

# Public Sector Equality Duty Report 2022 - 2023



**Reflecting the best  
of our communities**



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The Public Sector Equality Duty (PSED) came in to force in April 2011 and public authorities are required, in carrying out their functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010, these are:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;**
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

This report provides detailed information on our efforts towards achieving these objectives.



Our Inclusion and Diversity Strategy 2019 – 2022 outlined our approach to providing an inclusive policing service to the millions of service users and employees (our people) of the railway network. It outlined our ambitions for how we would work towards ensuring that our people feel valued, included, and able to bring their whole selves to work. That strategy can be found [here](#).

## Aims

### The Inclusion and Diversity strategic aims were:

1. To be one of the most inclusive police forces in the UK.
2. To better reflect the local regional working age populations in our workforce, with a particular focus at sergeant and above where the gaps are greatest.
3. To make sure everyone in BTP understands the importance of inclusion and diversity and how we all play a part in it.
4. To have significantly reduced or eliminated incidents of bullying and harassment.



A refreshed five year strategy is now in place for 2023 – 2028. This is supported by a Strategic Inclusion and Diversity (I&D) team employing a business partnering model driving Inclusion and diversity as a business imperative and woven into everything we do. With the refreshed plan there are five strategic priorities to support our aim to be a modern and inclusive employer which is outlined in the 'Guardians of the Railway' strategic plan and to deliver against the [Police Race Action Plan \(Police Race Action Plan: Improving policing for Black people \(college.police.uk\)\)](#) and activities in the [Violence Against Women and Girls Plan](#).



## **Aim 1:**

**We will deliver policing services that are fair, easy to access and responsive to the diverse needs of the people we serve.**

## Our commitment to tackling Violence Against Women and Girls (VAWG) in our communities.

Supporting our efforts around VAWG we delivered 104 specifically focussed operations, initiatives and opportunities within this reporting period including:

- **Proactive operations and enhanced patrols throughout the year across stations nationwide**
- **Engagement activity at large scale events such as ‘Sparkle’ in Manchester, Reading Festival, Commonwealth Games and ‘Freshers weeks’ across various universities with 75 officers trained in LGBTQ+ abuse awareness and best practice by the charity GALOP**
- **White Ribbon engagement nationally, including #HerGameToo during the football World Cup**
- **Development of Safer Space initiatives in Richmond, Cardiff and Stratford**
- **Joint work across London with the Met Police Safer Streets teams at key hotspots**
- **National Sexual Offence Conference places for our sexual offences liaison officer (SOLO) trained officers to attend and bring enhanced learning back to BTP**
- **Almost tripled the number of officers trained to investigate sexual offences nationwide.**
- **Train the Trainers for 40 BTP officers to deliver VAWG awareness training in schools across the UK that have had reported VAWG issues**
- **Creation of a suitable victim care room at Newcastle BTP with more planned across the network**
- **The ongoing development and implementation of a Diversionary Pathway for sexual harassment offences**
- **Working in partnership with the Rail industry and Crimestoppers a national campaign was launched which sent a clear message that all forms of sexual harassment are not tolerated on the railway and supported our joint commitment to having no unsafe spaces on our railway.**

Alongside this activity, specialist training packages focused on VAWG have been delivered to police investigators with our ambition to roll this out even further across the force in 2023; this includes a trauma-informed approach to our response. We also committed to being the first force to roll out ‘Nightingale’ which is the initial response to serious sexual offences training to all frontline employees. This work is underway across the country with all student officers receiving training.

## Our Railway Guardian app

The strategy to success for our Railway Guardian app was to create a community within rail network users and encourage passengers to look out for each other, as well as themselves. We recognised the need to encourage positive behaviour change with people taking small actions to make a big difference.

We developed the ‘Safest Together’ strapline to connect BTP, train operating companies and rail users as one community and encourage a shared responsibility. Industry and government stakeholders were encouraged to adopt the campaign using our campaign toolkits. Officers were educated on app functionality via internal communications and provided with materials for public engagement.

Our Railway Guardian app has supported rail users to better report incidents and crimes as well access information on how to stay safe whilst travelling. The app also signposts people to support services, including those that support victims of VAWG offences such as Women’s aid. The analytics on the app shows:

- **Downloads continue to increase with us reaching 27,406 downloads by the end of this reporting period.**
- **Most viewed guide this period (by a significant margin) was an explanation on what can be reported through the Railway Guardian app, demonstrating that people are keen to report and are looking for guidance on it**
- **All other areas of the app are showing continual engagement by users**

## Our Speak up, Interrupt campaign

The Government Equalities Office (2020) found that just 33% of victims make a report. Victims of sexual harassment on the rail network often say that other passengers witnessed the incident but did nothing to help, compounding underreporting of sexual harassment.

To improve this data, we have worked with Communications to deliver a VAWG focused plan encouraging people to ‘Speak Up, Interrupt’ supporting a bystander intervention campaign. This aligned with the launch of our Railway Guardian app and we supported Transport for London (TfL) with their bystander campaign that launched in January 2023.

Feedback and engagement has been positive via our social media channels and in particular we have seen a number of our organic content videos going viral on Tiktok.

We have also had significant interest in our VAWG work particularly around the Railway Guardian app where we have delivered to more than 300 organisations across the rail industry, other transport sectors, government, NHS and others.

This work has been spotlighted and featured within the College of Policing ‘Smarter Practice’ webpage, as we have the first police safety app in the country.

Within the Speak up, Interrupt campaign we publicised conversation and action prompts that passengers could safely use if they witness sexual harassment, without fear of embarrassment or escalation. Examples of these can be seen below.

We chose this strategy as academic studies and guidance from an expert consultant showed that common barriers to intervention are not knowing what to do; fear of causing embarrassment for themselves or others, and fear of escalating the incident (i.e. violence).

We used Influencer marketing techniques and social content on Tiktok, Facebook, Instagram and Twitter.

An advertising campaign on Facebook and Instagram attracted 4.3 million impressions as well as a poster campaign on the London tube network which led to approximately 25 pieces of media coverage.

This campaign generated an increase in public awareness on how to report sexual harassment as well as praise from several charities and subject matter experts. It can also be noted that two pieces of our campaign content went viral on Tiktok.

“  
**Would you like my seat?**  
”

IF YOU SEE SOMEONE BEING HARASSED,  
YOU CAN HELP BY GIVING THEM  
A WAY OUT OF THE SITUATION.

#SpeakUpInterrupt

“  
**Are you OK?**  
”

IF YOU SEE SOMEONE BEING HARASSED,  
BUT CAN'T HELP IN THE MOMENT, CHECK IN WITH THEM  
AND SEE IF THEY NEED ANY SUPPORT.

#SpeakUpInterrupt

“  
**Don't mind me  
I'm just looking  
at the map...**  
”

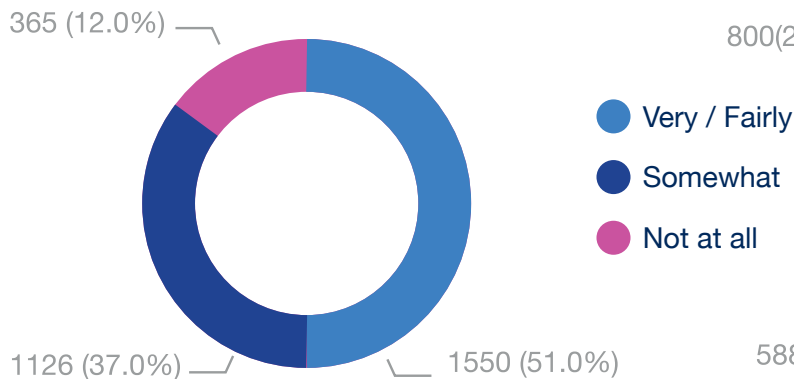
IF YOU SEE SOMEONE BEING HARASSED,  
YOUR PRESENCE IS YOUR GREATEST SUPERPOWER.

#SpeakUpInterrupt

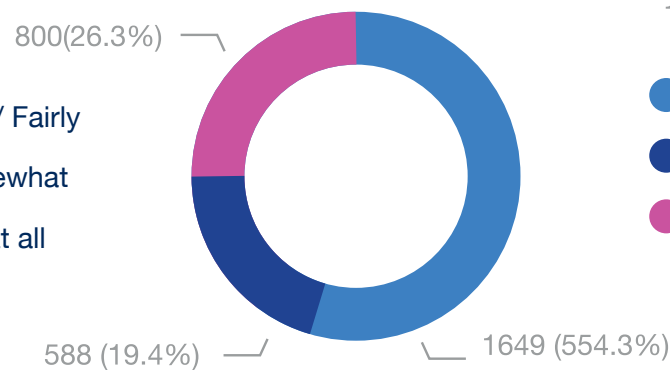
## Public Satisfaction Survey

Using data from our external public satisfaction survey we address our operational and strategic activity to improve satisfaction, trust and confidence. The data below shows the overall responses received.

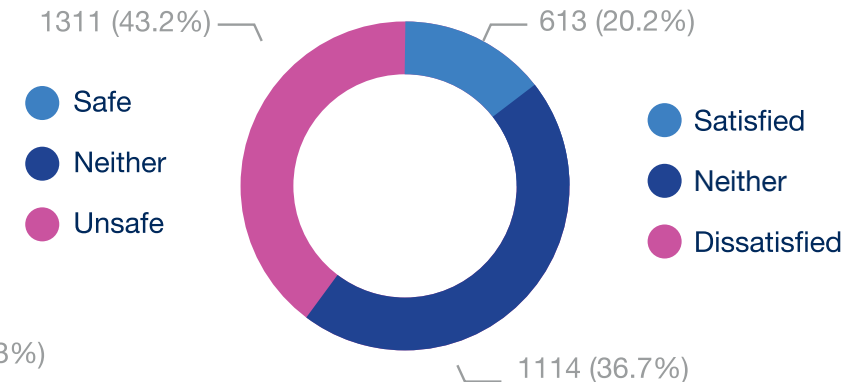
**Overall, how confident are you that BTP officers do a good job in protecting the public that use the Railways**



**Overall, how safe do you feel while using the rail network?**



**To what extent are you satisfied with how frequently you see a BTP Police Officer or PCSO on your journey?**



Overall 51% of respondents feel very or fairly satisfied with BTP’s performance in protecting the railway, with 54.3% of respondents feeling safe using the rail network. The data also told us 43.2% feel dissatisfied with how frequently they see a BTP officer on their rail journey. Our presence on the railways has always been our priority, but with data suggesting people not recognising our presence we launched Op Alert which see’s presence at key areas during key times with Neighbourhood Policing Teams being deployed using the engagement resources in the Railway Guardian app. The engagement resources also provided a focus on the safety of women as the survey advised us that only 31.3% of women stated they felt safe on the railway.

## We drive trust and legitimacy through our Police Race Action Plan (PRAP) with Moving the Needle (MtN)

Our delivery of PRAP with MtN is managed through the PRAP Steering Group, which ensures accountability in key areas across the organisation. Some of the key outcomes from this both operationally and for communities and partners are listed below, with the plan developing at pace into 2023. The creation of the PRAP Steering Group aims to ensure we become:

- **A police service that is representative of Black people and supports its Black colleagues**
- **A police service that is fair, respectful, and equitable in its actions towards Black people**
- **A police service that routinely involves Black people in its governance**
- **A police service that protects Black people from crime and seeks justice for Black people**

The PRAP steering group established a baseline from which the evidence could build, for progress to be tracked and gaps to be identified. Senior officers and staff across the force own and take responsibility for delivering the actions including engagement with Black communities and young Black people.

A mini police trial took place in a diverse area of Liverpool with a positive impact being recorded amongst young Black people regarding trust and confidence.

Mini police is a police engagement programme mostly delivered through primary schools targeting young people aged 8 – 11. The targeted use of cadets will also support building trust and legitimacy amongst young Black people. Police cadets is an engagement program targeting young people aged 13 – 18.

We undertook a data gathering exercise bringing together the other baseline data forms such as the Black Workforce Survey, All People Survey, Employee Support Associations (ESAs), Listening Circles and the lived experience of Black people.

This is used to develop plans and incorporate into areas of work such as Professional Standards processes, Disproportionality Boards and External Scrutiny. Ethnicity Pay Gap, workforce representation and promotion and retention activity also has this lens applied.

Work on this so far includes providing inclusion and diversity training to the Police Federation, and a specific Charter outlining protected time for ESAs to provide bespoke support to members including misconduct and complaints investigations.

## Use of Powers

BTP had no insight when it came to traffic stops. As an organisation we were unable to identify if any disproportionality or disparity was present within any traffic stop carried out by BTP. To address this, and proactively feed into the NPCC Use of Power workstreams, a trial was launched to capture this activity. This trial proved to be a success and has been rolled out nationally. This use of power is low in volume and no concerns have been identified, therefore improving trust and confidence.

We created a 'Stop and Search Champions' scheme to build on our existing high standards and create a force wide network of trusted peer mentors who support colleagues to better understand and use this controversial but beneficial power. Recent schools of thought such as adultification and trauma informed approaches are broadcast through this network. They also offer a ground truth acting as a voice of the customer, completing the feedback loop.

This supports our ongoing commitment to reduce disproportionality and not over-police Black people in line with the PRAP. We delivered continuous professional development (CPD) sessions, use of powers disproportionality workshops and a trial development programme for aspiring Sergeants (Step Up to Sergeant). This offered an operational and tactical level understanding to support our workforce with the skills required (Stop and Search / Use of Force).

Stop and Search Z Cards were created to obtain feedback from all who have been stopped and searched, not just about complaints but about the lived experience borne from that encounter. A QR code was added to the existing Z Cards to ensure we reach and obtain feedback from the community, particularly from groups and communities where the highest disproportionality exists; giving them an opportunity to be heard and for us to better understand

the communities we police. The feedback enables improvement in how Stop and Search activities are conducted and can offer real time monitoring within events with traditionally high rates of Stop and Search, such as Notting Hill Carnival. This helps identify where training is needed; where good practice can be celebrated and how we can engage and involve our communities.

Themes have been identified such as a lack of awareness around routine handcuffing, searching of phones, searches exposing intimate parts and insufficient reasonable grounds. From this analysis tailored products have been developed such as through MyLearn (our learning management system) as well as videos, briefing packs, continual professional development inputs and targeted interventions with officers /teams who are outliers in their practice.

The PRAP requires us to explain or reform our activities where there is disproportionality and to strive to increase trust and legitimacy. We developed a model to make these improvements and trialled it at Notting Hill Carnival. This was an innovative approach to Stop and Search, using a live scrutiny panel to provide a feedback loop, completed in real time, ahead of the next day's deployment. This helped to course correct poor practice and celebrate good practice with Stop and Search. The impact was more weapons seized on the back of a more proportionate approach. Where poor practice was identified, officers received additional training as a result This approach was praised and highlighted as good practice by the College of Policing and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and has been shared with other forces.

As part of our work to support trust and legitimacy we have explored our response to Hate Crime. Ensuring officers are equipped with the knowledge and understanding required to offer high levels of service we have developed 'Responding to Hate and Extremism' training modules. This equips our people with evidence of 'what works' in challenging hate and extremism and in supporting those affected by it. To ensure that people feel safe in reporting incidents of Hate Crime we use the Railway Guardian app, which allows a person to report more easily.

Supporting Hate Crime Awareness Week 2022 we hosted two in-force talks, including a serious case review of previous cases, ensuring we are taking on board key learning, and hosted a session by 'Nil by Mouth' on Sectarianism.

With a continual effort to develop our response to Hate Crime we participated in a Transphobic Hate Crime Project with the University of Manchester who are conducting research called "Exploring Interactions between Transfeminine Victims of Hate Crime and Police in the UK".



## Our work with communities and partners

By expanding our relationships with partners, we have enhanced opportunities for young people from diverse communities to engage with BTP. Working with Kick off @3 and the Princes Trust we increased our visibility to young people and increased opportunities for our colleagues to have a better understanding of the communities we police. This supported us in building relationships of trust between young people and BTP, providing reassurance and building confidence between us and the community. This works to divert young people away from crime and the criminal justice system as well as engaging them in topics such as VAWG, mental health and Hate Crime. Through continual engagement and improved relationships, we intend for BTP to be seen as an employer of choice for young people.

As part of the baseline process we reviewed the way we use external scrutiny. There are currently four Independent Advisory Groups (IAG) one of which is a Strategic IAG (SIAG). The other three IAG's represent C Division, D Division and B Division. The current breakdown of the group membership is:

- **SIAG - 10 female, 9 male and 6 ethnic minority members**
- **B Division - 7 female, 8 male and 8 ethnic minority members**
- **C Division - IAG – 10 female, 9 Male and 9 ethnic minority members**
- **D Division - 4 female, 3 male and 3 ethnic minority members**

We also have a number of external scrutiny panels that offer critique on the way we operate. These arrangements are under review to ensure we have diverse and independent representation within external scrutiny and a robust framework that supports organisational learning and improvement, leading to increased trust and legitimacy.



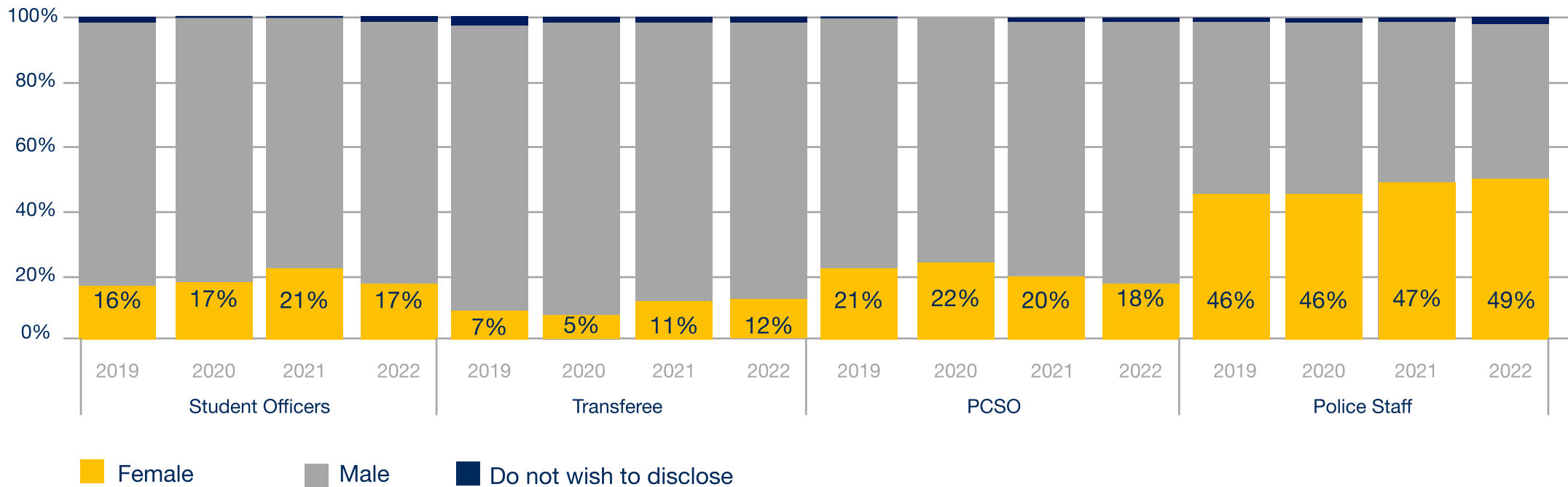
**Aim 2:**

**To better reflect the local  
regional working age  
populations  
in our workforce.**

## Application Analysis

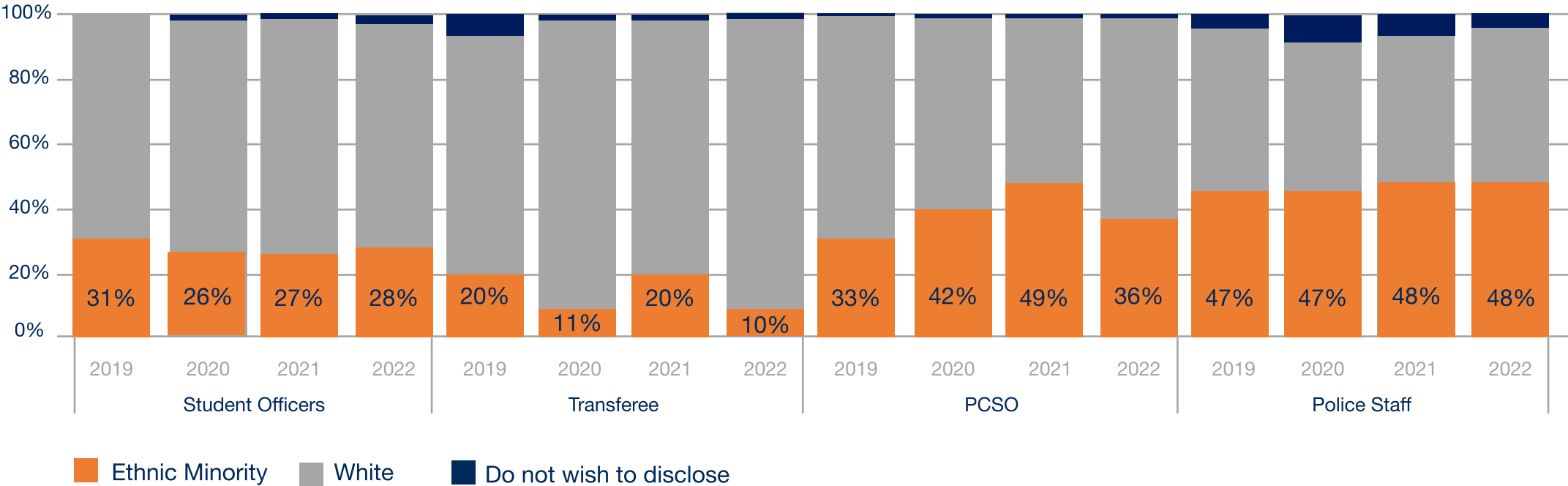
We regularly analyse our workforce data including leavers, starters and applicants. Recruitment data for this reporting period tells us that we have low attraction rates in comparison to the UK population demographic makeup (as outlined in the recent census) for women applying to be police officers or transferring into BTP as police officers. We do see marginally higher attraction rates for women applying to be PCSOs but still the data shows that attraction rates are low. As you can see in the data below this is not mirrored in applications for police staff roles.

### Female Representation; Applications Received



Exploring the application data we can see improved, consistent attraction rates for police constable roles, PCSO roles and police staff roles from those from ethnic minority communities. The data from transferees differs greatly year to year but it can be noted it dropped in the year of 2022.

### Ethnic Minority Representation; Applications Received



From this data the Positive Action Recruitment Team (PART) has developed a positive action recruitment plan. The plan will provide targeted focus in this area to help improve these figures moving into the next reporting year. The PART team has now moved into the Strategic Inclusion and Diversity team to improve its focus on positive action.

It is important to note that BTP was not included in the Police Uplift Programme as we are not a Home Office force.

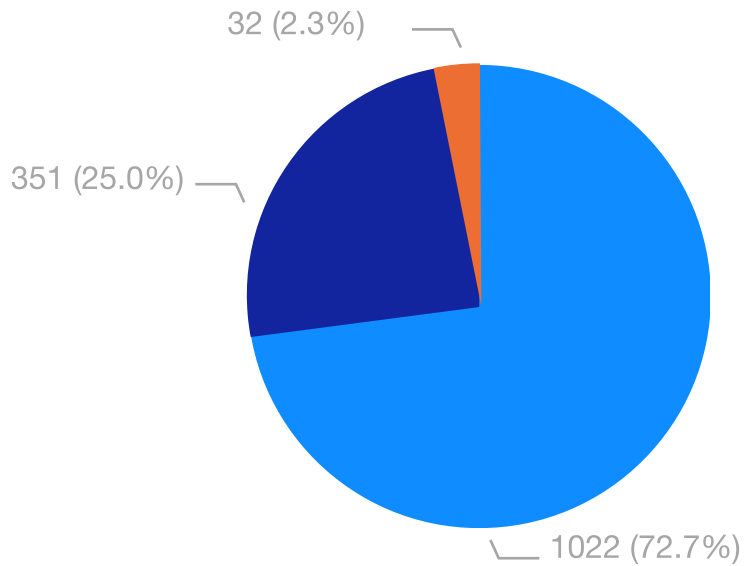
## Our People Demographics

Data shows that for police staff we are representative of our ethnic minority communities although we can improve the representation of men against the [\(Population and household estimates, England and Wales - Office for National Statistics \(ons.gov.uk\) \)](https://www.ethnicity-facts-figures.service.gov.uk/) 51% of our communities identify as female and 18% of our communities are from ethnic minority backgrounds [\(https://www.ethnicity-facts-figures.service.gov.uk/\)](https://www.ethnicity-facts-figures.service.gov.uk/)

### Ethnicity

Police staff data (correct as of 03/02/2023)

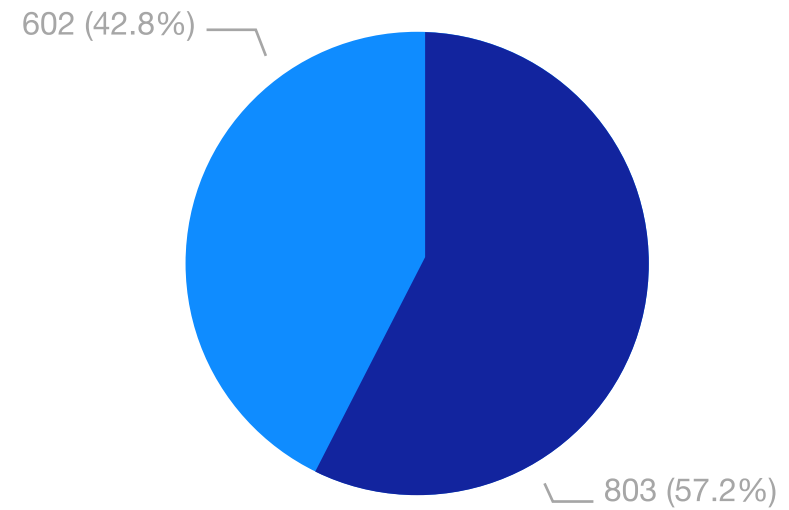
● White ● Ethnic Minority ● Not stated



### Gender

Police staff data (correct as of 03/02/2023)

● Male ● Female

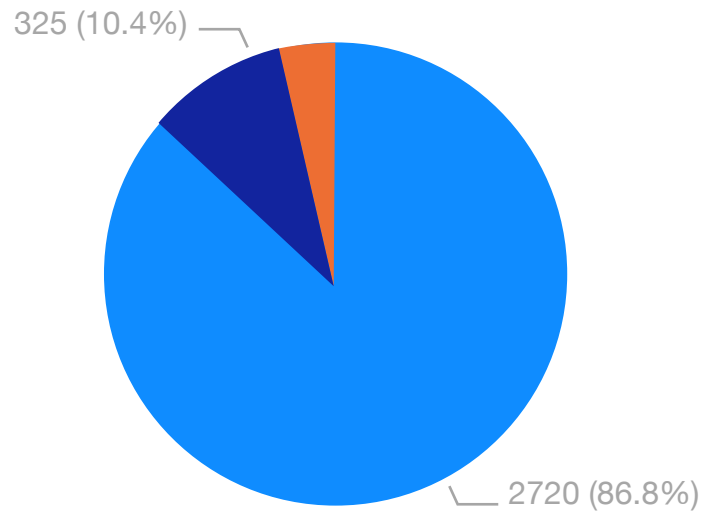


The Positive Action Recruitment Team is focused on providing positive action support to women and ethnic minorities in Police Officer and PCSO roles (see below)

### Ethnicity

Police Officer data (correct as of 03/02/2023)

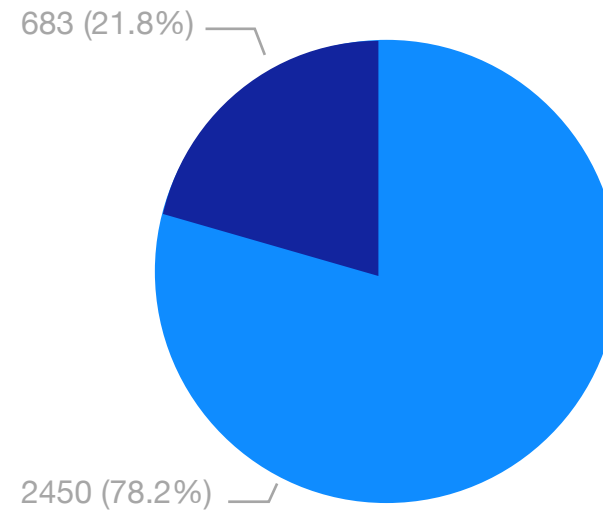
● White ● Ethnic Minority ● Not stated



### Gender

Police Officer data (correct as of 03/02/2023)

● Male ● Female

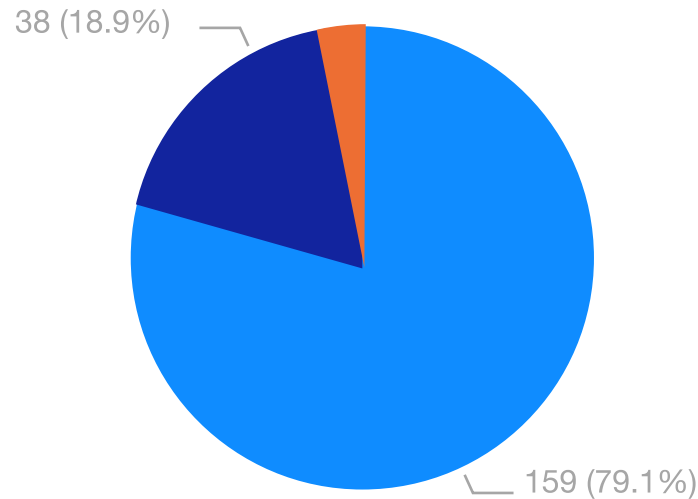


## Community support officer (CSO) data (correct as of 03/02/2023)

### Ethnicity

Community Support Officer data (correct as of 03/02/2023)

● White ● Ethnic Minority ● Not stated



This focus has seen increased positive action recruitment outreach activities across the country. The team provides one to one advice and support sessions to those looking to apply, alongside application and assessment centre workshops.

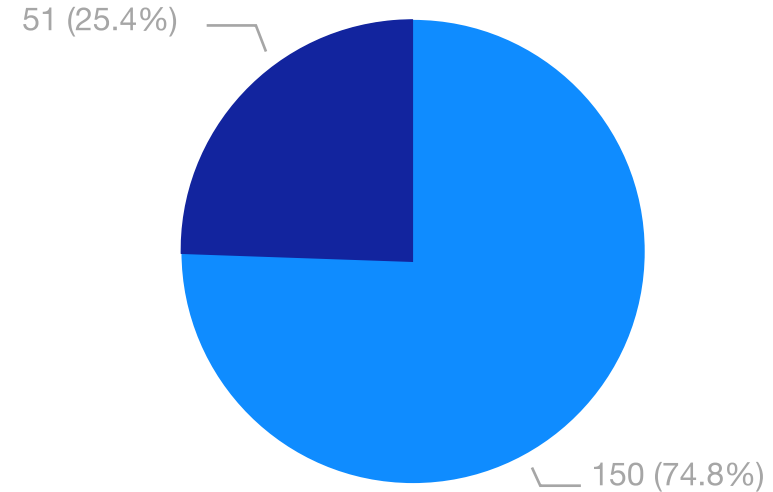
With new census data available we are able to further target our work, seeing a revised Positive Action Recruitment Plan created. This plan includes:

- The research and implementation of inclusive recruitment practices, ensuring that those with protected characteristics are not disadvantaged or discouraged through the recruitment process
- Developing our engagement methods, ensuring we reach out and provide continual engagement to the communities we are seeking to support.

### Gender

Community Support Officer data (correct as of 03/02/2023)

● Male ● Female



Utilising accurate data sets ensures we track our successes and identify areas where we must focus our efforts. To do this, we are supporting the design of specific data sets to provide a regional overview. Our Positive Action Recruitment Team use their specialist knowledge to continually support the recruitment team to be innovative and bold with our recruitment campaigns, ensuring that we are advertising in diverse locations and through accessible platforms; promoting to our communities our unique selling points.

As we are a national force covering Great Britain we understand this is not something the Positive Action Recruitment Team can achieve alone so a toolkit was created to empower local teams to make positive action a part of their regular engagement and outreach activity they undertake with their communities.

## Using feedback to improve our promotions processes

Our People Survey said there was a lack of trust and confidence in the promotions process (NPPF step 3), and that the appointment process was biased and based on who you know. We had an independent review of the process and have implemented the recommendations.

The main change is a 'one assessment' process for temporary and permanent promotion, creating a single pool of applicants ready for promotion and enabling the Force to advertise roles when they become available, reducing the need for temporary promotion. We'll be creating an advanced schedule for all promotion processes, with boards taking place twice a year for each Sergeant and Inspector rank (The College of Policing exam process will continue as now). From early 2023, to support officers being well equipped and well trained, we are creating a Promotion Hub for officers who are considering applying for promotion; and we will be re-introducing the link between promotions and PDR, with a completed positive PDR as a pre-cursor to promotion.

We will continue to use the Competency and Value Framework (CVF) but we will no longer use competency-based questions which previously put pressure on applicants to obtain Higher Grade Duties prior to applying. Instead, we will put emphasis on the leadership skills required for promotion to ensure our people are well led. There will also be an increase in the pool of assessors, who will be regularly trained on bias, representative of the communities we serve, independent, and have equal influence over decision making, irrespective of rank or grade.

## Our Bring Your Daughter to Work programme

We introduced a 'Bring Your Daughter to Work' programme. The aim is to inspire the next generation of female police officers. So far events have been held in Birmingham and across four of our London Hubs, with exceptionally positive feedback and a number of candidates seeking coaching for the application process. The programme is a force wide initiative and was rolled out across the force in April 2023.

## Pride 365 accreditation

In June 2022 BTP achieved the Pride 365 accreditation. BTP has a proud history of supporting LGBT+ colleagues and tackling homophobia and Hate Crime on the railway, so we were delighted that our commitment to diversity and inclusion has been recognised with a Pride 365 Seal of Approval by Interpride, the organisers of the global Pride movement. This highly respected kitemark is given to organisations that demonstrate a genuine and authentic commitment to LGBT+ inclusion in society and the workplace. The assessment process evaluates culture, people satisfaction, policy, community outreach and marketing.

## Our menopause friendly pledge

BTP are undergoing the assessment process to be a menopause friendly employer and hope to achieve this into 2023 to further support the gender equality work which is being undertaken across the force.

## Our HeForShe commitment

BTP has been a signatory of the HeForShe commitment for a number of years. We have a network of male allies who work alongside the Female Police Association to support this commitment. The work done to improve our family friendly policies has been presented to National Police Chief's Council (NPCC) as best practice and adopted by a number of other forces and was featured in the National HeForShe report.

## Our Black History Month celebrations

Working in collaboration with our Employee Support Associations and engaging with 16 other forces we hosted a range of online talks and activities throughout Black History Month. This successful engagement and support saw over the 11 sessions the highest engagement levels seen to date with 100% positive feedback received. We are committed to grow our success and continue to ensure we listen, learn and engage from Black history month celebrations and support that process for other police forces.

## Disability History Month

This year for Disability History Month we hosted a force wide menu of activities open for all UK police forces to attend. We collaborated with ten other forces, three UK charities, a published author as well as a GB Paralympian. The 21 speakers covered a wide range of topics helping to start discussion in police forces around disability and neurodiversity in policing, and how we can drive change to ensure accessibility and inclusivity in all we do. This programme was the first we have delivered for Disability History Month and attracted over 700 delegates.

## Our communications plan

To support an inclusive culture, we have devised an engagement plan which sees both internal and external communications teams driving campaigns to help engage and inform our people, and the communities we serve, about how we champion equality, diversity and inclusion. The communication plan promotes our commitment to inclusion and diversity by publishing reports such as this and Gender and Equality Pay Gap report as well as observing national campaigns such as Hate crime awareness week, Black History Month, Disability History Month, Pride, International Women's day and International Day of Families.

**Aim 3:**

**To make sure everyone in BTP understands the importance of inclusion and diversity and how we all play a part in it.**

## Our All People Survey

Our annual 'All People survey' concluded in August 2022 and provided the organisation an insight into our people's perceptions around a range of key topics, these were:

- Inclusion and fair treatment
- How well-equipped people felt they were to carry out their role
- How well cared for people felt
- How well led people felt
- And our overall workplace culture.

Overall, the topic area of 'inclusion and fair treatment' scored most favourably. This survey was undertaken anonymously to provide the organisation a true understanding of people's experiences. The survey attracted a 63% engagement rate, the highest ever received.

The questions were developed using best practice people science advice from our provider, as well as learnings from previous surveys to capture the information of most benefit for the organisation to act.

'Have your say' sessions with the Chief Constable were delivered to discuss the results. Key trends have been collated into local and organisation-wide action plans and are driven by subject matter experts. The progress against action plans is monitored at the Force Executive Board. This ensures accountability for the actions by the senior leads.

Within the findings 'inclusion' features in two of the top three most favourable scoring questions, which outlined people felt well informed on how to speak up against inappropriate behaviour, and people stating they recently had a performance review with their line manager.

## Equality Impact Assessments (EIA)

We reviewed our Equality Impact Assessment process to ensure it was effective for identifying and mitigating risk. This included scanning for best practice across all police forces resulting in improvements to the process and documentation as well as the creation of supporting guidance and education toolkits.

EIAs are conducted at the initial stage of a new process or policy as well as at the point of a process change or a significant decision that will have impact on our people or the public. In 2022 the Inclusion and Diversity team supported nine Equality Impact Assessments and provided advice and guidance to individuals and teams.

## Workplace Adjustment Passports

To ensure that our people receive the support they require at the earliest opportunity, in the most inclusive way, a workplace adjustment passport was created. This passport describes the reasonable adjustments a person requires to carry out their role.

The passport can be completed at any time by any of our people and outlines any adjustments which may be required. In 2022 we developed the process for the passport including the content, use and storage of the data held in the passports.

To ensure the format was embraced by our people there was wide consultation including Employee Support Associations.

## Flexible and agile working policies

To fully support inclusivity, we embrace flexible, agile and hybrid working models implemented from our smarter working project.

This project not only provided the support for more inclusive practices such as work life balance, but also allowing people to work in safe environments which are comfortable to them.

We now offer the option of office based, hybrid or home working to our people where the role allows. This scheme has been supported by a benefit scheme which supports the purchase of subsidised home office equipment, with a health and safety focus.

Data captured in January 2023 shows that 38% of police staff are office based, with 55% taking a blended approach and 7% being home based. Flexible ways of working have supported BTP in retaining talent with a 30% reduction in police staff leavers in 2022 compared to 2019.

Data has also captured that flexible working approaches have reduced the uptake of 'special leave' by 84% between 2019 and 2022 as well as a 47% reduction in sickness leave.

## Professional Standards Department (PSD)

Over the last 12 months we have:

- Delivered unconscious bias training for the vetting department and for misconduct panel chairs
- Ensured misconduct meeting and hearing panels have access to an inclusion & diversity subject matter expert
- Developed a process for using lived experience and subject matter expertise during investigations

This work supports improving cultural competence in our decision making.

## Disability Confident Scheme

BTP has proudly obtained level 1 disability confident committed BTP has proudly obtained level one disability confident committed award.

To be recognised as Disability Confident Committed we have agreed to the Disability Confident commitments and provided reasonable adjustments for those with disabilities through the reasonable adjustment passport.

This award demonstrates our intention and assurance to inclusion and accessibility for disabled people. This will grow in 2023 where all new joiners will receive accessibility training within their induction workbooks.

## Maternity Buddy Scheme

The Maternity Buddy Scheme provides a buddy to those who going on maternity leave, on maternity leave or returning from maternity leave. The buddies are those with lived experience and they offer peer support in addition to Oscar Kilo, the police wellbeing service offering. This is now embedded within our core wellbeing support programme. We currently have six Maternity Buddies and will be mirrored by the development of the Menopause Buddies Scheme, which will launch in 2023 with five persons awaiting training.

## Achieving White Ribbon Status

We have achieved White Ribbon accreditation which sees the implementation of a detailed action plan focusing on internal policies and practices. We have developed an enhanced vulnerability training programme, introduced an internal domestic abuse support and guidance document and have specially trained domestic abuse champions. We have recruited over 60 White Ribbon Allies across the country comprising staff and officers who are driving local culture change in relation to VAWG such as raising awareness of champions and supportive policies as well as supporting activities such as advocacy for female colleagues.

## Award winning family friendly policies

In 2022 BTP won the Employers Network for Equality and Inclusion (ENEI) award for exceptional impact for our family friendly policies. We introduced parental bereavement leave at full pay. We doubled the offer for partner parental leave which was the most generous offer for any police force. We offer paid miscarriage leave for either partner. These policy changes show our commitments as an employer to the wellbeing of, and support for, our people and their families.

## Improving Equality monitoring

Understanding workforce data helps to direct Inclusion and Diversity activity to identify and remove disparity and disproportionality. Through monitoring the data on our internal People Systems, we recognised that some of the data categories required improvements to allow people to better self-describe, and that the data being captured was required by the organisation. This work has seen the categories under the area of diversity data being improved.

## Employee Support Associations (ESA)

The creation of a Charter provides agreement, funding and time for the ESAs to operate in a way that supports the Inclusion and Diversity strategy and their networks of members.

Our employee support associations are:

- Association of Muslim Police (AMP)
- Christian Police Association (CPA)
- Disability and Neurodiversity Alliance (DNA)
- LGBT+ Network
- Female Police Association (FPA)
- Hindu Police Association (HPA)
- Support Association for Minority Ethnic staff (SAME)
- Jewish Police association (JPA)
- Gypsy, Roma Traveller Police Association (GRTPA)

## Internal stakeholders meeting

We reviewed the ways in which our internal stakeholders had the opportunity to be included in key strategic meetings in order to improve the opportunities for them to be involved, consulted and heard when key decisions are made, and for them to have direct contact with the chief officer team.

We developed our internal stakeholder meetings ensuring that ESAs are embedded within the structure and used as critical friends, supporting the effectiveness and legitimacy of strategic decision making. The meeting offers a nurturing environment where everyone has a voice, and one which reflects the diverse communities we serve. This supports us in delivering proportionate and legitimate policing through providing challenge and sharing experiences to better inform our decisions. They help us identify trends and risks and to work together, as associations, to provide an intersectional approach. We have launched the ESA Charter which provides an operating framework and describes expectations and ways of working between the ESA and the force.

## Working with the British Transport Police Authority (BTPA)

BTPA has committed to supporting and holding the force to account in relation to the Inclusion and Diversity strategy, PRAP and all issues relating to trust and legitimacy. They have supported the development of the strategy and work closely with the Inclusion and Diversity Team to employ the most effective approach, and monitor progress.

## Supporting the employee lifecycle with inclusive practices

Working collaboratively with a range of teams across the organisation, the Inclusion and Diversity team are mapping the employee lifecycle, identifying key 'touchpoints' including risk areas.

A project team has been established to progress work in this area and has so far supported activities such as the launch of a new onboarding process which includes inputs from key departments and provides all new starters an insight into the inclusive culture at BTP.

Another key activity is the identification of the most appropriate opportunity within the onboarding experience to support new starters in completing a Workplace Adjustment Passport allowing adjustments to be in place for when new joiners start their new role.

This project has also launched an exit survey to ensure we learn from leavers. The data from this survey will outline the key reasons individuals seek alternative employment as well as highlighting risk areas within the force which require further support to improve retention.

## Gender pay gap report

In 2022 BTP employed approximately 4,828 police officers and staff and had approximately 267 Special Constables, who are unpaid volunteers. Under the Equality Act 2010, employers in Great Britain with more than 250 employees are required to report on gender pay differences within their organisation. This is our fifth report. Our report showed that in 2022 the mean (average) pay gap in hourly pay is 5.74%. This is a slight improvement compared with 2021 (6%).

It also showed in 2022 the median pay gap in hourly pay is 14.72% which is a slight increase from 12.28% in 2021. This means that the all-employees (police officers and staff) mean (average) pay gap indicates that on average females earn 5.74p in the £1 less than males, females received on average 94.26p to males' £1 per hour. The median calculations demonstrate that the midpoint of the female hourly rate is £2.92 less per hour than males, so for every £1 a male received, females receive 15p less (85p).

There is no single factor that causes the gap, the factors are layered and multifaceted. A main contributing factor to a lower mean pay gap but higher median pay gap continues due to the higher representation of females in lower salary ranges and the fact that we continue to have the lowest female officer representation of all UK police forces.

2022 data shows that:

- The number of female officers who commenced within the reporting year was 106 compared to 300 male officers, with a percentage split of 26% female and 74% male
- Based on the leavers within the time period, the total turnover of male and female officers was 10.79% and 9.92% respectively, in comparison with last year when the figures were 7.1% and 7.4% respectively.

Turnover across the force increased during the year due to the hot recruitment market. Those females that moved to another force cited better job satisfaction, career progression and location/travel distance as the main reason for leaving. Male officers cited career progression, better job satisfaction and organisational reasons.

Such data will provide evidence to support our actions in 2023 to help reduce the pay gap. Providing insight and areas of focus. BTP continues to perform well in comparison to the national average reported by ASHE UK. April 2022 indicated a widening of the national gender pay gap to 8.3%, with a national median pay gap of 14.9%, down from 15.4% at April 2021. Though BTP's median pay gap is significantly below this, there is still more to do. Please see the full report [here](#).

## Ethnicity pay gap report

Whilst there is no legal requirement to carry out or publish an ethnicity pay gap report, we have given a commitment as part of our delivery of PRAP to implement an annual ethnicity pay gap report, so that we are aware of our data and can take appropriate action, as we have been doing for our gender pay gap over the last five years. We are proud to be one of the first UK police forces to report on the ethnicity pay gap. In the absence of a mandatory framework for ethnicity pay gap reporting, organisations who take steps to report their ethnicity pay gap have to select their own reporting measures.

We have chosen to replicate the measures used in gender pay gap reporting and therefore this report includes an analysis of three measures: the mean, median and quartiles.

In 2022 the mean (average) ethnicity pay gap in hourly pay is:

- £20.21 for White group
- £19.12 for the Asian group
- £19.10 for the Black group
- and £19.43 for the Mixed group.

These figures show that the Asian, Black and Mixed groups are lower by 5.64%, 5.64% and 4.05% respectively.

In 2022 median ethnicity pay gap in hourly pay is:

- £20.33 for the White group
- £18.14 for the Asian group
- £18.05 for the Black group
- and £18.96 for the Mixed group.

The Asian, Black and Mixed groups are lower by 10.78%, 11.20% and 6.76% respectively lower than the highest median hourly pay rate.

The ethnicity pay data across all BTP employees confirms the White group has the highest median earnings for female staff. For female and male officers, the Black group are the highest earners. The Black group also has the highest hourly rate for male staff. The largest difference from the median is negatively experienced by the Black female staff at 8.05% and Mixed male officer group at 14.22%. Within female police staff those in the White group have the highest hourly median earnings (£17.04). For male police staff the Mixed group has the highest median hourly earnings at £18.03.

When looking at the quartile pay bands the White group has the highest representation in the upper quartile pay quartile – 86.4% of all employees, 89.81% of officers and 76.52% of police staff. As this is our first ethnicity pay gap report, significant work is required to understand this data and improve proportionality across all ethnicity pay quartiles through increased representation. A holistic approach is being applied, looking at many different areas, including attraction, retention, development opportunities and progression. Please see the full report [here](#).

## **Our people receive inclusion and diversity education and awareness**

Inclusion and Diversity Workshops are mandatory for all and define the behaviours expected by all our people. Since commencement, 2745 employees have received Inclusion and Diversity Workshop inputs. All police officers and PCSOs also receive training as part of their onboarding in Unconscious Bias, Micro-Aggressions, Bystander Impact and Code of Ethics. These topics are split over the training period and delivered every four weeks, encouraging open discussion by guiding through scenarios. To ensure all our officers have the same inclusion and diversity support upon joining we also provide a programme for transferees and special police officers, which is mandatory. Understanding that key roles are not just our front-line police officers the team has also facilitated upskilling workshops to 74 technology personnel and all supervisors in the Force Control Room.

## **We support inclusive behaviours and cultural awareness**

To develop an inclusive culture, 'Inclusive Behaviours' and 'Cultural Awareness' sessions are delivered to all and are targeted in key areas that require support. The Inclusion and Diversity team have developed a targeted package with a theatre company to support engagement and to ensure knowledge understood from these sessions can be implemented practically. The focus on these workshops has been on topics such as microaggressions and behaviours that impact workplace culture.

## **We increase development opportunities for underrepresented groups through Positive Action**

Within this reporting period we have consulted with our ESAs to discuss our positive action offerings moving into the next reporting period. This has seen the development of a support group hosting a range of workshops which will be delivered in 2023. For this year's sergeants process a specific positive action menu was created in order to support candidates from groups which face disparity, disadvantage and disproportionately. These workshops included topics such as interview and presentation skills. This year has also seen the Springboard programme being delivered; this well-established programme has been in place since 2007 with 12 programmes being completed across the force so far.

## **We provide a forum to discuss, debate and learn from ethical dilemmas**

We hosted an ethics forum which discusses topics that are submitted by our people. These are debated and the challenges placed on policing are explored.

A panel is chaired by a member of the Chief Officer team. Each topic is discussed for approx. 30 minutes and the findings presented back to original contributor. The purpose is to debate and highlight different perspectives and present this back to department or individual that submitted for their personal growth or development, with the potential for implementation of a new procedure or scheme of work.

## Utilising our MyLearn platform to support CPD

To support our people to have a range of engaging CPD opportunities around inclusion and diversity topics we have developed a range of resources from the MyLearn platform. The MyLearn platform is an online course library hosting a range of learning materials, sessions, supportive resources, and sign posting, offering opportunities for those who wish to learn more about a topic.

On the inclusion and diversity area of MyLearn there are:

- 20+ supportive toolkits available
- 24 sessions available
- Seven sign posted external videos

Understanding that our workforce is nationwide and 24/7 we understand not all may get the opportunity to engage in our programmes, so we ensure where possible sessions are recorded and placed on MyLearn so that people can engage in the content at a time suitable for them. Since the development of this space we have seen a 100% increase in positive engagement.



**Aim 4:**

**To have significantly reduced or eliminated incidents of bullying and harassment.**

## Our culture change and legitimacy linked to Violence, intimidation against Women and Girls (VIAWG)

### Launch of 'Speak up, Trust your Gut'

Our internal campaign 'Speak Up: Trust your Gut' was launched to support our people in feeling confident to come forward and report instances of inappropriate behaviour in the workplace. The campaign reached out to all our people reassuring them that if they experienced or witnessed any inappropriate behaviours in the workplace, they would be supported whether it be physical or verbal, overt or subtle.

To successfully ensure the campaign met its aim we assessed previous campaigns and utilised best practice models from other forces. This saw 'Trust your Gut' posters displayed across the force and an app automatically installed on people's work devices as well as a front page icon on the intranet. This campaign has seen a 62% increase in reports to Professional Standards Department (PSD).

### PSD Pledge

Alongside the 'Speak Up: Trust your Gut' campaign a PSD pledge set out a standard that should be expected by all victims and witnesses who reported their concerns to PSD. This pledge is based on the principle that 'the victim and or witness is at the heart of what we do'.

We understand that witnessing or experiencing inappropriate behaviour can have a negative impact on our people's wellbeing, so we ensure that all reports are handled sensitively and in a dignified, timely manner.

We use a 'trauma-informed' approach and ensure that our people will be;

- Listened to without judgement
- Treated with respect
- Believed
- Kept informed
- Supported in the workplace
- Signposted to support services
- Given information on the misconduct process and the role you play
- Given information on the outcome.

### Bystander training pilot

PSD launched a pilot where managers within the Justice Directorate were trained in 'becoming an active bystander'. This training aimed to support bystanders who witness inappropriate behaviour in the workplace to be able to challenge it professionally. The training supported people's understanding on why bystanders often don't intervene and provided tools for people to use if they find themselves in a bystander situation. Due to the success of this pilot this is being rolled out further across the department to all staff.

### Reflective practice debriefs

We are committed to continuing to develop our processes and receiving feedback. We host post-hearing reflective practice debriefs and provide the opportunity for those involved to express their feelings and provide comments on how they felt the process went, as well as the outcome. So far, we have seen with this in place they feel they end the process with improved understanding and feel listened to, which improves their wellbeing.

# Leading into 2023 - 2024

The 2023 – 2028 Inclusion and Diversity Strategy is long-term commitment and will not be transient emotion or a short-term reaction to national or local influences.

We recognise that inclusion and diversity must be part of what we all do, woven into the fabric of our organisation and culture. ‘The way things are done around here’.

Our goal in the new strategy 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 a steep 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.

The strategy describes our genuine commitment to long term, consistent and sustainable plans, resources and funding. 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.

# Glossary

Terminology is important. Throughout this report 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.

**Active Bystander** - is aware of when someone displays inappropriate or threatening behaviour and chooses to challenge it.

**Black History Month (BHM)** – in the UK BHM is observed in October. It aims to celebrate African and Caribbean cultures as well as learning about their history and culture.

**Code of Ethics** - The policing Code of Ethics was produced in 2014 by the College of Policing as the professional body for policing. The Code of Ethics sets and defines the exemplary standards of behaviour for everyone who works in policing. To find out more please head to [Code of Ethics | College of Policing](#)

**Conversations action prompt** – is a piece of text that is designed to inspire the audience to take action. An example of this in the 'Speak up, Interrupt' Campaign is inspiring the targeted audience to interrupt a situation by offering their seat to someone who is being sexually harassed.

**Critical friends** - these are our colleagues or partners who are encouraging and supportive, but who also 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 emotionally charged issues.

**Disability History Month** – takes place in the UK between 22nd November and 22nd December. It began in 2010 and creates a platform to discuss the struggles for equality and human rights that the disabled community face.

**Diversionary activities** - our response to reducing children and young people's vulnerabilities to becoming involved in criminal activity, child criminal exploitation, 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.

**Equality Impact Assessment (EIA)** - is an evidence-based approach which helps us explore and ensure that our policies, practices, programmes, events and decision-making processes do not present barriers to participation, disproportionately impact or disadvantage any protected groups from participation.

**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.

**Flexible working** – aims to better meet the person's needs.

Flexible working arrangements can include changes to start and finish times as well as working days or working from home where possible.

**Galop Charity** – Galop works with and for LGBT+ victims and survivors of abuse and violence in the UK. To find out more about Galop please head to [Galop - the LGBT+ anti-abuse charity](#)

**HeForShe** - is an alliance made up of people of all genders inviting them to stand in solidarity with women to create a bold, visible and united force for gender equality. To find out more please head to [Home Page | HeForShe](#)

**His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)** - independently assesses the effectiveness and efficiency of police forces and fire & rescue services.

**Intersectionality** – is 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.

**Influencer marketing techniques** – are used when you are seeking to influence someone's decision or behaviour to engage with a product. These techniques were used in our 'Railway Guardian app' campaigns, where over a range of social media platforms the target audience were encouraged to download and utilise the app.

**Kick off@3** – is a collaborative initiative which aims to reduce hate crime and youth violence as well as supporting an increase in mental health awareness, physical fitness and inclusion in sports across the UK.

**Listening circles** – these offer a safe space for individuals to have confidence in opening up and sharing their experiences, thoughts, emotions, and challenges.

**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.

**Police Race Action Plan** – sets out changes across policing within the UK in order to improve outcomes for Black people who work within or interact with policing. To find out more please head to [Police Race Action Plan | College of Policing](#)

**Police Uplift Programme** – A Government target to recruit 20000 police officers across England and Wales within Home Office forces by March 2023.

**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.

**Railway Guardian app** - is an all-in-one free safety app from the British Transport Police. The app allows you to report crimes or concerns on the rail network, share your journeys with trusted contacts, and get access to news, guides, or support.

**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.

**Trauma-informed approach** – is an approach that explores ‘what has happened to this person’ rather than ‘what is wrong with this person’. It aims to find out and understand what has happened in a person’s life that might have led them to where they are now. It is also about thinking how trauma could affect a person in the future and taking steps to prevent adversity.

**Use of Powers** – police powers include use of taser, stop and search, handcuffing and searching.

**White Ribbon accreditation** - Supports workplaces to help prevent and respond to men’s violence against women. It focuses on strengthening a culture based on respect, safety and support. The Accreditation Programme recognises workplaces that are taking active steps to prevent and respond to violence against women, accrediting them as a White Ribbon Workplace.

**Workplace reasonable adjustments** – Under the Equality Act 2010 BTP is required to implement adjustments to help its people do their job. They can be changes to policies, working practices or physical layouts, or providing extra equipment or support.

# Resources

**British Transport Police** - Our mission is to help the millions of people who use the railways of England, Wales and Scotland get home safely and on time police Britain's railways, providing a service to rail operators, their staff and passengers across the country. We also police the London Underground, Docklands Light Railway, the Midland Metro tram system, Croydon Tramlink, Tyne and Wear Metro, Glasgow Subway and Emirates AirLine. To find out more about us please head to [About us | British Transport Police \(btp.police.uk\)](#)

**British Transport Police divisions** - this report pays reference to the different police divisions within BTP, for more information including a map of our divisions please head to [Our structure | British Transport Police \(btp.police.uk\)](#) where you will also find a list of our police stations.

**British Transport Police Authority (BTPA)** – The BTPA are the independent body responsible for ensuring an efficient and effective police force for rail operators, their staff and passengers. Its duties and functions are similar to those of the [Scottish Police Authority](#) or a [police and crime commissioner](#) in England and Wales, but it oversees a force that is responsible for policing a much wider area – the railways of Great Britain. The BTPA strategic plan for 2022 – 2027 can be found here [BTPA Strategic Plan](#)

**The College of Policing** - The College of Policing is a professional body for everyone working across policing. It is an operationally independent arm's-length body of the Home Office. To find out more please head to [About us | College of Policing](#)



BRITISH  
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Public Sector Equality Duty Report

2022 - 2023