BRITISH TRANSPORT POLICE

Embracing Equality, Improving Confidence

Equality, Diversity and Human Rights Annual Report

Engagement and Diversity Team
June 2010

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A report from the BTP Engagement and Diversity Team outlining activities, achievements and lessons learned from 2009 – 2010.

June 2010

Foreword

Over the past year, BTP has continued to develop and integrate all aspects of diversity activity. The Chief Constable's vision of Confidence and Trust is one that applies as much internally as it does externally. Good practice in relation to diversity is good practice for everyone. It is about treating people fairly and respecting and acknowledging cultural differences. It is essential that we create and maintain a culture where we all have confidence in our colleagues to do the right thing, as well as trust in the organisation to treat everyone equally and fairly.

2009-10 has been a very busy year for BTP's Diversity Team coordinating our efforts, however there is always more we can do. I have held a number of workshops with our staff to ensure we continue to listen to, and where appropriate, act on the information we receive about BTP's commitment to diversity.

We have made good progress already and I am confident that we will continue to integrate and embed our diversity activity within business as usual for the force. We continue to encourage the work of support groups and this report provides evidence of their excellent work in fostering understanding of the needs of the employees they represent.

In addition, we have successfully delivered against Policing Plan targets for recruitment and promotion of BME and female Officers. I am committed to supporting and maintaining progress against these goals.

I am also pleased to report that we are making good progress in reflecting diversity best practice in our policies and procedures, having carried out Equality Impact Assessments for most things we do. In the early part of June 2010, we will also have a procurement process that ensures our suppliers of goods and services mirror best practice in all areas of diversity too.

I trust that you will find this report encouraging and informative.

Linda Scott, Human Resources Director

Executive Summary

2009 – 2010 has seen many positive changes in terms of equality, diversity and human rights activities. Restructuring the Human Resources (HR) Department has further focused the Engagement and Diversity Team to deliver a better informed methodology to diversity activities and initiatives across British Transport Police (BTP).

The publication of the Association of Chief Police Officers (ACPO) Equality, Diversity and Human Rights (EDHR) Strategy and the National Police Improvement Agency (NPIA) Equality Standard for the Police Service has provided BTP with a framework for measuring progress and identifying areas for development. BTP has used this framework to design both a strategic and a tactical EDHR action planning and governance process. This has been implemented at a corporate and local level resulting in BTP having planned activities in place across all of the 22 identified standards. This reinforces BTP's commitment to embedding equality, diversity and human rights throughout its work.

2009 – 2010 saw BTP achieve all four diversity related policing plan objectives. BTP increased the proportions of female and Black and Minority Ethnic (BME) officers recruited. Female recruitment rose from 14.2% to 21.1% and BME recruitment rose from 9.6% to 14.9%. BTP also exceeded their progression target with 14.1% of officers promoted being female, against a target of 12%, and 9.4% of officers promoted being from a BME background, against a target of 9%.

BTP undertook a number of employee engagement related activities during the year. These varied in their aims and scope, ranging from awareness raising events and roadshows to data gathering and consultation activities. BTP investigated factors affecting female sickness and BME retention levels and the issues faced by BME employees in relation to their employment at BTP. Other activities raised awareness around cultural differences in the workforce, HR Standard Operating Procedures (SOPs) and their relevance to employees, and the various employee support mechanisms that BTP has in place. Learning from these activities has been fed into the planning process for 2010 – 2011.

Audits and reviews were conducted in relation to the Higher Grade Duty SOP, the Induction procedures and the implementation of the Jobcentre Plus 'Two – Ticks' Scheme, providing recommendations for improvement in each of these areas. Development of the Diversity and Procurement SOP has continued and a review has been undertaken of the Equality Impact Assessment (EIA) process in BTP.

This year BTP undertook a range of specialist learning and development activities designed to increase the knowledge and skill base of its employees. Corporate HR undertook bespoke training on employment law and equalities legislation. Employee support groups were offered places on a range of courses relating to specific training needs they identified. Joint training for

the Engagement and Diversity and Procurement teams supported the launch of the new Diversity and Procurement SOP.

Employee support groups continue to assist BTP in achieving their aims and objectives, undertaking a range of activities targeting their specific area of interest. These activities included awareness raising events, employee engagement and consultation exercises, bespoke workshops and development programmes. BTP understands and values the important contribution these groups continue to provide and are committed to continuing to work closely with them.

BTP again took part in the Stonewall Workplace Equality Index and are proud to have remained in the top 100 employers in the UK, rising from 68th to 39th position.

The 2008 – 2011 Equality Scheme and Action Plans are being replaced with the new EDHR strategic and tactical action plans. Work has started on the new Scheme to accompany these action plans, this will identify the new approaches that BTP has undertaken whilst ensuring they are fully prepared for the forthcoming changes highlighted in the Equality Bill.

During 2010 – 2011 BTP will aim to build upon the success and achievements from 2009 – 2010, with the view to becoming a leader in the area of Equality, Diversity and Human Rights.

Embedding Equality, Diversity and Human Rights in BTP

British Transport Police (BTP) is committed to providing equality of opportunity to all of its employees, service providers and stakeholders. BTP understands that simply having a suite of strategies and policies, or aims and objectives, is not enough to deliver this and that an embedded approach to equality, diversity and human rights is needed. BTP has therefore worked on improving the structure of its equality, diversity and human rights initiatives to ensure a corporate approach and that responsibility for delivery is shared across all employees.

Engagement and Diversity Team

In 2009 – 2010 BTP restructured its Human Resources (HR) Department to separate headquarters HR functions into operational and corporate HR activities. This included a review of the engagement and diversity functions.

During this restructure BTP remained committed to an informed and co-ordinated approach to embed equality, diversity and human rights. The revised function, engagement and diversity, brings aspects of employee relations, employee engagement and industrial relations together with the existing equality and diversity portfolio.

This provides a more holistic approach to equality, diversity and human rights issues; one that is:

- Evidence based
- Grounded on an understanding of 'real' rather than perceived organisational needs.
- Takes into account and shares best practice
- Ensures that lessons learned are shared and considered
- Promotes a culture in which equality, diversity and human rights is embedded throughout.

Role

The Engagement and Diversity Team is the organisation's advisory function for topics relating to equality, diversity and human rights within a HR perspective. The team monitors BTP's progress and performance in terms of its equality, diversity and human rights aims and objectives. It works across the organisation to support change and assist BTP to become an employer of first choice.

They work in partnership with teams and departments across BTP, addressing issues of disproportionality and identifying potential areas for improvement. Maintaining a network of

internal and external contacts the team also monitors the diversity and policing sectors for examples of best practice and initiatives that will assist BTP in meeting its aims and objectives.

Structure

The Engagement and Diversity Team sits within the Corporate HR function under the management of the Head of HR. The Engagement and Diversity Manager has the lead responsibility for developing and implementing the engagement and diversity agenda; managing relationships with representative groups and communicating, consulting and negotiating on BTP's vision and objectives.

The Engagement and Diversity Manager is supported by the Engagement and Diversity Team Leader who is responsible for developing, championing and implementing policies and programmes to support both the Equality Scheme and wider engagement and diversity objectives.

There are two Engagement and Diversity Advisors who support the Team Leader in 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 across all strands of engagement and diversity.

Equality, Diversity and Human Rights Strategy

2009 – 2010 saw the launch of the Equality, Diversity and Human Rights (EDHR) Strategy for the Police Service. This was a joint release by the Association of Chief Police Officers (ACPO), Association of Police Authorities (APA) and the Home Office. It sets out key priorities for the police service and provides a foundation for BTP's own equality, diversity and human rights aims and objectives.

Divided into three business themes (Operational Delivery, People and Culture and Organisational Processes) the strategy outlines what ACPO, APA and the Home Office expects in terms of the embedding of equality, diversity and human rights throughout the police service. BTP has adopted these objectives as guidance to improve performance in delivering its organisational objectives.

Equality Standard for the Police Service

In order to assist the wider police service in implementing the equality, diversity and human rights agenda, the National Police Improvement Agency (NPIA) have produced the Equality Standard for the Police Service (The Standard). This benchmarking tool provides the police service with a self assessment and self improvement framework for equality, diversity and human rights initiatives.

It details 22 standards to achieve across the three business themes of the EDHR Strategy. As part of BTP benchmarking, activities relating to these standards will be assessed to identify whether BTP meets the baseline, integrating or excelling level. The Standard will allow BTP to gain an understanding of performance to date and provide areas for improvement, whilst ensuring a focus and alignment to the EDHR Strategy for the Police Service. BTP's achievements will be subject to external scrutiny by Her Majesty's Inspectorate of Constabulary (HMIC).

BTP has fully embraced the introduction of The Standard and is using it as a tool to inform the development of strategic thinking and planning. BTP is committed to reaching a level of excellence across all of the business areas and considers The Standard as a way of embedding equality, diversity and human rights.

Equality, Diversity and Human Rights Action Plans

The launch of the EDHR Strategy and The Standard were taken as points to review the existing action planning and monitoring processes. New action plans have been designed to focus delivery around the 22 standards, with a quarterly reporting process.

The action planning process involves one strategic level action plan (for headquarters functions) and seven tactical action plans (one for each BTP Area). The action plans detail planned equality, diversity and human rights activities, cross referencing them against one of the 22 standards. Quarterly progress updates are provided to the Engagement and Diversity Team and Neighbourhood Policing and Partnership Unit (NPPU). These teams assess progress and identify examples of best practice. Progress updates are then provided to BTP's Diversity Action Group.

Work continues to update the Equality Scheme, of which the new EDHR Action Plans will be a critical part.

Diversity Action Groups

BTP has Force and Area Diversity Action Groups (DAGs), however, with the introduction of the new EDHR action plans the focus of these meetings has changed. An improved structure, standing agenda and terms of reference have been implemented, with the delivery of the EDHR action plans now being the core focus for these groups.

Area DAGs are now the first line governing body for Area tactical Plans, with an Area Single Point of Contact (SPOC) appointed to co-ordinate, monitor and update. Force DAG continues to hold overall governance of the Equality Scheme and monitors delivery on all action plans (tactical and strategic). Quarterly Area updates are reported to Force DAG, with examples of best practice and lessons learned being shared. During each Force DAG one Area provides a presentation on the progress of their action plan demonstrating best practice and lessons learned.

DAGs also provide a platform for issues or concerns to be raised, in order to facilitate discussion, analysis and action planning. DAGs provide an avenue of engagement for BTP allowing the organisation to remain in touch with issues and problems at a 'grass roots' level; assisting in ensuring that practical and evidence based solutions are adopted.

Achievements from 2009 - 2010

A busy year for BTP, 2009 – 2010 has seen a change in the direction of equality, diversity and human rights work, with the move to an intelligence led approach to initiatives. A number of key projects have come to fruition during the year, setting out recommended equality, diversity and human rights aims and objectives, whilst the introduction of the Equality Standard for the Police Service has helped to carve out a future direction for BTP.

Policing Plan Targets

BTP's Policing Plan sets out the key priorities for the forthcoming year and makes a clear commitment to putting equality, diversity and human rights at the heart of all that BTP does. 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 Policing Plan contains national targets that look at BTP's employee profile and aim to ensure that this is representative of the society it serves.

Recruitment

The 2009 – 2010 Policing Plan recruitment targets for BTP were:

- 13% of new police officer recruits (excluding transferees) to be from a Black and Minority Ethnic (BME) background.
- 13% of new police officer recruits (excluding transferees) to be female.

BTP achieved both of these targets with 14.9% of new recruits from a BME background and 21.1% of new recruits female. Of the 114 new recruits 17 were BME and 24 female.

Progression

The 2009 – 2010 Policing Plan progression targets for BTP were:

- At least 9% of police officers promoted to be from a BME background.
- At least 12% of police officers promoted to be female.

BTP achieved both of these targets. 9.4% of officers promoted were from a BME background and 14.1% were female. This equates to 6 officers from a BME background and 9 female officers being promoted.

Police Officer Profile

The BTP police officer profile has seen an increase in relation to both BME and female representation on the previous year. The BME profile has increased from 188 – 193 officers

and from 6.5 to 6.6% of the overall officer profile. The number of females has increased from 456 to 467, with a percentage increase from 15.8 to 16% of the overall BTP officer population.

Achieving Policing Plan Target Group

The Achieving Policing Plan Target (APPT) Group was set-up by the HR Director to assist BTP in meeting the HR objectives. The group brings together representatives from key HR departments, support groups and other representatives from across the organisation. It looks at the challenges BTP faces in achieving its HR Policing Plan targets.

Benchmarking

Knowing how it compares to other business sectors is a critical factor in the success of BTP's equality, diversity and human rights activities. BTP welcomes the opportunity to undertake practical activities that allow the organisation to assess progress in terms of their equality, diversity and human rights journey and identify possible future developments.

Equality Standard for the Police Service

BTP welcomed the 2009 – 2010 introduction of the NPIA Equality Standard for the Police Service. This police specific benchmarking tool will allow BTP to both evaluate progress and set self improvement objectives across the three equality, diversity and human rights business themes, Operational Delivery, People and Culture and Organisational Processes. BTP has fully embraced the introduction of the standard and has used it as a framework for designing its strategic and tactical EDHR action plans.

Stonewall Workplace Equality Index

2009 – 2010 saw a massive leap forward for BTP in terms of the Stonewall Workplace Equality Index (WEI), moving up 29 places to 39th position in the top 100 employers. 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 planning and objectives for the Engagement and Diversity Team for 2010 – 2011.

Employee Engagement

BTP understands that if work around equality, diversity and human rights issues is going to be effective then it needs to follow an evidence based approach. The organisation needs to understand the true nature of the 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.

Diversity Roadshows

The Engagement and Diversity Team worked with Learning and Development to design and deliver a programme of roadshows across BTP. These roadshows, raised awareness of employee benefits and HR Standard Operating Procedures (SOPs). The roadshows were delivered on each BTP Area and were attended by a broad cross-section of employees, with the general feedback received being very positive.

Diversity Cultural Awareness Events Calendar

The Engagement and Diversity Team, with assistance from employee support groups and Area contacts, arranged and delivered a Cultural Awareness Events Calendar. These events were

designed to increase employee awareness of the possible cultural differences in the people who they work with and included guest speakers providing the audience with a snapshot of what it is like to be from a specific group. This year saw the delivery of events looking at the religious festivals of Eid, Christmas and Hanukkah and a number of Dyslexia Awareness events.

BME Questionnaire and Discussion Seminars

Following the Support Association for Minority Ethnic employees (SAME) conference in March 2009, a questionnaire was circulated to all BME staff in BTP. The purpose of the questionnaire was to identify employee perceptions of BTP culture and practices and provide practical ideas and solutions to assist in future strategic and tactical planning.

Throughout November and December 2009 the Deputy Chief Constable met with BME employees to discuss the research findings and to gain views about the proposed recommendations. The agreed actions have been incorporated into the EDHR action plans.

Female Sickness Project

In 2009 Police Review magazine reported that female sickness levels within the police service were significantly higher than male. BTP commissioned a piece of independent research into this area. A series of recommendations from the research have been collated and are being planned into activities for 2010 – 2011.

National Association Muslim Police BME Leavers Project

The Engagement and Diversity Team provided funding to the National Association of Muslim Police (NAMP) to include BTP in research examining the experiences of BME leavers. A questionnaire was designed and distributed to BME employees who had left BTP in the last two years. BTP is awaiting the results of this research and the recommendations it provides.

Policies and Procedures

BTP understands that simply having a suite of fully inclusive policies and procedures is not enough to embed equality, diversity and human rights throughout the organisation. The practical application of policies and procedures is equally important in realising the organisations aims and objectives. BTP take policy and procedural compliance seriously and seek to ensure that organisational commitments are delivered in practice and represent the needs of all employee groups.

Engaging Police Staff

In December 2009, BTP formally launched its Engaging Police Staff (EPS) Project. This project was introduced as a result of the BTP Equal Pay and Benefits Audit. The audit highlighted that there were pockets of inequality between similar job roles across BTP and the EPS project aimed to introduce a fairer system.

A new pay and grading scale has been devised, all police staff job roles and descriptions have been re-evaluated according to this scale and a new specimen contract has been drafted. During 2010 the project entered the consultation phase, with the expectation that the new pay system and contract can be introduced in the summer of 2010.

Procurement and Supplier Diversity

The Engagement and Diversity Team worked with the Procurement Department to deliver equality and diversity in procurement. A new SOP will replace the existing activities undertaken in relation to equality and diversity and procurement and will strengthen BTP's alignment to current and proposed (in the Equality Bill) statutory duties.

When completed the new procedure will outline both how and why BTP consider equality, diversity and human rights criteria as part of the procurement processes. The final procedure will comprise of a range of Pre-Qualifying Questionnaires (PQQs) and will provide guidance to budget holders on applying this measurement and ensuring that suppliers are not a risk to BTP's reputation. This procedure will be published in the summer of 2010.

Induction Improvement

Following research by the Strategic Development Department a working group was established to look at Induction in BTP. This working group, which included members from the HR Business Centre, Recruitment, Engagement and Diversity, Learning and Development and Media and Marketing, scrutinised the existing procedures.

The group identified both areas for improvement and areas of internal best practice in the induction processes. The recommendations are with the Learning and Development Department for implementation.

Higher Grade Duty SOP

As a result of research undertaken by HR which suggested that the Higher Grade Duty (HGD) SOP was not being applied consistently, an audit of the SOP was undertaken. This audit looked at how the current procedure could be strengthened to ensure that HGDs were allocated fairly and undertaken by qualified employees.

Work has commenced to revise the current procedure by the summer of 2010. Changes have also been made to data capture to support the implementation of the revised SOP.

Jobcentre Plus 'Two–Ticks' Scheme

BTP responded to concerns, raised by Disability Equality Support Association (DESA), by auditing its commitment to the Jobcentre Plus Two–Ticks Scheme. The audit was undertaken by the Engagement and Diversity Team and focused on commitment one and two of the Two–Ticks Scheme. It looked at the procedures BTP have in place and highlighted opportunities to improve commitment to the Scheme.

Equality Impact Assessments

Two distinct streams of work have been undertaken in relation to Equality Impact Assessments (EIA). Firstly there is the ongoing work around impact assessing policies, procedures, projects and policing operations, which continues to be undertaken and is supported by the Engagement and Diversity Team and Neighbourhood Policing and Partnerships Unit.

Secondly, during 2009 – 2010 a review was undertaken to look at the quality and consistency of the above activities. This review involved consulting with those employees directly involved in the process and identifying concerns or problems with the current process, examples of internal and external best practice and recommendations for improving the process within BTP. Work in this area will continue with plans to produce a revised EIA process in 2010.

Learning and Development

BTP believes that a programme of effective learning and development initiatives is a key factor to the success of its equality, diversity and human rights objectives. BTP understands that as well as raising equality and diversity awareness, specific training needs to be developed to build on existing knowledge and organisational practices. Initiatives need to allow employees to understand the equality, diversity and human rights implications of their role and assist them in acquiring the knowledge and skills required to facilitate organisational change.

Corporate HR Training

The Engagement and Diversity Team commissioned a training package to increase awareness of equalities legislation and employment law. The four day training programme looked at the basic elements of employment law, equalities legislation in the BTP context, the interplay between these two areas, dispute resolutions and future legislative changes. The programme increased the knowledge and skills held by the department.

Employee Support Group Training

The Engagement and Diversity Team ran a programme of training events with attendance open to all support group committee members and Area representatives. Designed to help the groups in developing the skills critical for their roles in BTP, the programme included training on employment law, presentation skills and managing upwards. Feedback from the training was positive and plans to build on this programme are being built into activities for 2010 – 2011.

BME Step Up Programme

BTP ran a pilot Step Up programme, specifically targeting BME employees, based on work already conducted on the London Underground Area. The programme, which involves a mixture of classroom delivery and one-to-one coaching, aims to help employees in terms of their career progression. It provides practical advice and career development tools, to encourage people to take control of their progression. Following evaluation BTP will look at rolling this programme out to all employees.

Procurement Training

As a result of the Diversity in Procurement SOP project a specialist external training course was commissioned. The aim of the course was to equip the delegates with the knowledge and understanding in order to effectively assess suppliers against equality, diversity and human rights criteria.

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(A)A), the Disability Discrimination Act (2005) (DDA) and the Equality Act (2007) (EA) are the main driving forces behind public authorities producing equality schemes and action plans. They place 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.

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

BTP Gold Standard

BTP recognises that the differences between the equality duties can cause additional obstacles to equality of opportunity. BTP are, wherever possible, 'levelling-up' the duties and applying them to the age, religion and belief, sexual orientation and transgender strands of diversity. This is termed a 'Gold Standard for Equality, Diversity and Human Rights'.

BTP has this Gold Standard across all of its equality, diversity and human rights work ensuring that it underpins the Equality Scheme and Diversity SOP.

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 in relation to all strands of diversity. Examples include:

- National Independent Advisory Group (NIAG) and Pan-London Independent Advisory Network (IAN)
- BTP employee support groups
- 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 strands of diversity. 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 polices 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 2009 – 2010 BTP has worked on increasing the amount of data that is available for workforce monitoring purposes. This assists BTP in having a more informed understanding of the workforce profile. BTP employees are encouraged to update the information held about them on Self-Service section of the ORIGIN system relating to diversity. Data for 2009 – 2010 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

BTP has continued to work towards addressing the findings of its equal pay audit of police staff pay and conditions, with plans for a new pay and benefits scheme to be offered to all BTP Police Staff in 2010.

BTP Equality Scheme Action Plans

In 2009 – 2010 the Equality Scheme was accompanied by two action plans:

- **Business as Usual** – ongoing actions that have already been implemented within BTP.
- **Innovation and Implementation** – actions that relate to specific projects or procedures that are yet to be fully implemented within BTP.

In 2010 – 2011 these plans will be replaced with the strategic and tactical EDHR action plans.

Each of the 2009 – 2010 Action Plans were sub-divided into actions that cover the following business delivery areas:

- Leadership and Accountability
- Service Delivery
- Recruitment, Retention and Progression
- Community Engagement
- Policy and Impact Assessment
- Communication and Marketing
- Procurement

Business as Usual Action Plan Update

At the end of March 2009 there were 71 actions on the Business as Usual action plan, 18 of these were completed actions that had been transferred from Innovation and Implementation.

Innovation and Implementation Action Plan Update

At the end of 2009 – 2010, 26 actions remained outstanding. Progress of actions against timelines is measured using the traffic light system, at the end of the year 15 of these were assessed as green, seven were amber and four were red. Seven actions from this plan had been completed during 2009 – 2010 and a further three had been transferred to Business as Usual.

Key activities that have been undertaken in relation to the Innovation and Implementation Plan over the year include:

- Leadership and Accountability:
    - An EDHR action plan framework has been designed to assist BTP and Areas with the production of strategic and tactical action plans.
    - A review was undertaken of Force and Diversity Action Groups and new terms of reference were agreed, which compliment the reporting and delivery of the new strategic and tactical action plans.
    - A benchmarking process has been designed for the assessment of the strategic and tactical action plans, using the NPIA Equality Standards framework.
- Recruitment, Retention and Progression:
    - The HR Intranet has been redesigned to form HR Express, which provides more comprehensive guidance around BTP policies and procedures.
    - The results and recommendations of the previous Equal Pay Audit have been used to formulate the Engaging Police Staff project, which aims to improve the BTP police staff pay and benefits system.
    - A programme of workshops promoting BTP policies and procedures in relation to work life balance and creating a positive working environment was designed and delivered across BTP.
    - A programme of cultural awareness raising events were designed and delivered across BTP, with the aim of increasing employee awareness of both the issues

faced by colleagues and the assistance available via BTP employee support groups.

- Community Engagement:
  - Procedures have been put in place with BTP independent advisory groups to facilitate the external consultation of policies and procedures.
  - A process has been designed to utilise both internal and external advisory groups in the management of serious and critical incidents.
- Procurement:
  - Work has continued around the drafting of a revised diversity in Procurement SOP, which will prepare BTP for the forthcoming changes to equalities legislation
  - A specialised diversity in procurement training programme has been sourced, and delivered, which aimed to equip the Procurement Department with the knowledge and skills to asses potential suppliers.

Equality Scheme Review

During 2009 – 2010 BTP reviewed the Equality Scheme action plans, utilising the new NPIA Equality Standard as a framework for the new structure and governance processes. The new structure works on two distinct levels; a Strategic Plan, which concentrates on the corporate responsibilities, and a set of seven Tactical Plans, which identify how Areas will embed the corporate vision.

Divided according to the three business areas identified in The Standard (Operational Delivery, People and Culture, Organisational Processes) the action plans include details of the activities BTP will undertake in relation to each of the 22 standards. The action plans also include those activities from the 2008 – 2011 Implementation and Innovation action plan that are yet to be completed.

The Engagement and Diversity Team will continue to review the Equality Scheme, with the publication of a new Scheme planned for late 2010.

BTP Employee Support Groups

BTP recognises the importance of working closely with its employee support groups, working together enables BTP to combine a range of specialist knowledge in order to overcome equality, diversity and human rights issues. This approach ensures that policies and procedures are fully inclusive and that the needs of all employees are represented and 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.

'A busy and challenging year for AMP we 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 are looking forward to working with BTP in 2010 – 2011, a year that will see us continue to provide support and advice services and undertake promotional activities to help develop external community links for BTP and improve public confidence in policing.'

Activities and Achievements for 2009 – 2010

During 2009 – 2010 AMP has concentrated much of its efforts around activities relating to employee engagement and wellbeing. 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 jointly hosted an Eid celebration event and have provided advice and written guidance materials on religious festivals such as Ramadan.

AMP continues to deliver initiatives relating to Islamic issues and policing and have designed and delivered awareness raising presentations to BTP Areas. AMP attended events at the University of East London and the 'Eid in Trafalgar Square' event. They assisted Neighbourhood Policing with a youth engagement initiative with the Somali community and have positively represented BTP on BBC radio.

Objectives for 2010 – 2011

During 2010 – 2011 AMP aims to continue its work in the areas of awareness raising, engagement and the provision of advice and guidance. The group intends to participate in a range of community engagement initiatives promoting BTP and building new community relationships. They will continue to provide advice and guidance to BTP around the issues facing Muslim employees, whilst supporting those employees with concerns or issues.

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 and Sector Commander for London Underground Western Sector, has chaired the group since its establishment almost ten years ago.

'CPA has grown steadily in BTP as has CPA on a National level. Our group has run a number of events at key times in the Christian calendar; running two Alpha courses and a Christmas event. CPA is about supporting Christians in the police service and making the love of Jesus Christ known across the force. Aiming to build bridges between the Christian community and the police is one of our prime focuses moving forward in the coming year.'

Activities and Achievements for 2009 – 2010

CPA activities for 2009 – 2010 focused around awareness raising and engagement within both the internal and external BTP communities. CPA has assisted BTP to provide an inclusive and supportive environment in which Christians feel valued and where the wider community has a greater understanding of what Christians believe.

CPA undertook a range of activities designed to both raise the awareness and understanding of Christianity within BTP employees and to create dialogue between employees and key members of the wider Christian community.

The delivery of an Alpha Course, a Christmas event and regular support group meetings have all seen CPA increase understanding of the Christian faith and what it means to be Christian. The group have also increased awareness of BTP and Christianity by encouraging engagement with the local Christian community through local churches and other Christian organisations.

The regular production and wide publication of the CPA 'thought for the month' has seen CPA engage with the internal BTP community promoting spiritual support and wellbeing in the workplace.

Throughout the year CPA has continued to play a role in supporting and influencing CPA at a national level. Attendance at the CPA National Conference and the CPA National Leaders Conference has helped to raise the profile of BTP and the BTP CPA.

Objectives for 2010 – 2011

During 2010 – 2011 CPA plans to continue with its activities relating to awareness raising and engagement. The group intends to build on the foundation of knowledge and understanding that already exists amongst BTP employees with a range of awareness raising events that look at significant events throughout the Christian calendar.

CPA also aims to increase the levels of engagement and partnership working with the external Christian community and will do this by launching the CPA's 'Coact' strategy within BTP. This strategy looks at driving forward partnership working through community led initiatives, such as 'Redeeeming Our Communities', in order to promote police-church parterships at local level.

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

Colin Hampton, Youth Liaison Officer on London Underground, has chaired the group since 2008.

'DESA has had a challenging year but one which has brought several valuable lessons. We eagerly await the Managing Disability in the Workplace SOP as we feel that this will be a tool in moving BTP forward in the area of disability equality.'

Activities and Achievements for 2009 – 2010

2009 – 2010 has been a busy year for DESA and has seen them providing advice and guidance to BTP employees and managers on specific cases relating to disability equality and the retention of disabled employees. The DESA hotline, which is now in its fourth year, continues to be a confidential avenue of support for BTP employees with issues relating to a condition or impairment. This hotline has seen significant increase in the number of callers with a larger number of employees wanting to discuss their issues or concerns with DESA.

DESA has continuously promoted greater awareness of disability equality issues across BTP and has provided advice and guidance to BTP on policies and procedures both through the consultation route and through regular dialogue with the Engagement and Diversity and HR Policy Teams. Dialogue with DESA has resulted in a number of key pieces of work, such as the audit of the Jobcentre Plus Two – Ticks Scheme, the provision of enhanced information around disability related sickness, and changes to appendices supporting the ill health retirement process.

Objectives for 2010 – 2011

During 2010 – 2011 DESA intends to maintain and enhance the DESA hotline, increasing employee awareness of this avenue of confidential advice and guidance. With an 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.

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 around disability equality, duties under the DDA 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, Chief Inspector and Eastern Sector Commander for LU Area, was voted as Chair after six months on the Senior Advisory Group.

'Since being invited to chair the group I have realised the hard work and commitment which LINK offers BTP and its members, highlighted by their award from Stonewall as a Star Performing Network. I am keen to drive this further, providing a professional service to our internal and external LGBT stakeholders, be they employees, passengers or TOCs'

Activities and Achievements for 2009 – 2010

2009 – 2010 saw LINK's activities change direction slightly, with the group focusing activities around the progression of LGBT employees. LINK developed bespoke career progression events, which were open to all its members. The first event focused around career planning whilst the second looked at the impact of behaviours in the workplace.

LINK also commissioned the development of a theatre based workshop, 'Masks'. The workshop was designed to dissect the masks people may wear to work and look at how they can benefit from self reflection to drive personal development. LINK plans to use this workshop as a development and awareness raising tool during 2010.

LINK continues to raise awareness of internal and external LGBT issues across BTP and as part of this held a LGBT History Month Quiz in Scotland. They were also awarded Star Performing Network status in the 2009 Stonewall Workforce Equality Index.

Objectives for 2010 – 2011

LINK's plans for 2010 – 2011 have an internal and external focus aiming to both increase awareness and help BTP meet its policing plan objectives. The group has two major projects planned for the year. The LINK 5th Anniversary Conference, planned for November, will continue the group's work around career progression. The event will showcase the 'Masks' theatre workshop and publish a report reviewing the work of LINK over the last five years.

The Investigating LGBT Hate Crime: Best Practice Project aims to bring together police, railway and community stakeholders to provide best practice advice on the reporting, investigation and handling of hate crimes/incidents and LGBT victims. The project addresses current research around hate crime looking at how the police and other organisations can impact on the quality of victim care and maximise evidential gathering, increasing the chances of apprehending offenders. The project, which includes workshops targeted at practitioners, LGBT youth and LGBT railway staff, aims to have a positive impact on Area hate crime detection targets, increasing BTP's visibility within the LGBT community and placing them in a leading position nationally in relation to tackling LGBT hate crime.

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 has continued to provide support and guidance to both our members and BTP. The SAME committee and I were heartened by the level of response we received from employees in relation to the 2009 conference and subsequent questionnaire. We will work closely with BTP over the next year to ensure that the resulting recommendations are delivered. SAME also recognises the business need for BTP to reflect the communities we serve at all levels of the organisation and will continue to explore how we can assist BTP in achieving this.'

Activities and Achievements for 2009 – 2010

During 2009 – 2010 SAME continued to help BTP to understand the issues and problems faced by its BME employees. They worked with the Engagement and Diversity Team to produce and distribute a follow-up questionnaire to the previous year's focus group event, to develop recommendations and an action plan as a result of both activities and to help with communicating the findings and planned activities.

The group pushed forward with its objective relating to BME employee progression by actively contributing to achieving policing plan target meetings. They contributed to a number of Engagement and Diversity Team projects including the Higher Grade Duty project. They assisted BTP with the promotion of a range of development opportunities throughout their members, such as the recent BME pilot of the Step-Up Programme.

SAME have represented the views of and issues faced by its members. They have contributed to the policy development process, assisted BTP with a number of critical incidents and worked with BTP on the delivery of faith and cultural awareness raising events.

Objectives for 2010 – 2011

2010 – 2011 will see SAME continuing to work with BTP on a number of initiatives. Ensuring the implementation of the BME Action Plan will be a key focus for the group as will working with the Engagement and Diversity Team on awareness raising activities; this includes the delivery of a range of faith and cultural diversity events throughout BTP.

SAME have always seen BME employee progression and workforce representation at all levels as a key objective and 2010 – 2011 will see no change in this emphasis. The group are not only planning to assist BTP with internal development initiatives and opportunities, but will also be commissioning the delivery of the NPIA BME Positive Action Leadership Programme for BTP BME employees.

Women's Support Forum (WSF)

WSF supports all employees, raising awareness of issues that affect women in BTP. The group strives to develop a network of professional and social contacts between employees nationally and internationally and to facilitate the sharing of information on issues affecting the police service and women in particular. WSF also serves as a driver for the continuous professional development of all its members.

Message from the Chair

Ellie Bird, Chief Superintendent and Area Commander for Scotland:

'WSF is proud to continue to support BTP in creating a more inclusive working environment and for encouraging all of our female employees to take a positive approach to their personal development. WSF engages in all consultation exercises, considering not simply the implications within the working environment but considering how we can support BTP in delivering the best policing service, taking careful consideration of the needs of diverse communities.

WSF is keen to continue its role in supporting BTP to maximise the contributions that women can make in achieving our objectives, being innovative and courageous and delivering better results year on year. In the face of economic challenges WSF recognises the importance of retaining staff and encouraging a transformational style of leadership enabling staff to take greater responsibility for delivering results.'

Activities and Achievements for 2009 – 2010

During the year WSF has taken the lead on researching the challenges facing women when they return from maternity leave and considering what more can be done to ensure that BTP continues to maximise the contribution that they can make. A survey into the career aspirations of female BME police staff paved the way to identify what can be done to address the high attrition rates amongst certain specialist areas.

WSF delivered a powerful and empowering annual conference, which focused on career development placing the emphasis on women to take control of their careers and included key speaker Paul McGee (author of 'Shut Up and Move On'). The emphasis on people taking personal responsibility for their own development resulted in a number of female employees making greater use of PDR's, seeking out mentors, looking for development opportunities and taking on new roles, both in terms of promotion and lateral progression.

Objectives for 2010 – 2011

WSF plans to continue to assist BTP with the delivery of its gender equality aims and objectives. The 'Career after Children - Myth or Reality' project will be a continuation of work to ascertain whether there are obstacles to female staff continuing a meaningful career after children. The Career Development for Police Staff project will focus on the reorganisation of the current BTP structure, opening up non-operational roles to be undertaken by police staff. The Realising Senior Women in Police Staff project looks at ensuring that senior women have the opportunity to influence and inform BTP at management and strategic levels.

Objectives for 2010 - 2011

Following a year of significant progress in the diversity arena, BTP are striving in 2010/11 to be in the top quartile of exemplars of best practice, benchmarking progress against organisations that set the standards others aspire to.
The new Equality Standards issued by NPIA provides the framework that drives much of BTP's improvement work. However, BTP continue to network with external bodies to validate their approach and identify best practice; these include the Confidence in Equality Practitioners Network, the Employer's Forum on Disability and Stonewall.

Objectives for 2010 – 2011

1. Engagement and Communications Strategies

- To create internally and externally focused communications that reach key audiences.
- To promote BTP's commitment to EDHR and demonstrate how fulfilment of The Standard improves operational performance.
- To ensure DDA compliance for all activities and style guides.
- To produce service data and information that reflects quality standards.
- To review employee satisfaction information and produce action plans that reflect the feedback received.

2. Lessons Learned from Grievances and Employment Tribunals

- To develop processes that ensure learning is reflected (and monitored) in BTP practices and embedded in policies.

3. Workforce Profile

- To lead activities that encourage representation in the BTP workforce at all levels / ranks.

4. Equality Scheme Review

- To create a new equality scheme that supports EDHR plans.

5. Review Equality Impact Assessment Process

- To design and implement a simplified process for application across all BTP functions
- To support the monitoring and governance process for EIAs.
- To produce accurate and timely EIA monitoring and governance reports to British Transport Police Authority.

6. Equality and Diversity Policy and SOP Review

- To rewrite the EDHR Policy Statement so that it stimulates action.
- To integrate EDHR information in other SOPs to support the application of The Standard.

7. Managing Disability in the Workplace SOP

- To publish the Managing Disability in the Workplace SOP and embed the practices contained in it.
- To provide training workshops for HR Business Centre so that they can provide informed advice to BTP.
- To develop workshops for line managers in the management of disability.

8. Employee Support Group Activities

- To work with all support groups to ensure a successful conferences.
- To undertake a training needs analysis and develop an appropriate programme of solutions.
- To review service level agreements and develop standard constitution for all employee support groups.

9. Diversity in Procurement SOP

- To complete and publish the policy and SOP to ensure that best practice procurement is undertaken by BTP with compliant suppliers.
- To establish a monitoring and governance process to ensure continued compliance.
- To produce accurate and timely reports to BTPA.

BRITISH TRANSPORT POLICE

Appendix A: Diversity Monitoring Report

A report from the BTP Engagement and Diversity Team outlining workforce monitoring and profile data from 2009 – 2010.

June 2010

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 2009 – 2010 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 (Britain)
<30	14.4	35.6	27.4	54.8	21.7	27.4%
30-44	48.3	45.7	39.1	29.2	44.2	35.3%
45-59	37.1	18.1	27.8	15.5	32.2	29.6%
>60	0.2	0.5	5.7	0.6	1.8	7.7%

- Police officers have lower representation of those under 30 (14.4%) compared to population trends (27.4%), whereas Special Constables (35.6%) and PCSOs (54.8%) 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.

Employee Profile by Disability

Disability	Police Officers %	Special Constables %	Police Staff %	PCSOs %	Workforce Total	Population (Britain)
Disability	3.0	1.1	3.3	3.7	3.1	19%
No Disability	19.9	20.0	29.0	25.9	22.9	81%
Prefer Not to Say	77.0	78.9	67.7	70.4	74.0	

- 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 (Britain)
White	88.9	73.9	72.5	73.5	82.6	93.2%
Mixed	1.9	1.1	2.7	3.6	2.2	0.8%
Asian	2.4	6.4	8.9	8.3	4.8	3.4%
Black	1.9	6.9	6.3	6.5	3.7	1.8%
Other	0.4	1.6	1.0	0.9	0.6	0.8%
Not Stated	4.5	10.1	8.5	7.1	6.0	
BME Total	6.6	16.0	18.9	19.3	11.4	6.8%

- PCSOs show the highest level of BME employees (19.3%) followed by police staff (18.9%), Special Constables (16.0%) and police officers (6.6%), with police officers being the only employee group to have levels lower than the general population (6.8%).
- Special Constables show the highest levels of 'Not Stated' (10.1%), with police staff and PCSOs both having levels above 5%.
- Within police officers there is lower representation for the Asian (2.4%) 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 (Britain)
Male	84.0	90.4	45.6	74.7	72.7	49%
Female	16.0	9.6	54.4	25.3	27.3	51%

- Police officers (16.0%), Special Constables (9.6%) and PCSOs (25.3%) 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 (45.6%) in comparison with population (49%).

Employee Profile by Sexual Orientation

Sexual Orientation	Police Officers %	Special Constables %	Police Staff %	PCSOs %	Workforce Total	Population (Britain)
Bisexual	0.5	0.6	0.3	2.0	0.5	
Gay / Lesbian	2.2	2.3	2.4	2.4	2.3	6%
Heterosexual	22.4	19.2	33.7	29.7	25.9	94%
Prefer Not to Say	75.0	78.0	63.7	65.9	71.4	

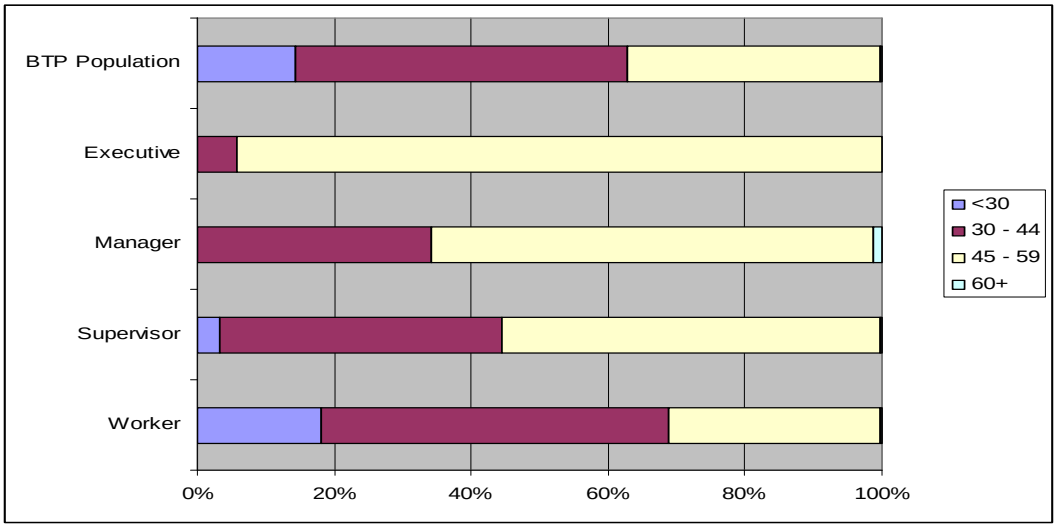
- There continues to be high levels of non-declaration in this category of the report.
- For all employee groups the level of people declaring that they are Gay / Lesbian or Bisexual is lower than population levels.

Management Profile

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

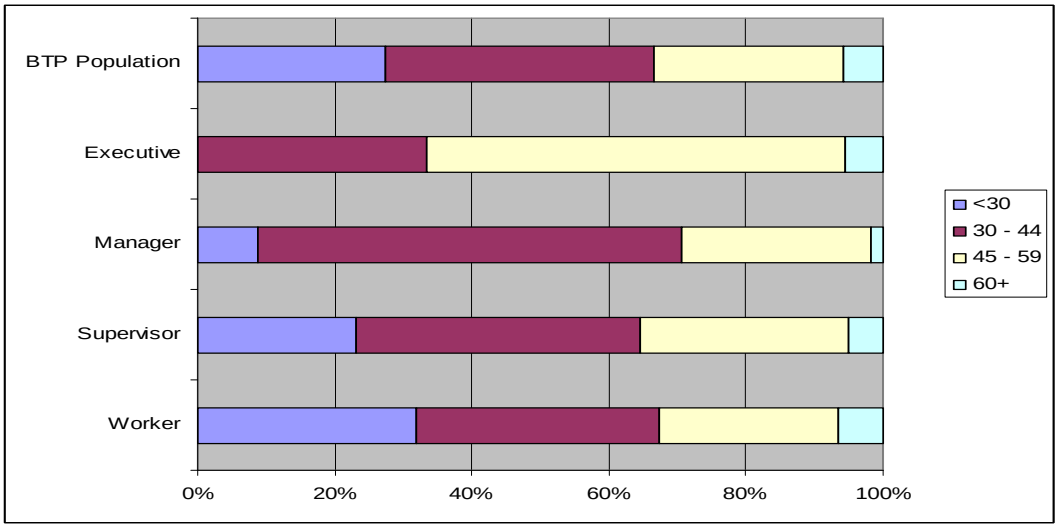
	Police Staff	Police Officer
Worker	PSG1 – 4 (or equivalent)	Constable
Supervisor	PSG5 & 6 (or equivalent)	Sergeant & Inspector
Manager	PSG7 – 10 (or equivalent)	Chief Inspector & Superintendent
Executive	EG1 – 5 (or equivalent)	Chief Superintendent and above

Police Officer Management Profile by Age



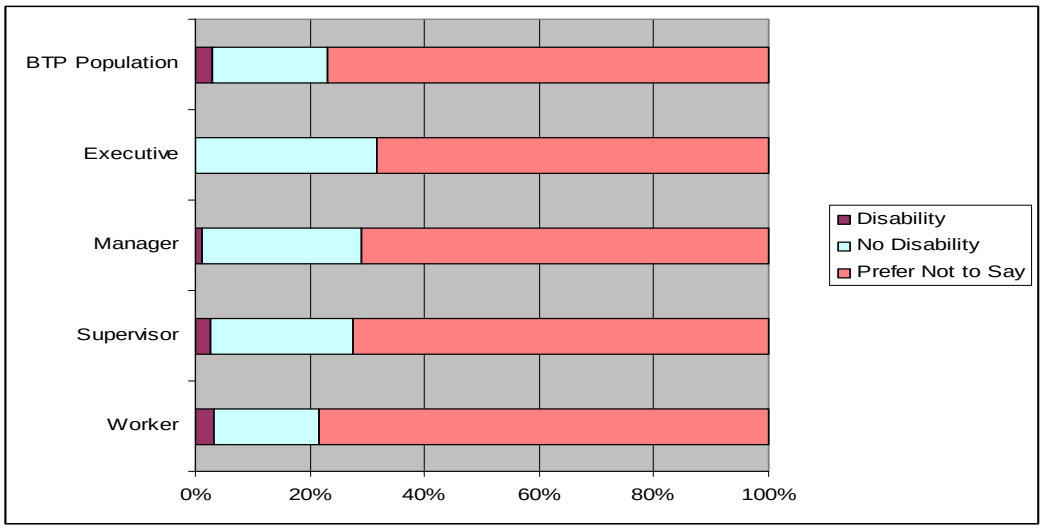
- It is important to note that the police service promotion process requires officers to undertake certain lengths of service before they can undertake activities required to progress to the next level.
- The pyramid affect shown in the graph in relation to age and management level is expected and it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

Police Staff Management Profile by Age



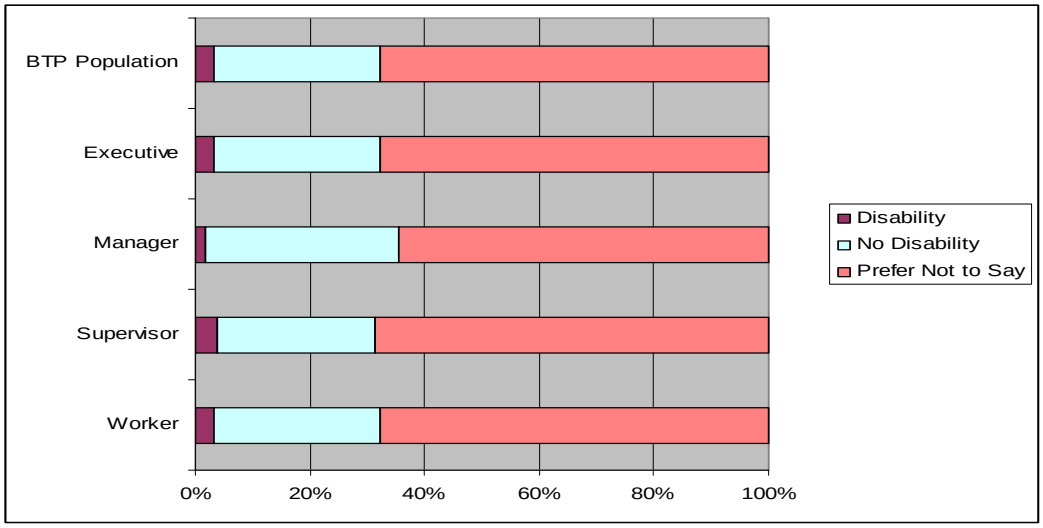
- There are police staff under 30 represented in the Worker, 'Supervisor and Manager levels.
- Police staff in the 30-44, 45-59 and 60+ categories are represented at all management levels.

Police Officer Management Profile by Disability



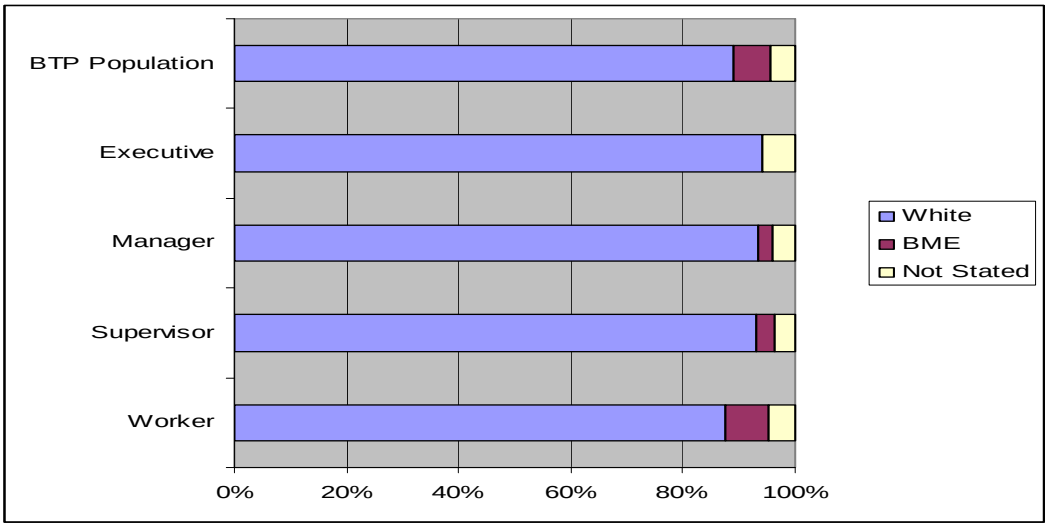
- Disability representation decreases as management level increases.
- There are no police officers at Executive level who have declared a disability.

Police Staff Management Profile by Disability



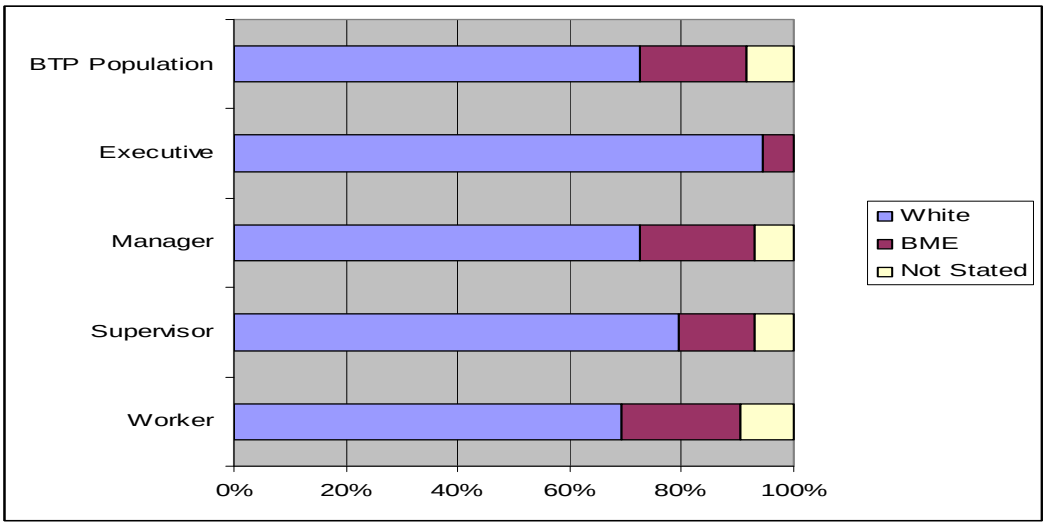
- There are police staff members at all levels who have declared a disability on Self–Service; the highest level is Supervisor (4.0%), which is higher than BTP population levels (3.3%).

Police Officer Management Profile by Ethnicity



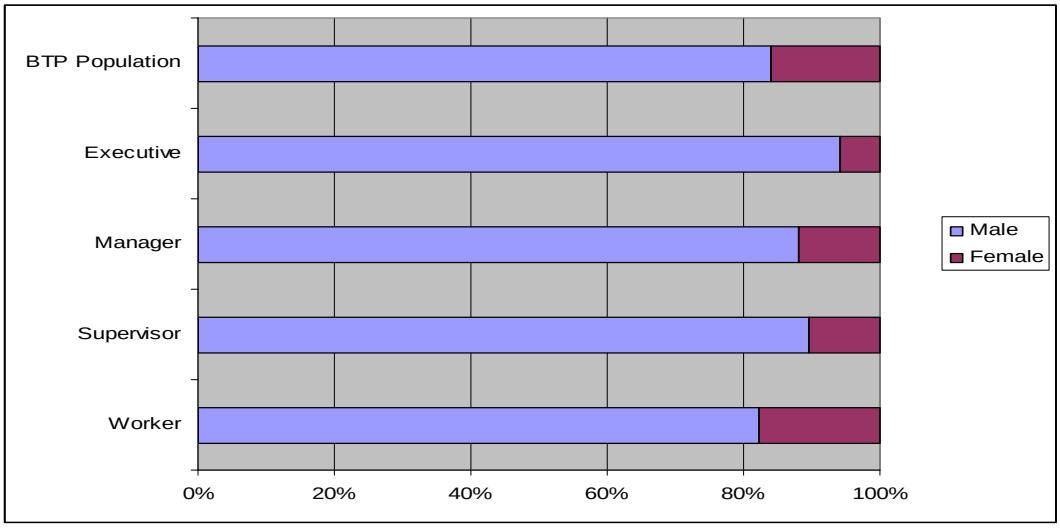
- The percentage of BME police officers gets lower as the management levels get higher; 7.6% of Workers are BME, 3.5% of Supervisors are BME and 2.6% of Managers are BME,
- The level of BME workers (7.6%) is over represented in comparison with the BTP population (6.6%), whilst BME populations for all other management levels are lower than the BTP population.
- There are no BME police officers in BTP at an Executive level.

Police Staff Management Profile by Ethnicity



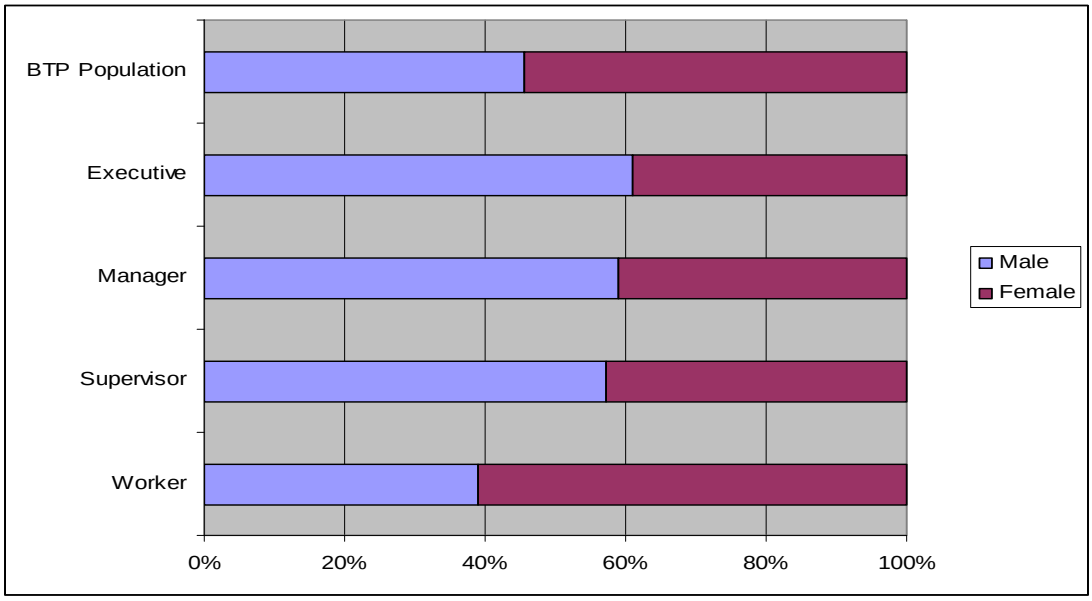
- There is BME representation at all police staff management levels; however this is lower than BTP population levels (18.9%) for both Supervisors (13.5%) and Executives (5.9%).
- Workers show the highest level of Not Stated (9.5%) and no one from the Executive group had used the Not Stated option.

Police Officer Management Profile by Gender



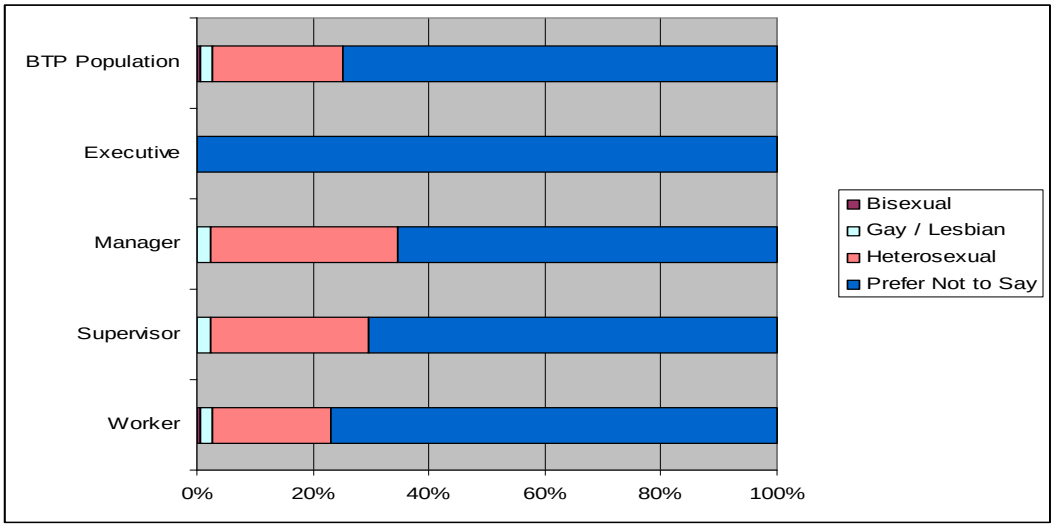
- Supervisor (10.4%), Manager (11.8%) and Executives (5.9%) all have lower levels of Females than the BTP population (16.0%).
- There is a higher level of Female Workers (17.8%) in comparison with the BTP police officer population (16.0%).

Police Staff Management Profile by Gender



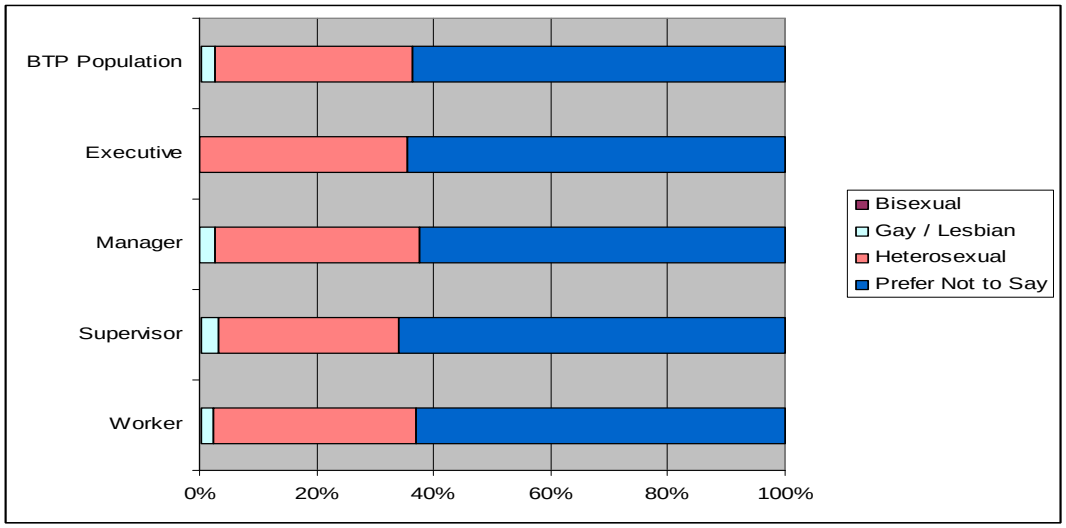
- The percentage of Female police staff decreases as the management levels increase.
- There are lower levels of Female Supervisors (42.9%), Managers (41.1%) and Executives (38.9%) in comparison with BTP population figures (54.4%).
- There is a higher level of Female Workers (60.9%) compared with the BTP police staff population (54.4%).

Police Officer Management Profile by Sexual Orientation



- No Supervisors, Managers or Executives declared themselves as Bisexual.
- No Executives declared their sexual orientation.
- The level of Supervisors (2.5%) and Managers (2.5%) declaring themselves as Gay / Lesbian were above the BTP population level (2.2%).

Police Staff Management Profile by Sexual Orientation



- No Managers or Executives declared themselves as Bisexual.
- The level of Supervisors (3.0%) and Managers (2.7%) declaring themselves as Gay / Lesbian were above the BTP population level (2.4%).

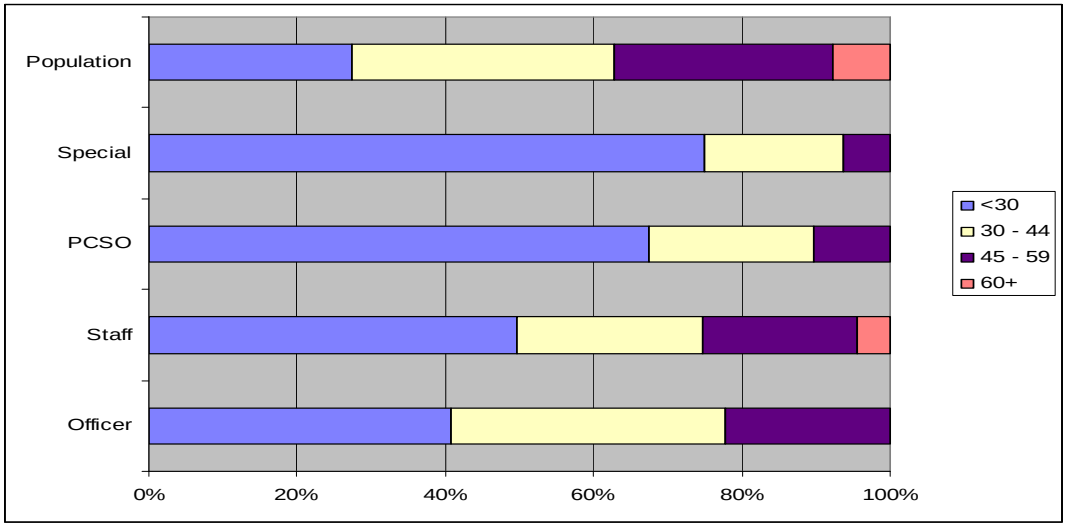
Recruitment, Progression and Retention

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

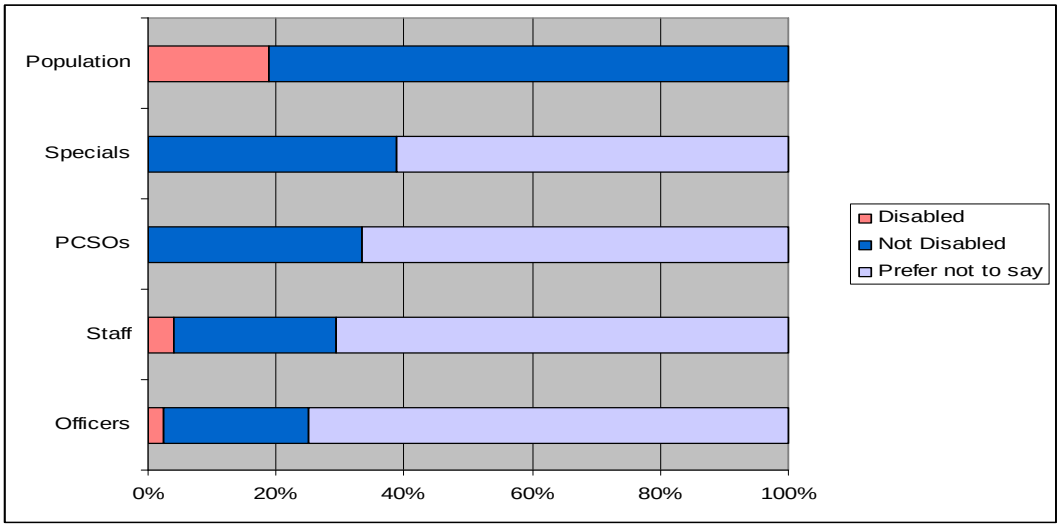
Information in this section looks at the profiles of police officer, police staff, PCSO and Special Constable New Starters during 2009 – 2010. Data in this section is compared with national workforce statistics when looking at issues of proportionality.

New Starters by Age



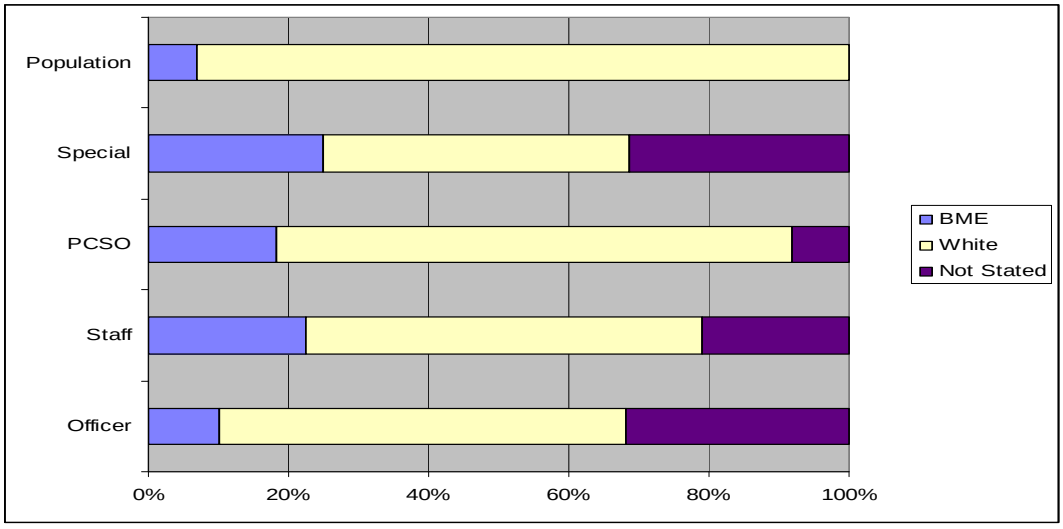
- All employee groups indicated an over representation of new starters from the under 30 category (police officer 40.8%, police staff 49.8%, PCSO 67.3%, Special Constable 75.0%) in comparison with the population (27.4%).
- There were no police officer, PCSO or Special Constable new starters in the over 60 category; this could be a result of compulsory retirement ages.

New Starters by Disability



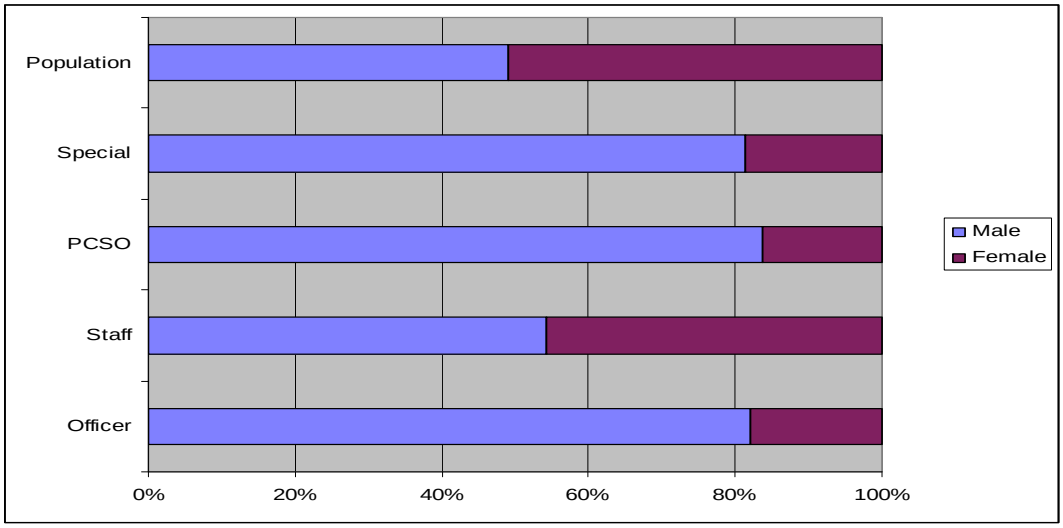
- There were no Special Constable or PCSO New Starters who declared that they were Disabled.
- The levels of police staff (3.9%) and police officer (2.4%) New Starters declaring that they are Disabled is lower than population levels (19%).
- The level of people preferring not to say was high for all employee types.

New Starters by Ethnicity



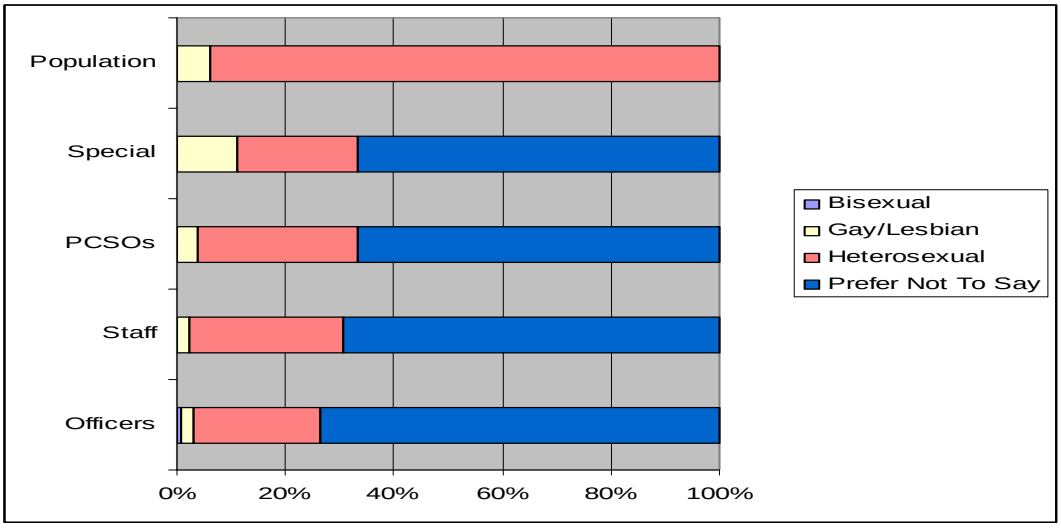
- All employee groups indicated a level of BME New Starters (police officer 10.2%, police staff 22.4%, PCSO 18.4%, Special Constable 75.0%) above the general population (27.4%).
- All employee groups show high levels of not stated in relation to their ethnicity (police officer 31.8%, police staff 20.9%, PCSO 8.2%, Special Constable 31.3%).

New Starters by Gender



- Female New Starters were disproportionately low in all employee groups (police officer 17.8%, police staff 45.8%, PCSO 16.3%, Special Constable18.8%), when compared with the general population (51%).

New Starters by Sexual Orientation

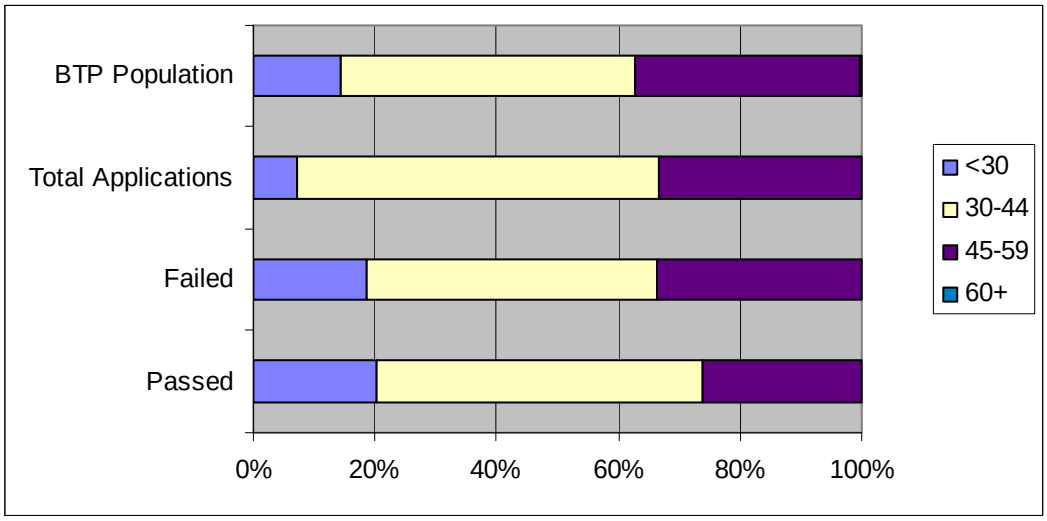


- There were no Bisexual police staff, Special Constable or PCSO New Starters.
- Special Constables were the only employee group to have a level of Gay / Lesbian and Bisexual New Starters (11.1%) above the population level (6%).
- The level of people preferring not to say was high for all employee types.

Promotion Exams

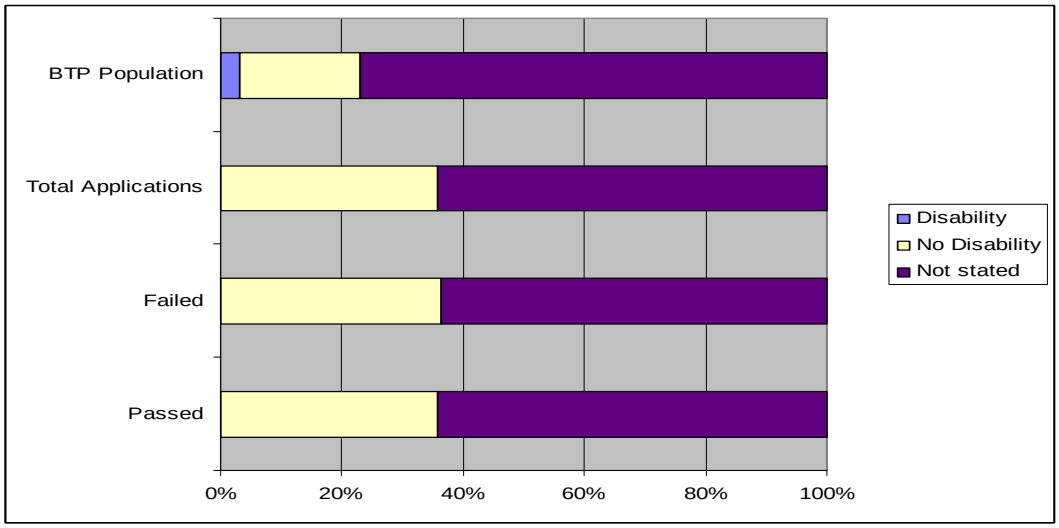
This section looks at the OSPRE exam part of the promotion process, paying attention to profiles of those who took, passed or failed one of the OSPRE exams in 2009 - 2010. The exams include Sergeants and Inspectors parts I and II. Data in this section is compared with BTP population data when looking at issues of proportionality.

Promotion Exams by Age



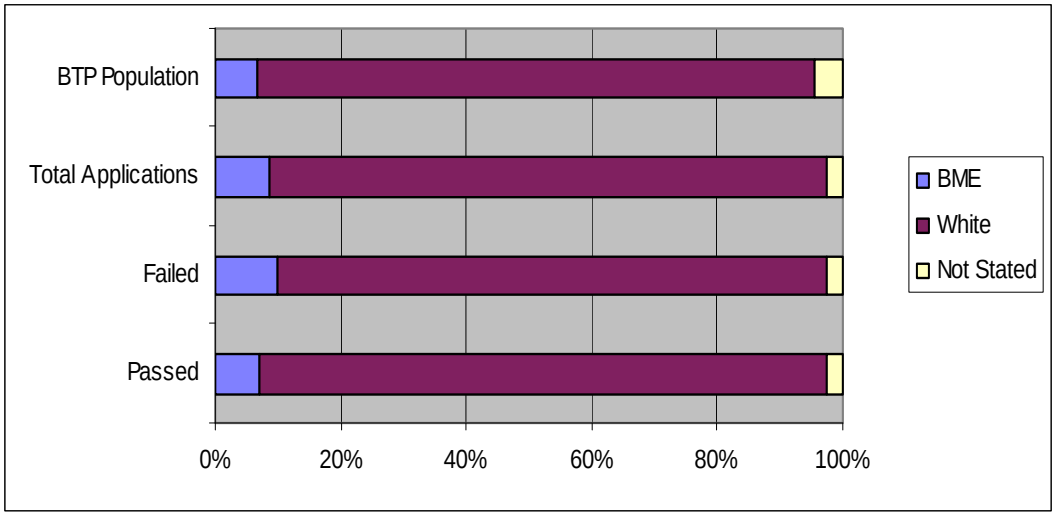
- 59.5% of applicants were 30–44, compared to 48.3% of the BTP officer population.
- No one 60 or over applied to take and exam and the under 30's showed the next lowest levels of application (7.2%).
- 53.5% of those who passed were 30–44, 26.3% were 45–59 and 20.2% were under 30.
- 47.7% of those who failed were 30–44, 33.8% were 45–59 and 18.5% were under 30.

Promotion Exams by Disability



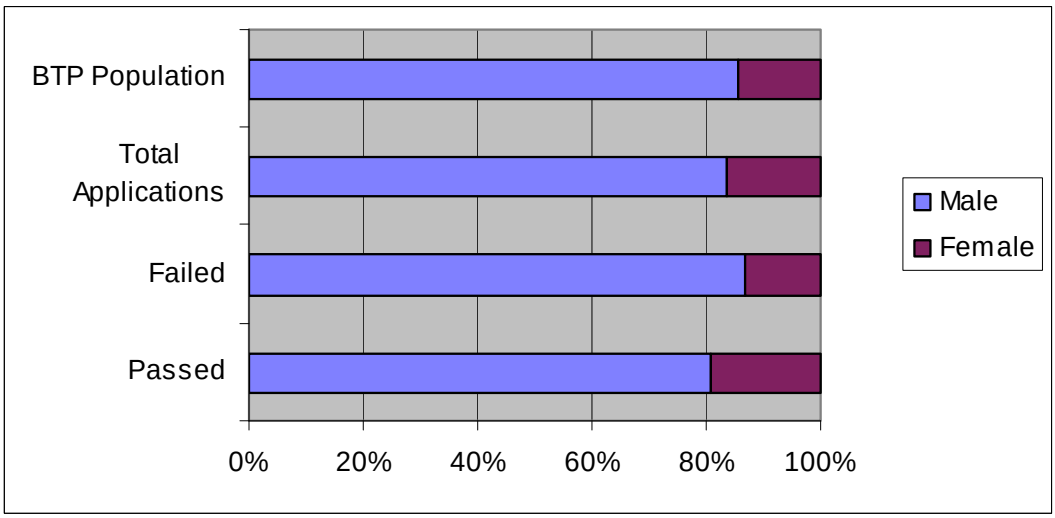
- No police officer who applied for, passed or failed the exam had declared that they were Disabled on self-service.

Promotion Exams by Ethnicity



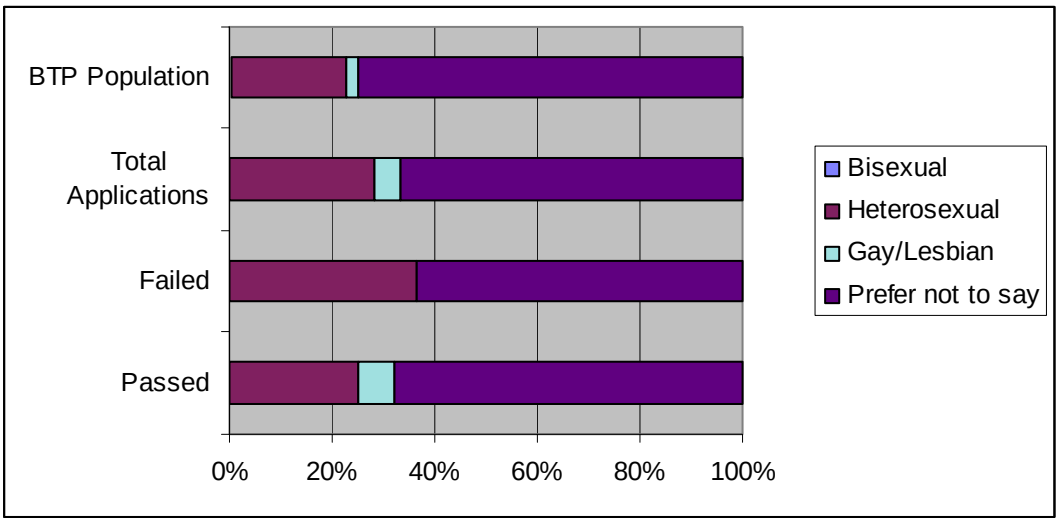
- The level of BME applications (8.8%) was higher than BTP population levels (6.6%); the level of White applications (88.6%) was slightly lower than the BTP population levels (88.9%)
- 7.1% of those who passed were BME.
- 9.9% of those who failed were BME.

Promotion Exams by Gender



- The level of Female applications (16.2%) was similar to the BTP population levels (16.0%).
- 19.4% of those who passed were Female.
- 13.2% of those who failed were Female.

Promotion Exams by Sexual Orientation



- No police officer who applied for, passed or failed OSPRE declared their sexual orientation as Bisexual on self-service.
- No Gay / Lesbian police officers failed an OSPRE exam.

Actual Promotions

Data samples in relation to actual police officer promotions were considered to be too small to be used in this report and could lead to identification of officers through a process of elimination.

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. Centralisation of the process within the HR Business Centre should ensure this is addressed for the 2010 – 2011 year.

Higher Grade Duties

Due to shortfalls in data held on the HR ORIGIN System in BTP it is not currently possible to monitor higher grade duties according to diversity strand. Centralisation of the process within the HR Business Centre should ensure this is addressed for 2010 - 2011.

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**	**Leavers**	**BTP**	**Leavers**	**BTP**	**Leavers**	**BTP**
Officer	9.9%	14.4%	29.8%	48.3%	55.7%	37.1%	4.6%	0.2%
Staff	28.6%	27.4%	38.5%	39.1%	23.9%	27.8%	8.9%	5.7%
PCSO	55.3%	54.8%	31.9%	29.2%	12.8%	15.5%	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.

Leavers by Disability

	Disability		No Disability		Prefer Not to Say	
	Leavers	**BTP Population**	**Leavers**	**BTP Population**	**Leavers**	**BTP Population**
Officers	3.6	3.0	9.4	19.9	87.0	77.0
Staff	3.8	3.3	24.0	29.0	72.1	67.7
PCSOs	2.1	3.7	27.1	25.9	70.8	70.4

- Levels of police officer (3.6%) and police staff (3.8%) Leavers declaring they are Disabled is higher than the BTP population for these groups (3.0% and 3.3%, respectively).
- Levels of police officer (9.4%) and police staff (24.0%) Leavers who state that they are Not Disabled is lower than the BTP population for these groups (19.9% and 29.0%, respectively).

Leavers by Ethnicity

	BME		White		Not Stated	
	Leavers	**BTP Population**	**Leavers**	**BTP Population**	**Leavers**	**BTP Population**
Officers	7.6%	6.6%	89.4%	88.9%	3.0%	4.5%
Staff	19.9%	18.9%	68.8%	72.5%	11.3%	8.5%
PCSOs	19.1%	19.3%	74.5%	73.5%	6.4%	7.1%

- The proportion of BME police officer (7.6%) Leavers is higher than the BTP BME police officer population levels (6.6%).
- The proportion of BME police staff (19.9%) Leavers is higher than the BTP BME police staff population levels (18.9%).
- The proportion of White PCSO (74.5%) Leavers is slightly higher than the BTP White PCSO population levels (73.5%).

Leavers by Gender

[redacted]	Male		Female	
	Leavers	BTP Population	Leavers	BTP Population
Officer	85.6%	84.0%	14.4%	16.0%
Staff	57.0%	45.6%	43.0%	54.4%
PCSO	74.5%	74.7%	25.5%	25.3%

- The proportion of Male police officer (85.6%) Leavers is higher than the BTP Male police officer population levels (84.0%).
- The proportion of Male police staff (57.0%) Leavers is higher than the BTP Male police staff population levels (45.6%).
- The proportion of Female PCSO (25.5%) Leavers is slightly higher than the BTP female PCSO population levels (25.3%).

Leavers by Sexual Orientation

[redacted]	Bisexual		Gay / Lesbian		Heterosexual		Prefer Not to Say	
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population
Officers	0.0	0.5	2.2	2.2	11.6	22.4	86.2	75.0
Staff	0.5	0.3	1.4	2.4	26.9	33.7	71.2	63.7
PCSOs	2.1	2.0	4.2	2.4	25.0	29.7	68.8	65.9

- The level of Gay / Lesbian PCSO Leavers (4.2%) is higher than the level of Gay / Lesbian PCSOs in BTP (2.4%).
- For all employee groups the level of Leavers preferring not to say is higher than the BTP population.

Training

Due to the nature and set-up of the HR ORIGIN System in BTP it is not currently possible to monitor training records according to diversity strand.
The current link between the Training Administration System and the HR ORIGIN System does not allow confidential monitoring according to diversity strand. To allow such monitoring to take place in the future a link would need to be created between the two systems.

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 (75) 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 75.
- The top 3 reasons for raising a grievance were:
    - Other
    - Discrimination
    - Bullying
- Female employees raised 36 (48.0%) cases which is disproportionate to female employee strength (27.5%).
- Employees from a BME background raised 16 (21.3%) cases which is disproportionate to BME employee strength (11.4%).

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

Employment Tribunals

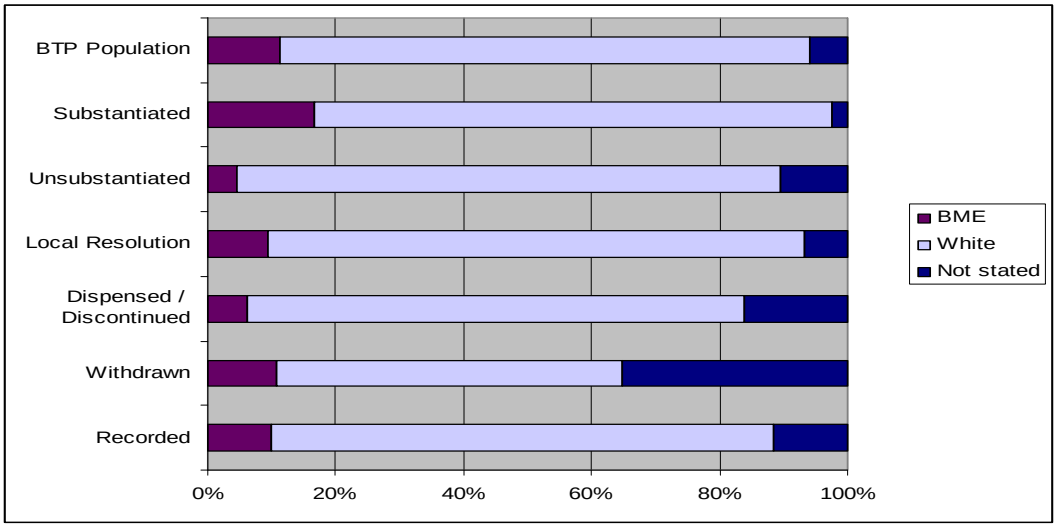
19 employment tribunal cases were submitted by BTP employees during 2009 - 2010. BTP considers this is too small a number to provide meaningful diversity analysis. BTP monitors employment tribunals on a monthly basis. They are also scrutinised by BTPA.

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.

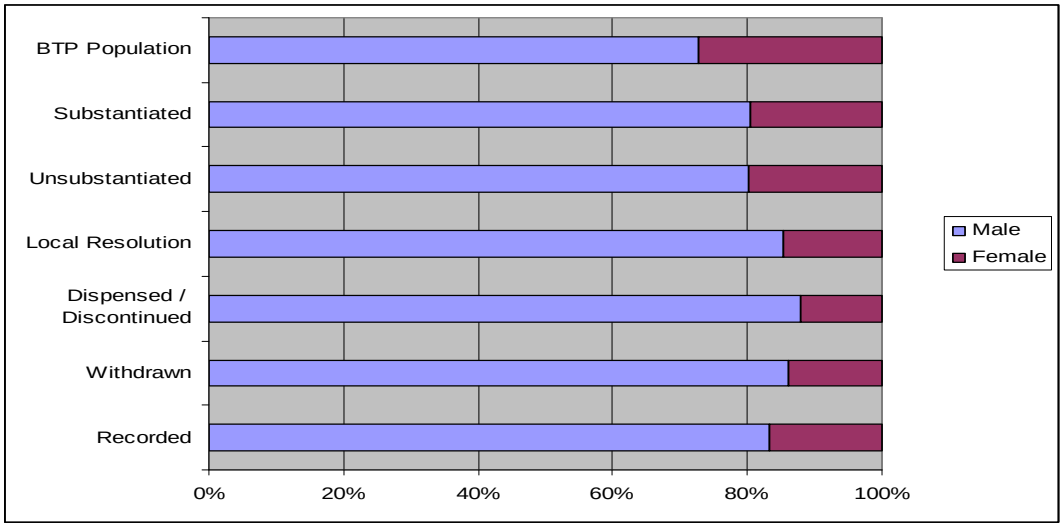
Complaints are subject to routine monitoring and analysis by the BTP Professional Standards Department. Complaints data is closely scrutinised by Chief Officers and the BTPA.

Public Complaints by Ethnicity



- BME levels of Substantiated Complaints (16.7%) are higher than BTP BME population levels (11.4%).
- The ethnicity of a high percentage (35.1%) of the subject of withdrawn 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

There is currently limited standardisation relating to the information held on the HR ORIGIN System, from the different Areas, pertaining to paternity, maternity and adoption leave and flexible working. It is not possible for BTP to accurately monitor this subject. However, HR in BTP has changed with all HR activity being transferred to a HR Business Centre, it is expected that this will result in significant improvements in data capture and accuracy

BRITISH TRANSPORT POLICE

Appendix B: 2009 – 2010 Diversity Expenditure

Details of the BTP Engagement and Diversity Team and employee support groups expenditure from 2009 – 2010.

June 2010

2009 – 2010 Expenditure

HR Engagement and Diversity

Account description	Expenditure for 2009 - 2010	Budget for 2009 - 2010
TRAINING-STAFF	£494.50	£0.02
TRAINING - DIVERSITY	£1,710.00	£33,849.95 [1]
TRAIN FARES	£1,155.53	£2,000.05
TEMPORARY STAFF	£10.75	
TELEPHONES - PRIVATE CIRCUITS		£749.97
TAXIS / BUS FARES	£228.05	
SUBS TO OUTSIDE BODIES	£14,571.55	£23,999.98
STATIONERY	£153.03	£249.99
SELF DEVELOPMENT - ALL STAFF	£9,027.15	
PROCUREMENT CARD HOLDING A/C	£750.00	
PRINTING	-£233.47	
POSTAGE		£999.96
IT SOFTWARE PURCH (NONCAP)		£749.97
IT HARDWARE PURCH (NONCAP)		£249.99
HOTEL ACCOMMODATION	-£5,272.83	£2,500.03
HIRE OF ROOMS (EXTERNAL)	£1,880.00	£2,000.05
HIRE OF CONSULTANTS	£7,618.74	£12,000.04
DATA CHARGES	£300.04	
CONFERENCE FEES	£4,462.73	£2,500.03
COMMS DATA	£180.05	
CLOTHING REPAIR /ALTER /CLEAN	£19.00	
CATERING COSTS	£2,000.58	£3,999.97
AIR FARES		£499.98
	£39,055.40	**£86,349.98**

[1] Includes the £27,000 support group central pot which support groups can bid for to fund specific projects / initiatives.

Mulitifaith Budget: (AMP and CPA)

Account description	Expenditure for 2009 - 2010	Budget for 2009 - 2010
TRAVEL & SUBSISTENCE		£489.97
TELEPHONE- MOBILES		£599.95
STATIONERY		£300.04
PUBLICITY		£499.98
PUBLICATIONS PURCHASE	£45.00	
POSTAGE	£150.00	
DATA CHARGES	£99.75	
CONFERENCE FEES	£250.00	£5,899.92
CATERING COSTS	£1,319.61	
	£1,864.36	**£7,789.86**

DESA

Account description	Expenditure for 2009 - 2010	Budget for 2009 - 2010
TRAVEL & SUBSISTENCE		£2,000.05
TRAIN FARES	£50.20	
TAXIS / BUS FARES	£14.91	
PUBLICITY		£499.98
PROCUREMENT CARD HOLDING A/C	£579.46	
PRINTING	£460.00	
CONFERENCE FEES	£572.40	
CATERING COSTS	£284.35	£3,499.99
	£1,961.32	**£6,000.02**

LINK

Account description	Expenditure for 2009 - 2010	Budget for 2009 - 2010
TRAVEL & SUBSISTENCE		£3,400.02
TRAINING - DIVERSITY	£1,166.45	
TRAIN FARES	£365.76	
STATIONERY	£25.00	
SELF DEVELOPMENT - ALL STAFF	£1,120.35	£2,500.03
PUBLICITY		£499.98
HOTEL ACCOMMODATION	£1,584.70	
CONFERENCE FEES	£759.00	£3,499.99
CEREMONIES	£108.00	
CATERING COSTS	£596.79	
	£5,726.05	**£9,900.02**

SAME

Account description	Expenditure for 2009 - 2010	Budget for 2009 - 2010
TRAINING-STAFF	£812.93	
TRAINING - DIVERSITY	£1,725.00	£2,500.00
SELF DEVELOPMENT - ALL STAFF	-£70.50	
CAR PARKING FEES	£12.00	
TRAIN FARES	-£62.23	
AIR FARES	£2,629.84	
HOTEL ACCOMMODATION	£3,226.58	
TRAVEL & SUBSISTENCE		£10,600.02
EQUIP PURCH NON POL (NONCAP)	£2,081.46	
TELEPHONE- MOBILES	£327.30	£1,200.03
COMMS DATA	£480.09	
DATA CHARGES	£504.01	
PRINTING	£450.38	
STATIONERY	£138.00	£1,799.98
PUBLICATIONS PURCHASE		£300.04
SUBS TO OUTSIDE BODIES	£503.52	
CONFERENCE FEES	£4,384.35	
PUBLICITY		£150.00
CATERING COSTS	£850.14	
PROCUREMENT CARD HOLDING A/C	-£2,163.16	
	£15,829.71	**£16,550.07**

WSF

Account description	Expenditure for 2009 - 2010	Budget for 2009 - 2010
TRAINING - DIVERSITY	£3,665.28	
TRAIN FARES	£58.30	
PUBLICITY		£499.98
PUBLICATIONS PURCHASE	£107.42	
HOTEL ACCOMMODATION	£5,495.44	
EQUIP PURCH NON POL (NONCAP)	£68.04	
CONFERENCE FEES	-£813.26	£8,200.01
CATERING COSTS		£199.94
AIR FARES	£687.70	
	£9,268.92	**£8,899.93**