



Lead for Trust, Legitimacy and Community Policing

Police Staff (C004) or Chief Superintendent

Candidate information pack

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Introduction and purpose of the role

Thank you for considering joining us in this important role as Lead for Trust, Legitimacy and Community Policing. This is a strategically important new role to lead our national approach on police engagement, trust, legitimacy and proportionate use of powers in policing the railways, recognising the implications for geographic communities, especially those from black, Asian or ethnic minority groups. The role will also lead internally on a project focused on culture change to do with race and delivering a better outcome for our Black, Asian and Minority Ethnic employees, making us more representative, diverse in our approaches and ultimately improving the effectiveness of our policing.

To ensure the greatest diversity of applicants and experiences, this role is open to both Police Officers at Chief Superintendent rank and to Police Staff at C004 grading. Full eligibility criteria as well as the application and assessment process are detailed in this pack. This vacancy closes at 12 noon on Tuesday 11th August 2020.

Any questions about this role or the application process should be directed to Tom Webb-Skinner, Resourcing Manager, by email at tom.webb-skinner@btp.pnn.police.uk in the first instance.

Job description

Job Title: Lead for Trust, Legitimacy and Community Policing

Department: People and Culture/Deputy Chief Constable's Office

Reports to: Director of People and Culture and Deputy Chief Constable

Vetting Level: MV

Rank/Grade: Chief Superintendent/Staff C004

Number of posts: 1

Purpose of the post

This is a strategically important new role to lead our national approach on police engagement, trust, legitimacy and proportionate use of powers in policing the railways, recognising the implications for geographic communities, especially those from black, Asian or ethnic minority groups. The role will also lead internally on a project focused on culture change to do with race and delivering a better outcome for our Black, Asian and Minority Ethnic employees, making us more representative, diverse in our approaches and ultimately improving the effectiveness of our policing.

Dimensions of the post

Financial – Direct or Non-Direct

None

Staff Responsibilities – Direct or Non-Direct

Various programme staff directly, influencing and managing through others internally and externally. Exact numbers still being established due to newness of role.

Any Other Statistical Data

The role will be responsible for ensuring that a UK wide performance picture is built, taking into consideration any geographical and community representational differences and comparison with the performance of other forces, for deployment of powers such as: arrest, charge, taser, handcuffs, stop & search, deployment of knife arches, fixed penalty notices and other related matters. Lead on using this data to identify communities or groups who are adversely disproportionately affected and establish measures to redress.

Principal accountabilities

- Inform our approach to policing by consent, fairness, legitimacy in the context of community relations focused on race and establish measures to build a strong customer focus and build positive relationships with railway users, rail staff and retail communities.
- Senior function lead on reinvigorating or creating where needed a network of geographical Inclusion Advisory and Scrutiny Panels of external experts to provide advice and guidance on our performance internally and externally 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.
- As the Force's Champion for Race, use your strong project management, influencing and collaboration skills drive innovative approaches to implement our Action Plan 'Moving the Needle on Diversity' in conjunction with People and Culture colleagues, our Head of Inclusion and Diversity, our staff networks and our BAME employees, leading to a measurable change in employee behaviours and operational colleagues' approach towards BAME communities.
- Work with national, regional and local systems to ensure that an understanding of and mitigation of conscious and unconscious bias is embedded in planning and approach to activities, such as operational posture, training and continuous professional development.
- Lead any arising specific projects and programmes on policing matters related to communities and inclusion
- Ability to network and influence at the most senior level and the ability to persuade and change the views of others.
- Force lead on the Independent Office for Police Conduct (IOPC) inquiry into whether police officers racially discriminate against ethnic minorities, particularly the use of stop and search.
- Force lead on HMICFRS thematic inspection of race as part of the PEEL review process.
- Support the Deputy Chief Constable in his capacity as NPCC Lead for Stop and Search.

Decision making

Make decisions

As a senior leader make decisions about force strategy and operational matters to do with race

Significant say in decisions and strategy

- Inform our strategic approach to policing by consent, fairness, legitimacy in the context of community relations focused on race
- As a member of the Chief Officer Group, ensure that all strategic discussions and decisions consider the implications for proportionality, legitimacy and any specific impacts upon BAME communities.
- Lead on HMICFRS and IOPC investigations into race and proportionality
- Sit on the Force Policy Board to provide input regarding proportionality, legitimacy and fairness of operational policies

Contact with others

Internal

Direct and regular input and engagement with the Chief Officer team and attending the weekly Chief Officer Group meetings, Force Executive Board, Chief Superintendents, Head of PSD, Head of External Affairs, Head of Inclusion and Diversity, Head of Internal Communications, staff networks (specifically SAME and AMP) and all employees.

External

BTPA (particularly Member Leads for People, External Affairs and Diversity and Inclusion), Train Operating Companies, TfL, Inclusion Advisory and Scrutiny Panels, community experts, external experts, Regional Community Representatives, College of Policing, NPCC, HMICFRS, IOPC, Scottish and Welsh Governments

Requirements

Essential Criteria:

Experience:

- Proven track record of delivering policing and/or policy outcomes in diverse communities.
- Understanding and evidence of the importance of diversity, inclusion and a culture of procedural justice within an organisation, as an essential enabler of legitimacy in the way policing is delivered and through their outstanding personal leadership, able to shape, influence and drive forward improvements both internally and externally simultaneously.
- Excellent stakeholder relationship management and maturity of approach in managing contrasting views where there may not be one ideal solution and influence delivery in areas they do not directly own.
- Leading successful programmes of transformational change in a large-scale complex environment producing demonstrable and measurable improvements.
- Practical application of legislation, policies and regulatory frameworks across a variety of complex situations demonstrating depth and breadth of knowledge, with evidence of understanding of operational tactics utilised in tackling high impact crimes and the impact on particular communities or sections of society (black or young people for example).
- Track record in promoting and improving diversity and inclusion, with a particular emphasis on race.

Skills:

- Analytical rigour coupled with pragmatic problem-solving in addressing complex and emotive situations.
- Clear integrity and a commitment to maintain the highest personal and professional standards, appropriate to the responsibilities attached to holding a senior position in a nationwide police force.

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- Ability to build, nurture and set direction through stakeholder relationships across the regional dimensions.
- Outstanding negotiator with highly developed influencing skills to support and facilitate agreements amongst a disparate range of stakeholders to complex, multi-dimensional challenges often with no single 'right' solution.
- An effective leader who sets the highest standards, motivates and develops employees and stakeholders and promotes personal, organisational and cultural development.
- Ability to make timely and sound judgements and decisions to secure the effective delivery and sustainability of services, within a complex and demanding environment.
- A willingness and ability both to draw on established evidence and best practice and to challenge themselves and others to think creatively and seek out and spread innovation to generate new solutions to current and future challenges.
- Resilience, independence of thought and the ability to work through conflict and ambiguity.
- Self-awareness in terms of political and emotional intelligence, biases and personal triggers with cultural sensitivity and awareness.

Additional Information

This is a new role which will be under intense scrutiny by our employees who want to see a significant culture change and the public, who are paying significant interest in how police interact with people of colour, particularly if policing powers are applied.

The post will report into the Director of People and Culture on internal race matters and the Deputy Chief Constable on external and use of police powers matters

Pay and benefits

Chief Superintendent

Applicants to this role as Chief Superintendent will be paid in accordance with national pay scales and their current pay point. This role will also attract £4,338 London allowance and £2,505 London weighting.

Police pension information: please be aware that it is **not** possible to transfer previous police pensions into BTP's CARE pension scheme. BTP is not permitted to provide pensions advice but further information is available on request for you to make an informed decision.

Police Staff

This role is graded at C004 for members of police staff. Pay grades are on a 7-point scale which, for C004, starts at £84,187.64 on appointment increasing over 6 years to a maximum of £100,308.69 (pending satisfactory performance). A London allowance of £2,634.50 will also be payable. Police staff will be enrolled into a final salary pension scheme, further details of which are available on request. Police Staff receive 28 days annual leave rising to 30 days with 5 years service.

Benefits

Both police staff and officers will also receive:

- Access to a private healthcare scheme
- A range of high street and online discounts
- An employee benefits portal
- Salary sacrifice schemes such as cycle to work

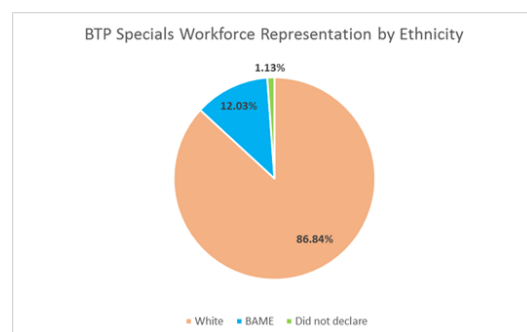
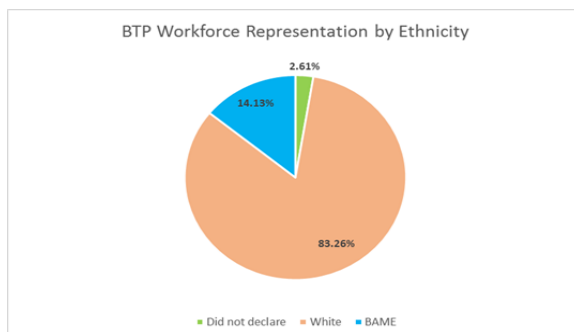
Moving the needle on BTP's Black Asian and Minority Ethnic Inclusion – Our Action Plan

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 other Minority Ethnic groups (BAME) 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 BAME 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 studies¹ 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 BAME representation. Our data shows that:



¹ For example Margaret Heffernan's 'Wilful Blindness'

- 83.26% of our employees are white
- 14.13% of our employees are BAME
- 2.61% do not declare

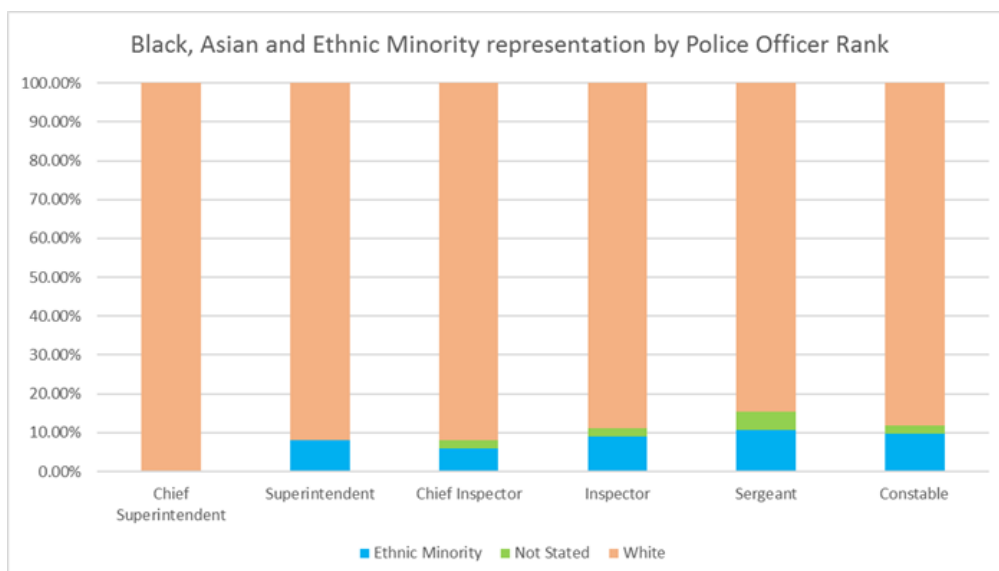
Of our Special Constables (our volunteers)

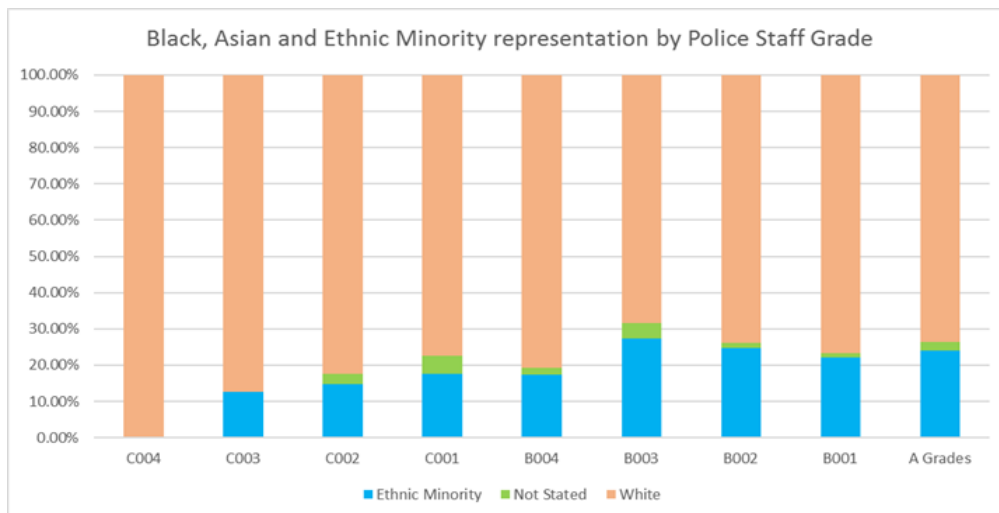
- 86.84% are white
- 12.03% are BAME
- 1.13% do not declare. Indeed Tola Munro, ex-Chair of the National Black Police Association wrote to Chief Constable Crowther in March 2020 to say “BTP with a 14% Black, Asian and minority workforce is the only police force in the UK representative of its BAME communities.”

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 BAME, 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 office 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 BAME representation through the lens of grade or rank:





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

Our racial 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, BAME and female officers passed at a better rate than male officers. However, BAME and females were less successful in the Sergeant to Inspector processes, indeed the drop off for BAME is quite stark.

	Males	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 %	59.29%	65.52%	76.47%	60.36%
PS - PI Applications	100	19	14	119
PS - PI Promotion Panel Passes	45	8	4	53
PS - PI Promotion Panel Pass %	45.00%	42.11%	28.57%	44.54%

Too few employees from BAME 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 BAME people to progress to positions of influence.

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 underrepresented 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 at 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:

- ASPIRE** – for those at PC/A grade level
- ASCEND** – for those at PS/B grade level
- ACCELERATE** – for those at Inspector/CI/C grade level

We want to do more to encourage BAME staff and officers to seek promotion through access to coaching and mentoring. We've recognised that our network of internal coaches is very white and have just launched a new Coaching Programme called "Mastering your Power" with Salma.Shah.com aimed at developing more coaches from BAME backgrounds to support our employees.

Last year we joined with the Metropolitan and City of London Police Forces to deliver workshops for BAME Women in Policing. The on-going programme is intended to give BAME women across London the opportunity to network, support their personal and career development and progression. of which 21 were from BTP, from all ranks and roles attended the 4 workshops and each

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received input on developing personal presence as well as understanding human behaviour. This network will continue over the coming year.

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 2020/21 performance year.

WHAT WE WILL ALSO DO

- **We will develop and publish aspirational targets** up to 2025 aimed at achieving a more reflective workforce at senior level in respect of BAME
- **We commit** to sustained action, visible leadership and a willingness to change and learn. Our Chief Constable will take on the role as temporary Race Champion until the appointment of a Lead for Trust, Legitimacy and Community Policing who will become our Race Champion and lead on the delivery of this strategy.
- **We will network** 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, race and inclusion, sharing our stories and the realities of lived experience.
- **We will run a communications campaign under our 'Let's Talk About...' banner** about race, 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.
- **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 micro-aggressions e-learning programme for all
 - give regular opportunities for those from BAME 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 or minority ethnic candidates to come to us. Through the PART 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 or 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 BAME 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 BAME Women in Policing a national development programme
- **We will challenge** unfair or biased selection processes where we see them, encouraging those making decisions to question their 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 BAME 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 BAME 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

How to apply and assessment process

Basic eligibility

- All candidates to roles with British Transport Police must meet basic eligibility criteria including:
- Applicants must have permanent and unrestricted right to live and work in the UK (e.g. UK/EU/EEA citizen)
- Applicants must have been permanently resident in the UK for the previous 5 years
- Applicants may not have been convicted for an offence for which they received a custodial sentence, note all other cautions/convictions/involvement with the police must be declared but will not necessarily form a bar to appointment
- Applicants may not have tattoos on the face or front/side of the neck or, irrespective of location be considered in any way offensive
- Applicants may not have a live CCJ, currently be bankrupt or have been bankrupt within the last 3 years or have an IVA against which they are not making regular payments
- Applicants may not now or historically be associated with any group, society or individual that could reasonably represent a conflict of interest with conducting the work and responsibilities of a police force effectively and impartially
- Applicants must be 18 years of age

Further eligibility

Those applying to this post as Chief Superintendent must meet the following criteria:

- Currently serving within BTP or a Home Office force at the substantive rank of at least Superintendent (on promotion) or Chief Superintendent for a minimum of 12 months
- In the case of those re-joining the police service, have previously served with BTP or a Home Office force at the substantive rank of Superintendent or Chief Superintendent for a minimum of 12 months
- Candidates who have a current unsatisfactory performance review or performance action plan in place may be rejected on these grounds
- Candidates must have no current findings of guilt in respect of any disciplinary actions or complaints

Those applying as a member of Police Staff do not need to meet any additional criteria.

How to apply

Applications should be made in the format of a CV and a Covering Letter submitted as **one** document. The covering letter should explain your interest in this role and how your skills and experience meet the requirements of this role as you see them. You are encouraged to review the job description as well as the 'Moving the needle' action plan contained within this pack.

All applications must be made via our careers website (careers.btp.police.uk) for the purpose of the proper recording of all applications as well as ensuring basic eligibility information is properly captured.

The deadline for applications is 12 noon on Tuesday 11th August 2020.

No other form of application nor late applications will be considered under any circumstances.

The assessment process

All applications received will be reviewed, initially to ensure applicants meet basic eligibility criteria, and to shortlist as needed based on the requirements of the job description. Shortlisted applicants will be reviewed internally, and a selection will be invited for a face-to-face interview at our Force Headquarters in Camden. This will be a two-part interview process with both a panel of BAME colleagues then a formal interview panel of senior stakeholders including an external expert – this will also include a brief presentation. We will attempt to ensure that the promotion element for applicants who are Superintendents applying on promotion to Chief Superintendent is contained within this process – further information will be made agreed and made available as required.

Questions and further information

If you have any questions about the role or the application process or require any further information not contacted in this pack, please do not hesitate to contact Tom Webb-Skinner, Resourcing Manager at British Transport Police via email at tom.webb-skinner@btp.pnn.police.uk in the first instance.