

Refreshing our commitment to Inclusion and Diversity

Five Year Strategy 2023 - 2028



Play your part in building a modern and inclusive policing service and culture



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Foreword

Building a modern and inclusive workforce is a long-term commitment, not just by our leadership or the Inclusion and Diversity (I&D) teams – it’s something every individual at BTP has a part to play in.

The demand from communities for trust and legitimacy in policing has never been so prevalent, nor so critical. We know from our All People Survey that there’s a growing expectation that all our people feel part of our inclusive strategy; not excluded. By improving the inclusivity culture in our organisation, we will have a better understanding of the communities we serve and be empowered to deliver a policing service we can be proud of; one that is just, fair and legitimate.

To do this we must embrace our differences, continue to challenge discriminatory behaviours, build a representative workforce at different levels.

The refreshed strategy outlines our commitment to create a force where all our people feel they belong and the travelling public, and those who work on the railway, feel we represent and protect them – so they are confident to report crime and feel we provide a fair and legitimate service.

To achieve this, we all need to think about the part we play in creating this environment – think of this as the ‘I’ in I&D. We need to be courageous, empathetic and respectful and take pride in our contributions to being a modern and inclusive police force that’s trusted by the communities we serve.

Vanita Patel

Head of Strategic Inclusion and Diversity

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We all need to think about the part we play

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Vision

We strive to be a Force where all our people feel they belong and are valued, and our communities feel engaged, represented and protected.

Where we are now

In the first year of the I&D strategy, we made good progress against our objectives. We created embedded workplace adjustments for people, including those with disabilities or neurodiverse conditions, and increased positive action support for recruits and current employees. We also laid some solid foundations to improve policing for Black communities through the Police Race Action Plan workstreams, which we'll continue to build upon as this goes into its next phase.

Roughly 70% of our colleagues believe BTP is an inclusive place to work, which is up 2% since the 2022 All People Survey. However, we know some people and communities in our workforce do not feel this sense of belonging. This is why we've refreshed our approach, learning from year one and seeking feedback to ensure the inclusive culture we're striving for is felt by all.

Building trust and legitimacy continues to be a strategic objective for our Force. Over decades, many high-profile present and historic cases of abuse of policing powers, both outside and within BTP, have left our communities and our people telling us, quite rightly, to do better. It is no longer enough to execute our duties with only the legal framework in mind, we must consider procedural justice; people's perception of

fairness when they interact with BTP. This is known to be a driving factor in trust and confidence.

Our Guardians of the Railway strategy and our Chief Constable have provided the impetus to strengthen and build our capacity for inclusion and diversity and, in turn, measurable impact. The I&D team has been able to review activity, build relationships and offer a business partnering service to the Force. The team will further enhance our delivery programme to ensure it is aligned with our expected outcomes, be able to measure progress using an evidence base and support our people to understand the role they play by reforming our learning and awareness of I&D matters.

**But they alone can't create an inclusive culture.
Every person at BTP has a part to play.**

Where we're heading

We will continue to be bold and ambitious while remaining realistic and lawful in our approach. We must all raise the bar on our expectations and energy to succeed where we haven't before.

We'll be led by the following objectives and targets, to ensure consistent, sustainable and measurable growth at a progressive pace.



Our approach

Our strategy is our roadmap to fully achieve a modern and inclusive culture, where our colleagues feel a sense of belonging and the communities we serve feel represented and protected by us. We should constantly refer to it, to keep us on track to accomplish our goals. It's a living document to be regularly reviewed and updated, with the flexibility to accommodate new initiatives and drivers based on evidence and organisational learning from the identification of successes, risks and failures.

The strategic Inclusion and Diversity team has the responsibility for supporting the organisation to achieve its goals relating to I&D. The team provides strategic direction, and effective tools and builds capability to empower our leaders, line managers and colleagues to understand, own and confidently deliver I&D. The team help our people to recognise the part they play in creating the inclusive culture we strive for.

This strategy will drive tangible, measurable and visible progress towards an inclusive and diverse BTP, and is intrinsically linked to our wider Force goals, values and strategy. It's also informed by national and external drivers, such as the NPCC's Police Race Action Plan: Improving Policing for Black People, Violence and Intimidation Against Women and Girls (VIAWG) strategy and Diversity Equality and Inclusion strategy, as core priorities for all UK police forces.

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

The I&D team operate a business partnering to support our colleagues and equip and empower leaders and managers to provide appropriate care and leadership. But we must all consider the part we play and ask: **“What can I do to create a sense of belonging, fairness, enablement and trust in BTP?”**.

We'll measure our performance to ensure our collective efforts are on track towards delivering a fairer and better working environment for all as well as improvements in the delivery of our policing service for communities. The strategic direction will be flexible and driven by data, key metrics and organisational learning, to push clear outputs and activities, identify fluctuating priorities and understand our impact.

We'll work with our people to ensure they have access to the right advice, guidance and support to feel a sense of belonging at BTP and contribute to creating a modern and inclusive culture. We'll embed procedural justice (how fair and transparent we are in the delivery of our policing service) into our everyday thinking; the decisions we make, the tactics we deploy and the policies that underpin our work to identify and mitigate disadvantage and disproportionality.



Our objectives

1. Engage and involve our people, public and partners.
2. Improve our workforce representation and equity.
3. Build confident, engaged and protected communities.
4. Embed continuous learning and awareness for our people.



To create:

- A force where all our people feel a sense of belonging.
- High levels of confidence and trust from our people, public and partners.
- No barriers for people seeking promotion and development, whilst ensuring it feels fair and transparent to all.
- A learning and awareness programme that continuously develops our people based on their needs.



1: Engage and involve our people, public and partners

Engaging with our people and providing opportunities to be seen and have their voices heard is critical in creating a sense of belonging for all. Embedding psychological safety and being able to have challenging and constructive conversations will increase feelings of belonging and improve innovation and learning. By understanding lived experiences and showing mutual respect for all, we will influence change and promote One BTP. By playing your part and active support from Employee Staff Associates (ESAs), networks and Inclusion and Diversity Champions, we will avoid silos and build an intersectional approach to all I&D activity that feels inclusive. Ensuring that we hear the voice of the public and partners is crucial in building trust in the communities we serve.

We'll do this by:

- Having a clear strategic communications plan which is coordinated, clear and inclusive so all our people know what part they play in building an inclusive workforce.
- Working with our Employee Support Associations (ESAs) and Networks to understand how we can better support underrepresented communities in line with our Force objectives.
- Through Let's Talk sessions, learn from lived experiences and understand the challenges different people and modern policing face.
- Identifying opportunities to collaborate with partners to meet our I&D objectives.

- Create Red Teams that are empowered to provide early feedback on change and innovation ideas that affect our people.
- Opportunities to observe at appropriate Force, Divisional and Departmental decision-making meetings, to give your feedback and enhance transparency in the decisions we make.
- Encouraging our I&D Champions to facilitate conversations, and provide advice and guidance locally to increase confidence in learning about I&D and how it can help to improve the service we give to the public and our workforce culture.

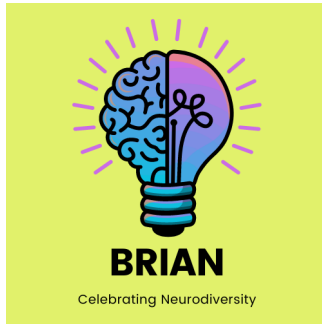
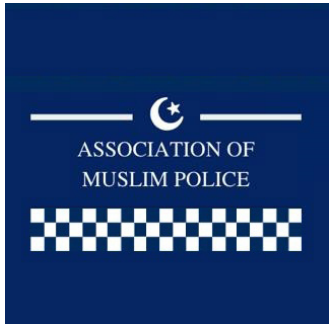
What this will deliver

- We'll be an employer of choice for a diverse group of people encouraging diversity of thought and increased representation.
- A sense of belonging for all our people - regardless of who we are or where we're from.
- Active ESAs that are at the forefront of improving inclusion, intersectionality, diversity and belonging.
- Leaders who are better equipped to support colleagues from underrepresented groups and manage courageous conversations.
- Passionate workforce that feels safe to facilitate productive conversations, challenge unacceptable behaviour and raise concerns to create a culture which our people feel proud to be part of.
- A workforce that is empowered to play their part in creating an inclusive culture.

Engage and involve our people, public and partners

Employee Support Associations and Unions

Working together to make BTP a modern and inclusive place to work.



2: Representation and equity

As a police force, we must reflect the communities we serve, only then will the public feel confident to report crimes to us and trust us in their time of need. We know we are not representative of female representation and for some ethnic groups. In other areas, we cannot be sure if we are representative so there is a gap in our knowledge.

BTP is committed to supporting the ambitions of all our people through learning and development. We offer a range of services through the Talent Team and the Leadership Academy to support **all our people** who are seeking to strive for more.

We also understand that not all our people will feel empowered to seek out the support they need to develop their ambitions and that there are inherent barriers some people face, due to culture or backgrounds. Through this objective, we will improve representation and aim to remove the barriers people from underrepresented groups face to support our people in achieving their personal goals. Diverse representation in specialist roles and at different ranks will help drive legitimate, proportionate decision-making in how we deliver our service.

We'll do this by:

- Increasing interest, applications and recruitment for underrepresented groups (URGs) and people from different socio-economic backgrounds into BTP, particularly those where our data evidences we do not represent national census levels.
- Improve the retention rates of underrepresented employees by understanding our employees and their needs

- Understand the make-up of our force particularly for sexuality and disability to inform future recruitment, attraction and retention initiatives through the Count Me In campaign
- Creating a Youth Engagement Strategy that will underpin our work with young people to ensure it is intentional, purposeful and measurable in terms of impact
- Advertising all officer and staff roles and posts with flexible working options
- Increasing diversity in our workforce representation across different grades, ranks and specialist roles
- Conducting exit interviews for all our people

What this will deliver

- A workforce that better represents the communities we serve to increase confidence in reporting crimes and that they will be supported. A representative workforce will also help us to challenge the way we do things, so we are legitimate and fair in our decision making
- Improved representation at all levels so our service is represented throughout
- Retention of talent and a better understanding of why our employees from underrepresented groups leave the organisation
- Inclusion for all ages and socio-economic backgrounds
- An understanding as to why our people leave the organisation and identify learning to increase retention
- A deeper understanding as to why female attraction into BTP is low and what can be done to improve, seeking best practices from the top 5 forces, using our data and conducting internal surveys

3: Confident, engaged and protected communities

Improving trust and confidence in policing is at the heart of what we do. We care about all communities. By using our data and reviewing our processes to identify where our service feels disproportionate and by challenging ourselves to understand different communities, we will be more conscious of procedural justice. As a result, we will drive long-term change that will improve our professional standards and build trust, legitimacy and transparency in our organisation.

We'll do this by

- Identifying the parts of our service which feel procedurally unjust (where people don't feel respect, don't have a voice, our service felt biased or created a sense of mistrust), to help reduce disproportionality.
- Actively encouraging internal scrutiny of our organisational policies and processes, and effective external scrutiny of our policing activities.
- Supporting the commitment against the 15 indicators of institutional racism by conducting a gap analysis.
- View our operational data through an I&D lens; victim code of compliance, judicial outcomes, use of powers and tasking.
- Enhancing our **Police Race Action Plan** to improve policing for Black people and increase confidence and trust.
- Ensuring our operational planning includes a community impact assessment to assess external and internal impacts on communities.
- Utilising diversionary activities for young people from underrepresented groups to prevent future offending.



What this will deliver

- Improved police service for Black people.
- Further insight into other underrepresented groups where disproportionality exists, or how communities feel about policing or working in policing to reduce barriers and encourage better reporting and outcomes.
- A legitimate and transparent police force that is anti-discriminatory against all communities.
- Effective, transparent and accurate reporting of our use of powers.
- Reduced disproportionality amongst those most affected.
- Improved confidence and satisfaction internally and externally.

4: Learning and Awareness

Knowledge is power and the world of I&D is continuously evolving. Working in the Police service means it is vital we are all developing our learning and awareness in relation to I&D. This will empower our people to continuously build their knowledge about inclusion, bias, terminology, ethics and disadvantage to improve awareness, challenge our thinking in safe environments and increase respect and empathy for all. This continuous learning will improve our confidence to talk about I&D in a professional way and improve the service we give to the public and those who work on the railway.

We will do this by

- Piloting four hours of mandated learning for I&D for 10% of employees from Jan 25 – Jun 25. This will form part of Performance Development Reviews (PDRs), providing a flexible approach that can be tailored to individuals' needs.

The programme will utilise a range of learning methods (online, Teams, face-to-face, recommended reading, Let's Talk sessions) and leverage existing training slots to minimise abstraction and make learning accessible:

- Undertaking ethical debates to identify potential discrimination and provide a forum for people to raise and challenge ethical issues.
- Providing training for new starters as part of their initial training to embed the Code of Ethics and discuss standards of behaviour.

- Providing our leaders with the learning they need to enhance confidence in having courageous and professional conversations about inclusion and diversity.
- Facilitating open conversations to discuss and reflect on ethical dilemmas faced by policing.

What this will deliver

- Diverse thinking and understanding of different cultures to enable better service delivery.
- Continuous learning and understanding embedded at all levels.
- Improved confidence in our leaders to manage matters through an inclusive lens.
- Developed ethical conscience and principles in our people.
- A workforce that is better equipped with key knowledge skills and behaviours, to empower our people to play their part in promoting a positive culture change that will embed a sense of belonging.

Key Performance Indicators

Engaged and Involved

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

We will track our progress using the All People Survey data. This will tell us if our people feel engaged and involved and if we feel a sense of belonging and inclusivity.

The scores we will track progress against are:

- I can be my true self at work – currently, only **59% feel positive about this statement.**
- BTP is an Inclusive place to work – currently **71% feel positive about this statement.**
- I feel that employee well-being is a priority at BTP – currently, only **44% feel positive about this statement.**
- I am involved and consulted in decisions that affect my work – currently, only **41% feel positive about this statement.**
- I can voice a contrary opinion without fear of negative consequences – currently only **40% feel positive about this statement.**

Representation and Equity

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

	Figures as of Aug 2024			Target 2028
	Applications	Recruitment	Leavers	
Improved proved applications, recruitment and retention rates for employees from underrepresented groups	Disability – 5.9%	Disability – 1.5%	Disability – 2.4%	To improve against baseline
	Gay / Lesbian / Bisexual – 9.2%	Gay / Lesbian / Bisexual – 1.2%	Gay / Lesbian / Bisexual – 4.4%	
	Female - 32.1%	Female - 37.2%	Female - 27.4%	
	Ethnic Minority - 48.6%	Ethnic Minority - 21.8%	Ethnic Minority - 19.3%	
Improved declaration of protected characteristics - Disability, Sexual Orientation, Gender, Ethnicity	% of those that selected 'Not Stated' (N/S)			A maximum of 10% who tick not stated
	84.8% Disability N/S			
	70.9% Sexual Orientation N/S			
Improve female officer representation	Gender and Ethnicity not included as NS is under 10%			Achieve 30% Female officer representation
	Female officers - 22.4%			

Key Performance Indicators

Trusted, Protected and Engaged Communities

Policing has a much higher obligation than any other public service, given our ability to deprive liberty and use the most intrusive powers. The collective trust the public place on the police means we must hold an elevated level of scrutiny in the use of our powers to ensure they are used fairly and proportionately.

The likelihood of being stopped and searched, subjected to use of force, or being a victim of crime is significantly higher if you are from an ethnic minority background*.

Currently, we cannot identify if any other community is disproportionately affected as victims due to the poor recording of our data. We must improve this.

More recent research has shown the link between procedural justice and feelings of trust, confidence and legitimacy. If people feel they are treated in a procedurally fair and just way, starting from the very first contact, increase trust, legitimacy and respect. People are more likely to engage, even when the outcomes of the decisions or processes are unfavourable or inconvenient.

Figures as of 31/03/24* – times more likely than a White person

	Black	Asian	Mixed
Stop and Search	7.7	1.4	4.0
Use of force	7.7	1.1	1.9

*Data sources

- England & Wales Census 2021 / Scotland Census 2022
- Stop and Search – Self-Defined Ethnicity (SDE) data for the whole of 2022 (30% of SDE is ‘Not Stated’)
- Use of Force – Officer Defined Ethnicity (ODE) data from Feb-Dec 2022 (there is no SDE but has the ‘Mixed’ option)

Targets for 2028

1. All stop and search records will contain the Self-Defined Ethnicity of the subject, with full rationale for instances of ‘No Self-Defined Ethnicity’
2. All stop and search records will contain grounds that are reasonable and 10% will be dip sampled by Supervisors
3. Patterns of disproportionality will be identified and brought to the attention of the relevant senior leader and/or line manager who will adopt an ‘explain or reform’ approach
4. 10% dip sample of VCOP updates for victims with protected characteristics
5. No more than 10% of victims and offenders with an ‘unknown’ ethnicity
6. Increase in satisfaction scores for initial contact, investigation and outcome for victims with protected characteristics

Performance against all deliverables will be monitored through Force Performance and delivered through Local and Departmental Performance meetings.

Strategic oversight of all I&D measures will be governed through the quarterly Steering Group and Inclusion and Diversity Steering Board.

Appendix

We will use the following resources to inform our work:

- Equality Act 2010 and the Public Sector Equality Duty
- Positive Actions.158 and 159
- External scrutiny
- Internal stakeholder engagement
- Inclusive leadership
- Senior sponsors and champions
- Organisational learning and evidence-based practice
- All People Survey
- Public Confidence Surveys
- Victim Surveys

This strategy will contribute towards the delivery of:

- BTP Strategic Plan
- BTP Local Policing Plans
- Police Race Action Plan: Improving Policing for Black People

Links to additional strategies and priorities

- National Police Race Action Plan
(access via the NPCC or [College of Policing](#) website)
- [National VAWG Plan](#)
- [National Diversity Equality and Inclusion Strategy](#)
- Management of police information - Collection and recording
(access via the [College of Policing](#) website)



Glossary

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

Anti Discriminatory

Opposed to the unjust and prejudicial treatment of different categories of people.

Benefits realisation

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

Critical friends

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

Disproportionality

Overrepresentation of marginalised racial or ethnic groups at all stages of the legal process, such as stop and search, arrest, prosecution, and sentencing.

Diversionary activities

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

Diversity

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

Equality

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

External scrutiny

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

Glossary

Intersectionality

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

Legitimacy

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

Procedural Justice

Procedural justice speaks to the idea of fair processes, and how people's perception of fairness is strongly impacted by the quality of their experiences and not only the end result of these experiences.

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. These are known as 'protected characteristics'.

Count Me In

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

Socio-economic

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

Use of Powers

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



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Inclusion and Diversity / Five Year Strategy (2023 – 2028) – 2024 Refresh
Play your part in building a modern and inclusive culture