



Human Resources and Remuneration Committee

Report on Progress and Achievement Jun- Aug 2007

Human Resources Director

4 September 2007

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1. PURPOSE OF PAPER

- 1.1 This report details the tactical progress, achievements and strategic developments within Human Resources (HR) for the period June - August 2007. The report makes a link with the previous quarterly report (March - May 2007) to demonstrate accountability and to enable progress to be tracked.

2. BACKGROUND

- 2.1 As before, the main body of the report (Section three) focuses on the seven core areas of HR business, as reflected in the HR Strategic Plan 2005 – 2008:

- Learning & Development
- Health & Safety
- Employee Care
- Recruitment & Retention
- Equality & Diversity
- Employee Relations
- HR Systems & Administration.

- 2.2 Section four of the report concentrates on the key HR strategic issues.

3. PROGRESS REPORTS - TACTICAL

3.1 Learning & Development

- 3.1.1 Her Majesty's Inspectorate of Constabulary (HMIC) 'Areas for Improvement' Tracker Report is ongoing. HMIC conducted a successful visit to LU Area on 11 July. They have assessed Learning & Development (L&D) as 'progressing well'. A re-visit will take place in the autumn 2007 (*see section 4.1*).

- 3.1.2 A Training Implementation Group (TIG) has been formed to aid delivery of actions arising from the Force Training Board (FTB). The first meeting was held on 6 August 2007 and established TOR, membership and governance arrangements. The next meeting is to be held on 4 September.

- 3.1.3 The Lord Mayor of London opened the Parkes Building at City University on 24 July 2007. The new wing will be the Centre for Investigative, Security and Police Sciences (CISPS) and will enhance the Student Officer Foundation Programme.
- 3.1.4 Level I Leadership Programme courses have been delivered at Tadworth Training School. The Programme includes a pre-course workbook which was created following feedback from the pilot course. Around 40 students have been trained and over three courses have been arranged.
- 3.1.5 The new British Transport Police (BTP) Induction Programme materials (brochure and DVD) will be distributed to all Areas by the end of August 2007. A Blue Line article has been published and briefings for managers will be held throughout August and September 2007.
- 3.1.6 A full project review of PDR will be undertaken by mid August 2007 to redefine the scope and objectives of the PDR project.
- 3.1.7 A Crime training package has been developed for initial CID training. The first in-house Crime training will commence on 13 August 2007. A full schedule of interviewing and training has been arranged for the next 18 months.
- 3.1.8 The new Officer Protection Programme, in line with ACPO and HMIC guidelines, has been developed and is with the Operations Department for consultation. Comments are expected by mid September 2007.

3.2 Health & Safety

- 3.2.1 The British Safety Council recommendations (approx 30) were agreed at the Central Health & Safety (CH&SC) Committee in July 2007. A majority of the recommendations relate to the lack of procedural documents – work was already in train and these are being actioned through the publication of a single Standard Operating Procedure (SOP) which will be consulted on during August 2007.

3.3 Employee Care

3.3.1 The contract issues with OCCHEA, the external Occupational Health (OH) provider, are being managed by Julie Davies (OH Manager) through regular contract meetings. These meetings continue to address the issues identified, through user feedback and the Sickness Gold Group. Data pertaining to the usage of OCCHEA has been requested as a matter of urgency. Two Occupational Doctors have been recruited by OCCHEA to cover Scotland Area following a recent contract meeting. In addition a pro-forma for OCCHEA referrals has been developed for Area/Dept use.

3.4 Recruitment & Retention

3.4.1 BTP recruitment website is working well and was used for the recent Senior Police promotion campaigns (CI – Supt & Supt – Chief Supt). The site will be further developed to maximise its full potential and make it more user friendly.

3.4.2 Fitness testing for PCSOs commenced on 1 August 2007. The value of this testing will be closely monitored and the likely benefits i.e. a reduction in sickness absence should be realised within six to nine months of appointments.

3.4.3 Ninety percent of the Channel Tunnel Rail Link (CTRL) vacancies have been filled through the successful recruitment campaigns during the past six months. The remaining vacancies are at Ebbsfleet Station which has proved to be 'hard to fill' due to its location. This has now been resolved by Area.

3.5 Equality & Diversity

3.5.1 The combined Equality Scheme has been published on the Intranet. Full copies of the scheme and summary documents are being produced.

3.5.2 The Work Foundation report into retention was presented at the Diversity Action Group (DAG) meeting in May 2007. The recommendations have been incorporated into the Diversity portfolio action plan. The British Association for Women in Policing (BAWP) research results are being analysed and will be available at the end of August 2007, although the dataset is quite small.

3.5.3 Participants on the Police Link Officer for the Deaf (PLOD) Scheme successfully completed their training and passed their examinations. Marketing material is being prepared to publicise their role.

3.5.4 The LINK conference was held in Edinburgh on 22 June 2007. The seminar was considered a success and was themed around 'coming out' - why people don't, what are the consequences, real or imaginary, and what affect may this have on recruitment, retention and progression within BTP.

3.6 Employee Relations

3.6.1 An agreement has been reached with TSSA in settlement of this year's pay negotiations for non management red book staff. The agreement is to increase basic pay salaries and allowances for all non management red book staff that are covered by the machinery of negotiations.

3.7 HR Administration & Systems

3.7.1 A new Project Manager, Martin Onley, took over the responsibility for eProcesses early July 2007 from Emma Cunningham. The eProcesses team is working on the introduction of a TOIL (time recording) process which focuses on the management of TOIL. This is scheduled for completion mid August 2007.

3.7.2 Self-Service has now been fully implemented in five Areas namely; Scotland, London North, London South, North West, Wales and Western. There are 1,400 employees that form part of the final roll-out. The completion date is end of August 07.

3.7.3 The Training Administration System (TAS) is proceeding in accordance with the Project Charter and will be implemented by the end of September 2007.

3.7.4 The final stage of the Duty Management System (DMS) Project (MICC) is on target for completion by the end of September 2007. A Post Implementation Review has been conducted. There have been some good examples identified of operational benefits through the DMS rostering element, in particular with event planning capability, as well as lessons learnt for future projects.

3.7.5 Since the last Human Resources & Remuneration (HR&R) Committee meeting, three SOPs have been issued:

- PDR
- Smoking at Work
- Induction.

3.7.6 In addition to the new SOPs, there have been 30 amendments to existing SOPs. These amendments are based on 'lessons learned' from grievances/Employment Tribunal cases and also feedback received from users.

4. STRATEGIC UPDATE

4.1 HMIC will be conducting an inspection visit in the autumn (expected between October 2007 – January 2008). The inspection will focus on the corporate governance dimension of HR, Training and Diversity. The emphasis is on action against 'Areas for Improvement' as identified from previous inspections (note: there is no longer a self-assessment aspect of HMIC inspections). As part of HMIC's review of the inspection/assessment process the grading structure has been changed from Excellent, Good, Fair and Poor to:

- Not compliant with the standard
- Complaint with the standard
- Exceeding the standard.

4.2 The annual HR Business Plan 2007-08 is progressing well with a high level of activity within all of the 17 high priority projects (these include the Pay & Grading Review, the implementation of the British Safety Council recommendations, the review of Sickness Management and the implementation of DMS). The Plan contains 33 projects in total (17 high priorities, 10 medium priorities and six low priorities). The Plan is monitored through the HR Tasking meeting and the Senior Management Team meeting.

4.3 The external HR Organisation Development Review, being conducted by People & Performance Ltd is now in Phase II. Job descriptions for the revised HR structure have been completed (Appendix A) and are currently subject to

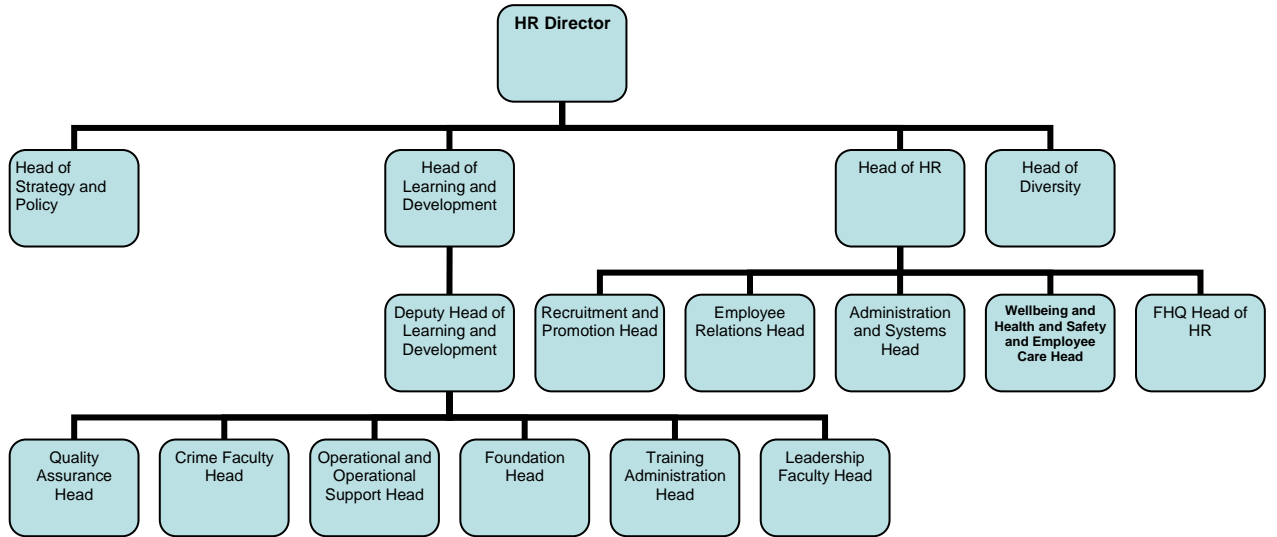
evaluation. Following this, advertisement of vacancies will proceed as soon as practical. Gatenby Sanderson will be asked to undertake a search and recruitment process for the Head of HR following a tender process.

- 4.4 The HR Key Performance Indicator (KPI) data has been refreshed in line with the National Audit Office (NAO) 'Value for Money in Public Sector Corporate Services' Report 2007. The new KPIs will assess value for money performance and enable a comparison with other public sector organisations. The KPIs will be available from the month of July 2007 (copy attached – Appendix B) and reported on a monthly basis to the Force Management Team (FMT).
- 4.5 The HR Department and the Information Technology Department are subject to an Efficiencies Review (these departments were the first on the scheduled programme of reviews throughout BTP corporate service functions). The Efficiencies Review will comprise of an analysis of key business processes, a detailed analysis of costs and resources with each key service function within HR and L&D. The overall objective is to provide a range of operational options by end of October 2007 which will result in a 20% budget reduction across HR Resources by 2009. A copy of the terms of reference is attached at Appendix C.
- 4.6 The 2007 Staff Survey closed on 30 June 2007. There were 2059 (49%) respondents. The company running the survey, Priority Research, are in the process of collating the responses. The findings will be available in early September 2007.
- 4.7 The first NSPIS HR Management Board was held on 2 August 2007. The board was created to provide a governance structure covering NSPIS HR. The Board replaces the Professionalising Investigation Programme (PIP) and the DMS Project Board. The Board comprises of senior managers representing the interests of users whose activities will be affected by the group of projects and senior suppliers from HR. The Board is chaired by myself (structure chart attached at Appendix D).

- 4.8 Work has commenced on the project to modernise police staff terms and conditions (reference item IRO7 of the 2005-08 Strategic Plan). Driven by a number of pressures for change, not least of which is the need to ensure BTP meet its gender equality duty and conduct an equal pay audit, the objective is to develop a pay regime, together with supporting terms, conditions and employment contracts, that is more appropriate to the needs of BTP as it now operates. The target is to develop a set of proposals and supporting business case for consideration by Chief Officer Group (COG) in November 2007

Proposed HR Structure (July 07)

Appendix A



Department: Human Resources Department (JULY 07)

Appendix B

| ref: | task/project description | target/measure | start date | end date | progress | status |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------|----------|------------------------------------------------------------|--------------|
| 1 | Recruitment cost. <i>(The costs will include advertising, application forms, call centre costs, assessment centre, vetting, uniform and body armour costs).</i> | Student Officer (£8,200) PCSO (£2,100) Transferees (£2,600) Police Staff (£1,500) | 01.07.07 | 31.07.07 | Police Staff = £1,159 <i>(other figures are annual)</i> | GREEN |
| 2 | Recruitment time. <i>(Student Officers & PCSOs = date of completion of application process to date of hire. Transferees and Police Staff = date of confirmation of vacancy to date of offer).</i> | Transferees (5 months) Police Staff (8 weeks) | 01.07.07 | 31.07.07 | 5.35 months (transferees) 6.86 weeks (Police Staff) | GREEN |
| 3 | Cost of agency staff as a percentage of the total staff | | | 31.07.07 | | GREEN |

| | | | | | | |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------|----------|-------------------------------------------------------------|--------------|
| | paybill. <i>(rationale: reliance on agency staff can increase costs significantly and not necessarily represent value for money.)</i> | To be set <i>(NEW KPI)</i> | 01.07.07 | | 1.66% <i>(cost of agency staff = £171k)</i> | GREEN |
| | | | | | | |
| 4 | Percentage of posts currently in the leadership of BTP which are filled by people who are not permanent in that position. <i>(rationale: the degree of stability in an organisation is a critical feature in terms of organisational performance).</i> | To be set <i>(NEW KPI)</i> | 01.07.07 | 31.07.07 | 15.9% <i>(PS or above on Temporary or Acting duties)</i> | GREEN |
| | | | | | | |
| 5 | Percentage of people that are still in post after 12 months service. <i>(rationale: the level of turnover in the first year is an indicator of the effectiveness of BTP recruitment & induction process).</i> | To be set <i>(NEW KPI)</i> | 01.07.07 | 31.07.07 | Police – 63.6% Police Staff – 75% | GREEN |
| | | | | | | |
| 6 | No. of training days delivered. | Delivery days to | | 31.07.07 | | GREEN |

| | | | | | | |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------|----------|------------------------------------------------------------------------------------------------|-------|
| | | exceed 1760 per month | 01.07.07 | | 2302 | GREEN |
| | | | | | | |
| 7 | Cost of learning & development activity per employee (excluding student officers). <i>(rationale: the level of expenditure on learning & development indicates the organisations commitment to enhancing its capability to deliver and improve).</i> | To be set <i>(NEW KPI)</i> | 01.07.07 | 31.07.07 | £18.59 <i>(total external training cost = £81,919.83 divided by total staff – 4406)</i> | GREEN |
| | | | | | | |
| 8 | Percentage of training days lost. | Not to exceed 3% | 01.07.07 | 31.07.07 | 126 (5.4%) <i>(cancellations included courses cancelled due to the floods in July)</i> | RED |
| | | | | | | |
| 9 | Improve OSPRE success rates-current rates: | | | 31.07.07 | <i>Not applicable as there were no examinations for this</i> | GREEN |

| | | | | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------|----------|-------------------------------------|--------------|
| | <p>PS Pt 1 = 20.5%</p> <p>PS Pt 2 = 70%</p> <p>Insp Pt 1 = 42%</p> <p>Insp Pt 2 = 59%</p> | <p>PS Pt 1 = 31%</p> <p>PS Pt 2 = 75%</p> <p>Insp Pt 1 = 48%</p> <p>Insp Pt 2 = 65%</p> <p>(NEW KPI)</p> | 01.07.07 | | period | GREEN |
| | | | | | | |
| 10 | <p>Reported injuries, diseases and dangerous occurrences per 100 employees.</p> <p><i>(rationale: this measures the effectiveness of the organisation's health and safety procedures).</i></p> | <p>To be set</p> <p>(NEW KPI)</p> | 01.07.07 | 31.07.07 | 0.75 (33 accidents) | GREEN |
| | | | | | | |
| 11 | <p>Cases of discipline cases per 100 employees (Police Staff).</p> <p><i>(rationale: to measure the extent to which capability/performance are actively managed).</i></p> | <p>To be set</p> <p>(NEW KPI)</p> | 01.07.07 | 31.07.07 | 0.44 (6 cases) per 100 police staff | GREEN |

Appendix C removed – restricted information