BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
HUMAN RESOURCES & REMUNERATION COMMITTEE
TUESDAY 2nd SEPTEMBER 2008, 1.30PM
At

THE FORUM – 74-80 CAMDEN STREET

Present: **Ms C Knights (Chair)**
Mr L Adams
Mr R Culley
Mrs W Towers

In attendance: **Ms L Scott, HR Director**
Mr A Pacey, Assistant Chief Constable Ops (part)
Mr M Onley, Project Manager HR Transformation (part)
Mr W McCafferty, Head of Learning and Development (part)
Ms T Hickman, HR Police and Policy Liaison Officer (part)
Ms J Savage, Project Manager Police Staff Employment Package Project (part)
Mr D Hanley, Force Meetings Manager

Mr P Haddock, Deputy Chief Executive
Miss L Barrick, Business Support Manager & Minutes

27/2008 **CHIEF EXECUTIVE'S APPRAISAL**
Non-Agenda

The Chairman reported his performance appraisal discussions with the Chief Executive and Clerk.

28/2008 **WELCOME**
Agenda Item 1

The Chair welcomed Mr Culley to his first meeting.

29/2008 **MINUTES OF MEETING 20th MAY 2008**
Agenda Item 2

The minutes were **approved** as an accurate record.

Mrs Towers asked if sergeant posts were considered against the figure for specialist posts. Ms Scott said that she would have to check but she did not believe that they were. Mrs Towers suggested that minute 20/2008 may need some adjustment to reflect this.

Mrs Towers questioned whether officers had previously been required to do the degree. Ms Scott said that currently there was a

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requirement to complete the foundation degree course but not the honours degree.

Mr Culley asked what OCCHEA stood for. Ms Scott explained that OCCHEA was the company contracted by BTP to carry out its occupational health function. She added that OCCHEA had recently been taken over by National Britannica.

30/2008 **MATTERS ARISING**
Agenda Item 3

Ms Scott updated that the Force did have some part-time sergeants. She said that she would come back with the demographic detail of these posts.

All other actions had been discharged.

Agreed:

- **Ms Scott to find out the demographics of the part-time sergeants.**
- **Ms Scott to find out whether sergeants' posts are included in the specialist post statistics.**

31/2008 **HR DIRECTOR'S REPORT ON PROGRESS AND ACHIEVEMENT**
Agenda Item 4

Ms Scott spoke to her report.

Learning and Development (L&D)
Ms Scott updated that there had been a follow-up visit by HMIC to L&D. The feedback had been positive and there had been discussion around when the Force should seek reassessment. Ms Scott said that there were still areas for improvement, and these included the governance arrangements for the Force Training Board (FTB) and attendance at the FTB.

There had been discussion around whether the national training costing model applied to BTP. Advice had previously been given that this was not applicable but this was now being reconsidered.

Ms Scott said that she was considering what to do with regards to the Head and Deputy Head of L&D roles, as the Deputy Head position was currently vacant and Chief Superintendent McCafferty would be retiring in April 2009. Ms Scott added that the Head and Deputy roles were set to merge in 2010 under the HR Transformation project.

Mr Adams asked if the role would be too big once the posts were merged into one. Ms Scott said that she did not think that this would be the case.

Health and Safety
Ms Scott updated that a Health and Safety training package had now been released forcewide.

The draft Health and Safety Standard Operating Procedure was on the agenda later for sign off by the Committee.

Employee Care
A new Interim Occupational Health Manager had been recruited and would be leading this work-stream for the HR Transformation project.

Recruitment and Retention
A strategy had been agreed for an internal recruitment campaign to recruit 50 BTP officers funded by the Mayor of London. This had resulted in 159 applications, from existing BTP staff which had been reduced to 96 following an eligibility sift. Of the 96, approximately 56% passed the assessment centre with the national average pass rate at 67%. Ms Scott said that a lot of the candidates were Specials and PCSOs. She added that demographically the mix of applicants was not as good as had been hoped for, but there was a greater diversity than in previous recruitment campaigns, which would assist in achieving the policing plan targets.

Ms Scott said that the costing model that would be used to charge for these officers was that held by BTPA and the finance team for enhanced police service agreements. However, she pointed out that the money for recruitment and training would only be received once.

Employee Relations
Negotiations with TSSA were ongoing to agree a pay award for 'red book' staff.

Special Priority Payment (SPP) arrangements for 2008 had been approved by the Chief Officer Group. Ms Scott said that the Force used the Police Negotiating Board (PNB) criteria to assign these.

Strategic Update
The HR Strategic Plan was launched in July and progress was being monitored at various standing HR meetings.

Ms Scott said that she would present the new front end of the HR portal at the next meeting.

A monthly project group had been formed to monitor the progress of the policing plan targets.

Agreed:

- **Ms Scott to present the new front end of the HR portal at the next meeting**

32/2008 **MANAGEMENT INFORMATION REPORT**

Agenda Item 5

Ms Hickman highlighted the recruitment targets. She said that there had been, very recently, a large recruitment campaign which had attracted 143 BME and 82 female applications. The progress of these applications was being mapped so that it could seen at which stages people dropped out and how many could be expected to make it through. This data could then be used to make predictions in the future.

The target for BME recruitment for 2008/9 was that at least 14% of officers recruited by the end of March 2009 would be from a BME background. After the first quarter of the fiscal year, just 5.4% of the 37 officers recruited had been BME, considerably below target. However, following the above mentioned campaign it was expected that the next intake of police officers would have a higher proportion of people with 6 officers from a BME background, these 6 represented 11.3% of the total number recruited in this campaign.

The target for female recruitment for 2008/9 was set at 25%. In the current year female recruitment only accounted for 8.1% at the end of the first quarter, but it was expected the next intake would be 21% female bringing the Force closer to its target.

Mrs Towers asked if transferees were included in the recruitment figures reported against the target. Ms Hickman said that they were. Mrs Towers said it had been her understanding that the recruitment target had been implemented so that HR could look at the specific area which it influenced, which did not include transferees. Ms Scott said that this would be better for HR and she would report the current year's results under two headings, with one including transferees, and the other not.

Mrs Towers said that some more commentary was still needed in the report.

The report was **noted.**

33/2008 **ROSTERING AND DUTY MANAGEMENT SYSTEM PROJECT UPDATE**

Agenda Item 6

Assistant Chief Constable Pacey gave an update on the DMS project. He gave a brief history of where the work stream had come from. He explained that it was part of the project to have the various databases upgraded so that they were able to share information. The project had been developed in HR but transferred from HR to Operations in 2005 for operational roll-out. The system itself now worked well and following a fact-finding exercise about reported problems, it became clear that improvement would be achieved through a focus on the business processes.

Assistant Chief Constable Pacey said that as part of this, better communication was now high on the agenda. The reasons for shift changes were being communicated to officers more effectively and the responsibility for checking rotas and logging in to DMS had been given to the officers.

On BTP Areas, technical issues were now being escalated and clear instructions around training had been given. More robust processes were in place for starters and leavers and it had been made clear who was responsible for each bit of the process. The system was also being used to match new people to roles and ensure that they were on the right grades.

Assistant Chief Constable Pacey said that the project was due to finish at the end of the year. There were still some issues that needed to be addressed. Events policing was causing some difficulties as this often involved shift changes.

Ms Knights thanked Assistant Chief Constable Pacey for his update. She said that he had covered many of the points that people raised with her when she visited the BTP Areas.

Mr Adams said that it had been raised with him that where new recruits were recruited for a particular station they were instead trained around the Area before going to the station that had requested them. Ms Scott answered that officers were recruited to Areas not to police stations and that the Areas controlled their own deployment.

Assistant Chief Constable Pacey said that the Federation had been invited to be part of the DMS Project Board but they had declined saying they did not feel it would be appropriate. Assurance had been given that any problems would be discussed.

The report was **noted.**

34/2008 **HEALTH AND SAFETY SOP**

Agenda Item 7

The health and safety standard operating procedure was **approved** by the Committee. It was noted that a copy of the policy would be brought to the November meeting for signing.

Ms Knights asked why the Force did not have defibrillators on its premises in FHQ for internal use. Ms Scott said that she would come back to the Committee on this point but she believed that it was a health and safety issue.

Agreed:

- **The Force to bring a copy of the policy to the November meeting for signing.**
- **Ms Scott to inform the Committee of the reasons why BTP had decided not have defibrillators for internal use at FHQ.**

35/2008 **HR TRANSFORMATION**

Agenda Item 8

Ms Scott updated that there had been some changes to the governance of the project, as a dedicated project team had been introduced, whereas previously the plan had been to have a shared arrangement with the *Frontlinefirst* team. Ms Scott introduced Mr Onley who had been recruited as Project Manager. Mr Onley had previously worked on the payroll and ORIGIN projects both of which had been brought in on-time and on-budget. Ms Scott said that there had been a lot of support from colleagues for this change in approach.

Mrs Towers said that the Federation had raised concerns that there was no longer a welfare officer. Ms Scott answered that she was not unsympathetic to the fact that there had previously been someone with that title. However, she added that the functions that had been carried out by that post were still being covered by the wellbeing team. Ms Scott said that she had asked the Federation for examples of where this function had not been delivered but she had not received any as yet. She added that 'L' Area had such a post.

Mrs Towers added that a further concern raised by the Federation was the high rate of turnover within the HR department. The concern was that the HR staff did not have a full knowledge of the regulations and negotiating rights of the Federation. Ms Scott said that this was unfortunately a reality due to the turnover. Mrs Towers said that it was important to get new people up to speed quickly. She said that the Federation had volunteered to help educate new staff on the regulations and negotiating rights. Ms Scott said that this would be helpful. She added that she expected a lower turnover rate of staff once the HR business centre was outside London which would also help.

With regard to property, Ms Scott updated that premises had been identified in Birmingham and good terms negotiated by Estates. Ms Scott said that a business case on Tadworth would be presented to the Committee in November before going to the Authority in December.

Keeping staff up to date on the transformation is crucial therefore the communications strategy for the Transformation was under review.

A lead had been appointed for the finance work stream for the transition and was currently scoping in-year transitional costs. Following this scoping exercise the timescales for when savings would be available for redistribution would be profiled.

Ms Scott said that she would be distributing the project control plan shortly. She updated that initial work was underway to identify the training needs of the supervisors and HR staff under the new framework. Occupational health provision was being scoped and a tender exercise of the delivery of this in future may be required. An

external firm had been recruited following a tender exercise to help develop HR process maps. It was anticipated that there would be a degree of acquiring expertise from Alexander's during this process which would provide future resilience. A technical upgrade to NSPIS HR was underway that would improve functionality and the flow of business processes.

Mr Culley asked for more information on the voluntary severance scheme. Ms Scott said that this was undersubscribed in London. She added that those people based in London were more likely to be redeployed into other administrative roles.

The report was **noted.**

Agreed:

- **Ms Scott to circulate the Project Control Plan to the Committee.**
- **Tadworth business case to be presented to the next meeting.**

36/2008 **REPORT FROM LEARNING AND DEVELOPMENT**
Agenda Item 9

Chief Superintendent McCafferty updated the Committee on the recent HMIC feedback. He said HMIC had reported what they described as a real evidence of a desire to improve and the necessary improvements already beginning to emerge. Chief Superintendent McCafferty said that the next HMIC inspection had been delayed with the HR Transformation and progress would be tracked internally through the Force Training Board (FTB). Chief Superintendent McCafferty said that to achieve a higher rating from HMIC L&D had to demonstrate a consistent improvement.

The FTB was becoming a more strategic vehicle. Chief Superintendent McCafferty said that he was working to improve attendance at the FTB, including Federation representatives.

HMIC had advised the Annual L&D Plan should be updated using the new template that was available. Chief Superintendent McCafferty said this would not change the content only the numbering and he updated on progress against the Plan.

Mr Culley asked who the Force benchmarked themselves against in this area. Chief Superintendent McCafferty said that it was difficult for the Force to benchmark itself against other organisations in this area, but HMIC provided comparisons with other Forces.

The report was **noted.**

37/2008 **OLYMPICS UPDATE**
Agenda Item 10

Ms Hickman gave an overview of the HR role in the Olympic planning phase. Ms Hickman said that the HR work-stream had three components:

- Skills Audit
- Meeting the Demand (resources)
- Training

She said that HR was responsible for the resource requirements up to the point of deployment. As part of this, retention strategies were being looked at and any fixed term contracts, to ensure that optimal resources were available for the period. It was also being ensured that probationer intakes would be planned with the Olympics in mind and exams and promotion boards would not be scheduled for the Olympic period.

Ms Hickman said it was expected that around 1,000 officers would be needed each day across the 16 day period; this figure would include some officers on mutual aid. Of these officers approximately 20% would require specialist skills such as counter terrorism officers and dog handlers. PCSOs would be used in a different capacity. The Force was also looking to increase its number of Specials in the run-up to the Olympics as these were an additional resource.

Ms Hickman said that the requirement for officers outside of London on Olympics duties had not been discussed.

It was also noted that the HR department had been excluded from the BTP Olympics funding. However, there was the chance of a small amount of money which could be made available through the internal bidding process.

The report was **noted.**

Agreed:

- **An update on BTP coverage of Olympic events outside of London to be provided at the next meeting.**

38/2008 SINGLE EQUALITY SCHEME AND ANNUAL REPORT FOR COMBINED EQUALITY SCHEME

Agenda Item 11

This paper was delayed until the next meeting of the Committee.

39/2008 AREA AND FORCE DIVERSITY ACTION GROUP REVIEW

Agenda Item 12

Ms Hickman said that the Area Diversity Actions Groups (DAG) had been introduced in 2005. Since this time there had been little evaluation of the benefits of the groups and some worked better than others. Ms Hickman said that the intention was for a review of Area DAGs to be carried out to improve their interface with the Force DAG and to provide clarity around the desired outputs.

The Chair said that this had been an issue raised by staff associations and the Committee was pleased to see that it was being addressed.

The paper was **noted**.

Agreed:

- **Ms Hickman to report back to the meeting once review completed.**

40/2008 UPDATE ON ACTIONS AND RISKS FROM THE PWC AUDIT

Agenda Item 13

Ms Scott confirmed that of the eight recommendations three had been completed. The work against the remaining recommendations was progressing well and largely related to process changes which were part of the Transformation project.

There was one outstanding 'high risk' recommendation involving the creation of an Annual Workforce Plan. PwC had assisted with some proposals which would be considered fully when the 'Workforce Manager' post was filled within the new HR structure. In the meantime, this risk was deemed 'low' internally, as a plan had been created covering the supply and demand for new recruits for 2008-09. Liaison with Area Commanders regarding future resource requirements continued.

The Chair said that it was useful to have the update against the actions.

The paper was **noted**.

41/2008 POLICE STAFF EMPLOYMENT PACKAGE

Agenda Item 14

Ms Scott updated that the project was slightly behind schedule as there had been some difficulty in engaging with the TSSA. Ms Scott said that the TSSA had said that they would not engage until they were recognised as a negotiating body for all staff. The current situation was that TSSA only had negotiating rights for a handful of staff who were still on the pre-privatisation terms and conditions (red-book staff). Ms Scott said that the Force was not against TSSA having negotiating rights for all staff but she was not prepared to delay this project whilst discussions took place.

Mr Adams said that all staff would have to be balloted to have TSSA recognised as the negotiating body, and agreed that this should not delay the project.

Ms Scott said that a letter had been written to TSSA offering dates where various aspects of the project were to be discussed. It had been made clear that these meetings would be going ahead as specified.

Ms Savage said that the Force had followed due process and taken legal advice for this project. She said that the package being offered was an attractive one. The option selected by the Chief Officer Group (COG) allowed lower grades (PSG 1 - 4) which were more

transactional to progress incrementally, where as the higher grades (PSG 4 – 8) progression would be purely performance based.

Mr Haddock asked if the financial side of the project was in place. Ms Scott said that the project had been costed by finance and allowance made in the medium term financial plan.

The report was **noted**.

42/2008 **PENSIONS**
Agenda Item 15

The report on the re-valuation of the police staff fund was **noted**.

43/2008 **AOB**
Agenda Item 16

Ms Knights asked that the Committee receive an update on actions from the staff survey at its next meeting.

Agreed:

- **Ms Scott to provide an update on the progress of actions following the staff survey.**

DATE OF NEXT MEETING: Tuesday 25th November 2008 at 1.30pm, Member pre-meet 1.00pm.

Signed…….

Chairman