

OFFICIAL



POLICE RACE ACTION PLAN



**IMPROVING POLICING
FOR BLACK PEOPLE**



**BRITISH
TRANSPORT
POLICE**

OVERVIEW

The Police Race Action Plan (PRAP) is the biggest coordinated effort ever across every police force in England and Wales to improve trust and confidence in policing among Black communities. The British Transport Police's (BTP) plan is aligned to that of the National Police Chief Council (NPCC). BTP's plan specifically aims to improve policing for Black communities that use and work on the railway and to address under representation in our own recruitment, retention and progression of Black people. **Our ambition is to be an anti-racist police force.**

Racism still exists in policing today and our relationship with Black communities must significantly improve to ensure that communities feel protected and not overpoliced. The overt racism experienced by the Windrush generation is still felt and the impact of over policing Black communities that led to the 1981 riots in Brixton and across major UK cities, is still as relevant today as it was then. The resulting Scarman report made several recommendations that were similar to those contained in the Macpherson report 1999, following the tragic murder of Stephen Lawrence. In our own history, the corrupt actions of a former BTP officer Derek Ridgwell in the 60s and 70s impacted on the Black African community, which still reverberates today. These are seen as watershed moments in facing up to racism in policing, but the lack of progress made on implementing recommendations is demonstrated by the same concerns being identified in recent Inquiries such as the Casey Report 2023. This demonstrates that policing has not made significant progress in addressing racism, and disproportionality towards the Black community.

Our data tells us that Black people are nine times more likely to be stopped and searched than White people (**Stop and Search - External Pages**) by the British Transport Police and seven times more likely to be subjected to a Use of Force (**Use of Force - External Pages**). Through our Disproportionality Action Plan, we are working towards publishing disproportionality data externally. We have not been effective in recording the ethnicity of the victims of crime, so we are unable to demonstrate the victim outcomes for communities according to race.

We must understand the impact of BTP's policing activity on Black communities. A report published by Crest Advisory in 2022 (**Crest Advisory Stop and search report 1**) highlighted that 77% of Black adults supported police having the right to stop and search to find weapons and 71% to find Class A drugs, but were more concerned about how those powers were used in practice. The report also found that stop and search has a negative and traumatic impact on Black and Mixed-ethnicity adults. 45% of all adults irrespective of ethnicity who had been stopped and searched found the experience traumatising, rising to 52% of Black adults.



OVERVIEW

This highlights the importance of the perception of procedural justice. The concept of procedural justice is that when people feel they are treated in a fair and just way from first contact with the police, they will view those in authority as more legitimate and respect them more. Therefore, procedural justice sits at the heart of our plan and drives our commitment to improve our understanding of how Black communities feel after an interaction with BTP. As a public service whose ability to police is built upon the public's consent, we must play our part to reduce the discrimination and biases that Black communities face when interacting with the police. This is our opportunity to improve policing for Black people.

Policing lags behind the wider public service as an employer of choice for Black people. Just 1.3% of UK police officers are Black, compared to 3.5% of the wider population and there have only been two Black officers who have reached the ranks of Chief Constable or Assistant Commissioner in policing's history (Police workforce - GOV.UK Ethnicity facts and figures). In BTP, 4% of our employees are Black (2.4% are police officers) (Ethnicity Pay Gap report 2024). Through the PRAP workstreams, the plan provides a focus on building trust and confidence with the ambition, in turn, to improve recruitment and retention of Black employees and serving the public fairly and legitimately.



VISION

The vision for British Transport Police (BTP) is to be an organisation that is anti-racist and trusted by Black people.

BTP's Police Race Action Plan – Improving Policing for Black People, supported by our Inclusion and Diversity strategy, aims to pave the way to becoming actively anti-racist.

The Plan will inform operational policing practice, aiming to improve the experience and outcomes for Black people.

Our aim is to learn from the experiences of our Black communities and employees to directly influence our policies and practices, so that Black communities do not feel over policed and under protected; to increase trust and confidence through a representative organisation that brings diversity of thought to our work and to ensure all our employees, irrespective of ethnicity, **know how to play their part.**



VISION

The BTP's Police Race Action Plan – Improving Policing for Black People will deliver five key commitments:

1. Zero tolerance of racism.
2. The adoption of an 'explain or reform'¹ approach to address the negative impact and outcomes experienced by Black people.
3. Ensuring that our employees understand the history of policing Black people and the ongoing impact and trauma of disproportionality², in order to aid their understanding of the need to improve the quality of our interactions.
4. The development of a representative workforce.
5. Increasing the involvement of Black communities in our work and improve support to Black victims of crime.

¹ **Explain or reform:** Providing a clear explanation for racial disparities within policing or implementing reforms to address and eliminate these disparities

² **Disproportionality:** The unequal treatment or impact on different racial groups, particularly Black communities, in areas such as stop and search, use of force and other policing practices.



WE WILL DELIVER THESE COMMITMENTS THROUGH THE ACTIONS SET OUT ACROSS FOUR WORKSTREAMS:

1. **Represented** Through Our Workforce and Culture
2. **Not over-policed** In The Use Of Our Powers and Procedures
3. **Involved** To Build Trust and Reconciliation
4. **Not under-protected** as Victims, Through Fear Of Crime Or Through Vulnerability (Safety and Victimisation)

1. REPRESENTED THROUGH OUR WORKFORCE AND CULTURE

Workstream vision

Black people and communities are properly represented within BTP, with an internal culture that promotes inclusivity and supports their development and progression.

Goals:

- Racial equity³ in attraction, recruitment, pay, and misconduct and under-performance procedures.
- Racial equity and overall improvements in development, progression and retention.
- Reduce racial under-representation across the workforce.
- Zero tolerance to racism in the workplace.
- Racial equity and overall improvements in experiences of officers, staff and volunteers in the workplace and their perceptions of police culture.

Our goals will ensure that Black people:

- Are encouraged and well-prepared to apply for police roles.
- Are not disadvantaged in the process.
- Are assessed fairly.
- can develop and progress, including to the most senior levels.
- Have their individual needs met, are listened to and have influence.
- Have good experiences in the workplace, feel valued and want to stay in the police.

Find out more about our Recruitment here: <https://careers.btp.police.uk>

³Racial equity: The goal of ensuring fair treatment, opportunities and outcomes with a focus on eliminating disparities and biases within policing.

2. NOT OVER-POLICED IN THE USE OF OUR POWERS AND PROCEDURES

Workstream vision

Black people and communities are not over policed and are treated in a fair and equitable way.

Goals:

- A workforce that puts procedural justice⁴ at heart of every interaction.
- Fairness in BTP's processes to ensure that Black people are not disproportionately criminalised when we use stop and search.
- Racial equity in the use of police powers, procedures and technology and in the outcomes of their use.
- Racial equity and overall reductions in the harms experienced by the people subjected to police powers and procedures.
- Racial equity and overall improvements in the experiences and perceptions of the people subjected to police powers and procedures.

Our goals will ensure that Black people:

- Are treated fairly in their interactions with BTP.
- Are not targeted by police powers.
- Experience fairness at every stage of BTP's criminal justice processes.
- Feel confident that force will not be disproportionately used against them.
- Feel listened to when feedback is provided in relation to use of powers.

⁴**Procedural Justice:** Provides fairness in the processes that resolve disputes and allocate resources, ensuring that policing practices are transparent, impartial, and respectful.

3. INVOLVED TO BUILD TRUST AND RECONCILIATION

Workstream vision

Black people and communities are involved in our governance and policy considerations and are able to challenge us on the way we use our powers.

Goals:

- Racial equity and overall increases in public confidence in BTP.
- Racial equity and overall increases in public and staff trust in BTP.
- To be fair and respectful to understand and deal with community concerns.

Our goals will ensure that Black people:

- Can influence our decisions at different stages in the process.
- Are able to voice their opinions, which we learn from to improve and adapt our behaviours and practice.
- Receive timely and meaningful information from us about our decisions and how we reached them.
- Have opportunities to review our decisions and have appropriate means of redress.
- Are treated with dignity and respect.

Find out more about Independent Advisory Groups here: [Link](#)

4. NOT UNDER-PROTECTED AS VICTIMS, FEAR OF CRIME OR THROUGH VULNERABILITY

Workstream vision

Black people are not under-protected and are properly supported as victims of crime and as vulnerable groups.

Goals:

- Racial equity and overall reductions in the likelihood that people will be victims of crime or antisocial behaviour, or experience harm.
- Racial equity and overall reductions in feelings of safety and the fear of crime.
- Racial equity and overall improvements in the ways the British Transport Police respond to crime, antisocial behaviour and concerns for safety.
- Racial equity and overall improvements in the experiences and perceptions of victims, witnesses and vulnerable people.

Our goals will ensure that Black people:

- Feel genuinely protected by BTP.
- Receive the level of care that they should expect as a victim of crime.
- Are supported in providing statements as both witnesses and victims.
- Feel safe when using or working on the railway.
- Are supported when vulnerability is identified.

METHODOLOGY OF DELIVERY

Community and Stakeholder engagement:

To achieve this, we will continue to hold community engagement sessions with Black communities who use and work on the railway. We are building on internal and external scrutiny to actively challenge our work to ensure it is the best it can be, bringing public accountability and informed input. By building up our Independent Advisory Groups⁵, we will raise awareness of our plan and provide opportunities for communities to feedback and be heard. We will continue to work closely with our Employee Support Networks to progress the plan and ensure this remains a focus for the organisation with tangible outcomes.

Learning and Awareness:

We will deliver learning tools and resources to create a workforce that understands the history of Black communities and policing, and how this has led to distrust of the police.

Regardless of the role individuals have within the force, they will have access to resources to enhance their knowledge and skills to contribute positively to the Police Race Action Plan:

1. Lending Library:

We have developed a library that includes a wide range of books focusing on Black history, culture and the impact of systemic racism. This library is accessible to all of our people, to encourage self-education and continuous learning. The collection is regularly updated with new materials, ensuring it remains relevant and comprehensive.

2. Police Race Action Plan Hub:

We have created an online hub dedicated to the Police Race Action Plan. This hub contains further education materials, including webinars, e-learning modules, articles and case studies. It serves as a central resource for BTP employees to access information and tools to better understand and implement the principles of the Police Race Action Plan. The hub is regularly updated with new content and updates on performance to ensure it remains relevant, dynamic and keeps our people informed on progress and challenges.

3. Black History Training Products:

We have developed a series of training modules specifically designed to educate our employees about Black history with policing and the contributions of Black individuals to society. These modules cover key historical events, figures and movements, highlighting the importance of Black history in shaping our present and future.

4. Quarterly Updates:

We provide quarterly updates to all our employees to highlight the progress of the Plan, challenges and good working practice. This will ensure regular engagement with the whole workforce and that the Police Race Action Plan remains part of the conversation.

⁵Independent Advisory Group (IAG): Groups composed of community members who provide independent advice and scrutiny to BTP, helping to ensure accountability and transparency.

METHODOLOGY OF DELIVERY

The Police Race Action Plan Steering Group

This is chaired by the force lead, who is a member of the Chief Officer Group, and attended by workstream leads, delivery partners, the Police Race Action Plan coordinator and members of the Independent Advisory Group and the British Transport Police Authority (BTPA). It will take an evidence-based approach, informed by lived and professional experience, skills and knowledge to deliver the plan and make long term, consistent and sustainable change, driven by strong ownership and accountability. The plan is subject to constant monitoring and review. Key performance indicators will be used to develop actions which will be specific, measurable, achievable and where possible, within set time frames.

We will continue to listen and learn from lived experiences, utilise best practice and assess our performance to help meet our ambition of being a force that is anti-racist and trusted by Black people.

Playing OUR part

It is essential that all our employees know about and understand our Police Race Action Plan. It is fundamental that each employee knows what part they play in being an anti-racist force.

⁶ **15 Indicators of Institutional Racism:** A set of criteria used to identify and measure the presence of institutional racism within BTP, guiding efforts to address and eliminate biases.

⁷ **Disproportionality:** Refers to the use of both numerical data (quantitative) and descriptive information (qualitative) to assess and measure the progress of the BTP's Police Race Action Plan.

⁸ **Maturity Matrix:** A tool designed by the National Police Chiefs Council in consultation with Black communities to assess and measure the progress of police forces, including BTP in becoming anti-racist.

Embedding awareness and learning through lived experiences, accepting the evidence and enhancing our level of scrutiny will enable all our employees to gain an understanding why the Police Race Action Plan is so important in building trust and confidence in Black communities.

Measuring the Impact

We will use the **15 indicators of institutional racism**⁶ through the lens of Black communities to identify areas of risk and inform our actions. This will include a gap analysis to understand BTP's position in terms of workforce representation, attraction, recruitment and retention including specialist roles, ranks and grades. We will review the effectiveness of internal and community engagement as well as reviewing stop and search disproportionality and any disproportionality in Performance Development Review gradings, grievances, tribunals and disciplinary proceedings.

We will track the progress of the workstreams against key performance indicators outlined below. These indicators will be built into the foundation of BTP's performance framework to ensure that we are accountable for delivery. Progress will be tracked, monitored and measured against the Police Race Action Plan strategic objectives.

Progress will be dip sampled by the Inclusion and Diversity team to provide quality assurance. The delivery and progress of the Police Race Action Plan will be reviewed at the quarterly Inclusion and Diversity Board meeting.

BTP will work closely with the NPCC, and quantitative and qualitative⁷ measures will be assessed against a national NPPC led maturity matrix⁸ which will provide a measurement of progress and allow us to share and capture best practice in other forces.

METHODOLOGY OF DELIVERY - KEY PERFORMANCE INDICATORS:

Workstream 1: Culture and Workforce

- Continue to reduce the ethnicity pay gap for Black employees (annual Ethnicity Pay Gap report⁹)
- Improve Black workforce representation including a focus on intersectionality for gender, sexuality and disability (quarterly reporting).
- Improve intake success rate of Black recruits (Recruitment funnel - quarterly).
- Monitor Joiners and Leavers data and demonstrate action from exit survey feedback (quarterly).
- Improve the promotion success rate for Black applicants (Applications and success at each stage).
- Improve Black employee perceptions of inclusion also considering Black Women intersectionality: Our Black Workforce survey¹⁰ / All People survey¹¹ (annually).
- Improve Personal Development Review¹² (PDR) disproportionality - box mark distributions (annually).

⁹ **Ethnicity Pay Gap report:** A report that assesses the average pay for different ethnic backgrounds. The gap has been reduced year on year but the more people who are successful in promotion, the more the gap will close.

¹⁰ **Our Black Workforce Survey:** A survey designed to capture the experiences and attitudes of Black and Black Heritage police officers and staff. The survey informs strategies and actions to improve working conditions and retention.

¹¹ **All People Survey:** A comprehensive survey that gathers feedback from all of BTP's people to understand their experiences and perceptions within the force.

¹² **PDR (Personal Development review):** A process where BTP officers and staff receive feedback on their performance and development, with a focus on supporting career progression.

¹³ **S.163 Road Traffic Act:** Refers to the section of the Road Traffic Act that gives police the power to stop vehicles.

Workstream 2: Powers and Procedures

- Monitor Grievance and Conduct investigation data involving Black employees (quarterly).
- Monitor Black Stop and Search rate and volumes, and reduce disproportionality.
- Improve the find rate for all stop and search powers for Black people.
- Use of Force and Taser usage against Black people and reduce disproportionality.
- Monitor any disproportionality of S.163 Road Traffic Act Stops¹³ recording and ensure that all stops are recorded.
- Review and reduce disproportionality for Black people arrested, released under investigation or charged.



METHODOLOGY OF DELIVERY - KEY PERFORMANCE INDICATORS:

Workstream 3: Trust and Reconciliation

- Reasonable steps to be taken for all public complaints from the Black community (response time and outcomes).
- Improve Black representation and involvement in Independent Advisory Group and external scrutiny groups¹⁴.
- Improve Community Engagement with Black communities (Race Action plan activity tracker¹⁵ submissions).
- Improve Trust and Confidence in the use of stop and search and the use of force on Black people (Z-cards¹⁶, Stop and Search scrutiny panels).
- Improve Trust and Confidence in Policing for Black people (External scrutiny feedback, Police Race Action plan activity tracker feedback, Public surveys¹⁷, victim of crime survey¹⁸).

¹⁴ **External Scrutiny Groups:** Groups composed of community members who review and provide feedback on policing practices, ensuring accountability and transparency from a community perspective.

¹⁵ **Police Race Action Plan Activity Tracker:** A tool used to monitor and track the activities and progress of BTP's Police Race Action Plan, ensuring that goals and commitments are being met.

¹⁶ **Z-Cards:** A tool used to provide feedback following a stop and search encounter.

¹⁷ **Public survey:** A specific survey tool used by BTP to gather rail passenger feedback on areas such as feelings of safety, crime levels and anti-social behaviour.

¹⁸ **Victim of Crime survey:** A survey that collects feedback from victims of crime about their experiences with BTP, focusing on ensuring fair and respectful treatment for all, regardless of race.



METHODOLOGY OF DELIVERY - KEY PERFORMANCE INDICATORS:

Workstream 4: Safety and Victimization:

- Improve Victim Self-Defined Ethnicity Recording across all recording platforms.
- Reduce Violence against Black people and monitor harm severity disproportionality against other ethnicities (% of victims, rates and volumes).
- Demonstrate a safeguarding approach to serious violence against Black people, with a focus on young people and exploitation (% of victims, rates and volumes, Safeguarding and Vulnerability Reports¹⁹ submissions/partner interventions/referrals).
- Reduce Hate crime victimisation for Black people (% of victims, rates and volumes).
- Reduce domestic abuse victimisation for Black people (% of victims, rates and volumes).
- Reduce Serious public order against Black people (% of victims, rates and volumes).
- Improve Criminal Justice Crime Outcomes (Solvability Rates): % of Black victims' crimes with a positive outcome versus other ethnicities.
- Improve feelings of safety of Black people on the rail network (public surveys, victim of crime survey).
- Improve Victim satisfaction survey volume and sentiment.
- Improve recording of the Self Defined Ethnicity (SDE) for repeat missing persons and demonstrate a safeguarding approach (Safeguarding and Vulnerability Report, Problem Solving Plans, vulnerability assessments, referrals to the local authority).
- Monitor S.136 and voluntary admissions disproportionality for Black people and demonstrate an effective safeguarding approach (Safeguarding and Vulnerability Report, Problem Solving Plans, vulnerability assessments, referrals to the local authority).

* **Serious violence is defined in the [Serious Violence Strategy](https://assets.publishing.service.gov.uk/media/5acb21d140f0b64fed0afd55/serious-violence-strategy.pdf) and focuses on homicide, gun crime, knife crime and exploitation through County Lines networks**
 (<https://assets.publishing.service.gov.uk/media/5acb21d140f0b64fed0afd55/serious-violence-strategy.pdf>)

¹⁹ SVR (Safeguarding and Vulnerability Report): A form submitted when vulnerability is suspected. The form triggers a process to ensure that the right support is provided for the individual concerned.

APPENDIX 1: POLICE RACE ACTION PLAN STRUCTURE



**Police Race Action Plan
Steering Group COG lead**

Rachael Etebar
Director,
People and Culture

I&D Strategy Lead

Vanita Patel
Temp Head of Strategic
Inclusion and Diversity

**Police Race Action Plan
Coordinator**

Richard Powell
Chief Inspector

Workstream 1

**Represented through our
workforce and culture**

Senior Leader

Workstream 2

**Not over-policed in the
use of our powers and
procedures**

Senior Leader

Workstream 3

**Involved to build trust and
reconciliation**

Senior Leader

Workstream 4

**Not under-protected as
victims, through fear
of crime or through
vulnerability
(Safety and Victimisation)**

Senior Leader

APPENDIX 2: LINKS TO ADDITIONAL STRATEGIES AND PRIORITIES

Related Plans and Referenced Documents

- **Guardians of the Railway Strategy 2022-2027**
[Click here](#)
- **NPCC Police Race Action Plan**
[Click here](#)
- **Inclusive Britain Report**
[Click here](#)
- **Macpherson Report**
[Click here](#)
- **Casey Report 2023**
[Click here](#)
- **Inclusion and Diversity Five Year Strategy 2023-2028**
[Click here](#)



Glossary:

1. **Explain or reform:** Providing a clear explanation for racial disparities within policing or implementing reforms to address and eliminate these disparities
2. **Disproportionality:** The unequal treatment or impact on different racial groups, particularly Black communities, in areas such as stop and search, use of force and other policing practices.
3. **Racial equity:** The goal of ensuring fair treatment, opportunities and outcomes with a focus on eliminating disparities and biases within policing.
4. **Procedural Justice:** Provides fairness in the processes that resolve disputes and allocate resources, ensuring that policing practices are transparent, impartial, and respectful.
5. **Independent Advisory Group (IAG):** Groups composed of community members who provide independent advice and scrutiny to BTP, helping to ensure accountability and transparency.
6. **15 Indicators of Institutional Racism:** A set of criteria used to identify and measure the presence of institutional racism within BTP, guiding efforts to address and eliminate biases.
7. **Quantitative and Qualitative:** Refers to the use of both numerical data (quantitative) and descriptive information (qualitative) to assess and measure the progress of the BTP's Police Race Action Plan.
8. **Maturity Matrix:** A tool designed by the National Police Chiefs Council in consultation with Black communities to assess and measure the progress of police forces, including BTP in becoming anti-racist.
9. **Ethnicity Pay Gap report:** A report that compares the pay of employees from different ethnic backgrounds within BTP, highlighting any disparities and guiding efforts to address them.
10. **Our Black Workforce Survey:** A survey designed to capture the experiences and attitudes of Black and Black Heritage police officers and staff. The survey informs strategies and actions to improve working conditions and retention.
11. **All People Survey:** A comprehensive survey that gathers feedback from all of BTP's people to understand their experiences and perceptions within the force.

Glossary:

12. **PDR (Personal Development review):** A process where BTP officers and staff receive feedback on their performance and development, with a focus on supporting career progression.
13. **S.163 Road Traffic Act:** Refers to the section of the Road Traffic Act that gives police the power to stop vehicles.
14. **External Scrutiny Groups:** Groups composed of community members who review and provide feedback on policing practices, ensuring accountability and transparency from a community perspective.
15. **Police Race Action Plan Activity Tracker:** A tool used to monitor and track the activities and progress of BTP's Police Race Action Plan, ensuring that goals and commitments are being met.
16. **Z-Cards:** A tool used to provide feedback following a stop and search encounter.
17. **Public survey:** A specific survey tool used by BTP to gather rail passenger feedback on areas such as feelings of safety, crime levels and anti-social behaviour.
18. **Victim of Crime survey:** A survey that collects feedback from victims of crime about their experiences with BTP, focusing on ensuring fair and respectful treatment for all, regardless of race.
19. **SVR (Safeguarding and Vulnerability Report):** A form submitted when vulnerability is suspected. The form triggers a process to ensure that the right support is provided for the individual concerned. The survey informs strategies and actions to improve working conditions and retention.

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