BRITISH TRANSPORT POLICE

Agenda Item 12

REPORT TO:	**British Transport Police Authority**
DATE:	**8 July 2010**
SUBJECT:	**Strategic Diversity Update**
SPONSOR:	**HR Director, Linda Scott**
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1. PURPOSE OF PAPER

1.1 To update members in relation to strategic diversity activities (*as per meeting action ref: 16.2010 full Authority meeting dated 11 May 2010*).

1.2 This paper covers the developments within the diversity field and the plans going forward. It focuses on three strategic themes:

- Operational Delivery
- People & Culture
- Organisational Processes.

1.3 Note: accompanying this paper is the 2009-10 Annual Equality, Diversity & Human Rights Report which outlines major activities, achievements and lessons learned. Its focus is on internal diversity (in work and employment) at British Transport Police (BTP), the overall work of the Neighbourhood Policing Unit is reported separately.

2. EMBEDDING DIVERSITY

2.1 The last year has seen significant developments in BTP's approach to diversity. A closer connection has been made with operational performance and delivery - making a clearer link to diversity.

2.2 Targets

2.2.1 In 2009-10 all of the diversity related Policing Plan targets were achieved. Compared to 2008-09 BTP saw an increase in recruitment of female Officers from 14.2% to 21.1% and Black Minority Ethnic (BME) Officers from 9.6% to 14.9%.

2.2.2 Progression targets were also met for the first time with 9.4% of BME Officers promoted (compared to a target of 9%) and 14.1% female Officers promoted (compared to a target of 12%).

2.3 Engagement

2.3.1 In 2009 BTP took a bold approach and moved away from the traditional Staff Survey approach of engagement to a more targeted, intelligence-led approach in order to truly understand the issues that effect morale and performance.

2.3.2 Eight BME Discussion Sessions were held in November and December, hosted by the Deputy Chief Constable (DCC), to engage face-to-face with a broad cross section of employees. These sessions proved extremely useful as a barometer of organisational culture and highlighted some common themes.

2.3.3 Recommendations were set, following consultation, and now form part of the Equality, Diversity & Human Rights Action Plan.

2.3.4 Other engagement activities have ranged from exploring female sickness levels, BME retention levels and cultural awareness events throughout the year.

2.4 Strategy

2.4.1 In July 2008, the Home Office Policing Green Paper set out the way forward for further reform and outlined a range of proposals that focused on continuing to deliver improvements to policing.

2.4.2 This included a commitment to develop a joint Equality, Diversity & Human Rights Strategy for the police service.

2.4.3 The Strategy provides a national framework for improvement which will be assessed through the Equality Standard for the police service and assessed by Her Majesty's Inspectorate of Constabulary (HMIC).

2.4.4 BTP adopted the Equality, Diversity & Human Rights Strategy, when introduced in early 2010 (*ratified at Force Diversity Action Group on 16 February 2010*).

2.4.5 The Strategy will enable BTP to focus on results, setting out priorities for how BTP can improve its service which is fair and has respect for everyone.

2.4.6 It aims to build equality and human rights into everything BTP does and recognises the role of Police Authorities in making sure that BTP is answerable to its community.

2.5 The Equality Standard

2.5.1 The Equality Standard sets out 22 Units categorised under three strategic themes; Operational Delivery, People and Culture, Organisation Processes, which are measured through three activity stages, Baseline (B), Developing (D) to Effective Practice (E). Areas that are covered include; enhancing community engagement and responding to local concerns, eliminating disproportionality of impact and treating people with dignity and respect. The standards look to both the external communities and internally to the workforce.

2.5.2 BTP has built the Equality Standards into two Action Plans; Strategic Action Plan and Area Tactical Action Plans.

2.5.3 Of the 22 Equality Standards BTP is currently self-assessed as 'partially meeting baseline' for 13 standards and 'meeting baseline' for nine standards.

2.5.4 The National Policing Improvement Agency (NPIA) held their first Editorial Board meeting on 30th April where members stated that as BTP are adopting the Standard then they would welcome a representative from BTP to sit on the Board – recognising that it is a specialist Force.

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2.6 Internal Governance

2.6.1 A re-vamp of Area Diversity Action Groups has given Areas a new structure, aligned to the Equality, Diversity & Human Rights Strategy, with accountability for delivery and sharing of best practice through the Force Diversity Action Group.

2.7 Learning & Development

2.7.1 The Learning & Development Department is playing a key role in the design and development of our leaders for the future. BTP needs to focus significant effort on first line supervisors to enhance skills, clarify responsibilities, reinforce standards and develop strong leadership skills.

2.7.2 Key activities have included a bespoke leadership programme, mentoring scheme and a talent management programme. A specially tailored programme was created for BME employees (Step-Up) to help employees in terms of their career progression through coaching and development tools, whilst encouraging them to take control of their own progression.

2.8 Support Groups/Community Forums

2.8.1 Support Groups - BTP continue to fund, support and value the six Support Groups who have assisted with raising awareness through a range of activities and initiatives. These activities have ranged from employee engagement and consultation exercises to bespoke workshops and development programmes.

2.8.2 External Networks - Supported through BTP's network of Community Groups such as the National Independent Advisory (NIAG) Group and Independent Advisory Network (IAN), BTP seek advice and guidance around policy and practice. BTP are members of the National Public Facing Work Group and the Community Panel relating to Stop and Search.

2.8.3 At a local level, Areas are working with their communities to raise awareness of public encounter procedures. A London Area Youth Panel has been established which provides BTP with a valuable opportunity to develop engagement with young people.

This is of particular relevance since a focus for this year will be reducing the risk of death and serious injury and the use of weapons amongst young people. BTP will be engaging with the Youth Panel as part of a BTP strategy in tackling knife crime and gang violence.

2.9 Benchmarking

2.9.1 In 2009 BTP took part in the Stonewall Workplace Equality Index and proudly moved up 29 places from 66th to 39th position.

2.10 Event Planning

2.10.1 A number of new community issues have arisen during the past year. The increase in the number of English Defence League demonstrations has had an impact on the potential for community concern and disorder. BTP community members have been utilised for assistance and guidance in relation to these events and a best practice template and guidance document is available to support officers in conducting assessments.

2.10.2 Within the railway community incidents linked to deaths at level-crossings and the management of fatalities in general have been a focus. Community members have been invited to Fatality Management sessions. There has also been an increase in concerns around suicide within the community and BTP has an Suicide Prevention Working Group which involves the wider BTP community as well as key partners such as the Samaritans.

2.10.3 Throughout the year there has been a high incidence of reporting within the media of the Government's Prevent strategy, which is the community-focused strand of the overall counter-terrorism Contest Strategy. Concerns centre on mistrust in particular

within the Muslim community. BTP has held workshops about Prevent and a national Neighbourhood Policing Seminar in Regent's Park Central Mosque in March 2010 which provided opportunity for a presentation and discussion around the impact and key concerns. BTP have a signed an Information Sharing Protocol agreement with the Muslim Safety Forum, a body which represents over 100 Muslin organisations nationally, and are also standing members of the Muslim Safety Forum meetings.

3. STRATEGIC THEME – OPERATIONAL DELIVERY

3.1 The strategic theme - Operational Delivery is about delivering services that are easy to access and that respond to and meets the needs of all communities. It is fully linked to delivery of citizen focused policing and initiatives to improve local policing performance.

3.2 There are 11 Equality Standards for Operational Delivery. These were discussed and assessed at the Force Diversity Action Group in February 2010.

3.3 A summary of all activities, against the Standards, is shown at Appendix A. It is very pleasing to note the level of activity in Areas in relation to this strategic theme.

3.4 Of particular note is the work that London Underground has been involved with by further improving BTP's response to staff assaults by involving the specialist Workplace Violent Unit in diversity and community related events. Other good work includes that of London North, London Underground and Wales and Western Areas who have all been increasing activity targeted at children and young people to reduce offending, increase community confidence and tackle anti-social behaviour.

4. STRATEGIC THEME - PEOPLE & CULTURE

4.1 People & Culture is about building a working environment that is inclusive and that encourages all staff to develop and make progress.

4.2 There are six Equality Standards for People & Culture. These were discussed and assessed at Force Diversity Action Group in May 2010. The self-assessment has rated two Standards as 'meeting baseline' and four standards 'partially meeting baseline'.

4.3 A summary of all activities, against the Standards, is shown at Appendix B.

4.4 It is encouraging to note that Areas and Departments are holding regular Area Diversity Action Group Meetings, chaired by the Area Commander and Department Heads, in order to identify and address issues.

4.5 The 19 recommendations from the BME Discussion Sessions (held at the end of 2009) are being monitored through the Strategic Action Plan. Of particular note is the progress that has been made by the National Association of Muslim Police who have interviewed BME leavers in the past two years to establish their reasons for leaving. This work will assist with the 2010-11 BTP Representation Targets, where a greater focus is placed upon retention.

5. STRATEGIC THEME – ORGANISATIONAL PROCESSES

5.1 Organisational Processes is about building equality into the organisation's processes and how it manages performance.

5.2 There are five Equality Standards for Organisational Processes. Activity is currently being assessed for discussion and sharing of best practice at the Force Diversity Action Group in August 2010.

5.3 One of the key areas of activity has been the creation of a new procurement procedure which comprises of a range of pre-qualifying questions to ensure that suppliers are not a risk to BTP's reputation. The new procedure will be published in September 2010.

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6. FUTURE PLANS

6.1 Governance/Audit

6.1.1 The National Police Improvements Agency (NPIA) Lead Advisor for Equality Diversity and Human Rights (Corporate and Public Affairs Directorate) is visiting BTP in July to conduct an informal independent assessment of BTP's Diversity, Equality & Human Rights Action Plans.

6.2 Trust & Confidence Strategy

6.2.1 The DCC is leading on the Trust & Confidence Strategy which covers:

- Internal Communications – to develop a plan to improve internal communications
- Behavioural Standards – to clearly define the standards that BTP expect of its staff
- Reward & Recognition – a structured approach to ensure that the contribution of staff is recognised.

6.3 Engagement

6.3.1 The Chief Constable (CC) has commenced a programme of 'meet the Chief' sessions across BTP for Police Staff to discuss any issues of concern.

6.4 Support Groups

6.4.1 BTP Support Groups have set their objectives for 2010-11. Activities include the Women's Support Forum's (WSF) continuation of the 'Career after Children' and 'Realising Senior Women in Police Staff' Projects. Support Association for Minority Ethnic staff (SAME) will be concentrating on progression and encouraging their members to attend the NPIA BME Positive Action Leadership Programme. LINK will be celebrating their 5th anniversary with a conference in November 2010 which will showcase the 'Masks' theatre workshop. Disability Equality Support Association (DESA) will be working towards an enhanced support service which aims to build greater trust and confidence amongst disabled staff. The Association of Muslim Police (AMP) will be participating in a range of community engagement initiatives promoting BTP and the Christian Police Association (CPA) will be launching the 'Coact' Strategy which drives

forward partnership working through community-led initiatives such as 'Redeeming our Communities'.

6.5 Workforce Representation

6.5.1 For 2010-11 two targets have been set based on the organisational position as at 31 March 2010. Those are to increase female officer representation, from 16%, and to at least maintain BME officer representation at 6.6%. Progress towards these targets is monitored through HR Senior Management Team (HR SMT), but also specifically through the Achieving Policing Plan Targets (APPT) group. As well as current representation levels, APPT monitors the make-up of recruits and leavers. During 2009-10 BTP recruited 24 new female and 17 new BME Officers. At the same time 21 female and 10 BME Officers left the organisation.

6.5.2 114 new Officers were recruited in 2009-10. Current plans for 2010-11 indicate 124 new Officers will be required. To maintain representation at least 9 of these new Officers need to be BME and 20 female. Of the 48 new Officers recruited to July this year, 3 (6.25%) have been BME and 8 (16.7%) have been female.

6.5.3 138 Officers left BTP in 2009-10. Although overall turnover for BTP Officers may be falling, presuming a similar level of employees exit in 2010/11 BME leavers cannot exceed 9 Officers and female leavers cannot exceed 22 Officers, if current representation levels are to be maintained. Of the 16 Officer leavers so far this year one was BME (6.25%) and three were female (18.8%).

6.5.4 Through Achieving Policing Plan Target (APPT), the Recruitment Team is aware of the intake levels they have to maintain. Turnover data is now also included in monthly HR performance monitoring with leavers data subject to scrutiny by both HR SMT and (APPT). Research from several strands is now helping to inform a retention strategy and trigger thresholds have been identified within management information reporting.

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7. RECOMENDATIONS

7.1 For Members to note this paper.

7.2 As per the action from 11 March 2010 BTPA meeting (reference 16/2010) consideration to be given as to where diversity reporting and monitoring should sit in the future in light of the new BTPA meetings structure.

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APPENDIX A

ASSESSMENT OF BEST PRACTICE BASELINE ACTIVITY

OPERATIONAL DELIVERY

Ref	Equality Standard	Baseline Activity	Best Practice
OD1	Knowing about individuals and communities to support delivery according to need.	Working with partners, the Area regularly updates the profiling of diverse individuals and communities to understand their experiences and differing needs.	▪ AIB and community definition/profiling ▪ Pact profiles and meetings ▪ NIAG / IAN / Community Forum engagement ▪ KIN Database ▪ Minority press visibility
OD2	Understanding impacts of disproportionality in encounters with the public.	The Area ensures that the workforce has a practical understanding of disproportionality and the impact this can have on interactions with the public.	▪ Community Centre visits ▪ Area Diversity Trainers in place ▪ EIA and CIA awareness training for NPT/CID
OD3	Understanding impacts of diversity on satisfaction levels.	The Area ensures that the workforce understands how levels of satisfaction can differ according to the perceptions and needs of diverse individuals and communities.	▪ KINs invited to ADAGs ▪ TOC satisfaction survey ▪ Diversity training update
OD4	Understanding diversity in quality of life issues to improve services.	Those on the Area who engage with the public demonstrate an understanding of diverse individuals' and communities' perceptions of 'quality of life' issues and are able to use this knowledge to help them deliver their roles effectively	▪ PACT and passenger engagement ▪ Hate crime workshops with local groups and HO forces liaison in place ▪ TNA and skills audit for all employees ▪ Skills assigned according to community profile ▪ Special Constables aligned to communities

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OD5	Identifying factors for vulnerability.	Work with partners identifies the factors that can create vulnerability for diverse individuals and communities, and action is taken to protect those people from harm	▪ Community engagement and work with third parties ▪ Hate crime workshops ▪ Problem profiles and action plans ▪ Passenger surgeries ▪ Workplace Violence Unit to attend diversity related events ▪ School Liaison Officer training
OD6	Understanding impacts of disproportionality in policing aspects of the Criminal Justice System.	The Area can demonstrate that it recognises heightened risks of disproportionality within arrest, custody, bailing and disposal, and has actions plans in place to tackle them.	▪ Custody SOP and actions complies with PACE ▪ Adult/Lay visitor scheme in place ▪ SLA with HO forces ▪ Stop and Search working groups ▪ ADAGs consulted on custody developments
OD7	Improving services to diverse victims and witnesses.	The Area applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses	▪ Hate crime process audited on Area ▪ Quality of Service champion in place ▪ Critical Incident training for all officers ▪ Pier Plans ▪ Witness feedback process ▪ Family Liaison Officers trained to appropriate level
OD8	Understanding impacts of serious crimes and organised crime on diverse individuals and communities.	The Area ensures that the workforce understands how serious crimes and organised crime affect diverse individuals and communities.	▪ PPU and Hate Crime initiatives (VISOR) ▪ Links with HO forces for serious crimes reinforced ▪ Co-operation with CPS, Offender Management process in place, Vulnerable Persons desk also in place ▪ Honour Crime workshops where appropriate
OD9	Understanding impacts of terrorism and domestic extremism on diverse individuals and communities.	The Area ensures that the workforce understands how Terrorism, Domestic Extremism and Sectarianism affects diverse individuals and communities.	▪ Richer Picture briefings to all employees ▪ Specific Operations: GRIFFIN, ARGOS, Prevent, Contest, Pegasus ▪ Quarterly briefings on terror alerts ▪ Community profiles and Problem Solving Plans (PSP)

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OD10	Engaging effectively with children and young people.	Informed by community profiles, The Area ensures that those in the workforce having direct contact with diverse children/young people have the skills to engage them.	▪ ADAG community facing activities – school visits ▪ School Liaison Officers trained (Red Card Programme) ▪ Youth specific PACTs
OD11	Targeted activity with children and young people.	Analysis of groups of children/young people who may be at risk of becoming offenders and victims of crime informs planning and activity	▪ Local council demographic produced to drive relevant campaigns ▪ Engagement with youth offender teams and probation services ▪ Problem profiles and Area response plans ▪ YOT workshops ▪ AIB young victims/offenders profiling ▪ BTP Youth Board

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APPENDIX B

ASSESSMENT OF BEST PRACTICE BASELINE ACTIVITY

PEOPLE & CULTURE

Ref	Equality Standard	Baseline Activity	Best Practice
PC12	Leaders setting a vision on equality, diversity & human rights.	Senior leaders communicate a vision which promotes equality and human rights, values diversity and prioritises the elimination of discrimination and exclusionary behaviours.	▪ The Area (W&W) Diversity pages on the intranet have been refreshed and updated with ADAG minutes, a news bulletin board and links to more information ▪ Briefing note being developed (W&W) to send to all employees to explain how the EDHR action plan will affect them ▪ Attended 'Unzip the Silence' LGBT event, launched in Birmingham City Centre. Third Party Hate Crime Recording Initiative launched. ▪ Regular engagement with local universities (NW), e.g. CI's attending as speakers to engage with community ▪ Area Commander (NW), supported by HR Business Partner and Media and Marketing, sending a personalised letter to all employees emphasising expectations in respect of standards of behaviour.
PC13	The entire workforce promoting equality, diversity and human rights.	The organisation ensures its workforce (including contracted, voluntary and temporary staff) promotes equality and human rights, values diversity and addresses discrimination.	▪ Development sessions and mock boards held to support officers ▪ Lessons learnt are picked up and actioned by the Area Trainer (NW)

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PC14	Retaining under-represented groups in the workforce.	The organisation engages with under-represented people in the workforce to identify and analyse barriers and specific experiences in relation to retention and progression.	▪ Career action plans in place, linked to PDR process (LN) ▪ Each Sector ADAG rep is aligned with a support group. ▪ CID open day to dispel myths and encourage interest in CID as a career path (LS) ▪ Review of take up of exit interviews; encouraging all female and BME leavers (LS) ▪ Provide development opportunities (e.g. shadowing for employees from under-represented groups).(LU) ▪ Application Form and Interview Workshops held in January 2010
PC15	Responding to stretching and ambitious equality employment targets.	The organisation supports its police authority to set stretching targets in consultation with local communities and the workforce.	▪ Work undertaken with the Windsor Fellowship to recruit interns and potential SPC's; a number of candidates now in place (LU). ▪ Area workforce plans in place to ensure maximum opportunity to diversify the workforce. 16 new recruits at the end of January 2010, which increased BME and female representation
PC16	Treating the workforce with equality and respect.	The organisation ensures that its workforce is treated and rewarded with equality, fairness and respect.	▪ 2009 Achievement Awards ceremony to reward effective working and engagement for all employees (LU) ▪ Performance and Recognition Panel sits bi-monthly, reviews all accounts of exceptional performance, offering financial and non-financial rewards (NW) ▪ HR Business Partner tasked to run 'fairness test' on issue of Bonus Payments and SSP.

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PC17	Embedding equality in the procurement and issue of clothing/equipment .	The organisation identifies equality and diversity considerations relating to clothing and equipment in partnership with others.	▪ Any clothing / equipment issues raised to ADAG will report concerns into the Central Clothing Committee.