



Moving The Needle

Black, Asian, and Minority Ethnic Inclusion
Action Plan



BRITISH
TRANSPORT
POLICE

FOREWORD



Recent events nationally and internationally, have thrust the police service approach to trust and legitimacy into the spotlight and it is key that we respond in an open and transparent manner. 'The Moving the Needle' action plan is the result of BTP's self-reflection and informs our strategic approach to policing by consent, fairness, legitimacy in the context of community relations and race. The action plan also outlines our commitment to the development and progression of our Black, Asian, and minority ethnic workforce. We pride ourselves on working towards being an inclusive employer and the action plan outlines our approach to achieve this aim. I am confident we will move the needle on race, which is long overdue.

Rachael Etebar
Director of People and Culture



The 'Moving the Needle' action plan brings together British Transport Police's strategic vision to be one of the most inclusive forces in the UK. The action plan sets out what we intend to do, turning words into action that has meaning and allows every member of BTP to bring their whole self to work and thrive. What is important to me is that every word within the action plan is lifted from the page and turned into reality. As the Lead for Trust, legitimacy and Community Policing it is my intention to deliver all elements of the action plan, adding real value for all BTP officers and staff as well as the public we serve.

Chief Superintendent Dennis Murray
Lead for Trust, Legitimacy and Community Policing



Delivering policing services that are fair, easy to access and responsive to the diverse needs of the people we serve has always been one of BTP's key commitments. We recognise that in order to do this we must first understand who those communities are, as well as ensure that we have the right forums and opportunities to continue to listen to any concerns, issues and feedback. When the Black Lives Matter movement gained ground last Summer, it was only right that we listened to the concerns being raised around racial disparities and policing activity having a disproportionate impact on minority communities and that we review all of our existing race and inclusion activity in response. The result of that review, the 'Moving the Needle' action plan, aims to further develop our work in this area whilst continuing to commit to the objectives we have outlined in our Inclusion & Diversity Strategy 2019-22. Ultimately, we want to be the most fair and inclusive police service that we can be, and to be able to do this whilst working in partnership with all of our communities. Our refreshed and renewed focus on race and inclusion aims to help us to achieve this goal, and we would welcome feedback from anyone who would like to be a part of this important work.

Barry Boffy
Head of Inclusion & Diversity

In light of the recent Black Lives Matter protests across the US, Europe and UK, we have taken the opportunity for some self-reflection and a review of our workforce representation. George Floyd's death in the US might be the seismic catalyst now, but here in the UK we have been talking about improving the representation of Black, Asian and minority ethnic groups across our workforce and challenging institutional racism in policing since the tragic death of Stephen Lawrence 27 years ago. It is right that our employees should ask what is different between now and then and what more are we doing? We also know from talking to ethnic minority colleagues that being asked to articulate the problem is exhausting. Similarly we're not going to move the needle on race equality by asking well-meaning white people to decide what happens to black people.

We need to have an action plan which we as the whole of BTP are signed up to deliver.

Embracing an inclusive workforce is essential to fulfil our desire, for BTP to be an attractive ethical employer. All the research demonstrates when people with differing cultures, perspectives and ideas engage in healthy, robust debate, their ability to innovate, challenge the status quo and develop the organisation improves. One-sided perspectives – group think -has been shown by studies to stifle individuals and create the situation where groups all think, feel and behave alike, which can lead to poor decision making.



THE FACTS

We publish our workforce diversity statistics, and, on the surface, we have been doing well on increasing ethnic minority representation. Our data shows that:

83.26% of our employees are **white**

14.13% of our employees are **ethnic minorities**

2.61% do not declare



86.84% of our Special Constables are **white**

12.03% are **ethnic minorities**

1.13% do not declare



BTP with a 14% Black, Asian, and minority ethnic workforce is the only police force in the UK representative of its Black, Asian, and minority ethnic communities.

Tola Munro, ex-Chair of the National Black Police Association wrote to Chief Constable Crowther in March 2020



THE FACTS

So on the face of it, we are representative of the UK's 14% Black, Asian, and minority ethnic population. However, when you drill down further:

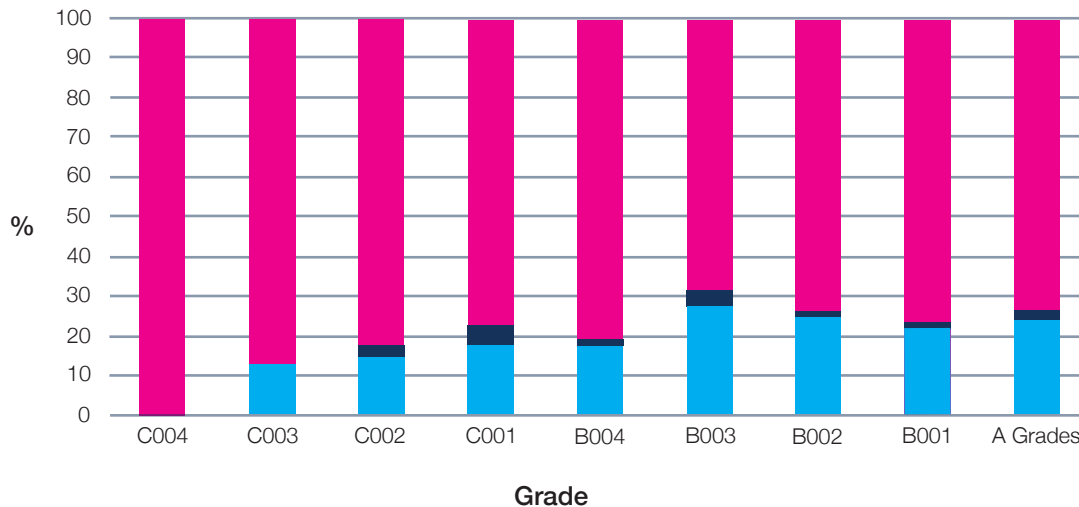
9.5% of our police officers are an ethnic minority, as are 19.32% of our PCSOs and 23.20% of our police staff, so although our total workforce is broadly representative, the numbers of our police officers is not.

Police officer representation has gradually improved year on year since 2014 when our representation was 7.5%, but it isn't quick enough. When you look at our ethnic minority representation through the lens of grade or rank:

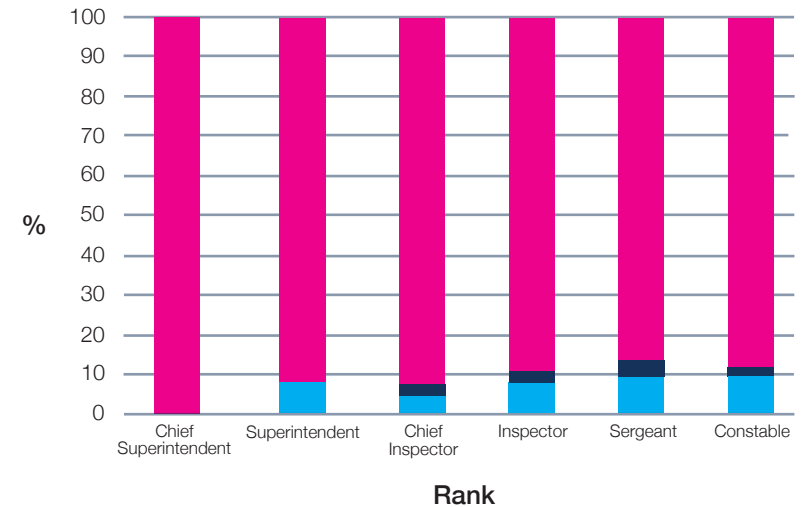
Key

- White
- Black, Asian, and minority ethnic
- Not stated

Black, Asian, and minority ethnic representation by Police Staff Grade



Black, Asian, and minority ethnic representation by Police Officer Rank



THE FACTS

Ethnic minority employees make up only a small proportion of our management ranks and this representation plummets at each level of our corporate structure. Our highest ethnic minority police officer rank is at Superintendent and for police staff at C003 grade. We have no ethnic minority employees on the Chief Officers Group and the British Transport Police Authority currently has no ethnic minority Members.

Our ethnic diversity is concentrated in constable, sergeant and staff equivalent levels of our structure and we get dramatically whiter as we move up.

Looking through the lens of promotion, 78 officers and 80 staff were promoted during 2019/20. At Police Constable to Sergeant promotions panels, ethnic minority and female officers passed at a better rate than male officers. However, ethnic minority and females were less successful in the Sergeant to Inspector processes, indeed the drop off for ethnic minorities is quite stark.

Too few employees from ethnic minority backgrounds are in positions to make recruitment or promotion decisions. This leads to suspicions of sponsorship and favouritism. We've tried to address it, but it's taking too long for ethnic minorities to progress to positions of influence.

PC- PS Applications

PC- PS Promotion Panel Passes

PC- PS Promotion Panel Pass %

PS- PI Applicants

PS- PI Promotion Panel Passes

PS- PI Promotion Panel Pass %

	Male	Female	BME	Total Applicants
PC- PS Applications	140%	29%	17%	169%
PC- PS Promotion Panel Passes	83%	19%	13%	102%
PC- PS Promotion Panel Pass %	59.2%	65.5%	76.4%	60.3%
PS- PI Applicants	100%	19%	14%	119%
PS- PI Promotion Panel Passes	45%	8%	4%	53%
PS- PI Promotion Panel Pass %	45%	42%	28.5%	44.5%

WHAT HAVE WE DONE SO FAR

We're committed to supporting inclusion. Our Inclusion and Diversity Strategy published in 2019 says our aim is to ensure:

“...that our employees feel valued, included and able to bring their whole selves to work. All the evidence demonstrates that creating an inclusive culture is the best way to make people feel happy and productive at work.” It goes on to say: “We want to identify and eliminate conscious or unconscious bias.” And “We will engage in a big conversation about ‘bringing your whole self to work’.”

We have active support groups for our Black, Asian, and minority ethnic employees (SAME- Support Association for Minority Ethnic Staff) and AMP (Association of Muslim Police) as well as eight other thriving employee networks that aim to support all those from diverse backgrounds.

We have a Positive Action* Recruitment Team who reach out to under represented groups to encourage people who might not have thought of joining the police to apply. We offer coaching and open days to help people prepare and perform their best self at the assessment centre.

In addition to a range of courses open to all employees on building confidence and personal presence, we offer three positive action development programmes designed to support career progression which are aimed at employees from under-represented groups seeking promotion into leadership roles

*** Positive action** is defined as voluntary actions employers can take to address any imbalance of opportunity or disadvantage that an individual with a protected characteristic could face.



Aspire

For those at Entry level

Ascend

For those at Supervisory ranks and grades

Accelerate

For those at Senior ranks and grades

We've been running a programme for all employees called 'Ethical Dilemmas' which focuses on sexual harassment, bias and people's hidden beliefs; bullying and harassment, recognising and exploring how this influences how we interact with others. We have also incorporated this into our recruit training programme.

We review all our people and operational policies through the lens of adherence to the public sector equality duty.

Our People Plan committed to all leaders having a leadership and inclusion objective which will be launched for the 2021/22 performance year.



WHAT WE WILL ALSO DO

- **We will develop and publish aspirations targets** up to 2025 aimed at achieving a more representative workforce diversity at senior levels.

- **We commit** to sustained action, visible leadership and a willingness to change and learn. We have appointed Chief Superintendent Dennis Murray as the Lead for Trust, Legitimacy and Community Policing. Dennis is our Race Champion and will lead on the delivery of this strategy.

- **We will work in partnership** with our employee support groups internally and across policing to learn from each other, encourage challenge and 'borrow' best practice with pride.

- **We will connect** and educate our people by talking openly, creating an environment of respect and safety, sharing experiences and learning from each other. We will do this by engaging an external expert to facilitate a bold and honest conversation about privilege, sharing our stories and the realities of lived experience.

- **We will run a communications campaign** highlighting the impact conscious and unconscious bias and privilege has.

- **We will reiterate** our message that bullying and harassment has no place in BTP.

- **We will appoint a network of geographical Inclusion Advisory and Scrutiny Panels** of external experts to provide advice and guidance on our performance on inclusion, particularly race matters and our proportionality of approach to operational policing.

This will include enabling independent observation of policing operations from time to time.

- We will sign up to the Business in the Community's **Race at Work Charter**, as this external scrutiny will help us with future-proofing our commitment to race equality.



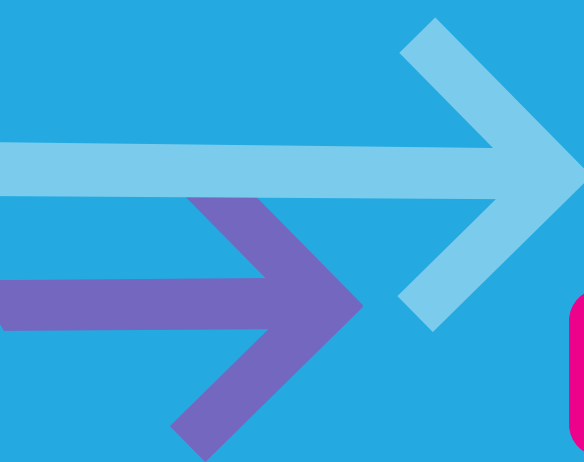
WHAT WE WILL ALSO DO

We will educate our people by:

- Sharing a resource guide on race and encourage our people to learn for themselves about the issues and understand others' points of views.
- Launching a new senior leadership programme which will include a module on self-awareness, inclusion, understanding the concept of privilege and the cognitive impact bias and microaggressions* have on the recipient.
- Introduce an unconscious bias and/or microaggressions e-learning programme for all.
- Give regular opportunities for those from ethnic minority backgrounds to provide feedback and insights from the workforce to senior leaders. We will update our recruitment and promotion strategies to continue to diversify our talent pool.

This includes:

- Not waiting for Black, Asian, and minority ethnic candidates to come to us. Through the PART (Positive Action Recruitment Team) team we will proactively engage with minority communities to attract diverse talent to join us.
- Commit that assessment centres and officer promotion panels will have a panel member from a Black, Asian, and minority ethnic background.
- Apply the 'tie breaker' principle in promotion and selection decisions, by which we select from 'equal' candidates (or candidates who equally meet the essential job criteria) based on who is from an underrepresented group (in accordance with S.159 of the Equality Act 2010).
- Continue to use the PCSO role, where we achieve better ethnic minority recruitment outcomes, as a 'feeder' grade into police officer roles.
- Implement a review of temporary promotion to remove any inherent bias in the system.
- Work with the College of Policing to make ethnic minority Women in Policing a national development programme.



* **Microaggressions** are a statement, action or incident regarded as an instance of indirect, subtle or unintentional discrimination against members of a marginalised group such as a racial or ethnic minority.

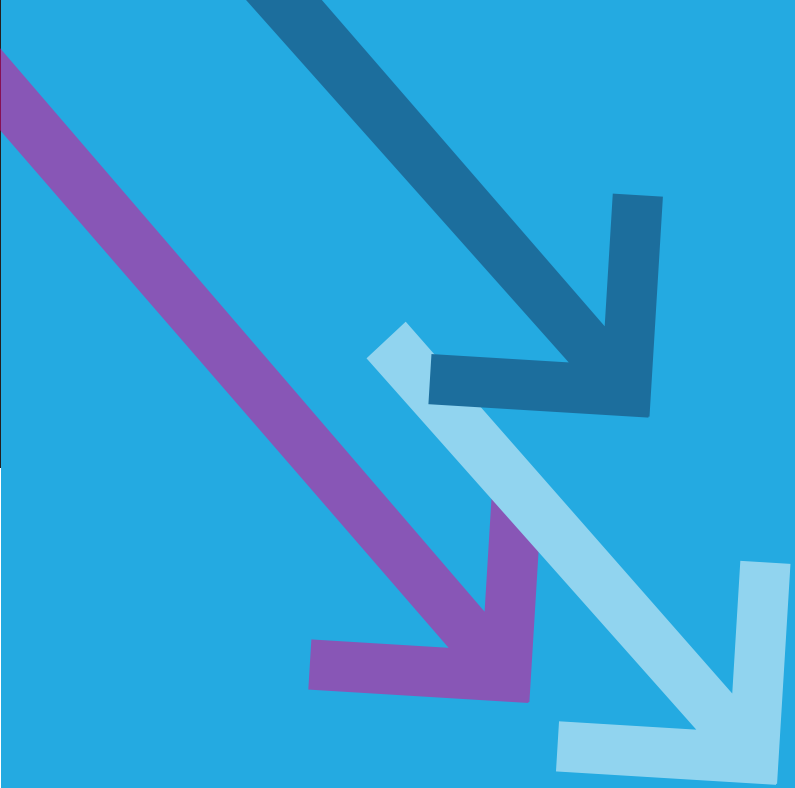
WHAT WE WILL ALSO DO

- **We will challenge** unfair or biased selection processes where we see them, encouraging those making decisions to question whether they have selected the best candidate whilst also considering opportunities to select those from under-represented groups.

We will diversify our leadership by:

- Implementing a direct entry scheme to bring in senior leaders from underrepresented backgrounds quickly alongside continuing to invest in 'growing our own' talent.
 - Looking at distribution on the talent grid through the lens of diversity.
 - Providing ethnic minority employees who request it with a coach or mentor in order to accelerate their development.
- **We will harness the power of mentoring** by setting up a scheme of reverse mentoring for senior leaders and more junior ethnic minority employees to open eyes to others' cultures, 'lived experience' and the 'ground truth,' i.e. what is really going wrong in the organisation. Junior colleagues in turn will be exposed to the skills required in leadership and be enabled to develop a more senior network.
 - **Train the trainer** volunteer members of SAME and AMP to run courses on personal confidence building, presence and how to be your authentic self in the workplace for other members of their networks.
 - We will **introduce volunteering opportunities** in conjunction with charity 'Inspiring the Future' (<https://www.inspiringthefuture.org/>) as a means for individuals to practice new skills and gain confidence in a safe environment. It will also enable us to reach out to schools with diverse student bodies to encourage them to consider BTP as a career choice.





Our ultimate goal is that all our employees feel included and are able to bring their best self to work.

SUPPORT



Throughout this report there is a focus on inclusion, which is crucial because being inclusive benefits everyone. Diversity problems are solved by turning conversations into action and we will do all we can to support Moving the Needle, including looking at what more our own organisation can do to be truly representative.

Nigel Goodband
Chair of BTP Federation



Being able to attract diverse employees should only be part of an organisations focus. It is vital that once inducted within BTP employees experience an environment of inclusivity that encourages and supports them to bring their whole-selves to work, as well as fulfilling their career ambitions. AMP's membership represents a diverse group of Muslims with a high percentage identifying as Black, Asian, and minority ethnic. AMP is committed to supporting the Moving the Needle strategy and ensuring that everyone has equal access to progression and opportunities.

Katherine Chowdry and Mo Mahmood
Association of Muslim Police Co-Chairs



Recent national and international events have highlighted how much work needs to be done if society is to tackle and eradicate racism and racial inequalities. These events quite rightly shone a light on UK policing. As BTP's oldest Employee Support Group, with a long-standing mandate to be BTP's 'critical friend', SAME (Support Association for Minority Ethnic staff) shone that light on BTP. The response and self-reflection that followed has begun a serious and meaningful process of cultural change within BTP. The strategic vision laid out in the Moving the Needle action plan, developed in close partnership with SAME, will lay the foundations upon which BTP can build itself into an organisation where all employees feel at home and all the communities we serve have full confidence that BTP is a fair and transparent police service which also represents and reflects the rich diversity of those communities.

Anton Hunte
Chairman, S.A.M.E. (Support Association for Minority Ethnic Staff)



TSSA Representatives believe that all workplaces should be inclusive and diverse to allow all employees the same opportunities no matter what their ethnic background is. As such, TSSA is pleased to support the Moving The Needle action plan to make BTP a more diverse work force and reflective of the community which we serve.

TSSA (Transport Salaried Staffs' Association)

For any questions or further information:

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