

# [6 September 2023] Agenda Pack / People and Culture Committee

MEETING

6 September 2023 13:30 BST

PUBLISHED

1 September 2023

WEBSITE

# Agenda

Location  
Hybrid Meeting / BTPA Meeting Room, 2nd Floor , 25  
Camden Road, London, NW1 9LN

Date  
6 Sep 2023

Time  
13:30

	Item	Owner	Time	Page
1	Apologies	Chair	13:30	-
2	Declarations	All		-
3	Minutes	Chair		3
3.1	[Background Pack] Minutes / Pension Working Group - 15 May 2023	Chair		-
4	Actions	Chair	13:45	12
4.1	Action 10/2023 - PEQF Project Timeline Review	Rachael Etebar		14
5	Strategic Risk	Hugh Ind	14:00	19
	People Strategy Goal 5: Well Cared For			-
6	Wellbeing, Health and Safety	Ken Slack	14:15	29
6.1	Wellbeing, Health and Safety Strategy 2023/24	Ken Slack		45
6.2	[Background Pack] Fatigue Self-Assessment Report	Ken Slack		-
	People Strategy Goal 8: Great People and Culture Function			-
7	Goal 8: Great People and Culture Function Update	Rachael Etebar	14:35	70
8	BTP Response to the Casey Review	Pete Fulton	14:50	76
9	PDR Outcomes 2022/23	Rachael Etebar & Clare Conie	15:05	90
10	Learning and Development Transformation: Part-Time Officer Entry	Clare Conie	15:20	93
11	[Verbal] Police Staff Pay Reform Update	Clare Conie	15:35	-
12	People Performance Data Q1 2023/24	Rachael Etebar	15:40	96
13	Workplan 2023/24	Hugh Ind	15:55	104
14	Any Other Business	All		-
15	Meeting Evaluation	Nick Hawkins	16:00	-

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## Minutes

### People and Culture Committee

Wednesday 7 June 2023 at 10.30am in BTPA Meeting Room, BTP FHQ, 25 Camden Road, London, NW1 and via Microsoft Teams

#### Present:

Bev Shears (Chair)  
 Nick Hawkins (Deputy Chair)  
 Andy Cooper  
 Lord Jackson of Peterborough

#### 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**  
 Rachael Etebar (Director of People and Culture)  
 Clare Conie (Deputy Director of People and Culture)  
 Kayad Dualeh (Deputy Director of People and Culture)  
 Steff Sharp (Chief of Staff)  
 Lisa Pulleyn (Learning and Development Business Partner) (Item 8)

#### Apologies

##### Agenda Item 1

1. The Chair noted Lord Jackson would be joining the meeting from 11.00am and departing early due to work commitments.

#### Declarations of Interest

##### Agenda Item 2

2. There were no declarations from Members.

3. Members noted that the Co-Heads of Governance and Compliance had a pecuniary interest in Item 9 (BTPA and BTP Federation Conference) regarding the potential backdated payment of the London Allowance to those who had taken maternity leave since 2015. Members would be mindful of this declaration when considering the report's recommendations.

## Minutes

### Agenda Item 3

4. **RESOLVED**, that the minutes of the meeting held on 7 March 2023 be approved.

## Actions

### Agenda Item 4

5. Members considered a report regarding actions arising at previous meetings and the following points were made.
- a. Members agreed that Actions 8/2022, 9/2022, 1/2023, 6/2023, 7/2023, 8/2023 and PDC Action 6/2023 could be closed.
  - b. Members noted that, as per Action 2/2023, it was not possible to expedite part-time officer training at present as more work was required to better understand Force shift patterns. At present, the Force was on course to launch part-time officer training by end of 2023. The Chair requested a paper on issues, logistics and timelines to the September 2023 meeting.
  - c. Members noted that Action 3/2023 remained open pending the submission of the Force's Enhanced Medical Support proposal to the September 2023 meeting.
  - d. Members noted that Action 5/2023 remained open and should properly refer to staff reward rather than pay.
  - e. Members noted that ARAC Action 10/2022 remained open pending delivery of an item at the September 2023 meeting.
6. **RESOLVED**, that the report be noted.

*Lord Jackson arrived at this point of the meeting.*

## Strategic Risks

### Agenda Item 5

7. Members considered the Committee's strategic risks and the strategic risks summary slide, and the following points were made.

- a. In response to a query from a Member regarding officer assaults (Wellbeing, Health and Safety risk) a Deputy Director replied that current data was not granular enough to distinguish between whether the assaults were the result of mental health, alcohol or violence. The Deputy Director would raise this point with the Force's Wellbeing, Health and Safety team.
- b. The Director of People and Culture noted that data arising from the Force's Op Hampshire (assaults on police) could be fed into her directorate's response to this risk and reported under the People Data item on the agenda (Action 9/2023).

8. **RESOLVED**, that the Strategic Risks be noted.

### **Thematic: Rewarded and Recognised**

Agenda Item 6

### **Initial Options for the 2023/24 Pay Award**

Agenda Item 6.1

9. Members considered a report of the Director of People and Culture regarding initial options for the 2023/24 pay award and the following points were made.
  - a. The Director of People and Culture introduced the report and noted,
    - i. The Force was awaiting the Police Remuneration Review Body (PRRB) outcome and the fact it was likely any settlement would exceed what had been budgeted for in the Medium-Term Financial Plan. Moreover it was not clear what decision Scottish Ministers would arrive at regarding any settlement.
    - ii. In terms of a pay in an allowance for D Division officers equivalent to that of Police Scotland's pay, recruitment in Scotland was not proving challenging at present despite anecdotal suggestions that current pay levels compared adversely to Police Scotland.
    - iii. In term of a proposed detectives' allowance, the Force was focused on increasing its number of detectives and therefore a decision was required on whether to implement the allowance during the current year or wait for 2024.
    - iv. In term of phased returns and neonatal leave & pay, the Force was keen to introduce 12 weeks of paid neonatal leave and provided some illustrations of where it was at within the paper.
  - b. A Member encouraged the Force to map what peers were providing in terms of allowances as this would help both the Force and the Authority make any case for funding.

- c. The Member continued, noting that there needed to be a clear link between the contractual incentives on offer, and Force culture and Values, to ensure the Force was a genuinely caring employer.
- d. A Member expressed caution on introducing incentives that did not address identified issues.
- e. The Chief Executive noted that any introduction of one-off payments as per the Civil Service would have a significant financial implication for the Force.
- f. A Member noted that, given limited resources, it was important to match person specifications with the benefits candidates would likely want and appreciate. They did not feel that a suite of benefits and incentives should be developed that did not then address any recruitment and retention issues.

**RESOLVED**, that Members,

- Note that the PRRB was not anticipated to report until July 2023, so that any Pay Award was likely to be paid retrospectively. Therefore, Members agreed it would be appropriate to convene an extraordinary meeting of the Committee during July 2023 if necessary.
- Note that the pay award for 2023 was likely to exceed the 4% provision within the Medium-Term Financial Plan and that there would be hard choices to be made with regards to whether any additional bids would be considered and how any final quantum would be funded.

**[Background Pack] Annex A: Labour Market Outlook**

Agenda Item 6.1.1

- 10. **RESOLVED**, that Annex A: Labour Market Outlook be noted.

**[Background Pack] Annex B: Impact on Hard to Fill Posts**

Agenda Item 6.2.1

- 11. **RESOLVED**, that Annex B: Impact on Hard to Fill Posts be noted.

**Thematic: Informed, Connected and Purposeful**

Agenda Item 7

- 12. Members considered a report of the Head of Internal Communications and the following points were made.

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- a. The Director of People and Culture emphasised that internal communications were a key tool in cultural change.
- b. A Member welcomed the level of performance demonstrated by the Force's internal communications team but cautioned that, from their perspective, the Force had been exposed to a plethora of new internal communications channels and therefore the focus could now move to consolidation and improvement of existing channels. The Director welcomed this feedback and noted her team would focus on consolidation once the intranet had been rolled-out to Force mobile devices.

13. **RESOLVED**, that the thematic report on Informed, Connected and Purposeful: Internal Communications Transformation and fostering two-way conversation be noted.

### Police Education Qualifications Framework (PEQF)

#### Agenda Item 8

14. Members considered an update report on the Police Education Qualifications Framework (PEQF) and the following points were made.
  - a. In response to a query from a Member, the Learning and Development Business Partner agreed to consider ways in which the proposal could be expedited through the Force's internal governance framework (Action 10/2023), but cautioned that the timeline described within the report was based on recommended timing set by Home Office forces. Nevertheless, the business partner acknowledged that the Force could be more proactive in challenging timelines e.g. reducing time set aside for quality assurance provided the quality assurance provider had a proven track record of performance.
  - b. The Chief Executive noted that there were no plans to use the Apprenticeship Levy before 2027, which meant the Force was effectively handing back levy monies in the meantime.
  - c. In response to a question, the Learning and Development Business Partner replied that non-degree recruits would not qualify for the Apprenticeship Levy. This prompted the Chief Executive to observe that it was an issue for government that it was not possible to run degree-apprenticeships alongside vocational apprenticeships.

15. **RESOLVED**, that Members,

- a. Note the Force's plans to tender for PEQF would go live in August 2023.
- b. That PEQF would be one of eight entry pathways into the Force.

- c. Note that through enhancing the number of entry pathways, the Force aimed to ensure that there was an appropriate accessible route for all wishing to pursue a career in policing.

*Lord Jackson left at this point of the meeting.*

## **BTPA and BTP Federation Conference**

### **Agenda Item 9**

16. Members considered a report regarding the BTPA and BTP Federation Conference held on 9 May 2023 and the following points were made.

#### *Substance Misuse, Random Testing*

- a. All present were supportive of updating officer contracts to make it a requirement for drug testing samples to be provided when requested, whether with or without cause.

#### *Conduct Regulations – Accelerated Misconduct Hearings for former officers*

- b. All present noted that proposed regulatory changes were under consultation and would potentially be ready for submission to the Full Authority for approval on 28 June 2023.

#### *London Allowance / Maternity Leave Backpay*

- c. Members noted the BTPA Executive recommendation that backpay be granted to 2015 rather than the Force's current proposed 2021, given peer approaches by Metropolitan Police and the City of London Police, the impact on female officer morale, and alignment with Force Values.
- d. The Director of People and Culture noted that senior leadership within the Force felt backpay to 2021 was proportionate and the right thing to do. More than half of the officers that would benefit from backpay to 2015 were no longer with the Force.
- e. The Chief of Staff noted that the Chief Constable had a strong position on the decision to grant backpay to 2021, as it demonstrated the Force was prepared to remedy an issue back to the point it first became aware of the issue. Moreover the Chief Constable was wary of a precedent of blindly matching peers rather than following a Force-specific approach. Lastly, the c.£250,000 cost implication was significant against the wider £9m cost pressures faced by the Force.
- f. Members were mindful of both sides of the arguments presented but felt on balance that it was appropriate for back payment to be made to 2015.



- g. In response to a question, the Chief Executive noted that the cost implication of c£250,000 was not itself a matter for the Department for Transport, but that it could form part of wider funding pressure discussions with the Department later in the year. In the meantime, the Force should treat the funding implication as coming from Core budgets.

17. **RESOLVED**, that Members,

- a. Agree that London Allowance for female officers on maternity leave be backdated to 2015, in line with the relevant 2021 court judgement and peer approaches by Metropolitan Police and City of London Police, as well as Force Values.
- b. Agree subject to the outcome of consultation with staff associations that regulatory changes for Accelerated Misconduct Hearings procedures for former officers be recommended to the Full Authority for approval.
- c. Note the position on updating pre-2020 officer contracts to include a clause on the requirement to provide samples for drug and alcohol testing.

**People Data Q4 2022/23**

Agenda Item 10

18. Members considered the People Data Q4 22/23 dashboard and the following points were made.

- a. The Director of People and Culture noted that the Force's recent round of promotions had included positive percentages in terms of diversity e.g. 24% female, 12% ethnic minorities. That said, more analysis was required to better understand the level of ethnic minority candidates failing to progress beyond the assessment stage. More effort was also being made to encourage diverse applications.
- b. The Director of People and Culture noted that there had been an increase in employment tribunals compared to pre-COVID data, which would be reviewed to identify any underlying issues.
- c. A Member welcomed the improvement in sickness absence.

19. **RESOLVED**, that the People Data Q4 2022/23 dashboard be noted.

**Terms of Reference Refresh 2023**

Agenda Item 11

20. Members considered a report on the Committee's terms of reference refresh 2023 and the following points were made.

- a. Members felt more explicit reference to oversight of Force leadership training and behaviours could be made within the terms of reference.
- b. The Director of People and Culture was supportive of this amendment and noted the Force was shortly holding a senior leadership day at which behaviours would be discussed – she would share the date with the Committee.
- c. The Head of Governance and Compliance suggested that Committee membership could be increased to five, in light of forthcoming expansion of Full Authority membership in late 2023.

21. **RESOLVED**, that subject to comments made, the People and Culture Committee terms of reference be submitted to the Audit and Risk Assurance Committee and the Full Authority for approval.

### **Workplan 2023/24**

#### **Agenda Item 12**

22. Members considered the Committee Workplan 2023/24 and the following points were made.
- a. The Head of Governance and Compliance noted an extraordinary meeting would likely be necessary during Summer 2023 to consider the Pay Award 2023.
  - b. A Member commented that the Committee would likely benefit from an update on the Force's response to the Casey report.
  - c. A Deputy Director of People and Culture requested that the annual Wellbeing Health and Safety report be submitted to the March meeting (Action 11/2023).

23. **RESOLVED**, that the Committee Workplan 2023/24 be noted.

### **Any Other Business**

#### **Agenda Item 13**

#### **Thanks to Stephanie Calvert & Lucy Yasin**

24. The Chair thanked Stephanie Calvert & Lucy Yasin for their service on the British Transport Police Authority Executive and for their role in establishing the People and Culture Committee in particular. The Committee wished them well in their new role with an NHS Trust.

### **Meeting Evaluation**

#### **Agenda Item 14**

25. Andy Cooper delivered a meeting evaluation and the following points were made,

- a. The discussion on PEQF posed the question on whether the Force could be bolder in terms of pace of project/programme delivery.
- b. The sector recognition for the Force’s internal communications function was welcome.
- c. The Force appeared to rely on peers to set benchmarks for itself e.g. PEQF delivery – it was perhaps worth reflecting on what benchmarks the Force would choose for itself.

The meeting ended at 12.20pm

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ITEM 4 – ACTIONS

OFFICIAL

**PEOPLE AND CULTURE COMMITTEE**

Serial	Date	Action	Owner	Update
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	Board Secretary / BTPA Analyst	<b>Recommended for Closure</b> Board Secretary has determined, after liaison with BTPA Analyst and BTPA Project Director, that a dashboard reporting format as described in the action is too complex to deliver efficiently. Instead, Members are asked to note the ongoing monitoring of People Strategy by People Committee and the new standing item on inclusion and diversity and Police Race Action Plan at Full Authority meetings and advise whether they are content this represents adequate oversight.
2/2023	7 March 2023	The Chief Constable recommended that the Deputy Director of People and Culture and the Resourcing Manager liaise with one another to establish whether efforts to review delivery of part-time officer training could be expedited	Deputy Director (Clare Conie) / Resourcing Manager	<b>Recommended for Closure</b> Paper on part-time officer entry is included on the September 2023 agenda.
3/2023	7 March 2023	Force's Enhanced Medical Support proposal to be added to Committee Workplan.	Head of Governance and People	<b>Recommended for Closure</b> Added to Committee workplan (November 2023)
5/2023	7 March 2023	The Director of People and Culture noted the government was due to publish pay guidance during 2023. The Chief Executive observed that the Force should form a view to what extent it wished to follow government guidance on staff reward.	Director of People and Culture	<b>Recommended for Closure</b> Director of People and Culture notes this was factored into Pay Award 2023 considered by Appointments Committee on 4 August 2023.
9/2023	7 June 2023`	The Director of People and Culture noted that data arising from the Force's Op Hampshire (assaults on police) could be fed into her directorate's response to this risk and reported under the People Data item on the agenda	Director of People and Culture	<b>Recommended for Closure</b> Included in People Performance Data Dashboard Q1 2023/24 on agenda.

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ITEM 4 – ACTIONS

OFFICIAL

**PEOPLE AND CULTURE COMMITTEE**

10/2023	7 June 2023	In response to a query from a Member, the Learning and Development Business Partner agreed to consider ways in which the PEQF proposal could be expedited through the Force’s internal governance framework	Director of People and Culture	<b>Recommended for Closure</b> Background paper provided at September 2023 meeting.
11/2023	7 June 2023	Committee workplan to be updated to include (i) Force response to Casey report and (ii) submission of Annual Wellbeing, Health and Safety report to March 2024 meeting.	Head of Governance and People	<b>Recommended for Closure</b> Workplan updated (Casey – September 2023) / (Annual Wellbeing, Health and Safety Report – March 2024)

**Actions arising from peer BTPA Committees**

ARAC 10/2022	18 November 2022	Members requested that the Force’s self-assessment of its performance against measures outlined within Casey Review be scrutinised at a relevant BTPA Committee, and the Force consider ways in which independent assurance of its response to the Casey Review could be obtained.	Head of Governance and People / Project Director	<b>In Progress</b> This was subject to a Breakfast Briefing on 20 April 2023. Activity is ongoing. An item has been included on the agenda.
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## Goal 5 – Well Cared For: Wellbeing, Health and Safety

Kayad Dualeh, Deputy Director P&C – Wellbeing  
Health and Safety

### **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.*

*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.*

## Purpose of the Paper

- The aim of the paper is to provide an update on the work undertaken by the Wellbeing, Health and Safety Department as part of a 6 month review.
- In April 2022 the Safety Team implemented the new Safety Management Software (SMS), this saw a step change in how BTP manages safety systems and allows for full management oversight of risk.
- The Occupational Health (OH) service has continued to be delivery via a hybrid model consisting of a small internal team of OH Advisors (OHAs) supplemented by an external service provider largely undertaking fitness for task medicals, immunisation and OH Physician appointments.
- Wellbeing is a strategic priority under our 'Force on the Move' action plan and as part of our values: 'We Care' and 'We strive to be better every day'.
- Our All-People Survey results in 2022 demonstrated that only 36% of the force believed that BTP cared about their wellbeing; this was our baseline to measure the impact of the work underway throughout 22/23 increasing and improving the provision of wellbeing in the force.
- The 2023 All People Survey results have seen a substantial increase from 36% to 44% of the force who now believe that BTP care about their wellbeing and a significant increase of 33% of people stating they know where to get wellbeing support if they need it, indicating that greater engagement and visibility of the team is having a positive impact on delivering the 'Force on the Move' strategic priorities and values.

## Outcome Sought

- The committee is requested to note the content of this update

- Health and safety action completion rates have increased significantly since the implementation of the SMS which has seen a percentage increase of nearly 98%, with completion rates now on 89%, up from 40%.
- All risk assessments are now completed, recorded and accessed via the SMS, which allows access to all employees via desktop, mobile phones and iPatrol devices at any time.
- The H&S team have developed and continued to develop basic loss data from absence rates attributed to injuries whilst on duty.
- The functionality of the SMS has also allowed other initiatives to be realised, for example H&S boards and meetings now utilise the automated action tracking function of the SMS for board actions, this can be updated, and items closed live during meetings.
- The functionality of the SMS platform has allowed the creation of 2 forms with aim to improve clinical practice, governance and improve/enhance support to the public, these are the First Aid Intervention Form and the Patient Report Form, these are reviewed at the Clinical Governance Committee on a quarterly basis. This includes feedback from the clinical governance provider, ATACC for patient report forms, which closes the clinical governance learning loop.

### H&S Governance

- BTP has a fully embedded H&S governance structure, which sees each Sub-Division reporting to a Divisional H&S Committee, which in turn reports to the Central H&S Committee, which is chaired by the Director of People and Culture. This allows any issues that require a divisional or force level review or decision to be escalated, each H&S governance committee sits on a quarterly basis.
- BTPs H&S KPIs have been redeveloped to bring accountability to command structures regarding H&S performance, this was initiated in the recent KPI review and is now live within the KPI reporting system.
- Strategic and force level health and safety risks are also recorded on the 4Risk system, with each division holding its own register, and a register is also being maintained for risk held by the Central Health and Safety Committee, this is due to be reviewed and updated imminently.
- The level Incident Review Board is now chaired at ACC level, and includes representation from all divisions and LXC, force level actions are created and LXC opportunities taken and included in LXC communications, this is an important function to identify safety issues and provide pragmatic, force-led improvements to prevent recurrence, allow mitigation and evidences BTPs commitment to learning lessons and keeping it's people safe, so far as is reasonably practicable.

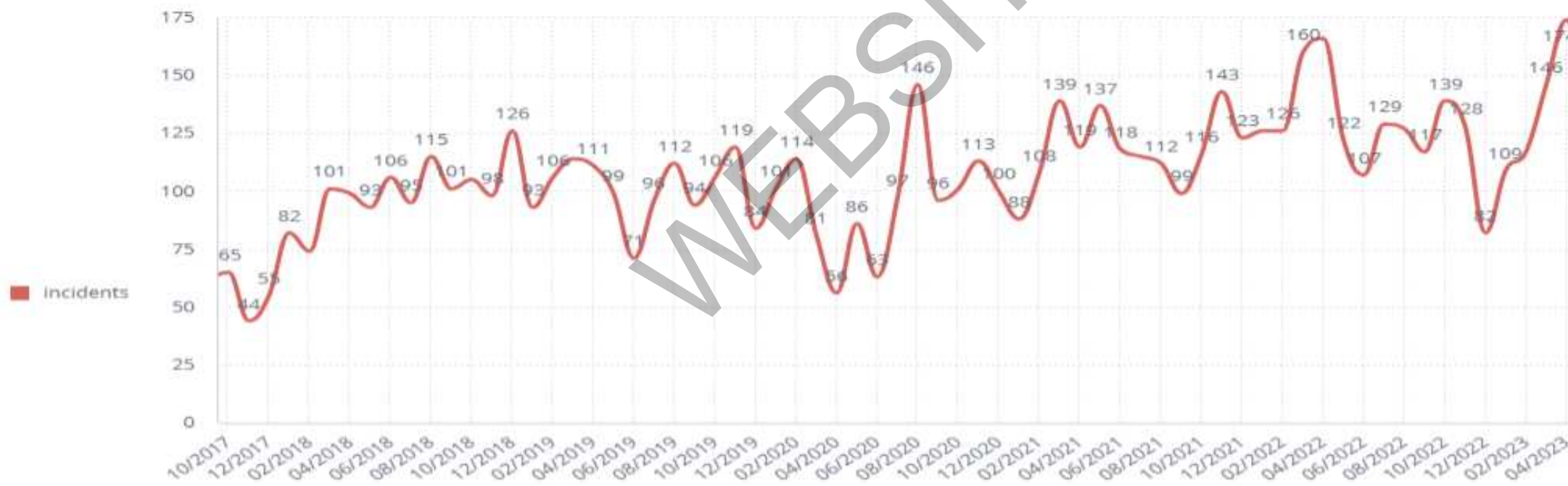


Incident Reports

Incident reports (all categories) have seen a steady increase over the last 5 years, with the average monthly incident report rate of 99.6 in 2018, rising to 127.4 in 2022, so far in 2023 the average monthly report rate is at 133.4, this is a percentage increase of 33.9% (Fig 1).

(Fig 1) All incident running timeline

Total Number of Incidents



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## Incident Reports

There have been 2040 incidents reported on the SMS since its inception in April 2022. The data represented below is derived solely from the Safety Management Software reports.

Type of Incident	Numbers (April 2022 – present)
Assault	1323
Non-Assault Injury	589
Close Call	123

Type of Assault	Numbers (April 2022 – present)
Physical	1222
Verbal	14
Hate	93

Lost time	Number of days (April 2022 – present)
Assault	562
Non-Assault Injury	2359

Narrative: While the volume report is that of assault, it must be noted that the majority (c80%) of lost days due to workplace injury is attributed to causes other than assault.

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### Statutory Compliance

#### Fire Risk Assessment (FRA)

Each location within BTPs demise, whether leased directly to the force, or whether as tenants has an FRA carried out biennially, all BTP H&S Advisors who carry out FRAs have a formal fire risk assessment qualification. FRAs are held to the industry standard Publicly Available Specification 79:2020 (PAS 79) standard. The assessment scoring criteria is as follows:

<b>Low</b>	Unusually low likelihood of fire <u>as a result of</u> negligible potential sources of ignition.
<b>Medium</b>	Normal fire hazards (e.g. potential ignition sources) for this type of occupancy, with fire hazards generally subject to appropriate controls (other than minor shortcomings).
<b>High</b>	Lack of adequate controls applied to one or more significant fire hazards, such as to result in significant increase in likelihood of fire.

Taking into account the nature of the building and the occupants, as well as the fire protection and procedural arrangements observed at the time of the fire risk assessment, it is considered that the consequences for life safety in the event of fire would be:

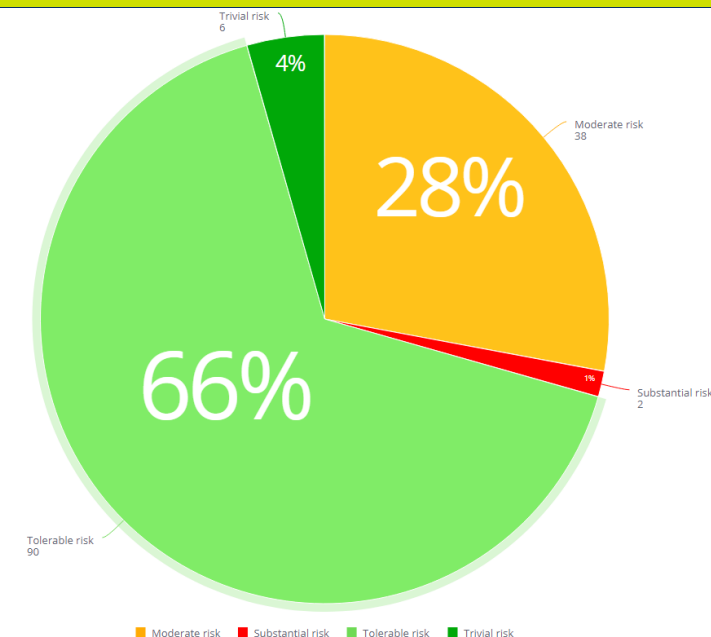
<b>Slight Harm</b>	Outbreak of fire unlikely to result in serious injury or death of any occupant (other than an occupant sleeping in a room in which a fire occurs).
<b>Moderate Harm</b>	Outbreak of fire could foresee-ably result in injury (including serious injury) of one or more occupants, but it is unlikely to involve multiple fatalities.
<b>Extreme Harm</b>	Significant potential for serious injury or death of one or more occupants.

### Statutory Compliance

Accordingly, it is then considered which rating that the risk to life from fire at premises is:

- Trivial
- Tolerable
- Moderate
- Substantial
- Intolerable

All FRAs are in date all except two locations have been categorised as trivial to moderate risk except York and FHQ, which were returned as substantial at the time of assessment (Fig 4)



### Risk Assessment

The Risk Assessment Arrangement was reviewed and a new process for creation, collaboration and review of force level and specific activity risk assessments being implemented. Within 4 months all 21 force level assessments went through the new process and have either been approved by a portfolio lead (COG) or are awaiting approval. BTP now utilises BowTie Risk Assessment methodology to assist in the creation of risk assessments, this allows visual representation of the risks, controls and mitigations, as well as giving an evidence base to how the risk assessment was formulated.

**OH Futures project** - The OH Futures project sets out our vision to improve the quality and efficiency of OH Services to BTP through the internalisation of services support by small specialist contracts where there is not internal capability to delivery and external provision is considered the most cost-effective way to delivery these services. The aim for the project to 'go live' in September 2023 at the end of the current service provider contract has been extended to 1<sup>st</sup> December 2023 to allow estates and procurement dependencies to be achieved. There will however be a gradually transition to internal delivery from 1<sup>st</sup> September 2023.

**Recruitment** – A successful recruitment campaign was undertaken to increase the internal team capabilities to deliver the required services. Particularly the recruitment of OH Practice nurses to delivery the face to face medicals for new recruits and those already employed.

**Estates** – the project outlined the requirement to have suitable and fit for purpose OH facilities across the BTP footprint in order to deliver professional and confidential OH services. A combination of six permanent and temporary locations have been identified and work has been assessed and /or commenced to deliver the necessary clinics environments. Two clinics have now been handed over to OH and work is underway to equip and commence internal clinics.

**Procurement** – A procurement exercise has taken place to procure services for physiotherapy, immunisations, Drug & Alcohol testing, and body fluid exposure incident management. The successful tender is due to be announced in August 2023 and the contract commence on 1<sup>st</sup> November 2023.

**OH Software system** – Following a review of the market a decision to move to a replacement software system with the provider of the current system was made. Although expected to be delivered in 2022 a data security issue was identified that resulted in a pause to the implementation whilst the supplier rectified the issue. This is now completed and project transition and implementation are due to recommence in the coming 1-2 months.

**OH Apprenticeships** – Following the outcome of a review of course curriculum and competencies by Nursing and Midwifery council (NMC) in 2022, universities are undertaking a review of course content to reflect the updated competencies required for courses wishing to result in registration with the NMC. Universities have indicated that they plan to write and develop the standard courses for commencement in 2023 for with review of apprenticeship courses following this. There is still an expected delivery in late 2024 but there have been no recent updates on timelines. The College of Policing Wellbeing Team are keen to standardise an approach to OH apprenticeships across policing

# Occupational Health: Service Delivery and Improvements Cont'd

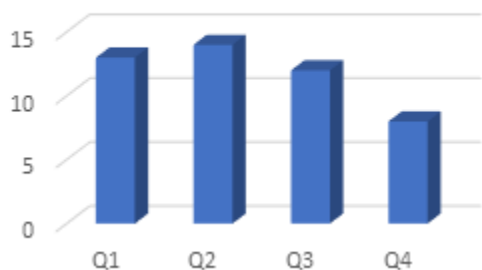


Optima Data – External supplier

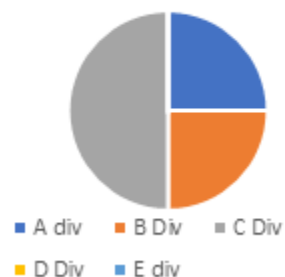
## Occupational Health Physician (OHP) referrals

Referral to OHPs include complex cases, where specific medical advice is required.

OHP Referrals Total 47



OH Referral by Division



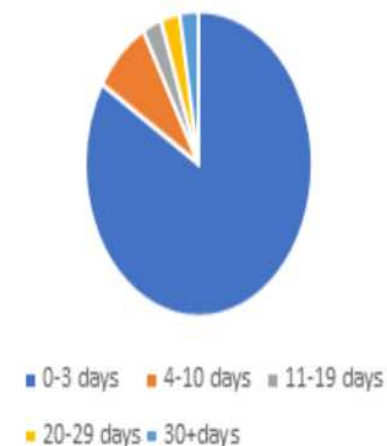
## Body Fluid Exposure incidents

- A 24/7 helpline is available for reporting of body fluid exposure incidents
- Body Fluid exposures are classed as high risk whenever visible blood is involved although the nature of the incident may itself be low risk
- Follow up blood testing is provided when risk assessment indicates it is required
- This has been no incidents of transmission of disease through body fluid incidents. (nationally low figures in UK)
- Hepatitis B immunisation is offered to all operational officers and other roles if role risk assessments identified a risk of exposure to Hepatitis B

Body Fluid Exposure by risk



Incident to reporting



## New Recruit Medicals completed

An increase in numbers are seen following increased recruitment activity

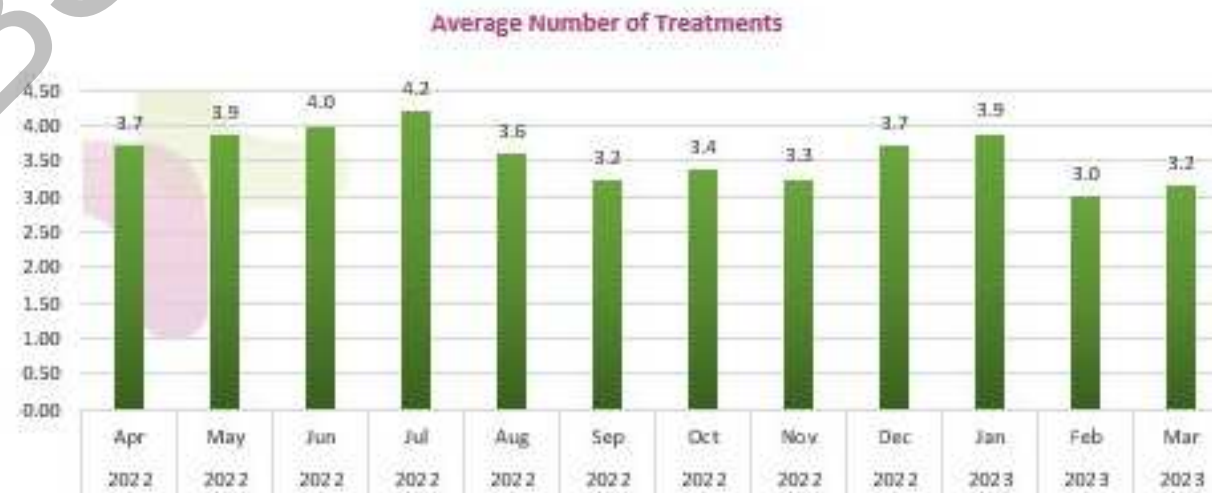
Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Total
58	58	34	100	123	98	36	54	5	42	36	41	685

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## Physiotherapy Service – External supplier



- Monthly fluctuations are a normal pattern within physio data however yearly referral numbers are consistent with previous years
- Operational employees are the main users of the service
- Although non-work-related triggers account for just over half of referrals it would be expected that this would still result in an impact on work activity
- Average number of treatments in in keeping with service arrangements for short term interventions and longer-term cases will be managed by the NHS



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### Wellbeing Hub

- 86% of employees have now visited the Wellbeing Hub, with 74968 site visits since launch, indicating this is now established as the single place to go to access information, events, and wellbeing news. To enable offline access a 'Wellbeing Support Services Guide' has been produced which brings together all the resources we offer in a downloadable guide. The guide covers physical, mental, emotional, and financial wellbeing and provides information about all our services and how to access them.
- We have created several Financial Wellbeing pages including debt, budgeting and a Cost of Living Hub, and have trained and provided editorial access to the BTP Pension Manager so they can ensure maintenance, relevance and governance on content. They have also arranged numerous Financial Wellbeing webinars such as Pre-Retirement courses, Pensions and Tax advertised via the Wellbeing Events calendar on the Hub.

### Wellbeing Peer Support Programme

Since its launch Wellbeing Peer Supporters have provided support and signposting to 193 people. Additionally, we have provided extra training in specialist areas such as domestic abuse and bereavement and recruited extra supporters to cover issues such as paternity/maternity, baby loss and menopause. We now have 69 Peer Supporters covering all BTP.

### Wellbeing Events and Webinars

- In 2023 we have delivered 2-day Wellbeing Events featuring guest speakers, OH health checks, stands from external partners such as the Police Treatment Centre, Police Mutual and Police Care, yoga sessions and a wellbeing dog. Feedback from these days has been overwhelmingly positive and engagement levels are increasing with each event.
- 2-day Wellbeing events will now be part of an annual wellbeing calendar with 3 onsite events per year and further developments to include virtual sessions running simultaneously available to all employees and onsite Health Kiosks. We will also develop a calendar of Wellbeing virtual events, face to face workshops and recorded sessions to ensure these are inclusive for all regardless of shift patterns or locations.
- To encourage physical activity and exercise we organised our first Wellbeing step challenge which was held during Mental Health Awareness Week. This was delivered via Optimise the health and wellbeing gap provided by Optima as our EAP. The next challenge will be held in November, we will be running more of these interventions throughout 23/24 to improve the holistic wellbeing of our people.

### Wellbeing Support

The Wellbeing Team have provided emotional, onsite support following the tragic deaths in service of a number of officers and staff in 2022/23. Additionally, an increase in incidents of Child Young Person (CYP) fatalities required further trauma support arrangements and wellbeing intervention. This wellbeing support has also been provided out of hours and has relied on the Wellbeing Team working extended hours, in emotionally challenging situations.

### Psychological Framework

We are currently developing a Psychological Framework, the aim of which is to assess the psychological hazards affecting our people and put in place reasonable controls to mitigate and manage the psychological risk. This project has commenced with project timelines, deliverables and a procurement strategy currently being developed which will be reported to the programme board. This framework will consist of:

**Role Profile Assessments** utilising role specific risk assessment developed by the CoP and National Wellbeing Service. They will be held in the Safety Management System to enable audit, tracking and reporting. Once all assessments are completed and approved, we will also have an insight into the overall risk profile of BTP.

•**Psychological Health Surveillance**, including screening, structured interviews and assessments which will be conducted on a bi-annual or annual basis dependent on the level of psychological risk.

### Trauma Incident Management Desk

A Trauma Incident Management Coordinator joined the team in May 2023 on a 12-month secondment to develop the Trauma Incident Management Desk. This will track all trauma contact across the force and signpost officers and staff to the relevant agencies to ensure that individuals have the support they require. A review of the data we capture has commenced and initial changes have been made. We can now begin to identify individuals who have attended multiple incidents across 2,4 and 8 weeks and proactively contact them to offer support. We are also looking at location data to inform more proactive work.

### Mental Health and Resilience Training

Dr Rachael Handley delivered a presentation on trauma as part of the Wellbeing Event in Birmingham, and we are working with L&D produce a video of this input that would form part of our training provision following positive feedback from everyone present during that session. There are also several online MyLearn packages available relating to mental health and resilience and these are all signposted from the Wellbeing Hub.

### TRiM Review

BTP have had a TRiM process in place since 2016. The service provided by TRiM has developed significantly over this time, alongside the many significant developments in organisational structure, technology, and holistic areas of operation, such as the embedding of diversity and inclusion. In recognition of this a review of the current TRiM process is required to ensure that it is fit for purpose for current requirements and is in line with all recommended best practice guidance. This review will ensure that BTP are able to offer a TRiM process that aligns with the needs of our people and ensures all practitioners and managers are suitably trained and equipped to deliver a quality service that supports our We Care value

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This study of sleep patterns and fatigue was commissioned to understand the extent, causes and impact of tiredness and fatigue for our employees and to explore possible solutions that might help improve their health, performance and resilience. The study also looked at other areas such as lifestyle habits. Sleep quantity and quality is intrinsically linked to mental health, the ability to cope and stress. It is also well established that when someone is tired, they may make poor judgements, may be quick to anger (for example use force when other interventions would be wiser), may be slower to react (for example when driving under blue lights) and will have a reduced ability to think logically and creatively. Through this data, the aim is to develop interventions to reduce fatigue, reduce sickness absence, make our people feel cared for, enabling our people to provide the best possible service to the public.

### Results

The survey demonstrates that our people are obtaining insufficient and poor-quality sleep, which is translating into fatigue at work. As a result, there are serious implications for health, safety and performance. If staff are tired and fatigued, we can expect to see increased levels of absence, a greater burden of stress, more complaints made against customer-facing employees, more accidents at work (and during commutes) and impaired decision making.

### Recommendations include:

- Educating our people about the importance of sleep and the impact of shift work on sleep.
- This education to include key lifestyle barriers to sufficient good quality sleep such as caffeine, gadget use and alcohol to drive long term behavioural change
- Refresh policies for commuting and driving at work to help minimise the incidence of drowsy driving.
- Encourage a culture of taking rest breaks to boost alertness during a shift
- Continue to encourage all staff to take their full leave entitlement to enable them to rest and recharge.
- Consider a programme of sleep disorder screening by occupational health
- Identify areas of the business to pilot light therapy to understand alertness and health benefits
- Pilot the use of blue-blocking glasses for workers coming off a night shift.

### Next Steps

Wellbeing, Health and Safety have developed an action plan based on the recommendations to be delivered and implemented in 23/24. The report has also been shared with Supt Chris Horton who is leading on the action plan for those elements relating to driving and driving fatigue. Following the implementation of interventions, a third survey will be held to assess the efficacy of this work.

- Levels of TRiM assessments have reduced in 22/23 however the introduction of additional services such as Peer Support may have impacted this.
- TRiM debriefs refer to the emails sent daily from TRiM to anyone identified as being involved in a potentially traumatic incident. Feedback has always been that this has felt very 'generic' as the emails were sent as a group and not personalised. As part of the work on the Trauma Post Incident desk, we have now developed a system that enables these emails to go as individuals' emails, addressing the employee by name. This is for more personal and we are seeing a positive response with more replies either requesting help or expressing gratitude for the contact.
- EAP utilisation is 5.7% which is consistent with previous years, it is higher than other organisations which is potentially reflective of our risk profile as well as the engagement work undertaken to publicise the service.
- 21% of calls to EAP result in a referral for counselling, so a significant number are utilising the service for advice and guidance or do not meet the criteria for EAP counselling. There is a risk that this is due to individuals requiring treatment over and above EAP provision and we are exploring this with Optima.
- Virtual Sessions with Maximus (formerly Remploy) for the Access to Work Mental Health service are held regular, and we continue to refer people to this service however more work to publicise this service, specifically for stress related issues will be planned for 23/24.

•Data covers 2022-23, by quarter

		Q1	Q2	Q3	Q4	Total
No of TRiM Assessments Completed (this quarter)	All	16	15	40	40	111
	A Division	1	1	-	3	5
	B Division	4	8	12	16	40
	C Division	10	6	26	13	55
	D Division	1	-	2	8	11
	E Division	-	-	-	-	-
BTPA	-	-	-	-	-	
No of TRiM Debriefs (this quarter)	All	1,142	1,263	1,103	646	4,154
	A Division	173	172	146	101	592
	B Division	582	678	533	307	2,100
	C Division	316	335	367	190	1,208
	D Division	53	42	21	35	151
	E Division	18	36	36	13	103
BTPA	-	-	-	-	-	
No of TRiM Referrals to OH (this quarter)	All	2	3	5	5	15
	A Division	1	-	-	-	1
	B Division	-	2	4	3	9
	C Division	1	1	1	1	4
	D Division	-	-	-	1	1
	E Division	-	-	-	-	-
BTPA	-	-	-	-	-	
EAP Total Contacts	All	62	61	82	83	288
	A Division	62	61	82	83	288
	B Division	-	-	-	-	-
	C Division	-	-	-	-	-
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
BTPA	-	-	-	-	-	
EAP Accessing Counselling	All	16	18	21	8	63
	A Division	16	18	21	8	63
	B Division	-	-	-	-	-
	C Division	-	-	-	-	-
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
BTPA	-	-	-	-	-	
Remploy Utilisation	All	-	3	10	7	20
	A Division	-	3	10	7	20
	B Division	-	-	-	-	-
	C Division	-	-	-	-	-
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
BTPA	-	-	-	-	-	
Peer Support Interventions	All	114	27	24	28	193
	A Division	114	8	24	4	150
	B Division	-	12	-	13	25
	C Division	-	4	-	10	14
	D Division	-	2	-	1	3
	E Division	-	1	-	-	1
BTPA	-	-	-	-	-	

# Wellbeing Hub Service Usage



Unique viewers	Site visits
4559	74968

- The Wellbeing Hub continues to be developed with new functionality and content added regularly linking to awareness days, news articles, latest research, and service improvements.
- We are developing a Power App which will be accessed via the Hub which will enable people to proactively search and contact Wellbeing Peer Supporters.
- The Occupational Health page on the Hub is one of the most frequently accessed so we will work with OH to develop this further when OH Futures is delivered.
- Whilst the Hub is available on all mobile devices and is compatible with mobile use 94.7% of site traffic is coming from desktops. There is a risk that operationally deployed employees may not be accessing and benefiting from the content, consideration will be given to develop a campaign specifically promoting mobile access.

### Wellbeing Events

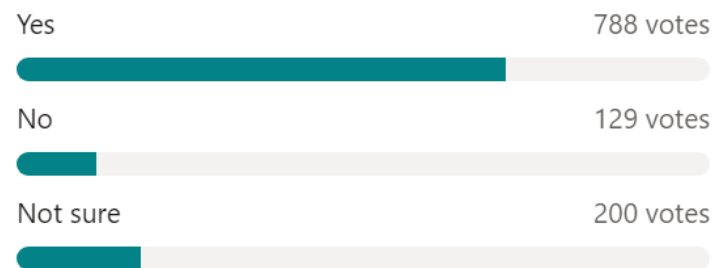
- We held two 2-day wellbeing events in Birmingham and Manchester, with the Chief Constable opening the Birmingham Event. Guest Speakers included a former Met Office who was diagnosed with PTSD, State of Mind Sport, Clinical Psychologist DR Rachael Handley, Dr Andrew Kinder. Additionally, we had occupational health on site providing blood pressure checks and several employees were provided with guidance and advised to speak to their GP. We have plans to grow these events with onsite Health Kiosks, more keynote speakers, additional yoga sessions as well as running a virtual two-day event alongside to ensure all employees can benefit. The next event will be held in Cardiff in November and Scotland, Leeds and London are being considered as locations for 2024.
- We held a Walking for Wellbeing step challenge in May to encourage exercise and physical activity, this was linked to Mental Health awareness week to emphasise the positive connection between exercise and good mental health. Whilst take up was limited those that participated really engaged with the challenge completing an impressive 3, 211, 631 across the challenge.
- The challenge was housed in the Optimise Workplace Wellbeing app which did see an increase in downloads of the Optimise app however numbers are still extremely low, so more work is needed to promote the app.
- The next challenge will be held in November 2023.

### Steps Challenge Results



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- Following a commitment by the Force to review the offer of enhanced medical support for individuals impacted through work, we published a poll to get the views of our people on whether they would be interested in such an offer.
- The poll was open for 5 weeks and had 1,117 votes in total.
- The results were as follows:



- There were also many comments suggesting what our people would like included in a policy.
- We are now working with our rewards team who are conducting a market research on the type of policies on offer with the aim of putting out a second poll for views on these policies.
- The Deputy Director of Wellbeing, Health and Safety will then write a paper on findings and recommendations to go to COG and depending on cost, a blue folder to come to BTPA for approval.

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## Annex: Draft Wellbeing, Health and Safety (WHS) Strategy 2023/24

Our draft Strategy is delivered with an overarching Principle in mind for each service:

- Wellbeing: **We Care**
- Health and Safety: **Re-Thinking Safety**
- Occupational Health: **OH Futures**
- Access the word document below for the WHS Strategy

### Outcome Sought

- The committee's feedback on the draft Strategy would be welcome.



# Wellbeing, Health and Safety Strategy 2023/24

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# Foreword

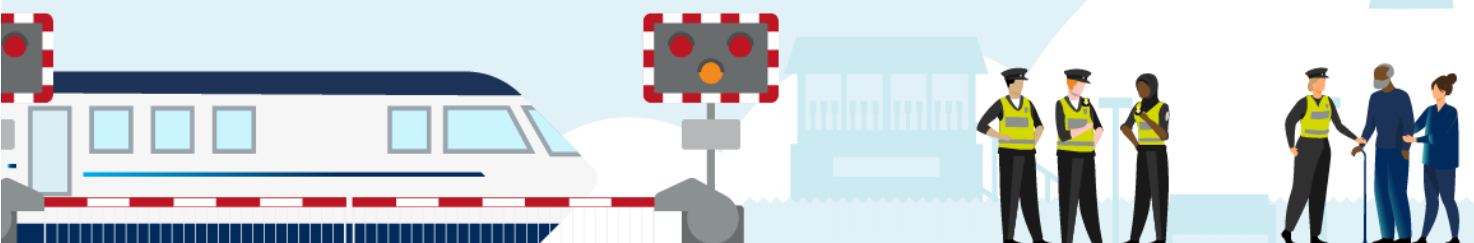


Our Wellbeing, Health and Safety Strategy 2023-24 marks a new chapter in delivering services that meet the needs of our People. We have listened to the feedback from our People in the All People Survey 2022 and made sure they are reflected in the delivery of our services. Wellbeing, Health and Safety is essential in supporting the delivery of Our People Strategy 2022-27 and in demonstrating our 'We Care' and 'We do the right thing' values. Our People are at the heart of everything we do, and prioritising their Health, Wellbeing and Safety is our central focus.

This strategy sets out our main objectives in Wellbeing, Health & Safety and Occupational Health. It details our aim to provide holistic wellbeing support to our people, ensure that our standard practices and environments are safe and offer internal occupational health services that are in tune with the needs of our people. In doing so, this strategy supports the delivery of BTP's Strategic Vision of building a modern and inclusive force where our people are well cared for, well equipped, well trained and well led.

**Kayad Dualeh**

**Deputy Director of People & Culture - WHS**



# Contents



## Health and Wellbeing Strategy Overview 2023

- Blue Light Framework
- BTP's Health and Wellbeing Model
- Objectives

## Occupational Health Strategy Overview 2023

- Four Key Principles
- Objectives

## Health and Safety Overview

- Supporting Vision aims
- Strategic Engagement Outcomes
- Objectives
- Deliverables

WEBSITE







# Wellbeing Strategy 2023

We have developed this strategy through co-design and engagement with stakeholders across the force, and we are committed to creating a culture of health and wellbeing that focuses on prevention and support, which embodies our value **We Care**.

## The Bluelight Framework

Using the Oscar Kilo Blue Light Wellbeing Framework, combined with best practice from other organisations such as the NHS, a new Health and Wellbeing Model has been developed as part of a 1-year revitalised Wellbeing Strategy.

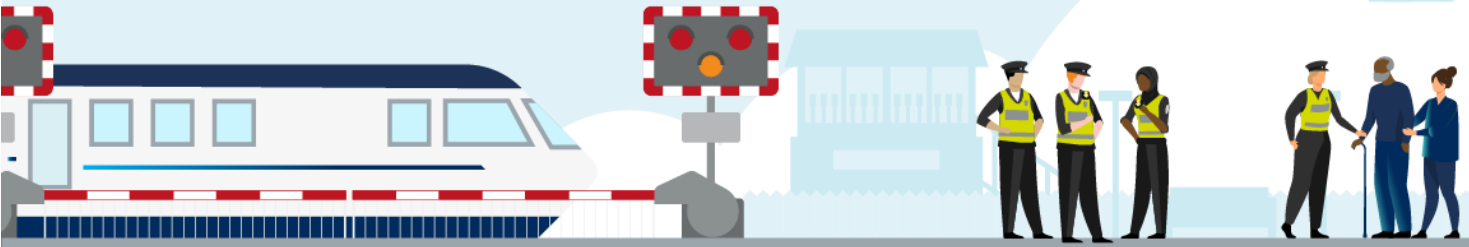
The Blue Light Wellbeing Framework (BLWF) is a statement of intent, showing a commitment to health and wellbeing. Police forces use this framework to audit and benchmark themselves against an independent set of standards, which have been tailored to meet the specialist needs of emergency services employees. The BLWF will help us identify what we already have in place and what gaps we might have in providing the best wellbeing provision we can for our people.



# The Health and Wellbeing Model



## Creating a Culture of Health and Wellbeing



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Our Health and Wellbeing Model incorporates the following elements from the Bluelight Framework that can impact our wellbeing



- Professional Wellbeing Services
- Personal Resilience
- Mental Health
- Leadership
- Creating the Environment
- Protecting the Workforce

The new Health and Wellbeing Model adopts a holistic approach to health and wellbeing covering:

- Mental/psychological wellbeing, recognising that we all have mental wellbeing and that we should feel safe to raise concerns, to seek help without judgement and to be supported.
- Physical wellbeing, taking proactive steps to create a healthy working environment, supporting and educating our people in the importance of healthy eating, maintaining physical fitness and managing fatigue which can be impacted by both internal and external activities. Providing equipment to keep our people safe and active, and ensuring rest breaks and working patterns to support good health.
- Social wellbeing, recognising team wellbeing, informal chats, shared rest spaces and moments of down-time to enable our people to re-charge, bond and share resilience.
- Spiritual wellbeing, creating a working environment where our people feel able to share their whole selves, beyond just their beliefs or faith (including people of no faith), sharing who we are as individuals, our relationships and what gives us meaning and purpose.
- Financial wellbeing, ensuring that we recognise the diverse ways that our people are financially impacted by internal or external activities, making different sources of support available for all.



# Four Wellbeing Objectives



We want our people to believe and feel their wellbeing is a priority so using the Health and Wellbeing Model, along with the results from the All-People survey 2022, we've identified four objectives that will move us to a more holistic and proactive wellbeing service.

Create a **positive health and wellbeing culture**, where every employee feels safe and able to seek support and has confidence in the service provision, backed by strong leadership and visible support at COG and senior level.

Provide a **professional wellbeing service** which includes an effective and managed Employee Assistance Programme.

Deliver a **Comprehensive Health and Wellbeing Model**, with the actions required to move us to a fully developed health and wellbeing service in all areas of the BLFW.

Embed Health and Wellbeing in all **relevant policies and procedures**.



# Objective 1



## What:

Create a positive health and wellbeing culture backed by strong leadership and visible support at COG and senior level.

## Our Planned Outcome

We have a culture where every employee feels safe and able to seek support and has confidence in the service provision.

## We'll know we've succeeded if...

- Our leaders and managers, across all levels of BTP, provide health and wellbeing support as part of their role, encouraging ongoing consultation and communication with employees on relevant workplace wellbeing issues. This will be shown through the improvements in the All People Survey results in areas of Well Cared for.
- Training and education in relation to wellbeing is included in all our leadership and management training programmes.
- We have embedded a Wellbeing Guardian role at COG driving the Wellbeing agenda at a senior level.
- Through the provision of training and education we will reduce the stigma around mental ill health and ensure employees with mental health issues are treated fairly and without judgement.
- Through the introduction of Wellbeing Conversations, recorded as part of PDR's, every BTP employee will have the opportunity to have health and wellbeing conversations with their manager, at least annually. As part of these conversations, line managers will be expected to discuss the individual's health and wellbeing, any flexible working requirements or issues relating to equality, diversity, and inclusion.



# Objective 2



## What:

Provide a professional wellbeing service including an effective and managed Employee Assistance Programme (EAP).

## Our Planned Outcome

Our people feel supported at all stages of the Employee Lifecycle from joining BTP, career development, their experience at every part of their time with us and ensuring no matter why they leave whether due to retirement, new employment, or personal reasons, we provide a positive experience at this final stage.

## We'll know we've succeeded if...

- We provide a range of wellbeing support services which are inclusive and accessible to all, including retired BTP employees.
- Our people know how, and when, to access appropriate support services.
- Our people are using all the services provided by the EAP including the confidential helpline, counselling, Wellbeing App and Website to get the support, advice, and guidance they may need. We'll monitor this through the reporting of usage rates and Management Information provided by the EAP.
- When our people use the EAP, they receive what they need, when they need it. We'll monitor this through the customer satisfaction and Service Level Agreement information received from the EAP.



# Objective 3



## What:

Deliver a Comprehensive Health and Wellbeing Model with the actions required to move us to a rating of fully developed in all areas of the BLFW.

## Our Planned Outcome:

Our people actively engage in our health and wellbeing programme, improving their physical, mental, social, financial and spiritual wellbeing.

## We'll know we've succeeded if...

- We complete the Blue Light Framework achieving a fully developed rating, peer reviewed and recognised by the National Police Wellbeing Service.
- We implement a Psychological Framework, identifying roles that carry a higher risk of psychological impact, and provide an opportunity for our people to participate in a screening programme to identify if extra support is needed to look after their wellbeing.
- We have safe and suitable workspaces and facilities available for our people which support healthy choices and offer resources to actively encourage healthy behaviour.
- Where possible we will have wellbeing zones/rooms which enable rest, recovery and recuperation.
- We deliver health and wellbeing interventions that cover a range of issues that have the potential to cause harm to our people's physical, mental and financial wellbeing.
- We'll carry out an organisational stress risk assessment and survey to identify areas where we need to do more to reduce work-related stress.



# Objective 4



## What:

Embed Health and Wellbeing in all relevant policies and procedures.

## Our Planned Outcome:

Our policies and procedures support our **We Care** value, ensuring that the impact on our people's wellbeing is considered in everything we do.

## We'll know we've succeeded if...

- Every new and reviewed policy includes an assessment on how it could potentially impact employee wellbeing.
- Wellbeing, Health and Safety are consulted as part of any policy review cycle.

WEBSITE







# Occupational Health Strategy 2023

Delivering a professional, quality driven Occupational Health service, that meets the needs of our people, delivered by well trained Occupational Health clinicians in fit for purpose premises and facilities.

This strategy supports our commitment to deliver our 'We Care' value ensuring that our employee's Wellbeing, Health and Safety are at the heart of everything that we do and they are supported to be able to undertake their work safely and effectively.

## Four Vision Statements

Our principle objectives are driven by 4 vision statements:

Delivery of an effective and efficient OH service that meets the needs of our employees, managers, and senior leadership

Ensure OH processes, procedures and delivery are fit for purpose and meet the needs of the organisation

Ensure a quality, consistent and evidence based OH service is provided to BTP delivered by BTP trained clinicians

To inform, educate and engage stakeholders in OH service provision and understanding





# Four OH Objectives

1. **Internalise** the delivery of OH services to a team of BTP OH professionals.
2. To ensure **third party support is fit for purpose &** supports the organisation effectively.
3. **Review** all OH processes, procedures, and delivery pathways to ensure they are fit for purpose to meet the needs of BTP and its employees.
4. To **inform, educate and engage** employees, line managers and other internal and external stakeholders in OH service provision and understanding.



# Objective 1



## What:

Internalise the delivery of Occupational Health services to a team of BTP OH professionals.

## Our Planned Outcome:

Delivery of an effective and efficient OH service that meets the needs of BTP employees, managers, and senior leadership.

## We'll know we've succeeded if...

- The service successfully transitions from the current provider to an internal team by the end of 2023.
- We have appropriately trained and experienced clinicians in post to deliver the internalised services.
- We have the right level of administrative support to ensure that the OH service and information can be accessed easily.
- Through collaboration with our Estates team, we have fit for purpose, accessible OH facilities available in key BTP locations based on a BTP clinic model to ensure consistency in all divisions.



# Objective 2



## What:

To ensure third party support is fit for purpose and supports the organisation effectively.

## Our Planned Outcome:

Delivery of an effective and efficient OH service that meets the needs of BTP employees, managers, and senior leadership.

## We'll know we've succeeded if...

- We have in place a small number of high quality and effective externally contracted services to support BTP services where expertise is not available internally
- We have clear and well communicated referral pathways to access these services.
- We are working with our external suppliers during the contract to ensure they consistently provide the correct service of a high quality and on time and can implement improvements where needed.
- We are gaining your feedback on the internal and external services so that we can continually monitor and improve the OH services delivered to ensure they remain fit for purpose for BTP and its employees.



# Objective 3



## What:

Review all OH processes, procedures, and delivery pathways.

## Our Planned Outcome:

Ensure OH processes, procedures and delivery are fit for purpose and meets the needs of the organisation.

## We'll know we've succeeded if...

- All current and new OH processes and procedures have been reviewed to reflect the change to the model of OH service delivery and relevant Occupational Health and policing standards.
- Employees and line managers know when, how and the pathways to seek Occupational Health assessment including timescales and service expected.
- Employees, line managers and senior leaders have confidence in the OH services and specialist advice provided.
- Roles and responsibilities in the management of employee health are widely understood.
- OH, processes and procedures are published and communicated clearly and transparently.



# Objective 4



## What:

To inform, educate and engage employees, line managers, senior leaders, and other stakeholders in OH service provision and understanding.

## Our Planned Outcome:

Stakeholders understand and utilise the OH service appropriately, improving engagement and minimising errors which impact effective and timely service delivery.

## We'll know we've succeeded if...

- We have completed a review of stakeholder training needs
- We have delivered communication, engagement and awareness sessions informing stakeholders in all matters relating to OH services.
- Our data evidences a positive impact on service usage, SLA's and employee feedback following education and engagement.
- Each division has an Occupational Health Advisor assigned to them who will work with the division to provide specialist Occupational health advice, information, and education.





# Health and Safety Strategy 2023

Introducing a new health and safety strategy,

## Re-Thinking Safety

to proactively address safety risks and drive a positive health and safety culture, focused on **five key objectives** which guide our efforts to create a safe healthy work environment:



# 5 Safety Objectives



The 5 key objectives below are long term goals, which we will continually develop through our Plan, Do, Check, Act cycle of H&S improvements:

- 1. Manage risk** by identifying potential hazards and implementing measures to mitigate them.
- 2. Monitor and measure** our performance to ensure that we are meeting our safety deliverables and continuously improving.
- 3. Act together**, promoting a collaborative culture where everyone plays a role in maintaining a safe and healthy workplace.
- 4. Drive culture and share success**, recognising and celebrating achievements that promote a positive safety culture.
- 5. Adapt and change**, continually evaluating and updating our safety practices to reflect new information and best practice.





# Objective 1



## What:

**Manage Risk** by supporting our people, divisions, sub-divisions, departments and teams by embedding a pragmatic and proportionate approach to risk management.

## Our Planned Outcome

Improved management of significant and foreseeable risks throughout out all our activities.

## We'll know we've succeeded if...

- Our leaders understand their responsibilities to manage the health and safety of their people and premises.
- We have documented risk assessment records available for everyone to access at any time.
- We have a framework to support our response to Major Incidents ensuring the safety of our people.
- Our people are trained and well-equipped to carry out their role safely.



# Objective 2



## What:

We will **Monitor and Measure** our health and safety performance to protect and support our people.

## Our Planned Outcome

A regime of inspections and assessments to ensure hazards are identified and adequately controlled.

## We'll know we've succeeded if...

- All BTP occupied premises have a comprehensive health and safety inspection at least every 24 months.
- All actions identified to eliminate or reduce risk have been completed.
- No enforcement agency intervention served against BTP.
- Actions to drive improvements are generated to give strategic assurance using accurate data to drive improvements, supported by our safety software to aid closure.
- Accidents, Incidents and Close Calls are reported on the Safety Management Software.



# Objective 3



## What:

We will **Act Together** to ensure a collaborative approach to health and safety management.

## Our Planned Outcome

Our people are engaged at all levels ensuring we maintain a safe and healthy work environment to prevent or reduce accidents, incidents and ill-health.

## We'll know we've succeeded if...

- Sub-Divisional and Divisional meetings are attended by key stakeholders and chaired by senior leaders.
- Our senior leaders (Supt/C002) complete an IOSH Managing Safely course.
- Support associations are engaged in decision making and represent the views of our people, through our extensive H&S governance structure.
- Our Safety Support Network is well known, and everyone knows where they can seek health and safety advice.
- Our people proactively seek health and safety advice and engage with Health and Safety Advisors and are involved in reducing risk through collaboration in risk assessments.





# Objective 4

## What:

We will **embed a continuous improvement culture** where we strive to be better every day and share our success to drive transformation.

## Our Planned Outcome

Improved incident investigation and learning from accidents and increased health and safety communication to all our people.

## We'll know we've succeeded if...

- Our people report close calls enabling opportunities to re-think how we do business.
- Significant incidents are reviewed and analysed to collaboratively identify causes to prevent recurrence.
- Hazards, risks and issues are cascaded and escalated across our people ensuring transparency in issues, risks and improvements.
- We make health and safety a sub-conscious behaviour in all that we do by engaging our people and seeking advice.
- Lessons learnt are implemented through LXC.



# Objective 5



## What:

We will **explore new opportunities**, adapt and make positive changes to improve the health and safety of our people. (Should the 'what' and 'planned outcome' read the same?)

## Our Planned Outcome

Make positive changes to the health and safety of our people, embracing new technology to make safety management reflective of a modern and inclusive workplace.

## We'll know we've succeeded if...

- Stakeholders are actively engaged and participate in risk assessment development and review.
- Changes to legislation / guidance are identified and embedded into Health and Safety.
- We have identified technological advances and opportunities to embrace change and improve health and safety.
- We review and reflect on changes to ensure they are effective and have the desired positive change through stakeholder feedback, post implementation review and measuring safety performance.

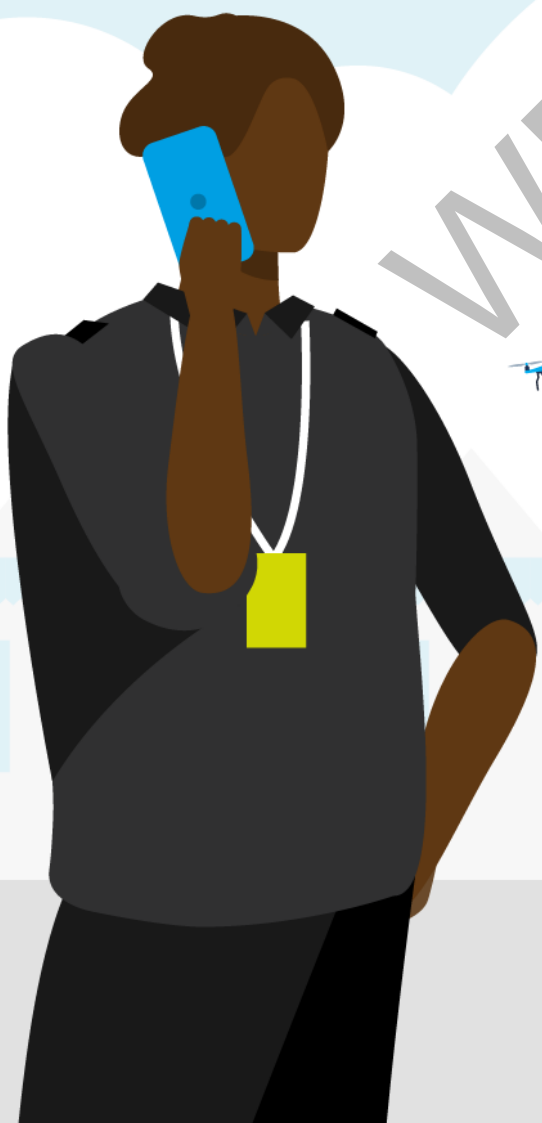


OFFICIAL

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WEBSITE



We care

We are proud to protect

We strive to be better every day

We do the right thing

We are one BTP

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## Goal 8: A Great People and Culture Function

Rachael Etebar

### ***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 collegiate 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.*

### **Purpose of the Paper**

- To brief PCC on the progress made to create a great People and Culture function, through a focus on cultural change, professional qualifications, and developing a motivated team providing excellent support to BTP.

### **Outcome Sought**

- PCC to note our progress

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People and Culture was created in August 2018 with the decision of BTPA to appoint a Director to this new post and to separate out HR, L&D and H&S from the then Corporate Services. Internal Communications joined the function at the beginning of 2020.

Corporate Services had been through a significant reduction in people, including significant redundancies in 2017-18 as part of BTP 2021 and a further 'support services cost out programme' to deliver 20 further headcount reductions and £622K savings was scheduled for 2019. The team therefore felt unvalued and were sceptical about the appointment of the new Director and the intention to modernise and professionalise the function. There was a strong perception of favouritism to officers who were seen as protected from reductions and with access to training and development. Many reported having no access to training and limited support to gain professional qualifications over a number of years. Teams were siloed and morale was low.

As part of the cost out programme, I made the decision to cut deeper in the number of generalist post reductions, in order to create specialist functions which did not then exist. Heads of Reward, Talent, Wellbeing, Coaching and Pensions were therefore created as part of the restructure.

A commitment was given to modernise processes, automate and simplify. Paper based expenses, leave requests, sickness processes etc were automated. People policies were rewritten, taking the average policy from 20-50 pages to 3-4. Decision making was shifted from the People Partner to the managers, with the rescope role of the People team to advise and guide, not do.

I committed to invest in professional qualifications and development opportunities for all P&C professionals post-restructure.



We gave a commitment in the People Strategy to professionalise the P&C function. To date :

- All People Partners have undertaken a programme with the CIPD in People Partnering and a follow-up programme on Organisational Design and Development.
- We now have 42 CIPD registered professionals in the function: 7 x Student members 22 x Associate Members 9 x Chartered Members 4 x Chartered Fellows (including Rachael Etebar and Claire Conie). 2 others are going through the assessment process to become Fellows
- All members of the H&S Team are IOSH or NEBOSH qualified with many holding further qualifications in specialisms such as noise or fire.
- 45 of our 53 L&D trainers either hold or are studying for a teaching qualification between Level 3 – Level 7 (49% at L4 and 26% at L5)
- We currently have 32 P&C employees enrolled on an apprenticeship and 7 more starting shortly. This is 31.8% of the overall number of apprentices in BTP
- Many team members of Inclusion and Diversity have undertaken courses in specialist areas such as neurodiversity, sexuality, gender etc.
- Many team members of the Internal Comms function are members of the Institute of Internal Communications
- Gemma Hassell, Sam Owen and Lucy Milton all successfully completed L5 Leadership in Women in Transport - 2022  
<https://www.womenintransport.com/lead>
- 4 x P&C colleagues undertaking ILM Level 7 Executive Coaching and Mentoring qualification
- 6 x P&C colleagues undertaking the Leading Organisational Design and Development Accredited Programme – to be completed end of 2023
- All practitioners on the OH Team are qualified nurses

**This means we are an experienced, professional function**

Apprenticeship Title	Level	Live	Awaiting Enrolment	Completed
Assessor coach	4	4		
Coaching professional	5	7		9
Data analyst	4	1		1
HR consultant partner	5	2		1
Learning and skills mentor	4		1	
Learning and Skills Teacher	5	11		4
Operations or departmental manager	5	2		
Senior Leader	7	1	3	
Senior people professional	7	3	3	
L&D Consultant Business Partner				1
Team leader or supervisor	3	1		

- We are aiming to become the first Police Force to achieve CIPD “People Development Partner” (PDP) status. This is the CIPD professional accreditation recognising organisations who raise the capability, credibility and impact of their People functions and grow the next generation of people professionals.
- The CIPD is working alongside us to understand our purpose, direction of travel and attainment standards of capability and competency to achieve our aspirations.

### Process

- As part of our commitment to obtaining PDP status we are aiming to achieve at least 75% CIPD membership – current membership is sitting at 62%
- Included in these numbers are 9 CIPD qualifications underway.
- We are encouraging members to upgrade their membership where appropriate or for long serving people, to take an experience assessments – 3 have successfully done so.

### Internal Customer Feedback

- We have undertaken the CIPD Impact assessment tool, a survey to provide a high-level customer perspective of the function’s capability, impact and readiness for the future.
- Survey sent to 671 stakeholders with a 41% completion rate.
- This told us that the key priority development areas for P&C are:
  - Knowledge - Delivering effective change from a people perspective & using digital technology to improve employee experience
  - Behaviours – working inclusively by building collaborative relationships & valuing people by giving them a voice
  - Specialisms – L&D ensuring our people have the right skills, knowledge, experience and Reward creating pay & benefits which attract, retain

### Our customers told us they valued and wanted us to keep doing:

- Building awareness of wellbeing
- Driving ethical behaviours
- Providing guidance, advice on People matters
- Developing and utilising technology
- Having People Business Partners & Advisers linked to the business
- Developing Talent Management

### Our customers told us that the key people issues for next 2-3 years are:

- Attraction, recruitment and retention
- Enhancing our employer branding
- Pay, reward and career progression.

### Morale

- Morale and pride are high, evidenced by this year's people survey feedback.

### One Team Culture

- 'All People' calls are scheduled bi-monthly on TEAMS to update on the strategy and performance. Shout outs for our stars via mentimeter has proved particularly popular, with 92 colleagues receiving praise from their peers during the August call.
- We allocate multi-disciplinary teams to projects and programmes, in order to bring a range of views and experience to solve issues. It's proved to be great development and we have lots of people moving between teams on promotion – squiggly careers in action.

### Leadership Visibility

- The Director undertakes quarterly visits to her teams (who are based in Glasgow, Liverpool, Cardiff, Birmingham, Manchester, York, London and all places in between).
- P&C hold an annual conference, with the agenda created by team volunteers. For 2023 the theme chosen is resilience.

### Location Neutral and Flexible

- Excluding trainers who must be on site, all P&C posts are advertised location neutral and available for flexible working – location, hours and working pattern. The focus is on what you produce, not where or when you produce it. Removing such artificial barriers has enabled us to recruit and retain some great talent.

### Measurement

- The recent PEEL inspection was complementary of P&C's work, particularly around leadership, talent and wellbeing.

People Survey 2023	BTP	People and Culture
<b>Participation %</b>	<b>65%</b>	<b>81%</b>
<b>Objectives &amp; Purpose % +</b>	<b>56%</b>	<b>77%</b>
BTP is inclusive	69%	79%
I feel appropriately trained to carry out my role	70%	91%
Genuinely supported to work flexibly	47%	82%
I am able to maintain a healthy work life balance	48%	79%
My manager genuinely cares about my wellbeing	76%	93%
I am proud to work for BTP	68%	88%
Our senior leaders set a clear direction	38%	58%

We are a proud award winning team, with our creative work being recognised both internally and externally:

- Wellbeing Team - PPMA Best wellbeing strategy for our TRiM and post-incident support
- Recruitment Team - PPMA Best social media recruitment strategy for a campaign on twitter
- Laura Edwards - PPMA 2022 rising star HR professional
- May Holloway - Internal Communicator of the Year 2022 at Institute of Internal Communications (IoIC)
- Internal Communications - Best change/transformation campaign 2022 for A Force on the move – IOIC
- Internal Communications - Gamechanger award – IoIC
- Internal Communications - Best change campaign, Best animation/video and Grand Prix Award for best entry at Internal Communications – ‘Communicate Magazine Awards 2023’ for A Force on the move
- Karen Weisenekker –shortlisted for Burberry Head of I&D 2023
- Sophia Bove - nominated for Rising Star in the Neurodiversity Awards 2023
- Lucy Milton - won ENEI Exceptional Impact Award 2022
- Lucy Milton - nominated for Inspirational Woman at BAWP 2023
- Tarrick Patrick - nominated for Us at our best award 2022
- Diane McCarthy - nominated for Us at our best award for Colleague of the Year
- Emma Norman - Police Mutual award for Innovation in improving employee wellbeing 2023
- Siobhan Root – shortlisted for Police Wellbeing OK awards 2023
- Talent Team won Forward Thinkers coaching award by Coaching for Culture – 2022

SHORTLISTED for 2023 IoIC awards in September:

- Millie Caston - Best Newcomer
- Best ongoing campaign for Trust your gut/Speak Up
- Best Public Sector team

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## PDR Outcomes 2022-23

Carole Thatcher, Talent  
Manager

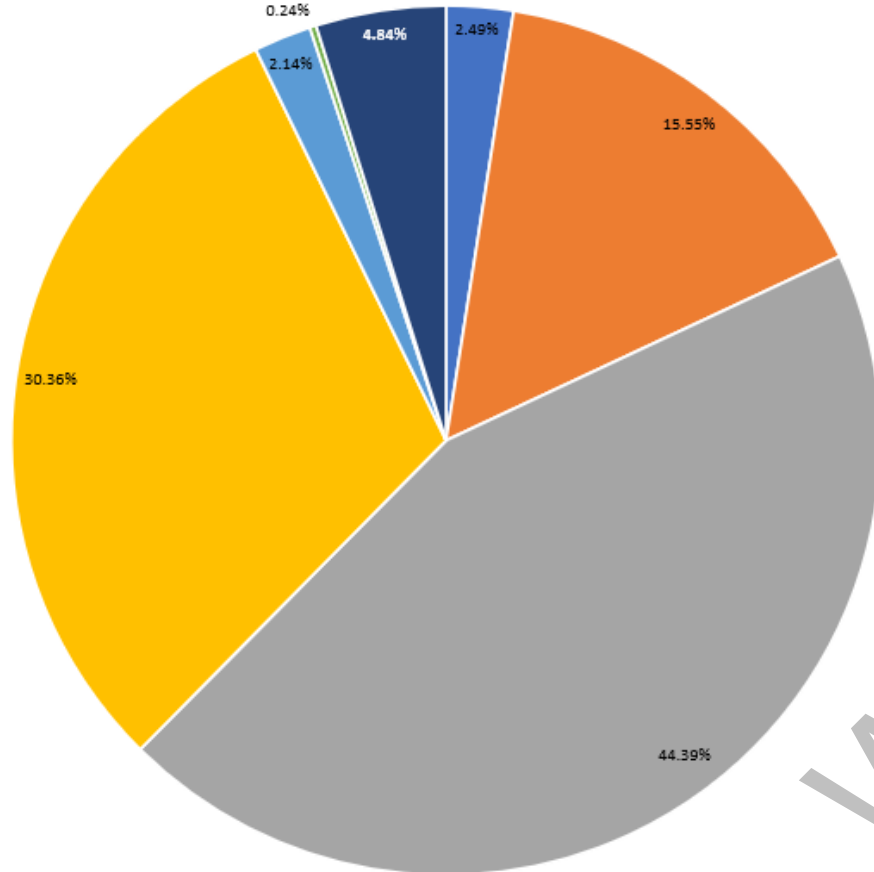
### Purpose of the Paper

- A new PDR process was introduced in 2021-22 which was co-designed with our employees, to address strong feedback that the process was not fit for purpose.
- Last year we improved completion from 55% to 88%. For 2022/23 this has further improved to 94%.
- However, the data makes clear that managers continue to overmark and are not providing honest feedback. 62.39% are rated as performing above their role expectations and aspiring for promotion. Only a tiny minority are marked as performing poorly.
- In a hierarchical organisation with a pyramid structure, expectations versus reality do not match, which may lead to disappointment or a belief that the promotion process is unfair.
- A lack of honest feedback also means that people do not have attention drawn to their development needs and are not working on self-improvement.
- An over expectation of promotion may discourage people from considering sideways or developmental moves, which might also strengthen their potential.
- When PDR results are viewed through a diversity lens, Black employees are less likely to receive a top box marking and more likely to be marked as unsatisfactory. This is a significant concern.
- The focus for 2023/24 will be on embedding honest conversations, focusing on reducing over-marking and working with leaders and SAME on ensuring fairness of assessment for black employees.

### Outcome Sought

- PCC to note the results.

# Talent Assessment and PDR Completion Data 2022/23



## Key

- 1 Top Talent 2.49%
- 1 Talent 15.55%
- 2 Aspiring Talent 44.39%
- 3 Performing Talent 30.36%
- 4 Developing Talent 2.14%
- 5 Under performing 0.24%
- U Unable to rate 4.84%

## What the data tells us:

PDR Completion rate for 2021/22 was 88%. For 2022/23 this has improved to 94%.

- That 62.39% of our force are rated as performing above their role expectations and aspiring for promotion. The distribution curve is generous compared to what would be expected in an average organisation (Berger and Berger). This suggests a positive bias in the marking and a potential lack of honest performance feedback.
- Given the number of officers currently undertaking work-based assessment and high police staff recruitment, we would expect far more people in the Developing Talent category.
- Only 0.24% of people are underperforming

Category	B&B expectation	BTP Actual
Top Talent and Talent	10%	18%
Aspiring Talent	20%	44.35%
Performing Talent	55%	30.41%
Developing Talent	10%	2.14%
Under Performing Talent	5%	0.24%

## Next Steps:

- Talent Boards held with Divisional Leadership teams to discuss workforce ratings compared to actual divisional/Force performance
- To deliver PDR and Talent Assessment Masterclasses throughout the Force, to ensure there is a better understanding of how to use the Talent Development Framework has already started and will be achieved prior to mid-year PDR, to measure effectiveness.
- Proactive Performance Management training, which will include how objectives should be linked to KPIs/Force Targets, will be provided to all Leaders by the end of the performance year.
- Further recommendations, such as pre PDR moderation of anyone rated as Top Talent or Talent by the 2<sup>nd</sup> line manager and the level of evidence required for some of the ratings, are being explored with FEB.

# What Our I&D Data tells us

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Female Police Staff									Male Police Staff								
PDR Score	All Females		Black Females		Ethnic Minority Females		White Females		PDR Score	All Males		Black Males		Ethnic Minority Males		White Males	
	#	%	#	%	#	%	#	%		#	%	#	%	#	%	#	%
Top Talent	28	4.2%	0	0.0%	5	4.0%	23	4.8%	Top Talent	17	3.1%	0	0.0%	1	1.5%	16	3.8%
Talented	136	20.4%	3	6.8%	26	20.8%	104	21.7%	Talented	85	15.5%	1	2.3%	8	11.8%	74	17.4%
Aspiring	267	40.0%	13	29.5%	41	32.8%	208	43.4%	Aspiring	206	37.5%	10	22.7%	27	39.7%	166	39.0%
Performing	190	28.4%	25	56.8%	40	32.0%	116	24.2%	Performing	201	36.6%	25	56.8%	25	36.8%	146	34.3%
Developing	19	2.8%	2	4.5%	3	2.4%	12	2.5%	Developing	19	3.5%	5	11.4%	2	2.9%	11	2.6%
Under Performing	3	0.4%	0	0.0%	2	1.6%	1	0.2%	Under Performing	2	0.4%	0	0.0%	0	0.0%	2	0.5%
Unable to rate	25	3.7%	1	2.3%	8	6.4%	15	3.1%	Unable to rate	19	3.5%	3	6.8%	5	7.4%	11	2.6%
Total	668	100.0%	44	100.0%	125	100.0%	479	100.0%	Total	549	100.0%	44	100.0%	68	100.0%	426	100.0%

Police Officer									Police Officer								
PDR Score	All Females		Black Females		Ethnic Minority Females		White Females		PDR Score	All Males		Black Males		Ethnic Minority Males		White Males	
	#	%	#	%	#	%	#	%		#	%	#	%	#	%	#	%
Top Talent	14	2.9%	0	0.0%	1	3.8%	13	3.0%	Top Talent	33	1.8%	1	2.1%	5	3.1%	26	1.6%
Talented	55	11.5%	1	6.7%	8	30.8%	43	10.0%	Talented	291	15.6%	6	12.8%	16	9.9%	256	16.2%
Aspiring	226	47.1%	7	46.7%	7	26.9%	208	48.3%	Aspiring	924	49.5%	21	44.7%	85	52.8%	783	49.5%
Performing	154	32.1%	6	40.0%	6	23.1%	142	32.9%	Performing	546	29.2%	14	29.8%	48	29.8%	458	28.9%
Developing	11	2.3%	1	6.7%	1	3.8%	9	2.1%	Developing	32	1.7%	5	10.6%	3	1.9%	23	1.5%
Under Performing	0	0.0%	0	0.0%	0	0.0%	0	0.0%	Under Performing	2	0.1%	0	0.0%	0	0.0%	2	0.1%
Unable to rate	19	4.0%	0	0.0%	3	11.5%	15	3.5%	Unable to rate	40	2.1%	0	0.0%	4	2.5%	35	2.2%
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Total	480	100.0%	15	100.0%	26	100.0%	431	100.0%	Total	1868	100.0%	47	100.0%	161	100.0%	1583	100.0%

## I&D Analysis

- With Police Staff the data suggests that our females are higher performers than our males, particularly our white and ethnic minority females.
- With Police Officers the data suggests that our males are higher performers than our females, particularly our white males.
- The data clearly shows disparity amongst our Black colleagues and in particular females.
- From a Top Talent perspective, our Black females are not representing in officer or staff roles
- In both Black officers and staff, mirrored within females and males, the developing category is significantly higher than our white and ethnic minority colleagues. Is this a true reflection of 'new to role' or a discriminatory 'under performing' rating?

## Next Steps

- The work we do as a Force in relation to positive action for our females and under-represented groups is working, according to the assessment of their talents - all apart from our Black colleagues. The Talent Team's positive action focus for this performance year will be on Black Talent - creating a Black Talent Leadership programme, supported by dedicated Coaches and Mentors (internally and externally), with the drive to increase representation of Black leaders within the Force.
- We will be working with the I&D Team (linking to the Race Action Plan), who will be supporting from a funding and resourcing perspective. We will also continue to work with I&D in relation to supporting our females with career development



**Report to:** People and Culture Committee  
**Date of meeting:** 6 September 2023  
**Subject:** Learning and Development Transformation  
**COG Sponsor:** Rachael Etebar, Director of People & Culture  
**Author:** Katy Livesey, L&D Transformation Lead  
**For:** Noting

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## 1. PURPOSE OF PAPER

1.1 To provide an update on part-time entry routes for police officers.

## 2. BACKGROUND

2.1 The L&D strategy commits to introducing part-time entry routes for police officers to make BTP a more inclusive force, more attractive employer and increase representation of female officers (currently BTP have the lowest % female officer representation when compared to all home officer forces). We will do this by offering a pathway into policing that allows the prospective candidates to train and work on a part-time basis from day one. 23% of the working age population work part-time and the majority of these are female. Offering a part-time entry route will open up the role of a police officer to this pool of potential candidates at a time where BTP has a lot of officer vacancies and is in fierce competition with other forces.

2.3 L&D are now in a position to run a part-time initial training programme. This will be done by taking our current programme and running it on a 3-day week basis, extending the duration of the programme from 18 weeks of initial learning to 30 weeks. All other new recruit phases will also increase proportionately in line with the part-time roster that candidates have applied for e.g. if the recruit is working 50% of full time hours then their tutor phase will last 16 weeks instead of 8 to ensure they do not miss out on any key learning or development opportunities during this phase.

2.4 We have also ensured that in the tender documentation for the introduction of PEQF entry routes in collaboration with a HEI, that any suppliers tendering must also be able to support part-time programmes for each of these entry routes.

2.5 Concurrent to this work is a business case to make our recruit training more flexible by investing in high quality self-paced digital learning and learning technologies such as Virtual Reality, gamification, technologies to aid retention and speed to competence. This will allow new recruits more flexibility over when, where and how they learn and also allow the training to be tailored to the needs of the individual. This will be complemented by increased on the job learning and face to face contact time that is maximised for scenarios and putting theory into practice. This means that although the initial part-time programme will be run on a specific 3 days and face to face elements will still be in London initially; in the future new recruits will only have to join certain 'live' elements of the programme incrementally (either on Teams or face to

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face). We are also exploring the viability of running regional recruit intakes, in line with reviewing our L&D estates to fully support local learning and a 'One BTP' approach as well as increasing the potential candidate pool for recruitment of police officers.

Next Steps

- 2.6 The part-time student officer intake will commence within B division. There are opportunities for a variety of shift patterns available and face to face training elements will be held within Spring House (local B division training venue) with the full support of the B Divisional Commander
- 2.7 Currently we are finalising which locations can support part-time positions and of those positions, what types of part-time rosters can be accommodated. This work will be finalised by end of September 2023 and a recruitment campaign will commence during October 2023. This means that with recruitment lead times, the first part-time intake will commence in in March 2024.
- 2.8 We will gather regular feedback and monitor the part-time intake once they commence to address any issues and make any necessary changes to ensure the success of students. After a review of any lessons learned, part-time recruitment will be rolled out across the rest of BTP.

**3. FINANCIAL, LEGAL & EQUALITY IMPACT**

- 3.1 We will run the part-time intake in place of one of our scheduled full-time intakes for next year, using existing resources so no further investment at this stage is required. However it does mean that where a trainer would usually only be committed to running an intake for 19 weeks (included annual leave), before they were then available to facilitate another intake, other training or CPD; it means that instead the trainer will be committed to the part-time intake for 30 weeks. On the 2 days that the trainer is not training, they will be available to support other intakes, particularly where we already use additional trainers to support elements such as the practical/scenario training elements. Depending on the size of the intake, there is a possibility we may need to commit 2 x trainers to the intake, but again this will be managed with existing resources.
- 3.2 Women are the vast majority of part-time workers<sup>1</sup> and by introducing a part-time entry route to become a police officer with BTP, we hope we will increase our representation of female officers. However, part time opportunities may also appeal to a wider group where flexible working suits their lifestyle or personal commitments.

<sup>1</sup> [Women and the UK economy - House of Commons Library \(parliament.uk\)](https://www.parliament.uk/libraries/commons/women-and-the-uk-economy)

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**4. RISKS**

- 4.1 The programme may not suit all part-time worker needs. Because the vast majority of our current training takes place 'live' either on Teams or face to face, students will need to be available on the set 3 days advertised. This may exclude some people from applying and we may not get enough successful applicants to run the intake.

**5. ENGAGEMENT**

- 5.1 Engagement has taken place with the inclusion and diversity team who are supportive but have raised concerns regarding the risk above but accept that at the current time, running a part time intake this way is better than not running one at all with the hope that with future investment mentioned in 2.5 that part-time intakes will become even more inclusive to prospective candidates wanting to apply.
- 5.2 Engagement has taken place with B&C divisional SLTs who are supportive of the approaches outlined and working with us to identify part-time posts to advertise (currently just B Div). At this time we are not exploring a part-time intake for D Division as currently our new recruits train with Police Scotland, however we will keep liaising with Police Scotland and at such time that they are able to accommodate part-time recruits, we will work with them to explore this.
- 5.1 Engagement has taken place with the wider P&C teams who will be instrumental in the success of a part-time intake and they are all supportive of the approach outlined.

**6. RECOMMENDATION**

- 6.1 PCC are asked to note this summary.

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## People Data up to 30.06.23 (Q1)

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.
- The pack does not include the normal full range of Health and Wellbeing data, as this is included in the separate update from the DD Wellbeing, Health & Safety

### Outcome Sought

- PCC to note



Diversity								
Division	All Employee Types		Police Officer		PCSO		Police Staff	
	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority
A Division	44.4%	19.7%	26.7%	10.2%	0	0	54.9%	25.4%
B Division	25.9%	18.1%	23.2%	16.2%	25.7%	27.4%	64.5%	28.2%
C Division	23.4%	6.0%	21.3%	5.1%	27.8%	7.8%	55.7%	8.2%
D Division	19.6%	3.1%	18.0%	2.7%	0	0	76.9%	0.0%
E Division	21.4%	8.8%	10.9%	8.6%	0	0	56.5%	9.8%
<b>Total</b>	<b>32.3%</b> ↑	<b>15.1%</b> ↓	<b>22.1%</b> ↑	<b>10.6%</b>	<b>26.6%</b> ↑	<b>18.7%</b> ↓	<b>55.9%</b> ↓	<b>23.8%</b> ↓
Total last year	31.9%	15.2%	22.0%	10.6%	25.4%	18.9%	56.1%	24.7%

2022	Police Officer	PCSO	Police Staff
Division	Deployed FTE	Deployed FTE	Deployed FTE
A-Division	719.5	0.0	1176.3
B-Division	1150.6	128.4	90.1
C-Division	755.7	84.6	46.3
D-Division	169.7	0.0	9.4
E-Division	336.4	0.0	71.8
<b>Total</b>	<b>3131.9</b>	<b>213.0</b>	<b>1393.9</b>

2023	Police Officer	PCSO	Police Staff
Division	Deployed FTE	Deployed FTE	Deployed FTE
A-Division	767	1	1353
B-Division	1160	113	110
C-Division	762	90	61
D-Division	183	0.0	13
E-Division	302	0.0	92
<b>Total</b>	<b>3174</b>	<b>203</b>	<b>1629</b>

- Arrow's indicate increase ↑ and decrease ↓
- Any change is minimal
- The Positive Action plan launched in January and seeks to address and improve representation and will focus on:
  - ✓ Attraction
  - ✓ Recruitment
  - ✓ Retention
  - ✓ Progression
  - ✓ Leadership
  - ✓ Talent
  - ✓ Exit
- Workstream group created to review recruitment through a diversity lens

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Turnover

23/24 Officers	
Headcount - 01.04.23	3183
Headcount - 31.07.23	3174
Avg Headcount	3179
Leavers	66
Turnover Rate	2.08%

23/24 Staff - Normal Turnover	
Headcount - 01.04.23	1595
Headcount - 31.07.23	1671
Avg Headcount	1633
Leavers	25
Turnover Rate	1.53%

23/24 PCSO	
Headcount - 01.04.23	196
Headcount - 31.07.23	199
Avg Headcount	198
Leavers	6
Turnover Rate	3.04%

23/24 Staff - Redundancy	
Headcount - 01.04.23	1595
Headcount - 31.07.23	1671
Avg Headcount	1633
Leavers	3
Turnover Rate	0.18%

23/24 Overall	
Headcount - 01.04.23	4974
Headcount - 31.07.23	5044
Avg Headcount	5009
Leavers	100
Turnover Rate	2.00%

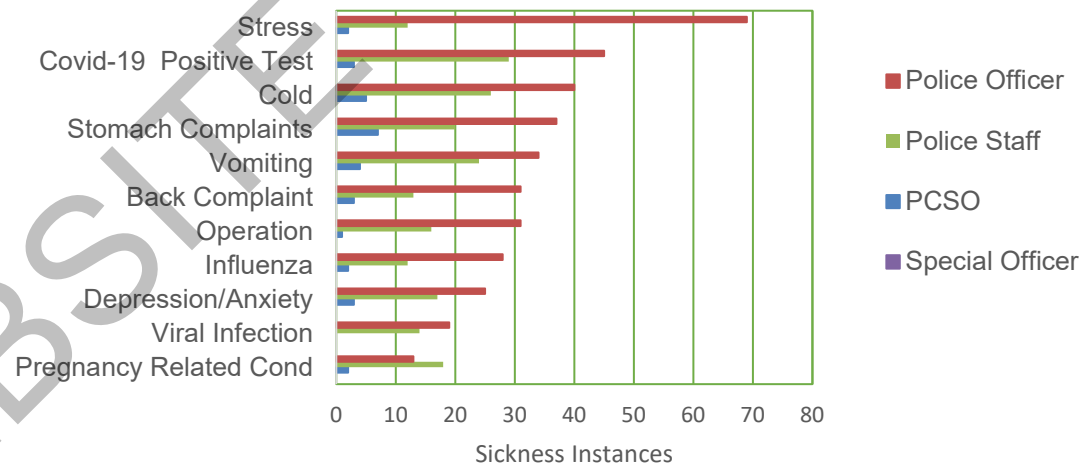
**Insight**

In comparison to the period April to July 2022 to April to July 2023, overall turnover has fallen from 4.7% to 2% for the quarter. Headcounts have remained consistent.

- Officer turnover has fallen by 1%, from 3% to 2%.
- Staff turnover has fallen from 5.5% or 80 leavers to 1.53%, 25 leavers.
- PCSO's turnover has reduced from 18.81%, 41 leavers down to 6 or 3.04%. Included in the 41 leavers were 27 PCSO to Police Officer moves.

Absence

Top 10 Sickness Reasons by Employee Type 01.04.2023 to 31.07.2023

**Insight**

- In comparison from the period April to July 2022 to this period, overall sickness has reduced by 44% from 1083 to 605 periods of absence.
- Overall Officer instances have fallen from 696 to 372, -47%.
- Staff instances have fallen from 317 to 201, -37%.
- PCSO instances have fallen from 70 to 32, -54%.
- Covid-19 was the highest cause of absences last year while stress is the greatest reason this year.
- Stress incidences for staff have fallen from 21 to 12., whilst Officer stress instances have increased from 56 to 69 this quarter, +19%.

**Misconduct Allegations**

Case Status	Count
Finalised	23
Live	11
Live (Sub Judge)	1
<b>Grand Total</b>	<b>35</b>

Allegation Type	Count
09 Discreditable Conduct	13
06 Duties and Responsibilities	12
02 Authority, Respect and Courtesy	6
04 Use of Force	4
<b>Not stated on Centurion</b>	<b>1</b>
10 Challenging and Reporting Improper Conduct	1
03 Equality and Diversity	1
01 Honesty and Integrity	1
<b>Grand Total</b>	<b>39</b>

Self-Class Ethnicity	Count
Asian Indian	1
Any other mixed Background	1
White British	31
White Irish	2
Any other White Background	1
<b>Grand Total</b>	<b>36</b>

Outcomes by rank	Count
<b>No Case to Answer</b>	<b>23</b>
ASGT	3
PC	13
PPC	6
SGT	1
<b>Grand Total</b>	<b>23</b>

**Employment Tribunals**

Type of Claims	Total*
Sex (including pay) discrimination	2
Disability discrimination	9
Sexual orientation discrimination	0
Race discrimination	2
Religion or belief discrimination	1
Age discrimination	1
Marriage discrimination	0
Unfair dismissal	2
Whistleblowing	0
Other payments owed	3
Other complaints	1
<b>Total number of live employment claims</b>	<b>9</b>

NB: The total may differ from the number of claims, as some individuals are bringing more than one claim.

Gender	Count
Female	2
Male	34
<b>Grand Total</b>	<b>36</b>

**Insight**

- There is a clear upward trend in disability discrimination claims, the majority of which currently relate to neurodiverse conditions. BTP are due to launch the Workplace passport which we hope will help employees and managers navigate the provision of reasonable adjustments. A proposal is also going to FEB to look to centralise reasonable adjustment provision and budgets.
- Training with our legal providers, using BTP employment tribunal cases, is planned for later in the year. The focus will be on understanding the legal issues and practical strategies to ensure we are providing the right level of support whilst also being able to robustly defend any claims.

**Grievance**

Case Status	Count
Finalised	2
Live	9
<b>Grand Total</b>	<b>11</b>

Allegation Type	Count
Bullying and Harassment	3
T&C of Employment - Policies/Procedures	2
Victimisation	2
T&C of Employment - Pay	1
Discrimination - Disability	1
Discrimination - Gender	1
Discrimination - Sexual Orientation	1
<b>Grand Total</b>	<b>11</b>

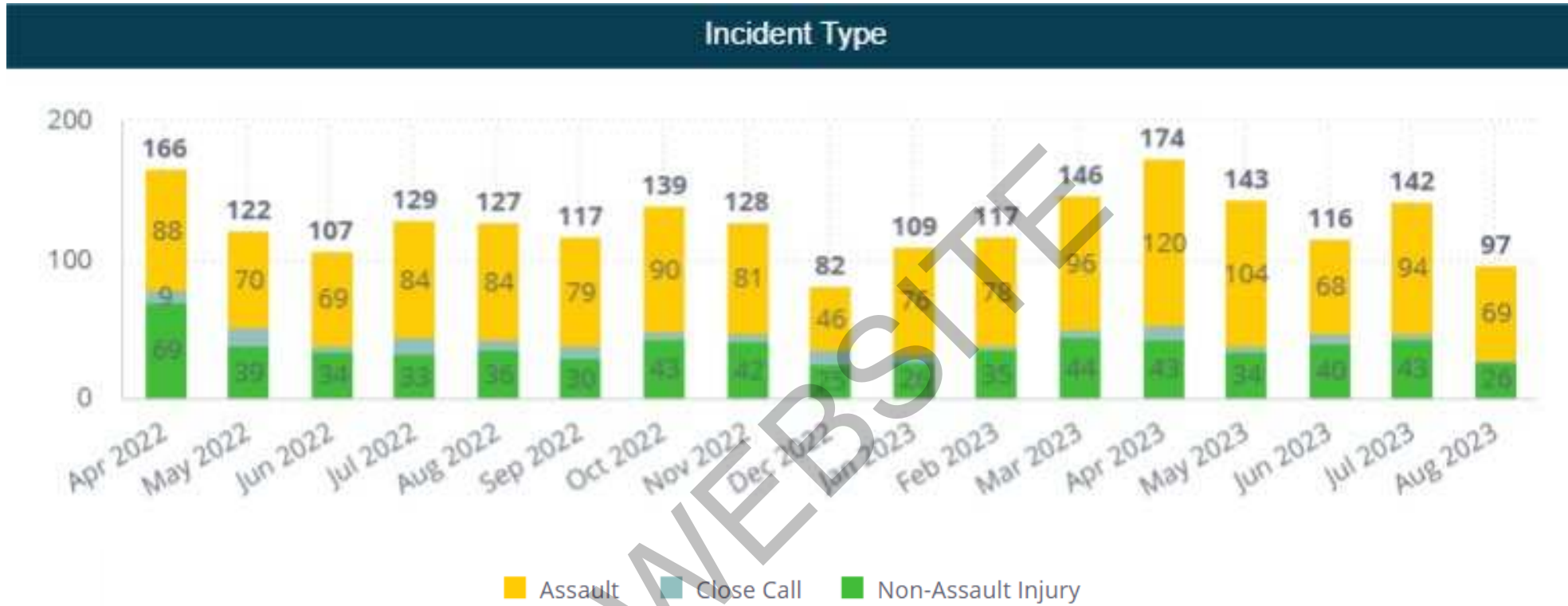
Self-Class Ethnicity	Count
White British	4
White Irish	4
<b>Grand Total</b>	<b>8</b>

Gender	Count
Female	4
Male	4
<b>Grand Total</b>	<b>8</b>

**Outcomes - finalised cases only  
(includes all subjects under all allegations)**

Allegation Result	Count
Stage 2 Resolved	1 (Supt)
Stage 2 Withdrawn	1 (BTP)
<b>Grand Total</b>	<b>2</b>

# Health and Safety – Incident Overview



**INSIGHT:**

**ACTION:**

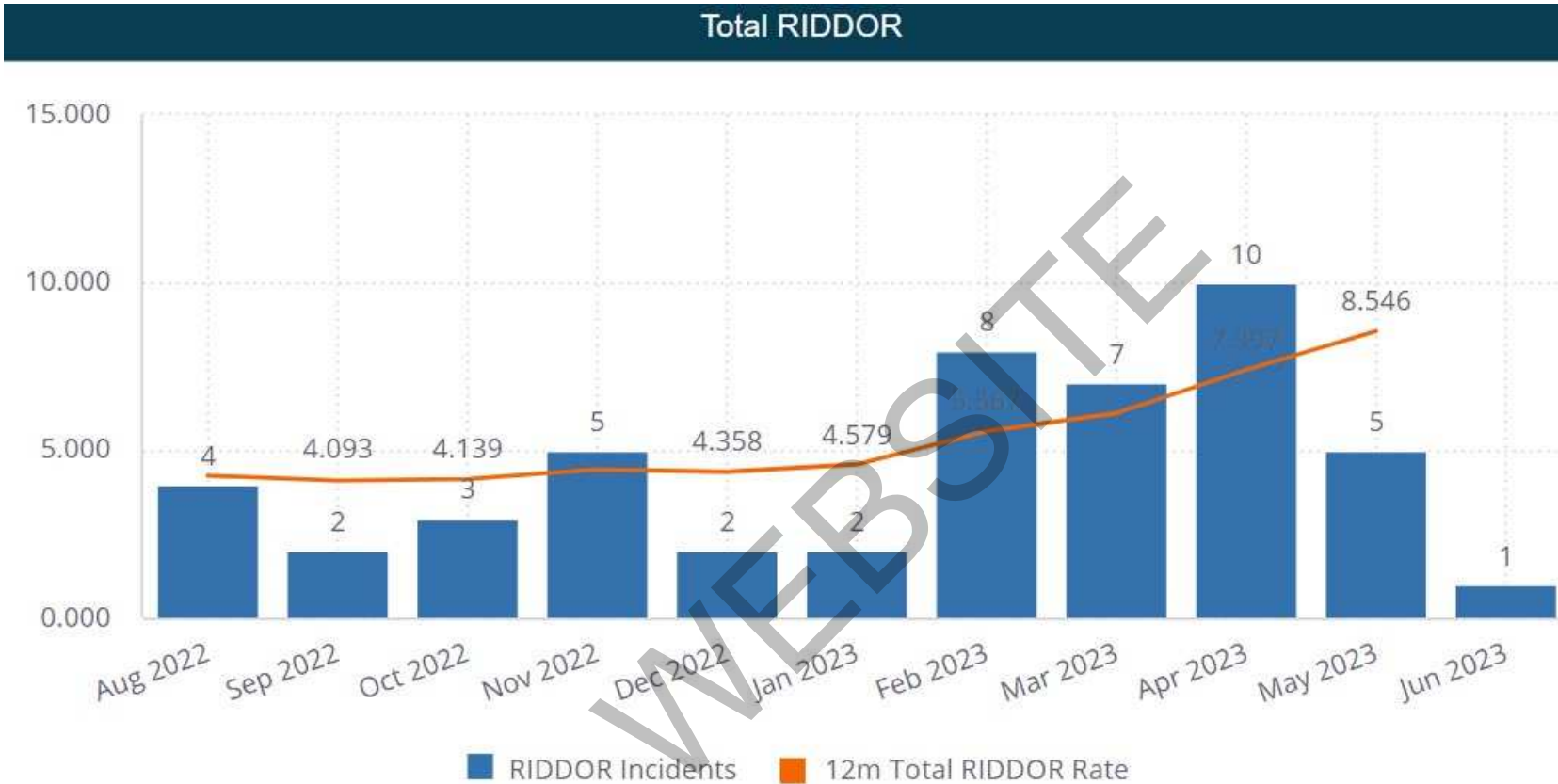
- **2052** Incidents reported on the SMS to date (21/08/23)
- **2206** days lost due to absence
- **1339** assaults (562 lost days)
- **590** work related injuries (2359 lost days)
- **123** close calls
- While the volume report is that of assault, it must be noted that the majority (c80%) of lost days due to workplace injury is attributed to causes other than assault.

- The Safety Team are currently carrying out a review of classification of incidents to enable a better understanding of the risk around dealing with members of the public, which anecdotally appears to show a higher risk of injury than direct assault.

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# Health and Safety - RIDDOR



**INSIGHT:**

- **68** incidents were reported to the HSE year to date
  - **15** specified injury
  - **53** over-7 days injuries

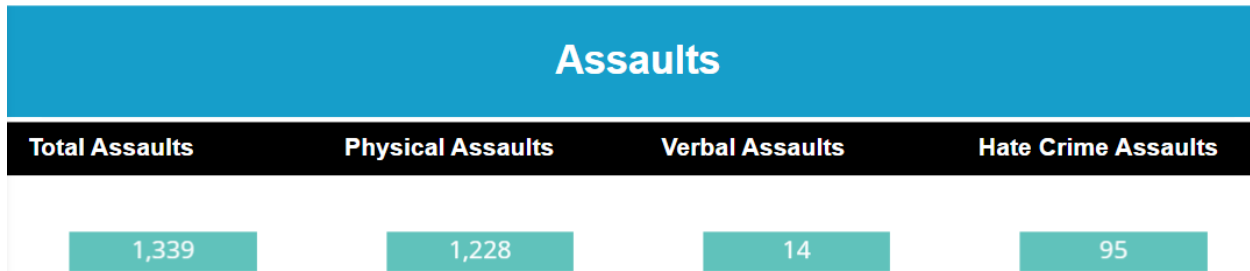
**ACTION:**

- Work to be carried out to ensure all injuries are reported within 15 days of injury to allow reporting within legislative timeframes:
  - Communications
  - Force facing RIDDOR KPIs
  - Work with P&C to access absence reporting to enable visibility of work related absence and create a synergised approach within P&C

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The below incidents have been reported on the Safety Management Software since its inception in April 2022 to date:



**INSIGHT:**

- **1339** assaults during this period
- Of which **1228** were physical assaults (92%)
- 1080 resulted in none or minor injuries
- 562 lost working days as a result of injury (c.£144,572 on an average PC salary)
- The assaults data excludes incidents such as spitting.

**ACTION:**

- The H&S and A&I Teams ensure assaults and level of harm are reported accurately.
- Operation Hampshire is the overarching cross-policing plan to ensure that policing responds effectively to incidents where officers and staff are assaulted on duty.
- This includes an officer assault pledge setting out the care and support they can expect. →
- We provide a statement at chief officer level to the CPS for all prosecutions related to assaults on officers in accordance with the Assaults on Emergency Workers (Offences) Act 2018.
- We have a contract in place to provide officers with a body fluids exposure test within 24 hours where required

# Officer Assault Pledge

## Our Seven Point Plan



Being assaulted will never be seen as just part of the job.

For more information please visit BTP-One



PROTECT THE PROTECTORS

**1 Total Victim Care & Victims Code of Practice apply in all circumstances**

Assaults on police officers, specials, PCSOs, volunteers and police staff should be investigated with the same care, compassion and commitment as an assault on a member of the public. This sounds obvious, but too often our response to assaults on officers and staff can be rushed or treated as secondary to other offences. Complying with the Victims Code means keeping the victim updated, discussing outcome options and taking account of the victim's point of view before imposing an outcome

**2 Senior leadership to be informed of any assault**

The supervisor must ensure that senior leadership is made aware of the assault so that the appropriate level of support can be put in place. For a minor injury this should be at divisional level; for more serious injuries this should be escalated through the Senior Duty Officer to the Chief Officer Group.

**3 An assaulted officer must not be the Officer in the Case**

The assaulted officer must never be the Officer in the Case for the investigation into their own assault. This is not appropriate on any level and even taking statements from witnesses may be inappropriate. The integrity of the investigation and the impartiality of the officer could be called into question, which could undermine the case and/or heighten the impact on the victim.

**4 Accident Management System must be completed**

This can be found on BTP-ONE under Applications > Core Applications. It captures important statistics in regards to how the assault occurred and aggravating causal factors like drunkenness / mental health issues. This provides BTP with a richer intelligence picture to understand the reasons behind the assault and will be used to 'problem solve' any trends and patterns.

**5 The injured person should not write their own statement**

The emotional impact of being assaulted should never be underestimated, even for officers. A self-written statement, provided straight after the events may not contain all of the key facts. As a result, cases sent for prosecution sometimes fail to meet basic evidential needs.

**6 Best evidence must be presented to maximise the chance of prosecution**

The Officer Assault Investigation Plan should be followed to ensure that the best evidence is presented to maximise the chance of prosecution. Victim impact and community impact statements should be considered, to highlight the severity of the incident for sentencing purposes.

**7 The incident should be debriefed**

Victims recover better and more quickly if they receive the right welfare and supervision. This also helps to avoid long-term negative consequences. The assaulted person's supervisor should meet with them as soon as it is practical to do so. The victim may downplay the impact on them, but supervisors must recognise the potential effects of the incident and make appropriate and proportionate referrals such as Trauma Risk Management (TRiM).

Organisational learning should be captured through this process and fed into the Lessons Exploitation Centre (LXC).

FOCUSED ON YOUR SAFETY



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# People and Culture Committee

# Apprenticeship Levy



- 86 employees actively engaged in an apprenticeship at the end of Q1
- 1.84% of workforce enrolled onto an apprenticeship so far in 2023/24 (this includes those on a break in learning and recently completed) – KPI is set at 2%
- Apr – Jun 2023:
  - 1 withdrawals
  - 7 completions
  - 10 new starts

## INSIGHT

- If all anticipated enrolments go ahead, this will increase the monthly levy spend by approximately £8,730 (£26k Quarterly increase)
- Upcoming completions will see the monthly levy spend reduce by approximately £3,764
- The one withdrawal in Q1 was due to a change in job role, making the apprenticeship no longer appropriate.
- We are launching our inaugural Women In Leadership programme in Q2, enrolling 11 learners onto the Level 3 or Level 5 programmes.
- We will be enrolling 8 employees onto the Level 4 Mentoring and the Level 5 Coaching programmes during Q2
- Apprenticeships are offered through Talent Pools and developmental meetings.
- One vacancy was recently advertised as an apprenticeship, making this the first time it has been used as a recruitment tool.

Quarterly Position		
Levy paid in Q1	313,971.82	
Levy Spent in Q1	87,801.58	27.96%
Levy Expired in Q1	195,298.03	
Overall position at end of Q1		
Levy Balance	1,943,439.14	
Levy Spent to Q1	672,131.20	15.93%
Levy Expired to Q1	2,275,891.49	

Withdrawn Apprenticeships Reasons	2023/24
Left BTP	0
Programme not suitable for role	0
Did not complete work required - Withdrawn by provider	0
Learner unhappy with programme content	0
Unable to manage workload and programme	0
Changed Job Roles	1
Workload Pressures	0
Personal Reasons	0
Other	0

Demographic Data of Employees Enrolled onto Apprenticeships								
	Police Office	Police Staff						<b>86</b>
Police officer or staff	42%	58%						
Length of Service	0 to 2 Years	3 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Over 20 Years		
	14%	23%	27%	13%	13%	10%		
Age	Under 26	26 - 40	41 - 55	Over 55	Prefer not to say			
	2%	57%	33%	8%	0%			
Gender	Intersex	Female	Male	Non Binary	I prefer to self	Other	Prefer not to say	
	0%	40%	60%	0%	0%	0%	0%	
Division	A Division	B Division	C Division	D Division	E Division			
	77%	9%	2%	1%	10%			

### Enrolments due in next 3 months;

Upcoming Enrolments	23
SCQF Level 9 Leadership and Management	1
Senior leader	3
Learning and skills mentor	4
Learning and development consultant business partner	1
Chartered manager (degree)	1
Senior people professional	3
Operations or departmental manager	3
Coaching professional	1
Improvement specialist	1
Counter fraud investigator	1
Digital and technology solutions specialist (integrated degree)	1
Team leader or supervisor	3

## ACTION:

- Hiring Managers to be encouraged to consider using apprenticeships to fill vacancies
- T Levels can be used to backfill some abstraction gaps created by apprenticeships
- Devising new leadership development programmes incorporating apprenticeships at 3 levels for officers and staff
- 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

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**People and Culture Committee  
Committee Workplan**

September 2023	November 2023	March 2024	June 2024
<b>Items for recommendation</b>	<b>Items for recommendation</b>	<b>Items for recommendation</b> <ul style="list-style-type: none"> <li>Gender Pay Gap Report</li> <li>Ethnicity Pay Gap report</li> </ul>	<b>Items for recommendation</b> <ul style="list-style-type: none"> <li>Police officer and staff pay (in principle until announced)</li> </ul>
<b>Items for discussion</b> <ul style="list-style-type: none"> <li>People Strategy Thematic (Goals 5 &amp; 8)</li> <li>Wellbeing, Health and Safety Update (action 6/2023 refers)</li> <li>Casey Review – committee considerations emerging from BTP action plan</li> <li>PDR outcomes for performance year 2022/23</li> </ul>	<b>Items for discussion</b> <ul style="list-style-type: none"> <li>People Strategy Thematic (Goals 6 &amp; 2)</li> <li>Exit interviews – themes and corresponding actions</li> <li>Force response to cost-of-living crisis (action 7/2023 refers)</li> <li>BTP’s ambitions for PCSOs (action 6/2023 refers)</li> <li>Enhanced Medical Support (Action 3/2023 refers)</li> </ul>	<b>Items for discussion</b> <ul style="list-style-type: none"> <li>People Strategy Thematic (Goals 1 &amp; 4)</li> <li>Career pathway and leadership development programme review</li> <li>Ethics Panel – How is it working and any themes emerging?</li> <li>Annual Wellbeing, Health and Safety Assurance Report</li> </ul>	<b>Items for discussion</b> <ul style="list-style-type: none"> <li>People Strategy Thematic (Goals 3 &amp; 7)</li> <li>Review of Committee Terms of Reference and effectiveness</li> </ul>
<b>Items for information</b> <ul style="list-style-type: none"> <li>People data report</li> <li>Fatigue Review</li> <li>Committee workplan</li> </ul>	<b>Items for information</b> <ul style="list-style-type: none"> <li>People data report</li> <li>Committee workplan</li> </ul>	<b>Items for information</b> <ul style="list-style-type: none"> <li>People data report</li> <li>Police Covenant - Report</li> <li>Annual report on Complaint Reviews</li> <li>Committee workplan</li> </ul>	<b>Items for information</b> <ul style="list-style-type: none"> <li>People data report</li> </ul>

Items to keep sight of but without a clear timeframe:

- New Staff Reward Framework

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