



**POLICE RACE ACTION PLAN:
INDEPENDENT SCRUTINY & OVERSIGHT BOARD
ANNUAL FEEDBACK REPORT**

MAY 2023 - MAY 2024

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Note:

****Bold and italicised words used throughout the report indicate a glossary term***



01

CHAIR'S REMARKS

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Chair, The Independent Scrutiny & Oversight Board



ABIMBOLA JOHNSON

The relevance and urgency for the anti-racism goal of the Police Race Action Plan (PRAP) to be delivered was once again demonstrated over the course of last year. For example, as I type this introduction, The Runnymede Trust has just published their analysis of Home Office data, concluding that Black

children are 6.5 times more likely, and Black adults 4.7 times more likely, to be strip searched than their white counterparts.¹

As set out in my introduction last year, the disjointed structure of policing, limited buy-in from central government, and the lack of uniform position from the police on **institutional racism** were fundamental hurdles to the success of the Programme. These remain.

Our 2023 report set out how difficult we were finding it to carry out our role. The national programme was cumbersome and opaque in its workings; disconnected from internal and external communities and local forces; and it lacked focus. Where we could identify activity, it was difficult to understand how that linked to measurable outcomes and metrics of success.

Happily, matters have improved this year, not least due to changes in leadership which have brought new energy and focus to the Programme's work. National Police Chiefs' Council (**NPCC**) Chair, Chief Constable Gavin Stephens, has taken on the role of Senior Responsible Officer and has used his platform to reiterate his public acceptance of **institutional racism** in policing.² T/Deputy Assistant Commissioner Dr Alison Heydari has stepped into the role of Programme Director, making key personnel changes within the central team structure.

We have started to see more openness from the central team including the participation of workstream coordinators and **College of Policing** representatives in our public livestreamed "ISOB Feedback Report Event" on 9 November 2023.³ Communication improved with the Programme in March 2024 starting a monthly newsletter with regular updates about PRAP activity.

However, there is still a long way to go. 2023-2024 marked PRAP's penultimate year as a standalone programme in its current format.

It was always intended to be a four-year programme of work that would then need to be absorbed into the permanent structure of policing for the longer-term delivery of its anti-racism goal.

As this report shows, frustratingly basic, foundational tasks remain unfulfilled: raising internal and public awareness of PRAP's existence, establishing objectively discernible metrics and success measures, and reiterating the Plan to reflect feedback gathered over the Programme's three-year existence (including a public survey that is now approaching two years old) are just a few obvious examples.

6.5x

Likelihood for Black children to be strip searched compared to their white counterparts

Likelihood for Black adults to be strip searched compared to their white counterparts

4.7x

¹ [The Racialised Harm of Police Strip Searches](#), The Runnymede Trust, June 2024 [last accessed June 2024]

² [Head of Britain's police chiefs says force 'institutionally racist'](#), Guardian, [last accessed June 2024]

³ [ISOB Feedback Report Event 9th Nov 2023](#), YouTube [video] [last accessed June 2024]

For that reason, you will see feedback in this report move away from pushing for a reiterated version of the Plan to be published, calling instead for the Programme to improve its “outcomes framework.” An effective framework would mean that every activity the Programme runs would need to be linked to an evidence-based outcome that would push policing towards its anti-racism goal. Activity would be measurable with clear markers for success, work would be transparent and publicly accountable. For our faith in it to be sealed, the framework must be properly consulted on.

PRAP consultation, however, continues to be a sticking point for us. There has certainly been an increase in activity around engagement. In many ways this is positive, showing a dedication to informing wider sections of the work being undertaken by PRAP, particularly some of the engagement focused on young people. However, we are concerned that it is not sufficiently meaningful, particularly for a programme in its third year. When we have spoken to stakeholders about their experiences, we still find that they differ from the more positively presented writeups we receive from the Programme. This report’s contribution from Revolving Doors is an example of this.⁴

Another concern for us is that ‘engagement’ – i.e., informing people of the existence of PRAP – is often depicted as ‘consultation’ – i.e., exchanging information and opinions about PRAP to deliberate and reach decisions about its direction. When we do see evidence of exchanges having taken place, it is difficult for us to pinpoint how the PRAP central team has harnessed that insight and converted it into meaningful action.

Strategic focus and legacy are therefore key areas that the Programme must deliver over the next year. An anti-racist police service has not been created. What this Programme must now do is develop lasting tools and structures that include permanent accountability to ensure policing drives towards anti-racism.

Other fundamental changes need to occur for this to happen. Inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and a more aligned approach between the policing and the Association of Police and Crime Commissioners, who have statutory functions to hold their chiefs to account, would all help ensure the longevity of this work.

Most importantly, dedication to this programme from central government would make a significant difference in output and stability. The purpose of the ISOB is to ensure that the police do not mark their own homework. Ultimately, scrutiny and accountability in this area should be in the hands of our elected officials, who can provide resourcing and make legislative, policy and other permanent changes to ensure that society has a standing chance at seeing an anti-racist police service. Anti-racism cannot be achieved in a vacuum. If we want to divert the young and the vulnerable away from police intervention, other institutions need to be in the position to step in, and they, too, need to answer the call to become anti-racist to work together. Only central government has the ability to coordinate such a response. That centralised coordination has been lacking so far.

Before I sign off, I must thank in particular: Nick Glynn, who stepped up as ISOB Chair while I was on maternity leave for four months this year; Viya Nsumbu, who has worked tirelessly to coordinate the contributions and content of this report; Michelle Stead for her invaluable administrative support; my board members who continue to dedicate their time and energy to their scrutiny roles; and to our external contributors: Dominique Walker, the National Black Police Association, The Criminal Justice Alliance, Missing Black People, Revolving Doors, and Crest Advisory.

⁴ See *Workstream 3 section* at page 31



02

THE POLICE RACE ACTION PLAN: FOUR YEARS ON

THE POLICE RACE ACTION PLAN: FOUR YEARS ON

Four years ago, the National Police Chiefs' Council and the **College of Policing** jointly announced the Police Race Action Plan ("the Plan" or "PRAP"). The Plan aims to improve policing for Black people by building an anti-racist police service.

The Police Race Action Plan in numbers

44

Police Forces in England and Wales

4.2x

the rate at which Black people are more likely to be tasered by police

5

Home Secretaries since the Police Race Action Plan was announced

4

The number of workstreams in the Police Race Action Plan

6.5x

the rate that Black children are more likely than white children to be strip searched

68%

the percentage which Black people are more likely than white people to be arrested under the Vagrancy Act (Generation Rent)

2

Police Forces in England and Wales that have acknowledged **institutional racism**



.3%

the percentage increase in Black police officers in England and Wales since 2010

4%

of the UK population is Black and Black heritage

4

Years since the Police Race Action Plan was announced

13

the age of Child X, the Black boy held at gunpoint by Met Police while playing with a water pistol

1.3%

of the Police workforce is Black (May 2023)



03

PROGRESS SINCE OUR
2023 REPORT

PROGRESS SINCE OUR 2023 REPORT

In 2023, we published our first annual feedback report.⁵ The report provided our feedback on PRAP following our first year as a Board and outlined recommendations for how this Plan, if more robust, could create a fairer policing system for Black communities.

At the time, anticipating the imminent publication of a reiterated Action Plan, we set out seven thematic recommendations:

- 1 **Restructure the *Race Action Programme* to better reflect an anti-racism programme**
- 2 **Introduce tangible and measurable performance metrics**
- 3 **Identify clear areas of focus**
- 4 **Increase engagement with external stakeholders**
- 5 **Develop and deliver a clear communications strategy**
- 6 **Improve the flow of information to the ISOB**
- 7 **Provide adequate resourcing to the Plan**

Home Affairs Committee Fifth Report of Session 2022–23 - Policing Priorities⁶

The ISOB was featured in the Home Affairs Select Committee report on its inquiry into what policing priorities should look like at a time when trust in the police is low. The report contains evidence provided by Abimbola Johnson, Chair of the Independent Scrutiny & Oversight Board, and our 2023 Annual Feedback Report.⁷

The report also states: The National Race Action Plan contains admirable aspirations. Stakeholders need to ensure they are realised speedily. We recommend the NPCC commit to a clear timeframe for the next iteration of the plan and adopt an “accept or explain” response to ISOB’s recommendations.

Overall, the ***Race Action Programme*** accepted the majority of our recommendations. The Programme accepted the recommendations to introduce measurable performance metrics, clarify focus areas, increase engagement with external stakeholders, and develop a communications strategy and deemed priorities for the upcoming year.

⁵ [ISOB Annual Report 2023, Independent Scrutiny & Oversight Board \[last accessed May 2024\]](#)

⁶ [Home Affairs Committee Fifth Report of Session 2022–23 - Policing Priorities, Parliament.uk \[last accessed May 2024\]](#)

⁷ [Policing priorities - Oral evidence, Home Affairs Committee, March 2023 \[last accessed June 2024\]](#)

Several recommendations were accepted but faced practical challenges. Challenges persist in the flow of information to the ISOB due to ongoing issues with information sharing within the Programme, contributing to siloed working. While the recommendation to provide adequate resourcing was accepted, recent announcements of budget cuts raise concerns about the Programme's ability to fulfil its objectives, particularly in transitioning implementation to local forces.

Unfortunately, our core recommendation to restructure the **Race Action Programme** was not embraced, representing a missed opportunity for the Plan's genuine success. It would have seen people recruited into positions irrespective of rank and solely due to demonstration of a proven commitment to anti-racism work. It could potentially also have opened the door to having non-police personnel in vital delivery roles within the central team structures. As previously highlighted, the **Race Action Programme's** current structure is intricate and hierarchical, mirroring the existing structures within policing despite its core mission to be an anti-racism initiative. Numerous reports have underscored how these policing structures perpetuate racism and other forms of discrimination.

In response to our recommendation, the Programme has opted for minor changes and personnel shifts. We understand this is partly due to the limited time remaining before implementation transitions to local forces.

As PRAP enters its final year as a standalone programme, our 2024 Annual Feedback Report focuses on the three central recommendations from last year that were accepted in full by the central team:

Recommendation 2: Introduce tangible and measurable performance metrics;

Recommendation 3: Identify clear areas of focus; and

Recommendation 4: Increase engagement with external stakeholders.

While we prioritise these recommendations, we're not suggesting that the Programme has adequately addressed the other four. Instead, the time constraints necessitate a focused approach. Delivery must now concentrate on establishing a comprehensive framework for measuring the progress of police forces toward becoming anti-racist. This framework must clearly define success metrics and establish mechanisms for tracking progress, thereby ensuring accountability across all forces. Our overall assessment of where the Programme is with these three key recommendations, and why they need to continue to focus on them, is set out below.

Ensuring tangible and measurable performance metrics

Metrics are essential in change programmes. They may not be flashy and are unlikely to generate headlines. Still, they play a vital role in guiding, assessing, and improving anti-racism work by providing objective data to inform actions and policies to achieve racial **equity** and justice.



Metrics clearly linked to PRAP's outcomes framework are essential to driving forces to continue their journey to becoming anti-racist beyond the end of the programme. They will ensure forces can measure progress, maintain clarity and focus, be held accountable, and deliver continuous improvement.

The metrics should be published to improve transparency and to demonstrate commitment to becoming anti-racist. Forces that deliver on commitments and take responsibility for delivering change will build trust and credibility in the wider community. There is a new outcomes framework which is due to be published by PRAP this autumn.

Identifying areas of focus

As previously highlighted, the **Race Action Programme** is now in its crucial final year as a standalone structure. This period is of utmost importance as the Programme must demonstrate a positive impact on policing and its interaction with Black communities.

It could do this in two ways. One way could be to drive the outstanding actions in PRAP as far forward as possible with its resources. This could be a positive way forward, especially if the team could communicate that a percentage of the actions the central team set out to achieve had been implemented. While there are likely to be some initiatives in PRAP that could take police forces closer to being anti-racist, there is no clear view on which actions will have the most significant and enduring positive impact.

Alternatively, the central team could shift focus away from activity and onto the outcomes framework and an associated set of metrics. This strategic shift could serve as a tool to hold forces accountable well beyond the life of the Programme. There is ample time to develop the outcomes framework and associated metrics; to consult on them widely; and finalise this before the programme concludes in March 2025.

The scale of the change in approach will present a significant communications challenge, but this approach will have the most enduring positive impact. There is still time to publish a reiteration of a plan made up of actions to be delivered within the coming year.

It is important to highlight the need for clarity in identifying focus areas within the Plan. Without it, it becomes very challenging to define the right focus areas within the workstreams and establish robust measures of success. This is why we emphasise the need for metrics within the outcomes framework.

Valuable discussions have taken place within the workstreams regarding effective practices and critical areas for consideration. However, it remains to be seen if these insights are being effectively utilised to inform the Plan or to drive areas of focus. For example, our last report highlighted that...

"the Plan must better acknowledge intersectionality to demonstrate a developed understanding of the nuances in the experiences of Black heritage groups in England and Wales".

Whilst some work may impact these areas, such as the missing persons work in Workstream 4, these discussions must go further by, for example, highlighting intersectionality as a clear focus against the overall objectives within the outcomes framework. Its present version does not do so.

Increasing engagement with external stakeholders

External engagement for PRAP is essential to its success. Whether it is with experts in anti-racism, those working towards creating a fairer justice system, or those who may be impacted by a change programme like PRAP, bringing in voices outside of policing will strengthen the Plan.

As we noted in our report last year, both policing and the Programme tend to be quite insular. This was evidenced by the absence of a public statement from the Programme following the publication of the **Baroness Casey Review** Final Report in March 2023, despite it referencing **institutional racism** and discrimination and examining internal police culture, the subject of PRAP's Workstream 1.

The Programme continues to make efforts to improve engagement with external stakeholders. Notably, a community engagement event was held in February 2024 under the theme 'Police Race Action Plan: Whose Plan is it Anyway'. An engagement strategy has also been developed to identify key stakeholders and to enhance interaction with them. While these are positive steps, it's crucial to acknowledge that more work is needed in this area, which the Programme is committed to addressing, having recognised the initial lag during its first two years.

Our previous report stressed the urgency of improving engagement with Black people under the age of 25. 18-24 year olds are **disproportionately** represented in the criminal justice system compared to other age groups and reoffend at a higher rate.⁸ This demographic poses unique challenges for the police in terms of trust-building. We maintain that this is a significant shortcoming that must be urgently addressed by police forces, with the support of the Programme, to ensure success.

We also observed that the Programme's engagement methods were not reaching a wide enough audience, as evidenced by the 10% response rate from Black, Black British, or mixed Black heritage participants to a public survey on PRAP that ran between May and August 2022.⁹

We expressed concern about the reiteration of the Plan and how key stakeholders would be engaged in this process. The Programme has developed a communications and engagement strategy to support this process. Concentrating on the outcomes framework will ensure the strategy has clear direction. It will be essential for the Programme's engagement to focus on getting feedback from community and civil society organisations on the outcomes it seeks to achieve since these will be the most enduring elements of the Plan and will take years of sustained efforts to deliver.

Over the remaining year of the national Programme, engagement efforts should build consensus about the outcomes it seeks to achieve. This would allow national and local stakeholders to help shape PRAP's aims and objectives so that they feel a shared commitment towards them and are more likely to work with local police forces to achieve them.

⁸ [HM Inspectorate of Probation](#) [last accessed May 2024]

⁹ [Police Race Action Plan: Improving Policing for Black People - What have we done so far?](#) [last accessed May 2024]

Further work has been done in this area with the creation of a National Community Reference Group which was developed to act as a “Task and Finish Group” providing guidance, feedback and advice on the Plan. This Group was established in early 2024 however it is not clear how and where it fits within the wider Programme structure. The Programme’s use of the Group is not transparent - membership and its terms of reference remain unpublished and it does not produce public facing reports. However, we understand that it consists of around 80 members with lived, academic and professional experience of dealing with anti-Black racism.

This Group potentially contains an abundance of knowledge that if harnessed properly can be a powerful long-term accountability tool in policing. It could continue past this four-year programme period. To do that, however, policing will need to ensure that the group is sustained through proper resourcing. The police need to work more openly with the group. As we observe throughout this report, when engagement is conducted, there is often a positive spin presented by the Police which does not always align with the attendees’ perspective.





04

WORKSTREAM SPECIFIC FEEDBACK

Workstream 1: Internal Culture and Inclusivity



It cannot be overstated how crucial it is to foster a diverse police force that truly represents the community it serves. The first workstream of PRAP is dedicated to improving Black representation in policing, acknowledging that Black individuals are not just citizens but also wear the uniform and hold police staff roles. The recruitment, retention, and progression of Black police officers and staff are contingent on establishing an inclusive internal culture. Unfortunately, this inclusive internal culture does not exist.

According to the most recent figures, as of 31 March 2023, Black officers made up 1.3% of the total police workforce.¹⁰ For context, in 2010, Black people made up 1.0% of the force.¹¹

In recent years, there has been a series of high-profile cases of serious failings, misconduct, and illegal behaviour by serving police officers that have brought policing's internal culture to the forefront of public consciousness. Following the murder of Sarah Everard, the then home secretary, launched a two-part inquiry, led by former Lord Advocate of Scotland Lady Elish Angiolini, into how "an off-duty Metropolitan police officer was able to abduct, rape and murder a member of the public".¹² In part one of her inquiry, published in February 2023, Lady Elish recommended that...

“with immediate effect, every police force should commit publicly to being an anti-sexist, anti-misogynistic, anti-racist organisation in order to address, understand and eradicate sexism, racism and misogyny, contributing to a wider positive culture to remove all forms of discrimination from the profession. This includes properly addressing – and taking steps to root out – so-called ‘banter’ that often veils or excuses malign or toxic behaviour in police ranks.”¹³

Much to our concern, the **Race Action Programme** made limited public recognition of Lady Elish's recommendations on culture. This omission highlights a siloed approach of the Programme, with limited cross-working across other policing areas and priorities. Put simply, everything is connected so recommendations from one area must be considered against proposals for PRAP.

¹⁰ *Police workforce, England and Wales: 31 March 2023 (second edition)*, GOV.UK, GOV.UK [last accessed May 2024]

¹¹ *Police workforce – Ethnicity, facts and figures*, GOV.UK [last accessed May 2024]

¹² *The Angiolini Inquiry*, [internet], [last accessed June 2024]

¹³ *Angiolini Inquiry Part 1 Report*, GOV.UK, 29 February 2024 [last accessed June 2024]

What we've seen in the last year

The Police Uplift Programme (“PUP”), aimed at recruiting 20,000 police officers in England and Wales, allowed the standardisation of significant parts of the officer recruitment process. It also allowed for centralised evaluation of each stage in the recruitment process, highlighting elements that **disproportionately** negatively impacted Black candidates. Now that PUP has ended, responsibility for recruitment has returned to force level. This presents two issues: first, recruitment standards differ from force to force, and secondly, forces cannot currently track and evaluate race **disproportionality** in their end-to-end recruitment process, which PUP was able to do.

The central team is actively engaged in producing comprehensive material for local forces. This material will outline best practices and recommend interventions to mitigate disparities in recruitment, promotion, and attrition.

Much work has been done to build a network of stakeholders across police forces. Monthly engagement sessions have helped to share information and best practice among these stakeholders.

PRAP aims to ensure that all Black officers are offered access to their local Black Police Association (BPAs) or Race Equality Network. The central team surveyed BPAs and Race Equality Networks to develop a set of recommendations which are expected to be sent to Chief Constables in Summer 2024.

The central team has established the Black Heritage Advisory Group (BHAG). We have been told that this advisory group aims to support the **College of Policing** by providing constructive challenges and advice on the development of policies, procedures, and practices. This is an inwardly populated group consisting of police officers and staff. As with the externally populated National Community Reference Forum, this is a group whose membership is unpublished and does not produce any public facing material, we therefore have no insight into its workings.

As can be seen in the National Black Police Association's contribution to this report, there is concern in some quarters that the work of this Group simply duplicates the role of pre-existing and well established staff associations.

There has also been a five-year commitment to deliver the Our Black Workforce survey, a national survey tracking the attitudes and experiences of Black or Black-Heritage police officers and staff in service. The second wave of this survey was conducted between July and September 2023, with results and analysis published in November 2023. The five-year commitment will allow the **NPCC** to measure the impact of initiatives in the Internal Culture and Inclusivity Workstream on Black officers and staff.

Recruitment disparities continue

As observed in our 2023 report, racial disparities persist in officer recruitment despite efforts to improve representation through the Police Uplift Programme (“PUP”). We said improved data collection and publication were essential to effectively addressing these disparities. External publication of PUP **dashboards** remains critical.

While limited data was publicly available, therefore making it difficult to assess the progress made, an investigation by the **Media Storm** podcast found that Black people applying to police forces across England and Wales under PUP had a significantly higher rejection rate than white counterparts.

Data acquired through freedom of information responses from 32 out of 43 police forces in England and Wales found that Black applicants to the PUP had a pass rate of 7.3%, compared with 18.72% for white candidates.¹⁴



Black applicants



White applicants

¹⁴ [Media Storm Podcast, S3 Episodes 9, 10 and 11](#) (last accessed June 2024)

There are several ways the **Race Action Programme** can achieve transparency and start to tackle disparities. First, it could publish **adverse impact ratios** data at force level. Secondly, the quarterly statistics published during the PUP period could continue. However, it may be challenging to do this at force level as recruitment levels will likely be much lower. Finally, statistics on recruitment should be accompanied by data on retention and progression, as well as on race disproportionality within misconduct processes.

Lack of clarity on desired outcomes

We said the Plan needs to clearly articulate desired outcomes or results for proposed actions. For instance, the role of the recruited Black Heritage Advisory Group and the curriculum for Black history and policing were unclear. We also said there was a need for clarity as to how the curriculum will affect behaviour within policing, guiding its target audience and delivery methods within the service.

The ISOB is still of the view that there needs to be more clarity on desired outcomes. As highlighted above, there has been a significant amount of progress on a number of the actions beyond PUP this year, which is good to see. There has also been a considerable improvement in how the workstream activity has been fed back to the ISOB. However, there still needs to be clarity about why specific actions have been chosen to be progressed or implemented. There remains no hypothesis for what impact those actions will have.



Lack of visibility with key Black stakeholder groups

Event Spotlight: 2023 National Black Police Association Annual Conference, 10-12 October 2023, Cardiff

ISOB members attended the 2023 National Black Police Association (**NBPA**) annual conference. Titled *Lawrence Inquiry to Casey Review - How Far Have We Come?*, the conference celebrated the NBPA's 25th Anniversary and focused on sharing best practice and implementing pragmatic solutions to the considerable challenge that policing in the UK faces.

The ISOB observed sessions delivered by the PRAP team who went through sections of the Plan and asked for feedback. We were disappointed to observe that many attendees of the conference had not seen the Police Race Action Plan despite all attendees being police officers and staff. The sessions delivered were relatively high level, asking for feedback that amounted to initial impressions of the Plan rather than gathering considered and developed insight from attendees.

During the conference, South Wales Police Chief Constable Jeremy Vaughan stated that the force was institutionally racist, using Baroness Casey's four tests of **institutional racism**.¹⁵ Chief Constable Gavin Stephens also accepted that English and Welsh policing is institutionally racist, an admission he developed in detail during an interview with the Guardian in January 2024.¹⁶

We expressed concern about the Plan's lack of visibility within other policing areas. Despite invitations to meet with Black staff associations and networks and overlapping areas like out-of-court resolutions, it is evident that key stakeholders still lack awareness of the Plan.

¹⁵ ["Institutional racism applies to South Wales Police," says chief police constable](#), The Voice, 13 October 2023 [last accessed June 2024]

¹⁶ [Head of Britain's police chiefs says force 'institutionally racist'](#), The Guardian, [last accessed, June 2024]



We strongly recommended increasing direct efforts to keep those directly involved in policing informed about the Plan's progress. Given that the central programme will be concluded shortly, we recommend that Black officers and staff should be widely consulted about the revised outcomes framework and associated measures which will be the key legacy products that ought to outlast the Programme.

Localisation of the workstream

We said the Plan needed more scrutiny on how local forces would deliver cultural change and **inclusion** initiatives. Forces lack support and resources, facing challenges like fragmented actions across departments and ripple effects on other forces. We said a centralised plan for local delivery is needed.

There has been a marked improvement in this area with the introduction of the WS1 update meetings for all forces. These give an opportunity for two-way feedback. However, engagement across all forces is inconsistent. Given the refocus of our thematic recommendations, we do not think a centralised plan for local delivery of the actions is something PRAP should be aiming for. However, the central team may still find it helpful to update forces on alternate months of progress against the outcome metrics.

Reaching the right officers

We said serving officers lack access to support structures and specific guidance about ways in which they could challenge and support the implementation of the Plan. We said that a route to reach these officers could be through Black Police Associations (BPAs). Still, without additional resources and support, BPAs cannot provide the required level of support and input into the Plan. Unfortunately, at the time of writing this report, the National Black Police Association announced that it was suspending support for the Programme for reasons that its President, Andy George, elaborates on below.

Resources have yet to be forthcoming to BPAs. However, work has been done to ensure that officers and staff have access to local BPAs and Race Equality Networks. This area of work - like many others - was neglected until April 2023. As set out above, the central team will share its recommendations with the Chief Constables in Summer 2024. We expect these to be published externally as the Programme committed to the **NPCC** to publish the analysis and recommendations to forces.

Dominique Walker
Lecturer in Policing Studies,
Liverpool John Moores University
Chair, Anthony Walker Foundation
Ex-Merseyside Police Officer



**ANTHONY
 WALKER
 FOUNDATION**

I work with Merseyside Police's PRAP team as an attendee and collaborator. They also work with my charity, The Anthony Walker Foundation ("AWF"), on Workstream 1. AWF has facilitated training for all police officers & staff to educate them on anti-racism, **institutional racism**, and the impact of the misunderstandings and harms of systemic racism on our Black communities. Our work has included developing a Hate Crime Action Plan, discussing strategy, supporting their community outreach teams, and funding local community-led sports programmes, e.g., Toxteth El8te.

The work over the past year has been consistent with statistical feedback. However, dissemination to our communities is still proving difficult and understanding the **diversity** and complexity within Black communities needs improvement. Nonetheless, at every meeting, we continue to welcome new members of our community who remain open to working with the police.

To fully engage communities, there needs to be meaningful co-production. Currently, the meetings in Merseyside provide information to communities, but improvements must be made in developing two-way discussion and evaluation. The events do, however, demonstrate an active commitment from Merseyside Police to face the issues of racism & policing head-on. For this work to be effective, i.e., to eradicate racial disparity, these interventions must be fully resourced and used with a longer-term focus. There also must be healing strategies for all involved to limit Black fatigue and avoid replicating racial trauma and distress. We also need to see buy-in from officers and staff of all races and ranks.

I served as a police officer at Merseyside Police between 2009 and 2020 following the racist murder of my brother. I joined the police because I wanted to save everyone after his death. I believed that because of my traumatic experience, I could help people. I was a hate crime & domestic violence detective working in a criminal investigations department.

Unfortunately, as a Black female officer, I experienced 'gendered racism' in policing, discrimination specific to the intersections of my identity. This resulted in my having fewer opportunities for career development and working in a hostile environment. I then found my 'family' and a sense of belonging by joining and eventually chairing the Merseyside Black Police Association. It was these officers who impressed me. It was these Black officers who helped and supported my lateral move into the criminal investigations department. Therefore, This work is very important to me and I sincerely hope it succeeds.

The National Black Police Association's Reflections on 2023-2024

by Andy George, President of the NBPA



The Police Race Action Plan has been running for almost four years. Despite its ambition to improve the experiences of policing for Black people, we have seen a deterioration of the action and desire displayed in the setting up of the Plan shortly after George Floyd's murder. With great reluctance, we decided to suspend our support for the Police Race Action Plan on 20th June 2024.¹

Our members continue to be the victims of racism and discrimination in policing whilst also suffering additional trauma when their White colleagues defend the actions of officers involved in incidents with Black communities, with little thought on their perspectives or connection to Black communities. This was most extreme when £140,000 was raised when two officers were sacked after the Bianca Williams and Ricardo Dos Santos incident, with calls to donate made via internal emails and WhatsApp groups.²

The National Black Police Association represents around 6,000 officers and staff from various Black, Asian and Minority Ethnic backgrounds, and we have a local association in every police service and law enforcement agency in the UK. Our local Black Police associations have been in existence since 1994, and in 2023, we celebrated our 25th anniversary. In 2023, we had over 370 attendees at our national conference, one of the biggest conferences in policing. We are integral to the success of the Plan, and it was reassuring to see the engagement in March 2022. However, in the last 12 months, we have experienced an erosion of that engagement despite the central team using our name to legitimise decisions and actions. We have often been consulted with late notice or at the start of a process with no update or involvement as the action progresses.

We have seen actions being presented as complete by the Central Team to the **Programme Board** without consultation or discussion. For example, actions such as setting up the Black Heritage Advisory Group were meant to create a pathway for Black voices from outside policing to shape policy at the **College of Policing**. This group is far from complete as, currently, the only members are police officers and staff. This duplicates the work staff networks complete, and we are unsure of what additional benefits it will bring. We see this as one of many missed opportunities.

In February 2024, we called for a recruitment boycott to the Metropolitan Police Service due to issues impacting our membership.

It is an indictment on policing that 12.5% of misconduct cases in the MPS involve Black officers yet they only make up 3.6% of the workforce.³

This appears to have increased since **Baroness Casey's** seminal report, and we only came across this information through a Freedom of Information request. The action within Workstream 1 on misconduct should have reduced the disproportionality, yet we are aware that the **NPCC** Lead for misconduct has had limited contact with the Workstream 1 coordinator. This has led to Black officers leaving policing at a higher rate and may explain why **Black representation in policing only increased by 0.1% during the three years of PUP.⁴**

¹ [Police in race crisis as minority ethnic officers end support for action plan](#), The Guardian, June 2024 [Last accessed, June 2024]

² [Bianca Williams: 'I'm shocked by Met officer fundraiser'](#), October 2023, BBC News

³ See Metropolitan Police FOI reference number 01/FOI/24/035789

⁴ [Police workforce - Gov.UK Ethnicity Fact and Figures](#), May 2023 [Last accessed June 2024]

Our membership has grown by around 20% in the last 12 months, yet despite an action that was meant to provide more support, in the two years since the release of the Plan, we have seen no additional support. In the past, we have had members of our national cabinet working full-time, and full-time staff were provided to support their work. This was provided by the Home Office but supported by each Cabinet member's local force. In the early 2000s, many police services also gave full-time positions to local association Chairs to deal with the extreme findings of the Stephen Lawrence Inquiry.

Since 2020, we have seen some police services reduce their support to local BPAs. This is at a time when our support work has increased by around 2.5 times since March 2023 and when we are being asked to spend more time working on the Plan. We have not even seen simple processes such as creating a pathway for Black officers and staff to join our local associations.

We were created due to the existing statutory staff associations not adequately recognising or combatting racism within policing. The Police Federation of England and Wales (PFEW) is subject to legal action relating to a pension challenge. This appears to have reduced their capacity and appetite for supporting members through cases that involve racial discrimination. This lack of support has also been found in the Police Superintendents Association as we gain more members at higher ranks within policing. As a result, we are supporting more officers through these matters. We have now recommended members obtain legal cover on their home insurance to allow them to have some form of legal protection.

We believe that the central team is focussed on activity without considering or measuring outcomes. The potential date of March 2025 for a move to normal business may be pushing them to complete actions to show some progress. It is our opinion the last 12 months has actually become worse for our members and radical changes need to be made.

We believe that the biggest failure of the Police Race Action Plan has been the fact that it has been left to Chief Constables and those in senior positions to decide what action should be taken and whether they will implement it in their force. We strongly advocate for the incoming government to fully fund a new Race Action Plan which is mandated across the UK and which is delivered by those that are impacted by racism, both internally and externally to policing. No system changes on its own and policing must be forced to reform so we can finally end the cycle of crisis and activity which **Baroness Casey** outlined so eloquently.





04

WORKSTREAM SPECIFIC FEEDBACK

Workstream 2: Use of Powers



Over the twelve-month period examined in this report, leadership of this workstream has failed resulting in significant areas of missed opportunity. Although progress was made in two key areas as set out below, the drive for these came from outside of PRAP's structure. As a result, we conclude that this work was conducted in parallel rather than in partnership with this workstream. Further it meant that there were opportunities that could have been explored to deliver progress in other police powers that instead languished. We shared our concerns throughout the 12 months that this report covers and it was not until the end of the period that we have seen an improvement. The fact that a slow delivery was able to remain for such a long stretch of time in a vital workstream underscores the urgent need for action and the slow-moving nature of the Programme. It also raises concerns about how seriously this workstream has been taken.

A key question for any PRAP activity in the Use of Powers workstream is, 'what difference will this make to Black people's experience of policing'? If the police cannot answer this question, there can be little confidence that activity, however well-meaning, will result in the needed changes.

External to PRAP, a new National Policing Stop and Search lead was appointed who has already proactively held meetings with us. There is evidence of activity aimed at exploring why race disparity persists in stop and search and efforts to change this. Still, it is unclear whether tangible progress has been made, and there is an absence of new or different approaches that could produce different outcomes. For example, work on PRAP-related stop and search/other (more intimate) search policies/actions. Tackling this will present an opportunity for PRAP to show how it can use strategy to drive meaningful change in this area.

Workstream 2 of PRAP is dedicated to the police's use of powers. This includes powers such as arrest, vehicle stops, stop and search, use of taser, and strip-search. From Child Q to Ricardo dos Santos and Bianca Williams, and all the stories that do not make the headlines, the **disproportionate** use of police powers on Black people has caused lasting trauma and is a significant driver of mistrust of the police.

Such is the **disproportionate** use of police powers on Black people, and these powers being a key driver in mistrust of the police, that the very success of PRAP hinges on this workstream being effective. It is disappointing and hugely concerning then that this is the workstream with the least progress and activity since our last report.

4.2%

the rate at which Black people are more likely to be tasered by police

Event Spotlight: Policing Innovation Forum: Improving Policing for Black People

In June 2023, ISOB Workstream 2 Lead Nick Glynn presented at the Policing Innovation Forum, organised by N8 Policing Research Partnership.

Attended by police, charities, academics, and businesses, the Forum aimed to create a platform for sharing ideas and finding inspiration on improving policing for Black people. Nick provided an update on PRAP progress from an ISOB perspective.

The Forum heard updates on several research projects pertaining to the Use of Powers, including Dr Estelle Marks (University of Sussex) on suspicionless stop and search (Section 60) and Dr Liz Turner (University of Liverpool) on COVID powers and the uneven way in which they were applied to the detriment of Black people and other ethnic minorities.

Recording ethnicity data

Last year, we observed that the Plan was missing opportunities for actionable and tangible change in police use of powers. We noted there was an absence of a national approach to the recording, analysis, supervision, and scrutiny of police powers, including traffic stops, stop and search, the use of force, and the use of tasers.

Whilst existing processes capture some ethnicity data relating to some areas of use of powers, there has been little progress on a national approach that will allow for the recording, analysis, supervision, and scrutiny required. Data quality is varied across forces, and the persistent problem of incomplete ethnicity data has not been addressed.

It is unclear whether any tangible progress has been made on the **annual data requirement** (ADR) system, whether it now captures more detailed data relating to race and police powers, or whether all forces are complying with their ADR responsibilities. The ADR is owned by the Home Office and the inclusion of traffic stops was disappointingly vetoed by the policing minister. This continues to impede the ISOB and the public's ability to have an accurate national picture.

There are still no clear desired outcomes relating to police use of powers and race disparity. In our view, the aim should be the elimination of race disparity. To establish a clear direction of travel and achieve this, PRAP should clearly state this aim, with metrics that demonstrate a starting point and milestones towards this.

PRAP's outcomes framework is an opportunity to develop the above clarity of purpose and objectives to drive Programme progress and transition in spring 2025. The ISOB has provided comment on the framework but we do remain concerned that the emerging framework may still lack the clarity and ambition needed to achieve the overall aims of PRAP. We have also raised concerns that before being finalised, it needs to be subject to meaningful consultation.

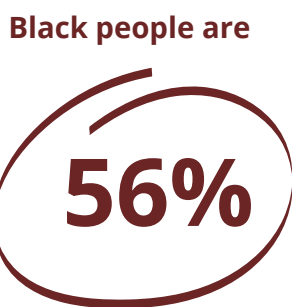
Road Traffic Act 1988 Section 163 Pilot

Most forces have undertaken a pilot to implement technology and processes to accurately record the ethnic background of drivers stopped by police under Section 163 (Section 163) of the Road Traffic Act.

The most recent update we have received indicates that 42 out of the 44 forces in England and Wales are now collecting drivers' ethnicities during traffic stops.

As of June 2024, Dyfed Powys and the Metropolitan Police are not currently collecting traffic stop data. Dyfed Powys has disclosed issues with information management and still needs to provide a roll-out plan.

There is little information on the Met's current proposals. This comes as analysis by Liberty Investigates found that Black people are 56% more likely to be stopped when driving than white people.¹⁷ This is disappointing. 13.5% of London's population is Black.¹⁸ A high number and high-profile traffic stops of Black people occur in London. The Metropolitan Police's lack of progress in this pilot further undermines accountability and transparency, and it must urgently develop and deliver a clear plan to collect traffic stop data.



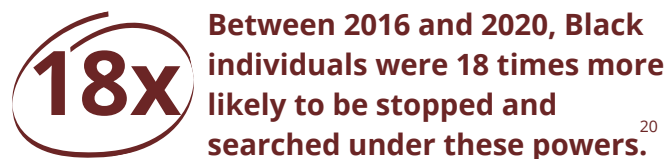
more likely to be stopped when driving than white people.

The traffic stop pilot has yet to receive support from central government, which may have assisted a wider roll-out. It is not possible to consider the Section 163 traffic stop pilot as delivered at the time of reporting. This could be something for the new Home Secretary to consider prioritising.

Report on the Criminal Justice Alliance's Super-Complaint to Repeal Section 60 Stop and Search Powers

In December 2023, HMICFRS, the **IOPC** and the **College of Policing** investigated a super complaint by the Criminal Justice Alliance into the use of Section 60 Criminal Justice and Public Order Act 1994 (Section 60). A Section 60 authorisation gives police the power to stop and search people and vehicles, without suspicion, for "offensive weapons or dangerous instruments".

When a Section 60 order is made, it only applies to a designated locality for a set time period. This power is more likely to be used on people from racially minoritised backgrounds than their white counterparts.¹⁹



Critics have highlighted that the super complaint investigation did not interview people who have been subject to a Section 60 search. They emphasise that stop and search can be a humiliating and traumatic experience, making it essential for any discussions around this use of power must be person-centred or risk not addressing the key issues. Whilst there are challenges in seeking the views of those subject to a traumatic experience, expert organisations exist who could facilitate those discussions.

The report's lack of transparency in not naming the force areas where specific issues were found has also been raised as a concern. The most significant users of Section 60: Greater Manchester; Metropolitan Police Service; Thames Valley; West Midlands and West Yorkshire are critical to transformation. We agree that naming police forces is essential to ensuring effective scrutiny and encouraging positive change in that force area.

¹⁷ [Met Police to stop recording ethnicity of drivers stopped by its officers](#), Liberty Investigates [last accessed May 2024]

¹⁸ [Regional ethnic diversity](#), GOV.UK [last accessed May 2024]

¹⁹ [Report on the Criminal Justice Alliance's super-complaint – Section 60 of the Criminal Justice and Public Order Act 1994 and independent community scrutiny of stop and search](#), HMICFRS, 15 December 2023 [last accessed June 2024]

²⁰ [More harm than good](#), Criminal Justice Alliance, 24 May 2021 [last accessed May 2024]

The report did nonetheless reveal shortcomings in the police use of the power including inconsistent Section 60 briefings for officers, suggesting a casual approach to Section 60 searches and their impact. This is highlighted in failures around safeguarding. A lack of safeguarding can and has led to young people being criminalised instead of receiving necessary support and diversion. These safeguarding failures are mirrored in other police search powers leading to irrevocable trauma to young people and their communities, as highlighted by the Child Q incident.²¹

Implications for PRAP:

- **Child safeguarding must be at the forefront**

We would like to see greater cross-working between Workstreams 2 and 4 to ensure Black children and young people who are stopped and searched are properly safeguarded rather than being criminalised.

- **Effective community engagement**

Community engagement is a crucial accountability check on the use of police powers. The PRAP team should increase engagement with community groups, civil society, and police accountability organisations.

- **Introduce robust data collection and analysis**

There are times when arrests are made and weapons are seized, but there is no data measuring the effectiveness of Section 60 as a deterrent to crime and in keeping communities safe. Policing must adopt an agreed-upon national approach for recording, analysing, supervising, and scrutinising police powers.

Use of taser

Researchers at Keele University, UCL, The University of Exeter and Staffordshire University published a long-awaited independent report exploring the potential causes of racial and ethnic disparities in the use of taser by police officers in England and Wales. The research project was initiated by the National Police Chiefs' Council and commissioned by the **College of Policing**, both of whom are jointly responsible for the Plan. The project found that police are more likely to taser Black people due to "a combination of institutional priorities, policies, practices, and demands mean that policing is concentrated into areas of deprivation, which in turn **disproportionately** impacts on people from Black and ethnic minority backgrounds relative to the White²² population." There is an evident desire on behalf of the research team to turn the findings into meaningful action that will reduce racial disparity relating to the use of taser. However, the response from the **Race Action Programme** has been minimal. The work of the PRAP team in this area appears to be conducted in parallel to work being driven by the NPCC's central taser team. We are yet to see how the positive work or lessons learnt from the taser research project have been channelled into other areas of work in this workstream."

Expansion of scope

Last year, we recommended expanding PRAP to incorporate wider uses of power. We proposed that the **Race Action Programme** should broaden the scope of work to include arrest, all forms of strip search and new powers relating to protest, knife crime prevention orders and serious violence reduction orders, as well as the treatment of Black detainees in police custody. We said that the Plan should also focus on new technologies, such as facial recognition, body-worn cameras and other biometric-capturing equipment.

This has not happened, and as a result, there is no progress to report on powers such as strip search, arrest or live facial recognition nor on new protest and crime prevention powers or their disproportionate use on Black communities. We are aware of some initial work on body-worn cameras, but this is not PRAP-specific and is still in its early stages of development, so updates about this work have been scarce.

²¹ [Local Child Safeguarding Practice Review Child Q](#), March 2022, Jim Gamble QPM, Independent Child Safeguarding Commissioner [last accessed June 2024]

²² [Independent report explores the potential causes of racial and ethnic disparities in the use of Taser](#), Keele University, 13 December 2023 [last accessed June 2024]



Workstream 2 is at least 18 months behind where it ought to be and there are now less than 12 months until transition of the central Programme. While we still believe that the scope of the police's consideration of the use of powers should be broadened, we, unfortunately, are now recommending that the workstream focuses on the powers that have the most damaging effects on trust due to time constraints. These include stop and search, arrests, traffic stops and use of force as these are often gateways to other police use of powers. The shift needed is an intentional approach to drive down and eliminate race disparity in the use of powers in a prioritised way.

Intersectionality

We urged the Programme to take an intersectional approach when examining the use of powers, noting that specific groups within Black communities, such as younger people, men, women or those with disabilities, have distinct experiences due to their unique identities. As such, we recommended greater work between the use of powers workstream and workstreams 3 (Community Engagement and Relations) and 4 (Protection and Justice). This would have resulted in the initiation and development of community engagement and accountability relating to the use of powers and its impact on Black communities.

While we have seen improved information flow across the workstreams, the lack of coordination and activity in Workstream 2, as mentioned above, has meant there has not been any work to incorporate community accountability and engagement.

The Criminal Justice Alliance's Reflections on 2023-2024: More Harm Than Good



The Criminal Justice Alliance (CJA) is a network of over 200 organisations and academics working towards a fair and effective criminal justice system. Our policy work in recent years has had a strong emphasis on policing and many of its current challenges such as violence against women and girls (VAWG), stop and search, victims, and the implementation of the Public Sector Equality Duty. The CJA has proudly supported the work of ISOB as it works with police leaders to create an anti-racist police force.

The CJA has led a super-complaint to repeal the power that allows the police to stop and search members of public without any reasonable suspicion in specified circumstances ("section 60 of the Criminal Justice and Public Order Act 1994). Our super-complaint was submitted to His Majesty's Inspectorate of Constabulary Fire and Rescue Services ("**HMICFRS**") in 2021 as a report "*More Harm Than Good.*"²³ There are 16 registered super-complaint bodies of which the CJA is one. The designated organisations can bring a cross-cutting theme/complaint to the policing inspectorate/governance agencies (**HMICFRS**, Independent Office of Police Conduct, and the **College of Policing**) which these institutions must respond to through a formal inquiry.

In its inquiry, **HMICFRS** did not accept the main arguments presented in "*More Harm Than Good*," which is that Section 60, in comparison with stop and search conducted under the Police and Criminal Evidence Act 1984, exacerbates racial disparity, diminishes police arrests, worsens trust and confidence from

the Black communities who are **disproportionately** affected, and should be repealed.²⁴

However, their report did make recommendations for policing to adhere to the agreed legal and voluntary frameworks around Section 60 governance. We will work with **HMICFRS** on their implementation.

We raised concerns about the impact of the powers on children and the fact that **HMICFRS** failed to interview anybody who had been stopped and searched under these powers through their inquiry. For the CJA, this was an issue constantly throughout the two-year investigation. In our view, this not only diminished the final report but also whether intentionally or not, it reinforced that the policing establishment does not fully appreciate the devastating impact these powers have on people's lives, and most concerningly children.

It's been more than a year since the Casey Review came to the same conclusion that the Macpherson Report into the racist murder of Stephen Lawrence had 23 years earlier: that the Metropolitan Police is institutionally racist. **Baroness Casey** stated a reset was needed to heal the relationship between Black Londoners and the Met. At the CJA, we think a reset is required nationally.

²³ [More harm than good](#), Criminal Justice Alliance, 24 May 2021 [last accessed June 2024]

²⁴ [Criminal Justice Alliance urges sweeping reforms following police super-complaint](#), Criminal Justice Alliance [last accessed June 2024]

We've been disappointed in the post-Casey response. HMICFRS recently published the responses of the public bodies, to whom they made recommendations in their super-complaint report. Our response detailing our concerns is available on our website.²⁵

Criminal Justice Alliance

For a fairer & more effective criminal justice system

A key issue for the CJA is for **Baroness Casey** to conduct a follow up review. We continue to support the important work of the ISOB which must not be abandoned.



²⁵ CJA response: APCC, NPCC and Home Office accept HMICFRS recommendations following super-complaint investigation. Criminal Justice Alliance [last accessed June 2024]



04

WORKSTREAM SPECIFIC FEEDBACK

Workstream 3: Community Engagement and
Relations



Engagement

Whilst some forces or Basic Command Units (BCUs) within forces are showing a real commitment to improving trust and engagement with their local communities, this is not the case consistently across the country and is often very variable within forces. We have been told that work in this area is usually dependent on the BCU Commander and a small number of committed officers within the team. This is not a reliable way to achieve a major shift in relations with the public, particularly Black communities, and to ensure that these improvements last.

It is not only officer commitment that needs to be improved. The Plan has struggled to get appropriate engagement from the Association of Police and Crime Commissioners (APCC) in this workstream. Police and Crime Commissioners have a vital role in addressing racial disparity issues within their areas, and further effort is needed to engage the APCC as their representative body.

The commitments to bolster neighbourhood policing could potentially yield positive outcomes for community engagement. However, it is essential to view this as a central objective for neighbourhood policing. The **NPCC** and **College of Policing** should provide clear guidelines on how to measure the impact and achieve optimal results from any additional investment in this area.

It is clear from the regular monthly meetings held by Workstream 3 with local police forces that several forces are implementing constructive initiatives to improve local engagement. Merseyside’s work with the Anthony Walker Foundation and their basketball initiative are examples of this. Other examples include Croydon BCU working with a local organisation called Mainz World to run engagement events with young people, and new police recruits to build mutual understanding. Bedfordshire Police has developed engagement and listening events for different generational groups, including school and university age groups. This work is still at an early stage. We look with interest to see what will come from it to help reshape police priorities, actions and behaviours.

Community support is not just a nice-to-have for policing, it is a necessity. Evidence consistently demonstrates that community engagement and collaborative problem-solving are powerful tools that can significantly bolster public confidence in the police. By improving public perceptions and trust through fair decisions and positive interactions, policing can enhance its legitimacy.



Only four out of 10 people in England say they trust the police.

With the UK's biggest force, the Metropolitan Police, getting the lowest confidence score at 34.6%.²⁶ This figure drops even further to 32.1% for ethnic minorities.

Given the alarmingly low levels of public trust in the police, community engagement emerges as a critical component of the Police Race Action Plan and broader policing efforts. Its implementation is not just a choice, but a necessity in the current context.

²⁶ Pickering, S., Dorussen, H., Hansen, M. E., Reifler, J., Scotto, T., Sunahara, Y., & Yen, D. (2024). London, you have a problem with women: trust towards the police in England. *Policing and Society*, 1–16 [internet] [accessed May 2024]

However, our challenge to the national Programme and local forces is to (a) provide excellent and robust evidence of the impact that these and other initiatives have on local relations and community trust and (b) consider the extent to which effective initiatives can be rolled out at the scale required to deliver real change within forces and nationally.

Last year, we expressed concern about the focus of activity within Workstream 3, which we found was too inward-looking and wasn't working towards systemic change.

There are too many actions across the workstream, and there is insufficient focus on the need for fewer, bigger initiatives that are likely to have a very high impact. The workstream has started looking more critically at the plethora of actions to identify clear priorities. It would have been much more productive if this work had been done earlier. In the final year of the national programme, the PRAP team cannot afford to juggle many fragmented initiatives. It must focus on things that can be delivered over the coming months and have a meaningful impact.

We observed siloed working across the Programme, which particularly affects Workstream 3 since community engagement and relations are critical to the delivery of Workstreams 2 and 4.

We have seen some improvement in collaboration across workstreams, with evidence that the new Programme Director, T/Deputy Assistant Commissioner Dr Alison Heydari, has made a real effort to facilitate and encourage information sharing and conversations between workstreams. As noted in our feedback on Workstream 2, the limited activity in the Use of Powers workstream has led to limited coordination with Workstream 3. Outside of this specific example, more cross-workstream working is required. The significant challenge for the workstreams is their capacity to deliver the range of actions they are juggling. This contributes to the difficulties they have experienced in making the time to collaborate.

We said the workstream should be more focused on communities rather than police-centred initiatives for engagement that were looking within. This has resulted in current approaches to engagement being the main drivers rather than new and different initiatives from outside policing. The workstream has managed to identify examples and case studies of positive work that it has shared with forces through the **College of Policing's 'Practice Bank'**.²⁷ The case studies are from inside and outside of policing. It is important to identify ideas that could transform local engagement activities on the required scale.

As with other workstreams, we remain concerned about the need for metrics to measure success within Workstream 3. There is still no clarity on what this workstream is trying to achieve - what 'good' looks like for policing nationally and locally - and metrics for determining whether it is on track. In its final year, the **Race Action Programme** should focus on creating clear metrics, alongside achieving meaningful engagement with national civil society organisations and local community groups and sharing performance data to allow robust scrutiny and challenge.

Resourcing

The workstream still needs adequate resourcing for community engagement. We believed adequate resourcing would support and, where required, remunerate local people who volunteer their time to engage in work.

There is little evidence of progress being made in resolving this issue. However, there is very little that the workstream can achieve in its final year to address this point.

²⁷ [Practice Bank](#), College of Policing [last accessed May 2024]

revolving doors

Revolving Doors' Reflections on 2023-2024: Critical partnerships

Revolving Doors is uniquely positioned to provide critical insights into the criminal justice system due to our direct engagement with individuals who have lived through it, our 'members'. Our approach centres on amplifying the voices of those often marginalised, ensuring their experiences inform policy and practice. Specifically, we focus on the 'revolving door' group of people, those who have repeat contact with the criminal justice system and whose behaviours are largely driven by unmet health and social needs. These include combinations of substance misuse, homelessness, mental ill health and domestic abuse, often referred to as 'multiple disadvantage'.

Workstream 3 of the Race Action Plan emphasises the importance of community engagement, aiming to build trust and improve relationships between the police and communities of colour. Revolving Doors has actively participated in this workstream by holding a lived experience forum to promote the work of the **NPCC** on the Plan and through an offer to run a series of specialist forums to facilitate direct a dialogue with our Black members designed to;

- Provide a platform for young Black members to share their experiences and perspectives directly with the **NPCC**.
- Foster mutual understanding and identify specific areas where policing practices can be improved.
- Develop actionable recommendations that reflect the needs and concerns of the community.

Despite our readiness and enthusiasm to contribute, the establishment of this forum has been delayed for over nine months. This delay is disappointing, as it hampers our ability to support the central **NPCC** function in achieving its goals of improved community relations and more equitable policing practices.

While we acknowledge the **NPCC's** commitment to addressing racial disparities in policing, implementing the National Race Action Plan has not progressed with the urgency we anticipated. The delay in launching our proposed forum is indicative of broader challenges in executing the Plan.

These challenges include:

Bureaucratic hurdles:

Administrative processes have slowed down the implementation of key initiatives, including engagement forums.

Resource allocation:

Insufficient resources and funding have hindered the ability to roll out specialist community engagement activities.

Communication and focus gaps:

There has been a lack of clear and consistent communication between the NPCC and stakeholders including on specific focus, affecting the momentum of the Plan.

Moving Forward: A Critical Partnership

Despite these challenges, Revolving Doors remains committed to being a constructive and critical partner to the **NPCC**. We believe in the potential of the National Race Action Plan to bring about meaningful change and are eager to see its successful implementation. We are aware of good practice on the ground locally, specifically in Thames Valley.

To this end, we recommend the following:

Expedited Implementation

Streamlining administrative processes and prioritising the launch of engagement forums.

Enhanced Collaboration

Strengthening partnerships with organisations like Revolving Doors that have direct links to affected communities.

Transparent Communication and focus areas

Improving the transparency and frequency of updates on the progress of the action plan to build trust and maintain momentum.

In conclusion, while we are disappointed by the delays and challenges in implementing the **NPCC** National Race Action Plan, Revolving Doors remains optimistic about the future.

*We are ready to support the **NPCC** in making tangible progress towards more equitable policing practices and fostering stronger community relations.*

By leveraging our expertise and the voices of those with lived experience, we believe we can contribute to a fairer and more just policing system.

**revolving
doors**



Is it consultation or engagement?

On March 5, 2024, the National Community Reference Group (NCRG) was launched in Coventry.²⁸ The NCRG aims to provide a strategic forum for PRAP, sharing guidance, feedback, and advice on its implementation.

90s Baby Show, a popular podcast dedicated to bridging the gap between generations, recorded a two-hour live stream on PRAP following the event after the podcasts' hosts were invited to attend and encouraged by the Reference Group Chair to discuss the Plan on their podcast.²⁹ Listeners called into the podcast to provide their thoughts on the Plan and whether Black communities can trust the police. The discussion was insightful and interesting, providing open and frank conversation about the Coventry event and the Plan.

However, it is difficult for the ISOB to pinpoint how the PRAP central team has harnessed that insight and converted it into meaningful action. This is reflected in how the central team has described the podcast to the ISOB, sometimes referred to as 'engagement' and other times presented as 'consultation'.

When looking at the detail of recent 'consultation' pieces, we have also been struck by how cosmetic some of it has been. For example, when reviewing a PRAP promoted survey in The Voice Newspaper, we noted that it was a literal 'tick box' survey that asked members of the public to select three actions in each workstream that should be a priority.³⁰ They were asked without any background information or context, and it did not gather any information about the responder. We question how responses to that kind of 'survey' can be assessed or given appropriate weight.

²⁸ [New expert group launches to support Police Race Action Plan, NPCC](#), March 2024 [last accessed June 2024]

²⁹ [Can Black People Trust the Police? | 90s Baby Live Stream](#), YouTube, March 2024 [last accessed June 2024]

³⁰ [Police Race Action Plan – Feedback Survey](#), [last accessed June 2024]; and [Improving Policing for Black people](#), The Voice Newspaper Online, March 2024 [last accessed June 2024]



04

WORKSTREAM SPECIFIC FEEDBACK

Workstream 4: Protection and Justice



Our primary feedback on this workstream for the twelve months covered in this report is that robust metrics are still needed to benchmark, measure, and track progress. Workstream 4 should establish metrics to capture essential data and provide a solid foundation for action.

There have been some signs of progress towards establishing metrics. For example, a mentoring scheme, Professional Conversations, was launched with five partnerships. This has made positive steps towards measuring success by focusing on qualitative learning, which captures a detailed evaluation specification outlining methods, outcomes, and research questions.

The Programme has worked with Missing People and Missing Black People on workshops designed to engage stakeholders and challenge police forces. These workshops have addressed critical areas such as race's impact on service provision, risk assessments, adultification bias, communication, and hate crime. A key event included a listening exercise with over 60 attendees from Black communities and nearly 40 police participants, with themes reviewed by the **NPCC**.

Overall, these initiatives show a commitment to achieving workstream objectives. However, it is crucial to facilitate measurable progress and establish clear metrics to ensure effectiveness and achieve the desired outcomes. Aligning actions with quantifiable goals and best practices is essential. The workstream needs to be more explicit when defining measures of success.

Despite being more likely to be victims of crime, Black people receive insufficient support from the police. Confidence in the police's ability to handle crime effectively and take crimes against Black people seriously is low among Black communities, with 69% of Black adults believing they do not receive the service or protection they need from the police.³¹

69%

of Black adults believe they do not receive the service or protection they need from the police.

Workstream 4, previously known as "Not Under-Protected Against Victimization," outlines PRAP's commitment to creating a police service that safeguards Black individuals and communities from crime and seeks justice for them.

³¹ [Crime, policing and stop and search: Black perspectives in context](#), Crest Advisory, November 2022 [last accessed May 2024]

Event Spotlight: National Police Chiefs' Council (NPCC) Data and Disparities

In April 2024, The ISOB Workstream 4 Lead, Racheal Grant, attended an **NPCC**-organised event aimed at highlighting the important role of collecting ethnicity data. Twenty-four forces attended the event, which encouraged them to network, collaborate, and develop solutions for ethnicity data collection.

The event highlighted that accurate ethnicity recording is both a requirement under S. 149 of the Equality Act 2012 and to ensure the delivery of a professional service, outlining the scale of the uncertainty created by the current low rate of victim ethnicity recording. It featured a case study on Avon and Somerset, who outlined improvements made by focusing on:

- Workforce - including events explaining the need for ethnicity recording and encouraging asking for ethnicity; and integrating victim ethnicity recording into their performance management **dashboards** and performance reviews.
- Technology - including the introduction of a robotics interface to automate the transfer of ethnicity between systems; making ethnicity fields mandatory on their crime recording platform; and discussions with technology providers to make ethnicity fields mandatory on mobile policing platforms.

Enhancing performance metrics and accountability

Last year, we said that the Programme needed to: establish clear metrics for the workstream; ensure they capture the necessary data and provide sufficient foundations for action.

Within each priority, there are ongoing questions about essential metrics and their measurement, emphasising the need to prioritise defining success criteria for the Plan. Focusing planning efforts on areas within PRAP control is crucial, ensuring they are directed towards achievable goals and measurable outcomes. Encouragingly, positive feedback is emerging from initiatives like the missing persons workshop, particularly regarding discussions around what 'good' should look like, what best practice is, and how we can achieve this. There is also external accountability from charities like Missing People and Missing Black People. Observing how recommendations from these workshops are integrated into Workstream 4 and the Plan is essential to maintaining accountability and refining action plans.

Aligning specific measures with the outcomes framework will not only solidify whether actions effectively contribute to intended outcomes but also provide a clear roadmap for progress tracking and facilitate informed decision-making.

Advancing metrics and evaluation of the National Black Mentoring Scheme

As noted last year, PRAP has proposed a National Black Mentoring Scheme to develop a national register and cohort of Black peer mentors to work with frontline officers, chief officer teams and national policing bodies. The aim is to improve engagement with, understanding of, and support for marginalised Black communities.

Since then, a twelve-month pilot of the scheme has launched, ending in November 2024. Titled "Professional Conversations", the pilot has paired Black executives with white Chiefs and Assistant Chiefs in four police forces.

Details of the evaluation of the pilot, is publicly available on the College Research Map.³² We trust that it will do the following:

- 1 Adapt evaluation methods to suit its small-scale nature.
- 2 Focus on gathering insights into how well the scheme meets its goals using qualitative approaches that capture detailed outcomes and participant reflections, as well as its effectiveness and impact.
- 3 Collaborate with stakeholders to utilise the **College of Policing** evaluation specification, customising it to fit the unique needs of the pilot. This approach will yield valuable insights to guide future iterations and expansion of the mentoring scheme within the National Black Peer Network.

Improving the understanding of crime impact on Black communities with data-driven approaches and ongoing reviews

We called for a deeper understanding of the impact of crime on Black communities by identifying crime types and locations through data-driven approaches and ongoing reviews.

The Programme has begun to use the Office for National Statistics (ONS) Crime Severity Score methodology, and the agreement to capture five years' worth of data demonstrated commitment. However, due to the gaps in ethnicity data, the scope of this work has been updated to improve its collection. Moving forward, it is vital to ensure that the revised direction for this work captures nuances effectively. Continued reviews are essential to achieve a comprehensive understanding of the impact of crime on Black people.

To improve the understanding of the impact of crime on Black communities, it's important to continuously review and improve how the Office for National Statistics (ONS) Crime Severity Score methodology is used. Close collaboration with stakeholders is needed to address gaps in ethnicity data and improve data collection. In addition, ongoing review and analysis will help gain a deeper understanding of crime impact and enable targeted efforts to address disparities faced by Black communities.



³² [Professional Conversations mentoring scheme evaluation](#) | College of Policing [last accessed, June 2024]

Missing Black People's Reflections on 2023-2024: Independent Advisory Groups



Missing Black People works to raise awareness of appeals for missing Black individuals in the UK and partners with stakeholders to reduce the number of missing Black people nationally. It also serves as a comprehensive information and resource centre for the friends and families of missing Black people.

Black people account for 14% of all missing people in England and Wales (National Crime Agency) despite only making up 4% of the population. The Police Race Action Plan (PRAP) aims to improve the police response and effectiveness in supporting mission persons from Black communities.

PRAP has the potential to accomplish this goal, and we have seen dedication from the central programme in pursuing it. In September 2023, in collaboration with Missing People, we were asked to facilitate a learning event for the police, allowing them to hear firsthand from the families of missing persons from Black communities, including accounts of their experiences with discrimination. Following this event, the programme team will hold several more workshops for all police forces throughout 2024. The findings from the workshops will inform pilot projects and national recommendations for all forces to adopt.

We believe PRAP's commitment to using data to support policy recommendations to police forces will ensure that proposed changes are grounded in solid research and proven effectiveness, leading to successful implementation and outcomes. However, it's important to note the limitations of the available data.

Four years after the announcement of PRAP, in almost a fifth of all missing persons incidents in England and Wales in 2022-23, there was either no ethnic group recorded or the individual's ethnicity was marked unknown (BBC).

There is an opportunity for PRAP to further progress work and training in vital ethnicity data collection.

We also urge PRAP to enhance its transparency on this workstream. Open meetings and forums, detailed case updates and regular public reporting will build greater trust and coordination with Black communities and groups.

Collaboration with Missing Black People Independent Advisory Groups

Without key community partners, police units miss valuable insights from the Black community about specific issues, concerns, and cultural nuances that could significantly impact the effectiveness of their response to missing person cases. Working with the Missing Black People Independent Advisory Group can facilitate community members' offering perspectives that officers might not be aware of, leading to more information and sensitive handling of cases.

We also see this as transforming communication structures within police units, fostering more open and effective communication channels between the police and the community. This transformation can lead to quicker dissemination of information, better understanding of community needs, and more coordinated efforts in finding missing persons. Improved communication can also help demystify police procedures for the community, making the process transparent and accessible.

Finally, the advisory boards can collaborate with police units to co-write grants and secure funding for initiatives focused on community safety and support. They can help design and sponsor programmes that address specific needs within the Black community, such as awareness campaigns, support networks for families of missing persons, and educational workshops. These programmes can enhance community resilience and provide resources that may help prevent disappearances or aid in quicker recoveries.



Missing
blackpeople.com

“

The Race Action Plan is truly a once-in-a-lifetime opportunity to improve Black peoples' experience of policing, especially when they are missing, and create fairer policing for all. It is time for policing to be robust, ambitious, and collaborative in its aims. The alternative is more of the same broken system.



04

WORKSTREAM SPECIFIC FEEDBACK

Performance & Data and Evidence
and Evaluation



PRAP's analysis and data gathering are divided into two workstreams within the Programme. The first, "Performance and Data," aims to identify and address data gaps across each workstream. The second, "Evidence and Evaluation," concentrates on assessing the effectiveness and success of the Plan's interventions. These workstreams feed into the Plan's four main workstreams.

Overall, there is a risk of the Programme focusing heavily on delivering large quantities of research but not stating what impact this work is having or producing underlying data to show how initiatives are moving the needle. What is done with the data is what will demonstrate movement, and these workstreams have to prove this proactively.

Benchmarking

Work towards measuring the impact of the Plan through various initiatives has improved. Collaboration with the National Workforce Data Team (**NWDT**) has led to work to develop internal and external monitoring tools that show progress in the delivery of initiatives by the Performance and Data Workstream team. These monitoring tools will be underpinned by a new Data and Performance Framework to highlight PRAP implementation outcomes at a force level.

Alongside the new framework, the PRAP central team is developing a "**maturity matrix**" which will set out what level each force is in when implementing the Plan's interventions. While these developments show progress towards measuring impact, further steps are needed to establish a clear framework and metrics for the Plan.

The **benchmarking** work has engaged all forces to draw and share their experience, learning, and innovation over the two years of the central Programme. In turn, the PRAP team has built a bank of initiatives and focus areas that forces have developed. As of June 2024, there are over 124 items. This work demonstrates a push for collaboration and learning across the forces, which will be important in accelerating the understanding of key topics and improving overall effectiveness by enabling forces to learn from each other's experiences quickly. However, to ensure proper prioritisation within a rapidly expanding bank of knowledge, the information must be regularly reviewed, spotlighting contributions that are targeted and have the most impact.

Ethnicity Data Gap

The Programme is exploring ways to manage data gaps. For example, it is working with the **NPCC's** strategic hub and it has liaised with the Crime Survey of England and Wales and MOPAC on data to measure trust and confidence in the police in Black communities. Addressing data gaps is not just important, it's imperative. It's a crucial step towards ensuring the reliability and consistency of insights. The fact that efforts are being made in this direction is encouraging, given the challenge of maintaining data consistency. However, we must not lose sight of the priority of collecting consistent data. To effectively address these gaps and uphold trust, the Plan should consider implementing regular audits, standardising methods across all forces, providing training, and ensuring transparent reporting.

Outcomes Framework

Last year, we observed that the Plan did not outline delivery outcomes for actions. The actions need to be turned into metrics that can be used to measure success. Similarly, we have fed back to PRAP about the need for the evaluation to be brought to the workstreams more comprehensively.

An outcomes framework is being developed and should be published in Autumn 2024. Discussions with the PRAP central team gave us some confidence that a **benchmarking** exercise is taking place. However, we do have some concerns that this exercise could be out of step with the overall outcomes framework and the associated measures of success. We stand firm on the need for the outcomes framework to have a set of performance metrics; only with this clarity can progress and accountability be achieved.

As mentioned in our feedback earlier in this report, we have also communicated to the PRAP team that this framework should be consulted on externally.

The impact of personnel changes

We said that we thought this work was progressing well, and the workstream coordinators were capable and seemed to be personally invested in it. Nevertheless, as with other areas of the Plan, personnel changes have led to extended periods of under-resourcing of these workstreams. We want the Programme to undertake better succession planning and ensure adequate handover.

There is still no workstream coordinator for the Performance and Data workstream, and it seems as though this will be the case for the foreseeable future. We expect further resource reductions for this workstream as the PRAP performance measurement is adopted into business as usual.



Crest Advisory's Reflections on 2023-2024: The evidence on trust

We are crime and justice specialists - equal parts research, strategy and communications. Police forces, tech companies, devolved authorities and public inquiries all play a part in building a safer, more secure society. As the UK's only consultancy with a crime and justice focus, we're as much of a blend as the sector itself.

The 24th of May 2022 was a significant day. It marked an ambitious and important step by policing to recognise "the continued traumatic legacy of its contact with Black communities in England and Wales, since the Stephen Lawrence Inquiry Report in 1999." In the two-years that have followed, the Plan has seen promise, progress but also pushback.

2020s Black Lives Matter protests fuelled the initial momentum behind the programme, but as we continue through 2024, it's crucial that this momentum is not lost. Fully realising the ambitions of the Plan requires sustaining pace; digging deep into the root problems facing our communities and pushing past the sticking points within policing to understand what these issues mean for them.

From our research, ***Stop and Search: The Evidence***, it's clear that trust is the key.

Confidence in the police is at the lowest it has ever been across Black communities.

Building relationships of trust has never been more critical. In our 2022 polling of Black communities' views on policing, only 46% of Black adults trusted the police. This fell to 36% for Black children.

The Police Race Action Plan represents a real opportunity for policing to strengthen its relationships with communities, by listening to them and working with them to find solutions. But policing must look outside of itself to achieve this.

The Plan has taken the right steps in consulting the public, including Black communities, on its aims, objectives and progress. But we have seen firsthand in our work the 'report fatigue', scepticism and lack of trust placed in policing to produce tangible change. For those who have engaged with policing in the past, re-engaging with new plans, programmes and initiatives can leave them even more disillusioned. The Plan must ensure that it is not re-treading existing ground. This means making greater use of the existing evidence and expertise held by people, partners and organisations in this space; saving the Plan time and resources.

It also means listening to the public and making greater use of their voice to push past the sticking points for policing. Stop and search, ***institutional racism***, over-policing, under protection. The views, experiences and concerns across Black communities are complex, but understanding the nuances here is deeply important. Black communities want and appreciate good and fair policing for all communities - in our research, a two-thirds majority of Black people (66%) agreed that the police have a hard job to do but that they wanted them to do it well.



The challenge for the Plan will be looking outside of policing, to listen to and consult the public at both a local and national level to understand what good and fair policing looks like to them. This will need real and concerted effort, taking complex issues such as ***institutional racism*** and really breaking them down to understand the public's view, what they mean in practice for Black communities, and what the solutions to these issues might be.

The Police Race Action Plan is ambitious, and the next twelve months will present a significant opportunity for policing to look outwards, working with Black communities to understand how policing can do a better job for them. Our research found that focusing on issues of over-policing is important, but to build trust, equal focus must also be given to under-protection.

Policing needs to work constructively with Black communities to understand their concerns, act on these and deliver the protection communities want instead of the over-policing they don't.



05

GLOSSARY

Adverse impact ratio - a substantially different rate of selection in employment decisions that negatively affects a protected group. It proves that bias or unfairness exists in the process.

Annual Data Requirement (ADR) - the annual data requirement is a list of all requests for data made to all police forces in England and Wales under the Home Secretary's statutory powers and is used to report crime and policing related statistics.

Accountability Forum - established in 2022 by the ISOB, the Accountability Forum consists of individuals, organisations, leaders in local communities. The aim of the Forum is to push the ISOB, highlight good work in forum members' areas that they want the police to take into account, and trends that they are seeing that they would like data collected on.

Baroness Casey Review (The) - The Casey review is an independent investigation into the standards of behaviour and internal culture of the Metropolitan Police Service, led by Baroness Louise Casey. It was commissioned following widespread public concern after Sarah Everard was killed by a service officer in March 2021. The review began in February 2022 and completed in March 2023, and found institutional racism, sexism, and homophobia.

Benchmarking - evaluating (something) by comparison with a standard.

College of Policing - The College of Policing (CoP or "the College") is a professional body for everyone working across policing. It is an operationally independent non-departmental public body.

Dashboard - Dashboard reporting is a visual representation of your company's key performance indicators (KPIs). Using data from other reports, dashboard visuals provide charts and graphs to give an at-a-glance vision of your company's performance.

Direct discrimination - The act of treating someone less favourably or worse for certain reasons. For example, because they identify as having one or more protected characteristics such as religion, age or race.

Disproportionate - When something is too large or too small when compared with something else.

Diversity - In the workplace, diversity focuses on the composition of a staff — demographics such as gender, race/ethnicity, age etc.

Equality - Each individual or group of people is given the same resources or opportunities.

Equity - Recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Inclusion - A measure of culture that enables diversity to thrive.

Indirect discrimination - When a policy that is applicable to everybody, disadvantages a group of people who share a protected characteristic.

HMICFRS - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) oversees, inspects and reports upon the efficiency and effectiveness of all Home Office police forces, as well as other forces and agencies by invitation.

IAGs - Independent Advisory Groups (IAGs) are made up of members of the public who meet to advise and offer ideas to police forces on a wide range of activities relating to local policing. The main role of an IAG is to act as a 'critical friend' to the police.

Institutional racism - The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people.

Intersectionality - A framework for conceptualising a person, group of people, or social problem as affected by several discriminations and disadvantages. It considers people's overlapping identities and experiences in order to understand the complexity of prejudices they face.

IOPC - The Independent Office for Police Conduct (IOPC) oversees the police complaints system in England and Wales. It investigates the most serious matters, including deaths following police contact, and sets the standards by which the police should handle complaints. It is independent, and makes its decisions entirely independently of the police and government.

Key Performance Indicators - a quantifiable measure used to evaluate the success of an organisation, employee, etc. in meeting objectives for performance.

Stephen Lawrence Inquiry - On 22 April 1993, Black British teenager, Stephen Lawrence, was murdered in an unprovoked racist attack. An Inquiry into his death and the Metropolitan Police's response was led by the late Sir William Macpherson. The Inquiry, and subsequent report published in February 1999, found institutional racism in the Metropolitan Police, as well as major failings in its investigation and in the way Stephen Lawrence's family and his friend Duwayne Brooks were treated.

Maturity Matrix - A Maturity Matrix is a self- assessment tool to help the organisation understand the extent to which it has developed or implemented.

NBPA - The National Black Police Association (NBPA) seeks to improve the working environment of Black staff by protecting the rights of those employed within the Police Service and to enhance racial harmony and the quality of service to the Black community of the United Kingdom.

NPCC - National Police Chiefs' Council (NPCC) brings UK police leaders together to set direction in policing and drive progress for the public.

NWDT - The National Workforce Data Team was developed to gather the necessary information for the Police Uplift Programme. The collected data is focused on police officers and is received on a monthly or quarterly basis. It includes various areas including vetting and misconduct data, and efforts are underway to enhance the collection of data related to police staff. The data is sourced from all 43 forces and consolidated into a single dataset. This consolidated data is then uploaded into Qlik Sense, a Data Visualiation and Business Intelligence platform, which is accessible to all forces through a dashboard.

The NWDT's data is classified as management information and cannot be released to the public. The Programme relies on data published by the Home Office when available.

PCCs - Police and Crime Commissioners (PCCs) are directly elected politicians who are responsible for securing an "efficient and effective" police force for their area. A PCC represents every police force area in England and Wales with the exceptions of London, Greater Manchester and West Yorkshire where the powers of the PCC are held by an elected mayor. PCCs have several key functions, including appointing a chief constable, holding them to account, and if necessary, dismissing them.

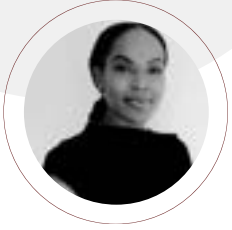
Programme Board/Race Action Programme - the Programme Board is entrusted with the delivery of the Police Race Action Plan.

Racism - Consists of conduct or words or practices which disadvantage or advantage people because of their colour, culture, or ethnic origin.

ABOUT THE INDEPENDENT SCRUTINY AND OVERSIGHT BOARD (ISOB)

The Independent Scrutiny and Oversight Board (ISOB) exists to provide overview and external scrutiny of the Police's Race Action Plan.

The focus of the Plan is on the experiences and concerns of Black people due to the starkness of the racial disparities present in policing's interactions with Black communities.



ABIMBOLA JOHNSON

Chair & WS2

Abimbola Johnson is an award-winning human rights barrister who practises from Doughty Street Chambers. She was called to the Bar by the Inner Temple in 2011. Abimbola is also a legal commentator featuring across most mainstream news outlets. Her academic writing appears on the reading list for the LSE's LLB(Hons) course and she is a member of the Criminal Law Review's editorial board.



NICK GLYNN

Interim Chair - Dec '23 - March '24; WS2

Senior Program Officer at Open Society Foundations. Nick leads work on police accountability and justice in Europe, covering police powers, police use of force/violence, protest, drug policy reform, mandatory detention and discrimination within the criminal legal system.



KATRINA FRENCH

WS3; WS4

Founding director of UNJUST C.I.C. Katrina is on a mission to address discriminatory practices and policies, UNJUST is focused on reimagining policing and the criminal legal system, promoting public safety and empowering the public to be agents of change.



COLIN DOUGLAS

WS1; WS3

Strategic communications and marketing specialist. Colin's clients have included the Equality and Human Rights Commission, Financial Ombudsman Service, Charity Commission and the Government Commercial Function based in the Cabinet Office.



RAM JOSHI

Data & Evidence; WS1, WS2

Experienced policy professional with an excellent track record of leading the delivery of public policy initiatives. Ram is a senior leader in the Civil Service, and also has experience of working in financial services regulation.



RACHEAL GRANT

Data & Evidence; WS4

A data scientist who has worked in the industry for the last nine years, predominantly within the public sector, supporting the Home Office, The Ministry of Defence and the Ministry of Justice, reporting and advising on sensitive high security data.

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