



Human Resources and Remuneration Committee

Report on Progress and Achievement

Jun 09- Aug 09

Human Resources Director

01 Sept 2009

CONTENTS

1. PURPOSE OF PAPER..... 3

2. BACKGROUND 3

3. PROGRESS REPORTS – TACTICAL 3

 3.1 Learning and Development..... 3

 3.2 Wellbeing 4

 3.3 Recruitment and Retention 4

 3.4 Equality and Diversity 5

 3.5 Employee Relations..... 6

 3.6 HR Performance & Strategy 6

4. HUMAN RESOURCES – Projects 7

5. STRATEGIC UPDATE 8

1. PURPOSE OF PAPER

- 1.1 This report details the tactical progress, achievements, projects and strategic developments within Human Resources (HR) for the period June 09 – August 09. The report makes a link with the previous quarterly report (Mar 09 – May 09) 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 core areas of HR business:
- Learning & Development
 - Wellbeing (Occupational Health, Welfare & Health & Safety)
 - Workforce Planning
 - Equality & Diversity
 - Employee Relations
 - HR Performance & Strategy.
- 2.2 Section Four details progress against HR projects.
- 2.3 Section Five of the report concentrates on the key HR strategic issues.

3. PROGRESS REPORTS - TACTICAL

3.1 Learning & Development

- 3.1.1 British Transport Police's (BTP's) National Centre for Applied Learning Technology (NCALT): The full roll-out has now been completed. All employees have access to the system which is actively being used – for example for Criminal Justice Simple, Speedy, and Summary (CJSSS).
- 3.1.2 The Core Leadership Development Programme module, for Sergeants passing Part 1, has been re-configured and reduced to three days. A two day crammer course, in preparation for Sergeant Part 2, is then available. This was adjusted following customer feedback at Area Commander level following concerns regarding abstraction rates under the previous arrangements.

- 3.1.3 A Leadership pilot course has been trialled with two officers from the NE, NW and LU Areas participating – the trial will last between now and October 09. A full evaluation will be conducted.
- 3.1.4 An evaluation has taken place of the Springboard Programme. A total of 33 past participants were surveyed. The response rate was 48%. The quantitative results showed that overall respondents reported an increase in confidence, to one degree or another, of 94% in their day-to-day work. 81% of respondents reported an increase in their day-to-day assertiveness at work. Overall, personal and work related confidence levels had increased in 86% of cases, and assertiveness levels in 74% of cases. Respondents, on average, set two work related and two personal objectives from the programme. It was agreed by the Achieving Policing Plan Targets Group that the Springboard Programme should continue.

3.2 Wellbeing

- 3.2.1 The new Occupational Health (OH) model, which consists of a central coordination of referrals via telephone consultation service, which reflects the contemporary approach adopted by the majority of private sector OH providers, is now operating from the HR Business Centre, Birmingham as planned. Initial feedback from customers has been very positive. Three out of four Occupational Health Advisers have been appointed.
- 3.2.2 The research project to look at the disparity in female sickness absence figures across BTP is continuing. Data for April 09 – June 09 has been obtained and is being assessed by the HR Business Partners for observations in relation to trends in locations, shift patterns etc. The research sponsored by BAWP has not yet commenced, however, it is likely that their approach will be questionnaires and focus groups. They have invited BTP to participate in the national work.

3.3 Recruitment & Retention

- 3.3.1 Recruitment: To date, two Cohorts have entered training, totaling 71 Student Officers. Confirmation of Affordable Workforce Targets has reduced the planned demand for the whole year from 229 to 131 (including Scotland). This has meant that one complete Cohort in December 2009 has been cancelled.

- 3.3.2 A recruitment window for London Police Officer posts was opened during May 09 and was launched with a BTP presence at "Vaisakhi on the Square" in Trafalgar Square. Over 600 expressions of interest were received, of those new applicants 26% were BME and 15% are female. Over 100 applications transferred from other Forces which comprised 36% BME and 21% female. Short listed applicants are now being progressed through NPJA Assessment Centers.
- 3.3.3 Reduction in turnover and a review of Affordable Workforce Targets has also meant a reduction in PCSO recruitment. To date, 30 PCSOs have been recruited with a further five to start in July 2009. No further PCSO intakes are planned at present.
- 3.3.4 Accountability for Police Staff and Specialist Officer Recruitment for FHQ posts and for Police Officer promotion boards as transferred to the HR Business Centre at Birmingham at the end of June 09. Police Officer and PCSO recruitment was fully transferred to Birmingham in early August as planned.

3.4 Equality & Diversity

- 3.4.1 The feedback from the Annual SAME Conference (20 March 09) to help BTP understand some of the barriers and solutions in relation to BME progression has been collated. Reports have been provided by both independent facilitation groups used at the event. This was reported to DAG on 4 August. In addition at the request of SAME additional research, by way of post event questionnaires, has been undertaken to further probe issues raised in the workshops and the event reports. This additional information will be discussed with SAME initially.
- 3.4.2 The SAME dedicated progression activity (known as the 'Braithwaite' proposal) was presented to both the Achieving Policing Plan Targets (APPT) group and the Force Training Board. At this stage a dedicated progression activity will not be progressed. Instead BTP, in consultation with SAME, will be examining how existing internal progression opportunities (specifically CLDP) can be better tailored to meet specific and identified needs of BME employees. This will be included in the APPT Group progression strand.

- 3.4.3 The Support Group response to the revised funding approach has been mostly positive. Through APPT, existing BTP budgets are also challenged to ensure proper account is taken of diversity requirements and that Support Groups are appropriately consulted to help inform policy and decision making.
- 3.4.4 Induction Process: HR Senior Management Team has accepted plans for the review of induction programme and a specific project is being formed by the Learning and Development Department. Updates will be provided to HR&RC accordingly.
- 3.4.5 Work with the Procurement Department continues. Good practice examples have been sourced from other forces and the Procurement Department has been fully briefed on legislative requirements. A member of the Diversity Team has been dedicated as liaison to assist with the implementation of necessary changes.
- 3.4.6 Publication of the ACPO/NPIA/APA Equality, Diversity and Human Rights Strategy for the Police Service was due to occur in June. This is still awaited. The delay is likely to be linked to the development of the inspection methodology for the HMIC Workforce Inspection (now called Working for the Public) planned for 2010 which includes a significant diversity element. The draft NPIA Equality Standard, also linked to the strategy, began a three month trial with 11 forces in June.

3.5 Employee Relations

- 3.5.1 Police Staff Pay Review 2009: A separate paper has been provided.

3.6 HR Performance & Strategy

- 3.6.1 The number of employees accessing Self-Service since the implementation of ORIGIN continues to rise. The percentage of users rose from 79.6% in March 09 to 87.5% in July 09. Business Partners have assisted with the marketing of the System as ORIGIN will be a vital management tool during the transition to the new HR operating model.
- 3.6.2 At the request of the Force Management Team the KPIs for HR have been refreshed. The main KPIs are centred on:
- Customer Service & Delivery (employee satisfaction)

- Customer Service & Delivery (time to resolve requests)
- Key Processes (% of service requests dealt with at first contact)

The KPIs will be further developed in line with the NPIAs work to create National HR Standards.

3.6.3 **ExpertHR:** A contract has been signed with ExpertHR, following a corporate deal arranged by NPIA, for access to ExpertHR which is the UK's most comprehensive cost-effective online information source for HR professionals. This product ensures compliance, promotes best practices and offers benchmarking services to the Police HR community. This contract meets the BTP HR strategic vision of 'professionalising HR'.

4. HUMAN RESOURCES - PROJECTS

4.1 **Engaging Police Staff Project** (formerly known as Police Staff Employment Package Project): A separate paper has been provided.

4.2 **HR Transformation Project:** The HR aspect of the Transformation is running smoothly and is on schedule for the transition of work to the Business Centre. L&D Transformation has been re-classified as a project in its own right (HR Major Project Board 29 June 2009) so has been removed from the scope of this project. The project status remains at 'Green' status. A full Progress Report is attached at Appendix A.

4.3 **Recruit Training Programme Project:** The decision to bring the current Student Officer Programme delivery in-house was made on 22 June by Chief Officer Group (COG). To accommodate the initial recruit training delivery at Camden Street, the London PDU will be redistributed to Areas. Areas will have the opportunity to run either an area PDU or a station-by-station model. L&D will provide a Recruit Development Team consisting of a Sgt and 3 PC's across Areas as follows; LN/LS; FHQ/LU and NE/NW/WW. The first new intake to be delivered under the Recruit Training Programme will be intake 1 – commencing on 2 November. The new programme is planned to be a 22 week long taught phase (plus 2 weeks holiday) followed by an 8 week PDU phase. A full Progress Report is attached at Appendix B.

4.4 **BTP Skills Project:** The project was closed on 27 July 09 after successfully meeting the deliverables. The benefits include effective deployment of resources to incidents based

on skills, ability to plan rosters according to skill demands, accurate identification of skills and ability to meet Olympics planning requirements.

- 4.5 **Olympics 2012:** The project is 'Green' status. HR Work Packages are currently running to schedule with no concerns. The Skills Audit was completed on time. A full progress report is attached at Appendix C.
- 4.6 **Staff Survey 2009:** The project is 'Green' status. The decision to strengthen the strategic direction of the project has been well received. The Chief Officer Group is due to ratify the project in August 09. Progress continues to be made on questionnaire design with best practice being taken from the Quality of Service Survey team.

5. STRATEGIC UPDATE

- 5.1 **Learning and development Transformation.** The Learning and Development Strategy was refreshed earlier this year. In order to support the delivery of that strategy and to improve service delivery at lower cost (20%) a revised operating model has been developed. This is attached at Annex D and shows the relationship between the identification of training needs, the organization of training delivery and the review and management of training information.
- 5.2 The current structure of L+D does not support this operating model and a proposed revised structure is currently subject to wide consultation. Once the structure is confirmed individual consultation with affected staff will be undertaken.
- 5.3 In December 2008 BTPA agreed that an exit from the Force Training School at Tadworth should be sought and also highlighted the need to take a strategic approach to sourcing any replacement accommodation in light of likely future requirements and plans to outsource elements of training. A comprehensive review of training delivering has taken place in the interim and a decision has been made to train student officers and PCSOs in BTP in future rather than in partnership with CoLP and City University. A separate project has been established for this purpose and is on track for delivery in November 2009.
- 5.4 As a result of this comprehensive review of training, a clear picture has emerged of the likely future requirement for training accommodation and the location that best meets BTP

needs and delivers the required budget savings. Estates have sourced a venue in Holloway Road, London N1. This provides a single location in which all the current and future training can be accommodated. Negotiations are at an advanced stage to secure a lease on very favorable terms. Under the present governance arrangements for revenue it appears that BTPA does not need to give approval for this decision since there is no additional revenue costs arising and the proposed location is a replacement for the existing Training School. However approval would need to be sought for capital spend over £500k. At present the estimated capital spend is £460k + furniture, but it is difficult to obtain an estimate of the actual spend at Holloway Road until a full survey is conducted. Accordingly, and in light of the proximity of the estimate to the delegated limit, it has been decided to take the business case to the next convenient meeting of the SBPM for approval.

- 5.5 The Committee is invited to note the current position.
- 5.6 **CIPD HR Annual Police Conference:** The Conference took place in June 09 and was attended by the HR Director, Linda Scott and the Head of HR Performance & Strategy, Teresa Hickman. The theme was *'HR's fitness for the future'* and included speakers such as Denis O'Connor, Chief HMIC who gave his vision of HR's contribution, Jackie Orme, CIPD Chief Executive who outlined the changes in CIPD and Martin Tiplady who talked about HR Transformation. Other talks included Workforce Modernisation, Employee Engagement and Pay and Benefits strategies.
- 5.7 **Pensions:** Progress to agree a solution to the transfer of officer in the 30 year scheme is slow. BTPA continues to press Home Office for amended proposals. Progress to develop transfer arrangements for officers in the 35 year scheme is also slow and should be progressed by BTPA as a matter of urgency.
- 5.8 **PwC Audit Jan 2007:** The HR recommendations from the 2007 PwC Audit continue to be monitored. Progress as at July 09 is shown at Appendix E. Of the eight recommendations three have been actioned. The remaining five recommendations were re-prioritised due to the HR Transformation Programme and are all showing a high level of activity. Of the remaining five recommendations, one is 'high' priority as assessed by PwC – *'BTP follow through its plan to produce an annual workforce plan for 2007-08 and subsequent years. We also recommend that thought is given about how communication and central control, where necessary, could be improved'*. Due to the introduced of 'Affordable Workforce

Targets' and the associated activities during the past 12 months, this recommendation could be considered 'closed' and treated as 'business as usual', if agreed by HR&RC.

5.9 The future internal audit arrangements are now being managed by Tribal. An Audit Plan has been set for 2009-10. HR has two audit activities within the plan:

- Training (L&D): The review tests the arrangements in place at the Training College to ensure there is compliance with the BTP's financial procedures for; purchasing, income, food stocks and usage; asset register, budgetary control and staffing.
- Transformation: The review considers the arrangements for business continuity planning for the centralisation and relocation of HR services to Birmingham.

5.10 **HMIC working for the Public 2010 Inspection:** A draft framework for the Inspection is currently being prepared nationally. It is expected that audit activity will commence in July 2010, if BTP decides to participate in the inspection it is likely that we will be one of the last forces to be audited. The primary focus of the inspection will be on Public Confidence, the Policing Pledge and Value for Money. Key aspects directly impacting HR are:

- Progress in relation to equality and diversity
- Organisational culture
- Supervisory skills and leadership training.