



**Strategic Policing and Crime Board  
September 2022**

**Police and Crime Plan Priority: Police and Crime Plan**

**Title:** Fairness & Belonging

**Presented by:** Director Toni Williams-Long

**Purpose of paper**

1. To provide an overview of information and performance data pertaining to the Police and Crime Plan section Fairness and Belonging.

**Recruitment and fair representation**

***Recruitment and Outreach***

2. Our aim is to increase Black, Asian and Minority Ethnic officers within WMP therefore we are offering a variety of initiatives across attraction, retention and progression to help achieve this aim.

***Digital attraction***

3. Our digital attraction strategy focuses on attracting a more diverse pool of candidates, specifically focusing on ethnic minorities and females. Our approach has been underpinned by targeted social media campaigns such as 'ad smart' which allows us to engage underrepresented groups on different social media platforms, through demographic data and geofencing. This includes YouTube, Spotify, Facebook and Instagram.

***Staff Associations and Recruitment Ambassador Scheme***

4. As part of our outreach strategy, the team are partnering with our internal staff associations and external networks to encourage referrals for job applications and showcasing the applications support and workshops we are able to offer to underrepresented groups.

5. We are currently enhancing our recruitment ambassador scheme, improving our communications and offering regular updates on open vacancies with the view to increase expressions of interest (EOI) for roles at WMP. From January 2022 to date, we have received 448 EOI with a 7% conversion to hire.
6. Research completed by the National Uplift Programme found that over 40% of people apply for a role with the Police after a positive interaction with a Police Officer. All of our officers have access to the WMP developed recruitment app on their mobile devices providing them with relevant information to engage members of the public about applying for a career with WMP. The improvements to the ambassador scheme and continued engagement with our Neighbourhood teams who truly understand their communities, should help increase representation.

### ***University, College and Student Engagement***

7. The WMP recruitment team are working closely with student associations at local colleges and universities to help build relationships with underrepresented groups. Recent recruitment from Professional Policing Degree (PPD) holders during a recent campaign has provided successful assessments from 20% ethnic minorities and 80% females.

### ***Widening Representation and qualifications***

8. The Police Constable Degree Apprenticeship (PCDA) requires Level 3 qualifications worth 64 UCAS points plus Level 2 Maths and English qualifications. We appreciate that not everyone has the educational requirements to join as a police officer so WMP has investigated initiatives to widen representation both with our University delivery partner (Staffordshire) and local training providers.
9. For those without Level 2 Maths or English qualifications, we signpost candidates to a local training provider who can offer fully funded qualifications via distance learning. This is useful particularly for those who may have English as a Second Language (ESOL) qualifications which are not recognised by the Education and Skills Funding Agency (ESFA) for an apprenticeship or those who may already be in employment where attending college in person is not practical.
10. For those holding Level 3 qualifications, but have less than the required 64 points, Staffordshire University offer WMP 30 places on their Step-Up programme which is designed to quickly bridge the academic gap to prepare for a degree level programme. This is delivered by Staffordshire University via distance learning, so is accessible from the WMP region.
11. By offering Recognition of Prior Experiential Learning (RPEL), we are opening opportunities to current police staff and external candidates previous military experience, utilising their skills and experience to be accredited against academic equivalency by delivering a piece of written work which is assessed by the University. RPEL is a recent introduction with the aim of widening participation and results are in early stages, but this is a good alternative opportunity for those to gain the required eligibility criteria to apply via the PCDA entry route.

## **Discovery Sessions**

12. Discovery Sessions have been offered to candidates prior to making a police application. This provides an opportunity for candidates to ask questions and understand more of the role of a student police officer. Whilst these are available to all interested candidates, there is a view to hold specific discovery sessions for underrepresented groups to discuss concerns and worries they may have about a career in policing. This opportunity will help dispel myths and break down barriers. Support from the outreach team and staff associations can provide reassurance, guidance and encouragement.

## **Application support**

13. Applicants from underrepresented groups (ethnic minority candidates, females, those who declare they have a disability and those who identify as LGBTQ+) are offered pre-assessment group workshops which covers an outline of the Police Officer Online Assessment Centre and Competency Values Framework (CVF). The workshops are developed to build confidence in individuals and engage them through their recruitment journey. Following the workshop, all candidates are offered further one to one support.

14. Below is a breakdown of hires made by entry route showcasing the popularity between routes within the different underrepresented groups.

From Apr 2021 to Mar 2022 hires by entry route:

<b>Entry Route</b>	<b>Recruits</b>	<b>Female</b>	<b>Ethnic Minority Groups</b>	<b>LGBT+</b>	<b>Disability</b>
PCDA	276	35.5%	22.1%	8.7%	3.3%
DHEP	298	43.0%	24.2%	9.7%	6.4%
DC DHEP	87	54.0%	27.6%	10.3%	4.6%
Police Now	18	50.0%	38.9%	11.1%	5.6%
Police Now Detective	48	66.7%	14.6%	37.5%	12.5%
<b>Grand Total</b>	<b>727</b>	<b>43.2%</b>	<b>23.5%</b>	<b>11.3%</b>	<b>5.4%</b>

From Apr 2022 to Jul 2022 hires by entry route:

<b>Entry Route</b>	<b>Recruits</b>	<b>Female</b>	<b>Ethnic Minority Groups</b>	<b>LGBT+</b>	<b>Disability</b>
PCDA	47	53.2%	23.4%	4.3%	0.0%
DC DHEP	32	34.4%	28.1%	9.4%	3.1%
<b>Grand Total</b>	<b>79</b>	<b>45.6%</b>	<b>25.3%</b>	<b>6.3%</b>	<b>1.3%</b>

15. Since its introduction in early 2021, the Detective Constable Degree Holder Entry Programme (DC DHEP) has proven to be an attractive entry route to both ethnic

minority and female candidates. Once the DC DHEP candidates are posted into positions, the Crime Portfolio will see an increase in diversity based on the above representation.

### **Selection and assessment**

16. To ensure fairness and consistency in recruitment processes, all staff involved in the recruitment process will undertake diversity and inclusion training to ensure they understand protected characteristics. We aim to have diverse assessment panels in interviews and actively encourage our staff networks to be involved in recruitment processes, as assessors or quality assurers.
17. The Police Officer Online Assessment Centre is assessed by College of Policing assessors and any adverse impact is monitored closely.

### **Retention**

18. WMP has a number of family friendly policies in operation which provide colleagues the opportunity to balance their work and home life, increasing satisfaction, engagement and retention. The flexible working policy allows officers and staff to apply to work flexibly to accommodate their personal circumstances, such as childcare, caring requirements and family commitments, requests are supported within operational requirements.
19. Other family friendly policies include the provision of enhanced maternity and adoption support leave, along with a supportive special leave policy to facilitate time off in a range of circumstances. We are making a number of improvements to our family friendly policies, including specific support around baby loss and additional support for colleagues going through a journey to adopt.
20. WMP have a Force Wellbeing strategy which serves to create an environment that invests in, values, and improves the health and wellbeing of our people. Within this offering is a comprehensive clinical service, including access to an Occupational Health advisory, Physiotherapy and Counselling Services along with a responsive Employee Assistance Programme (EAP) which is available 24/7. There is significant focus on trauma support for colleagues who are exposed to traumatic incidents and its aim is to build resilience, along with a holistic wellbeing offer of proactive and engaging campaigns for colleagues to access.
21. WMP also have a retention interview scheme whereby if an individual submits their resignation, support will be offered in an effort to retain the member of staff and to ensure the full range of support is available.

From Apr 2021 to Mar 2022 attrition by entry route

<b>Entry Route</b>	<b>Leavers</b>	<b>Female</b>	<b>Ethnic Minority Groups</b>	<b>LGBT+</b>	<b>Disability</b>
PCDA	49	30.6%	22.4%	8.2%	8.2%

DHEP	27	40.7%	14.8%	7.4%	7.4%
Police Now	5	60.0%	20.0%	20.0%	20.0%
Police Now Detective	4	25.0%	0.0%	25.0%	0.0%
<b>Grand Total</b>	<b>85</b>	<b>35.3%</b>	<b>18.8%</b>	<b>9.4%</b>	<b>8.2%</b>

From April 2022 to July 2023 attrition by entry route

Entry Route	Leavers	Female	Ethnic Minority Groups	LGBT+	Disability
PCDA	23	26.1%	39.1%	8.7%	8.7%
DHEP	9	55.6%	33.3%	11.1%	0.0%
Police Now	2	50.0%	0.0%	0.0%	0.0%
<b>Grand Total</b>	<b>34</b>	<b>35.3%</b>	<b>35.3%</b>	<b>8.8%</b>	<b>5.9%</b>

### ***Progression***

#### ***Talent Programmes***

22. To support the development and progression of our people, specifically underrepresented groups, we have a number of talent programmes delivered both internally and with external partners.
23. The Future Supers programme, delivered in conjunction with the Police Superintendent Association is for Inspectors and Chief Inspectors from underrepresented groups who will be ready for promotion in the next 12 to 18 months and would benefit from support to assist them on their career path to the next ranks. In 2021, WMP supported 22 candidates through the programme who were all from a Black, Asian or minority ethnic background. Five of these have been promoted since being on the programme. In 2022, we are currently supporting 34 candidates through the programme, from all underrepresented groups.
24. We partner with Red Snapper Group (RSG) to deliver 50 places per year for external exam mentoring, for those who are from under-represented groups looking to move to the Sergeant or Inspector rank or take the National Investigators Exam (NIE) to become a Detective. This is specific one to one mentoring and revision support over a period of six months.
25. Women in Policing forums were created in 2020 to provide a dedicated and passionate response to promotions and development for our female officers. The ambition is to assist female police officers and staff to have the confidence in progressing in their role, to develop and support the individual in becoming our future senior leaders.
26. The Rise Academy, developed by our staff associations (Black and Asian Policing Association, Sikh Association and Association of Muslim Police) support both police officers and staff who are looking to progress in their career and expand their work

experience in a lateral move or promotion basis. The objectives are to provide support and advice to minority police officers and staff to enable them to thrive, promote Diversity and Inclusion, build and enhance confidence in our minority workforce and communities, provide practical skills and support to progress and improve representation across all rank and specialist roles.

27. We are one of a small number of forces partnering with Police Now on their pilot Front Line Leadership Programme. This 12-month programme is aimed at supporting and providing skills and confidence to underrepresented candidates who have ambitions to become a sergeant (first line leader). We are currently supporting 22 people through this programme.

28. We strive to improve the recruitment, retention and progression of Black people through mentoring and talent development, as well as new national standards for recruitment and progression informed by Black people's lived experiences.

29. WMP are currently reviewing our promotions processes to make improvements. As part of this review we will introduce more diverse assessment panels and ensure all assessors attend diversity and inclusion training. We will also introduce the best practice of benchmarking our assessments to ensure consistency in assessment and assessors.

30. As shown in the table below, females and ethnic minority groups were successful within all ranks during promotions processes in 2021

#### Outcomes of Promotion processes during 2021

Process	Supt to Ch.Supt	Ch. Insp to Supt	Insp to Ch. Insp	Sgt to Insp	PC to Sgt	Grand Total
<b>Total Applicants</b>	13	33	69	165	406	686
<b>Total Successful</b>	6	18	30	65	201	320
<b>Female Success Rate</b>	71%	70%	50%	43%	51%	51%
<b>Ethnic Minority Groups Success Rate</b>	100%	75%	47%	50%	46%	49%
<b>Overall Success Rate</b>	46%	55%	43%	39%	50%	47%

#### Support to join specialist departments for officers

31. Whilst the below supporting initiatives are open to all officers there is a primary focus on underrepresented groups, specifically ethnic minority and female officers.

#### ***Firearms Operations [Specialist Firearms Officers (SFO)/Counter Terrorism Specialist Firearms Officers (CTSFO)]***

32. The role of SFO/CTSFO requires officers to meet national standards in respect of fitness and specific capability, some of which is modelled on UK Special Forces selection/operational capabilities to support joint operational procedures [CTFSO]. Strategic Workforce Planning have identified student officers with prior experience in UK armed forces who aspire for a career in Firearms Operations. These officers are prioritised for assessment and training, specifically to resource the Tactical Firearms Teams, which house the SFO/CTSFO officers. These officers are male, female and include ethnic minorities. In addition, the Firearms Operational Unit (FOU) operate an in-house mentoring scheme to support all prospective firearms officers, although this is primarily focused on ethnic minority and female police officers.

### ***CTU/ROCU/PPU/FCID – Complex & Specialist Investigations***

33. Strategic Planners request student officers supply details of any prior employment, experience, skills or abilities that would benefit complex or specialist investigation teams. This can include careers in banking or cyber industries for example, or roles in UK armed forces, particularly in Special Forces. [A student has been posted to the CTU who is ex-SAS.] These officers are male, female and include ethnic minorities, who we prioritise for consideration [by the relevant department] for a suitable role to support the service delivery. Police officers are subject to an informal interview process to gauge capability and suitability and posted to roles that would maximise their skill set. Like the FOU these departments have mentoring and support schemes, primarily aimed at ethnic minority & female police officers.

### ***Detective Academy Pathway***

34. The Detective Academy Pathway is open to student officers from the end of their first year as well as all substantive officers. Following an assessment process officers are posted to suitable roles to support their development, prior to taking the National Investigation Exam (NIE).

### ***Student Officer Preference Process***

35. All student officers are invited to preference the role they would prefer at the end of their probation/learning journey. Strategic Planners review requests and align officers to roles where possible.

### ***Lateral Development Journey***

36. Lateral Development is open to all substantive police officers at Constable rank. This process supports officers to move between departments to support their professional development. Police officers preference the department they wish to move to and where possible this is actioned in a timely fashion. Where it isn't possible to support the request at that time, it is built into a future process.

### **Training and cultural competence**

37. 2022 has seen the rollout of the 'Moral Courage' learning programme which feeds directly from the Belonging section of the WMP Leadership Framework. The content meets the competencies of Inclusive Leadership, Building Trust and Engagement.
38. The Moral Courage Programme will ultimately be available for the whole organisation and is being rolled out in a phased approach:
- Stage 1: Mandatory Blended Learning Programme for ALL First Line Leaders (Launched May, will be complete by November 2022)
  - Stage 2: Moral Courage XXL for Senior Leaders delivered July 2022
  - Stage 3: Online package available for all employees complete by December 2022
39. Content will be delivered across three topic areas relevant to the current needs around creating the right team environment, behaving as a role model, and the skills required to lead inclusively and challenge behaviours contrary to this.
40. The programme is being evaluated and has longer term behaviour driven activities following the programme itself including a schedule of guided reflection
41. We have also refreshed our Passport to Management training this year. This is delivered to all newly promoted First Line Leaders and includes a subject matter expert led session titled Championing Fairness. This ensures all our First Line Leaders have the necessary skills to lead fairly and increase belonging within the Force.

### **Learning from our History**

42. WMP is currently developing a new program to upskill officers' understanding of the relationship between communities and the police. This program was initially developed from the work of a now retired police officer who completed a Masters degree dissertation on the impact of history when interacting with Black communities. Her initial pilot consisted of training on Black history and police officer behaviours.
43. This has now moved on to be a Fairness and Belonging priority led by Chief Superintendent Phil Dolby. There are three distinct products which are being developed using the support of an internal stakeholder group and the Diversity and Inclusion Community reference group. The products will be: Student officer training, new police staff training and experienced police officer training. The student officer training is due to commence in September 2022.

### **Treating our people fairly, management, leadership, complaints and misconduct**

44. In order to understand disproportionality in processes, it is important that the data is accurate at source. PSD data is captured on Centurion. In the last twelve months all PSD staff have undergone refresher training on the use of Centurion and data input which is starting to provide much richer data to inform our approach.



45. PSD now have a monthly performance meeting and disproportionality data across all functions within PSD is examined. This data is examined with the staff stakeholder engagement group and the PSD Independent Advisory group on a bi-monthly basis.
46. Where disproportionality is seen, extra scrutiny is put in place such as IAG deep dives, providing independent reviews of the decision making and evaluation of the data to improve processes.
47. The vetting team continue to use the specialist knowledge of subject matter experts, the positive action team and the diversity team when considering their decisions to ensure they make decisions with relevant cultural competence.
48. All cases of discrimination are highlighted in PSD daily TRM. Matters of discrimination are flagged and are subject to mandatory referral to the IOPC providing further independent oversight.
49. Introduction of ongoing departmental learning through scrutiny panels (PSD Appropriate Authorities) and proceeding debriefs at the conclusion of identified cases to enhance learning, identify opportunities, reflect on decision making and share with appropriate persons.
50. Each department/NPU has a Standards Managers who attend a bi-monthly meeting with PSD to increase their knowledge and awareness to drive and support standards of behaviour in the workplace.
51. A review of the staff on the misconduct cadre identified a requirement for this cadre to be more diverse, as a result this has been expanded to enhance representation by introducing Chief Inspector/Police Staff equivalent to deliver on misconduct meetings, while ensuring appropriate and fair contributions and delivery take place by cadre individuals, to enhance timeliness of proceedings. Investment in ongoing professional development training days/sessions are being delivered to invest in knowledge and understanding of the important role performed and expected.
52. PSD is proactively identifying themes and trends using the prevention and intervention team. Increased data collation has enabled increased data sharing with standards managers enabling targeted interventions and learning conversations with staff. Initiatives undertaken by this team include force wide inputs to teams about Operation Hotton, targeted inputs where data highlights a concern and detailed analysis for standards managers with supportive plans to increase and improve standards of behaviour.
53. On a monthly basis there is a “dilemma of the month” on the force intranet. Discrimination is scheduled for October 2022 and will include examples for consideration relating to racism. This is shown to be a highly visited site and creates very good engagement and enhanced awareness.

54. PSD have rolled out the online electronic annual integrity health check reminding all staff of the standards of professional behaviour and the relevant policies.

### **Equality, Diversity, Inclusion & Human Rights**

55. WMP have worked with the OPCC to transition the Fairness and Belonging Plan into our Fairness and Belonging Strategy and we have identified specific actions in the Police Race Action Plan which we will work together to progress. We are linking our actions under the Police Race Action Plan to the Race Equality Taskforce recently established by the West Midlands Combined Authority. WMP and OPCC represent Criminal Justice as a policy strand as part of the Taskforce.
56. The work of the Diversity and Inclusion department places strong emphasis on compliance with the Public Sector Equality Duty under the Equality Act 2010.
57. The Fairness and Belonging Strategy has a strategic objective to 'Build capability and resource to undertake routine Equality Assessments demonstrating due regard to the Equality Act 2010'. To achieve this, we have pledged to develop a culture of using Equality Assessments and created deliverables to develop a new easy-to-use Equality assessment form, toolkit, online portal for sharing best practice, investment in staff capability and a requirement for all new projects and policies to include equality assessments.
58. WMP have also worked collaboratively with Professor Sharma from the University of Leicester to develop bespoke equality assessment training. To date, we have trained over 108 police officers and staff with many more training sessions booked.
59. The Diversity and Inclusion department are also designing a compliance framework. A police sergeant has been recruited to support this work to ensure our service users, whether that's a victim, witness or suspect are treated in line with expectations of the Equality Act 2010. The Diversity and Inclusion department members will develop mechanisms to assess whether our staff are acting accordingly or whether training is needed.

### **Equitable service delivery**

60. Issues relating to racial disparity for stop and search, use of force, strip searching in custody and vehicle stops are discussed at the Fair and Effective Use of Police Powers Board (FEUPP). This is chaired by Chief Superintendent Richard North.
61. FEUPP reports into the Community Board of the Fairness and Belonging strategy governance. This is chaired by ACC Matt Ward who discusses work being developed in FEUPP.
62. The Diversity and Inclusion department also have two deliverables to have a better understanding of racial disparity with police powers. WMP are now looking at two

specific academic research programs. The first is titled “Proportionality and use of force in dynamic police-citizen interactions” which looks to understand how officers behave leading up to use of force. The second is titled “Causes of ethnic or racial disparities in the police use of Taser” which is led by the College of Policing and specifically looks to understand why there is racial disparity for the deployment of Taser. Results should be available late 2022 to early 2023 before deciding next steps.

63. There is still a lot of work ongoing with stop and search and use of force. Racial disparity is looked at during the silver meetings chaired by the head of stop and search and use of force. Additionally, we are developing a program to offer a digital QR code at the end of an interaction with a member of the public in order to receive feedback on that interaction. A pilot of the program not only found high scoring feedback, but officers felt the initiative helped build a rapport before and after the search.
64. Custody have made large strides in better understanding racial disparity in strip searching. Superintendent Helen Bailey has identified a number of areas to improve on.
65. The new Fairness and Belonging strategy has a section which specifically looks at the Partnership strand of the work. There is now an emphasis to work with partners to better understand the causes of disparities where we collaborate.
66. The Police Race Action plan is a national program jointly developed by the College of Policing and the National Police Chiefs Council. This plan has a number of actions for every force to address.
67. WMP is fully committed to delivering this plan and have already been identified as an ‘Ice-breaker’ force. This means we will actively champion our work to other forces highlighting best practice and our ambitions to succeed. WMP will recruit a manager who will be dedicated to deliver the plan and ensure timely updates both locally and nationally.

### **Public engagement on Fairness and Belonging**

68. The Diversity and Inclusion department have a strong relationship with Corporate Communications and have supported the Social Media Influencer pilot which is progressive work to help understand the perceptions of young black people through a variety of social media engagement.
69. Regular meetings and contact with Engagement and Consultation Officers (ECOs) positioned within every NPU take place. Recently, they have supported the roll out of the Police Race Action Plan. They were briefed about the plan and asked to engage with community groups, key individual networks and independent advisory groups on this. The ECOs have been very supportive and regular meetings will continue to ensure they’re up to date with the Diversity and Inclusion work. By utilising the networks they already have, the Diversity and Inclusion department will have ready

access to community police advocates and messages can be tailored appropriately to the locations and communities.

70. The Diversity and Inclusion department has access to several community reference groups including the African Caribbean Community reference group who act as a critical friend for the specific work being completed on race. They will be a very important community group for advice and guidance on the Police Race Action Plan.

### **Next Steps**

71. *The board is asked to note the contents of this report.*

Author(s): Toni Williams-Long  
Job Title: Director of POD