



Inclusion starts from the
inside out

Policing context around D & I is unique

- Strong legacy of race based issues often negatively affecting perceptions of Diversity and Inclusion
- Colleagues who join and stay in the same organisation for life. Officers are employed by the Queen
- In WMP we have approximately 6600 Officers and 3500 Police staff on very different terms and conditions
- Professional HR still very much in its infancy within Policing, WMP are leading the way
- Many of the HR processes D & I would normally rely upon are still being developed
- Policing has a very strong Union who represent Officers, The Police Federation.
- All 43 Forces are independent and led by PCC's of various political persuasions. This makes consistency of approach very difficult to implement
- ***Very important to start the journey from where the organisation is, not where I would like it to be***



Public sector

- Diversity
- BAME focus
- Equality duty driver
- Often basic HR processes
- Convince colleagues
- One dimensional approach internally focussed e.g. Training
- D & I/HR owned (junior role)

Private sector

- Inclusion
- Multi strand focus
- Business case driver
- Often sophisticated HR processes
- Process driven e.g. Performance framework
- Systemic approach covering internal and external dimensions. Change approach
- Organisational ownership (Senior D & I lead)



Business case for D & I in WMP

Attract, retain and develop the best talent

- BAME colleagues our biggest opportunity
- 12 % of organisation
- 30% of the community
- 42% of Birmingham
- Officers - 2 at Ch. Supt / 22 at Insp / 9 at Ch. Inps / 88 at Sgt/0 at Acc/1 at Supt.
- Staff - Band C lower -196/Band E-12/Band E lower-6/Chief Officer & CO -1, MB1-5

Fairness and legitimacy for colleagues

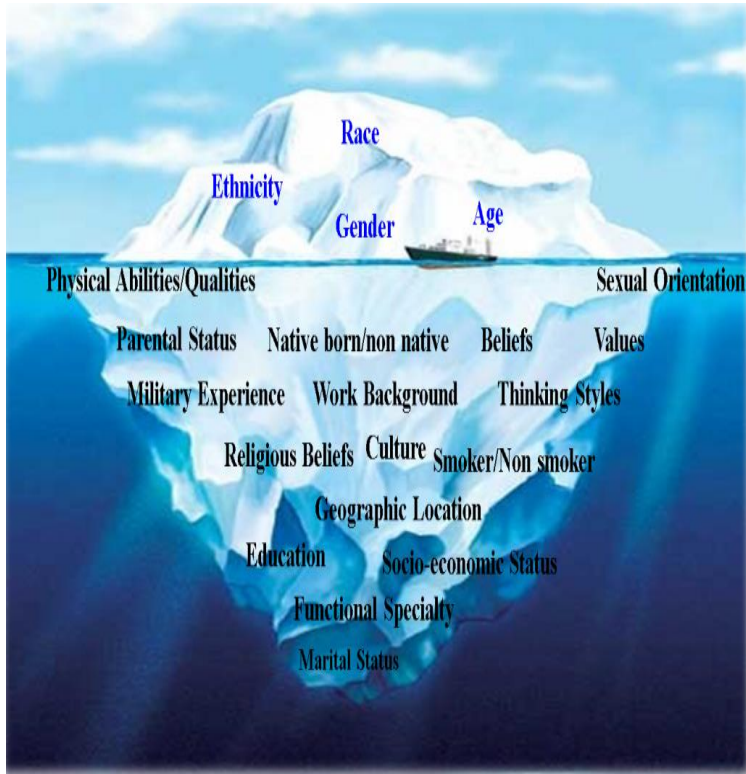
- LGBT colleagues are less likely to be open in WMP.
- Colleagues with disabilities are less likely to disclose.
- Flexible working is massively variable, largely dependant on Line Manager. Agility a real opportunity
- West Midlands has a higher proportion of young people
- Birmingham is the third most deprived City in England (Sparkbrook, Washwood Heath, Aston)

Fairness and legitimacy for the West Midlands community

- BAME communities more likely to comply with law if they view police as legitimate.
- Assumed link between BAME representation and legitimacy
- “What police say the way they say it and the manner in which people interpret the encounter lies at the heart of the procedural justice dialogue”



We must change the conversation from Diversity to Inclusion



What is Diversity

Diversity means all the ways we differ. It includes visible differences such as Age, gender, ethnicity and disability, as well as Invisible differences such as thinking styles, sexuality and nationality. It recognises that all these characteristics interact and influence our sense of identity and how we behave and make us each the unique people we are

What is Inclusion

Inclusion is about valuing and respecting our differences and so creating a welcoming and productive environment for diverse colleagues to flourish. It is this richness of colleagues ideas backgrounds and perspectives that enables organisational success by allowing us to fully understand and respond to the needs of diverse communities



Every step on the journey is important because we must take people with us

“If you want to go fast, go alone.”

“If you want to go far, go together.”

African proverb

West Midlands Police accused of discriminating against white male officers in 'promotion blocking' row

Claims promotion process gave women and ethnic minority candidates a better chance

Birmingham Mail Nov 2018



In the context of a highly sensitive and political national mood

Cash-strapped police force is slammed for spending £1,500 on a 'white privilege' lecture for staff

- West Midlands Police says it needs £40million to pay for an extra 500 officers
- They paid Dr Robert Beckford £1,500 to teach on 'whiteness' and 'white identity'
- Taxpayers Alliance slammed the force for not using resources wisely

By [Claire Duffin For The Daily Mail](#)

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Preventing crime, protecting the public and helping those in need

www.west-midlands.police.uk





<https://es-one-stop-shop.custhelp.com/app/hubs/diversity/home>

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D & I Strategy 2018 – 2021 - *Inclusion from the inside out*

Our ambitions

Building trust and confidence in our police

Strengthening communities and growing the economy

Making better use of our people resources

Protecting people from harm



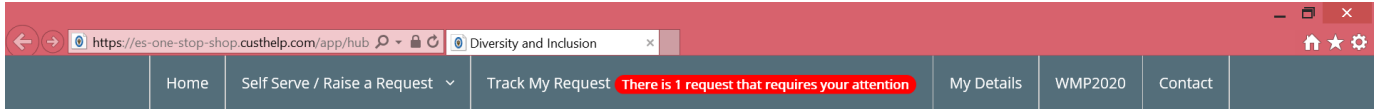
D & I Goals	Qualitative Outcomes	2018/19 focus areas
<p>1. Inclusive culture – We will build the architecture and environment that sustains an inclusive culture</p>	<p>Rigorous & transparent approach to Inclusion. Policy, Systems & Processes enable our intent. Colleagues experience the culture fairly. Colleagues succeed on merit. Evident pride in Inclusion - owned by all.</p>	<ul style="list-style-type: none"> • Strategic planning • Visibility & Dialogue • Governance architecture • Measurement & impact • Dignity at work • Work life/flexible working
<p>2. Inclusive leadership – Our leaders actively lead inclusion & role model inclusive behaviours</p>	<p>Increased maturity, capability & confidence among leaders across the Force. Increased visibility & ownership amongst leaders in delivering on D&I outcomes.</p>	<ul style="list-style-type: none"> • Capability building • Dialogue • Diverse role models
<p>3. Colleague Diversity – Our workforce will better reflect the communities we serve in order to better serve the communities we reflect</p>	<p>Increased maturity in data modelling & analysis. Improving trends in workforce representation at all levels. Inclusive Talent Management approach</p>	<ul style="list-style-type: none"> • Ambition setting • Recruitment (inc temp) • Diverse Talent development
<p>4. Inclusive reputation and service – We will strive to build trusted relationships with all of the communities we serve</p>	<p>Improved perception of fairness and police legitimacy among all diverse communities. Reducing trend in disproportionality. Improved inclusive service delivery. Effective external partnerships with reciprocal benefit</p>	<ul style="list-style-type: none"> • Develop best practice engagement model • On-going progress review • Build cultural competence



Our plan will embed D & I within BAU activity in 3 – 5 years

	Year 1 – Platform for success	Year 2 – Enable the business	Year 3 – Business ownership
The Objectives	<ul style="list-style-type: none"> Change the dialogue from Diversity to Inclusion. Support leaders to drive the agenda Improve recruitment representation Drive D & I capability Stakeholder clarity 	<ul style="list-style-type: none"> Build D & I into processes HRBP's enable ownership with SLT's Clear and deliverable representation goals Increased public and colleague legitimacy 	<ul style="list-style-type: none"> Make D & I BAU Organisational ownership Reduced reliance on D & I team Clear systems and processes embedded for delivering D & I
Areas of focus	<ul style="list-style-type: none"> Detailed business case Dialogue/courageous conversations Governance processes Leadership capability/ accountability Education PA Recruitment PA Development Dignity at work Inclusive reputation and service Talent identification and development D & I toolkits 	<ul style="list-style-type: none"> Performance management Departmental plans Fairness in policing Cultural competence development Clear external commitment to achievable representation goals Selected external benchmarks Talent identification and development D & I toolkits 	<ul style="list-style-type: none"> D & I toolkits D & I built into performance objectives for all D & I infrastructure fully embedded and working Best practice model sharing across the Police Force External recognition for successes. (Robust and tangible to share with colleagues) Talent identification and development
Accountability	D & I team	D & I/POD/Business	POD/Business

Diversity and Inclusion learning modules



To view the below courses please ensure are using Goggle Chrome

Choose a course below for more information



Understanding Unconscious Bias



Understanding Equality Impact Assessments



Inclusion Essentials



Inclusion Leadership



Disabled Adventures In Customer Service



Disabled adventures in work and recruitment



The Impact of Micro-Behaviours



Mental Health: Stress Less



Mental Health: Managing Stress



Mental Health in the Workplace: Overview

Understanding Unconscious Bias



In a compliance based model Governance is essential

- D & I Governance board with sub groups to drive strategy
- Executive sponsors for each strand of activity
- D & I Champions in place to support organisational learning
- Departmental plans led by local senior leadership
- Departmental plans report into D & I governance board and will be independently assessed.





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