

[7 June 2023] Agenda Pack People and Culture Committee

MEETING
7 June 2023 10:30 BST

PUBLISHED
31 May 2023

Agenda

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6	Thematic: Rewarded and Recognised		10:45	—
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Minutes

People and Culture Committee

Tuesday 7 March 2023 at 10.30am in Room G1/2, BTP FHQ, 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

Bev Shears (Chair)
Nick Hawkins (Deputy Chair)
Andy Cooper
Lord Jackson of Peterborough

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
Stephanie Calvert (Co-Head of Governance and Compliance)
Kate Carr (Project Director)
Lucy Yasin (Co-Head of Governance and Compliance)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police Force

Lucy D'Orsi (Chief Constable)
Steff Sharp (Chief of Staff)
Rachael Etebar (Director of People and Culture)
Clare Conie (Deputy Director of People and Culture)
Kayad Dualeh (Deputy Director of People and Culture)
Kasia Filipek (Staff Officer to Director of People and Culture)
Matt Allingham (Superintendent) (*for Item 13*)
Hannah Brown (Resourcing Manager) (*for Item 9*)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations.

Minutes

Agenda Item 3

3. **RESOLVED**, that subject to the correction of *net* to *gross* at paragraph 18(b), the minutes of the 16 November 2022 meeting be approved.

[Background Pack] Draft Minutes – Pension Working Group [10 February 2023]

Agenda Item 3.1

4. The Chief Executive noted that it would be likely the BTPA Executive would be recommending to the Full Authority the approval of the 2021 Officer Valuation, either using out-of-committee procedure or at its meeting on 29 March 2023.
5. **RESOLVED**, that the draft minutes of the Pension Working Group meeting held on 10 February 2023 be noted.

Actions

Agenda Item 4

6. Members considered a report of the Board Secretary regarding actions arising and the following points were made.
 - a. Members noted that Actions 7/2022, 8/2022 and 9/2022 remained open.
 - b. Members agreed that Actions 10/2022, 11/2022 and 12/2022 could be closed.
7. **RESOLVED**, that the report be noted.

[Background Pack] Action 6/2022: People Strategy Plan-on-a-Page

Agenda Item 4.1

8. Members noted that the full Strategy had previously been approved and the Committee had requested a plan on a page. The Committee noted the document fulfilled the brief, but they would be interested to see how the plan on the page directly linked back to the Strategy's themes. The Committee would oversee the Strategy's implementation through thematic on its annual workplan.
9. **RESOLVED**, that the People Strategy Plan-on-a-Page be noted, and Action 6/2022 closed.

Risk Profile

Agenda Item 5

10. **RESOLVED**, that the risk profile and associated cover report be noted.

Gender and Ethnicity Pay Gaps

Agenda Item 6

11. Members considered the 2022 Gender and Ethnicity Pay Gap Reports and the following points were made.
 - a. A Member queried whether it was appropriate to refer to payments for unpleasant duties as a 'bonus'. The Director of People and Culture explained that this allowance was termed a bonus under the Winsor review, but she would nevertheless examine how other forces handled it in gender pay gap reporting.
 - b. Members welcomed the inaugural ethnicity pay gap report and the commitment from the Chief Constable that the data therein would be used to maintain focus on addressing disproportionality within the Force.
 - c. Members were content to approve the two reports for publication (Action 1/2023).
12. **RESOLVED**, that Members,
 - a. Note the Force's gender pay gap had decreased for the fifth year in succession, with a mean gap of 5.74% and a median gap of 14.72%.
 - b. Note the Force's ethnicity pay gap data confirmed a mean pay gap of 4.05% (Mixed) 5.64% (Asian and Black) and a median pay gap of 6.76% (Mixed) 10.78% (Asian) and 11.20 (Black).
 - c. Note that in total the ethnicity data confirmed a mean pay gap of 5.11% and a median pay gap of 9.58% for non-white ethnic groups.

[Background Pack] Gender Pay Gap Report 2022

Agenda Item 6.1

13. **RESOLVED**, that the Gender Pay Gap Report 2022 be approved for publication.

[Background Pack] Ethnicity Pay Gap Report 2022

Agenda Item 6.2

14. **RESOLVED**, that the Ethnicity Pay Gap Report 2022 be approved for publication.

Professionalism Update

Agenda Item 7

15. Members considered a report of the Co-Heads of Governance and Compliance regarding Professionalism and the following points were made.

Accelerated Misconduct Hearings (AMHs)

- a. The Chief Constable noted that an AMH could only take place where evidence was incontrovertible.
- b. In response to a question, the Chief Constable replied that there was no reason for a force to pursue an AMH whilst a decision on wider criminal prosecution by the Crown Prosecution Service was outstanding.
- c. In response to a question, the Chief Constable replied that the rationale for livestreaming misconduct hearings was to achieve greater transparency, as well as reflective of the fact they were public hearings.
- d. Members were supportive of a change in Regulations to enable AMHs for former officers, to bring the Force into line with Home Office peers. Members noted such a change would be subject to consultation with staff associations.

Barred List

- e. Members were supportive of the BTPA Executive and Force exploring inclusion of the Force within the College of Policing's Barred List.
- f. A Member commented that, until such time the Force participated in the Barred List, it was free to be explicit in announcing that an individual would have been sacked if they had remained an officer in BTP.

Reduction in Rank

- g. Members were not supportive of introducing reduction in rank as a sanction available to misconduct panels.

Constitution of Panels

- h. A Co-Head of Governance and Compliance noted that introducing staff members of the rank of Superintendent and above to misconduct panels was in line with the Force's *One BTP* ambition, as well as opening up a pool of skills and experience for panels to draw from.
- i. A Member noted one issue with introducing police staff to panels would be the divergence from peer Home Office force practice. Officer members arguably offered a deeper cultural understanding of issues faced by any officers before a panel. Lastly, membership of gross misconduct panels offered useful experience to Superintendents who were then solely responsible for making judgements in cases of misconduct. It was noted however, that police staff would bring a greater range of diversity to the panels.

- j. Given the views expressed, Members were cautious of the introduction of police staff of Superintendent rank and above to gross misconduct panels and requested that the BTPA Executive explore the implications of such a proposal before making any further recommendations.

16. **RESOLVED**, that Members,

- a. Note the report and the significant activity in support of increased Professionalism that was taking place.
- b. Support a change in Regulations to enable AMHs for former officers, to bring the Force into line with Home Office peers
- c. Support the BTPA Executive and Force exploring inclusion of the Force within the College of Policing's Barred List.
- d. Do not support the introduction of reduction in rank as a sanction available to misconduct panels.

Working Flexibly Benefits Analysis

Agenda Item 8

17. Members considered a Business Change Leads report regarding a Working Flexibly Benefits Analysis and the following points were made.

- a. Members welcomed the report, but were mindful of the fact younger and/or typically less experienced officers and staff benefited from being 'in the office' around more experienced colleagues and teams, with the inherent opportunities to socialise, learn on the job, as well as foster the *One BTP* esprit de corps.

18. **RESOLVED**, that Members,

- a. Note the outcome of the benefits analysis of the roll out of flexible working to police staff.
- b. Support, subject to the comments made, work to look at how officers could work more flexibly.
- c. Note the plan that further impact analysis should be undertaken.

Thematic: People Strategy – Attraction, Recruitment and Retention

Agenda Item 9

19. Members considered a report of the Resourcing Manager regarding Attraction, Recruitment and Retention and the following points were made.

- a. In response to a question, the Resourcing Manager confirmed that the recruitment team's 'war room' was still in-being albeit there had been some movement in recruitment of staff numbers.
- b. The Chief Constable remarked that the Force was recruiting well outside of London but was facing significant challenges recruiting within London due to the Metropolitan Police uplift.
- c. In response to a question, the Chief Constable replied that the Force's Head of Learning and Development was reviewing how training of part-time officers could be delivered effectively. The Chief Constable recommended that the Deputy Director of People and Culture and Resourcing Manager liaise with one another to establish whether these efforts could be expedited (Action 2/2023).

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

[Background Pack] Secondments

Agenda Item 9.1

- 21. Members considered a report of the Head of People Services and the Talent Manager regarding Secondments and welcomed confirmation that secondment opportunities were – through being linked to the Force's talent pool – taking proper account of equalities considerations.

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

Thematic: People Strategy – Well Trained

Agenda Item 10

- 23. **RESOLVED**, that the cover report for the Learning and Development Strategy 2022/27 be noted.

- 24. The Chief Constable noted that the Force owed it to the Authority to keep Members updated on affordability of Learning and Development activity.

[Background Pack] Draft Learning and Development Strategy

Agenda Item 10.1

- 25. **RESOLVED**, that the draft Learning and Development Strategy 2022/27 be noted.

[Background Pack] Police Service of Scotland Training

Agenda Item 10.2

- 26. **RESOLVED**, that the document setting out modular probationary training for the Police Service of Scotland be noted.

[Background Pack] Police Education Qualification Framework (PEQF) Update

Agenda Item 10.3

27. **RESOLVED**, that an update report on the Police Education Qualification Framework be noted.

Enhanced Medical Support

Agenda Item 11

28. The Director of People and Culture noted that a proposal on enhanced medical support would be submitted to a future meeting (Action 3/2023).

People Performance Data Q3 2022/23

Agenda Item 12

29. Members considered the People Performance Data Q3 22/23 report and the following points were made.
- a. A Member expressed scepticism on whether the Force's target for recruitment of female officers was achievable, to which the Chief Constable replied that it was a key declaration of strategic intent that the Force was committed to working towards.
 - b. A Member welcomed the progress and outcomes under Occupational Health, given this had consistently been an area of challenge.

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

Layers and Spans Programme Update

Agenda Item 13

31. Members considered a report of the Director of People and Culture regarding the Layers and Spans Review and the following points were made.
- a. The Superintendent noted that proposals had been finalised following consultation and were now undergoing the Force's internal governance processes. The proposals would need to be agreed during March 2023 if any efficiencies were to be realised for FY2022/23.
 - b. In response to a question, the Superintendent replied that of five Superintendent posts originally identified for removal, consultation had reduced that figure to three.

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

Complaint Reviews Annual Report

Agenda Item 14

33. Members considered an annual report of the Head of Governance and Compliance regarding Complaint Reviews and the following points were made.

- a. Members noted the continuing increase in complaint reviews received and thanked the Governance Manager for their management of the complaint reviews portfolio.

34. **RESOLVED**, that the Complaint Reviews Annual Report 2022/23 be noted and endorsed for circulation to wider Full Authority Members (Action 4/2023).

Police Covenant – Report Input and Progress

Agenda Item 15

35. **RESOLVED**, that a report of the Director of People and Culture regarding the Police Covenant be noted.

[Background Pack] Police Covenant Annual Report

Agenda Item 15.1

36. **RESOLVED**, that the Police Covenant Report 2023 be noted.

Workplan 2022/23

Agenda Item 16

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

- a. The Director of People and Culture noted the government was due to publish pay guidance during 2023 and therefore an item at the June 2023 meeting would be welcome. The Chief Executive observed that the Force should form a view whether it intends to continue with the Police Staff Reward programme of work (Action 5/2023).
- b. A Member suggested that the new Deputy Director of People and Culture (Wellbeing, Health and Safety) could bring a state-of-play report to the Committee once they had been in post six months (September 2023) (Action 6/2023).

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

Any Other Business

Agenda Item 17

39. There was no other business.

Meeting Evaluation

Agenda Item 18

40. Lord Jackson of Peterborough delivered a meeting evaluation and the following points were made.

- a. The exchanges on professionalism, flexible working benefits analysis attraction, recruitment and retention were welcome.

41. The Chief Constable provided some feedback on the meeting and noted,

- a. The agenda was arguably too ambitious for the time allocated.
- b. The Committee could factor a cost-of-living focus into its work planning (Action 7/2023)
- c. Papers could be clearer on benefits realisation (Action 8/2023).

The meeting ended at 1.03pm.

ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

Serial	Date	Action	Owner	Update
8/2022	16 November 2022	The Director of People and Culture to consider two further areas in addition to those outlined in Civil Service Compensation Scheme Comparison report (1) compensation terms for those at the lower pay threshold of £23,000 and (2) compensation terms for those past pension age. The Director noted her concerns, however, that further examination would reveal (2) to be subject to of age discrimination claims.	Director of People and Culture	<p>Recommended for Closure</p> <p>In response to a request from DfT, the Committee considered BTP's exit arrangements with those of the Civil Service Compensation scheme in November 2022 and approved areas for negotiation.</p> <p>BTP continue to meet with TSSA, the Federation and Superintendents Association to discuss the proposals. TSSA has raised concerns which include the reason for wishing to apply scaled redundancy repayment terms for those re-employed within a specific timeframe and the mechanics of how this would work. A counter proposal is expected from TSSA which seeks to review redundancy terms wider than just the elements commissioned by BTPA and may include an enhancement of terms.</p> <p>It is recommended that this is action closed for now. The matter will be re-tabled at a future committee meeting if required.</p>
9/2022	16 November 2022	Head of Learning and Development to consider how revised training offer can mitigate lack of perceived affinity with One BTP for D Division officers (noting D Division co-location of training with Police Scotland).	Head of Learning and Development	<p>Recommended for Closure</p> <p>This is being progressed out of committee.</p>
1/2023	7 March 2023	Gender Pay Gap Report 2022 and Ethnicity Pay Gap Report 2022 to be published on BTP/BTPA websites.	Policy and Engagement Manager (People and Culture)	<p>Completed – Recommended for Closure.</p> <p>Both Gender Pay Gap Report 2022 and Ethnicity Pay Gap 2022 Report have been published on BTP and BTPA websites.</p>

ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

2/2023	7 March 2023	The Chief Constable recommended that the Deputy Director of People and Culture and the Resourcing Manager liaise with one another to establish whether efforts to review delivery of part-time officer training could be expedited	Deputy Director (Clare Conie) / Resourcing Manager	In progress Verbal update to be provided at June 2023 meeting.
3/2023	7 March 2023	Force's Enhanced Medical Support proposal to be added to Committee Workplan.	Co-Heads of Governance and Compliance	Completed – Recommended for Closure. Placeholder added to Committee Workplan – precise date to be determined.
4/2023	7 March 2023	Annual Complaint Reviews Annual Report to be circulated to Full Authority.	Board Secretary	Completed – Recommended for Closure. Report highlighted with wider Full Authority by Board Secretary.
5/2023	7 March 2023	The Director of People and Culture noted the government was due to publish pay guidance during 2023 and therefore an item at the June 2023 meeting would be welcome. The Chief Executive observed that the Force should form a view to what extent it wished to follow government guidance.	Co-Heads of Governance and Compliance	Completed – Recommended for Closure. Pay award considerations on June 2023 agenda.
6/2023	7 March 2023	A Member suggested that the new Deputy Director of People and Culture (Wellbeing, Health and Safety) could bring a state-of-play report to the Committee once they had been in post six months (September 2023).	Co-Heads of Governance and Compliance	Completed – Recommended for Closure. Added to Committee Workplan (September 2023).
7/2023	7 March 2023	The Committee could factor a cost-of-living focus into its work planning.	Co-Heads of Governance and Compliance	Completed – Recommended for Closure. Placeholder added to Committee Workplan.
8/2023	7 March 2023	Papers could be clearer on benefits realisation.	Director of People and Culture	Completed – Recommended for Closure. Action highlighted in commissioning note for June 2023 meeting issued on 27 April 2023.

ITEM 4 – ACTIONS

OFFICIAL

PEOPLE AND CULTURE COMMITTEE

Actions arising from peer BTPA Committees

ARAC 10/2022	18 November 2022	Members requested that the Force's self-assessment of its performance against measures outlined within Casey Review be scrutinised at a relevant BTPA Committee, and the Force consider ways in which independent assurance of its response to the Casey Review could be obtained. Dashboard reporting format, in line with peer committee reporting, to be developed to assist the Committee in monitoring People Strategy, Inclusion and Diversity Strategy, and Race Action Plan.	Co-Heads of Governance and Compliance	Ongoing This was subject to a Breakfast Briefing on 20 April 2023. Activity is ongoing. An item has been added to the P&C workplan for a September 2023.
PDC 6/2023	16 February 2023	The Chair suggested that a conversation be had on the Force's ambition for PCSOs given the challenge to ensure PCSO numbers were at establishment.	Director of People and Culture	Completed Added to the Committee Workplan (Nov 2023).

Informed, Connected and Purposeful: Internal Communications transformation and how we are fostering two-way conversation

May Holloway, Head of Internal Communications

Purpose of the Paper

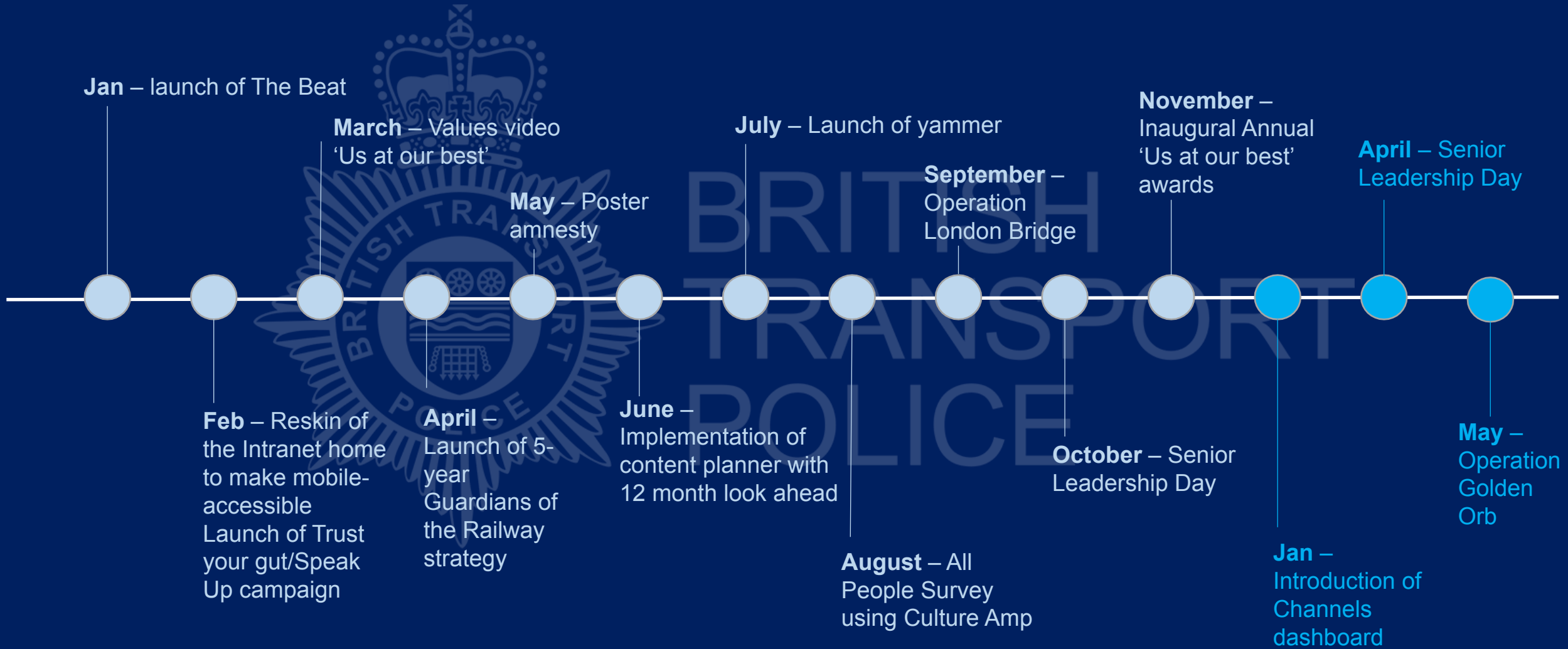
- Giving our employees a voice is a key strand of our people strategy. We want our people to feel their opinion matters, that they can influence organisational change and make an impact. People told us that change was done to them; our intent is that change is now done with them and that people feel they are listened to. Therefore investing in a small uplift of professional internal communications resources and new channels has been intended as a key enabler of improving employee engagement.

Outcome Sought

- For discussion.
- This paper discusses the impact of Internal Communications transformation, the organisational benefits it has reaped in 18 months and is intended for the Committee to take stock of what has been achieved and to discuss what should be considered in the future to continue this momentum to enable cultural change.
- To update the Committee on progress to date, the channels we are using to foster, and in some cases, spark conversation and to discuss what's next.

2022 Milestones

2023 Milestones



Excellent copywriting is the cornerstone of communications, but without a defined 'tone of voice' it lacks authenticity. Prior to 2021, Internal Communications, particularly senior leadership comms, was formal, out of kilter with how people spoke, and reinforced command and control. It was also 'one-way' or broadcast, with no opportunity for feedback. It was instructional with a parent-child undertone. Comms was also 'faceless'; key communications were 'put on the intranet' as instructions or reposted press statements that weren't tailored to our people.

In 2021 we changed this by following some clear principles:

- **ALL communications had to be 'from' someone, 'to' a targeted audience(s) aka 'putting our people front and centre'.** This was led by The Beat – filled with proof points of how our people are delivering strategy and living Values – and a major reason why it has remained such a consistently strong channel. By sharing these stories we fostered advocacy (with many pieces shared externally) and showcased the pride in our organisation against an external backdrop of scrutiny.
- **Adult-to-adult tone** – communications that are human, authentic, transparent and engender buy-in rather than 'you must'. This has allowed us to bridge the gap between 'us and them' of senior leaders and the organisation, and allow us to engage colleagues earlier to co-design and/or give feedback, recognising that the organisation doesn't have 'all the answers' and that if our people are involved earlier then the solution will be more impactful and land better.
- **Punchy, concise and conversational** – recognising that the consumption of media had fundamentally changed human behaviour and that long form or verbose messaging was no longer how people digested information, we introduced word limits on copy and used infographics to bring complex detail to life.

As a transferee into BTP from a Home Office force, I'm really pleased to see the launch of a national recruitment campaign this week aimed at attracting more Home Office cops to come and join us. I love policing so when the time came to retire after 30 years with West Midlands Police I wasn't ready to hang up my uniform and wanted a new challenge. I joined BTP as an experienced firearms officer four years ago and it's been an excellent move. In my experience, BTP is a great place to work. It's a hidden gem of policing that I didn't know much about before I joined, despite having had various roles in a Home Office force.

What struck me immediately when I started was the friendly welcome and strong sense of togetherness as **one BTP**. We're a force of names, not numbers – you're a person, not one of the many – and wellbeing really matters. People listen to you and I can have an impact on what happens here. I feel valued and that's what motivated me to take my sergeants exam last year. I'm **proud to protect** with BTP and hope more Home Office colleagues will come and be part of building a Force on the Move with us."



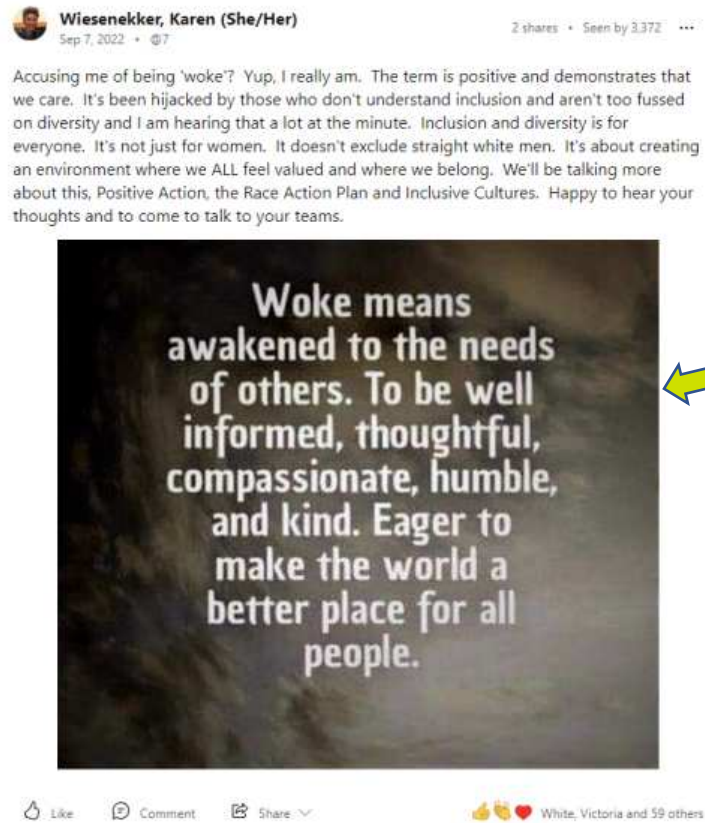
Investing in our people: New-look first aid training

As a trainer, my role is to give colleagues the skills and confidence to carry out their work as Guardians of the Railway – protecting passengers and rail staff, safeguarding the vulnerable and saving lives. So I'm delighted that the Force has invested £228,000 into re-designing our first aid training and issuing additional items of kit to all frontline officers. I'm proud to be delivering our new-look first aid training, which started in January and is being rolled out across the Force (annual refresher training and new recruits). The response from officers has been overwhelmingly positive. We now teach them to deal with traumatic injuries and catastrophic bleeds, using tourniquets and other techniques, and once they've successfully completed the course (annual refresher training or as new recruits), they are issued with a tourniquet, tough-cut scissors and ambulance dressings for heavy blood loss.



Not only is this a significant investment in our SABRE commitments to improve our preparedness as a Force for critical and major incidents in response to recommendations from the Manchester Arena Inquiry, it's also giving officers vital skills and kit to deal with serious incidents that they encounter in their day-to-day work including attempted suicides and stabbings. This will undoubtedly save lives and ensure our officers are well-equipped to deal with the unique challenges we encounter when policing the railway.

Yammer: Fostering two-way conversation (and an appetite for 'big' conversations)



Conversations led by I&D team have provoked conversation and challenged views such as Stop and Search being proportionate, white men being marginalised, positive action, are we 'walking the talk' when it comes to our Values and strategy to represent the best of our communities. HMICFRS noted in its report our appetite for controversial but essential conversations with this post specifically mentioned.

Consultation on policies including recognition and uniform – giving a genuine forum to involve colleagues before proposal are made to FEB, so it can make well-informed decisions.

Removal of the Job Related Fitness Test – achieved 97 comments and very healthy debate within weeks of yammer launch. This was a key test at the start and by reinforcing different views, yammer has established itself as a 'got to' place to discuss the big and the small things.

How has this been achieved?

In an organisation where there is a legacy of 'pulling rank' and low psychological safety to state a contrary opinion, yammer has been demonstrative in showing that not only do our leaders want to listen to their people, but that having a contrary opinion is not a risk to your role or career prospects. It has meant that formal processes have been reduced and that questions and concerns can be raised immediately and then swiftly resolved. Body Worn Video, estates issues and expenses/allowances are all examples of where frustration was expressed but immediate engagement quickly quelled concerns and reduced emails, frustration and a feeling of organisational inertia.

This has by no means been a comfortable process for leaders. Lot of coaching by Internal Communications has been delivered to leaders of all levels about how to engage with constructive (and often confronting) feedback rather than 'taking it offline'. Yammer has increasingly demonstrated that it is a place with clear purpose resulting in more leaders using it to exploit the benefits, realising that 100s more people will see a 'thank you' on yammer than an email which enhances their visibility and brand, too.

Where we have concerns about non-constructive comments, these have been dealt with by Internal Comms, but this has been a handful of cases and nothing referred further than an individual's line manager.

Celebrating success, recognising good work and making sure that our people know that their personal contribution is helping BTP achieve is, and will always be, an essential thread for our Internal Communications. However, during a period of intense scrutiny on policing and policing no longer viewed as an attractive career, this has become more important than ever. In the all people survey in 2022 only 40% of our organisation said that good work was recognised at BTP. Based on this feedback we have focussed on regularly celebrating success in all editorial, particularly in 'View From' and 'Us at our best' in The Beat; recognised over 1000 individuals through our inaugural Us at our best Awards – garnering over 700 nominations and a cadence of Commendation and long service awards; as well as 'praise' on Yammer - now one of the most used functions with people celebrating all kinds of work from colleagues, rail staff and the public.

We have also changed how we communicate major Force events – with Op London Bridge being recognised as the highlight. We had unprecedented access to film Control Room/Silver Suite and did regular updates from the Gold Commander to camera – not just briefing operational information but thank you from other agencies, the public and people living our values and working as #oneBTP. By bringing together culture and policing as one, we created a 'feel good buzz' that many colleagues reference as the best piece of policing comms they've ever seen. This feedback was reflected at the LXC debrief with colleagues saying the tone had felt significantly different and welcomed it continuing – which we did for Op Golden Orb.

Beaver, Anna
Yesterday at 10:29 AM • Edited • 62
Seen by 135

PRaise

Praised **Bateman, Charlie (She/Her)** and **Pegg, James (2481)**

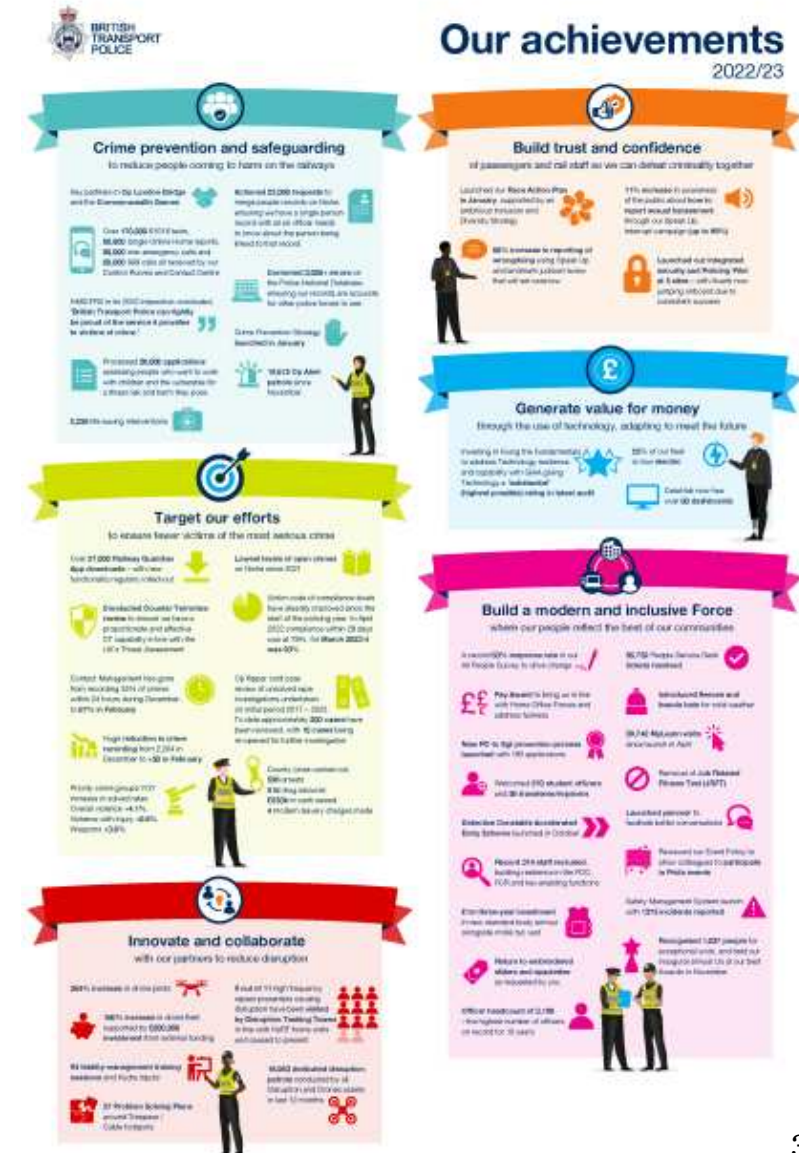
I am really pleased to be able to share a message of thanks to **Bateman, Charlie (She/Her)** and **Pegg, James (2481)** who engaged with a young man at London Bridge after he was sadly a victim of robbery at Sydenham Hill. This is yet another example of the great work our people do, and how we really **#care** about those using the railway. Well Done Both.

"Yesterday my son was mugged of his mobile phone while catching the train home. I met him at London Bridge Station and spoke with 2 Transport Police Officers.

Their engagement with my son was excellent, taking the crime details with great empathy and without haste, despite their need to be elsewhere.

This is my son's first interaction with Police and I hope it leaves him with a positive experience."

see less



Channel	2021	2022	Notes
Mass email (open rate)	40-45%	72- 90%	
The Beat	N/A	65% average (peak of 78%)	Well above industry standard of 55%
Line Mangers' Briefing	124 average	309	Most recent calls have had 350-380 participants with avg. 100 additional views of recording
Yammer	N/A	2200 avg. daily users	Pay Award and Op London Bridge video announcements achieved over 4,600 views; engagement remains steady
Intranet	Avg. 600 reads	Avg. 800 views	Mobile is not mobile accessible so not accessible to frontline vis devices
Video	<100 views	Can be between 500 and 4,500	
All People Survey	2610 responses	3216 (63%)	Record response rate
Senior Leadership Days	Introduced in Oct 2021 and now held 6-monthly due to positive feedback with prolific feedback that these days are valuable and support leaders to set clear strategic direction. The event in April 2023 was focused on FEB led change demonstrating how change is being led by extended SLT		

Key Campaigns 2022	Outcome
Speak Up/Trust your gut	66% increase in reporting YOY
Warrant/ID card photo capture upload	98% compliance in 10 weeks
Layers & Spans	Co-design with 74% of counterproposals adopted in final design

Successes of note:

- Improved communications – particularly Chief Constable comms and visibility was a positive theme in the 2022 survey (in answer to 'What is BTP currently doing well?')
- Reduced social media use by the organisation to raise frustrations – which was damaging to our external reputation
- PA Comms Review recognised IC as proactive, fresh and creative that delivers business outcomes
- Won 'Gamechanger of the Year' for our A Force on the move transformation comms campaign and Internal Communicator of the Year at the Institute of Internal Communications Awards 2022 – with our analytics and transformation recognised as industry leading, facilitating culture change at pace, and a beacon of what IC can do in the Public Sector

...with a best in class, mobile-led intranet out to tender for delivery in Q4 – something our people have been crying out for, for over 6 years!



PEQF Update

Lisa Pulley

Outcome Sought

P&CC to note:

- The plans to tender for the PEQF will go live in August 2023.
- That this is one of 8 entry pathways into BTP.
- Through enhancing the number of entry pathways for prospective officers we aim to ensure that there is a suitable accessible route for all wishing to pursue a career in policing. Offering a variety of opportunities for new officers to learn according to their personal needs whether an academic route (PEQF), a more vocational route (the new 4th entry pathway) or via a specialism (Detectives route) will position us as an attractive employer.

Purpose of the Paper

- The L&D Strategy 2022- 27 set out our ambition to introduce more diverse entry routes to prospective police officers, with greater flexibility and access to recruit training opportunities, supporting us in becoming a more attractive and inclusive employer. These entry pathways include:
 1. **Police Constable Degree Apprenticeship (PCDA) – tender August 2023**
 2. **Degree Holder Entry Programme (DHEP) – tender August 2023**
 3. Police Degree Graduate Programme – launched May 2023, currently at live advert.
 4. Accelerated Detective Entry Programme – launched end 2022. On second cohort entry.
 5. Special Constable Conversion Programme – in development
 6. Non-degree Recruit Programme – College of Policing designing (Home Secretary commission). It is expected that this pathway will be launched in April 2024 and will replace IPDIP, which is the model we currently use for training.
 7. Part-time and flexible recruit programme – in development. Plan launch end 2023.
 8. We will continue to follow the Police Scotland training framework for D Division, due to the legislative differences required to police within Scotland.
- The Police Education Qualifications Framework (PEQF) covers the PCDA and DHEP entry pathways into policing. This paper's intention is to update the Committee on the tender process and anticipated timeline.
- The PEQF will draw down on our apprenticeship levy for candidates based in England.



PEQF Progress - Overview

- BTP has received approval from both the DfT and Cabinet Office for our PEQF Invitation to Tender (ITT) to proceed to market.
- BTP undertook additional due diligence activities to ensure that we were fully prepared to proceed to market. This resulted in two amendments to the procurement exercise being made:
 - To utilise the new YPO Apprenticeships and Associated Training Framework 1086 launching in August 2023.
 - To remove a fully outsourced delivery model as an option from the procurement exercise and to proceed solely with a collaborative model. This will ensure that we retain oversight and control of the learning for our new recruits, which was highlighted in the Casey Report as a weakness for the MPS, who had fully outsourced their new recruit training.
- It is anticipated that these routes could be launched in Summer 2025 if a suitable provider and model is agreed.

ACTION:

- BTP have undertaken a review of the alternative pathways to market should a route be required in advance of the New framework being Launched in August 2023. the following routes were considered:
 - **Utilisation of a relevant Crown Commercial Services (CCS) Framework Agreement** – as at 26 April 23 there is only one PCDA provider via this route.
 - **Utilisation of Find a Tender Service (FTS)** - FTS is where public sector contract opportunities over thresholds are advertised, this replaces the OJEU Tender Electronic Daily (TED) portal route. Our force policy however is to utilise suitable existing frameworks if they are available.
 - **Single Source exemption** – Direct award to a Higher Education Institute, however we would have no way of showing that it provides the best value for money or the most appropriate learning programme for our recruits.
 - **blue Light commercial Framework** – this framework will not be available for use until late 2023/ early 2024. It has not been used by other forces to procure.
 - **Utilise the new Yorkshire Procurement Organisation (ref 1086)** – Whilst the existing framework expires 31st July 2023 the YPO are launching a new upgraded iteration of this framework on the 1st August 2023. This allows BTP to utilise the framework terms and conditions and run a further competition to a selection of pre-qualified suppliers to identify the most suitable partner for BTP.

Project Timeline:

ACTIVITY	DATES & TIMES
ITT sent out to suppliers (via tender portal)	1 August 2023
Clarification period closes ("Tender Clarifications Deadline")	15 August 2023
Deadline for the publication of responses to Tender Clarification questions	16 August 2023
Deadline for submission of Tenders to the Authority ("Tender Submission Deadline")	Noon 15 September 2023
Evaluation of Tender response	21 – 28 September 2023
Moderation of tender response evaluations	30 - 31 September 2023
Supplier Interviews/Presentations (if required)	4 – 5 October 2023
Tender evaluation outcome summary and contract award recommendation paper	By 14 October 2023
BTP Pre Contract Award Governance Approval Process (Force Executive Board, British Transport Police Authority, DfT Assurance and Cabinet Office)	Up to 5 Months 18 October – 18 March 2024
Issue Notification of Intention to Award letters to bidders	25 March 2024
Standstill Period (Alcatel) ends	6 April 2024
Contract Award Notice published	9 April 2024
Execute and signing of contract	10 – 24 April 2024
Contract mobilisation period (up to 13 months)	25 April 2024 – 25 May 2025
Expected commencement date for Contract(s)	1 June 2025

Report to: People and Culture Committee
Date: 7 June 2023
Subject: BTPA & Federation Conference
Sponsor: Chief Executive
Author: Head of Governance and Compliance
For: Discussion and decision

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1. Purpose of paper

- 1.1 At a Conference with the Federation on 9 May the following topics were discussed:
- Failure to agree in respect of the duration of back payment of London Allowance for those that had been on maternity leave.
 - Failure to agree in respect of random drug testing.
 - The intention to adjust the BTP Conduct Regulations 2020 to enable Accelerated Misconduct Hearings to be held for former officers.
- 1.2 This paper details the outcomes of these discussions. With regards to the failure to agree in relation to the London Allowance effecting those on maternity leave, this committee presents a good opportunity for BTP to present representations for discussion as to why a payment should not be backdated beyond 2021.

2. Background

- 2.1 When BTP and the BTP Federation are unable to reach agreement on a particular issue relating to terms and conditions the matter is referred a Conference which is held by BTPA as the employer to try and find a way forward.
- 2.2 There have been two matters which have recently resulted in a failure to agree. These have related to random substance misuse testing and the backdating of London allowances for those who have been on maternity leave following a Court ruling.
- 2.3 The Conference was also briefed on the proposed change to the BTP Conduct Regulations 2020 to enable BTP to hold Accelerated Misconduct Hearings for former officers, bringing the organisation in line with Home Office Forces. A formal consultation has now been opened with draft amendment regulations having been shared. At the conclusion of the consultation period, this will need to come back to a Conference and to the full Authority for formal sign off thereafter.

3. Areas of Discussion

Failure to Agree – London Allowance / Maternity Leave backpay

- 3.1 The BTPA was made aware of a failure to agree with regards to extending back payment of London Allowance during period of maternity leave. This stems

from a Court judgement in 2021 where a decision was made in favour of London Allowance being paid to women on maternity leave. This led to the Metropolitan Police Service (MPS) and City of London Police (CoL) subsequently implementing the necessary changes, including the payment of backpay to 2015. It is understood that this period of time reflected the maximum time period of six years as set out within the Limitations Act.

- 3.2 Given the different status of BTP officers as employees of BTP who are not covered by the Police Regulations 2003 which prescribe terms and conditions, BTP determined that it was not legally required to make a back payment to 2015 and as such took the decision to backdate payments to January 2021 when the judgement was made. As well as this not being a legal requirement for BTP, the Force noted costs pressures, the recent improvements to maternity and partner parental allowances and to a lesser degree, the administrative burden of making the change in its rationale.
- 3.3 This issue was raised with the Federation through the Female Police Association (FPA) and the Federation's view was that BTP should do the same as other forces for parity and to reflect its values.
- 3.4 To date BTP has implemented a back payment at cost of £50,008.52. To backpay until 2015 would cost an additional £240,204, including on-costs.
- 3.5 On the basis of what had been presented, BTPA representatives considered that given the impact on female officer morale, the drive to attract more female officers and to live the value of 'We Care' that the back payment should be extended back to 2015 in line with the other London Forces. It was agreed that before such an instruction was given there should be an opportunity for BTP to make any representations.
- 3.6 Should the decision be taken not to backdate this to 2015, the next stage in the failure to agree process would be to refer to the Department for Transport (DfT) to appoint an ACAS representative to resolve this matter.

Failure to Agree - Substance Misuse, Random Testing

- 3.7 This topic was subject to a Conference in December 2022, which was adjourned as an agreement could not be reached. The key area of contention from the Federation was that whilst the testing was described as random and consensual, the fact that an adverse inference could be drawn for refusal meant that it was non-consensual. The Federation noted that for officers who had joined BTP pre 2020 there was no requirement to provide a sample. The Federation confirmed that they were not against the testing and recognised the impact on trust and confidence but that it needed to be implemented properly.
- 3.8 Following further discussion at the May Conference, it was proposed that officer contracts are updated to address this with a requirement to provide samples when requested, whether with or without cause. This would also provide an opportunity to look at bringing all officer contracts in line more widely.

Conduct Regulations – Accelerated Misconduct Hearings for former officers

- 3.9 The conference provided an early opportunity to share the proposed regulatory changes and for the Federation to present their thoughts ahead of the formal consultation process.
- 3.10 The proposals are currently subject to consultation with a view to approval being sought from the Authority at its next meeting on 28 June 2023. The Federation offered support to a position which would bring BTP on par with the procedure adopted by Home Office Forces.

4. Recommendations

- 4.1 BTP to put forward any further representations in respect of not backdating the London Allowance for those who had taken maternity leave back to 2015. The Committee to take a final position on whether or not this is paid.
- 4.2 The position on updating pre 2020 officer contracts to include a clause on the requirement to provide samples for drug and alcohol testing be noted.
- 4.3 Subject to the outcome of the consultation with the staff associations, that the Committee recommends the regulatory changes for Accelerated Misconduct Hearings procedures for former officers to the Authority to approve at its meeting on 28 June 2023.

People Data up to 31.03.23

Rachael Etebar, Director of
People and Culture

Purpose of the Paper

This is a quarterly data pack which aims to inform the Committee about key people metrics and the workplan of People and Culture

Outcome Sought

- PCC to note



Diversity								
	All Employee Types		Police Officer		PCSO		Police Staff	
Division	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority	Female	Ethnic Minority
A Division	44.1%	20.1%	26.9%	10.2%	0	0	54.8%	26.0%
B Division	25.7%	18.0%	22.7%	16.2%	24.8%	28.3%	68.4%	28.6%
C Division	23.3%	5.9%	21.1%	5.4%	25.3%	5.7%	63.6%	7.3%
D Division	20.2%	3.1%	18.8%	2.8%	0	0	83.3%	0.0%
E Division	19.0%	8.7%	11.0%	7.4%	0	0	52.6%	13.2%
Total	31.9% ↑	15.2% ↓	22.0% ↑	10.6% ↓	25.4% ↓	18.9% ↓	56.1% ↑	24.7% ↑
Total last year	31.2%	15.4%	21.8%	10.7%	26.7%	21.2%	54.1%	23.8%

2022	Police Officer	PCSO	Police Staff
Division	Deployed FTE	Deployed FTE	Deployed FTE
A-Division	719.5	0.0	1176.3
B-Division	1150.6	128.4	90.1
C-Division	755.7	84.6	46.3
D-Division	169.7	0.0	9.4
E-Division	336.4	0.0	71.8
Total	3131.9	213.0	1393.9

2023	Police Officer	PCSO	Police Staff
Division	Deployed FTE	Deployed FTE	Deployed FTE
A-Division	774	1	1296
B-Division	1158	113	98
C-Division	757	87	55
D-Division	181	0.0	12
E-Division	309	0.0	76
Total	3179	201	1537

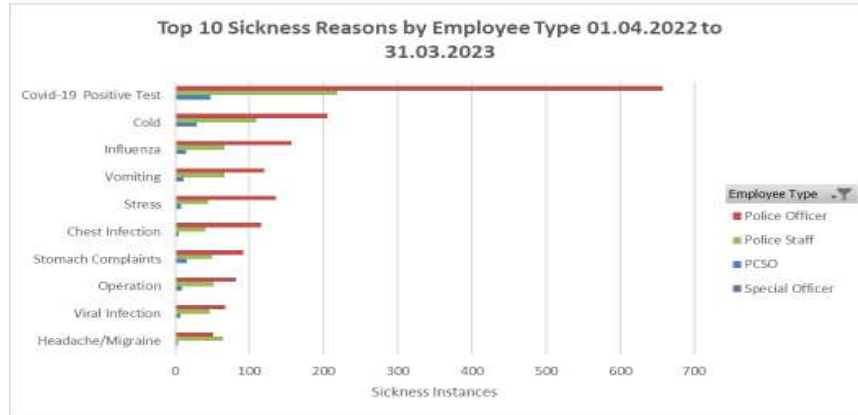
- Arrow's indicate increase ↑ and decrease ↓
- Any change is minimal
- The Positive Action plan launched in January and seeks to address and improve representation and will focus on:
 - Attraction
 - Recruitment
 - Retention
 - Progression
 - Leadership
 - Talent
 - Exit
- Workstream group created to review recruitment through a diversity lens



People and Culture Committee

Absence, Turnover and Employee Relations

Absence



Insight

- Overall sickness instances are greatly reduced by 40% from last year from 6882 to 4144, with less instances across all employee types
- Officers instances 21/22 4783, this year 22/23 2680, a reduction of 44%
- Staff instances 21/22 1587 this year 22/23 1219, a reduction of 23%
- Stress illness is the 5th highest sickness in 22/23 with 188 instances, it has reduced by 24% from 21/22 where it was the third highest reason with 248 instances

Misconduct Allegations

Allegation Type	
01 Honesty & Integrity	27
02 Authority, Respect & Courtesy	41
03 Equality & Diversity	6
04 Use of Force	12
05 Orders & Instructions	6
06 Duties & Responsibilities	52
07 Confidentiality	6
08 Fitness for Duty	4
09 Discreditable Conduct	56
10 Challenging and Reporting Improper Conduct	2
Blank	1
Grand Total	213

Allegation Finding	Count	Officers	Staff (incl. PCSO's)
Case to Answer	26	18	8
Discontinuance	5	2	3
No Case to Answer	105	101	4
Grand Total	136		

Employment Tribunals

TYPE OF CLAIMS	NUMBER*
Sex (including pay) discrimination	3
Disability discrimination	0
Sexual orientation discrimination	0
Race discrimination	0
Religion or belief discrimination	0
Age discrimination	0
Unfair dismissal	2
Whistleblowing	1
Other payments owed	1
Other complaints	2

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

Grievance

Allegation Type	
Bullying and Harassment	23
Discrimination - Age	1
Discrimination - Gender	2
Discrimination - Disability	5
Discrimination - Race	2
T&C of Employment - Pay	3
T&C of Employment - Policies/Procedures	6
T&C of Employment - Redundancy	1
T&C of Employment - Roster/Shift	1
Victimisation	4
Grand Total	48

Gender	
Female	25
Male	25
Unknown	1
BTP	1
Grand Total	52

Allegation Result	Result
Stage 1 Resolved	1
Stage 2 Resolved	23
Stage 2 Unresolved	1
Stage 2 Withdrawn	5
Grand Total	30

Self-Class Ethnicity	
Black Caribbean	1
Any other Asian	1
Unknown	3
White British	42
White Irish	3
Any other White Background	2
Grand Total	52

Turnover

22/23 Officers	
Headcount - 01.04.22	3164
Headcount - 31.03.23	3186
Avg Headcount	3175
Leavers	315
Turnover Rate	9.92%

22/23 PCSO	
Headcount - 01.04.22	233
Headcount - 31.03.23	196
Avg Headcount	214.5
Leavers	111
Turnover Rate	51.75%

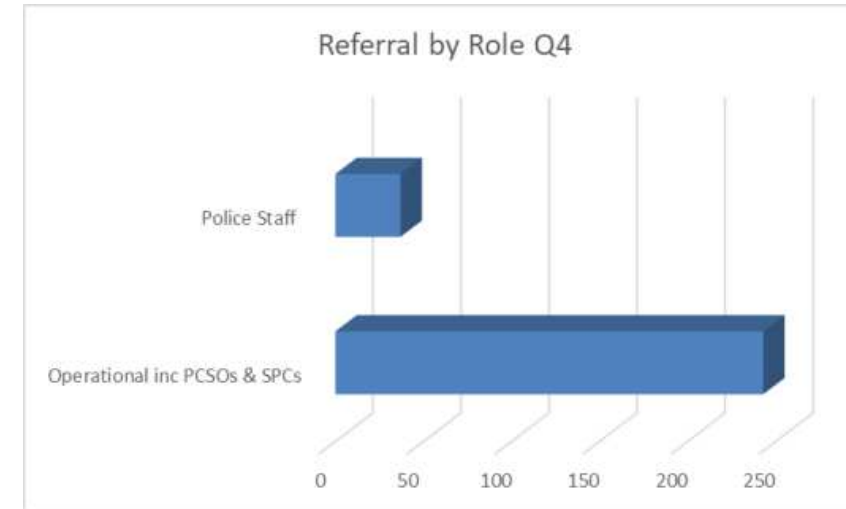
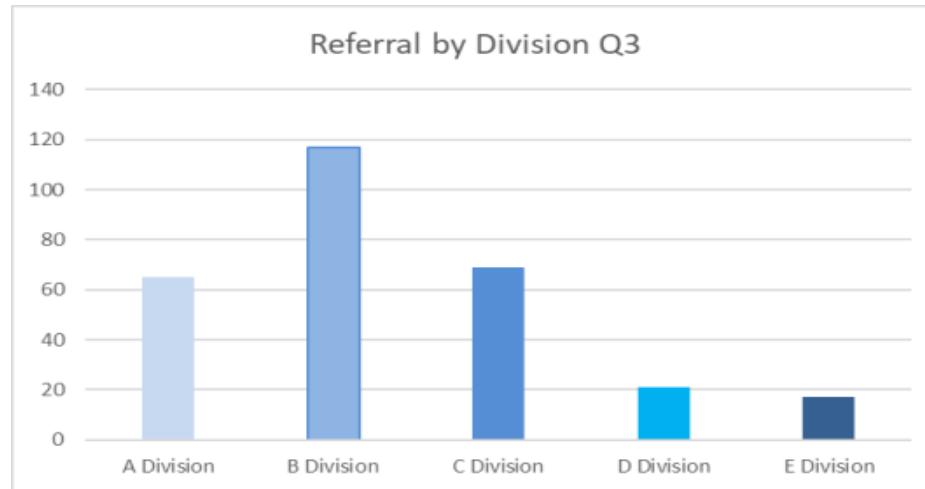
22/23 Staff - Normal Turnover	
Headcount - 01.04.22	1416
Headcount - 31.03.23	1509
Avg Headcount	1462.5
Leavers	222
Turnover Rate	15.18%

22/23 Staff - Redundancy	
Headcount - 01.04.22	1416
Headcount - 31.03.23	1509
Avg Headcount	1462.5
Leavers	11
Turnover Rate	0.75%

22/23 Overall	
Headcount - 01.04.21	4813
Headcount - 31.03.22	4891
Avg Headcount	4852
Leavers	659
Turnover Rate	13.58%

- Overall Turnover has increased by 2.49% from 21.22 to 22/23
- Officer Turnover remains consistent from 8.99% to 9.92%. Headcount has increased by 64 from April 22 to March 23
- Staff Turnover has increased by 2.88% Headcount has also increased by 83 from April 22 to March 23.

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Total22/23 (to date)	Total 21/22	Total 20/21	Total 2019	Total 2018
97	94	82	81	94	81	95	128	75	86	91	112	1116	1233	1136	1148	929



Occupational Health Physician referrals

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
5	3	5	3	7	4	3	9	11	5	1	3

INSIGHT:

- Referrals for 22/23 were largely in keeping with previous years referrals, as were OHP referrals which remain low.
- For a short time, Optima OHA referrals supplemented the internal OHA team totalling 3 referrals in the last quarter
- As with previous quarters capability/health concern affecting performance was the main reason for referral (224) with long term sickness second (25) and review of adjusted duties third (10)
- 86.8% of referrals were for operational employees

ACTION:

- OH actions centre around the delivery of OH Futures project with planned 'go live' date Sept 2023
- There has been a successful recruitment campaign with all new roles and improved applicants for vacancies in OHA roles.
- Further work is required to identify facilities to deliver clinics at BTP locations and equip appropriately.
- Tenders will shortly be requested for reduced external supplier support
- It is hoped the implementation of the new OH system will recommence in June/July

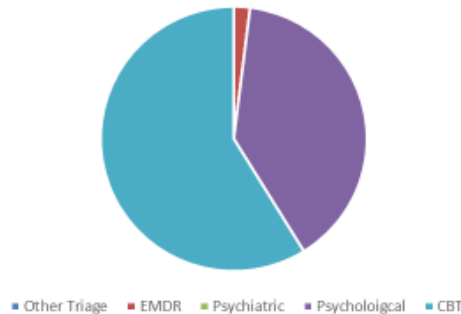
Occupational Health referrals for psychological assessment and treatment

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
22/23	14	11	12	3	9	19	13	20	7	10	23	17	158
21/22	17	10	15	13	10	10	10	12	12	14	13	29	165
20/21	6	5	11	6	15	10	14	13	11	11	5	9	116

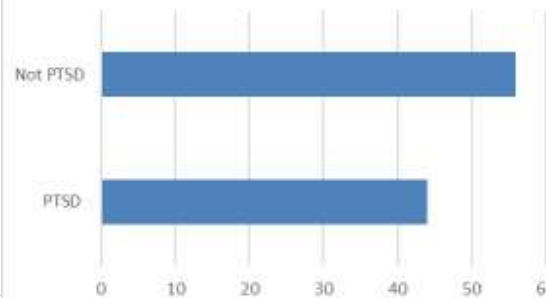
Supported Psychological referrals

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
22/23	N/A	5	4	2	8	5	6	13	5	10	6	8	72

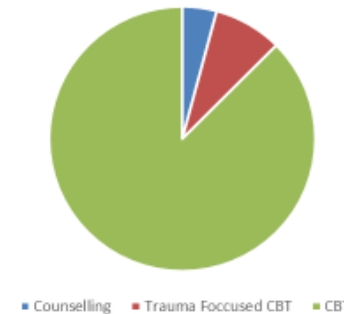
OH Referral by Type



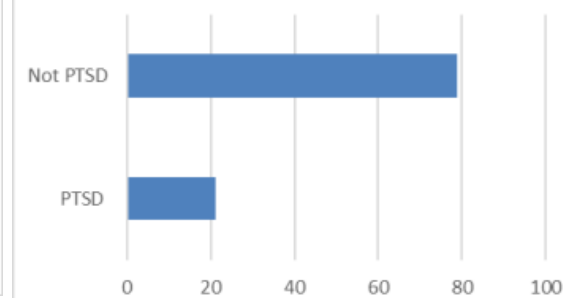
OH Referrals diagnosed with PTSD % Q4



Supported referral by type



Supported Referrals diagnosed with PTSD % Q4



INSIGHT:

- Over 12-month period OH referrals have remained in keeping with other years
- Over the last two quarters supported referral numbers have been the same. Line managers continue to be the main referrers
- OH Referrals do result in more PTSD diagnosis than supported referrals, which is as expected as there will be more work impact with those with more significant symptoms
- Operational employees are the largest group referred but the disparity between Officers and staff referred is less for supported referrals.

ACTION:

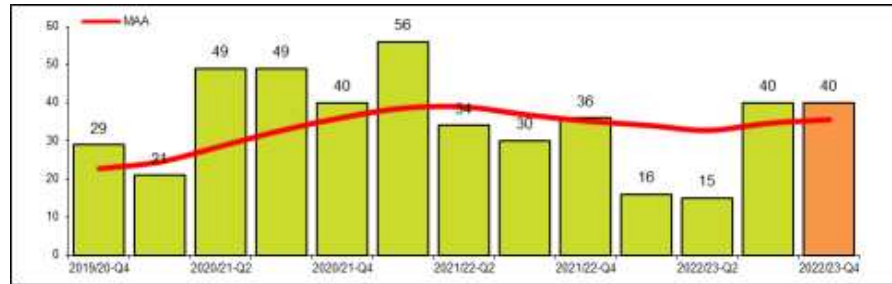
- Work with One Bright Efficacy to ensure data reporting is valuable to BTP for all referrals
- Further data scrutiny around supported referrals to ensure the criteria is understood and guide future communications information
- One Bright Efficacy have supported with proactive MH sessions for some high risk teams and will also be supporting Wellbeing days in Birmingham in July.



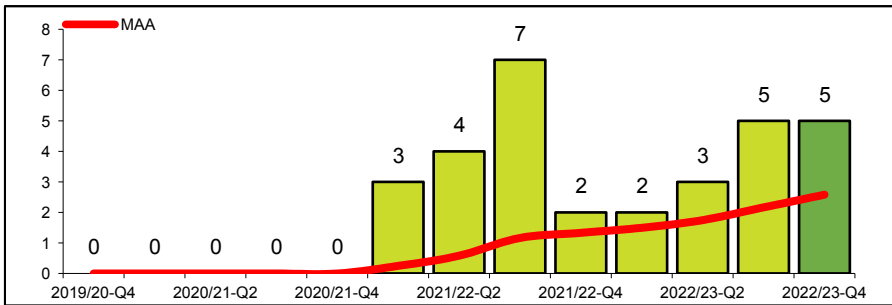
People and Culture Committee

Wellbeing

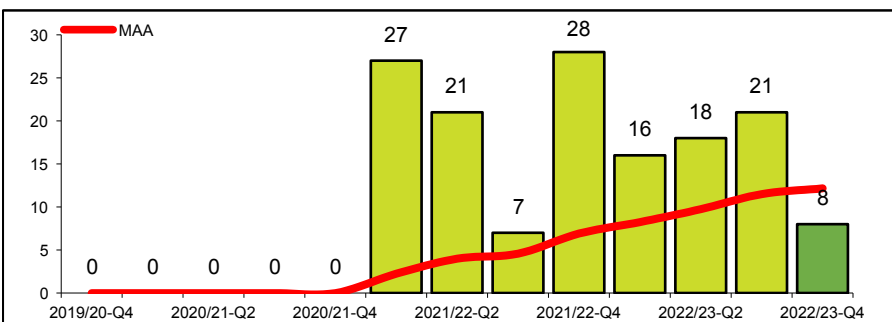
TRiM Assessments Completed



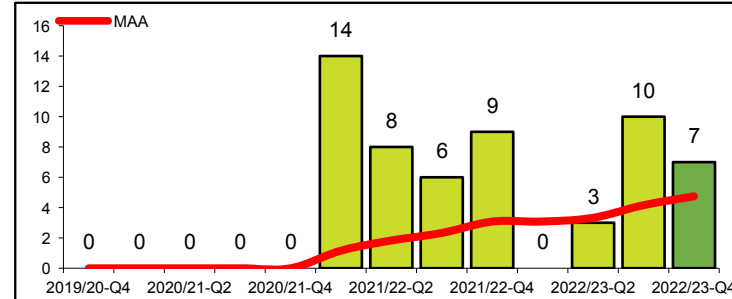
TRiM Referrals to OH



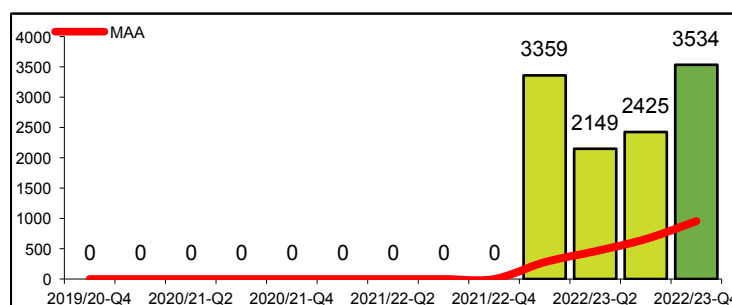
EAP Accessing Counselling



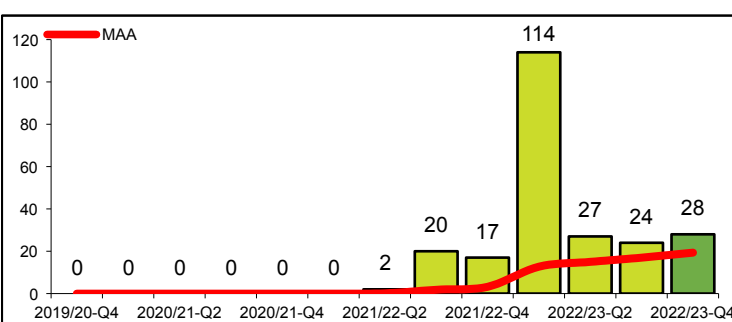
Maximus Utilisation



Wellbeing Hub Utilisation



Peer Support Interventions



INSIGHT

- 28 Peer Support interventions for Q4 across all Divisions with Anxiety, Relationship and Stress the leading causes for support requests
- 40 TRiM assessments completed in Q4; the same increase seen in Q3. Proactive interventions following several incidents (Child/You Person deaths, death in service) continue to be a factor.
- 2 Day Wellbeing Event held in Manchester, post event review to be held to ensure improvements for the next event
- Force Management Statement and MoRiLE risk assessment completed for 22/23. Wellbeing continues to report demand and capacity issues for the 3rd consecutive year.

ACTION:

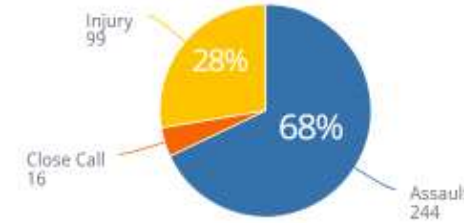
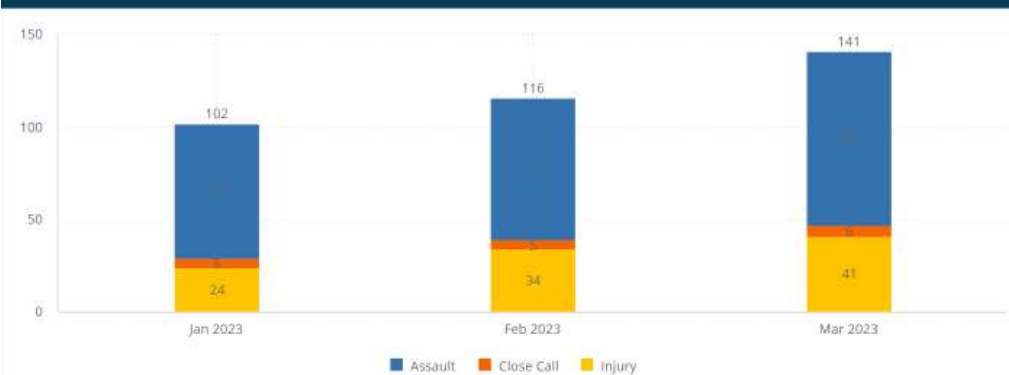
- Psychological Framework – Project was paused while a review of the overall Health and Wellbeing Strategy was conducted, Scoping now underway for provider to complete all the Psychological Surveillance and role assessments
- Trauma & Post Incident Co-ordination Desk position start date agreed for 17th May
- New HWB strategy being developed, engagement sessions to be held to gain feedback
- Mental Health Awareness Week takes place in May, the theme is Anxiety. Planning commenced for activity to run throughout May
- Next 2-day Wellbeing Event to be held in Birmingham 4/5th July



People and Culture Committee

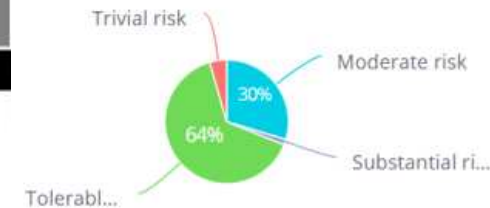
Health and Safety

Incident Overview



Fire Risk Assessment Compliance Overview

Due Review Approved In Progress Archived



Open Actions by Type



- **359** (+16) incidents have been reported on the Safety Management Software (SMS).
- **23** (+10) incidents subsequently resulted in lost time of which **4** remain absent.
- **15** (+6) (4 specified injury and 11 over 7 days) incidents were reported under RIDDOR 2013 to the HSE.
- **338** (+53) days lost resulting in estimated sick pay costs of **£48,285** (+7,571)
- **2145** YTD actions created by the H&S team in the SMS to manage/reduce risks across the organisation. **305** actions remain open. Currently there is an **86%** closure rate.

INSIGHT

- Action creation has risen significantly in Q4, this is predominantly due to various board actions now being tracked automatically on the SMS. Action closure has significantly improved over Q4.
- H&S training for Executive and Senior leaders has been initiated with initial feedback being overwhelmingly positive

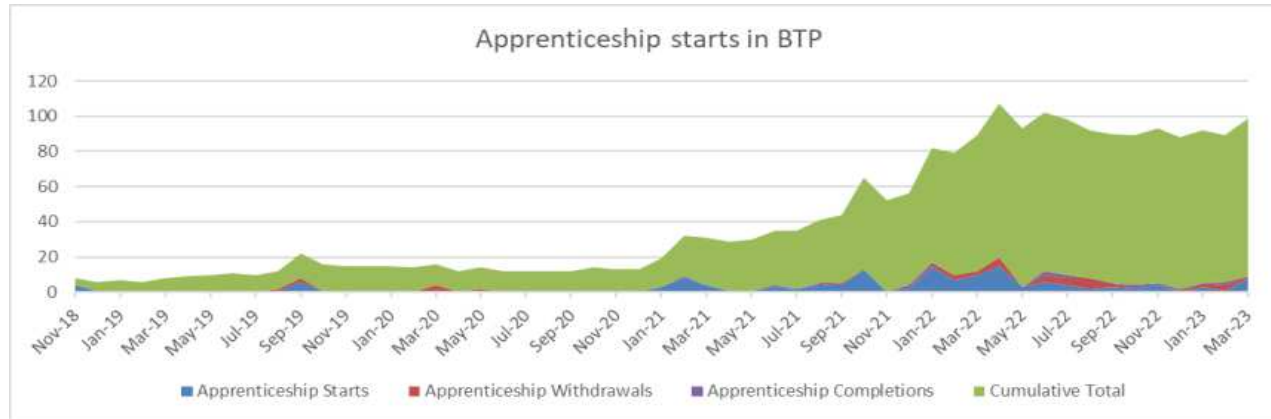
ACTION:

- Work will be carried out to separate out the data for fire/safety/board action tracking.
- A report is being presented to FEB highlighting the current status of the risk assessment workload, which now sees circa 50% of the 92 risk assessment in flight, the remainder have been road-mapped to be initiated in risk priority order.
- An advisor has been nominated as the event H&S Co-ordinator, Vicki Thompson will now ensure H&S advisors are allocated to relevant events.



People and Culture Committee

Apprenticeship Levy



Overall position at end of Q4		
Levy Balance	1,915,006.36	
Levy Spent to Q3	583,465.67	12.15%
Levy Expired to Q3	2,888,707.24	

Quarterly Position		
Levy paid in Q4	236,857.20	
Levy Spent in Q4	76,049.33	32.11%
Levy Expired in Q4	141,355.95	

Withdrawn Apprenticeships Reasons	2022/23
Left BTP	7
Programme not suitable for role	2
Learner unhappy with programme content	3
Unable to manage workload and programme	2
Changed Job Roles	1
Workload Pressures	11
Personal Reasons	2
	28

Demographic Data of Employees Enrolled onto Apprenticeships						
	Police Officer	Police Staff				
				89		
Police officer or staff	39%	61%				
Length of Service	0-2 Years	3-5 Years	6-10 Years	11-15 Years	16-20 Years	21+ Years
	13%	26%	28%	13%	9%	10%
Age	Under 26	26 - 40	41 - 55	Over 55	Prefer not to say	
	3%	55%	31%	10%	0%	
Gender	Intersex	Female	Male	Non Binary	I prefer to self	Other
	0%	39%	61%	0%	0%	0%
Division	A Division	B Division	C Division	D Division	E Division	
	76%	9%	5%	2%	7%	

- 89 employees actively engaged in an apprenticeship at the end of Q4
- 1.99% of workforce enrolled onto an apprenticeship in 2022/23 (this includes those on a break in learning and recently completed)
- Jan – Mar 2023:
 - 6 withdrawals
 - 2 completions
 - 12 new starts

INSIGHT

- If all anticipated enrolments go ahead, this will increase the monthly levy spend by approximately £4,300
- Two upcoming enrolments are non-England based employees and will therefore need to be funded by L&D Budget.
- Upcoming completions will see the monthly levy spend reduce by approximately £6,000
- Most of the Withdrawals in Q4 (3/6) were due to changes in job roles, making the apprenticeship no longer appropriate.
- In partnership with BTPs Coaching and Mentoring lead will see 2 new cohorts of up to 25 learners enrolled onto the L5 Coaching and L4 Mentoring apprenticeships during Q2 and Q3 2023/24.
- Apprenticeships are regularly promoted through Talent Pools and Leadership development programmes

ACTION:

- Working with Heads of Department to encourage the use of apprenticeships in hard to fill/ hard to retain posts
- Use T Levels to backfill some abstraction gaps created by apprenticeships
- Devise new leadership development programmes incorporating apprenticeships at 3 levels
- Use apprenticeships as a professional development tool to enable career mobility within BTP
- Implementation of PCDA (PEQF) is expected to utilise 100% of levy within 2 years of launch

Enrolments due in next 3 months;

Upcoming Enrolments	
Systems thinking practitioner	1
Senior leader	4
Professional accounting or taxation technician	1
Accountancy or taxation professional	1
Digital and technology solutions specialist (integrate	1
Learning and development consultant business part	2
Chartered manager (degree)	1

Report to: People and Culture Committee
Date: 7 June 2023
Subject: Terms of Reference Refresh 2023
Sponsor: Head of Governance and Compliance
Author: Board Secretary
For: Decision

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1. Purpose of paper

- 1.1 To invite Members of the People and Culture Committee to review the Committee's terms of reference and provide any reflections on how they can be amended and/or influence the Committee's Workplan for 2023/24 elsewhere on today's agenda.

2. Background

- 2.1 Paragraph 10.4 of the BTPA Code of Governance (June 2022) notes each Committee, to contribute to Board Effectiveness, will review its terms of reference in conjunction with its workplan.
- 2.2 Any changes to a committee terms of reference are referred to the Audit and Risk Assurance Committee for scrutiny (22 June 2023) and finally to the Full Authority for approval as part of the annual refresh of the overall BTPA Code of Governance (28 June 2023).
- 2.3 BTPA Executive has reviewed each of the BTPA Committees' terms of reference(s) alongside its Legitimacy Map and Oversight Map to ensure any gaps in oversight are addressed. NB some identified gaps will be addressed through Committee workplans rather than through explicit reference in a Committee's terms of reference.

3. Terms of Reference Refresh 2023

- 3.1 The People and Culture Committee's terms of reference are set out in Appendix A.

4. Recommendations

- 4.1 That Members:
 - Consider the overall terms of reference and suggest any amendments for inclusion.
 - Approve any changes to the terms of reference for submission to Audit and Risk Assurance Committee and Full Authority.

Appendix A: People and Culture Committee Terms of Reference

Purpose

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

Reporting

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

Responsibilities

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

objectives, including but not limited to recruitment, retention, progression, training and management of attendance.

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

Milestones

5.44 Staff & Officer pay award recommendations in July.

5.45 Annual Wellbeing, Health and Safety Report for recommendation to Full Authority.

Meetings

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

Chair and Deputy Chair

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

Quorum

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

Membership

5.49 Up to Ffour Members of the Full Authority.

**People and Culture Committee
Committee Workplan**

September 2023	November 2023	March 2024	June 2024
Items for recommendation	Items for recommendation	Items for recommendation <ul style="list-style-type: none"> Gender Pay Gap Report Ethnicity Pay Gap report 	Items for recommendation <ul style="list-style-type: none"> Police officer and staff pay (in principle until announced)
Items for discussion <ul style="list-style-type: none"> People Strategy Thematic (Goals 5 & 8) Wellbeing, Health and Safety Update (action 6/2023 refers) Enhanced Medical Support (Action 3/2023 refers) Casey Review – committee considerations emerging from BTP action plan PDR outcomes for performance year 2022/23 	Items for discussion <ul style="list-style-type: none"> People Strategy Thematic (Goals 6 & 2) Exit interviews – themes and corresponding actions Force response to cost-of-living crisis (action 7/2023 refers) BTP's ambitions for PCSOs (action 6/2023 refers) Annual Wellbeing, Health and Safety Assurance Report 	Items for discussion <ul style="list-style-type: none"> People Strategy Thematic (Goals 1 & 4) Career pathway and leadership development programme review Ethics Panel – How is it working and any themes emerging? 	Items for discussion <ul style="list-style-type: none"> People Strategy Thematic (Goals 3 & 7) Review of Committee Terms of Reference and effectiveness
Items for information <ul style="list-style-type: none"> People data report Fatigue Review Committee workplan 	Items for information <ul style="list-style-type: none"> People data report Committee workplan 	Items for information <ul style="list-style-type: none"> People data report Police Covenant - Report Annual report on Complaint Reviews Committee workplan 	Items for information <ul style="list-style-type: none"> People data report

Items to keep sight of but without a clear timeframe:

- New Staff Reward Framework