



REPORT TO: BTPA Performance Review Group (PRG)
DATE: 5 May 2011
SUBJECT: Equality, Diversity and Human Rights Action Plan Update:
Streamlining Action Plans and Refining Governance
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1. PURPOSE OF PAPER

- 1.1 To provide the Performance Review Group (PRG) with an overview of strategic equality, diversity and human rights (EDHR) activity, with a particular focus on the theme of Organisational Processes.
- 1.2 The paper provides PRG with an update on activities relating to the implementation, monitoring and governance of the EDHR action plans designed to ensure the plans have a positive impact upon the delivery of British Transport Police's (BTP) Strategic and Policing Plans.

2. BACKGROUND TO EDHR ACTION PLANS

- 2.1 The BTP EDHR Action Plans were created as part of BTP's response to the Association of Chief Police Officers (ACPO), Association of Police Authorities (APA) and Home Office EDHR Strategy for the Police Service and the National Police Improvement Agency (NPIA) Equality Standard for the Police Service.
- 2.3 BTP embraced the introduction of the Strategy and the Standard using them to inform the development of a new action planning process that was designed to focus BTP's EDHR delivery around the 22 standards. BTP has 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.
- 2.4 Area Diversity Action Groups (DAGs) currently provide the first line governing body for Area tactical Plans, with Force DAG holding overall governance of the action plans and monitoring delivery. Quarterly action plan updates are provided to the Engagement and



Diversity Team and Neighbourhood Policing and Partnership Unit (NPPU). These are used to assess progress against the standards, identify examples of best practice and provide updates to Force DAG.

3. STRATEGIC AND POLICING PLAN ALIGNMENT

3.1 Prioritising the Equality Standards

3.1.1 Analysis has been undertaken, by the Engagement and Diversity (E&D) and Neighbourhood Policing Partnership Units (NPPU), of the 22 Equality Standards to identify those that can be used most effectively in the achievement of the BTP Strategic Plan Objectives. This has resulted in eight Standards being chosen as the key focus of the BTP Strategic EDHR Action Plan. This includes:

- Six Operational Delivery
- One People and Culture
- One Organisational Development.

3.1.2 The key Standards and how they have been aligned to the BTP Strategic Plan is outlined in the matrix (Appendix A).

3.1.2 The next stage in the alignment process will involve Areas cross referencing the chosen Standards against their local policing plans. They will then select the Operational Delivery Standards that will be the focus of their tactical action plans for the forthcoming year. All Areas will also be required to include Standard 14: Retaining under-represented groups in the workforce.

3.2 Streamlining the Action Plans

3.2.1 Following the establishment of the BTP Equality Standards, activities need to be undertaken to streamline both the strategic and tactical action plans. This work will refine the focus of the plans to ensure that they are linked to activities that will assist in the achievement of the BTP Strategic/Policing Plan Targets. A number of activities will be undertaken as part of the streamlining process; these will differ according to Area/Department and will include some of the following activities:



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- Publication of the Standards: The chosen Standards will be published in a matrix (format similar to that outlined in Appendix A).
 - Publication guidance information: The chosen Standards will be published with accompanying guidance materials to assist Areas/Departments/employees in action planning/activity setting.
 - Area / Department workshops/briefings: Areas/Departments will be offered the opportunity to have a workshop and/or briefing with E&D and NPPU to assist them in streamlining their plans. These events will:
 - Undertake Gap Analysis
 - Establish Goals
 - Define Activities / Actions
 - Measure Success
 - Share and Build Upon Lessons Learned/Best Practice

3.2.2 This approach to EDHR activity in BTP will see the organisation take a big step forward in terms of embedding activities and responsibility throughout the whole organisation. Following this streamlining process it is anticipated that BTP will have a set of focused and manageable action plans that will assist the organisation in the delivery of both its strategic plan objectives and its national/local policing targets.

4. FUTURE EDHR ACTION PLAN GOVERNANCE

4.1 Diversity Action Groups

4.1.1 EDHR monitoring and governance will continue to fall within the remit of the BTP DAGs (Force and Area). However, the structure and terms of reference of these meetings are being reviewed to ensure that they support the delivery of the EDHR action plans, the achievement of the BTP Strategic/Policing Plan Targets and the continued legislative compliance of the organisation.

4.2 Horizon Scanning

4.2.1 Comprehensive horizon scanning is a key element to the success of any organisations EDHR activity. To ensure continued improvement, it is also essential that this scanning not only includes legislation, but also takes into account up to date EDHR research, reports and recommendations from across all sectors.



4.2.2 It is anticipated that the new Force DAG structure will provide an avenue that allows horizon scanning activity to be fed into Area DAGs and EDHR action plans. The quarterly review of the strategic and tactical plans by owners will allow plans to be amended/updated to reflect any key results of this horizon scanning activity.

4.3 EDHR Monitoring and Analysis

4.3.1 Although the Equality Act (2010) specific duties are yet to be decided, it is anticipated that the new duties will continue to have a focus around EDHR monitoring activities. It is also anticipated that these monitoring requirements will be extended from looking only at workforce population data, to looking at data relating to service delivery. EDHR governance and the new DAG structure will be set up in a way that will ensure EDHR monitoring requirements are met and that the results can be used to inform the review and amendment of 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</p> <ul style="list-style-type: none"> Utilising community intelligence / mapping information to inform strategy. Undertake engagement and consultation activities with partners (e.g. independent advisory groups). <p>Risk based approach to map BTPs resources to demand</p> <ul style="list-style-type: none"> Undertake engagement and consultation activities with partners (e.g. independent advisory groups). Maximise the use of effective Community Impact Assessments. <p>Protect vulnerable people</p> <ul style="list-style-type: none"> Undertake activities to maximise the use PIER Plans. Undertake activities with partners to increase the effectiveness of PIER Plans.
	Unit 10: Engaging effectively with children and young	<p>Develop a Disruption Reduction Strategy</p> <ul style="list-style-type: none"> Gathering specific intelligence/information (e.g. youth crime surveys) and using this to inform strategy development and tasking processes.



	people.	<ul style="list-style-type: none"> • Directly engaging and consulting with a new/existing Youth Independent Advisory Group. <p>Delivery of enforcement and education programmes</p> <ul style="list-style-type: none"> • Designing and/or delivering education activities (e.g. Arc interactive theatre performance). • Designing and/or delivering safety campaigns to youth community projects.
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> <ul style="list-style-type: none"> • Using existing partner engagement/consultation to inform strategy development. • Expanding existing partner engagement/consultation to ensure that they are representative of the community. <p>Optimise shift patterns to maximise resources deploying them at times when passengers and staff feel most vulnerable</p> <ul style="list-style-type: none"> • Using existing partner engagement/consultation to assist in identifying gaps in service delivery relating to vulnerability • Effectively using Community Impact Assessments to inform operational requirements.
	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> <ul style="list-style-type: none"> • Creating effective avenues/relationships that will enable the sharing of best practice and lessons learned across police forces and agencies. • Establishing processes that allow best practice / lessons learned to be built into training programmes / briefing systems. • Using existing partner engagement/consultation to inform BTP around issues relating to terrorism and domestic extremism and assist in identifying potential solutions.



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</p> <ul style="list-style-type: none"> Identifying and utilising alternative avenues of intelligence relating to satisfaction levels <p>Maintain our ongoing commitment to policing styles that support engagement with our passenger communities</p> <ul style="list-style-type: none"> 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
	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</p> <ul style="list-style-type: none"> Creating avenues to allow the 'partnership' to utilise existing BTP partner engagement/consultation to inform strategy development and tasking processes. <p>Review organisational structures and policing style to ensure they focus resources on stakeholder priorities</p> <ul style="list-style-type: none"> Creating lessons learned / best practice feedback processes that inform reviews and tasking processes. Effectively using Community Impact Assessments to inform operational requirements. <p>Provide [partners'] advice on designing out crime and reducing fear of crime</p> <ul style="list-style-type: none"> Using information provided by existing partner engagement/consultation to enhance and tailor advice provided.
<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		
Policing 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:</p> <ul style="list-style-type: none"> • Undertaking equality impact assessments when making decisions relating efficiency savings. • Widening consultation avenues around efficiency savings. <p>Further reduce sickness absence:</p> <ul style="list-style-type: none"> • 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>Optimise BTPs temporary, contract and consultancy employee levels:</p> <ul style="list-style-type: none"> • 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>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		
Policing 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)	Deliver BTP's Futures Programme: <ul style="list-style-type: none">• Review and refine the BTP Equality Impact Assessment/Analysis Process ensuring that it:<ul style="list-style-type: none">- Remains legally compliant- Supports operational delivery and business change- Is simple and user friendly