



Strategic Policing and Crime Board

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Fairness and Belonging Plan – A programme of work responding to disproportionality

Presented by:

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Background

1. The purpose of this report is to provide members of the Strategic Police and Crime Board with an update on the joint work taking place across the Office of the Police and Crime Commissioner and West Midlands Police through the Fairness and Belonging Plan.
2. The Police and Crime Commissioner, David Jamieson, and Chief Constable David Thompson jointly launched 'Making West Midlands Police a Fairer Force', which is a programme of work to ensure that West Midlands Police is as inclusive, diverse and as fair an organisation as possible. Work has taken place since July to ensure that the strategy is an overarching one that covers disproportionality across a wide range of areas.
3. At the time of the launch, a significant worldwide movement was developing in response to the killing of George Floyd in May in the USA. This was a stark reminder that racism, discrimination and racial inequality are a reality, both in the UK and abroad. The Commissioner's statement at the launch is below:

"Structural inequality blights the lives of many Black and Asian people. Our country's history is controversial and complex: at the same time as we remember our nation's contribution to freeing Europe from fascism, we should also reflect on the legacy of slavery, injustice and inequality that is woven into the country we have become.

"Recent events have reminded many of personal experiences of unfairness and maltreatment, and made fresh these difficult and traumatic memories. We cannot write these off as historic anomalies: the Windrush scandal is from our own time, our generation, our responsibility.

“We stand with those who want to see policing that has the confidence of everyone, as challenging and difficult as this ambition can seem. We stand with those who want to see an end to the inequality, lack of opportunity, structural prejudice and poor social mobility that blight our country. We want our streets to be free of the organised crime and violence that cut short and stunt too many young lives. These are not issues that divide us by ethnicity or gender, and they should not be allowed to do so.

“Only by listening to the truth can we agree what steps we should take next. The urge from some will be to destroy, to tear down, to let anger and revenge guide us. We will not go that way. We want to see us come together to create, to build, to renew.

“We must learn from what has gone before: have we done what Scarman, MacPherson and Lammy told us needed doing? Are we doing enough to address the issues that undermine public confidence in the police and the criminal justice system? Do the police, and partners, do enough to build networks of allies across all communities? Do our officers have the cultural competence to police diverse populations and challenge racism? Does our training give officers these skills, informed by the lived experience of those who have seen policing at its best and worst? Do we involve the community enough in our senior appointments processes, both in policing and in partner agencies? Are our complaints and misconduct processes working well, and do we do enough to understand what drives and leads to officer misconduct and failure in the criminal justice system?

“In the next three years, West Midlands Police will recruit about 2,750 officers to increase its numbers by 1,200. This means that in three years, about a third of the force will have less than three years’ experience. We want to see a thousand of these new recruits come from our Black, Asian and other Minority Ethnic communities. The people we hire will be the change we make.

“We’re doing everything we can to make policing an attractive a career for everyone. The call to action is for all our community leaders – MPs, councillors, activists campaigners, educators, trainers, faith leaders – to seize this opportunity and encourage our young people to join policing, help build the society they want to live in, and make policing the institution they want it to be: an institution they, their families and their communities are proud of.

“The structural inequalities we see in society are not the product of policing, and neither can better policing alone fix them. Issues such as mental health, county lines, youth violence, homelessness, street begging and violent extremism can only be solved by a truly partnership approach.

“Drugs misuse is a huge public health challenge, and yet the inadequate national response leaves response officers – response officers, in Birmingham – administering Naloxone to overdosing heroin addicts. Low wages, the gig economy, zero hours contracts and ballooning personal debt are driving the hard pressed into crime. All of these challenges require a system-wide response, rather than just police reform.

“Policing is a product of the society we create. You don’t fix society by fixing policing: it works the other way around. However, we will do what we can. We will build on the progress we’ve already made to make West Midlands Police the most diverse and fair force in the country – we have done at least as much as any force on diversity and inclusion but there is much more to be done and we will seek to be at the front of this debate in policing and in society.”

Over the coming weeks and months the force and PCC will be engaging the public with this work, so they can have their say too.

'Making West Midlands Police a Fairer Force' will focus on learning from our people, public and history. A key strand will be a programme for 'truth'. This will look at recruitment, training, promotion and the fair use of police powers, in addition to contributing to a fairer criminal justice system. It will also look at better use of data to increase public confidence, as well as a programme for engagement with partner organisations.

4. A number of factors led to the launch of the Plan including

- The PCC committed to ensuring that the force recruits 1,000 new BAME police officers over the next three years to make the force look more like the communities it serves;
- a report to the SPCB on June 16 entitled [Stop and Search and Use of Force](#) which showed that the powers were used disproportionately against black and Asian communities;
- Also on the 16 June, the Chief Constable apologised for historic wrongs to the black community.

The Plan

5. The Plan is now the *Fairness and Belonging Plan* in order to reflect the fact that the 11 strands of work contained in the Plan are not all owned by West Midlands Police; responsibility for some activities sit within the OPCC and also with external partners. This is evidence that racial discrimination and disproportionality is systemic across organisations and that we all need to respond to make change. It is an acknowledgement that structural racism exists in society and the OPCC and WMP cannot respond to this issue on our own. People from BAME backgrounds suffer racism that impacts their ability to make a positive contribution to society and this has a significant impact on people.

6. It is important to recognise that this programme is not about creating new bureaucracy. It is about action. The actions set out will be achieved by existing people doing their jobs, existing forums getting things done, and by working with partners across boundaries, DPCC Saleem and DCC Jardine co-chair the Diversity and Inclusion Programme Board that will keep the programme on track, remove any blockages to progress, and ensure we see real change. This is the first of quarterly reports to the West Midlands Strategic Policing and Crime Board so the public can see what we're doing and hold us to account for the delivery. The 11 areas of focus are set out below, with the individual areas that the strand is made up of.

7. Learning from our people and our history

- Capturing the experiences of Officers and Staff internally
- Review of previous reports, reviews and recommendations, such as Scarman, MacPherson, Lammy, etc.,
- WMP Museum to reflect the diversity in the history of WMP
- Update the Equality and Diversity business case

8. Recruitment and fair representation

- More detailed data on ethnicity of recruits, with breakdown of differential attrition in the recruitment process
- Active recruitment from professional policing degrees
- Experiential learning counting towards 64 UCAS points
- Foundation courses that bring in candidates with ability to achieve 64 UCAS points

- Review best practice concerning use of “positive action” to support fair representation
- Aim to increase recruitment of Black, Asian and Minority Ethnic Officers into the Specialist areas

9. Training and cultural competence

- Structured engagement and consultation with officers and staff to understand the culture and values of the organisation and individuals
- Community engaged training in cultural competence and lived experience of contact with the criminal justice system for serving officers (WMP Learning & Development)
- Community engaged cultural competence training to form part of student officer syllabus (Staffordshire University, WMP Learning and Development)

10. Promotion, progression and retention

Review of promotion and progression processes to identify sources of disproportionality

- Community role in appointments to Superintending ranks, e.g. stakeholder panels
- Build Diversity and inclusion into competence frameworks for all promotion processes. Include culture
- Implement Talent development offering to progression of under-represented groups to include; Temp appointments; development; sponsorship
- Data analysis of differential “leaver” rates to understand why Officers leave the Force
- Career mapping and talent development processes for Police staff to support career development and progression

11. Treating our people fairly, management, leadership, complaints and misconduct

- Diversity data dashboard to become part of Professional Standards management information
- Improve our induction and refresher training for Legally Qualified Chairs and Independent Panel Members, to enhance their understanding of diversity and inclusion as it applies to policing in the West Midlands
- Monitoring of ‘service recovery’ including by ethnicity of the officer and the complainant
- Review of how vetting processes impact people with differing backgrounds
- Misconduct and complaints prevention; use analytics to understand what operational circumstances are likely to lead to complaints and misconduct, and provide tasking support to officers deployed in these circumstances
- Proactive work by WMP to identify and remove racist officers and staff (PSD Counter-corruption)
- OPCC to review whether alternative complaints handling statutory frameworks yield better outcomes
- WMP and OPCC to lobby for changes to police misconduct regulations as they relate to sanctions once misconduct has been proven [CC: Sanction decision for CC. PCC: CC right to appeal against sanction decision]
- Community engagement in our complaints and misconduct processes

12. Equitable service delivery

- Analysis of differential outcomes for police activity
- Agreement required on which police processes are in scope.

- For example:
- Charging decisions:
- NFA or charge
- Severity of offence (Magistrates or Crown Court)
- Bail versus Remand
- Community Resolution versus criminal justice sanction
- Actions:
- Intel to develop a dashboard to assist in this analysis and establish the existence and extent of differential outcomes
- Distinguish actions for CID/CJS/FSU/Ops/Neighbourhood policing, based on the causes of the differential outcomes
- Monitor delivery of these bespoke departmental actions via departmental D&I plans
- Analysis of differential support for victims of crime
- Impact Areas: ensuring the best policing, and the most co-ordinated public sector activity, is in the locations that face the greatest challenges

13. Exercise of police powers

Stop and Search

- Online community panels that can view BWV - Create online security panels and resolve information security issues
- Recording s163 Road Traffic Stops – Developing the app to record the use of s163 as per the pilot that was conducted with force traffic.
- A “licence to search”? [Borrowed from Schedule 7] - Investigate necessity and feasibility of this accreditation programme or alternative means to ensure professional accountability of officers using search powers
- Community involved refresher training informed by lived experience - Create and deliver tailored training for student officers, experienced officers, scrutiny panels and PST refreshers
- Comparative operational Stop and Search practice to inform views of operational effectiveness [natural experiments to learn more about how different approaches to stop and search yield different impacts on reducing crime] - Intel to analyse the comparative practice for efficacy as we trial traditional stop and search alongside the Servator and recruitment approaches- testing legitimacy enhancing policing tactics.
- More detailed data analysis and operational oversight [locations, circumstances, teams, officers] - Analysis will evolve to include the “why”- reasons for deployment
- Refresh OPCC stop and search information pages
- Review of use of Body Worn Video - Identify the issues with the use of BWV in order to remedy any gaps
- Review use of strip search by WMP - Identify the issues with the execution of strip searches in order to remedy any gaps
- Online viewing of Stop and Search records - Enable people to view their searches and BWV online- in a way that is compatible with information security
- Review of Schedule 7 detention powers - Identify the issues with the use of Schedule 7 detention powers in order to remedy any gaps

Use of Force

- More detailed data analysis [locations, circumstances, teams, officers] - Analysis will evolve to include the “why”- reasons for deployment
- Online community panels that can view BWV - Create online security panels and resolve information security issues

- Review of Use of Force recording derogation - Extent and rationale for derogation to be checked by stakeholders and communities and if unacceptable, changes made
- Review of use of Body Worn Video - Identify the issues with the use of BWV in order to remedy any gaps
- Review of use of other intrusive police powers for differentials and disproportionality – scope to be determined

14. Fairness and the Criminal Justice System

- Community involved cultural awareness training across the criminal justice system
- Future provision of services to reduce reoffending (Probation service reforms)
- Supporting better use of Out of Court Disposals and non-custodial sentences
- Agree a work plan with the Criminal Justice Board and/or the Regional Criminal Justice Board

15. Data, analysis and the understanding that drives action

- Establish a data cell with resources from the OPCC and WMP

16. Engagement to ensure we listen, learn and act

- Professional challenge reference group
- Youth Commissioners
- Programme community steering group
- Citizen's Panel
- Review of local policing approaches to community engagement – increased Street Watch schemes in high need areas
- Improved approaches to:
 - o Understanding differentials in 'satisfaction with service'
 - o Understanding differentials in public confidence in policing criminal justice

17. Engagement with local, regional and national partners

Issue areas:

- Employment of ex-offenders
- More preventative approaches to supporting good mental health
- Supporting care experienced children
- Reducing exclusions and off-rolling
- Reducing homelessness and supporting people away from street begging
- Preventing radicalisation and violent extremism
- Proactive interventions to reduce problematic drug use
- Data sharing across the local public sector to support preventative predictive analytics
- Reduced youth unemployment and poor educational outcomes
- Preventative approaches to violence reduction

Equality, diversity and disproportionality issues arising from:

- National Police Chief's Council programme
- Munira Mirza review
- Home Affairs Committee work plan and current reviews
- Police Foundation Review
- Mackey Review of Serious and Organised Crime
- Royal Commission on Criminal Justice

- 18.** Governance structures are now in place for this significant and far reaching programme of work. Lead people have been identified for each strand of work, governance and project management structures are also in place.
- 19.** Quarterly reports will be brought to the Strategic Policing and Crime Board on a quarterly basis in order to monitor progress.

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