



Item 6. Diversity & Inclusion Strategy

Rachael Etebar, Director of People & Culture

Inclusion & Diversity Strategy 2019-2022



Equality, Diversity & Inclusion at British Transport Police

Our Inclusion and Diversity Strategy for 2019 to 2022 was launched in July 2019, outlining our main commitments to:

- To be one of the most inclusive police forces in the U.K.
- To better reflect the local regional working age populations in our workforce, with a particular focus at Sergeant ranks and above which is where the gaps are the greatest.
- To make sure that everyone working or volunteering for BTP understands the importance of inclusion and diversity and how we all play a part in it.
- To have significantly reduced or eliminated incidents of bullying or harassment

The Strategy was informed by the **NPCC Diversity, Equality & Inclusion Strategy 2018-25** and our consultation with our workforce, employee support networks and the Police Federation and TSSA.

BTP's Strategy is broken down into three distinct areas of work:

- **Operational Policing** – delivering policing services that are fair, easy to access and responsive to the diverse needs of the people we serve.
- **Understanding our Communities and Building Confidence** – better understanding the communities we serve.
- **Our Employees** – being an inclusive employer that is representative of our communities where our people feel happy, productive and can bring their whole selves to work.

Governance, oversight and tasking is provided through the Diversity & Inclusion Forum, a quarterly strategic body of representatives from across BTP's operational and people functions as well as subject matter experts and employee support networks.

When launching the Inclusion & Diversity Strategy, particular attention was paid to ensuring that all of our people understood their responsibilities in helping the force to achieve its aims. This involved the creation of a Quick Reference Guide with hints and tips on how everyone can get involved.

Engaging with and Supporting our Employees in Scotland



BTP recognises that Employee Support Associations and Networks help to create a fair and inclusive workplace, by supporting staff in under-represented groups throughout Scotland, England and Wales.

Employee Support Associations and Networks play an important part in contributing to BTP's successful performance against its Equality, Diversity and Inclusion 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 wellbeing support, guidance and advice to all of our employees.

In addition to our successful networks for ethnicity, gender, LGBT, disability and religions, new branches of the Jewish Police Association, Gypsy Roma Traveller Police Association and Police Pagan Association were launched in 2019, bringing the number of networks at BTP to 10.

BTP employs 199 people across Scotland, including:

- 174 Police Officers
- 25 Police Staff



And we have 41 Special Officers

BTP offices and stations across Scotland can be found at Aberdeen, Cowcaddens (D Division HQ in Glasgow), Dalmuir, Dundee, Edinburgh, Glasgow, Inverness, Kilwinning, Kirkcaldy, Motherwell, Paisley, Perth and Stirling.





Workforce Diversity in Scotland: Gender

Employee Type	31/03/2019	31/03/2020	YTD	Force-wide Average YTD
Police Officers	18.52% Female	18.96% Female	17.71% Female	21.13% Female
Police Staff	60.47% Female	53.85% Female	61.54% Female	53.57% Female
Special Officers	12.00% Female	8.33% Female	7.32% Female	15.05% Female



BTP’s overall female police officer representation is disproportionately low compared to police forces in England, Scotland and Wales, with 21.13% of all BTP police officers across England, Scotland and Wales being female.

This under-representation is more marked in Scotland, with 17.71% of police officers on D Division being female. This figure represents a drop in female representation on the previous year.

These percentages should be noted against a relatively low number of BTP police officer posts based in Scotland, with BTP employing 174 police officers based across the 13 locations on the Division.

Leavers

- In 2018/19, 18.75% of police officer leavers in Scotland were female. This is roughly proportionate to the 18.52% female officer workforce.
- In the following year, 2019/2020, 5.88% of police officer leavers were female, disproportionately low compared to the workforce.
- This financial year, 2020/2021 has seen 10.00% of officer leavers in Scotland being female.

Workforce Diversity in Scotland: Ethnicity



Employee Type	31/03/2019	31/03/2020	YTD	Force-wide (national) Average YTD
Police Officers	3.24% Ethnic Minority	2.84% Ethnic Minority	2.84% Ethnic Minority	9.76%
Staff	0	0	0	23.90%
Special Officers	8.00% Ethnic Minority	8.33% Ethnic Minority	7.32% Ethnic Minority	11.04%



9.76% of all BTP police officers across England, Scotland and Wales are from minority ethnic backgrounds, which is above average for police forces. The Home Office force average (of police forces across England and Wales) is currently 6.7%.

However, this number is disproportionately lower when looking at officers in Scotland, with only 2.84% being from minority ethnic backgrounds. This is based on an establishment profile of 174 police officers based at 13 locations across Scotland.

Police officers from minority ethnic backgrounds are all concentrated in three main locations in Scotland: Cowcaddens (Glasgow), Edinburgh and Stirling. %'s shown below are based on the total number of police officers at that particular location.

By Location	31/03/2019	31/03/2020	YTD
Cowcaddens (Glasgow)	4 (3.67%)	5 (3.97%)	4 (2.90%)
Edinburgh	4 (7.14%)	2 (4.17%)	3 (5.45%)
Stirling	0	1 (14.29%)	1 (16.67%)
Perth	1 (12.5%)	0	0

Employee Turnover in Scotland: Leavers & Attraction Opportunities

BTP has a static workforce in Scotland, with small numbers choosing to leave the organisation. This leaves little opportunity to diversify our workforce, or to be able to take decisive action using Positive Action during our planned attraction and recruitment activities.

A total of 68 employees (Police Officers, staff and Special Officers) have left BTP Scotland since April 2018, with 33% of those leaving due to normal retirement reasons.

According to the data available to us, Police Officers from Minority Ethnic backgrounds are proportionately **less likely** to leave BTP in Scotland, as are female police officers. It's difficult to interpret any real trends due to the very limited number of police officers who choose to leave the organisation.

Recruitment

Recruitment opportunities are limited in Scotland due to the low number of officers and low turnover rate. BTP recruited officers during 2020 to exceed establishment and are expecting to further recruit this summer.

Positive Action – Taking Steps to Address Underrepresentation in Scotland

BTP uses Positive Action in all attraction, assessment & recruitment activities whenever an opportunity to recruit (or a transfer window opens up) in Scotland. This includes offering pre-application workshops and then one-to-one coaching for potential candidates from under-represented groups.

Leavers during 2018/2019

Ethnicity	Police Officer	Police Staff	Special Officer	Grand Total
White	16	7	7	30
White – British	15	7	6	28
White – Irish	1		1	2
Grand Total	16	7	7	30

Gender	Police Officer	Police Staff	Special Officer	Grand Total
Male	13	4	7	24
Female	3	3	0	6
Grand Total	16	7	7	30

Leavers during 2019/2020

Ethnicity	Police Officer	Police Staff	Special Officer	Grand Total
Ethnic Minority	1	0	0	1
Asian Or Asian British - Indian	1	0	0	1
White	16	7	3	26
White – British	16	7	3	26
Grand Total	17	7	3	27

Gender	Police Officer	Police Staff	Special Officer	Grand Total
Male	16	1	2	19
Female	1	6	1	8
Grand Total	17	7	3	27

Leavers during 2020/2021

Ethnicity	Police Officer	Grand Total
White	10	10
White - British	9	9
White – Irish	1	1
Grand Total	10	10

Gender	Police Officer	Police Staff	Special Officer	Grand Total
Male	9	0	0	9
Female	1	0	0	1
Grand Total	10	0	0	10

Professionalism Data - Scotland



Data for the last three years regarding complaints received by BTP in Scotland are as outlined below. There is little of statistical significance contained within this. Of note the only areas to comment upon are the 2020-21 figures which were predominantly during the Covid period and the complaint of 'other assault' remained higher than other areas. While this was only 6 individual complaints, this would be explained by the public coming to terms with what they could and could not do during the pandemic and officers using their lawfully held powers.

Complaint Allegation Type	PY 2018/19		PY 2019/20		PY 2020/21	
	Count of Allegation Type	Percentage	Count of Allegation Type	Percentage	Count of Allegation Type	Percentage
Discriminatory Behaviour	2	4%	0	0%	0	0%
Improper disclosure of information	1	2%	0	0%	0	0%
Incivility, impoliteness and intolerance	10	18%	6	14%	6	26%
Irregularity in evidence/perjury	4	7%	0	0%	0	0%
Lack of fairness and impartiality	3	5%	1	2%	0	0%
Mishandling of property	0	0%	1	2%	0	0%
Oppressive conduct or harassment	8	14%	6	14%	0	0%
Other assault	12	21%	14	33%	6	26%
Other irregularity in procedure	2	4%	0	0%	3	13%
Other neglect or failure in duty	9	16%	3	7%	3	13%
Traffic irregularity	2	4%	1	2%	0	0%
Unlawful/unnecessary arrest or detention	4	7%	11	26%	5	22%
Grand Total	57		43		23	

Professionalism & the Angiolini Report



The chart below gives data for the self-declared ethnicity of complainants. There is nothing of any statistical significance contained here. The vast majority of complainants are W1 White British. The data for 2020-21 demonstrates the lower levels of 'foot fall' on BTP areas of patrol and therefore complaint.

Self Class Ethnicity (Complaint Subject)	PY 2018/19		PY 2019/20		PY 2020/21	
	Count of Self Class Ethnicity	Percentage	Count of Self Class Ethnicity	Percentage	Count of Self Class Ethnicity	Percentage
A1 - Indian	1	2%	0	0%	0	0%
A2- Pakistani	2	4%	0	0%	0	0%
B9 – Any other black background	5	11%	0	0%	0	0%
M9 - Other mixed background	0	0%	1	2%	0	0%
NS- Not stated	3	5%	4	9%	0	0%
W1 - White British	46	81%	38	88%	23	100%
Grand Total	57		43		23	

In relation to the Angiolini report BTP have reviewed this with our current practices for Professional Standards and have made the following updates in line with the recommendations:

1. In relation to disciplinary hearings we will review the diversity make up of the panel on regular occasions as well as consider the circumstances of each one to ensure a relevant panel make up. We are also inviting more scrutiny to our vetting refusal and appeals process around diversity to ascertain if there is any improvement that can be made.
2. **BTP will mirror the approach of the SPA** Complaints and Conduct Committee and will seek to publish more complaint outcomes where relevant.
3. The PIRC should ensure that discrimination issues are considered as an integral part of their work. A systematic approach should be adopted across the organisation and in all cases investigators should consider if discriminatory attitudes have played a part. BTP have new signed agreements with the PIRC in place in line with this approach, these mirror that of Police Scotland.
4. The Chief Constable should publish annually Police Scotland's performance in dealing with complaints against the time-scales set out in the statutory guidance.



Trust, Legitimacy and Community Policing – Moving the Needle Action Plan

Chief Superintendent Dennis Murray

Director of People and Culture/
Deputy Chief Constable

Chief Superintendent Dennis Murray

Moving the needle Action Plan

Operational

Research,
Policy and
Legislation led
by Vanita Patel

Organisational

Continuous
Improvement led
by Catherine
Lewis- McInulty

Operational

- Use of Powers
- Stop & Search Taser
- Criminal justice outcomes
- Coercive Powers
- PSD Outcomes

- Community engagement
- Collaboration & partnership
- Paid expertise
- Operational Liaison
- External Communication

- Research
- Analytics
- Politics
- National, international & localised picture

- Inspection
- Use of police powers and disproportionality
- Tactical advice & guiding principles

- CPD
- Culture
- Leadership
- L&D
- Continuous Learning
- Internal comms
- Recruitment

People

- Positive Action
- Learning & Development
- Diversity & Inclusion

Employee Networks, Independent Police Advisory Groups, Scrutiny Panels, NPCC, Police Federation, TSSA, Superintendents Association and Train Operating Companies

Monitored through a framework that charts our progress

We have 90 Black and Ethnic Minority candidates waiting to join BTP, but none at present for D Division, We completed a D division intake at the end of last year and are not planning a further intake until late 2021. We will therefore advertise nearer the time and try to reach out to community groups using our Positive Action team, to encourage diverse candidates.

For PCs, there are 90 Ethnic Minority candidates waiting for an intake (17%) and 124 female candidates waiting for an intake (including BAME) (23%) out of 536 total candidates.

serving PC breakdown	BME Female	BME Male	White Female	White Male	Do not wish to disclose
B Division	7	12	13	39	0
C Division	-	-	-	-	-
Wales	0	1	7	18	0
Midlands	1	8	6	17	0
North East	0	1	6	12	1
North West	0	1	4	16	1
South West	0	0	2	4	0
Total	8	23	38	106	2

PCSOs, we have 31 ethnic minority waiting for an intake (17%) and 46 Female waiting for an intake including Ethnic Minority (26%) out of 177 total candidates.

Serving PCSO breakdown	BAME Female	BAME Male	White Female	White Male	Do not wish to disclose
B Division	13	49	44	128	3
C Division	2	24	58	187	5
D Division	1	1	6	15	0
Total	16	74	108	330	8



BAME Officers/Staff employees as of 12 January 2021

Division	Police Staff	Police Officer	SPC	PCSO	Total
A	307	46			353
B	48	190	22	42	302
C	7	46	8	6	67
D		5	3		8
E	8	23			31
Total	370	310	33	48	761

Benefits of the framework

Allow us to see clear progress – E.g. The last assessment centre had a 92% pass rate of ethnic minority candidates who were coached. The 12 month average is 75%.

High Grade Duties Dashboard to monitor fairness.

Monitoring ethnic minority Retention, Progression and Promotion – this will apply to all areas of diversity

Helping us to understand underlying causes- E.g. There is very little turnover on D Division and they typically only have one intake a year of around 10 people.

Short Term Objectives



The MTN action plan is made up of 4 key areas with a number of identified workstreams for progression throughout 2021 and beyond

Operational

Research, Policy & Legislation

Organisational

Continuous Improvement

- Proposal for Use of Powers, Governance & Accountability paper submitted for consideration.
- Develop a network of community groups including those perceived as 'Hard to Reach'.

- Develop and improve procedures and processes that help improve Ethnic Minority (linked CPD 1) recruitment / retention / progression through internal fairness and internal / external procedural justice and transparency (Trust, Confidence and Legitimacy).
- This will be measured through staff surveys, Ethnic Minority progression into departmental areas of underrepresentation, promotion pathways and retention.

- Develop a joint Race Academy with Kent Police to develop products, processes and policies that support Race Inclusion and progression.
- Raise our profile in the Race arena internally / externally through events and representation on national associations / networks.
- Commence roll out of the conversations about race.

- Working group set up to develop Use of Force training including de-escalation, communication, community management at an incident, tactical advisors and improving techniques.
- Developed proposal for a Ethnic Minority specific development course to support and empower officer and staff - retention and progression -something the majority of survey respondents said was wanted.

Moving the Needle will take in to account recommendations made from national best practice, review findings such as the Angiolini report and identified needs within BTP