

[7 March 2023] Agenda Pack - People and Culture Committee

MEETING
7 March 2023 10:30

PUBLISHED
2 March 2023

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid meeting / BTPA Meeting Room, 2nd Floor , 25 Camden Road, London, NW1 9LN	7/03/23		10:30
1. Apologies		Chair	10:30
2. Declarations		All	
3. Minutes		Chair	
3.1. [Background Pack] Draft Minutes - Pension Working Group [10 February 2023]		Chair	
4. Actions		Chair	
4.1. [Background Pack] Action 6/2022: People Strategy Plan-on- a-Page			
5. Risk Profile		Hugh Ind	
Items for Approval			
6. Gender and Ethnicity Pay Gaps		Rachael Etebar	10:45
6.1. [Background Pack] Gender Pay Gap Report			
6.2. [Background Pack] Ethnicity Pay Gap Report			
Items for Discussion			
7. Professionalism Update		Stephanie Calvert / Lucy Yasin	11:00
8. Working Flexibly Benefits Analysis		Miranda Smith	11:15
9. Thematic: People Strategy - Attraction, Recruitment and Retention		Hannah Brown	11:30
9.1. [Background Pack] Secondments		Amit Kanabar	11:45

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Hybrid meeting / BTPA Meeting Room, 2nd Floor , 25 Camden Road, London, NW1 9LN	7/03/23		10:30
10. Thematic: People Strategy - Well Trained		Chris Horton	11:50
10.1. [Background Pack] Draft Learning and Development Strategy			
10.2. [Background Pack] Police Service of Scotland Training			
10.3. [Background Pack] Police Education Qualification Framework (PEQF) Update			
11. Enhanced Medical Support		Rachael Etebar	12:05
12. People Performance Data Q3		Rachael Etebar	12:10
Items for Information			
13. Layers and Spans Programme Update		Matt Allingham/Rac hael Etebar	12:20
14. Complaint Reviews Annual Report		Stephanie Calvert / Lucy Yasin	12:35
15. Police Covenant - Report Input and Progress		Rachael Etebar	12:45
15.1. [Background Pack] Police Covenant Annual Report			
Committee Governance			
16. Workplan 2022/23		Stephanie Calvert / Lucy Yasin	12:55
17. Any Other Business		All	
18. Meeting Evaluation		Stewart Jackson	13:00

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ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

Serial	Date	Action	Owner	Update
6/2022	6 September 2022	Finalised People Strategy to be shared with Committee prior to publication.	Director of People and Culture	In Progress A plan-on-a-page has been provided in the Background Pack.
7/2022	6 September 2022	Dashboard reporting format, in line with peer committee reporting, to be developed to assist the Committee in monitoring People Strategy, Inclusion and Diversity Strategy, and Race Action Plan. To be informed by any recommendations from the Executive regarding enhancing the effectiveness of Authority oversight of inclusion and diversity	BTPA Analyst	In Progress Inclusion and Diversity / Police Race Action Plan will be scrutinised as a standing item for the first time at the March 2023 Full Authority meeting. Alongside this, Performance Committee has started receiving disproportionality data based on 2021 Census as at February 2023. The Board Secretary recommends this action remain open pending a dashboard product being developed no later than Q1 23/24 reporting period (September 2023) that is aligned across all BTPA Committees.
8/2022	16 November 2022	The Director of People and Culture to consider two further areas in addition to those outlined in Civil Service Compensation Scheme Comparison report (1) compensation terms for those at the lower pay threshold of £23,000 and (2) compensation terms for those past pension age. The Director noted her concerns, however, that further examination would reveal (2) to be subject to of age discrimination claims.	Director of People and Culture	In Progress [REDACTED]
9/2022	16 November 2022	Head of Learning and Development to consider how revised training offer can mitigate lack of perceived affinity with One BTP for D Division officers (noting D Division co-location of training with Police Scotland.	Head of Learning and Development	In Progress Verbal update due at March 2023 meeting.

ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

10/2022	16 November 2022	Members agreed that monitoring of the Apprenticeship Levy could be included within the Committee's People Performance Data report at each meeting	Head of Learning and Development	Recommended for Closure Detail provided in People Data Q3 report on the agenda.
11/2022	16 November 2022	Members requested an update on the Layers and Spans programme at their next meeting.	Head of Governance and Compliance (Workplan)	Recommended for Closure Item on March 2023 agenda.
12/2022	16 November 2022	A Member suggested the addition of a standalone item reviewing the efficacy of Force secondments for the Committee Workplan	Head of Governance and Compliance (Workplan)	Recommended for Closure Background Pack item on March 2023 agenda (part of thematic item for attraction, recruitment and retention).

2022 Gender and Ethnicity Pay Gap Reports

Rachael Etebar

Purpose of the Paper

Gender Pay Gap

- To advise the Committee of our 2022 Gender Pay Gap outturn and that we will publish this in line with the statutory obligation to do so by 4 April 2023.
- We are required by the Equality Act 2010 (Gender Pay Information) Regulations 2017 to report specific gender pay gap information. This information identifies the differences in average pay between men and women and is different to equal pay which identifies the differences in pay for men and women where they carry out the same job, similar job or work of an equal value. The data is a snap shot as capture at 31 March 2022 and is therefore retrospective.
- Although we can be proud of the progress made - for the fifth year running there has been a gradual and consistent reduction in our mean gender pay gap - we must continue to concentrate on recruiting, retaining and promoting existing female officers. It is still important that recruitment activity is monitored closely to ensure that there is no adverse activity that could impact the gender pay gap percentage.

Ethnicity Pay Gap Report

- There is no statutory requirement to produce an Ethnicity Pay Gap Report; however we have given a commitment in our Race Action Plan to be amongst the first forces to publish one. The data period is the same as the gender pay gap report.
- Although we have the third highest ethnic minority officer representation in policing, there is more to do to match the communities we serve and to improve representation amongst our senior officer ranks.

Outcome Sought

That the Committee

- Note our gender pay gap has decreased for the fifth year in succession, with a mean gap of 5.74% and median gap of 14.72%.
- Note our ethnicity pay gap data confirms a mean pay gap of 4.05% (Mixed), 5.64% (Asian and Black) and a median pay gap of 6.76% (Mixed), 10.78% (Asian) and 11.20% (Black). In total the data confirms a mean pay gap of 5.11% and a median pay gap of 9.58% for non-white ethnic groups.

Report to: People and Culture Committee
Agenda #: 7
Date: 7 March 2023
Subject: Professionalism
Sponsor: Chief Executive
Author: Head of Governance and Compliance
For: Information & Discussion

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1. Purpose of paper

- 1.1 To brief Members of the Committee on the work and focus that is being progressed in the professionalism space, both nationally and locally within BTP. To offer assurance that the organisation is responding proactively with the necessary steps being progressed at pace.

2. Background

- 2.1 There has been and continues to be a spotlight on police conduct following a number of abhorrent, disturbing and criminal acts committed by people serving in the police. These continue to dominate headlines and the message from the Metropolitan Police Commissioner is that the most recent cases represent the tip of the iceberg within the MPS with much more still to come. BTP's Professional Standards Department (PSD) also remains busy with a steady stream of misconduct hearings taking place. As can be expected, the increased scrutiny has triggered further focus in this area.
- 2.2 Public interest in these cases will remain and further erosion of trust and confidence appears inevitable. As such, it is imperative that we work as hard as possible to restore trust and confidence where we can. We need to demonstrate that this behaviour has no place in a modern police force and we will continue to root it out to ensure that those who remain truly embody the values we and the public expect in its police.
- 2.3 To deliver this, there are a number of activities taking place across BTP focused in the following areas:
 - Proactively ensuring that officers and staff who should not be in policing are removed.
 - Reviewing and making amendments, where appropriate, to misconduct processes to ensure those who should not be in policing can be removed as efficiently and effectively as possible.
 - Inspection of vetting and counter corruption arrangements and a review of professional practice in this area to ensure it is clear and robust.

3. The Home Office and Scotland workstreams

Activity to identify those who should be removed

- 3.1 Following the murder of Sarah Everard by a serving police officer in 2021, BTP took immediate action to make sure the public felt they could have trust and confidence in BTP and that our people felt safe and supported to report wrongdoing. This action was in the form of the revitalisation of the confidential reporting service which was

rebranded as **'Speak Up'** and the **'trust your gut' campaign** to encourage people to come forward and reassure them that they would be listened to. The campaign proved a success with a 67% increase in reports of wrongdoing year to year from 2021 to 2022. The Force released a video to officers and staff on 13 February 2023 reinforcing this messaging and ensuring that employees are clear that BTP is not immune to this sort of wrongdoing.

- 3.2 There has also been a significant **uplift in the resourcing of PSD** to ensure that the vetting position for the Force is up to date and the department has investigative capacity to deal with the increased level of activity resulting from the 'trust your gut' campaign and growing societal intolerance of misogyny and sexual harassment.
- 3.3 An **historical data wash of the Police National Database (PND)** is underway for current officers and staff in policing (including BTPA staff and Members). This is a national exercise for all forces, the aim of which is to establish if individuals have had any contacts with the police which ought to have been declared or intelligence recorded about them since their last vetting check. This is being led nationally by Merseyside Police but BTP have already been proactively carrying out manual checks of both PND and the Police National Computer (PNC). BTP has completed 5317 checks which is 100% of officers and staff and is now following up on those where there has been a trace, which equates to 10.8%. A trace in itself is not negative and does not necessarily mean that there have been undisclosed negative police contact or intelligence. It is likely that many of these will relate to previously disclosed matters or matters where the individual has been a witness or victim. BTPA has approved additional resource to help BTP to manage the output from this exercise.
- 3.4 Further work is being carried out to establish how this process can be automated for the future ensuring that Forces are notified as soon as any intelligence or police contact with their officers and staff is recorded.

Review and amend misconduct processes

- 3.5 The Home Office launched a **'Dismissals Review'** following the David Carrick case. This is focused on the regulatory framework which underpins the process for removing police officers and will focus on:
- the effectiveness of the existing system to dismiss those who fall seriously short of the standards expected by policing and the public;
 - the impact of the introduction of changes to misconduct panels, including Legally Qualified Chairs (LQC); and
 - whether Forces are making use of their powers to discharge officers during their probationary period.
- 3.6 BTP has fed into the Dismissals Review and BTPA was provided with the opportunity to comment on its submission. BTP/A will examine regulations and processes against any proposed changes resulting from this review.
- 3.7 **Baroness Casey of Blackstock is reviewing the internal misconduct system at the MPS.** Baroness Casey shared an [interim report](#) with Sir Mark Rowley, MPS Commissioner on 17 October. Her conclusion was that that the misconduct system was not delivering in the way it was expected to by the public. Members have received a separate briefing on her interim report which is available via Board Intelligence at serial B153. The final report is anticipated in the near future and BTP will complete a further review of itself against the findings.

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- 3.8 **Dame Angiolini** completed a review assessing the **effectiveness of current law and practice in Scotland** in relation to complaints handling, investigations and misconduct issues as set out in primary and secondary legislation in November 2020. A number of improvements have already been made across Police Scotland and BTP in response to the recommendations arising, which have previously reported on. Many of the remaining recommendations require legislation to implement fully. The Police Complaints and Misconduct Handling Bill is due to be introduced into Parliament this year. BTPA and BTP will examine regulations and processes against any proposed changes resulting from the Bill but based on the recommendations of Dame Angiolini's report it is expected that most of these are already in place for BTP.

Vetting and Counter Corruption

- 3.9 Following the conviction of Wayne Couzens for the murder of Sarah Everard, **HMICFRS** conducted an inspection focused on **vetting, misconduct and misogyny on the police**. This was published in November 2022 and provided a damning assessment of vetting with 43 recommendations for Forces. The inspection examined vetting at eight Home Office forces. HMICFRS has been asked to do a **rapid review of progress** against the recommendations and this is currently underway.
- 3.10 A number of the recommendations in the HMICFRS report require amendments/clarifications to the **Authorised Professional practice (APP)** for vetting which is owned and published by the **College of Policing**. The deadline for the updated APP is October 2023.
- 3.11 In addition to the above workstreams, **Dame Angiolini** was commissioned by the Home Office to undertake a further review in 2022 following Sarah Everard's murder focused on **misogyny and predatory behaviour in the police** and measures to protect women and girls. This review is in two parts and sits across a number of the above workstreams.
- 3.12 Part Two has just begun and focuses on the extent to which systems, policies and procedures for recruitment, vetting and transfer of police officers are fit for purpose and help to identify those who display misogynistic/predatory attitudes. It will also look at the role of culture as an enabler and how existing measures work to protect women and manage risks posed by perpetrators. Again BTP/A will compare itself against the findings and work to progress the recommendations as appropriate.

4. BTP specific workstreams

- 4.1 BTPA holds responsibility for the implementation of BTP Regulations including any revisions. These largely mirror the Home Office Regulations with some variations due to some legislative differences and our national makeup. Prior to the current regulations being implemented, the Authority entered into a formal agreement with the Home Office and Independent Office for Police Conduct (IOPC). The arrangements are different in Scotland with a Police Investigations and Review Commissioner (PIRC) whom we have a formal Memorandum of Understanding (MOU) with. The processes to be followed throughout the organisation are the same, supported by policy. It is the involvement of these agencies which differ.
- 4.2 As part of the organisation's efforts to ensure that the systems and practices which are adopted within the police conduct arena are efficient and effective, the BTP/A has been exploring potential changes with improvements in mind. Some of the key workstreams under consideration have been set out below. It is worthy of note that these are still in the developmental stage and any changes to the regulations would need to be formally

Reduction in rank

- 4.3 BTP/A did not adopt reduction in rank as a sanction when this was reintroduced for Home Office Forces in 2020. This was as a result of complications to the pension arrangements, which are specific to BTP. There was also previous uncertainty around the benefits and a feeling this sanction could be considered as a double edge sword. Input was sought from LQCs representatives last year who revealed that this was not a sanction which was commonly utilised. Now that further time has passed enabling the regulations to be more fully embedded, it seems appropriate to revisit this. One argument is that panels should have all possible sanctions available to them.

4.4 This is an area of divergence for non-Home Office Forces. The Barred list contains details of employees who have been dismissed from policing, overseen by the College of Policing. Owing to legislative differences, the BTP was not able to adopt this aspect of the regulations in full. Steps have been taken to mitigate the risk which has included markers being placed on intelligence systems but this is not without risk.

4.5 BTP/A has been advocating for a change for some time. It is understood that this can be achieved through the introduction of a Statutory Instrument. It is hoped that in the current climate that Government colleagues will be more persuaded by the urgency of this. BTPA is working with DfT colleagues to take this forward.

[illegible]

- 4.8 BTP is keen for the BTPA to consider making a regulatory change to enable police staff representatives of at least the equivalent rank of Superintendent to act as the third panel member. The incentive behind this is to be more inclusive of BTP police staff members and to present the opportunity to have representatives from a wider range of specialist areas.
- 4.9 Following the introduction of the most recent regulations, it is the responsibility of the BTPA to appoint the panel for Misconduct Hearings. Since this would be a departure from the approach taken by our police counterparts requiring a regulatory amendment, the BTP/A will be weighing up the benefits and risk for change.

Briefing Opportunities

- 4.10 In May 2022 BTP/A jointly held a briefing session for LQCs and Independent Panel Members (IPM). This event was set up as an opportunity to highlight the legislative nuances for BTP, setting out the organisation's direction of travel as well as its internal values and messages. The intention was that this engagement would offer a greater understanding of the organisation, ultimately leading to the right decisions being made at Misconduct Hearings. This led to some positive feedback and is believed to have helped in securing panel members without delay, even during period where there has been challenges around legal indemnities.
- 4.11 It was agreed that such an event would be held on an annual basis and we are looking to hold this in the next couple of months. The BTP/A were encouraged to ensure that Superintendent representatives were also present as the third panel member which we have taken onboard.

5. Tracking progress

- 5.1 As can be seen from the above, there is significant activity taking place at both a national level and within BTP specifically. The co-Heads of Governance, as the professionalism lead for the Executive, are tracking and feeding into this activity whilst ensuring that Nick Hawkins, Member lead is fully briefed. The co-Heads also have strong links with PSD and working closely with the Department to ensure a coordinated response.

6. Diversity issues

- 6.1 Disproportionality remains an ongoing consideration to ensure that none of the above activity results in disproportionate outcomes.

7. Recommendations

- 7.1 The Committee to note the report and the significant activity that is taking place.
- 7.2 Members are specifically asked to consider the BTP workstreams as set out at section 4, with a view to having a discussion on the proposed implementation areas. Many of these require a change to the current regulations which the Authority has previously approved.

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Working Flexibly Benefits Analysis

Authors:

**Miranda Smith, Business
Change Lead**

**Rebecca Smith, Business
Change Manager**

**Kerrie Pearson, People
Transformation Business
Partner**

Purpose of the Paper

- Post Covid there has been a lot of discussion about whether people should return to the office and no longer work from home.
- Whilst we rolled out flexible working initially to respond to Covid, we recognised that flexible working, managed correctly, could change our culture of trust, empower our people and act as an attractor in a competitive market.
- It should also be noted that legislation is currently making its way through Parliament to give people the right to request flexible working from day one of employment.
- This paper provides People and Culture Committee with an update on the achievement of the benefits that were outlined in the Working Flexibly Business Case.
- It also provides information regarding the potential disbenefits of home/blended working and the impact of our mitigating action
- To ask People and Culture Committee to support future work on expanding the BTP working flexibly ambition

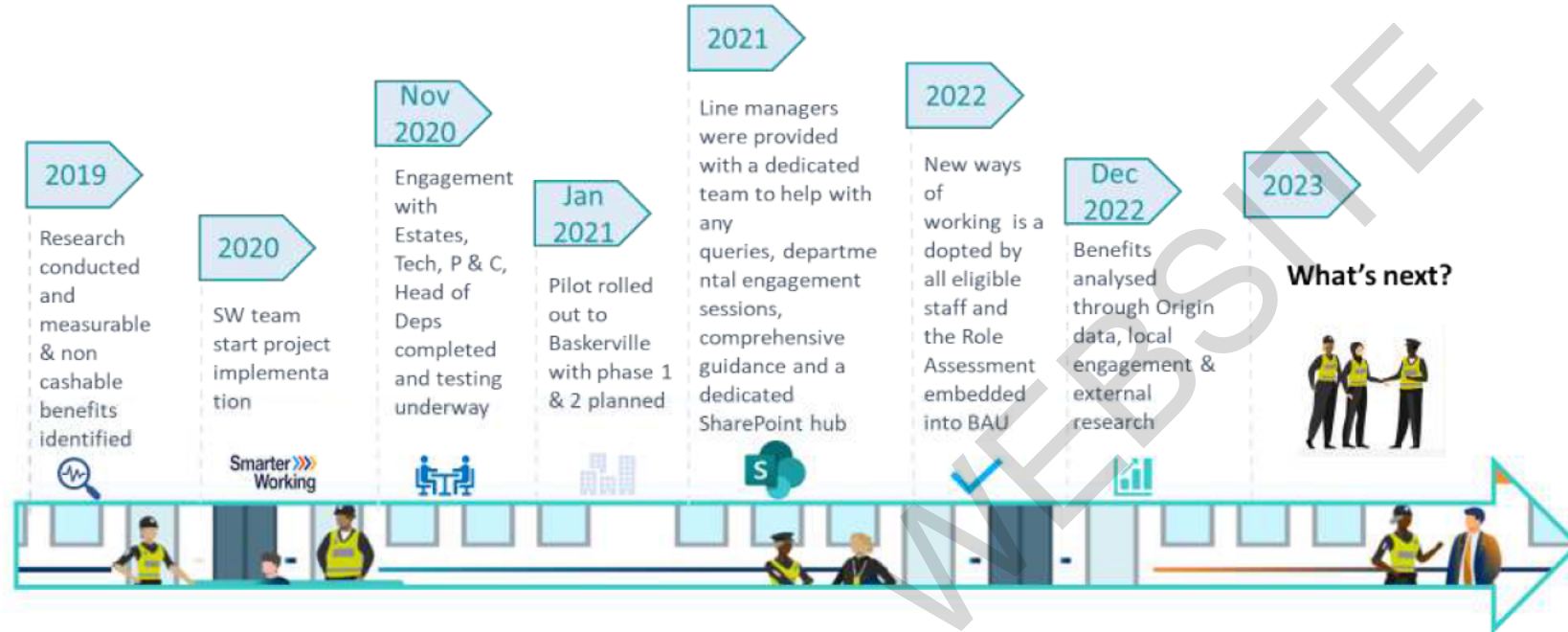
Outcome Sought

For People and Culture Committee to:

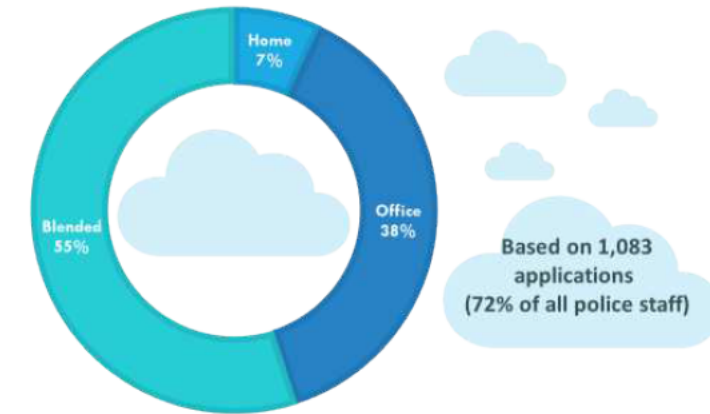
- Note the outcome of the benefits analysis of the roll out of flexible working to police staff
- Support work to look at how officers can work more flexibly
- Note the plan that further impact analysis should be undertaken



In 2021 we adopted and implemented a permanent approach to new ways of working. We rolled out an assessment of police staff working styles to understand how people work and their preferred working styles; home, blended or office based. Like many other organisations this has now settled into a 'new normal', and so 12 months on, it is a good time to start measuring the benefits of the Working Flexibly Policy and Role Assessment implementation.



BTP rolled out an assessment of police staff working styles to begin to understand how people work. A one off payment of £350 was offered to eligible staff to purchase suitable home working equipment. The Role Assessment empowers line managers to have local conversations and make individual agreements. They had access to dedicated guidance and support.



The Working Flexibly business case predicted benefits from home/blended working that included improved retention and lower sickness and special leave levels.

To measure how well we have done against the benefits of the Working Flexibly Policy and Role Assessment implementation we have:

Analysed our Origin Data

Engaged with our people

Reviewed external research

£ 97,930

Total amount as of January 23 for purchased home working equipment



Work Life Balance & Wellbeing	63% of our police staff agree that they are able to fulfil their role while maintaining a healthy work life balance % and 67% of police staff believe they are genuinely supported when flexible working is requested. (For officers this figure is 35% for both statements) – 2022 People Survey
Recruitment & Retention: Promotions	There were 91 promotions from 1 Nov 21 to 31 Oct 22. 41% of those people lived within the M25 and 59% of those people lived outside of the M25
Recruitment & Retention: Retention	In 2019 police staff turnover was at 369 leavers / In 2022 that figure reduced to 257 leavers: A 30% Reduction in leavers
Lost Duty Days – Special Leave	In 2019 there were 752 days lost to Special Leave/ In 2022 that figure reduced to 121 lost days: An 84% reduction in Special Leave In 2019 lost days due to special leave cost the force £195, 520*/ In 2022 lost days due to special leave cost the force £31,460* *Based on BTPs average staff salary
Lost Duty Days – Sick Leave	In 2019 there were 25,184 days lost to Sick Leave/ In 2022 that figure reduced to 13, 348 lost days: A 47% reduction in sickness In 2022 home/blended workers took an average of 4.2 duty days off sick, office workers who took an average of 7.5 days In 2019 lost days due to sick leave cost the force £6.55 million*/ In 2022 lost days due to sick leave cost the force £3.47 million* *Based on BTPs average staff salary
Business Continuity	In 2019 there were 39 claims due physiotherapy related to musculoskeletal conditions from office equipment/ In 2022 the number of claims reduced to 25: A 30% reduction in claims

Leadership, culture and performance – potential disbenefits

In June 2022 McKinsey & Co reported a need for a change in leadership qualities and styles so they are more complimentary of a hybrid working environment. Leaders have limited visibility of workloads and processes, fewer opportunities for impromptu two-way conversations and can struggle to recreate the collaboration and comradery of the office.

(McKinsey & Co) In order for them to successfully lead hybrid workers, leaders should make four management shifts:

- Manage performance through **outcomes, impact, and ownership**
- Do more to **build trust** and togetherness
- Facilitate and **engage** with teams
- Encourage team **problem solving**

Leading a remote team has required the introduction of some new & innovative practices. Finding ways to create for face-to-face interaction and alternate ways of holding the 'water cooler conversations'

Granda Smith - Business Change

A 2023 Lattice study indicated that companies with a 90% remote workforce reported people being just as happy with manager-employee facetime as those with a 10% remote workforce.



5 Tips for managers to help them lead in a hybrid environment.

Centre for Creative Leadership: How to Approach Leading in a Hybrid Environment

Research suggests that blended working can increase productivity.

- Prodoscore reported a 5% increase in productivity during pandemic home working.
- PWC stated that 57% of organisations surveyed had surpassed their targets due to hybrid working.

BTP can expect to see the benefits of improved performance and it is recommended that this is reviewed at the end of 2023

Blended / home working has helped to improve business continuity. In 2019 rail strikes and adverse weather meant many of our people **could not work**, during the 2022 rail strikes a large proportion of our police staff **could continue their work from home**.

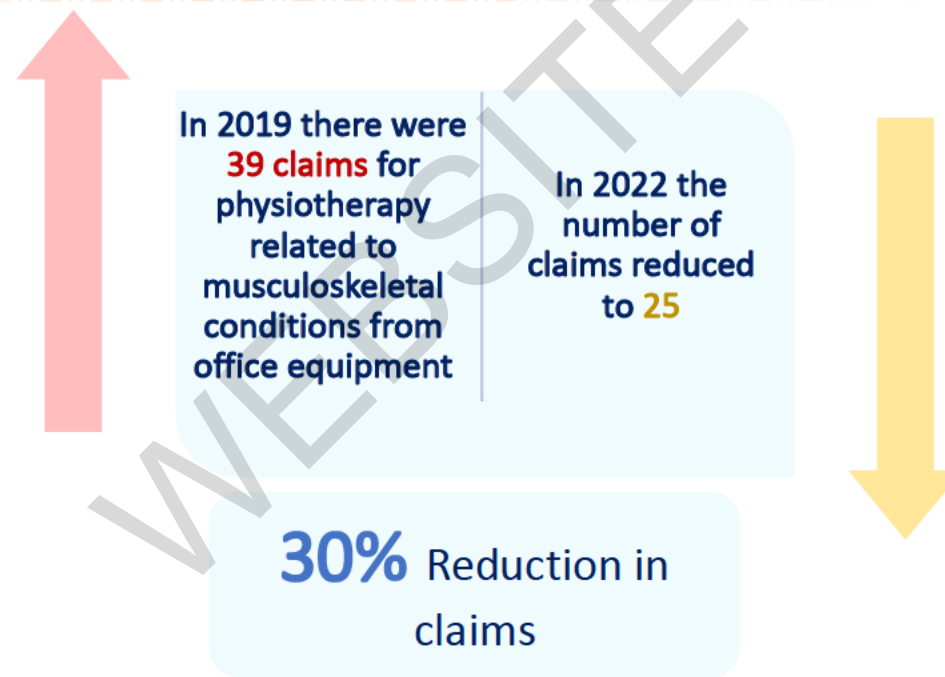
Employee safety and litigation – potential disbenefits

The project team, Health & Safety and Legal Services were concerned about the implications of an 'unsafe' work station on people's health and the resulting litigation risks.

In May 2021 IWP stated that work from home injuries could be the next work from home trend. In Nov 2022 the ONS reported that the number of people leaving the labour force due to back and neck injuries had risen by **62,000**.

We looked to mitigate the potential disbenefits by:

- Requiring all our people to undertake an agile DSE assessment before home/blended working would be agreed.
- Clearly outlining to managers their role in ensuring people had a safe home set-up and their ability to decline home working where they felt it was unsafe
- Allowing people to make an expense claim towards the cost of creating a safe home set-up of up to £350



We have seen a **decrease** in people calling in sick for:

- Arthritis (87%)
- Back Complaints (27%)
- Knee Injury (74%)

And an **increase** in:

- Blood Pressure (97%)
- Stomach Complaints (63%)



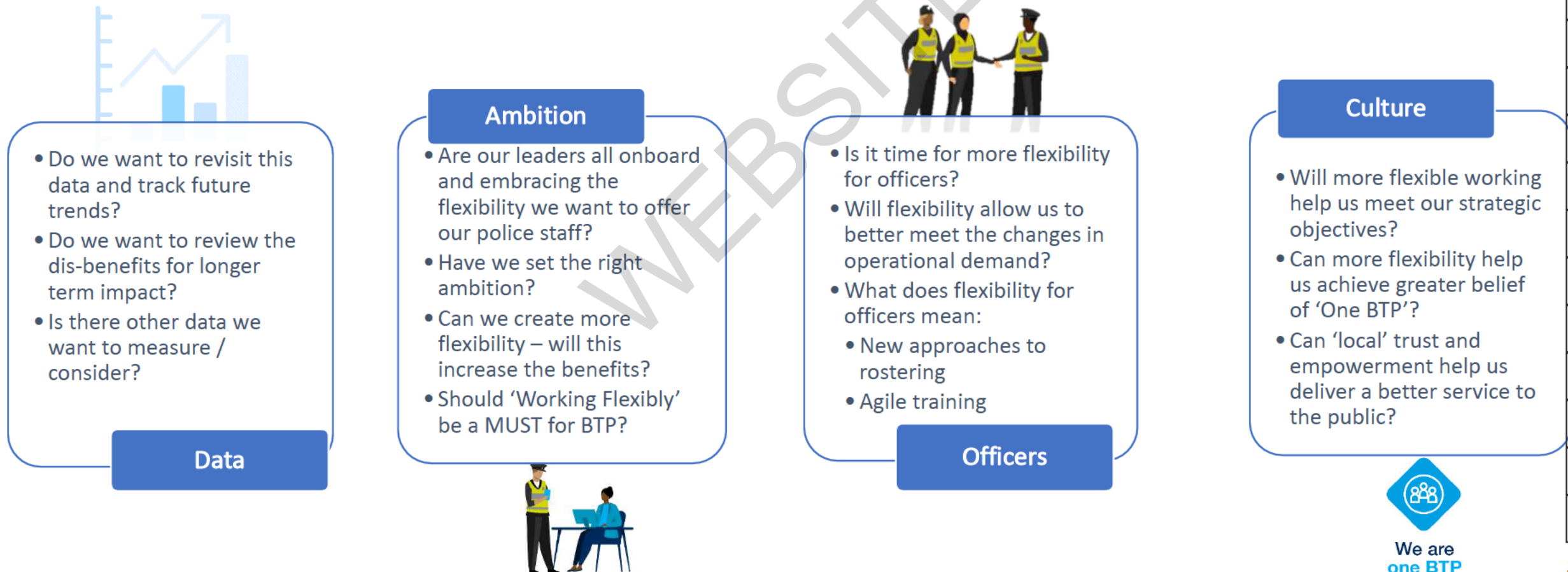
Ryan Gavin , T/Head of Safety

"**2064** people have completed the DSE assessment. For those experiencing harm or discomfort we've introduced remote 1:1 DSE assessments and fast-track physiotherapy."



It is clear to see that we have **exceeded the benefits** outlined in the original business case, provided a **return on investment** and **mitigated some of the dis-benefits**.

Do we need to start to think about what's next for the ways of working in BTP?



Attraction, Recruitment and Retention

- Hannah Brown

Purpose: To update People and Culture Committee on the People Strategy Thematic: Attraction, Recruitment and Retention.

Outcome Sought:
For discussion.

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1. **Candidate scarcity** in a high employment, low unemployment rate market remains our largest challenge. Increasing evidence that NHS delays are contributing to significant growth in ill health and consequential withdraw from the workforce.
2. **The Police Uplift programme** (20,000 officer target) concludes in March 2023. Some forces including MPS have missed their target. This may reduce volume of competitor recruitment. However, the centralised machinery built by the College of Policing will remain to support HO forces.
3. **PCSOs difficult to recruit** when there are so many officer jobs. We anticipate this remaining the case. The Labour party's manifesto plan is to recruit 13,000 more neighbourhood police; our most problematic area of attraction. We are developing a PCSO transfer scheme.
4. **Private sector pay** grew 6.9% in 2022 while public sector pay grew 2.7%, amongst the largest differences ever seen between the two. However, both figures are still well below inflation. Pay will remain a factor in our ability to recruit.
<https://www.bbc.co.uk/news/55089900>
5. **Employee referral** is as important as ever. A Recruitment app on every employee's work device launches in March 2023. We will link this to an employee referral programme later in the year.
6. **Flexible working and location neutral** adverts for police staff are proving attractive. We are working on a part time officer option for later in the year
7. **Social media** is the key means now to find a job, replacing paid for adverts. We are working with External Comms maximising our outreach via current platforms and seeking to launch a careers specific Instagram account. Ticktock is also proving a useful asset to showcase a day in the life. We are also ensuring our on-line processes are slick with as few 'clicks' as possible.
8. **Police reputation** post Couzens, Carrick, Child Q etc. Two candidates already cited the reputation of policing as their reason for withdrawal at interview stage. We collectively need to be bold on our values and legitimacy as a force. Our standard of vetting must be high. This is everyone's responsibility.
9. Maintaining **candidate engagement** throughout the lengthy recruitment and vetting stage process. We have reduced our time to hire significantly and continue to monitor closely.
10. **Assessment methods** need to be rigorous but inclusive. We are reviewing our use of verbal and numerical testing to ensure these are fit for purpose. We will take on board the College of Policing's findings about timed assessments excluding those for whom English is a second language. We will improve our offer of reasonable adjustments and positive action support to candidates. We are reducing our reliance on competency assessment, moving to a more blended approach, focusing on behavioural assessment aligned to our values. We will also introduce more gamification type assessment.
11. **Divisions becoming far more pro-active** with supporting with attraction, using the footprint of stations to advertise. B division investment in recruitment stands, with other divisions following suit.

Pay

- BTP offering highest starting salary for PCs in England & Wales. Market supplements in place for harder to fill staff roles. Uncompetitive against Police Scotland for D Div but this is not translating into turnover. Consider options

Benefits

- Flexible and part time working for police staff.
- Pilot part time officer offer from Sept 2023.
- Market allowances for some specialist roles.
- Competitive pensions.
- Benefit platform.
- Wellbeing hub
- Electric vehicle salary sacrifice scheme launch 2023
- Access to coaching & mentoring
- Follow College of Policing professional frameworks.
- Qualifications via apprenticeships
- Professional subscriptions paid.
- Fast Track progression offers.
- Accelerated DC scheme.
- Ability to move geography without leaving force.

Career

Culture

- A world class police force which is legitimate, values based and kind.
- Inclusive – new dress code. 13 employee networks.
- Promote that actions and behaviours of ‘bad cops’ are not welcome nor will be tolerated at BTP. Our boldness re this was recently cited as why a candidate selected to join BTP over home office.

Our USP

Blue light @BluelightInfo · 04/02/2023
When NOT having to do a degree in policing becomes the Unique Selling Point of a police force that's recruiting!!

British Transport Police Sponsored · 4
You don't need a degree to join BTP as a police officer, or to study for one once you're with us. We're recruiting now, so if you'd like a rewarding job with the highest starting salary for PCs in England & Wales, apply today. #nodegreenoproblem



Quote Tweets



Sue Francis @Francis17Sue · 05/02/2023
Policing isn't about being academic as such - there are lots of laws to learn yes - but mostly it's about being observant, firm, having great people skills and being able to handle yourself physically.

Lucy D'Orsi OPM Chief Constable at British Transport Police ✓ Following
This week, I am angry. Angry as another high-profile case of a police officer abusing his position to hurt women in such a calculated way, darkens

British Transport Police chief determined to weed out bad officers

Lucy D'Orsi has broken an old boys' network and wants to streamline disciplinary action, writes Fiona Hamilton



Followed by some Tweeters you follow
Mike Hope @mike200hope · 04/02/2023
Has definitely become a USP given all the issues with the PEQF.

Miffy @miffythewarrior · 04/02/2023
About time we went back to recruiting people with life experience and common sense

People and Culture Committee

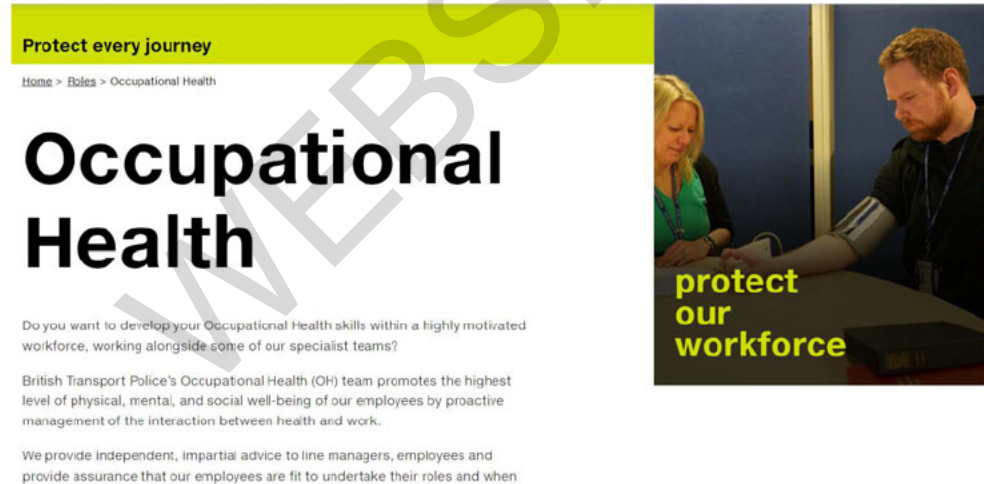
Accelerated Recruitment Plan: Progress

- **Campaigns**
- PC, PCSO, Occupational Health & Contact Management Campaign, including International Women's Day (in development), filming and photography for current and future campaigns
- **Careers Site**
- Second phase of development – bringing the site to life, intro from CC, emphasis on our geography, our USP. Making it more age-appropriate for our target audience.
- **ATS (recruitment system)**
- Increase automation on the system to reduce the admin burden on the team, freeing advisors to spend more time on creative recruitment methods and attraction

- **Events and kit**
- Events booked and confirmed for 22/23. Modernised our events equipment and set up.

Occupational Health

- Our occupational health campaign has recently kicked off. This has included attendance to the National Nursing Jobs Fair in Manchester, photo shoot, 10k recruitment campaign on social media and a bespoke careers page development on the BTP Careers Site.
- Advertisements close on **1st March 2023**, and have already generated a lot of interest.



Protect every journey

Home > Roles > Occupational Health

Occupational Health

Do you want to develop your Occupational Health skills within a highly motivated workforce, working alongside some of our specialist teams?

British Transport Police's Occupational Health (OH) team promotes the highest level of physical, mental, and social well-being of our employees by proactive management of the interaction between health and work.

We provide independent, impartial advice to line managers, employees and provide assurance that our employees are fit to undertake their roles and when

protect our workforce

BTP Careers @BTPcare... · 08/02/2023 ...

Today we are the Lancashire Cricket club, promoting our Occupational Health roles across @BTP. These roles promotes the highest level of physical, mental, and social well-being of our employees. Discover more: [@NursingJobsFair](https://bit.ly/40zdqGV) #RCNiCareersandJobsFair

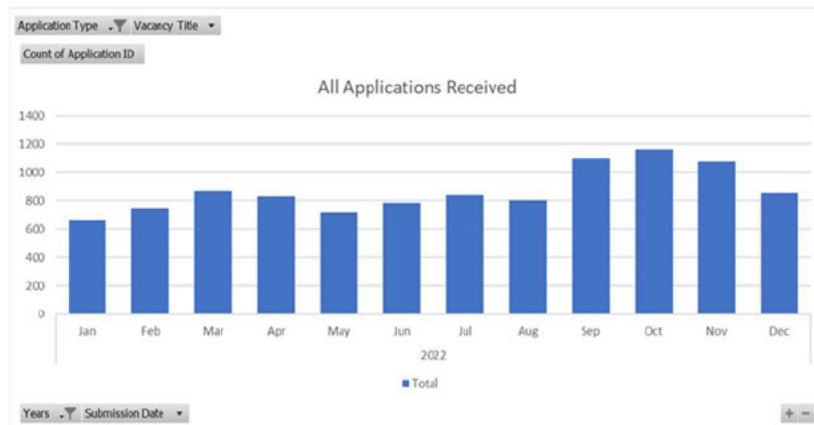


4 14 1,461

Outcome: 3 additional officer and 3 PCSO intakes were scheduled. 7 civilian investigators recruited to support crime investigations. Healthy pipeline of contact management intakes for foreseeable future now in place. All established OH nurse vacancies offered and confident we will fill posts when OH insourced in September. Digital vacancy campaign underway.

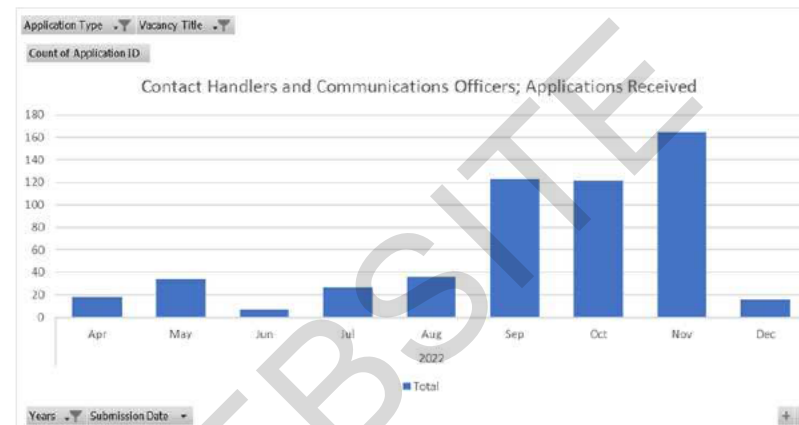
Retention: impact of the 2022 Pay Award Uplift

Increase in applications



We can clearly evidence a positive response in application numbers following the pay uplift announcement in August 2022. The chart shows the number of applications received (all employee types) throughout the 2022-23 year. There is a distinctive increase in applications, from below 800 applications per month pre-August to over 1000 per month in September, October and November (+25%)

Justice & Public Contact



We can demonstrate a clear positive increase in Justice & Public Contact attraction. Applications for these roles were below 20-40 applications per month pre-pay uplift, increasing to 120-160 per month following the pay announcement.

Justice & Public Contact continued



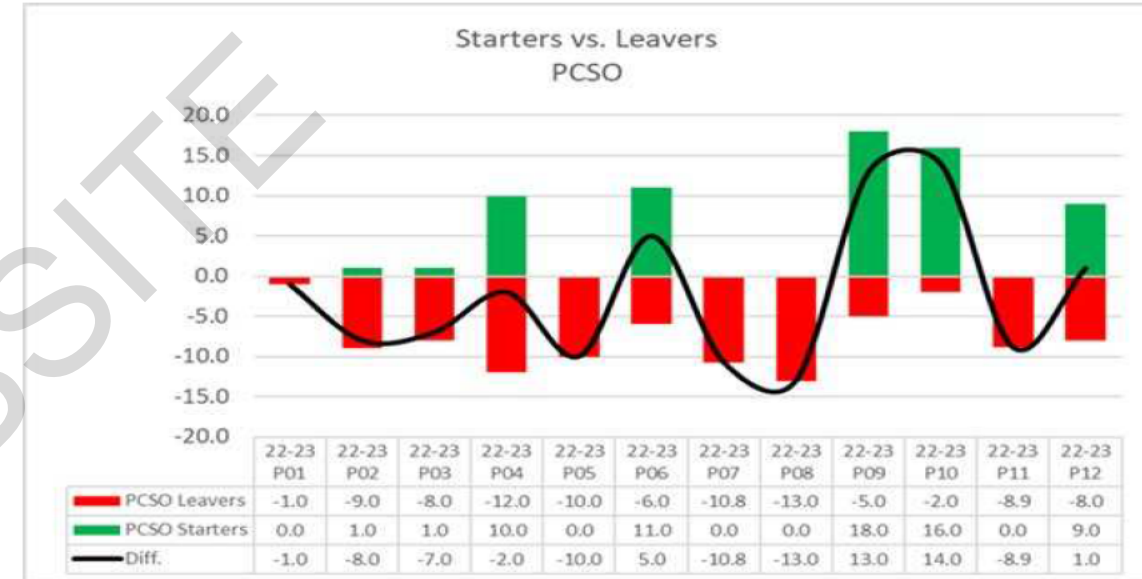
The above starters vs. leavers chart for Public Contact shows that the increased number of applications has translated into more starters. January held the largest intake in this financial year for Justice & Public contact, and we have 32 more candidates undergoing checks for further intakes. In addition, we can see that leavers has visibly decreased following the August announcement, suggesting that the pay uplift has also impacted retention. A small number of leavers have applied to return.

Starters v Leavers



Across all employee types we have achieved a net gain of +79 across the financial year (against an increased establishment). Our police officer workforce has grown by a net of +20 and our police staff has seen the largest growth with a net +87 gain. Many of these roles were held vacant in the preceding year whilst restructuring took place. The vacancy gap between net and gross has however, remained static due to the increased establishment.

PCSOs



Our PCSO workforce is the only workforce group which has reduced overall this year (net -27). This is a result of a very competitive recruitment market. Not only have we been competing with the Police Uplift Programme, we have been recruiting heavily into our own officer ranks. As a result, we have seen an increased PCSO leaver rate this and greater difficulty in attracting applicants. However, we have retained more than 60% of PCSO leavers, as they have transferred into our own officer ranks, demonstrating a clear career development path.

2022 – 2027 L&D Strategy

**Superintendent
Christopher Horton**

Purpose of the Paper

- To brief PCC on the new L&D Strategy 2022 – 2027
- The strategy aims to support BTP Strategic Plan 2022 – 2027 and our People Strategy.

Goals of the strategy

The strategy outlines seven key goals, with each goal setting clear objectives and the timescales for delivering them:

- Focus on learning that supports our strategic priorities and values.
- Inclusive and flexible learning that makes development accessible to all our people, across the force.
- Progressive and innovative approach to learning, ensuring our people have the skills and capabilities to perform their role effectively.
- Investing in improving our culture, by developing thoughtful, well trained, self-aware, knowledgeable and connected leaders that support our values.
- Cost effective learning interventions that deliver a return on investment.
- Learning that supports career pathways and internal mobility of our people.
- Supporting a culture of continuous learning and improvement.

Outcome Sought

That PCC:

- Note the draft L&D Strategy 2022 - 27

People Data up to 31.12.22

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 workplan of People and Culture

Outcome Sought

- PCC to note



Diversity								
	All Employee Types		Police Officer		PCSO		Police Staff	
Division	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority
A Division	44.0%	19.6%	26.1%	9.1%	0	0	55.6%	26.3%
B Division	26.0%	18.2%	23.0%	16.4%	25.4%	27.0%	70.5%	30.5%
C Division	23.4%	6.2%	20.9%	5.6%	26.3%	6.3%	64.9%	10.5%
D Division	20.1%	3.6%	18.0%	2.7%	0	0	76.9%	0.0%
E Division	19.5%	8.9%	11.4%	8.1%	0	0	54.1%	12.2%
Total	31.6% ↑	14.9% ↑	21.8% ↓	10.5%	25.7% ↓	18.9% ↓	57.1% ↑	24.9% ↑
Total last quarter	31.4%	14.8%	21.9%	10.5%	27.0%	20.0%	55.8%	24.0%

Arrows indicate increase ↑ and decrease ↓

	Police officer	PCSO	Police Staff
Division	Deployed FTE	Deployed FTE	Deployed FTE
A	735	0	1168
B	1151	126	95
C	771	80	57
D	183	0	13
E	307	0	74
Total	3147	206	1407

The Positive Action Plan now will give focus and measure progress on:

- Attraction
- Recruitment
- Retention
- Progression
- Leadership
- Talent

The I&D Strategy 2023-2028 includes targets:

Female officers

At least to match national census data of 51%

Ethnic minority officers

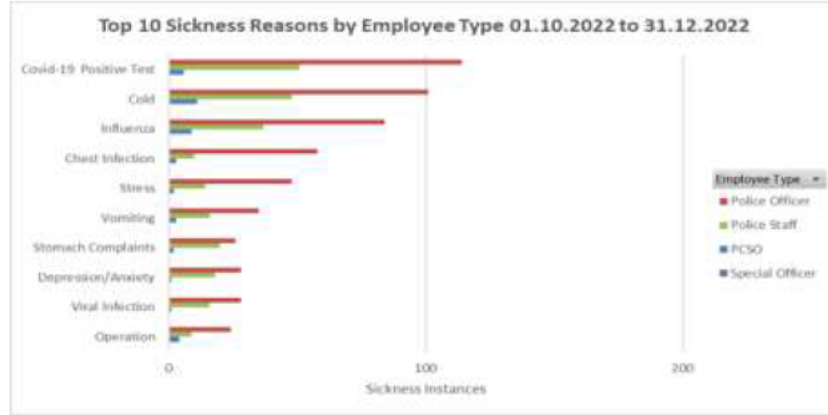
At least to match national census data of 18.4%



People and Culture Committee

Absence, Turnover and Employee Relations

Absence



Turnover

22/23 Officers

Headcount - 01.10.22	3187
Headcount - 31.12.22	3169
Avg Headcount	3178
Leavers	83
Turnover Rate	2.61%

22/23 PCSO

Headcount - 01.10.22	187
Headcount - 31.12.22	206
Avg Headcount	196.5
Leavers	7
Turnover Rate	3.56%

22/23 Staff - Normal Turnover

Headcount - 01.10.22	1459
Headcount - 31.12.22	1488
Avg Headcount	1473.5
Leavers	36
Turnover Rate	2.44%

22/23 Staff - Redundancy

Headcount - 01.10.22	1459
Headcount - 31.12.22	1488
Avg Headcount	1473.5
Leavers	1
Turnover Rate	0.07%

22/23 Overall

Headcount - 01.10.22	4833
Headcount - 31.12.22	4863
Avg Headcount	4848
Leavers	127
Turnover Rate	2.62%

* After an increase in Q2, turnover has decreased in Q3, particularly for PCSOs, reducing from 16.5, to 3.5% turnover rates are reviewed on a monthly basis at Strategic Workforce Planning to ensure forecasting is accurate.

Insight:

- Covid-19 positive test continues to remain the highest reason for absence however when compared with Q2 there has been a 40% reduction in the number of incidents in Q3 for 22/23.
- Overall sickness incidents for Q3. 22/23 have increased by 15% when compared with Q2, with a significant increase in Cold/Influenza absences, which would be expected due to the season.
- Overall instances of stress remains the similar to Q2, however due to an increase in Cold and Flu, it has dropped to 5th in the Top 10.

Misconduct Allegations

Allegation Type	
01 Honesty & Integrity	4
02 Authority, Respect & Courtesy	1
04 Use of Force	5
05 Orders & Instructions	3
06 Duties & Responsibilities	8
07 Confidentiality	2
08 Fitness for Duty	1
09 Discreditable Conduct	14
Not specified	1
Grand Total	39

Allegation Result	Count of Allegation Result	Conduct Subject
Case to Answer	2	1 x PC 1 x Sgt 16 x PC/DC
No Case to Answer	22	1 x SPC 4 x Sgt 1 x Staff
Grand Total	24	

Live Employment Tribunals

TYPE OF CLAIMS	NUMBER*
Sex (including pay) discrimination	5
Disability discrimination	5
Sexual orientation discrimination	0
Race discrimination	1
Religion or belief discrimination	0
Age discrimination	1
Marriage discrimination	1
Unfair dismissal	2
Whistleblowing	0
Other payments owed	3
Other complaints	3

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

NB: This total may differ from the number of claims, as some individuals are bringing more than one claim
Live employment tribunals = 7
For YTD 2022/23 - 4 employment tribunals have been withdrawn

Grievance by allegation type

Allegation Type	
Bullying and Harassment	1
Discrimination - Disability	2
Discrimination - Gender	1
T&C of Employment - Redundancy	1
Grand Total	5

Gender	
Female	2
Male	2
n/a (company)	1
Grand Total	5

Grievance 5 cases recorded 01/10/2022 – 31/12/2022
Conduct Cases - 34 cases, 39 allegations, 36 Subjects, 36 identified complainants recorded 01/10/2022 – 31/12/2022

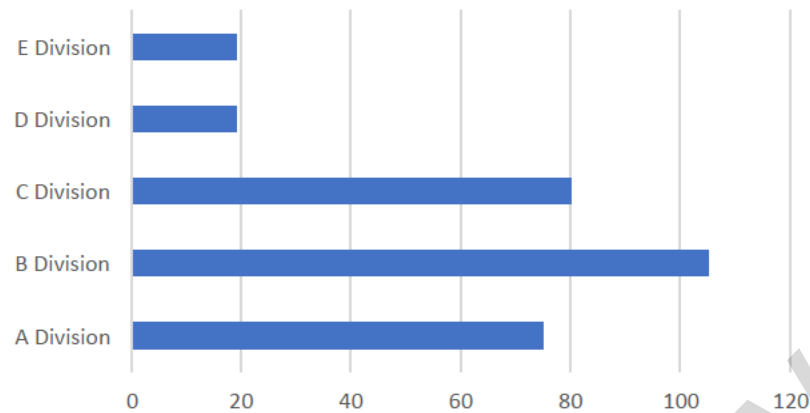
Self-Class Ethnicity	
White British	1
White Irish	1
n/a (company)	1
Grand Total	3

Allegation Result	
Stage 2 Resolved	3*
Stage 2 Withdrawn	1
Still Live	1
Grand Total	5

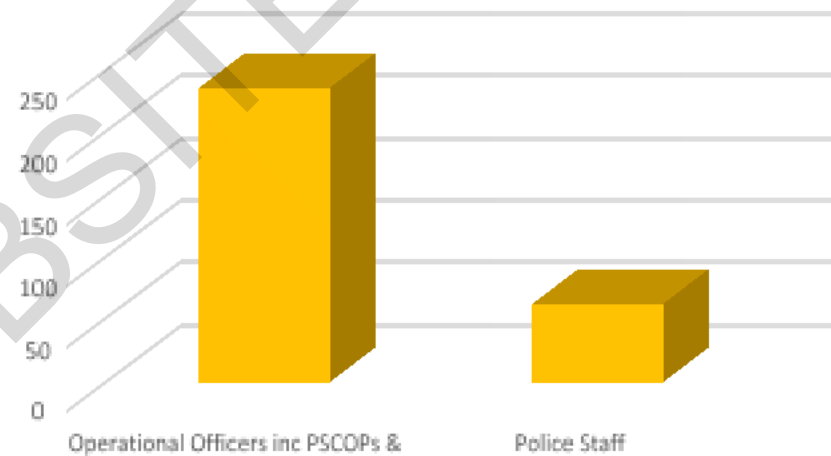
*1 of these shows status as 'live'

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Total22 /23 (to date)	Total 21/22	Total 20/21	Total 2019	Total 2018
97	94	82	81	94	81	95	128	75				827	1233	1136	1148	929

Referrals by Division Oct- Dec 2022



Referral by Role



Occupational Health Physician referrals

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
5	3	5	3	7	4	3	9	11			

INSIGHT:

- Increase in referral in November 2022 – unclear why as not related to any particular reason
- 98% of referrals were for Capability/health concern affecting work and 73.5% were for Operational employees.
- OHP referrals remain low but we have seen an improvement in reported SLA targets when compared to the previous six months
- Optima OHA case management support was used for a small number of cases also to supplement the internal OHA resources

ACTION:

- Two new permanent OHAs are now in post and progressing through induction stage. One agency OHA is also embedded in the team
- Case management will now be undertaken solely by the internal OH team
- AFO & CBRN medicals will return to the internal function in April 2023 once clinic at Blundell Street handed over and training completed
- The OH futures project is progressing and recruitment has commenced for the new structure and further estates facilitates have been identified.

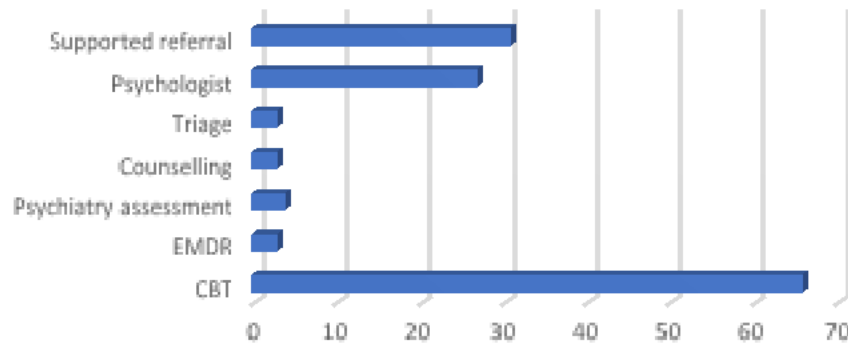
Occupational Health referrals for psychological assessment and treatment

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
22/23	14	11	12	3	9	19	13	20	7				108
21/22	17	10	15	13	10	10	10	12	12	14	13	29	165
20/21	6	5	11	6	15	10	14	13	11	11	5	9	116

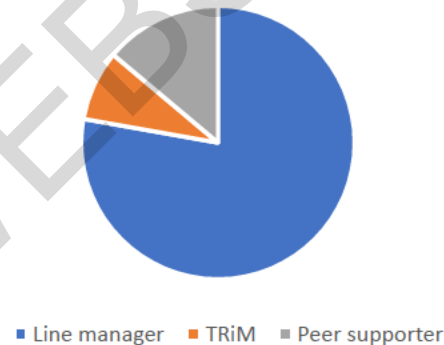
Supported Psychological referrals

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
22/23	N/A	5	4	2	8	5	6	13	5				

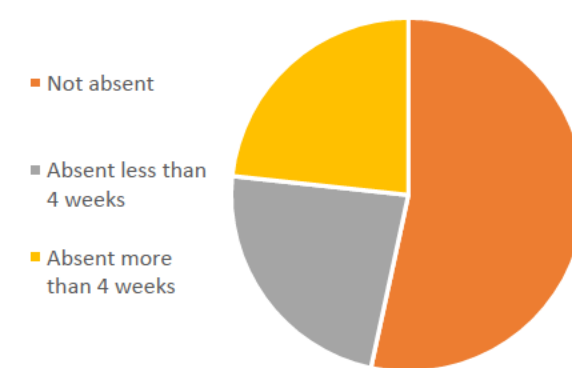
Referrals by Type



Supported Referral by Referrer



Absence at time of referral



INSIGHT:

- Referrals for psychology assessment and treatment are largely in keeping with other periods.
- Supported referral numbers are stable but small numbers with line managers referring the most
- Data regarding absence has not been collected for the whole period but where stated in more than 50% of referrals the employee was at work.
- Operational employees remain the largest group referred

ACTION:

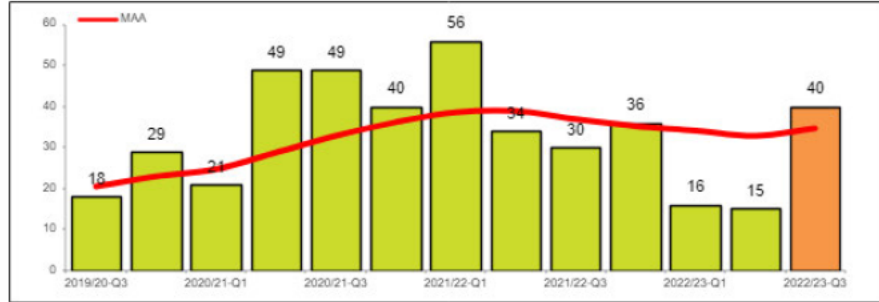
- There is ongoing development and scrutiny of the data from the supported referral process and updates to data collected for all referrals.
- Following referral by supported referral a small number of individuals have met the criteria for a PTSD diagnosis and a process for ensuring these cases receive appropriate workplace advice is being reviewed



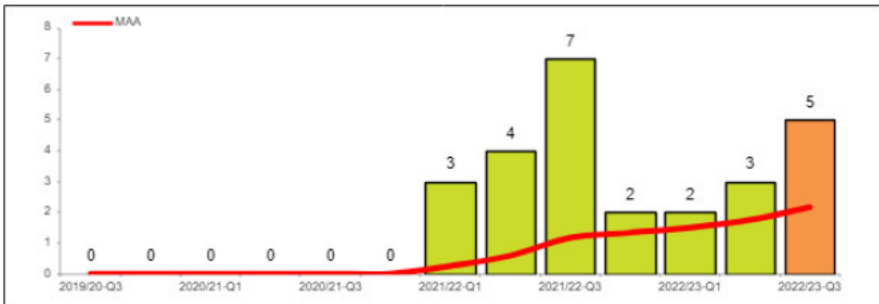
People and Culture Committee

Wellbeing

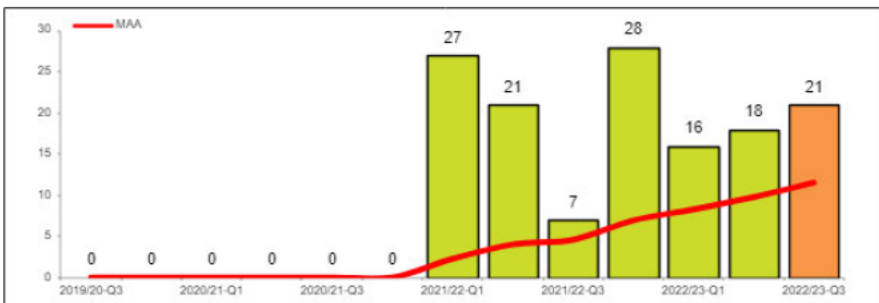
TRiM Assessments Completed



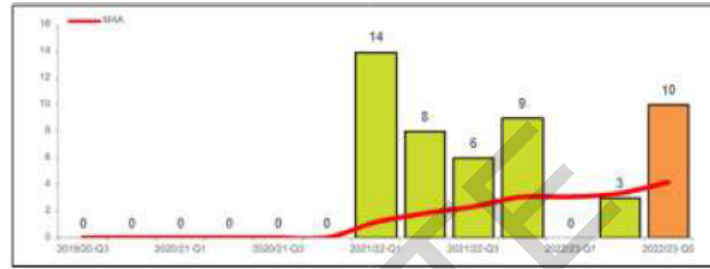
TRiM Referrals to OH



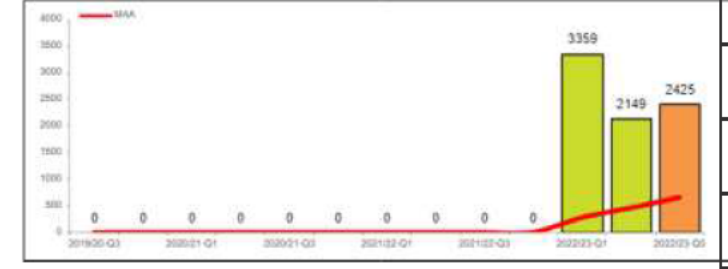
EAP Accessing Counselling



Maximus Utilisation



Wellbeing Hub Utilisation



INSIGHT

- 24 Peer Support interventions for Q3 across all Divisions.
- 40 TRiM assessments completed in Q3, a significant increase against Q1 and Q2. Proactive interventions following a number of incidents (CYP deaths, death in service) may be a factor.
- 5 TRiM referrals required onward referral to OH in Q2, which equates to 12.5% of TRiM assessments. Previous quarters were 20% and 12.5% respectively therefore despite the increase it is broadly in line with other quarters.
- 10 referrals were made into Maximum's Access to Work Mental Health Support (formerly Remploy), with Anxiety the leading cause for referrals. Yr. on Yr. referrals were in line with 2022.
- Wellbeing Hub utilisation for Q2 - 2425

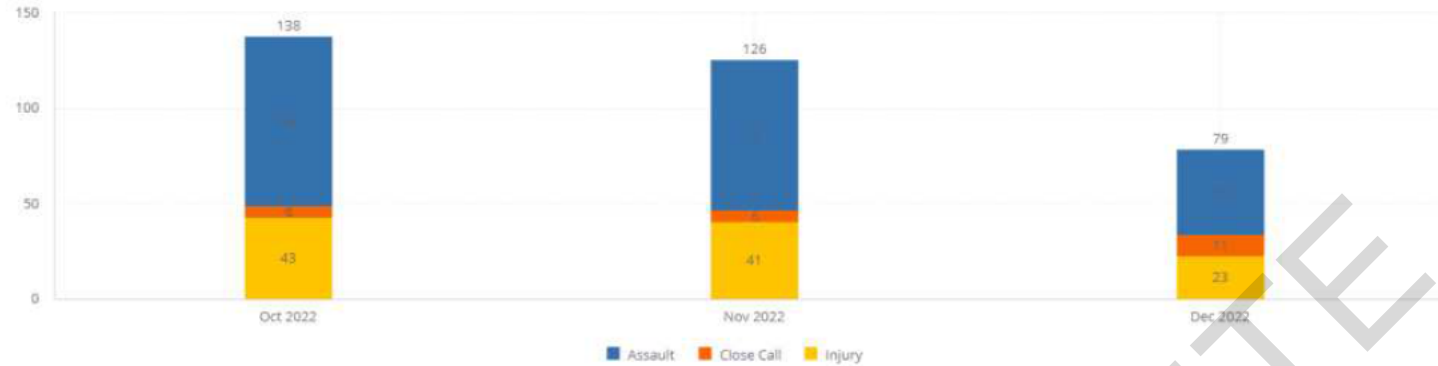
ACTION:

- Psychological Framework – Information Management and Security input required to enable transfer of data and data handling by NPWS provider. Liaising with other forces who have been part of this framework. Project plan and project support being provided by PMO
- Conversion of OH TRiM referrals to a % should enable a better prediction of referral levels moving forward.
- Forcewide Fatigue survey completed. Review of interim report scheduled for February. Interim report to be cascaded to interested parties prior to review meeting.
- Trauma & Post Incident Co-ordination Desk position advertised as secondment until 31st March (with potential to extend) EOI close 29th January.
- Review of wellbeing-related feedback from All People's Survey to inform future focus and business case for additional resources to support delivery of workstreams.
- Further work should be done to promote the Maximus service.
- Post implementation review of the Wellbeing Peer Support Programme underway to identify improvements and grow the service.

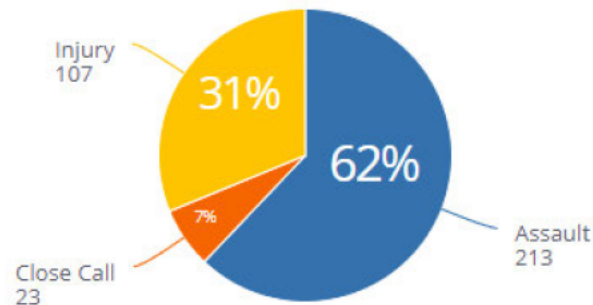


People and Culture Committee

Health and Safety



Fatality Weighted Index (FWI)



- **343** incidents have been reported on the Safety Management Software (SMS).
- **13** incidents subsequently resulted in lost time of which **2** remain absent.
- **9** (1 specified injury and 8 over 7 days) incidents were reported under RIDDOR 2013 to the HSE.
- **285** days lost resulting in estimated sick pay costs of **£40,714**
- **502** actions created by the H&S team in the SMS to manage/reduce risks across the organisation. **110** actions remain open.

INSIGHT

- The H&S team have engaged with People Delivery team to include a H&S question on the TDR form to provide opportunity to support our people with Personal Safety Plans (PSP).
- IOSH Leading Safely for FEB members and IOSH Managing Safely for Supt/C002 supported by FEB. Course planned over the next 2-6 months.

ACTION:

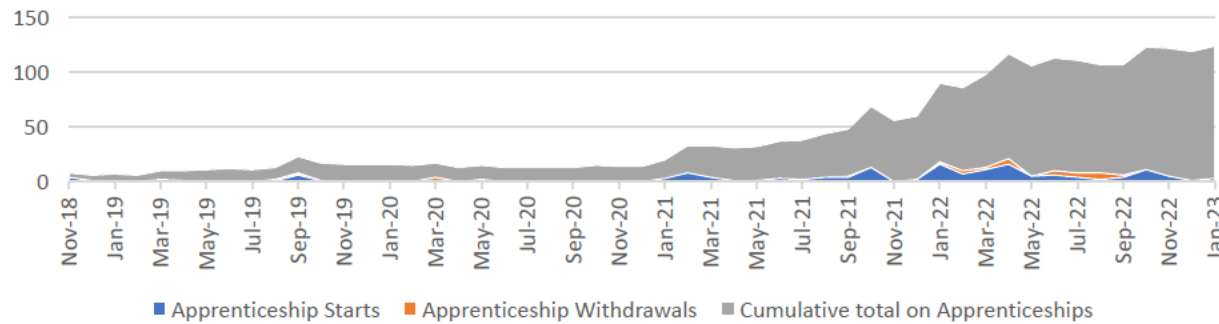
- The H&S team are mind-mapping a compendium of services to support a revised 5-year strategy (to be ratified in Q1 23/24).
- Risk assessment creation continues to mature with 2 risk assessments now fully consulted and approved by portfolio leads. Additionally, the H&S team are now expediting risk assessment creation and foresee significant growth in documented risk assessments in the next quarter.



People and Culture Committee

Apprenticeship Levy

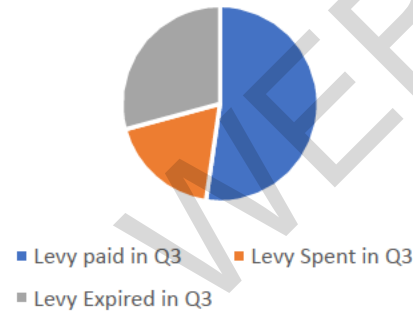
Apprenticeship starts in BTP



Overall position at end of Q3			
Levy Balance	1,895,554.43		
Levy Spent to Q3	507,416.34	10.93%	
Levy Expired to Q3	2,747,351.29		

Quarterly Position			
Levy paid in Q3	236,922.11		
Levy Spent in Q3	83,858.77	35.40%	
Levy Expired in Q3	132,253.40		

Quarterly Position



Demographic Data of Employees Enrolled onto Apprenticeships							
	Police Officer	Police Staff					
Police officer or staff	38%	62%					
	0-2 Years	3-5 Years	6-10 Years	11-15 Years	16-20 Years	21+ Years	
Length of Service	15%	26%	22%	15%	10%	11%	
	Under 26	26 - 40	41 - 55	Over 55	Prefer not to say		
Age	1%	54%	34%	11%	0%		
	Intersex	Female	Male	Non Binary	I prefer to self	Other	Prefer not to say
Gender	0%	42%	58%	0%	0%	0%	0%
	A Division	B Division	C Division	D Division	E Division		
Division	79%	10%	3%	2%	6%		

- 85 employees actively engaged in an apprenticeship at the end of Q3
- 1.96% of workforce enrolled onto an apprenticeship in 2022/23 (this includes those on a break in learning and recently completed)
- Oct – Dec 2022:
 - 0 withdrawals
 - 4 completions
 - 5 new starts

INSIGHT

- If all anticipated enrolments go ahead, this will increase the monthly levy spend by approximately £4,500
- However, upcoming completions will see the monthly levy spend reduce by approximately £5,000
- Most learners withdrawing from an apprenticeship state their reason as “unable to manage workload and learning programme”
- Withdrawals from apprenticeships have reduced since involving the learners line manager more in the overall process to ensure the learner is getting the appropriate support.
- This year, during National Apprenticeship Week (6-12 Feb 2023) BTP will be spotlighting the Coaching and Mentoring apprenticeships with a view to creating a cohort of learners on each programme in Spring/Summer 2023
- Apprenticeships are also highlighted through Talent Pools and Leadership development programmes

ACTION:

- Use data from Workforce planning to identify vacancies that could be filled with apprentices
- Commit to converting a number of roles into rolling apprenticeships in key areas such as digital
- Devise new leadership development programmes incorporating apprenticeships at 3 levels
- Use apprenticeships as a professional development tool to enable career mobility within BTP
- Implementation of PCDA (PEQF) is expected to utilise 100% of levy within 2 years of launch

Enrolments due in next 3 months;

Upcoming Enrolments	10
Senior leader	5
Operations or departmental manager	1
Intelligence analyst	1
Team leader or supervisor	2

Report To: People & Culture Committee
Agenda #: 14
Date: 7 March 2023
Subject: Complaint Reviews – Annual Report
Author: Head of Governance & Compliance
For: Information

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1. Purpose of the Paper

- 1.1 This paper provides Members of the Committee with a briefing on the Complaint Review Panels which have been held during the previous 12 months, reporting on the findings, themes and wider organisational learning which has emerged during this process.
- 1.2 The People and Culture Committee is invited to note this report.

2. Background

- 2.1 This has been the second year since the establishment of the Complaint Review Panel within the BTPA governance structure, which was implemented in response to changes introduced by the 2020 British Transport Police Regulations.
- 2.2 The membership of the Panel is three¹ Members of the Authority and the Head of Governance and Compliance. Its purpose being to independently review the handling of the complaint in response to a request from the member of the public and determine whether the complaint was dealt with reasonably and proportionately. Dependent on its findings, the Panel will determine whether the Review is upheld and make recommendations in support of further action being taken, as appropriate.
- 2.3 During the Review process, the Panel also considers any themes, trends and/or wider organisation learning emerging from the cases under review. This is approached both through the lens of the Review process but also with the BTPA's oversight responsibilities in mind. Written feedback is typically shared directly with PSD immediately after each Panel meeting, with some cases also being raised at a more senior level on exception.
- 2.4 There remains a strong focus on professionalism within policing. This Panel provides an opportunity for Members to get closer to policing on the frontline and understand some of the issues and concerns raised by members of the public.
- 2.5 Whilst the Panel only consists of four representatives and it would not be productive for this to be increased, the lack of diversity is a concern. The Executive is keen to address this either through the current round of Member recruitment, or by inviting an external representative, to offer a greater range of perspectives and lived experiences.

3. Findings

- 3.1 The below table shows the number of cases the Panel has considered and the outcome of those cases. This is been provided alongside last year's figures for comparison.

¹ This has reduced from three to two Authority Members following the departure of one Member in January 2023.

Year	Number of Reviews	Number upheld	Number not upheld
2021	15	3 (20%)	12 (80%)
2022	29	6 (21%)	23 (79%)

- 3.2 The feedback from other oversight bodies is that there is a trend of a higher number of Reviews being received and ones with greater complexity is also increasing. As of 27 February, nine Reviews had been submitted in 2023, demonstrating an uptick in volume. This is more than half the number received in 2021 within the first two months of the year. This is not surprising based on the experience of our peers, who adopted the regulations prior to BTP, thus resulting in a greater passage of time for the new regime to embed.
- 3.3 The Panel has received Reviews with some complexity where there has been an associated Employment Tribunal and/or Police Appeal Tribunals outstanding. For these cases it has been necessary to ensure that any decision is made within the tight parameters of the Panel's remit, whilst also having regard to whether any commentary used to communicate the decision could have a bearing on the other proceedings.
- 3.4 Expanding on the decisions which resulted in an upheld finding, the first of these was from a female who complained about the way in which she and her partner were forcibly removed from the train and the subsequent arrest. The Panel concluded that the complaint handler had not fully understood the nature of the complaint. It was observed that within the original complaint it had been clearly stated by the complainant that she considered the caution issued to her partner to be unfair and issued outside of due process, but this was not specifically recorded within the complaint description nor addressed in the outcome letter. The Review was upheld on this basis and a recommendation was made to BTP to revisit the complaint to address the outstanding element.
- 3.5 Another example related to a complaint about the foul language and the use of force applied by a BTP officer. Following enquiries into the complaint, BTP concluded that the service level was unacceptable and the officer was required to formally reflect on the incident, during which he expressed a degree of regret for his actions and was apologetic with a willingness to learn from them. The Panel felt strongly that the conduct displayed by the officer was far below the standards expected by the organisation. The officer's behaviour attracted some debate in this case, causing the Panel to question whether Reflective Practice was sufficiently appropriate, but concluded that it was. The Review was upheld on the basis that an account had not been taken from the individual who was on the receiving end of the behaviour (the complaint was submitted by their son) and therefore their perspective had not been taken into consideration. The Panel formed the view that this would have allowed for a more comprehensive enquiry and apologised that he was not given such an opportunity. Notwithstanding this, the Panel noted the evidence from the CCTV and mobile phone footage was compelling and therefore BTP's conclusion would be unlikely to change.
- 3.6 The third Review arose from a complaint based on wrongful arrest for sexual assault. The Panel upheld the Review agreeing with the complainant that the outcome letter did not sufficiently address the complaint. The letter focused on the legality of the arrest but did not provide the information the member of the public specifically sought in relation to how they came to be identified and arrested. The Panel also invited BTP to review its decision not to delete the PNC record given the lack of evidence reported in the complaint case.

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- 3.7 The fourth Review required particularly sensitive handling as it related to the aftercare BTP provided following the death of the complainants' son. The Panel determined that BTP had not fully understood the complaint and as a result had not addressed all the concerns, specifically the request for an apology. The Panel noted that the complaint handler had concluded that the service provided had been unacceptable but felt that BTP's response did not go far enough. The BTPA offered an apology recognising that the experience would have been incredibly difficult but was exacerbated by errors on the part of BTP.
- 3.8 A further upheld Review related to the arrest of a member of the public's son and the duty of care bestowed on him by BTP. Whilst the complaint handler had provided a comprehensive report, a sufficient explanation had not been given in respect of the concern about the son not receiving medication. The Panel noted that the enquiry had covered this point with no failure having been identified, but it was not explained in the outcome letter. The BTPA was able to share this information when communicating its Review decision rather than to refer this back to BTP to action.
- 3.9 The final Review case leading to an upheld decision stemmed from an arrest of the complainant leading to the phone belonging to him and his brother being seized and not being returned over a protracted period. The Panel concluded that the Review should be upheld due to one element of the complaint having not been fully addressed, specifically the suggestion that the arresting officer asked the complainant to admit the offence so that the property could be released. It was recommended that BTP address this outstanding aspect.

4. Themes, trends and learning

- 4.1 Of the 29 Reviews, 18 were submitted by members of the public identifying themselves as male and 11 from females. The overall picture of ethnicity is incomplete, but the records show that 18 complainants were of White origin. Of the remaining number, five are known and have defined their ethnicity as Black African (1), Asian – Bangladesh (1), Asian Pakistan (1) Black – Caribbean (1) and other – Arab (1). Most of the upheld decisions related to complaints submitted by members of the public from a White background (four of the five known).
- 4.2 One of the themes demonstrated by the upheld findings centres around not addressing the totality of the complaint and/or going to the heart of the complainant's concerns. This is a key consideration of the Review as set out within the Independent Office for Police Conduct (IOPC) Statutory Guidance.
- 4.3 Where cases have not been upheld, the Panel has generally still offered a number of observations to pass onto BTP. This has primarily been around the way in which outcomes have been communicated. BTP has been encouraged to ensure that the names of the officers subject of complaint are identified within the outcome letters, to demonstrate transparency and in accordance with best practice. This has also been a Review point submitted by more than one complainant.
- 4.4 Within the last report to the Committee it was highlighted that the Panel had been consistently been disappointed by the quality of letter being sent to members of the public in response to their complaints. It is pleasing to note that the standard of written communication has improved. It is recommended that BTP continue to ensure that letters are personalised, empathetic and appropriate language is used, particularly when handling sensitive matters.
- 4.5 The Panel has also shared some observations where there has been delays in finalising a complaint. This has been attributed to a number of factors, including difficulty in

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identifying the details of the case to which the complaint referred initially, annual leave and abstraction for training. The Panel has suggested that consideration is given to how complaints are managed during periods of leave and training to ensure that these do not lead to unnecessary delay.

- 4.6 There have been some complaints which have had a direct correlation with the crime recording backlog. It is understood BTP has now addressed the crime recording queue however, it is unclear whether further Reviews connected to this will be forthcoming. One case in particular resulted in two Reviews. The member of the public remains dissatisfied with the outcome of the second Review and has recently initiated a pre-action protocol for a Judicial Review.
- 4.7 From an administrative perspective, the Panel is functioning well as a monthly virtual meeting. Though this should be kept under review if the number of Reviews received continue to increase. The documentation in support of the Review has continued to evolve throughout the year and is said to provide the necessary information in a digestible format in good time. The nature of the role the Panel is performing goes to the heart of culture and provides a unique insight into railway policing and wider organisational themes.

5. Conclusions

- 5.1 These meetings continue to be positively received by the Members who have formed part of the Panel membership. They are adding value to the BTPA's role through improved insight into frontline policing and complaint handling, supporting BTPA oversight activity towards this strand of legitimacy.
- 5.2 It is evident from discussions with other Policing Bodies that the current volume of Reviews received by the BTPA is comparatively low, though we are starting to see an upwards trend. It is difficult to assess whether the findings reflect a positive outcome. Through discussions with peers at complaint networking engagements it is believed that the percentages of cases which are upheld is comparable.
- 5.3 In terms of complaint handling, BTP's approach is found to be generally reasonable and proportionate but the focus needs to be on ensuring that all elements of the complaint have been fully addressed. BTP is also encouraged to consider cases beyond a procedural lens ensuring a more holistic view of an encounter and how police actions have impacted those involved to ensure the focus is on learning and improving.

6. Recommendations

- 6.1 Members are asked to note the contents of the report with a view to it being shared with the full Authority Membership.

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Police Covenant

Rachael Etebar, Director of People and Culture

Purpose of the Paper

- To update on the current work underway with regard to the Non-Home Office Force Police Covenant Group activities and our collective return for the first Covenant report to be published in March 2023.
- The Police Covenant is a pledge to recognise the bravery, commitment, and sacrifices of those who work or have worked in policing. It is intended to ensure that officers, staff, volunteers and their families are not disadvantaged as a result of their service in the police and seeks to mitigate the impact that this may have on day to day life.
- Delivery is overseen by the Police Covenant Oversight Board, chaired by the Home Secretary. Progress is through a Delivery Group, chaired by Andy Rhodes of the College of Policing (CoP).
- The Non-Home Office forces meeting comprises leads for the three forces, a Police Federation representative, plus Lucy Yasin from BTPA. The aim of this meeting is to feed the non-Home Office forces' views into the Delivery Group. We have agreed a rotating chair; CNC currently chair but BTP (RE) will take the lead from April 2023.
- The Covenant places a legal requirement on the government to report annually to Parliament on issues relating to police wellbeing and support. The draft report is attached in the background papers and has been shared with the Sponsorship team at DfT. Please note this should not be circulated further.

Outcome Sought

- That PCC note the first annual Covenant report

**People and Culture Committee
Committee Workplan**

June 2023	September 2023	November 2023	March 2024
Items for recommendation <ul style="list-style-type: none"> Police officer and staff pay (in principle until announced) 	Items for recommendation	Items for recommendation	Items for recommendation <ul style="list-style-type: none"> Gender Pay Gap Report Ethnicity Pay Gap report
Items for discussion <ul style="list-style-type: none"> People Strategy Thematic x2 HMICFRS PEEL Report – anything delegated by ARAC (reports in March) Career pathway and leadership development programme review Ethics Panel – How working and any themes emerging Review of Committee Terms of Reference and effectiveness 	Items for discussion <ul style="list-style-type: none"> People Strategy Thematic x2 PDR outcomes for performance year 2022/23 Exit interviews – themes and corresponding actions 	Items for discussion <ul style="list-style-type: none"> People Strategy Thematic x2 Annual Wellbeing, Health and Safety Assurance Report 	Items for discussion <ul style="list-style-type: none"> People Strategy Thematic x2 (proposing to revisit L&D pillar)
Items for information <ul style="list-style-type: none"> People data report Fatigue Review Committee workplan 	Items for information <ul style="list-style-type: none"> People data report Committee workplan 	Items for information <ul style="list-style-type: none"> People data report Committee workplan 	Items for information <ul style="list-style-type: none"> People data report Police Covenant - Report Annual report on Complaint Reviews Committee workplan

Items to keep sight of but without a clear timeframe:

- New Staff Reward Framework

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