



Equality, Diversity and Human Rights Delivery Plan



EDHR Programme Board - Delivery Plan

Strategic Theme action	Strategic Theme	Action Required	PC	Action Owner	Date to be Completed	Progress Update	Risk	Staff Survey Delivery Plan - Action Number:
1.1	Operational/Service Delivery - Key Action 1	<ul style="list-style-type: none"> Continuous Improvement • PBB • Front Office Service Delivery • Contact Centre Development • CST implementation • On line reporting • Custody Estate Development Equality Impact Assessment • Community Consultation 	All	Supt Johnson - SCI, Supt Westlake - Custody Estate Development, Chief Superintendent Sturman - Continuous Improvement Programme	SCI - April 2013, Custody Development - 2015, EQIA re Front Offices will be completed - 18/01/2012, CST Implementation - Dec 2012	Front Office Consultation has been extended with Communities, CST programme role out has started and will be completed by Feb 2012, CI Programme will have completed initial CC changes on 4 LPU's by Feb 2012, SCI is considering centralisation of CC in preparation for the development of 3 Hubs by 2013, Custody Estate Plan will begin implementation of new sites in 2013, CIA's have been completed by Property Services	Community & Political Concern about the closure of front offices could impact on T&C, The clustering of Contact Centre's and front Offices could result in local knowledge of Community impact issues being lost, CST's has already seen an initial drop in quality of primary investigation due to culture and values of officers, Contact Courts could be affected,	6, 15, 19
1.2	Operational/Service Delivery - Key Action 2	<ul style="list-style-type: none"> Capacity Building within communities • LPU's to adopt the Local Policing Community Cohesion Principles • Policy on Reference Groups and KIN to be implemented and reviewed • Engagement opportunities to be enhanced on LPU's e.g. Street Watch, Volunteer Programmes etc. • Development of Social Media, maintenance of LPU internet sites 	All	Diversity Champions, Local Policing	Ongoing	The policy on Reference Groups and KIN has been signed off by the SLT, Street Watch has been launched across the force, a review of LPU KIN and Reference Groups has been conducted by Local Policing, a Social Media development plan is being progressed following feedback from the August disturbances, Local Policing Sergeants have been trained to update public facing WebPages. An EQIA will take place in order to review the Community Cohesion Principles being devolved to LPUs from the Centre.	Engagement that covers all PC's is not fully understood, FTD needs to cover all PC's, For associated risks see Community Cohesion PBB EQIA.	11, 15
1.2	Operational/Service Delivery - Key Action 2	<ul style="list-style-type: none"> Implementation of the recommendations following the August Disturbances 	All	Local Policing Programme Board - ACC Rowe	Ongoing	A force wide awards evening to recognise the contribution of both communities, partners and police family has taken place, CI Programme, Social Harm Index has been completed for all neighbourhoods, Serve & Protect 3 - Victim Focus. Work in progress on a new force policy for tackling Gangs	Failure to implement and communicate progress will impact on T&C	11, 15
1.3	Operational/Service Delivery - Key Action 3	<ul style="list-style-type: none"> Ensure that: • 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 improveWe do the right thing and deliver a service that our friends and family would be proud of. • The Chief Constable is working on a new Force vision. A new EDHR vision has been agreed 	All	ALL, DCC Thompson	Culture & Values began May 2011 and is Ongoing	Mandatory training has taken place for all staff, development of EPPF for EDHR, Serve & Protect 3 - Victim Focus. Fundamental element in the definition and promulgation of force Culture and Values project	In-effective management of complaints associated with QoS will impact on T&C, poor performance around CC & FTD will impact on T&C	15
1.4	Operational/Service Delivery - Key Action 4	<ul style="list-style-type: none"> To identify services and strategies that have a negative disproportionate impact on diverse communities. The recent findings from the August Disturbances highlights Stop & Search as a concern. • Consideration to be given to looking at 'Next Steps' stop and search audit tool (NPIA). • IPCC investigations of Deaths following Police contact is a National and Local concern • Hate Crime reporting and investigation 	All	Supt Johnson, CI Howatt, PSD, Chief Supt Byrne	Policy Portal - Oct 2012	Hate crime policy has been reviewed and a Control Plan has been developed, 3rd Party reporting centres are being progressed, a Community Reference Group has been set up to work with PSD, Police Authority review into use of Stop & Search and the decision to cease Stop & Account has been undertaken. A stop & Search Scrutiny Group has been set up in Birmingham. There is ongoing work around developing victim profiles for victim support and ASB taking into account the protected characteristics.	Without Stop & Account data we do not have an accurate reflection of the engagement our staff are having with communities.	15
1.5	Operational/Service Delivery - Key Action 5	<ul style="list-style-type: none"> Build EDHR into our service delivery at all levels. This is reflected in the EDHR governance structure. 	All	EDHR Programme Board - Supt Southern, Diversity Manager - Fiona Washington	EDHR Hub of Excellence - Nov 2012 and Ongoing	Hate crime policy has been reviewed and a Control Plan has been developed, 3rd Party reporting centres are being progressed, a Community Reference Group has been set up to work with PSD, Police Authority review into use of Stop & Search and the decision to cease Stop & Account has been undertaken. A stop & Search Scrutiny Group has been set up in Birmingham. Part of EPPF, also introduction of the planned Policy Portal will provide a single source for up to date policies and procedures which will improve consistency of behaviours	Failure to implement the recommendations could leave the force vulnerable to prosecution, impact on T&C	15,17
1.5	Operational/Service Delivery - Key Action 5	<ul style="list-style-type: none"> HMIC inspection of Police and CPS - Based on Disability Harassment Enquiry, WMP will be inspected in Jan-Feb 2012 and any recommendations made will be implemented. 	Disability	OSD, Diversity Manager - Fiona Washington, Supt Johnson - Hate Crime Silver	1/1/2012	OSD have completed a briefing paper and started a review of the recommendations, Fiona Washington has identified the evidence based required for the inspection and started to collate this data. Supt Johnson will review operational processes and implement strand action plans and reference groups.	Failure to implement the recommendations could leave the force vulnerable to prosecution, impact on T&C	15,17
2.1	People and Culture - Key Action 1	<ul style="list-style-type: none"> Ensure that policies, practices, culture values all PC's and is inclusive 	All	Head of HR, Head of Learning & Development, Diversity Manager - Fiona Washington	1/12/2012	A draft Equality Policy has been written as is going for consultation to the next Equality Forum, CI Programme with L&D are reviewing JD's for Local Policing these are subject to EQIA, all Force change programmes have been EQIA, the SSA have been reviewed to support a corporate approach, proposals have been taken to PBB for consideration of a Diversity Hub of Excellence to support the oversight of delivery against this action.	Failure to imbue such a culture could result in Misconduct, ET, T&C of staff and community.	1, 2, 3, 10, 15
2.2	People and Culture - Key Action 2	<ul style="list-style-type: none"> Ensure the working environment is inclusive and encourages development. • Review of application of reasonable adjustments for staff, deployment of restricted officers • EDHR awareness needs to be raised at all levels • EPDR roll out • Workforce strategy. • Olympic A/L policy to be subject to full EQIA. 	All	Head of HR, Head of Learning & Development, Diversity Manager - Fiona Washington	Ongoing	The EF have reviewed the process for determining reasonable adjustments are in place and prioritised through DAG, a review of restricted officer deployment has taken place by DAG. Updates are required on progress of both pieces of work. A new Disability 'reasonable adjustment' policy is being developed and will go live in Jan 2012.	The current block on officers moving roles is impacting on morale and development. There may be a legal challenges if the policy is not applied consistently across the force.	5, 8, 11, 14, 15, 20
2.3	People and Culture - Key Action 3	<ul style="list-style-type: none"> Improve recruitment, retention and development for staff from diverse backgrounds • Review promotion process • Ensure that preferencing processes are EQIA • Exit interviews to capture EDHR issues • Review with PSD the current vetting process for certain roles that force disclosure of PC's • Review process for Flexible working reviews is in line with EQIA, EPDR role out. • Staffing information needs to broader reflect PC's. • We need to ensure we understand changing demographics to the organisation as a result of voluntary & compulsory redundancy and put measures in place to counter any adverse effect. 	All	Head of HR, Head of Learning & Development, Diversity Manager - Fiona Washington, Head of Professional Standards	1/8/2012	A working group to look at BME progression headed by Chris Rowson has been set up. Revised staffing information has been requested to assist with the publication of information. Exit interviews will be available online for completion. Tina Fergus looking at PBB options post phase 2.	Vetting processes may be a barrier to people from certain PC's applying for specialist roles, without an accurate picture of workforce demographics we will not be able to consider positive action in key areas as an option.	7, 15, 18
2.3	People and Culture - Key Action 3	<ul style="list-style-type: none"> Staff survey results pertaining to issues of EDHR to be progressed. These will be captured within the EDHR Programme Board for development - see separate action sheet for staff survey. 	All	Head of HR, Head of Learning & Development, Diversity Manager - Fiona Washington	1/6/2012	A meeting has been held with the DCC and SSA to discuss the survey results, an action plan has been drawn up to address the points raised which will be progressed through the EDHR Programme Board, the DCC is leading on the response to the staff survey and all Dept's and LPU's have set up a focus group to address points raised within their local survey's, Newsbeat article to promote the work that will be done. Staff survey EDHR actions will be merged into the EDHR delivery plans.	Failure to deal with issues raised will affect T&C amongst our workforce.	7, 15, 18
2.3	People and Culture - Key Action 3	<ul style="list-style-type: none"> A skills database is to be developed to ensure we can utilise specialist skills of staff in our service delivery. This is a staff survey action. 	All	Diversity Manager - Fiona Washington, Supt Fraser, Head of ICT, Head of L&D	1/12/2012	The purpose of such a tool was raised at the EDHR Strategic Board and sig off has been given to develop some proposals, papers of previous research have been gathered for review and a small working group will be set up headed by Supt Fraser to progress this work.	Opportunities to better engage communities and influence our policing response are being lost by not recognising the value of diversity offered by our workforce.	
2.4	People and Culture - Key Action 4	<ul style="list-style-type: none"> Reviewing our approach to Rewards & Recognition as a driver to promoting EDHR 	All	Head of HR	1/5/2012	A Reward & Recognition Policy exists, LPU's and Dept's hold 6 monthly ceremonies, WMP has recently held a ceremony in relation to the August Disturbances.	Failure to demonstrate a transparent process will result in a loss in T&C.	4, 15
2.5	People and Culture - Key Action 5	<ul style="list-style-type: none"> Confidence in our professional standards, complaints and misconduct procedures • Review of the breakdown of complaints and misconduct from those within a PC • Learning the lessons - how are these shared • How do we ensure transparency through engagement e.g. Reference Group. 	All	Head of PSD, Head of HR, Head of Legal Services	1/5/2012	Analysis is available for LPU's and Dept's to examine and action locally, a reference group has been set up for a high profile Police Contact Death. Misconduct outcomes are published for all staff to see.	Failure to demonstrate a transparent process will result in a loss in T&C.	15
2.6	People and Culture - Key Action 6	<ul style="list-style-type: none"> Ensure that our culture and values are at the heart of everything we do. • A rise in capability procedures is being experienced where officers and staff require reasonable adjustments. 	All	ALL	1/4/2012	Mandatory training has taken place for all staff, regarding Taylor issues, learning the lessons are published on PSD website, force resolution procedure is in place. The Equality Forum have been asked to explore the extent of this as a problem and bring a paper back with findings and recommendations.	In-effective management of complaints, misconduct, failure to manage under performance will impact on T&C Failure to share lessons learned leads to risk, and increase in Employment Tribunals.	13, 15
3.1	Organisational Processes - Key Action 1	<ul style="list-style-type: none"> EPPF has been developed for EDHR 	All	Head of OSD	1/4/2012	EPPF has been developed for EDHR, this now requires further development through the EDHR Programme Board		9, 15
3.2	Organisational Processes - Key Action 2	<ul style="list-style-type: none"> The Equality Standard has been implemented within WMP and requires further review to assist the publication of data, identification of EDHR Objectives and to assist development of through the Delivery Plan. This will be progressed by an analyst. 	All	Diversity Manager - Fiona Washington	1/3/2012	Every Dept and LPU has been using the ES for over 12 months, it is currently being reviewed in preparation for the HMIC inspection.	There is no dedicated analytical support to review the ES to assist the progression of EDHR.	15
3.3	Organisational Processes - Key Action 3	<ul style="list-style-type: none"> EQIA policy has been reviewed and re-launched, support to embed training is now required. 	All	Diversity Manager - Fiona Washington	1/4/2012	An NCALT training package has been developed and is now live, senior officers have received training in the new policy to ensure compliance. Between Jan and March 2012, 350+ staff will be trained. Looking at migration of similar training for Community Impact Assessments.		9, 12, 15
3.4	Organisational Processes - Key Action 4	<ul style="list-style-type: none"> Business processes and resource allocation need to promote equality. • Ensure that processes that look at budget allocation consider equality implications both internally & externally. • Review the procurement process to ensure it's compliance with EDHR. 	All	Head of ICT, Head of Business Support, Head of Legal Services, Chief Superintendent Byrne	Policy Portal - Oct 2012	Introduction of the planned Policy Portal will provide a single source for up to date policies and procedures which will improve consistency of behaviours		15
3.5	Organisational Processes - Key Action 5	<ul style="list-style-type: none"> Ensure we have an open process by which communities can hold us to account and enables effective communication and consultation. WMP will ensure accountability to communities by publishing data. 	All	Chief Superintendent Byrne	Policy Portal - Oct 2012	The policy on Reference Groups and KIN has been signed off by the SLT, Street Watch has been launched across the force, a review of LPU KIN and Reference Groups has been conducted by Local Policing, a Social Media development plan is being progressed following feedback from the August disturbances, Local Policing Sergeants have been trained to update public facing WebPages. Improved internal understanding and consistency of approach will be supported by the implementation of the proposed Policy Portal	Engagement that covers all PC's is not fully understood, FTD needs to cover all PC's,	15
3.5	Organisational Processes - Key Action 5	<ul style="list-style-type: none"> Publication of Information 	All	Diversity Manager - Fiona Washington, Chief Superintendent Byrne	Policy Portal - Oct 2012	A consultation process has taken place with communities and internal staff to determine which data the public would want us to publish, a collection plan has been put in place to collect this data. Introduction of the planned Policy Portal will provide a single source for up to date policies and procedures which will improve consistency of behaviours and provide a reliable platform/information resource for selected external publication	Failure to publish will be a breach of our Duty under the Equality Act.	15
3.6	Organisational Processes - Key Action 6	<ul style="list-style-type: none"> Ensure that our culture and values are at the heart of everything we do. 	All	ALL, DCC Thompson	Culture & Values began May 2011 and is Ongoing	Culture and Values is a core organisational change programme and is seen as underpinning most other key Organisational Change projects and activity		15

Staff Survey Delivery Plan

Action	Issues	Strategic Theme - Key Action	Contact	Local delivery plan owner	Current position	Risks / Issues	Recommendations	Further Updates	Outcome
1	A concern was raised about the appropriateness of language unchallenged by some colleagues which may cause offence	2.1	Chris Rowson		Force policy is in place to deter inappropriate language and behaviour	Culture and values issue (i.e. staff not challenging workplace behaviour)	SSAs to explore the issues through SSA Chairs forum (also see attached paper 1)		
2	Some consideration was urged regarding freedom of expression and the ability people of faith have to speak freely about their beliefs in and outside the workplace, particularly where that may be relevant to the force Hate Crime policy – openness about faith should be mainstream	2.1	Chris Rowson	Head of HR		Culture and values issue (balancing individual rights risk)	SSAs to explore the issues through SSA Chairs forum (also see attached paper 1)		
3	WMP's policy regarding trans colleagues in relation to operational roles is not consistent with that of neighbouring forces and this may cause an issue during mutual aid work – the force was asked to approach the ACPO LGBT/Trans lead with a view to defining best practice	2.1	CS Jo Byrne	Head of Local Policing		Potential contravention of articles 3, 8 of Human Rights Act	(see attached paper 2)		
4	The process for recognising good work was felt to be bureaucratic	2.4	CS Jo Byrne	Head of Local Policing		Staff will not be recognised for good work and may become demoralised and demotivated and not perform to the best of their ability as a result.			
5	Voluntary roles undertaken by employees, often in a personal capacity within their communities, are not recorded, so credit for their expertise is not routinely retained and, on occasion, seems to be regarded with some negativity	2.2	CS Jo Byrne	Head of Local Policing			Capture a database of skills, cultural background etc to account for the employees skills gained outside of work.		
6	There is a concern that the value of the relationships and networks built by colleagues within communities is lost when they are moved	1.1	CS Jo Byrne	Head of Local Policing			Capture a database of skills, cultural background etc to account for the employees skills gained outside of work. Provide protected time to enable these persons to be utilised by other departments		
7	The recent promotion boards did not result in any BME staff reaching higher rank, which can affect general confidence in the process, and the feedback given is felt to vary in quality and consistency	2.3	Chris Rowson	Head of HR	No BAME staff in the Sgt. to Insp. process were successful	Those staff with protected characteristics will lose faith in workforce equality of opportunity. This will lead to an organisation that is not representative of its communities	SSAs to share good practice regarding positive action and successful schemes i.e. mentoring. Diversity Champions and other senior leaders have a responsibility to encourage diverse promotion and progression. (see attached paper 5)		
8	WMP loses the creative thinking of colleagues by not applying its diversity strategy as fully as it could – fundamentally people feel their voice is not heard	2.2	CS Jo Byrne	Head of Local Policing	There are opportunities to raise issues through the current structure 'equalities forum' plus lpu diversity groups		All diversity practitioners, DCs and SSAs to promote the EDHR structure to encourage participation.		
9	Managers need more training to deal with risk assessments and reasonable adjustment issues with greater competence/confidence	3.1 3.3	Chris Rowson	Head of HR			Reasonable adjustment policy is being finalised. Line managers to encourage staff to complete NCALT diversity packages and volunteer for EQIA training.-		
10	Some consideration could be given to working on a Carers Policy and to the treatment and classification of "restricted" colleagues	2.1	Chris Rowson	Head of HR	work in progress	WMP is not taking full advantage of staff skills	See attached paper 4		
11	Opportunities for flexible working and career development for colleagues across all diversity strands needs greater consideration	2.2	Chris Rowson	Head of HR			Requires more line manager briefing (see attached paper 3)		
12	It was recognised that the EQIA has been completed for the current PBB, but the current CIP/loss of posts/lack of recruitment may need some study to identify any adverse effect on specific groups, and the resulting outcome on the demographic profile of the force	3.3	Chris Rowson	Head of HR	staffing information have the capacity to extract data to highlight changes in demographics	although WMP can monitor changes it cannot always influence the choices of leavers or those that take up VR.	WMP can learn from exit interviews to highlight trends		
13	The % of colleagues who "prefer not to say" in relation to personal characteristics was felt to be disappointing, and some thought needs to be given to increasing trust and confidence so that colleagues are more willing to state this in future – it was suggested that some additional explanation of the value of the information, and reassurance about confidentiality, could be helpful	2.6	Chris Rowson	Head of HR	the undertaking of the staff survey annually will improve trust and confidence for people to disclose status	A persons right not to disclose must also be respected as an option.	SSAs to identify issues/barriers to disclosure of protected characteristics. Explain why WMP collects information and ensure that it is necessary		
14	A sense of alienation and being undervalued remains amongst some groups of staff and there is a resulting lack of engagement in the promotion process	2.2	Chris Rowson	Head of HR			Align with 8 above		
15	Some colleagues felt that there needs to be more ongoing investment in diversity work, and that the effort is sometimes relegated to "crisis management"	ALL	CS Jo Byrne	Head of Local Policing	WMP existing EDHR structure has recently changed with the adoption of a strategic group and bronze delivery groups.		Staff event to promote the EDHR structure		
16	There are sometimes contradictory messages regarding community engagement – either not to get involved, or actively intervene in emergencies	1.2	CS Jo Byrne	Head of Local Policing		missed opportunities to improve trust and confidence of communities	'Hub of Excellence' to utilise staff skill sets to enable better community engagement		
17	Diversity is no longer an issue at the top of the national agenda, so it is not being championed externally. However the point was made that local progress will make more difference to our colleagues anyway, and leadership takes place at all levels so there are many opportunities to affect change	1.5					See 16 above		
18	Consideration needs to be given to general force-wide diversity training	2.3	CS Pete Munroe	Head of L&D			Should there be mandatory EDHR training? As an alternative there is NCALT, EQIA training and external providers		
19	The operational priorities of neighbourhood teams may be discouraging worthwhile community engagement opportunities – we need to review whether as a force we are bridging the gap between what the force plans and what communities want	1.1	CS Jo Byrne	Head of Local Policing	Reference groups are currently being used to determine community needs		'Hub of excellence' to co-ordinate specialist reference groups. LPUs to encourage local partnerships and reference groups via local hubs.		
20	The gap between corporate departments and LPUs may be resulting in loss of momentum when there are good ideas/initiatives, and Staff Associations do not always feel empowered to implement useful measures – this may be addressed via greater general understanding/empathy based on training/information, and space/facility time allowed to colleagues active within the agreed diversity agenda	2.2	CS Jo Byrne	Head of Local Policing	There are opportunities to raise issues through the current structure 'equalities forum'. The SLA will formalise protected time to carry out actions.		'Hub of excellence' to be proactive in providing community intelligence, engagement and strategic and local 'Tac' advice.		