



REPORT TO: BTPA Performance Review Group (PRG)
DATE: 19 October 2011
SUBJECT: Equality, Diversity and Human Rights Operational Delivery Update
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1. PURPOSE OF PAPER

- 1.1 To provide the BTPA Performance Review Group (PRG) with an update on strategic equality, diversity and human rights (EDHR) activity, with a particular focus on the Operational Delivery aspect of the strategic EDHR action plan.
- 1.2 The paper provides PRG with an update on activities relating to the streamlining/policing plan alignment processes. It also includes an update on the development and implementation of activities that fall under the Operational Delivery units of the Equality Standard.

2. BACKGROUND TO EDHR ACTION PLANS

- 2.1 The EDHR Action Plans were created as part of BTP's response to the National Police Improvement Agency (NPIA) Equality Standard for the Police Service. BTP embraced the introduction of the Equality Standard and used it to inform the development of a new EDHR action planning process. This resulted in BTP having one strategic level action plan (for FHQ functions) and seven tactical action plans (one for each BTP Area). Each detailed planned equality, diversity and human rights activities that were cross referenced against one of the 22 Equality Standards.
- 2.2 The governance mechanism for the original EDHR action plans was undertaken using Force and Area Diversity Action Groups (DAGs); with Area DAGs providing the first line governance for Area Tactical Plans and Force DAG holding overall governance for all of the action plans.



2.3 Following advice from the NPIA, BTP decided that the existing plans were unwieldy and that work needed to be undertaken to refine them. A cross referencing exercise was undertaken that looked at both the Equality Standards and BTP's strategic objectives. As a result, a set of priority standards that had been aligned to BTP's objectives were selected and agreed through Force DAG. A table outlining the chosen standards and how they align to BTP's wider objectives can be found at Appendix A.

2.4 Action was taken to streamline the existing BTP action plans and align activities to assist with enhancing national and local policing plan performance.

3. STREAMLINING & POLICING PLAN ALIGNMENT

3.1 Following the agreement of priority Equality Standards for BTP, work has been undertaken to refine and streamline both the strategic and tactical action plans. This alignment has allowed FHQ Departments and Areas to select and concentrate their activities on the Equality Standards that have most impact on their day-to-day business.

4. STRATEGIC UPDATE: OPERATIONAL DELIVERY

4.1 The Operational Delivery element of the strategic EDHR action plan has been aligned to three of BTP's Strategic Plan objectives. Each objective has been linked to two of the Equality Standard units. The Operational Delivery objectives are as follows:

- Helping to keep the railway transport systems running.
- Helping to make the railway safer and more secure.
- Promoting confidence in the use of the railway.

4.2 FHQ Departments and Areas are working through a process of identifying how their key priorities fit into the overall objectives and subsequent Equality Standards. They are identifying activities that aim to both assist BTP in meeting the Equality Standards and enhance overall policing plan performance. Key themes of activities that have been identified in the strategic plan to date are outlined below:

- **Unit 1: Knowing about individuals and communities to support delivery according to need.**



A number of activities are being undertaken in relation to the protection of 'vulnerable people'. These include developing a standardised baseline approach to the management of 'vulnerable people' and reviewing the PIER Plan process to determine its success level and further develop its use.

- **Unit 3: Understanding impacts of diversity on satisfaction levels.**

Activities remain in place to utilise the User Satisfaction Survey, National Passenger Survey and Rail Staff Survey to identify and inform the organisation of any disproportionality in satisfaction levels.

- **Unit 5: Identifying factors for vulnerability.**

A number of actions have been identified that look at issues relating to repeat and vulnerable victims. These include the review of control room and contact centre repeat victim processes, and the incorporation of HMIC recommendations into BTP's response to repeat victims. Activities are also being undertaken that look at accessibility to services for disabled people, the recognition of disability as a factor in harassment, ASB and serious crime and working with third sector organisations to better understand and prevent suicides.

- **Unit 8: Understanding impacts of serious crimes and organised crimes on diverse individuals and communities.**

A number of activities have been identified; these are concentrated around the review policies, processes and SOPs. These reviews will aim to ensure that processes/policies/SOPs are fit for purpose, identify areas for development that will improve BTP's ability to protect and serve 'vulnerable people' and ensure the effective investigation of serious/major crime.

- **Unit 10: Engaging effectively with children and young people.**

A project is being delivered with Network Rail, which will work with identified schools to deter children from undertaking route crime. Initially launched in Scotland, this work is now being rolled out on a national basis.



5. FUTURE EDHR ACTION PLAN GOVERNANCE

- 5.1 It is anticipated that EDHR action plan monitoring and governance will continue to fall within the remit of the BTP DAGs (Force and Area). However, a review is being undertaken of Force DAG, with proposals for a new structure and terms of reference currently undergoing consultation.
- 5.2 It is anticipated that in the new structure there will be a greater emphasis on horizon scanning, lessons learned, and the incorporation of best practice. These items are often seen as key elements to the success of any organisations EDHR activity. It is hoped that the new structure will provide an avenue that allows the learning from these factors to be fed into both the strategic and tactical action plans.



APPENDIX A: BTP STRATEGIC PLAN AND EQUALITY STANDARD ALLIGNMENT MATRIX

Operational Delivery		
Strategic Plan Objective	Equality Standard Unit	Strategic Plan Tasks and Examples of Aligned Activities
Objective 1: Helping to keep the railway transport systems running	Unit 1: Knowing about individuals and communities to support delivery according to need.	<p>Develop a Disruption Reduction Strategy: Utilising community intelligence / mapping information to inform strategy Undertake engagement and consultation activities with partners (e.g. independent advisory groups).</p> <p>Risk based approach to map BTPs resources to demand: Undertake engagement and consultation activities with partners (e.g. independent advisory groups) Maximise the use of effective Community Impact Assessments.</p> <p>Protect vulnerable people: Undertake activities to maximise the use PIER Plans Undertake activities with partners to increase the effectiveness of PIER Plans.</p>
	Unit 10: Engaging effectively with children and young people.	<p>Develop a Disruption Reduction Strategy: Gathering specific intelligence/information (e.g. youth crime surveys) and using this to inform strategy development and tasking processes Directly engaging and consulting with a new/existing Youth Independent Advisory Group.</p> <p>Delivery of enforcement and education programmes:</p>



		<p>Designing and/or delivering education activities (e.g. Arc interactive theatre performance)</p> <p>Designing and/or delivering safety campaigns to youth community projects.</p>
Objective 2: Helping to make the railway safer and more secure.	Unit 5: Identifying factors for vulnerability.	<p>Joint partnership Anti-Social Behaviour Strategy:</p> <p>Using existing partner engagement/consultation to inform strategy development</p> <p>Expanding existing partner engagement/consultation to ensure that they are representative of the community.</p> <p>Optimise shift patterns to maximise resources deploying them at times when passengers and staff feel most vulnerable:</p> <p>Using existing partner engagement/consultation to assist in identifying gaps in service delivery relating to vulnerability</p> <p>Effectively using Community Impact Assessments to inform operational requirements</p>
	Unit 9 Understanding impacts of terrorism and domestic extremism on diverse individuals and communities.	<p>Collaborative working arrangements with other police forces and agencies:</p> <p>Creating effective avenues/relationships that will enable the sharing of best practice and lessons learned across police forces and agencies</p> <p>Establishing processes that allow best practice / lessons learned to be built into training programmes / briefing system.</p> <p>Using existing partner engagement/consultation to inform BTP around issues relating to terrorism and domestic extremism and assist in identifying potential solutions.</p>



Objective 4: Promoting confidence in the use of the railway.	Unit 3: Understanding impacts of diversity on satisfaction levels.	<p>Develop the use of BTP and partner data to look beyond the National Passenger Survey: Identifying and utilising alternative avenues of intelligence relating to satisfaction levels</p> <p>Maintain our ongoing commitment to policing styles that support engagement with our passenger communities: Using existing partner engagement/consultation routes to establish satisfaction relating to current engagement activities Utilise satisfaction feedback to design/implement activities to enhance existing engagement.</p>
	Unit 8: Understanding impacts of serious crimes and organised crimes on diverse individuals and communities.	<p>In partnership with train operators, security services and other relevant stakeholders, develop a joint deployment strategy to maximise visibility: Creating avenues to allow the 'partnership' to utilise existing BTP partner engagement/consultation to inform strategy development and tasking processes</p> <p>Review organisational structures and policing style to ensure they focus resources on stakeholder priorities: Creating lessons learned / best practice feedback processes that inform reviews and tasking processes Effectively using Community Impact Assessments to inform operational requirements.</p> <p>Provide [partners'] advice on designing out crime and reducing fear of crime: Using information provided by existing partner engagement/consultation to enhance and tailor advice provided.</p>
<p>Although, BTP's primary focus will be on the above Units, it is also anticipated that work will continue to be undertaken on Unit 2 (Understanding impacts of disproportionality in encounters with the public) as part of BTP's day-to-day core business.</p>		



People and Culture		
Strategic Plan Objective	Equality Standard Unit	Examples of Aligned Activities
Objective 3: Deliver value for money through continuous improvement.	Unit 14: Retaining under-represented groups in the workforce.	<p>Reduce non-staff spend levels as a percentage of staff spend: Undertaking equality impact assessments when making decisions relating efficiency savings Widening consultation avenues around efficiency savings.</p> <p>Further reduce sickness absence: Design and implement interventions designed to improve long term sickness return to work rates Utilise early occupational health interventions to assist in the attendance management process.</p> <p>Optimise BTPs temporary, contract and consultancy employee levels: Undertake activities to understand why employees leave BTP and use the information to identify and implement interventions, therefore reducing the need to use alternative staffing Implementing measures to understand, utilise and enhance existing employee skills to the benefit of the organisation.</p>
<p>Although, BTP's primary focus will be on the above Unit, it is also anticipated that work will continue to be undertaken on Unit 12 (Leaders setting a vision on equality, diversity and human rights) and Unit 15 (Responding to stretching and ambitious equality employment targets) as part of BTP's day-to-day core business.</p>		



Organisational Processes		
Strategic Plan Objective	Equality Standard Unit	Examples of Aligned Activities
Objective 3: Deliver value for money through continuous improvement.	Unit 19: Identifying and evaluating equality activity across the organisation and its services. (to be led by FHQ HR)	<p>Deliver BTP's Futures Programme:</p> <p>Review and refine the BTP Equality Impact Assessment/Analysis Process ensuring that it</p> <ul style="list-style-type: none"> - Remains legally compliant - Supports operational delivery and business change - Is simple and user friendly.