) Identify appropriate activities to address imbalances highlighted within statistics | PASG | PHRO – EO MSO | Next statistics required mid 2005 | annual |
| 3. PROGRESSION | | | | | |
| 1. Increase the number of ME officers at each rank | a) Continue to provide support and assistance from Minority Support Officer re applications for specialist posts, interviewing skills, completion of forms, OSPRE and promotion procedure. b) Continue Positive Action Training for existing staff and review (PLP) | HR Director PASG EOAC PASG | Ch. Insp. (Dev) HR/ Director Learning + Development | | a) Ongoing b) Ongoing |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|---|---|--|--|--|--|
| | <p>c) Review access to learning and development for minority groups (set up networking group?)</p> <p>d) Develop database of ME staff skills/ qualifications</p> <p>e) Implement revised scheme for mentoring/ peer support for ME staff (and then review suitability for females and other minority groups)</p> <p>f) Continue identifying and implementing positive action opportunities to improve ME representation in specialist departments</p> <p>g) Continue to actively encourage ME officers to apply for HPDS</p> <p>h) Actively encourage ME officers to engage in the Leadership Programme</p> | <p>HR Director Director of Learning & Development Annual Report (RRAA) PASG</p> <p>HR Director</p> <p>HR Director PASG</p> <p>PASG</p> <p>ACC HR</p> <p>ACC HR</p> | <p>HR Director/ Director Learning + Development TCU Manager</p> <p>Ch. Insp. (Dev)</p> <p>Ch. Insp (Dev)</p> <p>Ch. Insp (Dev)</p> <p>Ch. Insp (Dev)</p> <p>Ch. Insp (Dev)</p> | | <p>c) Applications for elective courses are monitored annually and reported to HMIC. d) t.b.c.</p> <p>e) December 2004</p> <p>f) September 2004</p> <p>g) Ongoing</p> <p>h) Ongoing</p> |
| <p>2. Undertake monitoring of impact of performance appraisal</p> | <p>a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report.</p> <p>b) Identify any adverse impact</p> <p>c) Develop initiatives to redress</p> | <p>PASG RES Progress Group</p> | <p>Appraisal Manager</p> | <p>Next statistics required mid 2005</p> | <p>annual</p> |

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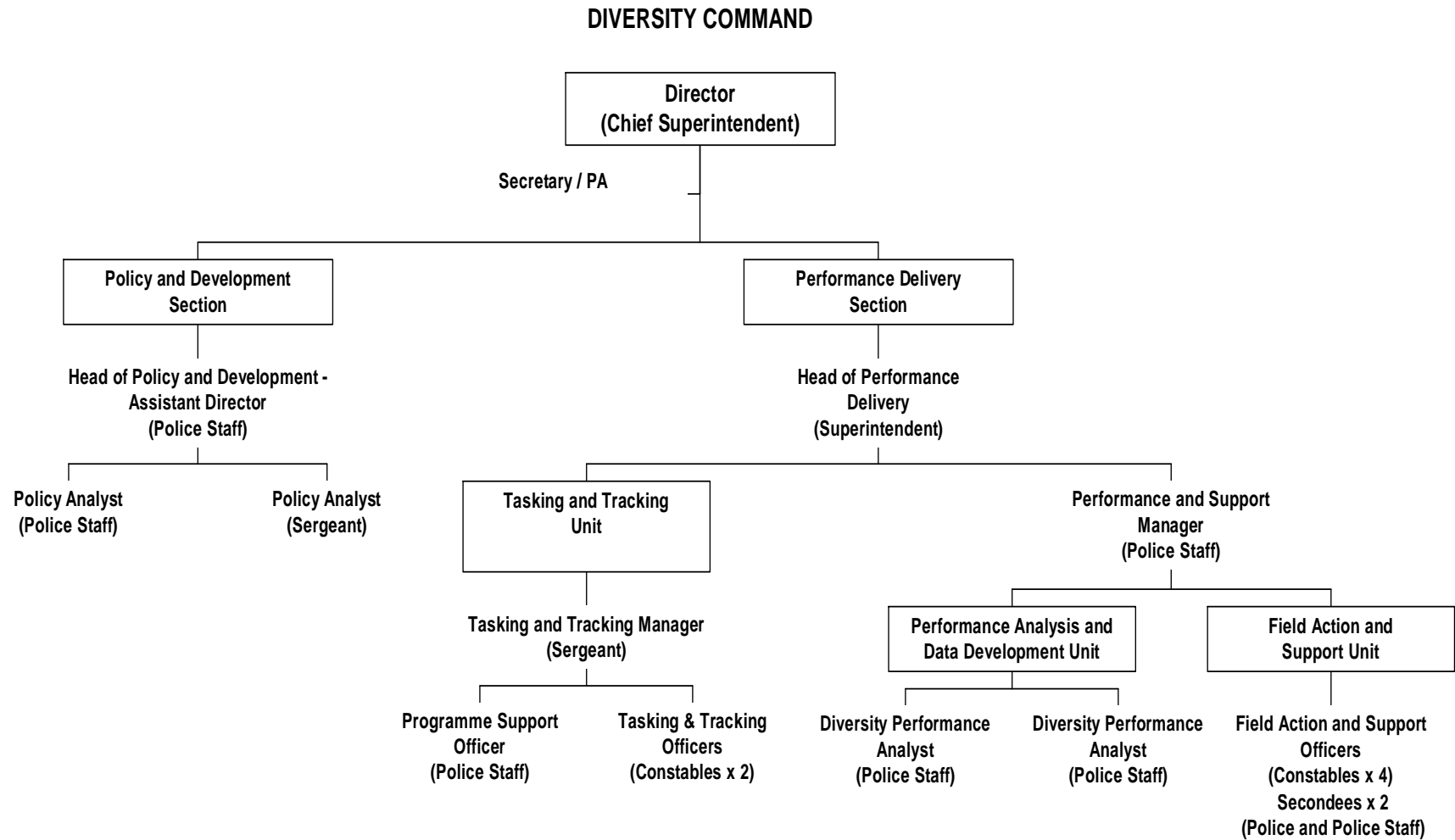
| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|--|---|--|---|--|--------------------|
| 3. Undertake monitoring access to elective training | a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report. b) Identify any adverse impact c) Develop initiatives to redress | PASG EOAC | TCU Manager | Next statistics required mid 2005 | annual |
| 4. Undertake monitoring of grievances | a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report. b) Identify any adverse impact c) Develop initiatives to redress | EOAC RES Progress Group | PHRO – EO | Next statistics required mid 2005 | annual |
| 5. Undertake monitoring of disciplinary procedures | a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report. b) Identify any adverse initiatives to redress c) Develop initiatives to redress | EOAC RES Progress Group | HR Services Manager (police staff) Internal Affairs Branch (police officers) | Next statistics required mid 2005 | annual |
| 6. Monitor staff leaving GMP | a) Provide detailed statistics for inclusion within the annual Race & Diversity Monitoring Report. b) Identify any adverse impact c) Develop initiatives to redress | EOAC RES Progress Group | Asst. HRD – Policy MSO | Next statistics required mid 2005 | annual |
| 4. GENERAL | | | | | |
| 1. Review content and delivery of Diversity Training | a) Review progress to date in delivering Diversity Training | Learning + Development Strategy Group (LDSG) EOAC | Director of Learning + Development Race Advisor | a). Mandatory training due to be completed | |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|--|--|--|---|---|------------------------------|
| | b) Review non contact Diversity Training c) Develop Action Plan to improve communication of business benefits in future diversity training d) Implement open learning package for Special Constables | LDSG EOAC LDSG EOAC SCAG | Director of Learning + Development Race Advisor TCU Manager Race Advisor Respect Programme Director of Learning + Development | c) As above d). Achieved | |
| 2). Implement RES training for all staff | a) Run sessions for senior managers b) Design and distribute workbooks for all other staff | RES Progress Group RES Progress Group | Force Race Advisor? Diversity Training Team | 1 session left to run Books to be circulated once printed | March 2005 March 2005 |
| 3). Improve Partnerships with external agencies including (RECs) | a). Briefing to Policy Advisory Committee (Revised membership) b) Improve understanding of minority communities within Greater Manchester (through attending PAC) c) Work with Force Race + Diversity Advisor + CRROs to maintain dialogue with ME communities d) Involve community representatives in work of Position Action Staffing Group and PAT | <i>Policy Advisory Committee (PAC)</i> PAC PAC PASG | Branch Commander – Diversity Command Branch Commander – Diversity Command Branch Commander – Diversity Command Branch Commander – Diversity Command PHRO - EO | CRROs are actively engaged in setting up IAGs on divisions CRROs work closely with GMPA consultative workers on key events A CRRO will sit on the PASG at future meetings | |

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| Aim | Activity | Monitoring arrangements | Responsibility | Position | Target Date |
|------------|--|--------------------------------|--------------------------------------|-----------------|--------------------|
| | e) Engage Crime + Disorder Partners in supporting ME recruitment, retention and progression. | PAC | Branch Commander – Diversity Command | | |



APPENDIX H

GLOSSARY OF TERMS

Action Plan

A practical and realistic plan, with an agreed timetable, showing how we intend to meet our duties.

Consultation

Asking for views on policies or services from staff, colleagues, service-users or the general public. Different circumstances call for different types of consultation. For example, consultation may include meetings, focus groups, surveys, questionnaires etc.

Ethnic Monitoring

The process to collect, store and analyse data about people's ethnic background.

Functions

The full range of our duties and powers.

Impact Assessment

The process of identifying the future consequences of a current or proposed 'policy' (or function) in terms of race equality and the task(s) of ensuring that black and minority ethnic people are not adversely affected.

Monitoring

The process of collecting, analysing and evaluating information, to measure performance, progress or change.

Policies

The formal and informal decisions about how a public authority carries out its duties and uses its powers.

Proportionality

The weight given to race equality should be proportionate to its relevance to a particular function. This approach may mean giving greater consideration and resources to functions or policies that have the most effect on the public and our staff.

Procurement

The contractual or other arrangements that a public authority makes to obtain goods, works, or services from an outside organisation.

Relevance

Race equality will be more relevant to some public functions and policies than others. Relevance is about how far a function or policy affects people, as members of the public and as an employee.