

West Midlands Police

DISABILITY EQUALITY SCHEME 2006-2009

Year One Review (December 2007)



Contents

1. Background	2
1.1. Disability Equality Duty	2
1.1.1. General duty	2
1.1.2. Specific duty	2
1.2. West Midlands Police as an Employer	3
1.3. West Midlands Police as a Service Provider	3
2. How we deliver disability equality objectives	4
2.1. Corporately	4
2.2. Locally	6
3. Achievements 2006/7	7
4. Next Steps	9
5. Appendices	10
5.1. Appendix A: Corporate objectives on Disability	10
5.2. Appendix B: The DES Action Plan 2006-2009	12

1. Background

1.1. Disability Equality Duty

In 2005, the government produced a strategy entitled 'Improving the Life Chances of Disabled People', which stated that 'by 2025, disabled people should have full opportunities and choices to improve their quality of life and be respected and included as equal members of society'¹.

Consequently, since December 2006, there has been a legal duty on all public sector organisations to promote equality of opportunity for disabled people. This disability equality duty was broken down into two parts:

1.1.1. General duty

All public bodies have a duty to promote disability equality. The Disability Discrimination Act 2005 stated that 'every public authority shall in carrying out its functions have due regard to—

- the need to eliminate discrimination that is unlawful under this Act;
- the need to eliminate harassment of disabled persons that is related to their disabilities;
- the need to promote equality of opportunity between disabled persons and other persons;
- the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- the need to promote positive attitudes towards disabled persons; and
- the need to encourage participation by disabled persons in public life.'²

1.1.2. Specific duty

The Force is a named public authority, therefore, under the specific duty regulations the Force is required to produce and publish a disability equality scheme. The scheme should include details of:

- The way in which disabled people have been involved in the development of the scheme;
- Methodology for impact assessments;
- Steps to be taken in order to fulfil our general duty (i.e. an action plan);
- Arrangements for gathering information in relation to employment; and

¹ Prime Minister's Strategy Unit report to transform the life chances of disabled people (19/1/2005): http://www.cabinetoffice.gov.uk/strategy/news/press_releases/2005/050119.aspx

² Disability Discrimination Act 2005: <http://www.opsi.gov.uk/acts/acts2005/20050013.htm>

- Arrangements for putting the information gathered to use in reviewing the effectiveness of the action plan and in preparing subsequent DES;

The Force must, within three years of the DES being published, take the steps set out in its action plan, and must publish annual reviews of the steps taken.

1.2. West Midlands Police as an Employer

As an employer, we must ensure that people with disabilities are not discriminated against at any stage of the employment life cycle, namely recruitment & selection, training & development, promotion, and resignation/dismissal/redundancy/retirement. This will include making reasonable adjustments where current procedural arrangements or physical features of premises place the disabled person concerned at a 'substantial disadvantage in comparison with persons who are not disabled'³. We will undertake positive action initiatives to encourage and support people with disabilities to achieve their full potential working for West Midlands Police. We will ensure that people with disabilities working for the Force are not subjected to harassment as a result of their disability.

1.3. West Midlands Police as a Service Provider

Sir Paul Scott-Lee, West Midlands Police Chief Constable, has expressed his vision for the Force as follows:

**TO REDUCE CRIME AND DISORDER
AND MAKE OUR COMMUNITIES FEEL SAFER**

This overarching vision complements and drives West Midlands Police efforts to achieve the Government objectives as contained in the National Community Safety Plan 2006-2009.⁴

If we are to make all our communities feel safer, we need to ensure that our services are accessible to all members of those communities, including people with disabilities. This means considering victims of crime, people who commit crime, as well as other members of the public. We will build levels of trust and confidence by ensuring that people who use our services are not discriminated against on the grounds of disability.

³ Disability Discrimination Act 1995: http://www.opsi.gov.uk/acts/acts1995/ukpga_19950050_en_2#pt2-pb1-l1g6

⁴ The National Community Safety Plan 2006-2009 (which incorporates the National Policing Plan 2004-2007) is available at <http://www.crimereduction.gov.uk/ncsp>

2. How we deliver disability equality objectives

2.1. Corporately

Chief Officer Champions

The Deputy Chief Constable is the strategic lead for Diversity in the West Midlands Police. An Assistant Chief Constable for Citizen Focus was appointed in 2007.

Trust & Confidence Board (TCB)

The TCB is the strategic body set to maximise trust and confidence in West Midlands Police. It incorporates strategic engagement with our staff and communities to inform our policies, plans and service delivery. The meeting is chaired by the Deputy Chief Constable and has responsibility for overseeing the Force's equality and diversity strategies. This includes ensuring that Disability Equality Scheme objectives are met.

Diversity Key Advisory Group (Diversity KAG)

The Diversity KAG has been set up in 2007 and is chaired by ACC Citizen Focus. This group aims to drive and monitor the delivery of the tactical actions established as a result of the strategic direction set by the TCB. The terms of reference for the Diversity KAG are:

- Monitor delivery of actions & priorities from the Strategic Plan for Diversity
- Monitor force performance within a suite of Diversity performance measures
- Monitor progress of force Equality Schemes
- Provide corporate support and direction to Diversity Champions
- Develop & support our support associations and networks
- Provide connection between the workforce and service delivery aspects of our diversity work

The Diversity KAG has a Personnel sub-group, chaired by the Head of Corporate Personnel, to identify issues relating to the workforce, promote good practice and improve diversity in the workplace.

Diversity & Community Cohesion Unit (DCCU)

The DCCU focus on working with colleagues to ensure that service delivery is appropriate to the diverse needs of our communities. This includes engaging with strategic partners and stakeholders to identify issues impacting on community cohesion. The DCCU proactively listens to communities, stakeholders and other agencies, to identify means of improving levels of trust and confidence in the Force. The DCCU also assist in assessing the impact of policies and practices on our communities. The DCCU is currently staffed by a Force

Diversity Co-ordinator, a Project Manager, a Diversity Research Officer and an Integration & Community Cohesion Officer.

Personnel Diversity Team

The Diversity Team focus on ensuring that employment practices are appropriate to the diverse needs of our workforce. This includes a variety of activities aimed at becoming an employer of choice for all people. For example: positive action to improve the levels of under-represented groups across (and at all levels of) the organisation; policies and actions to prevent bullying and harassment; policies encouraging flexible working; assessing the impact of employment policies and practices on our workforce and potential workforce; benchmarking with external organisations to identify best practice; and working with our Staffing Information department to monitor employment data. This team is headed by the Diversity Manager, supported by a Diversity Officer and Clerical Assistant.

Education Development & Training Diversity Board

This group is chaired by the Chief Inspector for EDT, and is also attended by the Training Diversity Champions, Diversity Manager and others from the Training function. The aim of the group is to ensure that training is accessible to all, in terms of physical venues and materials used.

Support Groups

In addition to the above, a number of support groups progress the different aspects of our diversity and equality objectives to ensure that they are consistently applied across the Force. These include:

- Disability Advisory Group
- Disability Equality Scheme Working Group
- Black and Asian Police Association (BAPA)
- Rainbow (LGBT network)
- Gay Police Association
- West Midlands Association of Women in Policing (WMAWP)
- Inter-Faith Working Group

West Midlands Police Authority

The Force is accountable to the WMPA, which monitors our performance against objectives. The WMPA has a strategic role and is not responsible for the day-to-day delivery of policing, which is the responsibility of the Chief Constable.

The WMPA works through its committees and members to:

- Monitor progress and activities of the Force in areas of work relating to diversity and equality by mainstreaming issues of diversity and equality into its scrutiny of Force performance.
- Monitor and scrutinise Force performance, utilising Force data and information in addition to that available on other forces and organisations.
- Maintain an awareness of policies and procedures utilised by the force and monitor their impact on the delivery of the Authority's Local Policing Plan.
- Ensure that the Force reflects the diverse communities it serves and that best practice locally, nationally and internationally is disseminated throughout the Force.
- Monitor and scrutinise finances and budgets, including revenue and capital expenditure.
- Ensure that the Force delivers the current national policing priorities of Neighbourhood Policing, workforce modernisation and improving the quality of service.
- Take into account the views of the community.

2.2. Locally

Diversity Champions

Each Operational Command Unit and headquarters department has a nominated Diversity Champion. The role of the Diversity Champion is to support the implementation of the Force Equality Schemes (Race, Gender and Disability) at a local level. Diversity Champions are identified by OCU Commanders or Departmental heads to carry out the role in addition to their primary role. The DCCU and Personnel Diversity Team work together to support Diversity Champions and disseminate good practice.

Local Diversity Action Plans

Each OCU has a local Diversity Action Plan which incorporates their actions from the Equality Schemes. The Diversity Champions, OCU Commanders/Departmental heads and local Personnel Managers work together to achieve good practice locally.

3. Achievements 2006/7

Appendix A details the Force's objectives on Disability Equality. Listed below are achievements that contribute towards meeting our objectives, and examples of good practice relating to disability equality.

HMIC Baseline Assessment

In 2005, the HMIC Diversity Baseline Assessment awarded West Midlands Police a 'fair' rating. In 2006, the Force was upgraded to 'good'.

West Midlands Police, together with North Yorkshire and West Mercia Constabularies, have participated in a pilot project on mainstreaming diversity. This project was independently reviewed in summer 2007, and we are currently awaiting the results of this review.

Awards & Recognition

- Shaw Trust Star Awards: Regional Special Recognition Award
- Employers Forum on Disability: Disability Standard Benchmark Gold Award (ranked 1st of all participating police forces and 5th overall, out of 116 public and private sector organisations)
- Employers Forum on Disability: National Award for involvement of people with disabilities in the creation of our Disability Equality Scheme
- RADAR: Short listed for National Award (to be announced 3 December 2007)

Disability Awareness Week, 19-23 November 2007

- **Walking The Talk** – this was a one-day workshop aimed at improving understanding of diversity as it relates to Neighbourhood Policing. It included information on all six strands of diversity, including disability.
- **Disability Awareness for Line Managers** – this involved three one-day workshops at venues in Walsall, Coventry and Birmingham, for line managers and supervisors. The aim was to provide guidance on the requirements and expectations the Force has of managing colleagues with disabilities. It included presentations on:
 - Disability legislation
 - Support mechanisms
 - Disability risk assessments and Personal Emergency Evacuation Plans
 - Shaw Trust partnership & the Workstep programme
 - Access to Work services
 - Mental health in the workplace

There were also two case study workshops, question and answer sessions, and the delegates watched the Disability Rights Commission's BAFTA Award Winning short film, "Talk". It is a thought-provoking film promoting disabled peoples' rights of access and gives guidance for service providers.

Review Of Progression & Development Arrangements For Police Officers

A piece of research has been commissioned to examine the West Midlands Police promotion processes for police officers (federated ranks), with specific reference to the six strands of diversity, including disability. The review began in October 2007, and a report will be presented to the TCB in February 2008. It will cover promotion processes of PC to Sergeant, Sergeant to Inspector and Inspector to Chief Inspector, including use of development plans; analysis of application forms / written submissions to identify specific themes / issues; identification of career paths for successful candidates (is there evidence of a particular career pathway?); and management and logistics of the promotion processes themselves.

Training Accessibility

The EDT Diversity Board has undertaken a number of pieces of work in 2007 around disability equality. Examples are:

- Amending handouts and training materials to ensure accessibility for colleagues with dyslexia.
- Examination of the possibility of dyslexia testing for all new police officer recruits.
- Awareness sessions for trainers.
- Production of a "Wheelchair Etiquette" guide which will be incorporated into guidance being created for officers on arresting people in wheelchairs.

Community Involvement in Police Training

The DCCU, together with the Head of Employee Development and Training, involved members of the local community in evaluating the delivery of training on 'Stop & Search Powers' to new police recruits. This involved community members observing police officers exercising their powers during training scenarios.

PCSO training also includes community placements, and a review by Education Training & Development has been undertaken to ensure that the placements include disability organisations.

4. Next Steps

During the Year One Review of the action plan, the Disability Equality Scheme Working Group met to review progress against each of the actions. Diversity Champions, Departmental Heads, Personnel Managers, and other action owners fed back on progress, and discussions took place with the group regarding how the actions ought to be rated.

Appendix B shows the DES Action Plan 2006-2009. The plan has, where agreed, been coded as red, amber or green:

- **Red** implies that work has yet to commence on achieving this action, or little progress has been made;
- **Amber** implies that activities are underway to achieve this action, and the Force is on target to meet the action by 2009.
- **Green** implies that the activity is completed or is occurring effectively and appropriately on an ongoing basis.

The group did, however, highlight some difficulties with this rating process against some of the actions, on the basis that activity levels differ across the Force. Where some OCUs/Departments have highlighted examples of best practice and proactive efforts to advance disability equality, some have much room for improvement. Rather than giving all such actions an average 'amber' rating, we have opted to colour code these actions as **blue**. We will take this opportunity to highlight examples of best practice, and also to confirm how we will encourage all OCUs and Departments to be more proactive.

The Force is also considering the implications of the Government's recent Single Equality Bill, and the creation of the Equality & Human Rights Commission (EHRC). We are therefore researching the possibility of creating a single equality scheme, incorporating actions to promote disability equality alongside the other six strands of diversity, in addition to general issues of equality and human rights.

5. Appendices

5.1. Appendix A: Corporate objectives on Disability

Promote Disability Equality

- Promote the social model of disability
- Find out what barriers there are and work towards removing them in terms of:
 - Policies and procedures
 - Access to information and services
- Employment to reflect the diversity of the local population (tackling under-representation of disabled people)
- Responsive and accessible services
- Involvement and inclusion, not isolation

Eliminate discrimination of people with disabilities

- Challenge attitudes that may be patronising
- Challenge inappropriate behaviour as unacceptable
- Policies and procedures such as Equal Opportunities, Prevention of Bullying and Harassment
- Portray positive images of disability through the media of communication

Eliminate harassment of people with disabilities

- Create a culture where harassment is not acceptable and will not be tolerated
- Challenge anti-social behaviour positively
- Formal procedure to deal with harassment and establish support mechanisms
- Hate crime relating to disabled people to be monitored and appropriate action taken

Promote positive attitudes towards people with disabilities

- Through the media of posters and pictures
- Support groups and support mechanisms
- Disability events
- Meetings with disabled people
- Advertising in the disability media
- Distribution of merchandise publicising the force's focus on ability, not disability
- Use of role models
- Training our own employees

Encourage participation of people with disabilities

- Support formation of groups and networks

- Involve disabled people on issues affecting them
- Provision of a safe environment
- Partnership working

Consideration for disabled people's disabilities

- Positive action in terms of recruitment (retaining the "Two Ticks" symbol).
- Positive action recruitment using 'Workstep' in partnership with Shaw Trust.
- Reasonable adjustments made to accommodate disability
- Training and development
- Appropriate assessment

5.2. Appendix B: The DES Action Plan 2006-2009

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
ENCOURAGE PARTICIPATION OF PEOPLE WITH DISABILITIES				
1	SUPPORT FORMATION OF GROUPS AND NETWORKS			
1.1	Research local OCU community profiles in terms of disability and build Key Individual Networks (KIN) and links with organisations.	<ul style="list-style-type: none"> Community Reassurance Officers DCCU Diversity Team Diversity Champions 	October 2007	<ul style="list-style-type: none"> Added to local Diversity Action Plan template, to ensure OCUs complete. Feedback was sought from OCUs & CROs via Diversity Champions. Best practice examples included E1 OCU, where each Sector has been asked to review their current KIN to ensure that they have good representation. Where they find they have not, they are tasked with identifying mechanisms whereby they may actively reach out to disability and other minority groups. They have identified disability groups locally to assist in this process. The Diversity Team collated a list of available Disability organisations in the DES. This will be circulated to CROs, Diversity Champions and OCUs to assist them in creating more representative KINs. The DCCU, as owners of the KIN lists, will review appropriate levels of access to the KIN databases locally.
1.2	Form a working group of individuals and organisations representing disability to become an Independent Advisory Group (IAG) for the force.	<ul style="list-style-type: none"> Diversity Manager Police Authority DCCU 	October 2007	Put on hold by ACC Citizen Focus until completion of the Strategic Plan for Diversity. To be reviewed by Diversity KAG in Q1 2008.
1.3	Develop a force data base on disability organisations and individuals who would like to be involved force wide.	<ul style="list-style-type: none"> DCCU Diversity Team 	August 2007	<ul style="list-style-type: none"> The DES contains a list of local Disability organisations, charities & individuals. This is accessible across the Force. The Diversity Team & DCCU will work together to create a database covering all six strands of diversity, along with guidance on formalising engagement arrangements with these groups, e.g. standard letters, regular reviews and publicising/marketing formal arrangements.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
1.4	Develop internal networks through the Disability Advisory Group and Diversity Champions.	<ul style="list-style-type: none"> Diversity Manager Diversity Champions 	April 2007	<ul style="list-style-type: none"> This will be an agenda item at a future Diversity Champion meeting, specifically around creating local networking opportunities. Shaw Trust representative attended the Diversity Champions meeting on 23.10.2007 to discuss their role in local disability equality initiatives
2	ACTIVELY INVOLVE PEOPLE WITH DISABILITIES IN POLICY AND DECISION-MAKING			
2.1	Maintain evidence portfolio of work undertaken and disability involvement.	<ul style="list-style-type: none"> Diversity Manager 	2007 - 2009	Ongoing
2.2	Maintain membership of DES Working Group.	<ul style="list-style-type: none"> Diversity Manager 	2007-2009 Quarterly Meetings	Ongoing. Meetings held March, June & November 2007.
2.3	Ensure Disability Advisory Group representation on committees is maintained.	<ul style="list-style-type: none"> Diversity Manager 	Ongoing	Representatives from the DAG sit on the Trust & Confidence Board, Diversity KAG and Diversity KAG Personnel Sub Group.
2.4	Ensure people with disabilities are involved in the Equality Impact Assessment process.	<ul style="list-style-type: none"> DCCU Diversity Manager 	Ongoing	Ongoing. We will introduce a way of monitoring and evidencing this involvement.
3	PROVIDE A SAFE ENVIRONMENT			
3.1	Working with Property Service, arrange annual reviews and environmental audits.	<ul style="list-style-type: none"> Property Services Local OCUs 	Annual Review	Property Services have now gained approval to have members of the department trained as Disability Access Auditors. Areas of concern can be highlighted and work carried out where possible.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
3.2	Provide guidance to line managers on the requirements and expectations the force has of managing staff with disabilities.	<ul style="list-style-type: none"> • Diversity Team • DAG • DES Working Group 	July 2007	<ul style="list-style-type: none"> • The Disability Awareness Week was run on 19th-23rd November 2007, with the aims and objectives designed around achieving this action. • For those unable to attend, we will make the presentations and handouts available online to be downloaded internally by anyone who needs them. This will be publicised on Message of the Day. • A Management Guide to Managing Disability is in draft form, and will be produced in Q1 2008.
3.3	Complete personal emergency evacuation plans (PEEPs) for all staff and visitors with disabilities.	<ul style="list-style-type: none"> • Personnel • Occupational Health and Safety 	July 2007	<ul style="list-style-type: none"> • Completed in part. Guidance has been sent to all OCUs. • Reference has been made in the Health & Safety file. • Health & Safety auditors will ask for PEEPs as part of their audits. • The process needs to be formalised and recorded as appropriate, for staff and visitors.
4	ENCOURAGE PARTNERSHIP WORKING			
4.1	Promote and further develop partnership working with Shaw Trust in terms of the Workstep and 'Staying in Work' programmes.	<ul style="list-style-type: none"> • Corporate Personnel • Shaw Trust • Occupational Health 	November 2007 November 2008 November 2009	Partnership arrangements are currently being reviewed by Diversity, Occupational Health, Shaw Trust & Personnel to ensure maximum benefits.
4.2	Extend the Shaw Trust partnership arrangement to other organisations.	<ul style="list-style-type: none"> • Diversity Manger • Shaw Trust 	March 2007	<ul style="list-style-type: none"> • The Shaw Trust Partnership Manager regularly visits other Forces & attends networking events with the Diversity Manager. • British Transport Police, North Wales and Hampshire have signed up to work with Shaw Trust, with interest being expressed by a further nine Forces.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
4.3	Develop strategy for working with people with mental health issues involving staff and external organisations who have experience of mental illness, staff associations, Unions, ACPO and other forces.	<ul style="list-style-type: none"> Occupational Health and Safety Disability Advisory Group 	October 2007	The Force has set up a Positive Mental Attitude Group, a working group looking at these issues. Draft policy and leaflets are to be produced December 2007.
4.4	Arrange events with Metropolitan Borough Councils on disability, with the support of local disability groups.	<ul style="list-style-type: none"> MBC DCCU Diversity Team Local Groups 	October 2007	<ul style="list-style-type: none"> Managing Disability Conferences are organised regularly by the Shaw Trust team. The next event is 07.12.2007. This includes local councils. Locally, some OCUs do work in partnership with a variety of external partners, including Councils. This objective will be clarified and extended to include partnership working with a variety of external organisations and other public bodies.
5	TAKE POSITIVE ACTION IN TERMS OF RECRUITMENT AND TRAINING			
5.1	Ensure that the recruitment process adheres to the 'two ticks' principles.	<ul style="list-style-type: none"> Resourcing Manager Local Personnel 	Ongoing Annual Audit	<ul style="list-style-type: none"> We ensure that people who have identified themselves as disabled are guaranteed an interview, if they meet the essential criteria for the role. Reasonable adjustments are made in the recruitment process where possible and when we are aware of a disability. Monitoring of this process will be improved – see action 16.4.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
5.2	Increase the representation of disabled people in the workforce through recruitment events.	<ul style="list-style-type: none"> • Local Personnel • Corporate Personnel • Shaw Trust • Local Disability Organisations • Resourcing Marketing Department 	December 2007	<p>Corporately, Police Officers and PCSOs are recruited.:</p> <ul style="list-style-type: none"> • All external and internal advertisements welcome applications from restricted/disabled people. • There is ongoing recruitment of disabled people through the Workstep programme (Shaw Trust) • Advertisements are placed in Disability magazines, e.g. ABLE Magazine • In August 2006, police officers with disabilities were not recorded. There were no PSCOs with disabilities, and 109 (2.74%) of police staff were recorded as having a disability. • By October 2007, 53 (1.3%) police officers were recorded as having a disability, along with 6 (0.15%) PCSOs, and 147 (3.46%) of police staff <p>Locally, OCUs and departments recruit their own police staff and Special Constables:</p> <ul style="list-style-type: none"> • Feedback was sought from OCUs via Personnel Managers. Best practice examples included E2 OCU, where they recently interviewed a candidate who had cerebral palsy. Unfortunately the candidate was unsuccessful. However the Personnel Manager recognised that this was due to his lack of assertiveness and ability to evidence competencies and abilities. Subsequently they have booked him onto a course E2 are running in January 2008 regarding assertiveness, communication and confidence building for PCSOs. He has also been booked to see the Personnel Manager so she can develop a skills portfolio with him so he can link this more effectively to future job applications. • This subject will be raised at a future Personnel Managers Conference, to ensure that all Personnel Managers are aware of best practice methods for increasing the levels of representation in their OCUs.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
5.3	Train recruitment staff to ensure that equality is applied and any reasonable adjustments are made.	<ul style="list-style-type: none"> Recruitment Department Local Personnel 	May 2007	<ul style="list-style-type: none"> Assessment Centre staff are trained in equality and are aware of the requirement for reasonable adjustments to be made in relation to disabled applicants. Applicants are given the opportunity to request reasonable adjustments ahead of attending the assessment centre. The most common adjustment in this area is for dyslexia. There are methods for accommodating this (e.g. coloured paper, plastic overlays) that are to be considered by the Employee Resourcing Team. Most Personnel Managers responded that they ensure that the Personnel department are involved in all interviews and that panel members have attended a Recruitment and Selection course (including equality issues). If reasonable adjustments are required with the tests they are made. This will be discussed at a future Personnel Managers Conference.
5.4	Include disability awareness training in the induction process for all new staff.	<ul style="list-style-type: none"> Diversity Team DAG DES Working Group Local Personnel 	April 2007	<ul style="list-style-type: none"> There is a mandatory E-learning package for all new starters. Diversity and equality issues are mainstreamed into Police Officer probationer training. There are disability-related community placements for PCSOs. The DCCU and EDT are intending to meet to discuss diversity training for police staff in key customer-facing roles.
5.5	Devise an additional induction package for staff with disabilities, incorporating disability equality, reasonable adjustments, training and development opportunities.	<ul style="list-style-type: none"> Training Department 	December 2007	A draft induction package bolt-on has been developed by the Shaw Trust team. This is due to be shared with Corporate Personnel & EDT by Year End 2007.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
5.6	Provide 'in house' mentoring and support for new and existing staff with disabilities.	<ul style="list-style-type: none"> • Diversity Team • DAG 	April 2007	Feedback has been received from the DES working group on what they believe are the requirements of mentoring scheme for people with disabilities. Work is now to be undertaken between the Diversity Team and EDT to identify the best means of recruiting appropriate mentors and training them in the specifics of mentoring people with disabilities.
5.7	Work with local groups to identify what are perceived to be barriers to employment.	<ul style="list-style-type: none"> • Local Groups • Shaw Trust • DAG • DCCU 	November 2007	<ul style="list-style-type: none"> • Shaw Trust work on behalf of West Midlands Police to identify and advise upon barriers to employment for people with disabilities. The Workstep Programme helps us to recruit people into the organisation, and the Staying in Work Programme enables us to retain people who become disabled whilst already employed by the Force. • Use of the 'Two Ticks' symbol is audited annually by Job Centre Plus. We will ensure that they provide guidance on areas for improvement.
5.8	Positive action initiative for Shaw Trust clients to use skills and abilities to attain permanent employment with on-going support.	<ul style="list-style-type: none"> • Corporate Personnel • Shaw Trust • Occupational Health 	Ongoing	<ul style="list-style-type: none"> • During a meeting between Shaw Trust colleagues and the Director Of Personnel on 9 November 2007, Shaw Trust confirmed that WMP have employed more people on Workstep than any other Midlands employer. • Partnership arrangements are currently being reviewed by Diversity, Occupational Health, Shaw Trust & Personnel to ensure maximum benefits.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
5.9	Ensure training is accessible to all staff with disabilities providing reasonable adjustments as necessary.	<ul style="list-style-type: none"> • Training Department • People Development Officers • Personnel 	Ongoing	<ul style="list-style-type: none"> • EDT have set up a Diversity Board. • Email joining instructions have been amended to show that reasonable adjustments will be made where possible, to encourage people to request adjustments. This is now much closer to the top of the email, where people are more likely to notice it. • EDT can make reasonable adjustments to remove physical barriers, and work is now focusing on improving accessibility for dyslexia. • Handouts have been made more dyslexia-friendly by working with the Dyslexia Institute. EDT are creating a library of resources including phonetic dictionaries, coloured plastic to slot over documents, and other learning aids. • Efforts are underway to introduce dyslexia screening for all new police recruits, as up to 10% of the population are affected but many are unaware that this is the case. • Guidance and awareness documents are being issued to trainers, People Development Officers and other staff. • Communication is being improved between Employee Resourcing and EDT to ensure that information regarding reasonable adjustments is shared ahead of police officers starting their training.
5.10	Audit PDR process.	<ul style="list-style-type: none"> • Corporate Personnel • Local Personnel 	Annual audit	<ul style="list-style-type: none"> • Ongoing • Feedback was sought from OCUs via Personnel Managers. Best practice examples included B OCU, where the PDO reviews each PDR and flags any areas of concern to the Department Managers, Line Managers or Personnel Manager depending on concern. The Personnel Manager also dip-samples the OCU's PDRs to ensure quality and equality. • This is to be included in the HR balanced scorecard, which will highlight to all Local and Corporate Personnel the importance of auditing for equality in the PDR process.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
5.11	Ensure that community placements for student officers include disability organisations.	<ul style="list-style-type: none"> • Training Department • Local OCUs 	Ongoing	<ul style="list-style-type: none"> • EDT are constantly widening the placements available for student officers. This is done in conjunction with OCUs and HQ departments. Some staff in the department have this in their objectives. • The EDT KIN is used to consult with external organisations. Members of the KIN have also been brought in to work with students or give their opinions on lesson plans. There has been good feedback from disability networks, e.g. an Aspergers support group. • The DES working group have suggested that this action also ought to include PCSOs.
6	MAKE REASONABLE ADJUSTMENTS			
6.1	Ensure that all staff and management understand reasonable adjustments and promote this across the force.	<ul style="list-style-type: none"> • Diversity Team • Local OCUs 	December 2007	<ul style="list-style-type: none"> • The Disability Awareness Week was run on 19th-23rd November 2007, with reasonable adjustments included in the training. • For those unable to attend, we will make the presentations and handouts available online to be downloaded internally by anyone who needs them. This will be publicised on Message of the Day.
6.2	Ensure that reasonable adjustments are fully documented on the individual's personal file.	<ul style="list-style-type: none"> • Local Personnel • Occupational Health and Safety 	Annual Review	<ul style="list-style-type: none"> • Ongoing – this will be included in 07/08 Occupational Health & Safety audits. • Consideration is to be given to a Corporate database of reasonable adjustments made. • Feedback was sought from OCUs via Personnel Managers; they responded that they do document reasonable adjustments in personal files.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
6.3	All members of staff who we know have a disability to have a risk assessment undertaken at their place of work.	<ul style="list-style-type: none"> Local Personnel Occupational Health and Safety 	At time of declaration and Annual Review	<ul style="list-style-type: none"> Feedback was sought from OCU's via Personnel Managers; they responded that they do undertake and document risk assessments locally for all staff we know have a disability. This will be included in 07/08 Occupational Health & Safety audits to evidence that this is the case. Shaw Trust have developed a Disability Case Conference proforma to ensure that all appropriate information is recorded, including disability risk assessments and PEEPs. This will include review dates.
ELIMINATING DISABILITY DISCRIMINATION				
7	ACTIVELY SEEK TO MAKE ALL OUR SERVICES ACCESSIBLE TO PEOPLE WITH DISABILITIES			
7.1	Form a working Access Group to identify and remove barriers.	<ul style="list-style-type: none"> DCCU Property Services 	July 2007 (ongoing)	Property Services will create this group when the Access Audit training has been delivered, to assist in identifying appropriate adjustments to be made. The group should consist of external disability groups, to ensure involvement of disabled people.
7.2	Ensure continued environmental access in terms of custody suites and front offices. (Dependant on guidance from ACPO).	<ul style="list-style-type: none"> Property Services ACPO 	2007 - 2009	Reviews of Custody Suites are ongoing. Property Services have now gained approval to have members of the department trained as Disability Access Auditors. Areas of concern can be highlighted and work carried out where possible.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
7.3	Continue to expand community clinics in terms of disability related needs.	<ul style="list-style-type: none"> OCUs 	April 2008	<ul style="list-style-type: none"> Added to local Diversity Action Plan template, to ensure OCUs complete. Feedback was sought from OCUs & CROs via Diversity Champions. Best practice examples included the L OCU where it is the NPTs' responsibility to organise regular community clinics. When doing so they always take into consideration the venue in terms of disability access, for example street briefings are utilised as often as possible to ensure adequate physical access. The PDU Sgt has set up attachments for student officers in the area of reassuring their disabled communities. Several NPTs have PCSOs working on this area as a project. The East Neighbourhood team has also made specific links with a group called "Keyring" – a community support group for adults with mental health issues. The team link in on a regular basis and have given talks on personal safety, police activities and local issues e.g. crime. Best practice will be shared at future Diversity Champion meetings to assist OCUs in ensuring their community clinics meet the needs of people with disabilities.
7.4	Work with local groups to formulate a communication strategy in accessible formats.	<ul style="list-style-type: none"> Diversity Manager Disability Organisations Regional Group Disability Advisory Group 	October 2007	<ul style="list-style-type: none"> BSL signing has recently been added to some areas of the internet site, to improve levels of access for people with hearing impairments. There is an ongoing project relating to web accessibility being run by Press & PR with IT and the Diversity Team. All documents can be requested in alternative formats. Press & PR will work with Shaw Trust to identify best practice with regards to front office communications.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
7.5	Undertake internal and external surveys to identify barriers and issues, and good practice.	<ul style="list-style-type: none"> Performance Review Department 	Ongoing	<p>Internal (workforce/employment) surveys: The Diversity Team has completed the Employers Forum on Disability benchmarking survey to identify barriers, issues and best practice. West Midlands Police was ranked 1st amongst participating police forces, and 5th overall out of 116 public and private sector employers. Areas for improvement were highlighted and are included in Action 9.2.</p> <p>External (community/service provision) surveys: Customer Satisfaction & Feeling the Difference surveys now include disability monitoring. Diversity issues were reported to Trust and Confidence (July 2007) highlighting issues regarding fear of crime, community safety and ability to influence local decision making. The Strategic Plan for Diversity has 'closing the satisfaction gap' as one of the Force's key diversity priorities, which will include examining the differences in responses from disabled and non-disabled respondents.</p>
7.6	Activate a Disability Equality Scheme site on the force internet site, to provide access to the DES and provide information on disability in relation to force activities.	<ul style="list-style-type: none"> Press Office DCCU 	January 2007	Completed
7.7	Audit and update internal and external websites regularly.	<ul style="list-style-type: none"> Diversity Team Press and Publicity Department DCCU Corporate Personnel 	Ongoing	<ul style="list-style-type: none"> A review of diversity issues relating to the intranet & internet has been undertaken by Press & PR, including Disability. Recommendations will be taken to the Communications Board for approval and included in the Press & PR Diversity Action Plan. BSL signing has been added to the internet site. There is an ongoing project relating to web accessibility audits being run by Press & PR with IT and the Diversity Team. All documents can be requested in alternative formats.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
8	CHALLENGE INAPPROPRIATE ATTITUDES AND BEHAVIOUR			
8.1	Train managers in disability equality and the implications of the general and specific duties.	<ul style="list-style-type: none"> • Training Department • Senior Managers 	Ongoing	<ul style="list-style-type: none"> • 97% of the Force have completed the Disability Equality Duty E-Learning package. EDT are developing a new package which will cover all six diversity strands, which will be in a different style (more like a quiz). The Disability Advisory Group will be asked to pilot this programme and test it for accessibility. EDT are able to log who does the course and can provide hard copies to those without intranet access, e.g. cleaners and porters. • This was also covered in the Disability Awareness Week Training for line managers in November 2007.
8.2	Continue to raise awareness of disability issues, legislation and the practice of reasonable adjustments via leaflets, guidance packages and training.	<ul style="list-style-type: none"> • Diversity Team • Training Department • DCCU 	2007 - 2009	<ul style="list-style-type: none"> • The Disability Awareness Week was run on 19th-23rd November 2007, with reasonable adjustments included in the training. • For those unable to attend, we will make the presentations and handouts available online to be downloaded internally by anyone who needs them.
8.3	Support those who challenge and those who experience discrimination through increasing disability representation and expertise in the First Contact Adviser Scheme.	<ul style="list-style-type: none"> • Diversity Manager • First Contact Advisers 	September 2007	<ul style="list-style-type: none"> • Volunteers to be First Contact Advisors were requested by a Message of the Day in June 2007. Representatives with disabilities were particularly encouraged to apply. • Training for new First Contact Advisors was October 2007. • Marketing and details of First Contact Advisors on the intranet will be updated and improved to include, amongst other things, more personal details of the FCAs, e.g. if they have a disability. • One of the new FCAs is deaf, meaning that hearing-impaired colleagues who would previously need to use a third party interpreter to utilise the FCA scheme will now have improved access.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
9	PROVIDE A FRAMEWORK OF POLICIES AND PROCEDURES THAT PROMOTE EQUAL OPPORTUNITIES			
9.1	Involve people with disabilities in policy formation.	<ul style="list-style-type: none"> • Trust and Confidence Board • DCCU • Equalities and Diversity Forum • Disability Advisory Group 	Ongoing	<p>People with Disabilities have involvement in policy formation as follows:</p> <ul style="list-style-type: none"> • Involvement in Disability Advisory Group, Trust & Confidence Board, Diversity KAG, and Diversity KAG Personnel Sub Group. • Involvement in the Equality Impact Assessment process (we will seek to train more people with disabilities in impact assessment to improve this process).
9.2	Continue to audit and benchmark to identify issues and good practice.	<ul style="list-style-type: none"> • Diversity Team • DCCU 	Ongoing	<p>The Diversity Team has completed the Employers Forum on Disability benchmarking survey – the Disability Standard – to identify barriers, issues and best practice in terms of both employment and customer focus. West Midlands Police was ranked 1st amongst participating police forces, and 5th overall out of 116 public and private sector employers.</p> <p>Areas for improvement highlighted by the Disability Standard were:</p> <ul style="list-style-type: none"> • Monitoring of disability in the recruitment and selection processes. This will be tackled as part of the monitoring of employment data (see Action 16.4) • Review of the promotion processes and selection criteria. This will be tackled as part of the review of promotion processes (see page 8). • Training for people with disabilities – to include monitoring of training & accessibility, and positive action encouragement. This will be covered by the Training Diversity Board (see Action 5.9) <p>We also continue to benchmark using the ‘Two Ticks’ process and the RADAR benchmark.</p>

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
9.3	Impact assess all new and existing policies.	<ul style="list-style-type: none"> Key Advisory Group Chairs DCCU Impact Assessors 	Ongoing	Ongoing. Progress is monitored regularly by the Trust & Confidence Board
9.4	Produce and publicise policy information in a variety of formats to ensure accessibility.	<ul style="list-style-type: none"> Key Advisory Group Chairs 	Ongoing	<ul style="list-style-type: none"> Alternative formats available upon request. The Diversity Team also now has a Braille printer.
10	PROMOTE POSITIVE IMAGES OF PEOPLE WITH DISABILITIES			
10.1	Use conferences, press releases, television, radio and all other media to promote 'good news' stories about people with disabilities.	<ul style="list-style-type: none"> Press and Public Relations 	Ongoing	<ul style="list-style-type: none"> News Beat & internet site regularly publish articles about equality & diversity issues, including disability. Recently this has included publicising the Force's disability awards and benchmarking results, and also the Workstep and Staying In Work Services. This has also been publicised in National newspapers such as The Guardian. Press & PR will now attempt to encourage more 'good news' stories and request more examples of innovative pieces of work being undertaken on disability equality.
ELIMINATING BULLYING AND HARASSMENT OF PEOPLE WITH DISABILITIES				
11	CREATE A CULTURE WHERE BULLYING AND HARASSMENT IS NOT ACCEPTABLE AND WILL NOT BE TOLERATED			
11.1	Train managers in disability equality and the implications of the general and specific duties.	<ul style="list-style-type: none"> Training Department Senior Managers 	Ongoing	See Action 8.1
11.2	Continue to raise awareness of disability issues, legislation and the practice of reasonable adjustments via leaflets, guidance packages and training.	<ul style="list-style-type: none"> Diversity Team Training Department DCCU 	2007 - 2009	See Action 8.2

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
11.3	Include disability awareness training in the induction process for all new members of staff.	<ul style="list-style-type: none"> • Diversity Team • DAG • DES Working Group • Local Personnel 	April 2007	See Action 5.4
11.4	Invoke disciplinary procedures where bullying and harassment is found.	<ul style="list-style-type: none"> • Line Managers • Personnel 	Ongoing	<ul style="list-style-type: none"> • Ongoing • Feedback was sought from OCUs via Personnel Managers. Best practice examples included A OCU, where the Personnel Manager states that "such behaviour is not tolerated". • Many OCUs responded to said they had not had any complaints of disability-related harassment.
12	CHALLENGE INAPPROPRIATE BEHAVIOUR			
12.1	See 11.1 (above).			See Action 11.1
12.2	See 11.2 (above).			See Action 11.2
12.3	See 11.3 (above).			See Action 11.3
12.4	Support those who challenge and those who experience discrimination through increasing disability representation and expertise in the First Contact Adviser Scheme	<ul style="list-style-type: none"> • Diversity Manager • First Contact Advisers 	September 2007	See Action 8.3
12.5	Invoke disciplinary procedures where bullying and harassment is found.	<ul style="list-style-type: none"> • Line Managers • Personnel 	Ongoing	See Action 11.4

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
13	ESTABLISH SUPPORT MECHANISMS			
13.1	Increase disability representation and awareness in the First Contact Adviser Scheme.	<ul style="list-style-type: none"> • Diversity Manager • First Contact Advisers 	September 2007	<ul style="list-style-type: none"> • Volunteer First Contact Advisors were requested by a Message of the Day in June 2007. Representatives with disabilities were particularly encouraged to apply so representation was increased. • One of the new FCAs is deaf, meaning that hearing-impaired colleagues who would previously need to use a third party interpreter to utilise the FCA scheme will now have improved access. • Future FCA workshops will include disability awareness.
13.2	Relaunch First Contact Adviser scheme and publicise in various formats to ensure accessibility.	<ul style="list-style-type: none"> • Diversity Manger • First Contact Advisers 	September 2007	<ul style="list-style-type: none"> • Training for new First Contact Advisors was October 2007. • Details of First Contact Advisors on the intranet will be updated and improved to include, amongst other things, more personal details of the FCAs, e.g. if they have a disability. • Publicity material will include leaflets, posters and electronic/intranet information.
13.3	Provide 'in house' mentoring and support for new and existing staff with disabilities.	<ul style="list-style-type: none"> • Diversity Team • Disability Advisory Group 	April 2007	See Action 5.6
13.4	Produce action plan to address issues raised in "Feeling the Difference" survey in terms of Hate Crime, Harassment and Discrimination of disabled people.	<ul style="list-style-type: none"> • Performance Review • Trust and Confidence Board • DCCU • Disability Organisations 	October 2007	The production of a quarterly Community Diversity Bulletin has been established via the Trust and Confidence Board. Action plans to tackle the issues identified will now be developed as part of Strategic Plan for Diversity.

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
MONITOR AND REVIEW				
14	WE WILL REVIEW THE SCHEME QUARTERLY AND PUBLISH AN ANNUAL REVIEW			
14.1	Quarterly review of the scheme by the Disability Equality Scheme Working Group.	<ul style="list-style-type: none"> DES Working Group Diversity Team 	Ongoing	March 2007, June 2007, November 2007
14.2	Annual review of the scheme including feedback from internal and external groups and publication of the review in various formats.	<ul style="list-style-type: none"> Internal and external groups Diversity Manager 	December 2007 – 2009 (ongoing)	The Disability Equality Scheme Working Group have been involved in the review of the scheme.
15	WE WILL MONITOR AND REVIEW THE EFFECTS OF POLICIES AND PROCEDURES TO ENSURE THAT THERE IS NO ADVERSE IMPACT FOR PEOPLE WITH DISABILITIES			
15.1	Departments and Key Advisory Groups to continue to prioritise carry out and review impact assessments on policies, services and functions according to an agreed timetable.	<ul style="list-style-type: none"> All Departments DCCU Key Advisory Group Chairs 	2007 - 2009 (ongoing)	See Action 9.3
16	WE WILL MONITOR AND REVIEW SERVICE DELIVERY AND EMPLOYMENT MATTERS TO ENSURE EQUALITY OF OPPORTUNITY FOR PEOPLE WITH DISABILITIES			
16.1	Devise a customer service strategy and policy working with local disability organisations and individuals from Key Individual Networks (KINS).	<ul style="list-style-type: none"> DCCU Disability Advisory Group Diversity Team 	October 2007 - April 2008	Work not yet underway
16.2	Monitor and evaluate customer service skills and service provision by using mystery customers from local disability organisations.	<ul style="list-style-type: none"> DCCU Disability Advisory Group Diversity Team 	May 2008 - 2009	Work not yet underway

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
16.3	Monitor complaints internally and externally in terms of disability.	<ul style="list-style-type: none"> • Local Personnel • Corporate Personnel • Professional Standards 	2007 - 2009 (ongoing)	<p>Feedback was sought from OCUs via Personnel Managers. Best practice examples included M2 OCU, where the Personnel Manager completes a monthly return to Corporate Personnel on the number of complaints/grievances being dealt with under the Resolution Procedure. This includes disability details of the individual concerned and the nature of the grievance. Collation and publishing of monitoring data is covered under action 16.4.</p> <p>Professional Standards have changed their complaints recording form to capture data regarding whether a complaint is related to a complainant's disability. They are now able to search their data base for such cases; they have had one in the last year. This has resulted in actions being taken by the Criminal Justice Development Unit in their Safer Detention Action Plan relating to DDA compliance in the arrest and custody environment. Compliance with the Plan is monitored by the Safer Detention Group, chaired by the Deputy Chief Constable.</p> <p>It is more difficult to monitor levels of complaints made by people with disabilities where the disability has nothing intrinsically to do with the complaint. PSD are collaborating with other forces in the region to adopt data gathering and searching techniques that should assist in providing a clearer picture.</p>

	ACTION	RESPONSIBILITY	TIME SCALE	UPDATE
16.4	Monitor employment data as required by the Employment Duty, and publish the results of monitoring.	<ul style="list-style-type: none"> • Local Personnel • Trust & Confidence Board • Professional Standards • Corporate Personnel 	2007 - 2009 (annual review)	The Disability Standard benchmark made a number of recommendations around employment data monitoring. (See Action 9.2) Work is underway by the Diversity Team with PSD, Employee Resourcing & Employee Relations to ensure that the relevant information is captured and recorded, and with Staffing Information to ensure the information is published as appropriate.
16.5	Monitor the development delivery and outcomes of OCU/departmental diversity action plans.	<ul style="list-style-type: none"> • DCCU • Trust & Confidence Board • Diversity Team 	Annual Audits	Ongoing - some improvements currently being made to the process
17	PUBLICATION			
17.1	We will publish results and reviews on the force web site at the address below, to disability organisations and internally. http://www.west-midlands.police.uk/	<ul style="list-style-type: none"> • Trust and Confidence Board • Press and Publicity • Corporate Personnel 	Ongoing	DES published Dec 2006. Ongoing publishing of reviews.
17.2	We will make all published information available in alternative formats.	<ul style="list-style-type: none"> • Trust and Confidence Board • Press & PR • Corporate Personnel 	Ongoing	<ul style="list-style-type: none"> • All documents can be requested in alternative formats. • Braille machines have been set up in the Diversity Team & Corporate Services.