



## ACCOUNTABILITY AND GOVERNANCE BOARD

24th September 2024

### CONFIDENCE AND SATISFACTION

**Presented by: Chief Superintendent Thomas Joyce, Head of Corporate Development**

#### Cover Report

##### 1. Police and Crime Plan

The Police and Crime Plan sets out key areas integral to maintaining trust and confidence<sup>1</sup>:

- Work to build a clearer picture of public confidence in policing in the West Midlands
- Accurately record crime and increase confidence to report under-reported crimes
- Monitor and understand the satisfaction of people who interact with our services
- Demonstrate fair use of policing powers (Stop & Search and Use of Force)
- Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints
- Becoming a more representative police force

This paper sets out relevant Achievements, Challenges, Actions Undertaken and Future work. The Background Paper provides further details and supporting information.

##### 2. Achievements and Challenges

###### Achievements:

*Accurately record crime and increase confidence to report under-reported crimes*

2.1 WMP scores above 90% compliance across all three HMICFRS Crime Data Integrity inspection crime categories. 2024/25 audits show that WMP is also compliant across Possession of Offensive Weapon offences (91.5%), Threatening with an Offensive Weapon offences (95.4%), and the overall Violence category (91.0%).

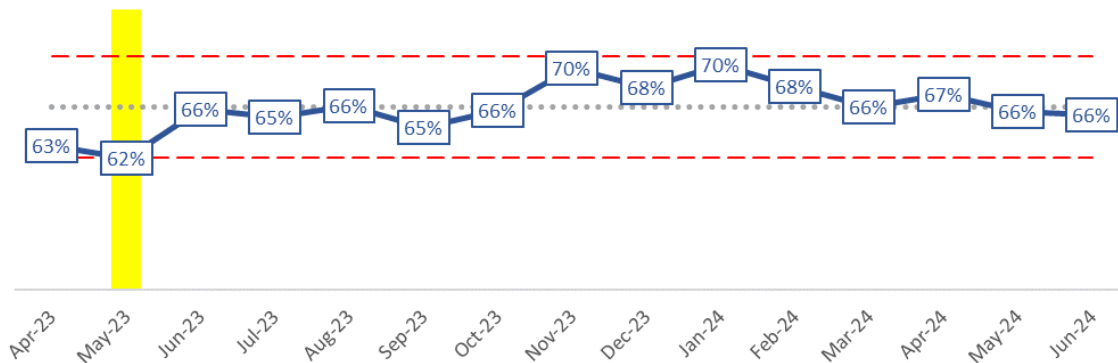
Crime Categories	Violence	Sexual	All Other
HMICFRS CDI Compliance. March 2021	93.2%	97.6%	98.7%
Audit & Compliance. CDI Compliance 2023/24	92.0%	95.2%	94.1%
Audit & Compliance. CDI Compliance 2024/25	91.0%	Under Review	TBC

<sup>1</sup> [The-West-Midlands-Police-and-Crime-Plan-2021-25.pdf \(westmidlands-pcc.gov.uk\)](https://www.westmidlands-pcc.gov.uk/The-West-Midlands-Police-and-Crime-Plan-2021-25.pdf)

*Monitor and understand the satisfaction of people who interact with our services*

2.2 For the 12 months ending June 2024, 67% of callers were satisfied with the service provided by WMP. Trends show that levels of overall satisfaction fell slightly in May 2023 but remained consistent across all the following months. For the 12 months ending June 2024, 84% of callers who contacted WMP felt they were spoken to politely and with respect, and 72% said they would be confident to contact WMP again if they needed to.

Chart 1 – Callers satisfied with the service provided by West Midlands Police



*Demonstrate fair use of policing powers (Stop & Search and Use of Force)*

2.3 Stop and search: From July 2023 to June 2024, WMP recorded 26,437 searches. The positive outcome rate was 28.6%. Statistics for the year ending March 2023<sup>2</sup> show a WMP search rate of 10 per 1,000 population - the same as Greater Manchester (10), lower than Merseyside (37) and broadly in line with England & Wales (9). WMP Body-worn video compliance remains high for Stop & Search with 97.8% of searches recorded.

2.4 For the year ending March 2023, WMP had the 6th highest rate for stops under Section 60 (0.14 stops per 1,000 population). This was below Greater Manchester (0.33) and West Yorkshire (0.17) but higher than Merseyside (0.06). The second largest force in the country with the sixth highest rate suggests WMP does not use the tactic as much as other forces.

*Becoming a more representative police force*

2.5 Since Uplift the force has recruited 622 new officers from ethnic minority groups. (18.9% of all officer recruits over the period). Representation has increased, but the force is still working towards 25% of new Officers being from an ethnic minority background.<sup>3</sup>

<sup>2</sup> [Stop and search and arrests, year ending March 2023 \(second edition\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/stop-and-search-and-arrests-year-ending-march-2023-second-edition)

<sup>3</sup> Further detail on comparable quality stats (i.e. academic achievement) of new recruits and how this compares across ethnicity/sex will be provided as an annex to future AGB paper.

***Table A – Ethnicity Minority Group % by staff type***

Staff Type	Ethnic Minority Group %						
	Jan-19	Jan-20	Jan-21	Jan-22	Jan-23	Dec-23	Jul-24
Police Officer	10.5%	11.0%	11.9%	12.9%	13.7%	13.9%	14.2%
Police Staff	13.7%	15.3%	16.0%	17.1%	17.7%	18.3%	19.3%
PCSO	13.7%	13.6%	12.2%	11.1%	11.8%	12.9%	15.1%
Specials	27.0%	29.1%	30.0%	27.2%	29.2%	31.0%	30.3%
Force Total	11.9%	12.9%	13.7%	14.6%	15.3%	15.6%	16.1%

**Challenges:**

***Work to build a clearer picture of public confidence in policing in the West Midlands***

2.6 In the West Midlands there is no robust local measure of public perception or confidence.

Whilst the Crime Survey allows for a degree of robust analysis at a national level, sample sizes at force level are often too small to be monitored in a meaningful way.

***Accurately record crime and increase confidence to report under-reported crimes***

2.7 Compliance in recording of Anti-Social Behaviour (ASB) is a challenge. Whilst HMICFRS reports that most Forces have approx. 50% compliance, and WMP compliance was 55% in 2021 and 58.8% in 2024, this is nonetheless an issue as non-compliant recording of ASB can have a serious impact upon victims and therefore confidence and satisfaction.

***Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints***

2.8 The timeliness of complaint resolution is a significant contributor to the trust and confidence the public have in West Midlands Police. However, the volume of complaints received, along with their complexity, creates challenges in progressing matters quickly.

**3. Actions Undertaken:**

***Work to build a clearer picture of public confidence in policing in the West Midlands***

3.1 In April 2023 WMP introduced a new policing model to include locally-based teams to increase visibility within the community and enable quicker response to calls for service. WMP also published a 3-year Neighbourhood Policing strategy to enhance local presence and ensure we remain connected with our communities.

***Monitor and understand the satisfaction of people who interact with our services***

3.2 Through the WMP Victims Thematic Board we are reviewing our approach to gathering feedback and developing user insights, including a review of our surveys. WMP is part of a national working group on Victims Code compliance.

*Accurately record crime and increase confidence to report under-reported crimes*

3.3 A Governance structure has been put in place to monitor ASB CDI compliance: ASB audit findings are fed into the Deputy Chief Constables Performance Board. ASB Home Office Counting Rules Training has been delivered to Force Contact, Local Policing Area ASB Coordinators and Crime Services Team and integrated in Student Officer Training.

*Demonstrate fair use of policing powers (Stop & Search and Use of Force)*

3.4 The Force Executive Team directed that from May 2024 frontline colleagues record every instance of use of handcuffs on a member of the public, compliant or not. This brings WMP in line with most other forces and aligns to HMICFRS expectation. The data will allow improved assessment of dis-proportionality levels, the impact of handcuffing versus officer assault and will support decisions around policy, training and equipment.

#### 4. Future Work

*Work to build a clearer picture of public confidence in policing in the West Midlands*

4.1 WMP and the OPCC are looking to commission an independent local survey of public perceptions and confidence. WMP is also working to build a picture of legitimacy based on data relating to public actions / interactions with policing.

*Monitor and understand the satisfaction of people who interact with our services*

4.2 WMP will undertake a deep dive of satisfaction survey free text responses, with a focus on key themes such as responses where individuals were unclear on what happens next in the process. This exercise will map out common areas to inform service improvement.

4.3 WMP is working with the College of Policing on a study into the effectiveness of Video First response (including rapid and appointment video response) in Domestic Abuse Investigations.

*Demonstrate fair use of policing powers (Stop & Search and Use of Force)*

4.4 The Stop & Search survey work in partnership with Birmingham City University will continue into the future, providing valuable insights and feedback into the process from a public experience point of view.

*Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints*

4.5 A formal Corporate Change review of investigations and complaints handling has been authorised to ensure systems, processes and staffing are appropriate to progress PSD business effectively. This is due to start imminently.

### *Becoming a more representative police force*

4.6 Work continues in a number of areas of business for recruitment, progression and promotion and also supports the strategic ambition of being “An employer of choice”. A Gold group meets weekly to develop initiatives to enable the force to attract both the volume of applicants to maintain our Police Officer Uplift and to continue to increase the diversity, working towards the PCC’s aspiration of recruiting 1,000 new Police Officers from an ethnic minority background by the end of March 2025.

## 5. Financial Implications

5.1 The main financial implications relate to resourcing activity beyond business as usual. Key areas linked to this paper include the costs associated with commissioning research / survey work to establish levels of confidence and trust amongst the public. If an independent survey company is used, there will be a cost attached to contracting the work.

5.2 A further financial implication relates to the collection of ethnicity data of those people who have interactions with West Midlands Police. To collect this additional data and enable validation and analysis would require increased resources, not only time and capacity but also ensuring processes are fit for purpose and able to capture, collate and analyse data.

## 6. Legal Implications

6.1 Legal implications relate primarily to West Midlands Police status as a public body, and associated service delivery requirements. West Midlands Police must comply with the Public Sector Equality Duty (Equality Act 2010) - a statutory duty on listed public authorities and other bodies carrying out public functions.

## 7. Equality Implications

7.1 Our WMP Values reflect the Policing Code of Ethics to support an ethical policing culture. Equality, Diversity and Human Rights – we treat everyone fairly is one of our five WMP Values alongside Service, Integrity, Compassion, and Professionalism.

7.2 All WMP policy requires an associated Equality Assessment before sign off. This assures compliance with the Public Sector Equality Duty, and demonstrates that we take into consideration all protected characteristics in our activities.

**To note:** There will be a dedicated Complaints paper at the October 2024 AGB, therefore a brief update is provided here. The full paper will address the annex request “The results of the additional vetting undertaken in the wake of the publication of the Casey Review”.

## Background Paper

Definitions of key terms used in this paper: Confidence, Trust and Victim Satisfaction.

- **Confidence:** The publics' general confidence in West Midlands Police, likely to be influenced by perceptions of what we do, how well we do it, and how we behave. The Crime Survey for England and Wales (CSEW) measures confidence thus: *"Taking everything into account I have confidence in the police in this area"*
- **Trust:** The perception of how far the public can rely on us to behave fairly and effectively in our interactions with them, and our organisational integrity. The CSEW explores aspects trust, such as *"The police in this area treat everyone fairly regardless of who they are"* and *"The police in this area can be trusted"*.
- **Victim Satisfaction:** Where a member of the public has had reason to contact us, exploring how they feel about the service provided. Victim satisfaction surveys allow us to monitor how well we are delivering and identify areas for improvement. Satisfaction is generally measured using questions such as *"Overall, were you satisfied or dissatisfied with the way the police handled the matter?"*

### **Introduction**

Nationally, trust and confidence in policing has declined in recent years. A series of high-profile cases of gross misconduct and illegal behaviour by officers have impacted on trust. Moreover, a sustained period of austerity has reduced resources and resulted in forces struggling to meet demand and provide the service which the public rightfully expect.

In November 2023, West Midlands Police was put into 'Engage' status by HMICFRS. Whilst this paper focuses on the six areas set out above, it is also important to reference the considerable work already done in addressing the Engage Causes for Concern. This has resulted in WMP being ranked within the top six nationally for 999 performance and the Force successfully closing 3 out of the 4 areas for concern identified by HMICFRS.

### **Police and Crime Plan Trust and Confidence Indicators**

#### **a) Work to build a clear picture of public confidence in policing in the West Midlands**

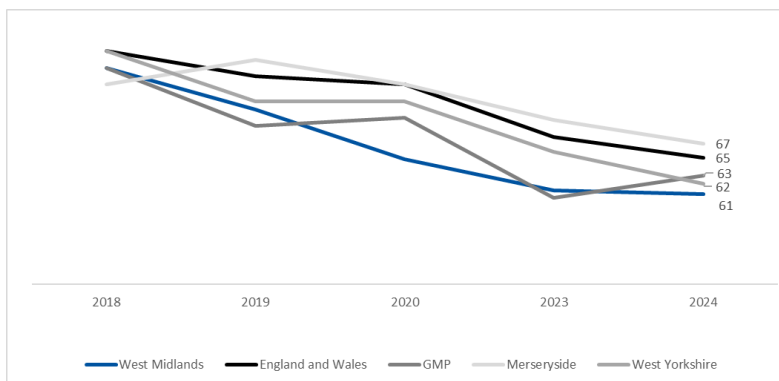
Levels of trust can be affected by individual and group experiences, police conduct and performance, media coverage of the police, and can vary by ethnicity, age and gender<sup>4</sup>. The only nationally available measure of public perceptions of the police is the Crime Survey for

---

<sup>4</sup> [UK Parliament Research Briefing – Trust in the police](#)

England and Wales (CSEW<sup>5</sup>). 2024 results show that 61% of those surveyed had confidence in the police, this represents a small decrease from 61.3% in 2023.

Chart 2 – CSEW Overall percentage in confidence in local police



It is important to note that the West Midlands represents the youngest and most diverse population of this Most Similar Group (MSG). These contextual factors can impact on levels of confidence. Similarly, Engage status can influence confidence, the Greater Manchester Police (GMP) trajectory in Chart 2 reflects this: GMP entered Engage in 2020 and was taken out in October 2022.

CSEW results show the West Midlands has seen no significant change in the percentage agreeing that the police can be relied upon (minor variation of 48.3% up from 47.7%) and the percentage which agree that the police would treat you with respect (minor variation of 76.5% up from 75.6%).

The West Midlands has seen no significant change in the percentage which agree that the police understand local concerns (minor variation of 56.6% down from 57.7%) and the percentage which agree that the police deal with local concerns (minor variation of 42% down from 44.4%). These are in line with national figures and most similar forces.

An Initial scoping exercise has been conducted, including a review of factors which impact upon trust and confidence, a review of surveys used by other Forces, exploring options for surveying of the public. The paper is under review by WMP Force Executive Team.

### **b) Accurately record crime and increase confidence to report under-reported crimes**

The National Crime Recording Standard (NCRS) states that for the public to have confidence in the police there is a minimum expectation that the police accurately record crime. Crime Data Integrity (CDI) is monitored by HMICFRS and the WMP Force Crime Registrar, who is

<sup>5</sup> CSEW survey results are based on small sample sizes and should be used with caution at the police force area level.

responsible for crime recording compliance. The WMP Audit & Compliance team undertakes regular structured reviews in line with the HMICFRS CDI inspection methodology.

2024/25 audits show that WMP is compliant across Possession of Offensive Weapon offences (91.5%), Threatening with an Offensive Weapon offences (95.4%), and the overall Violence category (91.0%), putting WMP into a GOOD grading category for CDI.

### **c) Monitor and understand the satisfaction of people who interact with our services**

What victims want most above all is to be 'treated well' by the criminal justice system (Victims Commissioner<sup>6</sup>). The latest Victims' Experience survey, sampling victims of crime in England and Wales, found that 71% of respondents were dissatisfied with the police response to the crime (Victims Commissioner<sup>7</sup>, 2023). Key findings include:

- 59% of respondents did not feel that they were taken seriously;
- 49% did not feel that they were treated fairly and with respect;
- 45% felt that the police investigation took too long; and
- 34% of respondents said that they would not report a crime again to the police.

There is currently no national victim satisfaction survey which can be assessed at the local level. West Midlands Police was a pilot force for the National Victim Experience Survey. This has been paused nationally and work has not progressed further.

WMP measures performance through an SMS survey sent to individuals who have interacted with Force Contact, Force Response and Investigations. Respondents rate their satisfaction with key aspects of the service they have received. Whilst it does not represent a full victim experience survey, this provides a good indication of performance locally.

Caution is required in comparing surveys with other force areas because methodologies can differ. WMP is reviewing what is available through the national User Insight Practitioner Group, we continue to build up a picture of what 'good' looks like as part of the Victim Satisfaction workstream under the WMP Victim Thematic Board.

---

<sup>6</sup> [New survey reveals low victim confidence, as Victims' Commissioner warns victims remain an "afterthought" - Victims Commissioner](#)

<sup>7</sup> [Victim-Survey-2022.pdf \(cloud-platform-e218f50a4812967ba1215eaecede923f.s3.amazonaws.com\)](#)



#### **d) Demonstrate fair use of policing powers (Stop & Search and Use of Force)**

The 2021 HMICFRS report on disproportionate use of police powers concluded that the police must show stop & search and use of force is fair, or risk losing public trust<sup>8</sup>. WMP agrees that use of policing powers should be done in a fair and proportionate way.

During July 2023 to June 2024, there were 26,437 searches recorded. Overall, the positive outcome rate was 28.6%. The rate varies by reason for search with search for drugs having the highest rate (34.2%). 23.3% of searches detailed the object of the search as an offensive weapon/bladed article, an increase on the proportion last reported of 19.6% (May 2022 to April 2023). Knife find rate for these searches was 7.8% (492 records), again an increase on the rate last reported of 6.7% (410 records).

Stop and search statistics for the year ending March 2023<sup>9</sup> show that the West Midlands had a search rate per 1,000 population of 10. This was in line, or lower, compared to MSGs (Greater Manchester = 10; Merseyside = 37; West Yorkshire = 8) and in line with that of England and Wales (9). The rate of no further action was 66%, this was the lowest rate out of MSGs (Greater Manchester = 77%; Merseyside = 80%; West Yorkshire = 68%) and also lower than the England and Wales rate of 71%.

WMP Body-worn video compliance rate remains high for Stop & Search overall with 97.8% of searches being recorded. Use of Force body-worn video compliance rates are lower at 86.6%, but higher than previous reporting (84.7%). There are a number of reasons why an incident might not be recorded including the spontaneous nature of some events, technical failure of the equipment or user error. Additionally, Custody staff do not routinely deploy with BWV which impacts upon compliance rates.

Disproportionality rates in relation to police powers are regularly reviewed. Since the introduction of the new census data, data indicates that there is an inequality in the UoFF for both Asian (0.7) and Black individuals (2.3).

The Stop and search ethnic disparity time series dashboard<sup>10</sup> shows that for the year ending March 2023, the disparity rate for the West Midlands for Black individuals was 2.9 and for

---

<sup>8</sup> [Police must show stop & search and use of force is fair or risk losing public trust - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/reports-and-publications/2021-2022-disproportionate-use-of-police-powers/)

<sup>9</sup> [Stop and search and arrests, year ending March 2023 \(second edition\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/stop-and-search-and-arrests-year-ending-march-2023-second-edition)

<sup>10</sup> <https://assets.publishing.service.gov.uk/media/65ef3e53133c220011cd37c7/stop-search-ethnic-disparity-time-series-dashboard-second-edition.xlsx>

Asian 1.9 and for the Black individuals' rate of search was lower than that seen for England and Wales (4.1).

A Use of Force disparity rate is not calculated as it is for Stop and Search, however taking the relevant data from the police use of force statistics<sup>11</sup>, calculating rates per 1,000 population using Census 2021 data and applying the rate methodology shows that for the year ending March 2023 the West Midlands had a disparity rate of 0.5 for Asian individuals and 2.0 for Black individuals. Again, this is broadly in line with MSG and, for Black individuals, the rate was lower than that seen for England and Wales

A further caveat to be noted regarding Use of Force data, WMP does not currently record non-compliant handcuffing as use of force. The view from HMICFRS is that this impacts on the ability to draw meaningful conclusions in terms of disparity. Whilst there is a need to reflect on how reliable the data is due to data quality issues, WMP has accepted the need to change practice and begin recording compliant handcuffing.

WMP is aware of the significant impact Section 60 powers can have on the community and has retained Section 60 authorisation at the Assistant Chief Constable level, whilst encouraging active and appropriate use of targeted section 60s to tackle violent crime.

During April 2023 to March 2024, 19 individuals had a severe injury recorded. Just over half of these related to the deployment of a Police Dog. Any UoF which resulted in death or serious injury would be known about immediately and result in Post Incident Management (PIM) procedures being initiated. This would be reviewed, including whether a referral to the IOPC is required.

Every WMP Stop & Search conducted is subject to a more senior officer reviewing the information provided which includes grounds given. If searches do not meet the desired standard, follow up action is taken with the officer completing the search and feedback given to improve future practice. This would include scrutinising the S&S record to assess proportionality, reviewing the grounds provided for conducting the search and determining if the body worn video camera was switched on during the search.

To add a further layer of scrutiny, some specific searches (Black males aged 18-34) are subject to enhanced supervisor reviews, which means a deeper dive into the search which will involve the reviewing officer watching all the body worn video of the interaction. A 5-tier grading system is used and again where identified, reflective practice and appropriate

---

<sup>11</sup> [Police use of force statistics, April 2022 to March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/police-use-of-force-statistics)

feedback/further training is delivered. The Silver/Bronze lead has also conducted a 'dip sample' of over 100 records to review grounds.

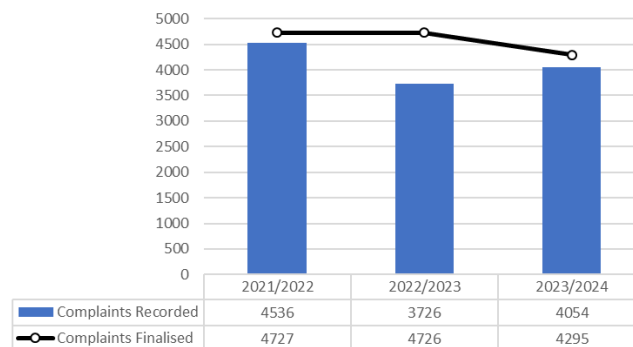
External scrutiny panels select random searches to review grounds and provide community and public oversight and feedback as to the grounds of the searches. Again, a feedback loop is completed for best practice and learning for officers. Where possible, Independent Advisory Groups and other partners are consulted when a section 60 power is evoked, which may be before, during or after the event.

WMP has developed a dedicated CPD classroom training delivered by policing tutors at Tally Ho, to new recruits in the early weeks of their classroom studies. The 'Learning From Our History' session centres around building officers' understanding of incidents which have affected the relationship between police (and government authority) and the black community in the UK and West Midlands. It covers issues like Windrush, Birmingham Riots in the 80s and UK equivalent of cases like George Floyd. The focus is on ensuring officers have good knowledge around why some communities have a more challenging relationship with the police, so they can act with greater empathy and understanding.

**e) Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints**

The number of complaints received over the last 3 years has been between 3500 and 4500 per year. The numbers remain high but are in line with most similar forces (MSF) when reviewing national IOPC statistics.

Chart 3 – Number of complaints recorded and number of complaints finalised



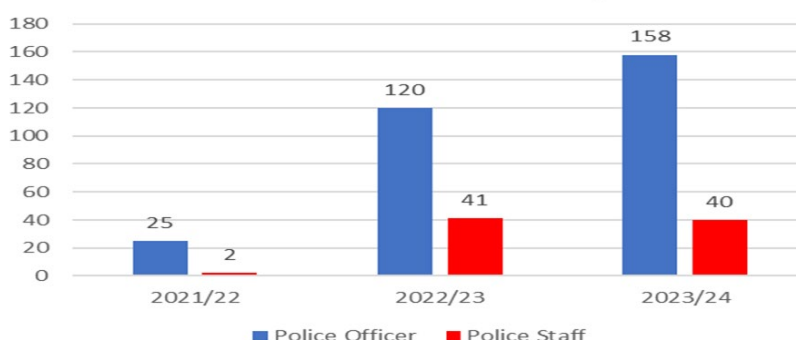
*NB: Complaints finalised includes roll on from previous year, the figure exceeds complaints recorded for that year.*

Reductions in 2022/23 have been linked to analysis of complaint reason which highlighted the potential for signposting and introducing elements of self-service whereby the public can retrieve information. This work has been documented previously at SPCB.

West Midlands Police is committed to becoming a learning organisation, one way we are working to achieve this is through increased use of Reflective Practice, most commonly used where a subject officer/staff's behaviour is assessed as Practice Requiring Improvement but does not amount to misconduct or gross misconduct.

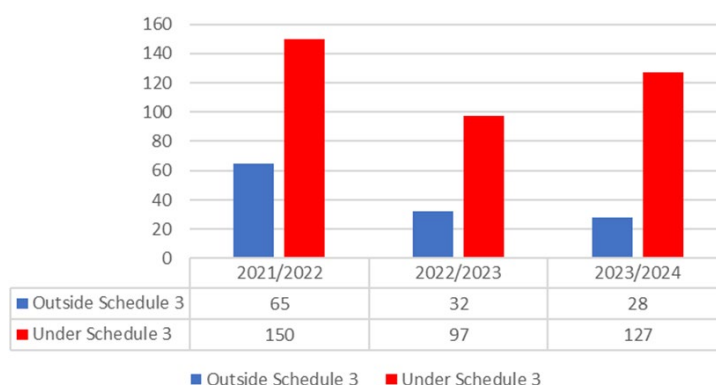
Over the past three financial years we have continued to see an upward trajectory in the use of RPRP across all areas that are assessed. There can be multiple officers and staff involved in one case, therefore there is more RPRP delivered than cases recorded.

**Chart 4 – Reflective Practice Issued by Subject Role**



Increases seen in 2023/24 have come with an increased complexity of complaints and the number of allegations within each complaint has increased. In addition, there is a backlog in reviews requested of the IOPC by complainants. This is a national issue and IOPC have taken steps to reduce this. In some cases the delay can be over 9 months before review work is actioned. These cases remain open on WMP timelines and impact on data around timeliness.

**Chart 5 – Average working days to finalise complaints**



The Professional Standards Department (PSD) are required, as all Forces, to record public dissatisfaction brought to its attention on the Centurion system, this includes every allegation made by the public and its form of disposal. This data is collated and reviewed in the PSD monthly performance meeting, looking at the volume and themes of complaints. This meeting enables themes and trends to be identified and considered for next steps.

During 2023/24 PSD made use of staff on temporary contracts to assist with complaint handling whilst there are staffing abstractions on the team. This continues into 2024.

**To note:** There will be a dedicated Complaints paper at the October 2024 AGB, therefore a brief update is provided here. The full paper will address the annex request “The results of the additional vetting undertaken in the wake of the publication of the Casey Review”.

#### f) Becoming a more representative police force

Representation of Ethnic Minority Joiners has increased steadily; however, the force is still working towards 25% of all new Police Officers being from an ethnic minority background.

*Table B – Representation of joiners*

Measure	26.07.23	31.10.23	01.07.24
Joiners: >50% Female (Police Officers)	43.2%	40.3%	37.7%
Joiners: >50% Females (Police Staff)	61.1%	61.9%	57.3%
Joiners: >25% Ethnic Minorities (Police Officers)	16.3%	18.0%	19.0%
Joiners: >25% Ethnic Minorities (Police Staff)	22.4%	23.6%	28.6%

Further detailed review of joiners – officers and staff - by ethnicity is shown in Tables C and D. This data shows that the only Ethnic Group that does not show a trend of increased representation amongst Officer Joiners is the black community.

Please note, data used to calculate Joiners and Leavers representation is based on data at July 2024 and filtered to align to the 3 corresponding time periods. Given this, there are slight variances to the data for total representation for July 2023 and October 2023.

*Table C – Representation of joiners – Officers*

Twelve Month Period for Reference	1st July 2022 to 30th June 2023	1st November 2022 to 31st October 2023	1st July 2023 to 30th June 2024
Date corresponding to report table	26.07.23	31.10.23	01.07.24
<b>Ethnic Minority Groups TOTAL</b>	16.4%	17.9%	19.0%
Asian	10.8%	10.8%	11.3%
Black	2.0%	1.9%	1.5%
Mixed	2.9%	4.2%	5.5%
Other	0.7%	0.9%	0.7%

*Table D – Representation of joiners – Staff*

Twelve Month Period for Reference	1st July 2022 to 30th June 2023	1st November 2022 to 31st October 2023	1st July 2023 to 30th June 2024
<b>Date corresponding to report's table</b>	<b>26.07.23</b>	<b>31.10.23</b>	<b>01.07.24</b>
<b>Ethnic Minority Groups TOTAL</b>	22.2%	24.5%	28.6%
<b>Asian</b>	16.4%	17.2%	20.3%
<b>Black</b>	1.9%	2.3%	3.6%
<b>Mixed</b>	3.5%	5.0%	4.4%
<b>Other</b>	0.4%	0.0%	0.4%

The success rate of female officers in promotion continues to be higher than male officers. The force has run two processes so far in 2024, with both the Superintendent process and the Chief Inspector process both seeing a higher success rate for female applicants.

*Table E – Sex Representation of Promotion*

Process	Promotion - Sex										Grand Total
	Supt to C.Supt Summer 2023	Supt to C.Supt Winter 2023	CI to Supt Summer 2021	CI to Supt Spring 2024	Insp to CI Summer 2023	Insp to CI Spring 2024	Sgt to Insp Summer 2021	Sgt to Insp Autumn 2023	PC to Sgt Winter 2022	PC to Sgt Winter 2023	
Female -	6	5	10	9	26	10	51	44	67	58	286
Successful	0	1	7	2	6	8	22	24	51	43	164
Unsuccessful	6	4	3	7	20	2	29	20	16	15	122
Total Applicants	15	14	33	29	79	33	165	133	197	217	915
Total Successful	2	4	18	5	20	16	66	48	120	123	422
Female Success Rate	0%	20%	70%	22%	23%	80%	43%	55%	76%	74%	57%
Overall Success Rate	13%	29%	55%	17%	25%	48%	40%	36%	61%	57%	46%
Female Promotion %	0%	25%	39%	40%	30%	50%	33%	50%	43%	35%	39%

The proportion of leavers from ethnic minority groups has increased over the past 12 months. The WMP Workforce and Resourcing Team is working to analyse key data to determine how far this is impacted by increased recruitment of police officers and staff from ethnic minority groups to inform targeted recruitment and retention activity.

*Table F – Representation of leavers*

Measure	26.07.23	31.10.23	01.07.24
Leavers: <35% Females (Police Officers)	36%	34.9%	33.5%
Leavers: <62% Females (Police Staff)	61.6%	60.7%	60.5%
Leavers: <14% Ethnic Minorities (Police Officers)	13.8%	14.7%	15.3%
Leavers: <18% Ethnic Minorities (Police Staff)	19.7%	20.0%	21.1%

*Table G – Representation of leavers - Officers*

Twelve Month Period for Reference	1st July 2022 to 30th June 2023	1st November 2022 to 31st October 2023	1st July 2023 to 30th June 2024
Date corresponding to report's table	26.07.23	31.10.23	01.07.24
Ethnic Minority Groups TOTAL	13.8%	15.5%	15.3%
Asian	9.4%	10.5%	8.7%
Black	2.0%	2.0%	2.0%
Mixed	2.0%	2.4%	4.1%
Other	0.4%	0.6%	0.6%

*Table H – Representation of leavers - Staff*

Twelve Month Period for Reference	1st July 2022 to 30th June 2023	1st November 2022 to 31st October 2023	1st July 2023 to 30th June 2024
Date corresponding to report's table	26.07.23	31.10.23	01.07.24
Ethnic Minority Groups TOTAL	20.2%	20.0%	21.1%
Asian	14.1%	13.0%	14.7%
Black	2.8%	3.5%	2.7%
Mixed	3.0%	3.1%	3.5%
Other	0.3%	0.4%	0.2%

The success rate of officers from an ethnic minority background in promotion processes continues to be mixed. The success rate in the Superintendent process this year showed a higher success rate (25% for officers from an ethnic minority background) compared to the overall success rate for the process (17%). However, in the Chief Inspector process although 33% of officers from an ethnic minority background were successful this compared to an overall success rate of 48% for the process.

*Table I – Ethnicity Representation of Promotion*

Process	Promotion - Ethnicity Status										
	Supt to C.Supt Summer 2023	Supt to C.Supt Winter 2023	CI to Supt Summer 2021	CI to Supt Spring 2024	Insp to CI Summer 2023	Insp to CI Spring 2024	Sgt to Insp Summer 2021	Sgt to Insp Autumn 2023	PC to Sgt Winter 2022	PC to Sgt Winter 2023	Grand Total
Ethnic Minority Groups - Applicants	1	1	4	4	10	6	24	14	29	36	129
Successful	0	0	3	1	3	2	12	4	13	14	52
Unsuccessful	1	1	1	3	7	4	12	10	16	22	77
Total Applicants	15	14	33	29	79	33	165	133	197	217	915
Total Successful	2	4	18	5	20	16	66	48	120	123	422
Ethnic Minority Groups Success Rate	0%	0%	75%	25%	30%	33%	50%	29%	45%	39%	40%
Overall Success Rate	13%	29%	55%	17%	25%	48%	40%	36%	61%	57%	46%
Ethnic Minority Groups Promotion %	0%	0%	17%	20%	15%	13%	18%	8%	11%	11%	12%

Exit interviews are carried out to understand why people leave the force. A pilot 'Say and Stay' Scheme was also launched in March 2024 to provide the opportunity to get up stream of resignations and have active conversations with individuals thinking about leaving. This pilot proved very popular with over 120 interactions with the Say and Stay Team over a 3-month period. Findings of the pilot and next steps will be considered by the Workforce Strategy Board.

The January 2025 AGB will include a paper on Supporting the Workforce, providing an in-depth picture of actions to attract and retain talent within WMP.

Author(s): **Ch Supt Tom Joyce**  
Job Title: **Head of Corporate Development**