

The Disability Equality Scheme of the  
Cheshire Constabulary  
2006 - 2009

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## **Foreword by the Chief Constable**

I am pleased to present the first Cheshire Constabulary Disability Equality Scheme and Action Plan for 2006 to 2009.

As Chief Constable I have a key responsibility to ensure that members of the Constabulary Management Team, Area Management Teams and Departmental Management Teams and all staff promote equality, fair treatment and social inclusion at all times. The Cheshire Constabulary aims to eliminate any unlawful discrimination through ensuring that the values relating to Equality and Diversity are central to our policymaking, service delivery, employment practices and community involvement.

It is of particular importance that people with a disability in Cheshire, Halton and Warrington have confidence in the Constabulary and receive a standard of service that they both expect and deserve. This expectation quite rightly extends to our own employees and we will work to ensure that all staff feel valued and supported throughout their working life with the Cheshire Constabulary. There are always difficulties in implementing significant change within a large organisation and we need everyone to understand the importance of what we are trying to achieve.

Chief Constable Peter Fahy

## **Introduction**

### **The Disability Discrimination Act and the Cheshire Constabulary**

Cheshire Constabulary recognises that promoting equality will improve services for everyone. Our aim, therefore, is to make equality a central part of the way the Constabulary works, by putting it at the centre of policy making, service delivery, regulation and enforcement, and employment practice. Our Disability Equality Scheme (DES) and associated Action Plan evidences the way in which we will improve our service to people with a disability in Cheshire, Halton and Warrington.

The Disability Discrimination Act 1995 amended by the Disability Discrimination Act 2005, places a statutory General Duty on all public authorities to promote disability equality. The 2005 Act provides an increasingly robust legislative framework, which requires the Constabulary to actively promote disability equality. This means that the Cheshire Constabulary must, in carrying out all functions, have due regard to the need to:

Eliminate unlawful discrimination

Eliminate unlawful harassment

Promote equality of opportunity between disabled persons and other persons

Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

The Constabulary intends to:

Provide services that are equally accessible to all sections of the community regardless of their race, ethnicity, cultural background, religion, belief, disability, gender, sexual orientation, age or employment.

Remove or change any policies and procedures that may have any adverse impact in relation to providing equality for all.

Employ, develop and retain a workforce at all levels, which reflects the diverse profile of the communities we serve, and lead by example by promoting employment opportunities for our all.

Build a sustainable, positive and productive relationship with people with a disability, both as service users and employees. Use the Constabulary's purchasing power and resources, wherever possible to promote equality and redress discrimination, inequality and social exclusion.

Ensure that the promotion of equality & diversity becomes a mainstream activity and is visible in the Constabulary's core business and day-to-day activities.

## Why a Disability Equality Scheme?

The Disability Discrimination Act 2005 imposes a number of specific statutory duties on the Constabulary as a scheduled public authority listed in the Disability Discrimination (Public Authorities Statutory Duties) Regulations 2005. These duties are intended to assist public authorities in meeting the General Duty, in particular by setting out what public authorities should do to plan, deliver and evaluate action to eliminate discrimination and promote equality. The core requirements are:

The preparation and publication of a Disability Equality Scheme  
Implementation of the Disability Equality Scheme (via an action plan in the scheme)  
Annual reporting

Cheshire Constabulary's Disability Equality Scheme meets these requirements and contributes toward our aim of promoting good equalities practices across the Cheshire, Halton and Warrington and ensures that we will meet the needs of our disabled customers and employees. This Scheme sets out our overall objectives for improving and addressing disability inequalities and the action plans for delivering improvements to access and services. It will therefore help us to achieve a number of things:

To meet the requirements of the Disability Discrimination Act and set out our plans to improve disability access to employment and services

Make sure that we are taking the needs and views of people with a disability into account when we design or deliver services, make access improvements or develop policies

Continuously monitor and improve the ways in which we deliver services to people with a disability

Meeting the principles of the Social Model of Disability (see page 12), adopted by the Cheshire Constabulary

In addition to the Disability Discrimination Act, this Scheme supports

compliance with the Special Educational Needs and Disability Act 2001, the Building Regulations 2000 (including amendments 2003) and the Fire Precautions (workplace) regulations 1997 (as amended 1999).

### **How does the Disability Equality Scheme fit into policing?**

The DES underpins the Strategic Aims of the Cheshire Constabulary and ensures we meet the needs of the communities of Cheshire, Halton and Warrington whilst doing that.

Our strategic aims are:

**Reducing Crime** - To reduce crime and disorder through prevention and detection in partnership with local authorities, other agencies and the public.

**Investigating Crime** - To investigate reports of crime appropriately, concentrating efforts on those that offer the greatest potential for detection and, in partnership with other criminal justice agencies, to ensure that the victim's needs are met and that opportunities for offences to be brought to justice are maximised.

**Promoting Public Safety** - In partnership with other agencies to provide services that improve and promote public safety and reassurance, particularly relating to crime, disorder and road use.

**Providing Assistance** - To provide improved, timely, professional and appropriate assistance to all calls for service concentrating efforts on those circumstances where our skills will be most effectively used and the greatest contribution can be made.

**Citizen Focus** - To provide and develop police services that meet the needs of the public and enhance the trust and confidence amongst the diverse communities of Cheshire.

**Resource Usage** - To provide an efficient and effective service ensuring that people, technology, facilities and finance contribute to the delivery of policing services.

The work associated with the requirements of the Disability Discrimination Act will assist the Cheshire Constabulary to:

Improve the trust and confidence of people with a disability, which will help the Constabulary to investigate crime more effectively.

Involve people with a disability in the ongoing development of Neighbourhood Policing.

Ensure that we treat staff with a disability and any prospective employee equitably.

## **TAKING CONTROL**

The Cheshire Constabulary has recently undergone a significant restructure entitled 'Taking Control'. This is primarily aimed at ensuring we provide more efficient and effective policing to Cheshire communities. The programme is the means by which the Constabulary strives to achieve its vision of being a world class public service and increase both public confidence and the satisfaction of those using police services.

There are five elements to the programme, of which fairness and equality are an essential element:

- To ensure the Constabulary is intelligence led and exercises its powers on the basis of intelligence not prejudice
- To strengthen its relationship with local people giving them more influence over local police action, increasing trust and confidence and forge long term relationships
- To promote intelligence led leadership, thus promoting diversity both in terms of external service delivery and internal management practices.
- To promote a performance driven culture where individuals are valued, assessed, rewarded and developed.
- To introduce a new contract with staff, seeking to create a working culture, which enables the Constabulary to capitalise on the tremendous talent of its staff and actively encourage innovation and diversity.

Implementation of this programme has resulted in three geographical Areas replacing the previous six. The Western Area incorporates Chester and Ellesmere Port, together with the area covered by Vale Royal, which includes the towns of Northwich and Winsford. The Eastern Area incorporates Crewe, Macclesfield and Congleton and the Northern Area incorporates the two unitary authorities of Halton and Warrington. The three Areas came into being on the 4<sup>th</sup>. April 2005.

The Constabulary recognises equality and diversity as an integral part of all planning, policy and decision making and the way we police our communities. It aims to mainstream equality and diversity as a fundamental element of the method, quality and style in which the organisation functions, both internally and as we go about dealing with our daily business. It is therefore; of vital importance that the Constabulary forms a trusted partnership with all its communities to ensure there is enhanced understanding of all needs.

### **Diversity Decision Making Structure**

**Chief Constable** – leads on diversity for the Constabulary and chairs the **Confidence and Equality Board**, which is a strategic panel made up of senior police officers and police staff responsible for direction in terms of diversity issues. The Chief Constable currently has the National ACPO Lead for the Race and Diversity Portfolio.

**IAG – Independent Advisory Group** representatives from the community giving specialist advice and acting as critical friends to the Constabulary. The Cheshire IAG is made up of a number of individuals from a variety of minority groups including disability.

**Diversity Monitoring Review Group** – examines data for disproportionality in terms of employment and service delivery.

**Police Authority** – overseeing the work of the constabulary and assisting to mainstream diversity

**Force Champions** –members of the Confidence and Equality Board lead on specific strands of diversity, ensuring that direction is given from a senior level to achieve mainstreaming of diversity issues

**Diversity Advisory Unit** – currently consists of a Unit Head, Co-

ordinator, four Diversity Managers and a Hate Crime Advisor. All responsible for actioning decisions from the Confidence and Equality Board and as a reporting mechanism

**Area Community Race Relations Inspectors** – have responsibility for diversity issues on a divisional basis

**Local Diversity Teams** – responsible for impact assessments and promoting diversity on an Area or Departmental level

**Community Action Teams** – providing the day to day contact with communities and responding to needs

### **First Contact Advisors**

First Contact Advisors exist across the Constabulary as the first point of call when a member of staff requires advice or support in relation to such things as bullying or harassment etc. They are made up of both Police Officers and Police Staff.

### **Disability Champion**

It is the responsibility of everyone within the Cheshire Constabulary to do all they can to support and promote the needs of the people with a disability internally and externally. This is not a case of being 'somebody else's job' but the job of everyone. To ensure that the Constabulary remains focussed and continues to improve in this area a 'Force Champion' in the form of an Assistant Chief Constable has been identified.

The Force Champion leads on all issues involving disability for the Constabulary, chairs quarterly meetings of key members of staff and reports progress to the Confidence and Equality Board.

## **The Disability Discrimination Act DEFINITION OF DISABILITY**

### **What the Act means by disability**

Disability is defined as

“A physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities.”

Explanations of:

#### **Impairment**

The definition covers physical and mental impairments. These include:

physical impairments affecting the senses, such as sight and hearing  
mental impairments including learning disabilities and mental illness  
(if it is recognised by a respected body of medical opinion)

#### **Substantial**

For an effect to be substantial, it must be more than minor.

The following are examples that are likely to be considered substantial:

inability to see moving traffic clearly enough to cross a road safely  
inability to turn taps or knobs  
inability to remember and relay a simple message correctly.

#### **Long-term**

These are effects that

have lasted at least 12 months  
or

are likely to last at least 12 months

or

are likely to last for the rest of the life of the person affected

Long-term effects include those which are likely to recur. For example, an effect will be considered to be long-term if it is likely both to recur, and to do so at least once beyond the 12-month period following the first occurrence.

(A more comprehensive definition is included as Appendix A)

## **The General Duty**

The Disability Discrimination Act 1995 amended by the Disability Discrimination Act 2005, places a statutory General Duty on all public authorities to promote disability equality. The 2005 Act provides an increasingly robust legislative framework, which requires public authorities, including Police Forces, to actively promote disability equality. This means that public authorities must, in carrying out all functions, have due regard to the need to:

promote equality of opportunity between disabled people and other people

eliminate discrimination that is unlawful under the Disability Discrimination Act

eliminate harassment of disabled people that is related to their disability

promote positive attitudes towards disabled people

encourage participation by disabled people in public life

take steps to meet disabled people's needs, even if this requires more favourable treatment.

'Due regard' means that authorities should give due weight to the need to promote disability equality in proportion to its relevance.

The Cheshire Constabulary recognises that promoting equality will improve the service for everyone. This Equality Scheme, as with our Race Equality Scheme, aims to make equality a central part of the way the Constabulary works, by putting it at the centre of policy making, service delivery, regulation and enforcement, and employment practice.

## **The Specific Duty**

The specific duty regulations require authorities to produce and publish a Disability Equality Scheme, to implement certain aspects of the Scheme and to report on it. They are as follows:

- a public authority should publish a Disability Equality Scheme demonstrating how it intends to fulfil its general and specific duties
- a public authority should involve disabled people in the development of the Scheme
- the Scheme should include a statement of:
  - the way in which disabled people have been involved in the development of the Scheme
- the authority's methods for impact assessment
  - steps which the authority will take towards fulfilling its general duty (the "action plan")
  - the authority's arrangements for gathering information in relation to employment, and, where appropriate, its delivery of education and its functions
  - the authority's arrangements for putting the information gathered to use, in particular in reviewing the effectiveness of its action plan and in preparing subsequent Disability Equality Schemes
- a public authority must, within three years of the Scheme being published, take the steps set out in its action plan (unless it is unreasonable or impracticable for it to do so) and put into effect the arrangements for gathering and making use of information
- a public authority must publish a report containing a summary of the steps taken under the action plan, the results of its information gathering and the use to which it has put the information.

## Understanding the Social Model

### Social Model of Disability

The **social model of disability** recognises that some people have [HYPERLINK "http://en.wikipedia.org/wiki/Physiology"](http://en.wikipedia.org/wiki/Physiology) \o "Physiology" physical or [HYPERLINK "http://en.wikipedia.org/wiki/Psychology"](http://en.wikipedia.org/wiki/Psychology) \o "Psychology" psychological anomalies, which may affect the means by which they function. However, by this model, those people are [HYPERLINK "http://en.wikipedia.org/wiki/Disability"](http://en.wikipedia.org/wiki/Disability) \o "Disability" disabled primarily due to the barriers that exist in a society that does not take account of their needs. These barriers exist in the physical, organisational, and personal aspects of society. For instance, stairs without lifts, information not available in large print, or negative societal attitudes toward certain types of people could all be considered disabling.

The social model generally views disabled people as having the same desires, needs, and aspirations of non-disabled people. By this model, disabled people should be allowed to enjoy the same freedoms and choices as those who are not considered disabled, and should be allowed equal rights and responsibility in making life decisions.

Disability is not seen as something invoking pity or in need of a cure, and it may be viewed as a positive asset. Equality for disabled people is often seen in the same light as equality for other socially marginalised groups.

In the [HYPERLINK "http://en.wikipedia.org/wiki/United\\_Kingdom"](http://en.wikipedia.org/wiki/United_Kingdom) \o "United Kingdom" United Kingdom, the [HYPERLINK "http://en.wikipedia.org/wiki/Disability\\_Discrimination\\_Act"](http://en.wikipedia.org/wiki/Disability_Discrimination_Act) \o "Disability Discrimination Act" Disability Discrimination Act defines disability using the medical model - disabled people are defined as people with certain conditions, or certain limitations on their ability to carry out 'normal day-to-day activities'. The requirement of employers and service providers to make 'reasonable adjustments' to their policies or practices, or physical aspects of their premises, follows the social model. By making adjustments, employers and service providers are removing the barriers that disable - according to the social model, they are effectively removing the disability.

The Cheshire Constabulary is committed to the Social Model and it lies behind everything we are trying to achieve in relation to the implementation of our Disability Equality Scheme.

## **Legal responsibility**

### **Employment**

The DDA applies to all areas of employment. For example, the Cheshire Constabulary will consider making reasonable adjustments and will not discriminate against disabled people in relation to:

Selection and interview procedures

The terms and conditions on which employment is offered

Arrangements for induction

Access to training, promotion or transfer opportunities

Access to any other benefits

Working conditions

Occupational pensions

Disciplinary procedures

Dismissal including redundancy

Provision of job references

Subjecting them to harassment

Currently, legal challenges almost always take place after discrimination has occurred. Preventing discrimination in the first place is preferable to retrospective justice. The police service, as with other public authorities, has a positive statutory general duty to have due regard for eliminating unlawful discrimination and harassment of disabled people, and promoting equality of opportunity.

Regulations impose a specific duty on the Cheshire Constabulary to produce a Disability Equality Scheme, i.e. an action plan, developed with involvement of disabled people. This includes -

**Employment duties** - positive action initiatives and monitoring of disabled employees by grade, length of service, promotion, access to training and development.

**Access audits** are important components of the general duty, but are not sufficient to meet the general duty.

**Training provision** will form a key part of the DES.

**Impact Assessment** is a key feature. This involves listing all

policies and functions and assessing whether they have an adverse impact on disabled people. If so remedies have to be outlined.

**Minimum monitoring standards:** recruitment, retention and career development of staff; are public services and functions taking account of the needs of disabled people;

## **Service Delivery**

Part 3 of the Disability Discrimination Act 1995 (“the DDA”) imposes duties on service providers.

## **Scope**

Only people who are disabled as defined by the DDA have rights under the DDA. Anyone who is a service provider, which is widely defined as: “concerned with the provision, in the United Kingdom, of services to the public, or to a section of the public”, has obligations under Part 3. Provision of services includes the provision of goods or facilities. All services to the public are covered with the exception of the use of any means of transport (which is exempt).

## **What duties are imposed?**

It is unlawful for a service provider to discriminate against a disabled person in the following ways:

refusing to provide, or deliberately not providing the service;

failing to comply with a duty to make reasonable adjustments, where the effect of that failure is to make it impossible or unreasonably difficult for the disabled person to use the service;

in the standard of service provided or the manner in which it is provided;

in the terms on which the service is provided.

## **The duty to make reasonable adjustments**

A key concept, which lies at the heart of the legislation, is the duty to make reasonable adjustments. The duty is triggered where it is

impossible or unreasonably difficult for a disabled person to access services.

Guidance says that when considering if services are unreasonably difficult for disabled people to use, service providers should take account of whether the time, inconvenience, effort, discomfort or loss of dignity, entailed in using the service, would be considered unreasonable by other people if they had to endure similar difficulties.

There have been numerous occasions where reasonable adjustments have been made to enable members of staff to continue to work.

An example of this is where a member of staff has had their office relocated to a different part of the headquarters complex as the environment in the original office was making them ill.

Another member of staff is unable to sit for more than half an hour at a time and a system of allowing them to walk around every 30 minutes has been arranged and accepted by their colleagues.

Flexible working hours are widely available within the Cheshire Constabulary and there are examples of allowing extreme flexibility outside of core hours where a serving officer has a child with a disability that makes fixed hours very difficult. This has worked both for the parent and the organisation as it allows the officer to keep working.

## Cheshire's Disabled Population

It is difficult to accurately detail the number of people who are considered, or consider themselves, to have a disability. The diverse range of needs of people who have different levels and forms of disability present a challenge to all public authorities, as they seek to ensure they deliver the most effective and relevant service, based on the needs of the community.

Working with our partners the Cheshire Constabulary will seek to identify people with a disability across Cheshire, Halton and Warrington. This will enable us to set a baseline that reflects current performance and allow us to set meaningful targets in relation to the needs of people with a disability. Some indicative statistics are outlined below.

	<b>Population</b>	<b>Disability / Limiting Long-term Illness</b>	<b>Percentage</b>
UK	58,789,194	10,855,853	18.2%
North-West	6,729,764	1,394,609	20.7%
Cheshire	673,788	117,251	17.4%
Halton	118,208	25,440	21.5%
Warrington	191,080	34,177	17.9%
Chester	118,210	19,622	16.6 %
Ellesmere Port and Neston	81,672	14,864	18.2%
Vale Royal	122,089	21,121	17.3%
Crewes and Nantwich	111,007	18,982	17.1%
Macclesfield	150,155	22,523	15%
Congleton	90,655	13,870	15.3%

The following information demonstrates the extent to which Cheshire Constabulary has a representative workforce in respect to the population of Cheshire, Halton and Warrington as a whole:

## Disabled employment by grade for Cheshire Constabulary

As at 31 March 2006

<b>Grading Band</b>	<b>Total with Disability</b>	<b>% Disability</b>
Scales 1-6	19	1.67
SO1 – PM3	1	0.58
SM1 and above	1	4.55
<b>TOTAL</b>	<b>21</b>	<b>1.58</b>

As at 31 June 2006

<b>Grading Band</b>	<b>Total with Disability</b>	<b>% Disability</b>
Scales 1-6	19	1.65
SO1 – PM3	1	0.53
SM1 and above	2	9.09
<b>TOTAL</b>	<b>22</b>	<b>1.61</b>

## Section 2

### **Strategic Priorities and Action Plan**

#### **Impact Assessment**

Equality Impact Assessments are an important part of the whole system. In effect it is a process to identify any possible adverse impact a policy or function could or does have on specific communities. Impact assessments were originally carried out in relation to ethnic minority communities under the auspices of the Race Relations (Amendment) Act 2000. Cheshire Constabulary, from the outset, asked those responsible to consider all strands of diversity as they carried out the assessments.

We have now amended the Equality Impact Assessment Tool (Attached at Appendix E) to ensure that all strands of diversity are considered fully and to make the process more transparent.

Equality Impact Assessments are the responsibility of the policy or function holder. They are carried out by the Diversity Teams within departments and Force Areas, who assess the level of impact the policy may have and then carry out the full impact assessment in relation to all strands of diversity to ensure that no group is overlooked.

Once the Equality Impact Assessment has been carried out within the relevant department or area, the policy and assessment are forwarded to the Diversity Advisory Unit, which monitors all assessments to ensure consistency. The Constabulary is currently reviewing the facility to have an external Equality Impact Assessment carried out.

All new policies are Impact Assessed before being published. Existing policies are reviewed to a set time scale dependent on the degree of relevance and impact on minority communities.

The impact of all our policies is monitored by the Diversity Monitoring Steering Group which is chaired by an Assistant Chief

Constable. That group in turn report to the Confidence and Equality Board who, together with the Force Champions, ensure that diversity remains at the forefront of all our business.

By carrying out an impact assessment on all our policies and functions the Cheshire Constabulary are able to:

Eliminate unlawful disability discrimination.

Promote equality of opportunity between disabled persons and other people.

Take steps to take account of the needs of people with a disability.

Which in turn will help us to:

Improve trust and confidence of people with a disability, which in turn will help the Cheshire Constabulary to detect crime more effectively and efficiently.

Involve people with a disability in the ongoing development of policing services.

## **Access to Buildings**

The Constabulary has undertaken a general disability access and facilities audit of premises owned or used by the Constabulary. Work undertaken as a result of the findings include the provision of induction loop systems at all reception areas, portable access ramps at various premises and an action plan that highlights areas of concern.

The recently completed custody suites at Middlewich, Chester and Runcorn are still subject to ongoing work and will be added to the access audit action plan when they have been signed off by the developer.

The Access Audits for all buildings are available on request are on the Cheshire Constabulary website **HYPERLINK** <http://www.cheshirepolice.uk>, and are also available via the Diversity Advisory Unit on 01244 612466.

## **Service Delivery**

### **Ensuring the public has access to information and services**

What the Constabulary does now:

Produces an annual report which highlights the services offered by the Trust, promotes achievements from the past year, sets out financial, development, accreditation and issues relating to Equality & Diversity,

The Constabulary has a website with up to date information on the Constabulary. For more details visit **HYPERLINK** <http://www.cheshirepolice.uk>

Staff from the Diversity Advisory Unit, are involved in a variety of Constabulary working groups that monitor, review and develop service delivery.

Staff from the Diversity Advisory Unit, together with the Force Areas, are involved in **developing sustainable partnerships** with local ethnic and disability support groups.

### **What the Constabulary will do:**

The Constabulary will continue to include an equality & diversity statement in recruitment literature, job advertisements including the Trust's Internet and Intranet sites

The Constabulary will monitor the results of Service User Satisfaction Surveys, working with managers and staff to make necessary changes to policies and procedures.

The Constabulary will use the results of internal cultural audits to seek to improve as an employer.

The effectiveness of these services will be monitored through the work with local ethnic and people with a disability.

Develop the facility to ensure that all documents produced by the Constabulary may be made available in various formats including different languages, large print, Braille, audiocassette, pictures and symbols, when required.

## **Employment**

### **Monitoring and Publishing of Data**

The Cheshire Constabulary has been monitoring all staff in relation to recruitment, retention, progression, access to courses and leaving the service, for several years and across all strands of diversity including disability.

This data will be scrutinised quarterly by the Diversity Monitoring Steering Group (Formerly Ethnic Monitoring Steering Group), which is chaired by an Assistant Chief Constable and is published annually.

### **Two Tick Symbol**

Cheshire Constabulary has been awarded the “2 Ticks” symbol by the Jobcentre Service, based on the requirement to commit to five specific actions.

The five commitments that an employer has to adhere to are as follows:

To interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities

To ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities.

To make every effort when employees become disabled to make sure they stay in employment.

To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.

Each year to review the five commitments and what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

This function is exercised by the Resourcing Unit, which monitors all returned applications, as well as the shortlisting completed by panels. This is an ongoing piece of work, supplemented by our Representative Workforce Officer, who offers assistance to disabled applicants. We also advertise directly through publications which seek to find employment for disabled job seekers.

The 2 tick award is due for review and reaccreditation in the next financial year, our current process and systems that are in place should mean 2 ticks will be re awarded.

### **Access To Work**

Individuals are encouraged by Occupational Health, Welfare and HR officers to seek assistance, via the Employment Service, regarding the Access to Work Scheme. The Force seeks to offer support to individuals who develop a disability during their employment which prevents them from attending work regularly.

### **Management Development**

To date the force has provided information to managers and supervisors about disability using the force's weekly orders to make them aware of policy changes and as reference material on internal force database, there has been no formal roll-out of training in this area.

To support the development of managers, with regard to knowledge and understanding of disability linked issues, the force will make available e-learning materials that cover legislation, reasonable adjustments and supporting individuals. Additionally, as part of the Core Leadership Development Programme for first and second line managers, there are specific modules on Staff Welfare and Diversity and Professional Practice to further support managers in this area.

## **Training**

All courses, in the Force, are annually reviewed to ensure that the lesson plans consider the impact of the training across all strands of diversity including disability. The review process and lesson plan template will now be revised to include the duties under the Disability Equality Scheme.

Local Area and Departmental Diversity Teams have received training specifically upon the Disability Discrimination Act, as well as training around physical disability. The intention is that the team members disseminate information across their Departments and Areas.

All our First Contact Advisors have all received training on disability as well as other relevant areas.

The Force is actively working towards all staff been occupationally competent against the Diversity Standard AA1 (Promote Equality & Value Diversity) plus for managers also AA2 (Develop a culture and systems that Promote Equality, Value & Diversity). If this is to be achieved a greater knowledge and awareness of disability related issues is required. An e-learning module will be piloted and made available to all staff who, as part of their competence assessment, require further knowledge and understanding of disability legislation, reasonable adjustments and support for individuals.

Training about the Disability Equality Scheme will be made available to operational officers, as part of their monthly Area Training Days and to non-operational staff using a workbook style of development. Additionally, Learning and Development is developing an input to be included in all training events, ensuring that the contexts of the Force's "golden threads", including disability, are reinforced at the start of every event.

## **Positive Action**

As mentioned above the Force proactively advertises to people with a disability and offers 1-1 support with application form completion and interviews. Unsuccessful candidates are contacted to generate learning and improve performance should they re-apply.

All role profiles are written to ensure no exclusive language or inappropriate requirements, which might deter potential disabled applicants, are included.

Interviews and assessment centres are subject to reasonable adjustment if a disabled applicant requires it e.g. candidates with dyslexia have different timescales for the completion of tests.

## **Involving Disabled People**

The DES is all about what the Cheshire Constabulary is doing, or should be doing to ensure that the service it is giving to people with a disability the service that is required. In the past organisations assumed they knew what specific communities needed in terms of service without actually finding out from the community itself.

To ensure that the DES reflects the views of people with a disability, the Cheshire Constabulary has undertaken a series of consultation exercises with disabled groups across Cheshire, Halton and Warrington (See Appendix D). This has taken the form of a straightforward questionnaire, which formed the basis for discussion and notes were made of issues that emerged. The advice of members of the disabled community, including the disabled member of the Independent Advisory Group, was sought prior to the consultations as to the method of approach.

A total of 117 people have been involved in the police specific consultation process. There were a total of 67 females and 50 males with whom we consulted directly. Groups were usually a mixture of those with a physical disability, vision impaired, hearing impaired, learning difficulties and mental health. A total of 3 were from an ethnic minority which represented 2.56% of those consulted. At the 2001 Census the ethnic minority population of Cheshire, Halton and Warrington was approximately 1.7% of the population. This figure will have increased but the consultation process remains representative and valid.

In no way does the Cheshire Constabulary consider the consultation process as finished. It is our intention to continue to consult with further groups and organisations, to ensure that we remain focussed on the needs of people with a disability. This forms an action within our Disability Action Plan.

The Constabulary has also been involved with a multi-agency consultation process lead by the Cheshire County Council. This culminated in a consultation week in September where, at a number of venues across the County, people with a disability were invited to engage in the consultation process with all relevant agencies.

The issues identified following the consultation have formed a significant part of the Action Plan of this DES (Attached). The Action Plan is the method by which the Cheshire Constabulary will monitor and progress the issues raised to improve the service, both internally and externally, in respect of people with a disability.

It is vitally important that this does not become a one off consultation with no sustained link between the Cheshire Constabulary and people with a disability. With this in mind there are people with a disability who are permanent members of the Constabulary Disability Steering Group as well as being represented on the Independent Advisory Group.

Other sustainable engagements are in the process of being developed following advice from people with a disability and their development will be progressed through the Disability Action Plan.

## **Procurement**

The Race Relations (Amendment) Act 2000 placed a positive responsibility on the Cheshire Constabulary to promote race equality through the companies that supply it with goods and services.

One of the ways in which the Constabulary has addressed this is by including a letter, within the contract application process, that requires any potential contractor to state whether they support and encourage the aims of the general duty.

Further to this contractors are asked to provide details of how they contribute to the general duty.

### **What the Constabulary will do:**

Produce an equality statement which incorporates all elements of diversity including disability, that contractors will be expected to sign up to, and abide by.

Develop guidance that will be made available to those contractors that wish to do business with the Constabulary.

## **Communication and Marketing**

### **What the Cheshire Constabulary does now**

The Constabulary promotes our achievements surrounding Equality & Diversity:

On our website

Through the Constabulary's intranet in 'Looking Glass'

Through presentations at internal and external meetings

Through displaying the "Two Ticks Symbol" positive about disabled people which was awarded to the Constabulary in recognition of its commitment to promoting equality for disabled people in employment.

### **What the Cheshire Constabulary will do**

#### **The Constabulary will:**

Make this Equality Scheme and Action Plan available to service users, staff, and organisations.

Utilise the Constabulary internet and intranet sites to promote the scheme and associated activities,

Produce an annual summary report of all assessments, monitoring, and consultations

Where reasonable, ensure that any information we publish is made available in a range of accessible formats and languages, if required.

Establish a sustainable community liaison process to ensure staying on task.

### **Third Party Reporting**

The Cheshire Constabulary will examine ways of improving third party reporting of 'Hate Crime', which includes crimes committed against people with a disability. We are also in the process of identifying, with our partnership agencies, methods and places where people can report incidents without the need to contact the Constabulary directly.

**True Vision** – The Cheshire Constabulary have joined the True Vision Scheme, which drives the message of diversity and equality to the wider public as well as allowing us to offer information and support to minority communities, including self reporting of hate crime.

### **Neighbourhood Policing Units**

The Cheshire Constabulary uses a number of approaches to police the communities of Cheshire, Halton and Warrington. Key to that are the Neighbourhood Policing Units (NPU), led by Inspectors who have the overall responsibility for policing geographic areas.

NPU staff will be continuously tasked with identifying members and groups of people with a disability and ensuring that there is a sustainable relationship between them. It is only by building up understanding between the police and communities, that we can successfully deliver an effective service.

## Section 3

### **Outcomes**

#### **Monitoring**

Monitoring of data related to all areas of our business, both internally in terms of employment and access, and externally in relation to service delivery and access to services, is paramount in the implementation of the Disability Equality Scheme.

Every aspect of the process and monitoring will be subjected to close scrutiny within owning departments and the Diversity Monitoring Review Group

#### **Performance indicators**

Performance Indicators are still being considered but will only be agreed following consultation both internally and with people with a disability.

In relation to employment, the data collected provides statistics and information which will be analysed and any issues addressed.

The Constabulary has recently employed a **Positive Action Advisor** whose role is aimed specifically at encouraging applications from minority communities and work aimed at people with a disability has already commenced.

#### **Evaluation and review**

Evaluation and review is fundamental in identifying areas for improvement and to this end the Cheshire Constabulary have identified a number of ways of addressing the issue.

## **Diversity Monitoring Review Group**

Chaired by an Assistant Chief Constable, this group examines all data in relation to diversity and identifies areas of concern or good practice.

Where an issue is identified it would be directed to the business area holder to address, as well as being reported to the Confidence and Equality Board.

## **Confidence and Equality Board**

Chaired by the Chief Constable this group is made up of the senior management team, as well as all Heads of Department and Area commanders. Staff Associations also attend, together with the IAG, the Police Authority and key Diversity Staff. It oversees every aspect of diversity and ensures progress and compliance.

## **Disability Steering Group**

Chaired by an Assistant Chief Constable this group contains key members of the organisation as well as people with a disability and the Independent Advisory Group. The group meets quarterly and examines all areas appertaining to issues around disability, both internal and external.

## **Disability Support Network (DSN)**

The Disability Support Network was launched on the 6<sup>th</sup>. April 2006 and is open to anyone who is effected by disability either as a carer or by having a disability. This group is being developed to provide a number of services, but is also used in an advisory capacity to ensure that we continue to perform effectively as an employer of staff with disabilities.

### **Main aims of the DSN**

To encourage and establish good working practices within Cheshire Constabulary for the benefit of staff and the organisation.

To ensure no one suffers discrimination because of their disabilities.

To work towards equality of opportunity both internally in the organisation and externally in the way the Constabulary delivers services to members of the public.

To provide a support network to all staff with disabilities or to those caring for dependants with disabilities.

To raise awareness of disability issues and concerns and to explore practical options, action and / or remedies.

Providing support to staff, making daily working life easier

## **The Future**

There remains a great deal to do to ensure that we are providing the best possible service to people with a disability in Cheshire, Halton and Warrington. Additional legislation around Gender and Age will assist in ensuring that Diversity remains a priority.

The Action Plan is a 'living document' and will be monitored and amended as the needs are identified. At the end of the three first years of the scheme we will have achieved a many advances and what remains to be done will form the future action plan.

Continuing to liaise with people with a disability is fundamental to ensuring that we stay focussed. The initial consultation process was valuable and has enabled bridges to start being built. It will require a great deal of work but it will be worth it.

## **Complaints, Feedback and Suggestions relating to the Disability Equality Scheme.**

When a member of the public believes that they have been directly affected by a failure of Cheshire Constabulary to comply with the statutory requirements of this Scheme, they should bring their complaint to the attention of:

Head of Professional Standards  
Cheshire Constabulary  
Clemonds Hey  
Oakmere Road  
Winsford  
Cheshire  
CW7 2UA  
Tel 01244 612055

Cheshire Constabulary will acknowledge receipt of a complaint in writing within seven working days, and will seek to make contact with the complainant to discuss the most appropriate way to progress and deal with the complaint.

The Constabulary, where appropriate, will conduct an initial internal investigation, aiming to respond to the complainant within 28 days.

All complaints made in respect of this Scheme will be monitored by the Constabulary and where appropriate be used to inform any relevant impact assessments and subsequent reviews of the Scheme itself.

### **Complaints can also be made to:**

#### **Independent Police Complaints Commission**

The Cheshire Constabulary will consult with its diverse communities and the Independent Police Complaints Commission (IPCC) to examine the impact of our complaints and discipline procedures upon community relations. The public needs to be confident that any complaints against members of the police service are taken seriously and dealt with professionally and expeditiously. Complaints

relating to discriminatory behaviour by our employees are of particular concern.

The Independent Police Complaints Commission can be contacted at:

The Independent Police Complaints Commission  
90 High Holborn,  
London  
WC1V 6BH

Tel: 08453 002 002 (Local Rate)

Fax: 0207404 0430

Email: [enquiries@ipcc.gsi.gov.uk](mailto:enquiries@ipcc.gsi.gov.uk)

**Local Citizen Advice Bureau;** details of which can be found in publications such as telephone directories.

## **Appendix A**

### **The Disability Discrimination Act DEFINITION OF DISABILITY**

#### **What the Act means by disability**

Disability is defined as

“A physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities.”

Explanations of:

#### **Impairment**

The definition covers physical and mental impairments. These include:

physical impairments affecting the senses, such as sight and hearing  
mental impairments including learning disabilities and mental illness  
(if it is recognised by a respected body of medical opinion)

#### **Substantial**

For an effect to be substantial, it must be more than minor.

The following are examples that are likely to be considered substantial:

inability to see moving traffic clearly enough to cross a road safely  
inability to turn taps or knobs  
inability to remember and relay a simple message correctly.

#### **Long-term**

These are effects that

have lasted at least 12 months

or

are likely to last at least 12 months

or

are likely to last for the rest of the life of the person affected

Long-term effects include those which are likely to recur. For example, an effect will be considered to be long-term if it is likely both to recur, and to do so at least once beyond the 12-month period following the first occurrence.

### **Day-to-day activities**

Day-to-day activities are normal activities carried out by most people on a regular basis, and must involve one of the following broad categories

mobility - moving from place to place

manual dexterity - for example, use of the hands

physical co-ordination

continence

the ability to lift, carry or move ordinary objects

speech, hearing or eyesight

memory, or ability to concentrate, learn or understand

being able to recognise physical danger

The Government has issued guidance, under the Act, about whether an impairment has a substantial or long-term effect. This guidance does not in itself impose legal obligations on an employer or service provider, but a tribunal or court must, when considering a complaint about discrimination, take into account any of the guidance which appears to be relevant.

### **Particular cases or conditions:**

#### **Severe disfigurements**

The Act's definition treats severe disfigurements as disabilities, although they have no effect on a person's ability to carry out

normal day-to-day activities.

If, however, the disfigurement consists of a tattoo which has not been removed, non-medical body piercing, or an object attached through such a piercing, regulations have the effect of ensuring that this would not be treated as a disability.

### **Impairments helped by treatment or artificial aids**

Medication or equipment (such as an artificial limb) which helps an impairment, is not taken into account when considering whether an impairment has a substantial effect.

For example, a person who wears a hearing aid to improve their hearing is considered to have the hearing loss that would exist without the use of the aid. An exception is when people wear glasses or contact lenses - it is the effect on the person's vision, while wearing their glasses or contact lenses that is considered.

If, however, the treatment is likely to cure the impairment, this should be taken into account in assessing whether the impairment is long-term.

### **Progressive conditions**

The Act covers progressive conditions where impairments are likely to become substantial. Examples of progressive conditions include

cancer  
HIV infection  
multiple sclerosis  
muscular dystrophy

The Act covers people with these conditions from the moment that there is a noticeable effect on normal day-to-day activities, however slight.

For example, a person with multiple sclerosis would be covered from the time they first developed symptoms that affect their ability to carry out normal day-to-day activities. They would not be covered

just because the illness had been diagnosed.

### **Genetic predispositions**

The Act does not cover people with a gene that causes a disability unless they develop the disability. For example, people with the gene that causes Huntington's chorea are not covered if they do not have the condition. People are covered as soon as the first effects on normal day-to-day activities appear.

### **Past disabilities**

The definition covers people who have had a disability in the past. If a person once had a disability which is covered by the Act, they are still protected if they have recovered. This applies even if they recovered before the Act came into force.

### **Registered disabled people**

Any person registered as a disabled person under the Disabled Persons (Employment) Act 1944, or the Disabled Persons (Employment) Act (Northern Ireland) 1945, on both

12 January 1995 when the legislation was first introduced into Parliament  
and the date when the employment rights start is covered by the Act for three years

is to be treated as having a disability, for the purposes of the Act, for three years from the latter date. They do not have to prove they meet the new definition of disability for this three year period.

### **Babies and children under the age of six**

It may be difficult to see the effects of an impairment on a baby or young child and thus determine if he or she is disabled. However, a young child with an impairment will be treated as disabled under the Act if someone over the age of six with such an impairment would normally be covered by the Act.

## **Impairments which are excluded**

The following conditions are not to be treated as impairments for the purposes of the Act

Addiction to or dependency on alcohol, nicotine or any other substance (unless the addiction resulted from the substance being medically prescribed).

Seasonal allergic rhinitis (e.g. hay fever) except where it aggravates the effect of another condition.

A tendency to set fires.

A tendency to steal.

A tendency to physical or sexual abuse of others.

Exhibitionism

Voyeurism



**Appendix B**

Continue to consult with

**Equality Scheme Action Plan 2006 – 2009**

	<b>Task</b>	<b>Evidence of progress and achievement</b>	<b>Named lead</b>	<b>Target date</b>
<b>1.</b>	To develop a Disability Equality Scheme for the Cheshire Constabulary .	Completion of a Disability Equality Scheme and Action Plan 2006 –2009	C/Insp Jon Ward	<b>4<sup>th</sup> . December 2006.</b>
<b>2.</b>	To develop an Action Plan for 2006-2009.	Completion of a Disability Equality Scheme and Action Plan 2006 –2009	C/Insp Jon Ward	<b>4<sup>th</sup> . December 2006.</b>
<b>3.</b>	To consult on the Disability Equality Scheme during its development with staff, service users, organisations and individuals listed in Appendix D		C/Insp Jon Ward	<b>4<sup>th</sup> . December 2006.</b>

8.	<p>Monitor and evaluate with recruitment, disability and diversity groups and other organisations after the development of the DES and on a regular basis thereafter.</p>		C/Insp Jon Ward	<b>Ongoing Report Quarterly</b>
5.	<p>Develop an Equality Impact Assessment Tool to cover all aspects of Diversity.</p>		C/Insp Jon Ward	<b>Completed</b>
6.	<p>To review all functions, policies and procedures and identify priorities for further investigation and impact assessments</p>		Policy Owners	<b>December 2007</b>
7.	<p>To promote opportunities for the recruitment, development and retention of staff with a disability.</p>		Christine Barton	<b>Ongoing Report Quarterly</b>

<b>84.</b>	Develop and maintain recruitment, development and retention of staff with a disability.		Christine Barton	<b>Ongoing Report Quarterly</b>
<b>9.</b>	To review all areas of Disability Training.		Emma Clarke	<b>April 2007</b>
<b>10.</b>	Ensure that awareness training is given to all staff		Emma Clarke	<b>Ongoing Report Quarterly</b>
<b>11.</b>	To train all Front Line staff in relation to Mental Health.		Emma Clarke	<b>April 2007</b>
<b>12.</b>	Monitor and evaluate all areas of work in relation to its impact on the people with a disability.		ACC Baines	<b>Ongoing Report Quarterly</b>
<b>13.</b>	Examine ways of improving access to services for people with a disability including raising awareness as to what is available.		Area Commanders Brenda Cowling All Staff	<b>April 2007</b>

17.	Develop that sustainable partnerships with agencies Address organisations in support of		Area Commanders C/Insp Jon Ward	<b>Ongoing Report Quarterly</b>
	the needs of people with a disability.			
15.	To ensure that all organisations contracted to deliver services to the Cheshire Constabulary , comply with their responsibilities under the equality legislation		Head of Procurement	<b>Ongoing Report Quarterly</b>
16.	To establish an effective working framework to implement the specific disability related actions identified in the Equality Scheme and Action Plan		ACC Shewan	<b>April 2007</b>

19.	Ensure that all police stations building stock meets the requirements of the Fire Safety Order. Audits are adhered to.		Head of Estates	Ongoing Report Quarterly
18.	Ensure that the Hate Crime Reporting System is effective for all diverse groups and Disability in particular.		Area Commanders C/Insp Jon Ward	April 2007
19.	Consider using Force Transport for disabled witnesses who otherwise would be unable to attend e.g. I.D. Parades		Ch/ Supt C. Richards	April 2007
20.	Examine the potential to provide home visits to people with a disability who cannot attend a police station to complain/ raise an issue.		Ch/ Supt C. Richards	April 2007

<b>19.</b>	<p>Continue to  a police  office  community  y centres  etc for the  disabled  like they</p>	<p>to  our  stock  community  main  at.</p>		Head of Estates	<b>Ongoing Report Quarterly</b>
<b>20.</b>	<p>disabled  like they</p>	<p>monitor,  and  update the  Action Plan</p>		C/Insp Jon Ward	<b>Ongoing Report Quarterly</b>

Appendix C  
Action Plan Based on Community Consultation

	<b>Issue for Community</b>	<b>Task for Police</b>	<b>Evidence of progress and achievement</b>	<b>Named Lead</b>	<b>Target Date</b>
<b>1.</b>	<b>Not enough visible presence of Police Officers on the streets</b>	Improve uniform visibility in communities		<b>ACC Shewan</b>	<b>June 2007</b>

2.	Need to see map of police office at community centre guardians to provide for the disabled, like they prescription	Need to develop data teams to identify strategy in relation to visits to disabled of Cheshire, Essex and War		ACC Shewan	June 2007
3.	Advice to confidenc e that if someone with a speech impedime nt phoned the police that there would be an appropriat e response.	Essex and War protocols are in place and adhered to in relation to such calls.		Ch/Supt. Richards	June 2007
4.	Examine ways to provide simpler telephone access to services.	Examine ways of enabling phone contact in relation to physical disability and mental health.		Ch/Supt. Richards	June 2007

9.	<b>Need to make people more aware of police services, e.g. crime prevention advice etc.</b>	Need to develop a clear marketing strategy in relation to the disabled of Cheshire, Halton and Warrington .		<b>Brenda Cowling Area Commanders</b>	<b>June 2007</b>
6.	<b>Concern of lack of understanding of mental health issues, particularly on the street.</b>	Develop and deliver training to front line staff.		<b>Emma Clarke</b>	<b>June 2007</b>
7.	<b>Concern that officers and staff are not sufficiently trained in relation to all disability issues.</b>	Develop and deliver training to all staff.		<b>Emma Clarke</b>	<b>June 2007</b>
8.	<b>Unhappy that the police do not sufficiently enforce the 30 mph speed limit.</b>	Consider speed campaign specifically linked to the needs of the disabled.		<b>Ch/Supt. Richards</b>	<b>April 2007</b>

9.	<b>Need to support existing staff with disabilities to encourage potential new staff.</b>	Continue to develop the Disability Support Network, Welfare Services etc		<b>Ch/ Insp. Jon Ward</b>	<b>June 2007</b>
10	<b>Need to be flexible in work practices to encourage applicants</b>	Continue to develop flexible working practices in support of the needs of all staff.		<b>Christine Barton</b>	<b>June 2007</b>

## **Appendix D**

**The Cheshire Constabulary could not have developed this Disability Equality Scheme without the aid and assistance of disabled groups and individuals from across Cheshire, Halton and Warrington.**

**The following groups were of particular assistance and we offer our sincere thanks to all of them.**

**The Cheshire Disabilities Federation  
Dial House, Chester  
Northgate Locks, Chester (Physical)  
Northgate Locks, Chester (Learning Difficulties)  
Disability Information Bureau at Macclesfield  
Making Space, Warrington  
The Hilary Centre, Crewe  
Halton Disability Services  
Warrington Disability Partnership  
Cheshire County Council  
Cheshire probation Service  
Cheshire Fire and Rescue Service  
The Cheshire Multi- agency Consultation Steering Group  
The Disability Rights Commission  
The Employer's Forum on Disability**

**This list is far from exhaustive and the Cheshire Constabulary intends to continue to consult with these and other groups throughout the next three years.**

Appendix 5 sources of information  
 had been used in the assessment  
**Procedure – Race and Diversity Impact Assessment**  
 i.e. HMIC Inspection Reports, Home

<b>Section A</b>	
Has a Diversity Impact Assessment been previously completed?	Yes / No
If Yes, when and was it H/M/L? If No, go to Section B	
Has the procedure changed sufficiently to require a further impact assessment?	Yes / No
If Yes, go to Section B. If No, go to Section C	
If no impact assessment has been completed or a further assessment is required, complete the following flowchart to identify whether the procedure has a potentially Low / Medium / High impact and bear in mind the recognised '6 strands' of diversity: Minority Ethnic communities including asylum seekers and gypsies Gay, Lesbian, Bisexual and Transgendered members of the community Age Religion Gender Disability	
<b>Section B</b>	
Please complete the following flowchart and put an X in the box next to the score you have assigned the procedure:	

SHAPE \\* MERGEFORMAT

If on completion of the flowchart you consider that the initial impact assessment should be raised then please re-grade the impact as High or Medium. Initial Impact Assessment raised?	Yes / No  If Yes then, was it raised to Medium / High
--	---

<b><u>Section C - Race and Diversity Impact Assessment</u></b>	
Does this activity present an opportunity for improving race/ community relations? If so, how?	
Is there public/political concern in relation to race/disability/community issues attached to this activity? If so, what are those concerns?	

What other sources of information have been used in the assessment i.e. HMIC Inspection Reports, Home Office Circulars?	
Does the procedure relate to the use of a statutory power? If so, under what circumstance could discrimination be acceptable?	
What data collection process exists for this procedure? How is the data monitored to ensure that the impact is not discriminatory or disproportionate? If reviewing the procedure what are the results of the monitoring?	
When the Race and Diversity impact assessment has included consultation, who was consulted? <i>(Include a summary of the key points)</i>	
Has the procedure been altered following the consultation? <i>(Include a summary of the key changes)</i>	
Has feedback been given to the groups involved in the consultation?	
I confirm that this procedure is compliant with the Constabulary's commitment to Equality and Diversity.	
Approved by Diversity Advisory Unit	
Name:	Date:

PAGE

PAGE 3

NO

YESD

Is data with minority indicators collected?

Does the procedure affect staff employment / development?

Does the procedure relate to an internal process?

Is data with minority indicators collected?

YESD

YESD

Ensure monitoring procedures are in place and then re-answer the question

NO

Does the procedure show the potential for discrimination?

MEDIUM

LOW

NO

NO

HIGH

YES

Could the procedure be applied with discretion that might discriminate against a minority group?

NO

YESD

NO

Does the procedure show the potential for discrimination?

YES

YES

NO

MEDIUM

Could application of the procedure affect community relations?

LOW

NO

YES