Equality, Diversity and Human Rights Strategy 2018 - 2021

Greater Manchester Police

May 2018
Foreword

Greater Manchester Police serves one of the most culturally diverse areas in the United Kingdom, and with our proud history of embracing diversity, we have people coming to live, work and study here from all over the world. Events held across Greater Manchester showcase our approach to welcoming and embracing difference and this has a national and international reach.

We have made some significant achievements since our last strategy was launched in 2014, for example due to greater community involvement and scrutiny the positive outcome rate for stop and search encounters has increased whilst the overall number of encounters has reduced and we have mental health professionals working with us in triaging and informing our response to calls for service. In our new strategy for 2018-21 we have again set ourselves a number of stretching objectives, and rightly so, but our achievements over the past four years have provided a platform for us to build upon.

Recently there has been much public debate about fairness within our society, what impact that has on social exclusion, community cohesion and prevalence of hate crime. GMP has been taking part in that debate and, in pursuance of our public sector equality duties; we are committed to challenging hate-related behaviours and attitudes in society. So going forward, we will be working with the Greater Manchester Combined Authority, our public sector partners and the private sector to develop a Greater Manchester Charter to include a shared set of values and commitments. This is particularly important as ‘Brexit’ negotiations continue and the United Kingdom works towards leaving the European Union in 2019.

We have also developed a Target Operating Model (TOM), which is an enabler for Greater Manchester Police to provide the best possible services to the people of Greater Manchester and one of our commitments is to ensure that we demonstrate respect and fairness to the public and our colleagues. Since 2014, we have made progress in our workforce representation, but recognise that there is still a way to go before we are truly representative of our diverse communities. Through my national lead role for workforce representation and diversity, I will be ensuring that the work that GMP is doing in this area informs and drives forward the national agenda.

It is my desire that by 2021 our communities and our people will see a demonstrable difference as a result of the intended outcomes that we have set ourselves within this strategy.

Ian Hopkins QPM, Chief Constable
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1. Introduction and Purpose

The Public Sector Equality Duty is made up of a general equality duty set out in the Equality Act 2010, which is supported by specific duties imposed by statutory regulations. The specific duties require Greater Manchester Police to publish information which demonstrates how the Force is complying with the equality duty, as well as publish one or more equality objectives, at intervals of not more than every four years.

In April 2014 Greater Manchester Police published its first Equality, Diversity and Human Rights Strategy which included 29 equality objectives. We have included within this strategy whether we have achieved our stated aims which we set ourselves back in 2014.

This second strategy also sets out what Greater Manchester Police wants to achieve over the next three years, including outcomes for new equality objectives which did not feature in our 2014 strategy.

The strategy is supported by a detailed action plan which sets out the activity which each business area will undertake to ensure that the strategy’s priorities are delivered. The action plan does not try to include all existing activity that supports progress on those priorities, but, where appropriate, existing initiatives are highlighted and referred to.

Whilst activity aligned to our previous equality objectives made significant progress, there remain some outcomes which were difficult to achieve as well as some new policing challenges that the police service is experiencing. The scope of the strategy is to cover all of these challenges, across all business areas where equality, diversity and human rights are relevant to their current priorities.

The strategy will continue to be used to drive improvements in the way front-line services are delivered and our aspirations to work towards having a more representative workforce.
2. **Vision**

Our vision is to provide policing services to our communities that demonstrate dignity and respect for their individual and community needs, thereby generating increased trust and confidence.

In everything we do, we will follow the police service’s Code of Ethics. Through our engagement with others, we will also promote embracing shared values which in terms of equality and diversity are as follows:

- To treat all people fairly and with respect,
- To treat people impartially, and
- To uphold the law regarding human rights and equality.

By embracing equality, diversity and peoples’ human rights, we will make our services more responsive to the needs of and accessible to our diverse communities.

We will create an inclusive working environment for our people and will strive to achieve a workforce that reflects the communities of Greater Manchester.
3. **Strategic Alignment**

**Target Operating Model:** Greater Manchester Police’s Target Operating Model (TOM) sets out a number of principles in order to ensure that the force is providing the best possible service to the people of Greater Manchester. Those principles are to:

- Achieve better outcomes through place based working,
- Prioritise activity according to threat, harm and risk,
- Build a binding relationship with the people of Greater Manchester,
- Develop and support our workforce to change the way we work, and
- Embrace opportunities from information and technology.

**TOM purpose:** protecting society and helping to keep people safe.

**TOM commitments:** the TOM commitments guide everything which Greater Manchester Police (GMP) does, as follows:

- How we work with others to solve problems in our communities,
- That we are accountable for our actions and decisions, that we take responsibility and do the best for the public,
- That we demonstrate respect and fairness to the public and our colleagues, and
- That we take pride in what we do and we are committed to building a better GMP for our communities.

This Equality, Diversity and Human Rights Strategy underpins the TOM as in order to deliver best possible services and achieve safer communities, the Force must increase the trust and confidence that our diverse communities have in GMP.

We have continued to structure this strategy so that our new equality objectives are aligned to the following strategic themes:

- Serving our Communities,
- Our People, and
- Organisational Processes.
4. Current & Future Position

In 2014 we thought about our strategic themes of Serving our Communities, Supporting our People and our Organisational Processes and where we considered the organisation to be at that time, along with where we wanted to be by 2017. Below we have outlined what our stated aims were and whether we achieved those aims.

We have also considered new priorities which were did not feature in our 2014/17 strategy, setting out where we want to be by 2021.

<table>
<thead>
<tr>
<th>Strategic Theme 1</th>
<th>Serving our Communities</th>
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<tbody>
<tr>
<td></td>
<td>Delivering services that are easy to access and respond to and meet the needs of all communities</td>
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<table>
<thead>
<tr>
<th>Where we were in 2014</th>
<th>Where we wanted to be by 2017</th>
<th>Did we achieve?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hate crime reports to Greater Manchester Police increasing</td>
<td>The level of hate crime reporting is closer to that indicated in independent research and surveys</td>
<td>Outcomes achieved – retained priority. See 1.1 and 1.2</td>
</tr>
<tr>
<td>Hate crime solved rate decreasing resulting in activity to increase awareness and confidence in the criminal justice system’s response to hate crime</td>
<td>To make improvements in the level of solved crime and the use of restorative justice</td>
<td>Desired outcomes not fully achieved – new objective set. See 1.2</td>
</tr>
<tr>
<td>Lack of confidence in our ability to identify and respond to disability hate crime</td>
<td>Effective measures to identify, prevent and eliminate disability hate crime</td>
<td>Outcomes achieved – retained priority. See 1.3 and 1.4</td>
</tr>
<tr>
<td>Reduced number of stop and search encounters and improved proportionality measures</td>
<td>Increase the positive outcome rate and sustain proportionality of outcomes</td>
<td>Outcomes achieved – retained priority.</td>
</tr>
<tr>
<td>Continued lack of community confidence in the fair and effective use of stop and search</td>
<td>Improved understanding of the factors that impact on community trust and confidence in GMP’s application of stop and search powers and improved effectiveness of stop and search powers</td>
<td>Outcomes achieved – retained priority. See 1.6</td>
</tr>
<tr>
<td>Community concern about the fair application of counter-terrorist measures, e.g. Schedule 7 examinations</td>
<td>Improved understanding of the factors that impact on the trust and confidence of GMP’s strategies to prevent terrorist activity</td>
<td>Yes – now integrated into regional Counter Terrorist Unit (CTU) strategy</td>
</tr>
<tr>
<td>Limited recorded complaints and direct community feedback about aspects of police business where we know communities have concern</td>
<td>Increased awareness of mechanisms to voice concerns and give feedback and a resulting increase in the level of feedback from diverse communities</td>
<td>Yes – change in focus and revised objectives. See 2.5 and 3.4</td>
</tr>
<tr>
<td>Established responses to crime categories affecting specific protected characteristic groups, e.g. forced marriage, female genital mutilation, human trafficking and child sex exploitation</td>
<td>Increased awareness to prevent and eliminate these crime types</td>
<td>Outcomes achieved – retained priority. See 1.8, 1.9, 1.10 and 1.11</td>
</tr>
<tr>
<td>Mental ill health guidance and knowledge of our roles and responsibilities working alongside partner agencies continues to be implemented</td>
<td>Increased staff awareness of mental ill health, our role and responsibilities and an improved joint agency response to people with mental ill health</td>
<td>Outcomes achieved – retained priority. See 1.12</td>
</tr>
<tr>
<td>Embedded local approaches to community engagement</td>
<td>Confidence that our engagement opportunities reach all communities and evidence that engagement is a continued...</td>
<td>Yes – this...</td>
</tr>
</tbody>
</table>
through Integrated Neighbourhood Policing and Partnership Teams, but potential to increase opportunities to engage with and improve methods for engaging with diverse communities and improve outcomes achieved through that engagement

<table>
<thead>
<tr>
<th>Limited understanding in relation to officers’ use of force and how this affects people from diverse communities</th>
<th>Limited understanding in relation to the fair application of powers relevant to dealing with suspects, detention and outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of consistency in the use of restorative justice</td>
<td>Demonstrate fairness within the application of police powers relevant to dealing with suspects, detention and outcomes</td>
</tr>
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</table>

### New equality objectives for 2018-21 which did not feature in our 2014/17 Equality, Diversity & Human Rights Strategy

<table>
<thead>
<tr>
<th>Where we are now</th>
<th>Where do we want to be in 2021</th>
<th>Equality objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of consistency in the use of restorative justice</td>
<td>Out of court disposal framework developed in line with the national strategy, supported by an established Restorative Justice Hub which facilitates referrals and a consistent approach across Greater Manchester</td>
<td>1.7</td>
</tr>
<tr>
<td>Limited understanding in relation to officers’ use of force and how this affects people from diverse communities</td>
<td>Developed baseline understanding through the capture of use of force data and identification of any potential, emerging or actual disproportionality</td>
<td>1.16</td>
</tr>
<tr>
<td>Limited understanding in relation to any differential in access to victims’ services for diverse victims of crime</td>
<td>A more detailed understanding of the differential in access to services with a view to informing how that may be addressed and inform the design of victim services for diverse victims of crime</td>
<td>1.17</td>
</tr>
</tbody>
</table>
Limited understanding of societal fairness across Greater Manchester and how this impacts upon social exclusion. Development of hate crime-related counter narrative initiatives commenced, but opportunities to develop further along with a Greater Manchester Charter for shared values and commitments

A launched partnership charter and a clear Greater Manchester delivery plan to accompany it

Demonstrated wider network of communities, groups, businesses and individuals contributing to challenging hate behaviours and attitudes in society

Established consequence management function has supported the force in its response to major and/or critical incidents, particularly as they affect diverse communities

Improvements in the force’s consequence management response function ensures that there is capacity and preparedness for any major and/or critical incident

Undertake activity to ensure a consistent and fair approach to responding to reports of unauthorised encampments

Developed policy and associated delivery plan leading to increased awareness of staff leading to consistency of approach across Greater Manchester

<table>
<thead>
<tr>
<th>Strategic Theme 2</th>
<th>Supporting our People</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Where we were in 2014</strong></td>
<td><strong>Where we wanted to be by 2017</strong></td>
</tr>
<tr>
<td>Sustained challenges in recruiting from certain diverse communities and people who have the right attributes to serve an increasingly diverse community</td>
<td>Workforce that is reflective of Greater Manchester’s diverse communities and capable of meeting the needs and expectations of our communities</td>
</tr>
<tr>
<td>Issue</td>
<td>Outcomes</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Proportionately lower levels of retention of staff from certain protected characteristic groups</td>
<td>Outcomes achieved – retained priority. See 2.2</td>
</tr>
<tr>
<td>Increased confidence and proportionate progression for staff from protected characteristic groups</td>
<td>Outcomes achieved – retained priority. See 2.3</td>
</tr>
<tr>
<td>Elimination of perceived barriers and an increase in representation from protected characteristic groups</td>
<td>Positive action interventions delivered with limited outcomes. Continues to be a focus. See 2.3</td>
</tr>
<tr>
<td>Clear evidence of organisational learning and change</td>
<td>Significant structural changes implemented. Continues to be a focus. See 2.3</td>
</tr>
<tr>
<td>No evidence of numerical or procedural disproportionality in respect of staff from protected characteristic groups within misconduct processes and staff from protected characteristic groups have confidence in the application of internal referral and misconduct processes</td>
<td>Outcomes achieved – revised priority. See 2.4 and 2.5</td>
</tr>
<tr>
<td>Demonstrate effectiveness in the provision of reasonable adjustments and fairness in the application of flexible working arrangements across the force</td>
<td>Some outcomes achieved – retained priority. See 2.8</td>
</tr>
</tbody>
</table>
Lack of a clear consultative process that enables Staff Support Networks to be informed of ‘business as usual’ activity and force-wide change programmes  
An agreed consultative process with Staff Support Networks for ‘business as usual’ activity and all change programmes that enables service changes that impact upon staff to be designed with the involvement of staff from diverse communities  
Outcome achieved – structural changes made, no further objective

### New equality objectives for 2018-21 which did not feature in our 2014/17 Equality, Diversity & Human Rights Strategy

<p>| Challenges in recruiting volunteers into the Citizens in Policing programme from diverse communities | More integrated recruitment, retention and progression activity which is also aligned with the national Citizens in Policing Strategy | 2.1 and 2.6 |
| Gender Pay Gap Audit conducted and published, but limited understanding of any wider concerns associated with equal pay beyond that of gender | Increased transparency in salaries paid to GMP staff and any associated activity identified as a result of the analysis and consultation with staff associations and networks | 2.7 |
| Embedded well-being programme focusing on a change in organisational culture to better support the well-being and wellness of our staff, but further opportunities to enhance a programme of activity focusing on the psychological, environmental, social and physical wellbeing of our workforce | A more effective strategic oversight of well-being through the establishment of a Well-being Hub with dedicated resources both at strategic and district level, leading to a change in organisational culture whereby staff feel able to openly discuss their well-being needs | 2.9 |</p>
<table>
<thead>
<tr>
<th><strong>Theme 3</strong></th>
<th>Building equality into the organisation’s processes and how the service manages its performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Where we were in 2014</strong></td>
<td><strong>Where we wanted to be by 2017</strong></td>
</tr>
<tr>
<td>Governance over equality, diversity and human rights embedded into force processes</td>
<td>Establish a dedicated governance process and a link to the scrutiny and accountability role of the Police and Crime Commissioner</td>
</tr>
<tr>
<td>Equality duty considerations integrated into procurement processes</td>
<td>Confidence in the integration of equality considerations into lower cost procurement activity.</td>
</tr>
<tr>
<td>Equality objectives published on the force website</td>
<td>Revised strategy published with information relating to the engagement of people with an interest in the aims of the general duty</td>
</tr>
<tr>
<td>Equality data published on the Force website at least annually with force policies also being published</td>
<td>All relevant revised force policies and their equality impact sections published and extent and frequency of published equality data improved</td>
</tr>
<tr>
<td>Currently the Force has integrated equality impact assessment in the design and development of force strategy, policy and change programmes</td>
<td>Impact of policies and functions does not show unjustifiable disproportionality for any group</td>
</tr>
<tr>
<td>Differential levels of customer satisfaction amongst protected characteristic groups</td>
<td>Proportionate levels of customer satisfaction</td>
</tr>
</tbody>
</table>
5. **Equality Objectives**

In identifying and setting our equality objectives below, we have thought about where we want to be in three years time.

We have also devised an action plan that outlines what activity we will undertake in order to achieve our equality objectives. This action plan is at Appendix A.

<table>
<thead>
<tr>
<th>Strategic Theme 1</th>
<th>Serving our Communities</th>
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<tbody>
<tr>
<td><strong>Strategic Theme 1</strong></td>
<td>Delivering services that are easy to access and respond to and meet the needs of all communities</td>
</tr>
<tr>
<td>1.1</td>
<td>Work with partner agencies to raise awareness of hate crime to key victim groups</td>
</tr>
<tr>
<td>1.2</td>
<td>Drive improvements in the internal identification and recording of hate crime, including through joint hate crime scrutiny with criminal justice partners</td>
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<tr>
<td>1.3</td>
<td>Improve our response in relation to tackling the motivating factors in disability hate crime and work with partners to design long-term preventative solutions</td>
</tr>
<tr>
<td>1.4</td>
<td>Drive improvements in the internal identification of fraud targeted at vulnerable adults and potential flagging as disability hate crimes and work with partners to raise awareness</td>
</tr>
<tr>
<td>1.5</td>
<td>Undertake activity to ensure the fairness and effectiveness of stop and search powers</td>
</tr>
<tr>
<td>1.6</td>
<td>Ensure the involvement of and community confidence in the use of stop and search powers</td>
</tr>
<tr>
<td>1.7</td>
<td>Develop community remedies as part of out of court disposals for all crime categories which meet the needs of diverse communities</td>
</tr>
<tr>
<td>1.8</td>
<td>Work with partners to identify and support victims of female genital mutilation (FGM), safeguarding and taking preventative measures to ensure awareness</td>
</tr>
<tr>
<td>1.9</td>
<td>Work with staff and partners to identify and support victims of honour based abuse, safeguarding and taking preventative measures to ensure awareness</td>
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<tr>
<td>1.10</td>
<td>Maintain work with partners to raise awareness of child sex exploitation (CSE) and partnership approaches to improving the standards of the criminal justice system’s response to reports of CSE</td>
</tr>
<tr>
<td>1.11</td>
<td>Work with partners to identify and implement methods of raising awareness of modern slavery and ensure that victim support services meet the needs of all victims</td>
</tr>
<tr>
<td>1.12</td>
<td>Increase staff awareness together with clarity of their role and responsibilities when responding to people with mental ill health, and work with partners to improve our joint agency response</td>
</tr>
<tr>
<td>1.13</td>
<td>Develop a force level community engagement strategy supported by local engagement plans which include engagement with diverse and hard to reach communities, enabling more effective problem-solving within neighbourhoods</td>
</tr>
<tr>
<td>1.14</td>
<td>Establish a baseline understanding of the equality and fairness issues relevant to dealing with detainees and criminal justice disposals</td>
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<tr>
<td>1.15</td>
<td>Work with our interpreter provider to ensure the availability and accessibility of our interpreters and raise awareness about how to effectively manage interactions through the use of an interpreter</td>
</tr>
<tr>
<td>1.16</td>
<td>Undertake quarterly reviews of use of force data in order to identify potential, actual or emerging disproportionality with regard to individuals subject to use of force, demographic groups or locations</td>
</tr>
<tr>
<td>1.17</td>
<td>Develop a baseline understanding of the referrals and access to victims’ services for diverse victims of crime and raise Victims’ Services Co-ordinators’ awareness of diverse victims’ needs</td>
</tr>
<tr>
<td>1.18</td>
<td>Participate in a Preventing Hateful Extremism and Promoting Social Cohesion Commission looking at societal fairness in partnership with the Greater Manchester Combined Authority, public sector partners and the private sector</td>
</tr>
<tr>
<td>1.19</td>
<td>Drive improvements in the force’s consequence management response function, ensuring capacity and preparedness for major and/or critical incidents</td>
</tr>
<tr>
<td>1.20</td>
<td>Undertake activity to ensure a consistent and fair approach to responding to reports of unauthorised encampments</td>
</tr>
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</table>
| **Strategic Theme 2** | **Supporting our People**  
*Building a working environment that includes everyone and that encourages all staff to develop and make progress* |
| 2.1 | Develop an attraction strategy which informs our collaborative recruitment and selection processes in order to ensure that we achieve appropriate representation of our changing diverse communities |
| 2.2 | Ensure the proportionate retention and progression of staff across the organisation in order to achieve appropriate representation (including at senior level to provide role models) of our changing diverse communities and a workforce that can meet the needs of our communities |
| 2.3 | Build in positive action measures into talent management and promotion processes for police officers and consider options for positive action measures in the development of career pathways for police staff  
Ensure development support processes such as coaching and mentoring are designed and implemented to meet the needs of diverse staff  
Review internal recruitment processes for specialist police officer roles in order to remove barriers for under-represented candidates |
| 2.4 | Ensure workplace issues are resolved appropriately and at the earliest opportunity |
| 2.5 | Ensure that there is organisational learning opportunities which support improvements in how we support our people, including our volunteers, and serve the diverse communities of Greater Manchester |
| 2.6 | Ensure the proportionate retention and progression of Citizen in Policing volunteers across the organisation in order to achieve appropriate representation of our changing diverse communities |
| 2.7 | Undertake a gender pay gap analysis and consider the wider equality related concerns associated with equal pay beyond that of gender |
| 2.8 | Ensure better support for diverse staff in the workplace |
| 2.9 | Better support our staff by developing and embedding a culture of well-being and wellness that will become an integral part of the daily lives of our people |

**Strategic Theme 3**

**Organisational Processes**

*Building equality into the organisation's processes and how the service manages its performance*

| 3.1 | Ensure that all procurement, collaborative frameworks and contract management processes demonstrate considerations given to the public sector equality duty, modern slavery and social value and how such 'due regard' has had a positive impact upon the overall procurement/contract life cycle |
| 3.2 | Ensure compliance with GMP’s Equality Publication Schedule and regularly scope opportunities to publish additional equality-related information |
| 3.3 | Maintain and, where identified, enhance established equality duty processes for commissioned change activity in order to demonstrate appropriate and clear due regarding in the design and development of change requirements and new service design |
| 3.4 | Provide a broader understanding of service performance |
6. Roles & Responsibilities

6.1 Assistant Chief Constable, Chief Officer lead for Equality, Diversity and Human Rights

Has responsibility for:

- Providing strategic direction to the force and the Neighbourhoods, Confidence and Equality Unit in relation to all equality, diversity and human rights-related issues,
- Maintaining an overview of force-wide equality, diversity and human rights-related activity and how this relates to overall performance, including acting as Chair for the Confidence and Equality Board, and
- Engaging with the Mayor and Deputy Mayor, particularly in relation to equality objective related performance and activity.

6.2 Head of Profession for Neighbourhoods, Confidence and Equality Unit, Local Policing & Criminal Justice Branch

Has responsibility for:

- Ensuring that the force has an Equality, Diversity and Human Rights Strategy,
- Ensuring that the force identifies and publishes equality objectives that relate to the priorities of Greater Manchester’s diverse communities, the Mayor/Deputy Mayor and the force,
- Ensuring that the force’s equality objectives are regularly reviewed and that the review timescales are compliant with the Equality Act 2010 Specific Duties,
- Providing a governance framework that enables effective oversight of activity and outcomes relating to the force’s equality objectives and other equality, diversity and human rights-related issues,
- Acting as a specialist equality, diversity and human rights advisor, particularly in relation to any equality-related critical incident or establishment of any consequence management function,
- Undertaking strategic engagement on equality, diversity and human rights-related issues with corporate partners, and
- Overseeing equality, diversity and human rights activity being undertaken by the Equality Team and providing strategic direction as required.

6.3 Equality Team, Neighbourhoods, Confidence and Equality Unit, Local Policing & Criminal Justice Branch

Has responsibility for:
Maintaining and reviewing the force’s Equality, Diversity and Human Rights Strategy,
Ensuring that the force’s equality objectives are reviewed in compliance with the Equality Act 2010 Specific Duties and that community engagement is included in any review,
Providing administrative support and oversight of the force’s Confidence and Equality Board and associated Equality, Diversity and Human Rights Strategy’s action plan,
Liaising with Corporate Communications in order to ensure that the force’s website is up-to-date with equality related information and publication of the force’s Equality, Diversity and Human Rights Strategy,
Maintaining liaison with the College of Policing regarding any developments in national guidance on equality-related issues or legislation,
Providing support to any consequence management function established to respond to a force-wide equality, diversity or human rights-related critical incident,
Providing guidance to colleagues in relation to equality, diversity and human rights and
Supporting districts and branches in the sharing of good practice.

6.4 Senior Leaders

Have responsibility for:

- Demonstrating local leadership and commitment to equality, diversity and human rights,
- Creating a positive working environment whereby the diversity of our workforce is embraced, including in the benefits that such diversity brings to providing services to diverse communities,
- Providing local strategic direction for any equality objective or related activity that is assigned to their district or branch,
- Where relevant, monitoring activity aligned to one or more of the force’s equality objectives, ensuring that progress is made within given timescales and that outcomes are reported back to the Confidence and Equality Board through the Neighbourhoods, Confidence and Equality Team,
- Monitoring local performance as it relates to equality, diversity and human rights and taking appropriate action in order to improve performance,
- Attending upon request the Confidence and Equality Board in order to provide in-person briefings on local equality, diversity or human rights-related activity and what outcomes have been achieved, and
- Where relevant, ensuring that diverse communities are engaged with regarding local equality, diversity or human rights-related activity and performance.

6.5 Middle and First-line Leaders

Have responsibility for:

- Demonstrating a commitment to equality, diversity and human rights, both in the delivery of services to diverse communities and within the workplace by creating a positive working environment that embraces the diversity of our staff,
• Promoting the force’s Equality, Diversity and Human Rights Strategy to their teams,
• Ensuring that activity against any equality objective or related activity that is assigned to their district or branch is progressed,
• Developing their team’s understanding of diversity, equality and human rights issues as are relevant to their area of business,
• Praising staff and recognising excellent customer service as it relates to equality, diversity or human rights,
• Monitoring the performance of their team as it relates to equality, diversity and human rights and taking any appropriate action to improve performance, and
• Where relevant, ensuring that diverse communities are engaged with regarding local equality, diversity or human rights-related activity and performance.

6.6 Peer Leaders

Have responsibility for:

• Demonstrating a commitment to equality, diversity and human rights as an integral part of delivering services to local diverse communities,
• Developing their understanding of equality, diversity and human rights particularly as they relate to the services that they deliver to diverse communities,
• Responding to the different needs of our customers and sharing any learning with colleagues in order to develop a collective understanding of difference within our communities,
• Supporting local leaders and colleagues in creating a positive working environment, whereby the diversity of our staff is embraced and supports the delivery of services to local diverse communities,
• Demonstrating and promoting positive communication traits which inspire, support and promote confidence in GMP, and
• Developing and delivering any activity that relates to any equality objective that is assigned to their district or branch.
7. **Governance & Monitoring**

7.1 **The Equality Act 2010 – the ‘Public Sector Equality Duty’**

Section 149 of the Equality Act 2010 places a duty on GMP to have due regard to equality in carrying out its functions (the General Duty). Appendix B fully outlines the duty and the relevant protected characteristics.

The Equality Act 2010 (Specific Duties) Regulations 2011 place a duty on GMP to publish equality-related information, and to publish one or more equality objectives (the Specific Duties).

**The General Duty**

The General Duty is a continuing one, placed on all staff in all of their activity. The force’s approach to compliance is to ensure that its staff is aware of their responsibility as appropriate to their role and the relevance of their activity to the duty.

Corporately, there is an expectation that written documentation of ‘due regard’ to the duty will be recorded as part of change and commissioning processes; to facilitate this ‘due regard’ to the duty, there is a mandatory component in processes such as project mandate documents for change programmes, new or amendments to force policy, and procurement activity.

In order to support this approach, the force has a dedicated Equality Team consisting of two officers. The team is a central resource and provides bespoke support and advice to strategic activity with high relevance to the General Duty.

Embedded within the force’s equality objectives is activity that will demonstrate the force’s furtherance of the General Duty, progress of which will be overseen by the force’s Confidence and Equality Board.

**The Specific Duties: the publication of information**

GMP is required to publish information to demonstrate its compliance with the General Duty; the force does this via a dedicated section of its website – [www.gmp.police.uk/equality](http://www.gmp.police.uk/equality)

Publication of information will be in compliance with GMP’s Equality Publication Schedule and there is a related equality objective which also outlines the aspiration to regularly scope opportunities to publish additional equality-related information.

We will listen to community feedback regarding any considered information gaps and what further equality-related information would be of interest to them.

**The Specific Duties: equality objectives**

The second Specific Duty is to publish one or more equality objective, at intervals of not more than every four years.
In April 2014 GMP published 29 equality objectives which were incorporated into the force’s first Equality, Diversity and Human Rights Strategy. During 2017, an extensive review of progress made against the force’s equality objectives took place, which included consulting with local community groups. As a result, 33 new equality objectives have been identified and appear as per Appendix A in this Strategy. These will be the equality objectives that the force will work towards until 2021 and progress made will be overseen by the Confidence and Equality Board.

7.2 Confidence and Equality Board

The force has an established force-wide governance mechanism to oversee and drive forward service improvements for all aspects of the Public Sector Equality Duty – this is through the Confidence and Equality Board. Appendix C outlines the Board’s Terms of Reference including its key values, specific objectives and scope, membership and reporting structure.

7.3 GMP’s Hate Incident Governance Group

GMP also has a Hate Incident Governance Group, the purpose of which is to:

- Have organisational oversight of all hate incidents/cases involving discrimination within the force,
- Provide an understanding of the volume of cases and the type of issues staff experience when concerned about fairness,
- Ensure that the needs of the people involved (aggrieved and subject) are addressed appropriately throughout the processes taken and specifically at the point of resolution,
- Ensure a timely, proportionate and appropriate response to issues raised from a position of triage and governance,
- Track the progress of issues raised and ensure fairness and consistency of the application of the process and outcomes,
- Determine how to benchmark over time to achieve proportionate, fair and consistent outcomes and processes,
- Be a multi-disciplinary panel in order to give objective perspectives on the issues raised,
- Influence early intervention, when necessary, through the empowerment of managers by providing advice and direction,
- Intervene if the process is not flowing as it should, and
- Influence how the organisation learns from hate incident cases.

Updates will be provided to the Confidence and Equality Board accordingly.
8. Associated Documents

8.1 Reference Material

Serving our Communities

- The Police and Crime Plan for Greater Manchester
- The Equality and Human Rights Commission’s ‘Hidden in Plain Sight’ and ‘Out in the Open’ reports in relation to disability-related harassment
- The Community Security Trust’s Anti-Semitic Incidents Report January to June 2017
- Tell MAMA Annual Report 2016 – A Constructed Threat: Identify, intolerance and impact of anti-Muslim hatred
- Government’s ‘Action Against Hate’ action plan
- Greater Manchester ‘Action Against Hate’ delivery plan
- GMP’s Transphobic Hate Crime report 2016
- NWCTU Equality & Diversity Strategy
- CPS Hate Crime Report 2016-17
- Home Office Annual Data Returns for hate crime, stop and search and use of force
- National Police Chiefs’ Council’s Authorised Professional Practice for stop and search
- College of Policing’s hate crime operational guidance 2014
- Home Office ‘Best Use of Stop & Search’ scheme
- The Equality and Human Rights Commission’s ‘Stop and Think’ and subsequent ‘Stop and Think Again’ reports into stop and search
- Ministry of Justice’s ‘Statistics on Race in the Criminal Justice System’ report
- Lammy Review Report – September 2017
- Terms of Reference – GM Community Cohesion Review
- Authorised Professional Practice – Unauthorised Encampments

Supporting our People

- Findings from GMP’s survey: gender and the Special Constabulary
- GMP’s People Strategy
- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 in relation to gender pay gap audits

Organisational Processes

- Equality Act 2010 – Specific Duties to publish information
- Social Value Act 2012 in terms of procurement
- Equality and Human Rights Commission’s various guidance documents on the Public Sector Equality Duty
- GMP’s victim satisfaction data
### 9.0 Appendices

#### 9.1 Appendix A – Equality Objectives Action Plan 2018 - 2021

#### Strategic Theme 1 – Serving our Communities

<table>
<thead>
<tr>
<th>Reference</th>
<th>Equality Objective</th>
<th>Activity</th>
<th>Outcome</th>
<th>Action holder</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Work with partner agencies to raise awareness of hate crime to key victim groups</td>
<td>Work with the Combined Authority’s Hate Crime Co-ordinator to progress recommendations contained within Manchester Metropolitan University’s research into hate crime third party reporting/centres. Deliver an on-going hate crime communication campaign to include a Greater Manchester partnership ‘Hate Crime Awareness Week’ – explore how volunteers can become involved in local hate crime week of action activity. Undertake ‘mystery shopper’ visits to hate crime reporting centres in order to appreciate the victim</td>
<td>Consistency of approach across Greater Manchester for third party reporting mechanisms and processes in place to monitor the effectiveness of hate crime reporting centres. All hate crime reporting centres have staff trained and mechanisms are in place to receive reports.</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team] with support of district Hate Crime Champions</td>
</tr>
<tr>
<td>Experience</td>
<td>New reporting opportunities developed on the transport network</td>
<td>Travel Safe Team, with support from district Hate Crime Champions</td>
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<tr>
<td>In partnership with divisional hate crime leads, develop new hate crime third party reporting facilities across the Greater Manchester transport network, ensuring that they are effective and meet the needs of passengers</td>
<td>Increased reporting via hate crime reporting centres</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
<td></td>
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</tr>
<tr>
<td>Work at a regional level with other police forces to develop a North-West Regional Hate Crime Awareness Week</td>
<td>Increased reporting of hate crime</td>
<td>District Hate Crime Champions</td>
<td></td>
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<tr>
<td>Divisional community engagement plans to feature engagement with communities around hate crime, particularly identifying victim groups known less likely to report hate crime, e.g. disabled people, the travelling community and asylum seekers/refugees</td>
<td>Increased reporting of hate crime</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
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</tr>
<tr>
<td>Engage with the Local Criminal Justice Board and explore joint opportunities across the criminal justice system to raise awareness of hate crime</td>
<td>Increased reporting of hate crime</td>
<td>Corporate Communications [Public]</td>
<td></td>
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<tr>
<td>In partnership with Transport for</td>
<td>Increased reporting of hate</td>
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</table>

| 1.2 | Greater Manchester and British Transport Police, continue to promote public transport awareness campaigns, including how victims can report hate crime committed on public transport |
|     | Engage with Greater Manchester health and care sector in order to facilitate dissemination of the disability hate crime resource pack to care providers and disabled people |
|     | Engage with Local Authority Adult Services in relation to embedding hate crime training within care providers’ staff induction training (signpost to e-learning package) |
|     | Increased flagging of disability hate crime |
|     | Relations Team] with support from Equality Team Neighbourhoods, Confidence and Equality Team [Equality Team] – with support from Public Protection |

| 1.2 | Drive improvements in the internal identification and recording of hate crime, including through joint hate crime scrutiny with criminal justice partners |
|     | In partnership with Transport for Greater Manchester, engage with transport providers to integrate hate crime within staff training |
|     | Develop and deliver continuous professional development session on hate crime for the Travel Safe Team |
|     | On GMP’s intranet, develop an on- |
|     | Training on hate crime embedded within staff induction training |
|     | Increased awareness of hate crime |
|     | Travel Safe Team – with support from the Equality Team Neighbourhoods, Confidence and Equality Team [Equality Team] |
|     | Increased awareness of hate |
|     | Neighbourhoods,
<p>| Line resource for officers and staff | Developed and deliver hate crime CPD sessions for divisional Crime Progression Teams | Review hate crime content within student officer and sergeants' development courses | Deliver disability hate crime CPD session to all district vulnerable adult leads | Continue to deliver disability hate crime continuous professional development sessions to public protection investigators | Monitor national policy developments and consider the implications for GMP | At a district level, work with community groups to raise officer and staff awareness of hate crime | Crime and appropriate flagging | Increased awareness of hate crime | Increased awareness of hate crime and appropriate flagging | Increased flagging of disability hate crime | Increased flagging of disability hate crime | Appropriate policy developments implemented, as necessary | Increased awareness of how hate crime affects different hate crime victims and | Confidence and Equality Team [Equality Team] | Neighbourhoods, Confidence and Equality Team [Equality Team] with support from Organisational Learning and Workforce Development Branch [OLWD] | Neighbourhoods, Confidence and Equality Team [Equality Team] with support from public protection | Neighbourhoods, Confidence and Equality Team [Equality Team] with support from public protection | Neighbourhoods, Confidence and Equality Team [Equality Team] with support from public protection | District Hate Crime Champions |</p>
<table>
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<tr>
<th></th>
<th>which affects their local communities</th>
<th>potential impact upon wider community cohesion</th>
<th>Neighbourhoods, Confidence and Equality Team [Equality Team] with support from district Hate Crime Champions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Undertake activity aligned to findings and recommendations from a review of out of court disposals for hate crime cases</td>
<td>Increased referrals to the Crown Prosecution Service</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
</tr>
<tr>
<td></td>
<td>Develop peer review process for hate crime and conduct reviews accordingly. To include hate crimes targeted at GMP staff – establish whether parity in terms of outcomes</td>
<td>Organisational learning informs service improvements</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
</tr>
<tr>
<td></td>
<td>In partnership with the Crown Prosecution Service undertake a review of racist and religious hate crime with a focus on accurate flagging of racist and/or religious hostility</td>
<td>Evidence of activity undertaken as a result of service improvements identified for the force</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
</tr>
<tr>
<td></td>
<td>In partnership with the Crown Prosecution Service undertake a review of sexual orientation and transgender hate crime with a focus on accurate flagging of homophobic and/or transphobic hostility</td>
<td>Evidence of activity undertaken as a result of service improvements identified for the force</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
</tr>
<tr>
<td></td>
<td>In partnership with the Crown Prosecution Service, undertake a review of the appropriate use of restorative justice and community</td>
<td>Evidence of activity undertaken as a result of service improvements identified for the force</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team] with support from NCE’s</td>
</tr>
<tr>
<td>1.3</td>
<td>Improve our response in relation to tackling the motivating factors in disability</td>
<td>Deliver a workshop to all GMP and local authority hate crime leads in relation to the learning arising from Organisational understanding of the motivating factors for those perpetrators of</td>
<td>Neighbourhoods, Confidence and Equality Team [Equality Team]</td>
</tr>
<tr>
<td>1.4</td>
<td>hate crime and work with partners to design long-term preventative solutions</td>
<td>the academic research into disability hate crime perpetrator motivation</td>
<td>disability hate crime</td>
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<tr>
<td>Drive improvements in the internal identification of fraud targeted at vulnerable adults and potential flagging as disability hate crimes and work with partners to raise awareness</td>
<td>With partners design local approaches and interventions based upon the learning from the academic research</td>
<td>Identification of possible perpetrators</td>
<td>Police and partners awareness has been increased around the signs of potential perpetrators</td>
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<td></td>
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<td>Identified perpetrators are flagged at local vulnerability meetings and appropriate activity taken against potential perpetrators</td>
<td>Identified perpetrators are flagged at local vulnerability meetings and appropriate activity taken against potential perpetrators</td>
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<td></td>
<td></td>
<td>CPD sessions developed to meet the learning needs of staff</td>
<td>Public Protection with support from Serious Crime Division – economic crime lead</td>
</tr>
<tr>
<td></td>
<td>Develop and deliver continuous professional development sessions for public protection investigators and neighbourhood beat officers</td>
<td>Increased flagging of disability hate crimes</td>
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<td></td>
<td>Develop a ‘Friends Against Fraud’ Champion role and network</td>
<td>Established network which demonstrates champions’ awareness of disability hate crime</td>
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<tr>
<td></td>
<td>Identify a partners ‘Friends Against Fraud’ network in order to develop community links and cascade information</td>
<td>CPD sessions developed to meet the learning needs of staff</td>
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<td>Develop and deliver joint agency</td>
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<td>training through the network champions</td>
<td>partners</td>
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<td>Increased flagging of disability hate crimes</td>
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<tr>
<th>1.5</th>
<th>Undertake activity to ensure the fairness and effectiveness of stop and search powers</th>
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<td></td>
<td>Develop technology solutions for the provision of an e-receipt for stop search encounters</td>
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<td></td>
<td>Work with academics on research focusing on officers’ use of body worn video cameras when undertaking stop and search encounters. Develop activity relating to any research recommendations</td>
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<td>Continue with analysis and monitoring of stop and search trends through the Stop and Search Working Group</td>
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<td></td>
<td>Develop an improved method of recording S60 CJPOA authorities enabling more effective force level governance</td>
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<td>Consider what ‘exit’ activity or consultation should be undertaken</td>
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<tr>
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<th>Technology solution developed</th>
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<td></td>
<td>Increased transparency and public debate following publication of research findings</td>
</tr>
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<td></td>
<td>Better understanding of officers’ use of their stop search powers and monitoring of any disproportionality</td>
</tr>
<tr>
<td></td>
<td>Improved governance of S60 authorities</td>
</tr>
<tr>
<td></td>
<td>Increased transparency</td>
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<td></td>
<td>Increased local community involvement and confidence in the use of S60 powers</td>
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</tbody>
</table>

| | Neighbourhoods, Confidence and Equality Team [Stop & Search lead] |
| 1.6 | Ensure the involvement of and community confidence in the use of stop and search powers | Continue with the involvement of cadets in the lay observation of body worn camera footage relating to stop and search encounters | Increased involvement of young people | Neighbourhoods, Confidence and Equality Team [Stop & Search lead] |
|     |                                                                                       | Deliver a workshop for Independent Advisory Groups and key stakeholders on the findings from the academic research – explore with what additional activity should be commissioned that is considered to be a priority for diverse communities across Greater Manchester | Increased local community involvement and confidence in the use of stop search | Neighbourhoods, Confidence and Equality Team [Stop & Search lead] |
|     |                                                                                       | Explore with Independent Advisory                                                                 | Increased community participation in lay observation | Neighbourhoods, Confidence and Equality Team [Stop & Search lead] |

Embed within officer safety inputs, training on the use of body worn video for stop and search encounters
Integrate within student officer training, the use of body worn cameras during stop and search inputs
Explore different ways in which to raise officer awareness about what constitutes ‘reasonable grounds’
<table>
<thead>
<tr>
<th>Groups new ways of raising awareness of the lay observation scheme in order to increase participation</th>
<th>Increased engagement with young people</th>
<th>Neighbourhoods, Confidence and Equality Team [Stop &amp; Search lead]</th>
</tr>
</thead>
<tbody>
<tr>
<td>In partnership with partners working with young people, deliver a workshop to young people from diverse communities on the findings from the academic research. Explore with them what activity should be commissioned which is considered a priority for younger people</td>
<td>App developed</td>
<td>Neighbourhoods, Confidence and Equality Team [Stop &amp; Search lead]</td>
</tr>
<tr>
<td>In partnership with the Greater Manchester Combined Authority, develop an App which provides information on a person’s rights when stop and searched and how to make a complaint to the police, ensuring that the information is accessible to young people</td>
<td>Increase in feedback following stop search encounters</td>
<td>Neighbourhoods, Confidence and Equality Team [Stop &amp; Search lead]</td>
</tr>
<tr>
<td>Local stop and search community engagement plans to include specific reference to engagement with BME communities and young people and how GMP can attract more community members to get involved in the lay observation of stop and search</td>
<td>Engagement opportunities with BME communities and young people established within district engagement plans</td>
<td>District Stop &amp; Search leads</td>
</tr>
</tbody>
</table>
| 1.7 | Develop community remedies as part of out of court disposals for all crime categories which meets the needs of diverse victims | Work with the Greater Manchester Combined Authority (GMCA) in identifying an external facilitator for restorative justice and community resolutions  
Work with the GMCA and appointed facilitator in the development of clear referral pathways  
Work with the GMCA and appointed facilitator in the development of an education and intervention package to address perpetrator behaviour and motivation  
Develop a network of advocates who can support disabled people in their engagement within a restorative justice or community resolution, thereby enabling equal access to this intervention  
Refresh restorative justice and community resolution information on GMP’s website and intranet in order to raise public and staff understanding  
Develop a Restorative Justice Hub to facilitate referrals and a | External facilitator appointed and appropriate interventions developed  
Referral pathways established and utilised effectively  
Education and intervention packages developed that have specific relevance to hate crime  
Advocacy network established  
Training delivered to network members  
Information developed on website and intranet which is relevant, up-to-date and considered to be a useful resource  
Restorative Justice Hub established | Neighbourhoods, Confidence and Equality Team [Restorative Justice Lead] |
<table>
<thead>
<tr>
<th>1.8</th>
<th>Work with partners to identify and support victims of female genital mutilation (FGM), safeguarding and taking preventative measures to ensure awareness</th>
<th>Adhere to the strategic priorities of the FGM Forum</th>
<th>Strategic priorities set and evidence of activity against those priorities published</th>
<th>Public Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Develop governance opportunities to monitor the FGM Preventative Orders either obtained by GMP or partners</td>
<td>Ensure effective information sharing is introduced at district level to ensure safeguarding is in place for the life cycle of the FGM Preventative Order</td>
<td>Governance framework established</td>
<td></td>
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</tbody>
</table>
| 1.9 | Work with staff and partners to identify and support victims of honour based abuse, safeguarding and taking preventative measures to ensure awareness | Develop governance at the borough level for effective management of Operation Limelight intelligence  
Cascade information on obtained FGM Preventative Orders to Neighbourhood Beat Officers | Governance framework established leading to effective district level intelligence oversight  
Increased awareness of FGM Preventative Orders in order to secure or enforce orders | Public protection |  
|  
| Maintain work with partners to raise awareness of CSE and partnership approaches to improving the standards of the criminal justice system’s response to reports of CSE | Develop a hub and bespoke approach for responding to complex safeguarding cases  
Refresh the ‘It’s Not Okay’ campaign to incorporate aspects of | Complex Safeguarding Hub established and joint approach developed  
Campaign materials refreshed and launched. | Public protection |  
<p>| 1.10 | | | | |</p>
<table>
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<tr>
<th><strong>complex safeguarding</strong></th>
<th><strong>Increased reporting and awareness of CSE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain the CSE within sport charter, ensuring annual re-signing and on-going commitment from partners</td>
<td>Sport charter re-signed and partnership activity undertaken aligned to the charter</td>
</tr>
<tr>
<td>Improve upon the joint working between GMP, local authorities and agencies with regulatory powers to ensure appropriate use of enforcement tools and powers</td>
<td>Increased awareness amongst officers and partners to develop good working practices</td>
</tr>
<tr>
<td>Improve collaboration between GMP, the CPS and other partners to improve prosecution rates for CSE and related offences</td>
<td>Increased likelihood of successful cases and prosecutions</td>
</tr>
<tr>
<td>Undertake targeted work (including training and awareness raising) with criminal justice partners</td>
<td>Increased awareness of staff in order to secure successful outcomes and prosecutions</td>
</tr>
<tr>
<td>Develop a strategy for engaging with ‘hard to read’ communities regarding CSE and complex safeguarding issues, including disabled people, particularly those with a learning disability</td>
<td>Strategy developed along with engagement opportunities and method</td>
</tr>
<tr>
<td></td>
<td>Increased community awareness of CSE</td>
</tr>
<tr>
<td>1.11</td>
<td>Work with partners to identify and implement methods of raising awareness of modern</td>
</tr>
<tr>
<td>Support the development and roll out of a training package, support and pathways for CSE teams in respect of working with children with learning disabilities</td>
<td>Evaluation of training includes an assessment of whether there has been an increase in staff understanding</td>
</tr>
<tr>
<td>Goal</td>
<td>Action</td>
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<tr>
<td>Advocates and implement a programme of activity to embed within local service provision</td>
<td>Develop training resources and CPD sessions on modern slavery for front-line staff</td>
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<td>Deliver modern slavery CPD sessions to Force Duty Officers</td>
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<td></td>
<td>Maintain and develop modern slavery related information on the dedicated Modern Slavery intranet page</td>
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<td>Establish an international network of law enforcement agencies and partners</td>
</tr>
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<td></td>
<td>Develop protocols for joint investigations and data sharing with international law enforcement agencies</td>
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<td></td>
<td>Engage and develop a network within the wider Greater Manchester business community in order to raise awareness of modern slavery and how to identify potential victims for referral</td>
</tr>
</tbody>
</table>
| 1.12 | Increase staff awareness of and clarity of their role and responsibilities when responding to people with mental ill health and work with partners to improve our joint agency response | Deliver continuous professional development sessions to divisional Mental Health Specialist Points of Contact  
Make mental health training available and accessible to all relevant staff to ensure that they are confident to perform their duties and responsibilities required for their role as it relates to mental health  
To provide up-to-date and relevant information on line for all staff regarding mental health to assist them in their role  
To work in partnership to identify areas that will benefit from a joint protocol to ensure an appropriate and timely response to those with mental ill health | Evaluation of training includes an assessment of whether there has been an increase in staff understanding  
On-line information developed which is relevant, up-to-date and considered to be a useful resource  
Where identified joint protocols established across Greater Manchester | Public Sector Reform - force strategic and tactical mental health lead |
<p>| 1.13 | Develop a force level community engagement strategy supported by local engagement plans which include engagement with diverse and hard to reach communities, enabling more effective problem-solving | Develop a GMP Community Engagement Strategy aligned to the force’s Target Operating Model | Increase engagement levels and active involvement of diverse communities | Neighbourhoods, Confidence and Equality Unit [Community Engagement lead] |
| Implement a programme to embed mental health practitioners in the police control room in order that guidance can be sought at the earliest opportunity to ensure an appropriate response to mental health concerns | Mental health practitioners embedded within GMP’s control room leading to service improvements in calls for service | Communication materials and activity undertaken | Voluntary sector delivered support mapped and a better understanding of provision and gaps achieved |</p>
<table>
<thead>
<tr>
<th>within neighbourhoods</th>
<th>Develop training for neighbourhood officers to mainstream effective community engagement techniques</th>
<th>Increased staff awareness around engaging with diverse communities</th>
<th>Corporate Communications Branch [with the support of Neighbourhoods, Confidence and Equality Team – equality lead]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Undertake a benchmark assessment of where the force currently is and where it wants to be</td>
<td>Increase engagement levels and active involvement of diverse communities</td>
<td><strong>Criminal Justice &amp; Custody Team Branch</strong></td>
</tr>
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<td>Create a framework to support future delivery</td>
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<tr>
<td>1.14</td>
<td>Establish a baseline understanding of the equality and fairness issues relevant to dealing with detainees and criminal justice disposals</td>
<td>Develop a method of capturing relevant comparison data from current Voluntary Attendance (VA) records (e.g. protected characteristic data). Undertake regular analysis and scrutiny of the data in order to ensure fairness in this process</td>
<td>A method is established that enables effective monitoring from an equality and fairness perspective and evidence of activity undertaken as a result of any service improvements identified for the force</td>
</tr>
<tr>
<td></td>
<td>Establish a process to undertake scrutiny activity that reviews the decision making processes relating to detention and outcomes for both White and BME detainees</td>
<td></td>
<td>Evidence of activity undertaken as a result of service improvements identified for the force</td>
</tr>
<tr>
<td></td>
<td>Work in partnership with the Crown Prosecution to conduct a review of cases once process established</td>
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<tr>
<td>Produce reports on analysis findings for relevant force governance forums</td>
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<tr>
<td>Establish a working group focusing on detention/voluntary attendance and subsequent outcomes. Provide updates to the Confidence and Equality Board</td>
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<tr>
<td>Explore ways of implementing a Liaison and Diversion scheme for voluntary attendees process</td>
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<tr>
<td>Ensure that liaison and diversionary intervention addresses any identified mental health needs of offenders in order to prevent further hate related offending</td>
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<tr>
<td>Evaluate pilot schemes for women’s triage for Voluntary Attendance. Subject to evaluation, roll out programme across GMP</td>
<td></td>
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<tr>
<td>Undertake activity to assess compliance with custody policy and procedures as they relate to youths in custody</td>
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<tr>
<td>through joint reviews</td>
<td></td>
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</tr>
<tr>
<td>Evidence of force oversight of analysis produced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased transparency in criminal justice processes</td>
<td></td>
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</tr>
<tr>
<td>Liaison and Diversion scheme for voluntary attendees developed and launched</td>
<td></td>
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<tr>
<td>Evidence of bespoke interventions developed for those offenders with mental health needs</td>
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<tr>
<td>Evaluation process undertaken leading to any service improvements identified as part of the pilot</td>
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<tr>
<td>Increased transparency in criminal justice processes</td>
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<tr>
<td>1.15</td>
<td>Work with our interpreter provider to ensure the availability and accessibility of our interpreters and raise awareness about how to effectively manage interactions through the use of an interpreter</td>
<td>Hold regular governance meetings with our interpreter provider to monitor compliance against stated performance indicators. Provide regular updates to the Confidence and Equality Board. Work with our interpreter provider in developing innovative solutions to any identified gaps in interpreter provision. Work with our interpreter provider in developing and delivering continuous professional development sessions for both our staff and our interpreters on how to most effectively manage a 3 way conversation through the use of an interpreter.</td>
<td>Equality of access to justice for those suspects who require the services of an interpreter. Interpreters recruited in order to bridge any gaps in provision. CPD sessions developed and roll-out across the force. Evaluation of training includes an assessment of whether there has been an increase in staff understanding.</td>
</tr>
</tbody>
</table>

<p>| 1.16 | Undertake quarterly reviews of use of force data in order to identify potential, actual or emerging disproportionality with regard to individuals subject to use of force, demographic groups or locations. | Inclusion of use of force within officer safety, public order and firearms training courses. Ensure use of force is clearly included within operational orders and forms a key element of. | Increased officer awareness of use of force and potential impact upon individuals and the wider community. Evidence inclusion within operational briefings. | Specialist Operations Branch [Use of Force lead] |</p>
<table>
<thead>
<tr>
<th></th>
<th>briefings to officers</th>
<th>Fair and effective use of force and increased community involvement and confidence in the use of force by GMP officers</th>
<th>Increased community involvement and confidence in the use of force by GMP officers</th>
<th>Increased transparency and public debate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In relation to any emerging issues identified, ensure that adequate safeguarding measures are put in place and that exceptional reporting is undertaken with the Community Review Panel.</td>
<td></td>
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<tr>
<td></td>
<td>Hold an annual Community Review Panel to present outcomes and findings from the capture of use of force data. Consult with panel members on the publication of an annual press release.</td>
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<tr>
<td></td>
<td>Develop an annual press release outlining details of the use of force by GMP officers in the preceding 12 months in order to ensure legitimacy and transparency.</td>
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<tr>
<td>1.17</td>
<td>Develop a baseline understanding of the referrals and access to victims' services for diverse victims of crime and raise Victims' Services Coordinators' awareness of diverse victims' needs.</td>
<td>Develop management information on diverse victims of crime in order to provide an understanding of any differential in access to services based upon victim demographics and crime categories.</td>
<td>A more detailed understanding of the differential in access to services with a view to informing how that may be addressed.</td>
<td>Neighbourhoods, Confidence and Equality Team – Victim Services Co-ordinator lead.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and deliver continuous professional development sessions.</td>
<td>Informed Victims’ Services Coordinators developing the</td>
<td></td>
</tr>
</tbody>
</table>
### Embed Victims’ Services through dedicated Victims’ Services Coordinators

- Embed Victims’ Services through dedicated Victims’ Services Coordinators who will promote the use of the service to front line officers, staff and with partners and will act as a victim gateway.
- Taking cognisance of research focusing on ‘Victims of Crime Not Wishing to Engage with the Criminal Justice System’, undertake awareness raising activity about Victims’ Services with GMP staff and local relevant community networks, in order to help inform wider service provision to diverse victims of crime.
- To engage in dialogue with communities to support the development of a Greater Manchester Charter to include a shared set of values and
- A launched partnership charter and a clear Greater Manchester delivery plan to accompany it

### 1.18 Participate in a Preventing Hateful Extremism and Promoting Social Cohesion Commission looking at societal fairness in partnership with the Greater Manchester

- To engage in dialogue with communities to support the development of a Greater Manchester Charter to include a shared set of values and
- A launched partnership charter and a clear Greater Manchester delivery plan to accompany it
- Neighbourhoods, Confidence and Equality Team [Community engagement and equality leads]
<table>
<thead>
<tr>
<th>Combined Authority, public sector partners and the private sector</th>
<th>commitments</th>
<th>Demonstrated wider network of communities, groups, businesses and individuals contributing to challenging hate behaviours and attitudes in society</th>
</tr>
</thead>
<tbody>
<tr>
<td>To work with partners to develop a community-led approach to challenging hate</td>
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</table>

**1.19** Drive improvements in the force's consequence management response function, ensuring capacity and preparedness for major and/or critical incidents

| Develop a training resource to raise awareness of consequence management and development of a cohort of trained staff to perform the role as required |
| Create a network of consequence management champions at divisional and relevant branch level to drive local preparedness |
| Develop a toolkit and consequence management intranet page |
| Increased number of staff trained in the role of consequence management |
| Network of consequence management champions established |
| Resources developed to support staff performing consequence management duties |

**1.20** Undertake activity to ensure a consistent and fair approach to responding to reports of unauthorised encampments

| Develop force policy aligned to the national authorised professional practice for unauthorised encampments |
| Force policy developed and published |

**Neighbourhoods, Confidence and Equality Team – with the support of Specialist Operations**
Through a Greater Manchester Steering Group work with nominated GMP district and Local Authority leads to develop a delivery plan which supports the implementation of force policy and relevant legislation.

Develop and deliver continuous professional development for district Bronze commanders.

Review unauthorised encampment content within student officer and sergeants’ development courses.

Strategic priorities set within the delivery plan and evidence of activity against those priorities published.

Increased awareness of staff leading to consistency of approach across Greater Manchester.

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**Strategic Theme 2 – Supporting our People**

<table>
<thead>
<tr>
<th>Reference</th>
<th>Equality Objective</th>
<th>Activity</th>
<th>Outcome</th>
<th>Action holder</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Develop an attraction strategy which informs our collaborative recruitment and selection processes in order to ensure that we achieve appropriate representation of our changing diverse communities</td>
<td>Review and refresh the Recruitment Selection Policy which embeds the force’s attraction strategy for all police officer, staff and volunteer roles. This will include how GMP undertakes recruitment activity which attracts</td>
<td>Attract a workforce with the skills and abilities to serve the diverse communities within GM and that is reflective of our communities</td>
<td>Strategic Resourcing</td>
</tr>
<tr>
<td>Applicants from diverse communities</td>
<td>Attract a workforce with the skills and abilities to serve the diverse communities within GM and that is reflective of our communities</td>
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<tr>
<td>invest and engage with collaborative partners regarding GMP’s attraction strategy in order that third party recruitment activity is aligned to GMP achieving a workforce which is representative of the communities of Greater Manchester</td>
<td>Increased confidence in the interview process through involvement of independent members</td>
<td></td>
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<tr>
<td>For senior officer appointments, large scale recruitment for specific roles, e.g. student police officers and apprentices, and specialist police officer roles develop a wider pool of diverse external/community interview panel members</td>
<td>Embedded positive action support within recruitment processes</td>
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<tr>
<td>Develop the role, reach and accessibility of the Positive Action Team in recruitment processes</td>
<td>An understanding of local communities and under-represented groups within local community demographics and engagement plans</td>
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<tr>
<td>Engage with divisional Senior Leaders and Local</td>
<td>Positive Action Team</td>
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<td></td>
<td>Positive Action Team - with support from District Senior Leadership</td>
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<td></td>
<td>Policing Teams in order to develop local community engagement, in line with the Positive Action Strategy</td>
<td>developed</td>
<td>Teams</td>
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<tr>
<td>2.2</td>
<td>Ensure the proportionate retention and progression of staff across the organisation in order to achieve appropriate representation (including at senior level to provide role models) of our changing diverse communities and a workforce that can meet the needs of our communities</td>
<td>Establish a team to build organisational understanding of diversity, equality and inclusion relating to the retention and progression of underrepresented groups</td>
<td>Increased organisational understanding and fair application within retention and progression processes</td>
<td>Organisational Learning Workforce and Development Branch – retention and progression team</td>
</tr>
<tr>
<td></td>
<td>Establish a team to build organisational understanding of diversity, equality and inclusion relating to the retention and progression of underrepresented groups</td>
<td>Engage with student officers in preparation for future promotion processes and development opportunities under the broader umbrella of Developing Diverse Leaders programme</td>
<td>Increased retention and progression of under-represented officers. Future proportionality in ranks is reflective of the workforce</td>
<td>Positive Action Team – with support from the retention and progression team, OLWD</td>
</tr>
<tr>
<td></td>
<td>Develop activities to bring together traditionally underrepresented groups e.g. BME women from educational institutions, communities and GMP’s workforce to address issues of representation</td>
<td>Attract a workforce with the skills and abilities to serve the diverse communities within GM and that is reflective of our communities</td>
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</table>


| 2.3 | Establish a Developing Diverse Leaders Programme for underrepresented groups entering the promotion process at all ranks |
| Build positive action measures into talent management, promotion processes for police officers and consider options for positive action measures in the development of career pathways for police staff | Review the process of selection of officers to development pools and consider positive action measures |
| | Integrate community members into promotion processes as observers or panel members to encourage transparency and develop trust and confidence with communities |
| | Develop career pathways and associated development interventions for police staff |
| | Review the diversity of mentors in order to ensure that the pool is reflective of the workforce |
| Ensure development support processes such as coaching and mentoring are designed and implemented to meet the needs of diverse staff | Proportionality in ranks is reflective of the workforce |
| | Fairness in the development opportunities for officers from under-represented groups |
| | Increased confidence in the interview process through the involvement of independent members |
| Review internal recruitment processes for specialist police officer roles in order to remove barriers for under-represented candidates | Organisational Learning and Workforce Development Branch |
| | Fairness in the development opportunities for staff from under-represented groups |
| | More diverse pool of mentors available |
| 2.4 | Ensure workplace issues are resolved appropriately at the earliest opportunity | Monitor the impact of the new Fairness at Work Policy  
Review the number of Stage 2 and Stage 3 grievances received since the Fairness at Work Policy was launched against the existing policy  
Review the length of time Stage 2 and Stage 3 grievances have taken to resolve  
Identify lessons learned as a result of grievances across the organisation | Policy and any supporting guidance, along with assessments of stage 2 and 3 grievances reviewed and where necessary the Fairness at Work Policy amended or other identified activity implemented  
Where necessary, referrals made to the Organisational Learning Board and identified activity required implemented | Human Resources Branch [with the support of the Organisational Learning Board]  
Strategic Resourcing working with Organisational Learning and Workforce Development Branch  
Monitor the impact of the new Fairness at Work Policy  
Increased number of under-represented officers interested in applying for specialist police posts  
Fairness within the recruitment processes for specialist police posts |
<table>
<thead>
<tr>
<th>2.5</th>
<th>Ensure that there are organisational learning opportunities which support improvements in how we support our people, including our volunteers, and serve the diverse communities of Greater Manchester</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establish procedures to ensure the continuous and transparent assessment of grievance outcomes, findings from employment tribunals and external complaints and conduct matters which relate to equality, diversity and human rights</td>
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<td></td>
<td>Establish a Prevention and Education portfolio with Professional Standards Branch which will facilitate internal and external stakeholder engagement</td>
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<td></td>
<td>Develop an engagement framework ensuring that engagement with diverse communities and complainants is included within activity</td>
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<td></td>
<td>Organisational learning identified and any necessary activity implemented</td>
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<td></td>
<td>Increased confidence for all staff from diverse communities</td>
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<td></td>
<td>Increased internal and external engagement with diverse staff and communities which informs and supports the work of Professional Standards Branch</td>
</tr>
<tr>
<td></td>
<td>Professional Standards Branch / Organisational Learning Board</td>
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<tr>
<td>2.6</td>
<td>Ensure the proportionate retention and progression of Citizens in Policing volunteers across the organisation in order to achieve appropriate representation of our changing diverse communities</td>
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<td>and explore potential for a lesson to be developed on valuing difference</td>
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<td>2.7</td>
<td>Undertake a gender pay gap analysis and consider the wider equality related concerns associated with equal pay beyond that of gender</td>
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<tr>
<td>2.8</td>
<td>Ensure better support for diverse staff in the workplace</td>
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<tr>
<td>Flexible working policy reviewed</td>
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<tr>
<td>Improved services and awareness of disability issues</td>
<td></td>
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<tr>
<td>Sustainable funding arrangements</td>
<td></td>
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<tr>
<td>Maintain effective governance arrangements</td>
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<tr>
<td>Monitor and measure the impact of disability and reasonable adjustments</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Review of flexible working policy, ensuring reviews become part of business as usual. Use of Calculator Tool to gauge understanding of proposed shift against district demand profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the process for funding Access to Work requests and implementing reasonable adjustments to ensure consistency</td>
</tr>
<tr>
<td>Ensure a more co-ordinated approach working with Access to Work and providers of specialist equipment</td>
</tr>
<tr>
<td>Ongoing review of adjusted officers. Dip sampling of annual management review</td>
</tr>
<tr>
<td>Review and communicate changes from the Home Office</td>
</tr>
<tr>
<td>Review of new policy of managing limited duties</td>
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</table>

| Review of new policy of managing limited duties |
2.9 Better support our staff by developing and embedding a culture of well-being and wellness that will become an integral part of the daily lives of our people

Establish a Well-Being Hub with dedicated strategic lead post/s and district (clusters) liaison officers

Develop a strategic delivery plan and associated activity which covers the following wellbeing areas:
- Psychological
- Environmental
- Social well-being, and
- Physical

More effective strategic oversight of well-being

Enhanced local support for officers and staff – improved well-being of our staff

Enhanced supervisory skills and knowledge in order to support the well-being of their staff

Change in organisational culture whereby staff feel able to openly discuss their well-being needs

Improvement in force sickness levels

Organisational Learning and Workforce Development Branch – well-being lead

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**Strategic Theme 3 – Organisational Processes**

<table>
<thead>
<tr>
<th>Reference</th>
<th>Equality Objective</th>
<th>Activity</th>
<th>Outcome</th>
<th>Action holder</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Ensure that all procurement, collaborative frameworks and contract management processes demonstrate considerations given to the public sector equality duty, modern slavery and social</td>
<td>Enhance existing commissioning processes to ensure that initial engagement with the client documents their ‘due regard’ to the public sector equality duty in order to</td>
<td>All commissioning documents assessed for relevance in relation to equality, diversity, social value and modern slavery and appropriate resources allocated to those of high risk in terms of further assessment</td>
<td>Business Services - Procurement</td>
</tr>
<tr>
<td>Value and how such ‘due regard’ has had a positive impact upon the overall procurement / contract life cycle</td>
<td>Understand the relevance of the commissioned procurement to equality &amp; diversity, social value and modern slavery. Ensure within any collaborative agreement that all partners fully consider the potential impact in terms of equality &amp; diversity, social value and modern slavery. Ensure that awarded contractors are made aware of their duties under the Public Sector Equality Duty along with expected standards of behaviour. Throughout the life-cycle of the contract, ensure that there is governance oversight for compliance by contractors. Embed a review process within procurement whereby a relevance assessment for forthcoming contracts is undertaken in order to appreciate those of high risk in terms of further assessment.</td>
<td>All collaborative agreements document the ‘due regard’ given to equality &amp; diversity, social value and modern slavery – evaluation of assessments undertaken and any action taken as a result. Governance framework includes oversight of compliance. Increased awareness of contractors regarding the public sector equality duty, social value and modern slavery. All contracts assessed for relevance and appropriate resources allocated to those of high risk in terms of further assessment. Process developed for documentation of organisational learning and realisations benefits.</td>
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</table>
### 3.2 Ensure compliance with GMP’s Equality Publication Schedule and regularly scope opportunities to publish additional equality related information

<table>
<thead>
<tr>
<th>Action</th>
<th>Expected Outcome</th>
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<tbody>
<tr>
<td>Identified business leads to publish data contained within the equality publication schedule at the stated frequency</td>
<td>Annual data published in accordance with the force’s equality publication schedule by business leads</td>
</tr>
<tr>
<td>All business leads to review available data on an annual basis in order to identify any new information or available data which can be published on GMP’s equality publications website page</td>
<td>Equality publication schedule developed to include new data, where possible</td>
</tr>
</tbody>
</table>

### 3.3 Maintain, and where identified enhance, established equality

<table>
<thead>
<tr>
<th>Action</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain established dip sampling and advisory</td>
<td>Impact of change does not show any unjustifiable disproportionality for any</td>
</tr>
</tbody>
</table>

Change Branch
| duty processes for commissioned change activity in order to demonstrate appropriate and clear due regard in the design and development of change requirements and new service design | processes for all commissioned change. Embed any organisational learning accordingly. Establish a relevance assessment stage for equality and diversity considerations for all new commissioned change | scrutiny and accountability through the confidence and equality board – review examples of change programmes’ equality duty assessments Organise equality and diversity CPD sessions for all new starters to change branch in order to raise general awareness, but also how the public sector equality duty is applicable to their role Embed within induction training for all new starters to change branch | group | CPD sessions delivered Increased understanding of the Public sector equality duty amongst change branch staff |
| 3.4 | Provide a broader understanding of service performance tailored to service interaction, status and progress so we can understand where policy decisions and service design impact on service and satisfaction of diverse communities | Implement a broader definition, measure and benchmark in relation to customer satisfaction | A better understanding of the reasons behind differing satisfaction levels |
| | | Improve capability to effectively manage customer expectations | Delivering outstanding journeys tailored to meet individual need |
| | | Develop a customer service communication strategy | Strategy developed |
| | | District/branch customer service plans and cluster meetings to become a mandatory requirement | Plans and cluster meetings developed/established which lead to a better understanding behind differing satisfaction levels and clearer objectives being set |
| | | Develop a ‘cluster’ service recovery approach whereby satisfaction leads resolve issues together within their clusters – develop a method of capturing resolutions | |
| | | Undertake activity to support the continued development of leaders to drive service improvement for different types of customer journeys | Development opportunities developed and delivered |
| | | | Neighbourhoods, Confidence and Equality Team [Customer Satisfaction lead] |
9.2 **Appendix B – S149 Equality Act 2010 (Public Sector Equality Duty)**

(1) A public authority must, in the exercise of its functions, have due regard to the need to:

   a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
   b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
   c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

   a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
   b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
   c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons’ disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

   a) tackle prejudice, and
   b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.
The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships.

### 9.3 Appendix C - Confidence and Equality Board – Terms of Reference

**Scope**

- To ensure equality, diversity and human rights are incorporated into strategic plans and force performance regimes, including the setting of equality objectives that demonstrate the force’s commitment to driving service improvements in key equality-related business areas,
- To monitor progress in achieving the desired outcomes for all of the equality objectives, as well as activity in furtherance of the force’s legal duties under the Public Sector Equality Duty,
- To develop individual and organisational capacity in relation to equality, diversity and human rights, ensuring structures and processes are in place to meet the responsibilities of the force,
- To drive improvements in the confidence and experience of the diverse communities of Greater Manchester in the engagement with and the delivery of services by the force,
- To lead strategic consideration of how our culture impacts on our ability to achieve institutional fairness and equality of opportunity, and
- To achieve a workforce that is inclusive and representative of the diverse communities of Greater Manchester, where such diversity is embraced and embedded into the way we deliver services.

**Authority**

The Meeting is chaired by the Assistant Chief Constable with the Chief Officer lead for equality, diversity and human rights.

Action holders will be required to report progress against their equality objective to the relevant Board meeting. Those updates will be collated into one report and provided to the next OPSCO meeting and subsequently to the Greater Manchester Combined Authority.

This will be the process whereby the Chief Constable informs the Mayor and Deputy Mayor of activity in furtherance of the force’s compliance with the Public Sector Equality Duty. Any identified emerging issue or risk will be fed back into force performance regimes, e.g. Senior Leadership Forum, for potential commissioning of new activity.
*Note – irrespective of the quarterly meetings, decisions made at the Confidence and Equality Board on any EDHR issues that are repercussive across the organisation or that present a significant risk to partners or force reputation will be notified to Chief Officer Group on a quarterly basis for consideration and / or ratification.

**Membership**

The Board will be supported by a number of working groups, as follows:

1. Hate Crime Working Group,
2. Stop & Search Working Group,
3. Arrest & Voluntary Attendance Working Group, and
4. Retention and Progression Team updates.

Working groups may be disestablished when activity is completed, or new ones created as new priority areas for the force are identified.

Outlined below is the intended ‘core’ membership of the Board, with proposed attendees invited to report on specific issues or progress made against a particular equality objective.
<table>
<thead>
<tr>
<th>Core members of the Board with attendance at each meeting</th>
</tr>
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<tbody>
<tr>
<td><strong>Chair</strong></td>
</tr>
<tr>
<td>Assistant Chief Constable with Chief Officer lead for equality, diversity and human rights</td>
</tr>
<tr>
<td><strong>Head of Profession, Neighbourhood, Confidence and Equality Unit</strong></td>
</tr>
<tr>
<td>Corporate lead for equality, diversity and human rights, having responsibility for oversight of the force’s compliance with equality legislation and strategic policy ownership for hate crime and stop &amp; search</td>
</tr>
<tr>
<td><strong>Sergeant, Equality Team</strong></td>
</tr>
<tr>
<td>Central resource on equality, diversity and human rights related matters for the organisation, having strategic ownership of the force’s response to the Public Sector Equality Duty and the force’s Hate Crime policy. Has administration oversight of the equality objectives and related action plan</td>
</tr>
<tr>
<td><strong>Head of External Relations and Performance Branch</strong></td>
</tr>
<tr>
<td>Corporate lead for force-wide performance monitoring, as well as HMICFRS liaison</td>
</tr>
<tr>
<td><strong>Head of Human Resources Retained Service</strong></td>
</tr>
<tr>
<td>Corporate lead for human resource related issues and responsible for ensuring that equality, diversity and human rights are embedded within all related processes and policies</td>
</tr>
<tr>
<td><strong>Head of Strategic Resourcing</strong></td>
</tr>
<tr>
<td>Corporate lead for recruitment and ensuring that positive action is embedded within recruitment processes</td>
</tr>
<tr>
<td><strong>Positive Action Team lead</strong></td>
</tr>
<tr>
<td>Dedicated team within HR strategic resourcing designed to increase workforce representation from diverse communities</td>
</tr>
<tr>
<td><strong>Chief Superintendent, Professional Standards Branch</strong></td>
</tr>
<tr>
<td>Branch Head for professional standards investigations but also strategic lead for the Organisational Learning Board</td>
</tr>
<tr>
<td><strong>Head of Workforce Development</strong></td>
</tr>
<tr>
<td>Corporate lead for activity which is aligned to the retention and progression of under-represented staff and the well-being of our staff</td>
</tr>
<tr>
<td><strong>Force strategic and tactical mental health leads</strong></td>
</tr>
<tr>
<td>Corporate leads for ensuring that GMP responds effectively to people with mental ill health and that GMP works with partners in a joint agency response</td>
</tr>
<tr>
<td>Role</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>Chief Superintendent, force-wide strategic lead for hate crime</td>
</tr>
<tr>
<td>Chief Superintendent, force-wide strategic lead for stop and search</td>
</tr>
<tr>
<td>Chairs, Staff Support Network and Chairs Statutory Staff Associations</td>
</tr>
<tr>
<td>Greater Manchester Combined Authority</td>
</tr>
</tbody>
</table>

**In Attendance**

Senior Leadership Team owner for related branch or district level equality objective in order to report upon progress and outcome of specific activity as required.

**Secretariat**

The Governance Team (within the External Relations and Performance) will organise meetings of this Board and will record actions and decisions via a standardised log to ensure transparency and clear accountability of all actions raised and decisions made.

A similar process will be undertaken for any working group established to support the work of the Confidence and Equality Board.

**Frequency of meetings**

The Board will meet on a quarterly basis with meetings being set one month before an OPSCO meeting.

- Working Groups will meet in the interim to progress any activity within their work-plans,
- Each Board meeting will be split into two parts – Part 1 focusing on service delivery and Part 2 on our people.
Responsibilities

- The Confidence and Equality Board members will observe certain key values. They will:
  - observe the highest standards of impartiality, integrity and objectivity,
  - demonstrate a commitment to equality, diversity and human rights, particularly in terms of the force’s furtherance and compliance with the Public Sector Equality Duty,
  - act as force ambassadors demonstrating and sharing with colleagues a passion for realising organisational change, including within the workplace, and
  - provide accountability to the public to ensure that the best quality of police service is available and is accessible to everybody.

- Key responsibilities are:
  - to set equality objectives for the force which have been identified as posing a risk to the organisation, ensuring that specific activity to achieve the desired outcomes is commissioned,
  - to review progress against the Equality Strategy’s action plan through quarterly reports from action holders, ensuring that the necessary support to deliver desired outcomes is available,
  - to provide quarterly reports to Chief Officer Group and the Mayor/Deputy Mayor based upon updates received from action holders,
  - to ensure that the statutory responsibilities of the force in relation to equality, diversity and human rights are discharged through the Board, or other relevant forum (e.g. Senior Leadership Forum, Monthly Interim Performance Review meeting), identifying, receiving and monitoring data where relevant,
  - to identify new priority areas in light of any local or national development, new guidance, policy or legislation or feedback from staff and communities,
  - to ensure that equality, diversity and human rights is embedded into the customer experience, and where relevant staff training, and
  - to ensure best practice is disseminated both within the force and across Greater Manchester, in particular to those areas which pose a threat to public and staff confidence.

10. Consultation & Statutory Compliance

10.1 Consultation

The following interested parties, both internal and external, have been consulted:

- External Relations and Performance Branch
- Change Branch
- Business Services – Procurement
- Criminal Justice & Custody
- Human Resources, including strategic resourcing and retained HR services
- Organisational Learning and Workforce Development Branch
- Neighbourhoods, Confidence and Equality Unit
10.2 Statutory Compliance

10.2.1 The General Data Protection Regulation (GDPR) and Data Protection Act (2018)

This Equality, Diversity and Human Rights Strategy outlines the Force’s approach to force-wide governance of EDHR related issues, including the identification and setting of equality objectives (in compliance with the Equality Act’s Specific Duties). The Strategy in itself does not process any personal sensitive data, and therefore, it is considered that this Strategy is compliant with the General Data Protection Regulation (GDPR) and Data Protection Act (2018).

10.2.2 Freedom of Information Act (2000)

This Equality, Diversity and Human Rights Strategy will be published on the force’s equality publication page on its website and, therefore, will be fully accessible by the public. An easy read version will also be published on the force’s easy read page.

10.2.3 Equality Act (2010)

This Equality, Diversity and Human Rights Strategy outlines the force’s approach to force-wide governance of EDHR related issues, including the identification and setting of equality objectives (in compliance with the Equality Act’s Specific Duties). The equality objectives included within this Strategy were identified due to emerging equality-related risks and therefore encompass a number of the protected characteristics.

Through activity aligned to the equality objectives, GMP will be able to demonstrate how it has:

- Eliminated discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 Act;
- Advanced equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Fostered good relations between persons who share a relevant protected characteristic and persons who do not share it.