

Inclusion and Diversity

Five Year Strategy

2023 - 2028



**Reflecting the best
of our communities**



**BRITISH
TRANSPORT
POLICE**

Foreword

Building a modern and inclusive workforce is a long-term commitment, not transient emotion or short-term reaction.

Inclusion and Diversity must be part of what we all do, woven into the fabric of our organisation and culture. Our goal is for our communities and our people to feel protected, heard, included and valued and for them to trust us as **Guardians of the Railway** and as an employer of choice.

The demand from communities for trust and legitimacy in policing has never been so prevalent, nor so critical. There is a growing expectation from our people for their right to fairness and equity and an increasing decline in tolerance for failures and inadequacies in our ethics and behaviours.

This affords new opportunities and challenges that we must embrace, own and respond to. This strategy describes our genuine commitment to long-term, consistent and sustainable plans, resources and funding.

By identifying and driving activity towards the benefits we want to realise, and the future we want to see and feel, is crucial and the key to success.

Karen Wiesenekker

Head of Strategic Inclusion and Diversity

Our approach

Our strategy is a roadmap to fully achieving Inclusion and Diversity (I&D) for British Transport Police. It is intended as a constant reference to keep us on track to accomplishing our goals and arriving at our intended future state. It is a living document to be regularly reviewed and updated with the flexibility to accommodate new initiatives and drivers. It will exploit organisational learning derived from identification of success, risks, failure and evidence.

The Strategic Inclusion and Diversity Team has responsibility for supporting the organisation to achieve its goals relating to I&D. The team provides strategic direction, effective tools and builds capability to empower our leaders, line managers and colleagues to understand, own and confidently deliver I&D.

This strategy will drive tangible, measurable and visible progress towards an inclusive and diverse BTP. The strategy reflects the force goals, values and strategy as well as being intrinsically linked to the People Strategy. The national and external drivers such as the Race Action Plan and the Violence against Women and Girls plan along with the NPCC Diversity Equality and Inclusion Strategy are specifically catered for within as core priorities.

We welcome internal and external scrutiny by our critical friends who we ask to hold us to account, challenge us and provide opportunity for improvement.

The Strategic I&D team operate a business partnering to support our colleagues and equip and empower leaders and managers to provide appropriate care and leadership. Ownership and accountability will assist this long term, consistent and sustainable approach.

Benefits realisation will ensure activity and outputs are on track towards tangible and measurable outcomes.

The strategic direction will be flexible and driven by technology, data and key metrics to push clear outputs and activities, identify fluctuating priorities and use organisational learning to understand impact and offer flexible options.

We will ensure our people have access to the right advice and guidance to help them operate with an inclusion and diversity lens. At the same time, we will assess the impact of our decisions, operations and policies to identify and mitigate disadvantage and disproportionality.



The strategic direction is based on data, evidence, risks and opportunities and the strategic I&D team will deliver this by:

- Building collaborative relationships with the organisation, stakeholders and partners
- Engaging and communicating with our people using a business partnering and commissioning style
- Provide learning, education, tools and guidance to support the business to embed I&D
- Creating a performance management system using robust governance and structures to track success and benefits
- Identifying and sharing organisational learning and learning from failure
- Creation of a benefits realisation model that drives activity and outputs towards tangible and measurable outcomes
- Ensuring ownership and accountability is embed into long term, consistent and sustainable strategies and plans
- Using technology, data and key metrics to drive clear outputs and activities supported by an unrelenting force wide focus
- Embracing an approach which purposely avoids hierarchy in order to empower leaders and managers to take ownership and be responsible for delivery
- Using internal and external scrutiny

Glossary

Terminology is important. Throughout this strategy we have referenced the below terms, some of which may be unfamiliar or may have 'many' definitions. To support your understanding, please use the below glossary which provides the definitions we use to inform our work.

Benefits realisation

A tool to make sure we get the intended outcomes and results from our work.

Critical friends

Colleagues or partners who are encouraging and supportive, but who provide honest and often candid feedback that may be uncomfortable or difficult to hear. A critical friend is someone who agrees to speak truthfully but constructively, about weaknesses, problems, and often emotionally-charged issues.

Diversions activities

Our response to reducing children and young people's vulnerabilities to becoming involved in criminal activity, child criminal exploitation and anti-social behaviour.

Diversity

Acknowledging, valuing and respecting people's psychological, physical and social differences, so that their full potential and contribution can be realised.

Equality

Fair treatment of individuals or groups, ensuring they are treated equally and no less favourably in areas including those of age, disability, gender, race, religion or belief, sexual orientation, gender re assignment, marriage and civil partnership, pregnancy and maternity.

External scrutiny

The way we allow members of the public to scrutinise how police powers are used in interactions with the public, along with other areas that may be of concern to the local community.

Family friendly offer

The offer to our people and new joiners that we are inclusive and consider the needs of those people managing families and with caring responsibilities.



Glossary

Intersectionality

The acknowledgement that everyone has their own unique experiences of discrimination and oppression and we must consider everything and anything that can marginalise people – gender, ethnicity, sexual orientation, disability, sexual orientation and all of the protected characteristics.

Legitimacy

Trust and legitimacy with the community is essential and there is strong evidence to indicate that the public's perception of fair and respectful treatment by the police can influence compliance with the law, by generating a sense of moral alignment and working together.

Neurodiversity

Refers to the concept of different types of brain and different ways of thinking. It is sometimes referred to as cognitive diversity. Although neurodiversity encompasses all brain types in the human population, it is commonly taken to refer to neurodivergent conditions such as autism and dyslexia.

Positive action`

Taking specific steps to improve equality in the workplace using the Equality Act 2010 such as encouraging people from underrepresented groups to join.

Pride 365 accreditation

Our accreditation and pledge to play our part in improving inclusivity in the workplace and society and be instrumental in bringing about an end to the corporate appropriation of the LGBT+ community (pink-washing) to help create a world of inclusion for all.

Protected characteristics

It is against the law to discriminate against anyone because of: age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion or belief, sex and sexual orientation.

Safe to say

Our campaign to encourage our people to share information pertaining to their protected characteristics so that we can truly understand our workforce representation.

Socio-economic

A way of describing people based on their education, income and type of job.

Stakeholders

Our stakeholders in this strategy are the Police Federation, Police Superintendents Association, Transport Salaried Staffs' Association (TSSA) and the Employee Support Associations.

Use of Powers

Police powers used in this context are taser, stop and search, handcuffing and searching.

Vision

To be a Force where our people feel they belong, are valued, and our communities feel engaged and protected.

Where we are now

In 2021, we invested in the Strategic Inclusion and Diversity Team to address the reliance on individuals with lived experience and passion to own, drive and deliver inclusion and diversity, often alongside full-time roles, with minimal organisational support.

There were pockets of excellence with many well-intentioned but ad hoc and undirected activity. There was little opportunity for organisational learning or benefits realisation and governance and structures to support inclusion and diversity were minimal.

Building trust and legitimacy is a strategic objective for the Force. Over decades many high-profile present and historic cases of abuse of policing powers have left our communities and our people telling us, quite rightly, to do better.

Our Guardians of the Railway strategy and our Chief Constable have provided the impetus to strengthen and build I&D capacity and, in turn, measurable impact.

A new team has been able to review activity, build relationships and offer a business partnering service to the Force. The team has developed benefits realisation measures, programmes and projects and has specific

responsibilities for delivery against this strategy. We will avoid what policing has often experienced previously; transient, short-lived and reactive activity manifested by peaks of effort followed by troughs of low energy leading to little overall impact.

Objectives and Targets

Being bold and ambitious, while remaining realistic and lawful, means to succeed where we haven't before, we must raise the bar on our expectations and energy.

Targets are set regularly and widely in policing but rarely for I&D. For some this is because I&D can lead to tokenistic, 'tick box' and often perverse behaviours. Targets do not lead to poor behaviours as is evident in many other areas of police performance and target setting. With inclusive leadership, intelligent management and external scrutiny we will ensure our targets add value in a legitimate and positive way.

Consistent, sustainable and measurable growth with progressive pace requires a blend of targets and objectives: objectives are our higher-level statements; targets are specific desired outcomes their delivery, and allow us to measure our impact.



Our objectives

1. Create an inclusive culture
2. Engaged and involve our people
3. Improve our workforce representation
4. Build confident, engaged and protected communities
5. Promote education and learning to our people



1: Inclusive Culture

Our People strategy strives to deliver our strategic objective of a modern and inclusive workplace by building a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for, listened to and reflect the best of our communities.

This includes fostering an inclusive understanding and reflective leadership that enables procedural justice and fair and transparent activities by removing disproportionality and disadvantage in our organisational systems, procedures and processes.

We will do this by

- **Improving inclusive practices for Disability and Neurodiversity**
- **Improving Equality Impact Assessments (EIA)**
- **Workplace adjustments and passports roll-out**
- **Fair and transparent application of flexible working options**
- **Understanding and mitigating cultural issues linked to bullying and harassment**

Outcomes for year one

- Disability Confident Level 1 Compliant
- Disability Confident Level 2 Award Completed
- Improved self-declaration of disability for equality monitoring
- Workplace adjustment passports available
- Re-launch EIA so they guide decision making better
- Relaunch of a disability Employee Support Association

What this will deliver

- A culture where our people feel valued and included and free to bring their whole selves to work
- Increased trust among our people, leading to better understanding and confidence of our people with disability and neurodiversity to self-declare
- Increased opportunities for recruitment and progression and a more representative workforce
- Workplace adjustment passports providing access to progression, wellbeing and flexible working
- A better understanding of and reduction in disproportionality and disadvantage from using EIAs

2: Engaged and Involved

Engaging with our people is critical to understand lived experiences, remove barriers and provide them with fair and equitable service. Involving our Employee Staff Associations and Employee Associations (Transport Salaried Staffs' Association (TSSA), BTP Federation and BTP Superintendents' Association) will ensure we involve our people to influence change and make improvements. Engagement also safeguards our intention to avoid silos and build an intersectional approach to all I&D activity.

We will do this by

- **Improving our family friendly offer**
- **Engaging with our internal stakeholders and colleagues to facilitate better organisational listening from underrepresented groups**
- **Improved support and guidance for our people**
- **Positive Action across promotions, talent and leadership initiatives**
- **Increased workforce representation in higher grades, ranks and specialist roles**

Outcomes for year one

- Phased return implemented and maternity buddy scheme, refreshed and integrated with our wellbeing department
- Internal stakeholders meeting established and increased engagement

- Pride 365 accreditation and improved transitioning at work policy
- New promotions process with positive action embedded
- 'Bring your daughter to work' scheme and work experience for young people to inspire the next generation that Policing is a varied and interesting career for all

What this will deliver

- We will be an employer of choice for working parents and carers encouraging diversity of thought and increased representation
- ESAs will be engaged and involved in improving inclusion, intersectionality, diversity and belonging
- Our leaders will be better equipped to support gender diverse employees and we will be recognised as an inclusive employer
- Our promotions process will be more transparent and inclusive resulting in better leadership representation
- Under-represented groups and seldom heard communities will feel more confident in policing as a career, contributing to an increase in representation in the long-term

3: Workforce representation

Improving workforce representation is critical to achieving a Force which understands and provides an effective and proportionate service to our community.

We will do this by

- **Developing an inclusive experience for our people from onboarding to 'offboarding'**
- **Early identification and action for any workforce under-representation**
- **A retention and leavers' strategy that enables organisational learning and improvements for under represented groups**
- **Improved workforce data through self-declaration to inform positive action activity**
- **A focus on age and socio-economic status**

Outcomes for year one

- Mapping of under-representation with focused positive action improvement activity
- 'Safe to Say' Campaign to improve data of protected characteristics among the workforce
- Collaboration activities supporting our people from joining to exit
- A retention plan and development of a retention toolkit to support line managers to have open conversations and offer support

What this will deliver

- A workforce that better represents the communities we serve
- A more diverse workforce
- Improved representation at all levels
- Retention of talent and exit with dignity
- Inclusion for all ages
- Reduced gender and ethnicity pay gaps

4: Confident, engaged and protected communities

Improving Trust and Legitimacy

We will have a clear focus on equality and impartiality across all that we do. By identifying where our service and outcomes are disproportionate and challenging ourselves to understand why, we will promote a learning culture throughout the Force that enables long-term change.

We will build trust and legitimacy through improving our professional standards, actively encouraging internal scrutiny of our organisational policies and processes and external scrutiny of our policing activities using an inclusive lens, always.

We will do this by

- **Delivering the Police Race Action Plan incorporating the previous 'Moving the Needle' plan and Violence Against Women & Girl (VAWG) strategy**
- **Reducing disproportionality in Use of Powers**
- **Improve service and understanding around hate crime and provide a Welsh language response when appropriate**
- **Diversionsary activities for young people, accessibility and support for vulnerable people and those with disabilities and neurodiverse conditions**
- **Effective use of external scrutiny to improve trust and legitimacy**

Outcomes for year one

- Central oversight and governance for External Scrutiny
- Improved reporting of Use of Force - data, gaps and risk identification and mitigation
- Trust and Legitimacy Plans with Race Action Plan and Moving the needle in place, managed by the Race Action Plan Steering Group to facilitate tangible benefits
- Address essential culture change linked to VAWG
- Understand and take action from the All People Survey

What this will deliver

- Improved policing for Black people
- An anti-racist and anti-misogynist culture
- Effective and accurate reporting of use of powers
- Reduced disproportionality amongst those most affected
- Improved confidence and satisfaction internally and externally

5: Education and learning

Building knowledge and capacity will equip our people to better understand and apply I&D. Education around ethical behaviours, language and terminology, prejudice and disadvantage, and inclusive cultures and leadership will drive inclusion and belonging as well as fair and equitable processes.

We will do this by

- **I&D education for new colleagues**
- **I&D learning provision for all our people**
- **Ethical behaviour awareness for all our people**
- **Positive action development for progression**
- **Developing cultural awareness**

Outcomes for year one

- Increased development opportunities for those from under represented groups
- A forum to discuss, debate and learn from ethical dilemmas
- Access to cultural awareness workshops
- People upskilled in key roles to deliver consistent I&D education and awareness

What this will deliver

- Diverse thinking and understanding of different cultures to enable better service delivery
- Understanding of acceptable behaviour in the workplace
- Better representation at all levels
- Consistent understanding and learning embedded at all level
- Improved professional standards, fairer treatment, internal legitimacy

Target Areas

We have five target areas. These have a target date of 2028, however these will be continuously reviewed and can be moved to ensure they remain both ambitious and realistic.

We will assess our progress and the maturity of our approach regularly so we can communicate and demonstrate to our people and the public the progress we're making.

Target area one: Workforce representation (all people including Special Constables)

According to the 2021 Census the Ethnic Minority make-up of England & Wales has increased by 4.3% from the 2011 Census to be 18.4% of the population.

Current BTP figures and 2028 targets:

	Current (23/01/23)	Target 2028
Female officers	21.8%	At least to match national census data of 51%
Ethnic minority officers	10.5%	At least to match national census data of 18.4%
Disability not stated - all employees	84.8%	A maximum of 10% who tick not stated
Sexual orientation not stated - all employees	70.9%	A maximum of 10% who tick not stated

Target Areas

Target area two: Reduction in disproportionality

A key indicator of any trust deficit is disproportionality in the use of policing powers. The likelihood of being stopped and searched, the subject to use of force, or a victim of crime is significantly higher if you are from an Ethnic Minority background.

Current (23/01/23)	Black (times more likely)	Asian (times more likely)	Asian (times more likely)
Stop and Search	6.5	1.3	2.9
Use of force	7.5	1.1	1.6
Being a victim	2.0	1.9	1.9

England & Wales Census 2021 / Scotland Census 2011 / Stop Search Data for whole of 2022 (30% of SDE is Not Stated) / Use of Force Data from Feb-Dec 2022 (Uses ODE as there is no SDE but has the 'Mixed option) / Victim Data for whole of 2022 (60% of SDE is Not stated)

Monitoring of the above data will be via Disproportionality Boards, Strategic I&D Board, the Police Race Action Plan and findings from Public Attitude Surveys.

Dip sampling all related activity for compliance and subsequent developmental actions will take place:

1. All stop and search records will contain the self-defined ethnicity of the subject or as officer defined with full rationale for 'No Self Defined Ethnicity'
2. All Stop and Search records will contain grounds that are reasonable
3. Disproportionality will be identified and brought to the attention of the relevant senior leader and/or line manager who will adopt an 'explain or reform' approach

Target Areas

Target area three: Culture

- Equality Impact Assessments for all policies will be completed
- Every station, team and department will undertake annual inclusion and culture audits
- We will measure people's feelings, especially those from under-represented groups, of inclusion through the annual All People Survey and initiate and review action

Target area four: Retention and Exit

- All our people from underrepresented groups leaving the organisation will be offered an exit interview with the I&D team or the relevant Employee Staff Association
- All our peoples from underrepresented groups will be signposted to Employee Staff Associations on joining
- all officer and staff roles and posts will be advertised with all flexible working options

Target area five: Promotion and Progression

- All applicants from under-represented groups will be offered positive action support



Appendix 2: Areas of Work

We will use the following resources:

- Equality Act 2010 and the Public Sector Equality Duty
- Positive Action s.158 and 159
- External Scrutiny
- Internal stakeholder engagement
- Inclusive leadership
- Senior sponsors and champions
- Organisational learning and evidence-based practice
- Maturity Model for self-assessment

We will contribute to the:

- People Strategy

Our plans will contribute to:

- Police Race Action Plan with Moving the Needle
- HeforShe Action Plan
- All People Survey

Appendix 3: Links to additional strategies and priorities

Police Race Action Plan [here](#) for NPCC and [here](#) for the College of Policing

- VAWG Plan [here](#)
- National DEI Strategy [here](#)
- [HOME | Uplift Hub](#)
- Police officer uplift, quarterly update to June 2022 - [GOV.UK \(www.gov.uk\)](http://www.gov.uk)
- <https://www.policeeventsportal.co.uk/>
- [Collection and recording | College of Policing](#)



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