BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
HUMAN RESOURCES & REMUNERATION COMMITTEE
TUESDAY 20TH MAY 2008, 1.30PM
At

THE FORUM – 74-80 CAMDEN STREET

Present: **Ms C Knights (Chair)**
Mr M Brown

Apologies: **Mrs W Towers**
Mr L Adams

In attendance: **Ms L Scott, HR Director**
Mr W McCafferty, Head of Learning and Development (part)
Ms L Jainudeen, Head of HR (part)
Ms T Hickman, HR Police and Policy Liaison Officer (part)
Ms V Delices, Secretariat Manager
Ms C Woodfield, PA

Mr R Hemmings, Chief Executive & Clerk
Miss L Barrick, Business Support Manager & Minutes

13/2008 **APOLOGIES**
Non-Agenda

The Chair gave apologies from Mr Adams and Mrs Towers. She also noted that this would be Mr Brown's last meeting and thanked him for his input and the time he had given to the Committee.

14/2008 **MINUTES OF MEETING 19th FEBRUARY 2008**
Agenda Item 1

The minutes were approved as an accurate record.

15/2008 **MATTERS ARISING**
Agenda Item 2

The Chair asked for an update on the safeguarded travel situation. Mr Hemmings said that he now had the name of a contact at ATOC and was in the process of organising a meeting with them. The second legal opinion had been received and would be presented to the full Authority for a decision as to how to progress.

The issue around uniformed officers travelling first class had been resolved and an order had been sent out stating that all

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Superintendents travelling first class had to buy a ticket and claim it back.

The Chair asked for an update on the OSPRE pass rate. Ms Scott said that the pass rate was expected to improve as the incentives around this had changed so only those officers who were serious were now likely to apply.

16/2008 HR DIRECTOR'S REPORT ON PROGRESS AND ACHIEVEMENT MARCH 2007 – MAY 2008

Agenda Item 3

The Chair noted that there had been a lot happening over the last financial year and she congratulated Ms Scott and her team.

Ms Scott said the department was presently coping with its busy day job and the HR transformation project.

Ms Scott presented her full report of the year's activities to the Committee, and highlighted the following:

Learning and Development

- The improving performance appraisal project was coming to an end. The appraisal process for 2007/8 had been conducted mainly in the new style.
- An internal mentoring scheme was being developed.

Mr Brown asked who the internal mentoring scheme was for. Ms Scott said that this was linked to the induction programme and was for new starters and those newly promoted.

Health and Safety

- Handheld devices had been distributed to health and safety staff for their audits. These had saved a lot of time as they were able to input their report as they were on site.

Employee Care

- There were still some issues around the OCCHEA contract and the Force continued to meet with them regularly. However, there had been improvements and there was now clarity over what OCCHEA should be doing contractually. The main outstanding issue was that OCCHEA were still not providing medical reports within three days as was specified in the contract. There was also now the suggestion that this was not feasible. A further issue had been the availability of doctors in Scotland. OCCHEA had now found a doctor in Scotland willing to take on the work and this would now be monitored.

Mr Brown said that if OCCHEA could not meet their contractual arrangements they should not have agreed to them originally. He suggested that the Force negotiate a discount or alternative service if they were to increase the time period for medical reports.

Mr Hemmings asked who pursued contractual issues. Ms Scott said that the day to day management of a contract was with the lead department but where real difficulties emerged Procurement were available to help.

Recruitment and Retention

- The additional criteria were being reviewed to ensure resilience. This work was being carried out by occupational psychologists associated with the NPIA.

Mr Brown asked if the sergeant promotion boards had increased the number of BME and female officers at this level. Ms Scott said that there had been success with females.

The Chair asked if there were many part-time sergeants. Ms Scott said that there were a number of sergeants who were on flexible working but she would have to look into whether there were any who were employed on a part-time basis.

Equality and Diversity

- Ms Scott updated that the single equality scheme had gone to the Chief Officer Group (COG) and would be launched at the end of May.
- Negotiations with the TSSA for pay awards for Red Book staff were ongoing.

The Chair asked if the Committee could have an annual report on progress against the combined equality scheme. This was agreed.

HR Administration & Systems

- Self-service was running and was working well with 91% of staff making use of it. Ms Scott believed that the 9% that had not logged on were those on career breaks and specials who were not regularly on BTP sites.
- There was room for improvement around the e-recruitment processes. Applications could be downloaded but could not then be uploaded. This was under review.
- A project to upgrade NSPIS HR had been initiated.

HR Transformation

Ms Scott presented the proposed structure of the HR function and department. The central team would be kept small and be strategic giving specialised support. The business support centre would be the transactional centre and there would be a Business Partner and Administration Support Assistant on each Area.

The Business Partner was intended to deal with the more serious cases on Area and to be a coach for managers. Managers would be expected to manage their staff while HR would be there as support to offer advice and direct managers to the appropriate standard operating procedures.

Mr Brown was concerned that Business Partners could be misused on Area. He said that the buy-in of Area Commanders and COG would be crucial, and they would have to understand the role and the expectations that went with it. Ms Scott said Business Partners would be reporting directly to the Head of HR and this would help to ensure that they were kept focused.

Mr Brown said there was a complexity to the transformation as it was addressing both efficiency savings and a more efficient and effective HR. The Chair added that as the transformation was tied to the cuts this did create negative connotations of what was to be positive change. She asked what the views of this were across the Force.

Ms Scott said COG and the senior HR staff were clear about where the transformation was taking them and that it would be a change for the better. She said that buy-in had been an issue outside of COG but she was confident that the Force was moving in the right direction.

The new structure for HR performance and strategy would give more business capacity than there had been previously. Diversity was also part of the policy unit which help to embed these values within BTP.

The structure for learning and development brought training design and performance to the centre. There was also to be a Business Manager which Ms Scott felt was a critical post.

Ms Scott said there had been little data on which to help identify numbers required in different areas and the volume of demands. The new structures were based on what it was projected would be needed from the information that was available. However, under the new structure demand would be assessed via the Business Centre.

Ms Scott said that work streams for the project had been approved but it had not been decided when London would be brought into the transformation.

Ms Scott was the project sponsor for the HR Transformation project. This project reported to the Frontline First Programme Board, chaired by the Deputy Chief Constable. Project support was provided by Chief Superintendent Zieminski and Sue Brown but the HR project, L&D project and Performance and Strategy projects were led by the respective SMT leads.

Ms Scott updated that there had been a number of voluntary resignations within HR and agencies had been contacted to cover any gaps. There was a process in place to job match existing employees to the new positions created under the transformation. However, an external recruitment process would still be necessary, as there were some skills gaps.

The Committee **endorsed** the HR transformation approach and said that they were keen to understand the phasing and timings of the model. The Chair added that she was clear that a unified approach was the only way forward for the new structure to be successful.

The Chair said that the Committee and Authority had to have a full understanding of the transformation for them to be advocates. She asked for a briefing at the next Authority meeting, and that the short briefing paper for Members, showing the benefits, which had been asked for at the March Authority meeting be produced as soon as possible.

Strategic Update

The HR conference had happened and had been a success. It was thought that this would now be an annual event.

All the recommendations from the audit of HR had been incorporated into the HR Business Plan. The Chair said that it would be useful to highlight the specific recommendations that the A&CG Committee had asked the Committee to monitor.

Ms Scott said that she was disappointed that the policing plan targets had not been achieved. She said that plans to reach this year's targets were being developed but she did feel that the target around female recruitment would be difficult.

Ms Scott updated that Ms Hickman was leading the HR work on the Olympics. Ms Hickman said that six of the Olympic work streams fell to HR. Mr Brown asked if the Committee could have a standing item on this.

Agreed:

- **Ms Scott to look into whether there were any part-time sergeants.**
- **Ms Scott to provide an annual report for 2007/8 on progress against the combined equality scheme. To be ready for the September meeting.**
- **Highlight audit recommendations that the Committee has been asked to monitor in future Director's reports.**
- **The Committee endorsed the HR transformation approach and said that they were keen to understand the phasing and timings of the model.**
- **A presentation to be provided to the next Authority meeting along with a written briefing for Members, and the short briefing paper for Members, showing the benefits, which had been asked for at the March Authority meeting be produced as soon as possible.**
- **A standing item on Olympics planning to be added to the agenda.**

17/2008 **ACHIEVEMENT AGAINST HR STRATEGIC PLAN 2005-8**
Agenda Item 4

Ms Scott updated that 84% of the objectives had been achieved with the others being partially completed and some ongoing.

There were no queries from the Committee on the paper. However the Chair took this opportunity to note that there had been some concerns regarding the rollout of the Duty Management System (DMS). Ms Scott said that this related to the business processes behind DMS. She said that people had wanted to use it as a booking on/off system and this was not its purpose, it was a rostering information system.

Ms Hickman said that a separate project looking at a booking on/off system was underway.

18/2008 **HR STRATEGIC PLAN 2008-11**
Agenda Item 5

Ms Scott said that the HR Strategic Plan had been written in a way for all to understand. The key strategic aims followed the employee life cycle.

Mr Brown said he was concerned that it would be difficult to show quantifiable results for some of the objectives. He said it was important that as the plan progressed it was possible to measure progress against objectives and to show whether or not they had been reached at the end of the Plan.

Ms Scott said that some of the objectives did appear as being fairly generic but they were underpinned by the new Business Plan which was much more specific and gave delivery information. Ms Scott said that the HR Strategy had been sent to Chief Officers for comments and the last few were awaited.

The report was **noted.**

19/2008 **FEMALE RECRUITMENT**
Agenda Item 6

Ms Jainudeen spoke to her paper which looked at the identified difficulties in attracting and retaining female officers to BTP and how these could be used to inform policy and strategy.

Ms Jainudeen said that the recommendations from the research were split into five categories and some resulted from a general lack of understanding of what BTP could offer. There was also a suggestion that women currently working in senior roles for BTP could write about their experiences and this could be included in a recruitment campaign.

The HR department was linking in with staff associations and the media and marketing department to look at targeting recruitment to specific areas raising BTP's profile to attract females, rather than big

general campaigns. Ms Jainudeen said that Barkers were also helping in the design of the campaigns but nothing had been signed off yet.

Ms Jainudeen added that other forces had completed similar work and BTP was linking in with them.

Ms Scott said that neighbourhood policing was likely to be used as part of the campaign as women. Evidence suggested that traditionally went for those sorts of roles within policing.

The Chair and Mr Brown said that it was clear a lot of work had gone into this and good work was happening which they supported.

The report was **noted.**

20/2008 **MANAGEMENT INFORMATION REPORT**
Agenda Item 7

Ms Hickman said that the recruitment target for BME officers had not been achieved. Officer retention was below average and the HR department was in discussions with SAME regarding this.

The Force was also losing proportionately more BME and female police staff. This was being investigated but it was thought that high turnover could be related to the efficiency reviews that were currently happening as part of the Frontlinefirst project.

Ms Scott suggested that it would be useful for the HR Analyst to do some work on the average length of time that a person was in post, as this high turnover could be related to the drive for BME and female police staff that had taken place previously.

The officer progression target had not been achieved for BME staff but it had been reached for females. Ms Hickman said that the Women's Strategic Forum (WSF) had been a key part of this.

The Chair asked what was happening with staff associations as the service level agreement had not been agreed. Ms Hickman said that it was at the discretion of the staff associations whether they carried out requests for research. She added that rather than asking staff associations to do more the Force was encouraging them to take a business focused approach.

There had been a rise in the number of BME officers in specialist posts, including particularly good progression from constables to sergeants. However, this had unfortunately fallen just short of the target at 5.5% rather than 5.9%. For females this target had been significantly exceeded. The target was 18% of specialist posts to be filled by females and at the end of the year this had stood at 27.4%.

Ms Jainudeen said that there had been work carried out looking at sickness. This had found that in some Areas short-term sickness was very low but the Area figures were being skewed by long-term

sickness. Ms Scott added that the legacy of under-managing long term sickness had not helped. Ms Jainudeen said that now the Force was trying to ensure that interventions were carried out as soon as possible and the HR department was keeping pressure on Areas to ensure this was done.

Ms Scott said that London North was the only Area to achieve its sickness target in 2007/8. She said this had been because the Area had started work on this early.

Large numbers of those on temporary restricted duties had been moved back onto frontline policing. This had inflated the number on long-term sick leave for the current time.

The Chair noted that there was an unspecified category when logging sickness. She asked if this caused a problem when considering interventions.

Ms Scott said that the categories were standard and were called the Dorset 11. She said there were possibilities for breaking down categories and suggested that this could be a way to add clarity to the reporting system. Ms Jainudeen added that a further issue was that those calling in sick called the MICC rather than their direct line manager so it was a quick telephone call and would not always go into detail about what was wrong.

Chief Superintendent McCafferty said that there were initiatives in place to try and improve the accuracy of sickness recording. These included reminders to officers and staff on their return to work to advise of their return to work date to be logged back on. Also, the management information on the sickness management system would raise the focus and ability of managers to address any issues.

Mr Brown said that at London Underground the Compstat process was used to ensure that managers were managing sickness. Mr Brown said that this approach had proved to be very successful.

There had been 162 grievances raised in 2007/8. There had been some issues around the categorisation of these. This was because at the first stage the individual raising the grievance categorises it.

The Chair said that she was disappointed that the recruitment targets had been missed as more people had been recruited throughout 2007/8 than 2006/7. She asked what the reason had been for this.

Ms Jainudeen said that the waiting list had undoubtedly been a major factor but now this had been reduced and the new targeted recruitment was going ahead this should help.

Ms Hickman added that the additional criteria were also being reviewed.

Agreed:

- **The HR Analyst to do some work on the average length of time that a member of police staff was in post before leaving. To see if this explains the current high levels of turnover.**

21/2008 **TRAINING UPDATE**

Agenda Item 8

Chief Superintendent McCafferty gave a presentation on the Learning and Development (L&D) Plan for 2008/9. He said that this was the first ever plan of this nature for the Force. The Plan explored the ways that L&D could support the Force objectives while developing the capability to adapt to future change.

Chief Superintendent McCafferty highlighted some of L&D's achievements in 2007/8. He then moved on to look at the future work. He said that HMIC had revisited L&D and the inspection had gone well. It had been recommended that the Force Training Board (FTB) have more influence and direction and that it should meet more regularly, currently it met on a quarterly basis. There had also been some concern around the high turnover of staff at a senior level within the department, but it was hoped that this was now settled.

The challenges facing the department were to support the business of the Force through the transformation process. Leadership training for supervisors was key to the success of transformation as managers needed to manage their staff effectively and take responsibility. He said that L&D was consulting with experts on the design of this training package. He was clear that the training had to fulfil its role while minimising costs.

Chief Superintendent McCafferty suggested that the Committee might be interested to see the outputs of the FTB periodically. This was agreed.

Chief Superintendent McCafferty said that the Plan was important to measure performance and ensure that the department was fulfilling its objectives. He said the key deliverables were ambitious but for the Force to meet its objectives these had to be achieved.

The student officer programme was to change so that new recruits would not have to do the academic route if they did not want to. Ms Scott said that the Force had to find a way of supporting those who wanted to do the degree while ensuring that others who did not want to do the academic side were trained to the national standard.

The L&D Plan offered benefits to the Force as it achieved both BTP and HMIC requirements. It also ensured that performance would be improved while delivering significant change to the organisation.

Mr Brown said that it was very encouraging to know that leadership training was being addressed. He felt that the Plan covered all the important areas he would expect.

The Chair said that she found the Plan and Chief Superintendent McCafferty's presentation inspiring.

Agreed:

- **The outputs from the FTB to be periodically presented to the Committee.**
- **The Committee endorsed the Plan.**

22/2008 NEW DUTIES UNDER THE POLICE AND JUSTICE ACT 2006
Agenda Item 9

Mr Hemmings spoke to the paper which updated Members on the new duties for police authorities that had come into effect from 14th March 2008. He said that Appendix B detailed the duties and what the minimum and gold standards were. The Authority was currently fulfilling some of the duties to a gold standard and others to a minimum. He said that this is where he would expect the Authority to be as some of the gold standards seemed excessive.

The Chair and Mr Brown agreed that the approach to this had to be pragmatic and in some cases the gold standards were not required.

It was **agreed** that recommended actions set out in Appendix B to the report be **endorsed** and implemented.

23/2008 SINGLE EQUALITY SCHEME
Agenda Item 10

Mr Hemmings said that with Members approval the secretariat would create single equality scheme, in line with APA guidance.

This was **approved.**

24/2008 POLICE PENSIONS UPDATE
Agenda Item 11

Mr Hemmings said that he had thought that this matter was close to being resolved, but following discussions with the Federation there was still work to be done. Some of this was around language but there were also bigger issues. The Federation were still raising objections to the proposals.

Mr Hemmings said that the old arrangements could not be reinstated because the law had changed. However, Ms Scott added that changes had already been sanctioned for all Home Office police forces. Ms Scott felt it was ministerial pressure on the Treasury that would solve this.

Mr Brown agreed that it was a difficult problem to solve as the arguments were not seen as compelling by the Treasury. Although it was difficult to recruit senior officers it had not been impossible.

Ms Scott said that she would be concerned about progressing this on a one-way basis and she felt there would be a lot of resistance from the Federation.

Mr Hemmings said that he would continue to try and find a way forward.

25/2008 GRIEVANCE APPEAL

Agenda Item 12

Mr Hemmings updated the Committee that an appeal had been heard against his dismissal of a grievance. The appeal panel had upheld his decision.

26/2008 AOB

Agenda Item 13

There was no AOB.

DATE OF NEXT MEETING: Tuesday 2nd September 2008 at 1.30pm, Member pre-meet 1.00pm.

Signed…….

Chairman