

[6 September 2022] Agenda Pack - People and Culture Committee

MEETING
6 September 2022 13:30

PUBLISHED
30 August 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
BTPA Meeting Room, 2nd Floor, 25 Camden Road, London, NW1 9LN	6/09/22		13:30
1. Apologies		Chair	13:30
2. Declarations of Interest		All	
3. Minutes		Chair	
3.1. 21 July 2022			
3.2. 8 June 2022			
4. Actions		Chair	
5. Risk Profile		Chief Executive	
6. Accelerated Recruitment Improvement: Recommendation and Roadmap		Director of People and Culture	13:45
7. PDR Outcomes 2021/22		Director of People and Culture	13:55
8. Promotions Review Update		Director of People and Culture	14:05
9. Draft People Strategy		Director of People and Culture	14:15
10. Draft Inclusion and Diversity Strategy		Director of People and Culture	14:35
11. All People Survey Results 2022		Director of People and Culture	14:50
12. People Data Q1 2022/23		Director of People and Culture	15:10

Continued on the next page...

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
BTPA Meeting Room, 2nd Floor, 25 Camden Road, London, NW1 9LN	6/09/22		13:30
13. [TO FOLLOW] Committee Workplan 2022/23		Co-Head of Governance and Compliance	15:15
14. Any Other Business		All	
15. Meeting Evaluation		Stewart Jackson	15:20

Website

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

25 Camden Road
 London NW1 9LN

T: 07900 394 397
 E: general.enquiries
 @btpa.police.uk

www.btpa.police.uk

Minutes

Extraordinary People and Culture Committee

Thursday 21 July 2022 at 12.00pm
 via Microsoft Teams

Present:

Bev Shears (Chair)
 Nick Hawkins (Deputy Chair)
 Andy Cooper

Apologies:

Stewart Jackson

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Lucy Yasin (Co-Head of Governance and Compliance)

British Transport Police
 Lucy D'Orsi (Chief Constable)
 Steff Sharp (Chief of Staff)
 Rachael Etebar (Director of People and Culture)
 Tracey Martyn, Director of Finance and Commercial
 Richard Dronfield, Deputy Director Decision Support
 Pauline Okie, Policy and Engagement Manager

Apologies

Non agenda

1. Apologies were recorded from Stewart Jackson.

Declarations of Interest

Non agenda

2. All BTPA and BTP staff and officers declared an interest in the pay award and other pay and allowance proposals.

Agenda Item 1

3. Following the announcement of the national police officer pay award for Home Office forces this paper was removed from the agenda.
4. The Committee had an initial discussion on the Home Office announcement and the emerging impact of this for BTP, should it be mirrored. Initial calculations suggested a [REDACTED] based on gross establishment and including the increases to allowances contained within the Police Remuneration Review Body (PRRB) Report, which had also been approved as part of the pay award. The impact on the current year was [REDACTED] above the MTFP which against the available budget put the budget [REDACTED]. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED].
5. The delegation for the approval of the pay award sits with the Appointments, Remuneration and Appraisal Committee but given the quantum a decision will be taken by the full Authority.
6. [REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]

Agenda Item 2

Agenda Item 2.1

7. The summary was **NOTED**.

Agenda Item 2.2

8. It was noted that the application of the proposed supplements fell within the Chief Constable's delegation. The Committee **ENDORSED** the approach of increasing the supplement to Senior OH advisors [REDACTED] and introducing a supplement

for H&S Safety advisors of [REDACTED]. It was noted that these supplements would be reviewed annually by BTP and the full year cost was [REDACTED]

Call Handler Allowances

Agenda Item 2.3

9. The Committee supported the proposal in principle of advertising at spine point three and introducing a market supplement to be competitive. The annual cost [REDACTED] and the impact of the pay award meant this would require full Authority approval. BTP to revisit proposals in light of the pay award and augment the paper as necessary.

10. [REDACTED]

Other Allowances

Agenda Item 2.4

11. The Committee supported the proposed refresh of allowances in principle noting the total annual cost [REDACTED] of implementing these changes requires full Authority approval. BTP to revisit proposals in light of the pay award and augment the paper as necessary.

Spine Point Increase Proposal

Agenda Item 2.5

12. Members were provided with a clear rationale for why this change was needed in the longer term, in addition to the annual pay award. The Committee supported the proposal in principle, noting that the annual cost [REDACTED] and the impact of the pay award meant this would require full Authority approval. BTP to revisit proposals in light of the pay award and augment the paper as necessary

Compulsory Retirement Age

Agenda Item 3

13. **APPROVED.**

Any Other Business

Agenda Item 4

14. There was no other business.

The meeting ended at 1:46pm

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.
6

25 Camden Road
 London NW1 9LN

T: 07900 394 397
 E: general.enquiries
 @btpa.police.uk

www.btpa.police.uk

Minutes

People and Culture Committee

Wednesday 8 June 2022 at 10.30am in BTPA Committee Room, BTP FHQ, 25 Camden Road, NW1 and via Microsoft Teams

Present:

Bev Shears (Chair)
 Nick Hawkins (Deputy Chair)
 Andy Cooper
 Stewart Jackson

Apologies:

None

In attendance:

British Transport Police Authority Executive
 Hugh Ind (Chief Executive)
 Stephanie Calvert (Co-Head of Governance and Compliance)
 Lucy Yasin (Co-Head of Governance and Compliance)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
 Lucy D'Orsi (Chief Constable)
 Steff Sharp (Chief of Staff)
 Rachael Etebar (Director of People and Culture)
 May Holloway (Head of Internal Communications)
 Ken Slack (Safety Assurance Lead)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 9 March 2022 be approved.

Minutes – Pension Working Group

Agenda Item 3.1

4. **RESOLVED**, that the minutes of the Pension Working Group meeting held on 5 May 2022 be noted.

Actions

Agenda Item 4

5. **RESOLVED**, that Action 1/2022 (Institutional Racism Reading List) arising from a previous meeting be noted and closed.

Risk Profile

Agenda Item 5

6. Members considered the risk profile and the following points were made.
- a. The challenges facing recruitment and retention in the Force raised by the Chief Constable at the Strategy and Planning Committee meeting on 1 June 2022 were noted, alongside the perceived increase in the People risk rating from Amber to Red.
 - b. The Director of People and Culture referenced the complexity of the current UK recruitment market outlined at Item 5.1. Allied with this was the complicating factor that the Force was seeking to recruit at the same time Home Office peer forces were aiming to recruit to the uplift target of 20,000 officers
 - c. The Chief Constable developed this point, noting the Force was unable to compete with the likes of the Metropolitan Police in areas such as subsidised rail travel; and wider cost of living posed a corruption risk given past evidence for a direct link between poor remuneration and corruption.
 - d. Members agreed there was a clear need for a holistic consideration of the Force's People 'offer' that sought to draw these issues together and mitigate them, and asked the Force to bring such a paper back to the Authority for consideration (Action 2/2022).
7. **RESOLVED**, that the risk profile be noted.

[Background Paper] Briefing Note: Current UK Recruitment Market
Agenda Item 5.1

8. **RESOLVED**, that the briefing note on the current UK recruitment market be noted.

[Background Paper] Direct Entry Detectives Programme Update
Agenda Item 5.2

9. Members considered an update report of the Director of People and Culture regarding the Direct Entry Detectives Programme and welcomed the fact 31% of applicants were from a BAME background, and 51% of applicants were female.
10. **RESOLVED**, that the report be noted.

Draft People Strategy 2022/25
Agenda Item 6

11. Members considered the draft People Strategy and the following points were made.
- a. The Director of People and Culture noted the strategy was in draft and would, subject to feedback, be brought back to the Committee in final version in September 2022.
 - b. In response to a comment, the Director of People and Culture noted that the Force had recently adopted software that included virtual exit interviews to replace the current paper-based approach.
 - c. A Member suggested that a process to identify future leaders could be included.
 - d. A Member suggested that,
 - i. The strategy should make clear resourcing need and implications underpinning its actions and aspirations.
 - ii. The strategy should be clear on how it would promote efficiency within the Force.
 - iii. The strategy should reference how officers and staff were rewarded.
 - iv. As a drafting point, 'pillars' should be referenced earlier in the strategy.
 - e. The Director of People and Culture noted she would liaise with counterparts in the Executive to ensure the strategy was aligned with relevant strategies in place in the Authority.

12. **RESOLVED**, that the report be noted.

Internal Communications Update

Agenda Item 7

13. Members considered an internal communications update and noted the focus on promoting cultural change within the Force. Members welcomed sight of the [BTP Values video](#) and noted this would be shared with their wider Authority colleagues.
14. **RESOLVED**, that the report be noted.

'Speak Up' Campaign

Agenda Item 8

15. Members considered an update report on the Force's *Speak Up* campaign and the following points were made.
 - a. Members noted the 31% increase in reporting following the campaign's launch.
 - b. In response to a comment, the Director of People and Culture reassured Members that additional resource had been applied to the Professional Standards Department to ensure it could handle the increase in reporting. The Chief Constable was also utilising accelerated hearings where evidence made that approach appropriate.
 - c. The Chief Constable highlighted the Force's approach of being transparent and upfront in outlining the reasons for those guilty of gross misconduct being dismissed, and how this approach – compared to the previous low profile approach – had generated some debate within the Force.
 - d. A Co-Head of Governance and Compliance shared that the Force's Values had been communicated to Legally Qualified Chairs (LQCs).
16. **RESOLVED**, that the report be noted.

2022/23 Financial Crisis: Implications for Employee Wellbeing

Agenda Item 9

17. Members considered a report of the Director of People and Culture regarding the 2022/23 Financial Crisis: Implications for Employee Wellbeing and the following points were made.
 - a. The Director of People and Culture commented that an above-average pay award was unlikely to be announced and outlined the Force's efforts to promote employee financial wellbeing. The Director noted that the Force had followed the England and Wales pay award since 1979 and any move away from that position would be significant and could prompt

intervention from the Department for Transport. Allied to this was the disjoint in pay in D Division with Police Scotland, which was deserving of a review.

- b. The Director of People and Culture concluded by noting that spending proposals in support of promoting employee financial wellbeing would be presented to the Authority circa July 2022. Members agreed it would be appropriate to convene an extraordinary meeting of an appropriate Committee or the Full Authority to consider any proposals brought forward (Action 3/2022).

18. RESOLVED, that Members,

- a. Note the impact of the increase in cost of living upon Force employees, many of whom were low paid, and the effect that increasing financial stress may have on employee wellbeing.
- b. Note the steps taken by the Force to mitigate the potential risk of vetting failures, fraud and corruption as a result of employees being subject to difficult financial circumstances.

RM3: Health and Safety Risk Management Maturity Model Assessment

Agenda Item 10

19. Members considered a report of the Deputy Director (Wellbeing Health and Safety) regarding the RM3 Health and Safety Risk management Maturity Model and the following points were made.
- a. Members noted the current scoring of themes under the model as two Standardised (Co-Operation, Competence and Development; and Monitoring, Audit and Review) and three Managed (Policy, Leadership and Governance; Control and Communication; and Risk Control and Arrangements).
 - b. A Member encouraged the Director of People and Culture and her team to be methodical in embedding the model within the Force over the next 12 months.
 - c. The Director of People and Culture noted that the Force had recently introduced a new safety management system that was already promoting improved reporting and data collection.
 - d. The Safety Assurance Lead noted that a refreshed safety strategy was being developed and would be ready for sharing with Members once it had been submitted to the Force's Central Health and Safety Committee.

- e. Members welcomed the report but noted they were not yet at a stage where they could confirm they were fully assured, from an employer's perspective, of the health and safety risk management model was robust. Members agreed that a further briefing by the Deputy Director (Wellbeing Health and Safety) would be appropriate (Action 4/2022).

20. RESOLVED, that Members,

- a. Note the finding that the health and safety risk was Managed within the Force.
- b. Note the delivery of the assessment's recommendation would be monitored by the Force's Central Health and Safety Committee (attended by the Executive).
- c. Note the Force's thanks to Andy Cooper for facilitating the adoption of the RM3 model by the Force.

[Background Paper] RM3 Full Report

Agenda Item 10.1

21. RESOLVED, that the RM3 Full Report be noted.

People Data Q4 2021/22

Agenda Item 11

22. Members considered a report of the Director of People and Culture regarding People Data Q4 2021/22 and the following points were made.

- a. The Director of People and Culture highlighted the increase in BAME officers to 11.57% against a national average of 7.3%.
- b. The Director of People and Culture acknowledged that more progress on increasing the number of female officers was required. To address this, she had tasked the new Head of Learning and Development with refreshing the Force's approach to training to make it more modern and inclusive e.g. dispensing the requirement for candidates to attend London for 18 weeks.
- c. The Chief Constable endorsed the points made regarding training being more modern and inclusive in the way it was delivered, including ensuring it was reflective of the fact the Force was UK-wide in scope.

23. RESOLVED, that the report be noted.

Committee Workplan 2022/23

Agenda Item 12

24. Members considered the Committee Workplan 2022/23 and the following points were made.

- a. Members noted pertinent comments made earlier in the meeting regarding (i) a holistic item of work around the Force's People offer, centred on terms and conditions and (ii) a potential extraordinary meeting to consider resourcing for financial wellbeing.
- b. Police Education Qualification Framework (PEQF) should feature on the workplan.
- c. An item on talent management should be added to the workplan with the express intention of seeking the Committee's insight and input.

25. **RESOLVED**, that the report be noted.

Terms of Reference

Agenda Item 12.1

26. **RESOLVED**, that the Committee's terms of reference be noted. A Co-Head of Governance and Compliance invited any follow up comments on the terms of reference outside of the meeting up until 20 June 2022.

[Background Paper] PEQF Procurement Strategy

Agenda Item 13

27. **RESOLVED**, that the PEQF Procurement Strategy be noted.

Any Other Business

Agenda Item 14

28. There was no other business.

Meeting Evaluation

Agenda Item 15

29. Andy Cooper delivered an evaluation of the meeting and the following points were made.

- a. The tone and content of the meeting was an improvement on March 2022.
- b. The papers had been issued in good time, albeit there had been an issue in some background papers not being auto-updated on BI, which would be addressed with Board Intelligence directly.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

- c. The hybrid format of the meeting was effective.
- d. A good range of topics had been covered on the agenda all of which had an underpinning theme of modernisation within the Force.

30. All discussed the hybrid format and noted,

- a. Face-to-face meetings had the inherent benefit of body language and personal connection. The Chair shared her intentions to attend future meetings in person.
- b. That said, the hybrid format should be retained to ensure convenience for meeting attendees, some who were only attending for a single item and some who were based across the UK.
- c. Some attendees felt a larger venue should be secured to host the in-person attendees and hybrid equipment.
- d. Last but not least the hybrid format represented a lower carbon footprint given fewer persons were travelling to a fixed location to meet in person.

The meeting ended at 12.33pm

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
2/2022	8 June 2022	Risk Profile – People Risk	Members agreed there was a clear need for a holistic consideration of the Force's People 'offer' that sought to draw these issues together and mitigate them, and asked the Force to bring such a paper back to the Authority for consideration	Director of People and Culture	6 September	Recommended for Closure Agenda Item (Accelerated Recruitment Improvement) at 6 September 2022 meeting
3/2022	8 June 2022	2022/23 Financial Crisis: Implications for Employee Wellbeing	The Director of People and Culture concluded by noting that spending proposals in support of promoting employee financial wellbeing would be presented to the Authority circa July 2022. Members agreed it would be appropriate to convene an extraordinary meeting of an appropriate Committee or the Full Authority to consider any proposals brought forward	Director of People and Culture (Proposals) Board Secretary (Meeting)	30 August 2022	Recommended for Closure Extraordinary People and Culture Committee meeting was convened on 21 July 2022, and proposals approved by Full Authority in correspondence on 3 August 2022
4/2022	8 June 2022	RM3: Health and Safety Risk Management Maturity Model	Members welcomed the report but noted they were not yet at a stage where they could confirm they were fully assured, from an employer's perspective, of the health and safety risk management model was robust. Members agreed that a further briefing by the Deputy Director (Wellbeing Health and Safety) would be appropriate	Deputy Director (Wellbeing Health and Safety)	6 September 2022	Recommended for Closure Added to Committee Workplan 2022/23

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

A Force on the move

Accelerated Recruitment Improvement Recommendations and Roadmap

Amit Kanabar & Hannah Brown



Purpose of the Paper

- Following our discussion at the previous Committee about the difficult recruitment market, this paper updates PCC on the activity underway to review and improve recruitment.

Outcome Sought

- That PCC note this paper



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

We cannot expect a recruitment process which largely dates back 10 years to serve us well in the current climate. With high levels of vacancies combined with low unemployment, this has created the *tightest labour market* in 50 years – there are now more vacancies than there are job seekers.

The Recruitment and Employment Confederation reported 1.85 million live job adverts in July 2022, the highest figure since records began.

Our approach to recruitment in this market is a far more significant piece of work than throwing money at shiny campaigns. It requires a deep dive into the employment offering from BTP and the recruitment practices in place. It also requires the support from BTP as a collective; this is not a problem Recruitment can solve alone.



Improving the early elements of the Employee Lifecycle

Attraction

Candidate attraction is a crucial part of BTP achieving our recruitment targets. To attract more candidates, we need to create an image of being a great place to work. The employer brand used should present a positive view of BTP as an employer. To help attraction, we should:

Promote our employer brand - create opportunities to raise the profile of BTP as a great place to work.

Have and promote a great culture - existing employees are the most valuable and convincing promoter. Having a good culture makes people more likely to tell others how great it is to work in BTP. FoTM looks to improve the culture. Using social media to tell people about our culture will also help.

Offer and promote attractive benefits - telling people about the full salaries and allowances we offer. Also promoting the softer benefits we give our people.

Recruitment

Seeking out and recruiting people into BTP occurs as a result of a vacancy or new position being created. BTP also has an intake/talent pool approach to some roles e.g. new officers. Recruitment plans should offer a good candidate experience, have clear criteria and processes and provide data to aid improvement. To help recruitment, BTP should:

Improve the candidate experience – improving the functionality of our application tracking system to modernise and simplify the candidate journey.

Modernise our selection methods - our recruitment methods are 'old' and based on competencies. There are newer methods available and ones that support a #recruitforattitudetrainforskill approach

Review our processes and 'rules' - our recruitment rules are 'old' and represent a different labour market. Changing these could help to widen the pool.

Onboarding

Onboarding is critical to help people adjust to the BTP environment and their new job. Making people feel welcomed and helping them understand what is needed from their role is critical. Poor onboarding can cause disengagement and people to leave. To improve onboarding, we will:

Ensure standardisation - look to ensure that all new starters are offered a minimum level of onboarding, which clarifies the **roles and responsibilities** of recruitment, L&D, line managers etc in the process.

Promote the vision and values – explain the vision and mission, local objectives and relevant KPI's etc Identify how the person's role fits into the delivery of these.

Provide clarity in expectations during early employment – explaining what you expect from a role and provide short and long term objectives. **Meet regularly** to discuss progress and identify any employee needs to help them onboard.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

How do we improve candidate attraction?

Employer Brand

Do people know who we are, what we are like as an employer and the benefits we offer? We need an employer brand that excites people and positions BTP as a first rate place to work.

Providing a **narrative** of what makes BTP a **great place to work** and how we differ from other organisations

Impactful Campaign Activity

We are competing with the HO forces to recruit from the same talent pool, the labour market has changed and we can't compete with £m budgets. We need a way to stand out.

A **continuous campaign** of activity that makes BTP stand out as an employer and **creates increased interest**

Modernising Policies

People want more from an employer, COVID has changed perspectives and increased the importance of family and work/life flexibility. There is an increased focus on sustainability and a job with purpose. Some of our recruitment practices have been in place for over 10 years.

Reviewing and **modernising** benefit policies and recruitment practices to make them **more aligned** to today's labour market



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Creating a Good Employer Brand (EB)

Advertising BTP
as an employer

Campaign activity that is solely dedicated to highlighting what BTP has to offer as an employer, the benefits the force provides and the opportunities available. Highlight the values and the FoTM ambition to be a 'Modern and Inclusive Employer'

First 'EB'
campaign
Aug 22

Exploiting
alternate media

Think 'Ad Vans' and 'TikTok' – not being confined to traditional media or being unwilling to try something bold. The more diversity in our media the wider the reach – we need to get in tune with our target audience and understand 'how to reach them'.

Ad Vans Jun 22
TikTok Aug 22

Utilising Internal
Ambassadors

Our people are proud of what they do and will tell people what a great place this is to work. We need to take people up on this, get them involved in supporting the Positive Action Recruitment Team team with outreach and event attendance. Encourage them to be active on social media. Measure their impact

Launch Sept/Oct
22

Pilot Seenit as a
Tool

An employee generated video tool - *Collect and create videos with our employees to attract talent, enhance employer brand and engage your colleagues with Seenit.* Helping ambassadors create fun and interesting content about BTP

Launch Oct 22

Facilitating hiring
manager activity

Expanding the use of 'Seenit' and providing supplementary guidance to hiring managers to help them create engaging content that attracts people to their roles / vacancies. Help them provide insights into roles and a picture of what it is like to work in their team

Launch Oct/Nov
2022



Expanding the Target Audience

Officer

- Female football teams and fans – tapping into the increased interest in this sport. Possible sponsorship of local clubs
- University graduates who have undertaken a policing degree
- Re-joiners – highlighting how BTP has changed and the new, modern, inclusive and family friendly benefits
- Part time officer roles

PCSO

- College leavers and young adults, who don't want to study and who want to get paid work.
#valuinglifeskills
- Cashing in on the impact of COVID on hospitality and retail, offering people a new customer service oriented role with #jobsecurity
- Cashing in on PCSO providing a first step to policing; targeting those who aspire to be an officer

Special

- Employees of organisations who provide paid time off for volunteering. Advertise using their internal comms.
#Corporate Social Responsibility. People who want to be police officers but can't afford to give up their day job. Target senior leaders via IOD or similar professional bodies
- Students studying the policing degree - advertising with student unions

Staff

- Group roles and recruit as a campaign – Health & Safety, cost of change resources
- Use apprenticeships and T-Levels for entry level roles
- Develop internal talent for more senior roles, rather than competing in the market.
- Sell careers not jobs, the journey from project support to programme management
- Lack of progression is the No1 leaver reason* amongst millennials

*Deloitte Millennial research

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

The Campaign Cycle

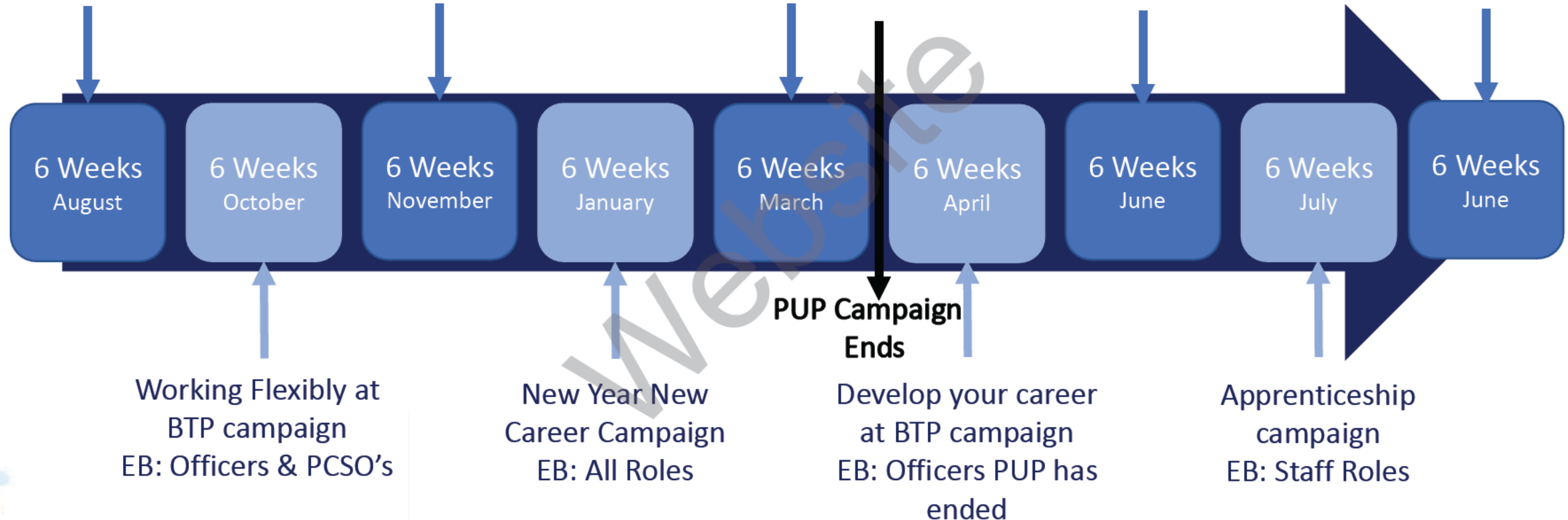
Generic BTP as an
employer campaign
EB: All Roles

Beyond the badge
Police staff in BTP
EB: Staff Roles

FoTM campaign –
BTP as an employer
EB: Officers & PCSOs

Campaign to target
uni/college leavers
EB: Officers & PCSOs

Campaign to
university joiners
EB: Specials



Windows open for 6 weeks and close for 1 to refresh – team planning at least one campaign ahead
Take advantage of PUP ending and HO forces not recruiting
Additional specialist campaigns can also be run such as Health & Safety, FoTM programme resources



**BTP: Take
another look
at a great
career.**

Protect every journey



**BTP: We offer the
highest PC starting
salary in England
and Wales.**

Protect every journey



**BTP: Get a better
worklife balance
with the family-
friendly force.**

Protect every journey



**BTP : Like more
opportunities
to specialise in
your career?**

Protect every journey

Modernising our Policies and Practices

Flexible Working	Being bold with flexible working and piloting with new recruits Blended working for officers	Refer a Friend	Introducing an employee referral scheme
Locations	Removing the need for locations for national campaigns Advertising relevant staff roles with a fully flexible location	Relocation	Consider relocation packages for hard to fill posts, for internal and external candidates
Learning and Development	Reviewing the way training is delivered, removing the need for new recruits to spend 18 weeks in London	Family Friendly Policies	Promote our family friendly policies, they are some of the best in policing and are significantly better than those across other emergency services
Restrictive Eligibility Criteria	Removing limitations on tattoos, hair colour/styles, attendance at Pride Community outreach events which do not reflect modern society	Succession Planning	Better, bolder succession planning, accepting that people move on and recruiting around this. PCSO's do we actively make them an entry point?
Police Staff Apprenticeships / T Levels	New approach to entry level roles with apprenticeships and T Levels Use apprenticeships to help internal recruitment and 'breeding our own'	Internal Opportunities	Remove barriers to internal recruitment, developing our own talent. Concentrating externally on entry level / apprenticeship roles



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

How do we improve our recruitment

Develop the Recruitment Team

The recruitment team can offer so much more, the current administration burden prevents this. Removing this burden and investing in the team will allow them to provide a business partner approach

Develop a recruitment team that can **partner the business** and ensure the hiring managers have the best service possible

Applicant Tracking System (ATS)

Improvement is needed to the ATS in order to create a modern and inclusive candidate journey, to automate recruitment processes and to help hiring managers to manage their own recruitment

Reconfigure the ATS to provide a **better candidate experience** and to **reduce administration**

End to End Review of Recruitment

We will shortly be commissioning an independent end-to-end review of recruitment.

An **external lens** on recruitment, **not being limited** to typical police recruitment approaches

Selection Methods

Our selection tools have been in place for 10+ years. We rely on competency-based application forms and interviews, these are considered outdated and that there are better ways of predicting employee success

Exploring new selection methods, gamification etc



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Develop and Invest in the Recruitment Team

Developing, investing and nurturing the current recruitment team will help them to attract the best talent to the force. Allowing our people to diversify their skills will enable them to have a better understanding to the ever changing recruitment market and create inspiring recruitment campaigns. Advisors should have the capability to engage with their hiring managers and truly understand the needs of vacancies and approach hard to fill vacancies with new and creative campaigns.



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Applicant Tracking System

An applicant tracking system (ATS) provides a suite of recruiting and hiring tools that aim to help organisations to manage their recruitment effectively and efficiently. When used well an ATS can aid the creation of both a good candidate and hiring manager experience and reduce the amount of low level admin tasks that are needed to be undertaken.

BTP currently uses the Oleeo ATS. The system does not provide the service expected and the recruitment team spend disproportionate amounts of time on activities that should be automated, taking them away from more value adding activities.

Increase Functionality

There is functionality in the current ATS that is not being utilised, switching this functionality on will help to refine the recruitment process and improve the candidate journey.

Request to re-allocate some of budget not used for training venues to turn functions on

Sept 22

Reconfiguration

There are issues with how the ATS was configured when it was set-up, these can be rectified. Further enhancements can also be made. System is complicated to change and recruitment team cannot do this work.

Request to recruit FTC or contractor for reconfiguration work

Oct 22 – Mar 23

Create Integration

Oleeo has integration potential; we can create links to transfer data from Oleeo to other systems, e.g. ORIGIN and Core Vet. This will reduce double keying and human error.

Exploration work to take place to scope out possible integration options and associated cost

Mar 23 – Mar 24

Replace the ATS

The recommendations from the Methods work on applications will include replacement of existing systems. This could include the procurement of a new HR and Payroll system

Methods to make recommendations on Oleeo based on the proposed roadmap

3+ years



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Selection Methods

Understanding the role that is being recruited to, the attitude you need for success and the basic skill set and behaviours that is a must for the role – managers work with recruitment to decide on how best to select

New Application Forms

Move away from traditional competency based forms to suitability statements

Re-focus Interviews

Move away from testing competency to testing potential and attitude

Review Testing

Are we testing the right things – do our tests sift out the right people. Remove bias.

PDR and talent

Using PDR and talent to assist with internal recruitment and development of our own

Situation Assessments

Understanding how candidates will respond to situations

Peer Assessment

Using 'peers' to help assess if candidates are the right fit for a role

Work Type Assessment

Can we assess more base skills – writing, presenting, analysis

Specific Candidate Packs

Providing greater insight to the role, team and BTP as an employer

Using MyLearn to help hiring managers understand the best ways to select candidates



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

How do we improve onboarding

Onboarding Working Group

Onboarding cuts across a number of departments and all of our people have experienced onboarding. This approach will bring people together to work on a shared goal

Agreeing a **collaborative** approach to improving onboarding across a number of **people and departments**

Setting Expectations

People report having differing onboarding experiences. A set of minimum standards and activities will help to ensure people who join the force have similar support

Setting a **minimum standard** of onboarding activity to help people **adjust to the force and their new role**

Outlining Roles and Responsibilities

As onboarding activities cut across a number of departments it is important for people to know the role they play and what they are responsible for.

Ensuring that **everyone** is prepared for and aware of the role they play in the onboarding of new starters.



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

The journey to better onboarding

An initial meeting has been held following officer input on Transferee onboarding. This meeting brought together key teams and discussed a broader desire to improve both onboarding and offboarding in BTP. There is an understanding of what needs to improve, but a lack of capacity in terms of leading and co-ordinating this work.

The agreement for additional agency workers in recruitment to undertake admin will create a capacity among the recruitment advisors to pull together a working group and oversee the activities needed to improve onboarding.

Working Group Established

Bring together relevant teams / departments and interested people who agree to assist with changing onboarding. Pull together existing research and identify issues and possible solutions.

**Agency Admin
recruited to create
capacity for work**

Sept 22

Propose New Policy / Process

Working group to identify a new approach to onboarding, identifying minimum standards, roles and any tools they feel are needed to make onboarding better.

**Investment may be
needed to provide
onboarding tools**

Jan 23

Prepare the Force

Assess the impact of the new process and undertake activities needed to ensure a smooth transition to the new way of working. May include comms and engagement, training, guidance, toolkits etc

**Access to Business
Change experts may
help this stage**

Jan 23 – Mar 23

Launch New Policy / Process

The new process has been agreed, the tools are in place and the force is ready – now we can launch. It is important to monitor how the process lands and evaluate its success

**Time will be needed to
evaluate the success
of the new policy**

Apr 23 onwards



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

How do we get the force involved

Internal Communication

The force needs to know:

- What recruitment activity is happening?
- Where are our vacancies?
- How can they can spread the word?

Recruitment and Internal comms need link in with each other to promote opportunities to enable **our people to be empowered with the knowledge** to assist in the recruitment journey.

Local Stations

Local officers across our stations are going to be our best advocates in local recruitment. We need to empower them with the campaign dates for their areas so they can pass on their valuable knowledge to potential applicants.

Let our officers and PCSOs start the applicants journey! Posters in the stations and vehicles and should be planned in and stations provided with recruitment material.

Create a Recruitment Community

Utilise Yammer and create a space where our people can share ideas on adverts, campaigns and any hard to fill roles. Our people are from a wide range of backgrounds and cashing in on this will lead to more diverse recruitment ideas

Fortnightly discussions led by the recruitment team on Yammer to **invoke diversity and creativity**



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Communicating and Enabling the Change



Audience

- Recruitment Team
- Origin Team/Payroll – P & C
- Technology
- Local Stations
- Internal applicants
- External Applicants
- External Campaigns



Message Type

- Updates, Training
- Updates
- Updates
- Dates of new campaigns in their area
- Update to change of process
- Demonstration of new methods
- Planning and gathering images



Delivery Method

- Face to Face
- Teams Meeting/ P & C monthly meetings
- Teams & Emails
- Teams & Emails
- Internal Comms, Yammer, The Beat
- Social Media and Workshops
- Teams & Emails



Schedule

- Weekly
- Monthly
- As and when
- Every 6 weeks
- When a new process is launched
- When a new process is launched
- Ongoing



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Internal Communications

Through our internal communications we can create a police force that understands and aids our future recruitment campaigns. For BTP to be successful in future campaigns we cannot rely on just the recruitment team to deliver, the whole force needs to aware of how they can make an impact:

The Beat – Each 6 week campaign should feature in The Beat to **create awareness** across the force so our people can promote the opportunities and refer a friend. **Volunteers** for video clips about working at BTP

Yammer – The recruitment team and Hiring Managers **must embrace and use Yammer**. Ask questions, ask for help and get results!

Line Managers Questions – This channel should be utilised to provide updates, any hard to fill vacancies should be highlighted. **A problem shared.....**

LinkedIn – Lets not just share a vacancy and hope for the best. Hiring Managers and colleagues in the team should share posts and provide context, **give people a reason to apply**.



1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Through a holistic, continuous and co-ordinated approach to changing elements across the early employee lifecycle, we believe that improvements can be made in terms of BTP's ability to recruit quality candidates.

This improvement journey will need to be owned by the whole of BTP. A commitment to continued activity is critical and hiring managers across the force will need to embrace new ways of attracting, selecting and hiring candidates.

Together we can promote BTP as a great place to work and encourage more people to want to join us.



PDR Outcomes

Carole Thatcher, Talent Manager

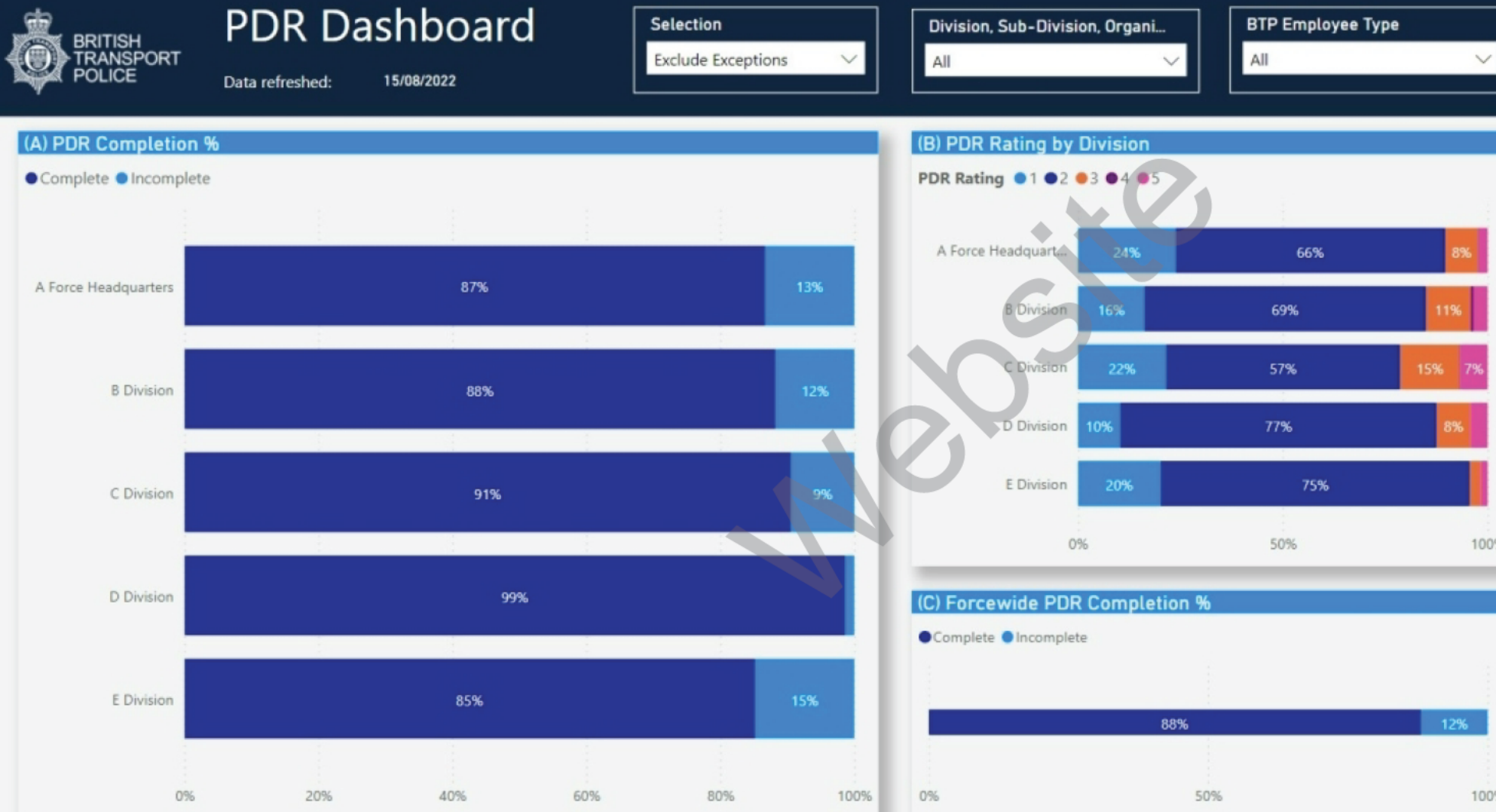
Purpose of the Paper

- To provide an overview of 2021/2022 PDR Outcomes
- This was the first year of implementation of a new PDR process which was co-designed with our employees, with PDR Champions rolling out the training on a system designed by Digital Policing
- There was an 88% completion rate versus the previous 51%.

Outcome Sought

- That PCC note the improved level of PDR participation
- That PCC note that, despite the focus on holding honest conversations throughout the performance year, there is disappointingly still a low level of people deemed as development needed (box 4) and not performing (box 5)

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.



Positives

- Increase of 37% on last years completion rate of 51%
- Diversity data showed no disparities
- Savings in using technology vs paper – accessible through employees' mobile devices.
- Range of guidance materials
- Record of PDR auto saved to personnel file

Challenges

- Deadline extended twice, due to low number of submissions
- Origin Data not up to date – people forget to update who their manager is
- An increase in ratings of 1 – inflation potentially consequence of unhelpful wording for rating 3.
- New App introduction resulted in technical teething problems and an over reliance of Talent Team interventions.

- COG and FEB model great leadership by leading the way in meeting PDR deadlines and cascading key messages around importance of PDRs and regular 1:1s with their teams.
- Communications plan developed to proactively prepare workforce
- PDR rating wording to be changed to reflect individuals doing their job to expected standard and/or not wishing to progress.
- Managers that miss PDR deadline submissions for their team will be rated as 4 – Development Needed. PDR completion of self and team also a consideration for aspiring promotion.
- Introduction of a mid-year rating, to encourage feedback, performance management and flight risk checks.
- Bite size educational ‘How to’ modules and PDR surgeries running during PDR months. Also highlighted during induction process.
- Work place adjustments passport indicator added, to ensure those that need these will have an area to enter their requirements.
- Future technical amends to be managed by Service Desk, such as updating leavers, unlocking PDR etc
- PDR rating will trigger which Talent Pool an individual is allocated to, to enable Talent Development to be more targeted and fit for purpose.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Promotions Review Update

Hannah Brown, Resourcing
Manager

Purpose of the Paper

- The purpose of this paper is to share the recommendations made by Ascolto Ltd, the consultancy we commissioned to conduct a review of the National Police Promotion Framework (NPPF) Step 3 process and the progress made to date following the review.
- The purpose of the review was to examine the end to end promotions process through the lens of inclusion, due to feedback in the 2021 People Survey that promotions processes were viewed as nepotistic or 'face fits'.
- This is currently an annual promotions process for officers to progress to sergeant or inspector. It consists of an exam board and for those successful, an interview and posting process.
- The exam boards were excluded from the review, as this process is owned and managed by the College of Policing.

Outcome Sought

- That PCC are updated on the promotions review and our aims of implementing a fair and transparent process.
- Briefed on the recommendations made following the internal review.
- PCC are updated on the progress following FEB endorsement.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

- The promotions review was commissioned to address the perceptions of the promotion process being unfair and lacking transparency, fed back in the 2021 All People survey and through engagement with under-represented groups, in particular SAME and the FPA. The aim of the review is to have a promotions' process where our people trust in its fairness and we select leaders who lead well.
- In May this year BTP commissioned a review of the NPPF Step 3 process which has now been concluded and provided BTP with 24 recommendations, which will support us in developing a fair and transparent promotions process which enables us to appoint our future leaders
- In reviewing step 3 of the promotions process to sergeant and inspector, a comprehensive evaluation of the available data, processes, documentation, and surveys was undertaken. In addition, the data from four open focus groups attended by fifty-three people, six stratified focus groups attended by twenty-nine people, and seven interviews, along with eleven written submissions were all collated and analysed. A holistic view of the system was taken within which the promotions process sits and interacts.
- In reviewing the data available, the consultants did not find compelling evidence to suggest that under-represented groups did less well once they met the initial eligibility criteria. It should be said however, that data was limited throughout the review and would not be sufficient to draw any real, robust conclusions. Rather the combination of data, discussion and objective process review informed the outcomes and recommendations for this review.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Findings

- The findings were that there is a wide spread, general view that the promotions process at step 3 and 4 is unfair, biased and lacking in transparency.
- It is recognised in the research that in such circumstances under-represented groups will experience a greater adverse affect than their colleagues. This view was supported in discussions with under-represented groups where they outlined their experiences of the assessment and in particular the posting process.

The factors that contribute to the process being seen to be unfair and biased were:

- A lack of connection and synergy with supporting processes that have a direct impact on the promotion process, such as, recruitment, PDR, Data, Workforce Planning, Talent Management.
- A misalignment between the qualities, skills and values regarding as being most valuable at Sergeant and Inspector level and the approach to assess and measure them.
- Limited support for individuals to enable them to be successful in both assessment and in role.
- No specific action to support or encourage under-represented groups.
- The frequency of the process in addition to the posting process disadvantages most applicants by virtue of a protracted process, limited options for posting, subjective decision making and restricting individual work life balance. This is particularly relevant for under-represented groups.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

- Ascolto provided 24 recommendations, designed to support BTP in achieving a transparent promotions process where our people trust in its fairness and we select leaders who lead well. For the purpose of this update we have highlighted 8 of the core recommendations which we are using the support the roll out of the new process.



1. Recommendation 24

Develop a single process to assess suitability for NPPF step 4 and temporary promotion



2. Recommendation 5

Provide an anticipated schedule and timeline for promotion boards – boards for each rank to run twice a year.



3. Recommendation 21

Consider links with the existing talent gateway, or the development of a further hub for promotions related activity and support. Formalising the route to Step up & possible move of management foundation to pre-promotion.



4. Recommendation 15

Re-institute the link between PDR & promotions. Consider a mechanism of recognising potential via the PDR process.



5. Recommendation 4

Increase the pool of trained assessors that are representative, independent and have equal influence over decision making irrespective of rank and / or grade. This would require a roll out of assessor training.



6. Recommendation 9

The leadership attributes most valued by colleagues are incorporated into the assessment process.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.



7. Recommendation 23

The current posting process is removed and a revised process that fits with an approach that seeks to link temporary and permanent promotions processes is put in place. It should also include a more responsive approach to advertising and appointing individuals.



8. Recommendation 14

Develop a clear positive action plan, educate the workforce on its value and importance, and invest in supporting under-represented groups. Option to be developed alongside the Talent Hub supporting officers in approaching promotion

Further recommendations – with all recommendations to be rolled out by April 2023.

Recommendation 11 BTP undertakes a separate review to understand how efficiently the data and systems are being used currently in driving decision making and how this might be improved. It is suggested that investment is made in a data team who collect and analyse data in a constant and consistent approach as this will be the key to driving the right activity and also for monitoring progress.

Recommendation 7 the postings panel be replaced by a process that is transparent and fair and is subject to ongoing review and monitoring.

Recommendation 2 face validity is increased in the process, specifically to include the experience gained within HGD and as part of the WBA.

Recommendation 3 the questions used in the assessment process are reviewed to ensure that they accurately reflect the skills and behaviours required

Recommendation 18 Agree the key criteria for assessment of technical ability, train assessors to consistently measure competency and consider using 360-degree feedback as a means to measure success in role.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Recommendation 6 preparation support is examined to determine its effectiveness and how access is made more consistent and to under-represented groups as part of positive action.

Recommendation 8 rewards and allowances are reviewed, including the incentives for HGD and that should include access to leadership training and support.

Recommendation 1 work is continued to embed the D&I strategy and that is continued to be integrated into all policies and procedures.

Recommendation 20 Maintain the process of supporting candidates through preparatory support, combine this with some positive action work, ensure that the activities, take up and outcomes are measured to provide for ongoing service improvement.

Recommendation 18 Agree the key criteria for assessment of technical ability, train assessors to consistently measure competency and consider using 360-degree feedback as a means to measure success in role.

Recommendation 17 officers are promoted who align to BTP values, the CVF and the leadership skills most valued by BTP.

Recommendation 22 Maintain the use of an assessment panel made up from Senior BTP Officers.

Recommendation 11 undertake a separate review to understand how efficiently the data and systems are being used currently in driving decision making and how this might be improved. It is suggested that investment is made in a data team who collect and analyse data in a constant and consistent approach as this will be the key to driving the right activity and also for monitoring progress.

Recommendation 12 going forwards baseline data is collected so that training and support interventions can be measured and then comparisons made with outcomes.

Recommendation 10 In the future, it would be good practice to move towards building the competence of line managers to enable the use of PDR's as a natural precursor to the promotion process.

Recommendation 13 consideration is given to creating a single pool for temporary and permanent promotion and that there is a twice-yearly process that allows candidates apply to enter the pool.

Recommendation 19 a large internal pool is engaged to create panels of independent, diverse and well-trained officers and staff.

Recommendation 16 Continue to use the CVF as a framework for the appropriate behaviours for officers. Invest time and expertise in ensuring that the CVF is used appropriately within the processes to effectively assess and monitor behaviours against it.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.
48

- Following FEB endorsement, an intranet article was published to communicate an overview of the recommendations and that all will be actioned by April 2023.
- The first promotion board following the review will be Inspector to Chief Inspector in October. This will be followed by Sergeant to Inspector boards in January 2023, & Constable to Sergeant boards in April 2023.
- We have been mapping the NPPF step 3 process based on the recommendations, ensuring we have a clear approach to what is assessed & how we assess it.
- PDR ratings will be re-introduced as an enabler for promotion from April 2023. Carole Thatcher & team will be sharing the new Talent Framework with our people in the coming weeks, providing details of what rating is required to apply for promotion & what talent programmes will be aligned to each rating to support with development or application for promotion.
- We are developing a new online promotion application form, which will move away from an assessment process & move to an eligibility sift on the set criteria
- As recommended within the review for assessment methods, we have been researching approaches to Situational Judgement Testing (SJTs) & will be meeting with a supplier (PSI) this week to understand how this can suitably assess our people for promotion. PSI use occupational psychologists to design the SJTs based on competencies & role, then trialled this with officers from different forces & reviewed by a police inclusion expert. The SJTs designed use video scenarios, which supports with the cognition of the tests & have data from 26,022 candidates that have taken the tests. Tests would be focussed on operational situations at aspired rank.

- We are considering various assessment methods for testing leadership qualities & behaviours. We have shared the leadership qualities most valued by our people – as identified during promotion review – with the Leadership Academy for the team to incorporate when developing the leadership behavioural framework.
- We are exploring the opportunity to use the FirstMind tool as part of the assessment. We would then ask the officer to present the findings at promotion board, highlighting how their strengths will support them in being a future leader & demonstrate their awareness around any areas they require further focus – behaviour under pressure, discussion behaviours et al.
- The policing 'Competencies and Values Framework' will be used for interview assessment as part of the board, but with a focus on forward facing questions as opposed to competency based. This focuses on potential rather than experience in role. This will move the force away from the reliance on acquiring higher grade duty pre-promotion. We are seeking to replicate the approach taken by the CoP, whereby the questions are given to the officer 20/30 minutes prior to the board to ensure we get the best out of our people. Anecdotally, we have received feedback that when forward facing questions were previously used within promotions boards at BTP, it resulted in a significant increase in females passing the board process. We will seek further evidence to support this.
- We are currently working with the I&D Team to include an Ethical Dilemma focussed interview question as part of the assessment. This will focus on assessing an officer's principles, behaviours and values as expected of them in line with the Code of Ethics.

- Early August, we will be advertising an expression of interest for Assessors for promotion, which will include an eligibility sift. The foundation to be a qualified assessor will be an e-learning package developed by the CoP, which includes all the fundamentals of a fair & transparent assessment as well as Unconscious Bias training. We will further develop the assessors with specifics around the assessments used & include a session delivered by I&D on inclusive recruitment.
- We have explored accredited assessor training but are yet to identify a provider that would be right for BTP.
- The next update to the organisation will be the end of August- with the timeline for all promotion activity & specific details of the assessments

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Stage		I&D		Assesses	Assessment criteria	Owners
NPPF Step 1	In-force development / Step up programme / leadership apprenticeship		Reasonable Adjustments	Competence in rank	Confirm the individual is competent in their current role	L&D
NPPF Step 2				Assessment of legal knowledge	Test knowledge and understanding of four areas: Crime, evidence and procedure, road policing, and general police duties	L&D
PDR Rating				Rating of 1 (Talent flow / Talent fast track) or 5 (from april 23)	Performance against role profile / readiness for promotion	Recruitment / Talent
Application				Eligibility to apply for promotion / no application assessment / solely an eligibility sift	Tenure / probation / PDR (From April 23) / no warnings / Step 1 & 2	Recruitment
Board	Assess candidates' potential to perform at the next rank against the relevant behaviours & competencies		Reasonable Adjustments	Situational Judgement Testing	Operational context - measuring operational judgement and ability to make appropriate and effective decisions at aspired rank.	Recruitment
				Leadership Presentation	Leadership behaviours, presentation skills, preparation & research - measuring	Leadership / Recruitment
				Interview Questions (providing interview questions 20/30 mins prior to panel)	Assessment against rank specific competencies and professional profiles https://profdev.college.police.uk/professional-profiles/profiles/national-level-policing/	Recruitment
		I&D to design		Ethical Dilemma	Demonstrate their values & ethics and demonstrate what is expected of them in terms of professional behaviour in the Force as a leader	I&D / Recruitment

Draft People Strategy

Rachael Etebar, Chief Officer
People and Culture

Purpose of the Paper

- The People Strategy aims to set out our plan to deliver the 'Modern and Inclusive' Pillar of AFoTM.
- Once finalised, the intention is for future PCC's to use this Strategy as a means to scrutinise progress on this Pillar.
- It will be a 'living' document with activity being refreshed regularly.
- It should be read in conjunction with the Inclusion and Diversity Strategy (first draft on today's agenda) and the Learning and Development Strategy (first draft at the next meeting).

Outcome Sought

- That PCC provide initial feedback based on the draft submission.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

DRAFT: PEOPLE STRATEGY 2022-25

A Modern and Inclusive Workforce

British Transport Police are the guardians of the railway, providing specialist policing for millions of rail passengers and thousands of rail staff across England, Scotland and Wales every day. Our relationship with the rail industry is unique. In order to safeguard the vulnerable, keep the railway running and tackle crime, it is essential that we have the right people in the right place at the right time, with the skills and capability to deliver our mission of keeping passengers, rail staff and our own people safe from harm.

The nature and profile of crime has changed and consequently the skills for managing risk, incident and crime investigations have also changed. Behavioural profiling and the use of cognitive skills are increasingly important for how we police and interact with the public, in order to make a hostile environment for criminals.

Exponential growth of technology and a new digital age have implications for how and where work is done, how we interact with our people, stakeholders and communities and drives continual growth in digital and analytical skills and our ability to counter cyber-crime.

A demand for organisations to pay attention to the environment, sustainability and social justice is increasingly important for recruitment and retention of people entering the workforce. There is a changing expectation from employees for their right to fairness and equity, to have a voice in influencing the culture of organisations and a decline in tolerance for poor organisational behaviour and ethical breaches. There is fragile public trust in the legitimacy of policing following a number of high-profile cases in the UK and US. This creates new opportunities, challenges and ethical questions for the leadership of the force.

This strategy is a response to those challenges. Its goals are to build a modern and inclusive organisation where our people are well led, well equipped, well cared for, employee voice is empowered, and we reflect the best of our communities, in order to attract, retain and develop the best talent. The strategy will be a living document and refreshed regularly.

What People and Culture Does Matters

People work in People and Culture functions because what we do matters. We aim to recruit, develop and coach people to become the very best they can be. We provide advice and guidance throughout the employee lifecycle from induction to the end of people's career and beyond. We care about our people's wellbeing, health and safety and aim to help those in need to access support. We want to empower employee voice and facilitate culture change. We champion inclusion, legitimacy and ethical behaviour, so that people can bring their whole selves to work. We hold people to account for their behaviour ensuring the highest professional standards. As professionals our desire is to do the right thing by speaking truth to power and

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

providing impartial, professional advice. We want to recognise, reward and celebrate success across the force and within our own function.

The Case for Change

Public Service

In the current 2022 economy there are more vacancies than there are people looking for work. Inflation is rising, and wages are struggling to keep up with the cost of living. Policing pay is not lucrative for the majority. However, there is an increasing desire in society for social justice, working for an employer that has a clear purpose where ethical behaviour, sustainability and the environment matter and individuals can make a difference. There is an opportunity for us to personalise our employee value proposition, make work a more human place where we look after ourselves and others. This will attract and retain great people by focusing on public service (meaning), protection of the vulnerable (making a difference) and how we live our Values (connection), with an outcome that we are proud to protect.

Wellbeing

Our people surveys tell us time and time again that our people are committed to public service. Our people often run to danger and are exposed to traumatic incidents or assault on a regular basis. It is vitally important that we live our Value of 'we care' by providing a great end to end wellbeing, health and safety offer that supports physical, mental and financial wellbeing.

Fragile Trust and Employee Voice

There is a need for excellent Internal Communications to create content and channels that cut across silos and through the noise. Social media echo chambers are reinforcing beliefs and judgements. Unfounded rumour and fake news are easily viewed as fact. One-way broadcast communications make people feel unheard.

Trust in our internal communications and nurturing an environment where everyone has a voice is critical to creating psychological safety, belonging and feeling proud to work for us. The ability to successfully create a clear sense of purpose by supplying evidence, facts and statistics is important. The contribution of our people in co-creating our policies and influencing our actions creates a sense of belonging and connection: 'we strive to be better every day'.

Inclusion and Legitimacy

Until we all accept our role in becoming an actively anti-racist Force, racial disproportionality will persist. Accepting and moving forwards means a shift in our understanding of racism from its overt forms, to the effects of bias entrenched in our policies and procedures. Similarly, public trust in how policing treats violence against women and girls, or sexuality-based crime is vitally important, following a series of high-profile cases which have resulted in a decrease in public trust. Ensuring that our people live our value of 'doing the right thing' is critical for BTP's legitimacy with the public and our people. We need to ensure that ethical behaviour is built in to our

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

recruitment, learning and promotion practices. Easily accessible ways for our people and the communities we serve to speak up and call out wrong doing are essential.

Our diversity representation does not reflect the best of the communities we serve. Our under representation of gender amongst our police officers is not acceptable and must improve. Representation of ethnic minorities in senior roles needs to be better. Increasing trust in how we police is essential for encouraging people from under-represented groups to want to work for us. We want to be lawfully audacious in building a representative workforce.

Becoming a Learning Organisation

We need to become an organisation open to continuous improvement, taking on board best practice from others and feedback from when we have not always got things right. We want to forge strong and positive partnerships with rail partners, policing and the public and ensure we continuously learn in order to achieve our value that we 'do the right thing'. We need to encourage innovation by learning how to 'fail fast', focusing on lessons learned and moving forwards, to be a better organisation. We need to continue to grow psychological safety to encourage people to feel able to speak up. This will include introducing an ethics panel to discuss difficult topics in a safe environment and to challenge how we continually improve professional standards of behaviour.

Modern and Inclusive Professional Development

We are the only national police force and, as policing in England and Wales moves towards the introduction of a national framework for professional training, we need to re-evaluate our approach to learning and development, career progression and professional accreditation. However in doing so, we need to ensure that we include our people in Scotland and ensure a 'one BTP' approach. We know that learning is not timely, accessible or inclusive, which is a blocker for our people which we will address. We need to be judicious to ensure that we do not follow initiatives blindly, but confirm they support the delivery of our specialist railway policing across a national footprint. We also have a desire to work more closely with our rail and policing partners, driving efficiencies through shared training and developing opportunities to deliver training to others as a means of collaboration and income generation.

Changing Expectations of Leaders

Our people deserve to be well led by leaders who develop, coach and care for them; who listen, include and inspire. People entering policing today want to learn and be stretched, progress quickly, and be given opportunities that match their talents, not the time they have served. They want to work in an environment where they can be themselves and work in a way which balances life and work. We need to recruit, develop and promote leaders that live our values.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

The Goals of This Strategy

To attract and retain talent, we must be more diverse, agile and inclusive, to position ourselves more strongly in a challenging employment market. To build trust, we must maintain the highest ethical standards. To demonstrate we care, we must focus on the wellbeing, health and safety of our people. To innovate, we must listen and involve. To deliver good outcomes for the public and rail staff, we must equip our people with the skills and capability to make the railways a hostile environment for criminals and safeguard the vulnerable. The goals of this strategy is to ensure that our people are:

- Well Trained
- Attracted, Recruited and Retained
- Rewarded and Recognised
- Well Led
- Cared For
- Included
- Informed, Connected and Purposeful
- Supported by a Great People and Culture Function

Goal 1: Well Trained

Learning and Development

We will create an environment where people feel empowered to take ownership of their own learning and where self-development is encouraged and valued. Our leaders at the earliest stages of their leadership and management journey, will be provided with the skills for the role, and promoting the culture we want, creating thoughtful and reflective leaders. We will use the apprenticeship levy and self-development options on MyLearn to support our people to be mobile, rather than leave BTP. We will focus on creating learning culture of coaching and mentoring. We will introduce inclusive and flexible training programmes, to include everyone. We will encourage volunteering for projects, Peer Supporters, Employee Support Associations and other activities which encourage participation and personal growth. We will utilise technology to enable access to learning, when and how it is needed, removing geography as a barrier. We will ensure that digital learning solutions are accessible for those with individual learning needs.

Skills

We will undertake a regular rolling learning needs insight through the strategic planning and FMS process, so that we can provide our people with the skills they need now and for the future against the strategic priorities of the force and strategic risks, addressing the identified gaps. We will support people to undertake apprenticeships and professional qualifications, to be the best that they can be. We will build clear career paths. We will generate income to reinvest in learning for our people.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Talent

We will develop and embed a talent and succession strategy, which continues to encourage honest performance management conversations, with the clear articulation of development needs. We will roll out 360-degree feedback, so people know the impact they have on others. We will strengthen our positive action development programmes, to increase the diversity of our talent pipelines.

Coaching and Mentoring

We will continue to broaden the reach of our internal coaching service and embed coaching as part of initial training. We will equip our coaches and mentors with professional qualifications and ensure that they follow coaching ethical standards. We will continue to focus on the diversity of our coaching pool, to ensure that people have access to a coach who understands their culture, customs and barriers. We will expand reverse mentoring focusing upon diversity, to enable mutual learning and through this exposure to senior leadership, to encourage under-represented groups to step forward for promotion.

Organisational Learning

We will understand and learn from our history, reports and inspections. We will embed reflective practice as a tool for self-reflection and as a key enabler for our culture. We need to adopt a duty of candour and an approach of continuous improvement, embracing innovation, and learning from best practice to lower costs – every penny counts - increase quality and involve our people; increasing engagement with subject matter experts in the Force and fostering collaborative working.

Commitments

1. Develop a learning and development strategy which will set out our approach to delivering more inclusive and flexible learning for our people by October 2022
2. Reach a decision about whether we implement PEQF with a higher education partner to becoming a more professional, inclusive learning organisation by mid-2023
3. Ensure our training accommodates inclusive and flexible learning opportunities by mid-2023
4. Modernise our learning estate to support more inclusive and flexible learning opportunities in line with leases for Northwick Park and Spring House
5. Make the apprenticeship levy the default position for funding self-development, leadership training and specialist development where an apprenticeship is available and meets the learners/BTP's needs from September 2022

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

6. We implemented a Learning Management System (MyLearn) in April 2022, and we aim to invest considerably in the content to become the default repository for all learning material for BTP. Our target is to have more than two thirds of the organisation using MyLearn to access learning content and materials by end of March 2023.
7. Implement a Strategic Learning Requirement (5-year plan) from April 2023 and in place by end of 2023.
8. Implement a Business Partner model that supports each Head of Department to identify and manage their Strategic training requirement. This can be reviewed through existing Strategic Governance Structure to ensure that our customer voice is heard in how we decide to spend learning funds by April 2023.
9. Review existing talent programmes (including diversity programmes) and develop a new talent and succession planning strategy to be in place by September 2022 and a new programme menu launched by April 2023 following a pilot period.
10. New 360-degree feedback tool launched May 2022 to assist our senior leaders in their own reflective practice of their leadership style.
11. Develop an approach to positive action development by end 2022 in order to equip our people with the skills to become involved in evolving change
12. Incorporate continuous improvement/Lean Six Sigma training into MyLearn during 2023.
13. We will introduce an ethics panel to discuss difficult topics in a safe environment and to challenge how we continually improve professional standards of behaviour by July 2022.

Goal 2: Attracting, Recruiting and Retaining Talent

Our aspiration is for BTP to be a destination of choice for people who want to work in policing. We need to build a more inspiring brand and develop a talent attraction strategy that highlights the unique opportunities available in the only nationwide specialist police force. We will offer direct entry, part time and apprenticeship programmes to attract a more diverse workforce.

Attraction

In addition to our review, we will introduce location agnostic recruitment and flexible working opportunities. We will improve our onboarding and induction process. We will put our values and public service at the heart of our attraction strategy.

Retention

We will focus on broadening opportunities for flexible working patterns. We will review our shift patterns with our people and trial different models.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Promotion

We will review promotion processes, to ensure fairness and transparency and focus on leadership, inclusion and partnership working.

Workforce Plan

We will develop a workforce plan to deliver the outcomes of the Capability and Layers and Spans Reviews. This will set out how many people, where and with what skills we need, now and for the future.

Levelling Up

We will support the Government's fairness at work agenda, by promoting flexible working and all non-front-line police staff roles being location neutral, in line with the levelling up agenda.

Commitments

14. Review our recruitment strategy, brand, social media approach and by April 2023.
15. Review our employee value proposition by April 2023
16. Improve our onboarding and induction process by April 2023.
17. Introduce a new exit interview process – Culture Amp to capture continuous learning from our leavers and take action to address where possible by October 2022.
18. Complete a shift pattern review in consultation with our people and implement by April 2022.
19. Review employee fatigue pre and post this shift pattern implementation to ascertain if the shift pattern has a beneficial impact by May 2023
20. Introduce a new direct entry detectives' pathway with offers made to first cohort by August 2022
21. Introduce a returners scheme by January 2023.
22. Implement the recommendations of the promotion review during 2022-23.
23. Launch a new strategic workforce plan by December 2022
24. Implement part time officer recruitment by October 2022
25. Refresh our talent management process to identify those with potential in 2023
26. We will continue to review our process and policies to make them lean, move interactions wherever possible on-line, to support access for our mobile 24/7 workforce ongoing.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Goal 3: Rewarded and Recognised

Our people deserve to be rewarded fairly for what they do and we will be lawfully audacious within the constraints imposed by pay being set by a national pay review body. We will treat officers and staff equitably for annual pay awards. We will be cognisant of regional pay and allowance differentials. We will monitor our gender pay gap and from 2022/23 we will also commence monitoring our ethnicity pay gap, with the aim of reducing these, year on year. Our pay decisions will be transparent.

Police Staff Pay and Grading Structure

We will review our police staff pay and grading structure against modern pay approaches and HM Treasury Pay Remit instructions for arm's-length bodies, in consultation with TSSA.

Market Facing Pay

We will review our pay against the relevant market and make choices about when and where we should invest to attract and retain great people.

Benefits

We will regularly review the benefits we offer to keep them up to date, suited to our workforce and with good take up rates. We will ask our people what they think about the benefits we offer.

Recognition

We will celebrate great work, bravery, professional accomplishment and loyalty.

Commitments

27. We will introduce ethnicity pay gap reporting by March 2023.
28. We will conduct an equality impact assessment of the pay award annually.
29. We will review the police staff pay structure by end 2023, subject to DfT and BTPA approval.
30. We will overhaul our recognition proposition including long service, annual awards and recognise day-to-day good work between September 2022 and the end of 2023.
31. We will continue to make the case for travel concessions with the train Operating Companies ongoing.
32. In support of our sustainability goals, we will introduce an electric car salary sacrifice scheme by end March 2023.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Goal 4: Well Led

Building Brilliant Leaders

Our people deserve to be well led by leaders who develop, coach and care for them; who listen, include and inspire. We will set clear expectations of our senior leaders so that people know what is required of them. This will include launching a new senior leadership programme and reviewing all other leadership training. We will identify and invest in key skills development for our leaders, providing targeted development to ensure we stay up to date with the latest trends. We will introduce 360 feedback and psychometric tools so that our leaders become self-aware. We will review layers and spans of control to ensure we have the right organisational structure.

Commitments

33. Launch a senior leadership development programme commencing in June 2022
34. Review career pathways and leadership development programme/strategy by April 2023 at the latest.
35. We will implement a mandatory requirement for all Inspectors and staff equivalents and above, to undertake a leadership programme through the apprenticeship route at level 6 and level 7. We will ensure that cohorts put their leadership learning into practice to drive cultural change by end of 2023.
36. We will review leadership recommendations from the Police Foundation's Strategic Review of Policing as part of our Learning and Development Strategy development during 2022/23
37. Review the layers and spans of control with recommendations by September 2022 and implementation by April 2023.

Goal 5: Cared For

We recognise a healthy and safe working environment is a key area of corporate social responsibility and our value of 'we care'. A successful culture change can only be sustainably achieved through effective leadership, active consultation and governance. We will ensure wellbeing is a strand of every leadership programme. Our goal is to improve the wellbeing, health and safety of our people by preventing work-related injury and ill health. This encompasses the physical, mental and social risk factors faced by our people. We recognise that people's values, ethics, work and personal development can contribute to their overall wellbeing at work. When people leave us, we want them to be treated with dignity and respect. Our people's wellbeing will be at the heart of everything we do.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Empowering our people and promoting self-governance is our priority, providing access to information, guidance and toolkits to allow our people to make informed, safe and healthy decisions. If we proactively support our people make a healthy lifestyle choice and conscious safety decisions, this will likely make a positive impact on our health and safety performance, productivity and engagement making us a great organisation to work for that genuinely cares, through the provision of great support

Commitments

38. Launch a new health and safety management software to record accidents, assaults and near misses by April 2022 to develop visibility for a proactive rather than reactive approach to safety.
39. Subject to DfT and BTPA support, introduce an enhanced medical support offer for those impacted through work by April 2023
40. Support the implementation of the Police Covenant recommendations by April 2024 including caring for our people after they have left us
41. Bring Occupational Health fully in-house by August 2023, building a collaborative rather than transactional approach to support our people in their fitness for work.
42. Introduce an apprenticeship pathway to develop occupational health nurses by August 2024 in order to build a pathway for skilled professionals to provide the service our people deserve.
43. Implement a First Aid Trainer lead role by August 2022 in order to review our provision of first aid training, taking on board lessons learned from the Manchester Area Inquiry.
44. In line with the review of Officer and Staff Safety undertaken by the NPCC, use the First Aid Intervention and Patient Reporting forms review at Clinical Governance our first aid equipment provision by March 2023
45. Action the RM3 health and safety risk maturity audit recommendations to 'Rethink Safety' and demonstrate improvement from 'managed' by March 2025
46. Develop the Lessons Learnt with support from LXC from Level 3 Health and Safety investigations to move from blame to learning and support best practice by July 2022
47. Build on our network of Peer Support volunteers to expand our support across every division by April 2023
48. Introduce Mental Health/Resilience Training for all via 'MyLearn' by April 2023
49. Complete psychological role profile risk assessments and to support the introduction of psychological health surveillance by April 2024

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

50. Continue to develop the content and reach of the Wellbeing Hub, particularly for financial wellbeing, nutrition, diet and exercise ongoing.

Goal 6: Included

Creating a more diverse and inclusive BTP

We cannot police legitimately unless we draw our talent from the communities we serve. Increasing diversity of thought and representation is critical to our operational effectiveness. We will increase the ambition of our diversity and inclusion action plan, setting out realistic but challenging commitments. We will improve the quality of data we collect on diversity. We will make sure our communications reflect and reach a diverse range of audiences. We will educate our leaders to be able to hold difficult conversations and to be less defensive; acknowledging that we have much progress and improvement to make in this space. We will aim to become an anti-racist organisation, shifting our understanding of racism from its overt forms, through calling out the effects of bias entrenched in our policies and procedures.

Commitments

51. We will refresh our Inclusion and Diversity strategy by September 2022
52. We will launch a new I&D dashboard by July 2022 and monitor recruitment and promotion performance
53. We will remove the compulsory retirement age by July 2022
54. We will embed our strategic IAG to offer challenge and hold a mirror up to the organisation by July 2022
55. We will review our stance on the Job-Related Fitness Test through the lens of inclusion and announce an outcome by August 2022.
56. We will measure people's feelings, including those from under-represented groups of inclusion through the annual People Survey (August) and initiate action ongoing.

Goal 7: Informed, Connected and Purposeful

We want to foster a sense of community and belonging across the Force, through empowering employee voice. We will achieve this through launching innovative and refreshed channels that reach our people where and however they work, tailored to segmented audiences wherever possible. Our aim is empowered people who feel listened to and cared for and to amplify employee voice at every opportunity to facilitate two-way feedback.

We will encourage co-creation of products and solutions, evidencing 'you said, we did'. Our people will understand our strategic direction, our Values and how what they do connects with this. They will understand why change happens and have the

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

opportunity to voice their point of view. We will run regular leadership forums which enable senior leaders to engage in knotty problems in a safe learning space. We will harvest our people's great ideas and promote internal knowledge sharing and collaboration across departments and divisions. We will celebrate our success.

Commitments

57. Launch Yammer by June 2022
58. Procure and launch an employee insight tool for the people survey and people polls by July 2022.
59. Procure and construct a new intranet by August 2023.
60. We will note and share external recognition of good work through yammer and other communication channels ongoing.
61. Run quarterly Senior Leadership Forums to develop our senior leadership as a cohesive team ongoing.

Goal 8: Great People and Culture Function

Who We Are and What We Do

We consist of human resources, wellbeing health & safety, internal communications, learning & development, payroll and many other specialisms. We are a mix of officers and staff. We are based in England, Scotland and Wales. We role model flexible and virtual working as one collegial team. We know from customer feedback that our People and Culture teams are valued by the Force. As professionals, we offer impartial advice and speak truth to power; our integrity is key. We are principles led, evidence based and outcomes driven. Our advice needs to be grounded in and supported by employment law, data analysis and effective evaluation. We need to actively listen to employees and seek to understand their views and perspectives, in order to shape our interventions and put our people first.

Developing our 'People People' and Continuing to Develop Professional Standards

Whilst we will always need people with generalist skills, we increasingly require our teams to develop deep specialist expertise in one or more areas. That means continual re-evaluation of our approach to learning and development, career progression and professional accreditation, enabling our people to achieve their full potential. We will encourage members of P&C to gain professional qualifications and undertake specialist apprenticeships to keep their skills fresh and relevant. We will work closely with partner organisations such as CIPD, RSSB, GCS, HSE, ENEI and IES to keep up to date with best practice and ensure continuous learning as a function.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

Commitments

62. We will launch an optional OD qualification for People professionals by Summer 2023, dependent upon MTFP funding being secured.

63. We will continue to encourage our P&C people to study for professional qualifications and apprenticeships ongoing.

64. We will celebrate our success by entering (and hopefully winning) external professional awards ongoing.

OD Website

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.



BRITISH
TRANSPORT
POLICE

Inclusion and Diversity Five Year Strategy 2023 – 2028

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	

Contents

Head of Strategic Inclusion and Diversity foreword	3
Executive Summary	3
Our I&D strategic priorities	4
Current and Future states	5
Priorities and Targets	6
Our strategic priorities	6
Our Targets	9
Methodology for delivery	10
Related I&D strategies and plans	10
Plan on a Page	11

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.
15.

Head of Strategic Inclusion and Diversity foreword

It's a long-term commitment not transient emotion and short-term reaction.

Our goal is for our communities and our people to feel protected, heard, included and valued and for them to trust us as guardians of the railway and as an employer of choice.

Success will only be achieved with genuine commitment to long term, consistent and sustainable plans, resources and funding. I&D in policing has often been short lived and transient with reactive and vigorous peaks followed by troughs of low energy and effort. Inclusion and Diversity must be supported by performance management embedded into organisational business processes and managed through robust governance and structures.

The approach is to ensure our colleagues, managers and leaders have access to the right advice and guidance to help them operate with an inclusion and diversity lens. Equality impact assessing decisions, operations and policies ensures we identify disadvantage and disproportionality with risk management and mitigation.

External and internal legitimacy is a key priority and a policing risk in light of many high-profile and local cases that have left our communities and our people telling us, quite rightly, to do better.

Understanding the benefits we want to realise and the future we want to see and feel, is crucial when identifying activities and ensuring they are tracked and measured. Avoiding ad hoc but well-intentioned activities that are difficult to measure, don't provide organisational learning and prevent us identifying and reducing waste and failure is a must.

Inclusion and Diversity is not a project. It is not short lived with an end date. Inclusion and Diversity must be part of what we do, in the fabric of our organisation and culture, and not an 'add on' or something separate to our business. It is critical, integral and a priority that cannot be ignored, dismissed or fall off the priority list when we run short of time, money or energy. Neither can it be tick box, tokenistic or words without substance and action.

The commitment is to embedding I&D using inclusive leadership, culture change and robust performance management and business plans.

Executive Summary

This strategy provides a roadmap to achieving Inclusion and Diversity (I&D) for British Transport Police. It is intended as a regular reference to keep us on track to achieving our goals and arriving at our intended future state. This long term and audacious strategy will drive tangible, measurable and visible progress towards an inclusive and diverse BTP.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.
15.

The Strategic Inclusion and Diversity Team has responsibility for supporting the organisation to achieve its goals relating to I&D. The team provides strategic direction, effective tools and builds capability to empower our leaders, managers and colleagues to understand, own and confidently deliver I&D.

The strategy takes into account the national and external drivers such as the Race Action Plan and the Violence against Women and Girls plan along with the NPCC DEI Strategy. This strategy is intended to be flexible and used as a living document to incorporate new challenges and benefit from organisational learning as a result of risks, failure and evidence. Internal and external scrutiny by our critical friends will hold us to account, challenge us and provide opportunity for improvement. This strategy will drive our programme management approach employing robust tactical options with supportive performance management.

The Strategic I&D team will operate a business partnering and commissioning style to support our colleagues and equip and empower leaders and managers to provide appropriate care and leadership. Ownership and accountability will assist this long term, consistent and sustainable approach.

The strategic direction will be flexible and driven by technology data and key metrics to push clear outputs and activities, identify fluctuating priorities and use organisational learning to understand impact and offer flexible options. Benefit realisation will ensure activity and outputs are on track towards tangible and measurable outcomes.

Our I&D strategic priorities

1 Inclusive Culture

Creating a modern and inclusive force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities. Building inclusive cultures and leadership through procedural justice and fair and transparent activities by removing disproportionality and disadvantage in our institutional systems and processes and providing opportunity for learning and development.

2 Engaged and Involved

Engaging with our people is critical to understanding lived experiences, removing barriers and providing a fair and equitable service. Involving our Employee Staff Associations, TSSA, Federation and Superintendents Association ensures we can hear the voices of our people to influence change and improvement. This engagement also safeguards our intention to avoid silos and build an intersectional approach to I&D activity.

3 Workforce representation

Improving workforce representation is critical to achieving a force which understands, and can provide an effective service to, our community.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.
15.

4 Confident, engaged and protected communities

Ensuring trust, legitimacy, engagement and protection for our people and our communities. We will have a clear focus on equality and impartiality across all that we do, identifying where our service and outcomes are felt disproportionately by the communities we police, and challenging ourselves to understand why, whilst promoting a learning culture throughout the Force. We will build trust and legitimacy through improving our professional standards, actively encouraging internal scrutiny of our organisational policies and processes, and external scrutiny of our policing activities.

5 Education and learning

Building knowledge and capacity will equip our people to better understand and then apply I&D. Educating around ethical behaviours, language and terminology, prejudice and disadvantage and inclusive cultures and leadership will drive inclusion and belonging, as well as fair and equitable processes.

Current and Future States

Vision

Our vision is to see a BTP that is modern and inclusive and fully committed to inclusion and diversity; where our people feel they belong and are valued and where our communities feel engaged and protected. The future would be a place where we all work with a sense of pride, confidence and belonging and where genuine trust is felt, people are heard and transparency is seen, by our people and communities as a result of our legitimate activity, behaviours and culture.

Mission

The Strategic I&D team's purpose is to enable BTP to achieve its vision. The way we will do this is by partnering with the business; providing support, advice and guidance as well as building capacity, capability and credibility so that leaders, managers and the workforce are better equipped and educated to act with fairness and impartiality and maximise impact.

Where We Were

Prior to the investment in the Strategic I&D Team there was a reliance on individuals to drive and deliver I&D. There were pockets of excellence with many well-intentioned but ad hoc and undirected activities. There was little opportunity for organisational learning or benefits realisation and governance and structures to support I&D were minimal.

Where We Are Now

A Force on the Move and a new Chief Constable provided the impetus to strengthen and build I&D capacity and improvement. A new team of resources has been able to review activity, build relationships and offer a business partnering service to the organisation. The team have developed benefits realisation measures, programmes and projects and have specific responsibility for delivery against this strategy.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.
15.

Priorities and Targets

Being bold and lawfully audacious means to do something more than we have done previously and to extend our expectations and energy. Consistent, sustainable and measurable growth with progressive pace requires a blend of targets and priorities.

- **Priorities** are our higher level statements.
- **Targets** are specific desired outcomes that support achievement of the priorities.

Targets are set regularly and widely in policing, however rarely for I&D. There is the belief that this can lead to tokenistic, tick box and often perverse behaviours. Targets do not lead to poor behaviours as we can see in many other areas of police target setting, however inclusive leadership, intelligent management and external scrutiny is critical to ensure targets add value legitimately.

Our strategic priorities

Inclusive Culture

Priorities

1. Improved inclusive practices for Disability and Neurodiversity
2. Improved Equality Impact Assessments
3. Workplace adjustments and passports roll out
4. Fair and transparent application of flexible working options
5. Understanding and mitigating cultural issues linked to bullying and harassment

Tangible outcomes year/phase one

- Disability Confident Level 1 Compliant
- Disability Confident Level 2 Award Completed
- Improved self-declaration of disability for equality monitoring
- Workplace adjustment passports available
- Re-launch Equality Impact Assessment (EIA) format
- Rebrand and relaunch of Disability Employee Support Association

What this will deliver

- A culture where our people feel valued and included and free to be their true selves in work
- Increased trust leading to better understanding of the workforce with disability and neurodiversity through self-declarations
- Increased opportunities for recruitment and progression and a more representative workforce
- Workplace adjustment passports providing access to progression, wellbeing and flexible working
- Better understanding of, and reduction in, disproportionality and disadvantage from using EIAs

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.
15.

Engaged and Involved

Priorities

1. Continually improving our family friendly offer.
2. Engagement with our internal stakeholders.
3. Improved support and guidance for LGBT+ employees.
4. Positive Action across promotions, talent and leadership initiatives.
5. Increased representation of female and LGBT+ frontline officers.

Tangible outcomes year one

- Phased return implemented and maternity buddy scheme rebrand/move to wellbeing.
- Internal stakeholders meeting established and increased engagement.
- Pride 365 accreditation and improved transitioning at work policy.
- New promotions process with positive action embedded.
- Bring your daughter to work scheme and work experience.

What this will deliver

- BTP will be an employer of choice for working parents encouraging diversity of thought and increased representation.
- ESAs will be engaged and involved in improving inclusion, intersectionality, diversity and belonging.
- Managers will be better equipped to support gender diverse employees and BTP will be recognised as an inclusive employer.
- Our promotions process will be more transparent and inclusive resulting in better leadership representation.
- Under-represented groups and seldom heard communities will feel more confident in policing as a career which will also increase representation longer term.

Workforce Representation

Priorities

1. Developing an inclusive employee experience from joining to exit
2. Early identification and action for any workforce under-representation
3. A retention and exit strategy that enables organisational learning and improvements
4. Improved workforce data to inform positive action activity
5. A focus on age and socio-economic status

Tangible outcomes year one

- Mapping of under-representation with focused positive action improvement activity
- Safe to Say Campaign
- Collaboration activities supporting the employee lifecycle
- A retention strategy including the development of a retention toolkit supporting line managers to have key conversations and offer support
- A 'Thinking of leaving us' platform/ page through Yammer and a process in regard to response and support from this

What this will deliver

- A workforce that better represents the communities we serve
- A diverse workforce which understands individuality and difference
- Improved representation at all levels
- Retention of talent and exit with dignity
- Inclusion for all ages

Confident, engaged and protected communities - Improving Trust and Legitimacy
Priorities

1. Delivering the Race Action Plan, Moving the Needle and supporting Violence Against Women and Girls (VAWG) strategy
2. Reducing disproportionality in Use of Powers
3. Improved service and understanding around Hate Crime
4. Diversionary activities for young people
5. Using external scrutiny

Tangible outcomes year one

- Central oversight and governance for External Scrutiny
- Improved reporting of use of force; data, gaps and risk identification and mitigation
- Trust and Legitimacy Plans with Race Action Plan and Moving the Needle in place and managed by the Race Action Plan Steering Group seeing tangible benefits
- Culture change and legitimacy linked to VAWG
- Understanding and actions from the People Survey

What this will deliver

- Improved policing for black people
- An anti-racist and anti-sexist culture
- Effective and accurate reporting of use of powers
- Reduced disproportionality amongst those most affected
- Improved confidence and satisfaction internally and externally

Education and learning**Priorities**

1. I&D education for new joiners
2. I&D learning provision for all employees
3. Ethical behaviour awareness for all employees
4. Positive action development for progression
5. Developing cultural awareness

Tangible outcomes year one

- Increased development opportunities for those from under-represented groups
- A forum to discuss, debate and learn from ethical dilemmas
- Access to cultural awareness workshops

1.
2.
3.
4.
5.
6.
7.
8.
9.
10
11.
12.
13.
14.
15.

What this will deliver

- Diverse thinking and understanding of different cultures to enable better service delivery
- Understanding of acceptable behaviour in the workplace
- Better representation at all levels

Our Targets**Workforce representation**

Current	Current 2022	Target
Female officers	22% female	At least 30% (36.5% = PUP target)
Ethnicity - officers	12%	At least to match national census data 2022
Disability - Prefer not to say	84%	A maximum of 50% who tick prefer not to say
Sexual orientation - Prefer not to say	71.33%	A maximum of 50% who tick prefer not to say

Community Trust and Legitimacy August 2022)

Our key indicator of a trust deficit is around disproportionate use of powers. The likelihood of being stopped and searched, be the subject of use of force or to be a victim is higher if you are from an ethnic minority background.

Current data (date)	Black (times more likely)	Asian (times more likely)	Mixed heritage (times more likely)	Target
Stop and Search	7.64	1.17	3.35	% Reduction
Use of force	9.35	1.24	3.22	% Reduction
Being a victim	2.9	2.1	2.65	% Reduction

A visual here to represent the targets

Methodology for Delivery

The strategic direction is based on data, evidence, risks and opportunities.

1 The team will deliver this by:

- Building collaborative relationships with the organisation, stakeholders and partners
- Engaging and communicating with the workforce using a business partnering and commissioning style
- Provide learning, education, tools and guidance to support the business to embed I&D
- Creating a performance management system using robust governance and structures to track success and benefits
- Identifying and sharing organisational learning and learning from failure
- Creation of a benefits realisation model that drives activity and outputs towards tangible and measurable outcomes
- Ensuring ownership and accountability is embed into long term, consistent and sustainable strategies and plans
- Use of technology, data and key metrics used to drive clear outputs and activities supported by an unrelenting force wide focus
- Embracing an approach which purposely avoid hierarchy in order to empower leaders and managers to take ownership and be responsible for delivery
- Using internal and external scrutiny

2 The organisation will deliver this by using a Three Step Approach

Positive Action

Specific targeted activity based on evidence and data that highlights disproportionality or disadvantage and is offered to those from those underrepresented groups

Inclusion Lens

Conducting our BAU but with consideration to any disproportionality, negative impact or disadvantage that may happen by our decisions and actions.

Inclusion & Diversity Key message(s)

Activity that provides education, awareness of I&D such as training, events, conferences, knowledge sharing, dedicated conversations. Linked directly and clearly to I&D

We will focus on our internal and external drivers:

Trust and Legitimacy

Race Action Plan

Violence Against Women and Girls Action Plan

Moving the Needle Strategy

National Diversity Equality and Inclusion Strategy

We will use the levers/enablers available to us:

Equality Act 2010 and the Public Sector General Duty

Positive Action

External Scrutiny

Internal stakeholder engagement

Inclusive leadership

Senior sponsors and champions

Organisational learning and evidence based practice

Related I&D plans and resources**Add links.**

Race Action Plan

VAWG Plan

HeforShe action plan

National DEI Strategy

[HOME | Uplift Hub](#)[Police officer uplift, quarterly update to June 2022 - GOV.UK \(www.gov.uk\)](#)<https://www.policeeventsportal.co.uk/>

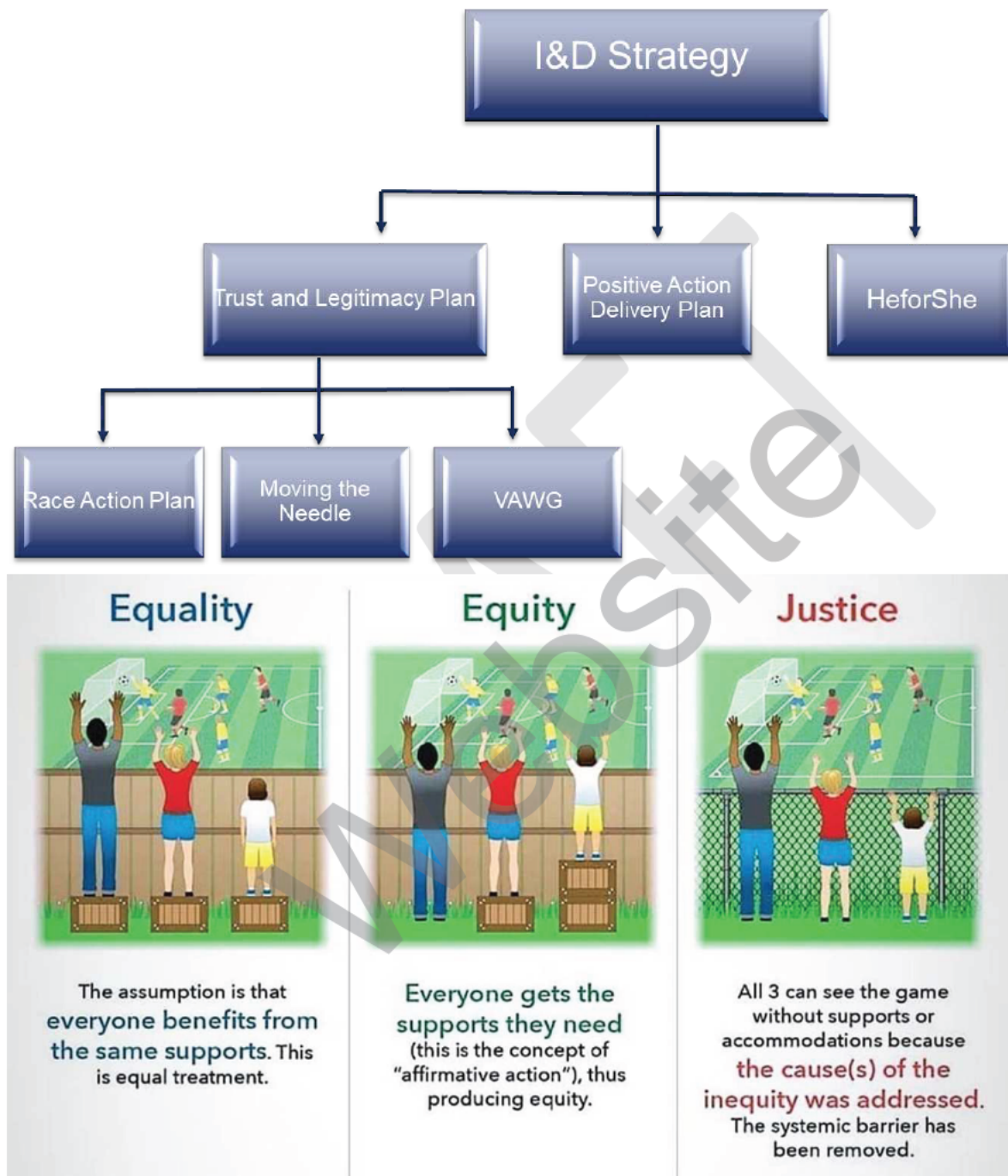
Positive Action Practitioners Alliance (NPCC)

DEILN

[Collection and recording | College of Policing](#)**Plan on a Page – a summary that people can refer to**

Strategic Objective	Our priorities	Benefits this will deliver
Inclusive Culture		
Engaged and Involved		
Workforce representation		
Confident, engaged and protected communities		
Education and learning		

Some visuals for the final draft:





- *Figure 1 The strategy drives the process of achieving outcomes*



BRITISH TRANSPORT POLICE

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

All People Survey results 2022

May Holloway, Head of Internal
Communication

Purpose of the Paper

In July 2022 BTP invited all colleagues to complete the All People Survey to gauge employee sentiment, what we're doing well and issues we need to address using a new industry-leading employee engagement platform, Culture Amp. The response rate was 63% (+12%) compared to last year and is just 3% off two thirds of the Force, which is considered by Culture Amp to be a true and representative percentage of the entire workforce.

Outcome Sought

- That PCC are informed about what our people are thinking and feeling, as well as the opportunities and challenges for achieving our strategic objectives from a workforce perspective.

Objectives and Purpose

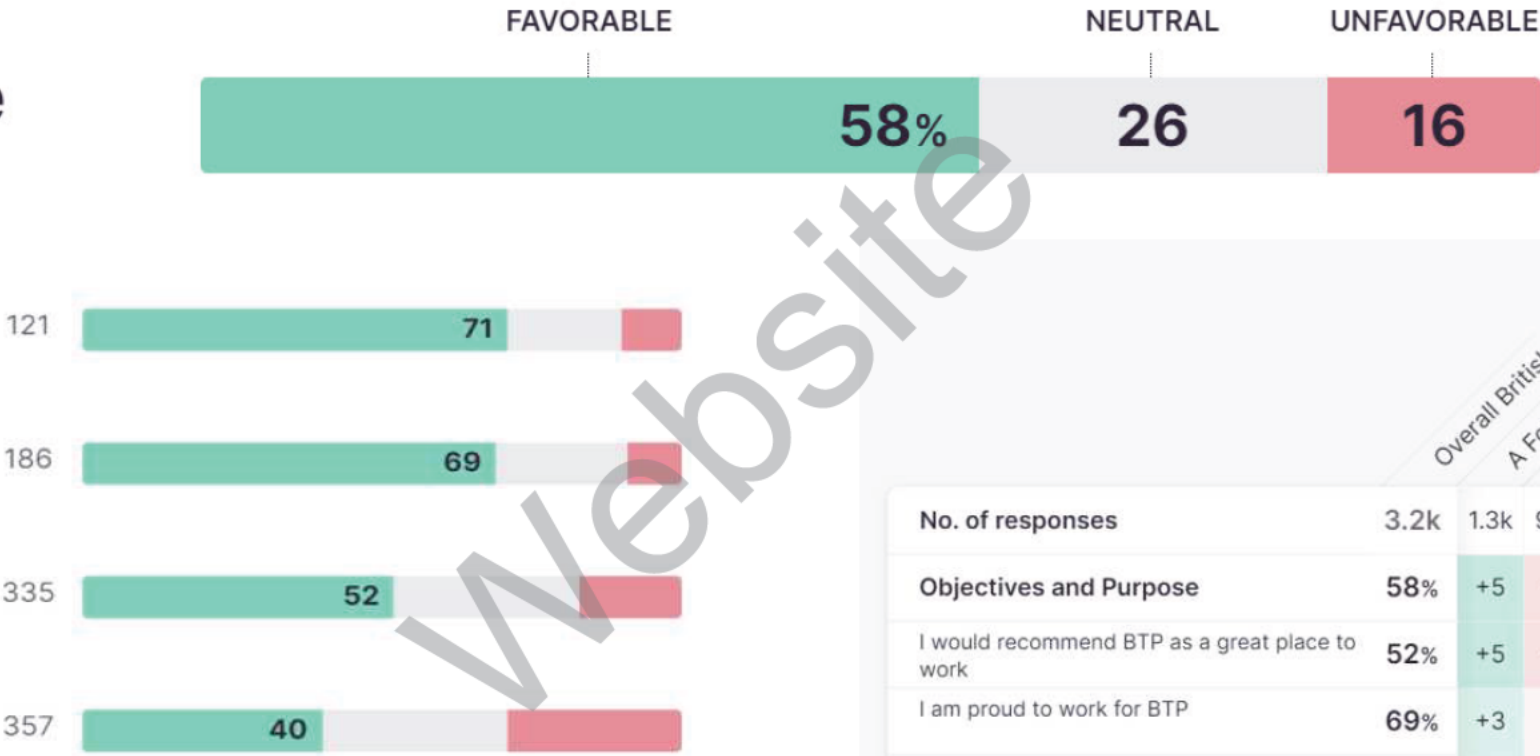
n = 3216

I know how my work contributes to BTP's purpose

I am proud to work for BTP

I would recommend BTP as a great place to work

I feel I am part of one BTP



No. of responses	3.2k	1.3k	932	607	238	150
Objectives and Purpose	58%	+5	-3	0	-5	-18
I would recommend BTP as a great place to work	52%	+5	-3	+1	-6	-21
I am proud to work for BTP	69%	+3	-1	+2	-6	-12
I feel I am part of one BTP	40%	+3	-1	0	-5	-21
I know how my work contributes to BTP's purpose	71%	+9	-8	-4	-1	-20

D Div feels significantly removed from BTP's Mission, Vision and Values – with concern about merger with Police Scotland/better pay in Police Scotland prevalent in commentary*. C Division has far more green showing which could demonstrate that the roster pattern change there has had a positive impact already.

*Please note: this survey took place prior to the announcements of our 2022 pay award and removal of the compulsory retirement age.

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	

I see myself still working at BTP in two years' time

Selection	Frequency	Total
Yes	<div><div>76%</div></div>	2,449
No	<div><div>24%</div></div>	767

Better opportunities elsewhere	<div><div>52%</div></div>	398
Pay/reward package	<div><div>50%</div></div>	383
Lack of progression	<div><div>41%</div></div>	313
Other	<div><div>29%</div></div>	222
Line management	<div><div>29%</div></div>	219
I no longer want to work in policing	<div><div>17%</div></div>	128
Bullying	<div><div>9.0</div></div>	67

NB: 'Other' includes retirement.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.
11.
12.
13.
14.
15.

	BTP Overall	Officers	Staff	PCSOs	Specials
BTP culture	30%	-6	+9	+1	+21
I believe action will take place as a result of this survey	29%	-6	+11	0	+20
I feel more positive about BTP than I did a year ago	30%	-5	+8	+3	+22
Well Equipped	55%	-4	+8	+4	-2
I have access to the tools and equipment I need to do my job well. (Please tell us mor...	53%	-7	+17	-10	-4
The Force is taking steps to improve Technology	73%	+1	0	-4	+8
I feel appropriately trained to carry out my role	64%	-2	+4	+8	-12
I have access to learning and development to continuously develop	51%	-4	+8	+11	-2
The processes here support us in getting our work done effectively	34%	-6	+10	+18	0

Trends

- Officers are less engaged than staff
- Senior leaders across the organisation don't engender trust or put teams' work in context of our wider strategy/connect to mission
- The investment in technology has seen a significant swing in favourability (73%) – 89% last year said equipment, particularly technology, wasn't fit for purpose
- Speak Up/Trust your gut has had an impact contributing to a 15% increase in people knowing how to Speak Up – up to 89%

	BTP Overall	Officers	Staff	PCSOs	Specials
Well Cared for	43%	-2	+4	+7	+6
I am able to fulfil my role while maintaining a healthy work-life balance	45%	-10	+18	+9	+21
I feel that employee wellbeing is a priority at BTP	36%	-9	+16	+10	+17
I have the support available to me when I need help with my health and wellbeing	50%	-8	+13	+7	+12
I have either had direct contact with a member of the Op Hampshire Team, or	19%	+8	-8	-2	+4
I felt supported by my line manager/supervisor after the incident	64%	+1	-24	+11	+8
I received support from Occupational Health (where needed or requested)	26%	-1	-9	+12	+5
The support I received was timely	38%	0	-19	+12	+24
I felt as though the investigation was dealt with seriously and I was kept up to date...	47%	0	-14	+7	+1

Inclusion and fair treatment	63%	-4	+7	+3	+1
I have had a performance review with my line manager/supervisor in the past 12	74%	-3	+9	-12	-26
We recognise people who deliver good work here	40%	-5	+10	+6	+8
I can voice a contrary opinion without fear of negative consequences	42%	-6	+12	+6	-11
I can be my true self at work	57%	-6	+11	+8	+12
BTP is an inclusive place to work	68%	-4	+6	+8	+10
I know how to Speak Up and report inappropriate behaviour	89%	+1	-5	+2	+6
I feel safe to Speak Up and report concerns	71%	-2	+3	+1	+7

'Well' Led	42%	-3	+7	+4	+2
I have confidence in senior leaders (Superintendent/C002 and above) at BTP	35%	-8	+12	+11	+16
Our senior leaders communicate our strategy in a way that motivates me	25%	-6	+12	+11	+13
Senior leaders set clear direction	29%	-6	+12	+12	+13
Senior leaders display our Values	37%	-6	+10	+17	+16
My manager/supervisor gives me useful feedback on how well I am performing	67%	+1	+2	-10	-15
My manager/supervisor regularly discusses my team's performance	63%	+1	+1	-12	-24
My manager/supervisor is a great role model	63%	-1	+3	-1	-3
I am involved and consulted in the decisions that affect my work	47%	-4	+8	+3	-11
My manager/supervisor is a great role model	63%	-1	+3	-1	-3
I am involved and consulted in the decisions that affect my work	47%	-4	+8	+3	-11
I feel I am listened to	45%	-6	+12	+1	-5
BTP's promotion and/or selection processes ensure fairness, transparency and	21%	-5	+8	+14	+8
Change happens for the right reasons	24%	-5	+5	+15	+19
A Force on the move is delivering change for the better	35%	-5	+10	+11	+17
Senior leaders take the time to explain the rationale for change	25%	-5	+11	+8	-2
I have seen positive changes taking place based on last year's All People Survey and	23%	-2	+3	-4	+1
My line manager shows a genuine interest in me as a person	69%	-1	+4	-8	-11
My line manager trusts and empowers me	71%	-1	+4	-6	-13

Focus	Impact	Question	Factor	Favorable score
	VERY HIGH	I have confidence in senior leaders (Superintendent/C002 and above) at BTP	'Well' Led	351 35
	VERY HIGH	Our senior leaders communicate our strategy in a way that	'Well' Led	211 25
	HIGH	I feel that employee wellbeing is a priority at BTP	Well Cared for	294 36
	HIGH	I believe action will take place as a result of this survey	BTP culture	175 29
	HIGH	A Force on the move is delivering change for the better	'Well' Led	219 35
	HIGH	Senior leaders set clear direction	'Well' Led	152 29
	HIGH	I feel I am listened to	'Well' Led	227 45
	HIGH	Senior leaders take the time to explain the rationale for change	'Well' Led	148 25

Using Culture Amp’s ‘Impact’ assessor we will focus on the ‘very high’ or ‘high’ areas – these have the most impact on favourability and will yield the biggest changes. However, as you can see, they are systemic and multi-faceted areas with no quick fix/low hanging fruit.

- End of Aug/early Sept we will be holding several ‘have you say’ sessions hosted by L cy for all colleagues to present and discuss the results with our people, so we can dig deeper in some areas and agree the biggest areas of focus
- 4 Oct the survey and ‘have your say’ feedback will be collated and presented to our senior leaders for discussion
- By end of October an Action Plan will be pulled together to focus people on action

People Data 1.4.22 - 30.6.22

Rachael Etebar, Director of
People and Culture

Purpose of the Paper

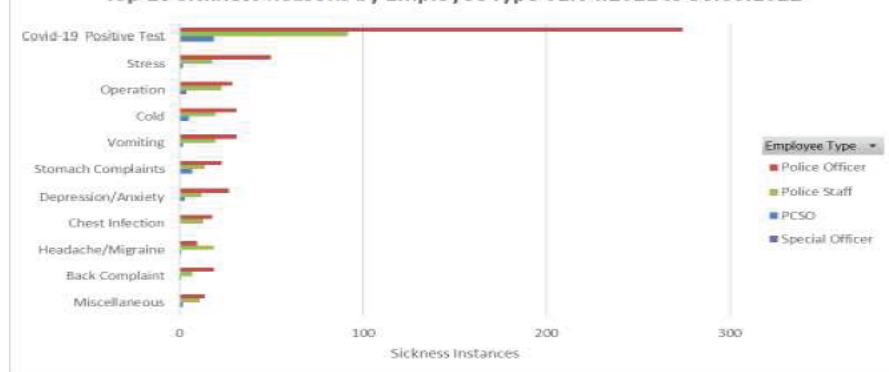
This is a quarterly data pack which aims to inform the Committee about key people metrics and the work plan of People and Culture

Outcome Sought

- PCC to note

**Absence**

Top 10 Sickness Reasons by Employee Type 01.04.2022 to 30.06.2022

**Turnover**

22/23 Officers		22/23 PCSO	
Headcount - 01.04.22	3164	Headcount - 01.04.22	233
Headcount - 30.06.22	3174	Headcount - 30.06.22	212
Avg Headcount	3169	Avg Headcount	222.5
Leavers	73	Leavers	11
Turnover Rate	2.30%	Turnover Rate	4.94%

22/23 Staff - Normal Turnover		22/23 Staff - Redundancy	
Headcount - 01.04.22	1416	Headcount - 01.04.22	1416
Headcount - 30.06.22	1440	Headcount - 30.06.22	1440
Avg Headcount	1428	Avg Headcount	1428
Leavers	42	Leavers	8
Turnover Rate	2.94%	Turnover Rate	0.56%

22/23 Overall	
Headcount - 01.04.22	4813
Headcount - 30.06.22	4826
Avg Headcount	4819.5
Leavers	134
Turnover Rate	2.78%

Insight:

- Covid-19 continue to dominate the reasons for sickness absence, accounting for nearly 50% of the instances of absence.
- Instances of depression and anxiety has returned to the Top 10 in this reporting period however the number of instances has broadly remained the same.
- T/O for Officers decreased to 2.3% v 2.6% in same period last year following a significant increase in turnover last year. Leaver rates are being closely monitored through Strategic Workforce Planning board.

Misconduct Allegations

Type of Allegation	
01 Honesty and Integrity	8
02 Authority Respect and Courtesy	6
03 Equality and Diversity	1
04 Use of Force	1
06 Duties and Responsibilities	11
08 Fitness for Duty	2
09 Discreditable Conduct	3
10 Challenging and Reporting Improper Conduct	10
Grand Total	42

Total misconduct allegation cases recorded in Q1 22/23 = 42

Live Employment Tribunals

TYPE OF CLAIMS	*
Sex (including pay) discrimination	3
Disability discrimination	2
Sexual orientation discrimination	0
Race discrimination	0
Religion or belief discrimination	0
Age discrimination	0
Unfair dismissal	2
Whistleblowing	1
Other payments owed	0
Other complaints	3
Total	6

*Total may differ from the number of claims, as some individuals bring more than one claim

Grievance by allegation type

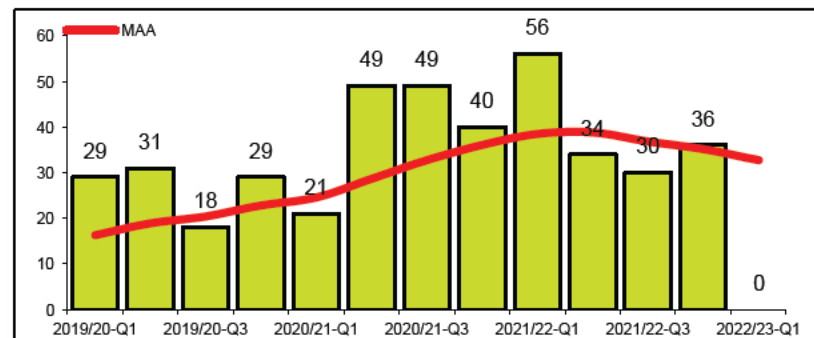
Allegation Type		Ethnicity of grievance subjects	
Bullying and Harassment	9	Asian Other	1
Discrimination - Gender	1	White British	14
T&C of Employment - Pay	1	Grand Total	15
T&C of Employment - Policies/Procedures	3	Gender of grievance subjects	
T&C of Employment - Roster/shift	1	Female	7
Grand Total	15	Male	8
		Grand Total	15



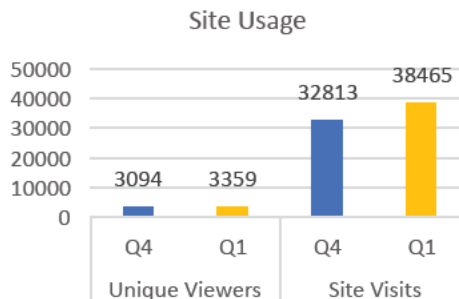
People and Culture Committee

Wellbeing

TRiM Assessments Completed



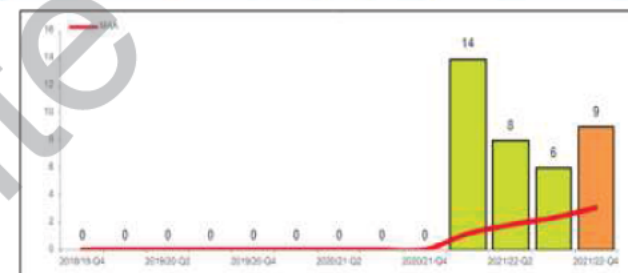
Wellbeing Hub Utilisation



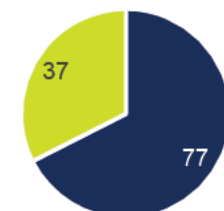
Remploy Referrals

Referrals by Quarter and Month

Year	January	February	March	April	June	July	August	September	October	November	December	Total
2019			1									1
2020	2						1		2	6	1	12
2021	3	11	6	3	5	4	3	1	2		4	42
Total	5	11	7	3	5	4	4	1	4	6	5	55

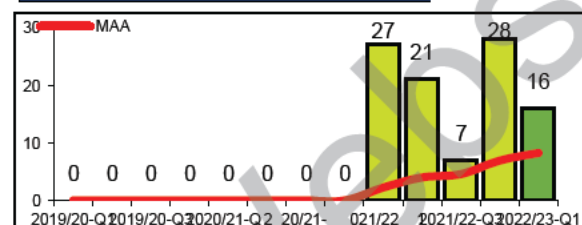


Peer Support Interventions



■ Officer
■ Staff

EAP Accessing Counselling



ACTION:

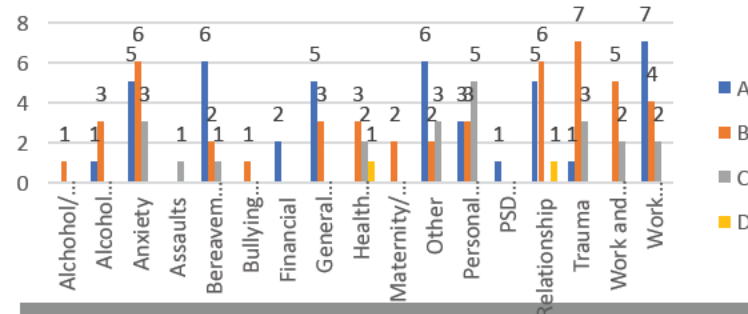
Psychological Framework

- The Senior OHA has started and is progressing designing the Mental Health Training, we have a Gateway meeting to discuss with L&D.
- A first draft will be delivered to the Wellbeing Team in September for review and comment following which a larger pilot will be delivered. It is anticipated that a final product will be complete in October 2022.

Other Updates

- Support was provided at the Commonwealth Games; initial feedback has been that this was well received and enabled several wellbeing peer support interactions.
- Engagement at this level during an event enabled us to gather feedback, provide signposting and wellbeing advice to our people and support them whilst they were deployed.
- The Oscar Kilo Awards were created in 2020 to recognise the work that has been done to provide wellbeing support across UK policing. We are pleased to announce that BTP have won a runner up award this year in the 'Creating the Environment' category. This award recognises the work done on our Wellbeing Strategy 'Brilliant Basics', which promotes a positive culture, strong safety leadership, collaborative working with stakeholders and putting people's wellbeing at the forefront of delivery.
- The draft report for the first phase of the Fatigue survey has been received and is currently being reviewed, the findings will be presented at the next CHSC. Timelines for the full force Fatigue Survey
 - Force Wide Survey commences November 2022.

Peer Support Reasons



INSIGHT

Challenges

Resource within the Wellbeing team remains a critical issue. We have recruited a Senior Wellbeing Adviser who will be joining the team October 3rd however this takes us to our establishment level and while it will enable us to progress the Psychological role risk profiles it will not enable us to progress other projects and additional work such as the Fatigue survey and TRiM review. Additionally, it is anticipated that other projects and workstreams related to wellbeing will be identified following the People Survey and HMICFRS inspection which is due to commence in September. A business case for additional resource is being worked on.



					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Total 22/23 (to date)	Total 21/22	Total 20/21	Total 19/20	Total 18/19	22/23	24	30	31									85
85	165	116	109	133	21/22	17	10	15	13	10	10	12	12	14	13	29	165
					20/21	6	5	11	6	15	10	14	13	11	5	9	116

Referral by type



■ CBT
 ■ Other/Triage
 ■ Counselling
 ■ Psychiatric
 ■ Supported referral
 ■ OH counselling
 ■ Psychological
 ■ EMDR
 ■ OH Triage

Supported Referral by Referrer



■ Line manager
 ■ TRIM
 ■ Peer Supported

Supported Referral by Role

**INSIGHT:**

- The introduction in May 2022 of the Supported Referral pathway has seen an increase in total numbers of referrals to One Bright Efficacy.
- Supported referrals by role is almost equal with 53% Police Officers v 47% Police Staff
- One Bright Efficacy held 3 information sessions aimed at those that can refer via the supported pathway which were well received
- Numbers are small but line managers have been to main referrers
- One Bright Efficacy psychologist also delivered a session to A-fit team who have been identified as high risk for potential psychological harm through the work they do.

ACTION:

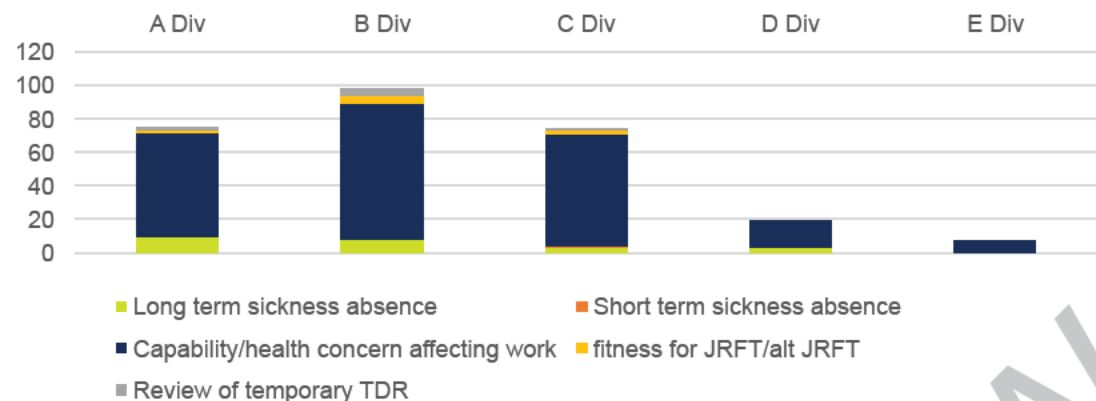
- Further work with One Bright Efficacy to develop data reporting and analysis around OH and Supported Referrals has commenced.
- Supported referrals are for the assessment and treated for work related or work impacting Mental Health symptoms not related to Trauma.
- We need to ensure those cases that require fitness for work advice are still referred to OH for appropriate advice therefore we will be monitoring the effectiveness of the new pathways
- Evaluation will highlight where further referral guidance is needed



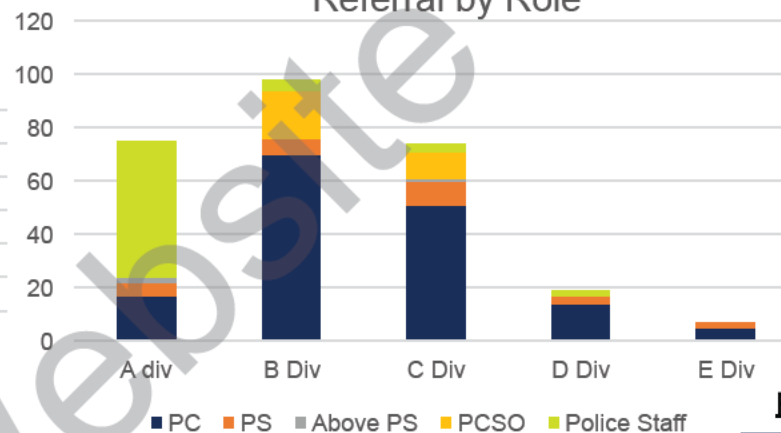
Total 22 /23 (to date)	Total 21/22	Total 20/21	Total 2019	Total 2018
273	1233	1136	1148	929

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
97	94	82									

Referral Reason by Division



Referral by Role



Referral by Division

Referral received to 1st offered appointment %

	0-5 days	6-10 days	Over 10 days	Not recorded
%	19	48	22	11

INSIGHT:

- Referrals for the quarter are in keeping with the increases numbers seen over the last year
- Capability / health concerns affecting work is consistently the main reason for referral with in most divisions the largest referred group being Police Constable.
- Although in much less numbers Fitness for JRFT is the second highest referral reason
- As would be expected A division referrals are largely for Police Staff.
- 67% of referrals are offered an appointment with 10 days of receipt of referral

ACTION:

- Internal OH resources remain reduced however further interviews have resulted in 3 offers to London and Cardiff post.
- The replacement OH system project is currently on hold while system fixes are completed. Project will be progressed as soon as possible.
- Optima are currently undertaking all BTP face to face services whilst recruitment and estates provision is progressed for the internal team.

**Number of new recruit medicals**

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
58	58	34									78

SLA data for New Recruit Medicals – target 85.00%

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	F b 22	Mar-22	Apr-22	May-22	June-22
63.64%	44.12%	82.00%	89.50%	86.50%	81.20%	80.00%	80.00%	87.27%	93.4%	88.5%	88.4%

Other Activities completed

Response Drivers	C1 D1 drivers	PTS / Sentinel	OHP assessment	Capability assessments	Body Fluid exposure
17	5	2	14	0	10

INSIGHT:

- Optima met SLA (85%) for delivery of New Recruit medicals this quarter and appointment provision appears to be more stable.
- New recruit medicals completed are also double those of the same period last year.
- We have also seen improved timescales for OHP appointments this quarter with Optima indicating they have sufficient OHPs to meet contractual agreements going forward
- The last Cohort of Response Drivers are currently being called for appointments.

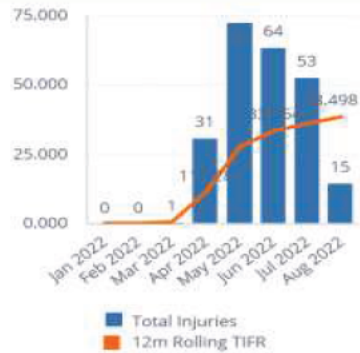
ACTION:

- OH will continue to monitor all Optima SLAs & their performance to ensure that SLAs are maintained
- Optima have commenced medicals for AFO/CBRN officers and this will be monitored to ensure no impact on operational numbers. To be reported next quarter
- There are negotiations ongoing to extend the Optima contract until 1st September 2023 when the OH Futures project is planned to go live

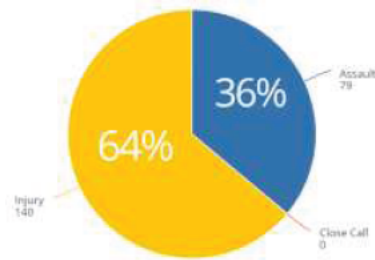


Fatality Weighted Index	Lost Time Incidents/1m	RIDDORS/1m	Injuries/1m
12 Month Rolling FWI 0.380	12m Rolling Lost Time Rate 2.761 Lost Time Incidents (last 12 Months): 17	12m Rolling Reportable Rate 1.949 Reportable (last 12 Months): 12	12m Rolling TIFR 38.498 Injuries (last 12 Months): 237

Total Injury Frequency Rate (TIFR)

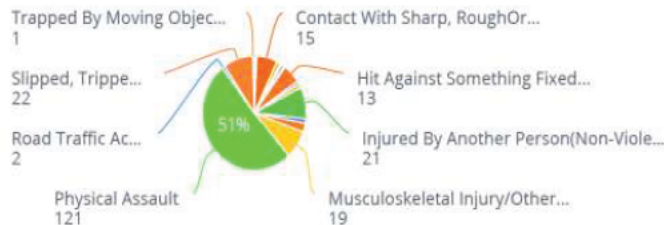


Absence/Lost days – 219

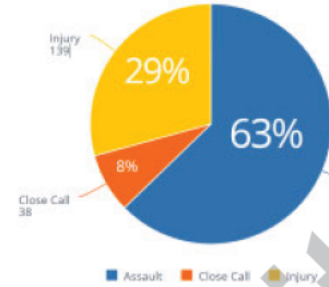


INSIGHT

- **475** Incidents reported since 19th April
 - **298** Assault (63%)
 - **139** Injury (29%)
 - **38** Close Calls (8%)
- **237** of our people have been injured. **121** (51%) attributed to assault, **116** (49%) associated with work-related incidents. **219** operational work days lost due to impact on our people. This has potential to have significant financial and operational resilience on our operational capability. Circa. £32k in sick pay + indirect costs such as overtime, investigation and line manager duties etc.
- **12** RIDDOR (11 Over 7-Day, 1 Specified Injury).
 - C Division: Specified Injury: Fracture to elbow, STF during detainee escort



Total incidents reported – 475



Incident type



ACTION:

Close Call Reporting Close call can be defined as, “an event not causing harm, but has the potential to cause injury or ill health” and presents an opportunity for BTP to review incidents, identify potential controls and/or eliminate future recurrence.

- Brewery Road (12th May): Detained person pulled a concealed blade from a glove at the custody desk and held to own throat. *Significant force wide learning to be taken regarding person search and restraint techniques. Further investigation required locally and potential LXC to raise awareness.*

Risk Assessment BTP has a significant development area to ensure a suitable and sufficient risk assessment is undertaken and documented which poses a legislative non-compliance. To support, the H&S team are drafting 25 force-wide risk assessments before wider internal stakeholder engagement.

- H&S team will be holding a risk assessment compendium for **ALL** activities across the force. This will be available to all progressively on the SMS.
- Leadership engagement is paramount to ensure adequate hazard and risk control identification to ensure the risk assessment reflects the operational activities undertaken.

Divisional Health and Safety Committees Attendance from senior leadership at divisional health and safety committee remains limited. Leading on safety is essential to mature culture, buy-in and local ownership of the risks posed to our people from our premises, work activities and equipment.

- Divisional meetings are progressing to be management-led but has a dependency on consistency, awareness of incidents and the associated impact on our people.

Resourcing The H&S Team have been significantly impacted by lack of resource during the last 6 months. This is attributed to resignations, long term sick and recruitment challenges. Retention of H&S Advisors mitigated by grade re-evaluation and market supplement payment to reach median salary for job role.