
BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
HUMAN RESOURCES & REMUNERATION COMMITTEE
01ST SEPTEMBER 2009, 11.30AM

at
AXIS HOUSE, BIRMINGHAM

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

In attendance: Ms L Scott, HR Director
Ms L Jainudeen, Head of HR
Ms T Hickman, HR Police and Strategy Manager
Mr P Ward, Head of Learning and Development
Mr M Onley, Project Manager L&D Transformation (part)

Mr P Haddock, Deputy Chief Executive
Miss R Pazos, Administration Assistant & Minutes

22/2009 MINUTES OF MEETING 26th MAY 2009

Agenda Item 1

The Chair asked for an update in regards to PCSO roles. The turnover of PCSOs was reported as not being significantly higher than that for police officers, at 9% compared to 6.2%. Ms Scott confirmed that the work on the PCSO role was ongoing. The report focused on the relative cost between a PCSO and a Police Constable. The Committee was trying to ascertain whether PCSOs did represent the value for money that they had been expected to.

The suggestion of engaging with the industry in the search for volunteers for the Olympics period was to be put to the Olympics Project Board which would be meeting at the end of September.

Agreed:

- **The PCSO report to be circulated to the Committee.**

23/2009 MATTERS ARISING

Agenda Item 2

All matters had been discharged.

24/2009 HR DIRECTOR'S PROGRESS REPORT

Agenda Item 3

Learning and Development

Mr Culley asked if there was any impact on the quality following the reduction of part 2 of the Core Leadership Development Programme module to a "*two day crammer course*" from a 3 day course. Mr Ward said that this had been reduced following feedback from Area Commanders with regards to abstraction rates. He was confident that the quality of the course should not be affected.

Mr Culley asked for a briefing on the objectives of the Springboard Programme. Mr Ward informed the Committee that this course aimed to help the progression of women within the organisation. A survey following the course had found that 48% of 33 respondents reported that their confidence had increased by around 94%.

Wellbeing

Wellbeing teams had been set up in the new Birmingham HR Business Centre.

Mrs Towers asked when the research project on female absence figures across the BTP would be available. Ms Scott informed the Committee that the project had started but the time scale to produce it was considerable due to analysing the information from the Areas and the information received so far did not help to identify the problem. It was noted that other Forces experienced a similar issue. It appeared from work undertaken so far that age was not a factor in female officer sickness.

Mrs Towers noted that there had also been a small rise in male staff sickness.

Recruitment & Retention

The affordable workforce targets had meant that there had been a reduction in the recruitment number for 2009/10 for both PCSOs and officers.

Ms Scott would look at that data and investigate why not many people are as responsible.

All recruitment was now done from Birmingham. Mrs Towers asked what other work HR did in relation to promotion boards and advertising of posts. Ms Scott confirmed that HR was involved in advertising both internally and externally. However, on occasion external recruitment companies were used to help with the recruitment of senior posts.

For promotion boards, Ms Scott explained that each board had a sponsor. The sponsor would make the strategic decisions on advice from HR. Boards would interview both internal and external candidates. Mrs Towers asked if senior officers attending boards were classed as transferees. Ms Scott said that HR only dealt with the recruitment of officers and not transferees. Transferees came into the Force via the Area Commanders. Promotion boards at management

level may be opened up to external candidates but this would depend on the number and the quality of internal applicants. The Force would not intend to appoint senior applicants or senior officers who had retired, in which case this would be defined as transferees but counted as recruited as they had come through a recruitment process.

Mrs Towers asked for clarity on who would be counted in the HR targets for BME and female recruitment i.e. whether transferees were excluded and those senior posts recruited via promotion boards included or just student officers included. Ms Scott said that she would confirm at the next meeting but as she understood it transferees dealt with via area commanders should be excluded from the targets and all others should be included.

Agreed:

- **Ms Scott to clarify who is counted in the targets.**

Equality & Diversity

The SAME Conference had taken place and the Force had paid for independent facilitators for the focus groups to provide feedback on issues and themes emerging. SAME had also run a questionnaire in addition to the focus groups which had not been commissioned by BTP. Ms Hickman informed the Committee that she had a report containing feedback from the questionnaire and the workshop and she would distribute this to the Committee.

Agreed:

- **Ms Hickman to circulate the report produced following the SAME Conference.**

HR Performance and Strategy

The Force had developed KPIs and these would be refreshed with the new Business Centre coming online. The last KPIs had been in line with the National Audit Office recommendations.

A corporate deal had been arranged through the National Policing Improvement Agency (NPIA) for access to Expert HR. This was an online resource for HR professionals and it was expected that it would drive down the costs of subscriptions to other resources. All the Business Partners had licences, with 19 in total. The deal would be reviewed at the end of the first year.

HUMAN RESOURCES – PROJECTS

Mr Adams asked what was happening with Tadworth. Ms Scott said that the Force was in the process of withdrawing from Tadworth. A new Learning and Development site had been identified on Holloway Road and Estates had secured the lease. The new site would accommodate all training requirements, including the Student Officer Programme when it was brought back in-house. Mr Adams requested that a site visit be arranged for him. There was some concern that the lease was only for 10 years.

The HR Transformation Project continued to progress well. The planning, performance and policy would remain at FHQ with the transactional processes based in Birmingham in the new Business Centre.

The Skills Project had been closed but there would be a part 2 to this. This was linked to the Learning and Development Project so that the information could be used in a more strategic way.

Agreed:

- **A Holloway Road site visit to be arranged for Mr Adams.**

Olympics 2012

It was agreed that the HR work required for the Olympics Project would be transferred to the Olympics Steering Group with the Group's consent.

Agreed:

- **The Olympics issues to be moved to the Olympics Steering Group with the group's consent.**

Staff Survey 2009

The project was "green" status at the time of the meeting but may change to amber in the near future as there was currently discussion around whether the Force wanted a generic survey or a targeted survey. The project that the Force had been planning to run in August was not at a point where it was committed financially, so there was still an opportunity to change the focus of this without financial penalty.

Mrs Towers said that when this had been discussed in the past the Committee had been concerned that changing the survey would not allow trend analysis to take place. It was accepted that the survey may need to be "slimmed down" but some key questions needed to remain. Ms Scott said that she would bring a proposal back to the Committee. She added that the survey had some similar questions but was more about engagement then satisfaction.

Agreed:

- **Ms Scott to bring back a proposal on the suggested new style staff survey.**

L& D Transformation Project Presentation to FMT

The L&D inspection from HMIC was due at the end of September.

The new L&D transformation was being progressed and working to enhance the work of the HR Transformation. The transformation aimed to reduce the cost of the L&D provision, without compromising quality, by around £1m.

Senior officers were canvassed on their opinions regarding delivery of new recruit training. This led to the decision to bring this in-house which crystallised what was needed from an accommodation perspective and enabled the Force to consider how to structure L&D.

Officer protection training needed to be addressed as this could leave the Force vulnerable if it was not rolled out properly. The track safety training needed to be standardised as this varied across Areas. The skills database was still being worked on. It was considered that there were too many people inputting onto this and the number would be reduced to ensure standardisation of inputting.

The proposed model was for Area specific needs to be fed into the Business Partner who would assess them and task the L&D Business Centre. The L&D Business Centre would provide the costing and scoping of the need, and work with the design team to ensure the corporate standard. There would still be some central delivery of training.

Mandatory training would be straight forward as the skills database would show how many officers were on Areas, how many needed refresher training and at what point this was required. This data would then be fed into the L&D Business Centre which would automate how many days were needed and task the regional teams to deliver the training. This would then be fed back into the skills database and report back to Areas. This would give ownership and accountability with the regional structures having the resources to deliver this.

Ad Hoc Training would begin with Business Partners carrying out an initial check to ensure that there were business benefits and that they were focussed on the right people. The key area of the new model was the L&D Business Centre as it would cost prioritise the needs, manage the joining instructions and task the regional delivery teams. The difference of this new model for ad hoc training was that there would be four slots a year planned at the start of the year which would be left open with regard to content. There would then be tasking meetings up to two months before looking at what the slots need to deliver. This would give the benefit of having time put aside to deliver training for ad hoc needs that arise during the year. It was expected that the issue of people not attending training sessions would be largely resolved as these sessions would be planned well in advance. The key performance indicators would be used to demonstrate to Area Commanders how much non-attendance was costing the Area and these figures could be put into a league table.

The Committee questioned whether the Regional Training Manager and Business Partner roles could lead to duplication. The Force answered that it did not think that this would lead to duplication but further work was yet required to define the exact roles. The Business Partner was seen as the strategic lead for the Area. There would be three Regional Training Managers and these roles had been developed depending on officer numbers. The key Area stakeholders would be the Area Commander and Business Partner. The suggested structure was designed to maximise classroom utilisation and capabilities of trainers who could be deployed around the country. Leadership and talent management would be improved to assist succession planning.

Consultation on the structure had taken place with the Federation and

TSSA and also the Force Management Team. The Business Partners had been briefed on the suggested structure. The timeframe for the transformation was that phase 2 should be ready by the end of November.

The Committee was encouraged by the discussion but added that it wanted to see consistency and continuity in the approach for L&D.

25/2009 Health and Safety Update

Agenda Item 4

This item was for information only and was delayed until the next meeting.

26/2009 Engaging Police Staff

Agenda Item 5

This item was discussed in private.

27/2009 Police Staff Pay

Agenda Item 6

This item was discussed in private.

28/2009 Wellbeing Strategy

Agenda Item 7

This item was for information only and was delayed until the next meeting.

29/2009 Single Equality Scheme Annual Report

Agenda Item 8a

This item was for information only and was delayed until the next meeting.

30/2009 Equality and Diversity Report

Agenda Item 8b

This item was for information only and was delayed until the next meeting.

31/2009 Diversity

Agenda Item 9

This item was for information only and was delayed until the next meeting.

32/2009 Uniform Update

Agenda Item 10

This item was for information only and was delayed until the next meeting.

33/2009 Management Information Report

Agenda Item 11

This item was for information only and was delayed until the next meeting.

34/2009 Pensions Update

Agenda Item 12

This item was for information only and was delayed until the next meeting.

26/2009 **AOB**

Agenda Item 10

There was no AOB.

**DATE OF NEXT MEETING: Tuesday 24th November 2009, venue
The Forum**

Signed.....

Chairman

Absence