

# [30 March 2022] Background Pack - Full Authority

MEETING  
30 March 2022 11:00

PUBLISHED  
28 March 2022

# Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
	30/03/22		11:00

1. Item 4 Action 13/2021: Contact Centre Briefing Note
2. Item 12.1 Scottish Railways Policing Committee Minutes [15 February 2022]
3. Item 12.2 Performance and Delivery Committee Minutes - 16 February 2022
4. Item 12.3 Strategy and Planning Committee Minutes 2 March 2022
5. Item 12.4 People and Culture Committee Minutes 9 March 2022
6. Item 12.4.1 Complaints Reviews Annual Report 2021/22
7. Item 12.4.2 Gender Pay Gap Report 2021
8. [To Follow] Item 12.5 Audit and Risk Assurance Committee Minutes 11 March 2022
9. Item 16 Confidential Appointments, Remuneration and Appraisal Minutes 31 January 2022
10. Item 18.3.1 Fleet Electrification Full Business Case

1. Item 4
2. Item 12.1
3. Item 12.2
4. Item 12.3
5. Item 12.4
6. Item 12.4.1
7. Item 12.4.2
8. [To
9. Item 16
10. Item 18.3.1

# Contact Management Performance & Recovery plan

3<sup>rd</sup> March 2022

Simon Graham – Contact Manager

1. Item 4 Action
2. Item 12.1 Scottish
3. Item 12.2 Performa
4. Item 12.3 Strategy
5. Item 12.4 People
6. Item 12.4.1
7. Item 12.4.2
8. [To Follow]
9. Item 16 Confiden
10. Item 18.3.1

# Overview of Department KPIs

Strategic Objective Alignment	Indicator	Measure	Measure Breakdown	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	YTD
Protecting People	Call Handling Abandonment Rates	Number of Abandon calls Vs. Total calls answered < 5%	% emergency calls abandoned	2.8%	3.0%	3.0%	2.3%	5.0%	4.3%	5.0%	4.0%	5.7%	3.3%			3.8%
			% non-emergency calls abandoned (EXT)	16.5%	13.5%	14.4%	17.9%	16.0%	20.9%	25.0%	41.0%	38.0%	34.3%			23.6%
Confidance and Satisfaction	Customer Satisfaction	Gather, monitor and improve Customer satisfaction. To achieve satisfaction rates in excess of 75%	Total number of feedback		63	60	68									191
			% of positive feedback		75.4%	55.6%	55.2%									62.1%
Confidence and Satisfaction	Customer Complaints	Reduced FCC based customer complaints by 25%	Total number of customer complaints	0	1	2	1	1	6	1	0	1	0			13
			% of customer complaints reduction on 2019	0.0%	50.0%	33.0%	0.0%	-100.0%	50.0%	0.0%	-100.0%	-50.0%	-100.0%			33%
Protecting People	Crime recording Timeliness	90% of crimes reported are recorded within 24hrs (95% 72 hours)	% notifiable crime recorded within 24 hours of reporting to BTP	89%	88%	88%	81%	82%	73%	65%	71%	43%	61%			74%
			% notifiable crime recorded within 48 hours of reporting to BTP	92%	94%	94%	90%	92%	83%	73%	66%	50%	70%			82%
			% notifiable crime recorded within 72 hours of reporting to BTP	93%	95%	95%	93%	94%	88%	77%	71%	54%	74%			84%
			% notifiable crime recorded 7 days of reporting to BTP	96%	97%	97%	97%	97%	96%	85%	81%	60%	84%			90%
Providing value for money	Crime recording Timeliness	75% of crimes recorded are reported to BTP by non-voice contacted	% of crimes recorded are reported by non-voice contacted	69.5%	81.5%	79.2%	74.6%	63.5%	66.3%	56.3%	81.0%	81.2%	80.8%			70.1%



# Overview of Department KPIs - Context



- Emergency call performance - remains within measure as the majority of Non Emergency calls have been identified and routed to the First Contact centre; away from BTP Control Rooms
- Non Emergency call performance - is outside of measure as FCC are only resourced for 75% of pre covid demand, Covid continues to cause additional abstractions as demand returns to pre covid levels. To support those who require a “voice police contact”, callers are actively nudged to hang up and use our digital reporting services which includes our successful 61016 and Single Online Home
- Victim Customer satisfaction – is outside of target and heavily influenced by the crime screening/ allocation policy –
  - Satisfaction rates Crimes Screened IN for investigation is 91%
  - Satisfaction rates for Crimes Screened OUT for investigating is 41%
- Complaints – very few received regarding service provided through professional standards dept.
- Crime timeliness – remains focused on priority crime as demand is managed; recent audits show Sex, Violence, Robbery, DA all over 90%. Lower risk crimes (Graffiti, Theft Passenger property) nearer 60% timeliness.
- Digital Reporting – Active nudging, SOH and officer i-Patrol reporting have increased the volume of crime reports now received online

1. Item 4 Action	2. Item 12.1 Scottish	3. Item 12.2 Performa	4. Item 12.3 Strategy	5. Item 12.4 People	6. Item 12.4.1	7. Item 12.4.2	8. [To Follow]	9. Item 16 Confiden	10. Item 18.3.1
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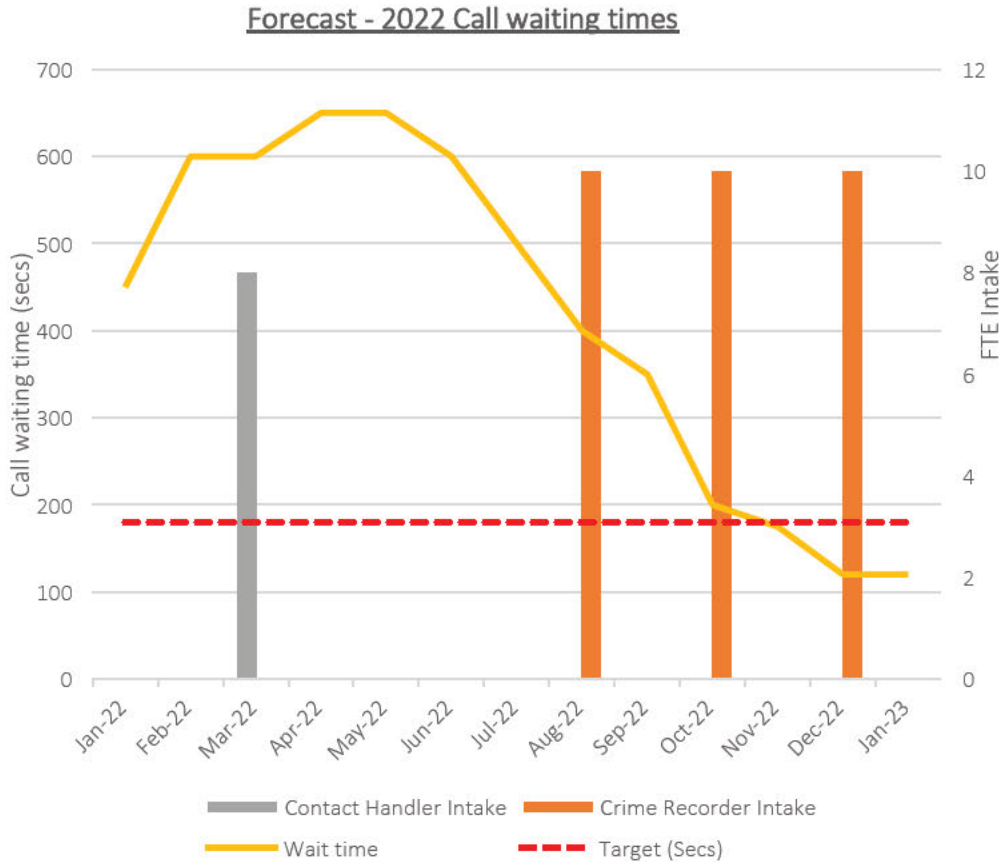
# FCC 2022 Growth Plan

## Summary of plan to sustain future performance

- FCC growth of 18 FTE planned in 2022 to support increased demands. This will include the introduction of a new dedicated Crime Recorder role, to specifically record crimes reported online. This will be a non shift work / remote working role to address the recent recruitment challenges
- Recruitment commenced March 2022, intakes are planned for July, Sept Nov 2022. Roles will be based in Glasgow & Birmingham where there is an existing operational leadership presence
- The new role supports a reduced training schedule (3 weeks from 6 weeks) to deliver tangible performance improvements early which supports recovery actions
- Operating model will change to: 60 Contact Handlers and 30 Crime Recorders, and will be evaluated as future crime reporting habits are tracked.
- Will provide a ringfenced FCC telephony capability to answer calls that require a police response, and service the 61016 demand 24/7, where the risk of harm is greatest
- Performance – as next slide – we expect to see call waiting time reduce and the recording of crime timeliness to increase as the planned intakes are recruited and being to make a difference

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# FCC 2022 Performance Impact forecast



1. Item 4 Action
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4. Item 12.3 Strategy
5. Item 12.4 People
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# Minutes

## Scottish Railways Policing Committee

Tuesday 15 February 2022 at 11.00am via Microsoft Teams

### Present:

Bill Matthews (Chair)  
 Willie Gallagher  
 Kenna Kintrea  
 Tom Halpin (Co-Opted Member – SPA)  
 Mary Pitcaithly (Co-Opted Member – SPA)

### Apologies:

None

### In attendance:

#### British Transport Police Authority Executive

Hugh Ind (Chief Executive)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Jon Newton (Analyst)  
 Alistair MacLellan (Board Secretary / Minutes)

#### British Transport Police

Alistair Sutherland (Deputy Chief Constable)  
 Mike Furness (Head of DCC Portfolio)  
 Allan Gregory (T/Assistant Chief Constable)  
 Gill Murray (Chief Superintendent)  
 Paul Furnell (Detective Chief Superintendent)  
 Paddy Kidwell (Business Operations Manager)  
 Emma Manno (Corporate Communications Manager)

#### Scottish Police Authority Corporate

Amanda Coulthard (Head of Strategy and Performance)  
 Sam Curran (Operational Policing Policy Lead)

#### Police Scotland

Mark Williams (Assistant Chief Constable)

#### External

Alastair Dalton (Transport Correspondent, The Scotsman)  
 Gill Imery QPM (HMICS)  
 Nobby Goodband (British Transport Police Federation)  
 Murray McVicar (Scottish Government)  
 Mike Jackson (Scottish Government)



## Apologies

### Agenda Item 1

1. There were no apologies.

## Declarations of Interest

### Agenda Item 2

2. There were no declarations of interest.

## Minutes

### Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 23 November 2021 be approved.

## Actions

### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
  - a. Members agreed that actions 19/2021, 20/2021, 21/2021, 22/2021, 23/2021 and 24/2021 could be closed.
5. **RESOLVED**, that the report be noted.

## Risk Profile

### Agenda Item 5

6. Members considered the British Transport Police Authority Risk Profile and the following points were made.
  - a. The Chief Executive introduced the report and noted the red-rated risk regarding Legitimacy, which was covered in part on the Committee's agenda that day.
  - b. Members noted the red-rated Technology risk and felt it would be appropriate for a thematic to be added to the Committee workplan at an appropriate point in 2022/23.
  - c. A Member continued, noting that any consideration of this risk from the Committee's perspective should consider the development of a framework governing the deployment of technology in Scotland. The Member referenced the recent Scottish Police Authority Memorandum of

Understanding on deployment of technology, and the Independent Advisory Group on New and Emerging Technologies in Policing as relevant reference points in this area of risk (Action 6/2022).

- d. The Assistant Chief Constable (Police Scotland) concurred, and urged close joint working between the Force and Police Scotland on the application of new technology to operational.
- e. The Deputy Chief Constable reassured Members that any rollout of technology by the Force in Scotland would be preceded by consultation.

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

## Operational Performance

Agenda Item 6

## Policing Plan Performance Q3 2021/22

Agenda Item 6.1

- 8. Members considered a report of the Chief Superintendent (BTP Scotland) regarding Policing Plan Performance Q3 2021/22 and the following points were made.
  - a. The Chief Superintendent introduced the report and highlighted,
    - i. Crime totals were 7% lower than Q2, with overall crime for D Division down 5%.
    - ii. Mask compliance interventions totalled 14,000 in Q3, with 75 directions to leave, and 8 fixed penalty notices (FPNs) issued.
    - iii. Whereas sexual offences and sexual harassment were graded red, the Force had expected reports to increase. This provided the Force with greater understanding of the issues involved and contributed to the growing success of the Force's zero tolerance approach.
    - iv. The Walk and Talk initiative had commenced in Glasgow and was being extended to Edinburgh – the initiative provided the public with the opportunity to accompany officers and share ideas and experiences with a view to improving the perception of safety.
    - v. A Member welcomed the Walk and Talk initiative and requested an update by exception on any perspectives gained from its application in the east of Scotland.



- vi. Transport Scotland had agreed to finance the wrapping of a train carriage in the violence against women and girls campaign materials.
  - vii. The Force would be meeting with Police Scotland counterparts later that week to discuss and agree a joint strategy for safer transport for passengers and staff.
  - viii. There had been a decrease in trespass incidents in December 2021, likely due to a cancellation of a number of events that precluded drunk trespass on the network.
  - ix. There had been a 36% detection rate for anti-social behaviour (ASB) in December 2021, with no recurrence in the spikes seen the previous year.
  - x. The Scotrail Travel Safe Team was now deployed on routes to offer reassurance and greater visibility. The Force was working with Scottish Government to explore accrediting the Team with low level powers such as the ability to issue FPNs.
  - xi. Trespass remained the most significant cause of disruption and included a 37% increase in suicidal and mental health related incidents.
  - xii. The average handback time following a non-suspicious fatality was 100mins (target 90mins) due to geography, lack of CCTV and weather factors.
  - xiii. The Force was performing well on victim compliance with regards to staff assaults. This included liaising with Scotrail and encouraging uptake of body-worn video.
  - xiv. The Force was in early discussions with Police Scotland around further collaboration on the issue of County Lines. This included an embedded officer in Police Scotland intelligence; a seconded trainer at Tulliallan and the permanent appointment of two custody sergeants.
- b. The Deputy Chief Constable was heard and made the following points.
- i. The detection rate in D Division compared well against peer divisions across the UK.
  - ii. Members would note that the violence against women and girls figures were a backward look, and there had been a significant

increase in Force activity across the whole of Great Britain from 7 February 2022 onwards in this area.

- iii. There had been an uptick in delays and disruption on the network across the whole of the UK. The Force was reviewing how to tackle this issue.
- iv. There were common themes and lessons to be learned in tackling anti-social behaviour in Wales and the west of Scotland, which would likely require judicious application of partnership working.
- c. In response to a question regarding whether current crime trends would significantly increase alongside any increase in network use to pre-pandemic levels, the Chief Superintendent noted that seasonal trends were often the key drivers underpinning performance data, and the Force was currently in line with those.
- d. In response to a question regarding what core message the Force would communicate to the public regarding violence against women and girls, the Deputy Chief Constable noted that the railways were a safe environment, and rail travel was safe. That said, the Force was conscious there was under-reporting in areas such as violence against women and girls, and therefore the Force was keen to improve safety on the railway even further through increased patrols, detecting offenders, and keeping offenders of the network through a zero-tolerance approach.
- e. A Member encouraged the Force to include baseline data, and greater granularity of data e.g. gender breakdown, in future performance reporting on violence against women and girls (Action 1/2022).

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

#### **British Transport Police/Police Scotland Joint Working** Agenda Item 6.2

10. Members considered a joint report of British Transport Police and Police Scotland regarding evidence for joint working and the following points were made.
- a. The Chief Superintendent noted that there was an 80% detection rate for weapons and a reduction in calls to service, largely due to joint working with Police Scotland. Weapons were commonly discarded bottles left on trains therefore the Force was working with industry to encourage cleanliness of trains and stations.
  - b. The Assistant Chief Constable (Police Scotland) was heard, noting that one issue he wished to highlight was the increasing reliance on policing to deal with issues arising from vulnerability – e.g. the c. 1,900 missing persons

reports over the past 12 months. This point was echoed by the Deputy Chief Constable, who noted the Force would be developing a number of case studies on the response times of partner agencies and the corresponding impact on the Force. The Deputy Chief Constable agreed that it would be appropriate to ensure at least one of those case studies be based within D Division (Action 2/2022).

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

## **Strategy, Planning and Thematic Items**

### **Agenda Item 7**

#### **Draft Strategic Plan 2022/2027**

##### **Agenda Item 7.1**

12. Members considered a report of the Head of Strategy, Planning and Engagement regarding the draft Railways Policing Strategy 2022-2027 and the following points were made.
- a. The Head of Strategy, Planning and Engagement introduced the report, noting that Members had been provided with a summary of key themes to consider and provide feedback on. There were two key links between the emerging Strategy and the People and Partnership Working risks on the risk profile.
  - b. In response to a question, the Head of Strategy, Planning and Engagement confirmed that the Strategic Plan would be submitted to Strategy and Planning Committee (2 March 2022) and Full Authority (30 March 2022) for approval and then publication in April 2022.
  - c. Members were content with the key themes and welcomed the engagement to date with the Scottish Police Authority.

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

#### **Draft Policing Plan 2022/2025**

##### **Agenda Item 7.2**

14. Members considered a report of the Head of Strategy, Planning and Engagement regarding the draft Policing Plan 2022/2025 and the following points were made.
- a. The Head of Strategy, Planning and Engagement introduced the report, noting that Members had been presented with the product of ongoing consultation on the draft Plan.
  - b. In response to a comment from a Member, the Head of Strategy, Planning and Engagement noted that the proposed move to a three-year Policing



Plan provided an opportunity explore appropriate avenues of local engagement in Scotland, perhaps based on existing Police Scotland engagement networks.

- c. Members discussed the proposed key performance indicators, noting that the proposed case studies on Force response to vulnerability mooted at Item 6.2 (Joint Working) might give rise to potential key performance indicators for the Plan.

15. **RESOLVED**, that Members,

- a. Note progress made on the development of the Policing Plan 2022/2025.
- b. Recommend the Policing Plan for D Division to the Strategy and Planning Committee for review and endorsement at its March 2022 meeting.

#### **Thematic: The Victim Service Experience** Agenda Item 7.3

16. Members considered a report of the Deputy Chief Constable regarding areas covered by a recent HMICFRS/HMICS victim service assessment and the following points were made.

- a. Members noted, for the benefit of the minutes, that the report was mistitled as focusing on legitimacy, rather than victim service assessment.
- b. The Deputy Chief Constable introduced the report, highlighting the strong performance of D Division in areas such as immediate incident response and priority incident response.
- c. In response to a question, the Chief Superintendent confirmed that D Division applied the Victim Compliance Code of Practice (VCOP), despite that not being recognised measure in Scotland. The Chief Superintendent agreed to confirm how the Force aligned with Police Scotland in this area (Action 3/2022).
- d. In response to a question, the Deputy Chief Constable clarified that the forecast increase in screened crimes was due to an ambition to improve systems and processes, whilst maintaining standards and improving crime outcomes. The outcome of this work would be reported to Committee in due course (Action 4/2022).

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

#### **Best Value Framework: An Approach for Scottish Railways Policing Committee** Agenda Item 7.4

18. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Best Value Framework, and the following points were made.

- a. The Head of Strategy, Planning and Engagement introduced the report, noting that a forthcoming self-assessment process by the Scottish Police Authority would likely point to how the British Transport Police Authority could apply the best value framework to Committee business in a proportionate way.
- b. A Member suggested that a useful exercise would be to develop the existing analysis described within the report and identify what measures the Committee had in place to meet the best value framework.

19. **RESOLVED**, that the report be noted, and Members commission BTPA Executive and SPA Corporate to continue to work together to further develop a best value framework for the Committee.

#### **Audit, Inspection and Governance Items**

Agenda Item 8

#### **Audit and Inspection Update**

Agenda Item 8.1

20. Members considered an update report of the Deputy Chief Constable regarding Audits and Inspections and the following points were made.

- a. The Deputy Chief Constable acknowledged the ongoing challenge to provide Members with sight of UK-wide audit recommendations that had associated relevance to Scotland, and recommended the Committee receive an appendix to future reporting – perhaps as a Background Pack – setting out all open recommendations held by the Force, alongside an ongoing acknowledgement that UK-wide actions would often involved D Division. Members welcomed this proposal and requested that, alongside a recommendation's RAG status, a short summary of its relevance to Scotland be provided.
- b. The Deputy Chief Constable noted that the final internal audit report of the GIAA regarding strategic workforce planning was expected week commencing 21 February 2022, and it would likely include a significant action plan – the report could be shared with the Committee once it was available (Action 5/2022).
- c. The HMICFRS/HMICS victim service assessment report was expected around the middle of March 2022.

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

## Draft Committee Workplan 2022/23

### Agenda Item 8.2

22. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Committee Workplan 2022/23 and the following points were made.
- a. The Head of Strategy, Planning and Engagement noted comments made earlier in the meeting around the appropriate deployment of technology and the best value framework; and added that a thematic on vulnerability could prove timely at the September 2022 meeting. The Head of Strategy, Planning and Engagement concluded by drawing Members' attention to the proposed joint horizon scanning item at the May 2022 meeting.
  - b. A Member noted the importance of Legitimacy and encouraged the Executive to review how best this could be further reflected in the workplan.
  - c. A Member suggested a review from the Committee's perspective of the red risks around cyber and data security and technology as set out in the risk profile at Item 4 could prove useful.
23. **RESOLVED**, subject to comments made, the committee workplan 2022/23 be approved (Action 6/2022).

## Committee Evaluation Framework

### Agenda Item 8.3

24. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Committee Evaluation Framework and the following points were made.
- a. The BTPA Analyst noted that amber Metric 1.1 (alignment of BTPs strategic direction in Scotland) would likely be green by the May 2022 meeting once the forthcoming justice strategy had been released.
  - b. The BTPA Analyst continued, noting that efforts to update the now defunct Strategy Tasking and Coordination Metric 3.3 had identified a plethora of Force engagement with Police Scotland, but none at the requisite strategic level.
  - c. Members noted that the Chief Superintendent attended relevant national meetings in Scotland related to issues such as armed policing and public order.
  - d. In light of Member comments regarding local engagement made at Item 7.2 (Policing Plan), a Member recommended that the Force consider the



Convention of Scottish Local Authorities (COSLA) as a potential engagement metric.

- e. Members were minded to delete Metric 3.3. (BTP Attendance at Strategic Tasking & Coordination) pending a potential replacement with a local engagement metric, or any relevant metric that could arise through the application of the best value framework.

25. **RESOLVED**, that,

- a. Metric 3.3 (BTP Attendance at Strategic Tasking & Coordination) be removed from the evaluation framework.
- b. The report be noted.

#### **Any Other Business**

Agenda Item 9

#### **Scottish Railways Policing Committee – 18 May 2022**

- 26. Members expressed the hope that their next meeting could, COVID-permitting, be held in person in Scotland.

#### **Meeting Evaluation**

Agenda Item 10

- 27. Kenna Kintrea delivered an evaluation of the meeting and the following points were made.
  - a. She noted she was comfortable with the composition of the agenda and the quality of discussion on its papers.
  - b. The quality of papers was by and large excellent, albeit there was scope to provide more trend data rather than point data in performance papers.
  - c. There was scope to cut down on written narrative associated with performance reporting in favour of verbal briefing points at meetings.

The meeting ended at 12.47pm.

# Minutes

## Performance and Delivery Committee

Wednesday 16 February 2022 at 10.30am via Microsoft Teams

### Present:

Craig Mackey (Chair)  
 Andy Cooper  
 Martin Richards

### Apologies:

None

### In attendance:

#### British Transport Police Authority Executive

Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)  
 Stephanie Calvert (Head of Governance and Compliance)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Lynsey Marshall (Finance, Audit and Risk Manager)  
 Jon Newton (Analyst)  
 Alistair MacLellan (Board Secretary / Minutes)

#### British Transport Police

Alistair Sutherland (Deputy Chief Constable)  
 Allan Gregory (T/Assistant Chief Constable)  
 Tracey Martin (Director of Finance and Commercial Services)  
 Mike Furness (Head of Deputy Chief Constable Portfolio)  
 Paddy Kidwell (Business Operations Manager)  
 Vanita Patel (Head of Analytics)

#### Observing

Mike Gallop (BTPA Member)  
 Stewart Jackson (BTPA Member)

### Apologies

#### Agenda Item 1

1. There were no apologies.

### Declarations of Interest

#### Agenda Item 2

2. There were no declarations of interest.

## Minutes

### Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 5 November 2021 be approved.

## Actions

### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
  - a. **Action 15/2021 (Oversight Map of External Scrutiny).** The T/Assistant Chief Constable noted the oversight map was still under development and therefore the action remained open. The Chief Executive noted he was keen to provide Members with a visual summary of all external scrutiny the Force was subject to.
5. **RESOLVED**, that the report be noted and the following actions closed: 12/2021, 18/2021 and 19/2021.
6. **RESOLVED**, that the paper in support of Action 20/2021 [Industry Slides] in the Background Pack be noted and the action closed.
7. **RESOLVED**, that the paper in support of Action 21/2021 [Stop and Search Disparity] in the Background Pack be noted and the action closed.

## Risk Profile

### Agenda Item 5

8. Members considered the British Transport Police Authority Risk Profile and the following points were made.
  - a. The Chief Executive noted that the risk regarding Legitimacy was of particular relevance to the Committee, hence the inclusion of Legitimacy performance as a standing item.
  - b. The Finance, Audit and Risk Manager noted that a risk deep dive on Legitimacy had been included on the Committee workplan for June 2022.
  - c. A Member suggested a column be added to the risk profile to clarify which risk was owned by which Committee (Action 1/2022).
  - d. Members were mindful that the risk profile had been updated in January 2022 and did not reflect issues arising from recent controversies affecting national policing.

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

### Finance and Commercial Performance Q3 2021/22

#### Agenda Item 6

10. Members considered a report of the Director of Finance and Commercial Services regarding Financial and Commercial Performance Q3 2021/22 and the following points were made,

- a. The Director of Finance and Commercial Services introduced the report, noting that financial performance at Q3 was within the margin of tolerance albeit with some movement in areas such as headcount, with not all of the headcount underspend mitigated at present. The Force had established an emergency Gold group for recruitment.

#### *Financial Performance by Funding Streams*

- b. The Director continued, highlighting to Members the net expenditure by quarter and impact of £3.7m pressures still to fall within 2021/22. Timing of expenditure in-year was a key learning point for the Force in this area.
- c. The Director highlighted the £1.3m pressure associated with overtime and noted Force Executive Board had conducted a deep dive of issues associated with the pressure, with a view to ensuring the Force's Finance function could facilitate a Force culture that encouraged appropriate application of overtime.

#### *Projects Portfolio*

- d. In response to a question, the Director of Finance and Commercial Services agreed to confirm which projects – mainly cyclical – sat outside of the £12m budgeted investment in projects (Action 2/2022).
- e. A Member commented that it was key to get projects under contract as soon as was practicable to avoid long lead-in times.
- f. Members welcomed confirmation that the budgeted £3.6m for Estates Condition Survey would be spent, and noted that the Committee, supported by BTPA Executive, would need to track that spend closely.

#### *Workforce and Pay Analysis*

- g. In response to a question, the Director of Finance and Commercial Services reminded Members that the Force typically held a vacancy rate of 4%. That said, current recruitment efforts were undermined by an unusually high



vetting failure rate of 17% (compared to a standard 5% failure rate). Moreover, as referenced within the report the Force was experiencing capacity issues across Occupational Health and Recruitment functions.

- h. In response to a question, the Director of Finance and Commercial Services confirmed that the Force was reviewing options that included an in-house occupational health function.
- i. The Deputy Chief Constable noted that a GIAA internal audit report on Strategic Workforce Planning was due for circulation shortly and would have a significant action plan designed to mitigate issues such as those described to Members.

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

### Legitimacy

#### Agenda Item 7

- 12. **RESOLVED**, that the slide summarising BTPA Committee / Full Authority oversight of legitimacy be noted. Members also noted the colour coding that highlighted the Committee's means of oversight (and conversely which areas of legitimacy were not routine reported to Committee).

### Thematic: Disproportionality – The Victim Experience

#### Agenda Item 7.1

- 13. Members considered a report of the Deputy Chief Constable regarding Force performance against the six areas covered by a recent HMICFRS victim service assessment, pending release of the formal HMICFRS report. The following points were made.
  - a. The Deputy Chief Constable introduced the report, highlighting instances of criminal damage, drugs, and calls to vulnerability. Members were also asked to note the increase in the number of crimes 'screened out'.
  - b. In response to a question regarding the integration of 61016 with the ControlWorks Command and Control System, the Deputy Chief Constable agreed to brief Members outside of the meeting with regards to how the proposal would improve service delivery (Action 3/2022). A Member cautioned that 61016 was a recognisable 'brand' and planned integration should not detract from its efficacy.
  - c. In response to a question regarding the number of crimes screened out due to loss of evidence due to the crime recording backlog, the Deputy Chief Constable reassured Members that the factors underpinning the backlog had been mitigated.

- d. In response to a question, the Deputy Chief Constable confirmed that the focus applied to the victim experience in the context of call handling would be applied to other areas of the Force e.g. website.
- e. In response to a question, the Deputy Chief Constable agreed to brief Members outside of the meeting with regards to what proportion of non-emergency calls were made by industry, and what effort was made to encourage industry reporting (Action 4/2022).

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

### **Legitimacy Performance Q3 2021/22**

#### **Agenda Item 7.2**

15. Members considered a report of the Deputy Chief Constable regarding Q3 2021/22 updates on Custody, Stop & Search and Use of Force and the following points were made.
- a. The T/Assistant Chief Constable noted that future reporting would provide Members with greater granularity on ethnicity in Stop & Search statistics. Similarly the Force was reviewing how to improve the reporting of data on Use of Force.
  - b. The T/Assistant Chief Constable continued, noting that the reduction in Stop & Searches was due to the absence of the Notting Hill Carnival due to COVID.
  - c. In response to a question, the T/Assistant Chief Constable confirmed that he liaised with counterparts in the Rail Delivery Group regarding industry data during COVID.
  - d. A Member requested that Members be given the opportunity to attend and observe taser and/or regional firearms training (Action 5/2022).
  - e. In response to a question, the T/Assistant Chief Constable confirmed that rollout of personal mobile devices to officers had been extensive and agreed to share specific figures with the Head of Strategy, Planning and Engagement outside of the meeting (Action 6/2022).
  - f. In response to a question, the Chief Executive confirmed that feedback from Member Visits (e.g. custody visits) was fed back to the Force.

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

*The meeting was adjourned from 12.00pm – 12.05pm.*



## Policing Plan Performance Q3 2021/22

### Agenda Item 8

17. Members considered a report of the Deputy Chief Constable regarding Policing Plan Performance Q3 2021/22 and the following points were made.

- a. Members debated the usefulness of ‘tackling’ crime as a descriptor in performance reporting. Members noted it was a common debate each time the Policing Plan was refreshed, and the importance of ensuring descriptors were tied to Plan objectives and measures.
- b. The Chair suggested the inclusion of an indicator that captured confidence in reporting crime in future reporting.
- c. The Chief Executive noted that anti-social behaviour in Scotland had been presented as part of a Great Britain-wide trend whereas the report before Members seemingly highlighted it was a D Division-specific issue.
- d. In response to a question, the Deputy Chief Constable confirmed that robbery was an increasing issue for B Division albeit it remained Green-rated for the time being.
- e. A Member commented that performance reporting could be improved through breaking down the numbers of on-train vs off-train crimes.
- f. In response to a comment, the Deputy Chief Constable confirmed the Force remained focused on the effective policing of football, as evidenced by a recent meeting with the Premier League and increasing the number of Specials allocated to football policing.
- g. The T/Assistant Chief Constable noted that all stakeholders at the five Policing and Security Project Pilot stations were addressing both disruption and vulnerability, as well as crime.

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

## Committee Workplan 2022/23

### Agenda Item 9

19. Members considered a report of the Chief Financial Officer regarding the Committee Workplan 2022/23 and the following points were made.

- a. Members welcomed the addition of an extraordinary joint meeting with the People and Culture Committee to undertake a risk deep dive on Legitimacy.

- b. A Member suggested consideration be given to including football policing as a thematic at a future meeting (Action 7/2022).

**Any Other Business**

**Agenda Item 10**

20. There was no other business.

**Meeting Evaluation**

**Agenda Item 11**

21. Members delivered an evaluation of the meeting and the following points were made.

- a. The quality of reports was high.
- b. The issues the Force was experiencing in convening hybrid meetings using technical equipment in G1/G2 and throughout FHQ was noted.

The meeting ended at 12.34pm.

1. Item 4
2. Item 12.1
3. Item 12.2
4. Item 12.3
5. Item 12.4
6. Item 12.4.1
7. Item 12.4.2
8. [To
9. Item 16
10. Item 18.3.1

# Minutes

## Strategy and Planning Committee

Wednesday 2 March 2022 at 10.30am via Microsoft Teams

### Present:

Andy Cooper (Chair)  
 Graham Evans  
 Kenna Kintrea

### Apologies:

Bev Shears

### In attendance:

#### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Lynsey Marshall (Finance, Audit and Risk Manager)  
 Katie Stanton (Stakeholder Engagement and Communications Manager)  
 Alistair MacLellan (Board Secretary / Minutes)

#### **British Transport Police**

Lucy D'Orsi (Chief Constable)  
 Alistair Sutherland (Deputy Chief Constable)  
 Allan Gregory (T/Assistant Chief Constable)  
 Rachael Etebar (Director of People and Culture)  
 Tracey Martin (Director of Finance and Commercial)  
 Harriet Harvey (Head of Transformation)  
 Mike Furness (Head of Deputy Chief Constable Portfolio)  
 Paddy Kidwell (Business Operations Manager)

#### **Observing**

Emir Feisal (BTPA Member)  
 Nick Hawkins (BTPA Member)  
 Stewart Jackson (BTPA Member)

### Apologies

#### Agenda Item 1

1. Apologies were received from Bev Shears.

### Declarations of Interest

#### Agenda Item 2

2. There were no declarations.

## Minutes of the meeting held on 17 November 2021

### Agenda Item 3

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

### Actions

#### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and agreed the following actions could be closed: 18/2021, 19/2021, 20/2021, 21/2021, 22/2021, 23/2021, 24/2021, 25/2021 and 26/2021.
5. **RESOLVED**, that the report be noted.

### [Background Pack] Action 90: Learning and Development Business Case

#### Agenda Item 4.1

6. Members considered a report of the Head of Learning and Development regarding Action 90 (Learning and Development Business Case) and the following points were made.
  - a. A Member commented that she was satisfied oversight of the business case should be transferred to the People and Culture Committee, with the caveat that the Full Authority should consider at what point projects such as this, which had deviated significantly since their initial approval, should be referred back to the Full Authority for review (Action 1/2022).
7. **RESOLVED**, that the report be noted.

### Risk Profile

#### Agenda Item 5

8. Members considered the risk profile and the following points were made.
  - a. The Finance, Audit and Risk Manager noted that the Committee was responsible for monitoring the partnership working risk, with a deep dive scheduled for the June 2022 meeting.
  - b. The Finance, Audit and Risk Manager continued, noting that the following items on the agenda should be considered in conjunction with the associated strategic risks:
    - i. Medium Term Financial Plan / Financial Control risk.
    - ii. Police Services Agreement Charges 22/23 / Financial Control risk.
    - iii. Contract Variation (Tomlinson) / Financial Control risk.
  - c. The Chief Constable commented that there was scope to revisit how the risk gradings were arrived at, and how the associated grading could better reflect mitigation activity.
9. **RESOLVED**, that the risk profile be noted.



## Strategic Plan 2022-2027

### Agenda Item 6

10. Members considered a report of the Head of Strategy, Planning and Engagement regarding the draft Railways Policing Strategy 2022-2027 and the following points were made.
  - a. The Deputy Chief Constable highlighted the work undertaken on the emerging Strategy at the Strategy Working Group, and how impressed he had been by the wide-ranging consultation during its development. In his view the Strategy was approaching its final draft pending further work on consultation points including,
    - i. Use of the word 'safety' given its varying definitions in a railways environment.
    - ii. Appropriate level of focus on anti-social behaviour (ASB) in either / or the Strategy and the Policing Plan.
    - iii. Reduction of crime
    - iv. Reference to freight
    - v. Reference to Force plans for sustainability and wellbeing.
  - b. The Chief Constable noted that the Strategy was aligned with the Force's bottom up Values. The Chief Constable added that it was her ambition to ensure the final Strategy was a live document that came across as modern, current and relevant on different media.
  - c. The Head of Strategy, Planning and Engagement added some further comments on feedback received during consultation that would be reflected in the final Strategy,
    - i. adding nuance to the language to embed the Strategy within a railways environment.
    - ii. Make the section on innovation and disruption more overarching
    - iii. Significant appetite for partnership working
    - iv. Include language on change and uncertainty in the foreword
  - d. The Chair noted he would welcome a tracked changed version of the final Strategy prior to its submission to Full Authority for approval (Action 2/2022).
  - e. Members directed that the final version of the Strategy should be reviewed to ensure it did not make any commitments that were not reflected in the Medium-Term Financial Plan.
11. **RESOLVED**, that subject to comments made, Members
  - a. Note the progress made on the development of the Strategic Plan, including the engagement carried out to date.
  - b. Endorse the Strategic Plan to the Full Authority for approval.

## **[Background Pack] Minutes – Strategy Working Group 13 December 2021**

### Agenda Item 6.1

12. **RESOLVED**, that the minutes of the Strategy Working Group meeting held on 13 December 2021 be noted.

## **[Background Pack] Minutes – Strategy Working Group 21 January 2022**

### Agenda Item 6.2

13. **RESOLVED**, that the minutes of the Strategy Working Group meeting held on 21 January 2022 be noted.

## **Policing Plan 2022-2025**

### Agenda Item 7

14. Members considered a joint report of the Force and Executive regarding the Policing Plan 2022-2025 and the following points were made.
- a. The Deputy Chief Constable welcomed the level of engagement with stakeholders in producing the draft Plan, and noted that A Division Key Performance Indicators (KPIs) would be subject to discussion at a Force-level meeting on 7 March 2022, following which an updated Plan could be circulated to Members for information (Action 3/2022).
  - b. The Head of Strategy, Planning and Engagement highlighted the move towards a three-year Plan in response to feedback that this could encourage greater scope for partnership working.
  - c. The Head of Strategy, Planning and Engagement continued, noting the high level of consistency between the Force-wide and local Plans. Consultation with stakeholders had provided both the Force and the Executive with assurance that local Plans were nevertheless nuanced enough to reflect local priorities.
  - d. The Head of Strategy, Planning and Engagement concluded by noting that the Performance and Delivery Committee would need to take a view on which key performance indicators it focused on when monitoring the Plan(s) in-year.
  - e. In response to a question, the Head of Strategy, Planning and Engagement responded that Transport for London had made the case for moving away from 'tackling' to 'increasing/reducing' as descriptors; otherwise there had been little pressure from stakeholders to set binary targets within the Plan(s).
  - f. A Member expressed the hope that the Policing and Security Pilot would encourage partnership working with stakeholders.
15. **RESOLVED**, that subject to comments made, Members endorse the Policing Plan 2022-2025 to the Full Authority for approval.



## [Background Pack] Minutes – Policing Plan Working Group 21 February 2022

### Agenda Item 7.1

16. **RESOLVED**, that the minutes of the Policing Plan Working Group meeting held on 21 February 2022 be noted.

## Police Services Agreement Charges 2022/23

### Agenda Item 8

17. Members considered a report of the Chief Financial Officer regarding Core Police Services Agreement Charges 2022/23 and the following points were made.
- a. The Chief Financial Officer introduced the report and highlighted the following points,
    - i. Whereas the 20/21 washup was planned to be eliminated, the Executive had continued to ensure the appropriate allocation of the actual charges between TfL and all other operators. This had resulted in an additional charge to TfL and a £1.7m credit to other operators.
    - ii. The inclusion of a new open access operator (OAO) East Coast Trains Ltd (branded Lumo).
    - iii. There had been a late error identified in charges which meant the model had been re-run since the paper had been issued – a revised paper would be issued to the Full Authority for consideration in correspondence (Action 4/2022).
    - iv. The Executive had a communications plan in place for when the charges had been approved, and charging letters were ready for issue to PSA holders.
  - b. In response to a question regarding the movements that required a revised paper, the Chief Financial Officer replied that the error had been identified through further assurance work conducted on the proxy measures that were used to allocate charges under the Cost Allocation Model, of which long term charges had been the last proxy to be considered.
  - c. Members welcomed the Chief Financial Officer's response and noted the dated nature of the model which the Authority was currently obliged to use when allocating charges.
  - d. In response to a question, the Chief Financial Officer confirmed that three operators had not signed the Deed of Variation with regards the elimination of wash-up charges. A paper on the wash-up issue would be submitted to Members for approval at the end of March 2022 (Action 5/2022).
18. **RESOLVED**, that Members endorse the following recommendations to the Full Authority,
- a. The carry forward of 2020/21 under-spend totaling [REDACTED] as an adjustment to the core PSA budget figure used to calculate the 2022/23 charges.

- b. The rationale and assumptions used (TTK, Variable NAC, LTC, Crime data) in the calculation of the 2022/23 PSA charge of [REDACTED] for East Coast Trains Limited.
- c. The 2022/23 charges of [REDACTED] to DB Cargo and [REDACTED] to Freightliner.
- d. A 2020/21 wash up credit of [REDACTED] to DB Cargo and [REDACTED] to Freightliner.
- e. That the recommendation regarding consideration of core 2022/23 PSA Charges for all PSA holders be deferred until a revised paper incorporating the final allocation of charges had been submitted to Strategy and Planning Committee for consideration<sup>1</sup>.

### Medium-Term Financial Plan 2022-2027

#### Agenda Item 9

19. Members considered a report of the Director of Finance and Commercial Services regarding the Medium-Term Financial Plan 2022/23-2026/27 and the following points were made.
  - a. The Director of Finance and Commercial Services noted the paper was before Members following their request, made at the end of 2021, for an MTFP paper providing an investment profile for Years 2-5. This had not proved possible at this time, and therefore the MTFP was provided to Members for endorsement minus any elements of *Force on the Move*.
  - b. In response to a question, the Director of Finance and Commercial Services confirmed that Spending Review bids for Estates and Fleet Electrification had been approved by central government, albeit the approval represented budget spend cover rather than cash. Conversations were therefore necessary with Department for Transport on the means by which such bids could be funded.
  - c. The Chief Executive noted that, on the future pressure posed by Emergency Services Network (ESN), it would be worthwhile noting during such conversations the Department for Transport's decision in c. 2015 not to invest in ESN.
  - d. A Member noted that an Investment and Transformation Working Group was being established by the Full Authority to monitor the *Force on the Move* issues under discussion.
  - e. In response to a comment, the Chief Constable noted the Force could offer a Member briefing on the quantum of *Force on the Move* once its process and timeline had been refined – itself affected by the recruitment of a Director of Digital Data and Technology. A phase 3 briefing would be possible in early April 2022 (Action 6/2022).
20. **RESOLVED**, that Members endorse the Medium-Term Financial Plan 2022/23 – 2026/27 to the Full Authority for approval (specifically Year 2 – Year 5).

<sup>1</sup> Post-Meeting Note: the revised PSA Charges 22/23 paper was endorsed by Strategy and Planning Committee and approved by the Full Authority as Board Intelligence Serial A027 *Police Services Agreement Charges* on 14 March 2022.

**Business Cases**

Agenda Item 10

**End User Compute**

Agenda Item 10.1

21. The Board Secretary noted this item had been withdrawn.

**Oracle Licenses**

Agenda Item 10.2

22. Members considered a cover paper of the Chief Financial Officer and an associated paper of the Deputy Chief Information Officer regarding Oracle Licensing Renewal and the following points were made.

- a. [REDACTED]
- b. [REDACTED]
- c. [REDACTED]
- d. [REDACTED]

23. **RESOLVED**, that Members,

- a. Endorse to the Full Authority the required [REDACTED] capital spend for Oracle Licenses renewal.
- b. Endorse the Executive to commission a paper for submission to Audit and Risk Assurance Committee, covering revised processes for licenses management, and respective roles and responsibilities.

*The meeting was adjourned between 12.00pm – 12.10pm.*

**Contract Variation – Tomlinson**

Agenda Item 10.3

24. Members considered a report of the Chief Financial Officer regarding a Contract Variation – Tomlinson, and an associated minute sheet. The following points were made.

- a. The Director of Finance and Commercial Services was heard, noting that in her view proper governance process had not been followed in seeking a contract variation in this instance due to an overriding focus on delivering the project to deadline during COVID. The project manager had sought

commercial governance advice, which had then not been followed up by either the project manager, or the relevant Deputy Director. The Director of Finance and Commercial Services could not categorically state that the Force had suffered any loss or not, but the process followed had been validated by cost engineers.

- b. A Member commented that, had the variation been 50% of the value of the project, it would have triggered a potential challenge which was a shame, given the overall success of the project. Moreover, the Members were concerned that similar misunderstandings over governance could be replicated on less high-profile projects.
- c. In response to a question, the Director of Finance and Commercial Services and Deputy Chief Constable both noted that the rationale underpinning commercial governance was communicated within the Force through finance workshops, and the Force-level ARIC.
- d. A Member concluded by encouraging the Force to ensure the IT documentation was clear and user-friendly to enable efficient remedial works in the medium-to-long term.

25. **RESOLVED**, that Members,

- a. Endorse to the Full Authority the retrospective approval of the J Tomlinson Ltd contract variation to the value of £1.76m (inc. VAT) in accordance with the BTPA Code of Governance and Scheme of Financial Delegations.
- b. Note the submission of a lessons learned paper to the Audit and Risk Assurance Committee<sup>2</sup>.

### **Net Zero Carbon – Baseline and Delivery Strategy**

#### **Agenda Item 11**

26. Members considered a report of the Director of Finance and Commercial Services regarding Net Zero Carbon – Baseline and Delivery Strategy and the following points were made.

- a. The Director of Finance and Commercial Services noted that the strategy had been considered by Force Executive Board in November 2021 and February 2022. It was a key strand of *Force on the Move* with the Force responsible for generating 24,000 tons of CO<sub>2</sub> at present, with an ambition to be net zero by 2050. This would require halving current emissions by 2035, then offsetting emissions over the final 15 years.
- b. The Head of Strategy, Planning and Engagement noted that the issue of Net Zero was popular among stakeholders and offers of collaboration on sustainability matters had been received.
- c. In response to a question, the Director of Finance and Commercial Services confirmed that external support through consultants would be necessary going forward.

<sup>2</sup> This paper was presented to Audit and Risk Assurance Committee at its meeting on 11 March 2022.



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

### **[Background Pack] Net Zero Carbon – Baseline and Delivery Strategy Supporting Papers**

Agenda Item 11.1

28. **RESOLVED**, that the Net Zero Carbon – Baseline and Delivery Strategy Supporting Papers be noted.

### **Committee Workplan 2022/23**

Agenda Item 12

29. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Committee Workplan 2022/23 and the following points were made.

- a. The Head of Strategy, Planning and Engagement commented that whereas cyclical items were straightforward, further consideration was required to ensure transformation was monitored appropriately during the year.
- b. The Head of Strategy, Planning and Engagement concluded by noting that the Committee should be mindful of the inclusion of Equality Impact Assessments into future business cases.

30. **RESOLVED**, that the paper be noted.

### **Committee Oversight of Legitimacy**

Agenda Item 12.1

31. **RESOLVED**, that the paper summarising Committee Oversight of Legitimacy be noted.

### **Terms of Reference – Strategy and Planning Committee**

Agenda Item 12.2

32. **RESOLVED**, that the Strategy and Planning Committee's terms of reference be noted.

### **Any Other Business**

Agenda Item 13

### **Thanks to Outgoing Members**

33. The Chair thanked Kenna Kintrea, Graham Evans, Willie Gallagher and Bev Shears for their service on the Committee, noting that this was their last meeting ahead of the Committee membership being refreshed from 1 April 2022.

### **Meeting Evaluation**

Agenda Item 14

34. Kenna Kintrea delivered an evaluation of the meeting and the following points were made.

- a. The agenda had been well thought through and timed, with a good blend of tactical and strategic issues.

- b. Papers were of a generally good standard.
- c. The meeting had been well chaired with a dynamic discussion on issues on the agenda, despite the meeting being virtual.
- d. Consideration could be given to ensuring the risk profile was accurately populated by risk owners.

The meeting ended at 12.42pm.

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## Minutes

### People and Culture Committee

Wednesday 9 March 2022 at 10.30am via Microsoft Teams

#### Present:

Bev Shears (Chair)  
 Andy Cooper  
 Martin Richards

#### Apologies:

None

#### In attendance:

##### **British Transport Police Authority Executive**

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

##### **British Transport Police**

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

##### **Observing**

Fiona Brunskill (BTPA Member)

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

**Apologies**

## Agenda Item 1

1. There were no apologies.

**Declarations of Interest**

## Agenda Item 2

2. There were no declarations of interest.

**Minutes**

## Agenda Item 3

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

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

## Agenda Item 3.1

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

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

## Agenda Item 3.2

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

**Actions**

## Agenda Item 4

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

**Risk Profile**

## Agenda Item 5

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



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

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

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

### Police Staff Pay Framework

#### Agenda Item 6

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

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

[illegible]

a. Endorse the proposed business case.

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

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

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## Agenda Item 7

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

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

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

**13. RESOLVED, that Members,**

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

**Apprenticeships**

**Agenda Item 8**

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



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

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

### **Violence Against Women and Girls (VAWG) Delivery Plan Update**

Agenda Item 9 (formerly Agenda Item 12)

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

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



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

### **People Strategy**

#### **Agenda Item 10**

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

### **Staff/Officer Assaults**

#### **Agenda Item 11**

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

### **Institutional Racism and Policing**

#### **Agenda Item 12**

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

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

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

### **Complaint Reviews**

Agenda Item 13

### **Complaint Reviews Annual Report 2021/22**

Agenda Item 13.1

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

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

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

### **Professional Standards Department Complaints Resolution Team**

Agenda Item 13.2

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

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

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

### **Smarter Working**

Agenda Item 14

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

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

## People Performance Update Q3 2021/22

### Agenda 15

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

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

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

## Committee Workplan 2022/23

### Agenda Item 16

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

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

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

## Any Other Business

### Agenda Item 17

37. There was no other business.

## Meeting Evaluation

### Agenda Item 18

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

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

The meeting ended at 12.40pm.

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## Report

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

### 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<sup>1</sup> 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.

<sup>1</sup> 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 handed 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.

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## 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.

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# 2021

## Gender pay gap report



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## 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	<b>50.3% (861)</b>	<b>49.7% (826)</b>	<b>50.7% (935)</b>	<b>50.9% (932)</b>
Female	<b>49.7% (848)</b>	<b>50.3% (837)</b>	<b>49.3% (906)</b>	<b>49.1% (900)</b>

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	<b>50.9% (2461)</b>	<b>17.8% (861)</b>	<b>50.9% (2414)</b>	<b>17.4% (826)</b>	<b>49.6% (2454)</b>	<b>18.9% (935)</b>	<b>49.7% (2454)</b>	<b>18.9% (932)</b>
Female	<b>13.7% (662)</b>	<b>17.5% (848)</b>	<b>14% (661)</b>	<b>17.7% (837)</b>	<b>13.1% (650)</b>	<b>18.4% (906)</b>	<b>13.2% (651)</b>	<b>18.2% (900)</b>
Total	64.63%	35.37%	64.90%	35.10%	62.80%	37.20%	62.90%	37.10%

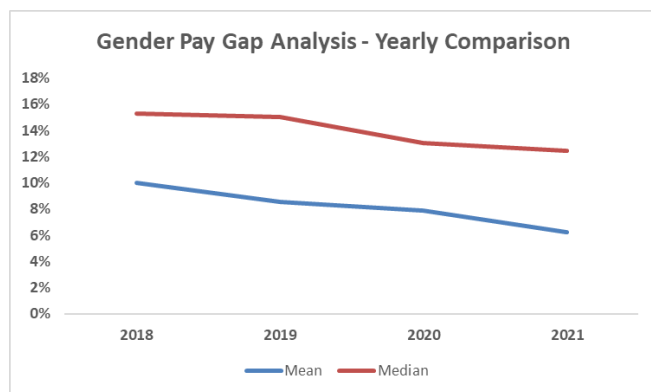
### Mean and median gender pay gap

- 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

### 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.

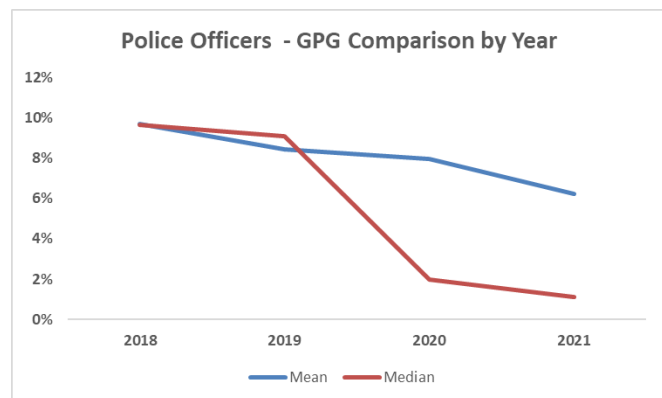




## Police Officers Male-Female Gap Percentage (Police Officers Gap Table 2)

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<sup>1</sup> 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.

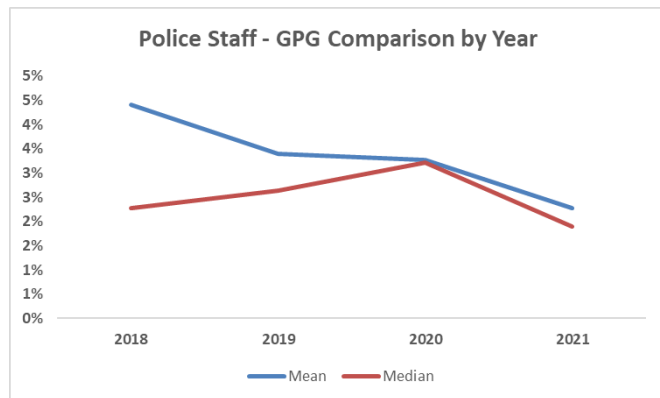


<sup>1</sup> In Police Regulations bonus payments are classed as “A chief officer may award a payment of not less than £50 and not more than £2,000 to a member of their force where they are satisfied that the member concerned has performed work of an outstandingly demanding, unpleasant or important nature.” 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 though 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
<b>Number of Leavers</b>	<b>47</b>	<b>182</b>	<b>229</b>
Turnover	7.10%	7.40%	7.33%
<b>Top Three Reasons % of Police Officers</b>			
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.

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## 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.

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## 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

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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.

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## Minutes

### Appointments, Remuneration and Appraisal Committee

Monday 31 January 2022 at 10.30am via Microsoft Teams

#### Present:

Ron Barclay-Smith (Chair)  
 Andy Cooper  
 Martin Richards

#### Apologies:

Bev Shears

#### In attendance:

##### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Stephanie Calvert (Head of Governance and Compliance)  
 Alistair MacLellan (Board Secretary / Minutes)

##### **British Transport Police**

Lucy D'Orsi (Chief Constable)  
 Steff Sharp (Chief of Staff)  
 Kerry McCafferty (Deputy Director of People and Culture)

N.B. text that has been **highlighted yellow** has been redacted from the public version of these minutes and **must not be referred to** if any Chief Officers (other than the Chief Constable) are present.

#### Apologies

##### Agenda Item 1

1. Apologies were received from Bev Shears.
2. Members noted that Kerry McCafferty (Deputy Director of People and Culture) was attending in lieu of Rachael Etebar (Director of People and Culture).

#### Declarations of Interest

##### Agenda Item 2

3. There were no declarations.



## Terms of Reference

### Agenda Item 3

4. **RESOLVED**, that the terms of reference of the Appointments, Remuneration and Appraisal Committee provided in the background pack be noted.

## Minutes

### Agenda Item 4

5. **RESOLVED**, that the minutes of the Appointments and Remuneration Committee meeting held on 7 June 2021 be approved.

## Actions

### Agenda Item 5

6. Members considered a report in the background pack of the Board Secretary regarding actions arising from previous meetings and the following points were made.
  - a. **Action 11/2021: Member Briefing on Senior Talent Review.** The Chair requested that a briefing on the senior talent review – verbal or written – be provided in advance of this action being closed.
  - b. Members agreed that Action 1/2020, 1/2021, 2/2021 and 12/2021 could be closed.

## Risk Profile

### Agenda Item 6

7. **RESOLVED**, that the risk profile for January 2022 be noted.

[REDACTED]


[REDACTED]

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## Agenda Item 9

- ## Member & Executive Only Minutes

## Agenda Item 10

- ## Member Only Minutes

## Agenda Item 11

13. Members directed that consideration of the Member Only minutes of the meeting held on 7 June 2021 be deferred until the next meeting.

Official – Sensitive [BTPA Members / BTPA Chief Executive / Chief Constable Only]