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# Embracing Equality, Improving Confidence

Equality, Diversity and Human Rights  
Annual Report

Engagement and Diversity Team  
2010 - 2011

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# Embracing Equality, Improving Confidence

**A report from the BTP Engagement and Diversity Team  
outlining activities, achievements and lessons learned  
from 2010 - 2011.**

**June 2011**

## Foreword

2010-11 has been yet another very busy year for the Engagement & Diversity Team in BTP and I trust that this report will illustrate where their energy has been employed.

The pressures of cost containment, not just on the police service but on the rail operators who pay the majority of our operating costs, mean that we will have to apply our resources even more skilfully whilst improving the quality of our service.

Our attention to detail in the Equality and Diversity arena will make sure that all our activities are carried out with minimal risk to our reputation, ensuring we adhere to our statutory and ethical obligations.

We continue to 'horizon scan' anticipating the impact of regulatory change, learning from new case law and identifying and adopting best practice opportunities.

The coming months will see new supplier equality evaluation in procurement, equality impact assessments on business decisions and projects and the roll out of improved, more user friendly procedures.

I am confident that you will find this report encouraging and informative.

**Teresa Hickman, Acting Human Resources Director**

## Executive Summary

2010 – 2011 has continued to see many positive changes in Equality, Diversity and Human Rights (EDHR) activities. Restructuring the Human Resources (HR) Department has further focused the Engagement and Diversity section to deliver a better informed methodology for diversity initiatives across British Transport Police (BTP).

BTP has made much progress with the implementation of the strategic and tactical EDHR action plans. The organisation continues to deliver and embed EDHR activities to ensure that the objectives have a positive impact on performance and as such are streamlining the action plans and the Equality Standards, aligning them to BTP's Strategic Plan objectives.

The 2010 – 2011 National Policing Plan contained targets relating to BTP's employee profile aiming to ensure fair representation. This included maintaining BME representation at 6.6% and maintaining female representation at 16.0%. BTP achieved the BME representation target with 197 of the 2869 officers (6.9%) declaring that they were from a BME background. BTP failed the female representation target with 457 of the 2869 officers (15.9%) being female.

During the year, BTP has continued to undertake a number of employee engagement related activities. These varied in their aims and scope, ranging from staff association and negotiation to reviewing policies and procedures. BTP signed a recognition agreement with the Transport Salaried Support Staff Association (TSSA) and introduced a new police officer roster agreement. Other engagement activities have involved integrating and monitoring recommendations identified from various employee research into the EDHR action plans and HR Standard Operating Procedures (SOPs); these have been widely communicated throughout BTP. Learning from these activities has also been fed into the HR Strategic Plan for 2011–2014.

BTP continues to review policies and procedures to ensure the organisational commitments are delivered in practice and represent the needs of all employees. In July 2010, a high percentage of employees signed up to the Engaging Police Staff salary and contract of employment and the Managing Disability in the Workplace (MDW) Standard Operating Procedure (SOP) was launched. Recommendations from the 'Two -Ticks' review have been implemented and a number of management guidance documents that supplement HR (SOPs) have been produced. Development of the Diversity and Procurement SOP continues and work has commenced to draft a new Equality Impact Assessment (EIA) process in BTP.

BTP continues to roll out programmes that raise awareness and build employee's knowledge and skills. The Engagement & Diversity section designed and implemented training initiatives relating to the MDW SOP and facilitated a Management Action Learning Programme aimed at providing a framework for developing a retention and positive action strategy.

# Embedding Equality, Diversity and Human Rights in BTP

British Transport Police (BTP) is committed to providing equality of opportunity to all employees. BTP understands that a suite of strategies and policies, or aims and objectives, alone will not deliver this and that an embedded approach to equality, diversity and human rights (EDHR) is needed. BTP continually looks improving the structure of its corporate approach to EDHR ensuring that ownership and responsibility for delivery is shared across the organisation.

## Engagement and Diversity Team

The Engagement and Diversity Team is BTP's advisory function for EDHR within a HR perspective. The team monitors BTP's progress and performance in terms of its aims and objectives, working across the organisation to implement and support change.

Working in partnership with other BTP departments, the team looks to address issues of disproportionality and identify potential areas for improvement. Maintaining a network of internal and external contacts they also monitor the diversity and policing sectors for examples of best practice and initiatives that will assist BTP.

Sitting within Corporate HR, under management of the Acting HR Director, the team consists of a Manager, Team Leader and an Advisor. They have responsibility for ensuring that BTP meets both its legal duties and its organisational objectives and priorities through the implementation and delivery of a variety of projects and initiatives.

## Equality, Diversity and Human Rights Action Plans

The BTP EDHR Action Plans were created as part of the organisation's response to the Association of Chief Police Officers (ACPO), Association of Police Authorities (APA) and Home Office EDHR Strategy for the Police Service and the National Police Improvement Agency (NPIA) Equality Standard for the Police Service.

BTP embraced the introduction of the Strategy and the Standard using them to inform the development of a new action planning process that was designed to focus BTP's EDHR delivery on the 22 standards. Embedding responsibility for delivery throughout the organisation, the new action plans replaced those that had previously been published as part of the BTP Equality Scheme. More information about the action plans and their monitoring and governance can be found in the subsequent sections of this report.

# Achievements from 2010 - 2011

2010 – 2011 has seen BTP take further steps forward in its journey towards embedding EDHR activities into core business. This years achievements have been concentrated on building policies, processes and support structures that support a change in the organisational culture and roles and responsibilities relating to EDHR.

## Policing Plan Targets

BTP's Policing Plan sets out the key priorities for the forthcoming year. The plan takes into account the needs of the railway community, whilst ensuring that BTP's national priorities remain the focus of all activities. The 2010 – 2011 Policing Plan contained national targets relating to BTP's employee profile, aiming to ensure that this is representative of society.

### Representation Target

BTP had two representation targets for 2010 – 2011:

- Maintain BME officer representation from the measure at 31 March 2010 (6.6%)
- Improve female officer representation from the measure at 31 March 2010 (16.0%)

BTP achieved the BME representation target with 197 of the 2869 officers (6.9%) declaring that they were from a BME background. BTP failed the female representation target with 457 of the 2869 officers (15.9%) being female.

When comparing BTP figures to representation levels for the Police service as a whole<sup>1</sup>, it has been identified that BTP BME representation levels are third highest at 7.2%. This is 2.4% above the police service average and 2.5% above the Home Office average. The police services sitting above BTP are West Midlands (8.2%) and the Metropolitan Police Service (9.6%).

In relation to female representation, BTP currently sits at the bottom of the league table. BTP figures are 10.8% below the police service average (26%) and 11.1% below the Home Office average. BTP will continue to work on improving female representation with activities being factored in to the EDHR objectives for 2011 – 2012.

### Sickness Target

BTP had the following sickness targets for 2010 – 2011:

- Average sickness absence per employee (police officer/PCSO/police staff) to be less than 7.73 days at 31 March 2011.

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<sup>1</sup> Using league table figures published by the Home Office in July 2011.

BTP achieved the overall workforce sickness target with 7.68 sickness days per employee. However, when this figure is broken down by employee type, police staff were the only group to achieve the target at 6.98 days per person. Police officers and PCSOs had 7.92 and 8.70 days per person, respectively.

### **EDHR Action Plan Strategic Plan Alignment**

During 2010 – 2011 BTP has made much progress in terms of the implementation of its strategic and tactical EDHR action plans. However, in order for the organisation to continue to deliver its EDHR objectives and to ensure that these objectives have a positive impact on general performance, BTP decided to streamline its action plans and the Equality Standards it was working towards.

As part of this process analysis of the 22 Equality Standards was undertaken, by the Engagement and Diversity (E&D) and the Neighbourhood Policing Partnership Units (NPPU). This analysis was used to identify the Equality Standards that were most closely linked to the BTP Strategic Plan Objectives. This resulted in eight Standards being chosen as the key focus of the BTP Strategic EDHR Action Plan.

## **Performance Monitoring and Benchmarking**

Monitoring EDHR performance and understanding how this compares to other business sectors is a critical factor in the success of BTP's EDHR activities. BTP continually works towards ensuring that it has the correct EDHR monitoring and governance processes in place and that these facilitate the inclusion of legislative changes, lessons learned and examples of best practice. BTP also welcomes the opportunity to undertake activities that allow the organisation to assess EDHR progress against other organisations.

### **Monitoring and Governance of EDHR Action Plans**

Since the inception of the BTP EDHR action plans a number of lessons have been learned about the monitoring and governance processes. During 2010 – 2011 BTP has continually reviewed and amended these arrangements with a view to enhancing delivery and outcomes. Specific activities that have been undertaken in relation to improving the monitoring and governance of the action plans include:

- Amending the benchmarking cycle to provide more scope for the capture of progress and the implementation of benchmarking feedback.
- Enhancing feedback to a more solution orientated approach designed to assist in the movement to the next benchmarking level.
- Providing one-to-one coaching sessions to increase understanding of what is expected of the plans and how the different levels of the standards can be achieved.

During the year, BTP continued to use its Force and Area Diversity Action Groups (DAGs) to monitor the organisation's action plan performance. Area DAGs were the first line governing body for Area tactical EDHR Plans, while Force DAG held overall governance of the Equality Scheme and monitors delivery on all action plans (tactical and strategic). In order to continue to strengthen the implementation and monitoring of the plans it was decided in Jan 2011 to review the structure and terms of reference of these meetings. This work will be completed in the autumn of 2011.

### **Stonewall Workplace Equality Index**

BTP were placed 35<sup>th</sup> in the Stonewall Workplace Equality Index (WEI) top 100 employers during 2010-2011, a move up of 4 places compared to 2009-2010. The Stonewall WEI is highly accredited benchmarking tool which allows organisations to assess how well they are doing in terms of equality of opportunity for the lesbian, gay and bisexual communities across a range of business areas and processes. BTP is proud of its progress and is using feedback from the WEI to inform organisational EDHR planning and objectives for 2011-2012.

## Employee Engagement

BTP understands that quality employee engagement is a key indicator to successful implementation of EDHR initiatives. This is based upon the belief that in order to identify and embed effective solutions to EDHR issues, an evidence based problem solving approach needs to be adopted. The organisation needs to understand the true nature of problems in order to be able to effectively design and evaluate solutions. BTP believes that employee engagement is a crucial factor in understanding the needs and issues faced by the organisation and the people it employs.

### Staff Association / Trade Union Negotiation

The year saw a number of milestones being reached in relation to the BTP staff association/trade union machinery of negotiation. These include:

- The signing of a recognition agreement with Transport Salaried Staff Association (TSSA) who now have negotiation rights for all BTP Police Staff (including PCSOs).
- The introduction of a new Police Officer Rosters Agreement.
- The commencement of talks with the Federation and TSSA regarding workforce resilience during the Olympic period.

### 19 BME Recommendations

In 2009 FDAG asked BTP DSSAs to help the organisation understand the barriers and obstacles faced by specific employee groups. SAME and E&D ran consultation activities with BME employees in response to this request. The findings from the consultation were used to draft a set of 19 recommendations. DCC Crowther launched the recommendations at a series of discussion sessions during 2009. Following the discussion sessions the 19 BME Recommendations were integrated into and monitored through the EDHR action plans.

In October 2010 a formal review of progress on the 19 recommendations was undertaken. Following the review a letter was distributed to all BME employees outlining what had been achieved and future planned activities/commitments.

### Employee Research and Additional Recommendations

BTP recognises that although the 19 recommendations will improve the BTP working environment, they will not be enough to eradicate all of the issues or barriers faced by its employees. During the year BTP looked at two additional areas of research, mapping the findings across the existing recommendations and identifying how activities could be adapted or new work streams that could be implemented. This research was as follows:

- WSF (BTP's previous women's DSSA) commissioned two pieces of research as part of their 2010 International Women's Day Conference; a questionnaire to all members and a workshop looking at careers after children. As a result of this research BTP added additional work streams including flexible working and family friendly procedures.
- Recommendation 11 was about supporting the research being undertaken by the National Association of Muslim Police and BME leavers. BTP joined this research project and received a report with recommendations in December 2010. The findings supported some of the existing BTP work streams, such as a review of police staff pay and a review of the Exit SOP.

## Policies and Procedures

BTP understands that having a suite of inclusive policies and procedures is not enough alone to embed EDHR throughout the organisation. The practical application and continual review of policies and procedures is equally important in realising the organisations aims and objectives.



BTP takes policy and procedural compliance seriously and seeks to ensure that organisational commitments are delivered in practice and represent the needs of all employee groups. They also have processes in place to ensure the continued review of both the internal and external impacts of policies and procedures.

### **Engaging Police Staff**

In July 2010, a high percentage of BTP employees signed over to the new Engaging Police Staff (EPS) salary and contract of employment. This new contract and salary structure was introduced as a result of the BTP Pay and Equality Audit, to address any pockets of inequality that had been identified. Sign over to the new contract was undertaken on a voluntary basis for existing staff and since the launch a number of new sign-over windows have been opened at employees' request.

### **Procurement and Supplier Diversity**

The Engagement and Diversity Team have continued to work with the Procurement Department in relation to the delivery of equality and diversity in procurement processes. A draft procedure has been produced that will replace the existing activities undertaken in relation to equality and diversity in procurement and ensure that BTP is meeting (if not exceeding) its statutory duties. The procedure comprises of Pre-Qualifying Questionnaires (PQQs), guidance to budget holders on applying this measurement and ensuring that suppliers are not a risk to BTP's reputation. BTP is currently aiming for this procedure to be published in July 2011.

### **Jobcentre Plus 'Two-Ticks' Scheme**

The E&D Section conducted a review to assess compliance with the Two Ticks commitments. The review highlighted a series of recommendations which have been implemented through the new processes within the wider HR community and the launch of the Managing Disability in the Workplace. BTP now has a robust process in place and has had its Two Ticks status reaffirmed.

### **Equality Impact Assessments**

During 2010 – 2011 work commenced on the drafting of a new BTP Equality Impact Assessment (EIA) process. A scoping exercise was undertaken on EIA processes throughout the police service as a whole and examples of best practice were identified. An initial assessment toolkit was drafted and a user group was established to test this. However, due to the delay in the Equality Act (2010) specific duty on Equality Analysis this work has been put on hold until more direction can be provided regarding the contents of the new legislation. EIAs continue to be undertaken on projects and major business decisions

### **Managing Disability in the Workplace SOP**

BTP launched its Managing Disability in the Workplace SOP in July 2010. This SOP includes procedures relating to BTP's legal duties at all stages of the employment cycle in relation to disability equality. The SOP was drafted using examples of best practice from within BTP and the wider police service and was subject to extensive consultation (internally and externally) before it was launched.

### **Maternity Pack**

London Underground (LU) led on a pilot scheme of creating a Maternity Information Pack which they provided to their employees. The E&D Section liaised with LU, consulted with BTP departments, internal and external stakeholders to review the documents of the pack to suite BTP corporate style for a wider roll out.

As a result of this, a short guide was devised and produced to integrate useful and additional information on general childcare and to be read in conjunction with the Maternity and Family and Friendly Standard Operating Procedures (SOP)

## Guidance Documents

The Engagement and Diversity Team have produced a number of management guidance documents (How To's) that supplement HR standard operating procedures (SOPs). These "How To's" are designed to assist managers in applying these procedures in the workplace and in successfully managing their teams. The guides produced provide information relating to:

- Staff association / trade union negotiations.
- Representation at formal meetings.
- Utilising positive action.
- Managing disabled employees.
- Reviewing reasonable adjustments.
- Sickness absence.

## Equality Act Briefings

BTPs Engagement and Diversity Unit produced a range of briefing documents that were used to update the organisation on the introduction of the Equality Act 2010 and the implication it would have the organisation. These included dedicated intranet pages for all employees and a toolkit for HR Business Partners to present the information to Area and Senior Management Teams.

## Default Retirement Age

In preparation for the abolishment of the default retirement age (DRA) BTP undertook two distinct pieces of work. One looked at the administrative activities that needed to be undertaken for all those employees who were affected by the DRA. The other involved undertaking a review of all employee roles, identifying those for which it was deemed necessary to implement a compulsory retirement age. Negotiation work is being undertaken with staff associations and trade unions about the implementation of the proposed compulsory retirement age; this work is expected to be completed by the summer of 2011.

## Learning and Development

BTP understands that having an effective programme of learning and development courses running in parallel with its EDHR initiatives can be a key factor in the success of meeting its EDHR aims and objectives. BTP aims to have in place a programme that not only raises awareness but builds on existing knowledge and organisational practices, allowing employees to understand and gain skills regarding their role in embedding EDHR and the facilitation of organisational change.

## Managing Disability in the Workplace (MDW) SOP Training

The Engagement and Diversity Team have designed and implemented a number of training initiatives relating to the MDW SOP. As part of the communication and launch strategy a set of workshops were designed and delivered to the HR Business Centre. Each workshop concentrated on facilitating knowledge and understanding of the roles and responsibilities of particular employee groups (e.g. HR Advisors, Recruitment Advisors) within the business centre structure. This training took place in July 2010, prior to the launch of the SOP.

Throughout the year a number of bespoke presentations and guidance documents have been produced for specific BTP departments in respect of the MDW SOP. An example of this includes activities that were undertaken with the Technology Department, which looked at identifying their role as a key stakeholder in the establishment, provision and review of reasonable adjustments.

## Diversity Staff Support Associations Training

The Engagement and Diversity Team continued to support the ongoing learning and development needs of BTP's Diversity Staff Support Associations (DSSAs). The Team in conjunction with the Learning and Development Department, co-ordinated a programme of

learning initiatives with attendance open to all DSSA committee members and Area representatives. Designed following consultation with the groups themselves, the initiatives aimed to help the groups in developing the skills critical for their roles in BTP. The programme included training on presentation skills and managing upwards. A BTP specific programme, targeting committee members/Area Representatives and providing them with a strong grounding in the knowledge and skills required for their role, was also designed ready for roll out in the Autumn of 2011.

## **Positive Action**

BTP strives to have a workforce that is fully representative of the society it serves at all levels of the organisation. BTP understands the positive impact that diversity within its employee profile will bring to service delivery and is undertaking a range of positive action activities to help in achieving this aim. BTP anticipates that through the delivery of an evidence based positive action approach that it can change the shape of the organisation and that this will result in better services to the travelling public.

### **New Positive Action Duty**

E&D have prepared a decision paper for Strategic Command Team on the new Positive Action Duty. The paper looks at the implications of the new duty and how it might be used to improve workforce demographics in BTP.

### **Action Learning Set Training**

In 2011, BTP provided a Management of Action Learning programme in order to provide a framework for developing a retention and positive action strategy. The E&D Section facilitated the programme that was developed and delivered by Forward Together Consultancy (FTC). The aim of the programme was to develop employees to support under-represented groups locally within the organisation. 11 members attended the programme and are now fully qualified action learning facilitators ready to provide support to the organisation.

## BTP Equality Scheme (2008 – 2011)

BTP launched its single Equality Scheme in May 2008; this scheme provides information on how BTP aims to meet and exceed the duties outlined in the various equalities legislation. The Scheme is also accompanied by a series of action plans which define in more detail the specific activities that BTP have committed to undertake to ensure equality and diversity is embedded throughout the organisation.

### Legislative Context

The Race Relations (Amendment) Act (2000) (RR(AA)), the Disability Discrimination Act (2005) (DDA) and the Equality Act (2007) (EA) were the main driving forces behind public authorities producing equality schemes and action plans. They placed legal duties on organisations to:

- Promote equality of opportunity
- Eliminate unlawful discrimination
- Eliminate harassment of disabled people that is related to their disability
- Promote good relations between individuals of different racial groups
- Promote positive attitudes towards disabled people
- Encourage participation of disabled people in public life
- Take steps to meet disabled peoples' needs, even if this requires more favourable treatment.

The Equality Act (2010), which was introduced in October 2010, has replaced these previous pieces of legislation. However, the general equality duties were not replaced until April 2011 and the public duties surrounding the production, monitoring and reporting of Equality Schemes and Action Plans remain in place until the new specific duties are agreed and launched.

In addition to the equality duties the BTP also take into account other pieces of legislation covering both equalities and employment law when undertaking any work relating to equality, diversity and human rights, using this to form the backbone of the Equality Scheme and any activities that come from it.

### Implementing the Specific Duties

BTP has undertaken the following activities in relation to the implementation of the specific duties:

#### Consultation and Involvement

BTP continues to undertake consultation and involvement activities in relation to all strands of diversity. Examples of avenues of consultation/involvement used include:

- National Independent Advisory Group (NIAG) and Pan-London Independent Advisory Network (IAN)
- BTP employee support groups
- Staff Associations / Trade Unions
- BTP passenger and victim surveys
- Citizen groups / panels
- Employee engagement activities
- Independent benchmarking reports
- Additional specific research projects.

### **Development, Monitoring and Publication of Policies and Procedures**

BTP undertakes EIAs for all the diversity protected characteristics. This process is overseen by the Strategic Development Department. The Engagement and Diversity Team assist with the initial process of grading a policy as 'high', 'medium' or 'low' in terms of their equality, diversity and human rights implications and relevance to the equality duties. This grading also determines the level of impact assessment required and how frequently a policy be reviewed. All high and medium rated policies are published alongside the impact assessment reports on the internet and intranet. For policies rated as low impact BTP publish a report identifying the reasons behind the classification of this policy and the level of consultation that was undertaken.

### **Diversity Monitoring**

During 2010 – 2011, BTP has continued working to increase the amount of data that is available for workforce monitoring purposes. BTP employees are encouraged to update the information held about them on Self-Service section of the ORIGIN system relating to diversity. Data for 2010 – 2011 is being published as part of the Equality, Diversity and Human Rights Annual Report.

### **Training**

BTP deliver two levels of diversity training across the organisation:

- Level 1: Foundation in Diversity – An introduction to equality, diversity and human rights for all new employees to BTP.
- Level 2: Diversity for First and Middle Managers – A programme that looks at the role of a first line manager. This course aims to ensure that managers are able to effectively manage diverse teams and difficult situations.

BTP also continues to work towards ensuring that the theme of diversity runs throughout all of its learning and development activities.

### **Equal Pay**

In July 2010 the new Engaging Police Staff (EPS) salary and contract of employment was implemented in BTP. This contract and its accompanying salary structure were introduced as a result of the BTP Equal Pay and Benefits Audit. The new contract is designed to address any pockets of inequality that exist in BTP. Sign over to the new contract is voluntary, however, BTP continues to undertake activities to increase the percentage of employees on the new contract.

## **BTP Equality Diversity and Human Rights (EDHR) Action Plans**

In 2010 – 2011 BTP replaced the two Equality Scheme Action Plans (Business as Usual and Implementation and Innovation) with a set of eight EDHR action plans. These action plans are divided into one strategic plan (governed by Force Headquarters) and seven tactical plans (each governed by a BTP Area). The action plans are designed to:

- Assist BTP in meeting its legal duties under the existing, and forthcoming, equalities legislation.

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- Assist BTP in working towards the aims and objectives set out in the Association of Chief Police Officers EDHR Strategy for the Police Service.
- Allow BTP to map its commitment and progress against the National Police Improvement Agency Equality Standards for the Police Service.

Each action plan is divided into three business themes and each business theme has a number of Equality Standard Units assigned to it:

- Operational Delivery (11 units).
- People and Culture (6 units).
- Organisational Processes (5 units).

At the beginning of the year each Area/Department populated the plans with activities/initiatives that would be undertaken in relation to each Unit. Action plan updates are collated for one business theme each quarter on a rotational basis. Business theme updates are then benchmarked against the Unit levels and constructive feedback provided.

### Operational Delivery

The following are some of the activities that have been undertaken under the Operational Delivery element of the plan:

- The design, delivery and implementation of a programme of Community Impact Assessment learning initiatives.
- The expansion of the BTP Community Placement Scheme to existing Police Officers and PCSOs.
- Building partnerships with external stakeholders (e.g. UK Borders Agency, French and Belgian Police) to develop an education strategy relating to foreign nationals bring knives into the UK.
- The development of a Youth Advisory Network.
- Commissioning of Arc Theatre Group to design and deliver a community engagement tool aimed strengthen police relationships with young people.
- Review and publication of a number policies and procedures, including the Critical Incident SOP, Witness Charter SOP, Suicide Prevention Policy, Missing Person SOP and the Hate Crime SOP.

### People and Culture

The following outlines the key activities that have been undertaken in relation to people and Culture:

- Continued publication of the CC's commitment to EDHR, using a variety of media.
- Activities undertaken to improve progression and development of employees, including the introduction of force wide development programmes (e.g. Step-Up programme), the publication of a 'How To' guide for managers on Positive Action and the advertisement of general opportunities more widely.
- An internal HR SOP audit schedule was agreed and implemented.
- A media campaign was implemented to raise the profile of the roles Staff and PCSOs play in the delivery of the BTP policing plan objectives.
- Reviews of the Grievance and Exit SOPs were undertaken and relevant 'How To' guides for managers were drafted, publication is planned for 2011.
- Activities undertaken to increase the awareness of the support services in BTP and how they can assist employees.
- NAMP BME Leavers Project was supported and the findings were used to update action plans.

### Organisational Processes

The following progress has been made in relation to the organisational processes units:

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- Work has been undertaken in relation to streamlining the EDHR action plans and aligning them to the wider BTP Strategic Objectives and Policing Plan Targets. This work has included:
  - Choosing BTP priority Standards
  - Producing new action plan templates
  - Producing guidance materials
- This work will be supplemented, in 2011-2012, with one-to-one support from E&D and NPPU.
- Reviews have been undertaken with the monitoring and governance structures for the EDHR action plans. Actions were taken to reduce the bureaucracy and improve the feedback processes. Work in this area will continue in 2011-2012 with a review of the DAG meeting structure.
- Diversity and procurement procedures have been drafted and are in the final stages of refinement. Training has been delivered to E&D and procurement in advance of the launch of this procedure.
- A user group has been established for the Equality Impact Assessment/Analysis review project. Draft toolkits will be refined and distributed for testing following the launch of the details of the revised specific duty.

## Diversity Staff Support Associations

BTP recognises the importance of working closely with Diversity Staff Support Associations (DSSAs), this approach allows the combining of specialist knowledge when identify EDHR issues or possible solutions. This approach ensures that policies and procedures are inclusive and the needs of all employees are given due consideration.

### Association of Muslim Police (AMP)

AMP was established to help raise the awareness and profile of Islamic issues across the organisation. AMP aims to provide BTP with opportunities to embrace and promote faith issues, ensuring that they are seen as an integral part of the diversity strategy.



#### Message from the Chair

Saeid Rasool, Police Constable on LU Area Crime Unit, has chaired the group since 2007.

*'AMP would like to thank managers from a range of areas/departments for the support they have given us in relation to the services we offer our members.'*

*'We will continue to provide support and advice services and undertakes promotional activities to help develop external community links for BTP and improve public confidence in policing.'*

#### Activities and Achievements for 2010 – 2011

- AMP held the Islamophobia conference, in association with the National AMP in April 2010. This included workshops and was attended by BTP representatives of various departments.
- AMP provided confidential advice and support to its members and has undertaken a number of activities throughout the year aimed at increasing awareness of Islamic issues in BTP.
- AMP has worked on ensuring that the relevant procedures and support mechanisms are in place to assist Muslim employees in overcoming any issues they may face.
- AMP provided assistance to new custody suite on London North area by providing the relevant religious books, prayer mats and guidance.
- AMP provided LU Crime Investigation Department with support by approaching community links to help identify suspects.
- AMP assisted colleagues with master's thesis on Islamophobia issues.

#### Objectives for 2011 – 2012

We will continue to provide support to our members and advise the Force on issues on policing and the Islamic faith. We intend to raise faith awareness which will assist in community relations as well as ridding false stereotypes.



## Christian Police Association (CPA)

BTP's Christian Police Association is part of a wider inter-denominational network of police service employees which aims to promote and foster friendship amongst Christians, offering help and support to all members of BTP regardless of their beliefs.



### Message from the Chair

Paul Wilson, Chief Inspector has chaired the group since its establishment over ten years ago. Following 30 years service to British Transport Police and to BTP CPA since its inception, Paul retired in June 2011. Looking to the future, CPA is being led by PC Craig Virco in York and Inspector Phil Kendrick in London.

*'Paul Wilson has committed over a decade of service to CPA and BTP CPA has grown under his leadership. As Paul moves on and his ministry continues, we thank him for his service. CPA has continued to meet regularly in London. In December the North East area held a Christmas event where debt counselling charity Christians against Poverty spoke to officers and staff about their work. CPA supports Christians in the police service and making the love of Jesus Christ known across the force. Continuing to build bridges and develop links between the Christian community and support groups wherever BTP work is our ongoing focus.'*

### Activities and Achievements for 2009 – 2010

- o Diversity Workshops provided an opportunity to deliver CPA's message.
- o North West CPA met with the AJU in Liverpool at their request to assist with best practice.
- o The North East (NE) Christmas event and regular Support Group meetings have increased understanding of the Christian faith.
- o CPA has also awareness of BTP through the developed links with local churches, Christian organisations and outreaches.
- o Wider publication of CPA 'Thought for the Month' has seen CPA engage with internal BTP communities, promoting spiritual support and wellbeing in the workplace.
- o The popular daily devotional 'Word for Today' in NE is provided free of charge by UCB Media.
- o CPA has continued to play a role in supporting and influencing at a national level.
- o Attendance at the CPA National Conference and the CPA National Leaders Conference has helped to raise both BTP and CPA's profile.

### Objectives for 2010 – 2011

During 2011 – 2012, CPA plans to continue with its activities relating to awareness raising and engagement. As the group leadership changes to reflect the national footprint of BTP, CPA aims to increase membership and have a representative in each Area. Ministries such as The Railway Mission, Street Pastors, Street Angels, Redeeming Our Communities and local outreaches continue to be a focus as 'COACT' ([www.coact.org.uk](http://www.coact.org.uk)) develops. The 'Word for Today' publication has been well received in the North East. It is hoped that in partnership with UCB Media during this year copies will be available for each BTP location nationally. CPA looks to liaise with other support groups, developing understanding and working together in areas of commonality in order to support BTP's diversity objectives.

## Disability Equality Support Association (DESA)

DESA offers advice and support on disability issues. They offer specific services to all BTP employees who are disabled, who experience a condition that impacts on their ability to carry out day-to-day activities or who care for disabled dependants.



### Message from the Chair

*'DESA has had another challenging year but one which has brought several valuable lessons. We now have new legislation in the form of the Equality Act 2010, and again we hope that this will be a tool in assisting the BTP to move forward in the area of disability equality.'*

### Activities and Achievements for 2010 – 2011

- o Providing guidance to BTP employees and managers on specific cases relating to disability equality
- o Supporting the retention of disabled employees
- o Supplying the DESA hotline (now in its 5<sup>TH</sup> year) as a confidential avenue of support for increasing numbers of BTP employees with issues relating to a condition or impairment
- o DESA has continuously promoted greater knowledge of disability equality issues across BTP. Provided advice and guidance to BTP on policies and procedures
- o Regrettably lost several of its key committee members and Area Representative which limited capacity for delivering DESA's full agenda

### Objectives for 2011 – 2012

During 2011 – 2012 DESA intends to maintain and enhance the DESA hotline, increasing employee awareness of this avenue of confidential advice and guidance.

We also intend to rebuild the committee, obtain additional Area Representatives, and in effect, re launch DESA. We also intend to build links with the National Disabled Police Association, again with the object of increasing the awareness of disability issues within the Police Service. We will also aim to increase the level of trust and confidence of disabled employees in the ability of BTP to manage disability in the workplace, DESA will be encouraging employees to disclose their needs to BTP, who will in turn, respect the confidentiality of the employees.

DESA will continue to represent the needs and issues faced by disabled employees, and employees with caring responsibilities in relation to policies, procedures and BTP projects. They will also continue to try to raise general awareness within BTP in respect of disability equality, duties under the Equality Act 2010, and Reasonable Adjustments.

## LINK (Lesbian, Gay, Bisexual and Transgender (LGBT) Employee Support Network)

LINK supports its members by raising awareness of LGBT issues, contributing to the development of policies and providing advice and guidance on LGBT issues relating to policing objectives.



### Message from the Chair

Chris Dreyfus, Group Chief Inspector for Sub Surface Railway and DLR, has continued at LINK Chair for a second year, voted in again at LINK's AGM in October 2010.

*'I am proud to continue my support for LINK and continue to see the hard work and commitment which LINK offers BTP and its members, highlighted again by their award from Stonewall as a Star Performing Network. I join my fellow committee members in providing a professional service to our internal and external LGBT stakeholders, this year focussing on Hate Crime and working even more closely with TOCs'*

### Activities and Achievements for 2010-2011

- o Further growth in size and impact, enhancing BTP's positive work and driving best practice across all areas.
- o Strategic plan key objectives met in respect of profile raising, members' welfare and career development.
- o The Hate Crime project improved engagement relationships with 'hard to hear' groups including youth groups and TOC employees.
- o LINK continues to raise awareness of LGBT issues across BTP and held its second LGBT History Month Quiz in Scotland, raising over £1k for LGBT Youth Scotland.
- o LINK ran a successful AGM, opened by ACC Pacey with MP Lyne Featherstone as key note speaker and a Masks performance in association with Pinsent Masons

### Awards

Lorna McEwan and David Rams were nominated for their work with the LGBT drop in centre Armistead and Terrence Higgins Trust, driving hate crime reporting and improving relationships with police. LINK was again awarded Star Performing Network status in the 2010 Stonewall Workforce Equality Index for their continued high performance.

### Objectives for 2011 – 2012

2011 – 2012 plans will focus on internal/external support to increase mutual cooperation in helping BTP meet its policing plan objectives. LINK has six key objectives as outlined in the Strategic Plan. One key action is to utilise the 2010 Members Survey, which will inform internal activities for 2011. LINK has also been approached to help in addressing Public Sex Environment issues, branching out from LGBT specific areas. LINK will again be marching in London Pride to raise BTP's visibility to the LGBT community and aims to drive member engagement and similar events. World Pride is also a key priority for LINK next year, along with the Gay Games, all due to take place in summer 2012. LINK aims to work with wider departments to improve BTP's ranking in the Stonewall Top 100, moving up from 35 last year to a target of top 25 in 2011.

## **SAME (Support Association for Minority Ethnic staff)**

SAME seeks to improve the working environment for all employees from BME backgrounds. It aims to establish good relations between BTP and BME communities with a view to enhancing quality of service. SAME also seeks to raise awareness of issues relating to race and diversity both within the working environment and the travelling public.



### **Message from the Chair**

Baseem Akbar, Police Sergeant with the Neighbourhood Policing Partnership Unit, became Chair in 2007.

*'SAME will be going through an extremely challenging period over the next 12 months as we continue to maintain our current level of service to our members and BTP without a full time representative. BTP have decided to withdraw the funding for the full time post at the end of August 2011; whilst we are disappointed, we understand this is due to the current economic climate. We are determined to continue to provide a high level of service for our members and assist BTP to become a better employer for individuals from BME communities. During this period of change the SAME committee will be undertaking additional training and Area Commanders have agreed to support SAME Area representatives in carrying out their role.'*

### **Activities and Achievements for 2010 – 2011**

- Assisted BTP in promoting development opportunities e.g. BME Step Up and Action Learning Sets
- Ran the NPIA Personal Action leadership programme for 16 BME employees
- Supported BTP with the implementation of the NPIA Diversity Strategy at a national and local level, managing critical incidents and engaging minority communities
- Ran cultural and faith awareness-raising events
- Consulted on SOP development and on training programmes
- Provided invaluable support on grievances and disciplinary issues

### **Objectives for 2011 – 2012**

In 2011 – 2012 SAME aim to continue and build upon our many achievements from the previous year, whilst also focusing on new objectives to raise our profile. A key action will be to hold a conference that highlights both SAME and BTP successes over the last 10 years and raise awareness of opportunities that exist within BTP specialist departments; and to continue awareness raising throughout the year of both in house and external development opportunities. Other activities will include ensuring our committee members have the skills and training to provide a high level of service to provide support and input into BTP's processes and projects such as the Equality Act; as well as continuing to represent and promote BTP at national events.

## Objectives for 2011 - 2012

Following a year of refocus and realignment, BTP is planning to continue on its journey targetting the embedding of EDHR into organisational wide roles and responsibilities. 2011 – 2012 will be another challenging year for the organisation operationally and will see BTP striving to be an exemplar of best practice in relation to EDHR activities.

### Objectives for 2011 – 2012

1. **EDHR Action Plan Streamlining**
  - Launching EDHR action plan templates and toolkits.
  - Providing coaching to Areas/Departments in respect of EDHR action plans.
  - Utilising EDHR action planning to improve policing plan performance.
2. **Review of EDHR Governance Structures**
  - Realignment of Strategic Command Team responsibilities within EDHR.
  - Review of the role and function of Diversity Action Groups in BTP.
  - Review of EDHR action plan monitoring and benchmarking.
3. **Employee Representation and Positive Action Initiatives**
  - Working with HR Recruitment to develop and implement initiatives designed to increase employee representation.
4. **Horizon Scanning Lessons Learned from Grievances and Employment Tribunals**
  - Monitoring legislative and research developments, identifying implications for BTP and feeding this back into the organisation.
  - Develop processes that allow for internal and external sharing of knowledge, best practice and lessons learned.
  - Introduce data analysis processes that allow BTP to take an evidence based approach to EDHR problem solving and action planning.
  - Develop processes that ensure lessons learned from grievances and employment tribunals are fed into the action planning process.
5. **Policies and Standard Operating Procedures (SOPs)**
  - Manage the implementation of the recommendations from Winsor parts 1 and 2.
  - Undertake reviews of Diversity, Managing Disability in the Workplace and Flexible Working SOPs.
  - Finalise work on the proposed compulsory retirement age for PCSOs and DDOs
  - Draft relevant Engagement and Diversity guidance documents to supplement policies and procedures.
  - Review the BTP Equality Impact Assessment process.
6. **Staff Associations and Trade Unions**

- Continue to build working relationships with BTP staff associations and trade unions.
- Undertake consultation/negotiation with staff associations/trade unions on relevant BTP projects.
- Setting in place structures to improve the consultation/negotiation processes.

**7. Diversity Staff Support Associations (DSSAs)**

- Finalise the DSSA review and implement the agreed recommendations.
- Undertake partnership activities with SAME to manage the continuity of service post the removal of the full-time General Secretary.
- Continue to provide relevant training to DSSAs.



# Appendix A: Diversity Monitoring Report

A report from the BTP Engagement and Diversity Team  
outlining workforce monitoring and profile data from  
2010 – 2011.

June 2011

# Notes on the Data

## Background Demographics

Unless otherwise noted, background population is based on 2007 Labour Market monitoring statistics.

## Data Sources

Unless otherwise noted, all data has been sourced from the BTP HR ORIGIN Resource Management System. All data is for the 2010 – 2011 year.

## Diversity Data

All diversity data in BTP is held confidentially.

- Information in respect of age and gender is held for all employees.
- Ethnicity data is self-identified by individual employees. Where a self-identification has been made this data will be held. It is captured for new and for existing employees.
- Disability and sexual orientation monitoring requirements have been introduced subsequently. While this data is captured for new employees, dependent upon self-declaration, it has not been historically captured for existing employees.
- Where no disability or sexual orientation data has been provided via self-service an automatic default has been put in place to class that person as preferring not to say.
- The capture of diversity data in respect of religion, for existing employees, has not yet been fully implemented.

## Data Gaps

Data gaps occur in this report for three reasons.

- The numbers involved in the datasets are too low for effective analysis or are at a sufficiently low level to risk identification of individuals
- Systems are not yet in place to capture the information required.
- Data is reliant on individual self-declaration and levels of self-declaration remain too low to support analysis.



# Employee Profile

BTP recognises the importance of having a representative workforce and that this representation needs to be present at all levels of the organisation. This section of the report looks at the profile of BTP employees across all employee types (officer, staff, PCSO and Special Constable) and management structures.

## National Employee Profile

The following is an overview of the BTP employee population according to the monitored diversity strands. This information is in tabulated format, with population data for comparison and commentary about what this tells us about BTP.

### Employee Profile by Age

Age	Police Officers	Special Constables	Police Staff	PCSOs	Workforce Total	Population <sup>2</sup> (Britain)
	%	%	%	%		
<30	12.8	53.1	25.1	50.6	20.9	27.4%
30-44	49.0	32.5	39.0	32.0	44.1	35.3%
45-59	38.1	14.0	29.6	16.8	33.0	29.6%
>60	0.2	0.4	6.2	0.6	2.0	7.7%

- Police officers have lower representation of those under 30 (12.8%) compared to population trends (27.4%), whereas Special Constables (53.1%) and PCSOs (50.6%) both have higher levels.
- All employee groups have lower levels of those over 60 compared to the population; these levels are especially low for police officers, Special Constables and PCSOs.

<sup>2</sup> Population data estimates based on 2007 Labour Market Statistics

**Employee Profile by Disability**

Disability	Police Officers	Special Constables	Police Staff	PCSOs	Workforce Total	Population <sup>3</sup> (Britain)
	%	%	%	%		
Disability	3.5	1.2	3.8	4.1	5.3	19%
No Disability	22.4	17.3	30.6	26.9	26.3	81%
Prefer Not to Say	74.1	81.5	65.7	70.0	68.4	

- There continues to be high levels of non-declaration for this self-service category.
- All employee groups show under-representation for disability in comparison to population data.

**Employee Profile by Ethnicity**

Ethnicity	Police Officers	Special Constables	Police Staff	PCSOs	Workforce Total	Population <sup>4</sup> (Britain)
	%	%	%	%		
White	88.9	79.8	73.9	75.3	83.2	93.2%
Mixed	1.9	1.7	2.5	3.5	2.2	0.8%
Asian	2.5	5.4	9.0	8.2	4.9	3.4%
Black	2.1	6.2	5.6	5.7	3.6	1.8%
Other	0.4	0.8	0.9	0.6	0.6	0.8%
Not Stated	4.2	6.2	7.9	6.7	5.5	
BME Total	6.9	14.1	18.0	18.0	11.3	6.8%

- PCSOs and police staff show the highest level of BME employees (18.0%) followed by Special Constables (14.0%) and police officers (6.9%). All employee groups have levels higher than the general population (6.8%).
- Police staff show the highest levels of 'Not Stated' (7.9%), with Special Constables and PCSOs both having levels above 5%.
- Within police officers there is lower representation for the Asian (2.5%) and Other (0.4%) groups compared to general population levels (3.4% and 0.8% respectively).

**Employee Profile by Gender**

Gender	Police Officers	Special Constables	Police Staff	PCSOs	Workforce Total	Population <sup>5</sup> (Britain)
	%	%	%	%		
Male	84.0	89.7	46.7	75.6	73.0	49%
Female	16.0	10.3	53.3	24.4	27.0	51%

<sup>3</sup> Population data estimates provided by the Employers Forum on Disability.

<sup>4</sup> Population data estimates based on 2007 Labour Market Statistics.

<sup>5</sup> Population data estimates based on 2007 Labour Market Statistics.

- Police officers (16.0%), Special Constables (10.3%) and PCSOs (24.4%) are all under-represented for Female in comparison with the population (51%), with Special Constables showing the lowest level.
- Police staff are under-represented for Male (46.7%) in comparison with population (49%).

### Employee Profile by Sexual Orientation

Sexual Orientation	Police Officers	Special Constables	Police Staff	PCSOs	Workforce Total	Population <sup>6</sup> (Britain)
	%	%	%	%		
Bisexual	0.5	0.4	0.3	2.5	0.6	6% 94%
Gay / Lesbian	2.3	2.9	2.4	1.6	2.3	
Heterosexual	24.4	14.8	33.8	26.9	26.8	
Prefer Not to Say	72.8	81.9	63.5	69.0	70.3	

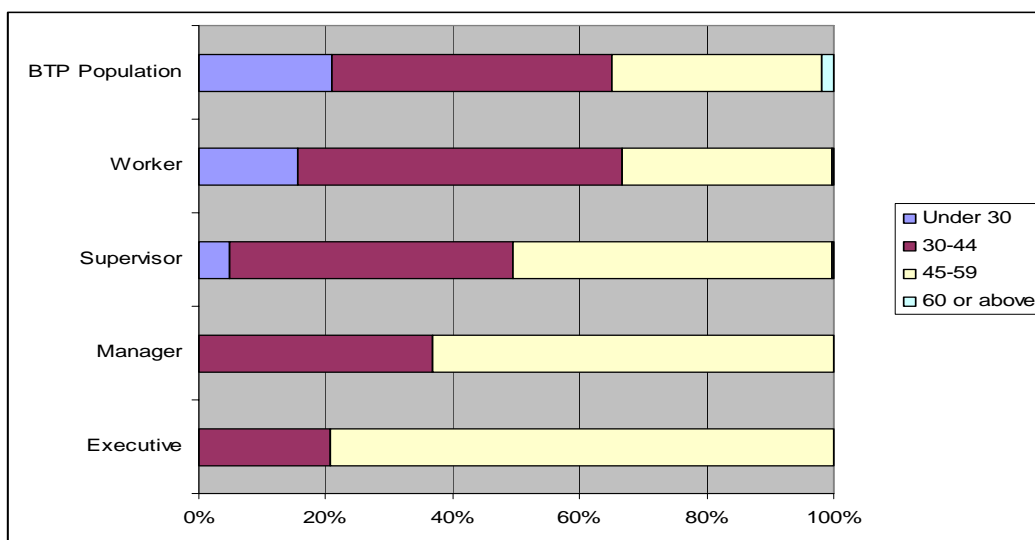
- There continues to be high levels of non-declaration in this category of the report.
- For all employee groups the level of people declaring that they are Gay / Lesbian or Bisexual is lower than population levels.

### Management Profile

The following section examines employee distribution across the management tiers in the organisation. These tiers have been defined as follows:

	Police Staff	Police Officer
<b>Worker</b>	A001 – A005 (or equivalent)	Constable
<b>Supervisor</b>	A006 – B002 (or equivalent)	Sergeant
<b>Manager</b>	B003 – C001 (or equivalent)	Inspector & Chief Inspector
<b>Executive</b>	C002 or above (or equivalent)	Superintendent and above

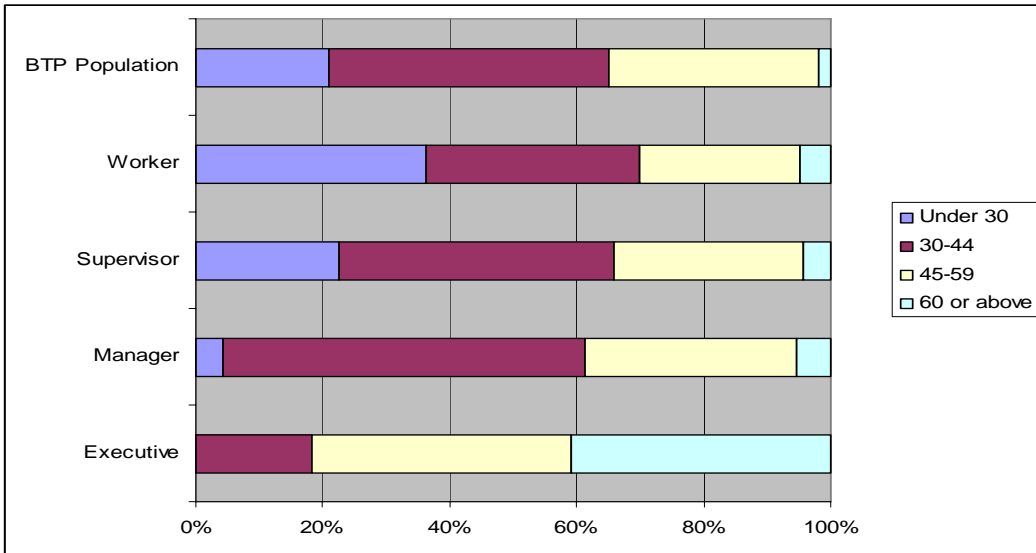
### Police Officer Management Profile by Age



<sup>6</sup> Population data estimates provided by Stonewall.

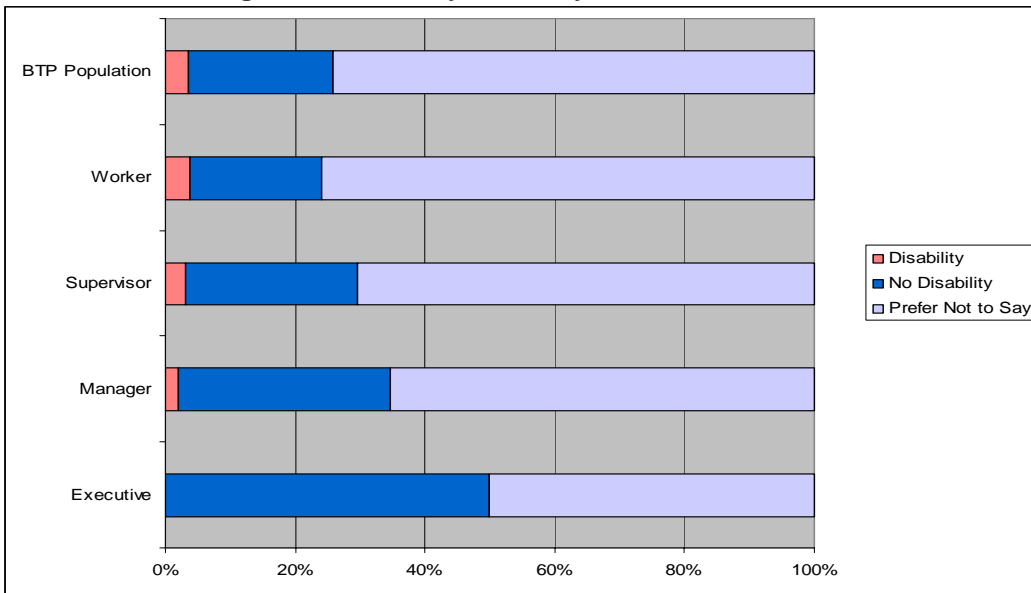
- It is important to note that the police service promotion process requires officers to undertake certain lengths of service before they can undertake activities required to progress to the next level.
- The pyramid affect shown in the graph in relation to age and management level is expected and it is assumed that this is as a direct result of the above point.

**Police Staff Management Profile by Age**



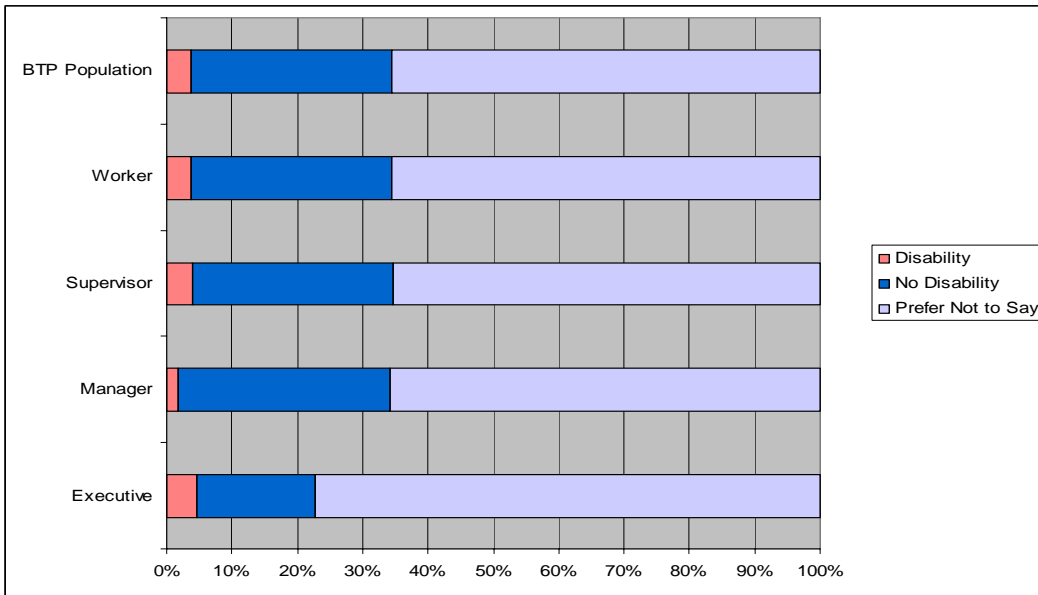
- There are police staff under 30 represented in the Worker, 'Supervisor and Manager levels.
- Police staff in the 30-44, 45-59 and 60+ categories are represented at all management levels.

**Police Officer Management Profile by Disability**



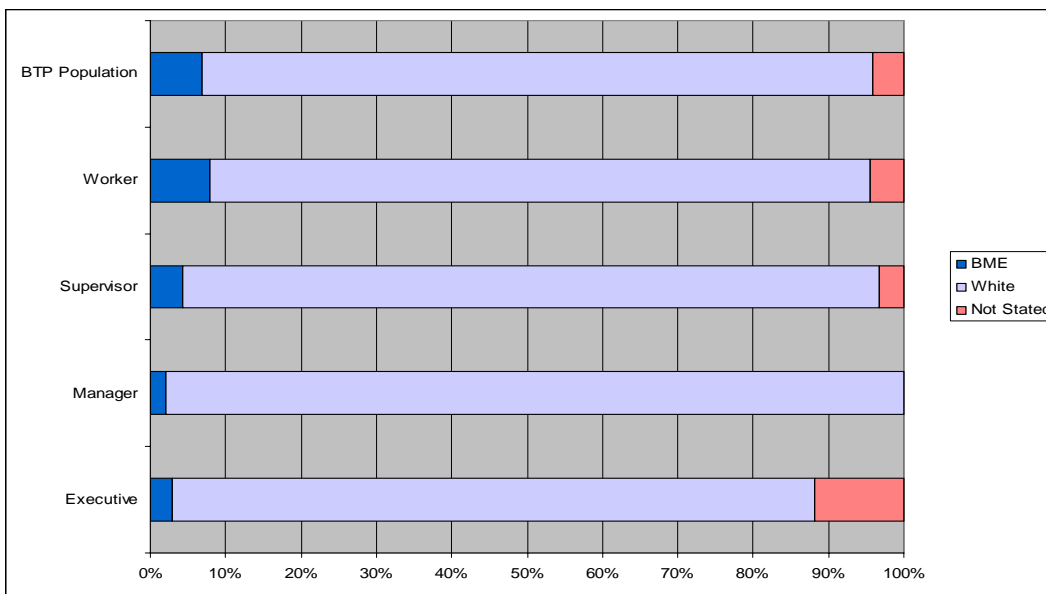
- Disability representation decreases as management level increases.
- There are no police officers at Executive level who have declared a disability.

**Police Staff Management Profile by Disability**



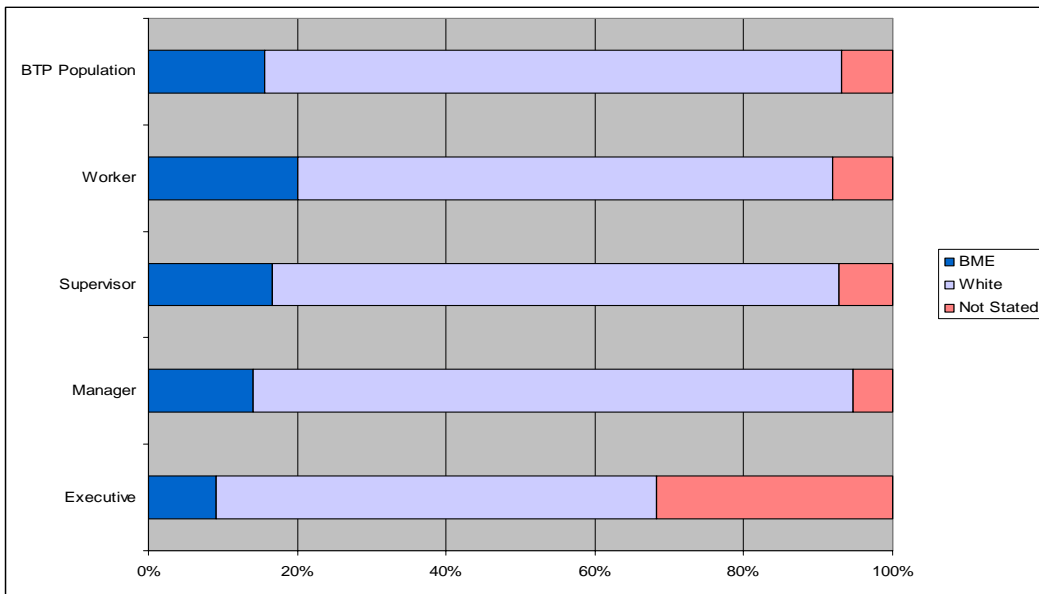
- There are police staff members at all levels who have declared a disability on Self-Service; the highest level is Executive (4.5%), which is higher than BTP population levels (3.8%).

**Police Officer Management Profile by Ethnicity**



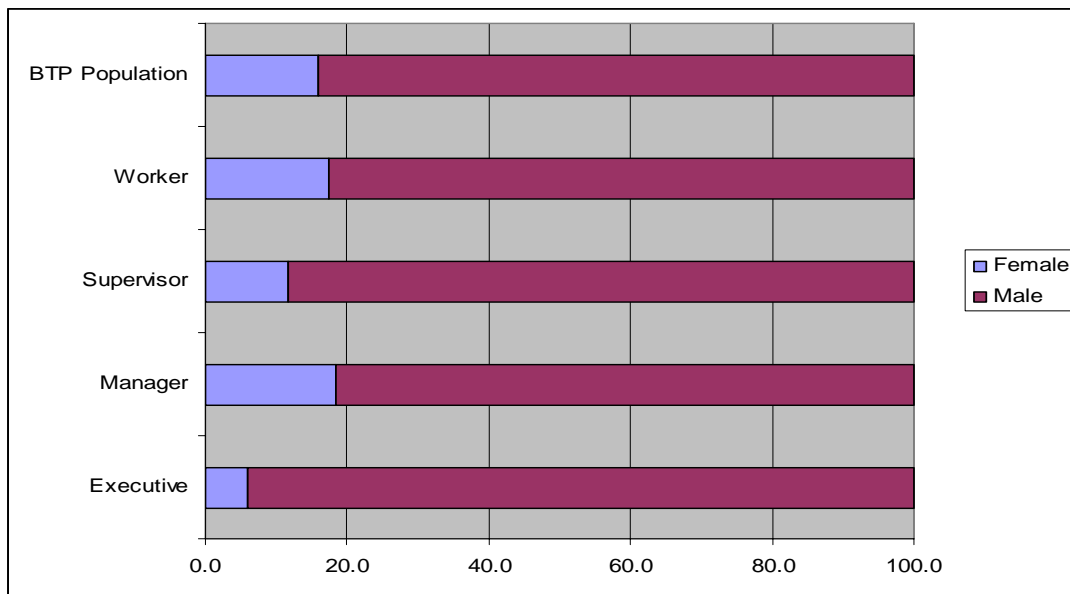
- The level of BME workers (7.8%) is over represented in comparison with the BTP population (6.9%), whilst BME populations for all other management levels are lower than the BTP population.

**Police Staff Management Profile by Ethnicity**



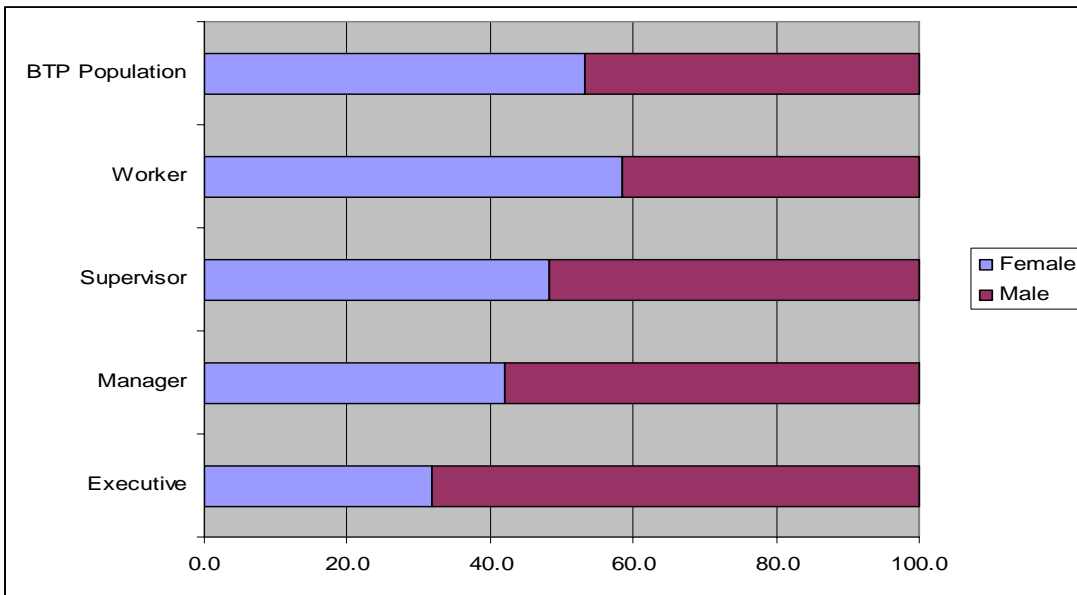
- There is BME representation at all police staff management levels; however this is lower than BTP population levels (18.0%) for Supervisors (16.7%), Managers (14.0%) and Executives (9.1%).
- Executives show the highest level of Not Stated (31.8%) and no one from the Executive group had used the Not Stated option.

**Police Officer Management Profile by Gender**



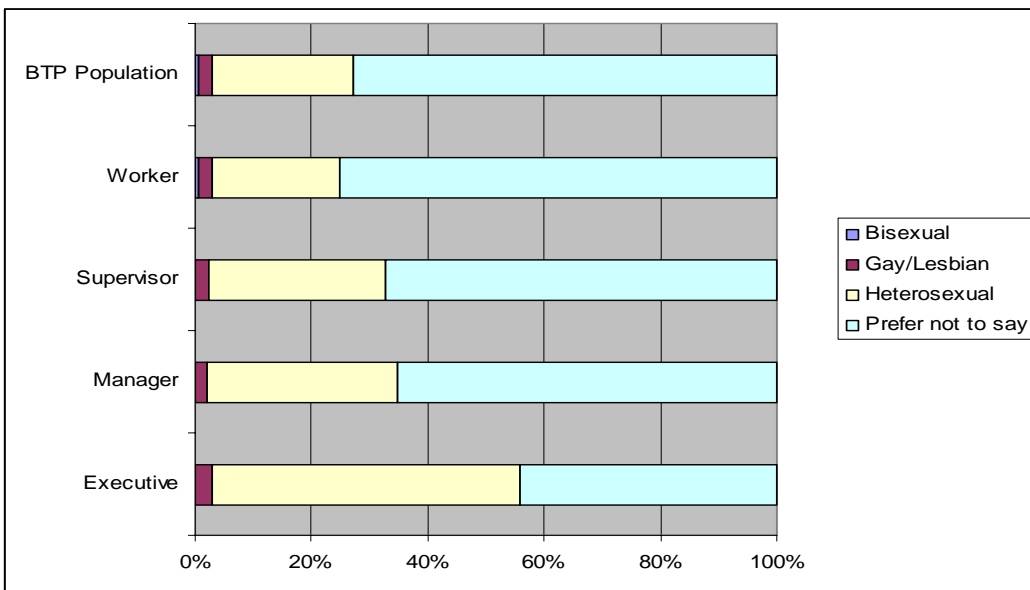
- Supervisor (11.6%) and Executives (5.9%) all have lower levels of Females than the BTP population (16.0%).
- There is a higher level of Female Workers (17.4%) and Managers (18.4%) in comparison with the BTP police officer population (16.0%).

**Police Staff Management Profile by Gender**



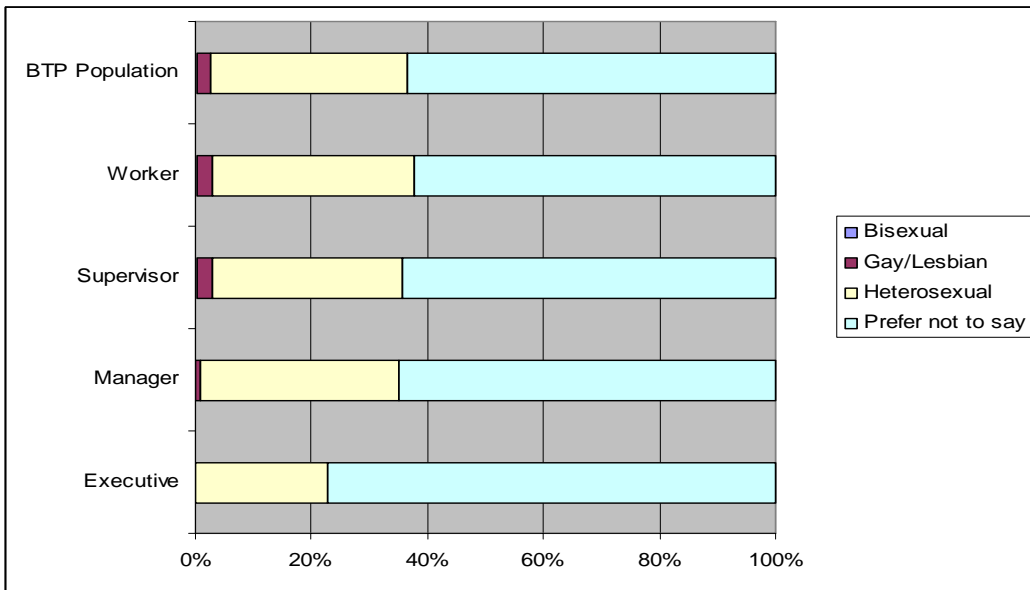
- The percentage of Female police staff decreases as the management levels increase.
- There are lower levels of Female Supervisors (48.3%), Managers (42.1%) and Executives (31.8%) in comparison with BTP population figures (53.3%).
- There is a higher level of Female Workers (58.5%) compared with the BTP police staff population (53.3%).

**Police Officer Management Profile by Sexual Orientation**



- No Supervisors, Managers or Executives declared themselves as Bisexual.
- The highest declaration levels were amongst Executives.

Police Staff Management Profile by Sexual Orientation



- No Managers or Executives declared themselves as Bisexual.
- The level of Supervisors (2.5%) and Managers (2.6%) declaring themselves as Gay / Lesbian were above the BTP population level (2.4%).



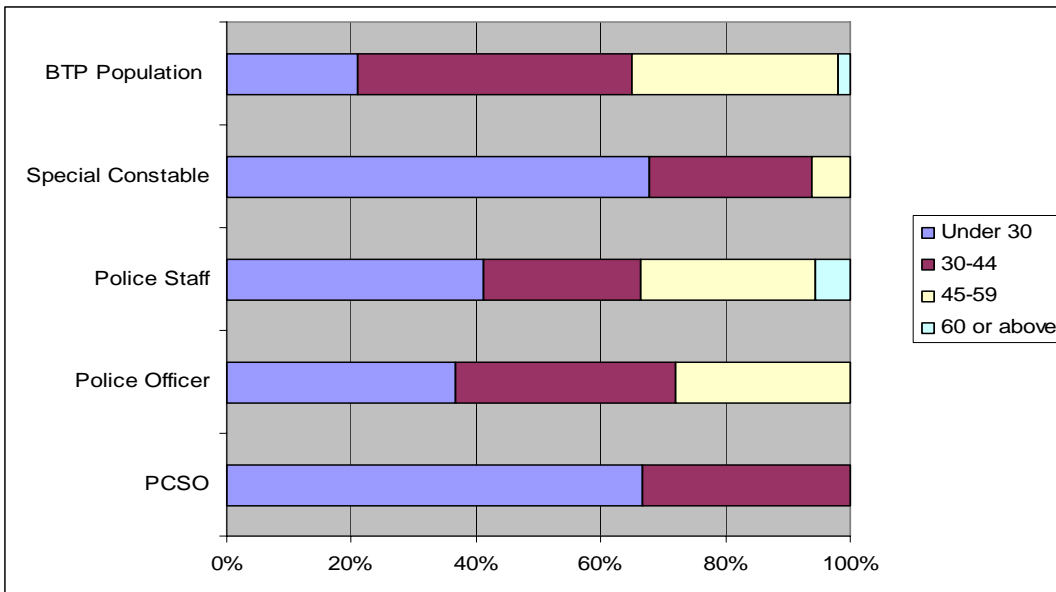
# Recruitment, Progression and Retention

This section of the report looks at the employee life cycle, through recruitment, progression and into retention. BTP is committed to recruiting progressing and retaining a representative workforce and uses the following information to assess its performance in this area.

## New Starters

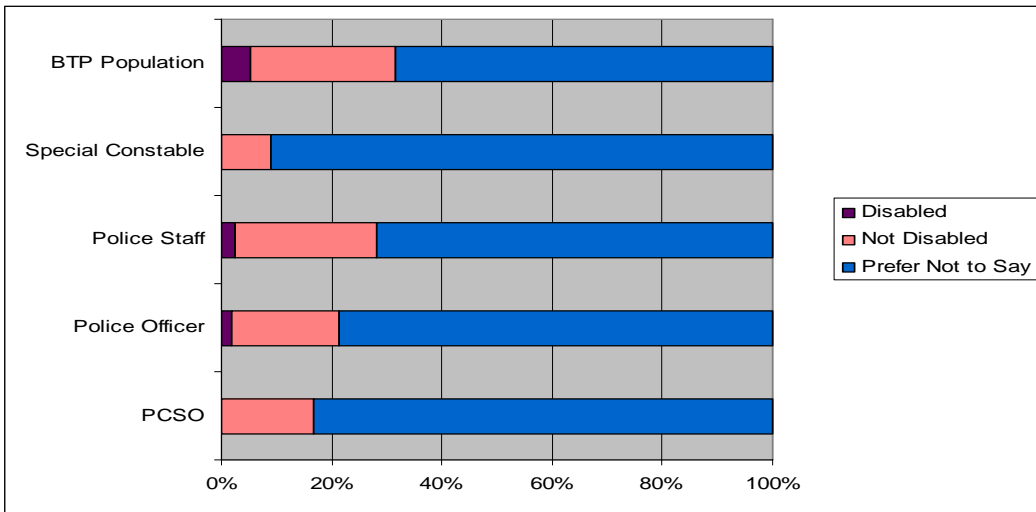
Information in this section looks at the profiles of police officer, police staff, PCSO and Special Constable New Starters during 2010 – 2011. Data in this section is compared with national workforce statistics when looking at issues of proportionality.

### New Starters by Age



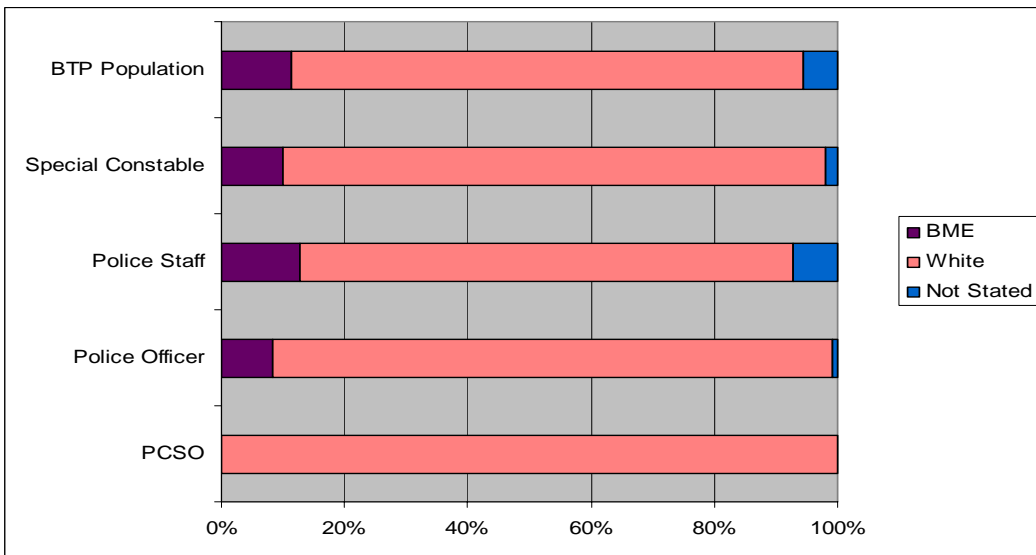
- All employee groups indicated an over representation of new starters from the under 30 category (police officer 36.8%, police staff 41.4%, PCSO 66.6%, Special Constable 67.7%) in comparison with the population (20.9%).
- There were no police officer, PCSO or Special Constable new starters in the over 60 category; this could be a result of compulsory retirement ages.

**New Starters by Disability**



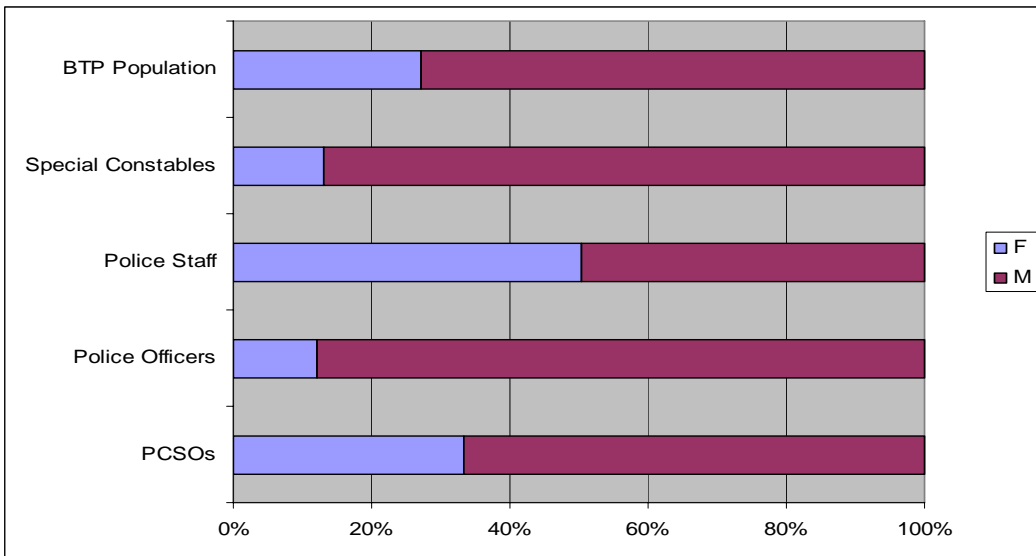
- There were no Special Constable or PCSO New Starters who declared that they were disabled.
- The levels of police staff (3.9%) and police officer (2.4%) New Starters declaring that they are disabled is lower than population levels (5.5%).
- The level of people preferring not to say was high for all employee types.

**New Starters by Ethnicity**



- There were no PCSO new starters in the BME category.
- Police staff indicated a higher representation of new starters in the BME category (12.7%) and the not stated category (7.2%) compared to the BTP population (11.3%, 5.5% respectively).

### New Starters by Gender



- Female new starters were disproportionately low in the police officer and special constables groups.
- There has been a significant improvement in the PCSO female new starters proportion (33.3%) when compared with the general population (27%).

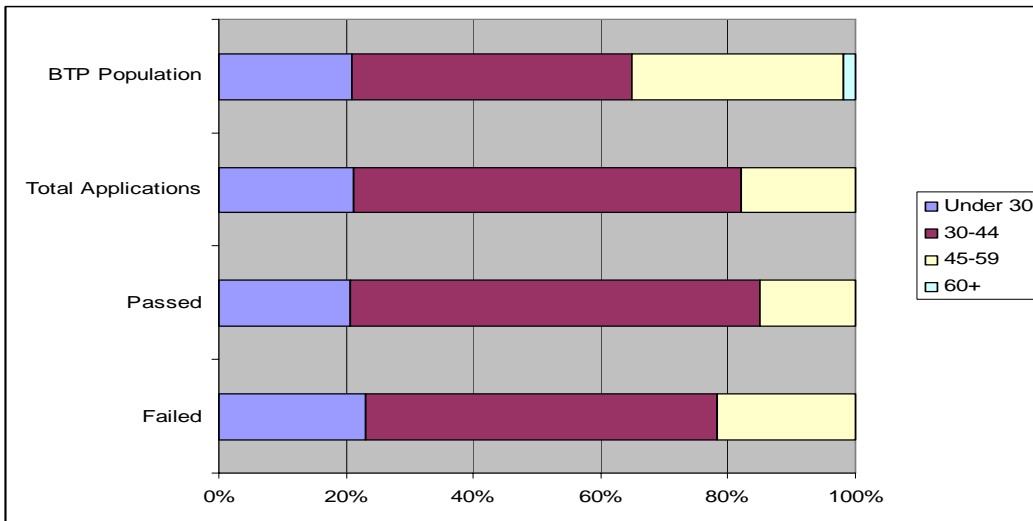
### New Starters by Sexual Orientation

Due to low declaration levels we are unable to report on this category at the current time.

## Promotion Exams

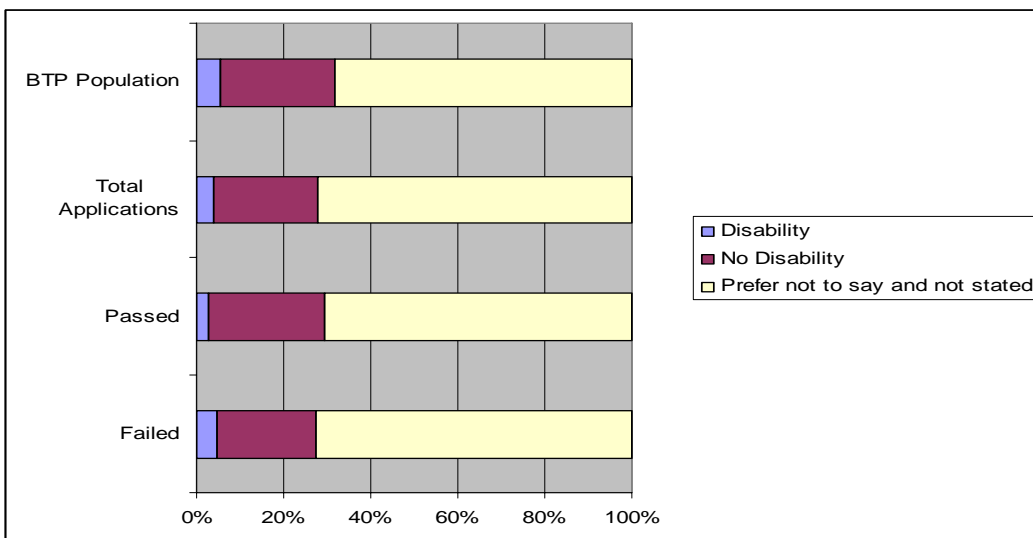
This section looks at the OSPRE exam part of the promotion process, paying attention to profiles of those who took, passed or failed one of the OSPRE exams in 2010 - 2011. The exams include Sergeants and Inspectors parts I and II. Data in this section is compared with BTP population data when looking at issues of proportionality.

### Promotion Exams by Age



- 60.8% of applicants were 30–44, compared to 44.1% of the BTP officer population.
- No one 60 or over applied to take exams and the under 30's showed the next lowest levels of application (21.2%).
- 64.4% of those who passed were 30–44, 18.0% were 45–59 and 20.5% were under 30.
- 55.2% of those who failed were 30–44, 21.8% were 45–59 and 23.0% were under 30.

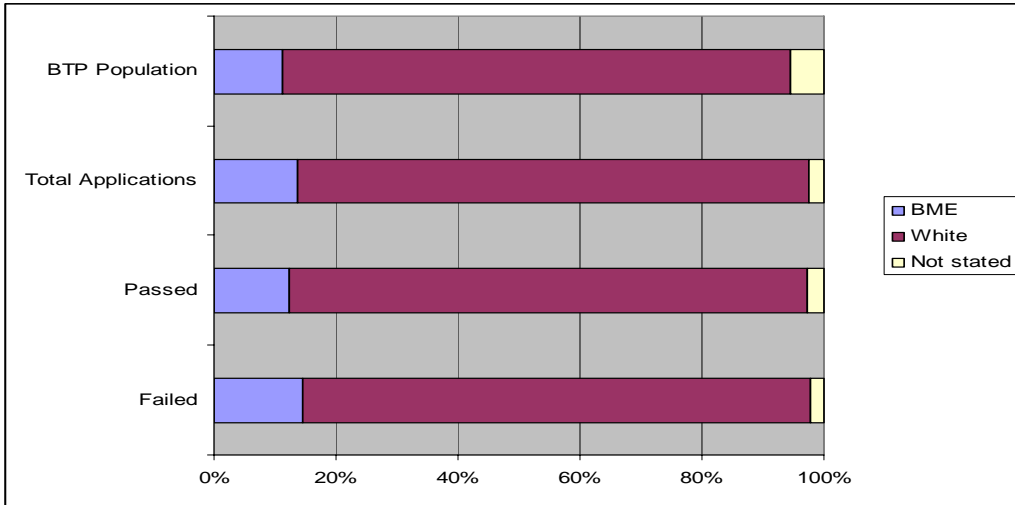
### Promotion Exams by Disability



- The number of police officers who applied for, passed or failed the exam who declared that they were disabled on self-service is reflective of the BTP Population.

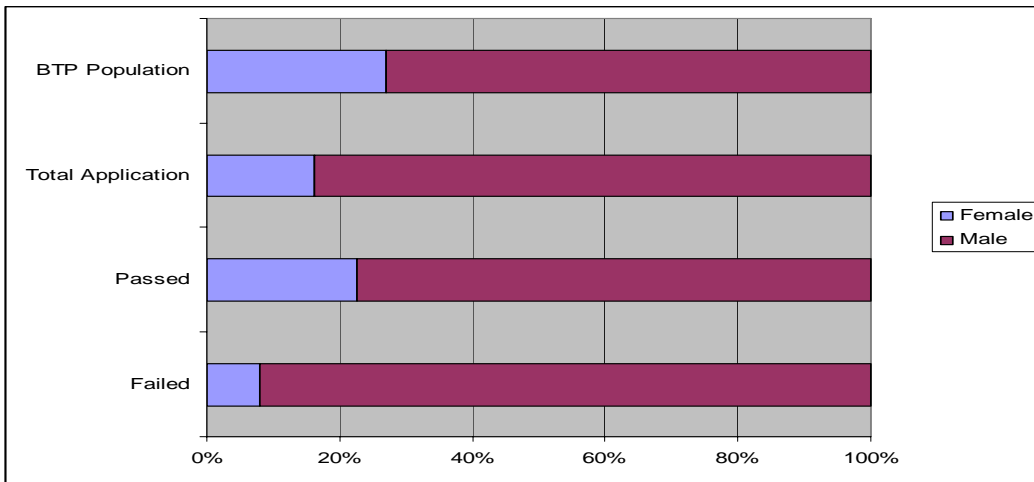
- This indicates an improvement from last year, where there were no officers who applied for, passed or failed the exams who declared that they were disabled on self service.

**Promotion Exams by Ethnicity**



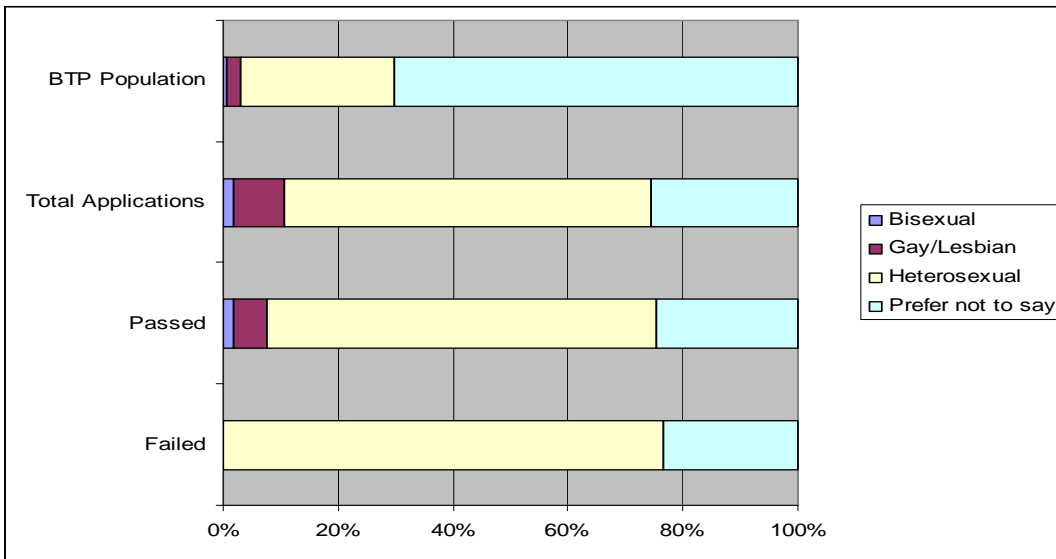
- The level of BME applications (13.7%) was higher than BTP population levels (11.3%); the level of White applications (88.6%) has slightly increased than the BTP population levels (84.5%)
- 12.3% of those who passed were BME.
- 14.9% of those who failed were BME.

**Promotion Exams by Gender**



- The level of female applicants (16.2%) who pass (22.6%) continues to improve whilst the level of the male applicants who pass (77.4%) is comparatively lower than the females when compared with the number of male applicants (83.8%)

**Promotion Exams by Sexual Orientation**



- The level of bisexual, gay/lesbian officers who applied for and passed OSPRE is higher than the BTP population.
- No bisexual, Gay / Lesbian police officers failed an OSPRE exam.

**Promotion Boards**

Data samples in relation to promotion boards were considered too small to analyse in detail.

**Actual Promotions**

Data samples in relation to actual promotions were unavailable for analysis. Work is being undertaken to ensure that these will be available for 2011 – 2012.

**Personal Development**

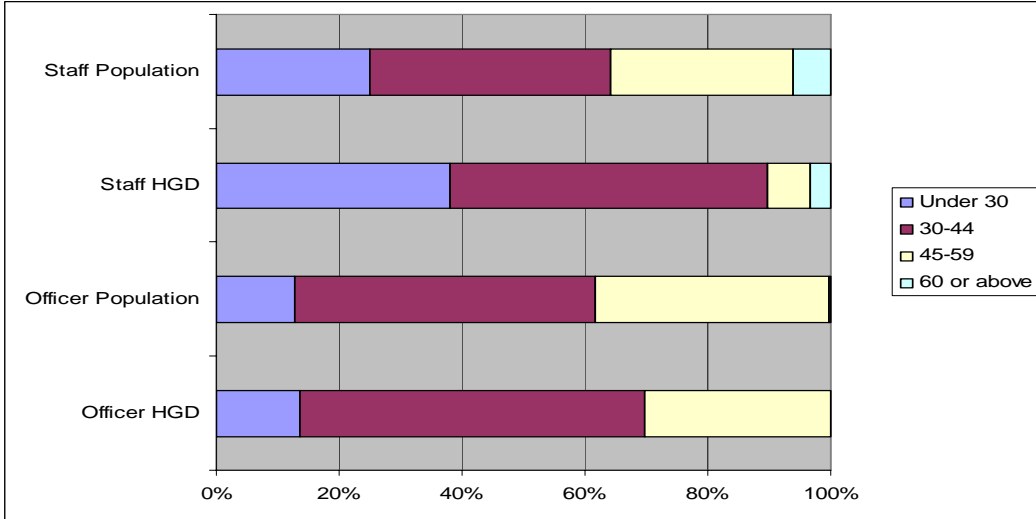
**Performance Appraisals**

Due to shortfalls in the data held on the HR ORIGIN System in BTP it is not currently possible to monitor performance appraisals according to diversity strand.

**Higher Grade Duties**

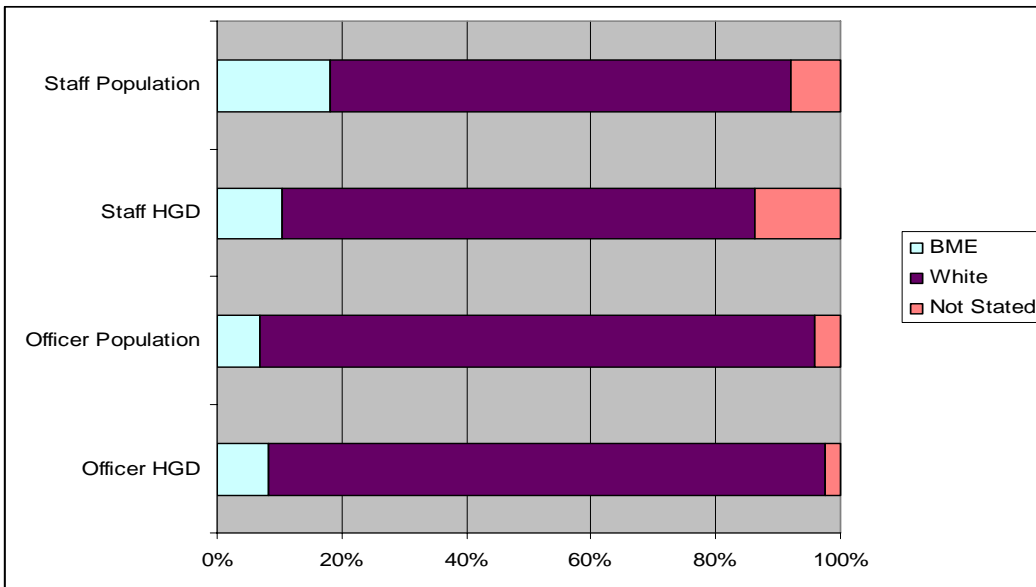
The following information shows the spread of employees given higher grade duties (HGD) according to age, ethnicity and gender, during 2010 – 2011. It is not currently possible for BTP to report on this information in relation to disability and sexual orientation.

**Higher Grade Duties by Age**



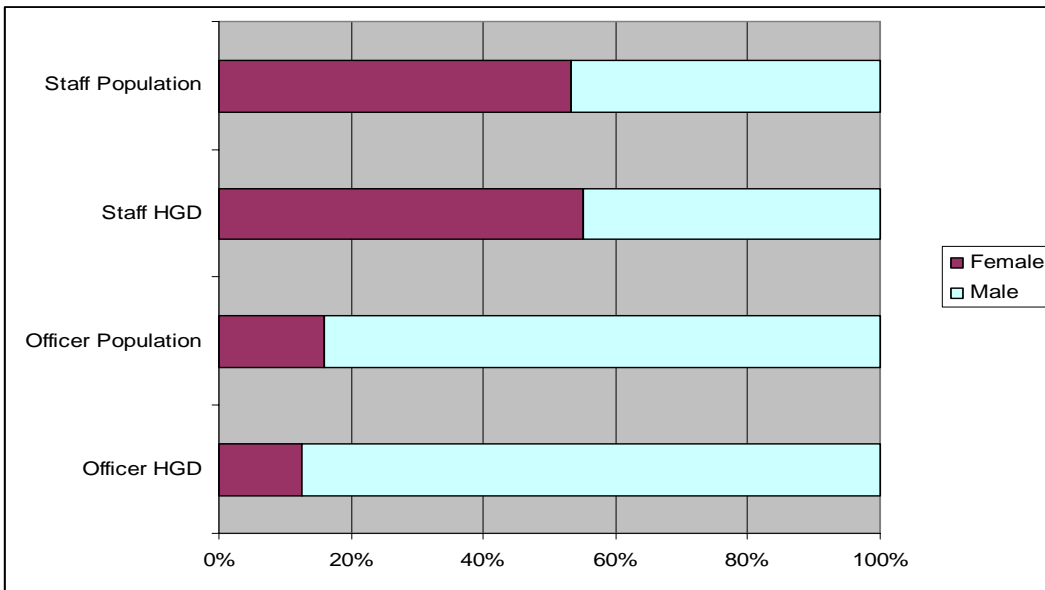
- In relation to Police Staff the percentage of 30-44 employees undertaking HGD (51.7%) is much higher than the staff population levels (39.0%).
- In relation to Police Officers the percentage 30-44 employees undertaking HGD (56.0%) is higher than the population levels (49.0%).

**Higher Grade Duties by Ethnicity**



- In relation to Police Staff the percentage of BME employees undertaking HGD (10.3%) is lower than the population levels (18.0%).
- In relation to Police Officers the percentage of BME employees undertaking HGD (8.2%) is higher than the population levels (6.9%).

### Higher Grade Duties by Gender



- In relation to Police Staff the percentage of females undertaking HGD (55.2%) is higher than the population levels (53.3%).
- In relation to Police Officers the percentage of females undertaking HGD (12.6%) is lower than the population levels (16.0%).



## Leavers

This section of the report looks at the profile of Leavers within BTP. Comparisons are made with BTP workforce population data in terms of proportionality.

### Leavers by Age

	<30		30- 44		45 - 59		60+	
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population
<b>Officer</b>	6.2%	12.8%	24.2%	49.0%	63.5%	38.1%	6.2%	0.2%
<b>Staff</b>	28.0%	25.1%	29.7%	39.0%	26.3%	29.6%	16.0%	6.2%
<b>PCSO</b>	69.8%	50.6%	16.3%	32.0%	14.0%	16.8%	0.0%	0.6%

- Whilst looking at Leavers data according to age it is important to bear in mind retirement ages and conditions, it is considered that there will be a greater number of Leavers as age increases. This is particularly the case for police officers where statutory retirement rules apply.
- This could therefore, account for the higher ratio of Leavers to population in the over 60 group for all employee categories and specifically for police officers in the 45-59 category.
- There is also a high ratio of PCSO leavers in the under 30 category in comparison to the BTP population. This indicates an increase from the 2009-2010 levels.

### Leavers by Disability

	Disability		No Disability		Prefer Not to Say	
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population
<b>Officers</b>	27.5%	3.5%	12.4%	22.4%	60.1%	74.1%
<b>Staff</b>	8%	3.8%	2.9%	30.6%	89.1%	65.7%
<b>PCSOs</b>	25.6%	4.1%	69.8%	26.9%	4.87%	70.0%

- Levels of police officer (27.5%), police staff (8%) and PCSO (25.6%) leavers declaring they are disabled is higher than the BTP population for these groups (3.5%, 3.8% and 4.1% respectively).
- Levels of police officer (12.4%) and police staff (2.9%) leavers who state that they are Not Disabled is lower than the BTP population for these groups (22.4% and 30.6%, respectively).
- Levels of PCSO (69.8%) leavers who state that they are Not Disabled is higher than the BTP population for this (26.9%).

### Leavers by Ethnicity

	BME		White		Not Stated	
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population
<b>Officers</b>	5.6%	6.9%	91.0%	88.9%	3.4%	4.2%
<b>Staff</b>	16.6%	18.0%	73.7%	73.9%	9.7%	7.9%
<b>PCSOs</b>	18.6%	18.0%	74.4%	75.3%	7.0%	5.5%

- The proportion of BME police officer (5.6%) leavers is slightly lower than the BTP BME police officer population levels (6.9%).
- The proportion of BME police staff (16.6%) leavers is lower than the BTP BME police staff population levels (18.0%).
- The proportion of White police officer (91.0%) leavers is slightly higher than the BTP White police officer population levels (88.9%).

**Leavers by Gender**

	Male		Female	
	Leavers	BTP Population	Leavers	BTP Population
<b>Officer</b>	87.1%	84.0%	12.9%	16.0%
<b>Staff</b>	42.3%	46.7%	57.7%	53.3%
<b>PCSO</b>	72.1%	75.6%	27.9%	24.4%

- The proportion of male police officer (87.1%) leavers is higher than the BTP male police officer population levels (84.0%).
- The proportion of female police staff (57.7%) leavers is higher than the BTP female police staff population levels (53.3%).
- The proportion of female PCSO (27.9%) leavers is higher than the BTP female PCSO population levels (24.4%).

**Leavers by Sexual Orientation**

	Bisexual		Gay / Lesbian		Heterosexual		Prefer Not to Say	
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population
<b>Officers</b>	1.1%	0.5%	6.2%	2.3%	78.1%	24.4%	15.7%	72.8%
<b>Staff</b>	0.0%	0.3%	14.9%	2.4%	76.6%	33.8%	8.6%	63.5%
<b>PCSOs</b>	0.0%	2.5%	7.0%	1.6%	93.0%	26.9%	0.0%	69.0%

- For all employee groups the level of leavers who state they are gay / lesbian is higher than the BTP population.
- For all employee groups the level of leavers who state they are heterosexual is higher than the BTP population.
- For all employee groups the level of leavers prefer not to say is lower than the BTP population.

# Grievances Complaints and Employment Tribunals

This section of the report looks at grievance, complaint and employment tribunal information.

## Grievances

Due to the small data sample in this section (80) it was felt that providing detailed tables and charts could result in people being identifiable. Therefore, BTP has decided to report on this section in a different way to other sections in the report, providing a summary of the findings of the data instead.

When analysing the data relating to grievances the following key points emerged:

- The overall number of grievances raised was 80.
- Female employees raised 32 (40%) cases which is disproportionate to female employee strength (27%).
- Employees from a BME background raised 19 (23.6%) cases which is disproportionate to BME employee strength (11.3%).

There is insufficient data regarding sexual orientation or disability to analyse in this data set.

## Employment Tribunals

21 employment tribunal cases were submitted by BTP employees during 2010 - 2011. BTP considers this is too small a number to provide meaningful diversity analysis. BTP monitors employment tribunals on a monthly basis. They are also scrutinised by BTPA.

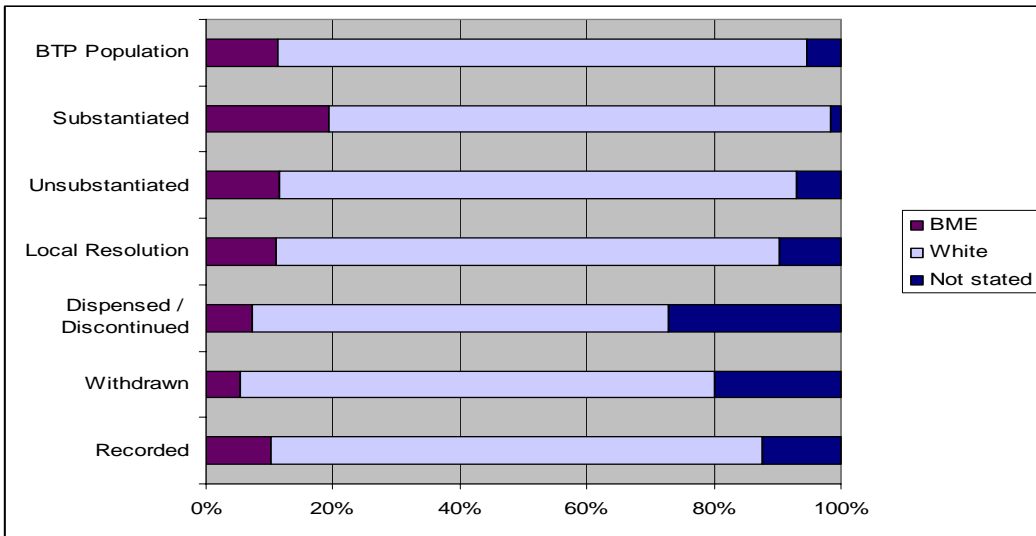
## Public Complaints

This section of the report looks at complaints that have been logged with BTP by a member of the public regarding or concerning a BTP employee. The report looks at each stage of the complaint handling process and aims to identify whether any potential disproportionality exists.

Due to the fact that information pertaining to public complaints is not held on the ORIGIN system and that there is no confidential link between particular diversity self service information and complaints information, this section does not look at all strands of diversity.

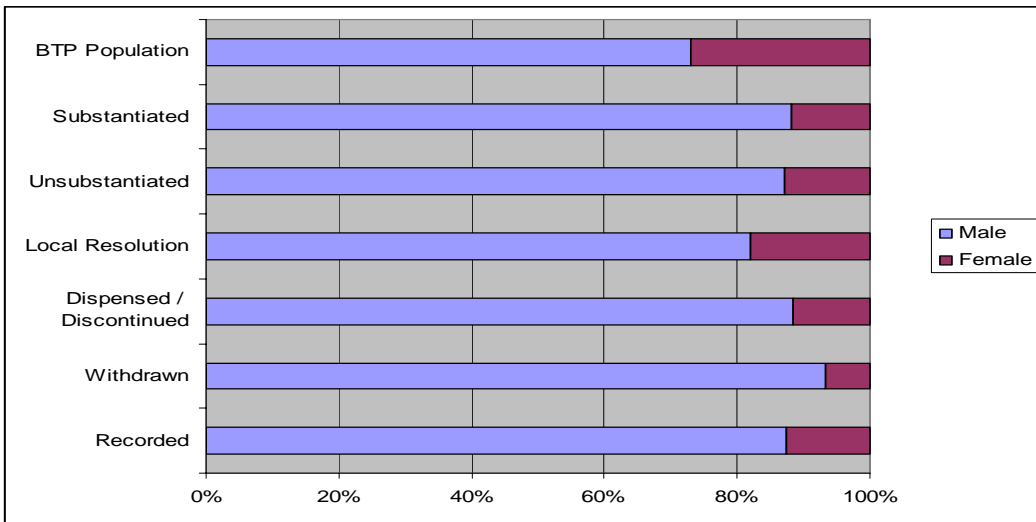
Complaints are subject to routine monitoring and analysis by the BTP Professional Standards Department. Complaints data is closely scrutinised by Chief Officers and the BTPA.

**Public Complaints by Ethnicity**



- BME levels of Substantiated Complaints (19.4%) are higher than BTP BME population levels (11.3%).
- The ethnicity of a high percentage (27.3%) of the subject of dispensed/discontinued complaints is Not Stated.

**Public Complaints by Gender**



- Female levels for all stages of the complaint process were lower than BTP Female population levels.

## Work / Life Balance

This section of the report looks at information relating to maternity/paternity and adoption leave and flexible working.

### Maternity, Paternity and Adoption Leave

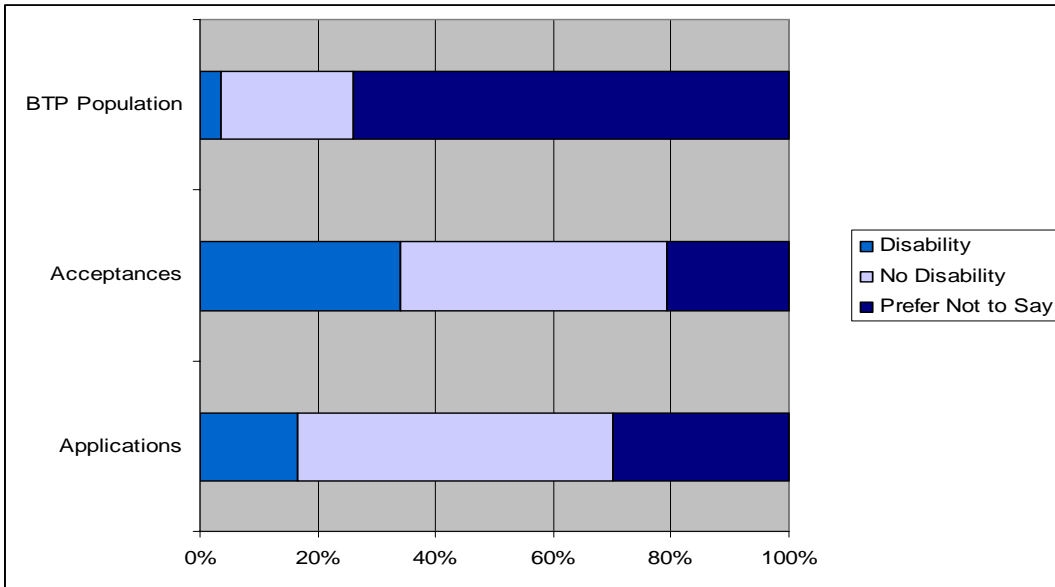
Due to the small data sample in this section (41) it was felt that providing detailed tables and charts could result in people being identifiable. Therefore, BTP has decided to report on this section in a different way to other sections in the report, providing a summary of the findings of the data instead. The following types of leave were taken in 2010 – 2011:

- 38 employees took maternity leave
- 0 employees took paternity leave
- 3 employees took adoption leave.

## Flexible Working

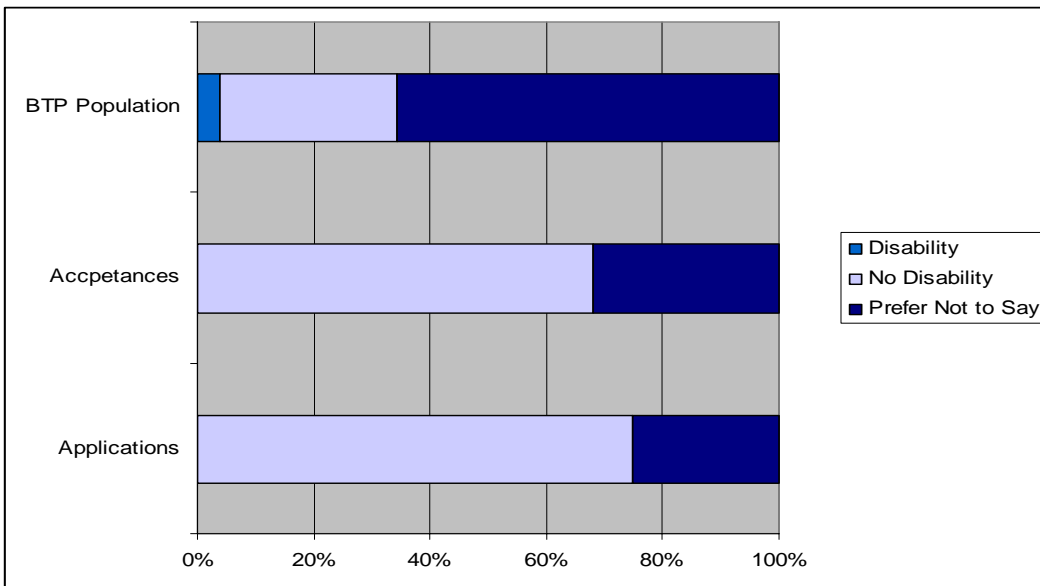
The following tables look at flexible working in terms of applications and acceptances. This data has been compared to BTP workforce population data for analysis.

### Flexible Working (Officers) by Disability



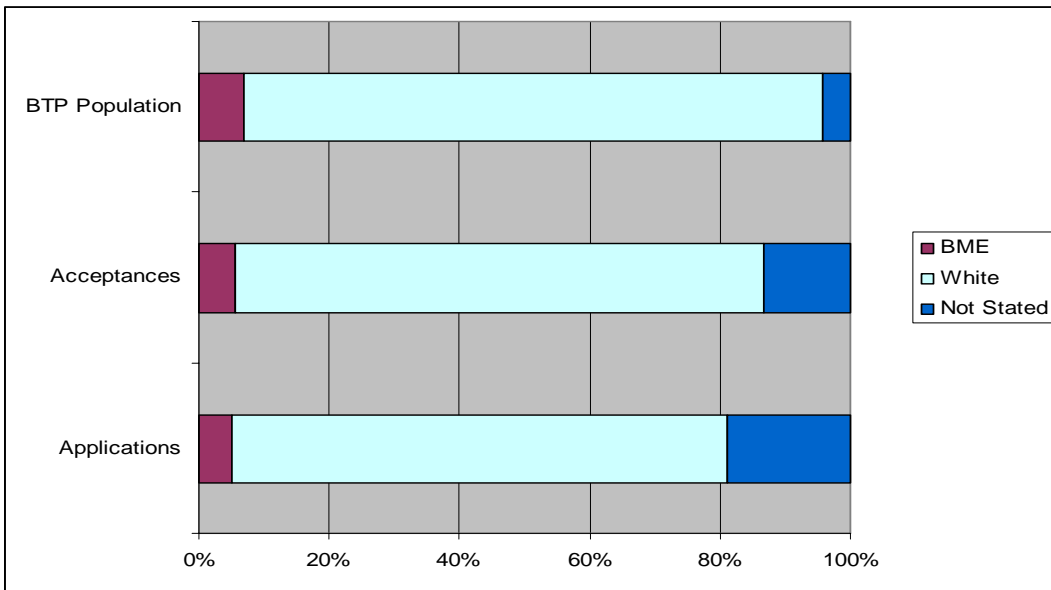
- Percentages of applications (16.7%) and acceptances (34.0%) from those employees declaring a disability is higher than for the officer population (3.5%).

### Flexible Working (Staff) by Disability



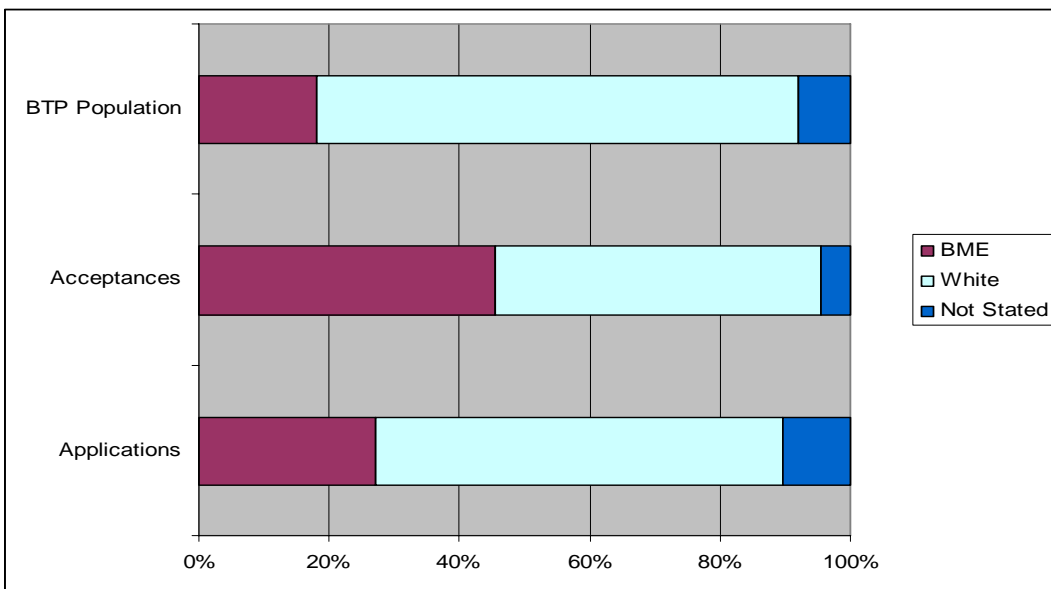
- There were no applications or acceptances from employees declaring a disability.

**Flexible Working (Officers) by Ethnicity**



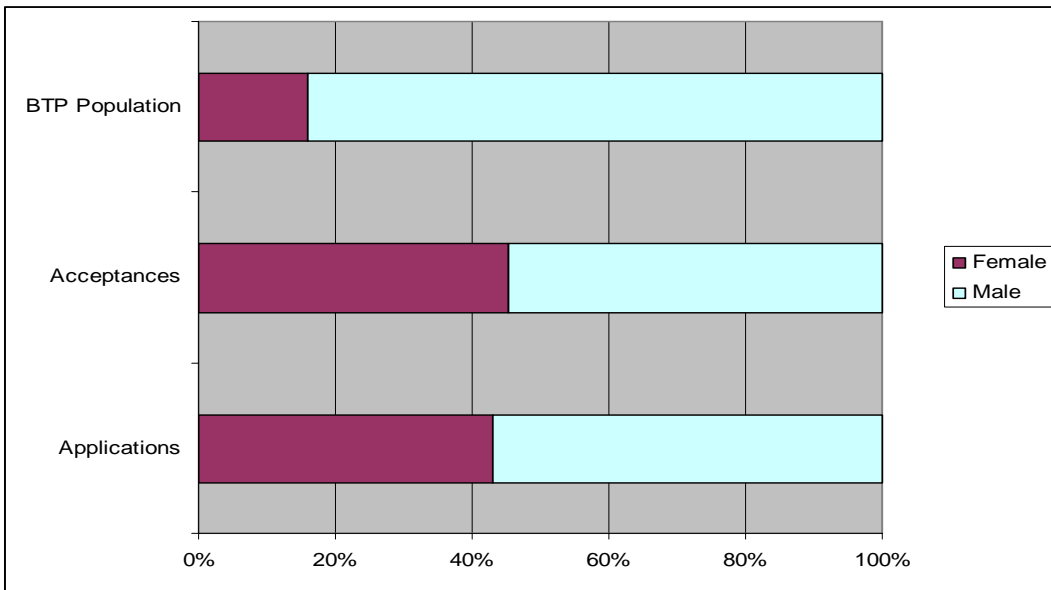
- Percentages of BME applications (5.2%) and acceptances (5.7%) are lower than population levels (6.9%).

**Flexible Working (Staff) by Ethnicity**



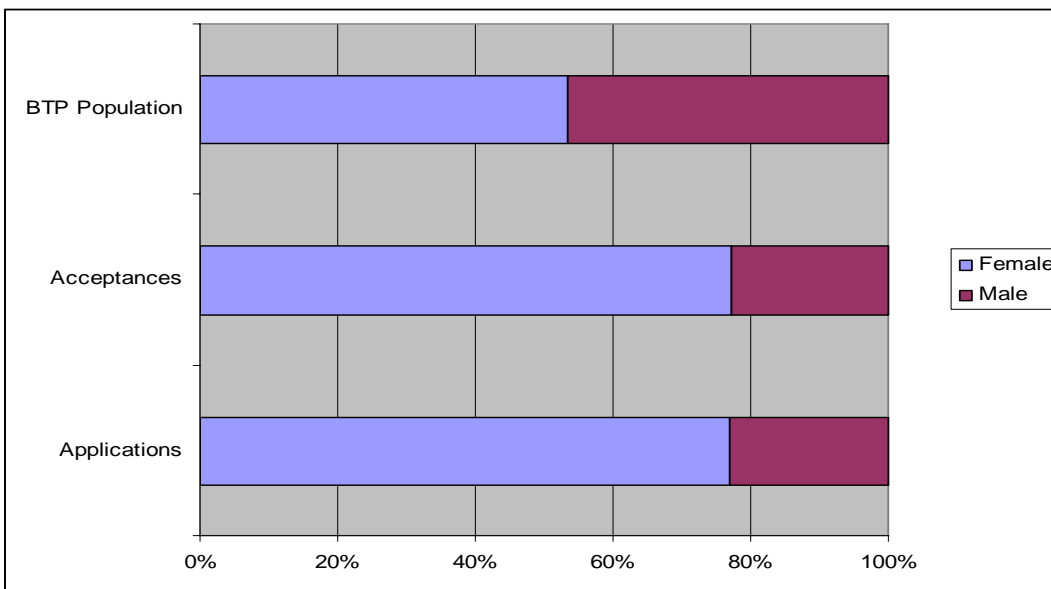
- Levels for BME applications (27.1%) and acceptances (45.5%) are above BTP population levels (18.0%).

**Flexible Working (Officers) by Gender**



- For both applications (43.1%) and acceptances (45.3%) the ratio of females is considerably higher than the officer population (16.0%).

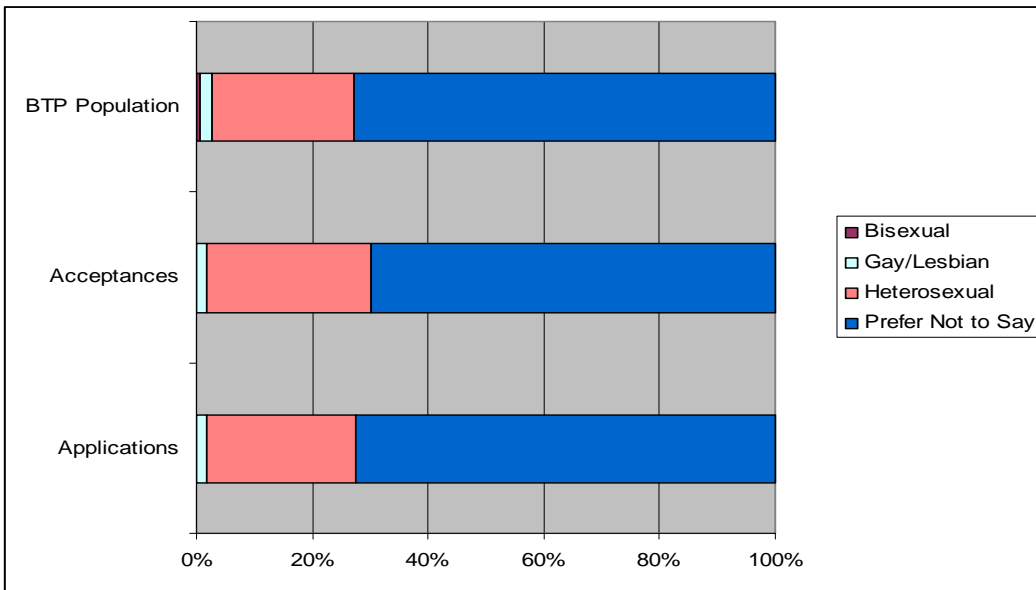
**Flexible Working (Staff) by Gender**



- For both applications (77.1%) and acceptances (77.3%) the ratio of females is considerably higher than the officer population (53.3%).

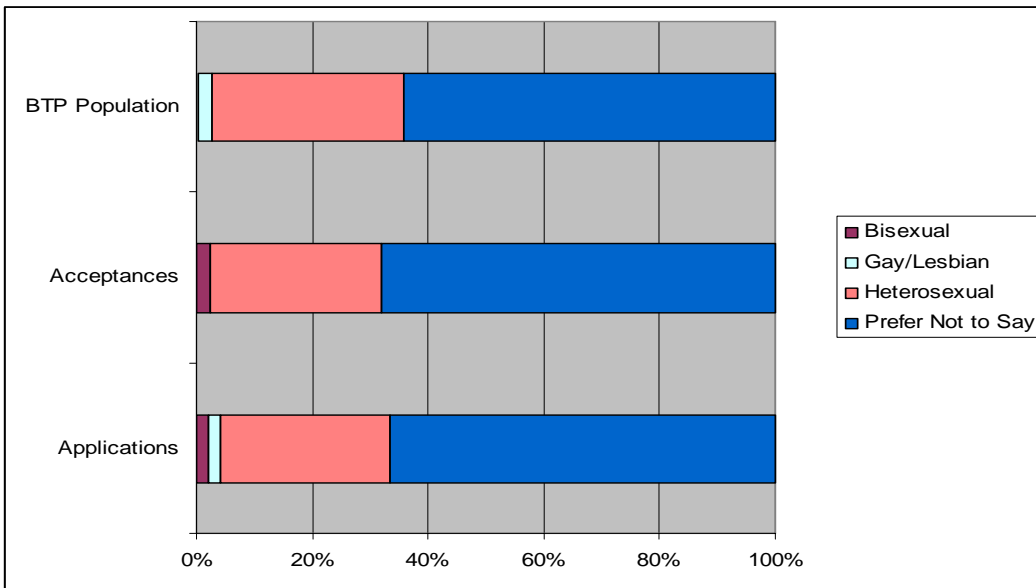


**Flexible Working (Officers) by Sexual Orientation**



- No Bisexual employees applied or where accepted onto flexible working.
- The percentages of Gay/Lesbian applications (1.7%) and acceptances (1.9%) were lower than the BTP Population (2.3%)

**Flexible Working (Staff) by Sexual Orientation**



- The levels of Bisexual applications (2.1%) and acceptances (2.3%) were higher than the BTP Population (0.3%).
- There were no Gay/Lesbian employees who had an application accepted.



# **Appendix B:**

## **2010 – 2011 Expenditure**

**Details of the BTP Engagement and Diversity Team and employee support groups expenditure from 2010 – 2011.**

**June 2011**

## 2010 – 2011 Expenditure

The total 2010 – 2011 Engagement and Diversity Budget was £73K, £40K of this was allocated to the Engagement and Diversity Section and £33K to the Diversity Staff Support Associations (DSSAs). A total of £48K was spent in 2010 – 2011; £31.5K of this was Engagement and Diversity Section expenditure and £16.5K was DSSA expenditure.

### HR Engagement and Diversity

Account Description	Expenditure 2010-2011	Budget 2010-2011
TRAINING-POLICE	£3,056.00	
TRAINING - DIVERSITY		£5,400.01
SELF DEVELOPMENT - ALL STAFF	£10,646.00	
HIRE OF ROOMS (EXTERNAL)	£1,323.75	£3,400.03
TAXIS / BUS FARES	£18.03	£300.04
TRAIN FARES	£1,050.97	£8,999.93
AIR FARES	£248.72	
HOTEL ACCOMMODATION	£1,527.68	£8,000.10
TRAVEL & SUBSISTANCE	£579.34	
EQUIP PURCH NON POL (NONCAP)	£608.13	
COMMS DATA		£180.05
DATA CHARGES		£300.04
PRINTING	£1,194.08	
STATIONERY	£137.45	£499.98
POSTAGE	£100.00	
SUBS TO OUTSIDE BODIES	£6,807.19	£9,999.99
ADVERTISING GENERAL	£1,175.00	
CONFERENCE FEES	-£235.00	
CATERING COSTS	£1,191.02	£3,000.01
OPERATIONAL FEEDING	£82.45	
HIRE OF CONSULTANTS	£1,691.13	
INSURANCE - PREMIUMS	£315.80	
<b>TOTAL</b>	<b>£31,517.74</b>	<b>£40,080.18</b>

## Multifaith Budget: (AMP and CPA)

Account Description	Expenditure 2010-2011	Budget 2010-2011
TRAIN FARES		£999.95
HOTEL ACCOMMODATION	£163.31	£3,300.05
PRINTING		£50.05
STATIONERY		£50.05
PUBLICATIONS PURCHASE		£199.94
PUBLICITY		£99.97
CATERING COSTS		£2,000.05
<b>TOTAL</b>	<b>£163.31</b>	<b>£6,700.06</b>

## DESA

Account Description	Expenditure 2010-2011	Budget 2010-2011
TRAIN FARES		£649.96
AIR FARES	£108.50	
HOTEL ACCOMMODATION	£172.00	£1,649.96
TELEPHONE- MOBILES	£251.08	
PRINTING		£499.98
STATIONERY		£99.97
POSTAGE		£400.01
PUBLICATIONS PURCHASE		£199.94
PUBLICITY		£499.98
CATERING COSTS		£2,000.05
<b>TOTAL</b>	<b>£531.58</b>	<b>£5,999.85</b>

## SAME

Account Description	Expenditure 2010-2011	Budget 2010-2011
TRAINING - DIVERSITY		£2,500.03
AIR FARES	£698.99	
HOTEL ACCOMMODATION	£587.30	
TRAVEL & SUBSISTANCE		£600.07
TELEPHONE- MOBILES	£1,347.76	£1,200.03
STATIONERY	£1,739.38	£1,799.99
PUBLICATIONS PURCHASE		£300.04
PUBLICITY		£150.02
CATERING COSTS	£689.07	
<b>TOTAL</b>	<b>£5,062.50</b>	<b>£6,550.18</b>

## LINK

Account Description	Expenditure 2010-2011	Budget 2010-2011
TRAINING - DIVERSITY	£783.55	£2,000.00
SELF DEVELOPMENT - ALL STAFF		£2,000.00
HIRE OF ROOMS (EXTERNAL)	£19.95	
TRAIN FARES	£33.60	£700.05
AIR FARES	£454.71	
HOTEL ACCOMMODATION	£2,717.34	£2,749.96
TRAVEL & SUBSISTANCE	£35.50	
EQUIP PURCH NON POL (NONCAP)	£1,013.14	
TELEPHONE- MOBILES	£496.64	
PRINTING	£405.63	£50.05
STATIONERY	£104.67	£24.96
COURIER COSTS	£13.75	
PUBLICATIONS PURCHASE		£50.05
CEREMONIES		£99.97
PUBLICITY		£499.98
CATERING COSTS	£1,480.36	£249.99
OPERATIONAL FEEDING	£100.00	
HIRE OF CONSULTANTS	£1,165.85	
SOLICITORS FEES	£24.00	
<b>TOTAL</b>	<b>£8,848.69</b>	<b>£8,425.01</b>

## WSF

Account Description	Expenditure 2010-2011	Budget 2010-2011
TRAIN FARES		£1,100.05
AIR FARES	£411.55	
HOTEL ACCOMMODATION	£307.00	£2,549.95
PRINTING		£24.96
STATIONERY		£24.96
PUBLICATIONS PURCHASE		£499.98
SUBS TO OUTSIDE BODIES	£1,000.00	
PUBLICITY		£199.94
CATERING COSTS		£499.98
<b>TOTAL</b>	<b>£1,718.55</b>	<b>£4,899.82</b>

## APPENDIX A BTPA equality & human rights oversight arrangements: 2011/12

BTPA duty	Stage in BTPA business cycle	Detail	BTPA Lead Group	Notes
Refresh the three year strategy and financial plan	Strategic planning	<p>Reviews detail of proposed amendments to the three year strategy including equality impact assessment of any option proposals</p> <p>Reviews detail of proposed amendments to medium term financial strategy including equality impact assessment of any option proposals</p> <p>Oversees and considers outputs of stakeholder engagement on any new strategic issues emerging – are equality inputs represented?</p> <p>Recommends revisions to the 3 year strategy and medium term financial plan highlighting any potential equality issues</p> <p>Agrees any amendments to the refreshed 3 year strategy and medium term financial plan taking into account any potential equality issues</p>	<p>Strategy Group</p> <p>Strategy Group</p> <p>Strategy Group</p> <p>Strategy Group</p> <p>Full Authority</p>	Reports to full Authority
Agree annual objectives for BTP in 2012-13	Policing Plan	<p>Agrees annual policing plan targets in line with refreshed 3 year strategy and financial plan, including targets to maintain or improve performance in relation to equality</p> <p>Oversees and considers outputs of stakeholder engagement on policing plan issues – are equality inputs adequately represented?</p>	<p>Policing Plan Group</p> <p>Policing Plan Group</p>	<p>Reports to full Authority</p> <p>Reports back to full Authority and stakeholders</p>

BTPA duty	Stage in BTPA business cycle	Detail	BTPA Lead Group	Notes
Ensure adequate resources for BTP and BTPA in 2012-13	Budget setting & monitoring	<p>Recommends BTP/A budgets for 2012-13 for approval by the full Authority – taking into account equality impact assessment of any budget bids/proposed cuts</p> <p>Agrees annual budget for BTP and BTPA for 2012-13– taking into account equality impact assessment of any budget bids/proposed cuts</p> <p>Monitors budget expenditure – is planned expenditure with a significant equality impact on track?</p>	<p>Finance group</p> <p>Full Authority</p> <p>Finance group</p>	<p>Reports to full Authority</p> <p>Reports to full Authority</p>
Hold the Force to account for delivery	Performance Review	<p>EDHR Strategy – delivery against strategy is scrutinised – including any cultural audit work</p> <p>Policing Plan 2011-12 – delivery against any diversity related targets is scrutinised</p> <p>2011-14 3 Year Strategy - delivery against diversity related objectives is scrutinised</p> <p>Levels and trends in hate crime are scrutinised and any targets/action plans are progressed</p> <p>Service delivery – any gaps in satisfaction levels scrutinised</p>	<p>Performance review group</p> <p>[also inputs from Member portfolio activity, attendance at BTP meetings, external sources]</p>	Reports to full Authority

BTPA duty	Stage in BTPA business cycle	Detail	BTPA Lead Group	Notes
Hold the Force to account for delivery	Use of Stop & Search powers	<p>Use of, and any disproportionality in use of, Stop &amp; Search powers are monitored and challenged taking into account use of new S47A power</p> <p>Organisational KPIs – performance in relation to turnover/sickness/training/promotion/grievances targets is monitored and any trends or issues emerging are explored</p> <p>Outputs from internal/external inspection reports – relevant diversity issues identified and progress scrutinised</p>	<p>Performance review group</p> <p>BTPA also represented at BTP's Community Stop &amp; Search panel</p>	Reports to full Authority
Professional Standards matters	Ongoing Professional standards oversight	<p>Oversight of complaints/conduct matters includes scrutiny of, and where relevant development of action plans to address, any equalities issues/risks emerging</p> <p>Oversight of BTP grievances</p> <p>Handling of conduct/grievance issues relating to senior officers – activities are monitored for any emerging equalities issues</p> <p>Monitor outputs of ICV activity and improvement actions arising</p>	<p>Professional Standards Committee (PSC)</p> <p>BTPA Executive</p> <p>Professional Standards Committee (PSC)</p>	<p>Reports to full Authority</p> <p>Any matters recorded reported to PSC</p> <p>Reports to full Authority</p>





<b>BTPA duty</b>	<b>Stage in BTPA business cycle</b>	<b>Detail</b>	<b>BTPA Lead Group</b>	<b>Notes</b>
Chief Officer appraisals	Performance Review	Set objectives for the Chief Officer and review performance of the Strategic Command Team – ensuring that equalities issues are properly reflected and evaluated	Senior officer appraisal panel	Reports to full Authority
BTPA Executive staff recruitment	N/A	<p>Ensure that the process for advertising, selecting, interviewing, and appointing Executive staff does not intentionally or unintentionally exclude any individuals or groups</p> <p>Monitor and publish details of applications, interviews and appointments</p> <p>Monitor and publish composition of Executive and Authority Members</p>	<p>Chief Executive</p> <p>BTPA Executive</p> <p>BTPA Executive</p>	Published annually on website
Other legislative requirements	<p>Supports all stages</p> <p>Performance review</p>	<p>Develop and review equality objectives 1</p> <p>Identify and work to eliminate discrimination on the basis of race, disability and gender (and age, sexual orientation, religion and belief, and gender identity)</p> <p>Improve relations between diverse groups</p> <p>Prioritise and equality impact assess new and existing policies and functions</p> <p>Publish an annual report from BTPA</p> <p>Publish an annual report from BTP</p>	<p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Constable</p>	Propose annual diversity reports from both BTP and BTPA to Performance Review Group for comment then to full Authority

<sup>1</sup> Specific duties still to be confirmed by HM Government as at 1<sup>st</sup> June 2011