[7 March 2024] Agenda Pack / People and Culture Committee

MEETING
7 March 2024 14:30 GMT

PUBLISHED
1 March 2024

Agenda

Location	**Date**	**Time**	
Hybrid / Meeting Room G1/2, British Transport Police Force Headquarters, 25 Camden Road, London, NW1 & Microsoft Teams	7 Mar 2024	14:30 GMT	

	Item	Owner	Time	Page
14	People Strategy Thematic / Goal 4 / Well Led	Rachael Etebar	16:35	135
	Items for Information			-
15	Complaint Reviews Annual Report 2023	Kate Carr	16:45	144
16	Minutes / Pension Working Group / 24 November 2023	Hugh Ind	16:55	147
17	Workplan	Susan Kohler	17:00	154
18	Any Other Business	All		-
19	Meeting Evaluation	All		-

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Minutes
People and Culture Committee

Thursday 16 November at 10.30am in BTPA Meeting Room, BTP Force Headquarters, 25 Camden Road, London, NW1 & via Microsoft Teams

Present:

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

Apologies:

None

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Susan Kohler (Head of Governance and People)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
Lucy D'Orsi (Chief Constable)
Rachael Etebar (Director of People and Culture)
Allan Gregory (Assistant Chief Constable)
Clare Conie (Deputy Director of People and Culture)
Kayad Dualeh (Deputy Director of People and Culture)
May Holloway (Head of Internal Communications)
Karen Wiesenekker (Strategic Head of Diversity and Inclusion)
Dave Rams (Superintendent)
Luke Cronin (Business Operations Manager)

Apologies
Agenda Item 1

1. There were no apologies.

Declarations
Agenda Item 2

2. There were no declarations.

Minutes
Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 6 September 2023 be approved.

Actions
Agenda Item 4

4. Members considered a report of actions arising from previous meetings and the following points were made.

   a. **Action 13/2023: Force Response to Casey Review.** In response to a question, the Director of People and Culture confirmed there was no formal government response to the Casey Review, as it was a review carried out for the Metropolitan Police.

   b. Members agreed that Action 12/2023, 15/2023 and ARAC 10/2022 could be closed.

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

[Background Pack] Action 6/2023: Wellbeing, Health and Safety Review
Agenda Item 4.1

6. **RESOLVED**, that the paper for Action 6/2023 regarding a review of Wellbeing, Health and Safety be noted.

[Background Pack] Action 12/2023: Health and Safety Management System Excerpt
Agenda Item 4.2

7. **RESOLVED**, that the paper for Action 12/2023 providing an excerpt of the Health and Safety Management System be noted.

Strategic Risk
Agenda Item 5

8. Members considered a report that provided an overview of the Full Authority's Strategic Risk Register, as well as detailing the strategic risks overseen by the Committee (Recruitment and Retention, Legitimacy, Health and Safety and Wellbeing) and the following points were made.

   a. The Chair noted that a joint strategic risk deep dive on Legitimacy involving Performance and Delivery Committee and People and Culture Committee was due to be convened before the end of January 2024.

b. The Director of People and Culture recommended that Inspector Rob Olatilu be invited to the deep dive once a date had been identified (Action 16/2023).

c. A Member commented that the deep dive would be an opportunity to clarify and further delineate the respective Committee remits over Legitimacy.

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

All People Survey 2023
Agenda Item 6

10. Members considered a report regarding the All People Survey and the following points were made.

a. A Member expressed dismay at the fact 67% of black colleagues had been a victim of assault or hate crime whilst with the Force, with 18% experiencing victimisation in the past year, and felt these figures needed to be properly analysed.

b. A Member noted the prevalence of 'prefer not to say' colleagues was perhaps best addressed through more effective management by line managers. The Head of Internal Communications added that the prevalence was in her view indicative of polarisation in wider society.

c. The Chief Constable noted that concessionary travel had been highlighted as an issue by the Survey and added that a proposal had been submitted by the Force to the Authority albeit some further detail was due to be submitted by her office. Concessionary travel was a longstanding issue that would require political will to resolve.

d. In response to a question, the Chief Constable noted that a lot of planned mitigation activity to address areas of focus (for example, Estates) identified by the Survey was dependent on the Medium-Term Financial Plan that was due to be considered by the Full Authority on 5 December 2023.

e. The Chief Constable continued, noting that Technology was no longer an issue within the Survey. The Force was introducing stronger governance processes to track project delivery, and Chief Officer Group would be clearer in its communications as to why decisions were being taken. That said, the Chief Constable concluded by noting there were some areas where she was not yet content e.g., the quality of body armour for female officers.

f. The Chief Constable acknowledged the issues around Culture highlighted by the Survey, and noted the effort made by senior leadership to encourage a Force-wide conversation around the wearing of the thin blue line patch. That conversation had made clear – through a clear policy rationale - that officers were welcome to wear the patch when in uniform provided it was sourced from an established charity.

g. Those present discussed line management, with Members noting that the Force would be establishing a leadership board on standards and enforcement, and refreshed promotion processes were designed to test leadership qualities.

h. The Chair welcomed the report and resulting discussion, and noted an action plan responding to the areas of focus would be forthcoming.

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

Exit Survey Themes
Agenda Item 7

12. Members considered a report regarding Exit Survey Themes and the following points were made.

a. The Deputy Director of People and Culture introduced the report, highlighting reasons given for why persons both joined and left the Force.

b. The Deputy Director outlined steps being taken to address themes identified by Exit Surveys. These included enrolment of 632 persons into the Force's Talent Pool, a review of promotion processes, and a refresh of flexible working.

c. The Director of People and Culture highlighted the improved take-up of Exit Surveys through online CultureAmp, which moved the Force away from previous paper-based low compliance.

d. The Chair noted that the Force's 10% churn rate was within normal parameters, from a Human Resources perspective.

e. A Member commented that some persons may choose to join the Force for the medium-term, and this perspective had the potential to add context to reasons for leaving and length of service.

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

Cost-of-Living Crisis
Agenda Item 8

14. Members considered a report regarding the Cost-of-Living Crisis and the following points were made.

    a. Members welcomed the report, with one noting his concern regarding interest rates and the resulting impact on mortgage payments.

    b. In response to a question, the Director of People and Culture noted that relevant officer and staff associations were on hand to provide support and advice regarding cost of living.

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

BTP Intentions for PCSOs
Agenda Item 9

16. Members considered a report regarding BTPs intentions towards PCSOs and the following points were made.

    a. The Assistant Chief Constable introduced the report, noting that PCSOs were popular with industry and wider stakeholders, including Transport for London, the Welsh Government, and Great Western Railway. That said, B Division was carrying 74 PCSO vacancies and C Division was carrying 14 PCSO vacancies.

    b. The Chief Executive commented that the classification of PCSOs as police staff was an issue, as this fed through to how they were treated in terms of pension, eligibility for kit etc.

    c. A Superintendent noted that an All People Survey had revealed a desire for PCSOs to have their own forum, which he had established, with a direct reporting line to the Assistant Chief Constable. PCSOs were also included through the Force's Citizens in Policing Award.

    d. Members welcomed the paper and encouraged the Force to continue to explore ways in which to increase the recognition provided to PCSOs.

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

People Strategy Thematic: Goal 2 / Attracting, Recruiting and Retaining Talent
Agenda Item 10

18. Members considered a thematic paper regarding People Strategy Goal 2 / Attracting, Recruiting and Retaining Talent and the following points were made.

a. The Deputy Director of People and Culture noted an increase in female representation, albeit not as fast as senior leadership in the Force would like. The level of representation for ethnic minorities was not as positive.

b. The Chief Executive noted, in his view, that the Force's shift pattern was challenging. Likewise, promotion was clumsy in that persons often worked to lengthy temporary promotions. The Force could instead consider job-specific selection. The Deputy Director acknowledged these points, and noted that current policy was that officers seeking substantive promotion first needed act that that rank for one year.

c. A Member noted he would support a cadre approach where a group of persons trained together before embarking on pressures of their allocated role(s).

d. A Member noted that on part-time working, fixed shift patterns could be of benefit to some persons e.g. working couples.

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

People Strategy Thematic: Goal 6 / Included
Agenda Item 11

20. Members considered a thematic report on People Strategy Goal 6 / Included and the following points were made.

a. The Strategic Head of Diversity and Inclusion introduced the report, noting the Force's commitment to quality of data, communications, educated leaders and becoming an anti-racist organisation.

b. Members noted that the Strategic Head of Diversity and Inclusion should attend the forthcoming joint strategic risk deep dive on Legitimacy (Action 17/2023).

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

People Performance Data Q2 2023/24
Agenda Item 12

22. Members considered the People Performance Data Q2 2023/24 and the following points were made.

a. The Director of People and Culture corrected a total within the report, noting there had been 154 occupational health psychological referrals in the first half the of the year, with the total on track to reach 300 by year end. This demonstrated the impact of the job on people.

b. In response to a question, the Director of People and Culture noted the Force did not have the granularity of data to clarify on what spectrum of PTSD each of the referrals fell into. The Director emphasised the Force's aim to deal with emerging OH issues at the outset e.g. through recruitment assessments.

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

[Background Pack] Note / Pension Working Group / 20 September 2023
Agenda Item 13

24. Members considered a note of the inquorate Pension Working Group meeting held on 20 September 2023 and the following points were made.

a. The Chief Executive summarised key points from the meeting, including the launch of the new Staff Defined Contribution Scheme from 1 October 2023, the forthcoming March 2024 deadline for the valuation of the officer scheme, and the fact that the Pension Regulator had yet to formally comment on the Full Authority's decision to approve the 2021 Officer Valuation.

b. The Chief Executive concluded by asking Members to note the difficulties inherent in making an officer forfeit their pension for reasons of gross misconduct.

25. **RESOLVED**, that the note of the inquorate Pension Working Group meeting held on 20 September 2023 be noted.

Workplan
Agenda Item 14

26. The Director of People and Culture noted she would be liaising with the Head of Governance and People to refresh the workplan and ensure planned items were substantive enough to encourage scrutiny and insight from Members.

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

Any Other Business
Agenda Item 15

Thanks to Bev Shears

28. Lord Jackson and Nick Hawkins expressed their thanks to Bev Shears for her leadership on the Committee on her last meeting in the chair prior to her term as a BTPA Member ending in January 2024.

Meeting Evaluation
Agenda Item 16

29. Those present delivered an evaluation of the meeting and the following points were made.

   a. The meeting had been well conducted, and the papers were of a high quality.

   b. The above point notwithstanding, many papers before the Committee were routinely for noting. The refresh of the workplan should ensure the Committee was meeting its terms of reference and adequately holding the Force to account (Action 18/2023).

   c. Another Member gently challenged the above point, noting in his view that the papers before the Committee often generated discussion and debate.

   d. A Member noted there may be a risk in reporting e.g. All People Survey that negative points were rationalised away when in fact, Members should see and hear 'bad news' to encourage and provoke insight.

The meeting ended at 12.59pm.

PEOPLE AND CULTURE COMMITTEE ACTIONS

Serial	Date	Action	Owner	Update
13/2023	6 September 2023	The Chair welcomed the report on Force response to Casey Review and requested that the Force and BTPA Executive liaise to determine an appropriate reporting tempo to Committee going forward	Head of Governance and People in liaison with Head of Professional Standards	**In Progress** Decision on reporting tempo to be included in revised workplan, which is due for review on 21 March 2024. NB synergy with ARAC 10/2022 below and the recommendation an element of independent assurance be secured.
14/2023	6 September 2023	The Chair requested sight of the Chief Officer Group paper on police staff pay reform.	Deputy Director of People and Culture	**In Progress** Update to be provided advance of/at March 2024 meeting.
16/2023	16 November 2023	The Director of People and Culture recommended that Inspector Rob Olatilu be invited to the Legitimacy risk deep dive once a date had been identified.	Board Secretary	**Completed**
17/2023	16 November 2023	Members noted that the Strategic Head of Diversity and Inclusion should attend the forthcoming joint strategic risk deep dive on Legitimacy.	Board Secretary	**Completed**
18/2023	16 November 2023	The above point notwithstanding, many papers before the Committee were routinely for noting. The refresh of the workplan should ensure the Committee was meeting its terms of reference and adequately holding the Force to account.	Head of Governance and People	**Completed** Work planning meeting scheduled for 21 March 2024

People and Culture Committee

7th March 2024

BRITISH TRANSPORT POLICE

People Data up to 31.12.23 (Q3)

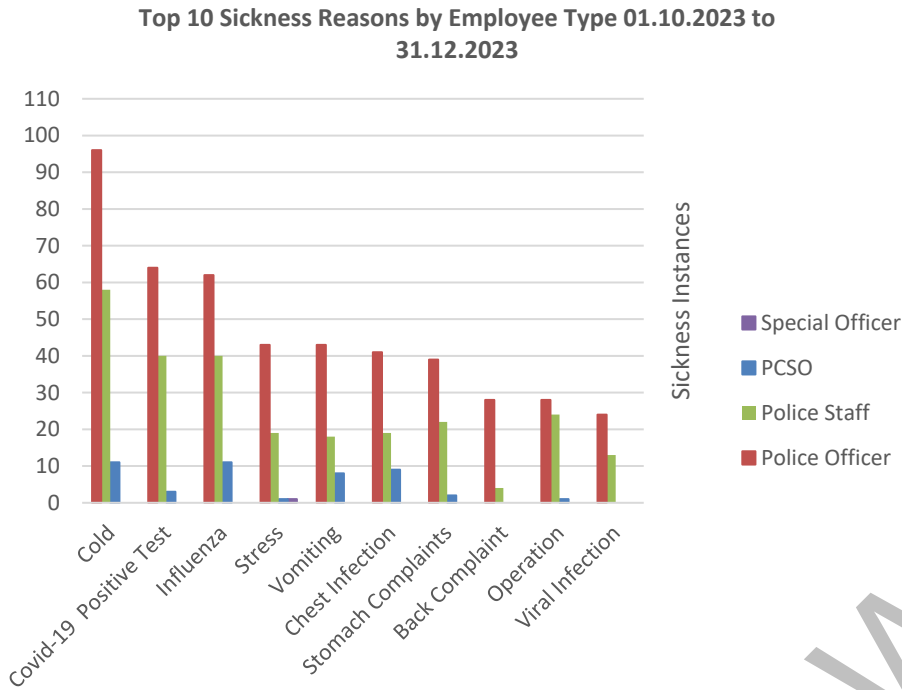Rachael Etebar, Director of People and Culture

Purpose of the Paper

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

Outcome Sought
- PCC to note

People & Culture Committee

Q3 – to end December 2023

BRITISH TRANSPORT POLICE

Absence

Top 10 Sickness Reasons by Employee Type 01.10.2023 to 31.12.2023

- Special Officer
- PCSO
- Police Staff
- Police Officer

WEBSITE

- Colds, Covid and 'Flu have increased from the previous quarter, but are similar to last year's number of incidents during the autumn/winter:
  - Covid 107 instances (against 171 last year), up from last quarter (58)
  - Flu 113 incidents against 52 in the previous quarter, with an average of 3.4 days off work per incidence

Turnover

23/24 Officers	
Headcount - 01.10.23	3164
Headcount - 31.12.23	3120
Avg Headcount	3142
Leavers	72
Turnover Rate	2.29%

23/24 PCSO	
Headcount - 01.10.23	196
Headcount - 31.12.23	201
Avg Headcount	199
Leavers	4
Turnover Rate	2.02%

23/24 Staff - Normal Turnover	
Headcount - 01.10.23	1672
Headcount - 31.12.23	1678
Avg Headcount	1675
Leavers	40
Turnover Rate	2.39%

23/24 Staff - Redundancy	
Headcount - 01.10.23	1672
Headcount - 31.12.23	1678
Avg Headcount	1675
Leavers	0
Turnover Rate	0.00%

23/24 Overall	
Headcount - 01.10.23	5032
Headcount - 31.12.23	4999
Avg Headcount	5015.5
Leavers	116
Turnover Rate	2.31%

* Overall turnover (2.31%) reduced slightly from last period (3%) and last year (2.87%). This period has 116 Employee leavers compared to last period's 157 and last year's 141.
* Overall the levels of turnover are consistent with the previous period and the previous year.
* Officer leavers are lower than last period by 18 officers.
* This period there were just 4 PCSO leavers, including one who has become a BTP officer. This positive attrition proportion is a reduction of 5% from the last period when out of 14 PCSO leavers 7 became BTP officers.

Note:
There appears to be a correlation between the noticeable reduction in turnover since September and the payment of the 7% pay award.

25

People & Culture Committee Q3. 23/24 — **Misconduct and Employee Relations**

Misconduct

Case Status	Count
Finalised	22
Live	20
Grand Total	42

Breach Type	Count
06 Duties and Responsibilities	18
09 Discreditable Conduct	11
02 Authority, Respect and Courtesy	14
04 Use of Force	2
03 Equality and Diversity	4
01 Honesty and Integrity	1
05 Orders and Instructions	11
Not recorded on Centurion	2
Grand Total	63

Ethnicity	Count
Asian	1
Other	4
Unknown	1
White	44
Grand Total	50

Gender	Count
Female	6
Male	44
Grand Total	50

Rank	Count
PC	30
PPC	5
PCSO	1
SGT	4
SPC	1
Staff	2
DC	1
ASGT	4
AINS	2
Grand Total	50

Grievances

Allegation Type	Count
Bullying and Harassment	8
Discrimination - Disability	7
Victimisation	6
T&C of Employment - Policies/Procedures	5
Prof. Relationship with a Manager	4
GDPR	2
Discrimination - Race/Ethnicity	2
Whistle Blowing	2
T&C of Employment - Flexible Working	1
Discrimination - Age	1
Discrimination - Gender Reassignment	1
Discrimination - Marriage/Civil Partnership	1
T&C of Employment - Roster/Shift/Hrs of work	1
Discrimination - Sex	1
Discrimination - Sexual Orientation	1
Grand Total	43

Gender	Count
Female	9
Male	5
Grand Total	14

Case Status	Count
Finalised	4
Live	15
Grand Total	19

Ethnicity	Count
White British	12
Asian	2
Grand Total	14

*Total differs from total grievances as some include multiple allegations.

Dismissals / leavers pending action

Leaving Reason	PCSO	Officer	Staff	SPC	Total
Dismissal - Gross Misconduct		1			1
Dismissal - Probation - Performance			1		1
Dismissal - Stage 3 UPP Vetting	1				1
Dismissal - UPOP - Misconduct		1		1	2
Ill Health Dismissal		3			3
Resign on Probation		2	6		8
Resignation - Failed Vetting		2	1		3
Resignation - Pending Disciplinary		1			1
Resignation - Pending Misconduct		1			1
Resignation - Pending Probationary		7		2	9
Resignation - Pending UPOP		4			4
Grand Total	1	22	8	3	34

*Above does not reflect total leavers for the period

Employment Tribunals

Live Claims	Count*
Sex (including pay) discrimination	1
Disability discrimination	6
Sexual orientation discrimination	0
Race discrimination	1
Religion or belief discrimination	0
Age discrimination	1
Marriage discrimination	0
Gender reassignment discrimination	1
Unfair dismissal	2
Whistleblowing	0
Other payments owed	2
Other complaints	1
Total live claims	8

*Total claims may differ from number of type as some individuals make multiple claims

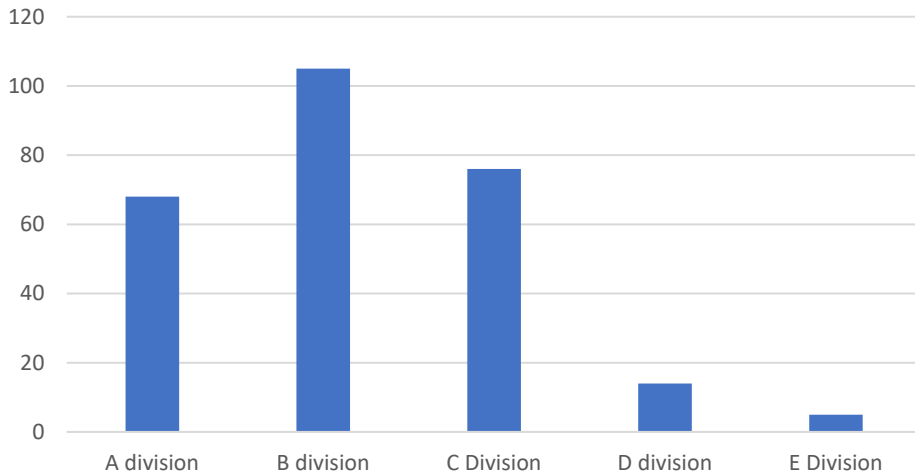| Concluded claims	Count
Successful judgment in BTP's favour	3
Unsuccessful judgment against BTP	1
Claimant withdrew claim	2
Drop hands settlement/other non-financial settlement	0
Settlement inc. financial settlement sum	2
Grand total	

INSIGHT

More categories included in grievances for better reporting and understanding. Grievance dashboard currently being tested.
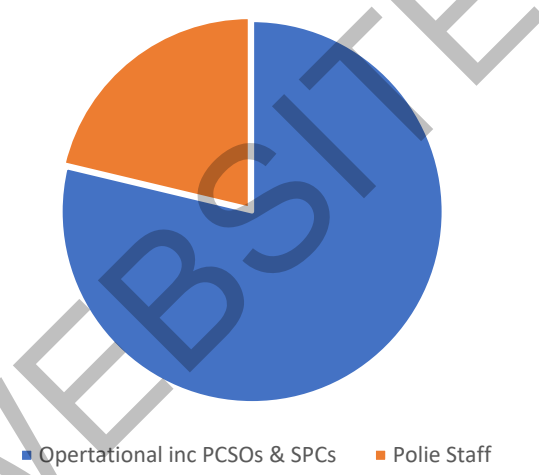
People and Culture Committee

Occupational Health – Management referrals

Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
87	99	105	88	87	77	95	93	80

23/24 (to date)	Total 22/23	Total 21/22	Total 20/21	Total 2018
811	1116	1233	1136	1148

Referrals by Division Q3

Referral Q3 by Role

Legend: Operational inc PCSOs & SPCs, Polie Staff

Referral to Appointment date

Legend: 0-5 days, 6-10 days, 11-20 days, 21-25 days, Inappropriate referral/no longer required
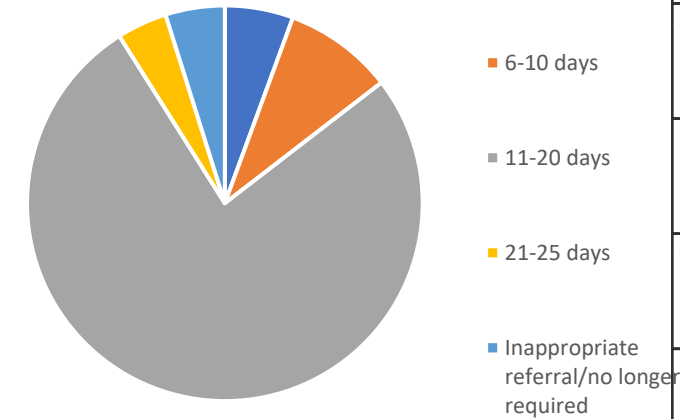
INSIGHT:

- Referral levels on stable year on year
- 79% of referrals were for operational employees
- Capability / health concern affecting performance was the reason for referral for all but 2 referrals
- 90% of appointments are within 20 days of referral and 15% within 10 days
- As expected, the Division with larger operational employees submit the most referrals
- OH Futures project is now implemented and will be embedded throughout 2024

ACTION:

- PAM Group are the new external supplier for physiotherapy, immunisations, body fluid exposure management and D&A testing. OH are working closely to ensure new processes and service meet BTP needs and expectation.
- The replacement OH system is still to be implemented with the current working 'go live' date of May 2024
- There remains 1 OH Practice nurse and 1.5 of OHA vacancies. Both full-time posts are offered with a March 2024 start date for the OHA and vetting awaited for the Practice Nurse. Interviews are to take place for the remaining post
- Further training and publication of processes will be undertaken for both the OH services and around the new system.
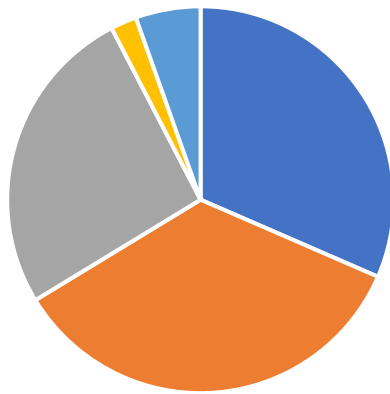
People and Culture Committee

Occupational Health – Psychological referrals

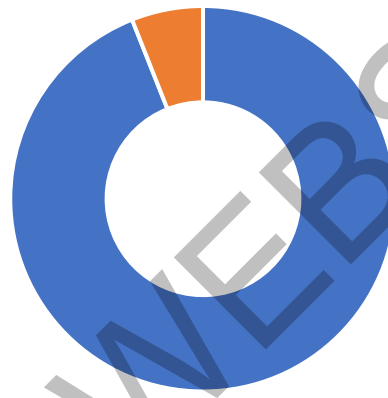## Total referrals for psychological assessment and treatment

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
23/24	23	35	20	32	21	23	30	32	29	154
22/23	24	30	31	8	20	26	19	33	12	287
21/22	17	10	15	13	10	10	10	12	12	165
20/21	6	5	11	6	15	10	14	13	11	116

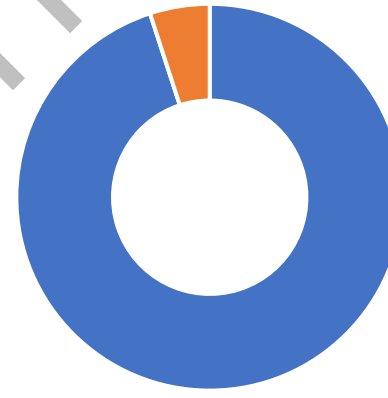### Referral by Division Q3

- A division
- B division
- C Division
- D division
- E Division

OH referral by cause

- Work cause/Related
- Not work related

Supported referral by cause

- Work cause/Related
- Not work related

DNA /Late cancellation

DNA	46
Late Cancel	17
Total	57
Cost	£6,840

INSIGHT:

- Psychological referrals have remained increased to same quarter in previous years but reflects the referrals for both OH and Supported Self referrals (SRR) introduced in 2022
- Similar pattern for OH Management referrals by division is reflected in referrals here
- Similar pattern for work related / not work related referrals for OH and Supported referrals but symptoms more severe in the OH referred group
- We continue to monitor DNA/late cancellation numbers. Q3 saw a slight decrease from the prevision quarter but still significant.

ACTION:

- One Bright Efficacy are being considered to support with the psychological screening process due to be delivered in 2024.
- Work will continue to reduce the DNA / Late cancellation rates
- Additional data is being provided on One Bright Efficacy services some which will be reported in monthly Force KPI data/

People and Culture Committee

Wellbeing

TRiM Assessments Completed

	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	24	35	37	-	96
A Division	2	5	2	-	9
B Division	7	17	13	-	37
C Division	11	9	21	-	41
D Division	4	4	1	-	9
E Division	-	-	-	-	-
BTPA	-	-	-	-	-

TRiM Referrals to OH

	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	3	3	2	-	8
A Division	-	1	1	-	2
B Division	2	-	-	-	2
C Division	1	2	1	-	4
D Division	-	-	-	-	-
E Division	-	-	-	-	-
BTPA	-	-	-	-	-

EAP Total Contacts

	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	70	63	71	-	204
A Division	14	11	13	-	38
B Division	3	4	1	-	8
C Division	3	5	1	-	9
D Division	3	-	2	-	5
E Division	2	-	2	-	4
BTPA			-	-	-

EAP Accessing Counselling

	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	21	14	12	-	47

Maximus Utilisation

	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	13	5	9	-	27

Wellbeing Hub Utilisation

	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	3,650	4,620	4,900	-	13,170

Peer Support Interventions

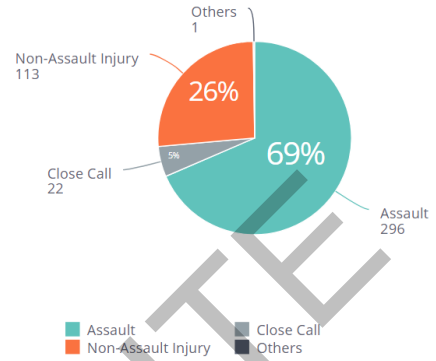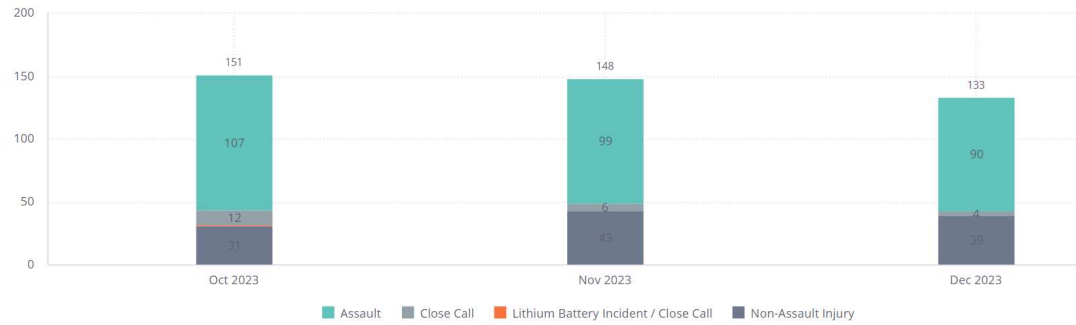|	2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
All	23	19	20	-	62
A Division	8	3	4	-	15
B Division	3	6	8	-	17
C Division	8	9	5	-	22
D Division	4	-	1	-	5
E Division	-	-	2	-	2
BTPA	-	1	-	-	1
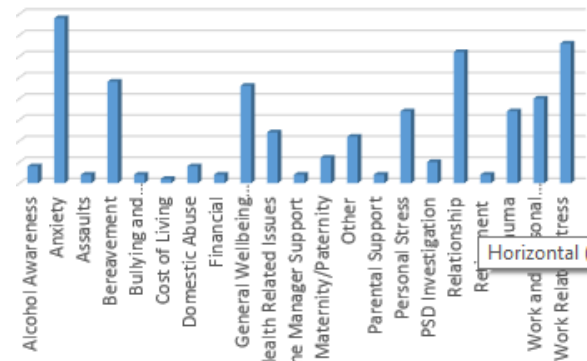
INSIGHT

- Top 5 Reasons for requests of peer support - Anxiety, Relationship, Bereavement, Stress (work and personal). When Work Related stress and Work & Personal are combined this is the leading reason for Peer support request.

- We are now reporting divisional information regarding EAP contacts however it is clear that most people are not providing their division when requested.

- Absence data shows work & personal stress as one of the main causes of sickness absence. Maximus is a free service specifically aimed at managing stress and keeping people in work. The utilisation for this service remains comparatively small considering the possible impact it could have in supporting people in work.

ACTION:

- Promotion campaign for Maximus to highlight the service and encourage referrals. This could be linked to Stress Awareness Month in April 2024.

- More Virtual Wellbeing festivals to be held alongside live events throughout 2024.

- Speak to EAP around demographic data capture for calls to the 24/7 helpline

- Recruitment currently underway for additional Wellbeing Advisers and Administrator this will support and activity at divisional level, data will be monitored to assess if this has an impact on service usage

- Peer Support App is now live, and we will develop reporting suite from this. From Q4 we will provide Post Incident desk reports

People and Culture Committee

Health and Safety Q3 2023

Incidents (Assaults, Non-Assaults & Close Calls) by Previous 12 Months & Rolling Average

Oct 2023: 151 (Assault 107, Close Call 12, Non-Assault Injury 31)
Nov 2023: 148 (Assault 99, Close Call 6, Non-Assault Injury 43)
Dec 2023: 133 (Assault 90, Close Call 4, Non-Assault Injury 39)

Legend: Assault, Close Call, Lithium Battery Incident / Close Call, Non-Assault Injury

Pie chart:
- Assault 296 — 69%
- Non-Assault Injury 113 — 26%
- Close Call 22 — 5%
- Others 1

Legend: Assault, Close Call, Non-Assault Injury, Others

Fire Risk Assessment Overview

In Date	Due Review	In Progress	Overdue
132	8	4	0

FRA Risk Ratings

- Moderate risk 36 — 27%
- NA 1
- Substantial risk 1
- Tolerable risk 86 — 65%
- Trivial risk 8 — 6%

Legend: Moderate risk, NA, Substantial risk, Tolerable risk, Trivial risk

Open Actions by Type

- Activity Risk Assessment 44 — 13%
- Audit & Inspection 83 — 24%
- Fire Assessment 91 — 26%
- Free Standing 71 — 20%
- General Risk Assessment 18 — 5%
- Hazard Spotting 17 — 5%
- Incident Investigation 2
- Incident Record 26 — 7%

- **432** incidents have been reported on the Safety Management Software (SMS) in Q3.
- **18** (14 Over 7 day and 4 Specified Injuries) incidents were reported under RIDDOR 2013 to the HSE.
- **592** days lost
- **4207** actions have been created in the SMS to manage/reduce risks across the organisation. **309** actions remain open. Currently there is a **92.6%** closure rate.
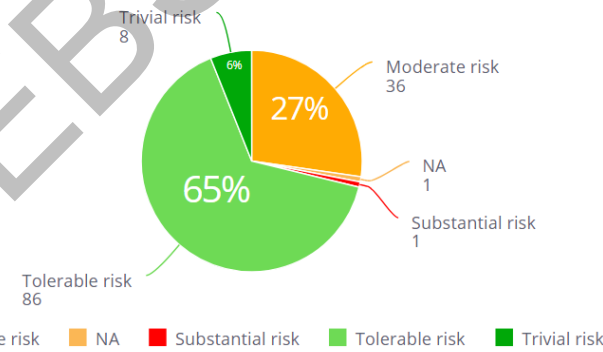
INSIGHT

- H&S action completion rate continues to improve has risen to 92.6% from 91.4%
- Incident rates per month do not follow any particular trend, there has been however, a general trend upwards since the initiation of the SMS
- Non-assault injury continues to be the largest factor in lost days due to injury at work, this is predominantly based around arrest and dealing with offenders.
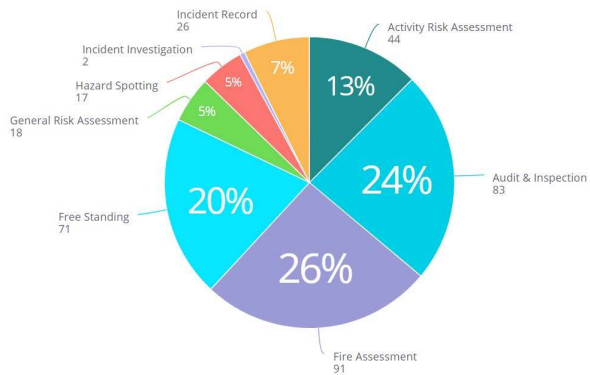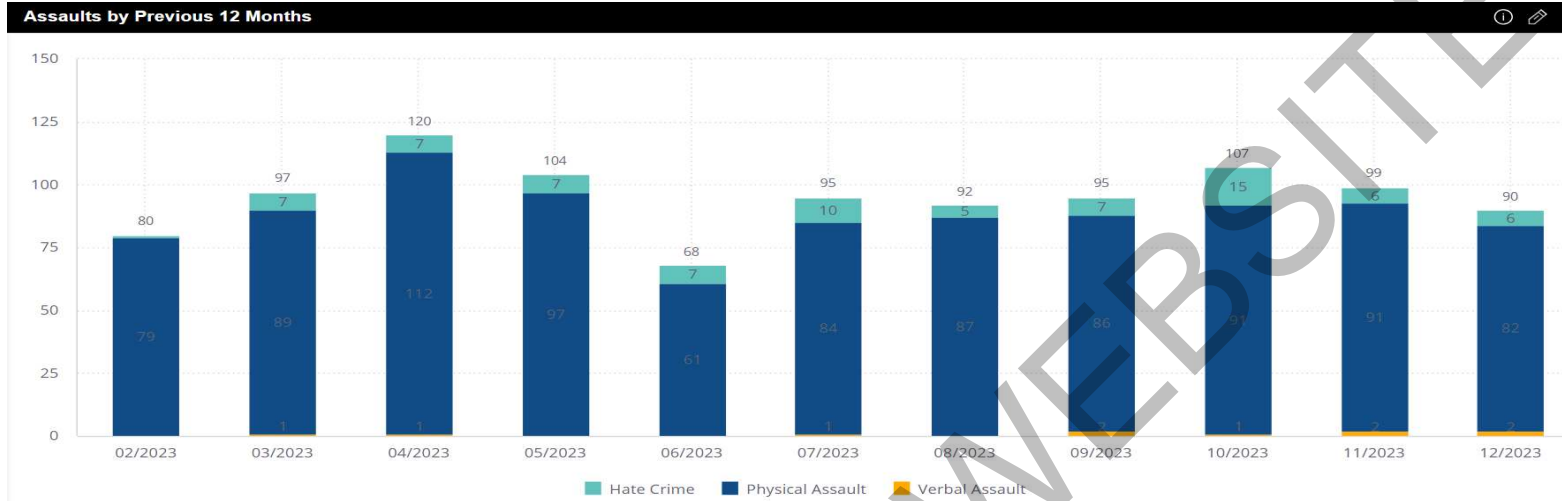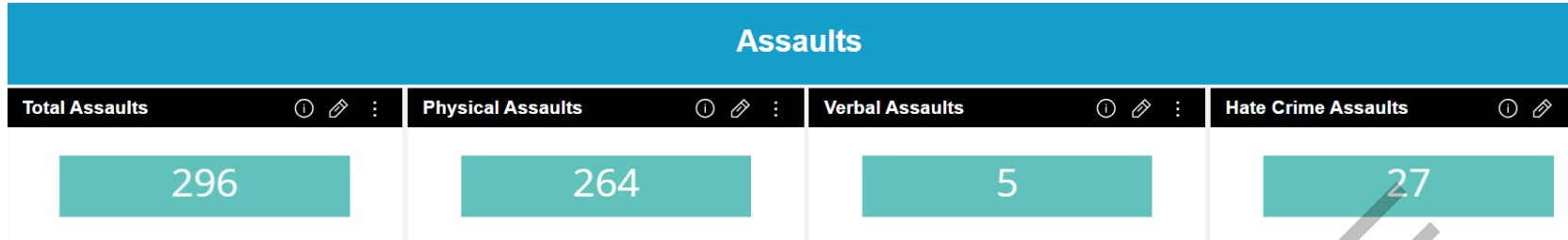
ACTION:

- Work has been carried out to review categories within the SMS to enable deeper analysis of data.
- Discussions have been held with BTP A&I and the SMS provider to gain and API bridge to enable deeper insights into the data.
- Interviews have been held and an internal candidate has been identified to take up the new Safety Compliance Lead role in April 24.
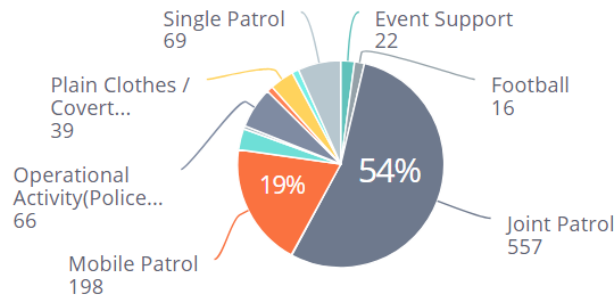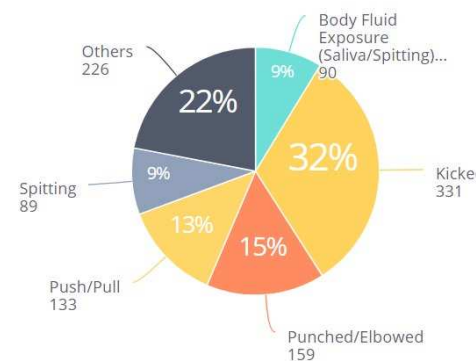- A review of the H&S Policy is underway, with consultation at the CH&SC to follow.

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People and Culture Committee | Health and Safety - Assaults

Assaults

Total Assaults	Physical Assaults	Verbal Assaults	Hate Crime Assaults
296	264	5	27

Assaults by Previous 12 Months

Legend: Hate Crime, Physical Assault, Verbal Assault

Month	Physical Assault	Hate Crime / Total
02/2023	79	80
03/2023	89	97 (7)
04/2023	112	120 (7)
05/2023	97	104 (7)
06/2023	61	68 (7)
07/2023	84	95 (10)
08/2023	87	92 (5)
09/2023	86	95 (7)
10/2023	91	107 (15)
11/2023	91	99 (6)
12/2023	82	90 (6)

Physical Assault by Duty

- Single Patrol 69
- Event Support 22
- Football 16
- Joint Patrol 557 (54%)
- Mobile Patrol 198 (19%)
- Operational Activity(Police... 66
- Plain Clothes / Covert... 39

Physical Assault by Type

- Body Fluid Exposure (Saliva/Spitting)... 90 (9%)
- Kicked 331 (32%)
- Punched/Elbowed 159 (15%)
- Push/Pull 133 (13%)
- Spitting 89 (9%)
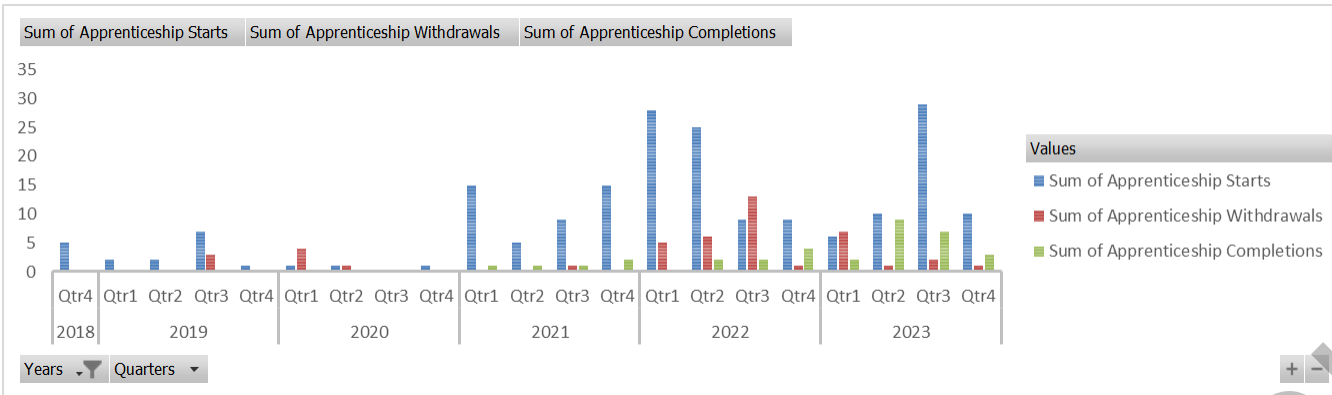- Others 226 (22%)

INSIGHT

- Average of 95 assaults reported per month
- 89% of reported assaults are physical
- 69% of all incidents reported are assault
- Assault per Division Q3
  - A Div 10
  - B Div 158
  - C Div 108
  - D Div 12
  - E Div 8
- No particular assault rate trend has been identified.

ACTION:

- Incident Geo-location data is now captured, which will further improve data and incident heat mapping, which will be available when it matures in 2024-25
- H&S are working with L&D to risk assess the new Personal Safety Training.
- H&S have been engaged with Estates to assist in the formulation of risk assessments for the new HQ and fall-back control room projects.

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People and Culture Committee

Apprenticeship Levy

Sum of Apprenticeship Starts | Sum of Apprenticeship Withdrawals | Sum of Apprenticeship Completions

- 103 employees actively engaged in an apprenticeship at the end of Q3
- 2.42% of workforce enrolled onto an apprenticeship so far in 2023/24 (this includes those on a break in learning and recently completed) – KPI is set at 2%
- 22 others currently enrolling.
- Oct - Dec 2023:
  - 3 withdrawals
  - 2 completions
  - 11 new starts

INSIGHT

- If all anticipated enrolments go ahead, this will increase the monthly levy spend by approximately £6,200 (£18k Quarterly increase)
- Upcoming completions will see the monthly levy spend reduce by approximately £11,072
- One withdrawal in Q3 was due to the provider removing the learner, one was due to workload pressures, and one was due to the learner ceasing to engage with the provider without explanation.
- Leadership and coaching apprenticeships are currently the most popular programmes, with 44 employees actively engaged.
- Apprenticeships are offered through Talent Pools and developmental meetings and promoted through leadership development conversations and programmes.
- Officers going through their promotion boards are actively encouraged to enrol onto an appropriate apprenticeship for their level.

ACTION:

- Hiring Managers are to be encouraged to consider using apprenticeships to fill vacancies
- T Levels can be used to backfill some abstraction gaps created by apprenticeships
- Some vacancies should be converted into apprenticeships where appropriate.
- Use apprenticeships as a professional development tool to enable career mobility within BTP
- Implementation of PCDA (PEQF) is expected to utilise 100% of levy within 2 years of launch

Quarterly Position		
Levy paid in Q3	247,300.00	
Levy Spent in Q3	66,823.17	27.02%
Levy Expired in Q3	147,215.74	
Overall position at end of Q2		
Levy Balance	1,998,485.47	
Levy Spent to Q3	820,300.98	18.01%
Levy Expired to Q3	2,555,764.79	

Withdrawn Apprenticeships Reasons	2023/24
Left BTP	1
Programme not suitable for role	0
Did not complete work required - Withdrawn by provider	1
Learner unhappy with programme content	0
Unable to manage workload and programme	2
Changed Job Roles	1
Workload Pressures	0
Personal Reasons	1
Other	1

Demographic Data of Employees Enrolled onto Apprenticeships						
	Police Officer	Police Staff	**103**			
Police officer or staff	41%	59%				
	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	17%	16%	26%	16%	15%	11%
	Under 26	26 - 40	41 - 55	Over 55	Prefer not to say	
Age	3%	53%	39%	5%	0%	
	Intersex	Female	Male	Non Binary	I prefer to self	Other	Prefer not to say
Gender	0%	45%	51%	1%	0%	0%	1%
	A Division	B Division	C Division	D Division	E Division	
Division	72%	12%	2%	3%	10%	

Upcoming Enrolments	19
SCQF Level 7 Leadership and Management	1
Senior leader	5
Coaching professional	1
Counter fraud investigator	3
Associate Project Manager	4
Level 4 Project Management (Wales)	1
Learning and skills teacher	2
Chartered manager (degree)	1
Team leader or supervisor	1

People and Culture Committee | **7 March 2024**

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2023 Gender and Ethnicity Pay Gap Reports

Clare Conie

Purpose of the Paper

- To advise the Committee of our 2023 Gender and Ethnicity Pay Gap outcomes. We have a statutory obligation to publish the Gender Pay Gap report by 31 March 2024.
- We are required by the Equality Act 2010 (Gender Pay Information) Regulations 2017 to report specific gender pay gap information. This information identifies the differences in average pay between men and women and is different to equal pay, which identifies the differences in pay for men and women where they carry out the same job, similar job or work of an equal value. The data is a snapshot of relevant employees, taken on 31 March 2023 and is therefore retrospective.
- This is our second Ethnicity Pay Gap Report; although not currently a statutory requirement, it is a commitment under our People Strategy and Police Race Action Plan. The data period is the same as the gender pay gap report.

Outcome Sought

That PCC:
- Note the Gender Pay Gap and Ethnicity Pay Gap reports and approve publication

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Gender Pay Gap 2023

BRITISH TRANSPORT POLICE

Headlines.

- For the sixth year running, our gender pay gap has reduced and now stands at 3.56%
- Although we can be proud of the progress made, we must continue to concentrate on improving recruitment, retention and promotion of female officers. We continue to have the lowest female officer representation in comparison to Home Office police forces [appendix A, table 4], which have a female officer representation of 34.7% of officers in England and Wales compared with BTP's representation of 21.8%.
- The percentage of female officers represented in the top quartile decreased but improved in the mid upper quartile [appendix A, table 8]. 51.5% of female officers are now at the top of the constable pay grade (spine point 7) or above.
- For staff, the gender split remains in favour of females with a representation of 52.4%. The pay strategy approved in 2022 to appoint grades A003 – B004 at spine point 2 has positively impacted on female pay data.
- The mean and medium gender pay gap for staff remains lower than for officers
- Female staff have increased representation in the upper pay quartiles and the overall position for females shows improvement

All Employees – Mean and Median Pay Gap by Year

In 2023, both the mean and median pay gap decreased which means the gap between male and female pay is reducing. The graph shows how the mean and median have changed over the last six years, indicating a consistent reduction in the mean up to 2022 and a significant decrease on last year's median pay gap.
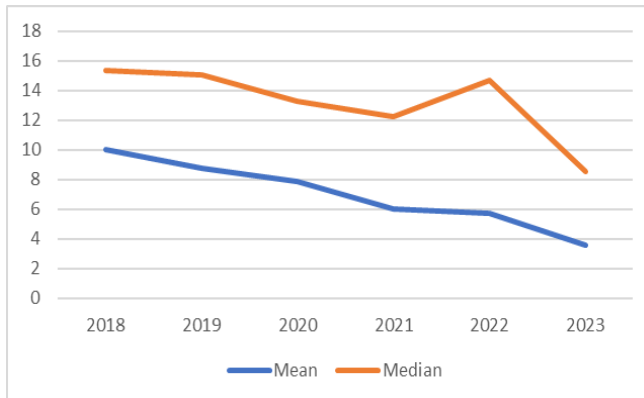
| Averages | All employees hourly rate mean and median | | | | | | | |
| | 2023 | | | | 2022 | | | |
	Male	Female	Gap	Percentage	Male	Female	Gap	Percentage
Mean (average) hourly rate	£21.09	£20.34	£0.75	3.56%	£19.85	£18.71	£1.14	5.74%
Median hourly rate	£20.62	£18.86	£1.76	8.54%	£19.77	£16.85	£2.92	14.72%

Ethnicity Pay Gap 2023

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Headlines

- For the second year, the mean and median pay gap has reduced for Back, Asian and Mixed employees.
- For officers, we have seen a decrease in representation across ethnic minority groups from 11.3% to 10.5% [appendix B, table 3]. This is linked to recruiting fewer officers from ethnic minority groups. In 2022-23 there was a reduction in ethnic minority officer starters (reduced by 46% to 26 compared to 48 in 2021-22). However, BTP has the second highest ethnic minority representation after MPS.
- For staff, we have seen an increase in ethnic minority representation to 26.3% [appendix B, table 4]
- A lack of ethnic minority representation in higher ranks and grades continues to impact on pay quartile disparities with the Black group, who have the narrowest pay range compared to other ethnic groups. Reasons for this may include Black employees experiencing fewer promotions and direct appointments to middle and senior level positions.

Mean and Median Hourly Pay
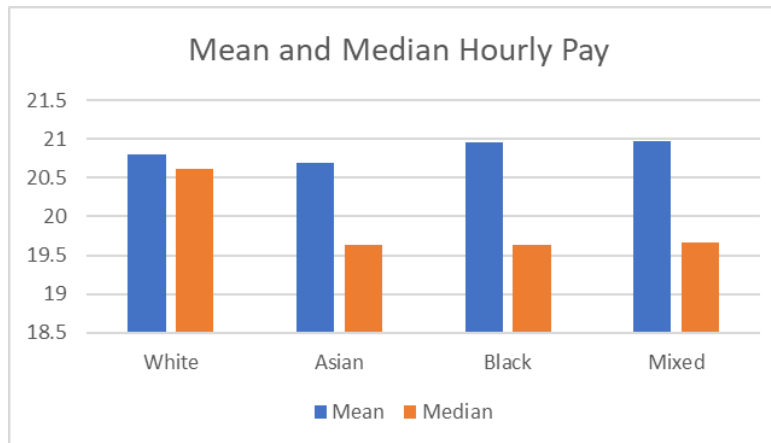
This year, the Mixed group has the highest mean hourly pay rate. The White group has the highest median hourly pay. The Asian group has the lowest mean pay and both the Asian and Black groups have the lowest median pay.

Average	White	Pay gap	Asian	Pay gap	Black	Pay gap	Mixed	Pay gap
Mean (average) hourly rate	£20.81	0%	£20.69	0.58%	£20.96	-0.72%	£20.97	-0.77%
Median hourly rate	£20.62	0%	£19.63	4.80%	£19.63	4.80%	£19.67	4.61%

Next steps – improving our pay gaps

BRITISH TRANSPORT POLICE

Gender

- In April 2024 we commence our first ever part time officer programme. Whist the campaign is not specifically targeted at females, offering the flexibility of reduced working hours may attract more female applicants
- Mandate representative selection panels for recruitment and promotion boards
- Offer the option of flexible working to all employees returning from maternity leave to both attract and retain skills and talent from all backgrounds
- Implement annual promotion boards to provide more frequent access to promotion opportunities for females and other under-represented groups
- Continue to review under-represented roles and geographical areas to target for female recruitment
- Through the Positive Action Support Group, explore further opportunities, for example to increase representation of females on external development programmes

Ethnicity

- Working with Transport for London, we will launch our first joint Black Talent programme in 2024, aimed at developing future black leaders
- We have set bold representation targets for our Inclusion and Diversity strategy and will reach out to minority communities to encourage people who may not traditionally have considered to work for the police, to consider a career with BTP
- We will continue to design innovative recruitment adverts aimed at breaking down barriers and perceptions regarding policing careers
- We will work with our Independent Advisory Group on how we may continue to build trust with black communities and encourage engagement about careers with us
- Develop positive action ambassador scheme to connect with the public and increase representation of minority ethnic groups in the workforce

People & Culture Committee | **7 March 2024**

BRITISH TRANSPORT POLICE

Health and Safety Annual Statement

Kayad Dualeh
Deputy Director People and Culture, Wellbeing, Health & Safety

Purpose of the Paper

This paper is the annual health and safety statement for 2023. The annual statement is part of our governance and assurance mechanisms for BTPA that we are meeting:

- Our legal duties as an employer under the H&S at Work etc Act
- To meet our duty of care towards our employees and in line with our value 'we care'

Outcome Sought

PCC are asked to endorse the statement

Wellbeing Health and Safety

Annual Report

2023

Contents

3

The Health and Safety at Work Etc. Act 1974 places a general duty of care on employers to provide a safe place of work, so far as is reasonably practicable and further goes on to mandate that for organisations with more than 5 employees the policy for this is recorded.

BTP's safety management system is aligned to the HSE industry best practice, which recommends the following components which has been endorsed by the Chief Constable and the Chair of BTPA.

1. Statement of intent
2. Organisation
3. Arrangements

The safety management system is due for review in May 2024, work will commence to review and update the policy beginning in Q3 2023.

The Statement of Intent

The statement of intent lays out the Chief Constables and the Chair of BTPA vision for the management of health and safety within BTP.

Organisation

The organisation is divided into two separate sections, the H&S Organisation Chart and the Roles and Responsibilities Arrangement.

Arrangements

Arrangements can be described as the technical/guidance documents that describe how BTP will manage individual risk and activities practically, such as Fire, Risk Assessment etc.

British Transport Police H&S Strategic Risk Statement

The H&S risk statement agreed with BTPA is:

"Due to a lack of understanding of Health, Safety & Wellbeing responsibilities and inadequate H&S resourcing, BTP/A may fail to embed a culture where the wellbeing, health and safety of staff is engrained in everything we do. This could lead to harm to our people and the public, legislative non-compliance and enforcement action".

This statement shows that BTP is fully aware of its responsibilities and the impact of a poor culture could have on its employees and its reputation. BTP has set the appetite for this risk as 'Cautious'.

Wellbeing, Health & Safety Team

Team Structure
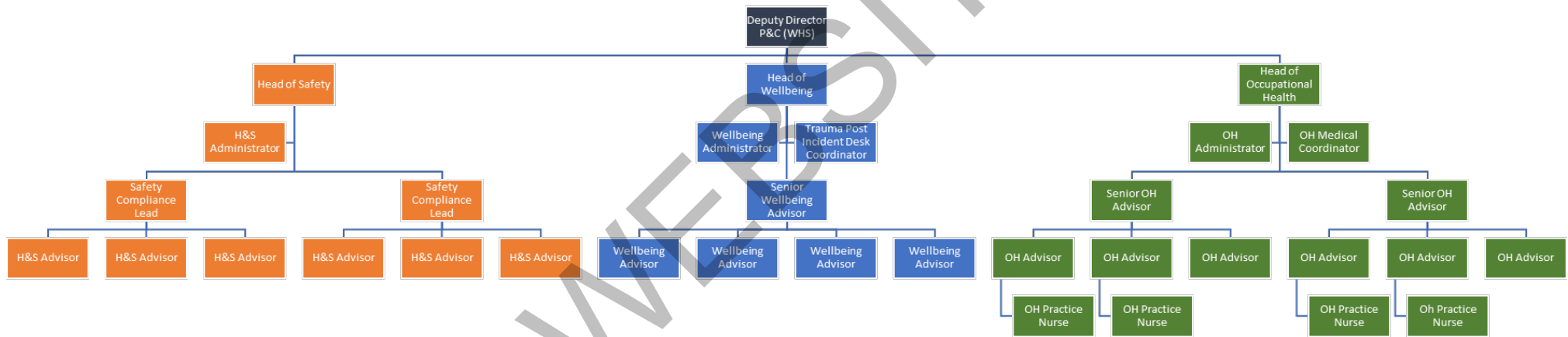
Team Competency

ROLE	BASE COMPETENCY	ADDITIONAL COMPETENCY	EXPERIENCE
HEAD OF SAFETY	H&S Qual Level 5	Management Qual Level 6 Fire Risk Assessment 45001 Lead Auditor	10 + Years inc. management
HEAD OF OCCUPATIONAL HEALTH	Registered Nurse Level 6 Prof OH Qual Recognised Leadership Qualification	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	
HEAD OF WELLBEING	Level 7 in either wellbeing/health/HR discipline	A relevant mental health qualification (MHFA or equivalent) TRiM Manager TRiM Practitioner	Project Management Leadership Data Analysis
SAFETY COMPLIANCE LEAD	H&S Qual Level 5	Fire Risk Assessment 45001 Lead Auditor TRiM Practitioner	5+ Years inc. leadership
SENIOR OH ADVISOR	Registered Nurse Level 6 OH Qual	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	
SENIOR WELLBEING ADVISOR	Level 5 Health and Wellbeing qualification or equivalent of.	TRiM Manager TRiM Practitioner Level 3 Training qualification Level 3 Mental Health qualification or equivalent	
H&S ADVISOR	H&S Qual Level 3	Fire Risk Assessment 45001 Lead Auditor TRiM Practitioner	1+ Year
OH ADVISOR	Registered Nurse Level 6 OH Qual	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	2 years post registration 2 years OH experience
OH PRACTICE NURSE	Registered Nurse	3 Yearly revalidations to remain compliant with professional registration Audiometry competency Vision test competency Spirometry competency Drug & Alcohol competency	2 years post registration
WELLBEING ADVISOR	Level 3 Health and Wellbeing qualification	TRiM Manager TRiM Practitioner Level 3 Training qualification Level 3 Mental Health qualification	
ADMINISTRATOR		MS Applications	1+ Year

Executive Summary – Health and Safety

Improving Safety Culture

In April 2022 the Safety Team implemented the new Safety Management Software (SMS), this saw a step change in how BTP manages safety systems and allows for full management oversight of risk, this is now fully embedded within BTP:

- Health and safety action completion rates have increased significantly since the implementation of the SMS which has seen a percentage increase of nearly 98%, with completion rates now circa 92%, up from 40%.
- All risk assessments are now completed, recorded and accessed via the SMS, which allows access to all employees via desktop, mobile phones and iPatrol devices at any time.
- The H&S team have developed and continued to develop basic loss data from absence rates attributed to injuries whilst on duty.
- The functionality of the SMS has also allowed other initiatives to be realised, for example H&S boards and meetings now utilise the automated action tracking function of the SMS for board actions, this can be updated, and items closed live during meetings.
- The functionality of the SMS platform has allowed the creation of 2 forms with aim to improve clinical practice, governance and improve/enhance support to the public, these are the First Aid Intervention Form and the Patient Report Form, these are reviewed at the Clinical Governance Committee on a quarterly basis. This includes feedback from the clinical governance provider, ATACC for patient report forms, which closes the clinical governance learning loop.

Although correlation does not necessarily evidence direct causation, it is believed that the rise of incident reporting is as a direct result of the effective implementation of the SMS across multiple areas, such as Op Hampshire, Use of Force and other functions. The SMS is now fully embedded and interwoven throughout multiple governance functions. The rise in incident reporting must be seen as a positive H&S cultural improvement.

We have seen improvements to the Level 3 Incident Review Board, which is now chaired at ACC level, and the board maturing with activities such as provision of body worn video when discussing incidents and improved root cause analysis, this is leading to effective organisational risk-based decision making.

Following consultation with L&D as part of the Strategic Learning Requirements the Head of Safety presented a paper to FEB highlighting the need for H&S competency within the senior leader cadre within BTP, FEB agreement was gained that all BTP senior leaders must undergo formal H&S training, which was rolled out with very positive feedback.

FEB also agreed that to ensure leaders focus on H&S as part of their job role, an objective should be set as part of their annual PDR cycle, this has now been adopted and rolled out within the Talent system.

Overall engagement with senior leaders in H&S management and governance is more visible, more involved in risk oversight, decision making and accountability.

H&S Governance

BTP has a fully embedded H&S governance structure, which see's each Sub-Division reporting to a Divisional H&S Committee, which in turn reports to the Central H&S Committee, which is chaired by the Director of People and Culture. This allows any issues that require a divisional or force level review or decision to be escalated, each H&S governance committee sits on a quarterly basis.

BTPs H&S KPIs have been redeveloped to bring accountability to command structures regarding H&S performance, this was initiated in the recent KPI review and is now live within the KPI reporting system.

Strategic and force level health and safety risks are also recorded on the 4Risk system, with each division holding its own register, and a register is also being maintained for risk held by the Central Health and Safety Committee, this is due to be reviewed and updated imminently.

The level Incident Review Board is now chaired at ACC level, and includes representation from all divisions and LXC, force level actions are created and LXC opportunities taken and included in LXC communications, this is an important function to identify safety issues and provide pragmatic, force-led improvements to prevent recurrence, allow mitigation and evidences BTPs commitment to learning lessons and keeping it's people safe, so far as is reasonably practicable.

Incident Reports

Incident reports (all categories) have seen a steady increase over the last 5 years, with the average monthly incident report rate of 99.6 in 2018, rising to 127.4 in 2022, in the period Apr 2022 – Jan 2024 the average monthly report rate is at 138.4, this is a percentage increase of 39% from the 2018 figure.

The data represented below is derived solely from the Safety Management Software reports.

2908 incidents have been reported on the SMS since inception in Apr 2022.

Type of Incident	Numbers (April 2022 – present)
Assault	1911 (66%)
Non-Assault Injury	834 (29%)
Close Call	160 (6%)

Type of Assault	Numbers (April 2022 – present)
Physical	1746
Verbal	24
Hate	139

Lost time	Number of days (April 2022 – present)
Assault	945 (21%)
Non-Assault Injury	3555 (79%)

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

Further work has been undertaken to identify the main causes of lost time (non-assault) the top 5 categories are:

Category	Number of lost time incidents	Days lost
Arresting/Detaining a Person	260	1482
General Policing	102	850
Dealing with an offence	86	395
Working in an Office	54	86
Dealing with Mental Health	53	31

Statutory Compliance

Fire Risk Assessment (FRA)

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

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

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

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

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

- Trivial
- Tolerable
- Moderate
- Substantial
- Intolerable

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All FRAs are in date all except two locations have been categorised as trivial to moderate risk except York, which was returned as substantial at the time of assessment.

Risk Assessment

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

Ongoing improvements
Improve & maintain operationally focused H&S:

Stakeholder engagement with operational teams continues to improve, Safety Advisors now regularly attend operational team training such as MOE, rope access and OSU, as well as operational activities such, this improves the awareness of operational safety throughout front line policing.

Alignment with Oscar Kilo Op Hampshire data sets to inter-force benchmarking and increased data fidelity with BTP internal use of force Compliance Team metrics. Following the release of the assault app by the NPCC we are re-categorising some of the question sets and metrics within the SMS to allow easier benchmarking and fidelity with national assault data.

The Head of Safety is working with Resilience Team and Op Sabre to improve major incident H&S initial actions of responders and support, this will include developing safety action requirements for those first on scene, actions to protect safety from operational commanders and checklist to improve gathering of information on local hazards, which will in turn improve METHANE accuracy.

Following the capability review, a further Safety Compliance Lead role will commence in April 2024, which will allow greater operational H&S oversight and support.

Executive Summary – Occupational Health

Service Delivery - Resources

The Occupational Health (OH) service has historically been delivery via a hybrid model consisting of a small internal team of OH Advisors (OHAs) supplemented by an external service provider largely undertaking fitness for task medicals, immunisation and OH Physician appointments.

Recruitment and retention challenges nationally within OH areas have presented issues both for the internal team and the external provision which has required management time and resources to adjust services provided and time scales for delivery. In addition, there have some concerns related to quality of work and reports delivered by the external provider which with robust contract management and engagement saw an improvement but resulted in frustration and dissatisfaction from our line managers and employees.

A strong recruitment drive for the internal OH positions in 2022 & 2023 resulted in onboarding of three new OHAs who were supported by FTC long term agency positions resulted a significant improvement in internal service delivery and stakeholder engagement, but this was not sustained with the ending of the Agency FTCs and a further resignation tendered. Further recruitment to the established roles alongside the campaign to recruit to new roles as part of the OH futures project has largely been successful and the OH service is currently better resourced than it has been for some years. A further OHA based in Glasgow is due to commence in March 2024. Currently there are 1.5 posts (x1 FTE Practice Nurse, x1 PT OHA) still to recruit to. Service delivery has been maintained through continuous review of demand and flexibility by the team to adapted to service needs and delivery locations.

Service Delivery Numbers

Service delivery numbers have remained consistent on previous years for case management. OH have worked closely with recruitment to ensure that any fluctuations to the requirement for new recruit medicals can be met to support BTP workforce plans using the external provider until November 2023 but this service delivery now lies with the internal OH team.

Periodic AFO & CBRN medicals have been demand led and as a critical function prioritised to ensure availability of operational resources. A project to ensure all response drivers in post are medical assessed in line with DVLA guidance has been ongoing and will be completed in 2024. Once complete these will be included in the periodic medical schedule. All new response drivers are assessed prior to attending their first course.

OH Physician referrals remain at a low level annually; but are usually the most complex cases with significant OH Advisor input prior to OHP referral, as well as cases under consideration for ill health pension suitability.

In 2022/23 a new referral pathway to psychological support for work related or working impacting mental health symptoms was introduced. Delivered by our current provider of psychological services this allowed access to services for mild to moderate conditions/symptoms without the requirement for OH Referral and where workplace fitness for work opinion and recommendation were not required. The referral process is via line managers, People Advisors and Peer supporters to ensure that this pathway is the most appropriate and employees are supported alongside treatment. This good utilisation of this pathway with good outcomes to treatment and positive feedback from users.

A change in the method of delivery of the Hepatitis B immunisation programme in 2022/23 via the external provider has seen a large increase in those accessing Hepatitis B vaccination. This is particularly relevant due to the numbers not able to access vaccinations following a national shortage of the Hepatitis B vaccination and initially issues with access to this service when BTP changed service providers in 2019. From December 2023 this service provision lies with a new provider and will be monitored to ensure the service meets BTP needs.

OH Futures project and beyond

In response to the people survey and a general dissatisfaction of OH services the OH Futures project set out our vision to improve the quality and efficiency of OH Services to BTP through the internalisation of services supported by small specialist contracts where there is not internal capability to deliver, and external provision was considered the most cost-effective way to delivery these services. An initial 'go live' date was delayed from September 2023 to December 2023 to allow estates and procurement dependencies to be achieved. This did require the external services contract with Optima Healthcare to be extended from September to 30th November 2023.

Resources – A successful recruitment campaign was undertaken to increase the internal team capabilities to deliver the required services and particularly the recruitment of OH Practice nurses to deliver the face-to-face medicals for new recruits and periodic medicals for those already employed. Qualified Registered Nurses with a number of years of experience were recruited to the Practice Nurse posts some with OH experience and others new to the speciality. Alongside them qualified OH Advisors were also recruited to the vacant posts within the establish structure.

Induction and training packages were developed for both these roles to meet our desire for knowledgeable, well trained BTP clinicians who understand the needs of BTP and our employees. This required both internal and external training as well as supervised practical sessions to ensure clinical competencies and knowledge.

OH physician (OHP) services were previously provided by the external provider with a post included in the OH Futures structure. It was recognised that this was a complex post to recruit and did not sit with the BTP employment and pay structures easily. This provision is currently being met by a short-term agency contract whilst long term methods are explored. The most likely outcome is that BTP will collaborate with another non-home office force to procure OHP services.

Estates – To internalise the service and deliver face to face activities there was a requirement to have suitable and fit for purpose OH facilities providing confidential and professional spaces across the BTP footprint. Six permanent locations were identified with five now developed and operational – Albany House & Blundell Street in London, Cardiff, Leeds & Glasgow.   A temporary clinic is in place in Liverpool whilst a permanent clinic location in Manchester is identified as there is no suitable facilities within our current BTP estates therefore external opportunities are being explored.

External services provision – The external contract with Optima came to an end on 30th November 2023. A smaller number of external services were identified as still required and a tender process was undertaken to identify a supplier. From 1st December 2023 services for physiotherapy, immunisations, Drug & Alcohol testing, and body fluid exposure incident management have been delivered by PAM Group. Services are offered via the PAM network of clinics across the geographical footprint of BTP and remotely where appropriate. A 24-hour helpline for the risk assessment and management of Body Fluid exposure is available with follow actions, where risk indicates necessary, delivered in PAM clinics.

OH Software system – Following a review of the market and testing of other systems a decision to move to a replacement software system with the provider of the current OH system was made. Although expected to be delivered in 2022 a data security issue was identified that resulted in a pause to the implementation whilst the supplier rectified the issue. This is now complete and project transition and implementation are due to recommence in the coming months with a potential 'go live' date of May 2024

OH Apprenticeships – Access to OH apprenticeships have been challenging and impacted by a review and amendment of professional competency requirements by Nursing and Midwifery council (NMC) in 2022/23. Universities have found it necessary to significantly review course content and learning to reflect the new competencies with apprenticeship course within the 'second phase', further details are expected by the start of the academic year in September 2024. It is also planned to explore a range of development courses and training to ensure ongoing development needs and competencies and that all clinicians can meet the requirements for professional registration with the NMC including revalidation.

Next Steps

The internalisation of the OH services will continue to be embedded into BTP throughout 2024 with the replacement OH system expected to have significant improvement in access to OH services.

Further onboarding of OH Advisors to establishment level will allow the team to be further aligned to specific divisions to increase line manager support and stakeholder engagement through information sharing and team visibility. This will be further supported through development of the OH intranet and My Learn pages to ensure those needing to access OH understand the role of OH and referral pathways.

Work to develop and benchmark fully against the Foundation Occupational Health Standards for Police Force will be recommenced before moving to the advance standards requirements to provide further assurance around the quality and robust delivery of Occupational Health to BTP and its employees.

Executive Summary – Wellbeing

Wellbeing is a strategic priority under our 'Force on the Move' action plan and as part of our values: 'We Care' and 'We strive to be better every day'.

Our All-People Survey results in 2022 demonstrated that only 36% of the force believed that BTP cared about their wellbeing; this was our baseline to measure the impact of the work underway throughout 22/23 increasing and improving the provision of wellbeing in the force. We have continually developed the Wellbeing Hub and focused on making our wellbeing support visible with attendance of the wellbeing team to support traumatic incidents and an active programme of wellbeing events including Wellbeing Webinars, Wellbeing Dog and Peer Support visits, wellbeing team briefings and delivering 2 Day Wellbeing Events in Manchester and Birmingham. Feedback from these days has been overwhelmingly positive and engagement levels are increasing with each event.

The 2023 All People Survey results have seen a substantial increase from 36% to 44% of the force who now believe that BTP care about their wellbeing and a significant increase of 33% of people stating they know where to get wellbeing support if they need it, indicating that greater engagement and visibility of the team is having a positive impact on delivering the 'Force on the Move' strategic priorities and values.

The 2023 Force Management Statement highlighted the critical status of demand and capacity within the Wellbeing Team, subsequently the Capability Review recommended an increase in establishment with an additional 3 Wellbeing Advisers and 1 x Wellbeing Administrator. This was approved by COG and included as part of the 2024 MTFP, recruitment is underway with positions due to be filled from April 2024 onwards.

Service Delivery

Wellbeing Hub
86% of employees have now visited the Wellbeing Hub, with 74968 site visits since the hub launched indicating this is now established as the single place to go to access information, guidance, events, and wellbeing news. To enable offline access a 'Wellbeing Support Services Guide' has been produced which brings together all the resources we offer in a downloadable guide. The guide covers physical, mental, emotional, and financial wellbeing and provides information about all our services and how to access them.

We have created several Financial Wellbeing pages including debt, budgeting and a Cost of Living Hub, and have trained and provided editorial access to the BTP Pension Manager so they can ensure maintenance, relevance and governance on content. They have also arranged numerous Financial Wellbeing webinars such as Pre-Retirement courses, Pensions and Tax advertised via the Wellbeing Events calendar on the Hub.

Wellbeing Peer Support Programme
Since its launch Wellbeing Peer Supporters have provided support and signposting to 193 people. Additionally, we have provided extra training in specialist areas such as domestic abuse and

bereavement and recruited extra supporters to cover issues such as paternity/maternity, baby loss and menopause. We now have 69 Peer Supporters covering all BTP.

Wellbeing Events and Webinars

In 2023 we have delivered 2-day Wellbeing Events featuring guest speakers, OH health checks, stands from external partners such as the Police Treatment Centre, Police Mutual and Police Care, yoga sessions and a wellbeing dog. Feedback from these days has been overwhelmingly positive and engagement levels are increasing with each event.

2-day Wellbeing events will now be part of an annual wellbeing calendar with 3 onsite events per year and further developments to include virtual sessions running simultaneously available to all employees and onsite Health Kiosks. We will also develop a calendar of Wellbeing virtual events, face to face workshops and recorded sessions to ensure these are inclusive for all regardless of shift patterns or locations.

To encourage physical activity and exercise we organised our first Wellbeing step challenge which was held during Mental Health Awareness Week. This was delivered via Optimise the health and wellbeing gap provided by Optima as our EAP. The next challenge will be held in November, we will be running more of these interventions throughout 23/24 to improve the holistic wellbeing of our people.

Wellbeing Support

The Wellbeing Team have provided emotional, onsite support following the tragic deaths in service of a number of officers and staff in 22/23. Additionally, an increase in incidents of Child Young Person (CYP) fatalities required further trauma support arrangements and wellbeing intervention. This wellbeing support has also been provided out of hours and has relied on the Wellbeing Team working extended hours, in emotionally challenging situations.

Ongoing Improvements

Psychological Framework

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

This framework will consist of:

- **Role Profile Assessments** utilising role specific risk assessment developed by the CoP and National Wellbeing Service. These not only include exposure levels, but also aspects such as levels of autonomy, team working, safety/security as well as other elements that may either mitigate or increase the risk of the role.
- **Psychological Health Surveillance**, including screening, structured interviews and assessments which will be conducted on a bi-annual or annual basis dependent on the level of psychological risk.

Role Profile Assessment are currently being completed and will be held in the Safety Management System to enable audit, tracking and reporting. Once all assessments are completed and approved, we will also have an insight into the overall risk profile of BTP.

Trauma Incident Management Desk

A Trauma Incident Management Coordinator joined the team in May 2023 on a 12-month secondment to develop the Trauma Incident Management Desk. This will track all trauma contact across the force and signpost officers and staff to the relevant agencies to ensure that individuals have the support they require. A review of the data we capture has commenced and initial changes have been made. We can now begin to identify individuals who have attended multiple incidents across 2,4 and 8 weeks and proactively contact them to offer support. A location dashboard has been added providing a snapshot on incidents by division/sub-division based on number of incidents and number of officers exposed and a basic analysis of incidents by location to aid identification of BTP locations with high levels of exposure. This has enabled us to target support, e.g., we provided onsite TRiM support and a wellbeing dog visit to ASHFORD RS where people had dealt with a traumatic child electrocution and several fatalities in a short space of time. The process to extract information from Control Works re potentially traumatic incidents and transfer to a database is now automated. This has provided a time saving of approx. 2hours per day enabling more proactive work to be undertaken by the wider Wellbeing Team.

TRiM referrals increased in Q2 23/24 (after the introduction of the Post Incident Desk) by 133% compared to Q2 in 22/23

TRiM Review

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

Wellbeing Health Kiosks

From March 2024 a rollout of Health Kiosks will commence across BTP. These are being deployed as part of the existing Employee Assistance Programme. They will initially be sited at 7 hub locations for 1-2 months and can then be relocated to other locations. The Wellpoint Health Kiosk is a state-of-the-art health and wellbeing kiosk which has intuitive touch screen technology to capture key individual health and wellbeing outcomes. Reporting to both the individual employee and through anonymised/aggregated data to the organisation, the analysis typically includes:

- Height
- Weight
- Body Mass Index
- Blood Pressure
- Body Fat Content
- Heart rate
- QRisk3 Heart Age score

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Wellbeing Conversations

Through the introduction of a Wellbeing Conversation template and toolkit, every BTP employee will have the opportunity to have health and wellbeing conversations with their manager, at least annually. As part of these conversations, line managers will be expected to discuss the individual's health and wellbeing, any flexible working requirements or issues relating to equality, diversity, and inclusion. These will be rolled out from April 2024 onwards.

Wellbeing Guardian

We will be introducing a Wellbeing Guardian role at COG driving the Wellbeing agenda at a senior level. The overriding purpose of the Wellbeing Guardian is to routinely challenge the organisation's activities and performance to create a compassionate environment which promotes the culture of wellbeing of our people, where organisational activities empower the holistic health and wellbeing of its entire workforce. A role profile has been created and approved by COG and each member of our Chief Officer Group will take on this role on a rotational basis for 6 months, commencing April 2024.

Fatigue Survey

This study of sleep patterns and fatigue was commissioned to understand the extent, causes and impact of tiredness and fatigue for our employees and to explore possible solutions that might help improve their health, performance and resilience. The study also looked at other areas such as lifestyle habits.

Sleep quantity and quality is intrinsically linked to mental health, the ability to cope and stress. It is also well established that when someone is tired, they may make poor judgements, may be quick to anger (for example use force when other interventions would be wiser), may be slower to react (for example when driving under blue lights) and will have a reduced ability to think logically and creatively.

Through this data, the aim is to develop interventions to reduce fatigue, reduce sickness absence, make our people feel cared for, enabling our people to provide the best possible service to the public.

Results

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

Recommendations include:
- Educating our people about the importance of sleep and the impact of shift work on sleep.
- This education to include key lifestyle barriers to sufficient good quality sleep such as caffeine, gadget use and alcohol to drive long term behavioural change.
- Refresh policies for commuting and driving at work to help minimise the incidence of drowsy driving.

- Encourage a culture of taking rest breaks to boost alertness during a shift.
- Continue to encourage all staff to take their full leave entitlement to enable them to rest and recharge.
- Consider a programme of sleep disorder screening by occupational health.
- Identify areas of the business to pilot light therapy to understand alertness and health benefits.
- Pilot the use of blue-blocking glasses for workers coming off a night shift.
- Working with the National Police Wellbeing Service on an intervention utilising Biostraps amongst different high-risk cohorts within BTP
- Participation ion research with Third Pillar of Health and the National Highways Agency in relation to driver fatigue

Next Steps

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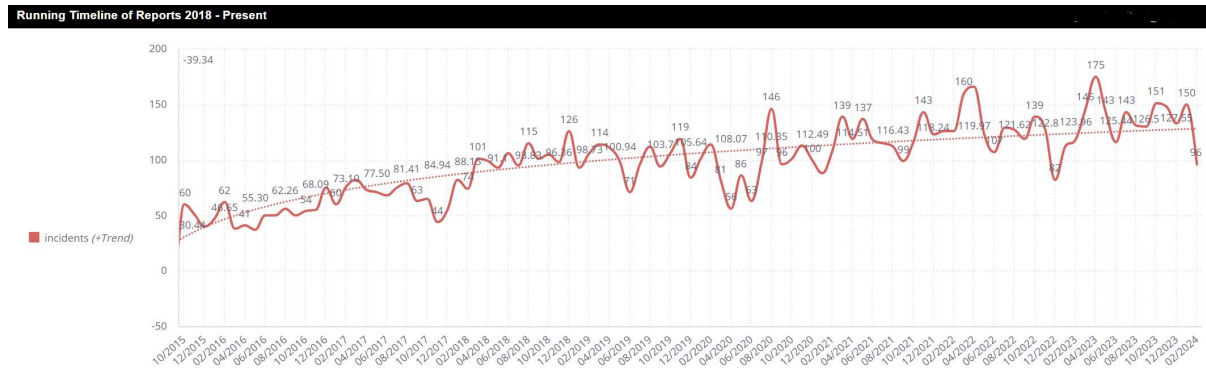
Following the implementation of interventions, a third survey will be held to assess the efficacy of this work.

Health and Safety Data/Statistics
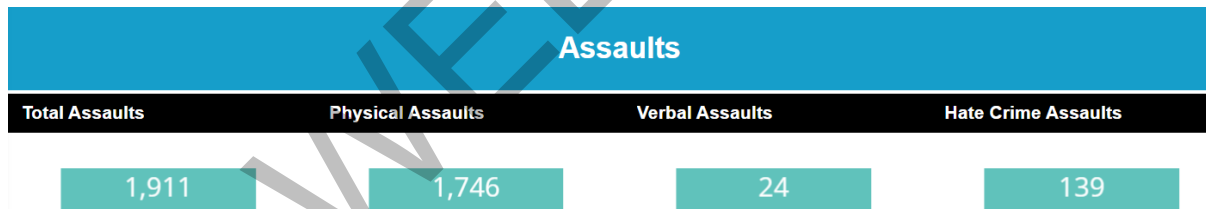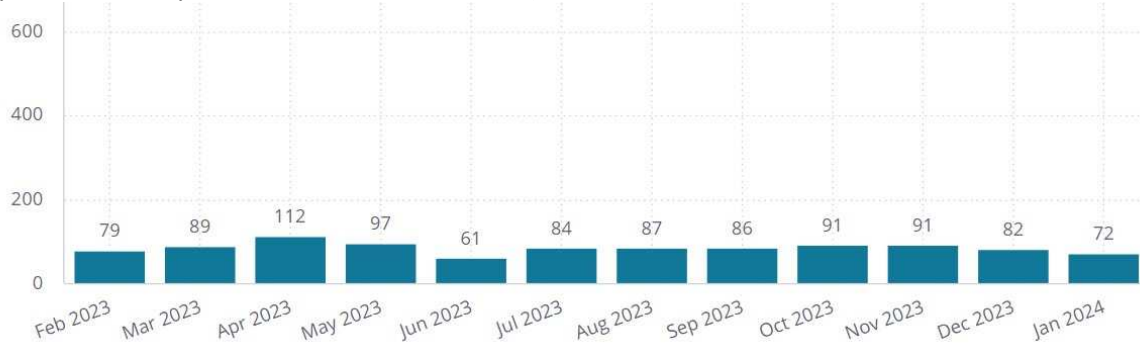
All incident trend from 2015 – Present

Total Number of incidents reported April 2022-Present (all causes)
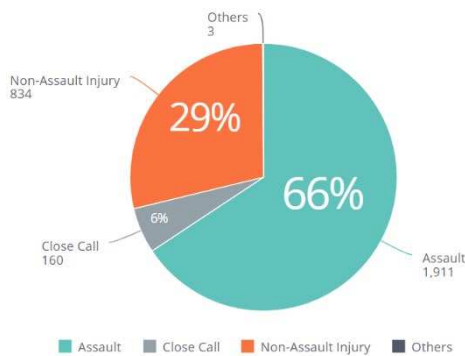
Total Number of assaults reported April 2022 - Present

Assaults			
Total Assaults	Physical Assaults	Verbal Assaults	Hate Crime Assaults
1,911	1,746	24	139

Physical Assault by Month (Previous 12 Months)

Fire Risk Assessment

FRAs By Risk Rating & Approved Status	Substantial Risk By Approved Status		
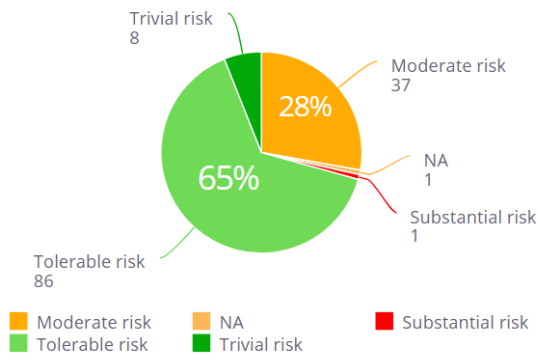
Risk Factor	Sub-Division / Dept	Location
Substantial risk	C: Pennine Sub-Division	York

Pie chart legend:
- Moderate risk
- NA
- Substantial risk
- Tolerable risk
- Trivial risk

Chart values:
- Trivial risk 8
- Moderate risk 37
- NA 1
- Substantial risk 1
- Tolerable risk 86
- 28%
- 65%

Action Tracking

Closure Rate	Actions Raised	Open Actions	Closed Actions
92.64%	4,160	306	3,854

Detailed Report – Occupational Health

Management Referrals – Internal OH delivery

Referral Volume by year
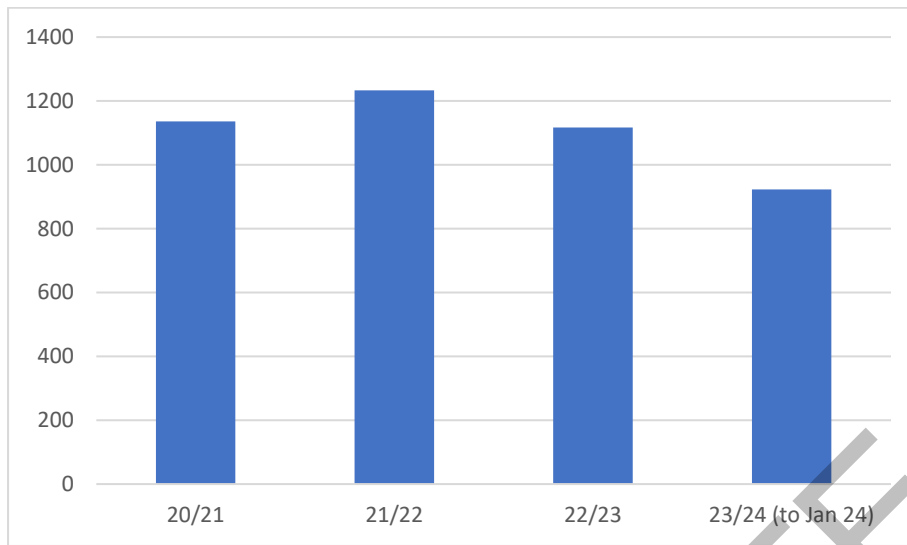
Referral volume by Quarter

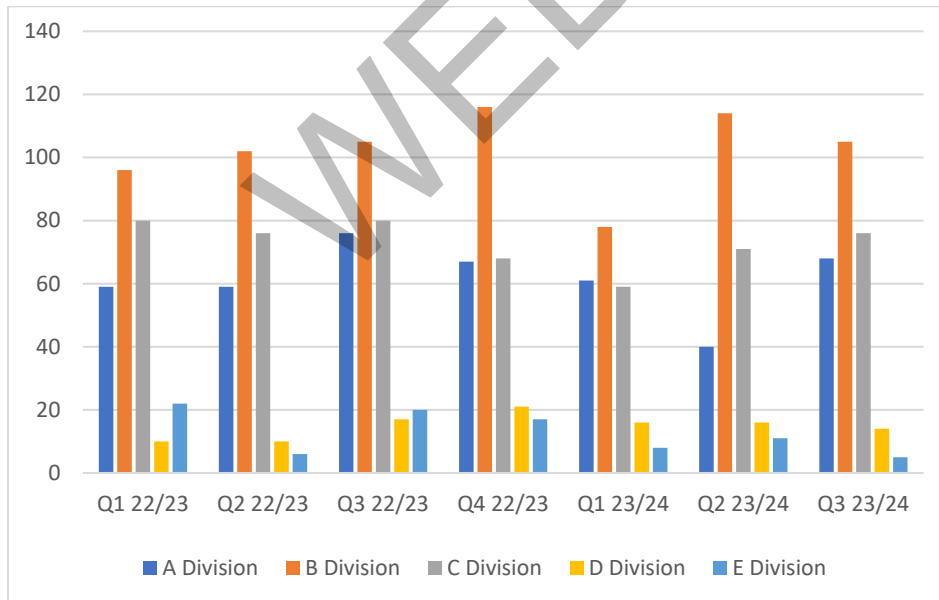| Apr-Jun22	Jul-Sept22	Oct-Dec22	Jan-Mar23	Apr-Jun23	Jul-Sep23	Oct-Dec23
273	256	299	289	291	252	268

Referrals by Division

Optima Data – External supplier

<u>Occupational Health Physician (OHP) referrals</u>

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

OHP Referrals Total 47

OH Referral by Division
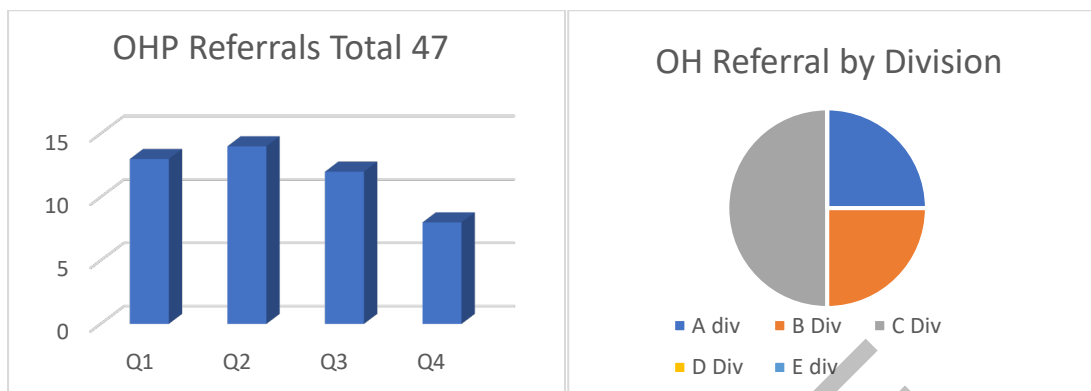
<u>New Recruit Medicals completed.</u>

Apr-22	May 22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov 22	Dec-22	Jan 23	Feb 23	Mar23	Total
58	58	34	100	123	98	36	54	5	42	36	41	685

Apr-23	May 23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov 23	Dec 23
5	1	3	0	4	2	1	1	0

New Recruit medicals now delivered by BTP internal OH service and figures reported below.

<u>Body Fluid Exposure incidents</u>

Body Fluid Exposure by risk

Incident to reporting

22
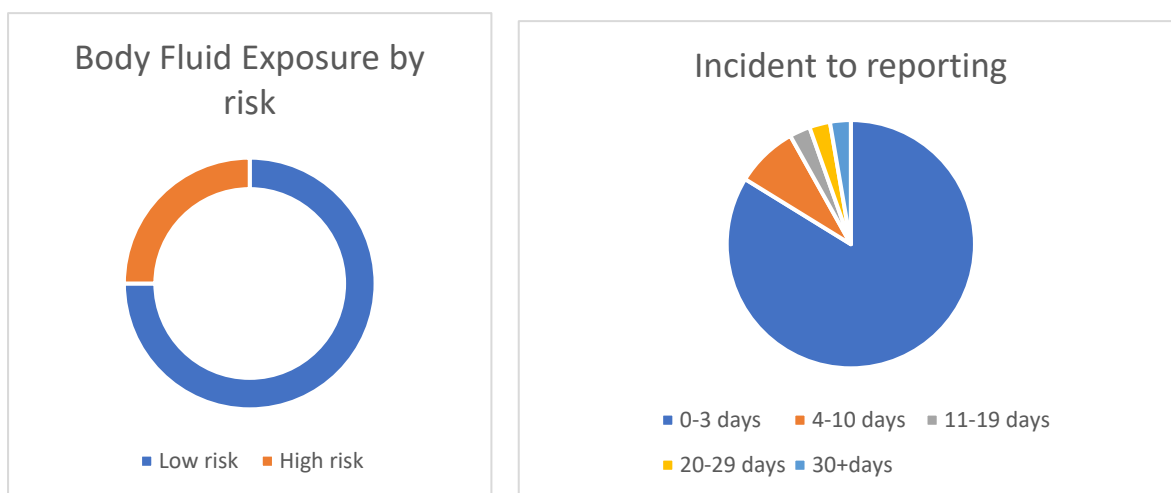
Physiotherapy Service – External supplier

Referrals volumes by Quarter

Quarter	Value
Apr-Jun 22	45
Jul-Sep 22	52
Oct-Dec 22	37
Jan-Mar 23	54
Apr-Jun 23	75
Jul-Sep 23	35
Oct-Dec 23	77
Jan-24	62

Work Related at IA
- Work Related: 57.1%
- Work Exacerbated: 0.0%
- Not Work Related: 42.9%

Referrals by gender
- Male: 28.6%
- Female: 71.4%

Functional Assesment Scores at Initial Assessment (IA) & Discharge (DC)

Measure	Value
Measure 1 IA	37.5
Measure 1 DC	71.9
Measure 2 IA	38
Measure 2 DC	76.7
Measure 3 IA	30
Measure 3 DC	71.3

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Internal OH Service Delivery since December 2023

Recruitment assessments undertaken
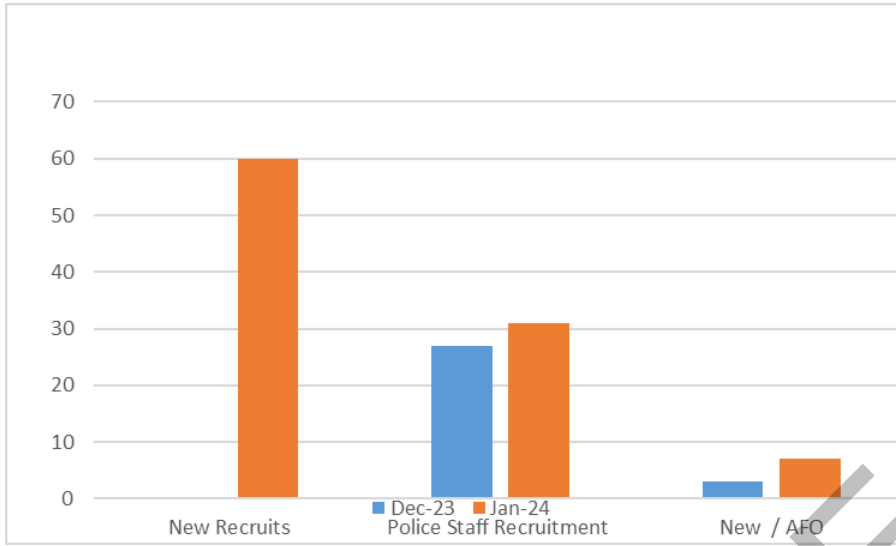
Other Medical assessments Undertaken.
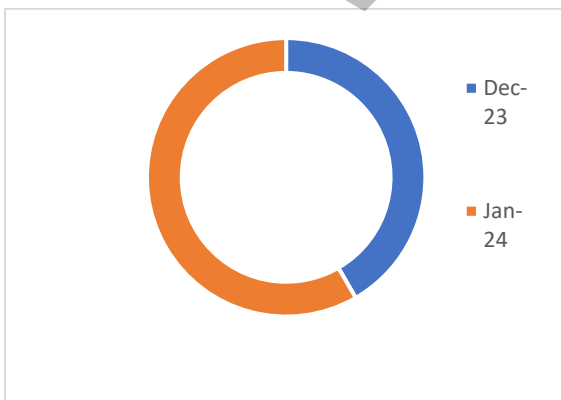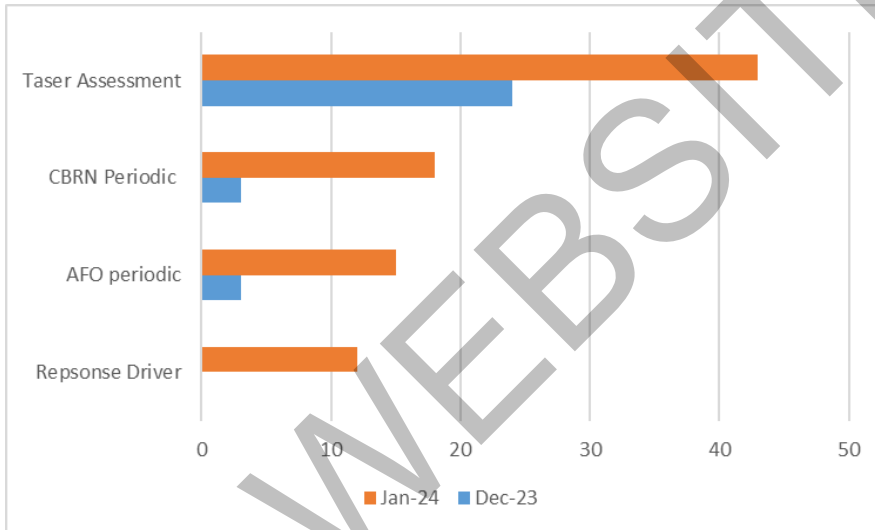
Management referrals submitted Dec23- Jan24

2023 Night worker assessments

There is a Legal requirement to 'offer' Night workers a health assessment annually however assessment is not mandatory, and employees can decline. Night work can be considered via other processes if required e.g. Management referral, Periodic medicals.

Night worker assessment invites sent out v Returned response by Division.
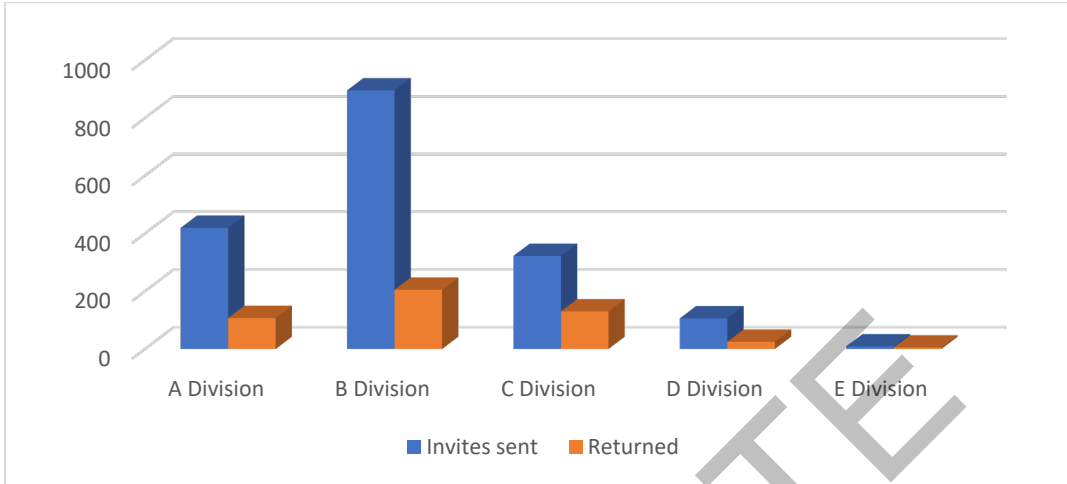
Night worker response received – Health assessment accepted v not accepted by Division.

Invites sent v Reponses received.

25
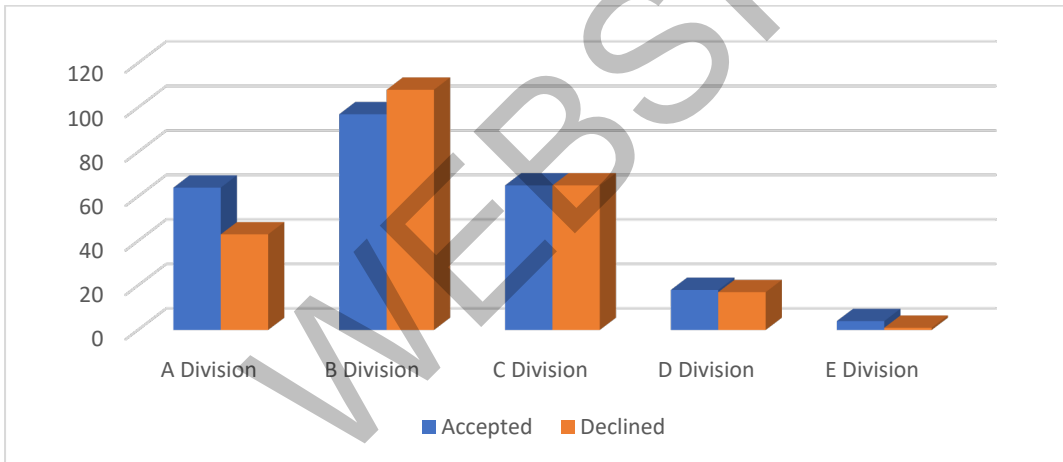
Detailed Report – Wellbeing

Wellbeing Support Services

Data covers 2023/2024 broken down by financial quarters

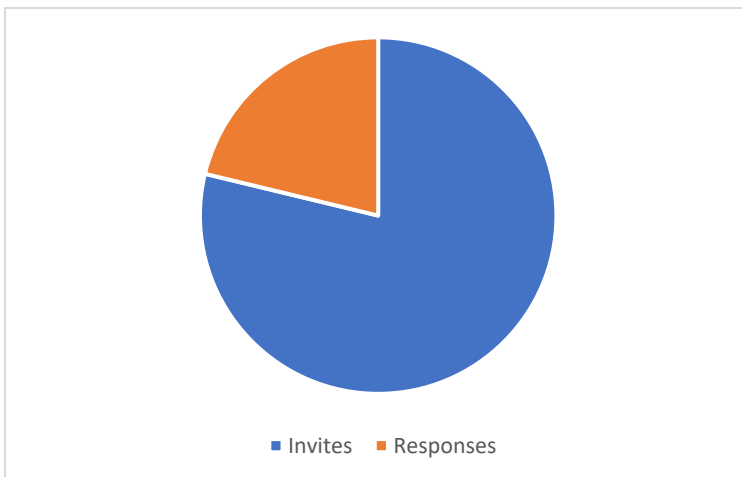|		2023/24-Q1	2023/24-Q2	2023/24-Q3	2023/24-Q4	2023/24-Total
No of TRiM Referrals Completed (this quarter)	**All**	**24**	**35**	**37**	**-**	96
	A Division	2	5	2	-	9
	B Division	7	17	13	-	37
	C Division	11	9	21	-	41
	D Division	4	4	1	-	9
	E Division	-	-	-	-	-
	BTPA	-	-	-	-	-
No of TRiM Debriefs (this quarter)	**All**	**1,324**	**3,317**	**2,596**	**-**	7,237
	A Division	-	-	-	-	-
	B Division	731	1,893	1,278	-	3,902
	C Division	494	1,114	1,062	-	2,670
	D Division	99	310	256	-	665
	E Division	-	-	-	-	-
	BTPA	-	-	-	-	-
No of TRiM Referrals to OH (this quarter)	**All**	**3**	**3**	**2**	**-**	8
	A Division	-	1	1	-	2
	B Division	2	-	-	-	2
	C Division	1	2	1	-	4
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
	BTPA	-	-	-	-	-
EAP Total Contacts	**All**	**70**	**63**	**71**	**-**	204
	A Division	-	-	-	-	-
	B Division	-	-	-	-	-
	C Division	-	-	-	-	-
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
	BTPA				-	-
EAP Accessing Counselling	**All**	**21**	**14**	**12**	**-**	47
	A Division	-	-	-	-	-
	B Division	-	-	-	-	-
	C Division	-	-	-	-	-
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
	BTPA	-	-	-	-	-
Maximus Utilisation	**All**	**13**	**5**	**9**	**-**	27
	A Division	-	-	-	-	-
	B Division	-	-	-	-	-
	C Division	-	-	-	-	-
	D Division	-	-	-	-	-
	E Division	-	-	-	-	-
	BTPA	-	-	-	-	-
Peer Support Interventions	**All**	**23**	**19**	**20**	**-**	62
	A Division	8	3	4	-	15
	B Division	3	6	8	-	17
	C Division	8	9	5	-	22
	D Division	4	-	1	-	5
	E Division	-	-	2	-	2
	BTPA	-	1	-	-	1

- TRiM referrals increased in Q2 (after the introduction of the Post Incident Desk) by 133% compared to Q2 in 22/23

- TRiM debriefs refer to the emails sent daily from TRiM to anyone identified as being involved in a potentially traumatic incident. Feedback has always been that this has felt very 'generic' as the emails were sent as a group and not personalised. As part of the work on the Trauma Post Incident desk, we have now developed a system that enables these emails to go as individuals' emails, addressing the employee by name. This is far more personal and we are seeing a positive response with more replies either requesting help or expressing gratitude for the contact.
- EAP utilisation is 5.7% which is consistent with previous years, it is higher than other organisations which is potentially reflective of our risk profile as well as the engagement work undertaken to publicise the service.
- 21% of calls to EAP result in a referral for counselling, so a significant number are utilising the service for advice and guidance or do not meet the criteria for EAP counselling. There is a risk that this is due to individuals requiring treatment over and above EAP provision and we are exploring this with Optima.
- Virtual Sessions with Maximus (formerly Remploy) for the Access to Work Mental Health service are held regularly, and we continue to refer people to this service however, more work to publicise this service specifically for stress related issues will be planned for 24/25.

EAP Clinical Outcomes
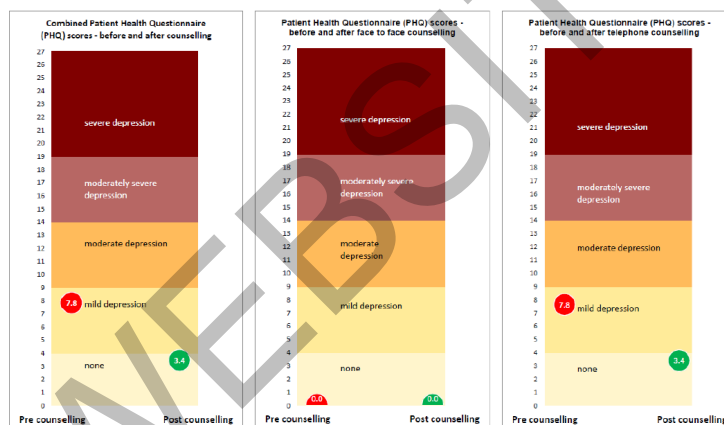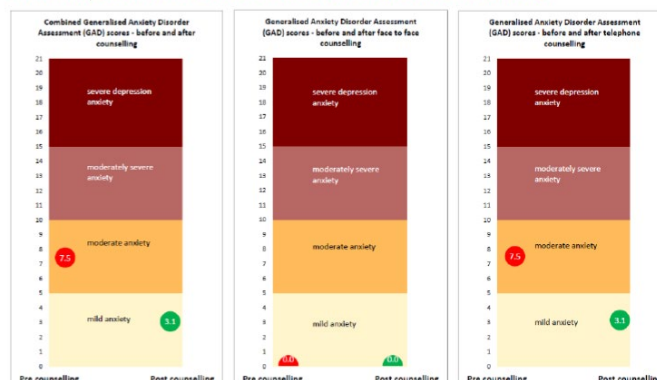
- Clinical outcomes following counselling are excellent, this could be promoted as positive story to encourage people to ask for help and support.

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Wellbeing Hub and Events

Total Wellbeing Hub Service Usage

The Wellbeing Hub has now surpassed 100K site visits since it was launched in 2021.

Unique viewers	Site visits
5046	101729

- The Wellbeing Hub continues to be developed with new functionality and content added regularly linking to awareness days, news articles, latest research, and service improvements.
- We have developed a Power App which can be accessed via the Hub which will enable people to proactively search and contact Wellbeing Peer Supporters.

- The Occupational Health page on the Hub is one of the most frequently accessed so we will work with OH to develop this further when OH Futures is delivered.
- Whilst the Hub is available on all mobile devices and is compatible with mobile use 94.7% of site traffic is coming from desktops. There is a risk that operationally deployed employees may not be accessing and benefiting from the content, consideration will be given to develop a campaign specifically promoting mobile access.

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Events/Webinars/Briefings

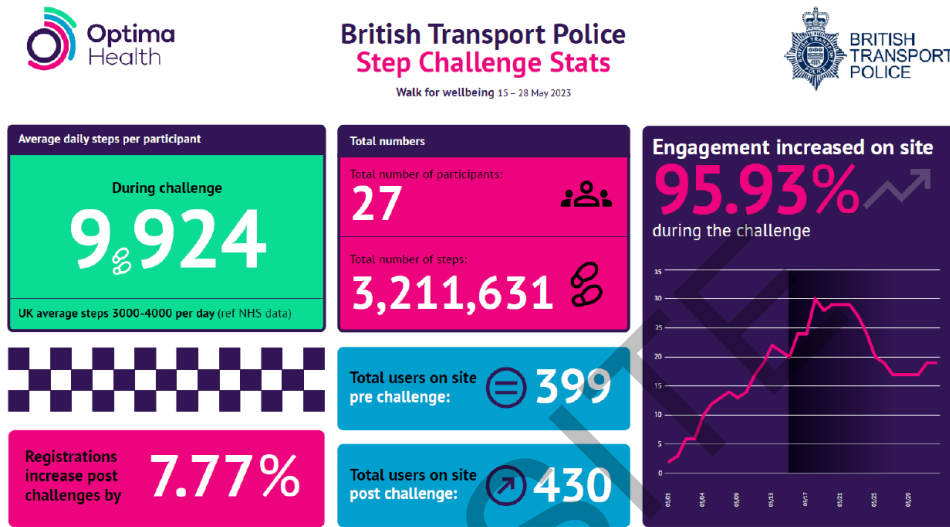|		
7th September	Optima - Healthy Heart	10
11th September	Optima Health: Suicide Awareness	13
10th October	Optima Health: Mental Health Awareness	21
18th October	Optima Health: Working through the menopause	10
2nd November	Optma Health; Building Personal Resilience	9
14th November	Optima Health: Nutrition	23
14th November	Optima Health: Building Healthy Habits	20
14th November	Superwellness: Healthy Meal Planning for Shiftwork	11
14th November	Onebright Efficacy: Trauma and PTSD	16
14th November	Optima Health: improving wellbeing	12
14th November	Police Mutual Budgeting and Financial Wellbeing	15
14th November	Optima Health Neurodivergence at Work	29
15th November	Optima Health Financial Wellbeing	14
15th November	Wellbeing Festival Pension Q&A session	6
15th November	State of mind sport	13
15th November	Optima Health Winter Wellbeing	15
15th November	Wellbeing Festival Pension Q&A session	0
15th November	The Jordan Legacy on 'How to Cope with the 'S' word	7
15th November	SuperWellness - 8 Steps to Better Sleep	14
15th November	The Breath Connection	8
15th November	Maximus - Stress and Mental Health at Work	13
15th November	Optima Health Vicarious Trauma	12
15th November	Optima Health: Managing stress and burnout	17
13th December	Optima Health: Winter Wellbeing	12
10th January 2024	Alcohol change - Alcohol Awareness	22
18th January 2024	Alcohol change - Alcohol Awareness	13
30th January 2024	Alcohol change - Alcohol Awareness	12
	total:	367

- We delivered a programme of 27 Wellbeing Webinars throughout 2023 with key themes identified and aligned to national awareness dates such as Men's Health Week, Mental Health Awareness week.
- We have a comprehensive programme planned for 23/24 covering topics such as nutrition, stress and burnout.
- We held two 2-day wellbeing events in Birmingham and Manchester, with the Chief Constable opening the Birmingham Event. Guest Speakers included a former Met Office who was diagnosed with PTSD, State of Mind Sport, Clinical Psychologist DR Rachael Handley, Dr Andrew Kinder. Additionally, we had occupational health on site providing blood pressure checks and several employees were provided with guidance and advised to speak to their GP. We have plans to grow these events with onsite Health Kiosks, more keynote speakers, additional yoga sessions as well as running a virtual two-day event alongside to ensure all employees can benefit. In November we held a two-day Virtual Wellbeing Event with a mixture of live and recorded sessions to increase accessibility across the force. We will be holding further live onsite events when the recruitment into the team is completed, with Cardiff, Scotland, Leeds and London are being considered as locations for 2024.

- We held a Walking for Wellbeing step challenge in May to encourage exercise and physical activity, this was linked to Mental Health awareness week to emphasise the positive connection between exercise and good mental health. Whilst take up was limited those that participated really engaged with the challenge completing an impressive 3, 211, 631 across the challenge.
- The challenge was housed in the Optimise Workplace Wellbeing app which did see an increase in downloads of the Optimise app however numbers are still extremely low, so more work is needed to promote the app.T he next challenge will be held in May 2024.

Steps Challenge Results

Optima Health

**British Transport Police
Step Challenge Stats**
Walk for wellbeing 15 – 28 May 2023

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Average daily steps per participant
During challenge
9,924
UK average steps 3000-4000 per day (ref NHS data)

Registrations increase post challenges by **7.77%**

Total numbers
Total number of participants:
27
Total number of steps:
3,211,631

Total users on site pre challenge: **399**
Total users on site post challenge: **430**

Engagement increased on site
95.93%
during the challenge

People and Culture Committee | **7 March 2024**

BRITISH TRANSPORT POLICE

Goal 1: Well Trained Developing skills for the future

Christopher Horton, Head of Learning and Development

Purpose of the Paper

To advise the Committee of how we are ensuring that our staff and officers are well trained and future focussed retaining and developing talent and improving the quality of performance.
- Ownership of self-development through the use of technology (MyLearn)and self motivated learning as well the the apprenticeship being the default position for gaining professional qualifications.
- Review of police entry routes to encourage flexibility of joiners.
- Impact of strategic learning requirement aligned to strategic priorities.
- Continued use of technology to remove geography as a barrier and improve accessibility.
- Development and embedding of inclusive talent and succession planning to equip our leaders of the future and fast track progression.
- Positive Action development to increase the diversity of our talent.
- Embedding coaching and mentoring across all programmes and induction expanding its reach and focusing on diversity of coaches to meet the needs of our learners.

Outcome Sought
That PCC:
- Note the activity, success and next steps towards delivery of Goal 1 which has resulted in the All People Survey score 'I feel appropriately trained to carry out my role' improvement by 6% to a 70% positive in 2023.

Goal 1 – Well Trained

BRITISH TRANSPORT POLICE

MyLearn Statistics

08/02/2024

30.1K COURSE ENROLMENTS & 21K COURSE COMPLETIONS

5.76 avg courses per individual

319,649 site visits since launch

99% of our force have visited MyLearn since we launched.

94% desktop users
6% mobile users

New courses and resources on MyLearn include:
- Counter Corruption
- Age of Criminal Responsibility Act (2019)
- Resilience
- PCSO Powers and Decision Making
- Welsh Language Level 1

BTP Community Networks Learning Hub coming soon!

If you are looking to access learning anytime, anywhere, on any device...

Visit MyLearn today!

We have exceeded the target of 66% of the organisation accessing learning content using MyLearn with 99% of employees visiting my Learn and over 30,000 enrolments.

- All our digital learning content has been reviewed and transferred to MyLearn to ensure our people enjoy the best online learning experience possible.

- We have launched a number of new programmes including a variety of specific courses to support inclusion and diversity ensuring all ways of learning are catered for, working in partnership with our I&D team.

- We continue to add new learning content with the ambition that all our L&D programme content is accessible to employees as a resource, irrespective of working pattern or geography.

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Goal 1 – Well Trained Strategic Learning Requirement

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What is the Strategic Learning Requirement

The Strategic Learning Requirement (SLR) is a strategic assessment of the skills and learning required to enable our people to achieve our strategic objectives.

- The SLR looks at the rolling five-year learning requirement per department and is reviewed annually.

- Heads of department have strategic oversight of the training of their people. This includes a MoSCoW (MUST, SHOULD, COULD, WONT) rating to help prioritise investment in training.

- The SLR helps to improve financial forecasting. It has also contributed to the capability review, budget submission and wider transformation planning.

- It has provided greater insight in how long-term training needs are best delivered in future (external vs internal) and aligned to the Capability Model

Investment

Following the development of the SLR it identified a year one investment of £1.3m to fund all the 'MUST' training against a budget of £1.1m. In October 2023 the external training budget was reduced by £200k requiring a further review of 'MUST' training.

An uplift in the budget of £150k has been provided for 2024.

Outcomes for 2023/24

Increase investment in divisional training for public order command, search and working at heights to maintain capability within public order policing.

Increase in Health and Safety training for all senior leaders.

Core leadership development programme investment for Police Staff, Sergeants, Inspectors, Chief Inspectors and Superintendents. This included £40k for new critical and major incident command training.

The Crime portfolio booked only 42% of requested 'MUST' training. This was due to a combination of course availability and pause in training spend at the end of 2023.

Risks

Roll over of MUST & SHOULD training into 2024.

Lead times for specialist & high demand courses impact on abstraction.

Goal 1: Well Trained – Talent & Succession Planning

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PDR Rating, Objective Setting & Talent Assessments (March – April)

COG Talent Boards (June)

Talent Pool Development (July – April)

5 Tier Inclusive Talent framework that supports employees wherever they are at in relation to their aspirations.
Upon completion of their end of year PDR, they are invited to join the Talent Pool relative to their PDR rating
They complete a careers aspiration form, highlighting their 3 top strengths are and the 3 top areas they want development in

Development ranges from masterclasses via Teams to job shadowing or project working.

46 Talent Development sessions delivered so far during 2023/24
Coaching & Mentoring: support and training provided

Positive action programmes

Black Talent Development Programme - 6 modules leadership course with optional career pathway exposure. Coaching and mentoring integrated throughout the programme. Pilot starts in June 2024.

Signposting – leadership training, apprenticeships & CoP

Review and Evaluation mid-year October & end-of-year April

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Goal 1: Well Trained – Talent & Succession Planning

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→ 🚉 **Platform 1**

Talent Assessment: **Accelerate**
Talent Pool: **Top**

On this Platform 1, you'll be highly engaged in improving processes to benefit what we do as a Force. You proactively take on challenges way above your role or rank and deliver high standards on your objectives. People on this platform are forward thinking visionaries! Your development may include Fast Track promotion training, development projects where you'll work closely with senior leaders, or you could represent BTP at events and lead change programmes with our partners.

→ 🚉 **Platform 1**

Talent Assessment: **Flow**
Talent Pool: **Talented**

On this Platform 1, you consistently excel and exceed the expectations of your role. You successfully take on extra responsibilities and encourage collective team success and collaboration. Your development may include getting involved in strategic projects assigned by Departmental Leadership Teams. You might get access to development activities for promotion boards and assessment centres. You could also take on a higher-level apprenticeship or professional qualification.

→ 🚉 **Platform 2**

Talent Assessment: **Stretch**
Talent Pool: **Aspiring**

On Platform 2, you are achieving all your objectives and, on a number of occasions, have exceeded what's expected of you. You're showing real potential to take on more challenges, responsibilities and projects. To develop even further, you could be offered opportunities such as Talent Taster initiatives within other departments/areas or even job rotation/shadowing exercises. You may attend leadership training or further your coaching/mentoring skills.

→ 🚉 **Platform 3**

Talent Assessment: **Grow**
Talent Pool: **Performing**

On Platform 3, you are doing your job really well, achieving all your objectives and the demands of the role. You are modelling great behaviours in line with our BTP values. Could you become a mentor or coach to help others do the same? You're in a good place to grow within your role by taking on some Continuing Professional Development (CPD) to support your employability and keep you updated with current practices in your area.

→ 🚉 **Platform 4**

Talent Assessment: **Support**
Talent Pool: **Developing**

On Platform 4, you would have met some of your objectives, but you might need more support and direction to reach them all and the behaviours required. It might be because you're new or returning to work. You might be offered some mentoring or be set up on a Personal Development Plan. You may benefit from our range of MyLearn courses to refresh your skills.

→ 🚉 **Platform 5**

Talent Assessment: **Address**
Talent Pool: **Under Performance**

On Platform 5, you might not have been able to demonstrate how you have met your objectives or reached the behaviour standards as part of our values. You might be placed on an informal Performance Improvement Plan to provide you with proactive performance coaching and training to support you in getting back to where you need to be.

Distribution Curve Improving

Mid-year 2023/24 Talent Assessments

TA	% MY 2023/24
Top Talent	1%
Talented	8%
Aspiring Talent	33%
Performing Talent	49%
Developing Talent	4%
Under performing	0.25%
Unable to rate	4.75%

Compared to

End of year 2022/23 Talent Assessments

TA	% EOY 2022/23
Top Talent	3%
Talented	16%
Aspiring Talent	45%
Performing Talent	31%
Developing Talent	2%
Under performing	0.25%
Unable to rate	4.75%

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Goal 1: Well Trained – Talent & Succession Planning

Talent Development Framework Impact

For the first time ever, BTP can see how the workforce is performing and where our Talent, which varies in relation to readiness, are within the organisation and can be targeted for pieces of work, based on the top three strengths provided.

BTP will have a centralised Succession Planning framework that supports local practices and builds resilience within the Force, another first.

We have career development support for both police officers and police staff now. Feedback suggested previously there wasn't much for staff.

Using the performance appraisal system, to start the talent identification aspect, reduces the likelihood of nepotism, as evidence needs to be provided that the individual is performing above expectations of their role before, they can go for a promotion board.

The programme provides a consistent approach to performance management, with clear indicators of what we expect to for each level.

The ability to mobilise internal talent, in certain areas is more accessible and strives towards a Grow Our Own mindset.

Weaving coaching skills and support throughout the pools to encourage ownership and accountability.

Shortlisted for:- PPMA Award for Best Talent Programme 2024

Breakdown of Talent Pool and Employee Type - 2023:

Talent Pool:	PDR Rating / Talent Assessment:	Officer Opt In:	Staff Opt In:	Total Opted In:
Top Talent Pool	1 - Accelerate	48	26	74
Talented Pool	1 - Flow	106	56	162
Aspiring Talent Pool	2 - Stretch	208	96	304
Performing Talent Pool	3 - Grow	40	42	82
Developing Talent Pool	4 - Develop	2	8	10
	Total:	404	228	632

Ethnicity and Gender Split:

Ethnicity:	Male:	Female:	Total:
White	50%	30%	80%
Ethnic Minorty	8%	8%	16%
Not Stated	3%	1%	4%
Total:	61%	39%	100%

Goal 1: Well Trained – Talent & Succession Planning

Coaching & Mentoring

- New Coaching & Mentoring Lead started January 2024. Set up drop-in sessions and 1:1 with our coaches and mentors, consulting on what we're doing well and what we could do better, about improving culture within BTP.

- Improving APP functionality.

- Pathways to coaching & mentoring and CPD sessions set up.

- Coaching and mentoring for performance linked to all Leadership Programmes.

- Coaching conference working with external partners continuing with postponed conference to be held in 2024.

Career Development

- Promotion workshops running regularly.

- Career development workshops for staff running monthly.

- Study skills workshops for SGT and Insp exams.

- Fast Track PA and Information sessions running.

- Black Talent Development Programme, dates ready and career pathways being designed.

- Delivered 42 Talent Pool development sessions so far, during performance year

Goal 1: Well Trained – Talent & Succession Planning

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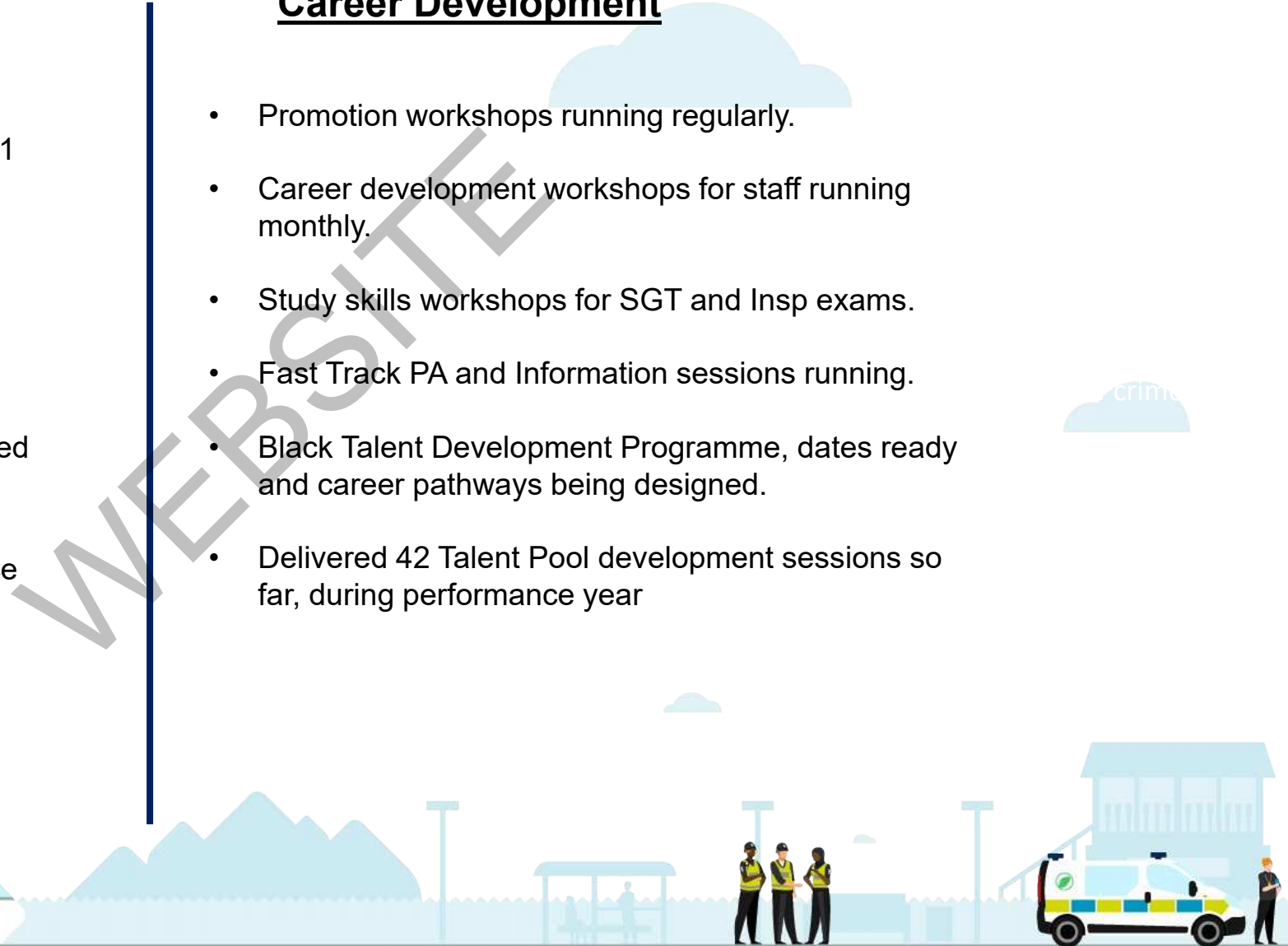
Next steps - Succession Planning Framework

Annual PDR and Talent Development Cycle – Apr to Mar

Identification of Business-Critical Role (April)

Determine Role Category

Business Critical	Specialist	Hard to Fill
Is the role crucial to the achievement of BTP's objectives?	Does the role require specialist knowledge, skill, or experience?	Do we know the role is hard to fill / retain? (i.e. salary, geographical)

Risk Assessment of Business-Critical Role (May)

Determine Risk Status to Inform Urgency of Succession Planning Activities

High	Medium	Low
Is the role likely to become vacant within 12 months?	Is the role likely to become vacant within the next 12-24 months?	Is the role unlikely to become vacant within the next 2 years?

Identification of Potential Successors (Jul - Aug)

Utilise Supporting Resources and Toolkits

Review Essential Criteria in Business-Critical role's Job Description	Review Establishment and previous Performance Year PDR Data – Ratings of 1 and 2	Complete Potential Ratings Matrix to determine individual readiness, if required

Assessing and Developing Identified Successors (Sept - Oct)

Utilise Supporting Resources and Toolkits

Talent Hub - Succession Planning Tab and Training Module	Career Development Plan Template	Progress Reviews linked to PDR Timescales – Apr and Oct

Ongoing Governance

Annual Talent Board Activities

Review of Business-Critical Roles to ensure accuracy	Review of PDR and Talent Development Data	Reviewing progress and readiness of identified successors

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People and Culture Committee | **7 March 2024**

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**Goal 4: Well Led
Building Brilliant
Leaders**

Christopher Horton,
Head of Learning and
Development

Purpose of the Paper

To provide an update on how we are improving our leadership offering creating thoughtful, inclusive, effective leaders.

Our people deserve to be well led by leaders who develop, coach and care for them; who listen and inspire.

- Review of the Senior Leadership Development Programme and next steps.
- Feedback on new Management Foundation Programme.
- Proposed Mid and Senior Level Development.
- Development of Leadership Behaviours to be held account and aligned to our values.
- Redesign and outcome of Spans of Control

Outcome Sought
That PCC:
- Note the activity, impact and next steps towards delivery of building brilliant leaders.

Goal 4 – Building Brilliant Leaders

Review of Senior Leadership Development Programme (SLDP)

- 4 cohorts of 73 leaders (C002/Superintendent and above) delivered through 22/2023.
- Focus on leader as host, listening, openness, working with colleagues and leadership behaviours.
- Action Learning Sets to encourage social learning and exploration of topics/challenges.
- 10 objectives were set at the beginning of the programme and feedback obtained at the end of the programme.

Benefit / Change noticed	% Reported
Host Leadership	34.2%
Listening	21.1%
Openness, including to different opinions	18.4%
Working with colleagues	39.5%
Action Learning Sets	23.7%

Reflecting on my experience of the SLDP overall, to what extent have the following objectives been met?

Legend: Cohort 1, Cohort 2, Cohort 3, Cohort 4, All

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Goal 4 – Building Brilliant Leaders

Senior Leader Impact - All People Survey Results

- ✓ Our senior leaders display our values +2% to 39% positive
- ✓ Our senior leaders communicate our strategy in a way that motivates me +1% to 26% positive
- ✓ Our senior leaders set clear direction +9% to 38% positive
- ✓ Our senior leaders take time to explain the rationale for change +7 to 32% positive

- I have confidence in senior leaders at BTP -1% reduced to 34% positive

Next Steps

- Senior Leadership Development Programme (outlined below)
- Senior Talent Development boards
- Continued Professional Development Learning events based on feedback from SLDP including
- Promote and improved take up of Senior leaders Level 7 apprenticeships.
- Working with Exeter University offering both a Level 7 Senior Leader and a Senior People Professional programme.

Goal 4 – Building Brilliant Leaders

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- Clear leadership development pathway designed to build leadership and management capability as participants progress through the pathway.
- Flexible approach to pathway, step on, step off and accelerated routes linked with talent management and potential
- Strong link at all levels with focus on leader as coach and mentor.
- As an individual progresses through the pathway, development plans become more bespoke to the individual.

Foundation Management Programme for Sergeants and Police Staff

- o Modular approach to ensure inclusive and flexible learning as per L&D strategy.
- o Focus on both leadership and operational skills development for role.
- o Coaching and mentoring to all newly promoted in partnership with Talent Management.
- o All leaders offered additional professional development Level 3 Team Leader apprenticeship.
- o Went live June 2023

Current take up:-

Newly Promoted Sergeants:
101 signed up
19 completed
13 haven't started
69 underway

Staff:
28 signed up
2 completed
10 haven't started
16 underway

Foundation Management Programme Outline

Leadership development

- Leadership and team culture
- Managing performance and people
- Inclusive leadership
- Stakeholder management
- Coaching conversations
- Compassionate leadership
- Motivating your team

Operational Skills

- Major Incident and CT (Operational)
- Niche and digital skills
- Briefing and tasking
- Fatality management
- Managing vulnerability
- Problem solving
- Managing investigations
- Professional standards
- Health and Safety

Personal development

- Team Leader apprenticeship at Level 3
- Access to a coach and/or mentor

Goal 4 – Building Brilliant Leaders

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Police Constable (PC) to Sergeant

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JOIN at week 90

Intro to Leadership
- Values/Org
- Leadership Standards
- Intro to Coaching
- Speak Up/Speak Out
- Your Leadership Journey

Pass Probation available to all ranks
- Mentor/Coach
- COP Resources
- MyLearn Resources
- Apprenticeships
- Reflective Journalling

SGT Taster Day Guest Speakers, Hydra, Optional Job Shadowing

Exam/HGD +3 in PDR can apply for exam — Aspiring 1 and 2 can do before exam

- Managing Performance and Sickness
- BTP Context
- Performance and Data Analysis
- Leadership Styles
- OP Hampshire
- Wellbeing
- Reflective Practise/PSD
- Disruption
- Vulnerability
- Stop Search
- Intro to Event Command
- Presentation Skills
- Insights
- Diversity and Inclusion
- PDRs/Talent
- Offer of Level 3 Apprenticeship
- Managing Investigations/NICHE

SGT Passed Board Step 4 NPPF
- Workbook Assessment
- Event Commander Course
- Major Incident Course
- Stakeholder Managment
- Coaching Conversations (developed)
- Compassion and EI
- Motivators
- Briefings/Debriefings
- Problem Solving
- Comp Policing
- Critical Incidents

WEBSITE

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Goal 4 – Building Brilliant Leaders

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Mid-Level Leadership Development Programme – to be rolled out 2024

- Personal leadership
- Team leadership
- Organisational leadership
- Inclusive leadership
- External leadership
- Reflective practice
- Critical thinking
- External Leadership/Stakeholders
- SDO specific training (4-day course)
- Finance

Operational Leadership (officers)

- Major incidents
- Critical incidents
- Managing disruption
- Managing vulnerability
- Professional Standards
- Investigations and major crime
- Health, safety and wellbeing
- Niche and digital skills

Personal development

- Leadership and Management apprenticeship at level 5 or 7
- Allocation of a coach/mentor

Mid-level Leadership Development Programme

- Delivered via modules that provide leadership and operational training.
- Insight personality profile to aid understanding of self as a leader and impact on others.
- Action Learning Sets (ALS) to support group (social learning) and learning logs to support reflective practice.
- Dedicated additional training for both Force Incident Managers and Senior Duty Officers
- All candidates offered access to either a level 5 or level 7 apprenticeship to continue their professional development (level depends on prior experience).
- Chief Inspectors/Staff grade equivalents have an additional 1:1 with leadership and talent to develop an individual development plan.

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Goal 4 – Building Brilliant Leaders

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Senior Level Leadership development – to be rolled out 2024

- Compassionate leadership
- Developing people
- Stakeholder management
- Reflective practice
- Critical thinking
- Finance and business management
- Leading change
- Leading performance

Operational Leadership (officers)

- Gold//Magic/SFC/CBRN
- Custody and pace authorities
- Telecoms authorities
- Section 60/60AA
- On call (GSB, Critical, Major Incidents)
- Performance leadership
- Misconduct/UPOP

Personal development

- Level 7 Senior Leader and Level 7 Senior People Professional with optional MSc qualification.
- Allocation of a coach and/or mentor
- Executive Leadership Programme (College of Policing) for aspiring chief officers

Senior Leadership Development

- Newly promoted senior leaders have a 1:1 development planning session with leadership and talent team.
- A bespoke development plan is agreed for individuals based on development needs and potential.
- Core leadership and operational modules delivered relevant to role.
- Access to suitable level 7 apprenticeship that support the individual's personal development plan.
- Allocation of suitable coach and mentor.
- Allocation of College of Policing Courses relevant to role and/or development plan (Gold Public Order, MAGIC, Strategic Firearms Command etc)
- Secondments and attachments as identified within the individuals personal development plan

Goal 4: Well Led – Building Brilliant Leaders

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Leadership Behaviours

Inclusive
- We are approachable and relatable
- We trust and are trusting
- We respect individual differences and actively seek diverse opinions and ideas

Compassionate
- We are kind, caring and take responsibility for the wellbeing of others
- We foster a positive and inclusive culture.
- We are humble and selfless

Courageous
- We speak with honesty and act with integrity
- We offer constructive challenge (even upwards)
- We are open to feedback, and can discuss our own mistakes to share learning with others

Delivers value
- We are forward-thinking and look for ways to continuously improve
- We collaborate to get things done and achieve better outcomes than we could alone
- We are innovative, in what we do and how we do it

Communication
- We are self-reflective and thoughtful
- We are patient, listening more than we speak
- We invest in developing ourselves and others

Inspiring
- We champion our people
- We enable ourselves and others
- We are passionate and dedicated

Inclusive · Delivers value · Communication · Inspiring · Courageous · Compassion · One BTP · Proud to protect · We care · Do the right thing · Strive to be better every day · Us at our best

- Aligned to values
- Linked to Ethics
- Focussed throughout leadership programme
- Feedback questions aligned to 360
- Links to inclusive/servant leadership
- Developed by leaders
- To be communicated and adopted through recruitment, promotion and leadership programmes.

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Goal 4 – Building Brilliant Leaders

Outcome of Layers and Spans of Control Project

Lack of empowerment and increasing hierarchical bureaucracy hindering quick and creative leadership were consistent factors in our annual All People Survey. This, along with the need to rebalance our ambitious A Force on the move transformation portfolio has led to a review of the Layers and Spans of control within BTP. The efficiencies generated from this review will be reinvested to fund the continued improvements, and modernisation work within BTP.

We need to adapt to new demands: It is pivotal that our leadership model can adapt to differing external factors and new demands which not only change the way we do (and must) police but are also critical to our reputation and public confidence: (Post covid, legitimacy, Manchester Arena attack public enquiry/The Protect Duty where BTP has been subject to significant public scrutiny, the formation of the Great British Railway, Desk Based Investigations (DBI), DfT efficiencies/economic landscape and HMICFRS reports, findings, and recommendations).

Opportunity for optimisation: The superintendent rank was identified as an opportunity area for optimisation based on the HMICFRS Value for Money data, used to work out spans of control for all ranks along with a benchmarking exercise against the 43 Home Office forces. It was however, recognised that we are a unique Force, and our Layers and Spans cannot be solely compared to other forces. As such, the current superintendent structure was assessed using quantitative data and professional judgement. A RAG status was awarded, considering factors such as: Spans of control (1st Line) , total command (headcount), operational demand of command (where relevant), financial responsibility/risk of post, leadership layers/resilience within wider command/function, force command resilience risk, employee risk . In addition there was an opportunity to address current levels of administration demand placed on our leaders through key enabling activity to ensure more equitable and fair distribution of workload, for example undertaking a review of Superintendent portfolios.

Outcome

Inspectors – removal of 17 Inspector posts across A/B/C/E Divisions. 5 of these roles have been reprofiled as a PS rather than fully deleting the positions. Implementation of a new operational policing model with Duty Officer cover being enhanced by Station Commanders providing additional resilience.
Chief Inspectors – no change.
Superintendents – removal of 3 Supt posts. Removal of Supt Force Control Room (8 spans of control) has delayered the total command of 174 to 3 of the CI's within FCR. Removal of Supt Drones & Disruption (2 spans of control) has delayered the total command of 141 to the CI and to the HoD secondee that was introduced (Network Rail) and removal of Supt C-Div Operations (1 span of control) has delayered the total command of 91 to the CI

£1.7M reinvestment into AFOTM and projects such as Capacity Planning Tool, Drones Discovery, Integrated Security and Policing, and Mental Health Crisis to Care.

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Report To: People & Culture Committee

Date: 7 March 2024

Subject: Complaint Reviews – Annual Report 2023

Author: Governance Manager/Head of Legitimacy and Performance

For: Information

1.   Purpose of the Paper

1.1   This paper provides Members of the Committee with a briefing on the complaint reviews received in 2023 and reports on the findings, themes and wider organisational learning emerging from the BTPA Complaints Review Panel.

1.2   The People and Culture Committee is invited to note the contents of the report with a view to it being shared with the Full Authority Membership.

2.   Background

2.1   This is the third year since the establishment of the Complaints Review Panel within the BTPA governance structure, which was implemented in response to changes introduced by the 2020 British Transport Police Regulations.

2.2   The Panel currently comprises three[1] Members of the Authority and a member of the Executive Senior Leadership Team, who take it in turns to chair. Its purpose is to independently review BTP's handling of complaints in response to requests from members of the public and to determine whether the complaint was dealt with reasonably and proportionately. Dependent on its findings, the Panel will determine whether the review is upheld and make recommendations in support of further action being taken, as appropriate.

2.3   During the review process, the Panel also considers any themes, trends and/or wider organisational learning emerging from the cases under review. This is approached both though the lens of the review process but also with the BTPA's oversight responsibilities in mind. Written feedback is shared directly with PSD's Complaints Resolution Team (CRT) soon after each Panel meeting, and the Executive team meets quarterly in person with the supervisors to highlight good practice and identify areas for improvement. Occasionally and by exception, some cases are raised at a more senior level.

2.4   There remains a strong focus on professionalism within policing. This Panel provides an opportunity for Members to get closer to policing on the frontline and understand some of the issues and concerns raised by members of the public.

3.   Findings

3.1   The table below shows the number of complaints recorded by PSD; the number of review requests received by BTPA, and the outcome of those cases as determined by the Panel, alongside previous years' figures for comparison.

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[1] This will increase from two to three Authority Members following the recruitment of an additional member and will take effect from March 2024.

Year	Recorded complaints	Reviews	Upheld	Not upheld
2021	877	15 (1.7%)	3 (20%)	12 (80%)
2022	822	29 (3.5%)	6 (21%)	23 (79%)
2023	763	41 (5.4%)	3(7%)	36 (87%) +2 rejected OOT

3.2 The number of recorded complaints has decreased between 2021 and 2023 since the implementation of the regulations on 4 January 2021 but both the number and proportion of reviews requested has increased. Of the 763 complaints recorded in 2023 5.4% of complainants exercised their right to request a review of their complaint outcome. The proportion upheld has reduced to 7% this year. Work is beginning to benchmark across forces, which is challenging given the differing complaints handling models across PCCs and the variability in what data is published, however our 'upheld rate' does not appear out of kilter in comparison so far. (Merseyside 6%, Surrey 8%.)

3.3 In the cases where the review was upheld, the Panel's recommendations were accepted by BTP in two of the three cases and in working through those cases, and any others escalated by exception, the communication and understanding between BTPA and PSD has been strengthened.

4.   Themes, trends, and learning

4.1 The Panel has reviewed complaints relating to three fatalities on the network, where members of the public have disagreed with the outcome of their complaint following the sad passing of their loved ones. In all cases the families were reluctant to accept BTP's assessment that there had been no third-party involvement in the fatality and are understandably pursuing every possible avenue to seek, in their minds, truth and justice.

4.2 BTP has rightly recognised that complaint handlers cannot be expert in every aspect of BTP specialism and therefore, where appropriate, refer the substantive investigations on to a Senior Officer with the relevant subject matter expertise and experience. This tends to be the case in complex complaints involving fatality investigations, with the complaint handlers then relying on the findings and advice of the relevant expert. This is a sensible approach and sight of both the complaint handler's deliberations and the more detailed review findings, where appropriate, has been invaluable to the Panel.

4.3 The Panel have observed that complaint cases where mental health could be a factor are prevalent and noted evidence of complaint handlers striving to make not only reasonable adjustments to the process, but going the extra mile to assist and ensure people have access to the support they need.

4.4 There are still cases where the drafting of outcome letters needs attention. Less so in terms of previous criticisms of lacking empathy, but more in terms of accuracy. Accepting that volume and pace of processing will always be a challenge, there is a risk that cumulative minor errors undermine the sense of care and rigour with which the work is done.

4.5 There have been a number of complaint reviews stemming from issues with performance within the First Contact Centre (FCC) e.g. where there have been delays in allocating reported crime to officers. In each case, the complaint handler apologised for the service provided to the complainant. The Authority maintains an interest in FCC performance and the Executive has previously raised concerns with the ACC responsible for Contact Management in BTP. Feedback from the Panel has also been relayed via the CRT directly to FCC operational staff to improve the service levels for members of the public who have been victims or witnesses of crime. The Panel will continue to monitor this area.

4.6 Some of the review requests seem to be thinly veiled hunts for compensation. The issue of compensation is separately a matter for deliberation for BTP's Legal Services Department who assess each compensation claim, but the Panel has noted that many claims appear speculative. Lately, the Panel has been reflecting on the wellbeing impact for officers subject to frivolous complaints and complaints unrelated to their service delivery as police officers, which may arise from personal (e.g. neighbour) disputes.

4.7 A small number of reviews have been submitted by rail staff who have found cause to complain about the service they see from BTP. Viewing interactions on body-worn video both from BTP officers and rail staff has been invaluable in assessing the merits of some claims, where more often than not in the Panel's experience, the complainant's memory differs significantly from what is captured on video. Where there are apparently fractured relationships between rail staff and BTP the Panel will recommend the relevant supervisors and, where appropriate, Seniors are made aware, given the desire to build trust and confidence. The Executive are reassured that CRT do give feedback to Divisions on this type of issue so that problems can be resolved, and relationships improved.

4.8 An emerging trend is of members of the public submitting their own body-worn video (BWV) footage. Notable examples have been an autistic complainant who has taken to filming as he is travelling across London. CRT identified learning for the officers involved in handling his crime report as well as ensuring the officers' concern for his personal safety as a result of filming the travelling public was better explained to the complainant. Another submission came from a person who now routinely wears BVW due to feeling under threat as a transgender person in their area. The complaint review was not upheld, but the Panel were able to recommend via CRT that the BTP office link up with the local force from a safeguarding perspective. We have also seen submissions of video evidence derived from doorbell cameras and it will be interesting to see whether this trend continues as technology develops.

5. Conclusions

5.1 These meetings continue to be positively received by the Members who have formed part of the Panel membership. This is an integral part of the BTPA's oversight of and is adding value to the BTPA's role through improved insight into frontline policing and complaint handling, towards this strand of legitimacy.

5.2 In terms of complaint handling, there is significant evidence of very positive interaction with members of the public from the complaint handlers. Work to improve the fluency and accuracy of outcome letters should continue, to ensure the final product reflects the care and precision of the investigatory work.

People and Culture Committee
Committee Workplan

March 2024	June 2024	September 2024	November 2024
Items for recommendation • Gender Pay Gap Report • Ethnicity Pay Gap report • Revised Machinery of Negotiation between BTP and the Fed • Dismissals Review - Working Group update and agreement to Tranche 1	**Items for recommendation** • Police officer and staff pay (in principle until announced) • BTPA led grievance policy	**Items for recommendation**	**Items for recommendation**
Items for discussion • People Strategy Thematic (Goals 1 & 4) • Career pathway and leadership development programme review • Ethics Panel – How is it working and any themes emerging? • Annual Wellbeing, Health and Safety Assurance Report • Enhanced Medical Support (Action 3/2023 refers) • Random drugs testing	**Items for discussion** • People Strategy Thematic (Goals 3 & 7) • Review of Committee Terms of Reference and effectiveness	**Items for discussion** • People Strategy Thematic (Goals 5 & 8) • Wellbeing, Health and Safety Update • PDR outcomes for performance year 2022/23	**Items for discussion** • People Strategy Thematic (Goals 6 & 2) •
Items for information • People data report • Annual report on Complaint Reviews	**Items for information** • People data report • Police Covenant - Report	**Items for information** • People data report • Committee workplan	**Items for information** • People data report • Committee workplan

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• Committee workplan			

Items to keep sight of but without a clear timeframe:

- New Staff Reward Framework

WEBSITE