

[8 June 2022] Agenda Pack - People and Culture Committee

MEETING
8 June 2022 10:30

PUBLISHED
1 June 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Hybrid Meeting - BTPA Meeting Room, 2nd Floor, 25 Camden Road or via Microsoft Teams;	8/06/22		10:30
1. Apologies		Chair	10:30
2. Declarations		All	
3. Minutes		Chair	
3.1. [Background Paper] Minutes - Pension Working Group [5 May 2022]		Chair	
4. Actions		Chair	10:35
5. Risk Profile		Chief Executive	10:40
5.1. [Background Paper] Briefing Note: Current UK Recruitment Market		Director of People and Culture	10:50
5.2. [Background Paper] Direct Entry Detectives Programme Update		Director of People and Culture	10:55
6. Draft People Strategy 2022/25		Director of People and Culture	11:00
7. Internal Communications Update		Head of Internal Communications	11:15
8. 'Speak Up' Campaign		Director of People and Culture	11:30
Recommended Break			
9. 2022/23 Financial Crisis: Implications for Employee Wellbeing		Director of People and Culture	11:45

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Agenda

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Hybrid Meeting - BTPA Meeting Room, 2nd Floor, 25 Camden Road or via Microsoft Teams;	8/06/22		10:30
10. RM3: Health and Safety Risk Management Maturity Model Assessment		Deputy Director (Health and Safety)	12:00
10.1. [Background Paper] RM3 Full Report		Deputy Director (Health and Safety)	
11. People Data Q4 2021/22		Director of People and Culture	12:15
12. Committee Workplan 2022/23		Head(s) of Governance and Compliance	12:30
12.1. Terms of Reference		Head(s) of Governance and Compliance	
13. [Background Paper] PEQF Procurement Strategy		Head(s) of Governance and Compliance	12:35
14. Any Other Business		All	
15. Meeting Evaluation		Andy Cooper	12:40

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Minutes

People and Culture Committee

Wednesday 9 March 2022 at 10.30am via Microsoft Teams

Present:

Bev Shears (Chair)
 Andy Cooper
 Martin Richards

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive)
 Stephanie Calvert (Co-Head of Governance and Compliance)
 Lucy Yasin (Co-Head of Governance and Compliance)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Lucy D'Orsi (Chief Constable)
 Rachael Etebar (Director of People and Culture)
 Kerry McCafferty (Deputy Director of People and Culture)
 Megan Taylor (Deputy Director of People and Culture – Wellbeing, Health and Safety)
 Rhiain Cooper (PEQF & Higher Education Manager)
 May Holloway (Head of Internal Communications)
 Paddy Kidwell (Business Operations Manager)
 Miranda Smith (Smarter Working and Business Change Lead)
 Sarah White (Detective Chief Inspector)

Observing

Fiona Brunskill (BTPA Member)

N.B text that has been highlighted yellow has been redacted from the public version of these minutes.

Apologies**Agenda Item 1**

1. There were no apologies.

Declarations of Interest**Agenda Item 2**

2. There were no declarations of interest.

Minutes**Agenda Item 3**

3. **RESOLVED**, that the minutes of the meeting held on 17 November 2021 be approved.

[Background Pack] Minutes – Pension Working Group [24 November 2021]**Agenda Item 3.1**

4. **RESOLVED**, that the minutes of the Pension Working Group meeting held on 24 November 2021 be noted.

[Background Pack] Minutes – Pension Working Group [10 February 2022]**Agenda Item 3.2**

5. **RESOLVED**, that the minutes of the Pension Working Group meeting held on 10 February 2022 be noted.

Actions**Agenda Item 4**

6. Members considered a report of the Board Secretary regarding actions arising from previous meetings, and agreed that Action 8/2021 could be closed.
7. **RESOLVED**, that the report be noted.

Risk Profile**Agenda Item 5**

8. Members considered the risk profile and the following points were made.
 - a. In response to a question regarding the Russian war on Ukraine, the Director of People and Culture noted that wellbeing resources for officers and staff had been highlighted on the Force intranet. It was difficult to advise Members how many officers and staff were of Ukrainian or Russian nationality as the Force recorded ethnicity rather than nationality. Some

officers and staff had queried the Force's decision to highlight the Russian war in Ukraine over other conflicts, such as Israeli occupation of Palestinian territories.

- b. Members welcomed a comment by the Chief Financial Officer that, following feedback at Strategy and Planning Committee, the commentary in the profile was under review to ensure it better reflected mitigation activity. The Chief Financial Officer noted that the commentary against the People risk deserved particular scrutiny.

9. **RESOLVED**, that the risk profile be noted.

Police Staff Pay Framework

Agenda Item 6

10. Members considered a report of the Director of People and Culture regarding approval for a new Police Staff Pay Structure and the following points were made.

- a. The Director of People and Culture introduced the report and highlighted the following points.
 - i. The Force's Police Staff Pay Framework had been under review for 18 months. The current framework had been in use since 2010 and was now out of sync with Treasury guidance and the public sector pay remit.
 - ii. [REDACTED]
 - iii. Any move to a different structure would take place in consultation with the TSSA.
 - iv. [REDACTED]
 - v. The costs/savings linked to the proposed new structure were factored into the Medium-Term Financial Plan 2022/27 albeit the project formed part of *Force on the Move* which was awaiting Member consideration and approval.

- b. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

(b) (5) DPP, (b) (5) ACP

a. Endorse the proposed business case.

b. [REDACTED]

c. Note the upfront costs were factored into Medium-Term Financial Plan 2022/27.

d. Note that consultation had taken place with Department for Transport with regards to decision-making authority.

e. [REDACTED]

Agenda Item 7

12. Members considered a report of the Director of People and Culture regarding the Gender Pay Gap Report 2021 and the following points were made.

a. The Director of People and Culture introduced the report and highlighted the following points.

- i. The report demonstrated a reduction in the gender pay gap for a fourth year running, with a mean gap of 6% and median gap of 12.28%.
 - ii. There was some differential in the gap due to the time it took for individuals to progress through the Force's pay scales.
 - iii. The Chief Constable's salary had not been included in the report and would have an impact on the 2022 report.
 - iv. The Force's pay offer was more equitable on the police staff side, albeit it was important to emphasise that the Force was an equal pay employer, with any differential the result of where an individual was on their particular pay scale.
- b. In response to a question, the Director of People and Culture noted she was obliged to include unpleasant duty payments such as body removal as being bonus payments. Given 80% of officers involved in this area were male this meant males seemingly collected more bonus payments. Conversely, given more police staff were female, this meant that a majority of those collecting staff performance bonuses were female.
 - c. In response to a question regarding the move towards the new 6 days on/4 days off shift pattern and whether this prioritised work/life balance over efficiency, the Chief Constable replied that the introduction of the pattern was the result of officer feedback, and that it was a key tool in being a competitive employer against the backdrop of Home Office forces securing candidates from the 20,000 uplift in officers. Overall the ability to offer officers a positive work/life balance would result in higher levels of wellbeing and, ultimately, better service to the public.

13. RESOLVED, that Members,

- a. Note the Force's gender pay gap had decreased for the fourth year in succession, with a mean gap of 6% and a median gap of 12.28%.
- b. Approve the Gender Pay Gap Report 2021 for publication.

Apprenticeships

Agenda Item 8

14. Members considered a report of the PEQF & Higher Education Manager (Funded Learning Lead) regarding Apprenticeships in BTP and the following points were made.

- a. The PEQF & Higher Education Manager noted that she had established a non-PEQF Forum alongside West Yorkshire Police to avoid an overemphasis on PEQF.
- b. The Director of People and Culture noted that the Welsh government did not endorse spending on PEQF and therefore the Force was limited by geography in its approach.
- c. The Chief Executive noted that the Force was reliant on the Police Constable entry route to enable it to spend its apprenticeship levy monies; and his intention to approve the Force's PEQF procurement strategy.
- d. In response to a question, the PEQF & Higher Education Manager replied that the Force had returned £2.3m of unspent levy monies to date. To make full use of levy monies the Force would need 20% of the Force enrolled on apprenticeships, which would take at least a further three years to achieve.
- e. In response to a comment from the Chief Constable regarding the efficacy of PEQF, the Chief Executive noted that a further conversation regarding PEQF would be helpful.
- f. The Chief Executive nominated the Head of Governance and Compliance as the BTPA Executive single point of contact for funded learning programme opportunities.

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

Violence Against Women and Girls (VAWG) Delivery Plan Update

Agenda Item 9 (formerly Agenda Item 12)

16. Members agreed to vary the order of items on the agenda so that a report of the Sexual Offences Strategy and Implementation Lead regarding a Violence against Women and Girls update was taken next. The following points were made.
 - a. In response to a question, the Detective Chief Inspector replied that her team was working with Force Internal Communications, as well as developing domestic abuse policies, to ensure that the Force's internal focus on VAWG matched its external activities.
 - b. In response to a comment, the Chief Constable noted that the Force was taking steps to counter inappropriate behaviours, as well as looking to establish what benefits could be expected from increased investment in the Professional Standards Department.

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

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18. **RESOLVED**, that the Violence against Women and Girls Strategy and Violence against Women and Girls Communications Strategy in the Background Pack be noted.

People Strategy

Agenda Item 10

19. Members considered a report of the Director of People and Culture regarding the People Strategy.
20. **RESOLVED**, that Members note the plan to refresh the People Strategy during 2022.

Staff/Officer Assaults

Agenda Item 11

21. Members considered a report of the Director of People and Culture regarding Staff/Officer Assaults and the following points were made.
- a. A Member welcomed the paper and noted its content was consistent with the themes he was aware of through serving on the Complaints Review Panel.
 - b. Members suggested that the fact that the ratio of student officers in some areas was considered unmanageable could be included within the risk profile.
22. **RESOLVED**, that the report be noted.

Institutional Racism and Policing

Agenda Item 12

23. Members considered a report of the Director of People and Culture regarding institutional racism and policing and the following points were made.
- a. Members welcomed the report and noted some of the quotes arising from the Listening Circles were deeply affecting.
 - b. The Chief Executive noted that the Executive were keen to engage on this issue, and it was clear from the ENEI report that there was much to do in this area. There was scope for Members to be more involved which would be addressed, in part, by the allocation of Fiona Brunskill to the Diversity and Inclusion Special Interest Area.
 - c. The Chief Constable noted that the Force needed to be held more to account by the British Transport Police Authority in this area and agreed to share the Force's reading list for Members' benefit (Action 1/2022).

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

25. **RESOLVED**, that the Listening Circles – ENEI report in the Background Pack be noted.

Complaint Reviews

Agenda Item 13

Complaint Reviews Annual Report 2021/22

Agenda Item 13.1

26. Members considered an annual report of the Head of Governance and Compliance regarding Complaint Reviews 2021/22 and the following points were made.

- a. A Member welcomed that the Force had implemented the Complaints Resolution Team.
- b. In response to a question, the Director of People and Culture noted that personal safety training now incorporated video reviews as of January 2022 – feedback to date had been positive.
- c. The Chief Executive noted that, in his view, the report provided evidence of positive cultural change within the Force.

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

Professional Standards Department Complaints Resolution Team

Agenda Item 13.2

28. Members considered a report of the Head of the Professional Standards Department regarding the Complaints Resolution Team.

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

30. **RESOLVED**, that the Professional Standards Background Paper and Standard Operating Procedure provided in the Background Pack be noted.

Smarter Working

Agenda Item 14

31. Members considered a report of the Smarter Working and Business Change Lead regarding Smarter Working: The BTP Approach.

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

People Performance Update Q3 2021/22**Agenda 15**

33. Members considered a report of the Director of People and Culture regarding People Data up until 31 December 2021 and the following points were made.

- a. The Director of People and Culture highlighted work on the Force's psychological framework, and peer support initiatives.
- b. In response to a question, the Director of People and Culture confirmed that the new Safety Management System would go live from 1 April 2022.
- c. The Director of People and Culture noted she would be reviewing the context of females exiting the organisation, to gain assurance that the numbers involved were not disproportionate.

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

Committee Workplan 2022/23**Agenda Item 16**

35. Members considered the Committee Workplan 2022/23 and the following points were made.

- a. The Chief Executive queried whether it was necessary to receive a Violence Against Women and Girls update at each meeting.
- b. The Chief Executive noted that the Force's re-engagement policy could be added to the workplan, in response to discussion of re-engagement had at the Pension Working Group on 10 February 2022.
- c. A Member noted that the Committee workplan should mirror the forthcoming Strategic Plan and relevant underpinning strategies such as the People Strategy.

36. **RESOLVED**, that subject to the comments made, the report be noted.

Any Other Business**Agenda Item 17**

37. There was no other business.

Meeting Evaluation**Agenda Item 18**

38. All Committee Members shared thoughts on the effectiveness of the meeting and the following points were made.

- a. Consideration could be given to the length of time allocated to the meeting.
- b. Agenda items should be commissioned in such a way to ensure they were strategic in focus.
- c. The Director of People and Culture noted she would welcome being commissioned on committee reports directly rather than via the Chief Constable's Office and a standing invitation to any People and Culture Committee Executive Review Groups.

The meeting ended at 12.40pm.

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ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
1/2022	9 March 2022	Institutional Racism and Policing	Force's reading list on institutional racism to be shared with Members.	Head of Governance and Compliance	NLT 8 June 2022	Recommended for Closure Reading list circulated to Members by email on 18 March 2022 at 1.16pm.

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RISK PROFILE UPDATE – March 2022

The below strategic risks were discussed at the November 2021 ARAC and have since been updated by risk owners.

Member feedback to include sponsoring committees and strategic risk owners (in brackets, next to the risk title) have been included below.

Residual Risk
Score
(inherent
risk score) *

Residual
Risk Score
Direction
of Travel

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*Residual risk is the remaining risk with existing controls in place. It is calculated as the likelihood x impact. This is subjective, calculated following discussions with BTP COG and BTPA.
In brackets is the inherent risk score, i.e. the score of likelihood x impact before any controls or mitigations are put in place.

Draft People Strategy

Rachael Etebar
Director of People and Culture

Purpose of the Paper

- The current people strategy runs until 2022. It is therefore timely to revise this and ensure that it aligns with the delivery of the BTPA strategy and 'A Force on the Move.'
- This is the first draft of the strategy and it remains to be socialised within BTP and will therefore likely change.
- Please note this is a word document at present, but the final version will reflect the BTP house style.
- The finalised strategy will come to the next PCC for approval

Outcome Sought

- PCC 's comments, feedback and suggestions are welcome

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DRAFT PEOPLE STRATEGY 2022-25

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Internal Communications Update

May Holloway
Head of Internal Communications

Purpose of the Paper

- Internal Communications is a key lever for our cultural transformation journey set out in A Force on the Move, through empowering employee engagement and voice
- This paper sets out our plans for 2022/23

Outcome Sought

- That PCC are aware of the internal communications strategy to enable employee voice
- That PCC are aware of the significant internal communications channels coming on line during 22/23 and how we plan to use them, to consult, listen and discuss

Internal Communication Team Vision: A bold, high-performing team, trusted to advise on best practice Internal Communication. We foster a sense of community and belonging across the Force, to achieve our organisational objectives.

Outcomes 2022/3

- An **engaged senior leadership team who set clear direction** and put the organisation's goals in context for their people
- People who understand their role in helping BTP achieve its goals and belief that we're focusing and doing the right things
- **Motivated people with a sense of pride** because we have communicated progress and success to them regularly
- **Empowered people** who feel listened to and cared for – “you said, we did” – who we always put first
- A **values-driven and engaged workforce that works as ‘one BTP’** to deliver successful outcomes for the public and stakeholders
- **Innovative and refreshed channels that reach our people** where and however they work, tailored to segmented audiences wherever possible



Us at
our
best

We are
proud to
protect

We
care

We do the
right thing
every day

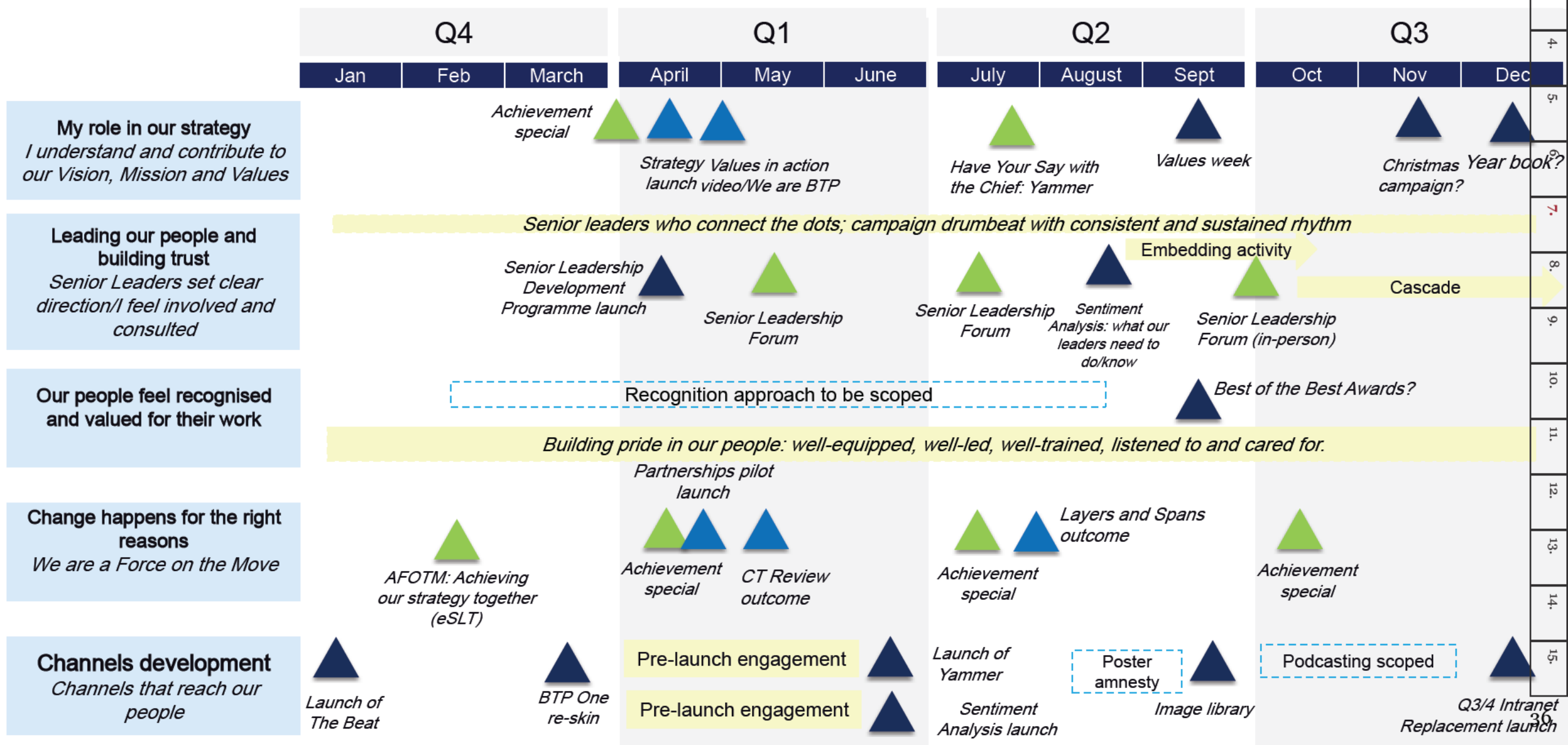
We strive
to be better
every day

We are
one BTP

- In 2021/2 we laid the foundations – changing our tone of voice, built a new outcome-focused team, adopted a clear “you said, we did” thread through editorial to facilitate two-way conversation and a professional look and feel to our design and campaigns
- 2022/23 is about transformation and accelerating employee voice – so our people feel involved, valued, and consulted on change
- This includes increasing the engagement with channels already in situ and introducing new channels that reach our people and foster discussion
- Recognition will be reviewed from top to bottom to enhance our Employee Value Proposition and that recognition is not just for ‘exemplary’ work but recognises ‘good’ work too



Internal Comms Roadmap 2022/3



Trust your gut Speak Up



“Speak Up” Campaign

DCI Gary F Williams

Purpose of the Paper

- We launched our ‘trust your gut: speak up’ campaign on 14 February 2022, to encourage our people to report things that did not feel right.
- This was supported by renaming our anonymous reporting line as ‘Speak Up’ to make clear its purpose. This is available through an app available on desktop devices and phones.
- The campaign was accompanied by a virtual road tour by PSD to reinforce that we will believe you if you speak up, and an emphasis on the support and wellbeing care provided for internal witnesses and victims.
- This paper highlights the impact that the Speak Up campaign has already had by comparing quarterly data from pre and post campaign on reports of complaints and subsequent PSD action taken.

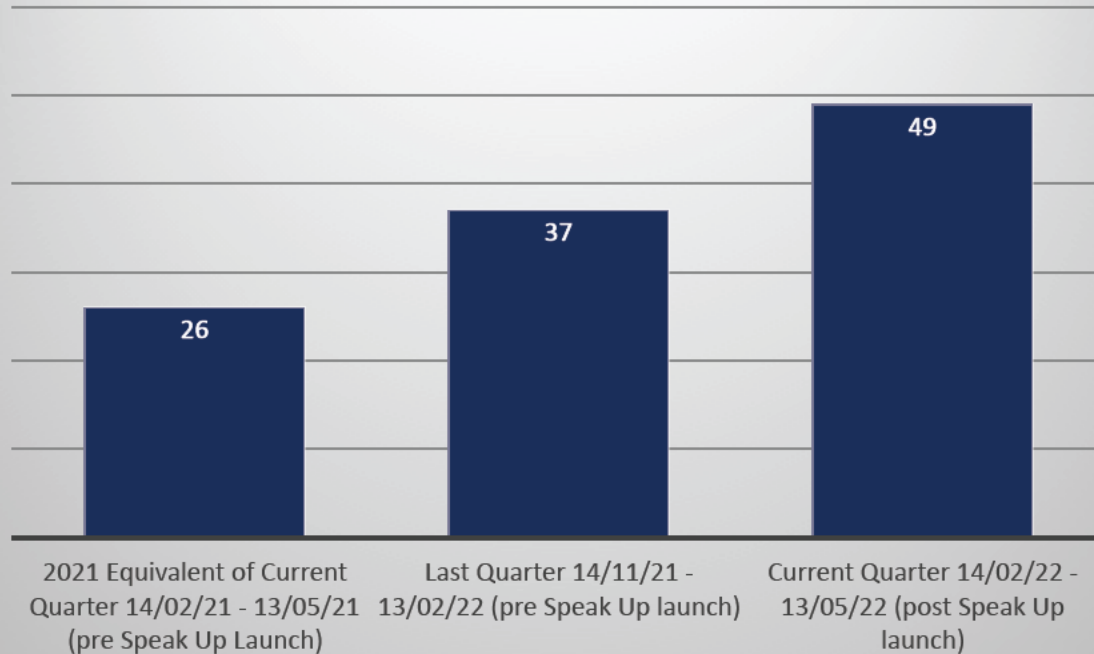
Outcome Sought

- PCC are aware of the impact of this important internal communications campaign, in light of:
- a. our commitment to inclusion and diversity as part of the FoTM strategy
 - b. our values (particularly ‘we do the right thing’)
 - c. the ongoing public scrutiny of the legitimacy of policing.

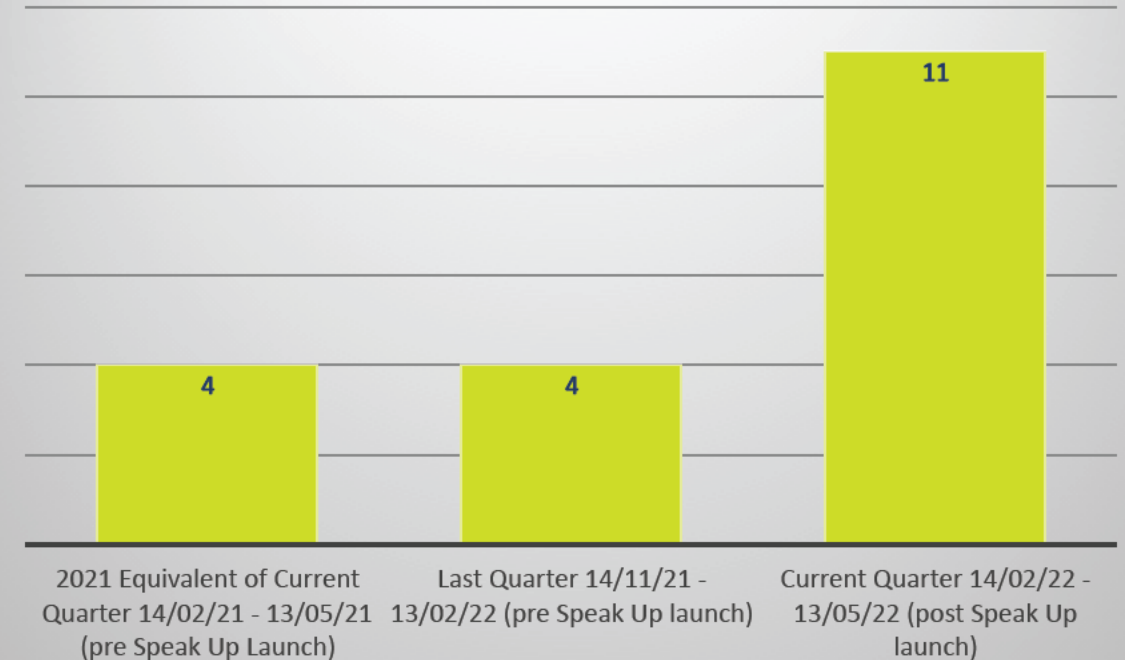
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Total Speak Up reports (pre/post Speak Up launch)

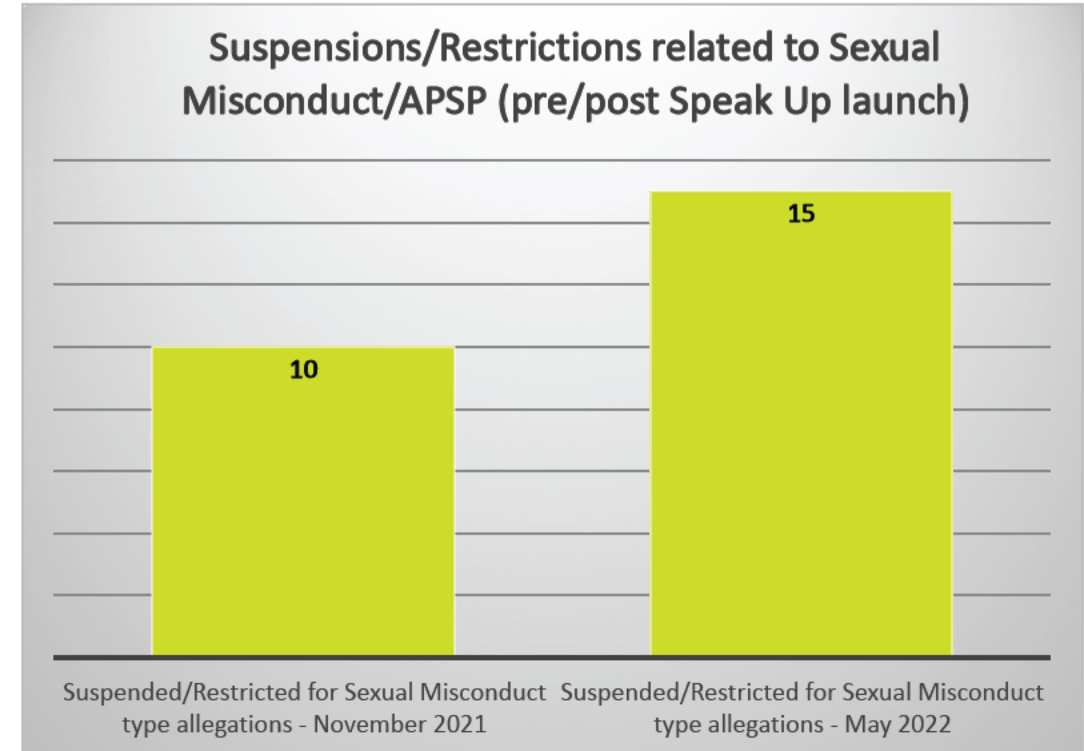
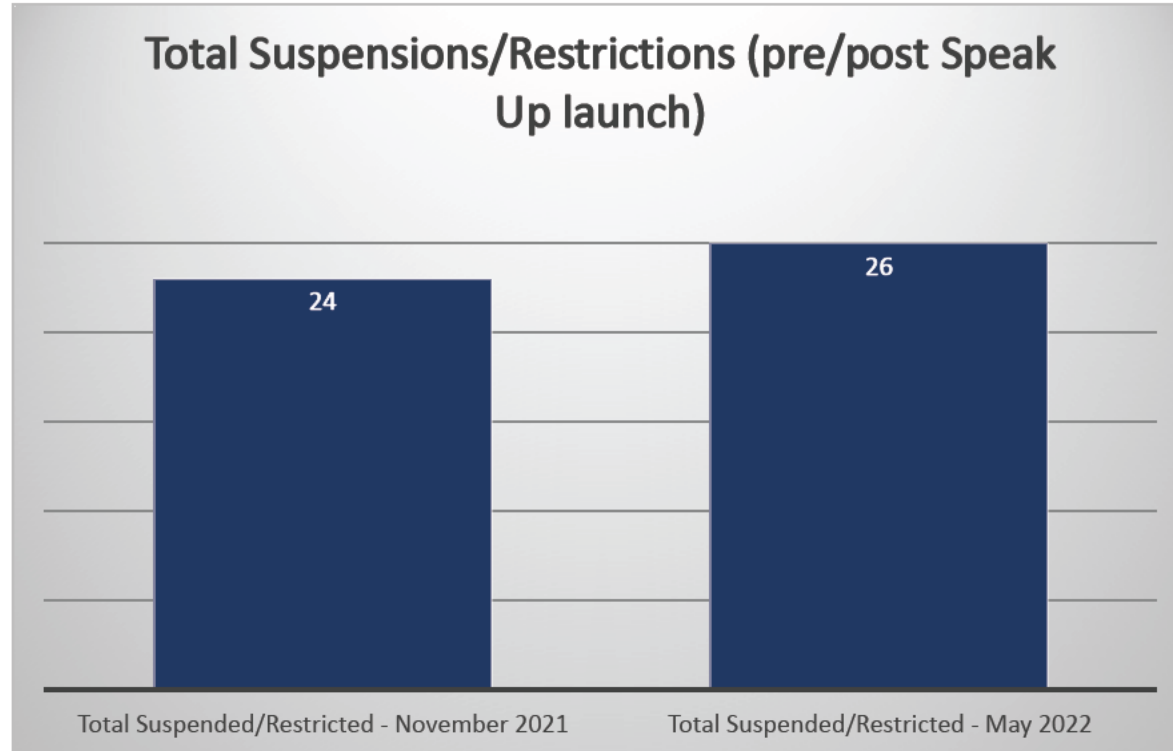


Sexual Misconduct/APSP related Speak Up reports (pre/post Speak Up launch)



Speak Up reporting has increased by 32% when comparing the 3 month periods directly before and after the launch date (14/02/22), and by 88% when comparing with the equivalent 3 month period in 2021.

Sexual Misconduct/APSP related Speak Up reporting has increased by 175% when comparing the 3 month periods directly before and after the launch date (14/02/22). The same increase is reflected when comparing with the equivalent 3 month period in 2021.



The **total number of suspensions and restrictions** has increased by 8% when comparing the lists 3 months before and 3 months after the Speak Up launch date.

The **number of suspensions and restrictions related to Sexual Misconduct allegations** has increased by 50% when comparing the lists 3 months before and 3 months after the Speak Up launch date. The percentage of total suspensions/restrictions which related to sexual misconduct has risen from 42% to 58%. This is strong evidence that employees feel better able to report such inappropriate behaviour

Financial Wellbeing

Rachael Etebar

Purpose of the Paper

- The attached paper summarises the current economic climate, its impact on our employees and the approaches to financial wellbeing we are taking to support our people.
- The paper notes that we plan to review some allowances and the spine points for entry as PC's and PCSO's, but we are not currently at the maturity to understand potential cost.

Outcome Sought

- PCC are aware of the impact of the increase in the cost of living upon our employees, many of who are low paid and the effect increasing financial stress might have on employee wellbeing.
- PCC are aware of the steps we are taking to mitigate potential risk of vetting failures, fraud and corruption as a result of employees in difficult financial circumstances.

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Report to: People and Culture Committee
Date of meeting: 8 June 2022
Subject: Discussion Paper - 2022/23 Financial Crisis: Implications for Employee Financial Wellbeing
COG Sponsor: Rachael Etebar, Director of People & Culture
For: Discussion

1. PURPOSE OF PAPER

- 1.1 The economic situation in the UK has been dramatically impacted by the perfect storm of the exit from the EU, end of Covid-19 restrictions and the sanctions imposed on Russia as a result of the invasion of Ukraine coinciding. This paper considers the implications of the economic position for the financial wellbeing of our people.

2. BACKGROUND

- 2.1 A recent YouGov survey¹ found that 1:10 employees are not paid enough to cover basic necessities without going into debt. One quarter of respondents said that their current level of pay was not enough to cope with a £300 emergency without having to dip into savings. 28% reported that financial worries affected their job performance.
- 2.2 The Joseph Rowntree Foundation² has predicted that typical working-age household incomes are to set to fall by 4% in real-terms in the 2022/23 financial year, a loss of £1,100. The biggest falls will be for the poorest quarter of households where incomes will drop by 6%. A median earner on a £27,000 salary will be £360 worse off in the next financial year.
- 2.3 Meanwhile the average annual grocery bill is expected to rise by £180 this year³, a 3.8% rise at the start of this year compared to the same period last year. This is on top of fuel and national insurance increases. The Governor of the Bank of England has called increases in food prices due to the Ukrainian Russian war 'apocalyptic'.⁴
- 2.4 The increase in housing fuel costs when the price cap is removed in autumn 2022 is expected to push 40% of the UK population into fuel poverty (from the current 10%), with prices expected to increase by £600 per household.⁵
- 2.5 Rising energy, goods and food prices have already pushed inflation to 6.2% in the 12 months to February - a 30-year high. The OBR is forecast inflation hitting 8.7% in Q4 2022. The ONS has announced CPI hit 9% in April and RPI 11.1%.
- 2.6 Demand on foodbanks has shown exponential increases year on year,⁶ with foodbanks seeing soaring demand in 2022 as costs rise, making food insecurity increase for many families.⁷ At the Police Federation Conference on 17 May, the chair informed the Home Secretary of increasing numbers of police officers relying on food banks to feed their families.⁸
- 2.7 These factors combined will have a huge impact on household disposable income for many years to come (see Fig. 10 table below) and may particularly impact our people as 31% are paid £30,000

¹ <https://www.peoplemanagement.co.uk/article/1751850/one-10-employees-dont-earn-enough-pay-food-bills-cipd-poll-finds>

² [Cost of living crisis: Average UK worker is £11,500 worse off a year | Daily Mail Online](#)

³ Kantar research

⁴ <https://www.theguardian.com/business/2022/may/16/apocalyptic-food-prices-will-be-disastrous-for-worlds-poor-says-bank-governor>

⁵ [Energy chiefs fear 40% of Britons could fall into fuel poverty in 'truly horrific winter' | Energy industry | The Guardian](#)

⁶ <https://www.trusselltrust.org/news-and-blog/latest-stats/end-year-stats/>

⁷ <https://www.theguardian.com/society/2022/feb/06/food-bank-donor-to-to-user-soaring-demand-for-aid>

⁸ <https://www.independent.co.uk/news/uk/home-news/prii-patel-food-banks-cost-of-living-b2080956.html>

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or below (including allowances). Lower income households are predicted to experience the greatest income falls in the coming year (see Fig. 12).

FIGURE 10: The OBR forecasts a very large hit to disposable incomes this year, which may take years to recover from

Average Real Household Disposable Income per person: UK

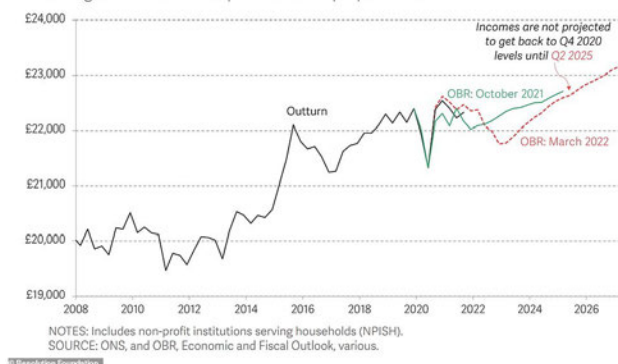


FIGURE 12: The lowest-income households are set to see the greatest income falls in 2022-23

Annual real growth in average equivalised household disposable income for non-pensioners, after housing costs, by income quintile: UK



2.8 Research by Police Mutual in 2020 found that policing was the third most likely profession to use pay day loans. BTP was found to have a higher number of people than the average force in financial distress (high indebtedness). This is only likely to become worse during the current financial crisis.

3. PREDICTED PAY GROWTH FOR 2022/23

3.1 The UK median pay award in Q3 2022 was 3%, up 1% on the previous year.⁹ However, pay awards are not distributed equally across the economy. In some shortage industries, experiencing difficulties in filling vacancies or high turnover, such as digital and retail, awards were higher. In other areas, particularly public sector, awards have remained lower, on average 2.1% (see chart below). 48% of employers are not planning to make any increase in pay this year,¹⁰ due to higher prices for materials, supply chain issues and higher production costs, impacting profitability.

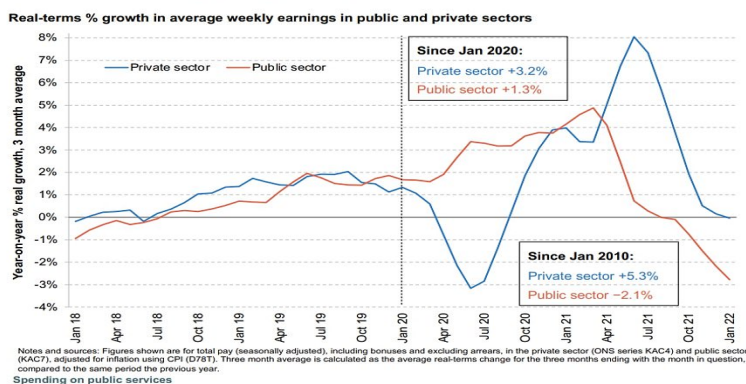
⁹ XpertHR: Biggest increase in pay awards for a decade - Personnel Today

¹⁰ No pay rise plans for almost half of businesses despite cost of living crisis, research shows (peoplemanagement.co.uk)



Pay growth in the public sector is currently lagging the private sector

IFS



3.2 In the recent budget, there were strong indications from HM Treasury that public sector pay awards will continue to be curbed. Treasury Chief Secretary Simon Clarke has said it is 'wildly unrealistic' to ask for public sector salaries to keep pace with inflation¹¹. Following a 2% pay offer¹², 80.7% of civil servants have voted for strike action if their demand for a 10% pay award is not met.¹³ This was before the announcement of 91,000 civil service job cuts to fund the Government's response to the financial crisis.¹⁴ Similarly RMT are balloting for strike action over a proposed pay freeze, due to the perilous state of rail finances¹⁵. Therefore, it is likely to be a fractious summer across the public sector over pay.

4. WHAT DOES THIS MEAN FOR OUR PEOPLE? - FINANCIAL, LEGAL & EQUALITY IMPACT

4.1 We had a 0% pay award last year. The Government's recent evidence to the PRRB suggested that the police pay award should be a minimum of 2%. The NPCC response was to submit evidence calling for a 3 year pay deal for police, front loaded with a 3.5% award for 2022/23. The PRRB response is awaited. Our current MTFP budget is for a 2% award. Therefore, any increase above this percentage would need to be found through other savings. As an employer, we have little opportunity to influence the award, other than through the evidence submitted by the NPCC for consideration. Whatever the award percentage, it is unlikely to keep up with inflation and we should therefore expect to have more people in financial distress. Indeed, the Federation has informed us that they have seen a rise in requests for help from their hardship fund in recent months. Money advice is the fourth most popular topic researched on the BTP Help Employee Assistance site:

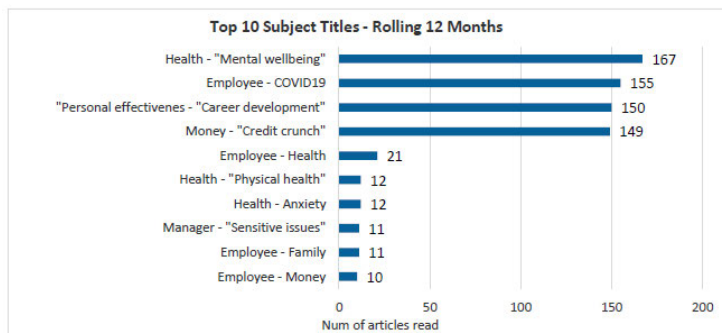
¹¹ [Cost of living crisis: Average UK worker is £11,500 worse off a year | Daily Mail Online](https://www.dailymail.co.uk/news/uk-politics/article-7111111/Cost-of-living-crisis-Average-UK-worker-is-11500-worse-off-a-year.html)

¹² <https://www.civilserviceworld.com/professions/article/guidance-sets-out-average-2-pay-rise-for-most-civil-servants#:~:text=Under%20the%20pay%20remit%20guidance,retention%2C%20productivity%20or%20other%20priorities.>

¹³ [Civil servants show 'strong' support for strike action over 10% pay demand \(civilserviceworld.com\)](https://www.civilserviceworld.com/civil-servants-show-strong-support-for-strike-action-over-10-pay-demand)

¹⁴ <https://www.bbc.co.uk/news/uk-politics-61432498>

¹⁵ <https://www.rmt.org.uk/news/rmt-launch-strike-ballot-over-pay-freeze/>



- 4.2 Annex A makes clear that we have a large proportion of our people classed as low to medium earners and therefore more likely to be disproportionately impacted by the increase in the cost of living. Our equality data also tells us that our ethnic minority and female employees are more likely to be in junior grades and may, therefore, also be disproportionately impacted by financial difficulties.
- 4.3 Police staff face further pressure, as the police staff pension contributions increase by 0.62% from 1 April. This was in addition to the 1.25% national insurance increase for all employees.
- 4.3 The Joseph Rowntree Foundation advises that employers should focus on providing financial education to "allow people to plan, to know what their income will be in advance, and to know how they would meet an unexpected cost"¹⁶. The Financial Wellbeing Strategy, launched in November 2021, makes clear our commitment to supporting our people.¹⁷ We have partnered with Police Mutual, Met Friendly and others to run a series of Financial Wellbeing seminars¹⁸ which are heavily over-subscribed. We will continue to run these sessions during the year. We are also publicising the salary sacrifice benefits and cashback schemes that can save money available through our Choices Benefits Portal.
- 4.4 We raised our officer spine point for appointment from 0 to 1 in 2020 at a cost of £184K per annum, in order to be competitive, given the launch of Operation Uplift in Home Office forces. This is the maximum spine point allowed under NPCC pay policy for recruits. As a non-Home Office force, we could consider moving to spine point 2 for new joiners and we will undertake modelling of what this might cost for further consideration. This might also address push back from existing longer serving PCSOs who wish to become officers but would face a pay cut to do so. The top of the PCSO pay scale is £25,408.29 (spine point 7) versus £24,780 for officers at spine point 1.
- 4.5 We are currently advertising for PCSOs. The starting salary is £21,808.98 (plus £2700.10 LW and a 20% shift allowance) and there has been negative feedback on social media regarding this salary in the current economic times. We will therefore review whether we increase the spine point at which we start PCSOs.
- 4.6 Although the decision on the annual pay award lies with the Home Office, we could consider whether we increase discretionary allowances, for example incidental expenses or meal allowances. We pay slightly below the HMRC recommend rate on both of these, which has been raised by the Federation as an area to consider (Annex B). C/Superintendent Martin Fry has also asked that we review South East allowances, as some competitor Home Office forces have increased their payments. There would of course be a financial cost associated with any of these options and BTPA PCC Committee endorsement would be required.

¹⁶ [Cost of living crisis: Average UK worker is £11,500 worse off a year | Daily Mail Online](https://www.dailymail.co.uk/news/uk/article-115500-worse-off-a-year)

¹⁷ <http://btp-one/news/Pages/BTP-Financial-Wellbeing-Strategy.aspx>

¹⁸ <http://btp-one/news/Pages/Understand-and-improve-your-financial-wellbeing.aspx>



5. RISKS

- 5.1 Vetting requires financial probity and undeclared debts, attachment of earnings orders or bankruptcy filings may impact vetting status. We should therefore expect to see more vetting failures of potential recruits over financial matters. Vetting refreshes for existing employees may lead to increased vetting failures due to financial matters. Debt is hugely embarrassing for many of our people, but we need to encourage them to come forward and declare if they have agreements set up around debt management. If an employee is upfront this is viewed favourably as being honest and open and we can mitigate any potential organisational or individual risk. If an employee hides the issue, this can become an ethical problem for vetting consideration.
- 5.2 Increased debt may leave employees vulnerable to exploitation or corruption, for example in the misuse of overtime, abuse of expenses etc.
- 5.3 Employee wellbeing, mental health, and productivity are likely to be impacted by worries over unresolved debt.
- 5.4 Lower paid police staff may seek to work from home more to reduce commuting costs, where free travel is not provided, although they do then face increased home energy bills.
- 5.5 Staff working from home may be inclined to reduce paid childcare and this could impact on productivity if they attempt to juggle childcare with work.

6. ENGAGEMENT

- 6.1 We are working closely with the Staff Associations, police charities and others on supporting our employees with financial concerns. PSD contributed to the risk section of this paper.
- 6.2 Allan Gregory is talking with the TOCs and Lucy D'Orsi with TfL about possible travel concessions. This would both increase our visibility on the railway and reduce home to work commuting costs for our people.

7. RECOMMENDATIONS

- 7.1 We will continue to offer workshops on money management through the wellbeing hub. Leaders are requested to ensure their people are signposted to these and given duty time to participate. Line managers are encouraged to speak with their people in regular 1 to 1's about financial wellbeing and encouraging them to declare concerns about debt early to avoid a negative vetting position.
- 7.2 That we review: incidental expenses, meal allowance thresholds (including for PCSOs where there is a differential paid to new recruits against student officers which conflicts with our One BTP value – see Annex B), starting salaries for officers and PCSOs and south east allowances and return with costed recommendations for consideration.

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Annex A

Salary Bands of Our Employees, with and without allowances

Base Salary					
Salary Band	Officer	Staff	PCSO	TOTAL	%
£0-£24,999	275	280	183	738	15.25%
£25,000-£29,999	588	458	52	1098	22.69%
£30,000-£34,999	378	302	0	680	14.05%
£35,000-£49,999	1711	288	0	1999	41.30%
£50,000-£69,999	179	87	0	266	5.50%
£70,000+	29	30	0	59	1.22%

Base Salary + Allowances					
Salary Band	Officer	Staff	PCSO	TOTAL	%
£0-£24,999	99	171	17	287	5.93%
£25,000-£29,999	304	248	167	719	14.86%
£30,000-£34,999	599	392	51	1042	21.53%
£35,000-£49,999	1701	456	0	2157	44.57%
£50,000-£69,999	425	132	0	557	11.51%
£70,000+	32	46	0	78	1.61%



Annex B

Current Allowance Values

Allowance name	Current value	Spend 19/20	Spend 20/21	Spend 21/22	HMRC max value
Breakfast	£7.50	No separate data as Pre-dates E-Expenses	£346,403.29	£463,924.55	N/A
Lunch	£7.50				N/A
Dinner overnight stay (M25 corridor)	£25.00				N/A
Dinner overnight stay (outside M25)	£20.00				N/A
Incidental expenses – officers only	£4.43	£21,872.43	£12,807.56	£16,231.87	£5.00 (before becomes taxable)
Student officer meal allowance per day	£22.50 (£112.50 pw)				N/A
Student PCSO meal allowance per day	£15.00 (£75 pw)				N/A
Mileage (commuting)	18p per mile	£32,948.03	£529,471.01 (Covid impact, as mileage paid when trains reduced)	£54,787.96	45p per mile (taxed)
Mileage (business)	40p per mile				45p per mile

RM3 Health and Safety Risk Management Maturity Model report

Megan Taylor

Deputy Director, People and Culture, Wellbeing, Health and Safety

Purpose of the Paper

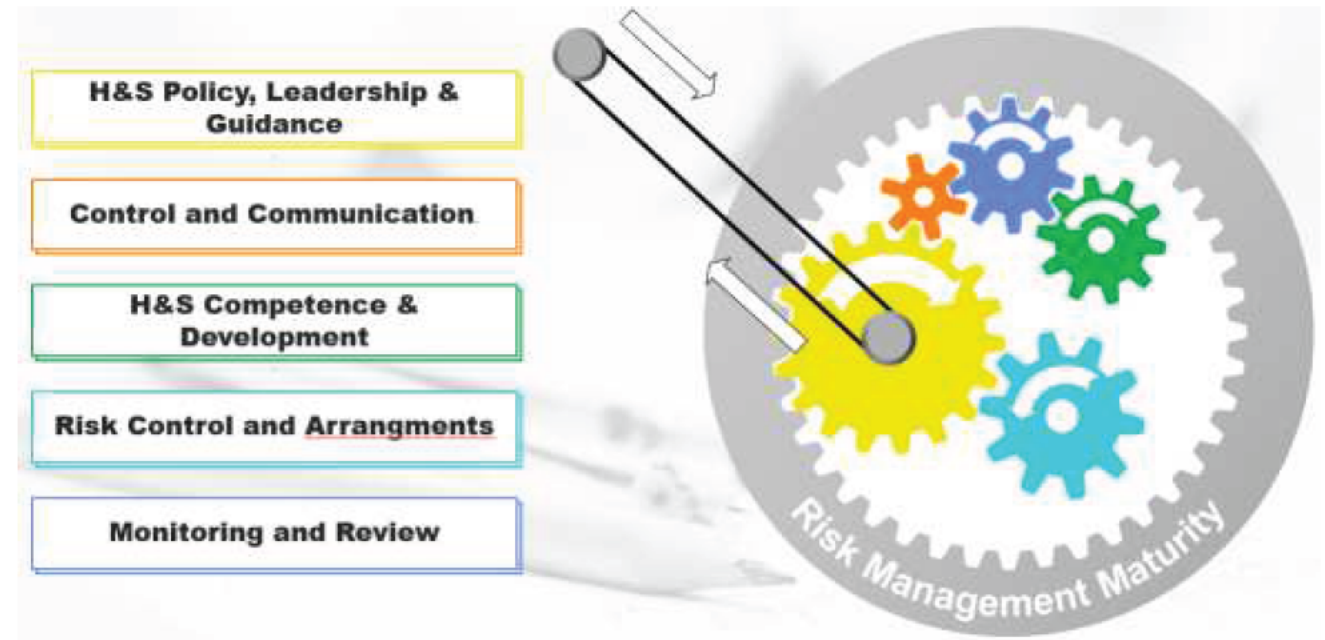
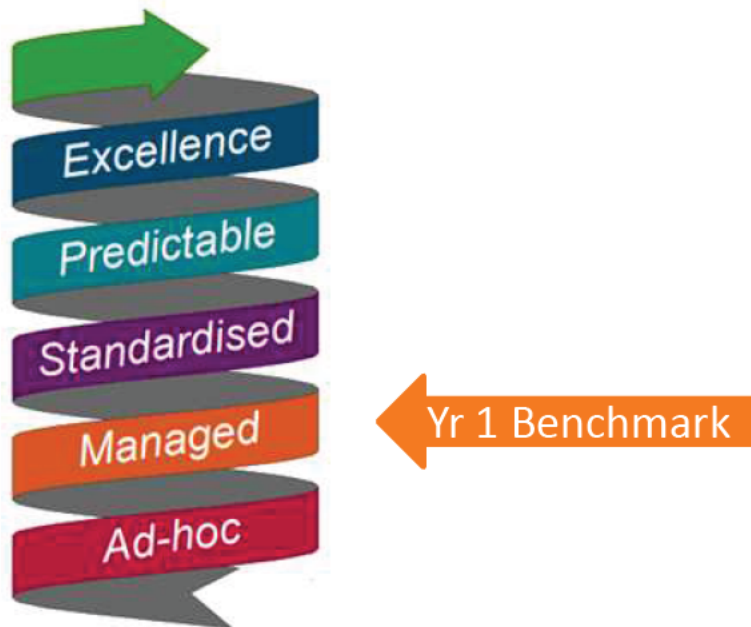
- RM3 is a health and safety risk management maturity model commonly used across the rail industry.
- We have conducted an assessment across the force to map our H&S risk management maturity against this model.
- This paper contains the high level findings and actions we will be taking to improve our management of health and safety risk.
- The maturity model will be rerun on a regular basis and progress monitored.
- The full report is attached in the background papers.

Outcome Sought

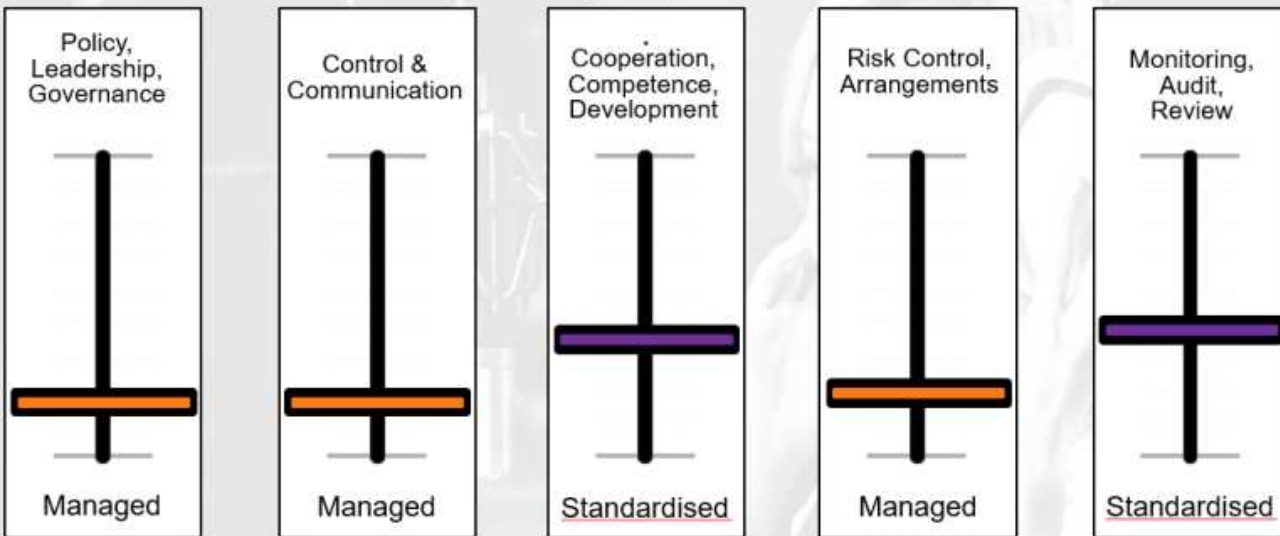
- PCC to note the finding that health and safety risk is 'managed' in BTP.
- PCC to note the delivery of the report recommendations will be overseen by the Central Health and Safety Committee (BTPA attend).
- To note our thanks to Andy Cooper, who has sponsored our introduction of RM3 and provided advice and guidance to the H&S team

RISK MANAGEMENT MATURITY MODEL (BM³)

- Developed by ORR for the rail industry
- Aligns with ISO45001:2018
- Used as a maturity benchmark for Yr1
- Has already allowed Safety Team to review processes and devise new strategies (Re-Think Safety)



Scoring by Theme

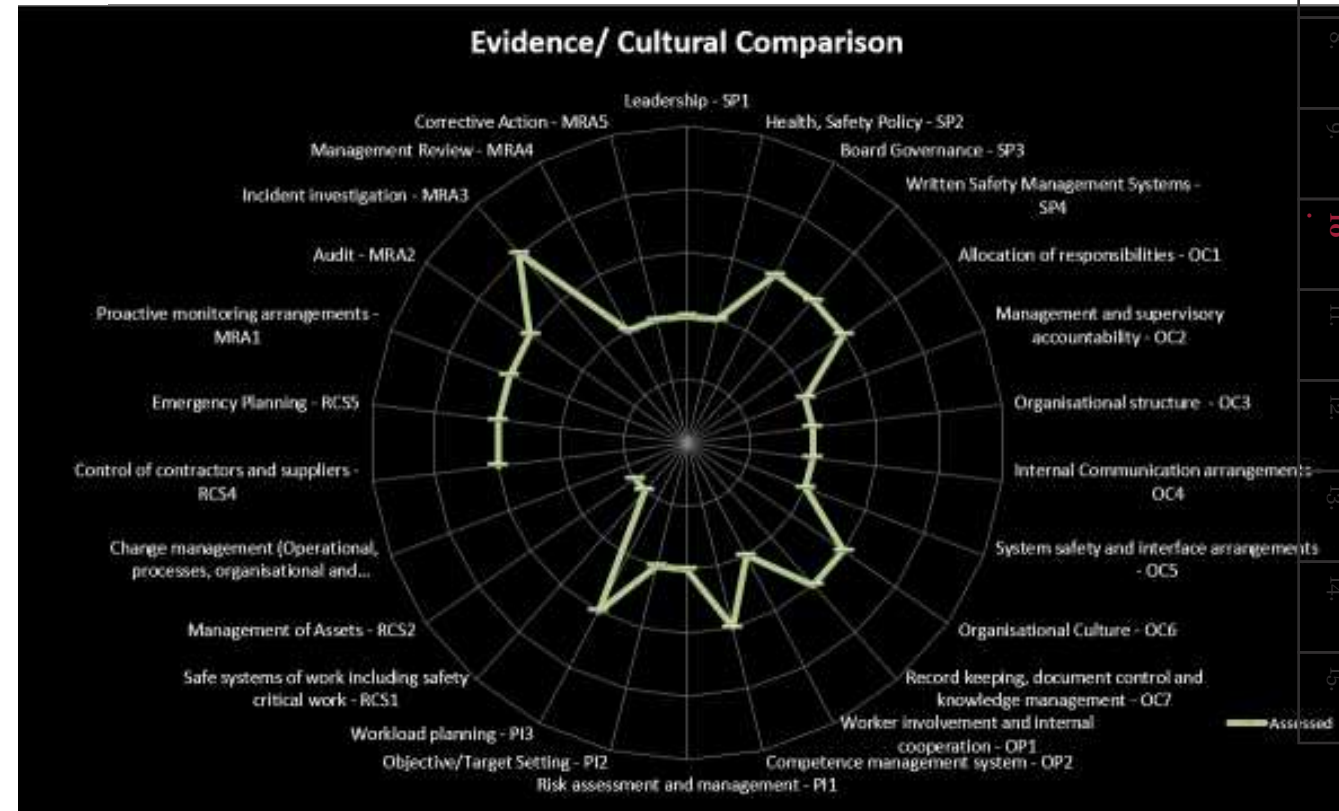


Key Findings

- Overall grading of 'Managed'
- Senior leadership understand gravity of H&S
- Well defined policy, but poor awareness of it
- Centralised management of H&S risk
- Poor feedback to significant H&S initiatives
- Improving divisional H&S culture
- Sporadic safety support due to team structure

Recommendations

- Senior leader H&S training
- H&S introduce a 'business partner' model
- Communication of policy & arrangements
- Formalise H&S consultation/feedback
- Formal H&S governance communications throughout BTP
- Job description for leaders includes H&S responsibilities
- Targeted internal H&S auditing (RM3 & Culture)
- Improve employee representation at H&S boards
- Wider roll out of 'BowTie' risk assessment methodology
- Set pragmatic H&S goals for the organisation
- Review of contractor management
- Develop top level management H&S reviews



People Data up to 31.03.22

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

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Diversity								
	All Employee Types		Police Officer		PCSO		Police Staff	
Division	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority
A Division	42.2%	19.6%	25.0%	10.3%			52.6%	25.2%
B Division	26.5%	18.0%	23.8%	16.2%	28.0%	29.5%	62.6%	26.2%
C Division	23.5%	6.6%	21.0%	5.6%	24.7%	8.2%	56.7%	13.4%
D Division	21.0%	3.7%	19.4%	2.9%			71.4%	0.0%
E Division	20.8%	9.0%	11.5%	8.0%			59.0%	13.3%
Total	31.2%	15.4%	21.8%	10.7%	26.7%	21.2%	54.1%	23.8%

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

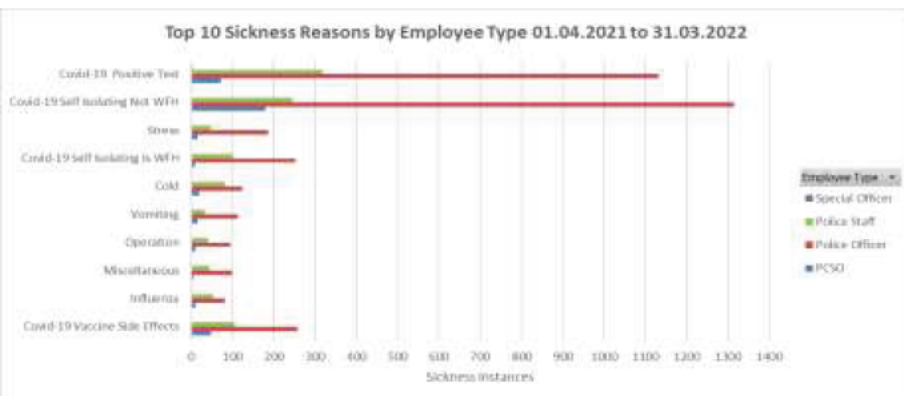
- Female Police Officer representation has increased to 21.91% from the previous quarter's 21.72%. The UK average for female police officer representation is 31.2%.
- Police Officers from ethnic minorities has also increased to 11.53% from 10.70% in the previous year. The UK average for Police Officers from ethnic minorities is 7.3%.
- Overall representation of both female and ethnic minority employees has increased.



People and Culture Committee

Absence, Turnover and Employee Relations

Absence



Turnover

21/22 Officers		21/22 PCSO	
Headcount - 01.04.21	3122	Headcount - 01.04.21	233
Headcount - 31.3.22	3167	Headcount - 31.3.22	234
Avg Headcount	3144.5	Avg Headcount	233.5
Leavers	283	Leavers	44
Turnover Rate	9.00%	Turnover Rate	18.44%

21/22 Staff - Normal Turnover		21/22 Staff - Redundancy	
Headcount - 01.04.21	1426	Headcount - 01.04.21	1426
Headcount - 31.3.22	1451	Headcount - 31.3.22	1451
Avg Headcount	1438.5	Avg Headcount	1438.5
Leavers	177	Leavers	21
Turnover Rate	12.3%	Turnover Rate	1.46%

21/22 Overall	
Headcount - 01.04.21	4781
Headcount - 31.3.22	4852
Avg Headcount	4816.5
Leavers	534
Turnover Rate	11.09%

Insight:

- Covid-19 related absences have increased this year by 11%, due to increases in self isolation and vaccine side effects.
- Instances of depression and anxiety have fallen out the Top 10 in this reporting period, the number of instances has broadly remained the same.
- T/O for Officers increased to 9% v 7.3% in same period last year. Increase in line with external market; wage growth continuing to rise and the highest number of vacancies in the market since records began

Misconduct Allegations

Type of Allegation	
01 Honesty and Integrity	16
02 Authority, Respect and Courtesy	24
03 Equality and Diversity	1
04 Use of Force	9
05 Orders and Instructions	9
06 Duties and Responsibilities	35
08 Fitness for Duty	4
09 Discreditable Conduct	37
10 Challenging and Reporting Improper Conduct	4
Grand Total	139

Total misconduct allegation cases = 148 (9 are missing a "type" in the system)
2020/2021 total misconduct allegation cases = 210

Live Employment Tribunals

TYPE OF CLAIMS	*
Sex (including pay) discrimination	1
Disability discrimination	2
Sexual orientation discrimination	0
Race discrimination	0
Religion or belief discrimination	0
Age discrimination	0
Unfair dismissal	4
Whistleblowing	1
Other payments owed	0
Other complaints	0
Total number of concluded employment claims 21/22	4

*Total may differ from the number of claims, as some individuals bring more than one claim

2 claims resulted with successful judgement in BTPs favour

2 other claims resulted in claimant withdrawing

Grievance by allegation type

Count of Allegation Type Description		Ethnicity of grievance subjects	
Bullying and Harassment	8	Any other Asian background	1
Discrimination - Ethnicity	3	Any other White background	2
Discrimination - Race	1	Asian Indian	3
T&C of Employment - Pay	1	Black African	1
T&C of Employment - Policies/Procedures	11	Not Stated	4
T&C of Employment - Restructuring	1	White British	25
Victimisation	4	Grand Total	36
Grand Total	29		

Gender of grievance subjects

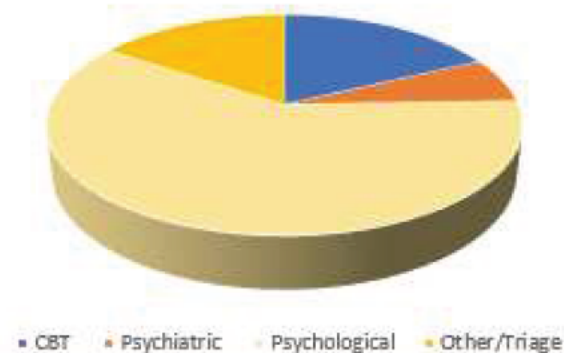
Grievance against BTP	2
Female	13
Male	21
Grand Total	36



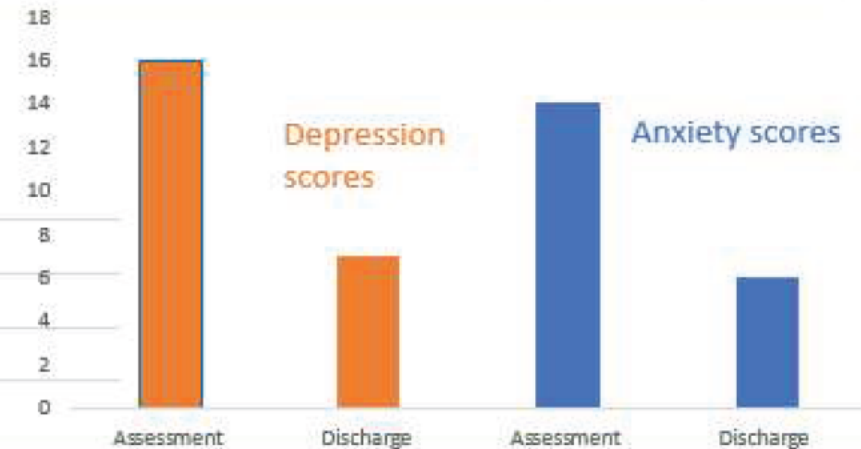
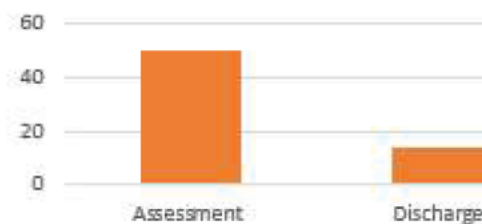
Psychological Services

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
21/22	17	10	15	13	10	10	10	12	12	14	13	29	165
20/21	6	5	11	6	15	10	14	13	11	11	5	9	116
19/20	10	18	11	14	0	11	5	6	10	12	5	7	109
18/19	11	3	5	7	8	5	11	13	15	13	15	27	133

Referral by type Q4



Validate PTSD screening measures – BTP Officers
(Cut off point for probable PTSD diagnosis is 33)



INSIGHT:

- Of those assessed in 2021/22 69 cases were diagnosed with PTSD
- Mean number of sessions attended is 11.24 plus assessment
- The validated screening measures at discharge show BTP employees recovery to far below the cut off point for PTSD diagnosis.
- A similar pattern of recovery is evidenced for those with anxiety and depression
- An increase in referrals is seen in march 2022 as new services have been introduced and further increases are expected.

ACTION:

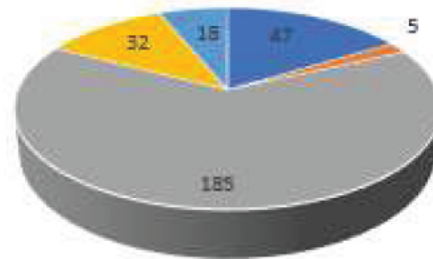
- Further One Bright Efficacy services were introduced as part of Mental Health Awareness week
- Assessment and treatment for work related or work impacting Mental Health symptoms not related to Trauma can now be accessed via One Bright Efficacy with additional referral pathways
- We will be monitoring the uptake and effectiveness of the new pathways
- Further information is on the Wellbeing Hub



Management Referrals

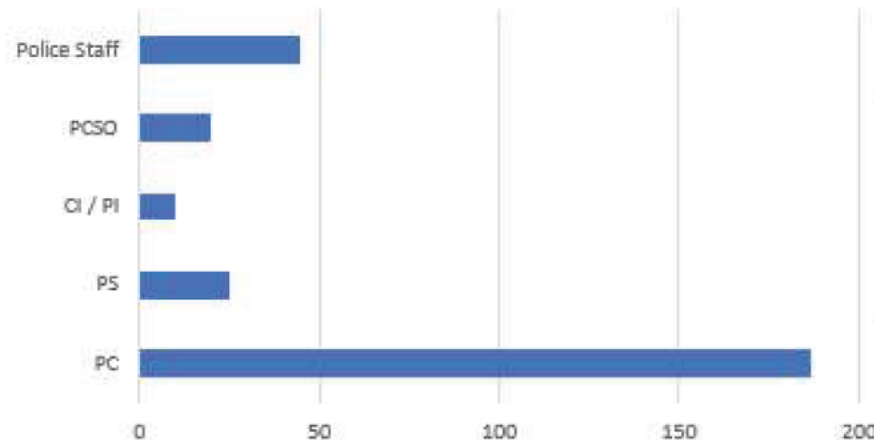
Apr-219	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total 21/22	Total 20/21	Total 2019	Total 2018
99	97	104	106	137	136	80	99	88	112	80	95	1233	1136	1148	929

Referrals by reason

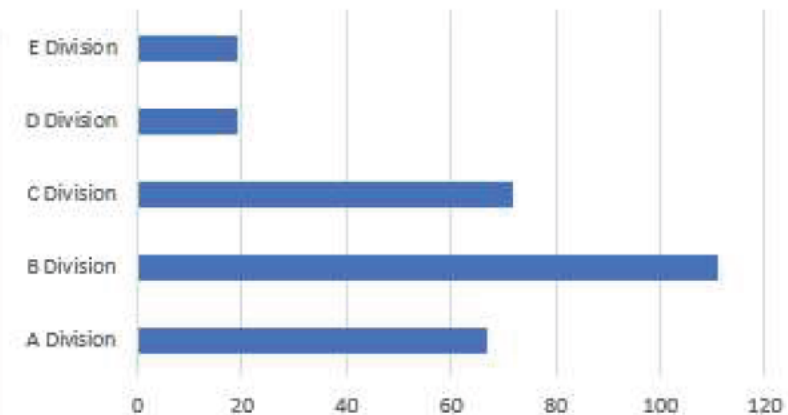


- Long term sickness absence
- Short term sickness absence
- Capability/health concern affecting work
- fitness for JRFT/alt JRFT
- Review of temporary TDR

Referral by Role



Q4 Referrals by Division



Management referrals requiring referral to OH Physician

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
2	2	2	4	2	3	6	8	7	9	7	11	100%	92.3%	85.7%	25%	41.2%	27.3%

SLAs for OHP appointments

INSIGHT:

- There has been an 8% increase in referrals compared to 20/21 this is in keeping with year on year increases in referrals
- Capability / health concerns affecting work is consistently the main reason for referral
- OH Physician referrals remain low in numbers. Optima are significantly failing to meet SLA for this service due to a national shortage of OH practitioners and challenges in recruitment.

ACTION:

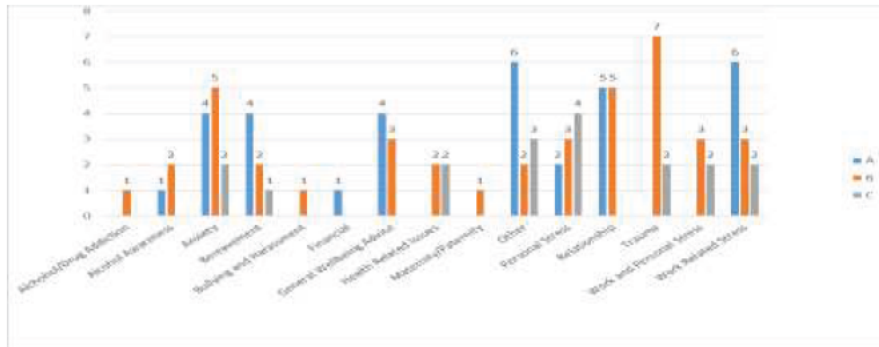
- We continue to work closely with Optima to improve the SLA for OHP appointments. They have highlighted some recruitment streams that they believe will improve but is likely to take a few months to be evident in data.
- Internal OH resources further in April following another resignation. Following job evaluation the recruitment campaign for internal OHAs has been refreshed
- Optima have been approach to support initially with face to face medicals and potentially management referrals



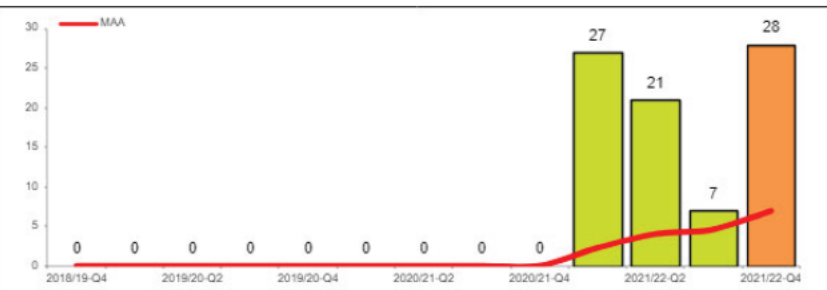
TRiM Assessments Completed



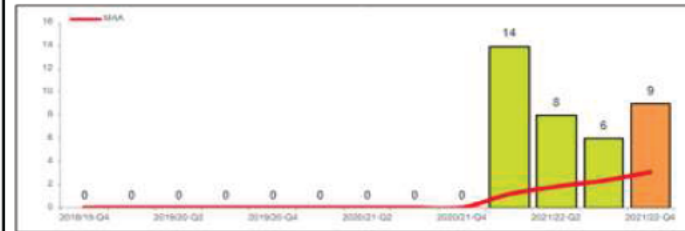
Peer Support Reasons



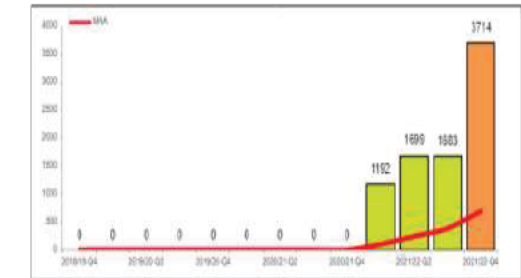
EAP Accessing Counselling



Remploy Referrals



Wellbeing Hub Utilisation



Referrals by Quarter and Month

	Jan	Feb	Mar	Apr	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
2019			1									1
2020	2						1		2	6	1	12
2021	3	11	6	3	5	4	3	1	2		4	42
Total	5	11	7	3	5	4	4	1	4	6	5	55

INSIGHT

- 76 Peer Support interventions for Q4 across A, B and C divisions – D and E divisions have not accessed Peer Support.
- Stress has been highlighted as the primary causative factor for Remploy self referrals.
- Only 2 TRiM referrals required onward referral to OH in Q4, this is a reduction from the previous quarter and in keeping with normative values.
- In 2021/22 TRiM referrals increased from 2.1% to 3.1%

ACTION:

- Stress and Burnout Assessments have been conducted in teams and so far we have 230 responses, these are currently in review and analysis and will be fed back to the team leads.
- Recruited Peer supporters to D and E division and ideally interventions from these Divisions will increase.
- Due to the increasing number of requests for 'wellbeing dog' visits across the force we have collaborated with the OK and Met wellbeing dogs to support BTP whilst we work on getting our own service ready for launch October 2022.
- Demand for Wellbeing grows with the launch of the team in January 2021 – we have 2 Advisors and Head of Wellbeing in the team, business case in development to support additional resources.



HEALTH AND SAFETY

INSIGHT

- RM3 assessment, Health and Safety remains 'managed' in BTP.
- Action tracking has seen some improvements in closing down actions but further work is needed to significantly improve this.
- Further engagement with estates and facilities has meant some understanding of long standing issues and pragmatic solutions being sought.

ACTION:

- In Q4 two H&S Advisors left, due to annual leave this left very short timescales from resignation to leaving, Job Descriptions have been re-evaluated and are now within median market rates, however this still leaves us some concern as recent advertisement had 24 candidates – only 4 fit for interview and of these only 2 attended their interview. Currently staffing levels are critical we have x2 H&S advisors, x1 Safety Compliance Lead and Head of Safety.
- With the introduction of the Safety Management Software to increase visibility of safety incidents and action tracking this is putting a significant workload on the team. We have approached the Federation for Health and Safety support whilst we continue to recruit. Going forward reports will be used from the dashboards currently in development in the SMS system.
- Completion of the internal safety assessment using the Risk Maturity Model (RM3) with Divisional Commanders has led to a requirement to 'Re-think Safety' moving to a business partner model to ensure understanding and compliance the support from H&S at the concept stages can offer, business case in development for additional resources. Currently H&S remains significantly reactive.

KPI	Result	% Dif	Q4 2021/22	Last Quarter	2021/22 Totals	2020/21 Totals	% Dif
Fatality Weighted Index (FWI)	●	89.43%	0.466	0.246	2.308	2.540	-9.13%
Lost Time Injury Frequency Rate (LTIFR)	●	-15.79%	15.398	18.285	67.085	36.570	83.44%
Fire Action Weighted Index (FAWI)	●	-11.55%	9.530	10.775	Not Available	Not Available	-
Total Incidents	●	11.32%	413	371	1,483	1,340	10.67%
Injuries	●	3.03%	204	198	797	812	-1.85%
Non-Injuries	●	20.81%	209	173	686	528	29.92%
AMS Open Incidents	●	22.86%	43	35	Not Available	Not Available	-
AMS Closed Incidents	●	10.12%	370	336	Not Available	Not Available	-
Assaults (AMS)	●	20.97%	225	186	766	616	24.35%
Total RIDDOR	●	25.00%	20	16	76	64	18.75%
Over 7+ RIDDOR	●	28.57%	18	14	61	44	38.64%
Specified Injury RIDDOR	●	0.00%	2	2	15	20	-25.00%
Open FRA Actions	●	8.42%	206	190	Not Available	Not Available	-
Closed FRA Actions	●	-30.15%	95	136	Not Available	Not Available	-
Inspections Completed	●	-40.00%	6	10	71	Not Recorded	-
Open Inspection Actions	●	-48.17%	99	191	476	Not Recorded	-
Closed Inspection Actions	●	52.11%	108	71	294	Not Recorded	-

**People and Culture Committee
Committee Workplan 2022/23**

8 June 2022	6 September 2022	16 November 2022	TBC
Items for recommendation <ul style="list-style-type: none"> • RM3/Annual H&S Board Report 	Items for recommendation <ul style="list-style-type: none"> • Final People Strategy • I&D Strategy 	Items for recommendation	Items for recommendation
Items for discussion <ul style="list-style-type: none"> • Draft People Strategy • Internal Communications • Speak Up campaign • 2022/23 Financial Crisis: Implications for Employee Financial Wellbeing 	Items for discussion <ul style="list-style-type: none"> • PDR outcomes for performance year 2021/22 • Promotion processes review 	Items for discussion <ul style="list-style-type: none"> • Exit payments policy position • Private medical cover – business case for final decision 	Items for discussion <ul style="list-style-type: none"> •
Items for information <ul style="list-style-type: none"> • People report • Direct Entry Detectives Programme – Update at application closure stage • Briefing Note: Current UK Employment Market 	Items for information <ul style="list-style-type: none"> • People Report 	Items for information <ul style="list-style-type: none"> • People report 	Items for information <ul style="list-style-type: none"> • People report

Note:

We are awaiting the PRRB report and Home Secretary response to know the recommended pay award for 2022/23. When known, we will need to consult with the staff associations and TSSA and then bring the recommended pay award to PCC/Remuneration Committee. The police staff pay award date is 1 July and the police officer date 1 September.

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People and Culture Committee

Purpose

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

Reporting

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

Responsibilities

- To be proactive in providing advice and guidance on the strategic direction of the overall People Strategy and the policies designed to achieve it. Including advice on the effective management of the key risks BTP is seeking to manage in the context of realising its People Strategy.
- To oversee, provide advice and guidance on the strategic direction of the Reward Strategy, ensuring that it remains effective at attracting and retaining a high-quality workforce which is also affordable.
- To review annual pay claims for officers and staff taking account of how these fit with the wider Reward Strategy and to recommend any pay awards for approval by the Appointments, Remuneration and Appraisal Committee.
- To consider and approve all changes to terms and conditions that fall under the Police Regulations 2003 and all departures from the Police Regulations, including changes made to the Police Regulations that the organisation chooses not to adopt.
- To encourage innovation with respect to employment matters whilst satisfying itself as the legal employer of police staff and officers, of compliance with relevant employment legislation;
- To receive advice from and provide support to the Director of People and Culture in relation to matters of Authority interest and provide a forum for input, discussion and feedback on contemporary people practice;
- To consider external and internal developments and drivers which are relevant to the success of, and which inform, the strategic people priorities, including but not limited to outputs from arrangements for sentiment testing employee attitudes and opinions;
- To monitor BTP's key performance indicators with regard to agreed strategic People objectives, including but not limited to recruitment, retention, progression, training

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and management of attendance.

- To receive the high-level outputs from the annual talent management process.
- To have oversight of legitimacy with respect to the representation, equality and diversity of BTP's workforce;
- To have oversight of the implementation of the Wellbeing, Health and Safety Strategy and policy compliance; including review of an annual assurance report; reporting by exception, including but not restricted to, resourcing, availability of competent advice, risk assessments, and training; and quarterly trend/statistical reporting on wellbeing, health and safety;
- To consider reputational, cultural and financial implications of professionalism matters reported by exception, including from the perspective of a public lens. This may include high profile complaints, appeals/reviews, grievances, employment tribunals and civil claim cases.
- Deep dive(s) of any risks referred to from the Audit and Risk Assurance Committee.

Milestones

Staff & Officer pay award recommendations in July.

Meetings

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

Chair and Deputy Chair

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

Quorum

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

Membership

Four Members of the Full Authority.

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