

Equality and Diversity Report 2018



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1. Foreword

I am pleased to present this Equality and Diversity Report 2018, which demonstrates our continued commitment to equality, diversity and inclusion and providing a policing service which meets the needs of all the people who use our service, as well as those we employ and who volunteer for us.

West Mercia Police serves over 1.2 million people across a diverse region of 2,868 square miles, making it the fourth largest police area in England and Wales. We operate through five local policing areas - Herefordshire, North Worcestershire, South Worcestershire, Shropshire and Telford & Wrekin. Our communities are evolving and changing, and my officers and staff ensure that they have a rich picture of the communities they serve, understanding and valuing difference.

Our Police and Crime Commissioner (PCC), John Campion, fully supports our equality and diversity work programme and the efforts of our officers and staff in engaging with the diverse communities across West Mercia, promoting equality and diversity and ensuring positive outcomes.

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We have reviewed and refreshed our equality objectives to reflect those within the National Police Chiefs Council's Equality Strategy, focusing on Our Organisation, Our Communities and Our Partners, following consultation with our internal staff networks and our external Independent Advisory Groups (IAGs). We have also established a new governance and reporting structure to ensure we are delivering meaningful activity.

This report highlights just some of the achievements over the last 12 months and our initiatives to increase trust and confidence and our approach is to ensure everyone is treated fairly, with dignity and respect. While we know there is still a great deal to be done, our commitment to achieving that is stronger than ever. I hope you will see the significant progress made as you read through this report.



Chief Constable Anthony Bangham
West Mercia Police

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Our initiatives strive to increase trust and confidence and our approach is to ensure everyone is treated fairly, with dignity and respect.

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2. Introduction

2.1 Meeting our legal duty

The Equality Act 2010 is the UK's discrimination law which protects individuals from unfair treatment and promotes a fairer and more equal society. The act protects people from discrimination, harassment and victimisation in work, education and when accessing services.

The Equality Act 2010 protects anyone who falls into a 'protected characteristic':

- Age
- Disability
- Gender re-assignment
- Marriage and civil partnership
- Race
- Religion
- Pregnancy and maternity
- Sex
- Sexual orientation.

The Public Sector Equality Duty (PSED) came into force across Great Britain on 5 April 2011. It means that public bodies have to consider all individuals when carrying out their day-to-day work - in shaping policy, in delivering services and in relation to their own employees.

West Mercia Police complies with this legislation by demonstrating 'due regard' to the three aims of the general duty of the Equality Act 2010, which are:

- Eliminate unlawful discrimination, harassment or victimisation
- Advance equality of opportunity between people who share protected characteristics and people who do not share them
- Foster good relations between people who share protected characteristics and people who do not share them.

2.2 Our refreshed equality objectives 2018-2022

Our organisation

Transparency and scrutiny

We will maximise the transparency of our organisations to ensure our activities can be scrutinised to enable explanation or give evidence to enable reform.

Developing our workforce

We will develop our staff to better understand diversity, equality and inclusion and the positive outcomes that will be delivered if we truly embed our response within our organisations.

We will create an inclusive culture where people, no matter their background, feel confident to disclose their characteristics.

Understanding our workforce

We will better understand the composition of our workforce by ensuring we put in place systems to enable the collection, collation and analysis of workforce data across the nine strands of diversity.

We will put in place effective strategies to enable formal and informal engagement with our staff and support networks, to ensure we better understand how we can continue to develop an inclusive organisational culture which promotes and embeds diversity and equality.

Our communities

Understanding our communities

We will better understand the composition of our communities by ensuring we put in place systems to enable the collection, collation and analysis of community data and information across the nine strands of diversity.

Increasing confidence

We will deal effectively with all reported hate crimes and incidents, recognising that failure to do so has a detrimental impact on the confidence those communities have in the police.

We will ensure that the code of ethics is embedded in all we do and is pivotal in our interactions with those we come into contact with.

Engagement

We will develop effective engagement strategies to enable interaction with all communities, fostering strong relationships that build trust and confidence.

Our partners

Understanding the partnership landscape

We will work with partners to put in place systems to enable the collection, collation and analysis of data and information which identifies disparity in service delivery across the nine strands of diversity.

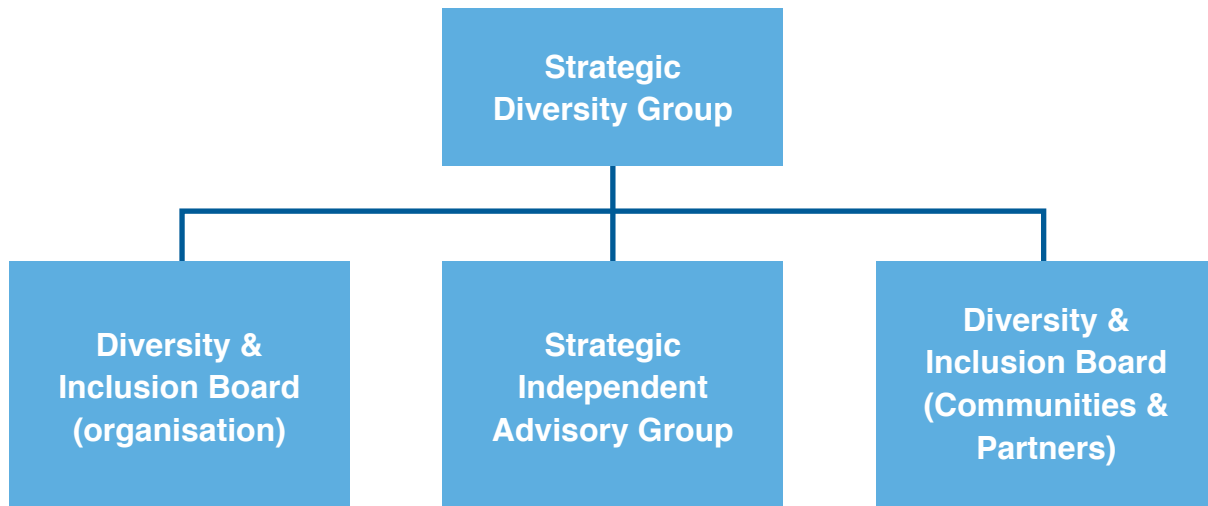
Tackling disparity

We will work with partners to implement whole system strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service.

Joint service delivery

We will work with our partners to develop strategies to enable more effective public service provision across our communities.

2.3 Governance



2.3.1 Strategic Diversity Group

This group, chaired by Chief Constable Bangham, meets quarterly to review current equality priorities and objectives, as well as looking at national and regional issues to ensure we are better sighted on, and responding to, the emerging and evolving issues. The membership of the Strategic Group consists of chief officers, representatives from our IAGs, trades union representatives and senior officers responsible for relevant strategies. There is also representation from the Police and Crime Commissioner's Office.

2.3.2 Diversity and Inclusion Board (Organisation)

This board was established to progress our workforce action plan and ensure that West Mercia Police is working to becoming a more diverse police force. Membership include representatives from all our staff networks, which have been heavily involved in our Positive Action activities.

The objectives of the board are:

- To recruit, retain and develop a diverse workforce that reflects the communities we serve across West Mercia
- To create a working environment which values difference and fosters an inclusive workplace culture where staff feel safe, supported and valued and can be confident that they will be treated fairly.

2.3.3 Diversity and Inclusion Board (Communities and Partners)

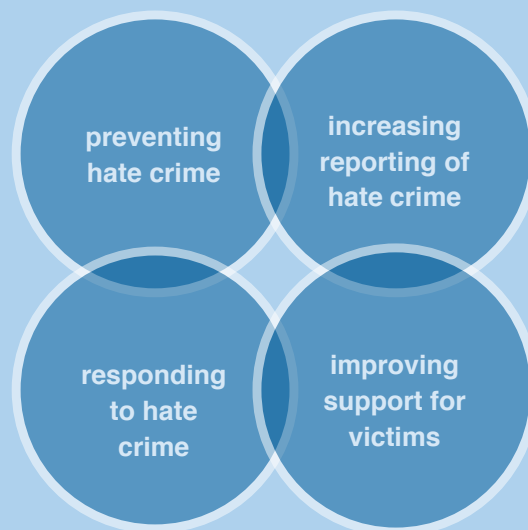
This is a new group, established in February 2018 and chaired by Warwickshire Police's Assistant Chief Constable Alex Franklin-Smith. Membership includes our IAGs, Police and Crime Commissioner representative, police officers and staff who are driving our work to increase confidence, build trust and encourage participation.

The board's objective is to work in partnership with key stakeholders to increase confidence and satisfaction where communities feel safe, supported and are confident that they will be treated fairly and legitimately.

The focus of the group is to ensure that we have a comprehensive understanding of the diverse needs of our communities, identifying those who are most vulnerable, and tailoring our response to meet their needs.

Raising awareness of hate crime

Some of the initiatives that the Diversity and Inclusion Board has been undertaking to enhance confidence and satisfaction with West Mercia police include a number of hate crime awareness events throughout the West Mercia policing area, working with communities and partners to raise awareness, encourage reporting and ensure the right support is provided to victims. In line with the government's refreshed Hate Crime Plan, West Mercia Police is focusing on:



In recognition of West Mercia Police's commitment to tackling hate crime, and our involvement at a regional and national level working with the Crown Prosecution Service and the National Police Chiefs' Council, we were invited to partner the National No2H8Crime Awards in 2018. The No2H8 Crime Awards honour those individuals and organisations who stand against hatred, prejudice and intolerance, and the theme for 2018 was "Upstanders and not bystanders", reflecting on the need to challenge hatred, intolerance and bigotry safely.

Our involvement included a seat on the national community judging panel and invitations to the awards ceremony. Other partners included Tell MAMA, the Community Security Trust, GALOP, Stonewall and No to Hate Crime.



Our representatives at the National No2H8Crime Awards in 2018



2.3.4 Strategic Independent Advisory Group



Independent Advisory Groups (IAGs) are made up of trusted individuals who are prepared to listen to, observe and comment on the activities and policies of West Mercia Police. The groups offer impartial advice to the police on a range of different subjects and are made up of members of the public from local communities, who meet regularly every two or three months to discuss hot topics.

As well as local IAGs in West Mercia, there are three protected characteristic groups which offer specialist advice and guidance to police on diverse issues and the effects on their communities:

- Black and Minority Ethnic IAG
- Disability IAG
- Lesbian, Gay, Bisexual and Transgender IAG.

Objectives

The aim of each group is:

- To provide advice and constructive criticism to the forces, whilst remaining sensitive to the needs of the whole community
- To provide independent advice to West Mercia Police, to help recognise diverse needs of the communities served and to deliver a fair and impartial service that secures greater trust and confidence.

IAGs continue to provide valuable support to West Mercia Police, as well as ongoing involvement in our policy reviews.

We engage with our IAGs on a number of issues, facilitated by our Equality and Diversity Advisor and Safer Neighbourhood Teams. Agendas for each meeting are agreed in advance, with actions for police and IAG members.

The advice and support from the IAGs following a critical incident is very important, as we can not only reassure the community, but also gain a richer picture. By engaging and involving our IAGs at the earliest opportunity, we have prevented increased community tensions by demonstrating an open and transparent dialogue with our communities.

Activities and outcomes

- Three protected characteristic groups
- Membership of local Use of Force Groups and Strategic Stop & Search to provide advice and scrutiny to Chief Officers
- Involved in pilot of scrutiny of Stop & Search Body Worn Videos.



Members of our IAGs receiving awards for their length of service as volunteers at the Citizens in Policing Awards in Telford in 2018

Development of policies and guidance

IAG members have supported the development of our new hate crime policy and procedure to ensure we are providing timely support to victims of hate crime and that they are offered a priority service from us and key partners across West Mercia.

IAGs continue to provide external scrutiny of our process and progress by reviewing hate crimes at every meeting and tracking the victim's journey and outcome.

To help ensure we create an inclusive working environment for all officers, staff and special constables, West Mercia Police launched new guidance aimed at supporting individuals who wish to transition and advise managers of trans staff and officers. The IAGs were fully involved in the development of the Gender Reassignment/ Transition Guidance.

3. Our workforce

The nature of policing means that we interact with people from different backgrounds every day. Promoting equality of opportunity and celebrating diversity is a fundamental enabler of the force's overarching vision: 'To protect people from harm'. It is intrinsic to our organisational culture, underpins our objectives and helps shape the way in which our services are designed and delivered. It is important that we understand and are sensitive to individuals' differences so we can provide an appropriately tailored policing service.

At West Mercia Police, only 2.5% of officers, 3% of PCSOs, 2% of special constables and 5% of police staff are from BAME backgrounds, compared with 3.8% of the populations of Shropshire, Telford & Wrekin, Worcestershire and Herefordshire.

However, we are working strategically through our recruitment team, communications and marketing, Positive Action, community engagement, our staff networks and IAGs and importantly, our own officers and staff, to increase the representation of people from diverse backgrounds who want to use their talent and passion to make a difference by working for West Mercia Police.

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It is important that we understand and are sensitive to individuals' differences so we can provide an appropriately tailored policing service.

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4. Our achievements

4.1 Recruitment

We want motivated individuals who have a passion for public service to join the family of West Mercia Police, whose talent and skills will be nurtured to provide the best service to our communities. We embrace diversity and will continue to raise the profile of our reputation to become an inclusive employer: seeking, attracting and promoting talent.

Marketing and communications have actively supported and driven the recruitment of a diverse cohort of officers. Effective marketing and communications are pivotal to the ability of West Mercia Police to recruit and retain the sufficient quantity and quality of officers to protect people from harm. Effective marketing and communications can increase the visibility of vacancies, drive up applications and ultimately employ talented officers.

In order to deliver this approach and realise the objectives of West Mercia Police, and its PCC, a recruitment marketing and communications strategy was implemented. The approach included targeting the more diverse urban centres in West Mercia, especially Redditch, Bromsgrove, Kidderminster, Worcester,

Shrewsbury, Telford and Hereford, and using a range of real officers and staff across a mix of roles, genders, ages, ethnicities and abilities, as spokesmodels, using images, case studies and quotes.

Although this evaluation is based on incomplete figures, up to the end of December 2018 and before the end of this round of recruitment, it appears that the marketing and communications strategy has been largely effective in meeting the original objectives.

Objectives

- To recruit at least 113 officers in West Mercia, for a target of 2030 officers, to ensure sufficient officers in West Mercia to protect communities from harm
- To increase the proportion of officers with BAME backgrounds by at least 5%
- To increase the proportion of female officers recruited by at least 20%.

Activities and outcomes:

5%

of police officer applicants in Q3 were from BAME communities



9%

of police officers appointed in Q3 were from BAME communities



16

posters on buses in Shropshire and Telford



7



Force Orders articles

14



adshels in Worcester, Redditch, Bromsgrove, Telford and Shrewsbury



Updated website content



1 poster & 4 flyers



billboards in Telford and Redditch

15



officer and staff case studies



Social media posts

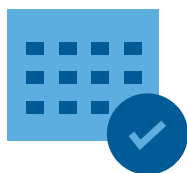


intranet articles



intranet carousels

19



events

2



adverts on Free Radio

15



press releases issued



recruitment toolkit



West Mercia
POLICE

4



screens at Hindlip

Helping our officers and staff to become recruitment champions

As the Corporate Communications Strategy focuses on enabling staff to manage own communications, a toolkit for Safer Neighbourhood Teams, Citizens in Policing Co-ordinators, other officers and staff to support recruitment and disseminate messages was produced. The toolkit for each force included social media posts, articles for community publications, case studies and links to marketing collateral such as flyers, posters and a PowerPoint presentation, all featuring images of our diverse workforce.

The launch of these toolkits was supported by extensive internal communications, including Force Orders, carousels and news articles on the intranet and a two week campaign on the digital screens at Hindlip. The toolkits were well received by staff and officers and helped to support them in their own communications activity, including social media and events.



The recruitment communications toolkit

4.2 Our staff networks

4.2.1 B-ME Network



Objectives

The B-ME Network was re-established in 2018, with the aim of improving the working environment of black and minority ethnic officers and staff within West Mercia Police, based on fairness with a view to enhancing the quality of service to our communities.

Supporting the recruitment of a more diverse force

B-ME members have been supporting key force campaigns, including the recruitment campaign, which involved members addressing communities at events, featuring on marketing materials and providing case studies.



B-ME Vice Chair PC Calista Crosfield featured extensively on the recruitment campaign in West Mercia

4.2.2 Christian Police Association



Founded in 1883 by Catherine Gurney, the Christian Police Association (CPA) still has active branches in the majority of police areas in the UK, including West Mercia Police.

Objectives

Offering encouragement, support, and a national voice for Christians in the police service, the CPA aims to build bridges between the Christian community and the police, and in the tradition of practical Christianity, promote its good news message to colleagues and the wider community we serve. This involves working with a number of national charities and organisations, such as the many Street Pastor initiatives across the force who patrol the night time economy and help protect the vulnerable from harm.



Keeping the night time streets safe

The CPA at West Mercia Police has partnered with Street Pastors, whose volunteers play an active part in strengthening community life and working for safer streets. Street pastors are trained volunteers from local churches who care about their community. They patrol in teams of men and women, usually from 10pm to 4am on a Friday and Saturday night. Across West Mercia, they are active in Bewdley, Bromsgrove, Evesham, Hereford, Kidderminster, Shrewsbury, Telford and Worcester.

4.2.3 Dyslexia and Specific Learning Difficulty Network



Objectives

The Dyslexia and Specific Learning Difficulty (SpLD) Network aims to support employees within the workplace.

The group has established itself with the aims and objectives of representing the estimated 600+ staff in the organisation who are 'neurodiverse'. Neurodiversity is a concept where neurological differences are as recognised and respected as any other human variation. These differences can include those labelled dyspraxia, dyslexia, attention deficit hyperactivity disorder, dyscalculia, autistic spectrum and others.

The network has set out to educate, influence and improve, with the aim of allowing staff to deliver their maximum potential within the organisation. A key area has been highlighting the untapped strengths and identifying how to develop recruitment, retention and progression.

The network has conducted a full staff survey, involving both forces and all staff, which has given a base from which to make the required improvements. The next step is to win confidence in staff to grow the network to represent the many staff involved in the neurodiversity area.

Activities and outcomes

- Representing over 600 officers and staff
- Assisted with Reasonable Adjustments
- Improved access to IT to improve the way staff work
- Submitted a business case to change assessment processes and identify key reasons staff feel they cannot progress within the organisation
- Worked with HR to improve dyslexia testing for new recruits
- 177 officers and staff responded to a SpLD survey.

Gaining insight on dyslexia and learning difficulties in our workplace

A staff survey was requested by Insp Ross Campbell in order to better understand the experiences of staff having a specific learning difficulty. The survey ran from 23 April to 8 May 2018. 177 staff responded to the survey. The key findings were:

- On average, just over 1 in 2 respondents have disclosed their SpLD/condition to their supervisor.
- After a condition was disclosed to a supervisor, only around 1 in 2 supervisors showed understanding, reassurance and offered reasonable adjustments. Only 44% of employees stated that they received an ongoing support from their supervisor.
- 44% of employees who disclosed their SpLD have not received reasonable adjustments
- 45% of employees with SpLD are open about their condition.
- 72% of employees with an SpLD have had a formal diagnosis. Of those employees who do not have a formal diagnosis, 85% do not know the process of getting formally diagnosed.
- 50% of employees with SpLD believe their condition has negatively affected their career progression.
- Respondents feel that the organisation fails to recognise and utilise skills and qualities of employees with SpLD.
- In comparison with 48% of employees who would recommend this organisation as a good place to work in the 2016 Health and Wellbeing Survey, only 27% of employees with SpLD would do so.
- The organisation could better support individuals with a SpLD by increasing employees' – and in particular supervisors' – awareness of SpLDs.
- 38% of employees with a SpLD have experienced bullying, discrimination, unfair treatment during selection process, lack of support, and general negative treatment and a majority believe that their SpLD was a factor contributing to the unfair treatment.
- 2 in 3 of these have not reported the unfair treatment because they are worried about being alienated and making 'it worse'.
- Two thirds of employees with an SpLD have not recorded their SpLD on Origin, the force's HR system.

The SpLD Network is now examining the analysis of the findings and will be supported to implement key initiatives to progress this area of work to ensure staff are supported and empowered to fulfil their roles within West Mercia Police.

4.2.4 Hearing Impairment Group

Objectives

The Hearing Impairment Group is a relatively new group which hopes to offer advice, guidance and support to anyone who lives and/or works with hearing loss, or anyone who wishes to be more aware of this particular disability.

4.2.5 PRIDE Alliance

PRIDE Alliance

Celebrating Sexual Orientation and Gender Identity

The PRIDE Alliance is a proactive staff network for lesbian, gay, bisexual and transgender (LGBT) officers and staff at West Mercia Police.

Objectives

Working to a comprehensive workplan, the aims of the network are:

- To actively contribute to the diversity and inclusion agenda
- To improve the working environment for LGBT officers and staff
- To provide and make visible a network for LGBT officers, staff and special constables
- To enable LGBT officers and staff to recognise their talent and maximise their potential
- To be a reference point to colleagues and other stakeholders on LGBT issues in policing
- Support the development of operational policing knowledge that will enhance services provided by West Mercia Police to the LGBT community.

Launch of the Ally Programme

Allies are individuals who believe that everyone, irrespective of their sexual orientation and gender identity, should experience full equality and inclusivity in the workplace.

The Ally Programme, launched in 2018, aims to:

- Improve the working environment for all individuals
- Actively demonstrate their responsibilities detailed in the Diversity and Inclusion Strategy
- Maximise talent and potential
- Value difference and promote inclusivity.

We aim to eventually grow the programme to number over 200 officers and staff as LGBT Allies.



Rob Hall, Chair of the Pride Alliance, launches the Ally Programme with Assistant Chief Constable Martin Evans

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We aim to eventually grow the programme to number over 200 officers and staff as LGBT Allies.

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4.2.6 Women's Network



Objectives

The objectives for the network are:

- To provide a network supporting women
- To facilitate women to fulfil their potential
- To work with others to progress diversity issues and to champion issues for women within the organisation.

A steering group co-ordinates activity and provides a point of reference. The steering group is made up of volunteers of all grades and ranks from many departments. The group works very closely with HR, and has the full support of the Chief Officer team.



HeForShe – helping men to become agents for gender equality change

The Women's Network initiated their commitment to the #HeForShe campaign, which is a solidarity movement for gender equality. The campaign provides a systematic approach and targeted platform on which men and boys can engage and become change agents towards achieving gender equality. It was created by UN Women, the United Nations organisation for gender equality and the empowerment of women.

Our Chief Officers have signed up to this pledge and we have developed an action plan to progress gender equality in all aspects of policing, as well as supporting this initiative within our communities.

5. Equality information

In meeting our Public Sector Equality Duty, we regularly publish information which can be found on our website at www.westmercia.police.uk.

Examples of the information available include:

- Stop & Search data via www.police.uk
- Hate crime data
- Complaints data
- Victims' satisfaction data
- Equality monitoring data, including gender pay details.

6. Office of the Police and Crime Commissioner

The Police and Crime Commissioner (PCC) is briefed on our equality and diversity work and we work closely with the Office of the PCC in West Mercia to deliver against our equality objectives.

For more information about the PCC, go to the website at www.westmercia-pcc.gov.uk.

7. Contact us

We welcome your feedback in relation to this report, and in particular your views on any equality and diversity objectives set by West Mercia Police.

If you require any further information, or have specific questions, or require this report in an alternative format, please contact:

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