

# People & Standards Committee

People and Development  
October 2016 – December 2016



This People and Development report to the British Transport Police Authority (BTPA) People and Standards Committee has been revised to take account of the request for a more visual presentation of information with less narrative as presented in previous reports.

This report will cover the following areas which are covered by the People and Development department of the Capability and Resources Directorate;

- ▼ Learning and Development
- ▼ Leadership
- ▼ Organisational Development
- ▼ Recruitment
- ▼ HR Service Delivery
- ▼ HR People Support
- ▼ Pay & Benefits
- ▼ Policy & Engagement

## Learning & Development

Leadership training has been delivered to police officers within the force at Sergeant and Inspector ranks so far and has received very positive feedback.

The appointment of a Police Staff Leadership Manager has been made and the post holder commenced in October 2016, to develop and roll out Leadership training to police staff.

Course Name	Number of Officers Trained	Number of Courses
Inspector Leadership Course	52	7
Sergeant Leadership Course	82	6
Quarterly Total	134	13



**22 Courses delivered**

**268 officers  
completed training**

**14 Courses delivered**

**115 officers  
completed training**

# Organisational Development

## Performance Management

In April 2015, The Police Regulations (Regulation 24) were amended to require forces to have an appraisal process and that progression through the pay scales (Police Constable to Chief Inspector) would be dependent upon officers obtaining a 'satisfactory' (or better) performance grade in their appraisal. *Right Track* is the tool we use in BTP to help line managers and individuals review how well objectives have been achieved, discuss examples of when and how individuals have role modelled VITAL, and discuss any development needs identified. Performance management therefore remains at the heart of our operational delivery and *Right Track* allows the manager and organisation to evidence and ensure alignment of its people to objectives and the stated deliverables required to meet the expectations of our senior leaders and the needs of our core stakeholders.

A fair and honest assessment of performance and potential is vital to effective career management, including access to promotion. The last complete *Right Track* assessment is part of the criteria to gain access to the Promotions process, and without it, a candidate is not able to proceed to the assessment stage.

As at Dec 2016, figures show that 75% of employees have had objectives set using *Right Track*, 75% of the workforce have also completed the first quarterly review; and 46% have completed the second quarterly review. Divisions have been issued with reminders of the importance of setting objectives and completing reviews, with training provided to line managers on e-*Right Track*. Guidance on using *Right Track* is published on the Intranet, with training provided as an integral part of the Sergeant,

Inspector and New to Management programmes. Further communications will be published on the intranet in the first week of January to remind people of the required actions and responsibilities.

## Coaching

25 individuals are currently engaged in coaching (44% officers; 56% staff). We have also completed a review of the CMI Level 5 Coaching and Mentoring qualification. Findings show that less than 30% of employees were completing the course once they had started. We have therefore introduced a robust selection process whereby all delegates and their managers must sign a loyalty agreement to ensure commitment. Our team has worked closely with the Leadership Academy to set up this new process. We have also successfully **recruited 2 Superintendents** to the CMI course; this will support our objective of gaining senior leadership buy-in for coaching in the organisation. We are also currently designing a Team Coaching Pilot for the Finance team at FHQ

## Mentoring

The mentoring programme currently has over **100 mentors (70% officers 30% staff)** signed up to the programme. Current records show that 89 employees are engaged in mentoring relationships. Due to the relationship building exercise with the College of Policing we have been offered the potential opportunity to use the college membership portal to advertise mentoring in the future, this is something we will be exploring in due course.

## **Promotions**

### **Step 2 Legal Exam**

The NPPF Step 2 Legal Knowledge examination is the equivalent of the former OSPRE I examination. 43 Sergeants were registered to sit the exam which took place on 4 October 2016. Of the 43 sergeants registered, 37 sat the exam, a drop-out rate of 14%. 14 officers passed, (achieving a percentage score of 65% or above, resulting in a pass rate of 38%, 23 officers (62%) were unsuccessful, 6 of the 43 (14%) candidates registered to sit the exam were recorded absent by the College of Policing.

### **Police Constable to Sergeant**

Promotion panels for Police Sergeant to Police Inspector were held from 28 November to Friday 9 December 2016. This was a BTP national promotion process, with candidates drawn from all Divisions. The process involved assessing candidates against a common national standard for the rank of Police Sergeant. Of the 58 officers assessed by the Promotions Panels, 40 passed, a pass rate of 69%. Of those who declared ethnic status, 10% of successful candidates were from a BME background, 20% (8) of those who passed were female. The Postings Panel is scheduled for 13 January 2017.

Two Sergeants have successfully completed the Work-Based Assessment and will now be substantively promoted; four officers remain in the Sergeant Promotion Pool and will be considered for posting at the next Postings exercise in January 2017.

### **Police Sergeant to Police Inspector**

This year, 10 applications were received from female officers, four (40%) passed the paper sift; however, of the newly promoted candidates, only one female passed the Board. This compares less favourably with the last promotion exercise in 2015, where 12 female officers successfully completed the process.

59 males applied, 38 (64%) passed through the paper sift, 19 of whom passed the Board (50%).

Of those who declared ethnicity, six minority ethnic candidates applied (all male), four passed the paper sift (67%). All four (100%) minority ethnic candidates were successful at the promotions assessment centre. This is a very positive result that shows minority ethnic candidates did better than white majority males in both the paper sift and the promotions panel. This also compares favourably with last year, when only one BME candidate was successful.

No minority ethnic female officers applied for promotion to the rank of Inspector. This is the second year when we have not been able to attract female BME officers. This would suggest that more needs to be done if we are to address the shortfall of BME female officers in supervisory roles. A significant amount of input has been provided to positive action programmes by the team which is demonstrated in these results.

One Inspector has successfully completed the Work-based Assessment and will be substantively promoted.

## Recruitment

### Student officer

Student Police Officer recruitment was opened with a national advertising campaign and yielded an interest from 27,724 people who registered an interest, of which 4,615 applications were received for 300 places. The recruitment team responded to 3,138 queries on the campaign. We plan to commence 100 student officer training places over April 2017 to meet immediate vacancies pressures as follows:

Start Date	Recruits
03/04/2017	40
10/04/2017	20
17/04/2017	20
24/04/2017	20
<b>Total</b>	<b>100</b>

- On target for 100 in April 2017
- 60 C Division
- 40 B Division
- 3 April 2017 will include an intake for the PCSO conversion course
- Assessment centres planned for December, January, February and March.
- Awaiting final postings from divisions

### Transferees - Police Officers

Start Date	Recruits
06/03/2017	20

- 19 given conditional offers following stage 2 in London
  - 5x B-South
  - 4x C-Midlands
  - 2x C-Pennines
  - 7x C-Western
  - 1x All divisions
  - 4x to interview, but not responded to any invites
  - DS Manchester Starting 9 January 2017 on Division

### Firearms Officers

- October Internal Course – 8 officers will be posted on completion 23/12/16
- January Internal Course – 11 Allocated (Some subject to Taser/Medical)
- March external – 9 conditionally offered
- May internal – 13 conditionally offered

### Internal Police Officer Recruitment

Summary of number internal police officer roles per status per division:

Status	A	B	C	D
Advert	1	0	0	0
Short Listing	1	3	0	2
Role with the Hiring Manager	0	4	2	0
Interviews	3	0	0	0
Conditional Offer	0	0	0	0
Formal Offer	0	0	0	0
Other	0	0	0	0
<b>Total</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>2</b>

### PCSO

Start Date	Recruits
06/02/2017	20
08/05/2017	20
31/07/2017	20
30/10/2017	20

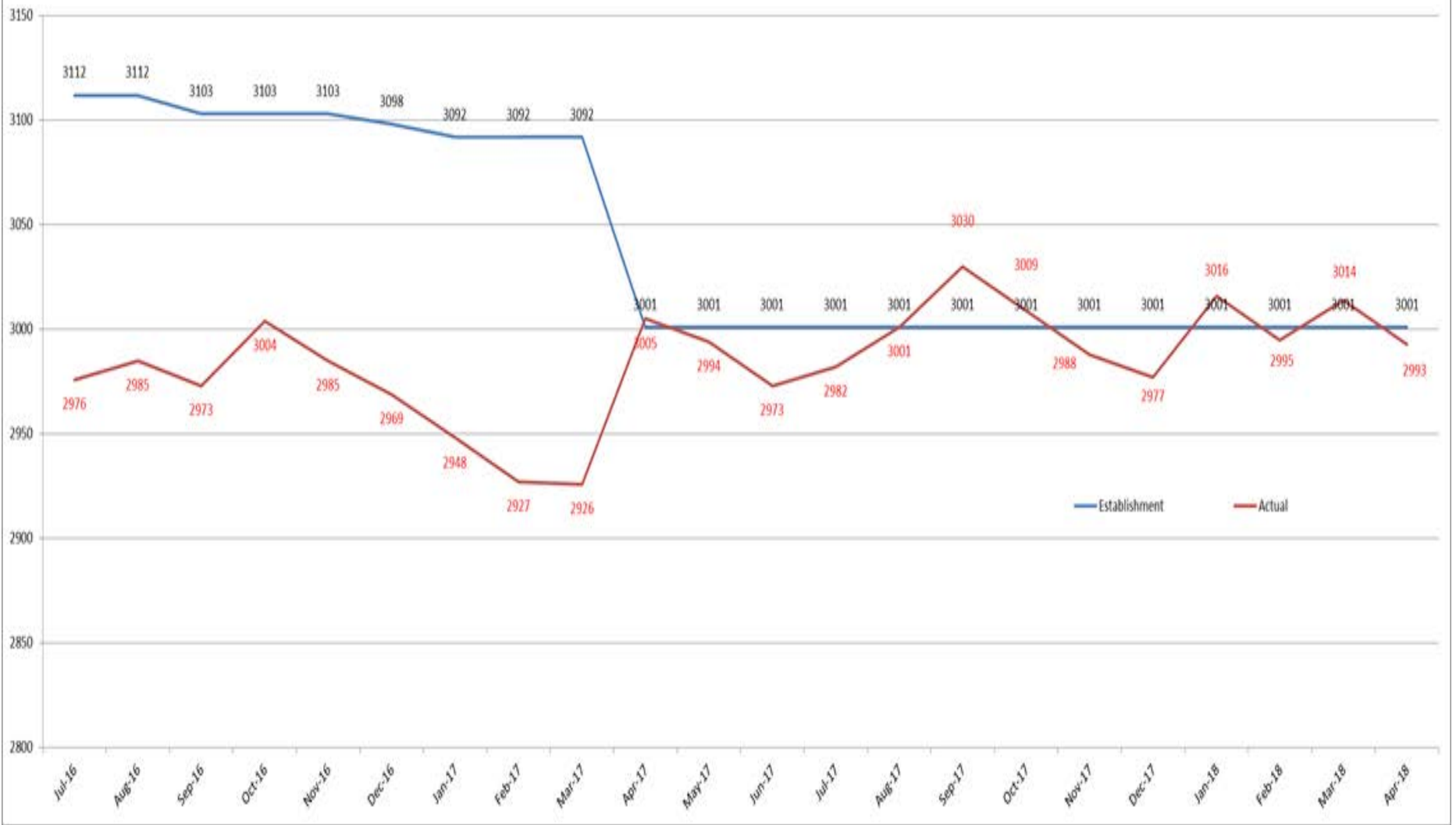
- 20 conditional offers for February intake
- 10 B Division
- 10 C Division (Manchester, Birmingham, Cardiff, Pontypridd, Bangor, York, Liverpool)

### Police Staff

Summary of the number of police staff roles per status per division

Status	A	B	C	D
Advert	30	0	0	0
Short Listing	3	2	0	0
Role with the Hiring Manager	7	1	1	1
Interviews	8	4	0	0
Conditional Offer	22	8	0	3
Formal Offer	11	10	0	0
On hold	5	0	0	0
<b>Total</b>	<b>86</b>	<b>25</b>	<b>1</b>	<b>4</b>

Police Officers vs Time





## **Policy & Engagement**

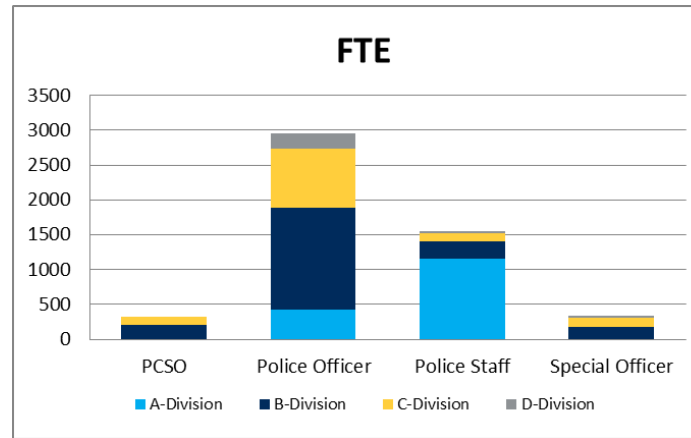
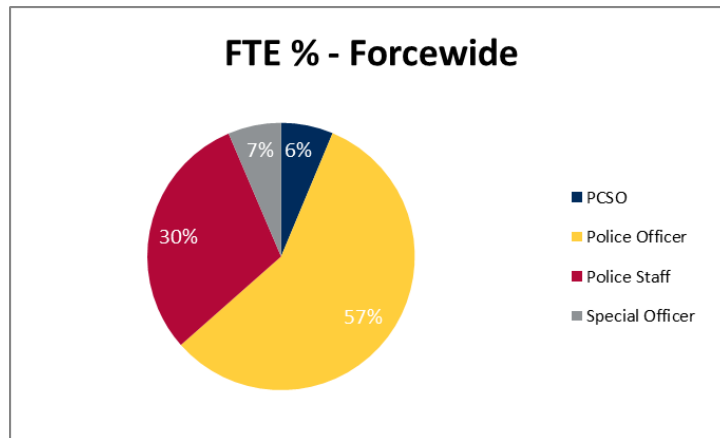
The Force is planning to run a further staff survey following from the previous survey held in 2015.

A paper was reviewed at Force Executive Board on 5 January 2017. The force is currently considering two options on the survey and this was put to the recently established Culture Board by the Chief Constable for staff views on Friday 6 January 2017.

The first option is to run the previous survey with the provider used in 2015, the advantages of which will provide a direct comparison with responses received in 2015, however this does not allow the force to be able to compare itself directly with other forces. Some provisional work with People Insight has been undertaken with a view to launch the employee survey in February 2017 if this is the option that is agreed. The Force is also considering joining an existing survey programme operated by Durham University which has undertaken surveys for Home Office Police Forces, and would allow us to have a direct comparison with other Forces, however, if it is decided to procure the Durham model then this will take longer and the survey would be conducted later in 2017.

## Workforce Establishment

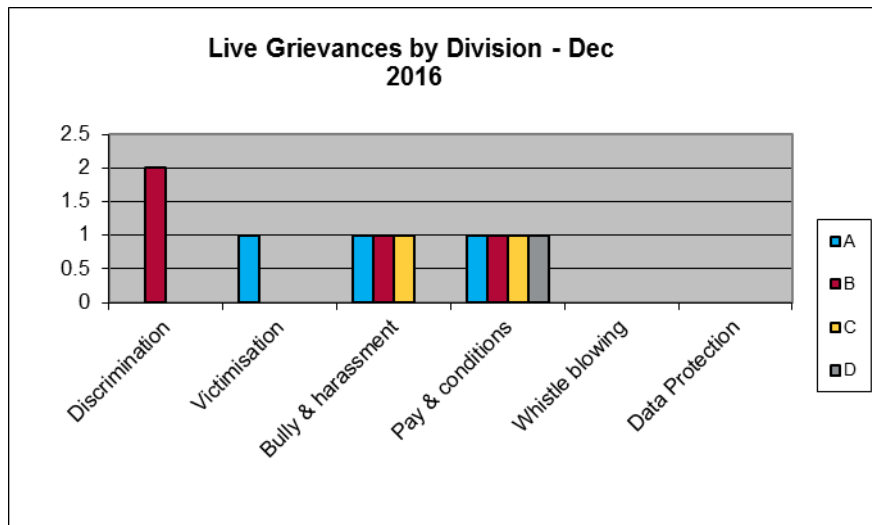
Staff Establishment (FTE)				Officer Establishment (FTE)				PCSO Establishment (FTE)			
Division	Establishment - Staff Posts	FTE - Staff Posts	Variance +/- (FTE- Establishment)	Division	Establishment - Officer Posts	FTE Officer posts	Variance +/- (FTE- Establishment)	Division	Establishment - PCSO Posts	FTE - PCSO Posts	Variance +/- (FTE- Establishment)
A	1211	1157	-54	A	468	422	-46	A			
B	306	244	-62	B	1501	1466	-35	B	225	207	-18
C	126	118	-8	C	911	852	-59	C	116	118	2
D	37	36	-1	D	223	215	-8	D			
Total	1680	1555	-125	Total	3103	2956	-147	Total	341	326	-15



## HR Service Delivery

### Live Grievances

Dec-16					
Grievance	A	B	C	D	Total
Discrimination		2			2
Victimisation	1				1
Bully & harassment	1	1	1		3
Pay & conditions	1	1	1	1	4
Whistle blowing					0
Data Protection					0
Total	3	4	2	1	10



## People Strategy 2017

People and Development are planning and launching a revised People Strategy in 2017 encompassing the areas of:

- ▼ Leadership
- ▼ Skills
- ▼ Career Development
- ▼ Engagement
- ▼ Policy, Terms and Conditions; and
- ▼ Workforce

The revised strategy plan is included as an appendix to this report and sets out the proposed time-line for delivery and launch. The committee is directed to the 'road map' setting out the time-line and work associated with the revised people strategy. The strategy will provide information to the direction to the workforce on the various work being undertaken within the force which underpins BTP as an exemplar employer and the initiatives to support them in their work and career.

### **Apprenticeship Summary**

From April 2017, all UK employers including public sector employers with an annual wage bill above £3 million will be required to pay an Apprenticeship Levy of 0.5% of their annual wage bill to the HRMC included in their monthly PAYE payment. Each employer will be provided with a digital account which will receive their levy payment plus a % top up from the Government.

Employers will be able to use the funds in their digital account to fund apprenticeship training and assessment. Employers will have 2 years to spend a monthly payment before it reverts to the government. If an employer spends all their apprenticeship levy and they require more apprentices, the government will co-fund 90% of the cost of training and assessing an apprentice the remaining 10% being paid by the employer.

BTP are preparing for the levy, looking at policing and staff apprenticeships, developing a funding models to look at the best options. BTP is represented at key employer trailblazer groups developing policing and specialist staff apprenticeship standards.

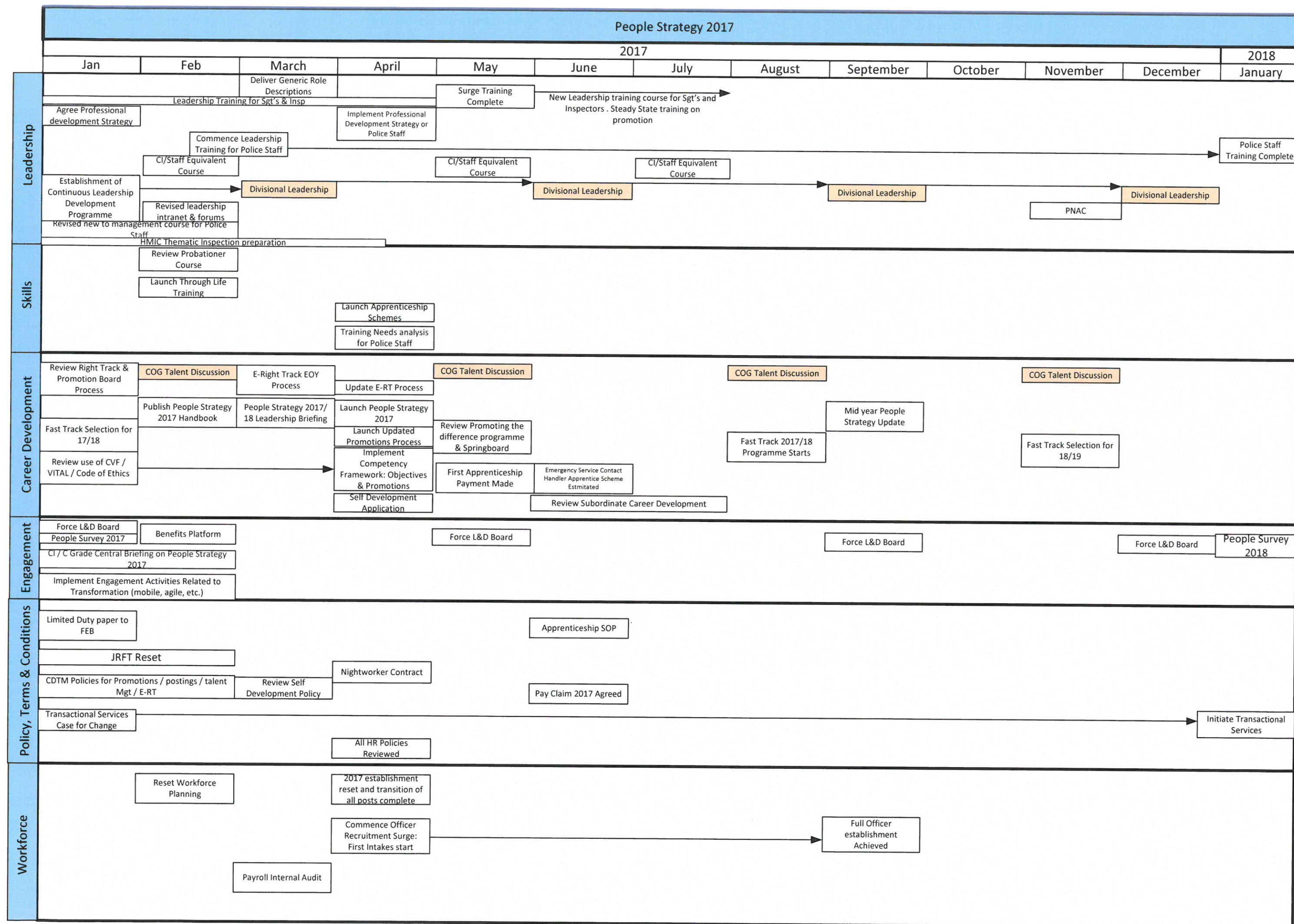
The College of Policing are currently working with a Force Employer Trailblazer group to develop a 3-year Higher Level Apprenticeship Degree for New Recruits, which will be available from September 2017. This is part of the Policing Education Qualification Framework which from 2020 will require all new recruits to have achieved a level 6-degree qualification prior to conformation in rank.

Further apprenticeships are being developed for PCSO's, Call Handlers-Emergency Services and Integrated Urgent Care, Serious and Complex Crime Investigation.

### **Limited Duties**

Police Regulations (2015) were amended to introduce 'Limited Duties' which replaces the concept of 'restricted duties' (known in the BTP as Temporary Duty Restriction (TDR)). Limited Duties provides a framework to manage short and long-term conditions of police officers and has been implemented for almost 18 months in Home Office forces. The significant issue with Limited Duties is that it proposed a financial reduction for officers who are on Limited Duties for over 12 months, although no force has applied this yet. The Force Executive Board agreed a paper proposing the next steps for BTP to implement Limited Duties, which will entail reviewing and categorising each police officer post against a set criteria to identify its suitability for Limited Duties as well as working on a proposed tolerance for the number of officers on Limited Duties. The proposed time-line of work required to implement is as follows:

Activity	Duration	Start	End
FEB review and agreement to proceed	1 day	5.1.17	5.1.17
Finalise project plan and confirm representatives	1 week	9.1.17	13.1.17
Initial project meeting	1 day	16.1.17	16.1.17
Commence formal consultation	45 days	1.2.17	12.3.17
Categorisation of posts	1 week	13.3.17	17.3.17
Launch SOP and process			1.4.17





# Health & Safety 4<sup>th</sup> Quarter MI: October 1<sup>st</sup> 2016 to 31<sup>st</sup> December 2016

## Staff against establishment % - Professionalism

No of H&S staff (10) vs full establishment (11)

90%

Green = less than/ equal to +/- 2%  
Amber = between +/- 2.1% to 3.5%  
Red = +/- above 3.5%

## MHSIs/Fire Risk Assessments % - Governance

Forcewide: No of MHSIs conducted (157) vs planned log(157)

100%

From MHSIs no of SOSH actions (29) vs no SOHS actions completed (9)

31%

Green: ≥85%  
Amber: 26% - 84%  
Red: ≤ 25%

NB: A Fire Gap analysis has been completed in Qtr 4 of 2016 and the final report is in receipt with 19 recommendations that will influence the Fire Safety Management system from a strategic viewpoint.

## OIC % - Professionalism

No of OICs attended H&S training Forcewide & per Division (link to H&S training (see below))

FHQ/B Division: No of OICs attended H&S training (53) vs No of OICs in Div (59)

8.5 %

89%

C Division: No of OICs attended H&S training (28) vs No of OICs in Div (36)

Commencing after March 2016

16%

77%

D Division: No of OICs attended H&S training (7) vs No of OICs in Div (8)

Commencing after March 2016

87.5%

87.5%

For the 4<sup>th</sup> Quarter combined training took place for FHQ and B div and therefore outcomes combined. NB: the box on the left represents this QTR and on the right the yearly totals along with total numbers trained.

Green: ≥76%  
Amber: 26% - 75%  
Red: ≤ 25%

## H&S Audits - Governance: November 2016

No of internal H&S Audits conducted (4) vs planned log(8)

50%

Green: ≥76%  
Amber: 26% - 75%  
Red: ≤ 25%

NB: An audit schedule has been devised and commenced in November 16. Rationale for selection based on risk, geographical and operational considerations.

## Key loss data: Accidents – Risk No of accidents/no of causes & results of injury

Month	Total	Injury	Near Miss	Top 5
Oct 16	75	60	15	Assault, Slip-Trip-Fall, Manual handling, Training, Fall from height
Nov 16	64	53	11	Assault, Slip-Trip-Fall, Manual handling, Training, Injured by animal
Dec 16	83	54	29	Assault, Slip-Trip-Fall, Manual handling, Contact with stationary object, Contact with moving object

## H&S Training - Professionalism:

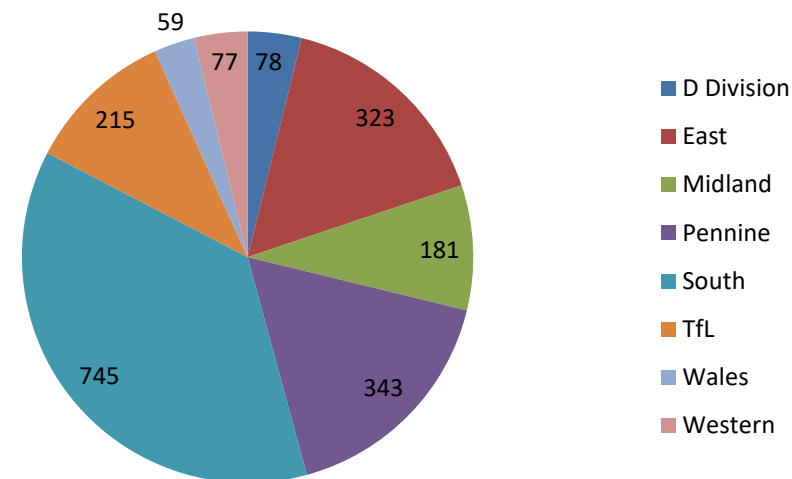
Completion rates for H&S training courses as per L&D current records to 31<sup>st</sup> December 2016

Division	Fire Safety and Evacuation	Safe Manual Handling	Display Screen Equipment	H&S For Managers
A Force Headquarters	93.8%	93.1%	93.1%	88.4%
B Division	97.3%	96.6%	96.6%	89.8%
C Division	95.4%	93.7%	93.7%	80.3%
D Division	98.5%	96.6%	96.6%	97.9%
Force	95.8%	94.9%	94.9%	87.6%

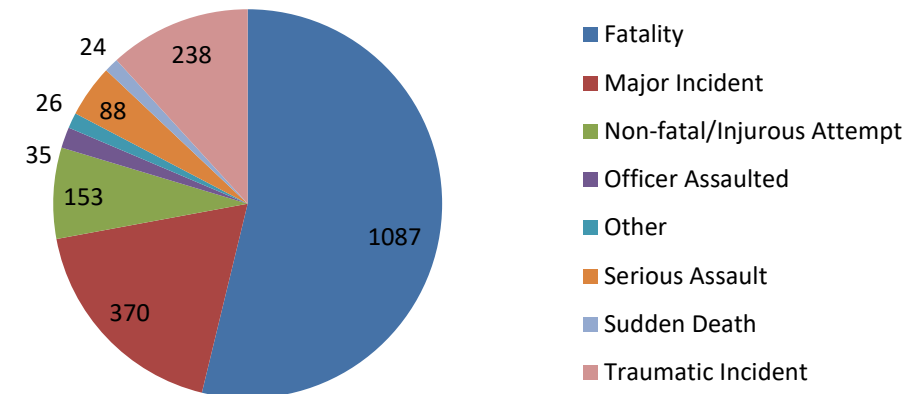
Green: ≥85%  
Amber: 26% - 84%  
Red: ≤ 25%

# TRiM 4<sup>th</sup> Quarter MI: October 1<sup>st</sup> 2016 to 31<sup>st</sup> December 2016

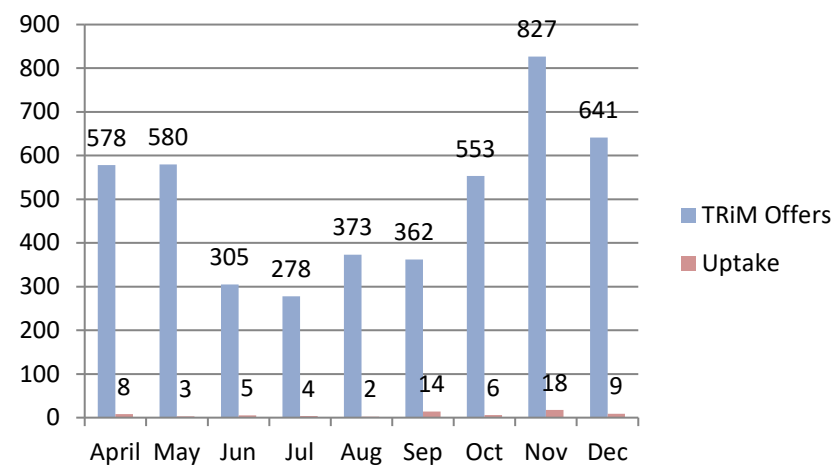
## No. of Offers by Division



## No. of Offers by Incident Type



## TRiM Uptake



## No. of Trained Staff

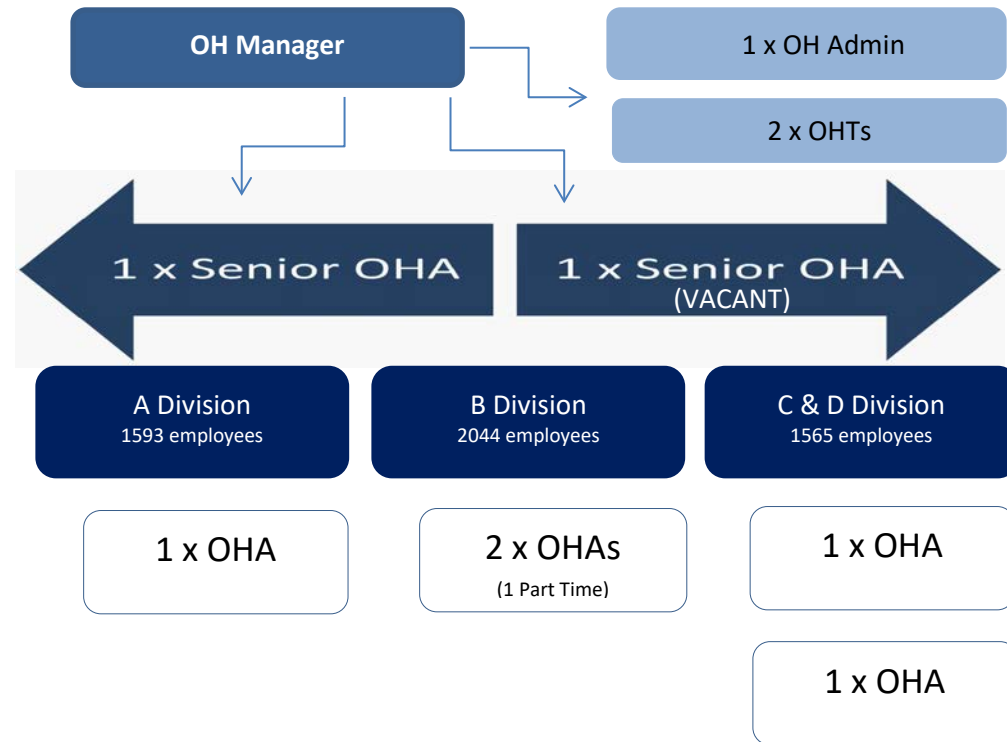


Training is currently delivered to new recruits and OICs during the Health and Safety training. Plans for this year are to start including TRiM awareness training as part of the First Aid training, having been advised this reaches 96% of staff, to ensure more staff benefit from TRiM awareness training.

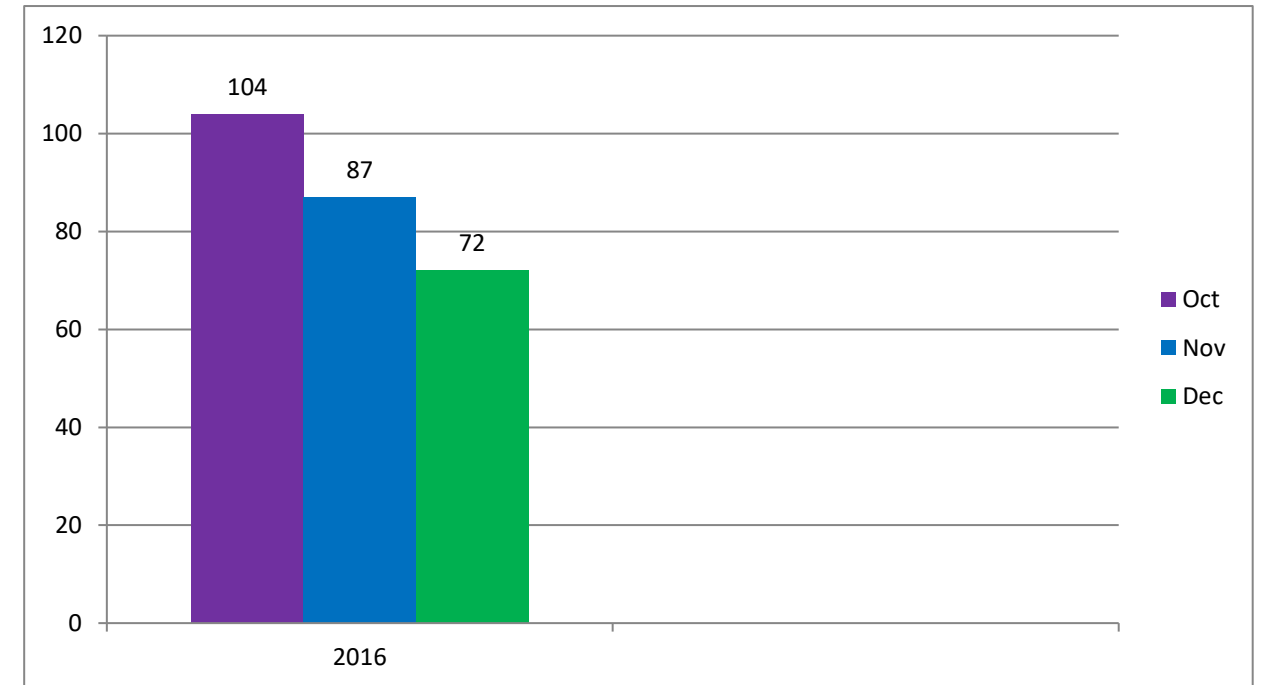


# OH 4<sup>th</sup> Quarter MI: October 1<sup>st</sup> 2016 to 31<sup>st</sup> December 2016

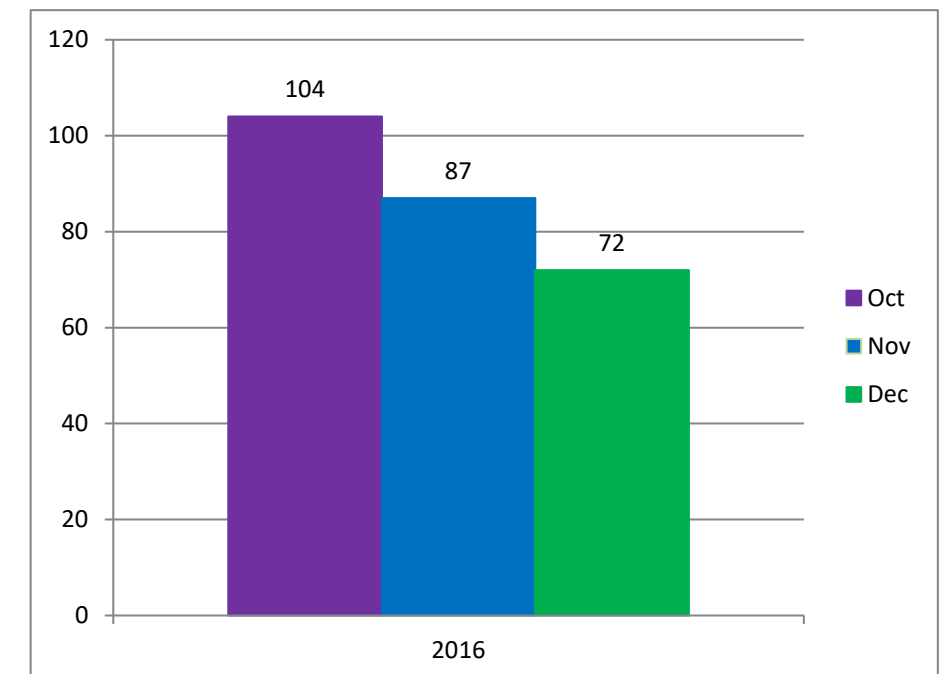
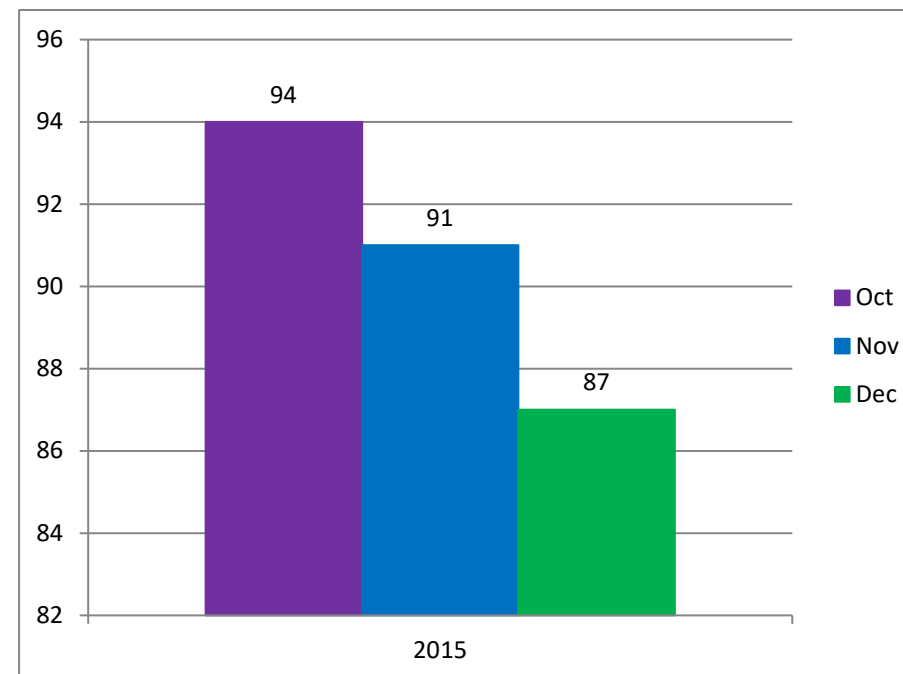
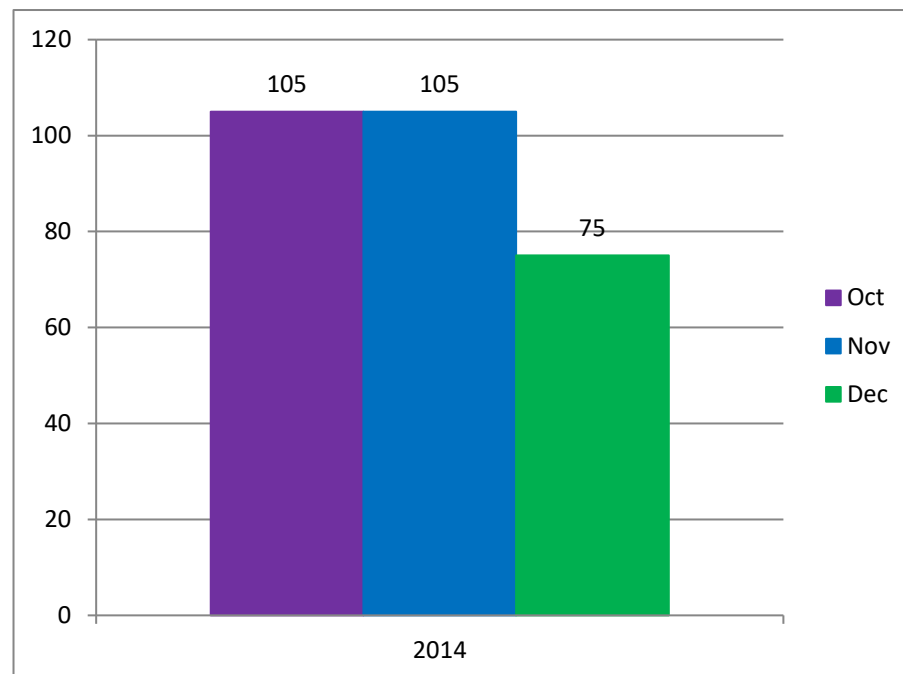
## OH Staff Structure



## OH referrals from October to December 2016



## OH 4<sup>th</sup> Quarter case referral trends from 2014 to 2016



OH 4<sup>th</sup> Quarter MI: October 1<sup>st</sup> 2016 to 31<sup>st</sup> December 2016

RAG Status Triage Definitions:

- Red

Case is long term

Complex

High risk e.g IHD/PTSD/mental health

Short term cases progressing to stage 3 (potential dismissal) -medical report required
- Amber

Case is long term

Not currently within IHD process e.g. operations (unclear of date of return/expected recovery/return

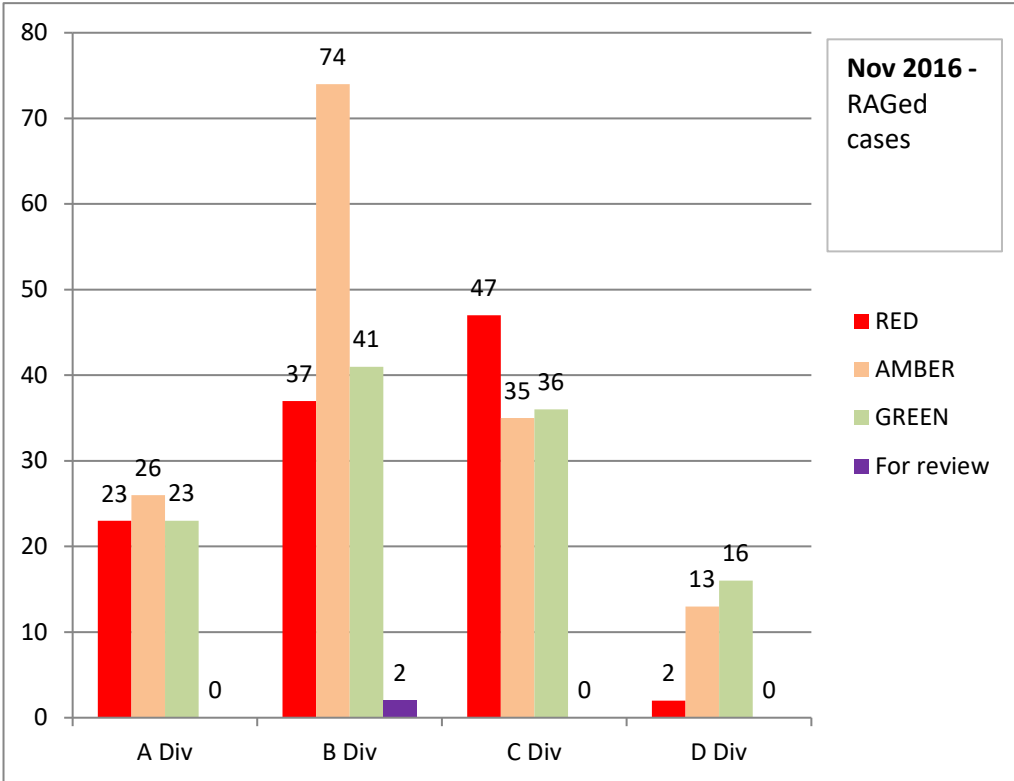
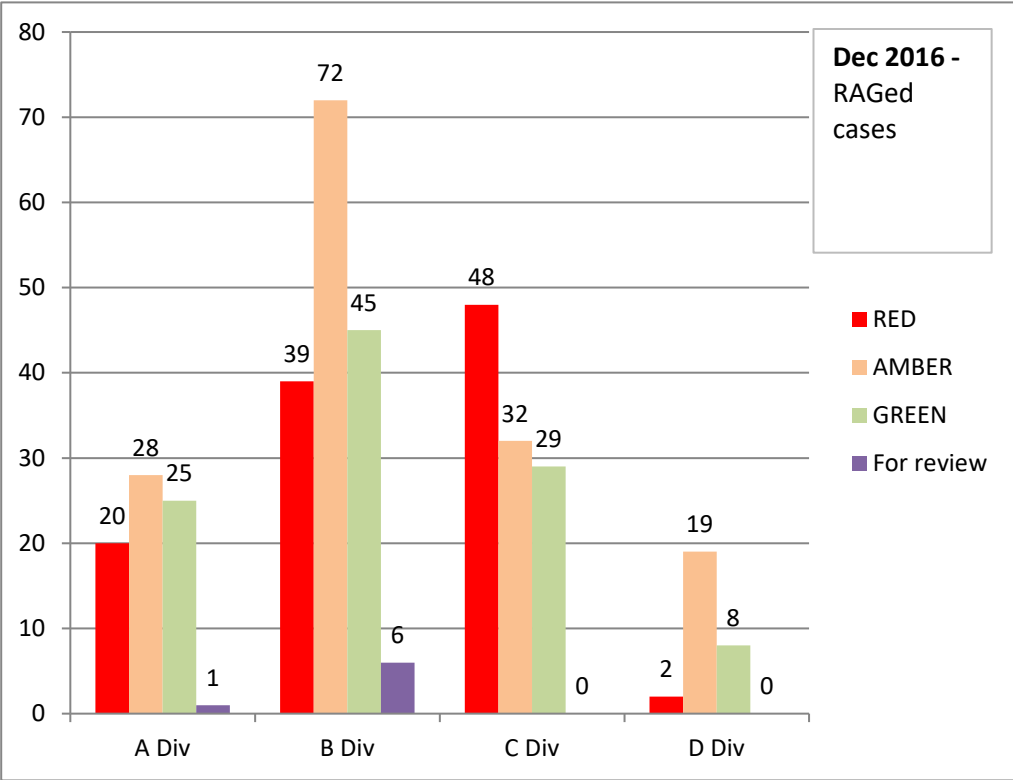
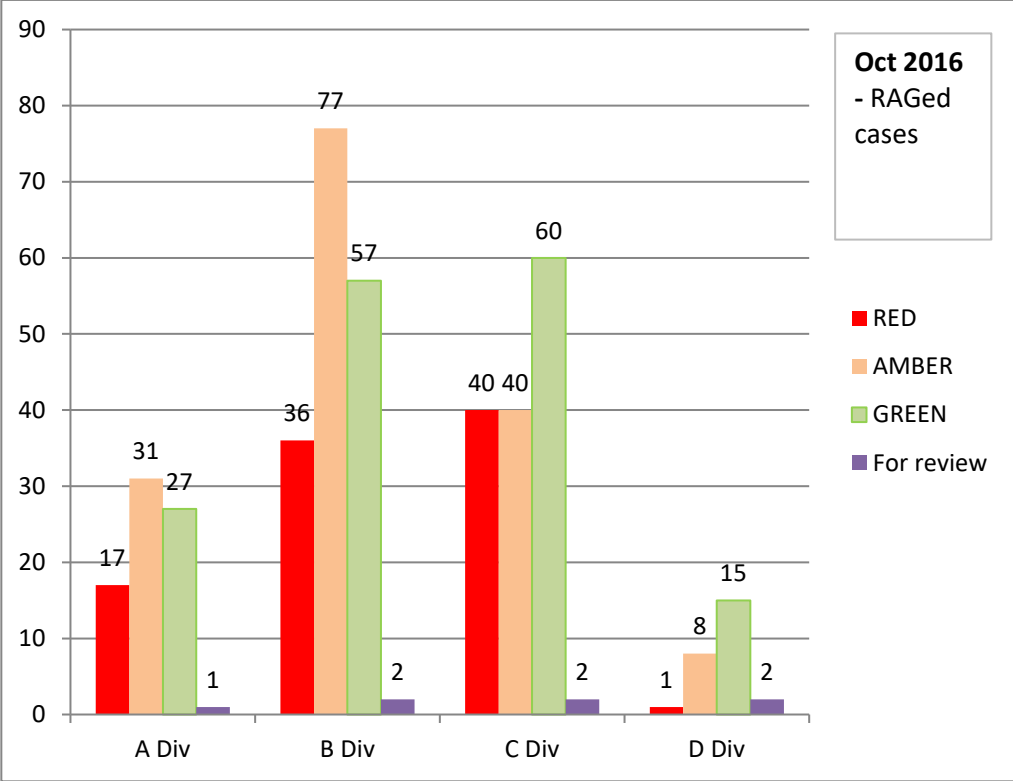
Lower level mental health issues

TDR (more than 12 weeks)
- Green

Cases is short term

Non-complex/ clear date of return

TDR (less than 12 weeks)



Psychological cases - 1<sup>st</sup> Oct 2016 to 30<sup>th</sup> Dec 2016

No of Psychological ill – health cases	56
No of confirmed PTSD cases	1

# OH 4<sup>th</sup> Quarter MI: October 1<sup>st</sup> 2016 to 31<sup>st</sup> December 2016

## Sickness Definitions:

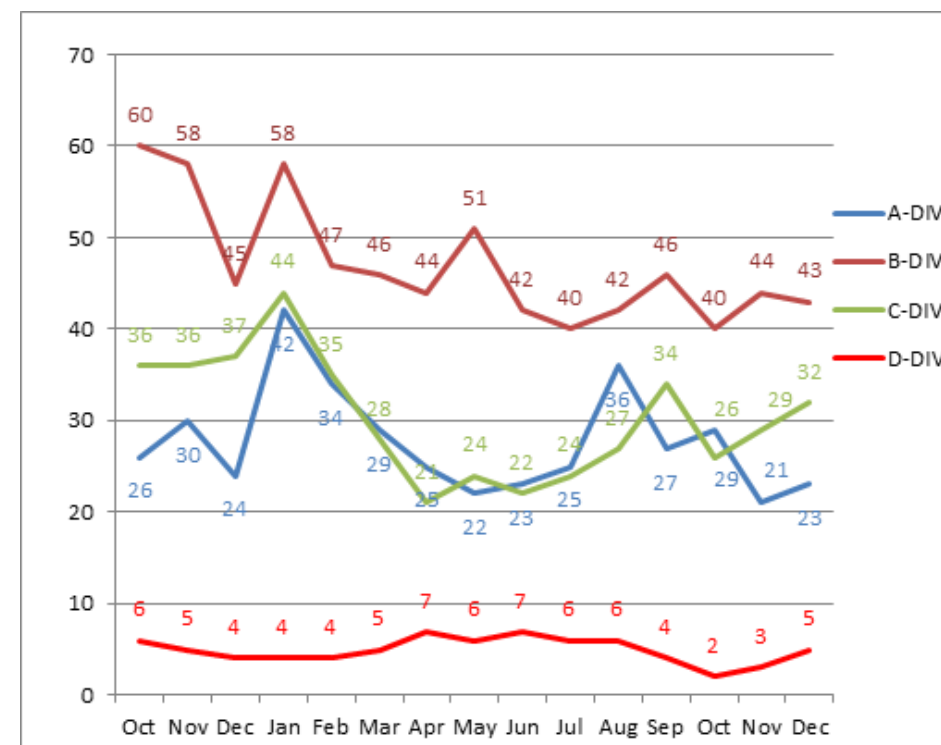
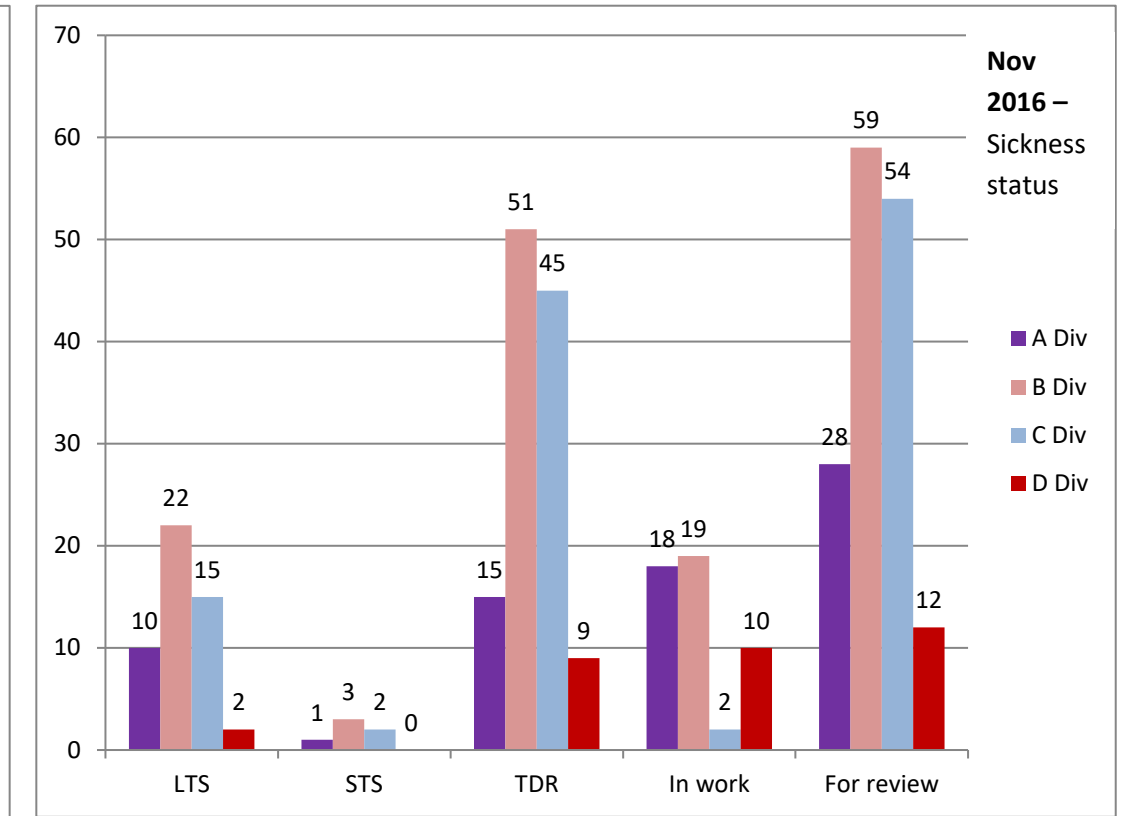
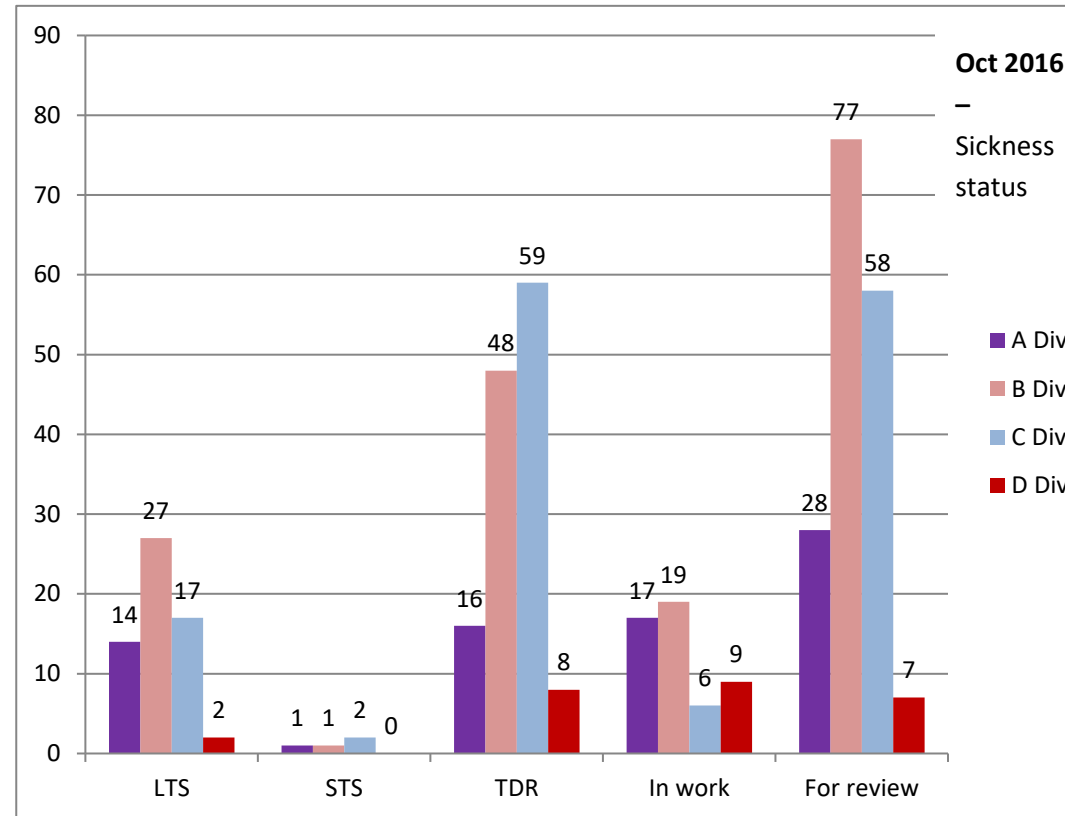
**LTS** – Long Term Sickness

**STS** – Short Term Sickness

**TDR** – Temporary Duties Restricted. Return to work although not at full capacity.

**In Work** – Return to work after sickness

**For Review** – Under OH care



Long Term Sickness Trends

