

Race report final

Race Equality Scheme (RES)

The West Midlands is one of the most diverse in the country covering three major cities, a number of thriving boroughs and districts. The population we serve exceeds 3.5 million and of the 2.6 million people who reside in the region, nearly half a million are from minority ethnic backgrounds. This presents our organisation many challenges when it comes to accessing our services. There has to be continued focus on race equality in all of the services we provide to our communities, our neighbourhoods and for our staff. This scheme is about identifying priorities and addressing the different needs of people from Black and minority ethnic groups under the general & specific duties outlined by the Race Relations Act 2000. The Act creates a General duty upon us to eliminate racial discrimination, promote equality of opportunity and promote good race relations.

Our RES aims to:

- Identify the functions & policies that are relevant to race equality
- Assess & consult on the impact of our policies
- Monitor policies for adverse impact on the promotion of race equality.
- Publish results of monitoring policies
- Ensure public have access to information & services
- Train staff in their duty to promote race equality

The force continues to monitor all the information it generates and treats the RES as a living document. All new policy developments undergo our Equality Impact assessment (EQIA) and within the full EQIA process, we aim to ensure that those communities that are likely to be affected are provided the opportunity to influence the process through consultation. Policies are not implemented until confirmation of formal consultation and feedback is evidenced. All force existing policies have been screened to ascertain if they are likely to impact disproportionately or adversely on any particular group.

Race report final

Consultation framework

Consultation was carried out in two parts, **externally and internally**.

External consultation

External consultation was undertaken via organised community events and engagement was conducted by way of completion of satisfaction questionnaires. Over 1500 access to service questionnaires were completed and the feedback was collated as part of the evidence for the scheme.

Feedback: The main areas highlighted from the questionnaires were around quality of service issues. The feedback outlines issues of attitude, respect, general fair treatment and trust & confidence. The question of feedback for reported crimes also strongly featured in the evidence.

Recommendations from external consultation

- The force to look at evaluation schemes at both force and local level to monitor quality of service and trust & confidence. Any such schemes should incorporate analysis of ethnic breakdown.
- The force to evaluate and review any monitoring systems for feedback given to victims of crime and to measure its effectiveness to ensure that high levels of achievement are reached. The Force to set out clear percentage targets for feedback.
- Force to consider periodic publication of the percentage targets which are reached, for feedback given to victims, in order to contribute to the trust & confidence agenda.

Internal consultation

In developing this section of the scheme a force race advisory group made of internal staff was brought together to examine the current position of the force in relation to areas that strongly featured in the strand of race within the diversity agenda. The focus group determined the below mentioned to be of high priority and the examination of these areas was based on research, questionnaires, stats and personal experiences of family, friends and individuals forming part of the group.

Areas identified as high priority for the force:

1. Access to our services
2. Recruitment
3. Retention
4. Progression

Race report final

Access to services

Focus group analysis

The focus group established that the main concerns to access to services were posed by language barriers. The force quite rightly had recognised the need for this provision and contracted into the Language line scheme, for staff to utilise in order to provide a good quality of service. The cost of this service amounted to approximately £93,000 expenditure for 2009 which demonstrates the commitment of the force in the area of promoting good race relations and improving the quality of service for our communities.

One of the biggest factors to access to services was communication. Language barriers were the main theme of this research and the consequent impact.

Research was carried out in how members of the public are dealt with when attempting to access our services. OCUs were visited and questionnaires were completed by relevant staff to assist in drawing conclusions. The findings were as follows:

1. Language line was identified as the main facility in place to address language barriers when accessing services.
 - The facility was found to be very lengthy in process & costly.
 - There seemed to be a varied approach in its use across OCUs & departments.
 - Ethnic minority staff were often relied upon to overcome language barriers, when available which often impacted upon workloads.
 - Language line was not adequate in allowing staff to make the initial identification of the spoken language This was determined on a trial and error basis.

Recommendations

Force to consider other more effective and productive options to address the issue of language barriers

For example:

- Providing language skills through training appropriate staff.
- Display more materials in different languages/pictorial descriptions.
- Plasma screens to be used to communicate in different languages
- Explore any voice translation software packages which may be available for use in front offices etc.
- Force to establish a focus group to assist in delivery of any of the recommendations.

Race report final

Recruitment, Retention & Progression

The West Midlands Police strategy is to:

o Seek to ensure our workforce is representative of the Communities it serves. Individuals must have the Opportunity to develop their skills and be empowered to Improve the service delivered to these communities.

o Through our policies and practice we will emphasise integrity, Fairness and impartiality in everything we do, irrespective of the Age, disability, gender, race, religion and sexual orientation of the People we serve, our colleagues and our partners.

The Human Resources Strategy 2008/09 included targets for BME recruitment and Female recruitment. The Home Office has since indicated that national targets will be removed and local targets instituted?

The Police Authority has agreed to include a challenging set of local employment targets into the West Midlands local employment strategy.

The Police Authority and West Midlands Police force became empowered to set their own recruitment targets after the national targets were abolished in December last year.

Director of Personnel for West Midlands Police has worked with the Personnel Committee to propose the following targets, all of which have been agreed by the Police Authority today.

A number of targets have been agreed by the Authority:

- A target for the recruitment of BME officers of 12%, to be increased by 2% per annum for the next three years
- For police staff, a target of 15.5% BME recruitment for the year.
- For officers progressing from constable to sergeant, a target of 10%-15% of all successful candidates should be BME
- For officers progressing from sergeant to inspector, a target of 10%-15% of all successful candidates should be BME

Chair of the Police Authority Personnel Committee, said:

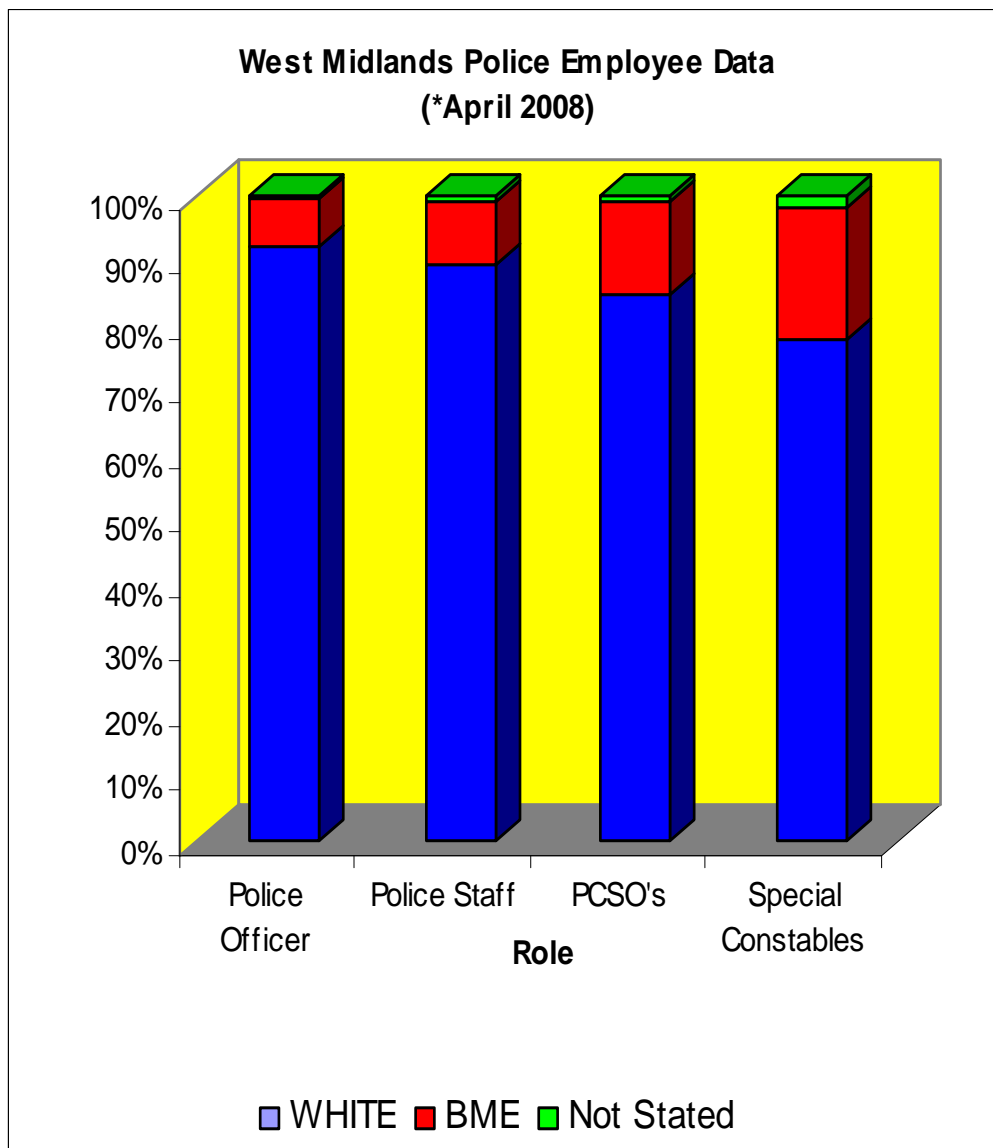
"Being one of the most diverse parts of the country, it is very important to reflect the communities that we are serving. We have set up a working group together with the force Personnel Department, which will carry out a comprehensive work programme using focus groups and individual case studies. These will enable us find out what we can do to really help people to have the best possible career opportunities within West Midlands Police."

A member of the Personnel Committee said:

"It is our aim to achieve a workforce which mirrors the working population of the West Midlands. The committee will regularly monitor statistical trends to ensure that we continue to set meaningful targets in future years."

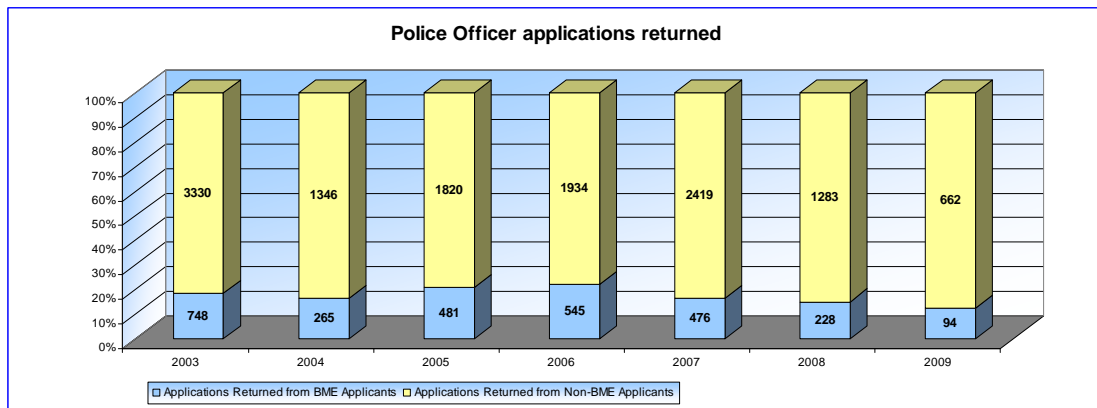
West Midlands Police Employee Data: April 2008

West Midlands Police was formed in 1974 with 5,408 officers. Today officer numbers have increased to 8,493; adding Police Community Support Officers (PCSO's), Police Staff and the Special Constabulary, the force now has over 14000 employees.

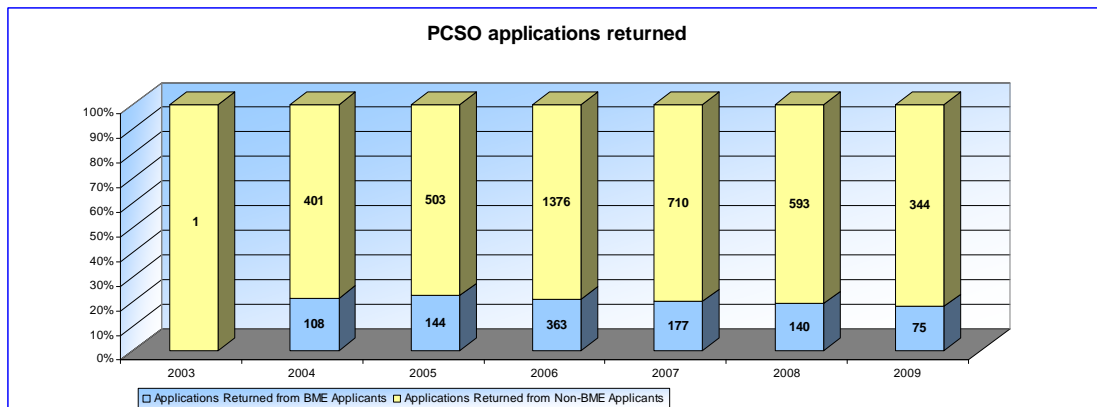


Race report final

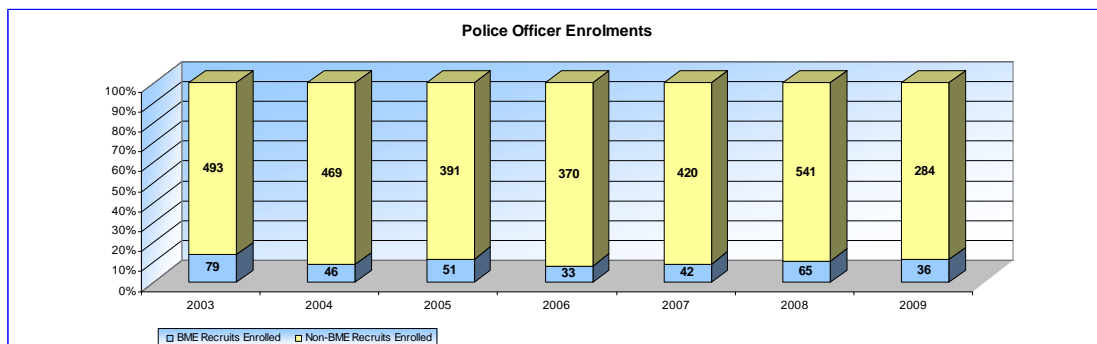
Staffing information statistics



We have received some applications have been received following recruitment open days in March 2009. Further recruitment events have been held and we have received 756 applications of which 12.43% were to people from a BME background.



In 2009 419 applications have so far been received of which 17.89% were from BME applicants. This compares to 19.09% in 2008 and 19.95% in 2007. In 2007 a total of 887 PCSO applications were received compared to 2008 only 733 were returned.



In 2008 10.72% of Police Officer recruits were from a BME background representing a 2.54% increase from 2006, in 2009 to date 320 recruits have been enrolled of which 11.25% are from BME backgrounds. 12.67% of PCSO recruits are from BME background compared to 7.77% in 2008.

Race report final

Recruitment Analysis

The above data has been analysed and can be produced in the below chart to enable direct comparisons between recruitment rate between BME and Non BME.

Recruitment data

Year	Applications		Ethnicity		Successful Applicants		Success rate %		Recruitment %
	Police	PCSO	BME	Non BME	BME	Non BME	BME	Non BME	BME
2009	662	n/a	94	568	36	248	38.3	43.7	12.6
2009	n/a	344	75	269	9	62	12	23	12.6
2008	1283	n/a	228	1055	65	541	28.5	51.2	10.7
2008	n/a	593	140	453	15	183	10.7	40.3	7.5
2007	2419	n/a	476	1943	42	420	8.8	21.6	9
2007	n/a	710	177	533	49	256	27.6	48	16
2006	1934	n/a	545	1389	33	370	6	26.6	8
2006	n/a	1676	363	1313	36	241	9.9	18.3	12.9
2005	1820	n/a	481	1339	51	391	10.6	29.2	11.5
2005	n/a	503	144	359	24	141	16.6	39.2	14.5
2004	1346	n/a	265	1081	46	469	17.3	43.3	8.9
2004	n/a	401	108	293	17	62	15.7	21.1	21.5
2003	3330	n/a	748	2582	79	483	10.5	64.5	14
2003	n/a	n/k	n/k	n/k	11	48	n/k	n/k	n/k

NOTES

- There clearly is disproportionality in the BME success rate for both Police and PCSO in comparison to non-BME staff.
- For 2009, the organisation achieved its 12% target for recruitment BME officers.
- For 2009, the organisation achieved a 12% target for recruitment of BME PCSOs.
- The average recruitment for Police officers over the last 4 yrs is 10%
- The average recruitment for PCSOs is over last 4 yrs is 12.2%

Race report final

The BME recruitment target for Police officers for 2010 and 2011 as set by the Police Authority is 14% and 16% respectively. The target for police staff has been set at 15.5% BME recruitment for the year.

Focus group analysis

The group explored the current position and practise within the organisation and the findings were as follows:

- Although the force had a comprehensive and clear policy on the positive action programme, the delivery of the programme had little structure or framework.
- The programme was found to be less effective in reaching its goals due to limited resources and dedicated funding.
- A marketing strategy for the delivery of the programme could not be found.
- A lack of partnership working amongst departments/staff associations, who have overlapping responsibilities for this area of work. i.e. BAPA, AMP, DCCU the same area of work.
- The programme delivery was based upon external organisation making requests and lacked a proactive approach.
- Force to consider a support and development programme for candidates who scored near to the success threshold. Such a programme will ensure that the expression of interest for individuals is maintained and every support is provided to future success.

Recommendations

In order to reach the projected targets for BME recruitment, considerations should be given to the below mentioned:

- HR to review the effectiveness of the current positive action programme.
- HR to explore the disproportional in success rate between groups.
- Develop a marketing strategy for positive action programme using internal and external focus groups.
- Develop partnership working within departments i.e. Staff association, DCCU to deliver this agenda.

Race report final

- Ensure BME representation on interview panels and assessment recruitment staff so as to be reflective of the communities, within these processes.

Retention Analysis

The above data has been analysed and can be produced in the below chart to enable direct comparisons between retention rate between BME and Non BME.

Retention data

Police Officer Leavers	Male			Female			Grand Total
	Code W	Codes A-O	Not Stated	Code W	Codes A-O	Not Stated	
Total for 2004	329	25	2	72	6	2	436
Total for 2005	396	16	1	77	2	1	493
Total for 2006	409	18	4	95	1		527
Total for 2007	322	16		92	9	1	440
Total for 2008	315	22		88	5		430
Total for 2009	210	8		54	3		275

PCSO Leavers	Male			Female			Grand Total
	Code W	Codes A-O	Not Stated	Code W	Codes A-O	Not Stated	
Total for 2005	10	4		11	1		26
Total for 2006	23	4		15	5		47
Total for 2007	54	8		31	6	1	100

Race report final

Total for 2008	62	14	1	38	3		118
Total for 2009	28	7		21	4	1	61

Focus group analysis

The above data shows the number of leavers each year and the BME / Gender breakdown. In 2009 the data shows 11 BME PCSOs left the organisation and analysis of their reasons for leaving, indicate a trend, that majority enrol to become regular Police officers. This inevitably boosts the overall BME recruitment targets for Police officers.

It can be seen from that there is a direct correlation between retention and recruitment rates. For example in 2009, 11 Police officers left whilst 36 were recruitment. Taking the recruitment target in isolation, it shows 12.6% was reached for this period, which meets the targets set by the Police Authority.

In real terms, when examined comparatively, retention has a direct impact upon recruitment targets. For example in 2009, 11 Police officers left the organisation for various reasons. When taking this in conjunction with the number of BME officers recruited for that year as 36, then the actual terms the recruitment rate is decreased.

Recommendations

- HR to explore the correlations between recruitment and retention rates.
- Gather reasons for leaving data for BME staff and analyse data.
- Formalise exit interviews and analyse this data to develop support mechanisms to retain staff.
- HR to explore staff associations playing supporting roles within the exit procedures.

Race report final

Progression analysis

The agreed targets as set out by the Police Authority are described below:

- For officers progressing from constable to sergeant, a target of 10%-15% of all successful candidates should be BME
- For officers progressing from sergeant to inspector, a target of 10%-15% of all successful candidates should be BME

The below table shows the breakdown on progression for all ranks.

<u>Process</u>	<u>Successful candidates</u>	<u>BME</u>	<u>Non – BME</u>	<u>% BME progression rate</u>
PC – Sgt 2008	117	8	77	6.8
PC – Sgt 2009	112	3	109	2.7
Sgt – Insp 2008	72	5	67	6.9
Insp – CI 2008	14	1	13	7.1
CI – Supt 2008	6	0	5	0
Supt – Chief Supt 2008	5	0	5	0

Race report final

Focus group analysis

The above data shows the statistics for 2008 and 2009. It must be noted that there was no Sgt – Insp process for 2009. The observations for the analysis are as follows:

- The target set by the Police Authority for PC – Sgt is 10 – 15 % of all successful candidates. The figures for 2008 show a target of 6.8 % and for 2009 a target of 2.7 %. These achieved targets clearly indicate that the force is well below the set target.
- The Police Authority target for Sgt – Insp is also set at 10 – 15 % of all successful candidates. The 2008 data shows an achieved target of 6.9 % which again falls well below the set target.
- There are no set targets for Chief Insp, Supt and Chief Supt but the above data clearly shows that the BME success rate amongst these ranks are very low in some cases non-existent.

Recommendations

- HR to examine the reasons why the achieved targets are well below the set targets.
- HR to identify common barriers for BME progression.
- HR to explore possibilities to introduce development programmes to support staff in order to meet the set progression targets.
- HR to examine reasons for non representation of BME staff at higher ranks.
- HR to explore ways in addressing representation deficits amongst the higher ranks.
- HR to make similar data analysis in respect of Recruitment, Retention and Progression within the Special Constabulary and explore methods of addressing and identified under – representation.

Race report final

Note

All the data for the Recruitment, Retention and Progression has been obtained from staffing information.

Race report final