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'STEP FORWARD' - BACKGROUND INFORMATION

1. What is 'Step Forward'?

'Step Forward' is a Positive Action pilot project that has been designed for Black and Minority Ethnic (BME) staff working within the six main CJS agencies in the West Midlands area. It aims to empower participants to utilise and transfer their skills, knowledge and understanding in order to realise their potential to progress within the CJS.

It is part of a broader strategy that the West Midlands Criminal Justice Board (WMCJB) is developing to improve the progression, recruitment and retention of BME staff within local CJS agencies. The WMCJB consulted BME staff in a series of Focus Groups in December 2007 and January 2008, and barriers to career progression was identified as one of the main issues affecting the confidence and retention of BME staff in the area. The overwhelming majority of BME officers and admin/ancillary staff that participated in the Focus Groups were in favour of the WMCJB developing a positive action coaching and mentoring scheme as part of a strategy to address the career progression barriers that BME staff face.

The 'Step Forward' programme comprises a three-day training course for participants and mentors; the development and implementation of personal action plans; one-to-one coaching and mentoring sessions; two half-day 'call back' sessions for participants and mentors, and shadowing, attachment and secondment opportunities.

2. What are its aims?

The 'Step Forward' programme aims to –

- Increase participants' awareness of their abilities and potential, and their confidence; and
- Enable them to develop additional skills, effective strategies to overcome barriers to career progression, and a personal action plan; and
- Provide them with the additional practical experience they would require to progress within the CJS.

It is -

- A learning and development programme for BME staff **of all grades** employed within the six main CJS agencies in the West Midlands area
- A Positive Action measure to improve BME career progression and representation at all levels within local CJS agencies
- A six month programme tailored to meet the individual requirements of each participant

It is not –

- A guarantee of promotion within any CJS agency
- A course leading to formal qualification

3. How does it differ from other Positive Action schemes in the CJS?

'Step Forward' is a Local Criminal Justice Board initiative and therefore –

- Is open to BME staff from **all** the six main CJS agencies; and
- Seeks to offer shadowing, attachment and secondment opportunities **across the CJS**; and
- Is open to BME staff of **all grades**, including staff employed in Admin and Ancillary posts; and
- Adopts a **broad approach** to career progression which recognises that there are many types of progression within the CJS, and a variety of routes through which staff can advance their careers.

4. What does the programme cover?

- Personal and professional development training, including the development of personal action plans that will form each participant's framework for the outcomes of the programme
- One-to-one coaching and mentoring to support and inform the implementation of personal action plans
- Shadowing, attachment and secondment opportunities to provide additional practical experience in relation to career progression goals
- Group 'Call – back' sessions at which participants will be able to share learning and support, and review the progress of the programme

5. How much time will participants and coaches/mentors need to commit to the programme?

For participants

The programme time commitment for each participant will be –

- Attendance at a three-day training course
- Attendance at two half-day 'call – back' sessions

- Attendance at six one-to-one coaching sessions; we envisage that such sessions would held on a monthly basis and that each session would last approximately two hours

= A total of **5½ days plus** the attachment, shadowing or secondment arrangements described below

The duration of attachment, shadowing and secondment placements will vary according to the requirements and workload of individual participants, as well as the availability of such placements; therefore, the duration of each placement will be the subject of consultation and negotiation with the line manager and the placement provider in each case.

For mentors/coaches

- Attendance at a two-day training course
- Attendance at two half-day 'call – back' sessions
- Attendance at six one-to-one coaching sessions; we envisage that such sessions would held on a monthly basis and that each session would last approximately two hours

= A total of **4½ days**

6. Why is there a need for a 'Step Forward' programme?

The 'Step Forward' programme has been developed because although there are differences between individual CJS agencies, current evidence indicates that the CJS within West Midlands reflects the national picture of under-representation of BME staff at senior levels.

It is in accordance with –

- The 'Positive Action' provisions of the Race Relations Act 1976; and
- The Race Relations (Amendment) Act 2000, in particular the General Statutory Duty placed upon CJS agencies and other public authorities to ensure that in carrying out their functions they have regard to the need to 'promote equality of opportunity' between persons of different racial groups; and
- 'Key Priority Action 4' of the Public Sector Agreement (PSA) 24 that requires Local Criminal Justice Boards to take local action to address any racial disparities in the employment, retention and progression rates of CJS staff that cannot be explained or objectively justified

7. Who can apply?

Participants: The 'Step Forward' programme is open to BME staff of all grades who are members of a racial group that is currently under – represented at middle and/or senior management levels in CJS agencies in the West Midlands area.

If you are unsure as to whether you fall within this definition, please contact **Kanwaljit Bansal** on **0121 250 6182** or email Kanwaljit.bansal@hmcourts-service.gsi.gov.uk for further information.

Coaches/Mentors: Any experienced CJS staff in management grade posts can apply to become a coach/mentor on the 'Step Forward' programme, **including non – BME staff.**

8. When will it take place?

- The closing dates for applications to become participants or mentors/coaches will be 31 January 2009
- Short listing will take place during week commencing 9th February 2009
- Interviews for **participants** will be held on 16th and 17th February 2009

- Interviews for **coaches/mentors** will be held on 23rd and 24th February 2009
- Initial training for **participants** will take place over 3 days during week commencing 2nd March 2009
- Initial training for **mentors/coaches** will take place over 2 days during week commencing 9th March 2009

9. What will participants get from the programme?

'Step Forward' has been designed to enable participants to increase their –

- Confidence in their own abilities and potential for career progression within the CJS
- Effectiveness in their current posts
- Knowledge and understanding of career progression processes and routes within the CJS
- Skills as candidates in recruitment and selection processes
- Ability to develop and implement effective strategies for career progression within the CJS

10. How will participants and coaches/mentors be selected?

All candidates will have to complete submit an application form by 31 January 2009. All applications will be considered during a short-listing process, and short-listed candidates will be invited to attend for interview in February 2009. At interview, the suitability of candidates will be assessed in terms of evidence of their commitment, ability, achievements and aspirations.

The short-listing and interviews will be carried out by a panel comprised of an external training consultant, an officer of the WMCJB and an Equality and Diversity Manager from one of the six CJS agencies.

Following the interviews, the WMCJB will contact the line managers of the most suitable candidates to secure their support for the inclusion of those candidates in the programme. Successful candidates will then be offered a place on the programme.

Formal induction sessions will be held at the beginning of the training courses for participants and coaches/mentors i.e. at the beginning of March 2009

The matching of participants and coaches/mentors will be informed by a range of factors, including each participant's personal action plan and preferences, and the work experience and location of available coaches/mentors.

11. Where will the training, 'call – back' and coaching sessions be held?

The training courses and 'call – back' sessions will be held at Temple Court or other accessible CJS venues in the centre of Birmingham. One-to-one coaching sessions will be arranged between participants and their coaches/mentors at mutually convenient venues.

12. How will attachments, shadowing and secondment opportunities be arranged?

Attachments, shadowing and secondment opportunities will be informed by participants' personal action plans and each opportunity will be arranged in consultation with the participant, their line manager and the relevant manager in the agency providing the opportunity. Each opportunity will be the subject of a written agreement that will set out mutual expectations and obligations in clear terms. Managers involved in providing attachment, shadowing or secondment opportunities will receive training/guidance to enable them to provide effective support to participants.

13. Will there be project work or assignments to undertake?

There will be some group work *during* the training course and 'call – back' sessions. In addition, participants may be required to undertake some specific project work/assignments *during* their attachment, shadowing or secondment placement.

14. What is the role of line manager's in 'Step Forward'?

Line managers have an important role to play in supporting participants and coaches/mentors. In particular they will be encouraged to –

- Make every effort to ensure that participants and coaches/mentors are able to undertake the programme without being overburdened by their workload; and
- Support participants in the implementation of their personal action plans through feedback and supervision.

Line managers of participants will receive a briefing on the project and their role within it, including their involvement in the monitoring and assessment of participant's progress.

15. Will staff need the support of their line manager to apply?

No, staff will not require their line manager's approval in order to *apply* for a place on the 'Step Forward' programme. However, line managers will be consulted *before* candidates are *offered places* on the programme. The purpose of such consultation will be to secure the support and cooperation of each line manager. No candidate will be offered a place on the programme without the support of his/her line manager or Chief Officer.

16. Who meets the financial costs?

The 'Step Forward' programme will be financed by the WMCJB and the Race and Confidence Challenge Fund administered by the Office for Criminal Justice Reform (OCJR).

Each local agency will be responsible for the travel expenses of any participant or coach/mentor that they employ.

17. What happens if a participant or a coach/mentor changes job or is promoted during the programme?

Given that 'Step Forward' is a CJS – wide initiative, the WMCJB expect participants and mentors to complete the programme if their new role is within the local Criminal Justice System in the West Midlands area.

For further information please contact Kanwaljit Bansal 0121 250 6182 or email Kanwaljit.bansal@hmcourts-service.gsi.gov.uk

West Midlands Police Employee Diversity Analysis September 2008

Summary

1

- Current West Midlands Police Force headcount is 14,178 including Special Constables, 13,506 excluding Special Constables
Of the 13,506, 8596 (64%) are Police Officers, 4175 (31%) are Police Staff and 735 (5%)

2

- Current Black Minority Ethnic (BME) population is 9.1% of West Midlands Police Force including Special Constables, 8.6% excluding Special Constables.
Police Officer BME strength is 642 which equates to 7.47%. F3 OCU has the largest % population from BME background 14.5%, whilst D2 has the lowest at 3.5%
Force target is 16.11%. The percentage of BME Police Officer new recruits is 11.83% and the turnover rate for BME Police Officers is 4.3%.
To reach the Force target by 2010 West Midlands Police Force would need to recruit 772 officers from a BME background.
Police Staff BME strength is 9.94% (415) and the BME strength of PCSO's is 14.4% (106)

3

- Female population of Police Officers is 28.5%; M1 OCU has the highest percentage of female officers (32.8%) compared to K1 OCU who has the lowest (22.6%).
In contrast to Police Officer female %, Police Staff female population is 63.9%.
With PCSO female population at 50.2%, when looking at the 91 PCSO's who left to Join Regular Force between 1st Sept 07 and 31st Aug 2008 only 26% were female.

4

- The largest population group of Police Officers (35.9%) falls into the 31-40 age grouping, along with PCSO's (24.6%).
The majority of Police Staff fall into the 41-50 age group, this group is 26.2% of Police Staff.

5

- All employee's were asked to complete through Oracle Self Service their Religious Belief and Sexual Orientation.
In reference to Religious Belief we have received responses from 79.7% of Police Officers, 72.6% Police Staff and 68.2% of PCSO's
The Sexual Orientation Response rate is - Police Officers 79.7%, Police Staff 72.4% and PCSO's 68%.

6

- Male staff from a BME background to receive a double increment in the Salary Wide Banding process was 2.8%, the staff overall figure was 8.12%. A shortfall of 5.32%.
However the number of male staff from a BME background to receive a Reward and Contribution payment is 16.67%, 1.21% higher than the overall staff figure of 15.46%

7

- Turnover of Black or Black British female officers is higher than the Force average however it is small numbers, a population of 40 officers with 3 leavers.
This equates to a turnover rate of 7.5 % in comparison to Force average of 4.87%.
Mixed male is low with a 3.84% turnover and mixed female is 0.0% turnover, with a headcount of 78 and 51 respectively.

Asian or Asian British male police staff have the highest turnover rate of 15.95% in comparison to Police Staff average of 9.04%. A headcount of 81 and 31 leavers between 1st September 2007 and 31st August 2008.

8

- Attendance across the Force for all Employee Types for each ethnic group is broadly comparable ranging from Asian or Asian British at 96.99% attendance to Black or Black British 96.23% attendance.

Chinese ethnic category is the exception at 99.27%, however this relates to 9 employees.

Male attendance is favourable compared to female attendance. 97.23% for males compared to 96.14% for females.

Salary Wide Banding Key

- A One Increment (Grade changed from 'lower' to full band - JEP decision attached)
- B One Increment (Normal Incremental progression)
- C Two Increments (accelerated increment granted)
- D Two Increments (Normal increment PLUS reinstatement previously withheld)
- E No Increment (Increment withheld re' attendance/performance)
- F No Increment (Top of Scale)
- G No Increment (Not due, e.g. probationary period, career break, recent promotion)
- H Reward and Contribution payment

Positive Action Leadership Programme (4 Days)

Aim:

Black and minority ethnic, gay, female, disabled officers and police staff and those from specific faith groups continue to be under-represented at all ranks and grades within the Police Service, particularly at senior levels and within key specialisms. The Leadership Academy for Policing has been working in partnership with stakeholders, staff associations and forces to develop a new Positive Action Leadership Programme. Sponsored by the Home Office, endorsed by the Police Leadership Development Executive and supporting workforce modernisation, this programme is aimed at encouraging officers and police staff from under-represented groups to stay in the service and apply for progression either laterally or through promotion when opportunities arise.

Course Learning Outcomes:

Phase One consists of the following eight modules:

- Foundation
- Values, beliefs, conditioning and limiting assumptions
- Communication
- Decision making and conflict resolution
- Leadership and management
- Mentoring, coaching and networking
- Work/ life balance
- The way forward.

Target Audience:

Participants on the programme are drawn from the following under-represented groups:

Black and Minority Ethnic, Lesbian, Gay, Bisexual, Female, Disabled, Faith.

The Positive Action Leadership Programme is aimed at all ethnic minority, female, gay or

disabled officers and police staff and those from specific faith groups, regardless of their rank or grade. It may be particularly relevant to constables and sergeants and police staff of similar grades.

Further Information:

This programme is a national one, co delivered by Centrex in conjunction with a West Midlands Police Trainer, within force but on a regional basis. Other students may be from our regional partners. The programme is in two phases – Phase 1, 4 consecutive days interactive classroom delivery; Phase 2 access to and participation on the Core Leadership Development Programme.(CLDP). For West Midlands Police employees this has been substitute with the Leadership Centre modules.

To enroll on a course please contact your People Development Officer (PDO).
