



BRITISH
TRANSPORT
POLICE

Embracing Diversity and Inclusion: Annual Report 2014/15

Part 1

Delivering passenger
and staff confidence



FOREWORD

Diversity and Inclusion is a key focus for BTP. 2014/2015 saw significant progress in embedding the training, processes and culture that make Diversity and Inclusion instinctive.

In April 2014, BTP launched the Make the Difference Transformation programme. This built on the Strategic Plan¹ and reshaped how we would deliver policy to meet the elements of the rail network. Underpinned by the new ways of working and new technology, it is rooted on people and their culture, skills and leadership. Inclusivity is central to that approach.

We took steps to ensure that we fostered an organisational structure that would support the delivery of Diversity & Inclusion activities, and that training and access to subject matter experts was available to all of our police officers, staff and volunteers. The Policy & Engagement Team continue to act as BTP's central point and advisory function for Diversity & Inclusion activities and the leadership for it remains within the remit of the Head of Policy & Engagement.

We know that in order to achieve our ambitious goals², we must be innovative and progressive in our approach. We also know that our ability to be flexible and to respond to the needs of our communities will directly affect our ability to provide policing services that meet the needs of all passengers and people who use or work on the railway.

We want people to be confident that we will always treat them fairly and with respect. By setting out our Diversity & Inclusion promise to our communities clearly, we hope to achieve our overall aims of giving people more confidence in our ability to keep them safe. This promise is naturally extended to our own employees (our 'internal communities') as we aim to build a reputation of being an employer of choice within the policing sector.

You will see from the achievements recorded in this report that Diversity and Inclusion remains an integral part of our core business and is fundamental to policing the railways in the 21st Century.

Paul Crowther, Chief Constable

¹ <http://www.btp.police.uk/pdf/BTPAstrategicplan2013.pdf>

² <http://www.btp.police.uk/pdf/BTP%20Equality%20Diversity%20Gold%20Strategy%20and%20Objectives%202014-19.pdf>

The BTP Business Case for Diversity & Inclusion

British Transport Police (BTP) is committed to embedding Diversity & Inclusion responsibilities throughout the organisation; aligning our activities to operational objectives and targets as well as ensuring they assist us in meeting our business demands.

We are committed to providing policing services that meet the needs of all passengers and people who use or work on the railways. We want people to be confident that we will always treat them fairly and with respect. Delivering against this promise is critical to our strategic aim of giving people more confidence in our ability to keep them safe. This is not something that is additional to our core business: it is fundamental to policing the railways in the 21st Century.

2014 – 2015 has seen a continuation of BTP's commitment to Diversity & Inclusion, both as a service provider and employer, through the development of our Gold Strategy & Objectives. The Strategy details how BTP will go beyond our legislative responsibilities [contained within the Public Sector Equality duties of the Equality Act 2010] to police the railways effectively.

People & Development Department

BTP believes that, in order for it to effectively deliver improved performance in relation to Diversity & Inclusion, it needs to ensure that activities are aligned to its Strategic Objectives and responsibilities for delivery throughout the organisation. The People & Development Department, within the larger Capability & Resources function of BTP, assists the force with the implementation and development of policies and programmes that support the organisation's Diversity & Inclusion aims and objectives.

The Policy & Engagement Team has a responsibility to ensure that the force's Diversity & Inclusion objectives and activities are embedded within operational delivery; assisting the organisation in its goal to provide policing excellence to Britain's railways. The Team promotes the benefits of embedding Diversity & Inclusion activities across the workforce by assisting with the design of initiatives that can have on delivery and performance across all of BTP's key objectives.

The Team has worked closely with all Departmental and Divisional leaders throughout the year, supporting them in the development of a positive working environment and the establishment of a workforce which reflects our diverse population and also ensures that recruitment, retention and progression targets are met.

Specifically the Policy & Engagement Team have supported our Learning & Development Functions in the delivery of diversity training across BTP so that officers and staff are equipped with the knowledge, skills and awareness to interact effectively with the diverse communities that we serve as well as the diverse range of colleagues with whom we work. This has involved quality assessing and reviewing the various subject specific training sessions that make up the suite of training packages available to all of our officers and staff; as well as reviewing and recommending training provided by external suppliers such as Stonewall UK, Business Disability Forum, the College of Policing and other Home Office police forces where relevant and appropriate. This work is continuing throughout 2015-2016 and is being further developed into specific first line manager training as well as for our subject matter experts (SME's) and single points of contact (SPOC's).

The Team has also provided guidance on employment legislation and liaised with the newly formed Safeguarding Unit to contribute to the design and delivery of Diversity & Inclusion related action planning and real-time operational responsiveness. Working closely with Areas and Departments across BTP, the Team respond to Equality, Diversity & Human Rights issues and proactively seek to anticipate any that may arise through horizon scanning, or through consultation with Employee Support Associations or other internal and external stakeholder meetings.

Performance Management of Diversity & Inclusion

In order to analyse and assess our performance in relation to Diversity & Inclusion, a Force Diversity Dashboard has been developed; based on a product developed by the College of Policing. This allowed us to compare BTP data with other Police Forces in England and Wales in a meaningful way. The Dashboard is used to drive performance internally and is divided into the two themes – People & Culture and Operational Policing and provides data analysis on the following issues:

People & Culture

- ***Is the force's workforce representative of the communities that it polices?***
- ***Does the force ensure equality of opportunity in recruitment?***
- ***Does the force effectively retain people from under-represented groups?***
- ***Does the force effectively ensure equality of opportunity regarding promotion and progression?***

Operational Policing

- *How effectively does the force ensure that victims of crime are treated fairly and equitably in terms of the service they receive?*
- *How effectively does the force deal with hate crime in terms of preventing it from happening; encouraging victims to report it when it does happen; and investigating it and securing a satisfactory outcome when it is reported?*
- *Does the force use its Stop and Search powers effectively and fairly?*
- *How effectively does the force ensure that it deals with the people it comes into contact with fairly and equitably?*
- *Does the force use its Powers of Arrest effectively and fairly?*

BTP Strategic Plans

The BTPA Strategic Plan 2013 – 2019 restates the BTP mission which is:

To protect and serve the railway environment and its community, keeping levels of disruption, crime and the fear of crime as low as possible

With the objectives to:

- Reduce minutes lost to police related disruption by at least 20% on the 2012/13 outturn figure
- Reduce crime on the railway by at least 20% on the 2012/13 outturn figure
- Increase passenger confidence with personal security on train and on station by at least 10%
- Achieve the targets above within a Medium Term Financial Plan with annual cost increases within RPI

Our strategic foundations describe the capability we will build in order to deliver our mission and objectives and include:

- Engage with rail staff and the travelling public and ensure that their concerns and priorities effectively influence BTP planning processes
- Identify and engage with vulnerable and minority passenger groups and address their concerns in order to promote confidence in the use of the railways

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- Recruit and retain a diverse workforce in order to improve the level of trust and understanding between the BTP and the railway community
- Develop and retain a workforce that more accurately reflects the profile of the community in order to ensure we deliver the best possible service and understanding of needs.



Greater numbers of passengers, more freight, reduced funding and increased demands from our industry partners, mean we need to adapt. We need to rebalance our capability and skills to specialise and focus on stopping crime, problem solving, offender management and enforcement.

Throughout 2014 – 2015, BTP began to implement a Transformation Programme to drive change to meet our challenging BTPA Strategic Plan 2013 – 2019 Objectives. Chief Constable Paul Crowther outlined his vision for the Force to all police officers, staff, PCSOs and Special Constables at a number of road shows entitled 'Make the Difference', reiterating:

Our Purpose

Specialists - helping the nation's travelling public get home every day safe, secure and on time.

Our Ambition

To be recognised as a vital player in a growing railway industry while delivering 20:20:10 Objectives by 2019.

Our Challenge

To re-balance our capability to focus on stopping crime, problem solving and managing offenders.

Our Foundations

To enable us to meet the Challenge, we will focus on: Our People, Our Customers, Our Resources, Our Society, Our Value.

Our Behaviours

We are Value-adding, we are Innovative, we are Team-players, we are Active, we are Leaders.

Chief Constable Paul Crowther explained during his 'Make the Difference' road shows his expectations for BTP as a specialist and **VITAL** police force:

Value-adding

- We bring financial rigour to the work we do
- We are entrepreneurial in the way we seek out new opportunities
- We maximise value and minimise waste

Innovative

- We love to pioneer new methods and technologies
- We continually look for better ways to deliver
- We are not risk averse and we always learn from our mistakes

Teamwork

- We are non-territorial; always happy to learn from - and share - best practice
- We are open and transparent in our actions and decisions
- We work hand in hand with our industry partners to achieve the best results
- We listen carefully and respect the views of others

Active

- We focus on delivering a great service to our customers and the travelling public
- We focus on preventing and pre-empting crime wherever possible
- We make decisions swiftly and objectively, using evidence and our professional judgement
- We act selflessly, always in the best interests of our customers and of society in general

Leaders

- We demonstrate honesty, integrity and leadership by the example we set
- We develop, support and empower our people
- We can be relied upon to take responsibility for our actions and decisions
- We support the decisions others make
- We lead on - and promote - diversity and inclusion

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2014 and 2015 saw us continuing to deliver activities and interventions against the Diversity & Inclusion Gold Strategy & Objectives 2014-2019 (page 9) that will enable us to achieve our aims and objectives.

In particular we worked on:

Operational Delivery

- The development and publication of a Hate Crime Strategy
- Working with our partners, especially Independent Advisory Groups, to better understand the needs of seldom heard or under-represented communities who form part of the overall railway community
- Engaging with external support organisations to ensure the services we provide impact positively on our customers
- Designing and launching a 'Diversity Repository' to allow all of our employees to have immediate access to information which will aid the development and maintenance of good relationships with different communities and cultures

People & Culture

- How we attract, recruit, retain and progress people into and through BTP, the entry points of Specials, PCSOs and Officers and the way we support and choreograph peoples' movement around the organisation
- Learning & Development experiences that help all our employees to see the value of Diversity & Inclusion
- Further development of the role and remit of our Employee Support Associations and Networks as Subject Matter Experts.
- The launch of an internal Female Police Support Association (FPA), which was aimed at supporting BTP's female officers, PCSOs, staff, special constables and volunteers.

Organisational Processes

- Ensuring we understand any potential detriment caused by all of our policies and putting steps in place to mitigate that detriment
- Developing an anti-bullying and harassment policy
- Working with external partners such as Stonewall UK, Business in the Community, Business Disability Forum and other Home Office force colleagues and the College of Policing to identify and exploit other's best practice

BTP's Diversity & Inclusion Objectives

The 'Equality & Diversity Gold Strategy and Objectives 2014-2019'³ outlines our statement of intent. This intent compliments the Force Strategic Plan and the objectives of Make the Difference.

To deliver '15 in 5' by 2019:

- BME (Black and Minority Ethnic) Officers make up at least 15% of our workforce
- Women fill at least 15% of our senior posts (Superintendent / Senior Manager and above)
- At least 15% of our employees self-disclose their sexuality as Lesbian, Gay or Bisexual
- People with disability make up at least 15% of our workforce
- The BTP is in the top 15% of employers in the 'Stonewall Workplace Equality Index', 'Race for Opportunity' and 'Opportunity Now' workplace benchmarking questionnaires

In order to achieve:

- A transformation of our workforce to be as representative of our communities as possible
- An increase in confidence in the railway community

The Strategy contains three themes that set out what we plan to do:

1. **Operational Delivery** – we will do more to ensure that we are delivering policing services that are fair, easy to access and clearly responsive to the diverse needs of the people we serve.
2. **People & Culture** – we will build a working environment that is representative of the communities we serve and that encourages all staff to progress and develop
3. **Organisational Processes** – we will embed Equality & Diversity into all of our policies, processes and performance management

Ongoing Review

As we look to review our achievements against these objectives, we have recognised that we need to be able to evidence how many individuals from under-represented groups need to be recruited and promoted at each stage of the organisation in order to achieve these goals. We are currently developing a plan that will allow us to review and measure our achievements year on year and this will be published as an addendum to the Equality & Diversity Gold Strategy and Objectives 2014-2019.

³ <http://www.btp.police.uk/pdf/Equality%20Diversity%20Annual%20Report%202013%20-%202014.pdf>

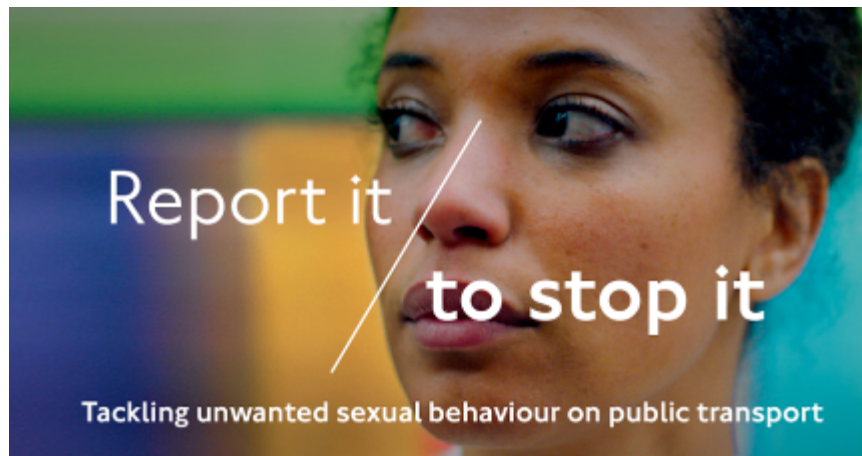
Operational Delivery



Aim and Objectives

We will do more to ensure that we are delivering policing services that are fair, easy to access and clearly responsive to the diverse needs of the people we serve. We will do this by:

- **Establishing a reduction strategy for racial, homophobic, transphobic, disablist, gender-based and other hate aggravated crimes**
- **Engaging with external support organisations (such as the Samaritans) to ensure the services we provide impact positively on our customers**
- **Ensuring our communication and contact processes meet the needs of our customers – e.g. social media such as Twitter**
- **Ensuring that all public engagement and consultation considers Diversity & Inclusion issues**



'Report it to stop it' Campaign

Operation GUARDIAN started as a multi-agency project involving the British Transport Police, Transport for London (TfL), City of London Police and Metropolitan Police working in partnership to tackle sexual assault and unwanted sexual behaviour on the London public transport system.

TfLs Safety and Security Surveys demonstrate that between 7% and 9% of respondents have experienced some form of unwanted sexual behaviour on the transport infrastructure and that between 89% and 98% of respondents do not report these matters to the Police or Transport for London.

Operation GUARDIAN aimed to create a transport environment free from sexual harassment and intimidation with four key objectives:

- Increase confidence and awareness amongst victims and witnesses to report incidents to the police
- Reduce the risk of becoming a victim
- Challenge all unwelcome sexual behaviour
- Target offenders

The key performance indicators set were to increase the number of sexual offences reported to Police, increase the number of detections for sexual offences by 20%, and (from the TfL survey) reduce the number of respondents who state they have experienced unwanted sexual behaviour and increase the number of respondents who report it to Police.

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The Operation GUARDIAN work-strands included CCTV, Communications and Marketing, Community Engagement, Enforcement and Offender Management, Intelligence and Analysis, Justice and Victim Care and Reporting. A similar initiative to tackle sexual offences on the public transport network in the West Midlands, called Project EMPOWER, was also set up.

The **'Report it to stop it'**⁴ campaign followed naturally on the success of Operational GUARDIAN, and aimed to encourage passengers to report unwanted sexual behaviour to the police.

BTP aims to build on the success of Projects Guardian and Empower and extend awareness raising activity to the rest of the country with the 'Report it to Stop it' campaign, which aims to tackle under-reporting by raising awareness that people can and should report any behaviour that makes them feel uncomfortable and that police will take them seriously and take action.

Hate Crime

BTP understands that all Hate Crimes and reported hate incidents⁵ can have the potential to have a significant and detrimental impact on victims, their families, friends, and witnesses. They also impact on wider communities in relation to public confidence, cohesion and integration.

Hate Crimes and Incidents, particularly repeat instances, create a perception of fear, victimisation and sometimes exclusion. This undermines the confidence of both the travelling public who use the railway network and the staff who work on them.

BTP has a firm commitment to responding to all reports of Hate Crimes and incidents. This includes all crimes, harassment, sectarian abuse and other Anti Social Behaviour which is perceived by the victim, or any other person, to be motivated by hostility or prejudice based on a person's actual or perceived:

- race or ethnicity
- disability
- religion or belief
- sexual orientation
- transgender identity

⁴ http://www.btp.police.uk/advice_and_information/how_we_tackle_crime/report_it_to_stop_it.aspx

⁵ Hate incidents can feel like crimes to those who suffer them and often escalate to crimes or tension in a community. For this reason BTP will record all reports of hate incidents even if they do not reach the threshold for a criminal offence. BTP can only prosecute when the law is broken but will work with partners to try and prevent any escalation in seriousness.

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During the process of recording a crime, BTP is able to use a marker to 'flag' an offence as being motivated by one or more of the five monitored strands (as an example, an offence could be motivated by a perceived or actual hostility towards that victim's ethnicity or sexual orientation).

During 2014 – 2015, BTP recorded **1,999** overall crimes where one or more of the five Hate Crime markers had been selected. The data shown below is based on the total number of hate crime markers being selected, which is a total of **2,070** instances. The reason for the difference in number of hate crime markers and overall crimes is that a single recorded crime can be recorded against one or more of the five Hate Crime markers which means that one crime could have been recorded with 2 or more Hate Crime markers 'flagged'.

Race or Ethnicity

2014 – 2015	2013 - 2014	
1,667 (80.5% of all hate crime recorded by BTP)	1,662 (83.6%)	0.3% increase

Disability

2014 – 2015	2013 - 2014	
132 (6.4% of all hate crime recorded by BTP)	110 (5.5%)	16.7% increase

Religion or Belief

2014 – 2015	2013 - 2014	
94 (4.6% of all hate crime recorded by BTP)	71 (3.6%)	24.5% increase

Sexual Orientation

2014 – 2015	2013 - 2014	
166 (8.0% of all hate crime recorded by BTP)	143 (7.2%)	13.9% increase

Transgender Identity

2014 – 2015	2013 - 2014	
11 (0.5% of all hate crime recorded by BTP)	8 (0.4%)	27.3% increase

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It is worth noting that increases in some categories may be attributed to improvements in police recording rather than a real increase in offences⁶ as well as national campaigns to increase the awareness of Hate Crime and/or address the perceived or actual under-reporting of certain Hate Crimes and Incidents.

High profile incidents and increased media coverage can also exponentially increase the reporting of particular types of Hate Crimes as well as the reporting of such to the police or other third party reporting organisations. As an example, the contents of a reality TV programme could be a contributing factor to the 24.5% increase in recorded Hate Crimes motivated by hatred towards a person's religion or belief due to its raised profile and larger viewing audience (a shared cultural experience); however there may be no direct evidence to show this attribution authoritatively.

Similarly, seemingly dramatic increases in some Hate Crimes belie the true picture due to the low numbers involved and may seem disproportionately high. As an example, the number of Transphobic Hate Crimes recorded by BTP in 2014 – 2015 increased to 11 instances from 8 the previous year. This is an increase of 3 actual recorded cases, but due to the low numbers accounts for a 27.3% increase.

**Travel with Pride Campaign**

Our Travel with Pride campaign was launched in early 2015 and aims to raise awareness amongst the travelling public of the number of different ways that hate crime can be reported. Everyone has the right

⁶ <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/period-ending-march-2014/stb-crime-stats.html>

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to travel safely and should not have to put up with any form of hate crime – whether it's offensive language or physical violence.

Reporting hate crime

Passengers can report hate crime either directly – via our 61016 text number, 0800 40 50 40 telephone number - or through third-party reporting schemes, such as True Vision⁷ in England and Report Hate⁸ in Wales.

#WeStandTogether Movement

Our travel with Pride campaign supports the national #WeStandTogether movement, which was launched initially to help address the raised threat levels to our Jewish and Muslim communities by the National Police Chief Council's (NPCC).

The hash-tag #WeStandTogether has been adopted by all police force in order to coordinate hate crime awareness raising campaigns and associated community engagement activities.

What We Want to Achieve

'Travel with Pride' is part of BTP's wider hate crime initiative to enable officers to engage with our diverse audiences. We aim to:

- Raise awareness of the report-it.org.uk* website (better known as "True Vision") to encourage third party reporting when people don't want to report directly to police. This web service supports policing by providing information, educational and resources to victims and professionals. Crucially it also allows victims to report hate crime online and the site has around 10,000 visits per month and forwarded 3,400 reports to forces last year.
- Educate the public about hate crime so they can identify it when it happens to them
- Reassure the public that BTP takes hate crime seriously and encourage them to report it

Stop & Search

Throughout 2014 and 2015, BTP continued to respond to the recommendations from Her Majesty's Inspectorate of Constabulary (HMIC), who carried out an inspection of Stop & Search in November 2012. HMIC undertook these inspections in two phases, and BTP was one of eight forces inspected during a five week period (phase one) with the inspection fieldwork being carried out over two days.

⁷ <http://report-it.org.uk/home>

⁸ <http://www.reportheate.victimsupport.org.uk/>

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The main aims of the Inspection involved assessing:

1. How effectively and fairly the police are using the power in the fight against crime
2. How well officers who carry out Stop & Search know how to use it as part of evidence based practice to fight crime and in a way that builds the public's trust in the police
3. How the power can be used in a way that builds police legitimacy and trust

The Inspection drew on learning and existing data sets from key stakeholders including the National Policing Improvement Agency's (NPIA) 'Next Steps' programme and Equality & Human Rights Commission (EHRC) action plans⁹ which had been delivered in several forces.

HMIC's key findings following the Inspection indicated that:

- BTPs Stop & Search development plan has clear owners and timescales
- BTP were not actively monitoring Stop & Search activity within a performance management framework
- There was limited evidence of any supervision of Stop & Searches conducted using PDA's (Personal Digital Assistants)
- Some BTP policing areas were still focusing on the volume of Searches conducted as an individual performance measure
- Standards of supervision varied considerably
- Of 200 BTP Stop & Search forms checked by the HMIC, 78% were deemed to have sufficient reasonable grounds for suspicion

Following the report findings, BTP immediately set about reviewing the existing Stop & Search processes, which has resulted in:

- The creation of a Stop & Search Action Plan
- Clearly defined governance at Force, Divisional and Sub-Divisional level
- A new Stop & Search Manual of Guidance (for England & Wales) being compiled and made readily available to all Officers
- Classroom-based training being delivered to all Officers and Supervisors
- Recording, supervision and monitoring processes overhauled

⁹ <http://www.equalityhumanrights.com/publication/briefing-paper-5-race-disproportionality-stops-and-searches-under-section-60-criminal>

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- The review and implementation of community consultation mechanisms and other process for obtaining public feedback
- Participation in the Home Office Best Use of Stop and Search Scheme (BUSSS)

Independent Advisory Groups

BTP continues to benefit from having five regional Independent Advisory Groups (IAGs), which are made up of volunteers whose role is to assist BTP in developing and maintaining genuine partnerships with our communities.

Each Independent Advisor is able to assist in the development of policy, examining procedures and practices which may impact on communities; as well as extending communication and consultation.

They also have a role in providing practical help on “critical incidents” (those that are likely to have a particular impact on or within a community).



All of the IAG members are volunteers, who are able to provide independent advice to BTP and are able to reflect issues and concerns within the communities that they represent and give feedback on the impact of any police activity. Through this activity, they help boost community confidence in BTP and what we do. They influence the policing response to community concerns and advise us on effective ways of communicating with seldom heard or vulnerable groups. The Independent Advisory Groups offers BTP a way in to the experience and perceptions of a vast range of communities across the UK and their role is that of critical friend – being both challenging and supportive.

BTP's five regional Independent Advisory Groups (IAGs) cover the following geographical areas:

1. Scotland
2. Pan-London
3. Pennines
4. Midlands
5. Wales

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Each group has a [BTP] appointed coordinator, usually at the rank of Inspector, and receives guidance in response to regional or Divisional requirements, as well as wider calls for consultation from central or Force-level departments

EHRC Inquiry into Disability Related Harassment

The Equality and Human Rights Commission (EHRC) Inquiry into disability related harassment was undertaken in response to the case of Fiona Pilkington and looked at the progress agencies were making in relation to preventing and dealing with disability-related harassment.

The Inquiry report, titled 'Hidden in Plain Sight', was published following the inquiry and was subsequently followed up with a summary report with the EHRC's final recommendations titled 'Out in the Open'. As well as reporting on the extent of harassment; the report(s) also included case studies and made recommendations to public authorities to help them deal with the problems uncovered.

The report(s), and subsequent recommendations, provided BTP with a valuable insight into the disturbing issues that can impact on people with disability impairments. We know that people with impairments travel extensively on the national rail network as Train Operating Companies (TOCs) inform us that there are over 130,000 people who currently hold a Disabled Person's Railcard and make 3.5 million journeys a year.



In response to the recommendations outlined in the 'Hidden in Plain Sight' and 'Out in the Open' reports, BTP launched a Disability Related Hate Crime Working Group to manage BTP's operational and organisation response.

This working group provides direction to the force on:

- BTP's response to disability related / motivated hate crimes.
- Key issues that will enable BTP to improve on the quality of service delivered to people with disabilities.
- Identifying opportunities to make BTP more accessible to people with disabilities.
- Reviewing issues relating to data collection, the quality of that data and data sharing opportunities and protocols [with other agencies].
- Ensuring that the complexities and demands at neighbourhood and frontline policing level are understood and any risk mitigated or removed.

A full review on the effectiveness of BTP's response to the recommendations outlined in both the 'Hidden in Plain Sight' and 'Out in the Open' Inquiry reports is due to be completed during 2015/2016.



People and Culture

Aim and Objectives

We will build a working environment that is representative of the communities we serve and that encourages all staff to progress and develop. We will do this by:-

- **Ensuring that our workforce is representative of the communities that we serve, both geographically¹⁰ and within comparable workforces¹¹. Details on how we are achieving against these aims can be found in Part 2: Building a Representative Workforce for the 21st Century.¹²**
- **Using Positive Action where appropriate in our recruitment and attraction strategies – e.g. bursaries and sponsorship for under-represented groups**
- **Refining our Attraction Strategy for entry points (recruitment) into BTP (e.g. apprenticeships, cadets, specials, PCSOs) at under represented groups**
- **Providing learning, training and knowledge (based on role and seniority) so that all our employees understand and are capable of carrying out their Equality & Diversity responsibilities**
- **Ensuring all employees have access to development and those from under-represented groups are supported in achieving their potential**
- **Senior Managers making Diversity & Inclusion issues an integral part of regular communications and management meetings; demonstrating how the work they are responsible for has benefited from this consideration**

¹⁰ <http://www.ons.gov.uk/ons/guide-method/census/2011/index.html>

¹¹ <http://www.ons.gov.uk/ons/rel/lms/labour-market-statistics/may-2015/index.html>

¹² http://www.btp.police.uk/about_us/our_vision,_mission_and_values.aspx

Employee Support Associations and Networks

BTP formally recognised the below 6 Employee Support Associations and Networks during 2014 - 2015, which are outlined in more detail in Appendix A:

- Association of Muslim Police (AMP)
- Christian Police Association (CPA)
- Disability Equality Support Association (DESA)
- Female Police Association (FPA)
- Lesbian, Gay, Bisexual and Transgender Support Network (LINK)
- Support Association for Minority Ethnic staff (SAME)

Employee Engagement

BTP understands that quality employee engagement is a key indicator to successful implementation of any Diversity & Inclusion initiatives. The organisation needs to understand the nature of problems in order to be able to effectively design and evaluate solutions and has a number of ways in which it engages with employees of all ranks, role and location including a formal Employee Engagement Group (EEG), comprising a representative group of police staff and police officers at all ranks and grades. The EEG will act as a critical friend to the ongoing work being delivered through the Transformation programme (see page 6); being asked to comment on the concepts and approaches being designed as well as inputting into its implementation. EEG members will also act as ambassadors for these programmes.



The EEG consists of approximately 20 members; made up of a mixed representation of officers and staff of all grades and ranks, geographical locations and backgrounds. The EEG meet for a face to face meeting every other month and this meeting is chaired by the Policy & Engagement Department, People & Development function.

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The Diversity Champions Engagement Group (DCEG), formed of the Chairs & Deputy Chairs of the Employee Support Associations and Networks, meets with the purpose of working collaboratively with each other; sharing best practice, ideas, strategies and activities as well as discussing trends and any emerging community concerns or tensions. Some typical issues being discussed are how Positive Action can be used as a tool to address the retention and progression of employees from under-represented groups or communities. Other issues have include how to ensure the spiritual and physical wellbeing of BTP's employees (both officers and staff) and how to provide diversity & inclusion subject matter expertise to officers and staff in an operational context.

The DCEG forum meets quarterly and is chaired by the Deputy Chief Constable with additional guidance supplied from other Diversity & Inclusion Subject Matter Experts; with the Policy & Engagement Team acting as Coordinator.

Policy Consultation & Impact Assessing

BTP continues to include a wide-range of employees in the consultation phase of any proposed new policy, strategy, objective, activity or planned operation. Each new proposal is subject to a consultation period that involves liaising with key stakeholders and Subject Matter Experts who will be asked to review and comment on any disproportionate impact (positive or negative) on any individual(s) or group(s) who may or may not share protected characteristics. Similar consultation is also conducted with external communities via BTPs Independent Advisory Groups, where appropriate.

Positive Action¹³ in Recruitment**What is Positive Action?**

Although policing continues to change substantially, the representation of BME and female officers at all ranks and in specialist roles has remained disproportionately low within British Transport Police.

In order to provide a service that is reflective of our communities; police forces are being encouraged to use 'Positive Action' initiatives in recruitment, progression and promotion activities. Only by attracting, recruiting, developing and retaining officers from under-represented groups will we be able to bring about greater trust and confidence from the diverse communities that we serve.

¹³ <http://www.legislation.gov.uk/ukpga/2010/15/section/159>



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Become one of our world class specialists helping the nation's travelling public get home every day safe, secure and on time.

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We are a specialist police force and a vital player in the growing rail industry. Our specialism is what makes us unique, keeping us at the cutting edge of modern policing.

We have a variety of police staff and supporting roles and welcome applications from people with a wide range of skills and experience.

Join us on the journey and bring your professionalism, commitment and leadership skills on board - help us make a difference.

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'Positive Action' refers to the methods and activities used in order to encourage people from under-represented groups, or those groups who have historically experienced disadvantages, in applying for employment or accessing development and promotion.

BTP applies positive action in order to increase the representation of BME and female officers in the workforce as well as to address the under-representation of BME and female officers at senior ranks and has set itself demanding targets to ensure that it represents the community it serves and attracts and supports talent irrespective of race, colour,

sexuality, gender or any other background.

This work is led by a dedicated Positive Action Recruitment Team (PART) with progress regularly reviewed by the Chief Officer Group. So far, the team has delivered:

- Regular and repeat attendance at career open days at schools, colleges and jobs fairs
- Targeted recruitment adverts in local and national press
- Regular Positive Action workshops and events to help applicants prepare for a police assessment centre. On average, over 150 individuals attend each workshop
- Positive Action events linked to the assessment for promotion programme. BTP offers dedicated Positive Action event to support each promotion and assessment process for existing employees looking to be promoted at all ranks

Why is representation so important?

- We want to build a working environment that is representative of the communities that we serve and that encourages all employees to make progress and develop.
- We want to identifying and engaging with vulnerable and minority passengers to address their concerns and promote confidence in the use of the railways, as well as embed a culture of inclusiveness, dignity and respect within BTP.
- A representative workforce can help us to tackle community tensions by allowing us to engage with seldom heard or 'at risk' communities



As we look to review and assess whether the Positive Action activities we have been putting in place have been successful, we understand that we must be able to benchmark our results. We also understand that it is important that we have a clear understanding of whether any subsequent attrition or retention can be aligned to the Positive Action work. We are currently reviewing all of the activities and evidence we have collated and will be publishing this data in the future.

Celebrating 100 Years of Women in Policing

2015 has seen BTP celebrating the centenary of women in policing, with the very first three female officers starting their beat in Grantham, Lincolnshire 100 years ago in 1915. 2015 also saw the launch of our own Female Police Association (FPA), with the aim of supporting female officers, PCSOs, staff, special constables and volunteers throughout the force.

The aims of the Female Police Association (FPA) are:

- To develop and provide a support network for female employees
- To identify areas of concern specific to women - helping to resolve them in a positive manner
- To make a positive contribution to increasing the representation of women in specialist departments and in the management structure
- To assist in the development of new and existing staff and officers to help achieve our 20:20:10 objectives¹⁴
- To work with other minority groups to identify and address diversity issues



Cadet Schemes and Community Volunteering

BTP currently has a community volunteer scheme (CVS) which allows volunteers to donate their time and work alongside the organisation. Volunteers assist in a variety of roles including administrative duties and community engagement with an aim to free up police staff to concentrate on front line duties. All departments within BTP are required to identify and fill as many volunteering opportunities as would benefit their teams. The scheme incorporates youth volunteering and allows those aged between 16 and 18 year olds the opportunity to volunteer with BTP on community engagement initiatives. This initiative is being run in conjunction with Further Education institutions and colleges who run Emergency Service / Policing courses such as the Certificate of Knowledge in Policing (CKP).

A BTP Cadet Scheme compliments the CVS and add to the benefits that volunteers provide to the organisation, whilst also meeting the aims of the BTP youth engagement strategy, enhancing BTPs

¹⁴ <http://www.btp.police.uk/pdf/BTPAstrategicplan2013.pdf>

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commitment to young people. BTP will be piloting a Volunteer Police Cadet Scheme, to be located in Birmingham and London initially, in 2015 - 2016.

Grievances

For the period 1 April 2014 to 31 March 2015, there were 46 grievance cases recorded across the BTP, compared to 50 cases for the comparable period 2013 - 2014. This represents an 8% decrease following the 20% decrease achieved in the previous performance year 2013 – 2014. This represents a very small number of less than 1% of the employee population raising a grievance.



The number of grievances relating to bullying and harassment allegations was 21, which accounted for 46% of all recorded grievances. An analysis of the reasons for the allegations shows that 'pay, conditions and contract terms' was the second most common reason for the grievance.

The number of grievances relating to allegations of discrimination was 7. The analysis of the reasons for the allegations show a wide range of circumstances including racism, disability related concerns, rostering and dismissal with no patterns or trends of note. Of the 7 allegations of discrimination recorded, 7 have been finalised.

Each grievance is managed on a case by case basis with immediate action taken where required. An overall review of all cases is taken on an annual basis to disseminate lessons learnt.



Organisational Processes

Aim and Objectives

We will embed Diversity & Inclusion into all of our policies, processes and performance management. We will do this by:-

- Ensuring all of our policies and processes have an Equality Analysis (also known as an Equality Impact Assessment) completed which highlights and mitigates any detriment to people with a protected characteristic
- Ensuring all of our employees understand how to make a complaint if they feel they have been bullied, harassed and/or victimised
- Participating in external annual benchmarking surveys in order to find out how we perform against other comparable and dissimilar organisations and how we can improve.
- Improving our self disclosure rate by demonstrating where we have used this knowledge to benefit our employees
- Including Diversity & Inclusion information in the force performance Diversity Dashboard
- Maintaining our retention rate for under-represented and minority groups in line with wider turnover rates and taking decisive action where this is not the case

Operation FAIRMONT

In order to provide clear leadership and momentum to Diversity & Inclusion related activities and initiatives, an Equality & Diversity Gold Group existing throughout 2014 - 2015 with Gold Command provided by the Director of Capability & Resources. The Gold Group was additionally supported by the Head of Policy & Engagement, Operational policing representatives from each Division and function within BTP and specialist police staff to input onto areas such as communication, HR and Learning & Development. The Gold Strategy was:

- To oversee the delivery of the transformation of the BTPs workforce so that the force is truly representative of the society and communities that it works in partnership with.
- To ensure that the BTP can demonstrate compliance with its statutory duties under the Equality Act 2010 and in particular the Public Sector (Specific) Duties
- To assess and establish the infrastructure for Diversity & Inclusion work within the BTP
- To provide a clear line of sight between Diversity & Inclusion related work and the BTPA Strategic Plan 2013-2019
- To embed Diversity & Inclusion into business as usual activities

Operation Fairmont ran until March 2015, but only when it was clear that Equality & Diversity activities and initiatives could take place, unprompted, throughout the organisation and at all levels. Although there is still a lot of work to do as part of Business as Usual (BAU) activities, we are now confident that the Gold Group has achieved this aim.

There have been some notable individual and organisational successes over the last 15 months; most importantly that the governance for Diversity & Inclusion is now firmly entrenched within the Force Executive Board (a group made up of Chief Officers and Departmental Heads), with a standing agenda item in place to provide visible leadership and strategic tasking to the organisation. The Diversity & Inclusion portfolio is also owned by the Deputy Chief Constable, who has responsibility for reporting activities and successes to the British Transport Police Authority on a quarterly basis. Regular working groups and other operational activities continue to take place across the force as and when required and in response to specific projects and activities as and when they arise.

Governance of Equality & Diversity

The People & Standards Committee (PSC) and Performance Review Committees (PRC) of the British Transport Police Authority (BTPA) approve the Diversity & Inclusion Strategy; setting any relevant annual objectives and receive quarterly reports on progress.

At Senior Command Team level, Diversity & Inclusion is part of the portfolio of the Deputy Chief Constable.

The leadership for Diversity & Inclusion sits within the remit of the Director of Capability & Resources.

Appendix A: Employee Support Associations & Networks

BTP recognises that Employee Support Associations and Networks help to create a fair and inclusive workplace, by supporting staff in under-represented groups throughout the organisation. The BTP also values the contribution that the Employee Support Associations make in establishing and supporting positive links with under-represented communities throughout the UK; raising awareness of the organisation to those communities as well as facilitating an increasing community confidence in policing.

Employee Support Associations and Networks play an important part in contributing to BTPs successful performance against its Equality & Diversity aims and objectives, as well as providing a forum for helping the organisation to challenge under-representation, tackle discrimination, improve the understanding of a particular community and/or culture and provide welfare support, guidance and advice to our employees.

Throughout 2014 and 2015, BTP formally recognised 6 Employee Support Associations and Networks, each of which were managed by Staff and Officer volunteers from within BTP whose responsibility was to work for the interests of their respective membership and the wider community that they reflect. Some Employee Support Associations and Networks exist as branches of larger external National Networks supported by the College of Policing, ACPO, the Home Office and other governing bodies. Those branches of external National Networks recognised by BTP are the Christian Police Association (CPA) and the Association of Muslim Police (AMP). Those Employee Support Associations and Networks particular to BTP are the Disability Equality Support Association (DESA), Female Support Association (FPA), LGBT Support Network (LINK) and the Support Association for Minority Ethnic Staff (SAME).

The Employee Support Associations and Networks are self-governing; setting their own Terms of Reference & Constitution, Strategic Aims & Objectives and Committee Structures; with the Policy & Engagement Department providing a centralised coordinating role.

**Association of Muslim Police (AMP)**

The AMP was established as a branch of the National Association of Muslim Police (NAMP) in order 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 Equality & Diversity strategy.

AMP's main focus is to:

- support Recruitment/Retention/Progression of Muslim officers and staff
- support members across a range of welfare needs
- promote a wider understanding of Islam within the service
- tackle Islamophobia and Anti-Muslim Hate Crime by working with other third party hate crime reporting centres and promoting these facilities throughout BTP and in the wider external community
- Improve Community Cohesion and enhance Trust/ Confidence in our communities
- To assist with Countering Terrorism



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Christian Police Association (CPA)

The Christian Police Association (CPA) is an inter-denominational network of both serving officers and support staff within the police service, whose aim is to promote and foster friendship amongst Christians, and make the life changing power and love of Jesus Christ known.

The Christian Police Association began in London over 100 years ago when Catherine Gurney OBE who was working amongst the poor in London, became concerned for some of the policemen she met through her work. In 1883 she formed an association for Christian Police Officers and began renting an office near Charing Cross in central London. In time, a nearby house was purchased which became the first Police Institute and one of several that were opened across the United Kingdom.

Convalescent Homes were established at both Hove and Harrogate together with an orphanage school. Today of course, there is no need for an orphanage and school and the running of convalescent homes has largely been taken over by the Police Federation, but the founder has not been forgotten. Catherine Gurney's vision was for the police of the whole world, and through travel and correspondence she established branches in various countries making it very much an international fellowship. That fellowship exists to this day.

Today the CPA has branches in most police services throughout the country, and often seeks to organise special events, such as the annual police carol service in London. The BTP branch of the CPA meets regularly in London, to enjoy Christian fellowship together, and to pray for BTP, its leadership and all its members. It seeks to offer help and support to all members of BTP regardless of their beliefs, and encouragement to Christians within the BTP.

**Disability Equality Support Association (DESA)**

DESA aims to support all employees (Police Officers & Police Staff) who have a disability or who experience a condition that has an impact on their ability to carry out day-to-day activities; particularly as it affects them in relation to their working environment. DESA also aim to support those who care for dependants with disabilities.

**Female Police Support Association (FPA)**

The FPA is British Transport Police's network aimed at supporting its female Officers, PCSOs, Staff, Special Constables and Volunteers. The aims of the Female Police Association are:

- To develop and provide a support network for female employees.
- To identify areas of concern specific to women and help to eliminate and address them in a positive manner.
- To make a positive contribution to increasing the representation of women in specialist departments and in the management structure.
- To assist in the development of new and existing staff that will assist in achieving the aims of BTP's policing plan objectives.
- To work with other minority groups to progress diversity issues.

The FPA is proud to also support the aims and needs of BTP's trans* women employees and volunteers. Membership is also not limited to those who define their gender as female.



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Lesbian, Gay, Bisexual and Transgender Support Network (LINK)

LINK is British Transport Police's Lesbian, Gay, Bisexual and Transgender (LGBT) Support Network.

LINK supports its members through events, by raising awareness of LGBT issues and contributing to the development of BTP policies and the agenda on Equality and Diversity. LINK also provides advice and guidance to BTP on LGBT issues in support of the Force's policing objectives.

LINK's aims are to:

- Support and develop LGBT staff
- Identify and influence national and local issues which affect LGBT staff
- Provide LGBT staff with networking opportunities
- Advise on BTP policy and standard operating procedures
- Provide advice and guidance on LGBT issues in support of the policing objectives

LINK membership is open to all employees within BTP, of **all** sexual orientation.



Support Association for Minority Ethnic Employees (SAME)

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



DIVERSITY & INCLUSION

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Embracing Diversity and Inclusion: Annual Report 2014/15

Part 2

Building a representative
workforce for the 21st century



Part 2: Workforce Profile & Diversity Monitoring

You will find in this section a report from the BTP People & Development Team outlining employee workforce monitoring and profile data from 2014 – 2015.

Data Sources

Unless otherwise noted, all data has been sourced from the BTP HR ORIGIN Resource and Data Management System. All data is for the performance year running from 1 April 2014 to 31 March 2015 inclusive.

Workforce Diversity Data

All diversity data in BTP is held confidentially.

- Information in respect of age and gender is held for all employees.
- Ethnicity, sexual orientation, transgender status, religion or belief and disability data is self-declared by individual employees on a voluntary basis. Where a self-declaration has been made this data will be held and is captured for new and for existing employees.

Data Gaps

Data gaps may occur in this report for three reasons.

- The numbers involved in the datasets are too low for effective analysis or might 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 the population data for comparison and commentary about what this tells us about BTP.

Employee Profile by Age

Age Profile	Police Officer	Special Constable	Police Staff	PCSO	Workforce Total	Population ¹ (Britain)
<30	16.99%	60.48%	21.77%	42.72%	22.19%	27.4%
30-44	44.57%	29.03%	37.94%	36.22%	41.25%	35.3%
45-59	37.50%	10.48%	33.61%	20.12%	33.90%	29.6%
60+	0.94%	0.00%	6.68%	0.93%	2.66%	7.7%

- Police officers and police staff both have lower representation of those under 30 (16.99% and 21.77% respectively) compared to population trends (27.4%), however both categories have increased significantly since 2013-2014.
- Special constables (60.48%) and PCSOs (42.72%) both have higher levels of employees under 30 than the population trends (27.4%).
- All employee groups have lower levels of those over 60 compared to the population. The low rates for police officers and special constables could be attributed to the compulsory retirement ages applied to these roles. It is fair to say that these retirement ages will mean that it is unlikely that BTP will be able to have a representative workforce in these categories.

¹ Population data estimates based on Labour Market Statistics



Employee Profile by Disability

Disabled	Police Officer	Special Constable	Police Staff	PCSO	Workforce Total	Population² (Britain)
Y	1.24%	4.84%	2.23%	2.48%	1.80%	19%
N	58.16%	72.58%	70.53%	83.90%	64.28%	81%
(blank)	40.60%	22.58%	27.24%	13.62%	33.92%	

- There continues to be high levels of non-declaration for this category, however declarations have increased year on year since BTP first started capturing this data with the numbers of those choosing to make no declaration of disability status (those shown as 'blank') decreasing substantially in all categories.
- All employee groups show under-representation for disability in comparison with population data. Although BTP wishes to increase the number of employees with disabilities, the organisation is aware that the nature of the roles of police officers, special constables and PCSOs precludes those who cannot meet minimum operational fitness requirements from being employed. This factor may have a disproportionate impact on the disabled community and mean that BTP will be unable to recruit a fully representative workforce.

Employee Profile by Ethnicity

Ethnic Origin 5+1	Police Officer	Special Constable	Police Staff	PCSO	Workforce Total	Population³ (Britain)
White	89.07%	85.08%	75.81%	82.66%	84.40%	93.2%
Mixed	2.19%	2.02%	2.55%	3.10%	2.35%	0.8%
Asian or Asian British	2.99%	6.05%	10.25%	7.43%	5.65%	3.4%
Black or Black British	2.02%	2.82%	6.05%	3.41%	3.38%	1.8%
Chinese Other Ethnic Group	0.40%	0.00%	1.08%	0.31%	0.59%	0.8%
Not Stated	3.33%	4.03%	4.26%	3.10%	3.64%	

- Police staff and PCSOs show the highest level of BME employees (19.93% and 14.25%) followed by special constables (10.89%) and police officers (7.60%) and all employee groups show levels higher than the general population (6.8%).

² Population data estimates provided by the Business Disability Forum

³ Population data estimates based on Labour Market Statistics



- The number of employees across all roles not declaring an ethnicity has decreased year on year, with the most noticeable decrease being PCSOs, dropping from 10.1% in 2011-2012 to 3.10% in 2014-2015.

Employee Profile by Gender

Gender	Police Officer	Special Constable	Police Staff	PCSO	Workforce Total	Population⁴ (Britain)
Male	82.27%	85.89%	47.10%	74.61%	71.16%	49%
Female	17.73%	14.11%	52.90%	25.39%	28.84%	51%

- Female police officers (17.73%), special constables (14.11%) and PCSOs (25.39%) are all under-represented in comparison with the population (51%), with Special Constables showing the lowest level.
- All categories of employees saw an increase in female representation during 2014-2015, with the overall female workforce increasing from 27.76% to 28.84%.
- 52.90% of police staff are female; which is an over-representation of the workforce based on Labour Market Statistics as well as an increase on the previous year's figure of 52.56%.

Employee Profile by Sexual Orientation

Sexual Orientation	Police Officer	Special Constable	Police Staff	PCSO	Grand Total	Population⁵ (Britain)
Bisexual	0.61%	1.21%	0.13%	2.17%	0.59%	
Gay/Lesbian	2.62%	6.05%	2.48%	3.41%	2.80%	6%
Heterosexual	25.87%	29.84%	34.95%	29.72%	29.09%	94%
Prefer not to say	6.02%	2.82%	3.06%	4.02%	4.83%	
(blank)	64.88%	60.08%	59.39%	60.68%	62.70%	

- There continues to be high levels of non-declaration in this category, with an overall decrease in declarations for the first time since monitoring of this category was first introduced. In 2008-2009 76.2% of employees did not complete this section of self service. In 2010-2011 this dropped to 70.3% of employees, in 2011-2012 this dropped again to 60.9% of employees and this has dropped further to 60.37% in 2013-2014. This has now risen to 62.70% in 2014-2015. This decrease in declarations would imply that employees are less comfortable with the sharing of this data.

⁴ Population data estimates based on Labour Market Statistics

⁵ Population data estimates provided by Stonewall



- There has been a small increase in the amount of Police Officers, Special Constables and PCSO's who have declared their sexual orientation as 'gay/lesbian', with only Police Staff showing a decrease (from 2.59% to 2.48%).
- 3.39% of the total workforce declare themselves as gay/lesbian or bisexual, which is considerably lower than the national population level of 6%; but a small increase on the previous year of 3.3%. Special Constables continue to declare themselves as gay/lesbian or bisexual (7.26%) in higher numbers than the population level.

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	A001-A005 (or equivalent) & PCSOs	Constable
Supervisor	A006-B002 (or equivalent)	Sergeant
Manager	B003-C001 (or equivalent)	Inspector & Chief Inspector
Executive	C002 or above (or equivalent)	Superintendent and above

Police Officer Management Profile by Age

Age Profile	Executive	Manager	Supervisor	Worker	Workforce Total
<30	0.00%	0.86%	3.96%	21.75%	16.99%
30-44	22.22%	33.62%	48.33%	45.26%	44.57%
45-59	75.00%	62.93%	46.04%	32.40%	37.50%
60+	2.78%	2.59%	1.67%	0.58%	0.94%

- It is important to note that police service promotion process requires officers to undertake certain lengths of service before they can undertake activities required to progress to the next level. This is reflected in the distribution shown in the graph in relation to age and management level.



Police Staff Management Profile by Age

Age Profile	Executive	Manager	Supervisor	Worker	Workforce Total
<30	26.61%	7.41%	18.30%	26.38%	21.77%
30-44	27.52%	54.32%	42.77%	32.78%	37.94%
45-59	33.03%	35.19%	34.30%	32.91%	33.61%
60+	12.84%	3.09%	4.62%	7.94%	6.68%

- There is police staff representation from all age categories at all management levels.
- It could be considered normal to have a higher concentration of younger people at lower levels and vice versa at higher levels. This is based on the general principle that people are promoted through experience and/or knowledge gained over time.

Police Officer Management Profile by Disability

Disabled	Executive	Manager	Supervisor	Worker	Workforce Total
Y	0.00%	0.00%	0.00%	1.66%	1.24%
N	27.78%	34.91%	48.13%	63.24%	58.16%
(blank)	72.22%	65.09%	51.88%	35.10%	40.60%

- There are no police officers at Supervisor, Manager or Executive level who have declared a disability and due to low declaration levels it is not possible to draw any conclusions from this data at this time. This position has not changed from the previous performance year, 2013-2014.

Police Staff Management Profile by Disability

Disabled	Executive	Manager	Supervisor	Worker	Workforce Total
Y	3.67%	1.23%	1.54%	2.69%	2.23%
N	72.48%	67.90%	66.67%	73.37%	70.53%
(blank)	23.85%	30.86%	31.79%	23.94%	27.24%

- Self-declaration rates are higher for police staff than police officers, with non-disclosure rates (those shown as 'blank') below 50% at all levels. This would indicate that police staff feel more confident in declaring a disability to the organisation than police officers.



Police Officer Management Profile by Ethnicity

Ethnic Origin 5+1	Executive	Manager	Supervisor	Worker	Workforce Total
White	94.44%	92.67%	88.54%	88.72%	89.07%
Mixed	0.00%	1.72%	2.50%	2.20%	2.19%
Asian or Asian British	0.00%	0.86%	3.33%	3.19%	2.99%
Black or Black British	0.00%	1.29%	2.29%	2.07%	2.02%
Chinese Other Ethnic Group	0.00%	1.29%	0.00%	0.40%	0.40%
Not Stated	5.56%	2.16%	3.33%	3.42%	3.33%

- The level of BME workers (7.86%) and Supervisors (8.12%) is over-represented in comparison with the BTP population (7.60%) whilst BME populations for all other management levels are lower than the BTP population.
- The level of BME supervisors has risen notably from 6.7% in 2013-2014 to 8.12% in 2014-2015.
- The table would indicate for the first time a proportionately higher concentration of BME police officers at the sergeant rank than all other ranks. However, BME overall representation does not match the general population as you move up the management chain (into Manager or Executive roles).
- There was a noticeable decrease in BME police officers at Executive rank (superintendent and above) in 2014-2015, falling from 2.70% to 0.00% (none). There are currently no BME officers at superintendent rank or above.

Police Staff Management Profile by Ethnicity

Ethnic Origin 5+1	Executive	Manager	Supervisor	Worker	Workforce Total
White	71.56%	69.14%	80.73%	74.52%	75.81%
Mixed	7.34%	3.09%	1.73%	2.30%	2.55%
Asian or Asian British	5.50%	15.43%	8.86%	10.76%	10.25%
Black or Black British	4.59%	7.41%	4.43%	7.04%	6.05%
Chinese Other Ethnic Group	3.67%	1.85%	0.19%	1.15%	1.08%
Not Stated	7.34%	3.09%	4.05%	4.23%	4.26%

- There is BME representation at all police staff management levels, with 21.10% at Executive level, 27.78% at Manager level and 15.21% at Supervisor level.



- Both Executives and Managers have seen an increase in BME employees during 2014-2015, with Executives rising from 15.63% to 21.10% and Managers rising from 24.80% to 27.78%. Only Supervisors levels have dropped, from 15.68% to 15.21% during 2014-2015.

Police Officer Management Profile by Gender

	Executive	Manager	Supervisor	Worker	Workforce Total
Male	91.67%	85.34%	86.04%	80.99%	82.27%
Female	8.33%	14.66%	13.96%	19.01%	17.73%

- Supervisors (13.96%), Managers (14.66%) and Executives (8.33%) all have lower levels of females than the BTP population (17.73%).
- Female officers at Executive (8.11% to 8.33%) and Supervisor (12.10% to 14.66%) level have both increased during 2014-2015 with Managers decreasing from 15.68% to 14.66% during 2014-2015.

Police Staff Management Profile by Gender

Gender	Executive	Manager	Supervisor	Worker	Workforce Total
Male	51.38%	54.32%	50.67%	42.64%	47.10%
Female	48.62%	45.68%	49.33%	57.36%	52.90%

- There are a higher percentage of males in police staff management positions at all levels (Supervisor, Manager & Executive) compared to females. However, female representation at every management level has increased from the previous year, with female Executives rising from 43.75% to 48.62%, Managers rising from 43.20% to 45.68% and Supervisors rising from 47.05% to 49.33%.
- The workforce total for female police staff is higher (52.90%) overall.



Police Officer Management Profile by Sexual Orientation

	Executive	Manager	Supervisor	Worker	Workforce Total
Bisexual	0.00%	0.00%	0.63%	0.67%	0.61%
Gay/Lesbian	0.00%	5.17%	1.88%	2.56%	2.62%
Heterosexual	41.67%	36.64%	30.21%	23.55%	25.87%
Prefer not to say	2.78%	6.03%	9.38%	5.35%	6.02%
(blank)	55.56%	52.16%	57.92%	67.87%	64.88%

- There has been a small increase in police officers declared themselves as bisexual at Supervisor level from the previous year, increasing from 0.00% to 0.63% of the supervisor workforce.
- Disclosure levels remain low across all police officer ranks; however there is an incrementally higher disclosure rate as you move up the management chain to Manager level, which would indicate that police officers feel more confident in disclosing their sexual orientation as they progress up the ranks rather than at the beginning of their career, or when taking their first steps into supervisory roles. This would indicate a lack of confidence in declaring sexual orientation and that it may prove detrimental to their careers within the police service.

Police Staff Management Profile by Sexual Orientation

Sexual Orientation	Executive	Manager	Supervisor	Worker	Workforce Total
Bisexual	0.00%	0.00%	0.19%	0.13%	0.13%
Gay/Lesbian	2.75%	3.70%	2.89%	1.92%	2.48%
Heterosexual	22.94%	40.12%	36.22%	34.70%	34.95%
Prefer not to say	0.92%	4.94%	2.12%	3.59%	3.06%
(blank)	73.39%	51.23%	58.57%	59.67%	59.39%

- No Executives or Managers declared themselves as bisexual; however there is representation of gay/lesbian police staff across all levels of the Management structure.
- In a similar pattern to the police officer management profile, disclosure levels remain low across all police staff ranks. A significantly higher percentage of police staff at Executive level chose not to declare any sexual orientation, which in parallel with police officers, would indicate a lack of confidence in declaring sexual orientation to the organisation or that it may prove detrimental to their police staff careers within the police service.

Recruitment, Retention and Progression

This section of the report looks at the employee life cycle, through recruitment, retention and progression. BTP is committed to recruiting, progressing and retaining a representative workforce and use 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 starts during 2014-2015. Data in this section is compared with national workforce statistics when looking at issues of proportionality.

New Starters by Age

Age Profile	Police Officer	Special Constable	Police Staff	PCSO	Grand Total	Population ⁶ (Britain)
<30	62.16%	58.49%	43.26%	75.00%	53.83%	27.4%
30-44	29.73%	13.21%	24.11%	20.54%	24.44%	35.3%
45-59	6.76%	1.89%	26.71%	4.46%	16.54%	29.6%
60+	1.35%	26.42%	5.91%	0.00%	5.19%	7.7%

- All employee groups indicated an over representation of new starters from the under 30 category (police officer 62.16%, police staff 43.26%, special constable 58.49% and PCSO 75.00%) in comparison with the population (27.4%)
- There was a considerable increase in special constables new starters in the over 60 category, increasing from 0.00% in 2013-2014 to 26.42% in 2014-2015.
- The only category not to see any new starters from the over 60 category were PCSOs, which could be explained by the presence of compulsory retirement ages and fitness requirements for these roles.

⁶ Population data estimates based on Labour Market Statistics



New Starters by Disability

Disabled	Police Officer	Special Constable	Police Staff	PCSO	Grand Total	Population⁷ (Britain)
Y	5.86%	5.66%	3.78%	2.68%	4.32%	19%
N	85.59%	60.38%	72.58%	83.93%	76.91%	81%
(blank)	8.56%	33.96%	23.64%	13.39%	18.77%	

- There were new starters in all categories who declared a disability.
- Declaration levels are again incrementally much higher than in previous years in Police Officer, Special Constable and Police Staff categories, with more employees across these categories willing to self-disclose a disability than in previous years.
- The only category to see a fall in declarations were PCSOs, which fell from 7.04% to 2.68%

New Starters by Ethnicity

Ethnic Origin 5+1	Police Officer	Special Constable	Police Staff	PCSO	Grand Total	Population⁸ (Britain)
White	92.79%	83.02%	76.60%	89.29%	83.21%	93.2%
Mixed	3.15%	5.66%	1.89%	1.79%	2.47%	0.8%
Asian or Asian British	2.70%	7.55%	12.29%	7.14%	8.64%	3.4%
Black or Black British	0.45%	1.89%	4.96%	0.00%	2.84%	1.8%
Chinese Other	0.00%	0.00%	1.89%	0.89%	1.11%	0.8%
Ethnic Group	0.00%	0.00%	1.89%	0.89%	1.11%	0.8%
Not Stated	0.90%	1.89%	2.36%	0.89%	1.73%	

- There were higher percentages of Asian/Asian British new starters across the special Constable, Police Staff and PCSO categories compared to the population (3.4%).
- The number of Asian/Asian British police officers dropped from 3.53% to 2.70%.
- There was an overall higher percentage of BME new starters (15.06%) compared to the population (6.8%); an increase from the previous year of 14.91%.
- Recruitment of BME Police staff has dropped for the first time, at 21.03% during 2014-2015. This is a change to the previous incremental improvement, rising from 12.7% in 2010-2011 to 20.1% in 2011-2012 and 23.96% in 2013-2014.

⁷ Population data estimates provided by the Business Disability Forum

⁸ Population data estimates based on Labour Market Statistics



New Starters by Gender

Gender	Police Officer	Special Constable	Police Staff	PCSO	Grand Total	Population⁹ (Britain)
Male	77.48%	94.34%	49.41%	78.57%	64.07%	49%
Female	22.52%	5.66%	50.59%	21.43%	35.93%	51%

- Female police officer starters, although at a lower level (22.52%) than the general population (51%), is higher than the current BTP police officer workforce population (16.96%). However this is a drop in female police officer workforce from the previous year from 25.49% to 22.52%.

New Starters by Sexual Orientation

Sexual Orientation	Police Officer	Special Constable	Police Staff	PCSO	Grand Total	Population¹⁰ (Britain)
Bisexual	0.00%	1.89%	0.00%	0.89%	0.25%	6% 94%
Gay/Lesbian	3.15%	7.55%	1.42%	3.57%	2.59%	
Heterosexual	12.61%	9.43%	19.15%	13.39%	15.93%	
Prefer not to say (blank)	0.90%	0.00%	0.24%	1.79%	0.62%	
	83.33%	81.13%	79.20%	80.36%	80.62%	

- Declaration levels in this category have been too low to allow us to report on this data accurately, with the level of non-disclosure increasing in 2014-2015 with 80.62% of new starters not declaring their sexual orientation. This is a decrease in declaration rates from the previous year of 73.08% of new starters not declaring a sexual orientation to the business. In line with other workforce datasets, this is a worrying trend which would indicate a decreasing confidence in new starters declaring their sexual orientation to the organisation which may indicate an increasing perception that an employee's sexual orientation may prove detrimental to a career in the police service.

⁹ Population data estimates based on Labour Market Statistics

¹⁰ Population data estimates provided by Stonewall



Promotion Exams

This section looks at the OSPRE exam part of the promotion process in 2013-2014. The exams include Sergeants and Inspectors Parts I and II.

**Notes when analysing the data*

Please note that when reading the below data, percentages stated are specific to the dataset of each category. For example, in the first table 'Promotion Exams by Age', in the 30-44 age category, it shows that 100% withdrew, but then 65.91% passed, 45.00% failed and 25.00% were absent. To clarify, this does not mean 100% of all 30-44 year old candidates withdrew, rather that 100% of those who withdrew were in the 30-44 age bracket. Similarly, 65.91% of those who passed were in the 30-44 age bracket.

Promotion Exams by Age

Age Profile	Withdrew	Passed	Failed	Absent
<30	0.00%	19.70%	11.67%	25.00%
30-44	100.00%	65.91%	45.00%	25.00%
45-59	0.00%	14.39%	43.33%	50.00%
60+	0.00%	0.00%	0.00%	0.00%

- 19.70% of those who passed were under 30, 65.91% were 30-44 and 14.39% were 45-59.
- Due to the requirement to complete minimum service levels before taking promotion exams and the police officer compulsory retirement age, it is accepted that promotion exam distribution will follow a pattern similar to that shown above.

Promotion Exams by Disability

Disabled	Withdrew	Passed	Failed	Absent
Y	0.00%	0.76%	0.00%	0.00%
N	100.00%	77.27%	53.33%	50.00%
(blank)	0.00%	21.97%	46.67%	50.00%

- All officers who declared a disability passed their promotion exams, with none withdrawing from the process of failing. However, the disclosure levels for all categories are low making it difficult to draw any conclusions from this data.



Promotion Exams by Ethnicity

Ethnic Origin 5+1	Withdrew	Passed	Failed	Absent
White	100.00%	89.39%	75.00%	100.00%
Mixed	0.00%	2.27%	1.67%	0.00%
Asian or Asian British	0.00%	3.79%	5.00%	0.00%
Black or Black British	0.00%	2.27%	15.00%	0.00%
Chinese Other Ethnic Group	0.00%	0.00%	0.00%	0.00%
Not Stated	0.00%	2.27%	3.33%	0.00%

- 8.33% of those who passed were BME and 21.67% of those who failed were BME. This indicates a lower success rate at promotion exam for BME officers compared to white officers.
- The number of BME officers' choosing to take the promotion exams increased dramatically from 12.5% in 2013-2014 to 30.00% in 2014-2015.
- The pass rate for BME officers has risen from 5.7% to 8.33%; however the failure rate has increased dramatically from 6.8% to 21.67%. This substantial increase in BME officers failing promotion exams may be partially explained due to higher numbers of BME officers going through the promotion process; however further work will need to be done to understand the marked rise in BME failure rates.
- The level of BME officers who took the exam (30.00%) was significantly higher than the BME police officer population (7.60%) indicating a positive impact on future BME officer distribution, resulting in higher levels of supervisors and managers in the future.

Promotion Exams by Gender

Gender	Withdrew	Passed	Failed	Absent
Male	100.00%	81.82%	86.67%	75.00%
Female	0.00%	18.18%	13.33%	25.00%

- The level of female officers who took the exams (15.75%) was lower than the BTP female officer population level (17.73%).

Promotion Exams by Sexual Orientation

Sexual Orientation	Withdrew	Passed	Failed	Absent
Bisexual	0.00%	0.00%	3.33%	0.00%
Gay/Lesbian	0.00%	2.27%	3.33%	25.00%
Heterosexual	0.00%	28.79%	36.67%	0.00%
Prefer not to say	0.00%	6.06%	5.00%	25.00%
(blank)	100.00%	62.88%	51.67%	50.00%

- The level of gay/lesbian officers who passed the exam (2.27%) was lower than the BTP population (2.62%).
- It should be noted that declaration levels remain low and therefore it is difficult to draw any significant conclusions from this data.

Promotion Boards

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

Actual Promotions

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

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

Age Profile	Police Officer		Special Constable		Police Staff		PCSO		Grand Total
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	
<30	12.50%	16.99%	60.23%	60.48%	25.30%	21.77%	70.45%	42.72%	33.91%
30-44	23.00%	44.57%	26.14%	29.03%	35.54%	37.94%	25.76%	36.22%	29.39%
45-59	58.00%	37.50%	13.64%	10.48%	30.42%	33.61%	3.79%	20.12%	31.12%
60+	6.50%	0.94%	0.00%	0.00%	8.73%	6.68%	0.00%	0.93%	5.59%

- Whilst looking at leavers data according to age it is important to bear in mind retirement ages and in particular the compulsory retirement ages that are present in the police service. The spike in police officers leavers at age 45-59 (58.00%) is considered normal.

Leavers by Disability



	Police Officer		Special Constable		Police Staff		PCSO		Grand Total
Disabled	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	
Yes	1.50%	1.24%	2.27%	4.84%	1.81%	2.23%	3.79%	2.48%	2.13%
No	43.00%	58.16%	70.45%	72.58%	76.51%	70.53%	81.82%	83.90%	67.82%
(blank)	55.50%	40.60%	27.27%	22.58%	21.69%	27.24%	14.39%	13.62%	30.05%

- The higher proportion of Police Officers (1.50%) and PCSOs (3.79%) with a declared disability leaving the organisation compared to the declared BTP population (1.24% and 2.48% respectively) may raise concerns relating to workforce profile; however BTP remains aware of the operational fitness requirements of the role of an officer and the impact that adherence to this may have on leaver levels.

Leavers by Ethnicity

	Police Officer		Special Constable		Police Staff		PCSO		Grand Total
Ethnic Origin 5+1	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	
White	89.50%	89.07%	85.23%	85.08%	74.70%	75.81%	82.58%	82.66%	81.25%
Mixed Asian or Asian British	2.50%	2.19%	1.14%	2.02%	2.71%	2.55%	3.03%	3.10%	2.53%
Black or Black British	2.00%	2.99%	6.82%	6.05%	10.54%	10.25%	6.06%	7.43%	7.05%
Chinese	2.00%	2.02%	0.00%	2.82%	5.12%	6.05%	3.03%	3.41%	3.32%
Other Ethnic Group	0.50%	0.40%	0.00%	0.00%	1.81%	1.08%	0.00%	0.31%	0.93%
Not Stated	3.50%	3.33%	6.82%	4.03%	5.12%	4.26%	5.30%	3.10%	4.92%

- The proportion of white police officer and special constable leavers to the organisation was higher than the BTP population; however this trend was reversed for PCSO and police staff leavers.
- 'Black or Black British' and 'Asian or Asian British' leavers were lower than the BTP population across police officer and PCSO roles, which will have a positive affect on BTPs BME population in the future. However, proportionately higher 'Black or Black British' and 'Asian or Asian British' Special Constables and Police Staff left the organisation compared to the BTP



population(s), which is in direct contrast to the previous year. There is not enough evidence in this increase to indicate or infer any trend.

Leavers by Gender

Gender	Police Officer		Special Constable		Police Staff		PCSO		Grand Total
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	
Male	88.00%	82.27%	85.23%	85.89%	52.41%	47.10%	80.30%	74.61%	70.61%
Female	12.00%	17.73%	14.77%	14.11%	47.59%	52.90%	19.70%	25.39%	29.39%

- Female special constables (14.77%) left at a marginally higher rate than female special constable population level (14.11%) however female leavers in all other roles (police officer, police staff and PCSO) remained below the BTP population levels for each.
- For the first time, BTP has a proportionately higher number of female leavers (29.39%) compared to female joiners (28.84%). This will have a negative impact on future workforce representation, unless Positive Action activities are put into place to address the under-representation.

Leavers by Sexual Orientation

Sexual Orientation	Police Officer		Special Constable		Police Staff		PCSO		Grand Total
	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	Leavers	BTP Population	
Bisexual	1.00%	0.61%	1.14%	1.21%	0.00%	0.13%	1.52%	2.17%	0.66%
Gay/Lesbian	2.00%	2.62%	2.27%	6.05%	2.41%	2.48%	3.79%	3.41%	2.53%
Heterosexual	22.50%	25.87%	36.36%	29.84%	31.93%	34.95%	28.79%	29.72%	29.39%
Prefer not to say	7.00%	6.02%	3.41%	2.82%	2.71%	3.06%	0.76%	4.02%	3.59%
(blank)	67.50%	64.88%	56.82%	60.08%	62.95%	59.39%	65.15%	60.68%	63.83%

- The number of police officer leavers who declare their sexual orientation as gay/lesbian or bisexual are, for the first time, less than the self-declared BTP gay/lesbian or bisexual population. However declaration levels remain low in this category which makes it difficult to provide any solid findings around the representation of employees who leave the organisation.
- It should be noted that over 50% of the BTP workforce decline to self-declare their sexual orientation to the organisation across all roles (police officer, special constable, police staff and PCSO).



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