

[6 June 2025] Agenda Pack / People and Culture Committee

MEETING
6 June 2025 10:30 BST

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Agenda

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1	Apologies	Chair	10:30	-
2	Declarations	All	10:35	-
3	The Supreme Court ruling (For Women Scotland v Scottish Government). Update of BTP response to date from a people perspective: including feedback from teams, internal communications, and the culture of the Force	Joint Force / BTPA Executive	10:40	-
4	BTP Regulations	Head of Governance and People		-
4.1	Vetting		11:00	3
4.2	Conduct		11:10	-
5	Draft People Strategy	Director of People and Culture	11:15	13
6	Update / Inclusion and Diversity	Head of Inclusion and Diversity	11:35	20
7	Update / Learning and Development	Head of Learning and Development	11:55	39
8	People Performance Scorecard Q4 2024/25	Director of People and Culture	12:15	62
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13	Any Other Business	All		-

BTP Annual Inclusion & Diversity Report

24/25

WEBSITE



**Reflecting the best
of our communities**



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Foreword

Building a modern and inclusive workforce is the responsibility of every individual in BTP; we all have a part to play.

The demand from communities for action from policing to rebuild trust and legitimacy has never been so prevalent, nor so critical. Internally, we know from our All-People Survey (APS) that there's a growing expectation that all our people feel that they are part of an inclusive strategy and not just minority groups. There is a direct causality between improving the inclusivity culture in BTP and the delivery of just, fair and legitimate policing.

To do this we must embrace our differences, continue to challenge discriminatory behaviours and build a representative workforce at all ranks and grades. Similarly, BTPA in enforcing the efficiency and effectiveness of BTP must also reflect the community it represents.

Executive Summary

Strategy Refresh

During 2024 the I&D team conducted a review of the Inclusion and Diversity strategy. The involved collating best practice from Home Office forces, academia, NHS and the College of Policing. It examined the sentiment of our people through the APS inclusion questions and free text comments, gathered detailed feedback from a range of focus groups open to a variety of ranks, roles and with Employee Support Associations, Networks, Federation and TSSA. Public survey data, Z card data¹ and victim of crime data was also reviewed to understand what the public expect regarding inclusion and how they feel about trust and legitimacy. The collective sentiment was that although the original strategy referenced a sense of belonging for all, the deliverables were not aligned to this strategic aim and in some cases left groups feeling disengaged. More work was also required to improve public confidence by reaching out to broader groups and increasing engagement.

The refreshed strategy now has a strong focus on **belonging and inclusion** for all our people. It **ensures the communities that we work with feel engaged, protected and confident** in the policing service BTP provide and that we enable **equitable opportunities** for people who share a protected characteristic and people who do not share it. The sense of belonging is facilitated through a new communications strategy which seeks to look across a broader horizon and working alongside wellbeing, networks and associations to promote a positive culture where everyone feels valued, heard and cared for. The term 'equality' has been replaced with 'equity', which strives to understand what people need to create equal opportunities, recognising that everyone has different needs.

The strategy is now underpinned by a performance framework to enable an evidence-based approach to inclusion, providing the organisation with the ability to monitor and evidence progress (see page 7 for details).

BTP's approach is seen as best practice and the use of leading and lagging measures has been shared with several forces including the Metropolitan Police, as a framework to measure inclusion.

Progress against objectives

Creating an inclusive culture in an organisation is challenging, even more so against a backdrop of differing political views and public opinion. The refreshed work to bring all our people together

¹ Survey data obtained from the public following a stop and search interaction

under the 'One BTP' value and put this at the heart of inclusion is aimed at bridging the gaps evidenced through underrepresentation, disproportionality in outcomes or being a victim of crime, and internally, through fair access to adjustments, personal development, promotion and other such opportunities.

Between 2023 and 2024 some positive trends were noted in relation to inclusion (see appendix A for visual representation):

- Increased score in 2024 APS for feelings of inclusivity – up +2% to 71%.
- One of the very few forces to have a performance framework for I&D providing us with the ability to measure impact.
- Police Race Action Plan (PRAP) awareness improved by +5% in 2024 to 51%. This is still lower than where the organisation would aspire to where all our people understand PRAP.
- 71% of people said they were proud to work for BTP (increased by +3% from last year)
- Published external scrutiny policy enabling BTP to increase diversity in our IAG membership with 50% increase in Black representation, 11% increase in Asian representation and our first disabled member.
- Introduction of Youth IAG to ensure we are hearing from young people and help bridge our legitimacy risk identified by HMICFRS.
- Launched a workplace adjustment passport to support people with neurodiverse conditions. 107 passports have been requested meaning we no longer have a postcode lottery in terms of support.
- 93% satisfaction rate from 180 employees from underrepresented groups that make up our Positive Support Action Group (PASG). They benefit from targeted learning, insights and support.
- 11.3% of BTP's officers are from ethnic minority background. This is the third highest in Police forces across England and Wales but still lower than the census population in the UK at 18%.
- 31% of PASG went on to be promoted or receive lateral development last year, supporting our ambition to be a modern and inclusive workforce.
- Increased membership for the Christian Police Association membership doubled since April 2024 and membership for BRIAN (neurodiversity network) saw an increase of 50% membership in one month following a spotlight article on our internal communication.
- A 200% increase in requests for reasonable adjustments in our revised promotion processes.

Our challenges

Whilst there is evidence of a positive trend in some areas, there are still some areas that remain challenging:

- Disproportionality in the use of stop and search on Black people has increased to 9.7 times more likely, from 7.7 the previous year.
- Only 41% of our people feel they can voice contrary opinions without fear of negative consequences (same as 23/24)
- 47% of our people feel they are involved and consulted in decisions that affect their work. This is lower than the previous year by –6%.
- Whilst this score increased by 3% in 2024, only 40% of our people feel part of One BTP
- 23% of our officer headcount is female, the lowest in comparison with Home Office forces in England and Wales.

- Female turnover is above the 5% target which impacts on female representation rates. Currently 7.6% turnover for female officers and PCSOs compared with 9.7% for male officers.
- Ethnic minority turnover is above the 5% target and impact on representation rates. Currently 7.5% turnover for ethnic minority officers but on a positive downward trend, compared with 9.5% of white employees.
- Whilst there has been some improvement in declaration rates for diversity information on Origin as part of the Count Me In campaign, 81.4% of employees have not stated if they are disabled or not. Without this information we cannot understand if we have a disability pay gap or how the organisation can provide the adjustments required to ensure people are able to work to the best of their capability.
- Similarly, 62.7% have not stated their sexuality which reflects how safe and secure people feel to bring their true selves to work.

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Strategy Refresh 2024

The strategy refresh project focused on ensuring that BTP met its Public Sector Equality Duty (PSED), that I&D progress could be measured and that the strategy and vision resonated with all our people. The refreshed I&D strategy was approved by COG in November 2024 and subsequently by P&C Committee.

The refreshed strategy now has a strong focus on **belonging and inclusion** for all our people and **ensuring the communities that we work with feel engaged, protected and confident** in the policing service BTP provide and ensuring the organisation provides **equitable opportunities** for people who share a protected characteristic and people who do not share it.

The strategy is underpinned with a performance framework that is embedded within our performance management system, to ensure outcomes and deliverables can be measured to evidence achievement of the strategy. The use of lagging and leading indicators provides BTP with the opportunity, for the first time, to measure progress. This method provides foresight, allowing for proactive decision-making and adjustments before problems arise. This method also provides accountability for I&D amongst our people and a clear expectation as to what the organisation is aiming for.



The I&D Strategic Board has been refreshed to focus on the delivery of lagging indicators and is chaired by the Chief Constable on a quarterly basis. Strategic I&D risks and quarterly reporting against the strategy to BTPA are agenda items. This provides a holistic assessment of I&D drawing all reporting into one governance system, to provide a strategic view on how the organisation is improving the I&D culture and progress against the strategy using an evidence base.

Detailed Report

Personas for various roles have been created to support our people to understand how they can play their part in the achievement of the strategy. Historically our people were conducting a range of activities to meet the objectives of the strategies, whilst well intentioned, they were not necessarily linked to the delivery of the outcomes the organisation aimed to achieve.

The following sections will focus on the four objectives and what BTP have outlined as deliverables and progress thus far.

THEME	OBJECTIVES	DELIVERABLES
INCLUSIVE CULTURE & REPRESENTATION	Engage and involve our people, public and partners	All our people to feel involved in improving our culture
		Through Staff Networks understand the challenges different people face and give our people a voice that is heard
		Enhancing sense of belonging for all our people, involvement and psychological safety
	Improve our workforce representation and equity	Increase interest, applications and recruitment for underrepresented groups (URGs) and communities into BTP
		Improve retention rates of underrepresented employees
		Understand the make-up of our force
	Embed continuous learning and awareness for our people.	Improve I&D awareness through a pilot programme of mandated 4 hours learning for I&D
		Through ethical debate identify potential discrimination and provide a forum for people to raise and challenge ethical issues
TRUSTED & ENGAGED COMMUNITIES	Build confident, engaged and protected communities	Enhanced and appropriate external scrutiny
		Improve procedural justice when we use our powers
		Improve the confidence of Black and Black Heritage employees and communities
		Support the commitment against the 15 indicators of institutional racism
		Understand the impact of policing on URG and communities and any gaps in trust & confidence

Engage and involve our people, public and partners

All our people to feel involved in improving our culture

It was important that BTP supported communities where inclusion was not felt, and in doing so we did not alienate others. By defining inclusion as creating a sense of belonging and fairness for all in the new strategy meant our deliverables would be all encompassing. Adopting an evidence-based approach and utilising data, enabled the I&D strategy to focus on specific areas for delivery whilst ensuring that all our people felt part of the wider strategy.

For example, BTP's APS 2023 highlighted areas where our people did not feel engaged, involved or where inclusion was lacking. This was particularly prevalent for Black and Disabled colleagues and those who prefer not to say for protected characteristics (see tables below).

Whilst there have been some improvements since 2023, the lowest scoring questions within the inclusion and fair treatment factors related to fair and transparent promotions (28% favourable score in 2023 and 30% in 2024) and voicing a negative opinion without negative consequences (40% favourable score both years). These areas have been included in the refreshed strategy and the organisation will focus on moving the dial for these lagging indicators by 2028.

2023 compared to 2024:

	APS Outliers	2023	2024	Difference
Inclusion and fair treatment factors	Officers & PCSOs	49%	51%	+2%
	Disabled Participants	49%	52%	+3%
	Black Participants	55%	56%	+1%
	Participants who 'Prefer not to Say' (Ethnicity, Gender, Sexual Orientation & disability)	38%	42%	+4%
	All Participants	54%	56%	+2%

	APS Outliers	2023	2024	Difference
BTP inclusive place to work	Officers & PCSOs	64%	66%	+2%
	Disabled Participants	58%	48%	-10%
	Black Participants	60%	57%	-3%
	Participants who 'Prefer not to Say' (Ethnicity, Gender, Sexual Orientation & disability)	46%	54%	+8%
	All Participants	69%	71%	+2%

Through Staff Networks understand the challenges different people face and give our people a voice that is heard

BTP currently has 11 staff networks ranging across the protected characteristics from religion, sexual orientation, gender, ethnicity to disability. Staff Networks at BTP have gone from strength to strength in the last 12 months. Membership for the Christian Police Association (CPA) has doubled since April 2024 and BRIAN (neurodiversity network) saw an increase of 50% membership in April 2025 alone. There are two further applications to start a new network in 2025.

To further improve engagement and transparency in decision making, Staff Networks now attend the Strategic I&D Board. Moving forward into 2025/26 will see this expand into other relevant strategic meetings with defined role profiles for meeting observers.

Staff Network duties are now recorded through the activity tracker which will allow us to collect meaningful data on their contribution going forward. The networks have been critical friends in several crucial pieces of work including guidance for officers searching in relation to Sikh Articles of Faith, Operation Navette and the Supreme Court Case of For Women Scotland vs the Scottish Ministers.

To provide an example, BTP's Hindu Police Association (HPA) have held three different sessions to support people's wellbeing. This was extended to other forces across the UK to share the learning and promoted BTP as a force that embraces and celebrates diversity. The HPA attended an event at Neasden temple in 2024 which attracted 5,000 people. The aim for the HPA was to promote BTP, 61016, crime prevention advice and the variety of careers in policing. The association were able to engage with communities which helped BTP to build trust and confidence. In 2025 BTP's Sikh Association attended Vaisakhi on the Square with a reach of 40,000 members of the public. Several networks participated in Interfaith Week sessions which reached 475 people across 37 UK Forces.

The HMICFRS Activism & Impartiality Inspection report published in 2024, highlighted that the governance arrangement for staff networks must be strengthened. BTP had already recognised this as a gap and operating principles was already in place for networks prior to the report being released. The operating principles provides networks with clarity on roles and responsibilities, governance mechanisms, budgets etc to ensure consistent practices are in place for all networks to operate.

BTP is also extending the reach of Networks so people joining the organisation will learn about the role Networks play in BTP and how they can get involved. A Staff Networks video was created in collaboration with internal communications in 2024 and will be played at Recruit Training, Staff Inductions and is available both internally and on our external website. This is a significant step in making Staff Networks more visible and accessible for all and for people considering joining BTP how inclusive and diverse we aspire to be.

Enhancing sense of belonging for all our people, involvement and psychological safety

Improving psychological safety and creating the sense of belonging have been identified as areas for improvement in the APS and through listening circles and open discussions. Organisations with high level of psychological safety have been linked to high performance and positive cultures.

To improve engagement and psychological safety, the I&D strategy now includes objectives to capture the voice of our people through Community Impact Assessments (CIA). CIAs consider the internal impact across a range of policing issues, policies and processes on our people as well as the

communities we serve. A CIA policy and guidance is now being embedded into the organisation led by Network Policing and supported by I&D.

Improve our workforce representation and equity

Increase interest, applications and recruitment for underrepresented groups (URGs) and communities into BTP

The leading indicators that influence this objective relate to attraction, retention and development of our underrepresented groups. BTP's data still shows BTP as an outlier for female officer representation (currently at 23.1%). However, for ethnic minority officers BTP is 11.2%, which is third highest in England and Wales.

Recruitment introduced a geo-location tool during 2024 to target under-represented groups with job adverts via social media. This was demonstrating real promise with significantly more applications from women and ethnic minority applicants. The recruitment pause in September 2024 has slowed this work and the recruitment team are working hard to keep those who passed assessment centres warm for when recruitment recommences.

I&D also delivered a number of initiatives focused on increasing representation amongst recruits:

Thinking of Joining Us (TOJU) sessions designed to increase awareness of opportunities, highlighting BTP's unique national role, entry requirements for officers and staff roles, and detailed insights into the application process. By targeting areas with lower diversity in policing but higher potential candidate interest, the team ensured a strategic and resource-efficient approach to outreach. Eight sessions were undertaken between April 2024 and September 2024 with an average of 24 participants, which were aimed at female and ethnic minority candidates to improve representation based on the data which highlighted gaps in our representation for these groups.

Prospective candidates were also offered **Application and Interview Workshops**. These supported candidates by demystifying the application process and equipping them with the confidence and knowledge needed to present themselves effectively at each stage. Of the female officers, PCSOs and Specials that were given a conditional offer in 2024, 78% had some form of contact with PART. 74% of ethnic minority officers, PCSOs and Specials given a conditional offer also had some form of contact with PART.

A **Black Talent programme** was launched by the Talent Team in consultation with our SAME network. Cohort two will take place in Q2 2025. A female development programme is also being developed for launch in 2025.

In October 2024 the new **Applicant Tracking System (ATS)** was launched. This system enables streamlined session booking and data collection, allowing the organisation to track participant engagement and progression. It should provide valuable insights into candidate demographics and the effectiveness of different interventions.

BTP understands that reaching young people is imperative to attracting new talent into the organisation and in building trust and confidence. The development of the **Youth Engagement Strategy** considered feedback from various stakeholders and Staff Networks including the consideration of language used to ensure it was inclusive. The strategy's objectives are:

- Crime Prevention and Youth Safety
- Build Trust and Confidence

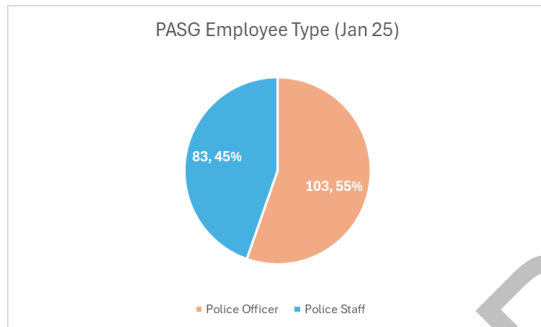
- Enhance Officer-Youth Interactions Building Long-Lasting Relationships
- External Scrutiny and Accountability
- Recruitment from Underrepresented Communities

Improve retention rates of underrepresented employees

Female turnover has been reducing 22/23, from 12.4% to 7.8% turnover in 24/25. However, turnover for female officers and PCSOs increased in 2024 from 6.6% to 7.6%, so this is an area of focus for the Strategic Board as the target is to reach 5% by 2028. Turnover for ethnic minority officers is on a downward trend and has reduced from 12.1% in 22/23 to 7.5% in 24/25.

During 2024 there has been significant work undertaken to improve retention which will support representation:

The **Positive Action Support Group (PASG)** is a developmental programme to support colleagues from under-represented groups in their career aspirations. There are approximately four sessions held each month on a range of topics that are specifically aligned to the experiences of those from under-represented groups.



The current make up of PASG is outlined in the chart with a good balance of Police staff and Officers

PASG is having a strong impact on lateral development and promotion of underrepresented groups with members of PASG achieving higher grade duties at a higher rate, comparative to the force total. Of the 186 members of PASG, 23% have undertaken higher grade duties (HGD) or have been promoted in 24/25 compared to 11.6% of the overall force.

Delegates of PASG are sent a feedback and monitoring survey at the end of each session. There is a score of 97% of delegates feeling more informed after each session with an overall score of 94% of members feeling that the programme is meeting their needs. Within the survey there is the opportunity for members to provide feedback and suggestions for new content to ensure future sessions are planned to better meet their needs moving forward and sessions are recorded to give people the opportunity to continue their development at their own pace.

Under the Equality Act 2010, there is a legal obligation to provide workplace adjustments for colleagues with a disability or long-term health condition. The **workplace adjustments passport** is a new practical tool which documents agreed adjustments, supports consistency across the organisation, enables transparency and helps evidence compliance. Having a practical toolkit for line managers and colleagues to consider day-to-day adjustments, enables and empowers our people to have conversations about how they can undertake their roles and duties to the best of their abilities whilst ensuring BTP is compliant with the law. 126 colleagues have engaged with requesting a workplace adjustments passport and progress against APS scores for people with neurodiverse conditions and disabilities will be monitored in 2025 to measure the outcome of this work c.

Whilst there is still more work to do to build inclusivity for colleagues with neurodiverse conditions, the below illustrates where progress has been made between 2023 and 2024:

APS Question / Factor	2023	2024	Difference
BTP is an inclusive place to work	62%	66%	+4%
We are genuinely supported if we choose to make use of the flexible working arrangements	41%	43%	+2%
Support I received was timely	36%	47%	+11%
The force is taking steps to improve Technology	63%	64%	+1%
Well cared for	46%	49%	+3%
Well equipped	45%	49%	+4%

Understand the make-up of our force

Count Me In was launched in March 2025 to dispel myths about how the organisation uses personal information, to provide clear guidance for people on how to update their diversity details and the importance of sharing this information. Commonly cited concerns for not declaring diversity information include mistrust of data privacy (in particular, a concern that line managers will have access to personal data); fear of negative consequences; and employees not seeing the value or purpose of sharing their information.

Through the Count Me In Campaign:

- 167 more people updated their disability data
- 181 more people updated their sexuality data
- 257 more people updated their religion data

A technical solution is now being explored to update diversity when our people apply for promotion, this will enable an accurate view of the organisation to identify pay gaps, disproportionality in the application of processes or policy.

Embed continuous learning and awareness for our people

Improve I&D awareness through a pilot programme of mandated 4 hours learning for I&D

The new strategy recommended a learning pilot for 10% of the organisation to bridge the continuous learning gap identified through the review and support Angiolini and Casey report recommendations.

Only 55% of our people had undertaken the I&D awareness training and 37% of those were five years ago. During that time significant events have taken place such as the murder of Sarah Everard and George Floyd and the Stephen Port murders as well as the Casey and Angiolini findings. Recent APS 2024 comments show a lack of understanding on key aspects of I&D such as positive discrimination versus positive action. Op Navette revealed a lack of confidence in line managers and leaders to draw a link between the public unrest and how groups within our organisation were impacted.

The pilot was supported through a range of learning material about diversity and inclusion enabling people to identify their own learning needs and use the resources available to bridge gaps in knowledge. Learning resources are based on a variety of styles such as sessions reflecting lived

experiences, live sessions with subject matter experts and bitesize online learning. There are 22 courses diarised throughout the pilot (including evening and weekends to accommodate shift patterns). Each learner conducts a knowledge check before and after so the organisation can evidence improved knowledge base for those attending the sessions. An analysis of the pilot will take place in 2025 to measure the impact.

Through ethical debate identify potential discrimination and provide a forum for people to raise and challenge ethical issues

Following the launch of the Code of Ethics in 2024, BTP has initiated a programme to embed ethical principles across the organisation. This work is driven by a recognition that ethics must be more than a set of guidelines, it must be a lived, daily practice that informs decision-making, leadership, and culture.

The aim is to ensure that ethical considerations are integrated into key organisational processes, including recruitment, promotion, leadership development, and internal communications. This involves developing tools such as an Ethical Behavioural Framework, incorporating ethics into assessor training, and reviewing how ethics is reflected throughout the employee lifecycle. A dedicated communications plan and leadership forums are also being established to promote open dialogue and reflection on ethical dilemmas. A refreshed Ethics Forum is also being redesigned to follow best practice across policing and provide opportunity for ethical questions to be scrutinised by the force.

Build confident, engaged and protected communities

Enhanced and appropriate external scrutiny

Following a comprehensive review, a new Independent Advisory Group (IAG) and external scrutiny policy was written and implemented in 2024. This included a period of consultation internally and externally and a full equality impact assessment. The new policy has provided a focus on improving community confidence and informing and improving our practices. A review of IAG membership and tenure periods has been carried out to ensure that members are truly independent from policing. A new Lived Experience Advisory Group (LEAG) has been introduced which has removed the barriers of vetting and governance built in around how external scrutiny is run within BTP.

The **Youth Independent Advisory Group (YIAG)** is a new initiative for BTP to enhance the community voice from diverse communities. With 15 members currently eligible for the YIAG, meetings will commence in May 2025 and will provide young people with a voice that will be heard at strategic levels of policing through the I&D Strategic Board, PRAP Steering Group, stop and search and use of powers boards. The age range has been agreed and amended to include 13 – 25-year-olds. This will provide an opportunity for members to see their work take shape within BTP and evolve into IAG membership. This will also form part of schools' Duke of Edinburgh volunteering scheme which will further encourage young people to take part and engage with policing.

To ensure our external scrutiny is truly based on diverse and representative of communities the I&D team focused on recruitment of new IAG members which has resulted in more Black people joining the IAG (Black communities are evidenced to have lower trust and confidence in policing than any other group).

BTP has grown its external scrutiny capability which supports the organisations' drive to be transparent and promotes legitimacy. 82 members of the public make up our external scrutiny capability compared to 40 last year. External scrutiny is now made up of 38 IAG and 29 LEAG members. Our YIAG membership has grown to 15 eligible members. Recruitment continues to grow and diversify.

During 2024 the team have worked hard to improve the diverse make up of our scrutiny panels and we recruited our first IAG member that is a wheelchair user. Our current IAG membership includes:

- 31% of members from Ethnic minority group
- 52% Female
- 12% Gay, Lesbian, Bisexual or Asexual
- 15% with disability including neurodivergent and sensory related conditions

Between 23/24 and 24/25 we have seen an increase in Black and Asian IAG members (increased by 9% and 7% respectively).

To support an evidence-based approach, an IAG dashboard has been developed which has provided valuable insight about the make-up of our IAG and data gaps. The dashboard can pinpoint where recruitment of different IAG members and external scrutiny groups is most effective to assist in targeting future recruitment drives and allows the organisation to encourage diverse communities to share perspectives, ideas and information to support our policing mission and scrutiny in the use of our powers.

To enable us to evidence how the force mitigates the strategic legitimacy risk via wider community engagement, I&D has worked with external scrutiny panel leads and IAG members to develop a process for governance. This has ensured that feedback is recorded, where appropriate acted upon and fed back to scrutiny panels; therefore, completing the feedback loop. BTP has not used a centralised process like this previously. The process allows the force to feed learning captured from engagement back into the appropriate department. A RAG rating system ensures that action is captured against each piece of feedback. 55 individual pieces of feedback have been recorded which has included observations on operations, leading to better use of designated search areas and reflection on how we ask for self-defined ethnicity data, which is a key risk for BTP.

BTP has previously not been able to measure confidence levels of IAG and community members, so in 2024, I&D introduced a legitimacy score into the external scrutiny and IAG observations. The score supports BTP, at a high level, to understand how the public feel about police related activity such as stop and search. In coordination with the feedback process, this has enabled BTP to provide an evidence basis to score legitimacy through the public lens. It has been agreed with the BTPA that the legitimacy scores will feed into the legitimacy risk reporting.

Improve procedural justice when we use our powers

It has been accepted by BTP that the force must do more to improve the disproportionate use of policing powers on Black communities. Disproportionate use of stop and search on Black people increased to 9.7 times more likely in 24/25. This was an increase from 23/24 which recorded 7.7 times more likely to be stopped by BTP if you are Black. This is an area that still requires further work and intervention and as a result the disproportionality action plan was approved by Force Executive Board in Jan 2025. The plan will be managed through the Stop and Search Board and feed into the

I&D Strategic Board. This plan will be instrumental in reducing the impact felt by Black communities when we use our policing powers, particularly stop and search.

The concept of procedural justice was introduced in the disproportionality action plan to support our drive to improve confidence, trust and disproportionality. Procedural justice is the degree to which the public believe that the police will treat them with **respect and dignity, display trustworthy motives, act with neutrality and give people the opportunity to express themselves** without bias are the key elements to achieving procedural justice. The theory argues that when interactions with the police are perceived to be procedurally just, police legitimacy increases and there is greater support and co-operation from the public. Research has shown that when police are trained on improving practical legal decision-making, reduce unconscious bias and enhancing procedural justice, **levels of race disproportionality reduced**². Procedural justice is essential for building long-term trust and compliance. By treating individuals fairly and with respect, officers can foster a sense of legitimacy and cooperation within communities.

Procedural justice training is now included as a learning module for officers taking part in the Inclusion and Diversity Pilot. For vulnerable groups, including young people and those with previous negative experiences with the police, the training aims to improve interactions by ensuring officers are empathetic, respectful, and transparent. Primarily focused on Stop and Search, the training emphasises developing communication skills, empathy, active listening, and respectful treatment while maintaining impartiality and neutrality. Officers engage in scenario-based learning to practice and refine their skills, ensuring practical application. Case studies are an integral part of the training, illustrating practical applications of procedural justice principles.

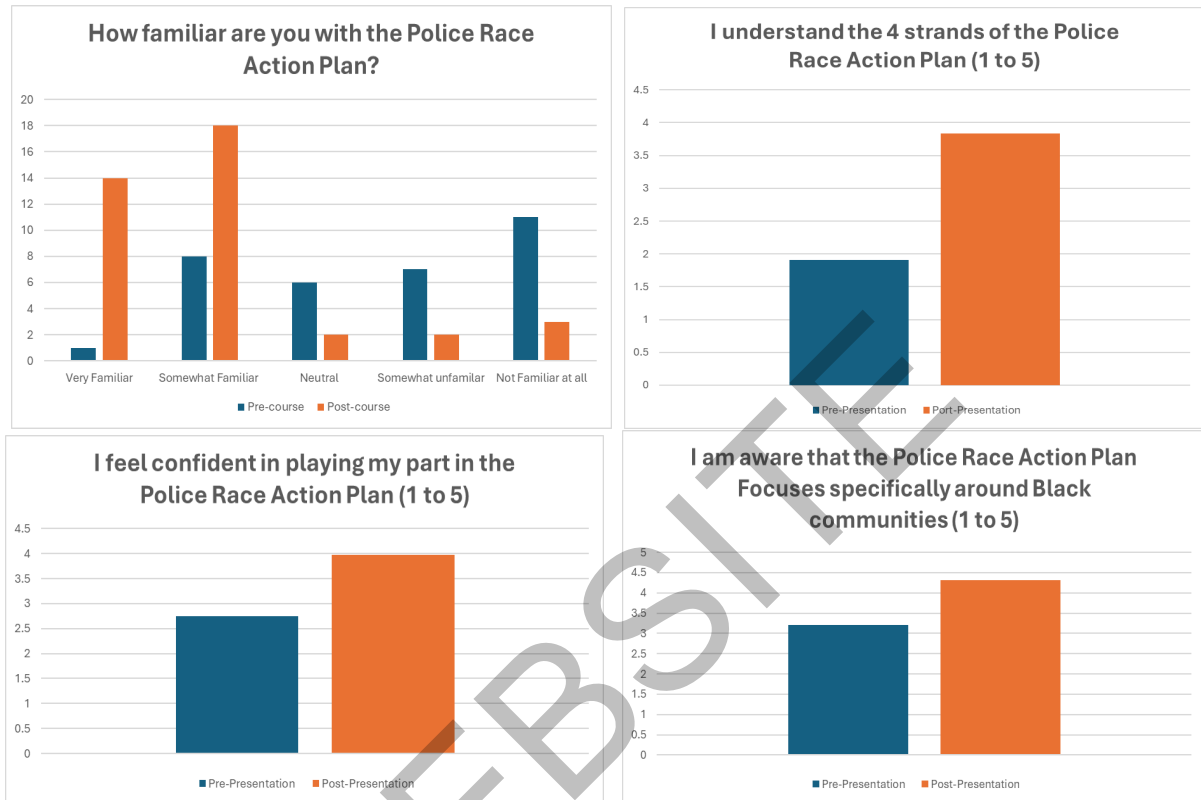
During 2024, we have been conducting self-service monthly stop and search Continuing Professional Development (CPD) sessions for officers. Officers can either self-refer or be nominated by supervisors to attend the CPD sessions to address performance issues. The CPD covers legislative requirements, procedural justice, and the 18 indicators of a procedurally just stop and search. The content of the CPD includes the routine use of handcuffing, use of force recording, reasonable grounds, and body-worn video usage. It also addresses disproportionality and strategic themes around the use of police powers and their impact on different communities. 11 MyLearn CPD sessions have been completed to train 125 officers to improve the use of stop and search and address disproportionality. Interventions have also been carried out at locations highlighted as poor performers around our legitimacy indicators to improve compliance and reduce disproportionality.

Improve the confidence of Black and Black Heritage employees and communities

The PRAP has been refreshed and driven forward in 2024 and whilst there is still a significant amount of work to be done, gap analysis identified key areas to assist in building the foundations for improvement; exposure to lived experience to understand why the plan is important, education around what the plan seeks to achieve and how BTP's people can contribute towards the aims and ensuring the public and those that work on the railway are engaged. Knowledge about the PRAP improved from 46% in 2023 to 51% in 2024 APS. It is anticipated that this will improve again for the 2025 survey. BTP's new version of the PRAP was signed off in Jan 2025 following consultation with SAME. Further work is now underway alongside the IAG's and SAME to produce BTP's first external version of the Police Race Action Plan which is due for launch in June 2025.

² College of Policing Stop and Search Training Experiment - Process Evaluation 2016

The I&D team have worked hard to promote the refreshed PRAP by delivering sessions to teams. Between January 2025 and April 2025, 15 awareness sessions have been delivered to the Occurrence Management Unit, Information Management, Force Control Room, Vulnerability, Divisional ALT's, Cohorts of Special constables, over a 100 people on the All People call and divisional I&D meetings with specific Police Race Action Plan presentations. Data has demonstrated an improved knowledge from the sessions:



PRAP awareness continued throughout 2024 with the launch of BTP PRAP lending library where over 20 books were loaned in the first six months, working in collaboration with SAME so they were engaged throughout the refresh and creating a MyLearn programme alongside the Open University to raise awareness about Black history with policing. There have been 840 views of the PRAP Hub where colleagues can access latest news on PRAP, the action plan, sources of learning etc.

2024 also saw BTP's first strategic led community engagement through the procurement of working with community-based organisation Mainzworld who identify Black communities who use the railway, upskills officers to support their engagement, and facilitates conversations between the community and police which has exposed officers to lived experiences in support of the wider confidence work. This year, Mainzworld have worked in Stratford, Manchester, and Bristol. An action plan is in development for each area to provide ongoing support for the most critical issues to improve confidence. Going forward, the learning from these areas will be shared with the force to empower other areas to conduct similar work. This financial year, Mainzworld will work with Cardiff, Birmingham, and Glasgow BTP stations. The relationships built will support IAG, YIAG, and LEAG recruitment and improve meaningful feedback in areas where our disproportionality is greatest.

In conjunction with the NPCC and consultation with SAME, a framework for measuring progress through 29 key performance indicators was developed to ensure that the organisation is held accountable for delivery. The data from the KPI's will feed into the new maturity matrix which is

currently in testing with the NPCC. BTP will be held to account by community members and networks on delivery.

Support the commitment against the 15 indicators of institutional racism

It is important that as part of the strategy the organisation continues to assess performance against racism and has a way of identifying risk, patterns and trends. The 15 indicators of racism cover the below internal systems and processes, and the I&D team have worked closely with SAME and subject matter experts to conduct a gap analysis across the 15 indicators to ensure BTP as an inclusive place to work for all ethnic minority communities. The gap analysis will provide the I&D Strategic Board access to a scorecard that will inform action to improve.



Understand the impact of policing on URG and communities and any gaps in trust & confidence

This deliverable focuses on a broader review across communities to understand gaps in confidence and trust. This involves scanning across victim code of compliance, victim surveys, public surveys and working closely with IAGs to identify how policing activity impacts on a range of communities.

Legitimacy risk 3855 highlights how unfair policing practice and ineffective professional standards, BTP may not be able to provide a trusted and legitimate service to the public, leading to a lack of public confidence. The I&D team have also been working closely with BTPA to redefine the risk definition and introduce metrics to inform scoring.

Indicators have been weighted based on the perceived impact on policing legitimacy, the accuracy of the data and the demographic reach of the data set (see below). For example, the rail staff survey was given 10% weighting due to relatively low uptake and the consensus that it will not be representative of the whole rail industry but offers a perspective from employees who were willing to complete the survey.

Indicators	weight
Self-Defined Ethnicity completion rates	n/a
Rail Staff confidence – overall satisfaction	10%
Victim satisfaction survey	25%
% Victims that don't support CJ action	15%
Stop and search drug finds vs crimes raised	20%
Legitimacy Score – Stop & Search being Legitimate Use of Police Powers	30%

The highest weighting was given to the legitimacy score for stop and search which provides a quantifiable measure of diverse community confidence in an important area of policing. This system has been designed by I&D and has received support from the BTPA. The legitimacy score asks members to assess the stop and search grounds and to score the following questions:

1. I could tell what object the officer was looking for
2. I believe the officer acted fairly and impartially
3. The officer had reasonable grounds for suspecting the person had an object at the time

The data will provide an overview of progress and allow for an evidence-based focus on the area's most impacting overall legitimacy.

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APPENDIX A: I&D PERFORMANCE HEADLINE 24/25

I&D PERFORMANCE HEADLINES 24/25



71% of our people feel BTP is inclusive place to work
Up 2% against last year



HEDDLU TRAFNIDIAETH PRYDEINIG
BRITISH TRANSPORT POLICE

71% of our people said they were proud to work for BTP
Up 3% against last year

BTP published its external scrutiny policy

- ✓ +50% Black representation on panel
- ✓ +11% Asian representation on panels
- ✓ 1st Disabled member recruited



Positive Support Action Group

- ✓ 180 members
- ✓ 93% satisfaction
- ✓ 31% lateral development or higher-grade duties

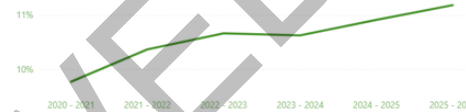


POLICE RACE ACTION PLAN

IMPROVING POLICING FOR BLACK PEOPLE

PRAP awareness increased by 5%

Ethnic Minority Representation (%)



Third highest force for Ethnic minority Officer representation

Workplace Adjustment Passport launched
107 passports requested



Increased Network membership

- ✓ Christian Police Association membership doubled since April 2024
- ✓ BRIAN (neurodiversity network) 50% increase in one month



Performance and evidence base framework for Inclusion



Youth Independent Advisory Group Launched



Learning and Development
Annual Report

2024-2025

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Foreword

Head of Learning and Development

The last year has been exceptionally busy for Learning and Development. In 2024/25, we delivered 229 different instructor-led courses with a total of 15,878 attendees. These ranged from refresher training for first aid, taser and personal safety training to major incident operational commander training using Hydra suites. Our Leadership Academy has also been busy with 1431 completions of training for leaders, with 92% of those providing feedback feeling more confident in their role and would recommend the training to others. Whilst the focus continued to be delivery against our five-year Learning and Development Strategy 2022-2027¹, there continues to be external environmental factors that continue to influence learning and development in BTP.

The College of Policing, the independent non-departmental public body continues to be vigorous in its role to set standards to professionalise policing. These standards are published as Authorised Professional Practice (APP) and reinforced through a licencing system by the College. BTP must pay to access the curriculum and learning materials for each licenced product which is set out in an annual licencing agreement². The cost of the current licence for 2025/26 is £173,884 (excluding VAT). In addition, BTP must demonstrate that the standards in the licence are being met as part of the licensing process.

The College of Policing operates a mixed model of licensing regulation. This ranges between quality assurance to enforcement, depending on the risk associated with each licence. For example, driver training where prescribed training standards are now linked to legal protections in law is reinforced by strict inspection arrangements. Several Home Office Forces have seen their Driver Training licences removed due to failure to adhere to the training standards set within APP Police Driving. Strict standards are also maintained for Firearms Training, TASER and Public and Personal Safety Training (PPST). The College standards are reinforced through the work of the National Police Chief's Council (NPCC) who appoint Chief Officer leads for each area of APP, and His Majesty's Inspectorate of Constabulary (HMIC) through their PEEL and Thematic Inspections.

HMICFRS this year has published its 2023-2025 PEEL Inspection reports for Home Office Forces. The training of police officers to effectively perform their role in protecting the public and investigating crime has been an intense area of focus. The poor standards of crime investigation and low solved rates led HMICFRS to publish a specific report 'An inspection on how effectively the police investigate crime'³. Section 5 of the report specifically addresses standards of training set out by the College and concerns about how forces are failing to meet these. This is a particular area of focus for Learning and Development working with the Head of Crime to ensure the force has sufficient crime training resources to meet the standards set by the College through PIP (Professionalising Investigation Programme). We are currently at 80% of detectives accredited and are aiming for 100% by the end of 2025.

¹ [Landd Strategy FINAL.docx \(tracks.oak.com\)](#)



Licence-Variation-V0

² 35-N03-BTP-2025Apr

³ [An inspection into how effectively the police investigate crime - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

Similarly, the public focus on poor behaviour in policing has led to increased scrutiny of leadership standards, for example in the Casey and Angiolini reports. This has led to increased mandating from the College of leadership standards for all levels of managers.

Whilst environmental pressures continue to influence the core activity of Learning and Development in BTP, we have maintained our commitment to delivering the Learning and Development Strategy. The Strategy outlined seven core goals that drive our day-to-day work within Learning and Development to help 'Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities'.

This report outlines progress against the strategy and the key environmental challenges BTP faces regarding the Learning and Development of our people.

Goal 1: Learning that supports our strategy

The Learning and Development Strategy seeks to align the investment in our workforce with our strategic priorities. To achieve this the following objectives were set.

1. *Implement a Strategic Learning Requirement (5-year rolling plan) from April 2023 and in place by end of 2023.*
2. *Seek to implement a Business Partner model that supports each Head of Department to identify and manage their Strategic Learning Requirement by April of 2024.*
3. *Contribute Strategic Learning Requirements into the Strategic Workforce Plan bi-annually by the end of 2023.*

Strategic Learning Requirement

In 2023 L&D rolled out the Strategic Learning Requirement (SLR) process across the force. The SLR is a strategic gap analysis that helps department heads to identify the capability gaps for their workforce that need to be addressed for them to deliver the core responsibilities of the department and their part of the BTP Strategic Plan. This is a key area of practice identified by HMIC in their inspection of how forces effectively investigate crime⁴. This is a five-year forward-looking process that helps identify long term investments in our people, helping us to prioritise our finite budget and resources to achieve the greatest impact.

Over the last two years the SLR has helped improve the culture towards learning and development across the force, with department heads taking an active role in shaping the development of their people. Since 2022 All People Survey there has been a 6% increase in the number of employees who feel appropriately trained to perform their role, with 70% of employees now feeling they receive sufficient training. It is anticipated this will increase further in the 2025 survey.

The SLR process has been continuously developed and improved in collaboration with the business, and it has now been integrated as a core part of the business planning cycle. The introduction of the SLR process has enabled BTP to be able to clearly articulate strategic gaps regarding the capability of its people within Force Management Statement (FMS). Within the 2024 FMS evidence was provided

⁴ [An inspection into how effectively the police investigate crime - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

that led to an increase in the Crime Training Academy to ensure BTP could adequately train and develop its detectives and supervisors to ensure the best possible service to victims of crime.

This year the SLR has helped prioritise training bids of £1.3m against a budget of £1.2m.

L&D Business Partner Model

To best support Heads of Department to build organisational and people capability, the L&D Strategy proposed to introduce a Business Partner Model. Business Partners work alongside business leaders to understand organisational context, whilst developing sound people solutions that help achieve business objectives.

The project to redesign the structure of L&D was paused in 2024 due to the budget challenges and Establishment Reset Programme. As a result, progression towards the Business Partner model has been absorbed in the Establishment Reset Programme and will be presented as part of the proposed L&D model to the Design Authority in August 2025.

Strategic Workforce Plan (SLR requirements)

Learning and Development are working with the Head of Strategic Workforce Planning on how we can integrate People and Learning and Development data into Strategic Workforce planning. Learning and Development is currently undertaking a skills audit to ensure the data integrity and standards for training data in advance of integration into strategic workforce planning. The aim is to complete this by the end of 2025, with the immediate priority being the work regarding the Establishment Reset Programme.

Goal 2: Inclusive and flexible learning

This goal outlines our commitment to making learning and development more accessible to everyone, specifically to those who wish to become police officers, removing barrier to entry that prevent us achieving a workforce that represents the community we serve. The objectives that support this goal are:

- 1. Phase one: make our current recruit training more flexible and inclusive by December 2024*
- 2. Phase two: introduce more diverse entry routes for recruit training by January 2024 and if approved by BTPA introduce PCDA and DHEP by 2025*
- 3. Pilot a part-time/flexible entry route for Police Constables by April 2024*

Phase one: make recruit training more flexible

In 2024 we launched a redesigned new recruit training programme that reduced the number of weeks spent face to face training at Spring House in London from 15 to 13 weeks. In addition, we changed the programme to reduce the number of days during those weeks new recruits had to be in London. This removed the need for recruits to travel on rest days for a 5-day week, making our new recruit programme more flexible and inclusive. This has supported the force to have a broader appeal to those with caring responsibilities and contributed to the highest representation of female police officers BTP has achieved.

In addition, the New Recruit Redesign programme will further change the way we deliver recruit training by leveraging new learning design technology and generative artificial intelligence, to better train our new officers and test their skills. With investments in Virtual Reality Training, Branching Scenarios and other technologies, we can train and test our new recruits in new and innovative ways. This redesign has been integrated with the roll out of the new Police Constable Entry Programme (PCEP) which we will roll out in the summer of 2026. By redesigning our programme, it is anticipated that whilst the PCEP programme will be around five weeks longer than our current programme, the amount of face-to-face training will not increase.

The redesign of the new PCEP programme will place a greater emphasis on developing police officer competence earlier in the programme, to support improved learning. This will see a new police officer undertake their first basic tutor phase after eight weeks of the initial programme. This phase will determine whether they have the aptitude and ability to complete the rest of the programme. New recruits will then return to the classroom with feedback from their tutor to complete their next phase of learning. This scaffolding approach to learning will result in greater retention of training and earlier time to competence.

Phase two: Introduce more diverse entry routes for recruit training.

In December 2024, a decision was made by the Chief Officer Group that BTP would not progress any further with the Police Constable Degree Entry Route as an entry route and the only entry route that would be maintained would be the non-degree PCEP (Police Constable Entry Programme). This was due to feedback from other forces about the amount of abstraction involved which impacts front line delivery, cost and the significantly higher turnover amongst officers on the programme.

A change note is currently progressing to decouple these programmes through PCIB and to cojoin the Recruit Training Redesign with PCEP (for audit purposes). The change note will also outline why the programme has been delayed due to the decoupling of PCDA as an entry route, and the reduction of programme budget due to financial constraints the force was facing. The PCEP programme remains on track to deliver in Summer 2026 alongside the Redesign of Recruit Training. This includes quality assurance from the College of Policing licensing/PCEP team. This means from summer 2026 BTP will offer PCEP as a nationally recognised entry route for new recruits.

Pilot a part time/flexible entry route programme

In early 2025 the first part time cohort of new recruits graduated from Spring House and became officers on B Division. This pilot was the first of its kind in the UK and was achieved through the collaboration of Learning and Development, Recruitment and B Division.

The pilot achieved the highest level of female representation on a recruit intake for BTP, with over 70% of the new officers being women. Not only did this eclipse the current female officer representation rate of 22% but allowed the force to appeal to women and other male candidates, who otherwise would not have been able to have joined BTP due to full time training.

BTP has learned valuable lessons from this pilot to inform future part time intakes and has also shared this knowledge with other forces. It is unclear at this time whether BTP will be able to run further part time intakes due to the reductions required within Learning and Development resourcing, as part of the Establishment Reset Programme.

Goal 3: Innovative and progressive learning

This goal outlines our commitment to making learning and development more accessible to everyone, specifically to those who wish to become police officers, removing barrier to entry that prevent us achieving a workforce that represents the community we serve. The objectives that support this goal are:

1. *Implement a new Digital and Learning Design Team by April 2024.*
2. *Ensure all the organisations digital learning content is transitioned to MyLearn by the end of 2023.*
3. *Leverage our Apprenticeship Levy to ensure all trainers in L&D gain professional training qualifications starting April 2023.*

Implement a new Digital and Learning Design Team

The implementation of a new Digital and Learning Design team to increase the capacity of Learning and Development to develop more flexible and innovative learning solutions for our employees has been delayed. This workstream was part of the proposed organisational redesign of L&D which has been superseded by the Establishment Reset Programme. The lack digital and learning designers to support the development of modern, inclusive and flexible learning solutions, has been identified as a risk in the 2025 draft Force Management Statement.

Ensure all the organisation's digital learning content is transitioned to MyLearn

Learning and Development has successfully reviewed all its legacy eLearning packages hosted on the previous intranet. These have been updated and transitioned to the MyLearn, which now hold 242 training courses. This ensures all our digital learning content is held in one place for employees to find. This includes access via force issued mobile devices for learning whilst away from the office. In 2024, 30,716 courses were completed on MyLearn.

Use our Apprenticeship Levy to ensure trainers in L&D gain professional training qualifications

Learning and development have successfully used the apprenticeship levy to invest in our trainers to ensure they have the capabilities needed to offer the very best learning experience to our people. So far seven trainers have successfully completed their level 5 Learning and Skills Teacher qualification, with a further 18 trainers currently completing this qualification. This investment reinforces our strategic objectives to ensure our people are well trained.

Goal 4: Creating thoughtful and effective leaders

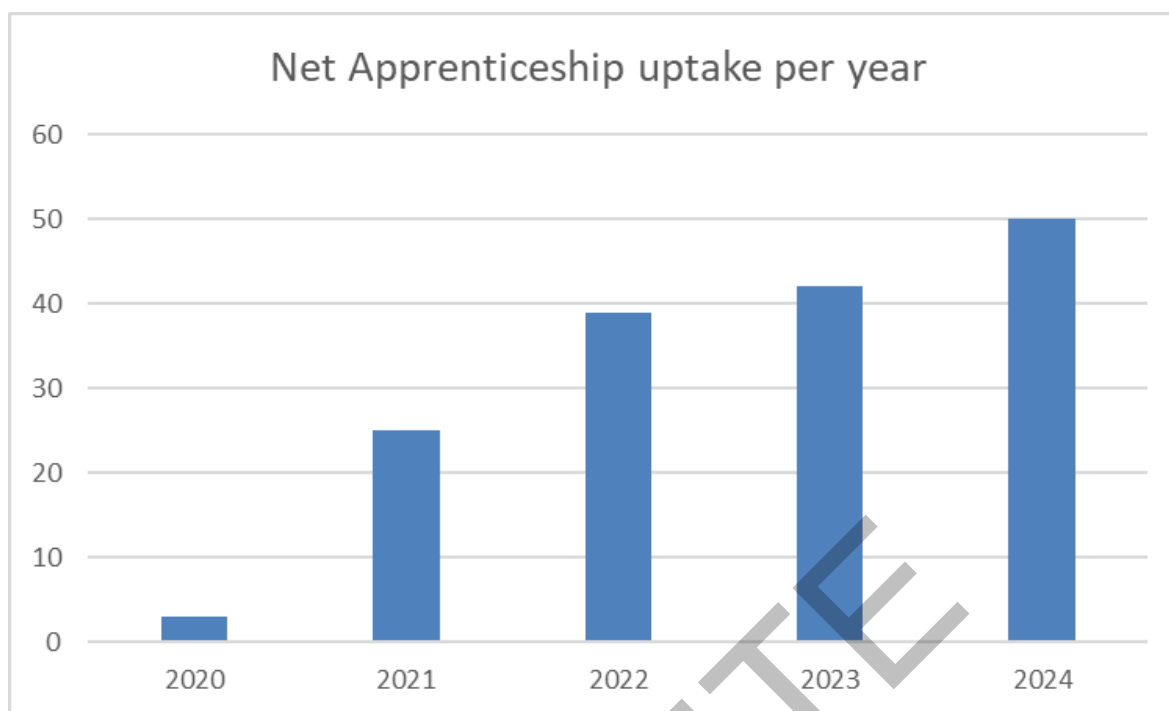
This goal underscores our commitment to developing brilliant leaders throughout BTP. This goal recognises the need for internal and external development of our leaders whilst maximising the use of our apprenticeship levy to ensure our leaders can access world class education provided by respected Higher Education Institutions. Our objectives to support this goal include:

- 1. Make the apprenticeship levy the default position for funding self-development, leadership training and specialist development where an apprenticeship is available and meets the learners/BTP's needs from September 2023*
- 2. Introduce a Leadership and Management Foundation Programme for all Sergeant and Staff Grades, including on demand training for aspiring officers and staff at these levels by the end of 2023*
- 3. We will encourage all Inspectors, staff equivalents and above, to undertake a leadership development programme through the apprenticeship route at levels, 5, 6 and level 7. We will ensure that we support them through coaching and mentoring to put their leadership skills into practice to drive cultural change. We will start offering this to leaders by end of 2023.*
- 4. We will work with the Talent Team to ensure all new leaders within BTP receive coaching and mentoring training from April 2023.*
- 5. We will develop a Strategic Learning Requirement for Leadership and Management by the end of 2023.*

Make apprenticeship levy the default for funding self-development and leadership training.

Throughout 2024 and into 2025, Learning and Development have helped the force to culturally transition to using the apprenticeship levy as the default method for personal, professional and leadership development qualifications. This has seen BTP achieve its highest use of the apprenticeship levy to 2.53% of the total workforce, over 140 employees actively engaged in apprenticeships. As of quarter 4 we have spent £1.27m of apprenticeship levy (20.6%) and are now spending around 60% of our levy per quarter. It should be noted that devolved Governments take a different approach on which apprenticeships may be used to claim the levy. In order to ensure that

we are OneBTP, we will fund training for colleagues in Scotland or Wales if this is available as an apprenticeship in England, to ensure that there is no disadvantage. The increase in net apprenticeship uptake per year is shown below:



The below table illustrates the range of apprenticeships currently being undertaken by BTP employees in support of our strategic objectives.

<u>Apprenticeships by Type & Level</u>	Level	Number
Accountancy or taxation professional	7	1
Applications support lead	4	1
Associate project manager	4	3
Business analyst	4	1
Chartered manager (degree)	6	2
Chartered surveyor (degree)	6	1
Coaching professional	5	4
Counter fraud investigator	4	5
Data Analyst	4	3
Data technician	3	2
Digital and technology solutions professional	6	1
Digital and technology solutions specialist (integrated degree)	7	1
Improvement Specialist	5	1
Information communications technician	3	1
Intelligence analyst	4	1
Learning and development consultant business partner	5	2
Learning and skills assessor	3	1
Learning and skills mentor	4	1
Learning and skills teacher	5	16
Operations manager	5	12
Payroll administrator	3	1

People professional	5	5
Professional accounting or taxation technician	4	1
SCQF Level 7 Occupational Health and Safety	SCQF7	1
SCQF Level 8 Data Technician	SCQF8	3
SCQF Level 9 Teaching	SCQF9	2
Anti-social behaviour and community safety officer	4	1
Senior leader	7	21
Senior people professional	7	3
Team leader	3	9

In addition, the apprenticeship levy plays a critical role in supporting the development of our police staff with over 56% of apprenticeships being undertaken by staff. The following areas are also worthy of note:

- There is a higher proportion of female employees completing an apprenticeship than male.
- 64% of apprenticeships are taken up by employees with less than 10 years of service.
- Uptake across B, C, D and E Division is considerably lower which needs to be an area of focus to ensure officers and staff in these areas receive access to the training and development needed to support their role.

Demographic Data of Employees Enrolled onto Apprenticeships							
	Police Officer	Police Staff	112	This is the sum of all learners ACTIVELY engaged in apprenticeship			
Police officer or staff	44%	56%					
	0 to 2 Years	3 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Over 20 Years	
Length of Service	25%	13%	26%	14%	16%	6%	
	Under 26	26 - 40	41 - 55	Over 55	Prefer not to say		
Age	6%	50%	40%	4%	0%		
	Intersex	Female	Male	Non Binary	I prefer to self-de	Other	Prefer not to say
Gender	0%	49%	48%	0%	1%	0%	2%
	A Division	B Division	C Division	D Division	E Division		
Division	72%	13%	4%	1%	9%		

Learning and Development have been working with leaders to ensure there is sufficient support for employees to undertake apprenticeships, along with a realistic understanding of the commitment required to successfully complete them. This is measured through withdrawal rates, which saw only 6 employees withdraw in 2024/25. The reasons for these are outlined below:

Withdrawn Apprenticeships Reasons	2024/25
Workload Pressures	3
Did not complete work required - Withdrawn by provider	1
Left BTP	1
Programme not suitable for role	1
Changed Job Roles	0
Other	0
	6

Introduce leadership and management foundation training for all Sergeants and staff, including aspiring leaders.

In 2024/25 BTP rolled out a new first line leaders development programme for all new Sergeants and Police staff. This year 120 delegates have successfully completed the leadership programme.

A new Sergeants Operational Course has been developed and successfully piloted and will now be mandated for all newly promoted Sergeants and offered to all existing Sergeants. This course focuses on the day-to-day operational skills needed by a Sergeant to effectively manage the performance and conduct of their teams. The modules include inputs on

Disruption	Investigations and major crime
Vulnerability	Managing people performance (people/PDRs)
Major incidents (delivered)	Managing sickness
Critical incidents	Wellbeing
Leading Performance	Information Mgt
Professional standards	Governance and Assurance

A new Step-Up course has been developed and piloted to support aspiring Sergeants. So far 26 employees have been trained over two pilot courses. Feedback has been used to further improve the course and Step Up courses will now run monthly for new Sergeant and Aspiring Sergeants to understand the basics of their role. On completion these individuals will automatically be offered a place on the next available first line leader and Sergeants Operational courses. The intention being to ensure our Sergeants have access to the training they need as soon as possible to effectively perform this critical role for the force.

In addition, BTP launched a new mid-level leadership programme this year. So far, we have trained 95 Inspectors, Chief Inspectors and staff equivalents, who have completed the following mid-level leadership and operational modules:

Module	Sub Modules
Personal Leadership	The role and context
	Leadership styles, contention styles and personality types
	Compassionate leadership
	Leading Self
Team leadership	Prioritisation, procrastination, and delegation
	Remote leadership
	Psychological safety
	Courageous conversation and feedback
	Managing conflict
	Leading high performing teams
	Coaching for success
Organisational leadership	Managing people performance (people/PDRs)
	Managing sickness
	Wellbeing
	Information Management
	Governance and Assurance
	Finance and budgeting
	Systems thinking
	Change management
	Project Management
Inclusive leadership	Leading inclusively
External leadership	Meeting preparation and management
	Influencing and negotiating
	Presentation skills
Operational leadership	Disruption
	Vulnerability
	Major incidents
	Critical incidents
	Leading Performance
	Professional standards
	Investigations and major crime

A bespoke five-day course was delivered to all Senior Duty Officers (SDO). This recognised the unique role requirements of the SDO in overseeing the force wide management of incidents, 24 hours a day. Their training comprised of the following modules:

- Firearms/PLATO/PIP/PIM
- Major incidents (TAC)
- Critical incidents (TAC)
- CBRN
- Public order/protest awareness
- Scottish powers
- Technology Major incidents (practical)
- NDM input
- Disruption – fatality management/PIP/trespass
- Information management

Encourage all Inspectors, staff equivalents and above to undertake a leadership development apprenticeship at levels 5, 6 and 7.

There has been significant uptake in leadership apprenticeships throughout 2024/25. Last year (24/25) BTP spent £152,060 of the apprenticeship levy on leadership development programmes for employees. The most significant investment has been for the Level 7 Senior Leader Apprenticeship which has 19 senior leaders (officers and staff) enrolled. The full breakdown is shown below.

Leadership Apprenticeship Stats

Level	Apprenticeship Title	Currently Enrolled	Awaiting Enrolment	Completed in current performance year
3	Team Leader	7	0	2
5	Operations Manager	6	2	2
6	Chartered Manager (degree)	2	1	0
7	Senior Leader	19	1	0
SCQF7	SCQF Level 7 Leadership and Management	0	0	0
SCQF9	SCQF Level 9 Leadership and Management	0	0	0
SCQF11	SCQF Level 11 Management	0	1	0
TOTALS		34	4	4

Ensure all new leaders receive coaching and mentoring training

All new leaders now receive basic coaching and mentoring training as part of our leadership training for first line and mid-level leaders. Working in partnership with the Talent Team all newly promoted leaders are offered the opportunity to have a coach and/or mentor to support their development as a leader.

BTP is now an approved centre to deliver coaching and mentoring qualifications which include an Apprenticeship in Coaching, NQual Levels 3 and 5 in Coaching, Level 3 Certificate in Coaching, and Level 5 Diploma in Leadership and Systemic Coaching. We’ve also upskilled our senior coaches to enable them to offer a wider range of coaching expertise and to act as a local contact point on each Division. Some of our coaches have also been upskilled to specifically support colleagues through

times of transition – this could be any life or career change such as a new role, promotion, change arising from a restructure, or when approaching retirement.

Goal 5: Cost effective learning

This goal balances our ambition to deliver modern, inclusive and flexible learning, with our commitment to ensuring value for money. It recognises we will always consider whether training can be delivered remotely, reducing abstraction through travel where appropriate, through high quality digital solutions. Where training is delivered face to face, we aim to deliver this in a learning environment that is modern and inclusive, providing a professional learning environment our people. The objectives that support this goal are:

- 1. Review our learning estate to support more modern, inclusive and flexible learning opportunities in line with our contracts for both Northwick Park and Spring House.*
- 2. Introduce Learning Labs and Learning Pods across our estate to allow virtual classrooms by end of 2023.*
- 3. Pilot the use of a digital Hydra Network by April 2024.*
- 4. Develop an outsourced costing model and catalogue of courses to offer externally by end of 2023*

[Review our learning estate to support more modern, inclusive and flexible learning.](#)

In 2023 BTP changed our student accommodation from Northwick Park to the Helix in Wembley, providing safer, modern and inclusive accommodation for officers having who need to stay in London for training. BTP has developed a good relationship with the provider and despite some initial teething issues our students now have the benefit of staying in good quality accommodation in the heart of the Wembley Stadium area, which is well served by a diverse range of amenities.

Learning and Development closely manage the contract and have identified an opportunity to reduce the level of accommodation we are contracted to use. Using occupancy data from the last two years we believe we can reduce the amount of accommodation by 20% and still retain the capacity needed for recruit intakes and crime training in London. Therefore, we have worked with BTP commercial to reduce the number of rooms required to 50, a reduction of 15 rooms. This will deliver a cash saving to BTP in 25/26 of £138,553 and £237,520 for 26/27.

Learning and Development are also working with estates to develop detailed requirements for the future replacement of Spring House. The current Spring House landlord is engaged in agreeing potential terms for a three-year extension of the lease at Spring House until December 2029 (subject to relevant governance approvals) to allow BTP more time to develop our future requirements. In line with the Government Property Strategy, the force is looking at the possibilities of merging the London learning estates of Spring House, Ashfield House which TfL plans to sell by 2029 and Personal Safety Training estate in London.

Introduce learning labs and learning pods

Learning and Development introduced learning pods at five locations across BTP to provide a quiet learning (and meeting) space for employees. These small soundproof booths provide a fully equipped space for employees to join virtual classes with colleagues from across the force. They are equipped with Dragon read and write software which ensures they can support colleagues who are neurodivergent. The pods are well used by employees and have been adopted into daily life at the following police posts:

- Glasgow Cowcaddens
- Southampton
- Spring House
- Leeds
- Cardiff

The learning pod located on the ground floor of Spring House provides a quiet space for trainers deliver lessons to remote learners or for students in London to join a virtual lesson. This is particularly relevant for students who do not have suitable home facilities for online learning.

Pilot the use of digital hydra network

In 2024 BTP was one of the first pilot forces in the UK to use Hydra Presence. Hydra Presence provides a virtual Hydra experience, allowing BTP to connect users across our England, Wales and Scotland footprint into a single virtual incident or exercise. This supports our strategic ambition to make access to learning and development more inclusive and flexible for all our employees.

The first course to be run using Hydra Presence is Active Bystander training. This is a three-hour course that was piloted in C Division and was delivered in partnership between Learning and Development and the Professional Standards Department. Individuals dialled in remotely into the live facilitated exercise from across the Division. The breakdown of individuals trained per sub-division is included below. Further courses are planned throughout 2025 and will be open to other divisions and departments.

Sub-division	Total
A-Crime	4
C-Midland	41
C-Operations	41
C-Pennine	44
C-Strategic	1
C-Wales	25
C-Western	6
E-Specialist Ops	1
Grand Total	163

Develop and outsourced costing model for courses to offer externally.

This objective was not progressed further due to organisational learning regarding principles of Managing Public Money (MPM). However, in line with MPM, the L&D Driver Training Unit has worked closely with the BTPA on a submission process to ensure we can legitimately sell spare capacity for driver training courses to other Home Office Forces and agencies to ensure best value for the organisation, whilst supporting partner agencies.

Goal 6: Career pathways and internal mobility

This goal recognises the challenges BTP faces with a competitive labour market and the need to attract, recruit and retain talented people. It recognises the need to provide career development opportunities for our people to retain talented people within the organisation. The following objectives support this goal:

1. *Develop career and development pathways by April 2024.*
2. *Introduce new entry routes for police staff including T Levels, Graduate Entry Programmes and Apprenticeships by end of 2023.*
3. *Introduce a new mobility learning programme by April 2024.*

Develop career and development pathways

This workstream experienced initial delays due to its overlap with the Succession Planning initiatives led by Talent Management. With Succession Planning now actively progressing, following recent discussions at the Force Executive Board, we are moving forward in collaboration with Establishment Reset.

We are developing career and development pathways for key police staff roles across various departments and a toolkit for employees to use in support of their own development goals. This initiative will be hosted on SharePoint, creating an employee-led platform that showcases the diverse skill sets and qualifications required for our numerous roles. The platform will feature detailed role profiles, outlining the knowledge and skills necessary for each position, and the development opportunities available within BTP, including internally accredited learning programmes, self-directed learning, and apprenticeships.

Additionally, the platform will highlight career pathway stories from colleagues who have navigated various roles within BTP, illustrating how they accessed the learning and development resources needed to advance their careers. This initiative aims to empower our staff by providing clear, accessible pathways for career progression and professional growth.

Studies show that 94% of employees will stay at a company longer if it invests in their learning and development (LinkedIn Learning). Employees with access to professional development opportunities are 15% more engaged in their roles, leading to better performance. (Better Buys). Organisations that offer career development opportunities enjoy 34% higher retention rates, proving the importance of investing in employees' growth.

Introduce entry routes for police staff including T Levels, Graduate entry and apprenticeships

Our pilot T Level work placements are concluding in May 2025. We hosted two Digital Learning students from University College Birmingham within our Talent Management team. These placements have been highly successful, with students achieving all their learning outcomes, and one completing ahead of schedule. From a hosting perspective, the students were exceptionally well received by their teams, and their work was of a high standard. Their proficiency with technology exceeded our expectations, demonstrating advanced competence and efficiency.

While the placements were successful, feedback indicated a need for more structured workstreams and sufficient tasks to fill the placement period appropriately. Moving forward, we will explore Administration T Levels qualifications, which may be more suitable for future hosting.

Apprenticeships as an entry route are still in their early stages. Strategic Workforce Planning supports our aim and promotes apprenticeships as a viable recruitment tool. However, many hiring managers currently feel unable to support the recruitment of inexperienced personnel due to the lower working rate and mentoring requirements. Despite these challenges, our Internal Communications team successfully recruited an apprentice into a junior post in 2023. This learner completed their apprenticeship in 2024 and secured a permanent position within the team, showcasing the potential of apprenticeships as an effective recruitment and development tool.

We are also actively engaging with two UK based universities to develop a work placement and a work-related learning module for their criminology degree, providing them with real-life policing challenges to research and problem-solve, thereby introducing them to a career in policing, while supporting our organisation to tackle some of our current challenges.

Introduce a new mobility learning programme

Apprenticeships have become the default development route for employees seeking professional growth and mobility. In 2024, five employees transitioned into new roles within the force, outside their existing experience and qualifications. These employees leveraged apprenticeships in leadership and management, professional coaching, and project management to develop the necessary skills and support their success in these new positions.

For police officers, we are considering a broader rollout of the Counter Fraud Investigator apprenticeship to enhance our capability in investigating such crimes. Additionally, we are collaborating with a UK-based university to develop a fully levy-funded degree programme for our PIP2 accredited investigators.

In leadership development, we are partnering with an apprenticeship training provider to create a bespoke leadership development programme for our emerging leaders. This programme will utilise the apprenticeship levy while ensuring compliance with the College of Policing's leadership learning packages.

Goal 7: Culture of continuous learning

This goal recognises the benefits of creating a culture of continuous learning in BTP, ensuring reflective practice is embedded through all our learning and development programmes, and supported through our investment in digital learning technologies. The objectives that support this goal are:

1. *Create a Digital Learning Roadmap by September 2023.*
2. *Aim to agree funding for investment each year from 2023-2025 in Digital and Learning Design Team and MyLearn to meet the growth in learning as outlined in the People Strategy.*

Create a digital learning roadmap

This objective was superseded by the plan to transition our digital learning content to Mylearn.

Agree funding for investment in Digital learning and Design team

Learning and Development have continued to fund the investment in our MyLearn system each year through the Learning and Development Innovation fund which has increased to £100k per year to invest in new MyLearn content to support the learning and development of all employees. In addition to this Learning and Development secured capital investment to help upgrade our classrooms across our learning estate to enable a high-quality network of MS teams enabled rooms to enable virtual classrooms. These rooms use Microsoft Surface Pro screens which provide direct access to BTP systems and applications to use during online lessons.

As outlined earlier, investment in growing the Digital Learning and Design Team has not been possible due to the budget and establishment reset challenges faced that have impacted the Organisational Redesign of Learning and Development.

External environmental factors

As outline in the foreword external factors continue to influence the demand placed on Learning and Development department. Some of these key external factors are outlined below, but an exhaustive list will be outlined in the 2025 Force Management Statement.

Public protection and personal safety training

In April 2024 the College of Policing support for the old Personal Safety Training Package (PST) ended and the newly licenced Public and Personal Safety Training (PPST) Authorised Professional Package

was implemented. BTP is not currently compliant with this new standard and has been working with the College to help them understand the unique challenges BTP faces as a national force to implementing the new PPST programme.

BTP submitted an outline business case for the implementation of the new PPST programme which requires significant investment in resourcing and estate to achieve, with a timeline of delivery that extends into 2027. A significant dependence on delivery is the identification, procurement and deployment of suitable PST estate across six locations in England, Wales and Scotland. Estates do not have existing resource to support this work, so the project has approval to recruit a dedicated estates person to progress this critical work. A suitable candidate has been recruited and is currently in vetting. It is anticipated they will start in June and work to progress PST estate will then commence.

In the interim period BTP recognises it is not compliant with the standards for PPST as set out in APP, which is recorded as a risk for the force. Learning and Development has worked with the College of Policing to conduct a gap analysis and work is underway to close this gap (and the risk) as we work towards the implementation of the full PPST business case which will be presented to the BTPA later this year.

Our Health and Safety Data for 2024 continues to show that BTP officers are the 4th worst force in UK policing for being assaulted. Data for 2024/2025 shows a record number of assaults recorded on BTP officers, compared to previous years.

In response to this BTP has increased the physicality of PST training and has introduced increased scenario training into the 2024/25 PST package. This has resulted in an increase in PST training injuries recorded this year and 667 days lost by employees being injured. PST training is now the largest cause of lost time through training. Monthly reviews are in place with the Wellbeing, Health and Safety team to investigate and monitor injury rates, and action taken to reduce factors relating to injuries caused in the training environment.

Investigating crime and PIP accreditation standards

In the Force Management Statement 2024 it was identified that BTP was not compliant with the investigation standards set in Authorised Professional Practice and PIP (Professionalising Investigation Programme). This recognised that there had been a chronic under investment in Crime Training in BTP and recommended that the L&D Crime Academy be increased to deliver the training and accreditation required to meet the standards set by APP and PIP. The review conducted between the Head of Crime and Head of Learning and Development identified a series of training and governance improvements required to meet the standards. This also included learning from HMICFRS PEEL inspections between 2023-2025.

Throughout 2024/25 Learning and Development have continued to work with the Crime Department to ensure trainee Detective Constables received the learning and development support required to pass the National Investigators examination so they could undertake the Initial Crime Investigator Development Programme (ICIDP). Study support for the National Investigator Examination has seen BTP detectives achieve a consistent success rate of more than 78%. Over the last year BTP has increased the number of trained and accredited detectives from under 50% to 80%. The full breakdown of current PIP trained officers is outlined below:

Department	Total Number of Officers	Total Number of PIP Trained Officers	PIP Trained Percentage
CID	293	221	75%
Major Crime	81	78	96%
Total	374	299	80%

This has been a key area of focus in all HMIC PEEL inspections and BTP is now well placed for future HMIC inspections with a plan to achieve all detectives being PIP trained by the end of 2025/26.

Last year the Crime Training Department that comprises of 1 x Detective Sergeant and 4 x Detective Constable trainers delivered the following training:

- Trained 51 new detectives through the ICIDP programme.
- Signed off 31 detective evidence portfolios so they are PIP 2 accredited.
- Trained 39 new Detective Tutors (increasing total number trained from 28 to 67).
- Trained 6 new PIP Manager (Detective Inspectors) and PIP Supervisors (Detective Sergeants).
- Trained over 240 new probationers (week 70 of probation) crime and investigations input.
- Trained 12 detectives in Specialist Suspect Interviewing.
- Trained 16 new AES (Accelerated Entry Scheme) Detectives.

The FMS 2024 was agreed and additional funding for an uplift in crime training resources was given for 10 FTEs for 2025/26 performance year. Initial recruitment of 1 x Detective Inspector and 4 x DC Trainers has been prioritised to ensure we can deliver training against the areas of greatest risk in 25/26. These include the effective training of all Detective Inspectors and Detective Sergeants as PIP Managers and Supervisors, and the roll out of the new mandated Specialist Sexual Assault Investigators Development Programme (SSAIDP) required for any detective investigating sexual offences. However, the full uplift of resources may not be achieved due to the Establishment Reset savings required from Learning and Development.

Track safety and awareness training

In March 2023 learning and Development commenced a review of track safety awareness training in response to several Health and Safety near misses involving our staff during trackside incidents. Subsequently in August 2023 the tragic death of Nottinghamshire Police Sergeant Graham Saville when dealing with a person trackside suffering a mental health crisis highlighted further the dangers to police officers working on or near the railway.

BTP has worked in partnership with Network Rail, London Underground and other system operators across England, Wales and Scotland to review the training we provide to our staff and officers. As a result, we have completely redesigned the package we provide, and procured the services of The Trains People, a Gold Standard provider of track safety training for Network Rail to help design and accredit our training programme to ensure stick compliance with industry safety standards. The new training has been signed off by Network Rail, London Underground and other system operators and will be delivered to all new recruits from 28th May 2025.

In addition, we are in the process of redesigning our Track Safety Awareness Refresher training for all existing officers and staff. This will include a new bi-annual half day refresher package that

ensures our staff continue to learn from near misses and are competent to operate trackside during incidents in line with industry safety standards.

To achieve this several trainers within Learning and Development have become accredited to perform COSS (Controller of Site Safety) and Site Warden Training. These roles are recognised industry safety roles that allow our trainers to deliver trackside training to all our new officers and staff. They are also recorded on Sentinel the industry safety system that ensures they continue to meet industry training and accreditation requirements.

The work we have undertaken to improve Track Safety Awareness Training has formed part of the evidence requested by the coroner presiding over the inquest into the death of Sergeant Graham Saville. The inquest is scheduled to take place in June 2025.

Professionalising Policing (other College programmes)

Neighbourhood policing programme

In 2024 the College conducted a pilot of its new Neighbourhood Policing Programme⁵ with 11 Home Office Police Forces that ended in March 2025. The programme is designed to professionalise the role of neighbourhood policing, providing officers and PCSO's with the skills needed to reduce crime and anti-social behaviour, increase public trust and confidence, solve complex problems in partnership and target offenders that cause the most harm to communities. The programme is an evidence-based curriculum that covers a broad range of areas relevant to neighbourhood policing at the following levels:

- NPP1: must be completed by all neighbourhood officers and PCSO's (online learning)
- NPP2: must be completed by all neighbourhood officers and PCSO's (classroom learning)
- NPP3: must be completed by all first line and mid-level leaders in neighbourhood teams, including sergeants and inspectors (classroom-based learning).

The classroom-based learning for all neighbourhood officers and PCSO's amounts to 12 days of training which represents a significant investment in training. We have written to the College asking why the stipulation is that the training is face to face and await a response. Additional capacity will be required to deliver this new training and has been outlined in the 2025 FMS submission for Learning and Development. Training for Sergeants and Inspectors is delivering in a classroom setting over two days.

BTP has submitted a return in agreement with ACC for Network Policing, to the College on the number of officers, Sergeants and Inspectors it expects to need to train. This has been limited in the first instance to major hub station teams but could increase further once the Operational Policing Model is finalised.

⁵ [New training for neighbourhood policing | College of Policing](#)

In May 2025 the College of Policing wrote to all Chief Constables⁶ to advise them of a new PIP (Professionalising Investigation Programme) for supervisors. The letter emphasised this is a new evidence-based course to address concerns raised by HMICFRS during its inspection of police forces regarding the standards of supervision for crime investigations. This pilot runs until December 2025, and combines face to face learning with immersive training, and aims to improve standards of crime investigations, improve outcomes for victims, increase the ability to hold offenders to account, and build confidence in our ability to deliver justice. The national roll out of the programme is expected to commence from April 2026 and this has been included in the 2025 Force Management Statement submission for Learning and Development. L&D will require additional resource to deliver this training to all frontline sergeants across BTP, but will look at options including using existing sergeants to undertake delivery through a ‘train the trainer’ approach.

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Report to: People and Culture Committee

Date: 6 June 2025

Subject: Annual Review / Workplan and Terms of Reference

Sponsor: Head of Governance and People

For: Decision

200 Buckingham Palace Road
 London
 SW1W 9TJ

E: btpa-enquiries@btp.police.uk

www.btpa.police.uk

Introduction

1. At this point in the annual Committee cycle, Members have the opportunity to review both your Committee Workplan, and your Committee Terms of Reference. These are both provided as annexes to this report as Annex 1 and Annex 2.
2. In reviewing your proposed workplan and existing terms of reference, Members are asked to comment on and ultimately endorse the following principles,
 - a. The adoption of tiers within the workplan, to maximise the level of scrutiny afforded by the Committee. These tiers are:
 - i. Tier 1 / Committee Business
 - ii. Tier 2 / Member Engagement undertaken in between meetings of the Committee.
 - iii. Tier 3 / BTPA Executive engagement with BTP in between meetings of the Committee.
 - b. The adoption of a multi-year approach to the Committee Workplan, to mirror the cycle of the BTPA Strategic Plan and Policing Plan (2025-27), and the forthcoming People Strategy. BTPA Executive hope that this approach will ensure all areas due for oversight are given adequate scrutiny by the Committee, whereas previously lower risk / lower impact areas have sometimes been excluded from a condensed annual approach to work planning.

Tier 1 / Committee Business

3. Your Committee meets at least four times per year, with a core list of standing and administrative items which require, broadly, 35 minutes to consider (see Standing / Administrative Items listed for each meeting in the annexed Workplan). This time commitment leaves the agenda free for a further three topical items at each meeting.
4. You would continue to consider your workplan at each meeting to ensure it remained fit for purpose. To build in flexibility, Members could choose leave one item of topical business at each meeting vacant, to allow a decision to be made on a quarterly basis on any topical issues to be brought to Committee.

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5. Your Committee's Oversight Map has been provided at Annex 3. You are invited to comment on the draft Workplan and suggest any areas of focus you feel should be brought to Committee over the next 12-18 months. Subject to that feedback, an updated workplan will be submitted to your next meeting.

Tier 2 / Member Engagement

6. Members are invited to consider which areas of Committee business they would wish to undertake engagement on in between meetings of the Committee. These could include,
 - a. Issues which are considered on an annual basis at Committee, where Member Engagement during the course of the year could enhance the level of scrutiny afforded to that issue at the point at which it is considered by the wider Committee.
 - b. Attendance at Force-level governance forums. This engagement should be consistent, but time limited to ensure adequate Member scrutiny, whilst also respecting the operational independence of the Force.
 - c. Thematic engagement on a topic that either BTPA or BTP feels warrants greater Member involvement and/or support.
 - d. In addition to any Member feedback on the above, the BTPA Executive can recommend a programme of Committee Engagement that can be reviewed alongside the Workplan at each meeting.

Tier 3 / BTPA Executive Engagement

7. Staff of the BTPA Executive routinely attend Force-level meetings at which issues within the remit of the Committee are discussed. To date, summaries of elements of this oversight has been uploaded to *Board Intelligence* on an ad hoc basis.
8. Going forward, greater emphasis will be given by the BTPA Executive to consolidating this feedback and providing it to Members in a format that ensures it clearly contributes to the wider scrutiny provided by the Committee.
9. BTPA Executive will continue to liaise with SPA Corporate counterparts on SRPC matters, across all tiers of engagement.

Terms of Reference

10. Members are invited to provide any comments on their existing terms of reference. One recommended change is the deletion of reference to a meeting digest being produced following each meeting – experience has shown that in practice this is a duplication of effort when taken together with the production of minutes for each meeting.

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Recommendations

That Members,

11. Comment on and, subject to any comments, endorse both the tiered framework for Committee scrutiny, the proposed multi-year approach to Committee Work Planning, and any preferred areas of focus.
12. Comment on any preferred areas for Member Engagement.
13. Comment on the Committee's terms of reference and approve the deletion of reference to meeting digest(s).

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People and Culture Committee Workplan 2024/25

[June 2025]

September 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	<ol style="list-style-type: none"> 9. PDR Outcomes 2024/25 10. All People Survey & Action Plan

November 2025	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	

March 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	<ol style="list-style-type: none"> 9. Annual Report – Wellbeing, Health and Safety 10. Annual Report – Complaint Reviews 11. Annual Gender and Ethnicity Pay Gap Reports

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June 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	<ol style="list-style-type: none"> 9. Annual Review – Workplan and Terms of Reference

September 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	<ol style="list-style-type: none"> 9. PDR Outcomes 2024/25 10. All People Survey & Action Plan

November 2026	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	

March 2027	
Standing / Administrative Items	Suggested Items
<ol style="list-style-type: none"> 1. Apologies 2. Declarations 3. Minutes 4. Actions 5. Strategic Risk 6. People Performance Scorecard 7. Workplan 8. Any Other Business 	<ol style="list-style-type: none"> 9. Annual Report – Wellbeing, Health and Safety 10. Annual Report – Complaint Reviews 11. Annual Gender and Ethnicity Pay Gap Reports

Items arising from the March 2025 meeting,

- a. a paper detailing the number of assaults, prosecutions, the role of the Crown Prosecution Service, and Op HAMPSHIRE compliance (wraparound care for victims of assault)
- b. the Director of People and Culture noted that the Force's PowerBI dashboard detailing officer and staff diversity could be included in future Scorecard reporting
- c. Members were keen in particular to note that they did not wish to be presented with a finalised Strategy without the opportunity to provide input (due June 2025 meeting)
- d. For March 2026 – WHS Report to include evaluation of officer/staff satisfaction in light of OH being brought in house.
- e. For March 2026 – WHS Report to be explicit in setting out how lessons learned would influence strategy and approach
- f. For March 2026 – Complaint Reviews Annual Summary to include a short accompanying paper explaining the lessons learned from BTP-specific complaints to trends in complaints across UK policing more generally
- g. For March 2026 – Pay Gap Reporting to provide examples of job titles, and narrative around areas of focus in addressing gender and ethnicity pay gaps.

Longstanding items for consideration on future iterations of the Workplan:

- h. Reporting on Force response to cultural and conduct reform (Casey, Angiolini) including independent assurance (as per ARAC Action 10/2022)
- i. Recruitment and Retention Strategic Risk Deep Dive
- j. Deep dive on Force Training Offer¹
- k. BTPA Grievance Policy

¹ Suggested when discussing People Strategy Thematic *Well Trained* at March 2024 meeting

People and Culture Committee Terms of Reference

Purpose

1. On behalf of the Authority, oversee and appraise BTP's approach towards ~~matters pertaining to~~ people, culture, leadership and behaviours.

Reporting

2. A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the committee.

Responsibilities

3. To seek assurances that the organisational culture of the British Transport Police is both legitimate to, and representative of, the communities it serves.
- 3.4. ~~To be proactive in providing advice and guidance~~ Seek assurance on the strategic direction of the overall People Strategy and the policies designed to achieve it. Including advice on the effective management of the key risks BTP is seeking to manage in the context of realising its People Strategy.
- 4.5. ~~To oversee, provide advice and guidance~~ Seek assurance on the strategic direction of the Reward Strategy, ensuring that it remains effective at attracting and retaining a high-quality workforce which is also affordable.
- 5.6. To review annual pay claims for officers and staff taking account of how these fit with the wider Reward Strategy and to recommend any pay awards for approval by the Appointments, Remuneration and Appraisal Committee.
- 6.7. To consider and approve all changes to terms and conditions that fall under the Police Regulations 2003 and all departures from the Police Regulations, including changes made to the Police Regulations that the organisation chooses not to adopt.
- 7.8. To encourage innovation with respect to employment matters whilst satisfying itself as the legal employer of police staff and officers, of compliance with relevant employment legislation.
- 8.9. To receive advice from and provide support to the Director of People and Culture in relation to matters of Authority interest and provide a forum for input, discussion and feedback on contemporary people practice.
- 9.10. ~~To consider external and internal developments and drivers which are relevant to the success of, and which inform, the strategic people priorities, including but not limited to outputs from arrangements for sentiment testing employee attitudes and opinions. To~~ scrutinise annual All People Survey outcomes and delivery of any associated Action Plan.

~~10.11.~~ To ~~monitor~~ scrutinise BTP's key performance indicators with regard to agreed strategic People objectives, including but not limited to recruitment, retention, progression, training and management of attendance.

~~11.12.~~ To have oversight of Force leadership training, talent development, values and behaviours.

~~12. To receive the high-level outputs from the annual talent management process.~~

13. To have oversight of legitimacy with respect to the representation, equality-inclusion and diversity of BTP's workforce.

14. To have oversight of the implementation of the Wellbeing, Health and Safety Strategy and policy compliance; including review of an annual assurance report; reporting by exception, including but not restricted to, resourcing, availability of competent advice, risk assessments, and training; and quarterly trend/statistical reporting on wellbeing, health and safety.

15. To consider reputational, cultural and financial implications of professionalism matters reported by exception, including from the perspective of a public lens. This may include high profile complaints, appeals/reviews, grievances, employment tribunals and civil claim cases.

16. Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Milestones

17. Annual Staff and Officer pay award recommendations after publication of PRRB recommendations in July.

18. Annual Wellbeing, Health and Safety Report for recommendation to Full Authority.

19. Annual Gender and Ethnicity Pay Gap Reports in March

~~18.20.~~ Annual Complaint Reviews Report

Meetings

~~19.21.~~ The People and Culture Committee will meet at least four times a year. The Chair of the Committee may convene additional meetings, as they deem necessary.

Chair and Deputy Chair

~~20.22.~~ The Chair, Deputy Chair and members of the Committee shall be appointed by the Chair of the Authority.

Quorum

~~21.23.~~ Half of the committee membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of five = quorum of three).

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Membership

22-24. Up to five Members of the Full Authority.

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Assessment of BTPA Committee and Executive Oversight of BTP and Current Priority Level



Committee: People and Culture Committee (PCC)

High	Yes	Subject:	Employee representation, progression and inclusion (incl at senior ranks) (↔)		Systems for identifying and developing leadership and high potential (↔)		Complaints and conduct matters and referral to IOPC and vetting (↔)	
		Strategic Risk (residual score):	Legitimacy (16)				Legitimacy (16)	
		Recent report:	18/11/24 - Item 6, People Performance Scorecard Q2 2024/25, 18/11/24 - Item 9, Culture of British Transport Police, 06/06/24 - Item 14, 'Issue of the Day' / Engagement of Middle Managers, 07/03/24 - Item 8, Gender and Ethnicity Pay Gap Reports, 07/03/24 - Item 13, People Strategy Thematic / Goal 1 / Well Trained, 07/03/24 - Item 14, People Strategy Thematic / Goal 4 / Well Led		07/03/24 - Item 13, People Strategy Thematic / Goal 1 / Well Trained 07/03/24 - Item 14, People Strategy Thematic / Goal 4 / Well Led		18/11/24 - Item 5, Strategic risk, 18/11/24 - Item 6, People Performance Scorecard Q2 2024/25, 18/11/24 - Item 9, Culture of British Transport Police, 06/06/24 - Item 13, Dismissals Review: Senior Officers Panels, and Appendix / Minutes of Dismissals Review Joint Working Group Meeting (14 May 2024), 07/03/24 - Item 7, BTP Misconduct Panels	
		Subject:	Employment tribunals and proposed settlements associated with these proceedings (↑)			I&D Strategy (↔)		
		Strategic Risk (residual score):	Legitimacy (16)			Legitimacy (16)		
		Recent report:	18/11/24 - Item 6, People Performance Scorecard Q2 2024/25 18/11/24 - Item 9, Culture of British Transport Police			10/12/24 - Item 10 Update / Refreshed BTP Inclusion and Diversity Strategy & Police Race Action Plan		
High	Partial	Subject:	Health and safety - compliance with requirements (↔)			Cultural focus - setting the vision for the culture of the organisation (↔)		
		Strategic Risk (residual score):	Health, Safety and Wellbeing (15)					
		Recent report:	18/11/24 - Item 5, Strategic risk, 18/11/24 - Item 6, People Performance Scorecard Q2 2024/25, 18/11/24 - Item 9, Culture of British Transport Police			18/11/24 - Item 9, Culture of British Transport Police		
Medium	Yes	Subject:	Progress against delivery of People Strategy (↔)	Actuals vs. establishment, recruitment and retention, and deployment (↔)	Sickness management - including duty restrictions, trends and ill health monitoring (↔)	Grievances (↔)	Learning and development (↔)	
		Strategic Risk (residual score):		Recruitment & Retention (12)	Health, Safety and Wellbeing (15)	Legitimacy (16)		
		Recent report:	18/11/24 - Item 9, Culture of British Transport Police	18/11/24 - Item 5, Strategic risk, 18/11/24 - Item 6, People Performance Scorecard Q2 2024/25, 18/11/24 - Item 7, Temporary Duty Restrictions Update, 06/06/24 - Item 5.1, Strategic Risk Deep Dive / Recruitment and Retention	18/11/24 - Item 6, People Performance Scorecard Q2 2024/25 18/11/24 - Item 7, Temporary Duty Restrictions Update	18/11/24 - Item 6, People Performance Scorecard Q2 2024/25	18/11/24 - Item 5, Strategic risk, 07/03/24 - Item 13, People Strategy Thematic / Goal 1 / Well Trained, 07/03/24 - Item 14, People Strategy Thematic / Goal 4 / Well Led	
Low	Apprenticeships – No (↔)							

People and Culture Committee Actions

Serial	Date	Action	Update
1/2025	10 March 2025	The Chief Constable noted that ACC Drummond-Smith had undertaken a piece of work on breakdown of officer assaults prior to joining the Force and offered to share the paper with Members	Completed ACC Drummond's <i>Officer and Staff Safety Review</i> is available on the NPCC website here.
2/2025	10 March 2025	Members endorsed the creation of BTP/A Barred and Advisory Lists, albeit on the proviso that their concerns were communicated appropriately to external partners, in consultation with the BTPA Chair.	Completed BTPA Chief Executive wrote to DfT Director of Rail International, Integration and Security on 24 April 2025 , and received a reply on 1 May 2025 .
3/2025	10 March 2025	In response to a comment from the Chief Constable, the Chief Executive replied that the composition of the BTPA Complaints Review Panel could be reviewed when BTPA Committee allocations were next considered following a forthcoming round of BTPA Member recruitment. Such a review could include considerations on gender, ethnicity and neurodiversity.	Recommended for Closure Action has been filed for incorporation into Committee Allocations exercise due on the appointment of new BTPA Members in Autumn 2025.
4/2025	10 March 2025	A Member commented that he would welcome a response outside of the meeting on whether the Force should be paying £500 bonuses, in light of Force efforts to deliver the 2025/26 Budget.	Recommended for Closure The performance bonuses for PDR box 1 are contractual for police staff and therefore cannot be removed as an efficiency without legally required consultation with TSSA, who the Force would expect to require financial compensation for the removal of the right to a bonus. Bonuses are fairly standard in the public sector, including for the civil service. BTP bonus payments are at the lower end of generosity, for example in comparison with Department for Transport.
5/2025	10 March 2025	Members requested a briefing note setting out the Force's recruitment controls process.	Recommended for Closure Members with BTP devices can consult the Director of People and Culture's relevant Tracks article of 21 February 2025 .