

APPENDIX C - Devon & Cornwall Police Authority
Gender Equality Risk Register - Risk Assessment and Action Plan

1-9 Low
 10-14 Medium
 15-25 High

| Ref | Risk Identified | Risk Description | Cat | Potential Outcome | Management Score | | Impact | Rating | Existing Controls | Owner | Action | When |
|-----|--|---|---|--|------------------|---------|--------|--------|--|---|---|--|
| | | | | | Likelihood | Overall | | | | | | |
| 1 | Unequal balance in Member representation due to decisions that are outside our control | If the Authority's members are over-represented by either men or women due to the process of member selection by the Councils and/or by the Magistracy. (Independent Members are equally balanced.) 10 Council members - all male. 3 Magistrates members - all male. And 6 Indep Members - 3 male and 3 female. | Reputational / Operational | Lack of trust & confidence in the Police Authority. Lack of a gender-focused approach in the Police Authority. | 4 | 4 | 16 | H | Councils also have to comply to the Equality Duty | Chairman of the Authority / Chairman of the Human Resources Committee | Discussion with the Councils to emphasise possibility of positive action | On-going |
| 1 | Damage to Authority's reputation due to lack of gender equality in recruitment / appointment processes | If the Authority's members, officers or the Force's Chief Officers are over-represented by either men or women which might be explained as the Authority's disregard for gender equality principles and a lack of desire to represent its communities. | Reputational | Lack of trust & confidence in the Police Authority. Lack of a gender-focused approach in the Police Aunthority. | 4 | 3 | 12 | M | 1) Wide reaching recruitment campaigns 2) HMIC, Home Office & 'appropriate others' involvement with members' processes 3) Gender-neutral approach to selection process 4) Flexible working practices 5) Relevant policies in place & audited | Chairman of the Authority | 1) Agree and adopt a pro active marketing strategy for the Authority 2)Continue the work to ensure relevant policies and working practices are audited and where necessary equality impact assessed. 3) Adopt a 'positive action' approach | On-going |
| 2 | Failure to engage with a representative section of our communities | If we fail to actively engage with / be accessible to men and women equally who live, work or visit the area our accountability and transparency may be called into question | Reputational / Strategic / Operational / Compliance | Lack of trust & confidence in the Police Authority. Lack of a gender-focused approach in the Police Authority. Lack of appropriate consultation. | 4 | 3 | 12 | M | 1) Various community engagement processes / initiatives in place 2) Police Authority Website 3) Targetted consultation 4) Planning and Consultation Committee | Chief Executive of the Authority/ Chairman of Human Resources & Performance Management Committees (Although this is a responsibility on all Police Authority staff) | 1) Agree and adopt a pro-active marketing strategy for the Authority 2) Actively undertake new and different ways of community engagement initiatives 3) Undertake an EIA of the 'Community Engagement' policy 4) Further consideration by planning and consultation committee as to the extent to which the needs of men and women are taken into consideration / account in the delivery of our services and functions. | 1&2) On-going 3) To be started in September 2007 4) For consideration and discussion at the next meeting |

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| 4 | Failure by the Authority to implement / champion its Gender Equality Duty strategy | Failure by the Authority to positively act on the Gender Equality Duty. If the Authority is found to be non-compliant in its duties laid out by the Equality Act, the Chief Executive could face legal prosecution. Bad publicity for the Police Authority. Damage of community relations duties include: Promoting gender equality, Making our services accessible, Monitoring employment. | Compliance / Reputational | Lack of trust & confidence in the Police Authority. Deterioration of the quality of service delivery. Failure to meet statutory duties and risk of legal action. | 4 | 3 | 12 | M | 1) Ongoing process of audit and impact assessments 2) Relevant Police Authority committees asking for updates and monitoring progress 3) APA Monitoring | Chairman of the Authority | 1) Agreeing 'how' to mainstream gender equality into our day to day business 2) Continue undertaking audit and impact assessments with clear agreements as to monitoring and scrutiny | On-going |
| 4 | Failure by the Force to implement / champion its Gender Equality Duty strategy | Failure by the Force to positively act on the Gender Equality Duty. If the Force is found to be non-compliant in its duties laid out by the Equality Act, they could face legal prosecution. Bad publicity for the Force and Police Authority. Damage of community relations duties include: Promoting gender equality, Making our services accessible, Monitoring employment. | Compliance / Operational | Lack of trust & confidence in the Constabulary Deterioration of the quality of service delivery. Failure to meet statutory duties and risk of legal action, to impact on the Police Authority as well. | 4 | 3 | 12 | M | 1) Relevant Police Authority Committees asking for updates and ensuring duty is adhered to 2) Holding the Chief Officer to account 3) Police Authority members involved in Force Equality and Diversity Panel 4) Lead members 5) Regular meetings between the Chief Officers Group and Police Authority | Chairman of the Human Resources & Performance Management Committees | 1) Improve the way the Authority monitors and scrutinises Force Performance 2) Further enhance members' and officers' knowledge as to how the duty will impact on Force service delivery and where particular scrutiny is needed (training / mentoring) | Nov-07 |
| 4 | Failure to measure / scrutinise / hold the Force accountable for its performance around gender equality | Failure by the Authority to ensure that the Force acts positively on and is held accountable to the Gender Equality Duty | Compliance / Reputational / Strategic / Operational | Lack of trust and confidence in the Police Authority. Constabulary performance and service delivery negatively affected. | 4 | 3 | 12 | M | 1) Relevant Police Authority Committees asking for updates and ensuring duty is adhered to 2) Holding the Chief Officer to account 3) Police Authority members involved in Force Equality and Diversity Panel 4) Lead members 5) Regular meetings between the Chief Officers Group and Police Authority | Chairman of the Performance Management Committee | 1) Improve the way the Authority monitors and scrutinises Force Performance 2) Further enhance members' and officers' knowledge as to how the duty will impact on Force service delivery and where particular scrutiny is needed | Nov-07 |
| 1 | Recruitment advertisement for members not reaching the appropriate target audience | Failure to reach the widest audience (men and women equally) when advertising for independent members (September 2007 - recruitment process (Lay Justice members)) | Operational | Lack of trust and confidence in the Police Authority. Missing opportunity to positively expand Police Authority membership / add expertise and knowledge | 4 | 3 | 12 | M | 1) Wide ranging advertisement campaigns 2) Home Office involvement in process 3) Relevant policies and working practices in place | Chief Executive of the Authority | 1) Consider new ways of undertaking recruitment campaigns 2) Pro actively marketing of the Authority 3) Adopt a 'positive action' approach | Sept 2007 and on-going |

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| 1 | Unequal gender balance in the appointment of senior police officers | The Constabulary's Chief Officers Group is over-represented by either men or women | Reputational | Lack of trust and confidence in the Police Authority. Bad publicity. Lack of gender balance / approach in Constabulary Chief Officers Group. | 3 | 3 | 9 | L | 1) Relevant policies and practices in place, audited and monitored 2) Extensive advertising campaign 3) Home Office involvement | Chairman of the Authority | Monitor effectiveness of existing controls and develop as appropriate - certainly with a focus on positive action | On-going |
| 4 | Failure to monitor & address weaknesses in Authority's performance | Failure to monitor compliance to the Duty within Authority performance, practices and service delivery and failure to address non-compliance | Operational / Reputational / Strategic / Compliance | Lack of trust & confidence in the Police Authority. Deterioration of the quality of service delivery. Failure to meet statutory duties and risk of legal action. | 4 | 2 | 8 | L | 1) On going audit and impact assessments of all policies, practices and functions 2) Relevant Police Authority Committee providing scrutiny and asking for progress updates | Chief Executive of the Authority | Continue undertaking audit and impact assessments with clear agreements as to monitoring and scrutiny by relevant committee | on-going |
| 3 | Discriminatory behaviour and harassment by or to members / officers | If any Authority staff behaves in a discriminatory way or engages in harassing others | Operational / Reputational / Compliance | Lack of trust and confidence in the Police Authority. Negative impact on its ability to attract staff. Negative impact on providing a quality service. | 4 | 2 | 8 | L | 1) Relevant policies and working practices in place, audited and monitored (incl. Those on Equal Pay) 2) Staff Appraisals and training 3) New Code of Conduct for Members | Chairman of the Authority / Chief Executive of the Authority | Continue with existing controls | On-going |

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| 1 | Recruitment of members and / or officers undertaken in a discriminatory way | Failure of fair and transparent recruitment and selection processes | Operational / Reputational / Compliance | Lack of trust and confidence in the Police Authority. Negative impact on its ability to attract staff. | 4 | 2 | 8 | L | 1) Relevant policies and working practices in place, audited and monitored 2) APA & Home Office monitoring 3) Clear understanding of the terms positive action, discrimination and positive discrimination | Chairman of the Human Resources Committee | 1) Agreeing 'how' to mainstream gender equality into our day to day business 2) Continue undertaking audit and impact assessments with clear agreements as to monitoring and scrutiny | On-going |
| 4 | Failure to seize the opportunities embodied in the Gender Equality Duty during procurement processes | Failure to build in the relevant gender equality considerations into the procurement / contract processes | Operational / Compliance / Reputational | Negative impact on the quality of service. Lack of good practice amongst contractors. Risk of litigation and negative impact on Police Authority's reputation | 2 | 4 | 8 | L | 1) Part of the scrutiny process of the Police Authority in relation to the Constabulary 2) In addition we have a duty of care | Chief Executive of the Authority | 1) Check the Authority's parameters in relation to procurement 2) Monitor effectiveness of existing controls and develop as appropriate - certainly with a focus on how and when this is monitored and scrutinised | 1) Feb 2008 2) Once action 1 is done and the Authority is clear about the processes involved and its responsibilities |
| 4 | Failure to seize the opportunities embodied in the Gender Equality Duty during partnership working | Failure of the Authority to secure agreement from its partners to arrangements for planning, funding and managing joint work that will allow it to meet its statutory gender duty. | Operational / Compliance | Negative impact on the quality of service delivery. Lack of good practice amongst partners. Risk of litigation and negative impact on Police Authority's reputation | 2 | 3 | 6 | L | 1) CDRPs - all partners are subject to the gender duty 2) Commitment to Gender Equality Duty and appropriate scrutiny of its own and the Force's responsibilities as part of this as linked to Partnership working | Chief Executive of the Authority | Monitor effectiveness of existing controls and develop as appropriate - certainly with a focus on how and when this is monitored and scrutinised | On-going |
| 4 | Failure of the Authority to write and communicate a clear 'compliant' Gender Equality Duty Strategy | Failure of the Authority to write a meaningful & compliant Gender Equality Duty Scheme with appropriate strategy and Action Plans by April 30, 2007 | Compliance / Reputational | Lack of trust and confidence in the Police Authority. Bad publicity. Possible legal action. | 4 | 1 | 4 | L | 1) Risk Management approach taken 2) Integral part of the Police Authority's policy officers responsibilities 3) Other duty schemes in place 4) Relevant training in place 5) Lead members | Chairman of the Authority | 1) No further action at present 2) Communicate scheme once in place to all Authority members and staff | 1) 30 April 2007 2) By June 2007 |
| 1 | Failure of the Force to write and communicate a clear 'compliant' Gender Equality Duty Strategy | Failure of the Force to write a meaningful and compliant Gender Equality Duty Scheme with appropriate strategy and Action Plans by April 30, 2007 | Compliance / Reputational | Lack of trust and confidence in both the Constabulary and the Police Authority. Bad publicity and possible legal action. | 4 | 1 | 4 | L | 1) Relevant Police Authority Committees asking for updates and ensuring duty is adhered to 2) Holding the Chief Officer to account 3) Police Authority members involved in Force Equality and Diversity Panel 4) Lead members | Chairman of the Authority | No further action at present | |

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| 3 | Lack of equal opportunities of (personal) development for officers and members | If Authority staff feels barred from / hindered in personal development opportunities (e.g. training, promotion, or flexible working, equal pay, care arrangements etc) | Operational / Compliance / Strategic | Inability to attract high quality staff with diverse skills and inputs. Negative impact on quality & level of service delivery. Negative impact on Police Authority's reputation. Bad publicity and lack of trust and confidence in Police Authority. | 4 | 1 | 4 | L | 1) Relevant policies and working practices in place, audited and monitored 2) APA & Home Office monitoring 3) Clear understanding of the terms positive action, discrimination and positive discrimination 4) Many positive employment practices in place e.g. Flexible working 5) Role and Gender balance in place 6) Police Authority Human Resources adviser in place | Chief Executive of the Authority | Continue with existing controls. (In addition see the earlier comments made regarding the Authority's responsibility in relation to transsexual people) | On-going |
| 1 | Recruitment advertisement for officers not reaching the appropriate target audience | Failure to reach the widest audience (men and women equally) when advertising for Authority staff | Operational | Lack of trust and confidence in the Police Authority. Missing opportunity to positively expand Police Authority staff / add expertise and knowledge | 2 | 2 | 4 | L | 1) Relevant policies and practices in place, audited and monitored 2) Extensive advertising campaign | Chief Executive of the Authority | Monitor effectiveness of existing controls and develop as appropriate - certainly with a focus on positive action | On-going |
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References:

- 1 = Recruitment and Appointments
- 2 = Community Engagement
- 3 = Officer / Member working practices
- 4 = Performance / Scrutiny

| Comments |
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| There is a lack of control over this risk, which will therefore have to be tolerated to some extent |
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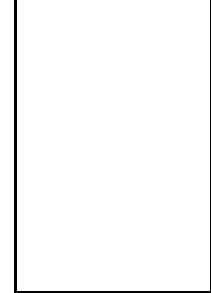
Building gender equality standards and objectives into routine organisational procedures such as policy and budget approval documentation, organisational targets and objectives and individual job descriptions and appraisals.

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The Authority has little influence over the pool of available applicants. Solution must be part of a longer term strategy of positive action & culture change



The Authority is aware of their responsibility to prevent discrimination against transsexuals. There is no specific policy in place at the moment, but the Authority will undertake to review all employment policies and procedures to ensure that they do not (directly or indirectly) discriminate against transsexual employees and provide equal opportunities.

See earlier comment made regarding the Authority's responsibility in relation to transsexual people.

Once Scheme is in place amend the wording of the risk from 'write' to 'update'

The Authority has very few members of staff, this has implications for monitoring.

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