

PEOPLE AND CULTURE Q2

Headlines

- Covid-19 absence continues to rise, with 2.58% of officers/PCSOs and 2.32% of staff absent at 10.10.20
- Sadly we lost a second colleague, Mark Birch from Birmingham New Street from suspected Covid-19 in October. Mark had 39 years' service with BTP.
- Stonehaven derailment – the H&S Team attended the scene working in liaison with their Police Scotland counterpart and stayed on site until the removal of the carriages. Risk assessments conducted and wellbeing support supplied.
- Assaults have risen and are higher than the same time last year, despite fewer passenger journeys.
- 455 employees have provided feedback for our survey on changing our performance management system. Key headlines were a clear purpose was needed, less bureaucracy and a focus on honest conversations. We will continue to co-create our new process with input from our people.
- Chief Superintendent Dennis Murray (see right) joins us from Northamptonshire Police on 2 November to lead the delivery of the 'Moving the Needle' action plan.
- L&D re-started mandatory refresher training (PST and First Aid), to re-licence all officers and staff by 31.9.20. As mandatory training is 'contact' in nature, thorough risk assessments were conducted and social distancing measures implemented (see right).
- Turnover dropped when compared to Q2 last year (2.29% vs 3.55%). The economic climate following Covid-19 continues to be a significant influence.
- With the inter-force transfer ban lifted we have seen an increase in transfers to Home Office forces compared to Q1 (19 vs 9).
- Armed Firearms Officers recruitment data demonstrates steady recruitment process over last year, despite difficulties attracting from Home Office forces due to the inability to transfer pension issue.

Establishment at Q2 and Recruitment

| Role | Headcount | In Spring House |
|----------|-----------|-----------------|
| Officers | 3205 | 59 |
| PCSOs | 232 | 10 |
| Staff | 1548 | N/A |

- The force vacancy gap was 4%.
- The officer vacancy gap was +0.09%. This has been off-set by a vacancy gap in PCSOs of 28.35%.
- There were 29 police officer and 28 PCSO starters in Q2.
- 236 officers were in training during the quarter. When trainees pass out, they report to their place of work, but spend 8 further weeks accompanied by a tutor before they undertake solo patrol.



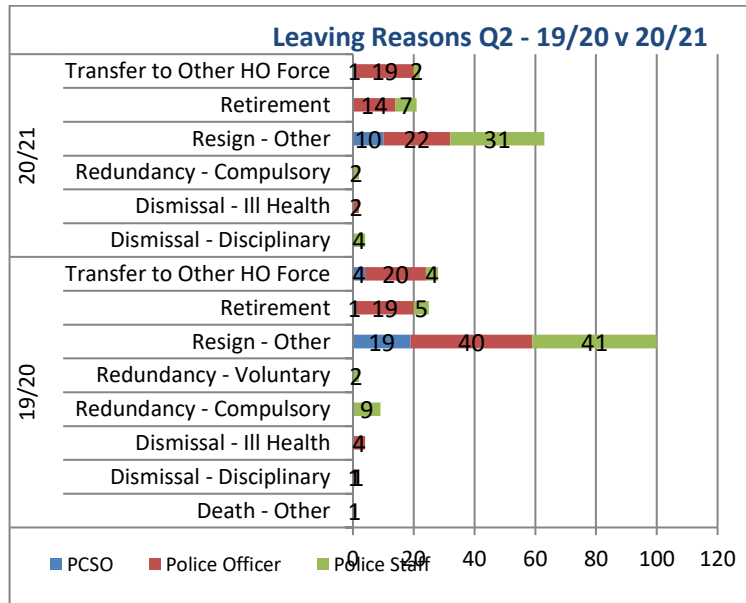
Retention and Turnover

| 20/21 Q2 Officers | | 19/20 Q2 Officers | |
|-------------------------|--------------|-------------------------|---------------|
| Headcount 01.07.20 | 3227 | Headcount 01.07.19 | 3075 |
| Headcount 30.09.20 | 3205 | Headcount 30.09.19 | 3027 |
| Average headcount | 3216 | Average Headcount | 3051 |
| Leavers | 57 | Leavers | 85 |
| Q2 turnover rate | 1.77% | Q2 turnover rate | 2.79% |
| 20/21 projection | 7.09% | 19/20 projection | 11.14% |

| 20/21 Q2 PCSOs | | 19/20 Q2 PCSOs | |
|-------------------------|---------------|-------------------------|---------------|
| Headcount 01.07.20 | 220 | Headcount 01.07.19 | 295 |
| Headcount 30.09.20 | 232 | Headcount 30.09.19 | 269 |
| Average headcount | 226 | Average headcount | 282 |
| Leavers | 11 | Leavers | 38 |
| Q1 turnover rate | 4.87% | Q1 turnover rate | 13.48% |
| 20/21 projection | 19.47% | 19/20 projection | 53.90% |

| 20/21 Q2 Staff - Normal Turnover | | 19/20 Q2 Staff - Normal Turnover | |
|----------------------------------|---------------|----------------------------------|---------------|
| Headcount 01.07.20 | 1504 | Headcount 01.07.19 | 1491 |
| Headcount 30.09.20 | 1548 | Headcount 30.09.19 | 1488 |
| Average headcount | 1526 | Average Headcount | 1489.5 |
| Leavers | 44 | Leavers | 51 |
| Q2 turnover rate | 2.88% | Q2 turnover rate | 3.42% |
| 20/21 projection | 11.53% | 19/20 projection | 13.98% |

| 20/21 Q2 Staff - Redundancy | | 19/20 Q2 Staff - Redundancy | |
|-----------------------------|--------------|-----------------------------|--------------|
| Headcount 01.07.20 | 1504 | Headcount 01.07.19 | 1491 |
| Headcount 30.09.20 | 1548 | Headcount 30.09.19 | 1488 |
| Average headcount | 1526 | Average Headcount | 1489.5 |
| Leavers | 2 | Leavers | 10 |
| Q2 turnover rate | 0.13% | Q1 turnover rate | 0.67% |
| 20/21 projection | 0.52% | 19/20 projection | 6.99% |



- Turnover for officers remains down against the same time last year; however, turnover for police staff /PCSOs picked back up slightly but remains lower than previous years. Overall turnover against Q2 last year was 2.29% vs 3.55%.
- Voluntary resignation (resign – other) fell substantially as a leaver reason.
- Inter-force transfers have recommenced and we anticipate an increase in leakage to HO forces, evidenced by a similar number of transfers to other forces this Quarter as the same time last year.
- It remains to be seen if the increasingly worsening external recruitment market and rising redundancies will see a further suppression of turnover in Q3.

| | Available Resource * | % Available against FTE |
|-------------------|----------------------|-------------------------|
| A Division | 478 | 82% |
| B Division | 978 | 80% |
| C Division | 662 | 79% |
| D Division | 140 | 77% |
| E Division | 287 | 87% |

* Includes those available and rest days

Abstractions include sickness, AL/Toil, Career Break, TDR, Parental Leave, Secondment, Training & Special Leave

Data as of 5 October

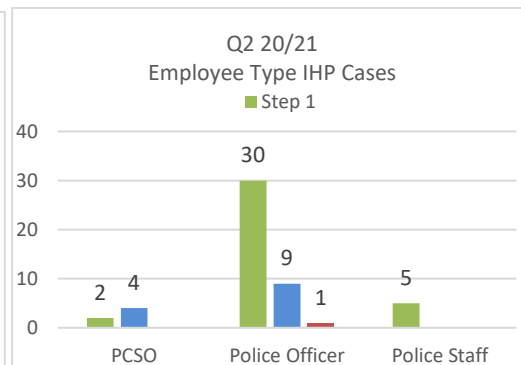
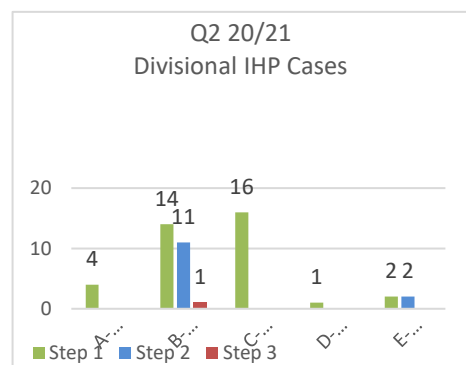
Appendices

Employment Tribunals

| Type of claims | Q2 19/20 | Q2 20/21* |
|------------------------------------|----------|-----------|
| Sex (including pay) discrimination | 1 | 2 |
| Race discrimination | 1 | |
| Disability discrimination | | 1 |
| Unfair dismissal | 1 | 2 |
| Whistleblowing | 3 | 2 |
| Total claim: | 6 | 7 |

*NB: This total may differ from the number of claims

- We had 6 tribunals at the same period last year, 1 of which has carried over and is still live.
- Q2: 4 live tribunals: 1 of which was delayed due to Covid-19, 1 delayed due to a second claim being submitted, 1 claim against 5 respondents (4 managed by us as 1 claim; the other by the Federation). The most recent claim was received in August and we are currently exploring the potential to resolve internally.
- YTD we have concluded 3 ET claims, 2 claimants withdrew (following a cost warning); 1 claimant settled (small sum negotiated as settlement for one element of the claim only) - all other matters resolved internally.



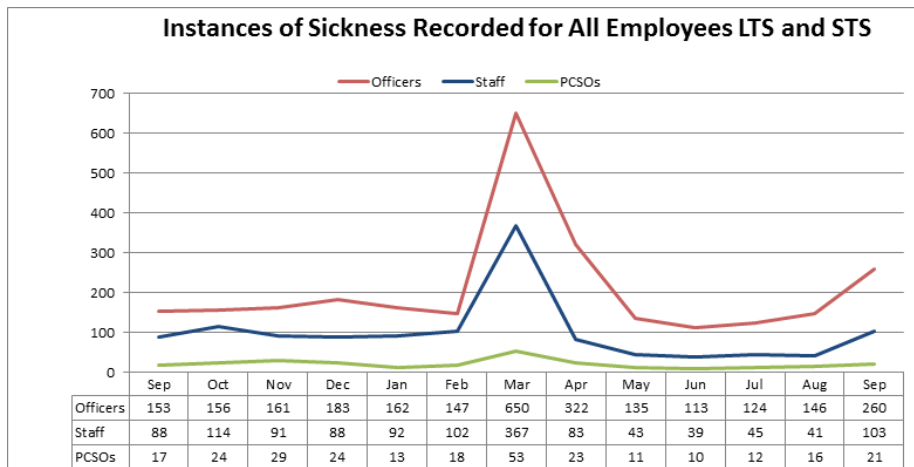
'Lead Well' - Talent Development

- There were four **promotions** to Chief Inspector in July; 3 male and 1 female, all white UK.
- A second cohort have commenced the Mastering your Power **Coaching** Programme. This brings the total number of participants to 10. Breakdown of candidates across all cohorts = 80% BAME, 40% female, 10% Disability.
- Senior leaders CMI L7 **Coaching** programme: 9 senior leaders introduced to coaching skills for leaders and cultural analysis.
- Module 1 of the **Coaching CPD programme 'Inside Out'** commenced in September. Six of our coaches joined a virtual day hosted online by John Lewis Partnership with 40 coaches attending from several organisations.

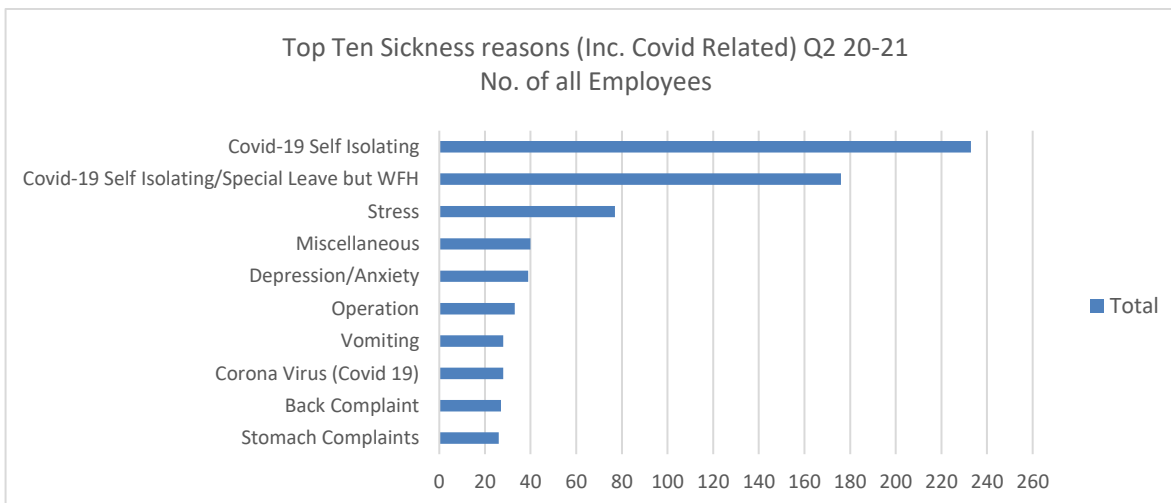
Ill Health Management

- YTD 5 dismissals with 2 in Q2 for ill health reasons; 4 officers and 1 member of staff. 4 male, 1 female all white British. Two have re-joined as members of staff. 19/20 YTD also equated to 5 dismissals at Q2.
- Covid-19 has resulted in some ill health cases being significantly delayed due to lack of access to treatment (see charts on left).
- The number of live cases is currently 48 which is average. Two cases are at the last step of the process and potentially may result in dismissal.
- 8 employees on "adjusted duties" where reasonable adjustments have been accommodated, as per the Equality Act.
- The **new Capability Policy and Reasonable Adjustment guidance** is now live following consultation with the Staff Associations. The focus of the guidance strengthens our duty to explore all options to retain employees in service, prior to considering dismissal.

III Health and Sickness



- The chart on the left shows the steep peak of absences due to Covid-19 in the first peak of the pandemic and the early indications of the autumnal second wave being experienced across Britain.
- The data reflects a positive healthy return to work rate following periods of self-isolation.
- Overall number of employees absent in August 2020 was lower than August 2019.
- For police staff, we believe the ability to work from home for many colleagues may enable minor coughs and colds to be managed without taking sick leave.



- Covid-19 continues to dominate absence reasons.
- Absence levels peaked at the end of March at 14.1% across all employee groups and dropped to 3% (as at 13.8.20).
- The number of individuals absent during Q2 due to COVID significantly reduced from Q1 (437 vs 1092). As we advance into winter we anticipate absence for Covid-19 will continue to increase.
- Stress and depression are the main other absence causes – further details under wellbeing section.

Inclusion and Diversity

| | Q2 20/21 (%) | | | Q2 19/20 (%) | | |
|----------------|-----------------|-------------|--------------|-----------------|-------------|--------------|
| | Ethnic Minority | Not Stated | White | Ethnic Minority | Not Stated | White |
| PCSO | 18.53 | 0.86 | 80.6 | 20.91 | 0.91 | 78.18 |
| Police Officer | 9.73 | 2.59 | 87.68 | 9.65 | 2.57 | 87.79 |
| Police Staff | 23.42 | 2.85 | 73.74 | 23.13 | 2.74 | 74.13 |
| Total | 14.39 | 2.59 | 83.02 | 14.22 | 2.55 | 83.23 |

| Q2 20/21 (%) | | Q2 19/20 (%) | |
|--------------|--------------|--------------|--------------|
| Female | Male | Female | Male |
| 25.86 | 74.14 | 25.45 | 74.55 |
| 21.25 | 78.75 | 21.15 | 78.85 |
| 53.56 | 46.44 | 52.94 | 47.06 |
| 31.49 | 68.51 | 30.95 | 69.05 |

EQUALITY, DIVERSITY AND INCLUSION REPORT COMMITMENTS:

Operational Policing: “We will delivery policing services that are fair, easy to access and responsive to the diverse needs of the people we serve.”

- Chief Superintendent Dennis Murray appointed to the role of Lead for Trust, Legitimacy and Community Policing and will lead on the delivery of our Moving the Needle Race Action Plan.
- The Association of Muslim Police launched their new 2020 Strategy, with an explicit commitment and action plan to support the objectives set out in the force’s Inclusion & Diversity Strategy 2019-22.

Understanding our Communities and Building Confidence: “We want to better understand the communities we serve.”

- The Association of Muslim Police’s Committee has agreed to work collaboratively with Tell MAMA, the UK’s National Charity for combatting anti-Muslim hate and intolerance, to better support victims of hate crime and to continue to educate employees on matters relating to Islam and exploring other opportunities for interfaith dialogue.

Our Employees: “We want BTP to be an inclusive employer where our people feel happy, productive and can bring their whole selves to work.”

- Superintendent Jordan has been appointed as the Disability Champion.
- Kerry McCafferty has been appointed as the Gender Champion.
- We published our new Capability Policy and Reasonable Adjustments Guidance which aims to support colleagues who are impacted by ill health, disability or long-term injury. The policy aims to support line managers in retaining disabled employees in work where possible.

Our Employees: “We want our workforce to reflect the local working age communities we serve and for there to be opportunities for people to progress based on merit.”

- Representation of BAME police officers saw a small increase to 9.73% in Q2. This compares with the Home Office force average of 6.9%.
- Similarly, the representation of BAME police staff increased to 23.42% in Q2 against 23.13% at the same time last year.
- Representation of BAME PCSOs fell slightly, as a number transferred to Home Office forces following the lifting on the inter-force transfer cap.
- Overall **BAME representation increased to 14.39%**.
- We recorded a small rise of female police officers to 21.25%, increasing from 21.15%.
- Overall **female representation increased to 31.29%**.
- Our Positive Action programme was highlighted as good practice in Grapevine Magazine. The article covered the long-standing efforts of the force to address the under-representation of women in policing roles, particularly at senior ranks and our commitment to continuing to look at progressive ways to increase gender parity.
- The Resources Team won the **Best Social Media Campaign Award** at the PPMA Excellence in People Management Awards 2020. The ‘Positive Action’ Recruitment Campaign was designed to attract new recruits via social media.

Wellbeing, Health and Safety

WELLBEING

- Development of the Wellbeing Strategy and 3-year delivery plan continues through a series of virtual focus groups and workshops in Q3.
- **Manchester Public Inquiry**
 - Support Hub and psychological referral pathway introduced for officers and staff impacted by the Manchester Arena Public Inquiry
 - Health and Wellbeing have provided inputs at Inquiry briefing sessions
 - Personal Safety Plans developed and handed over to the business to enable line managers to complete individual assessments and plans for those giving evidence
- **Stonehaven**
 - TRiM contact with 161 and 2 TRiM assessments completed. Safety advisers on site also delivered a brief trauma input during safety briefings
 - Post incident line manager guidance produced and trialled; feedback being collated and reviewed
 - Lessons learned with Resilience Coordinator undertaken in relation to response and to inform the next iteration of the Major Incident Manual. Plans for emergency preparedness in relation to safety and wellbeing at major incidents, including a table top exercise to be developed throughout 20/21
- **TRiM and Psychological Support**
- 47 employees supported with TRiM assessments and 5 referred to Occupational Health for additional psychological support in Q2
- 11 employees were referred for psychological assessment, 6 for psychiatric assessment. 6 employees were subsequently diagnosed with PTSD
- 11 employees were referred for trauma focused CBT treatment
- Number of TRiM assessments increased as two areas (Leicester and Leeds) identified officers who had been involved in multiple fatalities or incidents. Arrangements were made for a TRiM manager and practitioner to attend the location, deliver Trauma Incident Briefings and carry out TRiM assessments as requested
- Wellbeing overview delivered to the Sexual Offences Investigation Team (SOIT) as part of their Development Day

HEALTH AND SAFETY

Incidents increased against the previous quarter in line with increased passenger numbers. Incidents were above the same quarter last year. The 'Assaults' category includes spitting and the increase appears linked to the enforcement of face mask coverings, as well as increased incidents of aggression reported as ticket inspections are restarted on the railways.

- Total incidents reported **increased by 9%** from 307 (Q2 – 19/20) to 336 (Q2 – 20/21)
- Reported injuries **increased by 13%** from 187 (Q2 – 19/20) to 212 (Q2 – 20/21) with a current average of 178 injuries per quarter
- Reported non-injuries (near misses) **increased by 3%** from 120 (Q2 – 19/20) to 124 (Q2 – 20/21)
- Assaults **increased by 33%** from 141 (Q2 – 19/20) to 187 (Q2 – 20/21)
- RIDDOR submissions to the HSE **decreased by 62%** from 13 (Q2 – 19/20) to 5 (Q2 – 20/21)
- Consulted with Network Rail and the Disruption team on a new Track Safety H&S arrangement. Feedback was constructive and the product is aligned to best practice
- Supported the Exit from Lockdown working group and produced a new Covid-19 template local risk assessment following lessons learnt from HSE intervention with DWP