



---

**Report to:** People & Standards Committee  
**Agenda item:** 5  
**Date:** 16 May 2013  
**Subject:** People and Development Quarterly Overview  
**Sponsor:** Head of People and Development  
**For:** Information

---

## 1. STRATEGIC PERSPECTIVE

### 1.1 Force Restructure

There are 2 related aspects from a People & Development (P&D) perspective:

- **Project Linkage:** Engaged with project team as they begin discussions/negotiations with staff associations and TSSA, as the police officer and staff implications are being shaped. There was an initial meeting with TSSA on 3 May with a focus from them on pay protection issues, e.g. shift supplements and employment in a lower grade.
- **HR Structure:** It is envisaged that there is negligible impact on the basis that:
  - i. HR capability aligned to police officer density not Force structure per se.
  - ii. Potential noticeable increase in number of police officers with commensurate additional draw upon HR resources.
  - iii. Possible dilution of experience in HR related matters with police officer responsibility and authority realignment.

### 1.2 HR Restructure

Communiqué was delivered to each member of the HR team on 26 April:

- Stated the new 3 pillar structure – Delivery, Specialist, Support; noting 4 pillars with Development (previously L&D).
- Noted that Health & Safety will re-brigade under Head of Corporate Services.
- Informed the following timeline:
  - Job Matching 8-10 May (incl).
  - Preparation of job matching outcome letters – w/c 13 May.
  - Letter distribution – w/c 20 May.



- Individual consultation to begin – w/c 27 May, with further transition information to follow.

Understandable but perhaps not unexpected disquiet regarding relocation from London to Birmingham, coupled with pockets of disappointment with some of the revised role grades. In response, informed that Job Descriptions have been developed and endorsed through an independent evaluation process with TSSA oversight. Of further note, TSSA uncomfortable with the job matching process but agreed a way forward to enable it to happen, with negotiations also ongoing relating to relocation provision.

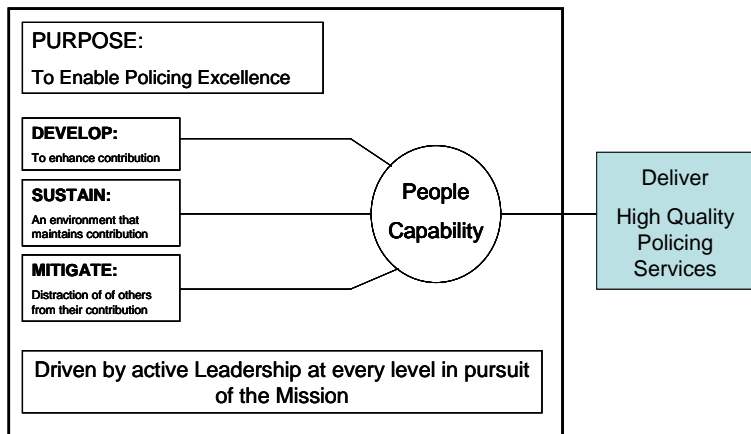
Dependent upon the outcome of the job matching, aim to address – internally in the first instance – up to the 3 senior managerial roles in order to provide some development/progression opportunities cascading through the line.

### 1.3 HMIC inspection – Valuing The Police

Package of information and requested data has been compiled and submitted. HMIC commence their inspection on 3 June.

### 1.4 People Strategy

Whilst cognisant of preceding work, given influx of new P&D structure and senior leadership team a fresh look has been initiated and conceptually represented below:





---

Work has been set in train to take an initial view of the P&D strategic direction in June utilising continuous improvement methodology, from which to then derive objectives and risks. That will then drive detailed, and costed business plans.

## 2. OPERATIONAL PERSPECTIVE

### 2.1 People

A number of reviews have been set in motion of which you may wish to note the following:

- **Winsor Pt 2 - 1.** Aligned with other related work this component revolves around taking a fresh look at the negotiation framework with BTP officer associations from its roots' with the Wright, 1979, agreement as adjusted through the 'Green Minute' process. The aim being to provide a context within which to bound Winsor implications and consequential internal negotiation. Timeline – 19 June.
- **Winsor Pt 2 – 2.** DCC initiated, to link with the Greater Manchester Police Chief Constable in his capacity as the ACPO lead for People and Development, from a perspective of direct entry and talent management. The aim of which to inform BTP approach.
- **Sickness.** CC initiated, to take a fresh look at the present policy. Originated from emerging unease that it is too – or indeed, being applied too – draconian. Time line – 31 May.
- **Well-Being.** A number of aspects closely linked here that include provision of support to an individual re: Trauma and more generally, clinical governance. Very much at initial scoping stage, presently.

### 2.2 Development

The following updates:

- **Leadership Academy.** Is moving from a project into steady state with associated communication and marketing material with the Marketing team for production. From initial testing, indications are that the virtual classroom has been well-received, and presently there are 7 coaches trained with an additional 10 about to start the CMI Level 5 programme. Further, sourcing of an academic provider is progressing through the tender process.



- 
- **Police Dog Review.** Initial options are:
    - I. as is – delivering dog training as a BTP ‘stand-alone’ model, at a cost of at least £91K pa; or
    - II. an outsourced dog training model, at a cost ranging £196K to £446K pa dependent upon Home Office force linking with; or
    - III. a shared dog training facility with the MDP, at a cost of £260K pa; or
    - IV. remain in situ with the MPS but on a collaboration basis with initial indications suggesting a reduction to the present £91K pa cost.

The favoured staff option is presently (iv) that also notes potential reductions (and ergo savings) to Fleet and Staff. However, present analysis is not mature and work is ongoing to determine an appropriate costed model; this has ACC level engagement.

- **Special Constable training.** Set to shift format from present 10 x weekends to one full week with 2 x weekends with the resultant delivery of officers to task from approximately 6-months to approximately 2-months.
- **Customer Service Framework.** Associated with the Institute of Customer Service to improve such provision within BTP, over 300 people are participating in the programme within Corporate Resources. Benchmarking against National guidelines in Nov 12 showed below the ‘good’ level overall with a further analysis scheduled during 2013.

### 3. DISPUTE RESOLUTION

- 3.1 The report on dispute resolution is attached at Appendix A.



---

**Report to:** People & Standards Committee  
**Agenda item:** 5 (Appendix A)  
**Date:** 16 May 2013  
**Subject:** BTP Grievance (Resolution) Overview 2012 to 2013  
**Sponsor:** Head of People & Development  
**For:** Information

---

## **1. PURPOSE OF PAPER**

1.1 In an effort to maintain a clear understanding of the current grievance landscape, analysis has been undertaken to gauge key themes and trends over the last financial year when compared to the previous period.

## **2. Methodology and Data Limitations**

2.1 In order to gain a comprehensive understanding of the grievance landscape across the Force, data has been extracted for recorded and finalised grievances between 01 April 2011 and the 31 March 2013.

2.2 Additionally, data for Force employee figures has been extracted from the ORIGIN database as of 5 April 2013 in order to enable the relative volume of grievances across the Force to be compared to recent, overall personnel volume.

2.3 It should be noted that during this period there have been changes in the manner in which grievance data is counted and recorded, creating a disparity between terminologies used within Centurion and current Force policy guidelines. Consequently, when references are made within this report to 'Stage 1' grievances, this now equates to what is termed an 'Informal stage resolution' (its should be noted that there is no longer a requirement to record this grievance stage), those referred to in the report as 'Stage 2' grievances equate to what are now a 'Stage 1 resolution' and 'Stage 3' grievances equate to what are now termed 'Stage 2 resolution'.



---

2.4 The following abbreviations are used within the body of this report:

- BTP Force Headquarters – FHQ
- London North – LN
- London South – LS
- London Underground – LU
- North East – NE
- North West – NW
- Scotland – SC
- Wales and Western – WW

### 3. Grievance Analysis

3.1 For the period 1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2013 there were 65 grievance cases recorded across the whole Force, compared to 105 in the 1<sup>st</sup> April 2011 to 31<sup>st</sup> March 2012 period (equating to 69 and 108 allegations respectively). Across the entire 24 month period, this represents a reduction of 40 grievance cases<sup>1</sup>.

3.2 The most prominent decline in grievance types across the period has been seen in the overall numbers of 'Bullying and Harassment' grievance cases, almost halving between 2011-12 and 2012-13.

3.3 During the period, only seven cases had more than one allegation, with no recorded cases having more than two allegations attached.

### 4. Live Cases

4.1 As of the 25<sup>th</sup> April 2013 there were 11 live grievance allegations across the whole Force relating to eight cases. Of these eight, five were recorded in April 2013 and one was recorded in late January 2013.

---

<sup>1</sup> See Appendix Table 1



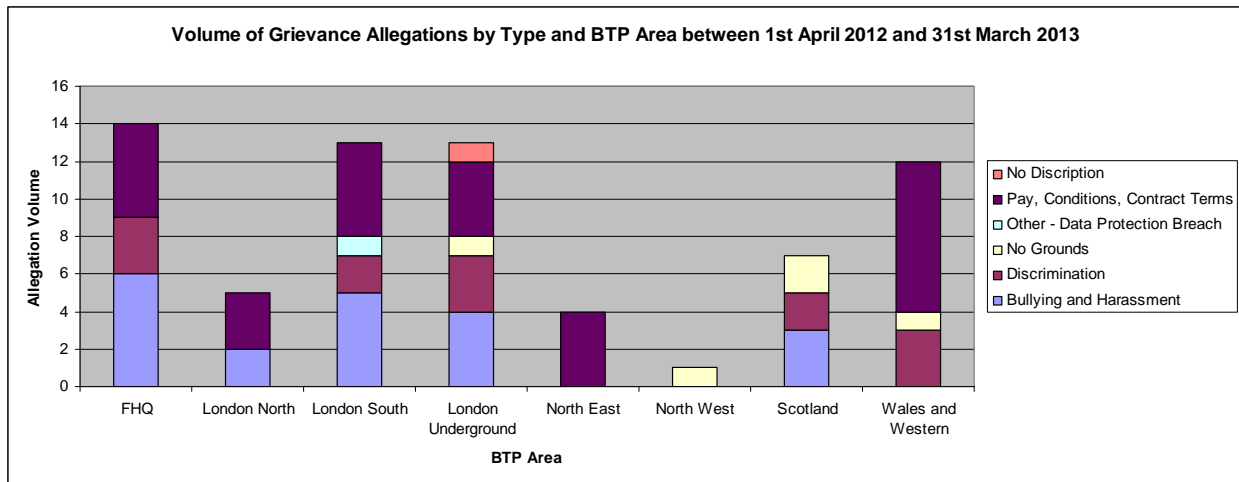
- 
- 4.2 Two grievances are out of time, one relates to a 'Stage 3' dispute around sick pay calculation (recorded on the 4<sup>th</sup> September 2012), delays have occurred due to ongoing sickness and subsequent dismissal of the employee, on the grounds of Ill Health. Grievance should be concluded within the next 4 weeks. The other is a 'Discrimination' allegation made by an LU employee on the 18<sup>th</sup> October 2012 that is currently at 'Stage 2'. Progress has been delayed due to long terms sickness absence of the employee, Grievance should be concluded within the next four weeks.

## 5. Trends

- 5.1 During the 2012-13 period FHQ, LS, LU and WW all recorded similar levels of grievance cases despite varying considerably in percentages of overall Force employee population (see Appendix Table 1).
- 5.2 When comparing Area performance year on year, there has been a noticeable reduction in grievances across the NE and LN Area's. The reductions in NE Area grievance cases can be in large part attributed to the absence of 'Bullying and Harassment' and 'Discrimination' complaints in the 2012-13 period. It should be noted that the majority of 'Bullying and Harassment' related allegations previously seen concerned grievances against supervisors, with one case related to recruitment. The only consistent factor amongst NE Area grievances in the whole 24 month period is 'Pay, Conditions and Contract Terms' related allegations that are principally split between administrative, recruitment and rostering concerns. Improved performance in this Area is likely to be attributable to the development days implemented on the Area to target specific policing posts, where there were concerns from SMT, since the rollout of these days's moral has improved on the Area.
- 5.3 Similar to trends already noted within the NE Area, LN also saw a high proportion of grievance cases originating from 'Bullying and Harassment' and 'Discrimination' in the 2011-12 period, with the majority these LN allegations stemming from miscellaneous harassment in addition to grievances arising from administrative processes. Into the 2012-13 period, the five allegations recorded within LN refer pay (three allegations) and bullying (two allegations) with no discernable pattern present in the latter timeframe.

5.4 Within the current grievance landscape, the NW Area stands out as consistently recording minimal grievance cases despite comprising 8% of the Force’s overall employee volume (as seen in Chart 1 below). This remarkably low rate of grievance cases is thought to originate from the NW Area taking a proactive approach towards the concerns of their personnel. Throughout the Area, it has become common practice for line managers and HR staff to engage with those staff members presenting a grievance informally at the earliest possible opportunity, in line with the new resolution policy<sup>2</sup>.

Chart 1



5.5 In addition, there are bi-monthly focus groups held with staff and officers across the Area to flag concerns before they grow into formal issues. To further reinforce this, quarterly meetings (chaired by the Area Commander) give HR, TSSA and the Police Federation the opportunity to highlight further issues of concern at the earliest possible opportunity. Overall, this creates an environment where the concerns of employees are recognised and resolved at an early stage, leading to few opportunities for formal grievance cases to arise.

5.6 In contrast to the reduction in grievance cases seen in the LN Area, LS grievance cases have remained amongst the highest in the Force into 2012-13. Of note, is that despite



---

falls in volume seen elsewhere, allegations of 'Bullying and Harassment' remain consistently high in LS. Causal factors are split between harassment by colleagues and supervisors, in addition to one allegation around an administrative process (the subject's grievance was focused against the actions of an internal Force department). It should be noted that there were no discernable trends within allegations focused on supervisors. Additionally, of the two 'Discrimination' cases seen in the period, both related to a subject's grievance around sick pay and ill health dismissals.

5.7 Additionally, grievances relating to 'Pay, Conditions and Contract Terms' in the 2012-13 period are divided between the pay band re-grading of station clerks, in addition to less frequent concerns around rostering changes, sick pay and a perceived unfairness in relation to the allocation of shift allowance within a team.

5.8 The elevated levels of grievances in the WW Area when compared to the wider Force stem from unusual high levels of concerns relating to 'Pay, Conditions and Contract Terms'. Principally, pay concerns stem from the re-grading of station clerk posts, in addition to limited grievances around rostering, recruitment and one officer disputing as to why he was not awarded a CRTP<sup>3</sup> payment.

## **6. Allegation Type**

6.1 Across the entire reporting period, the most striking changes in grievance type volume related to the moderate decline of 'Pay, Conditions and Contract Terms' (a year on year reduction of 36%) and the marked decline of 'Bullying and Harassment' (a year on year decline of 47%).

6.2 When assessing the decline of 'Bullying and Harassment' grievances between 2011-12 and 2012-13 it should be noted that those allegations involving a complainant's supervisor or manager (the most common factor within this grievance type) have declined by almost half. Additionally, while there were three bullying related grievances

---

<sup>2</sup> Information provided by Ruth Unsworth, Senior HR Business Partner Support, Human Resources, NW Area.

<sup>3</sup> Competency Related Threshold Payment (CRTP)

---

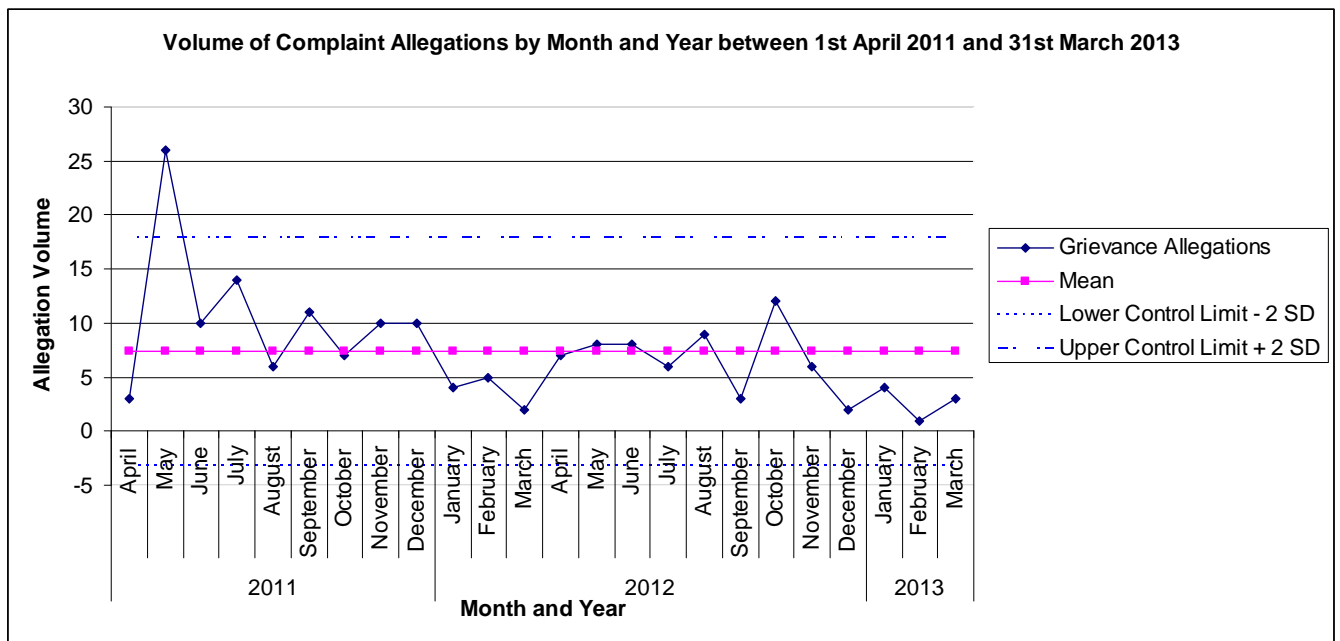
in the 2011-12 period relating to how a persons sickness was dealt with by management, there were none in the later 2012-13 period.

- 6.3 Overall the trend points towards a significant year on year decline with the most striking reductions found in the number of allegations made against supervisors. It should be noted that the lack of detail within many cases recorded in the 2011-12 period makes discerning the exact nature of an allegation difficult, hampering comparative analysis.
- 6.4 Year on year reductions in 'Pay, Condition and Contract Terms' largely emanate from a marked reduction in allegations relating to ill health dismissal and retirement. Additionally, there were several allegations that arose from Police Staff post locations changes. Of all the Area's across BTP, FHQ and LU were most heavily represented in these administrative and retirement orientated allegations with allegations being marginally weighted towards officers over staff (two PC's, one DC, two Staff, one Special and one PCC).
- 6.5 The volume of such allegations declines sharply into the 2012-13 period, with complaints around rostering concerns (principally at FHQ with one allegation located in the 'Dog Section' and three in 'CC & DCC') becoming the most common factor. Additionally, concerns around pay (particularly in WW) have become more common than seen in previous periods. Of interest is that the majority off WW pay related grievance cases concern police staff pay band re-grading.
- 6.6 While 'Discrimination' has also declined (by 35% between 2011-12 and 2012-13), it still comprises a significant proportion of allegations overall. When looking into discrimination in detail, there is noticeable overlap with cases off bullying, suggesting that statistically many such cases may 'crossover' both allegation types. Additionally, even into the later 2012-13 period, 'Discrimination' allegations concern underlying factors as broad as race, disability, recruitment, promotion, sickness and cases relating to an employee's supervisor.

**7. Month and Year**

7.1 Across the entire 24 month period, grievance cases decline from a peak in May 2011 (a high point principally generated by pay related allegations from across every Force Area except SC and LS). Beyond figures seen in early to mid 2011, the monthly volume of grievance cases has been largely stable, with a monthly average of 7.3 over the whole 24 month period (as seen in Chart 2 below).

Chart 2



7.2 It is worth noting that if current trends persist, the monthly average will decrease markedly into the medium term. Additionally, while it is possible to infer that the seasonal reduction in volume between January and March 2013 may be the result of recent policy changes, a similar lull in volume was seen the corresponding period previously in 2012, therefore analysis is inconclusive at the current time.



---

## 8. Closed Grievances

- 8.1 In keeping with the overall volume of grievance cases, year on year volume has declined during the period<sup>4</sup>. It should be noted that 'Grievance Rejected' is now recorded as 'No Grounds' and 'Result Not in Category' refers to historical working practices that have since been revised. Consistent with the proportion of figures found above, there were seven more allegations than cases resolved in the period (198 cases with 205 allegations).
- 8.2 Consistently, across the entire 24 month timeframe, there has been an increase in the number of allegations resolved at 'Stage 1' (a 71% increase) of with no clear pattern or trend present with a wide variance in both allegation types and NTP areas present. In contrast, instances of allegations being resolved at 'Stage 2' have fallen (a 31% reduction) throughout the period. Finally, allegations resolved at 'Stage 3' have increased by 18% year on year, although this only represents a rise from 11 to 13 allegations.

## 9. Case Duration

- 9.1 Over the entire 2012-13 period, 49% of allegations were resolved in less than 40 working days, with 13% resolved between 40 and 70 working days and 37% taking over 70 working days to resolve<sup>5</sup>. When compared to the 2011-12, there has been a proportional increase of 1% in allegations being resolved less than 40 working days, a decrease of 4% for those resolved between 40 and 70 working days and a 2% increase in those taking over 70 working days.
- 9.2 When assessing grievance case resolution by the duration of a case it can be seen that NE and WW Area's have the highest proportion of grievance cases with long durations. In both cases the majority of these allegations related to 'Pay, Conditions and Contract Terms'.

---

<sup>4</sup> See appendix Table 2

<sup>5</sup> See Appendix Table 3

---

9.3 Of note is that NW and SC Area's had no allegations that lasted for more than 70 working days, although this can be explained in large part by both areas having few grievance cases in the 2012-13 period.

## **10. Key Findings**

10.1 Bullying and pay are consistently the two key grievance types Force wide, with instances of bullying declining sharply year on year. Pay related grievances are also falling in volume, although they are currently doing so at a much slower rate.

10.2 Across the reporting period, the proactive manner in which the North West Area resolves grievances issues has led to recorded grievances in that Area being noticeably lower than seen else where in the Force.

10.3 Data recording issues exist around grievance cases of different types being in actuality very similar and in some cases functionally identical. This overlap can be particularly common between allegations relating to 'Pay, Conditions and Contract Terms' and 'Discrimination', with respective allegation details being interchangeable in some cases, hampering analysis.

10.4 The level of detail within grievance records has increased throughout the 24 month period, with a notable move away from vague and highly generic recording of allegations, towards far more detailed accounts. Consequently, it is far easier to conduct detailed analysis of records later in the period than in the earlier 2011-12 period.

10.5 Across the entire 24 month period, there has been an increase in 'Stage 1' outcomes accompanied by a marked decrease in 'Stage 2's' across all BTP Area.

10.6 During the period FHQ and WW have increased the proportion of the 'Stage 1' outcomes the most, principally in relation to allegations around 'Pay, Conditions and Contract Terms'.



**11. RECOMMENDATIONS**

- 11.1 Following on from the example set by NW Area, a shift towards early, informal resolution combined with consistent monitoring of staff concerns can help to significantly reduce overall complaint volume. Scoping should be conducted around the feasibility of implementation across the Force as a whole into the medium term.
  
- 11.2 In order to enhance the clarity and impact of future analysis, efforts should be made to ensure that the accuracy and consistency of data recording is maximised where possible.
  
- 11.3 Scoping should be conducted around the manner in which allegation types are applied as analysis indicates that many, extremely similar allegations are recorded as entirely different categories in many instances.

**12. Appendix**

12.1 Table 1 below displays recorded grievance allegations and cases by allegation type and Area between 1<sup>st</sup> April 2012 and 31 March 2013 with a comparison to the overall figures from the 2011-12 period. Of note is that the grievance case percentage by Area row is colour coded to highlight those areas whose percentage of complaints is markedly different from their percentage of Force employees.

Table 1

<b>Allegation Description</b>	<b>FHQ</b>	<b>London North</b>	<b>London South</b>	<b>London Underground</b>	<b>North East</b>	<b>North West</b>	<b>Scotland</b>	<b>Wales and Western</b>	<b>Grand Total 2012 -13</b>	<b>Grand Total 2011 -12</b>
<b>Percentage of Force Employees</b>	23%	14%	12%	21%	8%	8%	6%	9%		
<b>Bullying and Harassment</b>	6	2	5	4	0	0	3	0	20	38



<b>Discrimination</b>	3	0	2	3	0	0	2	3	13	20
<b>No Grounds</b>	0	0	0	1	0	1	2	1	5	0
<b>Other - Data Protection Breach</b>	0	0	1	0	0	0	0	0	1	1
<b>Pay, Conditions, Contract Terms</b>	5	3	5	4	4	0	0	8	29	39
<b>No Description</b>	0	0	0	1	0	0	0	0	1	2
<b>Total Allegations</b>	14	5	13	13	4	1	7	12	69	108
<b>Total Cases</b>	14	5	11	13	4	1	6	11	65	105
<b>Percentage of Grievances Cases</b>	22%	8%	17%	20%	6%	2%	9%	17%		

Key

Red = Indicates area's who's percentage of grievance cases are more than two percentage points greater than their proportion of Force employees.

Blue = Indicates area's who's percentage of grievance cases are within three percentage points of their proportion of Force employees.

Green = Indicates area's who's percentage of grievance cases are less than their percentage of force personnel by more than two percentage points.

12.2 Table 2 displays closed grievance allegations by result type and area between 1<sup>st</sup> April 2012 and 31 March 2013 with a comparison to the overall figures from the 2011-12 period.

Table 2

Result Type	FHQ	London North	London South	London Underground	North East	North West	Scotland	Wales and Western	Grand Total 2012-13	Grand Total 2011-12
<b>Percentage of Force Staff</b>	23%	14%	12%	21%	8%	8%	6%	9%		
<b>Grievance Rejected</b>	0	0	0	0	0	0	0	0	0	1
<b>Result Not in Category</b>	3	0	0	0	1	0	0	3	7	31
<b>Stage 1</b>	7	2	3	0	2	1	3	6	24	14
<b>Stage 1 Withdrawn</b>	1	0	0	1	0	0	1	0	3	7
<b>Stage 2</b>	6	3	9	6	3	0	2	6	35	51
<b>Stage 2 Withdrawn</b>	0	0	0	0	0	0	0	0	0	3
<b>Stage 3</b>	2	2	2	4	1	0	0	2	13	11
<b>Stage 3 Withdrawn</b>	0	0	0	0	1	0	0	0	1	4
<b>Total Allegations</b>	19	7	14	11	8	1	6	17	83	122



12.3 Table 3 displays year on year grievance allegations by working days needed to close and area between 1<sup>st</sup> April 2012 and 31 March 2013 with a comparison to the overall figures from the 2011-12 period.

Table 3

Working Days To Close	FHQ	London North	London South	London Underground	North East	North West	Scotland	Wales and Western	Grand Total 2012-13	Percentage 2012-13	Grand Total 2011-12	Percentage 2011-12
Less than 40 Days	10	5	8	6	1	0	4	7	41	49%	58	48%
40 - 70 Days	2	0	1	3	1	1	2	1	11	13%	21	17%
Over 70 Days	7	2	5	2	6	0	0	9	31	37%	43	35%
<b>Total Allegations</b>	19	7	14	11	8	1	6	17	83	100%	122	100%
<b>Percentage of Cases over 70 Days</b>	37%	29%	36%	18%	75%	0%	0%	53%	37%		35%	

12.3 Table 4 displays year on year grievance allegations by three monthly periods between April 2012 and March 2013.

Table 4

Three Monthly Breakdown	FHQ	London North	London South	London Underground	North East	North West	Scotland	Wales and Western	Grand Total	Percentage
Within 3 Months	12	5	9	10	2	1	6	10	55	66%
3 - 6 Months	1	0	3	0	4	0	0	3	11	13%
6 - 9 Months	3	1	1	1	1	0	0	2	9	11%
9 - 12 Months	0	1	1	0	0	0	0	0	2	2%
Over 12 Months	3	0	0	0	1	0	0	2	6	7%
<b>Total Allegations</b>	19	7	14	11	8	1	6	17	83	100%