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**Report to:** Strategy & Planning Committee Meeting  
**Agenda item:** 5b  
**Date:** 24 May 2018  
**Subject:** Equality, Diversity & Inclusion Strategy 2018-22  
**Sponsor:** DCC Adrian Hanstock  
**For:** Information

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## **1. PURPOSE OF PAPER**

- 1.1 This paper introduces the proposed new force 'Equality, Diversity & Inclusion Strategy 2018-22' (Appendix A), which will replace the existing force strategy. The publication of the new Strategy in 2018 brings it in line with the four-year rolling implementation of the BTPA strategy, and has been designed specifically to respond and build upon those diversity and inclusion objectives within it.
- 1.2 This paper will outline the steps already taken, and those still required, to ensure that Equality, Diversity & Inclusion matters form part of our everyday activities and that we comply with our Statutory Duties under the Equality Act 2010.
- 1.2 The strategy is also designed where possible to anticipate changes to the organisation as a result of the BTP2021 project as well as other upcoming NPCC generated equality, diversity and inclusion activities; particularly out of the Workforce Diversity portfolio being led by Chief Constable Ian Hopkins.

## **2. BACKGROUND**

BTP is required under the specific Equality Duties of the Equality Act 2010 to have a four-year Equality, Diversity & Inclusion (EDI) Strategy. The current Strategy (referred to throughout as the "Gold Strategy") is coming to an end, and requires refreshing for the next four years, 2018 to 2022.



### **3. HISTORY – EXISTING ‘GOLD STRATEGY’**

- 3.1 During the 2013/14 performance year, the force refreshed its approach to equality and diversity to ensure alignment with the then BTPA Strategic Plan (20:20:10), compliance with Statutory Duties and reinvigorate the commitment to and visibility of equality and diversity related initiatives throughout the force.
- 3.2 In response to the force’s renewed commitment; BTP’s ‘Equality & Diversity Gold Strategy 2014-2019’ was developed, ratified by COG and the BTPA and then published in early 2014 as a five-year plan.
- 3.3 This Gold Strategy aimed to inform, in particular, the delivery of a transformation of BTP’s workforce so that the force could accurately describe itself as truly representative of the society and communities that it works in partnership with. The new strategy continues this focus but removes all explicit reference to actual or inferred targets or quotas; instead looking at a holistic ways of addressing gaps in workforce diversity based on regional demographics.
- 3.4 One element of the current Gold Strategy was the introduction of the "15 in 5" aspirations: target driven workplace diversity objectives that are now considered inappropriate, actively limit the force’s ability to apply Positive Action in its activities and ultimately are no longer fit for purpose. To demonstrate, the Gold Strategy made explicit a statement of intent to deliver what were referred to as the '15 in 5' aspirations by 2019:-
- BME 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-declare their sexual orientation 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 and Race for Opportunities questionnaires

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- 3.5 To illustrate why this is problematic, one of those '15 in 5' objectives is that "15% of the workforce describes themselves as Lesbian, Gay or Bisexual", which would not in itself be achievable, as it details an aspiration to have an *over*-representation of LGB employees compared to the UK population. This does not consider the expected UK demographic for LGB residents is currently estimated at 6% of the population, making this particular aspiration unachievable.
- 3.6 It is also not appropriate to set 'targets' for representation as it gives a false sense of the true representation of the changing UK population, without considering the need for regional adjustments. Additionally, it is not permitted under Sections 158 and 159 of the Equality Act 2010 to set numerical targets whilst applying Positive Action activities to achieve them, which means that although we can apply Positive Action in our *individual* recruitment and retention activities (as we are not setting any targets during these processes), we cannot do so to achieve the "15%" being set.
- 3.7 It should also be noted that the Gold Strategy was originally designed as a 5-year plan, which is not in line with our Statutory Duties. By replacing the existing Gold Strategy in 2018, the force would become compliant with Statutory Duties but this would also have the added benefit of bringing the new strategy in sync with the BTPA Strategy's four-year cycle.

#### 4. **PROPOSED NEW STRATEGY**

- 4.1 The DCC has led the development of the new strategy via the force's Equality, Diversity & Inclusion Forum (EDIF), seeking input from the Diversity & Inclusion Manager, Department Heads, Divisional Commanders, our Employee Support Associations (both internal and external) and other key internal and external stakeholders.
- 4.2 The new strategy outlines the force's renewed vision and the anticipated goals for both internal (workforce diversity, creating an inclusive workplace, employee welfare etc.) and external (safeguarding, Hate Crime, accessibility to services, vulnerability, community engagement etc.) diversity and inclusion activities; whilst bringing the oversight of each element into one single governance point.
- 4.3 This will replace the existing 'Gold Strategy 2014-19' and will outline our key commitments to diversity in four main areas:
- Operational Policing

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- Understanding our Communities & Building Confidence
  - Workforce Diversity, Retention, Development & Progression
  - Governance, Oversight & Reporting

4.4 The strategy is deliberately intended to be a succinct 'statement of intent' outlining aspirations for the force rather than detailing individual 'tasks'. It will be used to design activities in order to achieve the aims outlined and specific tasks will themselves be assigned to owners and monitored through the Force's Equality, Diversity & Inclusion Forum using a Delivery Plan to describe activities and measure progress.

4.5 The consultation process for the new strategy closed on 14 March 2018, with all feedback being logged and the draft strategy amended to take into account the feedback, suggestions and comments made.

## **5. MEASURING PROGRESS**

5.1 An Action / Delivery Plan will now be designed, owned by the DCC and managed through the force Equality, Diversity & Inclusion Forum (EDIF), to describe and outline the activities required to achieve the aims and objectives outlined within it; with the assistance of relevant Heads of Departments / Divisional Commanders.

5.2 Working Groups and/or Focus Groups will be created in response to some of those activities in the Action Plan, again to be owned by relevant Departments or Divisions, with a COG (DCC) oversight and involvement to ensure compliance (legal) and guidance on best practice / horizon scanning and feasibility of implementation. This will likely be monitored through the force's Divisional and Central Equality, Diversity & Inclusion Forums.

## **6. FINANCIAL IMPLICATIONS**

6.1 None.

## **7. DIVERSITY ISSUES**

7.1 This paper is written with the intention of having a positive effect on Equality, Diversity & Inclusion and is compliant with the Equality Act (2010). The main intentions are to:



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- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## **8. RECOMMENDATIONS**

- 8.1 The members are asked to review the proposed 'Equality, Diversity & Inclusion Strategy 2018-22' and approve it for publication in July 2018.