



west midlands
police and crime
commissioner

AGENDA ITEM 4

**Strategic Policing and Crime Board
23rd January 2024**

Police and Crime Plan Priority: Fairness & Belonging

Title: Increased Confidence in WMP: Fairness & Belonging

Presented by: Deputy Chief Constable Scott Green.

Purpose of paper

1. This paper provides an overview of information and performance data pertaining to our continuous commitment to and progress of 'Fairness & Belonging' (West Midlands Police' Diversity & Inclusion Strategy).

Background

2. West Midlands Police continuously strives to build a diverse, fair and inclusive culture where everyone can bring their whole selves to work. It is a force where the Public *can* access all services and the public *want* to access all services.

To achieve this strategic ambition, we must:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
3. Our Fairness & Belonging Strategy was developed to deliver towards the Force's mission, vision, values and behaviours and to provide a framework for WMP to meet its Public Sector Equality Duty. It aligns to the National Police Chiefs' Council Diversity, Equality & Inclusion Strategy which supports the Policing Vision 2025 where three dedicated workstreams; Our People, Our Communities and Our Partners, were established to deliver the Strategy. Fairness & Belonging Priorities and Key Performance Indicators were designed to focus on the need to ensure compliance and the building of force-wide capability on subjects of diversity, equality and inclusion.
 4. The Department has built a reputation as being a center for Excellence for UK policing. It is a leading force for Diversity & Inclusion and is recognised nationally as an icebreaker Force for the Police Race Action Plan. In 2022-2023 the Force was awarded the status of UK's 4th Most inclusive Employer and the winner of the National Diversity Team of the Year.
 5. Successful delivery of the Strategy has required a business-led and precision-led approach with focus on compliance and risk that is serviced by an enabling function made up of experts in the field.
 6. Current Key Performance Measures support our ability to demonstrate compliance with the Equality Act 2010. Every department within the Force are responsible for supporting these measures which are reported to the Deputy Chief Constable through his quarterly Fairness & Belonging Governance Board. Our performance against these aim for a 100% measure with the exception of representation where our aspiration is calculated and measured against the working populations.
 7. Dates against the following Key Performance Measures indicate increases in performance between the last two Fairness & Belonging Governance Boards where data is presented. The data is accurate as of the last update provided to the Board.

Key Performance Measures

Key Performance Measure 1: Collection of Protected Characteristic Data

Measure	23.07.23	31.10.23
Sex (100%)	100	100%
Age (100%)	100	100%
Ethnicity (100%)	99.4	99.3%
Disability (100%)	82.2	83.2%
Sexual Orientation (100%)	92.8	93.7%
Religion or Belief (100%)	90.9	91.5%
Gender Identity (100%)	44.4	51.1%

Table 1. Force-wide Protected Characteristic Data

8. We are continuing to focus on increasing 'Gender Identity'. Heads of Departments are emailed these results every month with a reminder to improve this measure. These measures have now been pre-populated as an action in their departmental Diversity & Inclusion plans.

Key Performance Measure 2: Equality Analysis (Equality Impact Assessments)

9. An Equality Analysis provides a systematic approach to understanding the needs of our People, our Communities and our Partnerships and enables us to demonstrate due regard to the protected characteristics.

Measure	26.07.23	31.10.23
Departments (100%)	95%	95%
Force Projects & Programs (100%)	16%	70%
Force Policies (100%)	16%	28%

Table 2. Equality Analysis' undertaken across the Force

10. Departmental Equality Analysis completion has remained constant, whilst there have been increases in both Projects & Programs and Force Policies. We have recently established and the 'Equality Analysis Working Group' which is chaired by the Diversity & Inclusion department. Members include colleagues from Strategy, Assurance & Delivery and Local Policing Area representatives to discuss monthly performance, learning needs and the development of the Equality Analysis system. The first meeting commissioned a review to ensure the accuracy of the performance being reported.

Discussions are also ongoing to include Information Technology & Digital into the projects measure, as Information Technology projects are critical areas to enable accessibility.

**Key Performance Measure 3:
Completion of mandatory Diversity & Inclusion training
'Working with the Equality Act 2010'**

Measure	26.07.23	31.10.23
Completion of 'Working with the Equality Act 2010' (100%)	17%	33.9%

Table 3. Completion rates for mandatory Diversity & Inclusion training

11. We have seen a large rise in the number of staff who have completed the online training, however 33.9% is still lower than anticipated at this stage. This measure will continue into 2024 to allow everyone the chance to complete it. Currently, Heads of Departments are being sent data showing how their department is performing against the measure. Every departmental plan has this pre-populated as an action. Diversity & Inclusion Lead briefings are intended to further reinforce the requirement for colleagues to complete this training. This measure has now also been included in the monthly performance panel.

**Key Performance Measure 4:
Representing the public we serve**

Measure	26.07.23	31.10.23
Joiners: >50% Female (Police Officers)	43.2%	40.3%
Joiners: >50% Females (Police Staff)	61.1%	61.9%
Joiners: >25% Ethnic Minorities (Police Officers)	16.3%	18.0%
Joiners: >25% Ethnic Minorities (Police Staff)	22.4%	23.6%

Table 4. Representation of Joiners

12. Work continues in a number of areas of business for recruitment, progression and promotion and also supports the strategic ambition of being "An employer of choice". The Diversity & Inclusion department are in the process of identifying a community Diversity & Inclusion network to better understand how the force can be an employer of choice for our diverse communities. Further work in this area is outlined below under 'Recruitment & fair representation.'

Measure	26.07.23	31.10.23
Leavers: <35% Females (Police Officers)	36%	34.9%
Leavers: <62% Females (Police Staff)	61.6%	60.7%
Leavers: <14% Ethnic Minorities (Police Officers)	13.8%	14.7%
Leavers: <18% Ethnic Minorities (Police Staff)	19.7%	20.0%

Table 5. Representation of Leavers

13. The Measures in Table 5 relate to the proportions of the workforce that are female or from ethnic minority backgrounds. We target having a lower percentage of leavers from these groups than the current profile of the workforce.

14. Exit interviews are continuing in an attempt to understand the reasons why people leave the force. The Diversity & Inclusion department will work with Staff Networks and the Engagement manager on a long running program of work to understand how the force can remain an employer of choice.

Recruitment & fair representation

Positive action in Recruitment, Retention & Progression

15. Since the start of Uplift the force has recruited 594 new officers from ethnic minority groups. This represents 18.6% of all officer recruits over the period.

16. A Gold group meets on a fortnightly basis supported by a weekly attraction meeting to develop further initiatives to enable the force to attract both the volume of applicants for the additional funded posts and to continue to increase the diversity of the force, working towards the Police and Crime Commissioner's aspiration of recruiting 1,000 new Police Officers from an ethnic minority background by the end of March 2025.

17. Overall, force representation continues to increase across all employee types, this has been the trend since 2019 with an increase of 4.7% over the period. This can be seen in Table 6 below:

Staff Type	Ethnic Minority Group %					
	Dec-23	Jan-23	Jan-22	Jan-21	Jan-20	Jan-19
Police Officer	13.9%	13.7%	12.9%	11.9%	11.0%	10.5%
Police Staff	18.3%	17.7%	17.1%	16.0%	15.3%	13.7%
PCSO	12.9%	11.8%	11.1%	12.2%	13.6%	13.7%
Specials	31.0%	29.2%	27.2%	30.0%	29.1%	27.0%
Force Total	15.6%	15.3%	14.6%	13.7%	12.9%	11.9%

Table 6. Ethnic Minority % by Staff Type

18. West Midlands Police want to ensure that we can support ethnic minorities and females to feel empowered to apply for all roles.
19. This begins at the attraction stages of recruiting staff. All recruitment adverts are reviewed to ensure appropriate language is used in order to reach a diverse range of candidates. The force ensures that positive journey's and experiences of ethnic minorities and females who have joined the force are showcased through the recruitment content that is used. This includes video's, case studies and statements.
20. The force has also begun using a broader range of social media platform including TikTok to increase the awareness of careers at the force. We are currently testing which of the social media platforms perform the best and which are most relevant for the people we want to attract to the force.
21. The force advertises both police officer and police staff vacancies on a wide range of job boards to attract the widest range of applicants from all communities.
22. Extensive research shows that male applicants apply for a role if they meet less than two thirds of the essential and desirable criteria, whereas women only tend to apply if they meet them all or are very close to them all. Therefore, the force ensures that job criteria for the roles is succinct and avoids any exhaustive list of 'must haves'.
23. The force's approach to recruitment outreach is focused on building and maintaining long term relationships with different communities throughout the West Midlands. As part of this work, there are a number of different areas of focus. These include;

- a. The Outreach Team work with a range of schools that have been identified via census data to have highly diverse communities reflective of the communities that we serve.
 - b. The force is engaging with community leaders from the West Midlands through the Legacy Centre of Excellence. Each relationship we build with our communities offers different perspectives as critical friends. As part of this engagement a plan is being developed for a number of bespoke recruitment events for potential Black applicants. This is largely because Black Officers are largely under represented within West Midlands Police and is part of our commitment to engage in positive action to uplift that representation. These events will offer insights to the role, Question & Answer sessions with Black officers who have progressed through the force, insights into specialist career paths and support with applications. We will continue with this positive action including female candidates. Once ethnic minority and female candidates have applied via the Recruitment system, they will be offered Outreach Support. Once signed up for outreach support the applicants will have the chance to attend workshops offering advice around the process and one to one support from our Outreach Officers who can coach thinking around appropriate examples.
24. The impact of the Outreach Team shows that 80% of applicants who received support from the team are successful in securing a role with the force.
25. Building on this success rate, the force is exploring the idea of an outreach offer to support colleagues going through a promotion processes to support our attempts to increase diversity across all ranks.
26. Reasonable adjustments are offered to all candidates coming through the recruitment process at Officer rank and during all promotions processes.
27. Using the learning from the recruitment ambassador program, an area of focus for 2024 is to draw on the skills and expertise within the recruitment and outreach team to ensure we provide every Police Officers and member of Police Staff with the resources needed to attract people within the communities they served to join the force in either one of our careers or to undertake volunteering opportunities.

Experiential learning: Supporting a wider range of applicants

28. Early this year, the force launched its “Opportunities for Military Personnel” scheme. This scheme is open to both regular and reservists. Initial individuals apply by demonstrating the skills and experience they have gained whilst serving in the armed forces. They will then be supported in applying for one of the career opportunities available that match their existing skills and experience.

29. If individuals want to become a Police Officer and have served for 4 years or more, they can apply without a Level 3 qualification as we recognise the skills and experience gained from a career in the military. After completing their initial training and probation, West Midlands Police looks to move individuals with specialist skills to our specialist departments.

30. More generally, we also allow individuals that have previously been a Police Community Support Officer or Special Constable to apply to become a Police Officer without a Level 3 qualification as we recognise the skills and experience gained from their previous roles.

Support to Officers to join specialist departments

31. When recruiting, all of our specialist departments are considering the bespoke support they can provide to increase underrepresented individuals to join the team. For example; the Regional Organised Crime Unit have done a lot of research into positive changes they can make to their recruitment processes to attract candidates from underrepresented groups. For example, one of the things they have discovered is that candidates from ethnic minority backgrounds, who do just as well at interview and assessment stage as everyone else, are being disproportionately sifted out at the initial paper sift stage.

32. We also continue to ensure Staff Associations are engaged within the recruitment for specialist department and are promoting opportunities within their networks.

Reasonable Adjustments

33. Within West Midlands Police we offer a Reasonable Adjustment Passport which enables colleagues to share with the organisation their disabilities and how this affects them within the workplace. The Reasonable Adjustment Passport is a local agreement between supervisors and individuals that shows any workplace assessments that have taken place and any adjustments that may be required to enable them to work to the best of their ability by the removal of any barriers they may face.
34. Where required (for example for individuals who require further assessment by a trained professional e.g. adjustments for Attention Deficit Hyperactivity Disorder (ADHD) assessments are carried out by Access to Work. Adjustments are arranged with the reasonable adjustment officer who holds a central budget and arranges the procurement of the items. The Reasonable Adjustment Passport is available to any individual that has a disability as set out by the Equality Act 2010. Further support is offered from our staff networks, our Occupational Health department and our Wellbeing services.

Wellbeing offer at West Midlands Police

35. The force is taking effective action to address any wellbeing challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support for those experiencing potentially traumatic incidents. The Force has recently implemented the stress risk assessments in piloted areas, which enables line managers to signpost staff for support with stress, anxiety and other common mental health factors disclosed in the workplace. For those colleagues that are more likely to be exposed to trauma in their day-to-day duties, we now offer those colleagues psychological screening to monitor their welfare on an annual basis.
36. In terms of trauma support, the Force has adapted a new two-pronged approach of becoming a trauma informed organisation and also enhancing the support for post-traumatic incidents through Trauma Risk Management (TRiM), Defusion and Demobilisation (Quantitative data for TRiM referrals can be found on the CX Queue, 187 referrals to date). All resources are available for colleagues through the wellbeing portal and the newly launched Go-to Guides. The Force also jointly leads on a National

Wellbeing Group, where we discuss wellbeing issues from other Forces and share ideas and initiatives.

37. The force understands the specific challenges faced by new recruits. It makes sure that their wellbeing and development needs are prioritised and monitored by effective and supportive supervisors and tutors.
38. There is a Student Officer Operational Delivery Board attended by practitioners from across the whole organisation who have a stake in the Student Officer programme. From their very first day in West Midlands Police the student officers are greeted by dedicated welfare officers, who will handle all concerns throughout their initial training period. Following this, they are supported by experienced tutors and line managers during their dependent patrol period.
39. All supervisors across the Force have access to a student support portal which details everything they need to know about the student officer pathways, with help, advice and support available through our dedicated Student Support Team in Learning & Development. Every cohort of new recruits also appoint a Student Rep, for whom we host regular forums. These forums help to grow and amplify the voice of the student, we record wellbeing concerns raised and feedback updates and trending concerns to all reps across the Force. In addition, there are two routes for students to report concerns online, every department has an 'Ask the Boss' forum and the Learning & Development forum is monitored three times a week for questions relating to wellbeing. Instigated in October 2022, there is a new Report and Support portal available on the intranet, to allow students to report independently and confidentially if they wish on matters that impact them such as health and safety; this enables advice & support at the earliest opportunity. Both avenues are regularly utilised by students.
40. The organisation has also implemented national interventions, such as Peer Support, and an Oscar Kilo 9 (OK9) network of wellbeing dogs to support the Peer Support function. There is a 24/7 accessible wellbeing portal that has been redesigned and rebuilt, that features all the different strands of wellbeing (financial, emotional, trauma support, pension, menopause, self-help toolkits and webinars) that staff can download resources from, as well as suicide awareness training for supervisors, and monthly Passport to Management courses for newly promoted supervisors. We are also able to provide bespoke training through our Employee Assistance Programme (EAP) such as group clinical supervision and supervisory training, available on request, provide

mindfulness courses, personal resilience programmes and a more clinical approach for trauma through Occupational Health (Eye Movement Desensitisation and Reprocessing (EMDR), Cognitive Behavioral Therapy/counselling).

41. West Midlands Police have also recognised the need for a more tailored approach for those colleagues under a Professional Standards investigation, and have launched a cohort of Welfare Liaison Officers to act as wellbeing Single Point of Contact's (SPOC's) for those who opt for somebody impartial to help them with their welfare. There are also roles that are nationally deemed more vulnerable to stress and other wellbeing issues such as investigators and Rape and Serious Sexual Offenses (RASSO) teams, where we work closely with senior leaders to establish the need for bespoke measures and work towards a more achievable and enhanced localised wellbeing offer.
42. There are also local support groups for cancer, neuro-diverse conditions, the free flu jab scheme, long covid, and Local Policing Area people/governance boards to help ensure there is regular updates from staff fed into Senior Leadership Teams to help the wellbeing of their teams.

Chaplaincy & Multifaith Services at West Midlands Police

43. The West Midlands Police Multifaith Chaplaincy Plan (2023-2025) was signed-off by the Deputy Chief Constable on Tuesday 31st October 2023 (Fairness & Belonging Governance Board) and launched on Tuesday 12th December 2023 (Senior Leaders Day).
44. In building a centre of excellence for Diversity & Inclusion at West Midlands Police, we are going a step further to establish a dedicated strategy to drive the work of our Multifaith services delivered by the largest chaplaincy team nationally. The Plan aims to provide the highest levels of 'pastoral', 'spiritual' & 'religious' care; our guiding principles to serve our officers, staff and communities.
45. The Plan is a vital initiative that underscores our commitment to offering essential pastoral care and fostering meaningful engagement within our diverse faith communities, our officers and staff. It ensures that our force serves not only as guardians of safety, but also as compassionate allies who understand the significance

of spiritual well-being and cultural understanding in our pursuit of a harmonious society.

46. Our multifaith services are aligned to the Fairness & Belonging strategy and delivered against its three areas of focus: 'Our People', 'Our Communities' and 'Our Partners'. The Plan outlines how we support our dedicated Police colleagues and the collaboration between our faith communities and partner agencies. It reflects our determination to offer support and strengthen the bonds that unite us ultimately enhancing both the safety and cohesion of the communities we serve. Recent faith-based events include;
47. Eid hosted by the Multi-Faith Chaplaincy team in July at Lloyd House. Attended by Police and Crime Commissioner Simon Foster, Bangladeshi Embassy, Pakistan Consulate, DL Nasir Awan, Assistant Chief Constable Mike O'Hara, community faith leaders (attended by approximately 60 people).
48. Diwali hosted by the Multi-Faith Chaplaincy team and Shree Geeta Bhawan in November in Handsworth Temple. Attended by Chief Constable Craig Guildford, Police and Crime Commissioner Simon Foster, Lord Mayor Chaman Lal, Bangladeshi Embassy, Indian Embassy, community faith leaders (attended by approximately 400 people).
49. Force Carol Service held in St Martins, Bullring. Attendance by Chief Constable Craig Guildford, Police and Crime Commissioner Simon Foster, Coventry & Warwickshire Gospel Choir, community faith leaders (attended by approximately 250 people).
50. The implementation of our Multifaith Plan is overseen by our Multi-faith Lead chaplain who manages the varied work of a large team of volunteer Chaplains and advisors representing our diverse faiths of the West Midlands. Our Multifaith Plan is an integral part of our Fairness & Belonging Strategy (2021-2025). Performance and outcomes of the Plan are monitored through our quarterly Fairness & Belonging Governance board chaired by the Deputy Chief Constable.

Treating our people fairly, management, leadership, complaints and misconduct:

Progress in Professional Standards Department to identify and deal with disproportionality in its processes

51. In order to understand disproportionality in processes, it is important that the data is accurate at source. Professional Standards Department data is captured on Centurion. In the last 12 months all Professional Standards Department staff have continued refresher training on the use of Centurion and data input which continues to provide much richer data to inform our approach.
52. The Professional Standards Department has a monthly performance meeting and disproportionality data across all functions within the Professional Standards Department is examined. This data is also examined with the staff stakeholder engagement group which meets quarterly and the Professional Standards Department Independent Advisory group on a bi-monthly basis.
53. Where disproportionality is identified, extra scrutiny is put in place such as Independent Advisory Group deep-dives, providing independent reviews of the decision making and evaluation of the data to improve processes.
54. Please see appendix: 1 showing 'Diversity of officers and staff facing misconduct proceedings'

Ensuring proportionality in vetting processes

55. The vetting team continue to use the specialist knowledge of subject matter experts, and the Diversity & Inclusion department when considering their decisions to ensure they make decisions with relevant cultural competence.
56. There is also a quarterly vetting disproportionality group meeting. The makeup of this group is members of the Professional Standards Department' Independent Advisory Group, Staff Associations Stakeholders (Black and Asian Police Association, West Midlands Police Sikh Association, Association of Muslim Police, Women in Policing, Federation, Union). The purpose of this meeting is to go through every decision where vetting is refused for Asian and Black candidates applying to join West Midlands Police either as Police Officers or Police Staff. The reason for refusal is explained which is then followed by a discussion. From analysis it has been identified that Intelligence is the main reason for refusal.
57. Feedback from the vetting Disproportionality Group is that they are satisfied that the reasons for refusal are applied correctly but would like to examine decisions where

white applicants have been granted vetting where intelligence exists. This data has also been examined by the group with no concerns identified.

58. As the main reason for refusal is “Intelligence” all vetting officers and decision makers have received Continued Professional Development by Force Intelligence to ensure that they understand the grading of intelligence so that when making decisions intelligence is interpreted properly.
59. A member of the Professional Standards Department Independent Advisory Group offered to try and breakdown “Intelligence” further so that it can be understood if there are any particular themes or issues. This work is on-going.
60. All cases of discrimination are highlighted in Professional Standards Department daily Threat and Risk Management meeting (TRM). Matters of discrimination are flagged and are subject to mandatory referral to the Independent Office for Police Conduct (IOPC) providing further independent oversight.
61. Introduction of ongoing departmental learning through scrutiny panels (Professional Standards Department 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.
62. Each department or Local Policing Area (LPA) has a Standards Managers who attend a bi-monthly meeting with Professional Standards Department to increase their knowledge and awareness to drive and support standards of behaviour in the workplace. Disproportionality is regularly discussed at this meeting.

Information on proactive steps to identify and remove racist officers and staff

63. 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.

64. The Professional Standards Department 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.

65. In November 2023, the Prevention & Intervention team interacted with 435 officers and staff through inputs designed to raise standards of professional behavior and to be upstanders and call out bad behaviour.

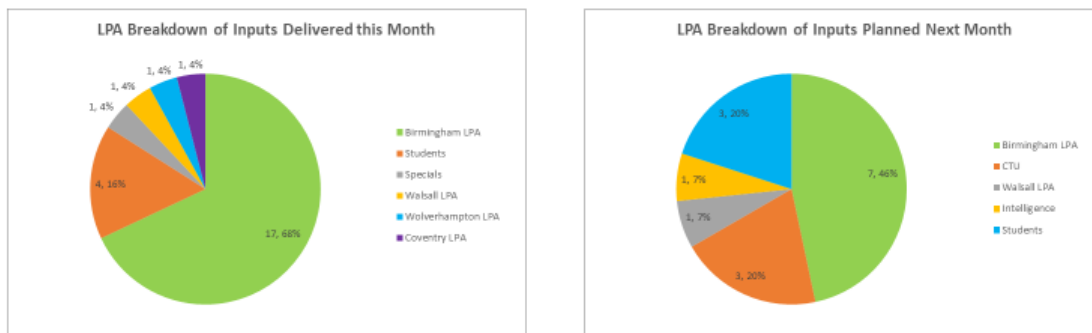


Table 7. Break down of inputs delivered in November 2023 and December 2023.

66. The Professional Standards Department will be supporting sessions on disproportionality as a theme for Continued Professional Development for Sergeants and Inspectors.

67. On a monthly basis there is a “dilemma of the month” on the force intranet, Challenging Behaviour was the theme for May 2023. This is shown to be a highly visited site and creates very good engagement and enhanced awareness.

MONTH	Link	Topic	Dilemma views	Answer views
December	Dilemma of the month – what would you do? – Newsbeat Daily (news-beat.co.uk)	Festive period behaviour	5,553	5,685
October into November	Dilemma of the month – what would you do? – Newsbeat Daily (news-beat.co.uk)	Language , DAW (Anti-Bullying week)	7,230	3,242
September	Dilemma of the Month: What would you do? – Newsbeat Daily (news-beat.co.uk)	Social media	7,722	4,044
May	Dilemma of the Month: What would you do? – Newsbeat Daily (news-beat.co.uk)	Language and tone	3,614	3,791
April	Dilemma of the Month: What would you do? – Newsbeat Daily (news-beat.co.uk)	Misuse of systems	6,045	3,102
March	Dilemma of the Month: What would you do? – Newsbeat Daily (news-beat.co.uk)	Inappropriate behaviour and sexism	7,843	3,472

Table 8. Snap shot/example of 'Dilema of the Month' and level of Force-wide engagement.

68. Professional Standards Department rolled out the online electronic annual integrity health check reminding all staff of the standards of professional behaviour and the relevant policies. This is now the second year for the Health Check.

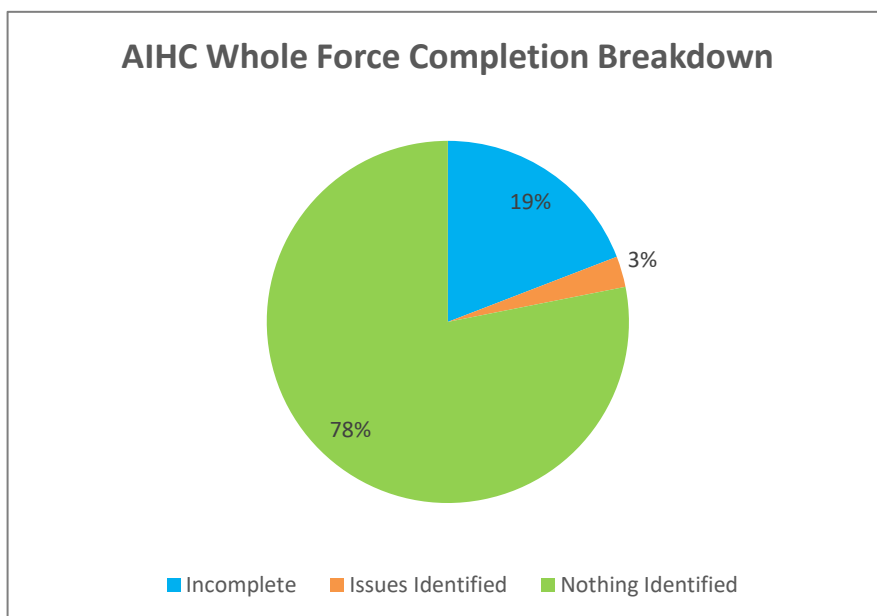


Table 9. Example of how Annual Integrity Health Checks were monitored for November 2023. Illustrates approximately 80% completion rate for the workforce; 78% as no concerns identified; 19% as records incomplete and further completion required by employee or line management and; 3% as possible concerns that require PSD (Professional Standards Department) intervention.

Grievances

69. If a grievance comes in alleging racism or any other form of discrimination, this is initially triaged within Human Resources and where it is considered that this may meet the threshold for misconduct it would be referred into Professional Standards Department for initial assessment. This assessment may result in a request from Professional Standards Department for Human Resources to carry out further fact-finding to ascertain if there is evidence to clarify what is initially a fairly subjective statement of grievance or if there is sufficient evidence submitted along with the grievance, Professional Standards Department may decide to instigate a misconduct investigation.
70. If the fact-finding route is chosen, there is further opportunity for the Human Resources Advisor or local Manager carrying out the fact-finding to make a further referral to Professional Standards Department should evidence of racism or discrimination come out of the fact-finding process. This is the only role Human Resources have in identifying and removing racist officers and staff.

Training & Cultural Competence

71. With the super-diverse community of the West Midlands, training our colleagues to have high levels of cultural knowledge is challenging. We believe that learning comes from a variety of sources, including personal reflection and professional curiosity.
72. Workstreams have been developed to build capability of individuals and the organisation; the Force Cultural Calendar and Insight & Learning. The Community Team leads on this work by developing and sharing content about key events through the Force Cultural Calendar. This develops individual learning and is operationally focused on asking the question “How does this event impact on our communities?” From an insight and learning perspective, it is important for us to understand where our risks and issues are occur. Our learning resources currently include;

73. Fairness & Belonging Learning Modules which focus on relevant, current and intersectional topics, including:
- a) Working with the Equality Act 2010 (Mandatory Module).
 - b) Inclusive Language.
 - c) Micro-Aggressions.
74. A Cultural & Wellbeing Calendar which provides operationally relevant information to help build cultural intelligence for our colleagues. The content is specifically designed to be simple and easy to understand and shared using multiple channels of communication, to achieve a large reach.
75. Briefing sessions to Heads of Departments, Chief Superintendents and Assistant Directors on Key Performance Indicators and surgeries and clinics to support delivery of local Diversity & Inclusion Plans.
76. Equality Assessments so that cultural needs are identified, understood and discussed in the planning of events.
77. Continued Professional Development for our Volunteer Chaplains.
78. Learning from our Black History program. An initiative jointly developed by our Black communities to support Police Officers with their interactions.

Learning from our Black History

79. Learning from our Black History training which includes the experiences of our Black communities is being rolled out to all new officers and plans are ongoing to roll out to all existing officers and staff of West Midlands Police.
80. To capture the experiences and perceptions of officers and staff from diverse background, the Police Race Action Plan Manager is developing lived experience projects working with Black and ethnic minority staff/officers in West Midlands Police, Staff Networks and also with partners and community groups, the aim of these projects is to improve the cultural understanding and awareness of our officers and staff.

Current activity informed by previous reports and activity relating to equality and diversity

81. A recent national Survey (Our Black Workforce Survey) was conducted by the National Uplift Team (National Police Chief' Council) capturing the experiences of Black and Black heritage staff and officers in the Police service. These findings have been published nationally. As a commitment to ensuring that West Midlands Police learn from this, we will be holding a meeting with all Black and Black heritage staff. This meeting will explore the findings of the survey and ensure that our Black and Black Heritage staff are actively involved in helping with the solution (informing the development of an action plan for West Midlands Police to address issues identified).

Equality and Human Rights

Equality Impact Assessments

82. West Midlands Police takes the following three stage approach to Equality Impact Assessments;

- a) *Full Equality Impact Assessment*: Where interactions with people is mapped and actions identified. Full consultation is encouraged, and the outputs routinely monitored. The requirement is currently for every department (managed by the local Diversity & Inclusion leads), every Force Policy (managed by the policy owner) and Force Projects/Programs, currently this only relates to Change Programs however this will soon include Information Technology & Digital (IT&D) projects and operational projects or operations aimed at specific crime/victim types.
- b) *Operational Equality Risk Assessment*: An event/activity which may be pre-planned e.g. search warrant, or where the attendees can offer information in advance e.g. Local community meeting or training. In this situation the event owner would make a record of considerations based on the situation. This information would be recorded in the relevant documentation linked to the activity and provide evidence of due regard to the protected characteristics of the Equality Act 2010.
- c) *Dynamic Equality Risk Assessment*: Where Police Officers and colleagues dynamically assess their environment and draw on their cultural knowledge to

deliver a fair interaction. This could be a Police Officer recognising the need to remove shoes in a religious establishment, or realising a disabled person may need an appropriate adult. These considerations may or may not be documented depending on the situation.

83. This work is continuing to be rolled out to all departments and can be managed through the local Diversity & Inclusion departmental meetings.

Pay Differentials by Protected Characteristics

Data Item	Men %	Women %	2022 -> 2023 Change
Upper hourly pay quarter	67.30%	32.70%	1.2%
Upper middle hourly pay quarter	61.50%	38.50%	1.5%
Lower middle hourly pay quarter	44.13%	55.87%	-0.1%
Lower hourly pay quarter	51.63%	48.37%	-2.0%
Percentage of men and women who received bonus pay	4.89%	2.29%	-0.4%
Mean gender pay gap using hourly pay	6.46%		-0.7%
Median gender pay gap using hourly pay	11.70%		-0.4%
Mean gender pay gap using bonus pay	40.46%		23.6%
Median gender pay gap using bonus pay	57.55%		14.2%

Table 10. Gender Pay Gap 2023

84. The proportion of women in highest 2 pay quartiles both increased by over 1% since 2022, although still below overall force position (43.9%).

85. The mean Gender pay gap (average hourly rate) reduced from 7.1% to 6.5% (9.3% reduction), representing average male pay being £1.26 an hour more than average female pay.

86. The mean Gender pay gap was lower for Police Officers (4.98%) than Police Staff (7.85%), although the gap has closed with Police Officer gap increasing by 0.7% since 2022 while Police Staff gap reduced by 0.7%.

87. Police Officer pay gap widening is largely attributable to increased female recruitment meaning more women are at the lowest pay points. As at 31st March 23, 41.6% of

officers with less than 3 years' service were women, compared to only 32.7% of officers with 3+ years' service.

88. The Gender pay gap for bonuses has increased significantly since 2022, however this is only applicable to approx. 4% of the workforce through Targeted Variable Payments. The significant increase is purely down to the introduction of a Counter Terrorism Specialist Firearms Officer (CTSFO) payment which has seen 100% of payments to men which is in line with role demographics.

Data Item	Female	2022 Female	Ethnic Minority Groups	2022 EMG	Disability	2022 Disability	LGBT+	2022 LGBT+
Upper hourly pay quarter	32.7%	31.5%	12.3%	11.6%	8.1%	7.4%	6.1%	5.4%
Upper middle hourly pay quarter	38.5%	37.0%	10.1%	9.3%	7.8%	7.3%	5.0%	4.7%
Lower middle hourly pay quarter	55.9%	55.9%	17.3%	16.2%	10.5%	9.4%	6.5%	6.6%
Lower hourly pay quarter	48.4%	50.4%	20.1%	19.7%	7.0%	7.8%	8.3%	7.2%
Overall Staff Representation	43.9%	43.7%	15.0%	14.2%	8.3%	8.0%	6.5%	6.0%
Mean gender pay gap using hourly pay	6.5%	7.1%	6.6%	7.5%	0.4%	1.7%	3.6%	4.0%
Median gender pay gap using hourly pay	11.7%	12.1%	15.1%	18.0%	2.0%	6.5%	10.5%	15.1%
Percentage of staff who received bonus pay	2.29%	2.66%	3.75%	2.76%	3.75%	3.00%	3.75%	4.43%
Mean gender pay gap using bonus pay	40.5%	16.8%	60.1%	-54.9%	14.0%	-49.7%	7.8%	27.0%
Median gender pay gap using bonus pay	57.5%	43.4%	33.7%	30.4%	-10.8%	36.4%	3.0%	23.8%

NB - Only 3.8% of employees had any bonus pay (Supts Bonus, Tutor Payments, Firearms Bonus)

Table 11. Pay Gaps for further Protected Characteristics (2023 vs 2022). Figures in green represent positive change between 2022 pay gap report and 2023.

89. The most significant point from a pay gap perspective is that for all four reported characteristics, both the mean and median pay gaps have decreased between 2022 and 2023.

90. For all characteristics, the mean (average) pay gap is significantly smaller than the median (mid-point). This is normally a characteristic that reflects better recruitment processes, as with a predominantly rank & service-based pay structure then higher recruitment representation results in more under-represented groups at the bottom of the pay bands than at the top.

91. Similarly, pay for non-officers tends to be lower on average while representation tends to be higher.

92. Except for Bonus pay gap (see last comment of previous slide), every metric there is shows a positive change for Ethnic Minority Groups, while the only negative changes have seen representation in one out of four quartiles for each other characteristics.

93. The table below shows the summary positions between staff types across the four protected characteristics we currently report on:

Person Type & Rank	Gender	Ethnic Minority	Disability	LGBT+
Police Officer	4.98%	6.92%	-3.41%	5.10%
Police Staff	7.85%	6.26%	4.44%	0.61%
PCSO	0.39%	-0.30%	-0.26%	0.82%
Grand Total	6.46%	6.63%	0.38%	3.63%

Table 12. Summary positions between staff types by protected characteristic

94. In summary, the mean pay gap narrowed across all protected characteristics overall from 2022 to 2023 for basic pay plus the proportion of females in the 2 higher pay Quartiles both increased in the same period.

Public Engagement on Fairness & Belonging

95. At a Force level the Diversity & Inclusion department work closely with Corporate Communications to promote key events on social media and other communication platforms. The network of chaplains also play a key role in sharing and promoting cultural events. Key topics like Stop & Search are discussed through scrutiny panels, whilst insight is captured using the Stop & Search Satisfaction Survey.

96. Local departments are encouraged to share and promote their Diversity & Inclusion plans and ambitions with Independent Advisory Groups and Key Individual Networks.

97. The Diversity & Inclusion department are also currently building a bespoke Diversity & Inclusion Community Network for groups whose work or interests are specific to one (or more) protected characteristics. We believe issues and solutions come from different areas of the community; therefore, this network consists of people from diverse backgrounds, including residents, charity workers, academics, partners or business owners. This network is available for quick time insight into relevant national/international topics or can be used for more long-term problem solving. In 2024 this network will also support the Diversity & Inclusion Team to better understanding what makes WMP a diverse Employer of Choice.

Police Race Action Plan

Workstream 1: Black people and communities are properly represented within policing, with an internal culture that promotes inclusivity and supports their development and progression.

Black History

98. Learning from our Black History training with new Officers is now being rolled out. Training is now being piloted at Sandwell LPA and Coventry LPAs, this will be evaluated and then work will begin to roll out to all officers and staff in 2024.

Internal Culture

99. The Race Action Plan Manager is currently working with BAPA, Major Crime team, Locate Team, Contact Centre and Black community-led organisations and charities i.e. – Catalyst for Change, Walsall Council Criminal Justice Dept, Jonas Project, Legacy Centre and many more identifying opportunities to co-produce projects to benefit the community and also WMP.

100.

On 30th August 2023, ACC Matt Welsted delivered a session to departmental managers on Cultural change. Feedback from the session showed a need for similar sessions to be held across the force, to develop leaders on how to improve the culture within their teams. These are now being scheduled for 2024.

Black Workforce Survey

101.

Wave 2 of Our Black Workforce Survey was completed by Black and Black Heritage Officers, the findings have been published. Qualitative work will begin on the 9th of February 2024 with our Black and Asian Police Association and Black and Black Heritage staff to discuss the survey findings and an action plan will be developed for West Midlands Police.

Mentoring for Black Staff and Officers

102. As a national icebreaker force, West Midlands Police is working with the College of Policing and the Metropolitan Police (MET) to pilot a Cross Force National Mentoring scheme. The vision is that every Black and Black Heritage officer and staff will have the opportunity to have a mentor. During this Pilot, West Midlands Police and MET will be providing mentoring support for Black and Black Heritage officers and Staff in Staffordshire Police and some other smaller forces.
103. On 29th of August and 27th September 2023, the Force Executive Team delivered two mentoring sessions to Black and ethnic minority officers and staff. These sessions were hosted by Deputy Chief Constable Scott Green and Assistant Chief Constable Matt Welsted, they shared their knowledge, experience and insight to Black and ethnic minority staff, encouraging them to overcome obstacles and succeed in their roles. Feedback showed that staff felt valued and respected after the session. It is hoped that these sessions will contribute to higher job satisfaction and retention. The sessions were attended by 67 staff and officers and more sessions are scheduled for 2024 with other members of the Executive Team.

Ethnicity Pay Gap

104. As above under pay differentials.

Workstream 2: Black people and communities are not over-policed and treated in a fair and equitable way.

Disproportionality in Stop & Search

105. WMP in conjunction with West Midlands' Office of the Police and Crime Commissioner (WMOPCC) have a well-established local stop search scrutiny structure. All NPUs with the exception of Birmingham West (who have two panels) have single scrutiny panels chaired by local community members. The panels are administered by the Office of the Police and Crime Commissioner (OPCC) but attended by regular Neighbourhood Policing Unit lead officers – often Inspectors who will assist with the provision of body worn video footage, stop forms and will relay feedback to staff.

106. The development of West Midlands Police Stop and Search Satisfaction Survey, giving members of the community opportunities to feedback on their experiences of being stopped and searched. This has been recognised by the national Police Race Action Plan Team and other forces as national best practice. As of 1st of December 2023, we recorded a total of 500 survey responses.

Disproportionality in Section 60

107. Within West Midlands Police the authorisation level for section 60s has been retained at ACC level. Authorisations are circulated across community groups via the Force Corporate Communications Department. All applications are also shared with the WMOPCC and are published on an open and publicly accessible website. Complementing this approach, the Stop and Search continues to be monitored through a long-established local scrutiny network that is administered by the WMOPCC.

Recording Vehicle Stops

108. S.163 is the power for a Police officer in uniform to stop a vehicle. Unusually, this does not require any grounds or reasons to utilise this power. In May 2023, West Midlands Police developed and launched an app to be piloted by Central Motorway Policing Group (CMPG)/Traffic in order to allow us to understand how the force uses the power.

109. We are now developing a Qlik dashboard in order to enable a thorough and detailed evaluation of the data. We have identified a number of data integrity issues (duplicates and errors in the data) and are in the process of getting this rectified. Once we have confidence in the data, we will present findings from the first 6 months of the pilot and present this to our force Executive team in order to determine whether a force wide roll out is to be progressed. The intention is for this data to be available to all front-line staff and for the public to have oversight and scrutiny through local panels.

Workstream 3: Black people and communities are routinely involved in the governance of policing. Deliver an effective engagement strategy that is bespoke to Black communities, ensures that Black voices are heard and influence policing, and is effective in increasing Black communities' trust and confidence in the police.

Engagement with our Black Communities

110. Local Police Areas (LPA) are identifying opportunities to engage with their Black communities using the 'You said we did approach', e.g. Wolverhampton LPA and the Police Race Action Plan Manager are working with the Mayor of Wolverhampton and IAG Chair to hold a Black Community event, Birmingham and Solihull LPAs are in the planning stages for their events. Over January and February 2024, both national and local Police Race Action Plan events will be held across the WMP area.
111. We've now launched the West Midlands Police external website where we will share progress on the Police Race Action Plan and encourage community support, participation and allyship.
112. Operation Advance gave us an opportunity to show case some of our good work i.e. Stop and Search QR Code and Section 163 APP to members of our Independent Advisory Groups.

TAPIN Project

113. The goal of the year-long #LetsTalkAboutPolicing campaign, which was supported by the national Uplift programme and is one of the national Police Race Action Plan ice-breaker initiatives, was to improve understanding of local, young black communities and to focus on building progressive conversations to improve confidence and trust. This is integral to improving representation in the longer term so that the force is more reflective of local communities. The campaign also sought to identify ways to make progress towards this through education and understanding of the demographic. The research and content variables of the project allowed for the opinions of the Black communities in the West Midlands towards the police to be explored from the lens of sentiment; looking at causation and intensity. The output of this project provides a baseline understanding ahead of future recruitment campaigns. Importantly it also provides insights and recommendations to help shape future comms and engagement activity. The learnings from this work have been shared nationally with policing and best practice is being embedded into our comms and engagement activities at West Midlands Police to help inform future approaches.

PRAP Community Engagement Events

114. The Wolverhampton Community Listening Session was held in August 2023 where 82 members of the community attended. The event gave WMP the opportunity to build awareness of Police Race Action Plan and to receive feedback from the community on areas of Policing. Feedback from this session was reviewed by the Police Race Action Plan Manager, the Wolverhampton LPA, community leaders and Independent Advisory Group Chair. This feedback then formed an action Plan for the LPA.
115. The Police and Crime Commissioner hosted a Roundtable event on the 18th October for members of our Black Community. This was attended by our Assistant Director of Diversity & Inclusion and our Police Race Action Plan Manager and provided an opportunity to share details of ongoing work while securing support from members including future participation and scrutiny of ideas and performance of the Police Race Action Plan and wider Fairness & Belonging Strategy.
116. Sandwell Community Listening Session will be held in February/March 2024 and Birmingham Community Listening Session will be held March/April 2024.
117. The National Police Race Action Plan Stakeholders' event is scheduled for 24th January 2024. This is a national Police Race Action Plan meeting to engage with stakeholder and media organisations in West Midlands and wider. The force will be supporting the national team to host this event.

Workstream 4: Black people are not under-protected and properly supported as victims of crime and as vulnerable groups.

Hate Crime

118. The action is to develop a more effective response to hate crimes committed against Black people, including online and on social media; to improve the governance, understanding and police response.
119. WMP is reviewing its work on hate crime and is committed to exploring ways to tailor its support to Black victims of Hate Crime. For example, hate crime leads at the Force are reviewing a Community Impact Statement which was previously drawn-up to accompany the victim's statements read in court. This is designed to articulate the unique impact of hate crimes and the personal effect they have on victims and communities. Our African Caribbean Reference Group are frequently engaged,

consulted and briefed in relation to hate crime and will be engaged in re-invigorating this particular piece of work.

Missing People

120. The Action is that Forces will work alongside their local Black Police Association, Race Equality Network and external partners to review local policies, guidance and training delivery, to ensure that police personnel have the knowledge, understanding and awareness to deliver the most appropriate care to missing people from the Black community.
121. The Missing People Policy is currently under review and will now feature updated sections which will direct officers to carefully consider their response to those missing who have protected characteristics – directing them to consider additional vulnerability. This is in progress.
122. Locate are currently in consultation with the Office of the Police and Crime Commissioner and the Police Race Action Plan Manager to begin the development of a lived experience Independent Advisory Group (IAG) for people who have experienced the care system. The Black and Asian Police Association, the National Missing Lead and the National Housing Project are also engaged in this to enable a wide representation. This IAG will also form the basis of a scrutiny panel to allow transparency and feedback on missing person investigations. The Major Crime Inclusion Council is also trying to develop an IAG relevant to the wider Major Crime team.
123. The locate team along with the Police Race Action Plan Manager have completed a Continued Professional Development (CPD) input to all Inspectors around missing people, which included specific sections on the Police Race Action Plan and Black people who go missing (over 60 attendees). This was recorded and shared more widely and is now available as anytime CPD on the Major Crime Team portal.

Police Race Action Plan: Governance

124. Following progress made to raise awareness of the Police Race Action Plan through the workstreams of 'our people', 'our communities' and 'our partners' (Phase 1), work is now underway to develop a dedicated board to drive concentrated progress on

embedding the Police Race Action plan (Phase 2). It is planned that this board will engage project management support and will be accountable to the Fairness & Belonging Governance Board. The Board will appoint an Independent Scrutiny and Oversight Board (ISOB) Chair for West Midlands Police to strengthen progress activity, performance and to ensure continuous improvement against the Police Race Action Plan at the force.

Next Steps

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

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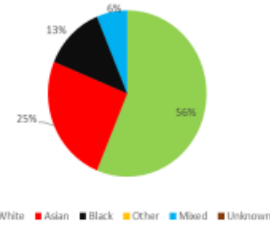
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Appendix 1. Diversity of officers and staff facing misconduct proceedings.

Diversity of officers and staff facing misconduct proceedings.

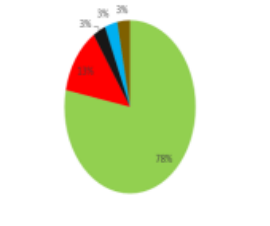
Staff Proceedings - Apr - Dec 22							
	White	Asian	Black	Other	Mixed	Unknown	Total
Meeting		1					1
Hearing	6	2	2				10
Former Staff Hearing	3	1			1		5
Total	9	4	2	0	1	0	16

Staff Proceedings Breakdown - Ethnicity - (Apr - Dec 22)



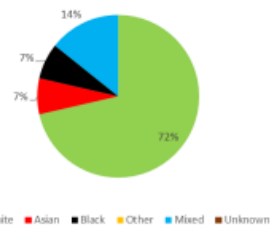
Officer Proceedings - Apr - Dec 22							
Subject	White	Asian	Black	Other	Mixed	Unknown	Total
Meeting	11	1	1				13
Hearing	2	2					4
Appeal Hearing							0
AMH	1						1
FOMH	3					1	4
FOAMH	8	1			1		10
Total	25	4	1	0	1	1	32

Officer Proceedings Breakdown - Ethnicity - (Apr - Dec 22)



Staff Proceedings - Jan - Sep 2023							
	White	Asian	Black	Other	Mixed	Unknown	Total
Meeting	3						3
Hearing	7				1		8
Former Staff Hearing		1	1		1		3
Total	10	1	1	0	2	0	14

Staff Proceedings Breakdown - Ethnicity - (Jan - Sep 2023)



Officer Proceedings - Jan - Sep 23							
Subject	White	Asian	Black	Other	Mixed	Unknown	Total
Meeting	7	2	0	0	0	0	9
Hearing	4	2	0	1	0	0	7
Appeal Hearing	1	0	0	0	0	0	1
AMH	4	1	0	0	1	0	6
FOMH	3	0	0	0	0	0	3
FOAMH	7	3	0	0	0	0	10
Total	26	5	0	1	1	0	33

Officer Proceedings Breakdown - Ethnicity (Jan - Sep 2023)

