[9 March 2022] Agenda Pack - People and Culture Committee

MEETING
9 March 2022 10:30

PUBLISHED
9 March 2022

Agenda

Location	Date	Owner	Time
Microsoft Teams	9/03/22		10:30

1. Apologies	Chair	
2. Declarations	All	
3. Minutes	Chair	

    3.1. [Background Pack] Minutes - Pension Working Group 24 November 2021

    3.2. [Background Pack] Minutes - Pension Working Group 10 February 2022

4. Actions	Chair	
5. Risk Profile	Chief Executive	10:30

Items for Decision

6. Police Staff Pay Framework	Director of People & Culture	10:35
7. Gender Pay Gap Report	Director of People and Culture	10:50

Items for Discussion

8. Apprenticeships	Director of People and Culture	11:00
9. People Strategy	Director of People and Culture	11:10
10. Staff / Officer Assaults	Director of People and Culture	11:20

Agenda

Location	Date	Owner	Time
Microsoft Teams	9/03/22		10:30

Items for Information

	Owner	Time
11. Institutional Racism and Policing	Director of People and Culture	11:30
12. Violence against Women and Girls (VAWG) Delivery Plan Update	Director of People and Culture	11:40
13. Complaints Reviews	Head of Governance and Compliance	11:50

   13.1. Complaint Reviews Annual Report

   13.2. Professional Standards Department Complaint Resolution Team

	Owner	Time
14. Smarter Working	Director of People and Culture	12:00
15. People Performance Update Q3 2021/22	Director of People and Culture	12:10
16. Committee Workplan 2022/23	Head of Governance and Compliance	12:20
17. Any Other Business	All	
18. Meeting Evaluation	Nominated Member	12:25

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Minutes
People and Culture Committee

Wednesday 17 November 2021 at 2.00pm via Microsoft Teams

Present:

Bev Shears (Chair)
Andy Cooper
Martin Richards

Apologies:

None

In attendance:

British Transport Police Authority Executive
Hugh Ind (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)
Steff Sharp (Chief of Staff)
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)

Apologies
Agenda Item 1

1. There were no apologies.

Declarations
Agenda Item 2

2. There were no declarations of interest.

Minutes
Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 10 September 2021 be approved.

4. **RESOLVED**, that the minutes of the Pension Working Group meeting held on 17 September 2021 provided in the background pack be noted.

Actions
Agenda Item 4

5. Members considered a report of the Board Secretary regarding actions arising and the following points were made.

   a. **Audit and Risk Assurance Committee (ARAC) Action 15/2021 (Annual Leave Update)**. Members noted the update provided in the background pack and, given the Force's position was now that significant accruals would no longer be accepted, agreed the action could be closed.

   b. **Action 4/2021 (Members as Coaches/Mentors).** The Head of Governance and Compliance noted that the proposal had been shared with Members on Board Intelligence (Serial B114). Members noted the emphasis of the proposal was on Members as mentors not coaches. Members agreed the action could be closed.

   c. Members agreed that Actions 1/2021, 2/2021, 3/2021, 5/2021, 6/2021 and 7/2021 could be closed.

6. **RESOLVED**, that the paper provided in support of Action 2/2021 (Annex U) provided in the background pack be noted.

7. **RESOLVED**, that the paper provided in support of Action 5/2021 (Senior Leadership Development Programme Update) be noted.

8. **RESOLVED**, that the paper provided in support of Audit and Risk Assurance Committee (ARAC) Action 15/2021 (Annual Leave Update) be noted.

Risk Profile
Agenda Item 5

9. **RESOLVED**, that the risk profile be noted. Members also noted that deep dives of strategic risks were due to be allocated to Committees in due course.

Recognition Agreement for Superintending Ranks
Agenda Item 6

10. Members considered a report of the Director of People and Culture regarding a recognition agreement for Superintending ranks and the following points were made.

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   b. ████████████████████████████████████
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11. **RESOLVED**, that Members approve the Superintendents' Association Recognition Agreement.

Family Friendly Policies
Agenda Item 7

12. Members considered a report of the Director of People and Culture regarding Family Friendly Policies and the following points were made.

   a. In response to a question, the Director of People and Culture confirmed that, if approved, the recommendation regarding paternity leave/partner parental leave would take the Force beyond the minimum threshold set out in regulations.

   b. Attendees discussed the rationale for extending paid paternity/partner parental leave to three weeks full pay. Members noted the Chief Constable's rationale that the Force was currently behind the curve in this space and an extension to three weeks full pay was a statement of progressive intent. Members also noted the Chief Executive's recommendation that such decisions should be made based on clear metrics and evidence. On balance, Members agreed that it was appropriate to extend paternity/partner parental leave to three weeks full pay given the financial impact was indirect. That said, future decisions in this space would require a more detailed evidence base.

   c. In response to a question, the Director of People and Culture confirmed that officers/staff would not be obliged to disclose miscarriages or abortions as reasons for taking sick leave if they did not wish to claim miscarriage leave, and the Force would respect this. The recommendation

regarding miscarriage leave had arose from engagement with the Force's baby loss group.

13. **RESOLVED**, that Members approve,

   a. Five days of paid pregnancy loss/miscarriage leave to parent employees.

   b. An increase in paternity leave to three weeks at full pay.

   c. Rename paternity leave as partner parental leave.

Psychological Framework
Agenda Item 8

14. Members considered a report of the Deputy Director of People and Culture – Wellbeing, Health and Safety regarding the Psychological Framework project and the following points were made.

   a. In response to a question, the Deputy Director agreed there was scope to consider partnership working to host EAP albeit this may prove challenging in some areas of the UK where relationships in available provision were less mature.

   b. In response to a question, the Deputy Director confirmed the Force was reviewing the potential to refer officers/staff privately.

   c. Members welcomed the explicit focus on mental health and wellbeing demonstrated by the project, noting that early intervention was key. Members encouraged the Force to ensure that jargon was kept to a minimum when communicating available provision to users.

   d. The Director of People and Culture welcomed the fact that BTP Federation representatives were undertaking mental health training, and the provision of mental health training for managers.

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

Sexualised Behaviour, Internal Culture and Conduct Regulations
Agenda Item 9

16. Members considered a report of the Director of People and Culture regarding sexualised behaviour, internal culture and conduct regulations and the following points were made.

   a. In response to a question, the Director of People and Culture noted that misconduct cases with IOPC involvement were made public, whereas some BTP led misconduct hearing had been ----held in private. The Chief

Executive noted that it would be worthwhile ensuring a clear communications approach towards any publicising of outcomes from misconduct cases.

b. A Member noted the synergy between the Force's Values elsewhere on the agenda, and what constituted acceptable behaviours that made up the Force's internal culture.

c. In response to a question, the Director of People and Culture confirmed that the Professional Standards Department was reviewing its victim care processes to ensure whistle-blowers were supported.

d. The Chief Constable emphasised the importance of ensuring the Force's internal culture was beyond reproach as it embarked upon efforts to combat violence against women and girls.

e. The Chief Constable concluded by noting that the next national conversation in this space would likely scrutinise institutionalised sexism; and the importance of senior male police officers stepping forward as allies in efforts to combat violence against women and girls.

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

Police Staff Reward Project Update
Agenda Item 10

18. Members considered a report of the Director of People and Culture regarding the Police Staff Reward Project. Members welcomed the report and agreed that the emerging proposals appeared pragmatic.

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

20. **RESOLVED**, that the QCG paper on BTP development of a new reward framework (Comparison of Pay Ranges) (October 2021) provided in the background pack be noted.

21. **RESOLVED**, that the QCG paper on BTP development of a new reward framework (Detailed Recommendations, Cost Modelling and Benchmarking) (October 2021) provided in the background pack be noted.

Embedding Our Values
Agenda Item 11

22. Members considered a report of the Head of Internal Communications on work to embed the Force's new Values and the following points were made.

a. The Director of People and Culture agreed that there was scope to reference Values in wider reporting to the Members e.g. the Staff Reward report earlier on the agenda.

b. All attendees noted that the Values should be an intrinsic part of the Force, with all officers and staff able to articulate the Values with ease and confidence.

c. The Chief Constable concluded discussion by noting the Values had been developed bottom-up within the Force rather than imposed by senior leadership.

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

24. **RESOLVED**, that the Institute of Employment Studies HRN paper *Making Values a Reality* provided in the background pack be noted.

People Data Q2 2021/22
Agenda Item 12

25. Members considered a report of the Director of People and Culture regarding People Data for the period April 2021 – September 2021 and the following points were made.

a. Members agreed that further thought should be given to the level and type of detail that was reported to the Committee regarding professional standards.

b. The Director of People and Culture highlighted the diversity data provided, noting that 30% of intakes were female, and 21% BAME. Whilst promising, these percentages were not increasing at the pace the Force would like to achieve.

c. All attendees noted that diversity targets needed to be grounded in local geographies to be realistic. For example, it was easier to set and achieve diversity targets in urban areas e.g. for B Division than it was for more rural and remote areas of the UK.

d. In response to a question the Director of People and Culture noted the Force was reviewing direct entry for detectives, which would enable an increase in diversity. Moreover, more work was to be done to ensure part-time working arrangements were attractive for a broad range of candidates.

e. In response to a question regarding fire safety, the Deputy Director of People and Culture – Wellbeing, Health and Safety noted that it was a

challenge to implement fire safety changes on premises where the Force was not the landlord e.g. Darlington.

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

Forward Look
Agenda Item 13

27. Members considered a report of the Head of Governance and Compliance regarding the Committee Forward Look 2021/22 and the following points were made.

   a. Members noted they would welcome detail on the impact of staff assaults on mental health when the planned March 2022 report was made to Committee.

   b. Members requested that the planned March 2022 smarter working report include a wider focus on post-COVID ways of working across the Force, rather than overemphasise the recent move to Baskerville House.

   c. The Chief Executive noted a forthcoming out-of-committee note to Members regarding exit payments[1] and recommended a report on activity in that area should be made to the Committee in June 2022.

   d. The Chief Executive requested that a report on Force activity on Listening Circles be made to the Committee in either March or June 2022.

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

Any Other Business
Agenda Item 14

Committee Meeting Format 2022

29. Attendees discussed their preferred meeting format(s) for potential adoption in 2022. There was consensus that a hybrid model (physical meeting with facility for attendees to join virtually) was the preferred format. Attendees were also mindful of the carbon footprint implications of a purely physical meeting format that required all attendees to travel to a fixed location.

Meeting Evaluation
Agenda Item 15

30. Martin Richards delivered an evaluation of the meeting and the following points were made.

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[1] Post-Meeting Note: this refers to Board Intelligence Serial B116 *Chief Executive to DfT [Exit Payments in Public Sector] (19 November 2021)*

a. He welcomed steps being taken to ensure there was more timely circulation of minutes to Force attendees following each meeting.

b. Papers on the agenda were of good quality.

c. The balance of contributions to agenda items by Force and Executive attendees was about right.

d. The debate over application of paid partner parental leave (fortnight vs three weeks) was welcome and felt to be a case study in positive critique provided by Executive and Authority Members.

The meeting ended at 4.06pm.

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PEOPLE AND CULTURE COMMITTEE

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
8/2021	17 November 2021	Family Friendly Policies	The Chief Constable invited the co-Heads of Governance & Compliance to put forward a blog for the Intranet on their experiences and successes of a job share.	Stephanie Calvert / Lucy Yasin	9 March 2022	**Recommended for Closure** Proposed narrative submitted to the Corporate Communications Department on 18 February 2022. Decision made by BTP not to publish at this time.

RISK PROFILE UPDATE – January 2022 The below strategic risks were discussed at the November 2021 ARAC and have since been updated by risk owners.		Residual Risk Score (inherent risk score) *	Residual Risk Score Direction of Travel (6m forecast):
Cyber and Data Security: Failure to protect and manage our data and information may result in a significant data loss which leads to a loss in confidence, operational risk, regulatory censure, and financial loss.	The new cyber security strategy has been published and communicated throughout the force. The business continuity plan for 2022 was due for completion at the end of 2021, this had been delayed with the plan of circulating at the end of January 2022. Work on the IT Health Check (ITHC) 20/21 is now complete with all medium risks closed and all except 2 high risks addressed. ITHC 21/22 is due to publish its finding towards the end of March, this will show areas which will require remedial action to any critical risks. The Maturity report and the ITHC should illustrate sufficient control measures to reduce the residual risk score to 12. The Cyber Security risk deep dive is due at ARAC in June 2022.	16 (25)	<->
Technology: Failure to deliver an appropriate and effective digitalised police service due to lack of a robust and well-managed strategic plan, funding, capacity, and capability, leading to operational challenges and financial loss.	Technology roles have been reviewed by the new Head of Technology.. The 'Force on the Move' Technology Programme is currently being drafted, once concluded, it will be circulated to stakeholders for consultation prior to publication. At present, there are several key projects in train. Combined with work on technology process and procedures, this should see this residual risk score reduce to 12. The Technology Strategic Risk Deep Dive will be presented at ARAC in March 2022.	20 (25)	↓
People: Failure to attract, develop and retain people who exemplify our core values and the communities we serve, leads to a loss of confidence, operational challenges	Greater oversight by BTPA by a new P&C Committee and the People & Culture Programme which is ongoing in the development and delivery of people-related change. There has been a renewed focus on vetting, with new vetting staff recruited, to address the risk of employees not exemplifying core values. Work is continuing on our strategies to increase representation. By the end of March, BTP expect to have completed the end-to-end review of recruitment and promotions and implement new ways of working which will help to manage this risk more effectively.	12 (20)	<->
Financial Control and Planning: BTP/A may not exercise due financial control, including financial planning, contract management and understanding the true value and cost of the services they provide to stakeholders, leading to lack of budgetary cover from the DfT, ineffective decision-making, financial loss and a limited operational capability due to insufficient funding.	There are external risks including lack of budgetary cover for the expenditure under the Force on the Move programme. The final outcome of SR21 has been successful in gaining support for (but not additional cash for) fleet electrification plans and anticipated capital costs for a new London HQ. BTPA signed off the BTP/A 2022/23 budget but there is more work needed on the subsequent years in the MTFP since the Strategy and Force on the Move have not been finalised. There are several financial risks on the horizon which BTP/A are monitoring including 'perfect storm' price increases and a potential Police Remuneration Review Body (PRRB) pay settlement that varies from our planning assumptions. BTP continue to strengthen financial controls, including introducing a new purchasing software 'PIM', monitoring 'perfect storm' supply chain risks and regular testing and reporting of areas to the Finance Assurance Board.	12 (20)	↑
Partnership Working: BTP/A may not capitalise on opportunities and relationships with external partners to deliver more effective and efficient services in response to demand, leading to financial loss and operational impacts.	Policing Plan consultation is underway to engage with stakeholders on priorities for a three-year plan incorporating joint working solution. A sample group of stakeholders has agreed to provide initial feedback on the draft 2022-25 Strategic Plan and a wider engagement plan for the final draft is being finalised. There is a mitigation planned for BTP/A to share a CRM system to ensure joined-up communications. BTP/A continue to engage with key partners on GBR to influence the future of the security	9 (16) Prev: 12	↓

	provision to the railway. There is both opportunity and risk in this area, which the residual risk score reflects. Specifically a number of workstreams have been set up for 2022 to identify smarter ways of working between BTP and rail partners including a station pilot with Network Rail and establishment of a Working Together Group. BTPA continues to hold regular relationship management meetings with a number of its main partners including NWR, GTR, TfL and RDG. The risk related to partnerships has reduced due to the mitigation activity. However, the appetite for this risk is 'flexible' meaning "*We are willing to accept a higher amount of risk to achieve the desired outcome, where some risk needs to be taken to modernise BTP/A or enhance a product or service e.g. strategy development, new systems.*" There is therefore more opportunity to take risk with partnerships, with a view to achieving BTP/A's strategic goals.		
Change Management: BTP/A may not design and deliver a sustainable strategic change programme to provide an affordable, effective, and efficient service, leading to operational and financial impacts.	In the last quarter, four of the five further mitigating actions for this strategic risk were closed. The remaining action is the implementation of a new governance process, which will oversee portfolio delivery and create PCIB as the primary authorizing body for force investments and changes will be implemented on 9 February with the new format PCIB sessions. The principal risks are identifying the right resources to deliver the change and the time the recruitment process will take. A GIAA assurance review will commence in Q4 to review how the new portfolio is set up to meet the objectives of the new strategy. This will be a real-time review with quicker feedback to BTP/A; the first update will be provided to ARAC in March.	**16 (20)**	<->
Major Incidents: Failure to effectively plan and prepare, including scenario testing, for a major incident, terror attack, pandemic, or natural disaster, which may lead to an operational impact, financial loss and loss of public confidence.	Members continue to be updated with progress against the Manchester Arena Inquiry recommendations and ARAC are receiving timely updates following Exec attendance at the Gold Group. There are new roles in place to ensure briefings for events are conducted and internal comms planned to ensure all officers are briefed at the start of their shift. The DCC is overseeing a programme of exercise and testing planned for 2022. A BTP Inspector has been embedded within the Home Office to co-ordinate exercise and testing nationally. This will involve BTP in a wider range of major incident scenarios. An example of this is Exercise Governing, an Marauding Terrorist Attack (MTA) scenario, that took place within Avon and Somerset police area, with significant BTP involvement. There is a wider, longer term 'cultural' change to be embedded to reduce this strategic risk further.	**12 (20)**	<->
Legitimacy: Failure to maintain public and stakeholder trust and confidence due to inability to maintain professional standards and wider scrutiny around policing standards, leading to challenges to operational delivery and reputational damage.	There is an external threat to BTP/A reputation driven by broader confidence in UK Policing, media stories and social media. BTPA has researched and mapped the parameters of policing legitimacy (informed by HMICFRS inspection work in this area) and has made initial recommendations about where legitimacy can be considered across the Authority's committee activity. Exactly how the Authority approaches the various dimension of legitimacy (in committees and more widely) is still in development but some progress has already been via reports and briefings to PDC and SRPC. A force wide Violence against Women and Girls (VAWG) delivery plan has been in place since October 2021 and progress is overseen by the DCC. This plan covers activity within Network Policing, Crime, PSD, and People & Culture. As part of this, PSD have visited each division to educate people on the standards of professional behaviour; engagement with A division will be completed shortly. This will be supported by a significant campaign that is about to launch in relation to the 'Speak Up' (CARS rebranding) process. The DCC is	**16 (20)**	<->

Risk	Commentary	Score	
	also considering the governance around this important area and what more may be needed to ensure we get better oversight and can drive a culture of professional behaviour; this will be considered as part of the wider work on governance.		
Contracts Management: Failure to enter into or manage all contracts for service with 3rd parties appropriately. This could lead to BTP/A not providing the required service, encountering operational impacts that hinder the work of BTP or being the subject of contractual disputes - all of which would have financial and reputational impacts.	Work to address the recommendations from the 20/21 GIAA audit has led to more control in this area and therefore a lower residual risk. Greater governance and oversight of the end-to-end process, including an EPSA Working Group and Board allow for less uncertainty around EPSA contracts. The process has been working effectively with new bids or changes to existing bids being submitted to the group to review for decision at the Strategic Board; in the last quarter there have been approximately 6 bids reviewed.	**9 (16)**	<->
Health, Safety & Wellbeing: Failure to embed a positive Health & Safety culture due to a lack of officer/staff understanding and focus on their responsibilities could lead to serious injury or loss of life for BTP/A staff, stakeholders, or the public.	Health and safety controls are continuously being improved with a focus on culture, responsibility, and governance. BTP have set out the governance around HSW and the assurance over these processes. New risk assessments over key areas are being brought to the Central Committee but there is a need for organisation-wide buy-in to publish. New Wellbeing tools have been introduced with internal comms. Occupational Health continues to be difficult but a joint 'root cause analysis' has been held with the supplier to understand how to resolve. Work is progressing to purchase a new reporting system; implementation on track for April 2022. This is a key element to reducing the residual risk in this area. Performance and Delivery Committee will receive the annual HSW Assurance Statement in May 2022.	**12 (20)**	<->

*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.

2021 Gender Pay Gap Report

Rachael Etebar

Purpose of the Paper

- To advise the Committee of our 2021 Gender Pay Gap outturn and seek permission to publish in line with the statutory obligation to do so by 4.4.22.
- We are required by the Equality Act 2010 (Gender Pay Information) Regulations 2017 to report specific gender pay gap information. This information identifies the differences in average pay between men and women and is different to equal pay, which identifies the differences in pay for men and women where they carry out the same job, similar job or work of an equal value. The data is a snap shot as capture at 31 March 2021 and is therefore retrospective.
- Although we can be proud of the progress made - for the fourth year running there has been a reduction in our gender pay gap - we must continue to concentrate on improving retaining and promoting existing female officers. It is still important that recruitment activity is monitored closely to ensure that there is no adverse activity that could impact the gender pay gap percentage. Analysing the data also indicates that internal changes/moves can also impact on the gender pay gap.

Outcome Sought

That the Committee:
- Note our gender pay gap has decreased for the fourth year in succession, with a mean gap of 6.0% and median gap of 12.28%.
- Approve the report for publication

2021

Gender pay gap report

British Transport Police

Why are we reporting on our gender pay gap?

In 2021 the British Transport Police employed approximately 4832 police officers and police staff and had approximately 295 Special Constables, who are unpaid volunteers. Under the Equality Act 2010, employers in Great Britain with more than 250 employees are required to report on gender pay differences within their organisation. This is our fourth report.

What does the data look like?

The gender balance for all our employees for the last 4 years is shown below:

	2021 Police staff and police officers - total workforce	2020 Police staff and police officers - total workforce	2019 Police staff and police officers - total workforce	2018 Police staff and police officers - total workforce
Gender	Employees	Employees	Employees	Employees
Male	3322 (68.7%)	3420 (68.4%)	3390 (69%)	3386 (69%)
Female	1510 (31.3%)	1498 (31.6%)	1556 (31%)	1551 (31%)
Total	4832	4738	4946	4937

Within this, the gender split between our police officers and police staff for the past four years is as follows:

Police Officers Gender Percentage

Police Officers Gender Split	2021	2020	2019	2018
Gender	Police Officers	Police Officers	Police Officers	Police Officers
Male	78.8% (2461)	78.5% (2414)	79.0% (2452)	79.0% (2454)
Female	21.2% (662)	21.5% (661)	21% (650)	21% (651)

Over the four years the percentage of female officers have remained around 21%. The headcount of male police officers increased by 47 and female officers increased by 1, which would account for the slight percentage drop in female officer representation. This is the lowest female representation of all UK police forces, and we are clear that is a position we are working hard to improve upon, to be representative of the

communities that we represent. Over the years we have concentrated on the core areas like recruitment, but we need to understand the barriers to female officers joining and staying at BTP.

Police Staff Gender Split Percentage

Police Staff Gender Split	2021	2020	2019	2018
Gender	Police Staff	Police Staff	Police Staff	Police Staff
Male	50.3% (861)	49.7% (826)	50.7% (935)	50.9% (932)
Female	49.7% (848)	50.3% (837)	49.3% (906)	49.1% (900)

In 2021 the balance of the gender split changed in favour of males. The increase in headcount for males was 35 in comparison to 11 for females, which would be the reason for the change.

Overall Workforce Split by Employee Groups/Percentages

Gender Split of overall headcount	2021		2020		2019		2018	
Gender	Police Officers	Police Staff	Police Officers	Police Staff	Police Officers	Police Staff	Police Officers	Police Staff
Male	50.9% (2461)	17.8% (861)	50.9% (2414)	17.4% (826)	49.6% (2454)	18.9% (935)	49.7% (2454)	18.9% (932)
Female	13.7% (662)	17.5% (848)	14% (661)	17.7% (837)	13.1% (650)	18.4% (906)	13.2% (651)	18.2% (900)
Total	64.63%	35.37%	64.90%	35.10%	62.80%	37.20%	62.90%	37.10%

Mean and median gender pay gap

- 2021 mean (average) pay gap in hourly pay is 6%, This is a significant improvement compared with 2020 (7.59%).
- 2021 median pay gap in hourly pay is 12.28%, This is a good improvement from 13.03% in 2020

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All Employees Male-Female Gap Percentage (All Employees Gap Table 1)

All Staff Average hourly rate mean and median				
	Male	Female	Gap	Percentage
Mean (average) hourly rate	£20.01	£18.81	£1.20	6.00%
Median hourly rate	£19.71	£17.26	£2.42	12.28%

In 2021 both the mean and median for all the workforce had good decreases. The graph below shows how both the mean and median have changed over the last four years, indicating a gradual and relatively consistent reduction in the pay gaps.
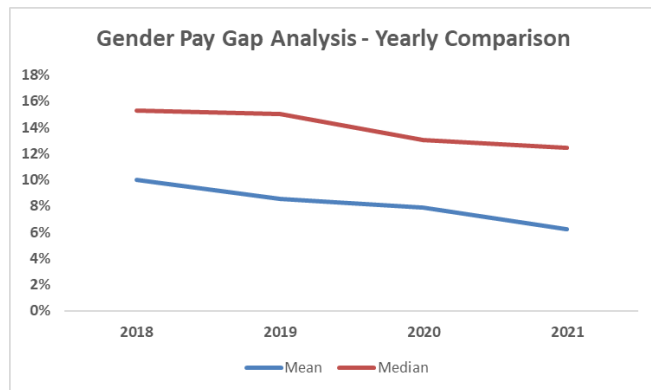
Police Officers Male-Female Gap Percentage (Police Officers Gap Table 2)

Police Officers Average hourly rate mean and median				
	Male	Female	Gap	Percentage
Mean (average) hourly rate	£20.41	£19.14	£1.27	6.22%
Median hourly rate	£19.93	£19.71	£0.22	1.10%

Both the mean and median in 2021 decreased for Police Officers. When comparing the last four years, although the mean pay gap has fallen gradually, the most significant change is the median (mid-point). The majority of both male and female officers are at the top of the police constable grade at spine point 7, both on the same salary but it is the bonus payments[1] at this level that is creating the difference in amounts and median pay gap. The salaries at the midpoint for both female and male officers were the same, with the difference being that the male midpoint received an average additional bonus payment of £450. More needs to be understood about why male officers are more likely to claim such payments than female officers.

Police Officers - GPG Comparison by Year

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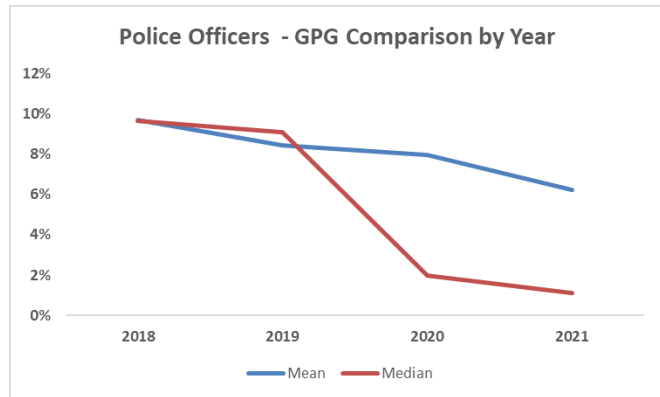
[1] In Police Regulations bonus payments are classed as "A chief officer may award a payment of not less than £50 and not more than £2,000 to a member of their force where they are satisfied that the member concerned has performed work of an outstandingly demanding, unpleasant or important nature." The bonus is claimed through expenses by qualifying officers.

Police Staff Male-Female Gap Percentage (Police Staff Gap Table 3)

Police Staff Average hourly rate mean and median				
	Male	Female	Gap	Percentage
Mean (average) hourly rate	£18.87	£18.56	£0.31	1.64%
Median hourly rate	£17.18	£16.86	£0.32	1.86%

In comparison with police officers the mean pay gap for Police Staff is significantly lower. The mean (average) hourly rate for police staff is influenced by the gender split of the relevant workforce being nearly 51/49%, this also impacts the median hourly rate. The slight difference in both mean and median is because there are more males paid in the upper quartiles than females.
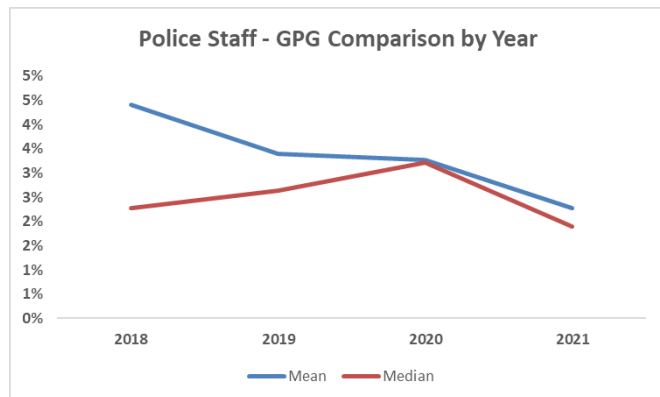
When comparing over the four years the mean has decreased year on year whereas the median had increased until 2021, where there has been a steep decline, due to the change in distribution of females across the pay ranges, The median is based on the salary mid-point, therefore to achieve a decrease in the pay gap indicates a shift in the distribution of females across the pay ranges. The numbers of females in the lower quartile fell by 2.9% in 2021 to 50.4%, compared to 2020 which was 53.3%, which explains the shift in the salary median. A contributing factor is the number of male PCSO's which increased by 14, with the majority (72), paid on the lowest pay point, which falls into the lower quartile. The highest pay point saw the male numbers decrease by 6 to 40, compared to 46 in 2020. In contrast the overall number of female PCSO's remain at the same level, with a minor decrease of 1 to at the lower pay point and no change at the highest pay point. There is also greater female representation in the higher pay ranges, even thought the upper quartile only changed marginally to 46.7%. It is not until the top 50 highest pay

points that the gender split moves in favour of males. In comparison, 2020 had a very similar female representation of 46.4% but the males gender split changed at the top 30 highest pay points. Distribution changes although they appear small in terms of numbers, do have an impact.

What does this tell us about BTP's gender pay gap?

For all employees the mean (average) hourly pay gap is 6%. This indicates that on average females earn 6p in the £1 per hour less than males. Females receive on average 94p to males' £1 per hour. The median calculations demonstrate that the midpoint of female hourly rate is 12.28% less per hour than males; so, for every £1 a male receives, females receive 12p less (88p).

The factors that contribute to the gap are layered and multifaceted. A main contributing factor to the higher mean pay gap, is that most female employees are in the lower salary ranges, with 64% paid between £8.98 and £19.71 per hour, putting the mid-point between this range. In comparison, males (56%) are paid £19.71 and £90.31 per hour, in the higher pay ranges, putting their mid-point at £19.71.

Police officers have the smallest pay gap, which demonstrates that females are being paid close to their male colleagues. This is not something to get complacent about, as it can alter very quickly, especially if leavers and new starters are disproportionate. As indicated, something as small as a bonus can create a 1.1% pay gap in the median difference.

- New starters – within the dataset the number of female officers who commenced within the reporting year was 28 compared to 119 male officers. with a percentage split of 19% female and 81% male.
- Retention – based on the leavers within the time period, the total turnover of both male and female officers was 7.1% and 7.4% respectively.   The number of male officers transferring to another Home Office force was 1.15% of the overall workforce, compared to 0.42% for females. Those females that moved to another force cited moving closer to home, career progression or job satisfaction as the main reasons for leaving. Males officers stated career progression and job satisfaction as leaver reasons.

	Female	Male	Grand Total
Number of Leavers	47	182	229
Turnover	7.10%	7.40%	7.33%
Top Three Reasons % of Police Officers			
Normal Retirement	0.45%	1.79%	2.24%
Resign Other	0.61%	2.53%	3.14%
Transfer to Other HO Force	0.42%	1.15%	1.57%

BTP is still performing well in comparison to the national average reported by ASHE UK. April 2021 indicated a national median gender pay gap for all staff was 15.4%, which was a slight increase from 2020. BTP's median remain below this figure and, although we are pleased with the improvement, there is still more to do.

Quartile Data

All Employees – quartile pay bands						
Pay quartiles	Total	Male	% Male	Female	% Female	Pay Range (£)
Upper	1208	971	80.4%	237	19.6%	23.02 - 90.39
Upper Middle	1208	896	74.2%	312	25.8%	19.71 - 23.02
Lower Middle	1208	689	57.0%	519	43.0%	15.23 - 19.71
Lower	1208	765	63.3%	443	36.7%	8.98 - 15.23

The all employees table above clearly demonstrates where employees fall within the quartile pay ranges. This demonstrates that most males are in the upper and upper middle quartiles. In contrast, females are predominantly in the lower middle and lower quartiles, which have a much narrower pay range. The top of the upper pay range is 4.5 times more than the top of the lower middle pay range. Females in the upper quartile in 2021 has fallen to 19.6% compared to 22% in 2020.

Police Officers – quartile pay bands						
Pay quartiles	Total	Male	% Male	Female	% Female	Pay Range (£)
Upper	780	650	83.3%	130	16.7%	23.02 - 90.39
Upper Middle	781	639	81.8%	142	18.2%	19.78 - 23.02
Lower Middle	781	600	76.8%	181	23.2%	15.77 - 19.78
Lower	781	572	73.2%	209	26.8%	11.88 - 15.75

In contrast there was an increase in the number of female police officers in the upper quartile (above), which rose to 16.7% from 15% in 2020 and a decrease in the percentage of females in the lower quartile to 26.8% from 31.3% in 2020. This has resulted in a greater concentration of

females in the lower middle and upper middle, which has contributed to the reduction in the pay gap. However, within the dataset there are no female police officers in the top 10 highest hourly paid. This will change in 2022's data due to a number of female senior appointments.

Police Staff – quartile pay bands						
Pay quartiles	Total	Male	% Male	Female	% Female	Pay Range (£))
Upper	428	228	53.3%	200	46.7%	20.49 - 79.19
Upper Middle	427	215	50.4%	212	49.6%	17.17 - 20.38
Lower Middle	427	205	48.0%	222	52.0%	14.56 - 17.17
Lower	427	212	49.6%	215	50.4%	8.98 - 14.56

Like police officers, the number of female police staff in the upper quartile (above) rose marginally to 46.7% from 46.4%. In contrast to police officers, the dataset shows there are 6 females in the top 10 highest hourly paid.

What does this tell us about BTP's quartile pay bands?

The improvement in female officers in the upper quartile and more concentration in the middle regions, is welcomed, but the lack of representation in the top 10 highest hourly earners still makes this an area of concern. We recognise that there is still significant work required to improve proportionality across all employee quartiles. Four years' data indicates that this is not something that will happen quickly and will be impacted by the slightest of changes. Any changes to the quartile percentages needs a holistic approach, looking at many different areas, including retention, development opportunities and progression.

Bonus payments

BTP has pay parity with Home Office Forces. The regulations allow for bonus payments to police officers of between £50 and £500. These are used for duties of an unpleasant or important nature, like body recovery, which receives a £50 payment. Our "Making the Difference" (MTD) scheme, rewards outstandingly work or contribution. Chief Officers do not receive bonuses.

Police staff are eligible for an additional award of £500 if an 'exceptional' rating is evidenced in their annual performance review (PDR).

Bonus payments				
Pay quartiles	Male	Female	Gap	Percentage
Proportion receiving bonus	29.8% of all males	26% of all females		
Number of employees	991 791 police officers 200 police staff	393 179 police officers 204 police staff		
Mean	£211.20	£310.05	-£98.85	-46.80%
Median	£100.00	£225.00	-£125.00	-125.00%

From the initial overview of bonus payments above, this indicates that these are disproportionately paid because
- Female employees receiving higher amounts of bonus payments. This is explained by the higher proportion of females in police staff roles eligible for performance payments.
- The median (mid-point) indicates a difference of -125%.
- Although more male employees received bonus payments, the value was lower than females: male 71.6% (of all bonus payments) compared to female 28.4%.
- The range of total payments for male employees was from £50 to £1300 compared to female employees £50 to £1875.

One of the contributing factors to the results is the payments for unpleasant tasks, which is paid predominantly to police officers, except for Scenes of Crimes Officers/Examiner and PCSO's. All employees who received bonus payments of more than £1000, were from the Scenes of Crime Team, with a gender split of 33% male and 66% female.

Due to the number of unpleasant payments that are made, it is necessary to break the bonus payments down even further:

Unpleasant Duties Payments				
Pay quartiles	Male	Female	Gap	Percentage
Proportion receiving bonus	24.80%	12.60%		
Number of employees	718 523 police officers 300 police staff	180 161 police officers 19 police staff		
Mean	£107.24	£112.27	-£5.03	-4.69%
Median	£100.00	£50.00	£50.00	50.00%

The highest number of employees receiving reward for unpleasant duties is male at 80% with only 20% to females. This is broadly in line with gender balance of our police officers. Unlike the overall bonus payment data, the average female payment is higher than males by a small amount of £5.03 equating to 4.69%.

Other Bonus Payments				
Pay quartiles	Male	Female	Gap	Percentage
Proportion receiving bonus	10.4% of all males	15.7% of all females		
Number of employees	346 176 police officers 170 police staff	237 43 police officers 194 police staff		
Mean	£329.84	£414.56	-£84.72	-25.69%
Median	£300.00	£500.00	-£200.00	-66.67%

When the unpleasant duties payments are extrapolated, the figures still indicate that females receive higher bonus payments than males. Females receive 25.69% more on average than males, which equates to 25.6p less for males. For every £1 female bonus, a male only receives 74.4p. The median (mid-point) is even higher with males receiving 66.67% less than females, males will receive 33.23p for every £1 female bonus.

What does this tell us about our bonus payments?

- The number of employees paid bonus payments increased to 1384 compared to 1136 in 2020.
- Of the 1384 payments, the employee split was 77% police officers and 23% to police staff, which is significantly below the overall employee split.
- The overall figures are heavily skewed as most police officers' payments were for unpleasant duties.
- Females within BTP receive on average higher payments than males
- Employees receiving highest bonus payments, are normally made up of several payments.

Regular in year review of bonus payments are required to check compliance and that there is no major shift in payments.

What have we done to address the gender pay gap so far?

We have continued to work in reducing the gender pay gap, but we are realistic that it is a long-term commitment. We acknowledge that there is an ever-changing landscape that will influence and impact the annual outcome of the gender pay gap report.

Although we have a clear and agnostic approach to resourcing employees, it has still been necessary to:

- Continue with Positive Action targeted recruitment campaigns to attract under-represented groups including females, hosting resourcing workshops to raise our profile as an employer.
- Continued to work with the Female Police Association, the NPCC and other leading women and leadership programmes to identify best practice and initiatives that will increase female recruitment and retention. This included recruitment campaigns specifically aimed at women to become police officers and Special Constables, using a media campaign of existing female officers talking about their role, which was placed on social media sites with high female readership. We also affiliated with Mumsnet for placing recruitment advertising aimed at women.
- We have utilised the positive action tie-breaker principle for promotion decisions in accordance with S.159 of the Equality Act, 2010.
- Adopted where possible agile and home working, enabling more people to work flexibly to support work and home commitments during the pandemic, whilst acknowledging that certain roles, such as network policing roles, required our officers to work on the front line every day.
- We increased our allowance of family emergency leave and requests to work flexibly at short notice during covid-19, acknowledging that caring for a family member who was unwell or undertaking home schooling at short notice, placed strains on our people with caring responsibilities.
- Ongoing work to improve our recruitment process, careers site and materials to appeal to females, wider and discreet communities.
- In January 2021 we increased our maternity provision to 26 weeks full pay, from the previous 18 weeks leave, to support new parents.

What else will we do?

A priority area is our female representation, where we continue to have the lowest officer representation across the UK policing landscape. To drive improvements, we are concentrating on the following areas:

- Resources: we are looking to invest and expand our Equality, Diversity, and Inclusion team, with a more senior lead and dedicated business partners, one of whom will focus on gender.
    - We will work closely with the FPA (Female Police Association) who are totally committed to improving matters of representation.
- Recruitment: we are looking at investing in a dedicated social media recruitment officer to support the Positive Action Recruitment Team. This role will be focused on reaching out to underrepresented groups, including women on social media platforms, with dedicated content, 'day in the life' stories and other activity aimed to encourage interest in a career with BTP.
- Attracting more females is essential to improving representation. Female officer and PCSO recruitment for the calendar year 2021 is showing a 27% for both categories, a 9% increase on the previous year. However, there is a lot more to do to achieve our aspiration of 50% females on intakes.
    - Our recruitment "careers" site is being revamped and launched at the end of January 2022 to reflect our new Employee Value Proposition and will seek to positively reflect the diversity of our roles.
    - We are progressing our wider partnerships, linking in with Women in Rail to strengthen joint working and learn from their success in attracting females into the rail industry.
    - We will continue to reach out to schools and colleges now covid restrictions are easing, to encourage early awareness of BTP and Policing as a career choice.
    - We are revising our social media approach to place adverts and 'day in the life' stories in media attractive to women alongside working with Corporate Communications to align campaigns more effectively.
    - We will also continue to use Instagram, Ticktock and other social media to promote our posts to females.
    - Continues to work with the Specials Chief Officer, to improve Specials representation, which can also be an entry route into Officer roles.
- We plan to recruit for a direct entry detective scheme, which in other forces has proved highly attractive to females.
- We will build on the Chief Constable's high media profile as a female role model.
- Training: New student officer training is currently 18 weeks in London. Two cohorts have completed out of London training in 2020 (during the pandemic) although this was not solely focused on female students. Data shows that 34% of prospective female applicants for C Division withdraw their interest (compared to 17% male), anecdotally aligned to when advised the training is in London. We have been unable to wait for the PEQF (Policing Education Qualification Framework) apprenticeship degree programme, which we plan to launch in

2023), to help address this blocker. We ran a pilot in autumn 2021 of a student officer programme consisting of three-week blocks in London, before returning to the home location for a three-week agile working block. If evaluated successfully, we believe this will be a positive step to attract females and carers. In the longer term, the tender for PEQF will seek bids from those who can provide a flexible and locally delivered training offering.

- Ways of working: flexible working is a hugely positive attraction and retention tool.
    - For police staff we have moved to a location agnostic wherever possible advertising approach and adopting a 40/60 office/home working week in many locations.
    - We are trialling a flexible working board to facilitate improved opportunity for flexible working in our London (B) division. This is not solely focused to females but will assist all officers, matching demand and personal requests in a way which stops local blockages and barriers.
    - We will seek agreement to allow maternity and paternity returners to have a flexible work pattern agreed for the first 12 months if desired.
- We are currently consulting with all police officers regarding moving to a new shift pattern of 6 days on and 4 days off. This is a pattern requested by our people to provide more certainty of working, to support work life balance. The new shift pattern, if supported at the end of the consultation, will launch during 2022.
- In February 2022 we will introduce one-week paid pregnancy loss/miscarriage including termination leave, and secondly, increased paternity leave from one week's full pay and one-week statutory pay to three weeks at full pay for all new parents. This will be renamed as 'partner parental leave'. This means our partner leave offer will be better than any other police force.

People and Culture Committee | 9 March 2022

BRITISH TRANSPORT POLICE

Apprenticeships in BTP

Rhiain Cooper
PEQF & Higher Education
Manager
(Funded Learning Lead)

Purpose of the Paper

- To update on the background and current position of apprenticeships in BTP
- Share future plans for the next performance year
- Explain the benefits for the force in investing in apprenticeships
- Outline how BTP/A can secure value for money from the apprenticeship levy
- Discuss funded learning career pathways

Outcome Sought
To note:
- Discussion and support for future funded learning programmes
- BTPA Single point of contact for funded learning programme opportunities

Apprenticeships were first offered to all BTP employees in summer 2018. Since 2021, there has been a more targeted approach in the types of apprenticeships offered and the departments or roles that are invited to apply.

In 2021/22 BTP aspired to have 1% of the workforce enrolled on Apprenticeships. At the time of writing, the current percentage of employees on apprenticeships is 1.39%

By the end of May 2022, it is expected that this figure will rise to 2.10%

The current balance of the levy account is c.£1.8m

The levy account can be used to fund apprenticeships in England. Any programmes delivered to employees based in Wales and Scotland are funded through L&D budget.

Any levy funds that are not used with 24 months, revert to government.

Number of Apprenticeships in BTP

People and Culture Committee | **Current position**
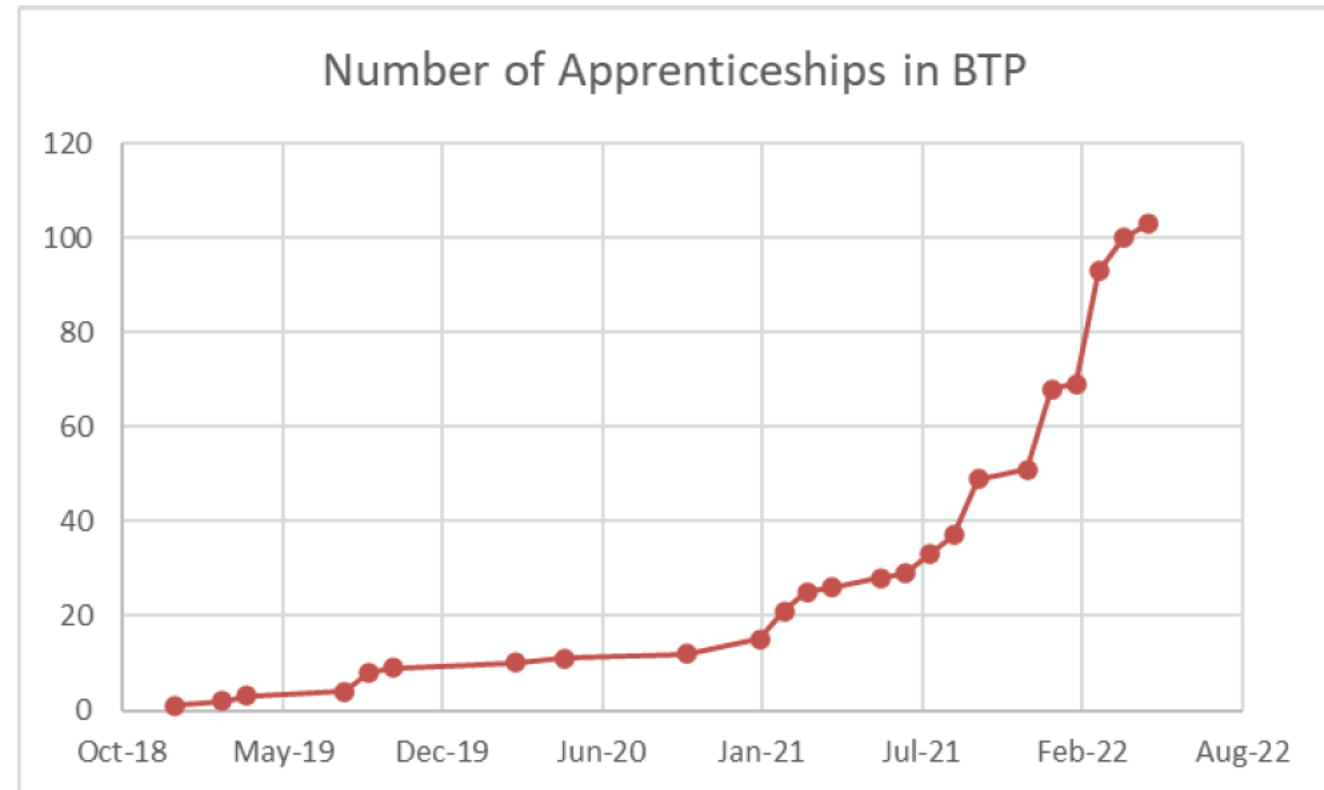
We currently run 26 different apprenticeships, across a variety of roles including;
- Coaching and Assessing programmes at Level 4 and 5
- Leadership and Management programmes at Levels 3, 5, 6 and 7
- Tutoring and Teaching at Levels 3 and 5
- Analytical programmes at Levels 3, 4 and 6

L&D have been promoting apprenticeships at various SLT meetings, information sessions and intranet articles to tackle some myths and encourage enquiries.

CC D'Orsi recently highlighted apprenticeships at the monthly line manager briefing, and Rachael Etebar has regularly shown support at various senior leadership meetings and other networking events.

Apprenticeships were heavily showcased recently within BTP during National Apprenticeship Week.

We ran a series of events throughout the week to provide information about apprenticeships in general, details of specific apprenticeship programmes, testimonials from existing apprentices within BTP and promotion of some externally hosted session that discussed how apprenticeships can help diversify a business and improve social mobility.

Apprenticeships
National Apprenticeship Week
7th to 13th February 2022

People and Culture Committee

Who is applying for apprenticeships?

Types of Apprenticeships in BTP

Chart Title

Age Range	Percentage
0-2 Years	7%
3-5 Years	26%
6-10 Years	30%
11-15 Years	26%
16-20 Years	6%
21+ Years	6%
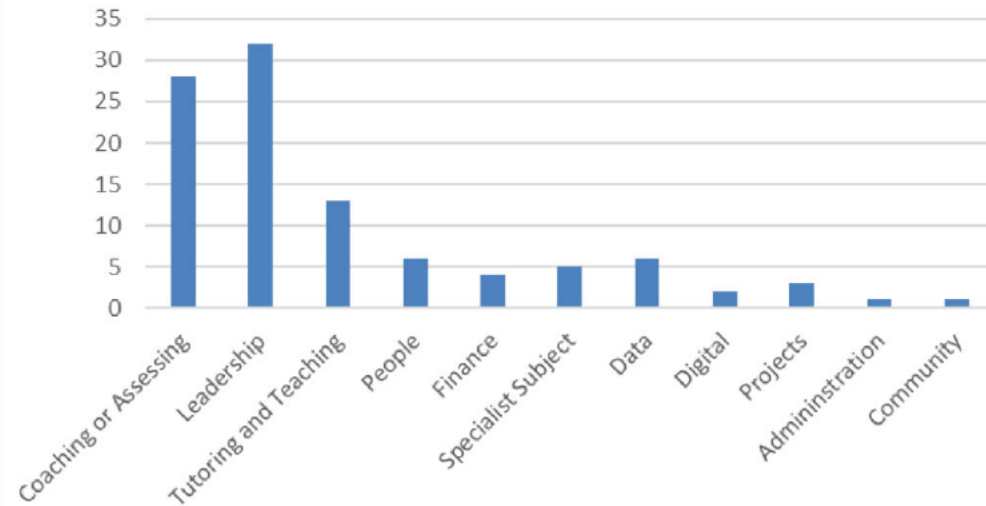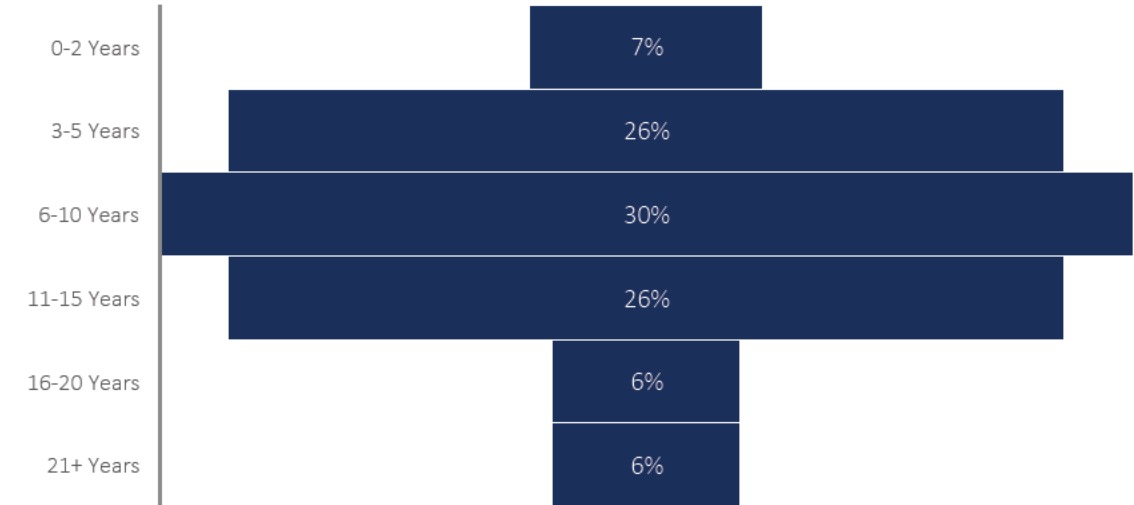
Sex of Applicants
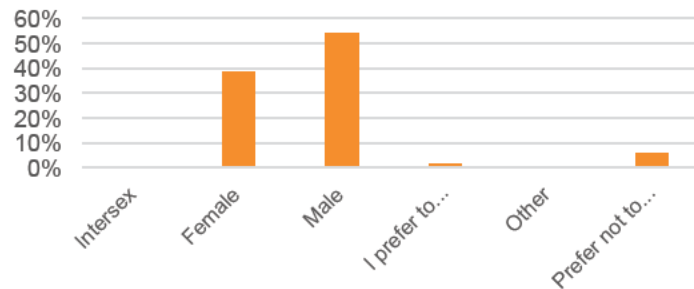
Police Officers v Police Staff Enrolments

- Police Officer
- Police Staff

Ethnicity

75
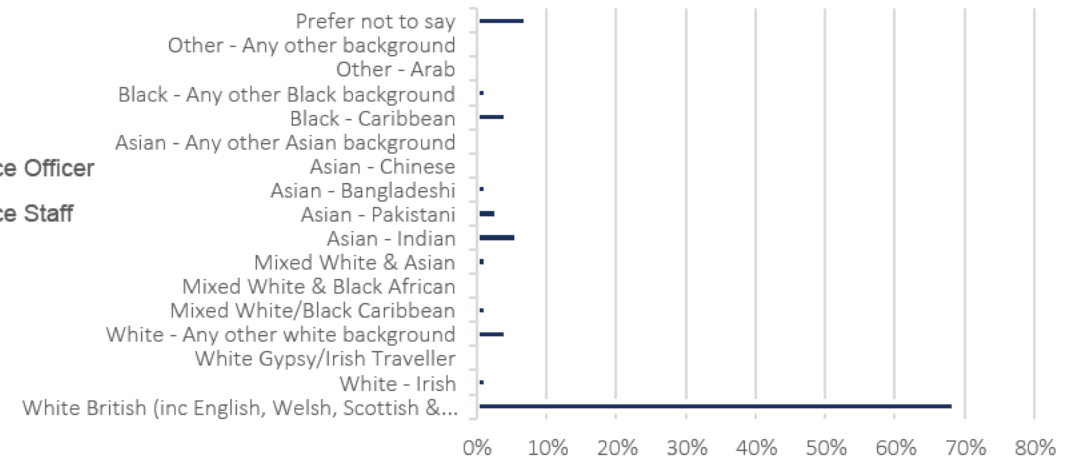
Apprenticeships can benefit BTPA by:

- Vocational learning & CPD – Investing in our people

- Apprenticeships are delivered in an innovative and blended way, which fits into the work/life needs of the workforce, making them accessible for the whole force – demonstrating our commitment to '**We Care**'

- Apprenticeships are available to all employees, irrespective of their geographical location, demonstrating our commitment to '**We are one BTP**'

- To aide the professional development of BTP/A employees, apprenticeships can be used to support retention or recruitment and have also been proven to improve the performance of underperforming or disengaged staff.

- We use external approved training providers to deliver all apprenticeships in BTP, providing maximum value for money as all eligible costs are drawn down from the apprenticeship levy

A Force on the move

by creating...
A modern and inclusive place to work

Increasing investment in our people and professional development

People and Culture Committee | **Future Plans**
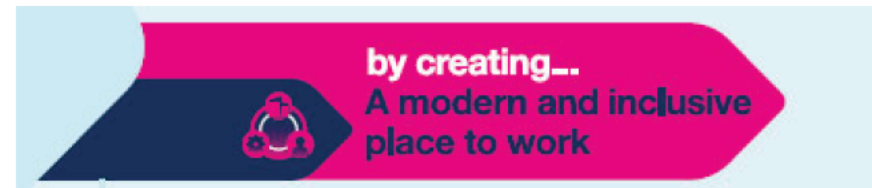
- Surveys with existing apprentices and their line managers to track development, productivity and any other relevant data

- Explore Levy fund transfer opportunities with partner organisations

- Interweave apprenticeships into existing internal BTP courses to offer a full developmental pathway

- Introduce alternative funded learning opportunities, including T Level industry placements for 16-19 year olds

- Increase volume of apprenticeships through continued departmental engagement and recruitment initiatives

- Implementation of Police Constable Degree apprenticeship as part of the wider PEQF PC entry routes
  - This is subject to ongoing governance approvals processes

- Build links with BTPA to ensure apprenticeships are being offered across the organisation where appropriate.

People Strategy

Rachael Etebar

Purpose of the Paper

- To advise the Committee of the progress made under the present People Strategy
- To note the next iteration of the strategy will reflect:
  - The ambitions of 'A Force on the Move'
  - An increased focus on wellbeing and flexible working driven by learnings from the Covid pandemic
  - The societal debate about race and misogyny in policing which must be reflected in our approach to inclusion
  - The ambition to empower employee voice in everything we do, in recognition that the majority of our workforce have grown up in a social media age.
  - The desire of millennials, who will be 75% of the working age population by 2025, to work for an ethical employer with a clear ethical purpose and a commitment to sustainability

Outcome Sought

That the Committee:
- Note the plan to refresh the People Strategy during 2022.
- Feed in ideas and suggestions for consideration.

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- The People Strategy 2019-22 set out a clear vision to create and upskill the newly created people function, which brought four different areas together under one command, whilst delivering 45% efficiencies against the 2017 establishment.
- The strategy aimed to provide a clear commitment to create a great place to work, recruit great people and improve development and leadership skills

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- We are proud to have implemented our first ever coaching strategy and made significant investment in developing qualified coaches and mentors at all levels. We currently have 25 people studying a coaching apprenticeship. 30% of our coaches are ethnic minority through the investment in the Mastering Your Power diversity coaching programme.
- We now have a Wellbeing team in place and have launched a Wellbeing on-line hub and 'Backup Buddy' mental health app on personal and work phones. We've launched a Peer Support Network trained in mental health, trauma and domestic violence support. Wellbeing is now a core consideration for managers and we are seeing a gradual shift from a 'stiff upper lip' culture to one where it is okay to talk about mental health, without fearing for your reputation or future career.
- We ditched our hated performance management framework and co-created a new one with our people. 2000 took part in giving feedback and training was delivered by volunteers. The performance management app was created in-house by our digital policing team.
- We opened up opportunities for high performing PCSO's and Specials to transfer to become police officers, without needing to resit an assessment centre. Over 100 have taken this route since launch.
- We invested in a permanent Positive Action Team of three. Our diversity recruitment in 2021 increased by 9% for females and 4% for ethnic minorities.
- We launched apprenticeships with 1.4% of our employees currently studying. A further 0.8% of the workforce will start apprenticeships during 2022. The PEQF degree apprenticeship pathway for officers will, subject to approval, go live in 2023.
- We replaced paper based systems with on-line ones and removed unnecessary approvals processes, to free up management time and place trust in our people to do the right thing
- We brought Internal Communications into our function and have focused on stopping 'sticking things up on the internet' and having an honest, open conversation with our people, using an informal tone of voice.
- We ran a 'Let's Talk About Sexual Harassment' campaign and rolled Ethical Dilemmas training to challenge a culture of poor behaviour.
- We invested in CIPD and H&S qualifications for the P&C team, many of whom had had no previous investment since joining BTP.
- We Introduced a new People Partnering structure aimed at advising, easing managers towards becoming more confident to take and own decisions.
- We refreshed our recruitment site following a review by Penna
- A new senior leadership programme and 360 degree feedback tool commence in April 2022
- We have invested in a new L&D structure for 2002/23 to drive significant change in inclusion amongst our people.

- The BTP2021 strategy had an assumption that a shared service function would be delivered with associated savings, without any budget for investment in systems, which was unrealistic.

- This resulted in a PA Consulting supported cost out programme to deliver the efficiencies required. All people policies were reviewed and e-processes launched to enable employees to be self-supporting.

- However, managers were used to a very hand-holding approach, where they were told what to do. Removing the People Advisor role was challenged during consultation as a step too far. Retaining this role meant that other People Functions, most notably Recruitment and L&D were reduced in size to deliver the required efficiencies.

- Feedback from employees has been that moving from a Personnel: we do your admin on your behalf, to a People function: we expect you to be self-sufficient has been a little fast, with a perception of the People function having at times a non-human face. This has been exacerbated by Covid, as restrictions started as the new structure was being implemented.

- A recognised need to improve workforce planning was identified, but resources suggested by PA to establish this function were not funded at that time.

- Covid and in particular social distancing, impacted our L&D ambitions

- 'Force on the Move' focuses on resetting our relationship with employees, with co-designed values, a more inclusive Force Executive Board empowered to make decisions and building upon our ambition to empower employee voice. The aim is to develop a culture which demonstrated we care, we lead well and we are ethical and legitimate. The revised strategy will have a significant emphasis on culture.
- The next iteration of the People Strategy must focus on the significant societal shift in the last few years, with the #MeToo movement starting a debate about misogyny in society, with a seismic shift for policing driven by the tragic murder of Sara Everard by a serving police officer. This has led to a massive debate about sexualised behaviour in policing and violence against women and girls in society generally.
- The legitimacy of policing has also been challenged by the murder of George Floyd in the US, which brought into context the disproportionality of representation in policing establishments and how policing powers are applied. Policing is currently engaged in a debate regarding Institutional Racism. Brave and open discussion with our employees and the communities we serve will be a priority.
- Covid has brought a focus on hybrid and flexible working and a clear approach for embedding this smarter working approach will be key for recruiting location neutral talent
- Millennials will be 75% of the working age population by 2025. They expect to have employers with a social purpose, who support their activism are committed to inclusion and are focused on sustainability, the environment and volunteering. We need to articulate our stance.
- Employee voice will be at the centre of our revised strategy. 39% of our employees are in their 30s or less and this will only increase with every intake. A generation used to liking, commenting and interacting instantaneously on social media will enjoy our planned investment in a new internet and the launch of yammer in 2022. Empowering our people, so that they can influence the direction of what we do and feel they have a voice will be key to engage our people.
- Our people deserve to be well lead. Embedding a new approach to leadership based on emotional intelligence, inclusion and honest conversations will be key to building trust and empowerment.
- We have an ambition to provide the best wellbeing offer in policing. This will start with work currently underway to develop a psychological framework. We are also exploring private healthcare opportunities to ensure that our people are supported when unwell or injured, also recognising that the quicker that people return to work, the better the service for the public. The Policing Covenant will also be crucial in this space.
- We want to encourage innovation. We recognise this will only come as we build psychological safety in the workplace. Only if people feel able to speak up, challenge and try things out, at times failing without fear of punishment; will we achieve this.
- Finally, we need to represent the community we serve. This means not just proportionate representation, but inclusion at all ranks and grades. Identifying and promoting talent and utilising positive action, will be a key theme.

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- Recruitment, Internal Comms and D&I have investments in their teams in the 2022/23 budget, in recognition of their key role in delivering Force on the Move.
- We will start revising the people strategy over the next few months, engaging in a conversation with our people and FEB.
- We will also hold a conversation with P&C, to ensure that the strategy builds on the start made to upskill the P&C team to possess the skills and confidence required for a modern people function
- We would welcome input and ideas from the PCC.

Institutional Racism and Policing

Rachael Etebar

Purpose of the Paper

- The NPCC has been holding a debate concerning whether policing should agree that it has been institutionally racist and confirm its intention to work towards being anti-racist.
- We have started a similar conversation within BTP and this paper shares our progress
- We have also been holding listening circles with our ethnic minority employees to check on their feelings and we share key points with you.

Outcome Sought

That the Committee:
- Note the debate on institutional racism currently taking place within policing and the wide and disparate views arising
- Note the feedback from the Listening Circles Exercise
- To invite you to go on the journey with us on learning about race

- The definition of institutional racism in the MacPherson Report, 1999, which concerned the investigation by police into the murder of Stephen Lawrence was:

- *"The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racial stereotyping."*

- Repeated Home Affairs Select Committee reports on the progress of race relations in policing since the MacPherson report have expressed frustration at the lack of progress in representation within policing and in improved community relations.

- Following the Black Lives Matters protests in 2020, the NPCC gave a commitment to work on a policing plan of action on race. However, it was not until August 2021 that Barrister Abimbola Johnson was appointed chair an Independent Scrutiny and Oversight Board, With the aim of "delivering police leaders' commitment to robust external oversight to shape, check and challenge a new Plan of Action on Inclusion and Race... to address historic disparities and a confidence gap in the relationships between Black people and the police."

- The draft Plan of Action has suggested that police leaders admit that policing has been institutionally racist. This has prompted fierce debate amongst Chief Constables and no clear agreement: https://www.theguardian.com/uk-news/2022/feb/28/england-and-wales-police-bosses-will-not-admit-to-institutional-racism-in-their-forces

- In February the Chief Constable blogged about the discussion and invited comment on the internet, which resulted in very low engagement. Our belief is people are uncomfortable to hold this type of conversation, or fear that institutional racism means admitting you are racist.

- Institutional racism is not about labelling people who work in policing as racist. Institutional racism focuses on the systems and processes that have built up over time which have traditionally excluded - or neglected to include - Black, Asian and Minority Ethnic people, or have had a disproportionate impact on them.

- The Chief Constable held a series of Listening Circles with ethnic minority employees at the end of 2021. This coincided with one year on from the launch of the 'Moving the Needle' action plan on race. The report from the independent facilitator is attached.

- Our employees told us that they felt that the activity had been embodied in Chief Superintendent Dennis Murray and that when he left progressed slowed. This told us that our leaders still don't see 'doing inclusion' as intrinsic to their job. Karen Wiesenekker has joined us as the new Strategic Head of Inclusion and Diversity which brings the portfolios for Inclusion and Legitimacy together. We will need to ensure that this investment is used to educate, advise and hold our leaders accountable.

- There have been a lot of activities to deliver the MtN action plan, but our people did not see how the jigsaw fit together to see clear progress. For many it felt the same.

- This is despite a noticeable improvement in ethnic minority recruitment, with an increase of 4% for both officers and PCSO's in 2021.

- We use an hour at each monthly FEB, which is a meeting of our senior leaders, to discuss a diversity issue.

- We used the February board to debate institutional racism and whether we should commit to be an anti-racist organisation. We invited the committee members of SAME to join the conversation.

- **Being Anti-Racist is:** "One who is supporting an antiracist policy through their actions or expressing an antiracist idea"

- Individuals and organisations can take action by calling out:

  - **Racist ideas** - any idea that suggests one racial group is inferior or superior to another racial group in any way.

  - **Racial inequality** – when there is a difference in treatment between two groups

  - **Racist policies** - any measure that produces or sustains racial inequity between racial groups. Policy, means written and unwritten laws, rules, procedures, processes, regulations, and guidelines that govern people.

From: "How to be an Antiracist" by Ibram X. Kendi

- It was clear during the discussion that - similar to the NPCC debate – people confuse institutional racism (which is the organisational structure and systems) with the idea of they themselves being labelled as racist. This personalisation drives defensive behaviour and difficulties in understanding each other's views.

- Others made clear that they did not have the confidence or feel they understood the terminology around race to hold this debate. We will therefore be tasking FEB with doing the work to be able to hold this conversation in an informed way in April. You are invited to go on this journey with us.

BBC video 'what is institutional racism? https://www.bbc.co.uk/newsround/56591022   (1 min watch)

John Amaechi explains the concept of privilege: https://www.bbc.co.uk/bitesize/articles/zrvkbqt 'the absence of inconvenience which makes life harder' (3 mins watch)

John Amaechi explains non racist or anti racist. What is the difference? https://www.bbc.co.uk/bitesize/articles/zs9n2v4 (3 mins watch)

Reni Eddo-Lodge video on why I'm no longer talking to white people: https://www.youtube.com/watch?v=2vJZdeSqfFY (11 mins watch) and her blog: https://renieddolodge.co.uk/why-im-no-longer-talking-to-white-people-about-race/ (5 mins read)

White fragility & defensiveness: https://www.youtube.com/watch?v=YvIO2GU8yTU (5 mins watch)

Ibram X Kendi on why not being racist isn't enough: https://www.theguardian.com/world/2019/aug/14/ibram-x-kendi-on-why-not-being-racist-is-not-enough

For those with more time, the following books are recommended:

Robin DiAngelo: White Fragility: Why It's So Hard for White People to Talk About Racism

Reni Eddo-Lodge: Why I'm No Longer Talking to White People About Race

Ibram X Kendi: How to be an Anti-Racist

Felicity Hassan & Suki Sandhu: A Judgement-Free Guide to Diversity and Inclusion for Straight White Men

BRITISH TRANSPORT POLICE

Report to:	BTPA People & Culture Committee
Date of meeting:	09.03.22
Subject:	VAWG Update
Author:	DI Nia Mellor, Sexual Offences/VAIWG Strategy and Implementation Lead
For:	Noting

PURPOSE OF PAPER

1. This paper outlines our approach to Sexual Crime, Domestic Abuse, Violence, and Intimidation against those who identify as women and girls.

BACKGROUND

"Sexualised behaviour –information about the campaign about sexualised behaviour and the wider work on violence against women and girls"

2. Sexual Crime, Domestic Abuse and Violence and Intimidation against those who identify as women and girls (VAIWG), is high on the agenda both politically and in society in general. Recent international campaigns and the tragic murder of Sarah Everard has brought into sharp focus the significant issues of violence, abuse and intimidation that is sadly present in our society.
3. Tackling violence against women and girls is a priority for the UK Government and the Mayor of London. The National Police Chief's Council (NPCC) have a collective approach regarding these important issues, highlighting them as a priority for policing; and outlining policing' pivotal role in preventing harm and bringing perpetrators to justice and influencing what society is prepared to allow as being acceptable behaviour.
4. Working closely with partner organisations is the basis for success and tackling all forms of Sexual Harassment, Domestic abuse and VAIWG on public transport is a priority for British Transport Police and forms part of the Strategic Plan. Our VAWG strategy is in alignment with the NPCC VAWG National Framework that was published in December 2021 and we continue to contribute to workshops, where our work is regularly hailed as best practice by other HO Forces.

5. **OBJECTIVES:**
    1. Violence, abuse and intimidation against women and girls in any form will not be tolerated.

    2. Reduce offending by making the transport network a hostile environment for those looking to commit sexual offences, carry out sexual harassment, domestic abuse, or Violence against women and girls.

    3. Effectively identify and manage offender and suspect behaviour to safeguard the travelling public and staff.

    4. Increase positive judicial outcomes for Sexual Offences & Sexual Harassment, Domestic abuse and VAIWG.

    5. Ensure every public and workspace on the network is a safe place for all women and girls.

    6. Provide increased reporting mechanisms through technology and partnerships.

    7. Capture the voice of women and girls to assist our improvements and response.

BRITISH TRANSPORT POLICE

6. **STATISTICS:**
   Sexual offences
   1946 offences recorded year to date (YTD) – 12.6% less than the pre-pandemic figures – We are now at the 3-year average:

Number	%	Offence
935	48%	Sexual assaults against females
483	25%	Outraging public decency
318	16%	Exposure
101	5%	Sexual assault on males

7. **Sexual Harassment**
   908 sexual harassment offences have been recorded YTD which is an increase of 174% compared to 2019/20. This increase supports all the work we are carrying out to raise awareness of the behaviours and to encourage reporting. 66% are public order offences and 10% are common assault offences.

8. **Positive outcomes**
   We have made 446 arrests for sexual offences YTD and nationally we have achieved 271 positive outcomes (14% solved rate), which is 2% higher than last year. There are 61 individuals on police bail and 121 RUI. There are 71 warrants and 48 wanted individuals all being actively monitored and pursued.

9. **VAIWG**
   6556 VAWG offences recorded YTD, compared to 5586 from 2019/20. Although there is a noticeable increase, we must acknowledge that these numbers are impacted by the uplift in reporting for sexual harassment. Many of the offences will drop into both categories i.e. public order which is the highest recorded sexual harassment crime, The highest number of offences are common assault with 29%, closely followed by Public order with 25%.The remaining offence types are evenly spread between sexual assault, ABH and other less violent offences. We have 157 positive outcomes YTD.

10. **Staff Victim Stats:**
    Total number of offences against staff YTD is 824 with 49% recorded as public order offences and 44.6% recorded as violence. Fortunately, the offences are lower level offences of assault and public order with few injuries.

PROJECTS:
   We have several projects underway, to encourage organisations and individuals to sign up to addressing sexualised behaviour:

11. White Ribbon – This is a charity which aims to end male violence against women. We gained accreditation in November 2021, after submitting a detailed action plan, predominantly focusing on internal policies and practices. Four key workstreams identified: 1 – to encourage employees from across the organisation to sign up as 'White Ribbon Allies', driving activity in their departments to tackle VAWG. 40 individuals have signed up to date. 2 – to create and deliver a VAWG awareness training package to all officers up to the rank of Inspector. Training is due to roll out from April 2022. 3 – to create an employee domestic abuse guidance and support document, complemented by a network of DA champions sitting within the wellbeing peer supporter programme. This was launched on 7th February 2022 alongside the release of 2 videos from BTP officers sharing their experiences of surviving DA. 4 – launch of the 'speak up' campaign, encouraging all staff to challenge and report any incidents of sexual misconduct. This went live on 14th February 2022.

12. Safer Streets funding application – In October 2021 we were awarded £550k by the Home Office to develop an innovative travel safety App. Focussing on bystanders, the app is due to launch in May 2022 and will complement the HO VAWG 'Enough' campaign launched on 1st March 2022. Further HO funding

opportunities are currently under review – including Safer Streets 4, the UK research and innovation fund and the NPCC 'STAR' research fund

13. Anonymous reporting system – this provides a specific link within the Single Online Home crime reporting system for victims/witnesses to report sexual offences, also offering an anonymous option. We have received 56 reports within BTP to date, which is far more than any other force, with the total number of reports on the system standing at just 95.That equates to 59% of all reports going to BTP – just further evidence that our campaigns and comms are effective. There are a further 4 forces who will be adopting the system – Surrey, Sussex, Cheshire and Derbyshire. This is unheard of and an exception to the usual responses to the design and implementation of a new system on SOH – again another indication of the success and drive behind this project (initiated and driven by BTP).

14. Joint Sexual Harassment Campaign with the Rail Delivery Group and Crimestoppers was launched on 23rd August 2021, followed by TfL's campaign launch on 25th October 2021. It continues to receive positive feedback, with an initial evaluation due to be published in March 2022.

15. We are continuing to work closely with MOPAC to achieve accreditation under the Mayor of London's Night Safety Charter and we are seeking further accreditation with the Survivor's Trust charity to become a 'Trauma Informed Employer'.

16. We are exploring the use of 'alternative outcomes' for lower level sexual harassment offences, working with partners across the Criminal Justice System and VAWG sector to explore offender diversion programmes as an alternative to traditional judicial processes. We are also working with academics and VAWG partners to support our ongoing rape review panel.

17. Ongoing national operational activity under 'Op Cerium' – on top of the embedded BAU operational activity, we have funded enhanced activity focussing on the night-time economy between December 2021 to March 2022. In February 2022 we launched a National officer uplift programme, whereby all non-frontline officers up to COG level would commit to 2 day's activity a month to support our VAWG strategy.

18. We are a signatory to the UN 'He for She' campaign and ACC Charlie Doyle is our Champion for this within BTP, which aims to encourage men to be advocates for women.

REPORT ENDS

BTPA
British Transport Police
Authority

Report

To:	People & Culture Committee
Agenda #:	13.1
Date:	09 March 2022
Subject:	Complaint Reviews
Author:	Head of Governance & Compliance
For:	Information & Discussion

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1. Purpose of the Paper

1.1 This paper provides Members of the Committee with a briefing on the outcomes of the Complaint Review Panels which have been held during the previous 12 months, reporting on the findings, themes and wider organisational learning which has emerged during this process.

1.2 The People and Culture Committee is invited to note this report.

2. Background

2.1 In January 2017 the Policing and Crime Act 2017 achieved Royal Assent which was the vehicle to introduce wide-reaching reforms across the entire complaints and disciplinary system. The British Transport Police Regulations 2020 enabled these reforms to be implemented by BTP. These became effective from 4 January 2021.

2.2 One of the key changes introduced by the regulations was that appeals against complaint outcomes were replaced by a new system of reviews. Local Policing Bodies[1] became the review bodies for locally handled complaint enquiries, where this was previously the responsibility of the Chief Constable, typically delegated to Professional Standards Departments (PSD).

2.3 This led to the establishment of a Complaint Review Panel within the BTPA Governance structure. The membership of which is three members of the Authority and the Head of Governance and Compliance. The purpose of the Review Panel is to independently review the handling of the complaint in response to a complainant's request and determine whether the complaint was dealt with reasonably and proportionately. Dependent on its findings, the Panel will determine whether the review is upheld and make recommendations in support of further action being taken, as appropriate.

2.4 During the review process, the Panel also considers any themes, trends and/or wider organisation learning emerging from the cases under review.

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[1] i.e. Police and Crime Commissioners

3.   Findings

3.1   Since inception, the Review Panel has **met 10 times** and **reviewed 15 cases** with **12 reviews not upheld, two partially upheld** and **one upheld.**

3.2   The upheld review related to the care which a member of the public's daughters received from BTP having been witnesses to a serious incident on the London Underground. The outcome of the complaint enquiry conducted by BTP was to uphold the complaint as the level of service provided fell below that which should have been expected. However, whilst the complaint was upheld the complainant considered that the explanation provided failed to demonstrate any understanding of the emotional distress of her daughters and how police actions had exacerbated this. The Panel agreed and felt strongly that the enquiry had too narrowly focused on reviewing the procedural elements of the crime investigation and did not sufficiently consider the traumatic and emotional impact the incident had on the family. It therefore did not go to the heart of the complaint submitted. The poorly drafted letter communicating BTP's decision compounded the situation further, which has been a consistent theme.

3.3   The first of the two cases where a decision was made to partially uphold the review included a situation where a social media appeal for a suspect wanted for sexual assault had been made. The complainant stated that this had caused his daughter distress as she had been a victim of the same individual previously. The complainant felt that given the individual's offending history other methods to identify the suspect should have proved successful. He was, therefore, concerned that a social media campaign had been authorised and the significant amount of time it had taken BTP to identify a known sex offender. The complainant was further aggrieved that the promise of a telephone call to discuss his complaint had not been made within the timeframe specified. The Panel took the view that BTP had not fully addressed the allegations, having focused on the procedural matters in respect of whether the media appeal was appropriate rather than the distress caused to the complainant's daughter. The Panel was however pleased to note that BTP had reflected on its approach prior to the review being submitted and identified lessons to be learned, negating the need for the Panel to recommend any further steps to be taken.

3.4   The second partially upheld review pertained to a complaint case regarding an arrest. The complaint included allegations of excessive use of force, unlawful detention and unconscious bias. The Panel felt that the complaint investigation had too narrowly focused on the concept of unconscious bias on why the individual had been targeted and not on how the ensuing encounter had been managed. The encounter came across as heavy handled and lacking in effective communication and de-escalation, which was in part picked up by the complaint enquiry. The Panel recognised the real time events but still felt that the officer would benefit from the opportunity to reflect on the approach. The Panel concluded that a more holistic view should have been taken when considering unconscious bias in this case.

3.5   Where cases have not been upheld the Panel has generally still had a number of observations to pass to BTP, mainly around letter writing and empathy.

4.   Themes, trends and learning

4.1   From the information available, at least seven of the 15 cases that have been reviewed by the Panel have been from complainants who are of a Black, Asian or Minority Ethnic (BAME) background. The majority of these have suggested unconscious bias in either targeting and/or treatment. The Panel takes its responsibility when considering reasonableness and proportionality of complaint investigations into unconscious bias very seriously, but evidence to support allegations of unconscious bias is difficult to identify in the short interactions that tend to form the basis of a complaint and the Panel has generally not found support for this. The Executive is looking to arrange unconscious bias training for the Panel to ensure that its members are fully equipped to recognise the signs of unconscious bias but notes that there is a clear responsibility on the Professional Standards Department (PSD) to look for patterns of behaviour constituting bias given the volume of complaints they consider compared to the Review Panel.

4.2   The Panel has raised unconscious bias with PSD and asked what it is doing to increase awareness of the potential for this and how to address it. The Panel has received reassurances from PSD that this is a key consideration and appropriate training will be rolled out to the Complaints Resolution Team (CRT).

4.3   The Panel has seen a number of complaint review requests from parents of mainly teenagers relating to police contact with their children including arrest, treatment as witnesses and stop and search encounters. The key point to note from these reviews has been the lack of recognition of how these events have impacted parents and their children emotionally in the outcome letters. Emotional distress can be acknowledged without upholding a complaint or criticising officers. The lack of empathy and compassion in outcome letters is considered to be a factor in whether a person chooses to request a review.

4.4   The Panel has been pleased to note that BTP has embraced the use of reflective practice (RP), which is gradually embedding. The Panel has found the viewing body worn video (BWV) to be particularly helpful in its deliberations of reasonableness and proportionality of complaint investigations. The Panel is keen that RP, including the viewing of BWV, is used proactively as a routine tool to aid learning and development. The impression is that currently officers regard RP as a form of reprimand as it follows a complaint. If RP was the norm, regardless of whether a complaint has been made, this would take steps to change the perception of RP from a reaction to a complaint to a proactive opportunity to learn and develop, which can only be of benefit to BTP, officers, industry and the public. Furthermore, that some of the body worn video footage would provide good case studies in a training setting.

4.5   The Panel has been consistently disappointed with the standard of letters sent to complainants by BTP. The letters have tended to be lacking in presentation with poor grammar, a procedural focus and have had a lack of compassion and empathy. PSD has advised the Panel that the newly set up CRT will now deal with low level complaints in place of PSD Divisional Champions and will have a focus on professional interactions with the public. The Panel has seen its first letter sent by the CRT which is a significant improvement, with some tweaks to be made.

4.6   From an administrative perspective, the Panel is functioning well as a monthly virtual meeting. The paperwork has evolved throughout the year and provides the necessary information in a digestible format in good time. The Panel finds the viewing of BWV around 48 hours before the meeting a helpful approach. The nature of the role the Panel is performing goes to the heart of culture and provides a unique insight into railway policing and wider organisational themes and opportunities are emerging.

5.   Conclusions

5.1   These meetings have been positively received by the current panel membership. They are adding value to the BTPA's role through improved insight into frontline policing and complaint handling, supporting BTPA oversight activity towards this strand of legitimacy.

5.2   It is difficult to assess whether the findings reflect a positive outcome. It is evident from discussions with other Policing Bodies that the current volume of reviews received by the BTPA is comparatively low. In terms of complaint handling, BTP's approach is found to be generally reasonable and proportionate but the focus needs to widen from a procedural lens, which importantly but narrowly looks at whether actions were right or wrong, to a more holistic view of an encounter and how police actions have impacted those involved to ensure the focus is on learning and improving and is not defensive.

5.3   This process has revealed a number of areas where improvements can be made to improve the service the organisation provides to the public. This is particularly the case with regards to communication. The Panel expressed its frustration at the length of time it took for any real change in the letters being sent. Despite this being raised after its first meeting the Panel continued to observe letters being written to individuals who had already voiced a dissatisfaction with their interactions with BTP, which have lacked professionalism, empathy and clarity for a number of months.

5.4   This feedback has been provided to PSD and has been subject to a number of discussions between PSD and the Executive. The intention is that the newly formed Complaints Resolution Team (CRT) will address the majority, if not all of these concerns.

6.   Recommendations

6.1   Members are asked to note the contents of the report with a view to it being shared with the full Authority Membership.

6.2   BTP colleagues to consider the proposals around the proactive use of reflective practice and BWV for learning and development.

BRITISH TRANSPORT POLICE

PSD Complaint Resolution Team (CRT) Business Case

Purpose of the Paper

- To answer the following questions:
    - What is the intention underpinning the creation of the CRT?
    - What are the anticipated benefits of the CRT?
    - Will the creation of the CRT support increased professionalisation of the service in this space, and support cultural change?
    - How will the anticipated benefits of the CRT be measured and evaluated?

Outcome Sought

To note:

- The business case for the team

Report to:	BTPA People & Culture Committee
Agenda item:	Complaints Resolution Team (CRT)
Purpose:	Information only
Author:	Detective Superintendent Peter Fulton – Head of BTP Professional Standards Department

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1. Background Context

The Policing and Crime Act 2017 made significant changes to the police complaints and disciplinary system. Along with supporting secondary instruments formerly adopted as the BTP Police (Complaints & Misconduct) Regulations 2020, it introduced a more customer focused complaints systems.

Such changes helped forces put what was formerly referred to as 'service recovery' on a more formal footing with new legislative protections, allowing a significant number of complaints to come to a more speedily resolution bringing benefit to both the complainant and the police service involved.

A BTP PSD review revealed that the current complaints architecture was not configured at the appropriate resources level or skill set to realise the ambition set out by the intentions of primary legislation (And the IOPC), the consequence of which being the risks highlighted below.

To mitigate the risks BTP COG approved the temporary increase in establishment for a **formed Complaints Resolution Team** to be piloted, providing an uplift of 2 x DS and 5 a PC/DC in order to meet demand profile, increase coverage re hours of operation and geographical locations and provide increased assurance levels across the police complaints systems.

2. CRT Main objectives

The previous 'de-centralised' process adopted for handling matters outside Sch3 (and other than by way of investigation) clearly showed high levels of inefficiency with unnecessary 'hand-offs' and wait times built into the process perversely creating barriers to effective resolution. Demand is then pushed through to division, increasing operational work-loads elsewhere. Given wide-spread distribution there was no single defined process with inconsistency in decision-making and little opportunity to realise continuous operational improvements.

The CRT objectives are therefore to:

- Increase timeliness in complaint resolution
- Improve governance, assurance processes and ownership
- Ensure greater consistency in decision-making
- Increase complainant satisfaction
- Increase process efficiency
- Ensure demand is managed at its lowest proportionate level
- Reduce the number of formal investigations

3. **Focus**

   More specifically the CRT will:

   - Service recover more complaint matters
   - Make more effective meaningful interventions
   - Reduce the number of days taken to service recover complaints
   - Reduce the number of days to resolve matters dealt with other than by way of investigation
   - Increase emphasis of understanding themes and the transfer of learning

4. **Early results**

   Comparison of **42 day** periods before and after the CRT team started shows:

   - There were 34% less complaints in the post CRT period however time of year (new year/bank holidays) may account for some reduction.

   - There was a 6% increase in complaints handled outside of schedule 3 (service recovery attempted)

   - The average investigation days reduced from 37 to 11 overall, 30 to 11 for complaints outside schedule 3, and 64 to 15 for OTBI complaints.

   - Post CRT, there was an increase in complaints about 'general level of service', 'police action following contact', 'power to arrest and detain' and 'use of force' dealt with by service recovery.

   - The number of lessons learnt recorded since CRT increased by 6 for service recovery complaints, but decreased by 1 for OBTI complaints.

   - Complainant feedback for the CRT team is very positive, which average star ratings as follows based on 12 reviews:

     - The complaint handler was polite and courteous: 4.8
     - The complaint handler listened and acknowledged my issue/concern: 4.8
     - The complaint handler explained and confirmed what action he/she would take   next: 4.8
     - The complaint was resolved to my satisfaction on first contact: 4.4

5. **Future risks/concerns**

   Early data shows encouraging signs that the CRT is meeting its early objectives however going forward there are a number of risks that will need to be mitigated set out as follows;

   A. Ensuring the budgetary envelope to formalise CRT as part of a permanent PSD resourcing model:,

   B. If successful ensuring the smooth transition of the CRT from pilot to business as usual; and

   C. Ensuring a structured information flow and reporting out function to PSD Area Champions to ensure they understand the complaint profile for their divisions.

BRITISH TRANSPORT POLICE

Smarter Working: The BTP Approach

Miranda Smith, Smarter Working and Business Change Lead

Purpose of the Paper

- To provide the committee with an update on the vision and objectives of the Smarter Working programmes
- To provide an overview of the Smarter Working Roadmap and the key activities planned to achieve the vision and objectives
- To provide an update on some key workstreams, under each of the objectives, outlining:
  - Work completed to date
  - Upcoming activities.

Outcome Sought

This paper is for noting.

SW would welcome ongoing support and endorsement from committee members on the work they are undertaking and it's link into the creation of a 'Modern and Inclusive Place to Work'.

The BTP Smarter Working Vision and Objectives

Smarter Working (SW) is a portfolio of programmes and projects that looks at how and where our people work, the tools we provide them and how our internal services are delivered. SW uses business change and continuous improvement techniques to positively impact all our people and modernise ways of working by focusing our attention on four key areas. By asking the right questions against each of these, we will achieve benefits for all our people. These areas are:

1. Leadership and Culture – impowering our people to lead in a modern way
2. Technology and Devices – Investing in and using the right tools and applications
3. Workspaces – providing modern spaces and enabling agile working
4. Services and Processes – modern internal services that are good value and easy to use


We believe that our approach will create an organisation where

- Our people are provided with modern technology that meets their requirements and allows them to improve how they work
- Our people have access to motivational workspaces that support and encourage a smarter way of working.
- There is a culture of unity and teams' work proactively, collaboratively and effectively to achieve shared goals and objectives
- Our people are empowered to work smarter and not harder, with a positive work life balance, having done a great day's work
- Services, and the processes within them, are efficient and effective, user focused and represent best value for money.

Ultimately, Smarter Working aims to create ways of working that successfully support our colleagues, the industry and the public.

The BTP Smarter Working Journey timeline, September 2019 to 2023
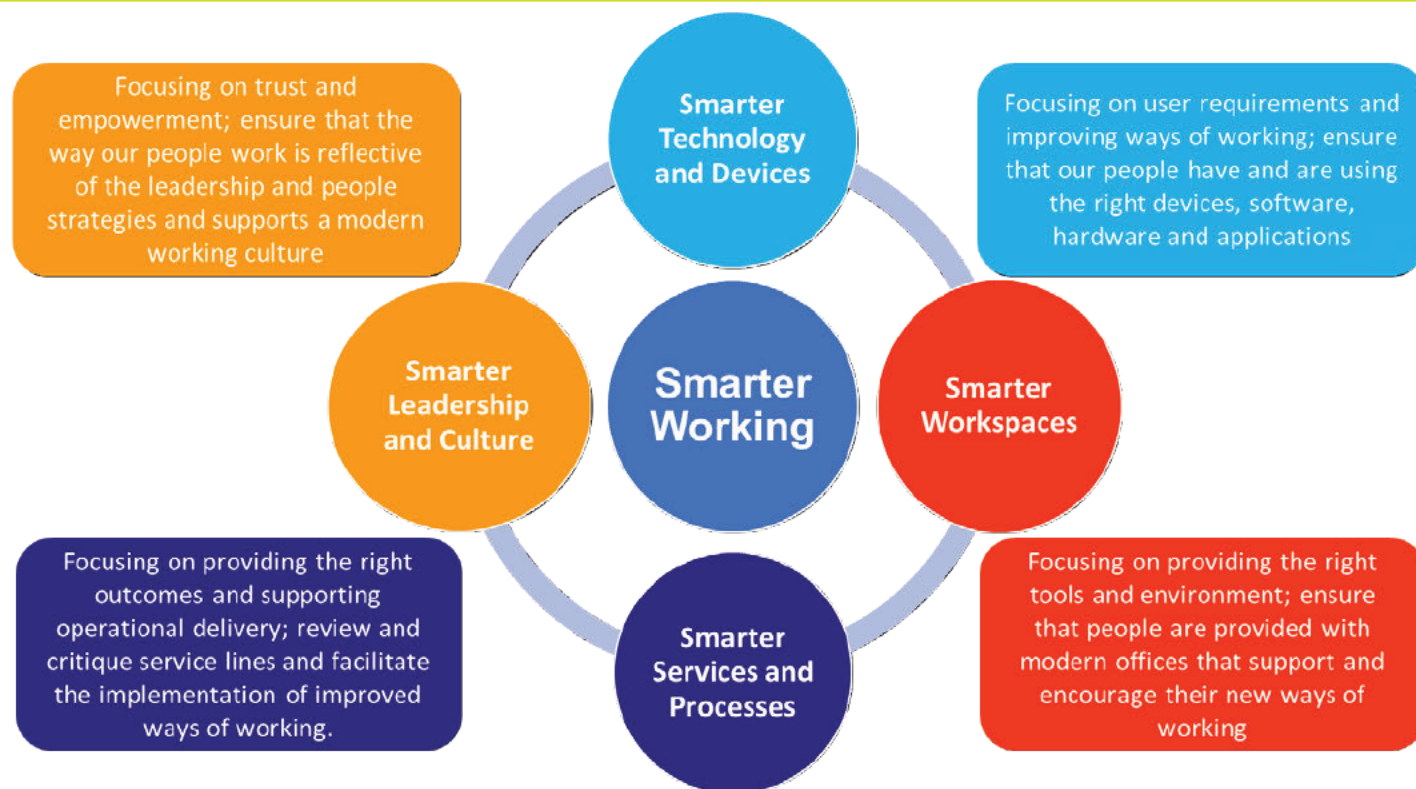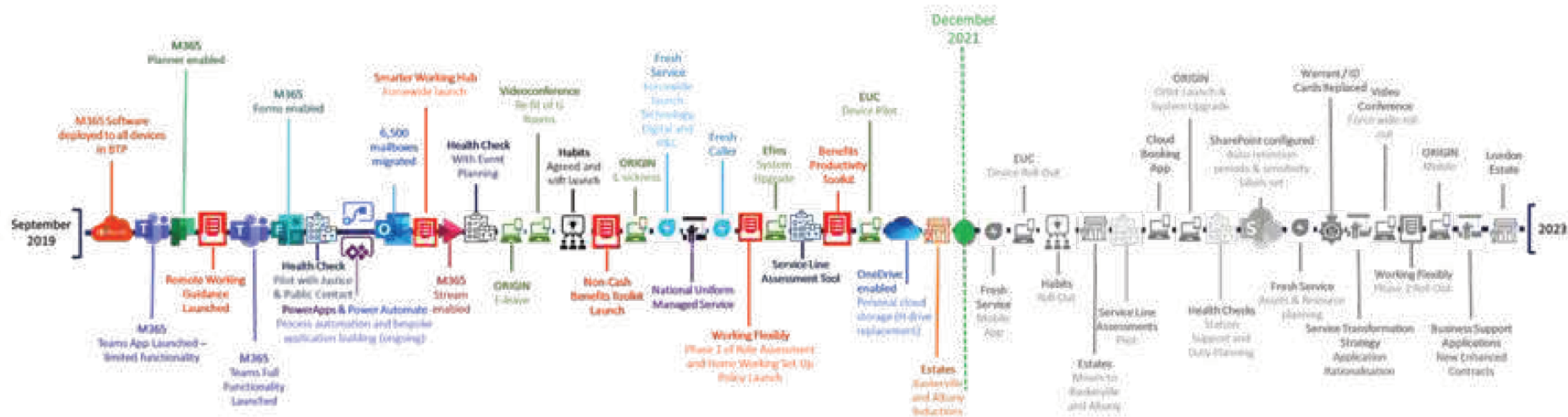
Influencing our culture to support Modern Ways of Working
Empowering our leaders at all levels to lead in a Smart way

The SW ambition is dependent on the right leadership and culture being in place. Work has been undertaken with P&C towards developing this culture in BTP.


SW Habits

The SW habits aim to change the culture of BTP through the cumulation of small changes rolled out across the force; 'The Habits' have been agreed by FEB and a programme of engagement has begun to help people (at all levels) identify the habits that are most suitable for them and to establish what this means in terms of making the relevant changes to how they work. This work will be completed by summer 2022.

Working Flexibly

SW and People are implementing a permanent approach to home and blended working, which includes a new policy, contracts, Role and DSE assessments and home set-up expenses. This was piloted with teams in Baskerville. 96% of the pilot group have completed a qualitative assessment of their working environment, ways of working and wellbeing, to ensure they can do their best wherever they choose to work. Roll-out across other departments is underway and will be completed by May 2022.
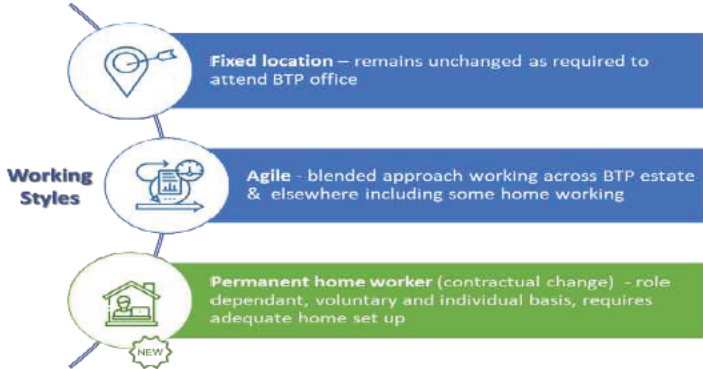
Leadership

Engagement with Talent Management and the Leadership Academy has taken place to factor SW principles and ways of working into our PDR process and Leadership training.
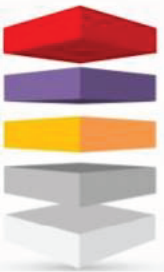
SW Health Check

The SW Health Check was created to assess how we work and draw out potential improvements. It encourages a 'can do' approach, breaking a department into layers and examining these through a SW lens. SME's from departments provide a local perspective and assist with data gathering, analysis and drafting of proposals. Wider engagement with departments and stakeholders (including unions) takes place to ensure a comprehensive assessment. Recommendations are presented, including complexity ratings and associated benefits. Two departments have undertaken a health check with over 500 proposals for change being made. Station Support and Resource Planning Health Checks are planned for 2022

Business Change for Technical Solutions

BTP has made significant investments over the last few years into the tools and applications it provides. Return on investment in this area is dependant on our people using what they have been provided. SW have collaborated with Technology on a number of projects, designing and delivering change management that will maximise the return on investment.

M365 and Teams

SW has been working with Technology on the roll-out of M365 since 2019. However, COVID19 and forced home working saw the need to completely revisit the delivery plan and unlock as much capability as soon as possible.
SW took responsibility for the training, communications and engagement of each product that Technology delivered.
SW are now in the process of embedding OneDrive and planning a refresh to enhance the use of M365 across the force.

Fresh Service

A new service desk application (Fresh Service) was introduced in BTP in 2021. It provides a portal to raise service tickets online, greater self-service and automation and there are plans for ibot functionality. SW have provided the business change for the roll-out of this application, ensuring departments were incrementally trained and onboarded and that the force were prepared for the change. A new mobile app for the service desk will be launched in 2022.

End User Compute

SW are supporting the roll-out of devices across the force. Providing local support and guidance by using the SW Ambassadors to ensure sites are ready for and know how to use the new kit.

Audio Visual Upgrade

Starting with FHQ, SW are working with Technology, Commercial, Estates and L&D to replace the current AV equipment and create Teams enabled meeting rooms/training rooms. To date, rooms in Camden and Baskerville have been installed with new AV equipment. Designs have been commissioned for L&D rooms that will support the ambition to move towards a blended approach to training. Scoping has also taken place for the roll-out of AV equipment across the force.
Work has begun on identifying an appropriate commercial route that will meet the force ambition.

PowerApps

SW govern the delivery of PowerApps, setting minimum requirements for development, ensuring pilots are undertaken, and the right Apps are prioritised.


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Creating Smarter Spaces

SW Estate Principles and Design

Following the initial requirements gathering for Baskerville, a set of SW estates principles were drafted and agreed. These principles provide an ambition of how we would like to use our space and provided a starting point that informed the design of the new premises. The principles and subsequent designs, intended to create a modern office environment with more shared space, minimal dedicated desk areas and new facilities, such as touch down points. The principles also set an ambition that will facilitate a reduction in the estate and a change to desk to person ratios.

Facilitating a smaller footprint

The move to Baskerville brought with it the challenge of a smaller estate. Whilst COVID19 meant people were working from, many teams and departments did not have the equipment needed to do their full roles from home.

SW engaged with the relevant teams and identified a list of hard line requirements needed to make the new space work. They worked on behalf of the departments to ensure these items were delivered. E.g. P&C service desk taking calls at home.
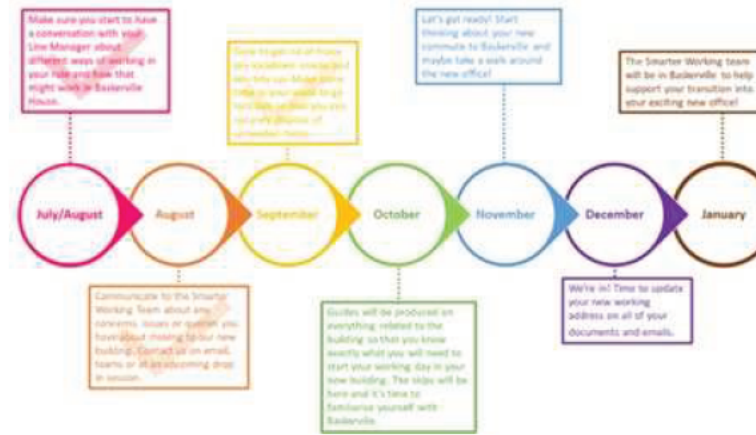
Supporting People through Estate Moves

Baskerville looks and feels very different, preparing people for this move was going to be challenging..

SW designed and implemented an extensive communications and engagement plan. This exploited the use of targeted channels and ensured that messaging answered local questions as well as updating on progress. A 'Baskerville Blog' was created to provide regular updates and a multi-phase induction plan that consisted of virtual Q&A sessions and culminated in a comprehensive tour around the building. Extensive positive feedback was received from the people moving into the new building.

Scoping out a London Estate

The key factors that led to the success of Baskerville was the collaborative working between departments and the determination to get the requirements right.

With discussions well underway about the possibility of a new London Estate, SW and the Estates have begun working together on what this might mean. Requirements gathering has started with departments across London. Consideration is being given for how the roll-out of blended and home working across the force and the move to location agnostic roles might affect the space needed.

Smarter Policies and Processes

Continuous Improvement

Part of the SW ambition is to ensure that policies and processes are efficient, effective and value adding. Using the principles of Lean Six Sigma SW have created a toolkit to assist with this. The service line review toolkit walks people through the steps of the DMAIC approach and helps them to apply this to single or multiple processes, ensuring they represent the customers needs and looking to remove waste. SW are engaging with a number of departments about the use of the toolkit and the PMO are considering it's use during the Post Implementation Review process.

NUMs

Working in collaboration with Commercial, SW introduced a new uniform provider and process. This will reduce the cost of uniform and provides productivity savings due to the reduction in supervisor and intelligent client checking.

SW provided both project management and business change support for this project. They ensured that employees were prepared for the change, including the use of an online ordering platform. The team are now working on enhancing the system, using employee feedback to make ongoing improvements, such as non-gender specific uniform options.

New Warrant / ID Cards

SW are leading the project to design and roll-out new warrant/ID cards across BTP. The new cards will have a modern design and enhanced security features, including future proofed card technology. Warrant cards will also link to an electronic ID and have functionality that allows members of the public to verify their identity. The new cards should be ready by May 2022.

Current System Upgrades

SW are project managing the upgrades of the current business support applications. The e-Fins upgrade and new functionality has been rolled out successfully. Work continues on the roll out of Orbit and the ORIGIN Upgrade. Plans are also in place to add ORIGIN Mobile functionality in late 2022, allowing officers the ability to access ORIGIN whilst on patrol.

Current System Contracts

Following a paper to FEB, talks have begun regarding the current system contracts and the options available in terms of enhanced service delivery and better integrated functionality. Members of P&C and F&C are involved in these discussions.

Integrated Systems

SW have sourced an external supplier and have begun activities to complete Application Rationalisation of the business support applications. This work will provide an independent view of both the three core and periphery systems and allow a future systems roadmap to be drafted and agreed.

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People and Culture Committee | **9 March 2022**

BRITISH
TRANSPORT
POLICE

People Data up to 31.12.21

Rachael Etebar, Director of
People and Culture

Purpose of the Paper
This is a quarterly data pack which aims to inform the Committee about key people metrics and the workplan of People and Culture
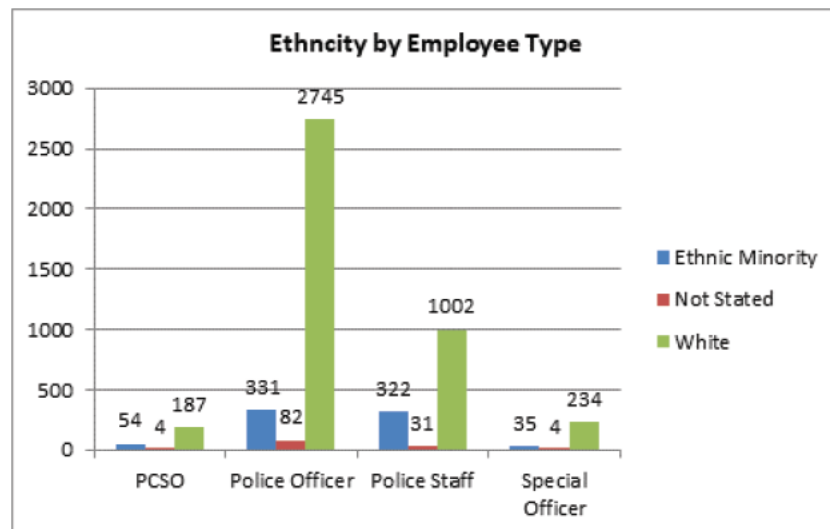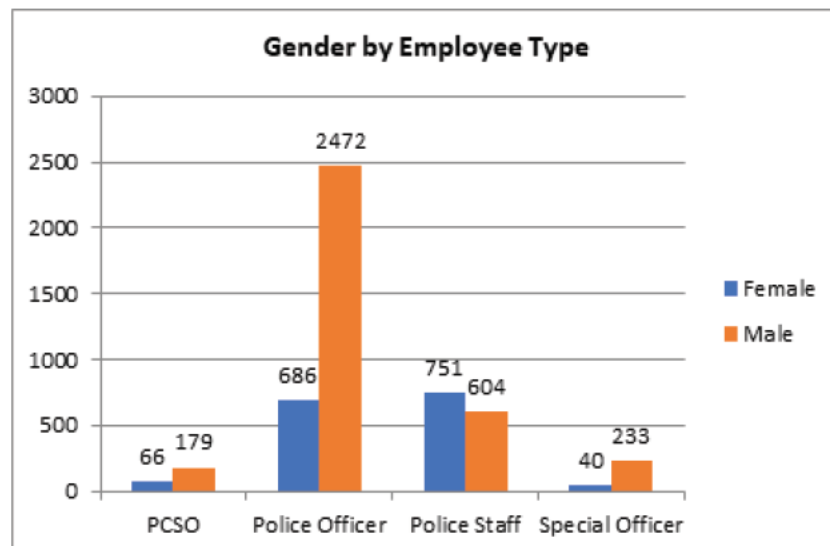
Outcome Sought
- PCC to note

People and Culture Committee | Diversity Data

Diversity of BTP workforce (Ethnicity & Gender)

Gender by Employee Type

	2021	2020
PCSO	26.90%	25.12%
Police Officer	21.72%	21.25%
Police Staff	55.42%	53.10%
Special Officer	14.65%	13.54%
Grand Total	30.65%	30.18%

Ethncity by Employee Type

	2021	2020
PCSO	22.42%	19.91%
Police Officer	10.70%	9.66%
Police Staff	24.32%	23.69%
Special Officer	13.01%	11.11%
Grand Total	14.44%	14.21%

- Female Police Officer representation has increased to 21.72% from the previous year's 21.25%. The UK average for female police officer representation is 31.2%.
- Police Officers from ethnic minorities has also increased to 10.70% from 9.66% 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.
- Female Special Constables sees an increase from Q2 (13.80%) and was showing a year on year decline. This quarter it has now increased to 14.65% but remains the lowest represented employee type for females.

People and Culture Committee | Health and Safety

HEALTH AND SAFETY

KPI	Result	% Dif	Q3 2021/22	Last Quarter
Fatality Weighted Index (FWI)	🟢	-61.20%	0.246	0.634
Lost Time Injury Frequency Rate (LTIFR)	🔴	1.56%	18.285	18.004
Fire Action Weighted Index (FAWI)	🟢	-15.22%	10.775	12.710
Total Incidents	🔴	12.08%	371	331
Injuries	🔴	6.45%	198	186
Non-Injuries	🔴	19.31%	173	145
AMS Open Incidents	🔴	25.00%	35	28
AMS Closed Incidents	🟢	10.89%	336	303
Assaults (AMS)	🔴	11.38%	186	167
Total RIDDOR	🟢	-5.88%	16	17
Over 7+ RIDDOR	🔴	7.69%	14	13
Specified Injury RIDDOR	🟢	-50.00%	2	4
Open FRA Actions	🔴	6.15%	190	179
Closed FRA Actions	🟢	23.64%	136	110
Inspections Completed	🔴	-70.59%	10	34
Open Inspection Actions	🔴	51.59%	191	126
Closed Inspection Actions	🔴	-31.07%	71	103

INSIGHT:

Injuries
- The number of injuries sustained across the force have increased by 6.45% from **186** to **198**. 81% (161) of injuries sustained by our people are attributed to interactions with members of the public (assault / take down / injured while handling detainee). This supports that operational policing and interactions with members of the public is the most prevent risk to our people. Remaining injuries are attributed to organisational activities i.e. manual handling / training and slips, trips and falls.

RIDDOR
- RIDDOR submissions to the HSE decreased by 5.88% from **17** to **16**. All incidents achieved 100% compliance to HSE reporting timescales which is testament to manual intervention from the H&S team cross checking Origin absence and engaging with line managers.

Agile / Smarter Work
- Agile 2.0 training and self-assessments are progressing well. With 34.66% of the force having completed the Agile 2.0.
- The H&S are continuing to support our people who are presenting harm and/or discomfort after self-assessing with a 1:1, predominately remote DSE assessment with 47 conducted YTD.

Fire Safety
- All BTP locations have a valid, in-date fire risk assessments which supports legal compliance. 24 fire risk assessments will require review in the next six months.
- Outstanding fire risk assessment actions have increased by 6.15% from **179** to **190** due to an additional 12 fire risk assessment reviews.
- There are 3 high-risk actions currently outstanding. Darlington – fire door replacement. Albany House – Fire door missing and degradation of other fire doors.
- The top three actions identified across the force relate to training & drills (23), fire door Integrity (22) and measures to limit fire spread and development (20).

Inspections
- A further 10 health and safety inspections have been completed across the force totalling 65 inspections since Apr 2021. The H&S team are currently on track. However, this is now at risk due to staff shortages.
- Actions to control / mitigate risk have increased by 51.59% from **126** to **191**.
- The top three actions identified through the inspection regime relate to
    - Planned Preventive Maintenance (PPM) which no documentation available to support route servicing / maintenance or inspection.
    - Fire safety documentation and action closure
    - Housekeeping within BTP premises

NCALT – eLearning
- H&S for Managers mandatory training has increased to 90.6% from 82.2% last quarter due to increased profile at a divisional level.

ACTION:

- The H&S team are now supporting Op Hampshire to define our assault terminology and mature the data available to allow for robust organisational oversight and decision making.
- Absence monitoring is included in the business requirements for the new Safety Management System (SMS) which is due to launch 1st April 2022. This enables visibility of absence to the H&S team with notification capability embedded.
- Outstanding fire and inspections actions will be transposed to the new SMS progressively over the next six months to enable visibility and transparency of historic actions. This will enable our leaders to manage their key H&S actions in a centralised system and provide a platform to evidence assurance.

People and Culture Committee

Wellbeing Summary Q3 and Occupational Health

Key issues/notable events

- We have delivered the Oscar Kilo Wellbeing Peer Support Programme, recruited and trained over 60 Peer Support Champions and Supporters across BTP and since the launch in September 2021 47 formal peer to peer support have been recorded as well as informal peer support, signposting and guidance. Domestic Abuse Champions, Maternity Buddies and Op Hampshire Champions have been incorporated into the programme to enable a consistent approach, effective monitoring of trends and risks as well as supervision and support to our volunteers.
- Working with Police Care UK we have delivered training in Trauma Impact Prevention Techniques to a team of Fatality Investigators. TIPT is preventative training, and it is separate to trauma intervention, therapy, treatment and TRiM. The techniques are simple to learn (individually or in groups), are immediately effective and can be delivered online or face-to-face. This training received positive feedback and we are developing a plan to train up to 36 BTP volunteers as TIPT trainers who will then be able to train the TIPT techniques to BTP officers and staff.
- Launched 3 pilot Departmental Emotional Wellbeing and Stress surveys with CID, Force Control Rooms ad SSU. Reports and analysis from these will be delivered in April 2022 with the Stress Management Arrangement due for review June 2022
- Working collaboratively with the Vulnerability Unit and Liverpool District Commander the BTP Domestic Abuse Guidance and Support for BTP has been updated and published as part od Sexual Abuse and Sexual Violence Awareness Week
- Draft Mental Health Policy Statement created for consideration and endorsement

Future actions

- Continue rolling recruitment for Peer Supporters in areas where there are currently gaps.
- Ensure that EDI is considered across the Peer Support Programme by engaging the Employee Support Associations, this will also ensure collaborative working and consistent messaging around different support services.
- Sign up to the Mental Health at Work Charter and commence Action plan
- Present Draft Mental Health Policy Statement to Central Health and Safety Commitment for consideration.
- Analyse Stress survey data and produce department reports with actions and recommendations for primary and secondary interventions or further areas of research required.

OH Management referrals

	Oct 2021	Nov 2021	Dec 2021
2020	112	107	93
2021	80	99	88

OHP Referrals

| Oct-21	Nov-21	Dec-21
6	8	7

INSIGHT:

- Following an increase in referrals in Q2 numbers have return to a normal level
- Referrals are similar in numbers to previous years
- Of the 21 OHP referral in Q3 4 of these were of completion of pension documents
- B & C Division account for most referrals in line with Divisional employee numbers
- Physiotherapy referrals remain stable with top 4 areas treated being shoulders, knees lower back and neck
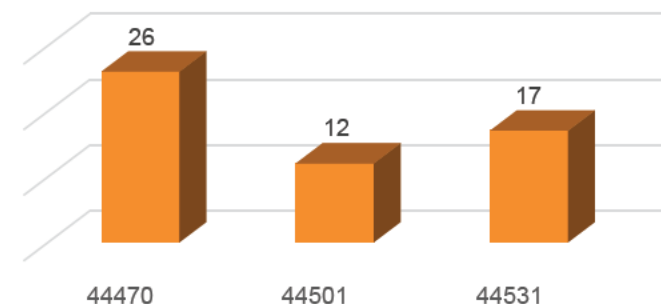- 170 Response Driver medicals have been complete this quarter

OH Year by Year comparison

21/22 to date	20/21 Total	2019 Total	2018 Total
826	1136	1148	928

Q3 Referrals by Divsion
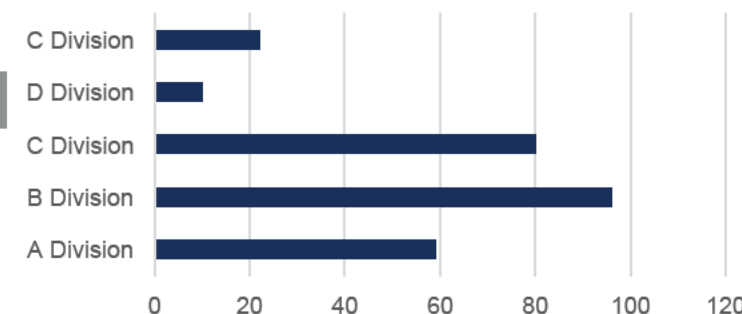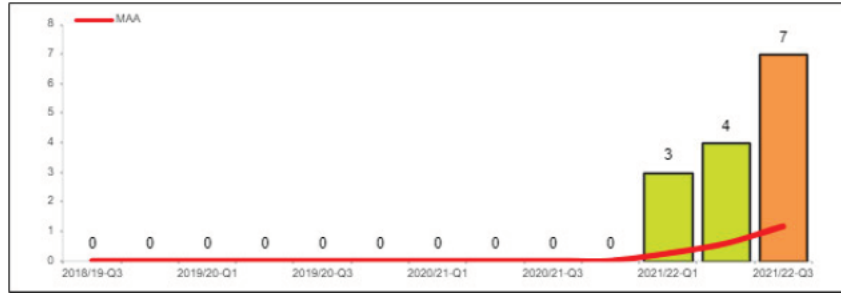

Physio referrals Q3

ACTION:

- Reduced staffing numbers continue to impact internal OH service delivery and SLAs
- Priority has been given to case management appointments and critical medicals such as AFO, Taser & CBRN resulting in delays to new police staff health assessments, JRFT assessment and other medicals
- There is also delays in appointment times for OHP appointments provided by Optima due to national OH practitioner shortages. BTP are working with Optima to monitor and improve service delivery
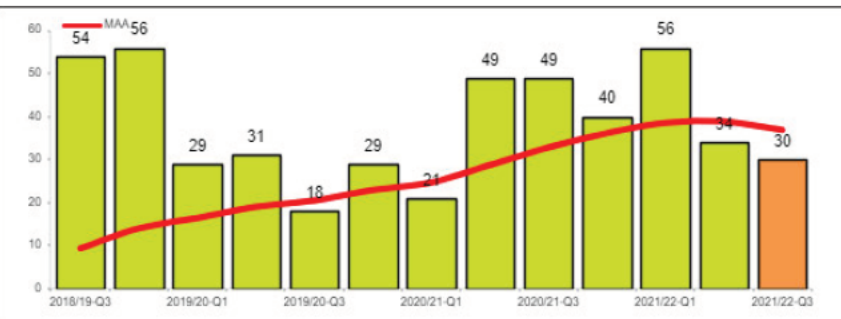- There has been some improvement in new recruit medical timescales but this continues to be monitored

People and Culture Committee

Wellbeing Support Services

TRiM Referrals to OH

TRiM Assessments Completed
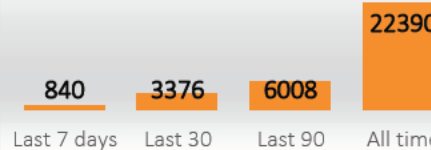

EAP Contact Reasons

Absent from work	0	0	0	0	0	0	0	0	0	0	0	0	0
Addiction	0	0	0	0	0	0	1	0	0	0	0	0	1
Bereavement	0	1	1	1	3	3	3	2	3	2	1	1	21
Carer (Elder/child/other)	0	0	0	0	5	0	0	2	1	0	0	0	9
Debt/Finance	0	0	0	0	1	1	0	0	0	0	0	0	2
Domestic Violence	0	0	0	0	0	0	0	0	0	0	1	0	1
Housing/Accommodation	1	0	0	1	0	0	1	0	0	0	0	1	4
Legal	0	0	0	0	0	0	0	0	1	0	0	1	2
Personal Relationships	4	3	0	6	5	3	5	5	8	1	5	5	50
Physical Health	1	0	1	3	3	1	0	1	2	2	1	2	17
Mental Health – Stress	0	2	1	4	9	8	3	3	9	5	7	4	55
Mental Health – Anxiety	0	1	3	8	8	6	3	4	9	4	5	4	55
Mental Health - Depression	0	1	1	4	5	5	4	1	7	3	4	3	38

INSIGHT

- Anxiety disorders and depression remain the leading causes of referrals and contacts across EAP and Remploy .
- Since 2021 when we partnered with Remploy to promote the Access to Work Mental Health service, there has been a !% increase in referrals (this is an increase of 71% in the number of referrals compared to 2020) however volumes remain quite low.
- 23% of TRiM referrals required onward referral to OH in Q3, this is a significant increase from previous quarters. If this trend continues further work will be required to identify causal factors
- In 2021 TRiM referrals increased form 2.1% to 3.1%

Site visits

840	3376	6008	22390
Last 7 days	Last 30	Last 90	All time

Wellbeing Hub

Unique Visitors

175	807	2529
Last 7 days	Last 30 days	All time

ACTION:

- Wellbeing Peer Support Champions have received training which includes an input on all support services available, they will be able to signpost to the relevant support.
- It has been identified that this service is under utilised in regards to support and coping strategies in relation to work relates stress, specific awareness sessions are being arranged to focus on the is area.
  - Monitor volumes of TRiM referrals to OH
  - Conduct initial analysis to determine whether the OH referrals are occurring after 3+ day assessment or at 28+ day follow up. This will determine whether NICE guidelines are being followed or whether it is as a result of cumulative trauma necessitating immediate onward referral.

ACTION:

- The Wellbeing Hub is now referenced in most articles, policies and guidance however 52% of employees have yet to access the Hub, explore opportunities and ideas to encourage more engagement

INSIGHT:

- Numbers of unique visitors to the Wellbeing Hub continue to rise, although this as slowed from initial levels, and currently represents 49% of the workforce.
- The EAP and Event pages were the most frequently visited in the last quarter.
- The Peer Support page is are now the portal for the Wellbeing Peer Support Programme, with a Microsoft Form for support request available as well as direct referral via email to the wellbeing inbox. Contact levels via these routes will be monitored to ensure sufficient capacity within the wellbeing team to respond.
- The EAP online platform has seen an increase in traffic of 31% compared to the same reporting period last year, when factored with the Wellbeing Hub usage rates it is possible people are actively seeking self-help and support via digital channels.
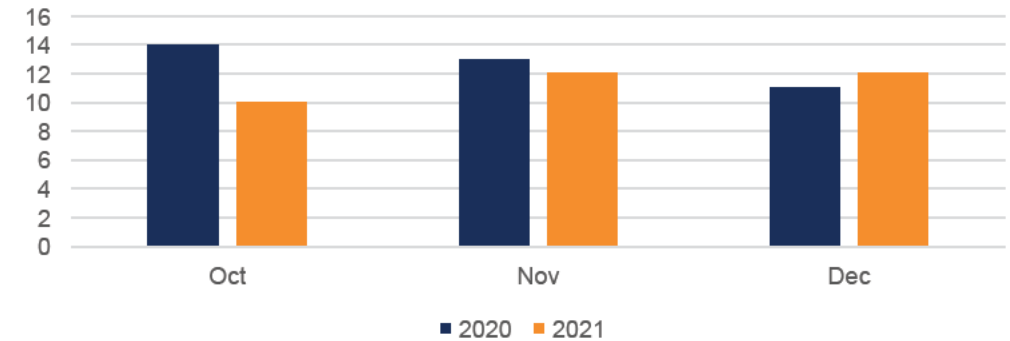
People and Culture Committee

Psychological Assessment and Treatment

Psychological assessment & treatment referral by month/year

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

INSIGHT:

- Slight increase in referrals when compared to last quarter but similar to Q3 2020.
- All referral appointments were achieved in SLA.
- All those with a PTSD diagnosis were referred for treatment.
- Mean number of sessions to achieve recovery have increased slightly to 13.25
- BTP employees present with high severity of symptoms on assessment compared to other professional groups, but recovery rates exceeded benchmarked data for other groups. This is believed to be due to a high level of engagement in treatment from BTP employees.

ACTION:

- Efficacy have changed their name to OneBright Efficacy. There no expected change to service delivery
- The psychological services contract has been awarded to OneBright Efficacy for a further 2 years with extended services included to assess and treat a wider range of psychological symptoms. BTP are currently working with OneBright Efficacy to review current services to ensure efficiency and quality and plan new service provision.

Referrals Q3 2020 v Q3 2021

Referral by Type

- Psychological
- Psychiatric
- Manchester Triage
- Other
- Treatment
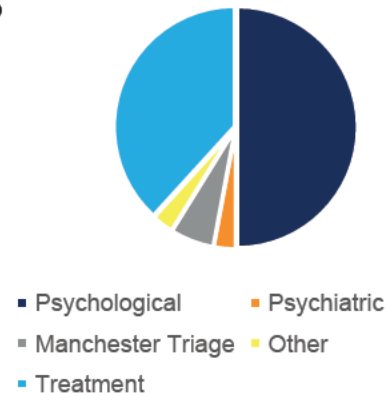
Assessment v PTSD diagnosis Q3
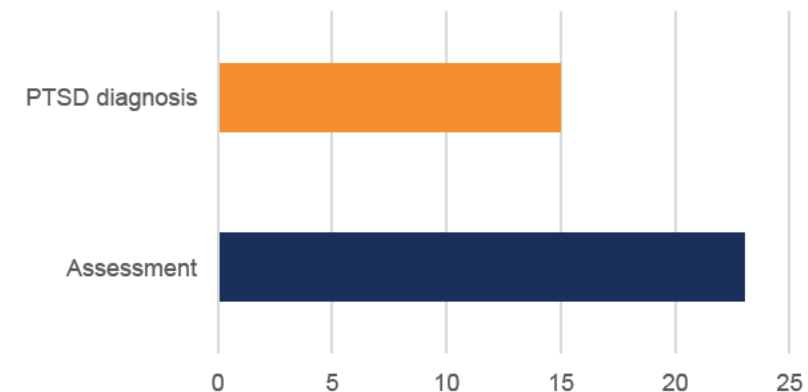
People and Culture Committee | Absence, Turnover and Employee Relations

Absence

Top 10 Sickness Reason by Employee Type - 01.04.21 - 31.12.21

Categories (top to bottom):
Covid-19 Self Isolating Not WFH, Covid-19 Positive Test, Covid-19 Vaccine Side Effects, Covid-19 Self Isolating Is WFH, Stress, Cold, Miscellaneous, Back Complaint, Influenza, Vomiting

Legend: Special Officer, Police Staff, Police Officer, PCSO
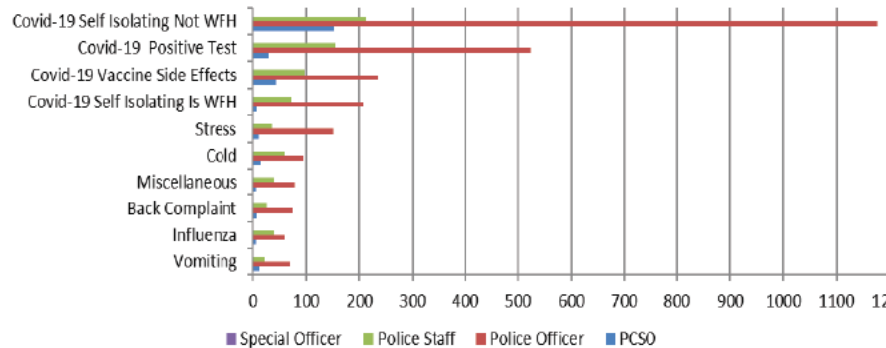
Turnover

21/22 Officers	
Headcount - 01.04.21	3122
Headcount - 31.12.21	3162
Avg Headcount	3142
Leavers	192
Turnover Rate	6.11%

21/22 PCSO	
Headcount - 01.04.21	233
Headcount - 31.12.21	245
Avg Headcount	239
Leavers	52
Turnover Rate	21.76%

21/22 Staff - Normal Turnover	
Headcount - 01.04.21	1426
Headcount - 31.12.21	1465
Avg Headcount	1445.5
Leavers	120
Turnover Rate	8.30%

21/22 Staff - Redundancy	
Headcount - 01.04.21	1426
Headcount - 31.12.21	1465
Avg Headcount	1445.5
Leavers	23
Turnover Rate	1.59%

21/22 Overall	
Headcount - 01.04.21	4781
Headcount - 31.12.21	4872
Avg Headcount	4826.5
Leavers	387
Turnover Rate	8.02%

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 in the Top 10 in this reporting period, the number of instances has broadly remained the same.
- T/O for Officers increased to 6.11% v 5.54% 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 conduct allegation	
Honesty and Integrity	19
Authority, Respect and Courtesy	19
Equality and Diversity	1
Use of Force	7
Orders and Instructions	10
Duties and Responsibilities	17
Fitness for Duty	3
Discreditable Conduct	27
Challenging and Reporting Improper Conduct	4
No type available	12

Live Employment Tribunals

Type of claim	*
Sex (including pay) discrimination	2
Disability discrimination	3
Sexual orientation discrimination	0
Race discrimination	0
Religion or belief discrimination	0
Age discrimination	0
Unfair dismissal	2
Whistleblowing	1
Other payments owed	0
Other complaints	1
Total number of live employment claims	4

*NB: This total may differ from the number of claims, as some individuals are bringing more than one claim

Concluded Employment Tribunals

Two unfair dismissal claims – both withdrawn by the claimants.

Grievance by allegation type

Type of allegation	
Bullying and Harassment	7
Discrimination - Ethnicity	2
Discrimination - Race	1
T&C of Employment - Policies/Procedures	8
T&C of Employment - Restructuring	1
Victimisation	4
Grand Total	23

Allegation by ethnicity	
Asian Indian	2
Black African	1
Not stated	1
White British	22
White Other	2
Grand Total	28

Total misconduct allegation cases = 119 (12 are missing a "type" in the system)
Total live cases = 39; Total sub judice = 3; total finalised = 37, no case to answer referred for reflective practice

People and Culture Committee
Workplan

10 September 2021	17 November 2021	9 March 2022	8 June 2022
Items for recommendation • Terms of reference • Police Officer Pay • Smarter working/working from home allowance	**Items for recommendation** • Superintendent's Association Recognition Agreement • Family Friendly Policies	**Items for recommendation** • Police Staff Pay Framework Business Case & supporting governance • Gender Pay Gap report approval • ~~Race Pay Gap Report approval*~~ • Apprenticeships	**Items for recommendation** • Police officer and staff pay claims/awards • Annual W,H&S Assurance Report
Items for discussion • Employee Voice • Coaching Culture • Equality, Diversity and Inclusion • Sexualised behaviour	**Items for discussion** • Police Staff Pay Framework Update • Psychological Framework • EDI/Professionalism: Discussion of Sarah Everard case – to cover internal culture, female representation and conduct regs	**Items for discussion** • People Strategy (refreshed to support Strategy) • Staff/officer assaults (to include impact on mental health) • Listening Circles (arising from November 2021 meeting)	**Items for discussion** • PDR outcomes for performance year 2021/22 • Senior Talent Outcomes • Exit Payments (arising from November 2021 meeting)
Items for information • Senior Leadership Development Programme • People report	**Items for information** • BTP Values (outcome of the consultation and next steps) • Senior Leadership Development Plan • People report • Committee workplan	**Items for information** • VAWG delivery plan update • Annual report on Complaint Reviews & establishment of PSD Complaints Resolution Team • Smarter working • People performance report • Committee workplan	**Items for information** • VAWG delivery plan update • People performance report • Committee workplan

Notes:
* This is not yet legally required but BTP wanted to be bold and be the first police force to publish this.

Proposed agenda sections

- People and internal communications (e.g. employee voice, values work, coaching, talent etc)
- Reward/Ts and Cs (e.g. reward project, regs, pay awards)
- Internal legitimacy (e.g. current issues, EDI, Professionalism including Complaints, Conduct, Complaint Reviews, ET, Legal Services, grievances)
- W,H&S
- Context (management data) – KPI/exception reporting/dashboard performance i.e. Recruitment, retention, progression, training, management of attendance, professionalism data around complaints, conduct matters, suspensions, hearings and outcomes