



# **DRAFT** BME Progression Strategy





# Index

<u>Foreword</u>	<u>3</u>
<u>Introduction</u>	<u>4</u>
<u>Our Journey</u>	<u>5</u>
<u>Strategic Themes</u>	<u>6</u>
<u>Strategic Theme 1</u>	<u>7</u>
<u>Strategic Theme 2</u>	<u>8</u>
<u>Strategic Theme 3</u>	<u>9</u>
<u>Conclusion</u>	<u>10</u>

## Foreword

Equality, Diversity and Human Rights (EDHR) present a challenge and an opportunity. It presents us with the challenge of making our service accessible and relevant to all the people of the West Midlands. To achieve that goal we need to have the best possible understanding of what is wanted and required from our communities and we need to have the most knowledgeable and representative workforce to meet those needs. Critical to this will be ensuring that the actual and perceived service received by each diverse group and individual is of the same level. This is West Midlands Police's opportunity to design and deliver local policing with Equality and Diversity and Human Rights as the cornerstone of our vision. In our EDHR strategy we will:

- Identify the functions and policies that are relevant to equality and human rights
- Explain how we are going to assess and consult on the impact of our policies
- Indicate the arrangements for monitoring policies for any adverse impact on the promotion of equality and human rights
- Make arrangements for publishing the results of assessments, consultation and monitoring to identify adverse impact on equality and human rights
- Make sure the public has access to the information and services
- Make arrangements for training staff in their duty to promote equality and human rights

This strategy is about identifying the priorities and addressing the different needs of our staff and the communities we serve. The area we police in the West Midlands is one of the most diverse in the country covering three major cities, a number of thriving boroughs and districts, an extensive road and rail network and a very busy airport. The population we serve exceeds 3.5 million daily, with 2.6 million people residing in the West Midlands. Within this diverse region there are hundreds of existing and emerging diverse communities that impact on the way we deliver our services. Through our previous EDHR delivery plans we have already focused efforts on initiatives to improve equality with reference to service delivery and the working environment. In moving forward, we must not be complacent and we have to recognise that we can do more to improve EDHR. The priorities that we describe in this scheme have been identified following consultation and involvement with various groups. This has enabled us to pinpoint the areas of most relevance to inequality and human rights. There has to be a continued focus on EDHR in all of the services we provide to our communities, our neighbourhoods and for our staff.



**Chris Sims**  
Chief Constable



# Introduction

West Midlands Police are committed to providing a policing service that is inclusive, offers equality of opportunity regardless of background and meets the needs of all communities. Through the introduction of a clear and accountable strategy for BME Progression, we will strive to eliminate barriers and provide an environment where our BME colleagues can thrive. Working together as one we will make a difference to our service delivery by mainstreaming our organisational values. Our leadership will be visible and approachable in order to tackle the issues that matter most; the delivery of this strategy is critical to giving our workforce and communities confidence in our ability to listen, learn and strive to improve to meet the needs of the diverse communities we serve.

We are committed to supporting the College of Policing (COP) Key Strategic Objectives with particular interest in the COP BME Progression Gold Group work to identify emerging trends and risks.

This strategy sets out our BME progression ambitions and how we propose to enhance the service to our communities and protect them from harm, through our service delivery.

This strategy will not only encompass our desire to recognise our general duties under the Equality Act 2010 but also to recognise how delivering EDHR will enhance our performance and build trust and confidence in our BME workforce and the communities of the West Midlands.

This strategy describes how we will achieve our aims through a clear focus on the three national strategic themes, which will deliver a more diverse and talented workforce that engages effectively with communities and builds on our organisational values and culture:

- Operational and Service Delivery
- People and Culture
- Organisational Processes

This strategy supports the delivery of our priorities in a way that upholds the values of West Midlands Police:

- We put the public first in everything we do
- We act with integrity, fairness and humanity
- We are one team working together
- We listen, learn and strive to improve



## West Midlands Police EDHR Vision

*'Eliminate unlawful discrimination, harassment and victimisation by embedding a culture of equality and respect that puts all of our communities, staff and officers at the heart of everything we do. Working together as one we will strive to make a difference to our service delivery by mainstreaming our organisational values'*

# Our Journey

WMP has maintained an ongoing commitment to eliminating discrimination and harassment, advancing equality of opportunity and fostering good relations between people with all nine protected characteristics for a number of years.

This is demonstrated by the publication of our Equality, Diversity and Human Rights (EDHR) Strategy in 2012, our EDHR Objectives and our EDHR Delivery plan. This is performance monitored and measured by the EDHR Performance Portal. We have developed a hub of excellence to support and advise WMP on all EDHR issues, keeping the organisation up-to-date with any EDHR changes that will affect our policies and policing style. The hub achieves the delivery of EDHR through the co-ordination of the Staff Support Associations, Diversity Champions and Local Policing Unit (LPU) hubs of excellence.

Each LPU and department now has a nominated Diversity Champion, who is either a senior police officer (Superintendent) or police staff equivalent. The role of the Diversity Champion is to support the implementation of WMP Equality Strategy at a local level.

The BME Progression group was formed in 2011 as a consultation body to monitor all aspects of BME progression. The group examines data, process and culture and reviews successes and failures to encourage improvements in the structure.

There are key drivers that support the necessity to review the structure which are underpinned by poor representation figures compared to the demography of the West Midlands. It is widely accepted that a representative police service provides better services to its diverse communities and that ethnic communities have improved trust and confidence in policing as well as more affinity when the service understands their culture and diverse needs.



# Strategic themes

This strategy outlines three themes which provide the framework for improving performance, delivering positive equality outcomes and ensuring legal compliance.

## Operational/service delivery

Delivering services that are easy to access and that respond to and meet the diverse needs of the people we serve. Enhancing our engagement with all communities by listening, learning and striving to improve.

## People and culture

Building and developing a talented workforce and working culture that promotes mutual respect and teamwork. Building a working environment that includes everyone and that encourages all staff to develop and make progress.

## Organisational processes

Building equality into the organisation's processes, to ensure that we deliver a fair, transparent and cost effective service to the communities of the West Midlands. To ensure accountability at the highest levels of the organisation, the Deputy Chief Constable will take overall strategic responsibility, with ACPO-ranked officer or member of police staff taking responsibility for each of the themes, reporting on progress to the Deputy Chief Constable through the EDHR Board.

These three themes mirror the College of Policing (COP) approach and are also the key themes embedded in the COP Equality Improvement Model for Policing.



## Operational Service Delivery

### AIMS

We aim to build stronger and more trusting relationships with communities to ensure we gain greater co-operation and improve public trust and confidence in our service delivery. We will improve the public's perceptions that the police will treat them fairly, with dignity and respect. We will work to understand and tackle community priorities. We will provide a service that sees more offenders brought to justice and a reduction in crime and fear of crime.

In order to do this effectively we aspire to have a representative police service at all ranks and police staff bands. This will enable us to:

- Better understand the needs of diverse communities
- Improve cultural awareness
- Improve community engagement and affinity
- Have an improved breadth of experience and knowledge within our workforce
- Improve the trust and confidence of both our workforce and our communities

### Strategic Priorities

#### Key Actions:

- Improve BME representation at all ranks and bands
- Encourage diversity, particularly BME, in specialist departments and roles
- Ensure we match workforce demography to LPU demography
- Encourage the use and value of background knowledge and skills in service delivery





## Strategic Theme 2

### People and Culture

#### AIMS

We will develop an organisational culture that is inclusive and recognises respects and values diversity. We will do more to equip our staff so they have the confidence and access to a broader range of skills and experience to deal with issues of EDHR in a professional way, treating people fairly and with respect. We will continue our work to make us more reflective of the communities we serve.

We recognise that the barriers to progression are different for those from diverse backgrounds. We need to provide an environment and support to ensure that everybody has the opportunity to develop and maximise their potential. It is important that we cultivate this environment to minimise any cultural bias or disadvantage for everyone.

We will ensure that we identify and support our talented people by having a bespoke talent management strategy and where necessary putting in place positive action measures to eliminate any historic disadvantage for protected groups.

#### Strategic Priorities

#### Key Actions:

- Provide bespoke support for diverse groups (positive action)
- Tailor support to specific promotion or recruitment processes
- Encourage leadership/management support for BME colleagues
- Improve inclusivity, workforce morale and confidence
- Improve access to and awareness of social and workplace networks
- Improve the resourcing of workforce networks
- Improve access to workplace opportunities-vertical and horizontal
- Reduce barriers within workplace networks
- Manage talent effectively through the talent management strategy



# Strategic Theme 3

## Organisational Processes

### AIMS

We will review and strengthen our organisational processes and governance of EDHR across all areas of our business to ensure it delivers against the EDHR strategy. We will ensure that all our recruitment and progression processes offer equality of opportunity for all diverse groups and individuals. This includes opportunities to learn and develop and support from leaders or experienced colleagues. We will strive to eliminate any organisational or cultural barriers or bias that disadvantages people or gives a perception of unfairness.

### Strategic Priorities

#### Key Actions:

- Review recruitment processes to ensure they are fair and transparent
- Review promotion processes to ensure they are fair and transparent
- Provide a framework for support networks to thrive
- Explore the use of management tools for reducing disadvantage and bias
- Improve performance management processes
- Utilise corporate communication networks to ensure equality of access to information
- Ensure that consultation and engagement processes are effective in delivering change



# Conclusion

The West Midlands has a culturally diverse community; this strategy describes our commitment to the issues of developing a representative and diverse workforce that can effectively respond to the needs of all our communities.

Whilst the representation of BME and other protected groups has improved over the last 10 years we are not complacent. Having listened to our workforce we understand that there is a lot more we can do to improve. We will continue to listen, learn and strive to improve in the way we respond to the issues that are raised. It is only by getting these things right that we will improve trust and confidence in West Midlands Police.

*For further information or to find out more about this strategy visit:*  
[www.west-midlands.police.uk](http://www.west-midlands.police.uk)

*WMP officers and staff can find out more by visiting the HR-EDHR Hub of Excellence intranet site.*

