
BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
HUMAN RESOURCES & REMUNERATION COMMITTEE
25TH NOVEMBER 2008, 1.30PM

at
6th FLOOR FHQ 25 CAMDEN ROAD

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

In attendance: Ms L Scott, HR Director
Mr R Greig, ORIGIN Project Manager (part)
Ms T Hickman, HR Police and Strategy Manager (part)
Ms S Brown, Business Change Manager (part)
Ms S Cawthra, Force Meetings Manager

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

Observing: Ms M Banerjee
Mr J King

45/2008
Agenda Item 1

ORIGIN PRESENTATION

Mr Greig demonstrated the functionality of the new ORIGIN system to the Committee. He updated that the project had been completed both on-time and budget with the system going live at the end of October.

The ORIGIN system replaced NSPIS HR and interfaced with the Duty Management System (DMS), so that all the information that an employee would like access to, regarding for example their duty and attendance records, were available to them. The ORIGIN system also had several benefits for supervisors who could see information regarding their staff such as, annual leave allowance, sickness absence data and rostered duties.

Mr Greig said that ORIGIN was a national initiative and BTP was the ninth Force to go live with the system. He added that the Force had been looking at how other forces were using the system to see what other functionality the Force might want to develop to get the most from the software.

The Members asked how up to date the information contained within the system was. Mr Greig said that it was not a live system so there would be a time lag for inputting sickness entries and other fluid information. He added that for other information such as addresses, this relied on the staff keeping the system up to date.

Mr Culley asked who was able to update the system. Mr Greig responded that employees could update their own personal details, but these were then sent for approval by the supervisor or HR, depending on the level of authority required. Paperwork was also required by HR for some changes, for example changes of address. Supervisors had some capability to update their staff records but this could not be done without HR approval. There were also limits to the information that was available to supervisors regarding their staff, for instance they did not have access to diversity information.

Ms Knights asked what information would be available on the training section. Mr Greig said that currently this was retrospective but as people got used to the system he hoped that this would become a more useful tool with future courses displayed.

Mrs Towers asked how the diversity information was captured initially. Ms Scott said that staff filled this in on the self service function. She added that the only other people aside from the individuals themselves who could see this information were those in HR.

The Committee thanked Mr Greig for an informative presentation.

46/2008
Agenda Item 2

MINUTES OF MEETING 2ND SEPTEMBER 2008

The Committee received and **approved** these minutes.

Mr Culley asked that all acronyms used in the minutes be written fully in the first instance.

47/2008
Agenda Item 3

MATTERS ARISING / ACTIONS OUTSTANDING

Ms Scott updated that there were 8 part-time sergeants 6 of whom were female and 2 male. Ms Scott confirmed that sergeants were not included in the numbers for specialist posts if they were uniformed.

Ms Knights informed the Committee that she was on the panel for the Head of Learning and Development recruitment.

Ms Scott confirmed that currently the Force did not have defibrillators in its buildings but this was something that was

currently under review.

Mrs Towers asked what had happened with regard to the concerns of the Federation around the loss of the welfare officer post. Ms Scott answered that although there was no longer a specific post, the Force was fulfilling its duties in this area, and employee assistance was available as part of the Care First contract. No evidence had been received from the Federation of any problems having been encountered in connection with this.

Mrs Towers asked if anyone had taken up the offer of training from the Federation around the regulations. Ms Scott said that the Force was currently looking at adopting the police regulations for England and Wales. She said there were many implications of doing this and a meeting was scheduled with the Authority, Federation, Superintendents' Association and Force to discuss this.

Ms Knights said that she could not recall receiving the project control plan for the HR transformation. Ms Scott said that she would arrange for this to be re-sent to Miss Barrick to distribute.

Ms Knights asked when the paper on the review of the Diversity Action Group (DAG) could be expected. Ms Scott replied that this had been delayed and would now be discussed at the next DAG meeting in January.

All other actions had been discharged.

Agreed:

- **The HR Transformation Project Control Plan to be re-sent to Miss Barrick for distribution to the Committee.**
- **Ms Scott to bring a paper on the DAG review to the February meeting.**

48/2008

Agenda Item 4

REPORT ON PROGRESS AND ACHIEVEMENT SEPTEMBER – OCTOBER 2006

Ms Scott spoke to her report updating on the major HR areas.

Ms Scott said that Occupational Health (OH) vacancies had been proving difficult to fill outside of London. A different model for delivering this had been piloted by moving the OH function for the areas outside of London to a centralised model in Birmingham. This seemed to be working well so far and would be reviewed as part of the HR Transformation Project.

A disparity in female sickness absence had been identified and the Force was scoping a project to try and understand this.

There had been a good response to an external recruitment campaign with 28% BME candidates. It was projected that the

BME recruitment target would be achieved by the end of the year. The female response had been disappointing at 16% and it was predicted that the Force would come in below its 25% female recruitment target.

Ms Scott said that the time to appoint student officers (excluding transferees) had reduced from 12 months in May to 5-6 months in October. PCSOs took around 3 months (6 – 8 weeks) and police staff. Waiting times were longer where individuals wanted to be posted to a specific area where turnover was low.

Mr King asked how BME female recruitment was progressing. Ms Scott said that she did not have figures for this with her, as the policing plan only separated out between BME and female, so this was how the figures were reported. She said that she would come back with this information.

Ms Scott said that currently the Force along with other forces subscribed to a number of external standards around equality and diversity. However, it had been proposed that a national equality standard be brought in for the police forces, Ms Scott said that she would support this. Ms Knights said that she would expect a national standard to provide a much better comparison with other forces.

Ms Scott said that she was currently in discussion with the support groups regarding their business plans for 2009/10. She added that she wanted the support groups to produce an annual report which would include accounts information for the groups.

Ms Knights said that there needed to be more awareness of what the support groups do. She asked if there would be scope to include information about all their work in the annual report ie not just that financed through the budget allocated from HR. Ms Scott said that there was scope to include this and she would raise it in her discussions with the groups.

Ms Scott updated that the Transport Salaried Staff Association (TSSA) had signed off the 2008 pay deal for their staff in the last month.

Mrs Towers asked why those eligible for special priority payments (SPP) were not identified automatically. Ms Scott said that there was not a link to payroll and it would be difficult as some roles may have upgraded skills that would not be picked up, and peoples' roles change throughout the year and the system would not recognise them retrospectively. Ms Scott added that the maximum figure for these payments was known and she had no evidence that the people eligible were not applying. However, she appreciated that there was an issue that these payments mainly covered male dominated roles, but the criteria were set at the PNB arrangements and guided BTP allocation.

The standard operating procedures (SOP) that were being consulted on were now available to all staff. A list of published and upcoming SOPs was also available on the website.

Mrs Towers asked if people got responses when they sent in comments. Ms Scott responded that comments were logged and a reason given for the inclusion or exclusion of the proposed change. Ms Scott said that the Chief Officer Group (COG) made the final decision on any contentious areas within SOPs.

In response to a query about the status of the Disability SOP the Committee were informed that it had recently been out for a further consultation process and response are being analysed.

The HR Olympics work was progressing with the skills audit, which was funded internally. A skills list had been published by the Association of Chief Police Officers (ACPO) and the HR skills audit would be reconciled with this. Ms Knights asked if HR thought that they would have the time to complete the work that was necessary. Ms Scott said that the Olympics work was currently going ahead as business as usual.

Agreed:

- **Ms Hickman to include the figures for BME female recruitment in the next Management Information Report.**
- **Ms Scott to discuss the content of the annual report with the support groups, particularly around an update on all their activities, not just those funded by the Force.**

49/2008
Agenda Item 5

UNIFORM

Ms Knights said that the Committee's concerns previously had been around the staff consultation and the costings. On reading this document, the Committee was concerned by the comment that all staff could not be covered by the proposals.

Assistant Chief Constable Thomas gave an update on how the current situation had been arrived at following the expiry of the old uniform contract in May 2007. He said at that time the Force had been looking at creating a new contract but this involved going through the European tendering process. The Force also wanted to change the way in which the contract was managed. It was planned to adopt the Scottish uniform, particularly as the female uniform had been an issue and females in Scotland were happy with the new uniform which was also cheaper and more practical. The expectation had been that the money that had been put aside following the police officer pay rise decision would be used to pay for this. The Clothing Committee was reformed and the staff associations were happy with the change and a project leading on the new uniform was established.

As an interim measure a Uniform Manager had been appointed and created partnerships with various forces to buy uniform at the best prices. The result of this had been a large saving in current uniform costs by having a managed warehouse. This had also proved to be a cheaper alternative than the move to the Scottish uniform.

The Scottish uniform was no longer affordable for the whole Force, because the budget has been reduced and also in comparison with the reduced costs of current uniform. It was therefore proposed that it be rolled out only to frontline staff first. Assistant Chief Constable Thomas said that some of the other forces in England and Wales had also already changed or were considering changing to the Scottish uniform.

Mrs Towers was concerned that previously there had been discussion of keeping white shirts for training and court appearances and also tunics, she asked what had happened regarding this. Assistant Chief Constable Thomas said that there would be some tunics and white shirts available but these would not be distributed to staff as part of their standard uniform but stored centrally for use when needed.

Assistant Chief Constable Thomas said that the Federation and Superintendents' Association had been asked to canvass their membership regarding helmets. The result of this had been that in the south officers would rather wear flat caps, where as in the north there was a preference for helmets. Assistant Chief Constable Thomas said that helmets cost £38 against £23 for flat caps, so it had been suggested that a pilot be run for 6 months with new recruits being distributed flat caps and then feedback received.

Assistant Chief Constable Thomas said that the decisions regarding uniform still had to go through the Chief Officer Group (COG). Ms Knights requested that a paper on uniform come back to the Committee once COG had given its approval to the proposals. Assistant Chief Constable Thomas said that he would include the costings for the next meeting. He added that the L Area budget was a separate to the rest of the Force and they had agreed to fund the uniform changes for their officers.

Agreed:

- **An update on uniform to come back to the HR&R Committee once COG has given its approval to the proposals.**

50/2008
Agenda Item 6

TADWORTH BUSINESS CASE

Ms Scott said that the Tadworth business case would be going to the Authority meeting on 9th December. The draft business case included 5 options and option 4 was recommended.

Option 4 was to withdraw from the site and find a new training facility.

Ms Scott said that the Tadworth Business Case linked with the HR Transformation Project, which was looking at how training was delivered overall. If the decision was made to move out of Tadworth this opportunity would allow Learning and Development to be considered fully within the context of the overall current Transformation project. In discussion of training facilities outside Tadworth, the Committee agreed that it would be sensible for HR to be able to take into consideration in planning those Force training facilities which exist on Areas. The Committee recommended that this point be made clearer in the business case.

Ms Scott said that the facilities at Tadworth were not fit for purpose. To bring the facilities up to standard would require a large investment estimated to be around £6M. Ms Scott said that a long time had been spent considering the options, as currently the site was in the past used reasonably frequently for the start of student officer training. However, the bulk of student officer training was now at City University and on placement. The dog school was a further consideration as this was used for initial dog training and refresher training. There had also been a significant amount of investment in the dog school in 2004/5. However, the income generation which had been predicted had not been realised.

Ms Scott said that PwC had been brought in to look at the Tadworth situation and had recommended outsourcing the dog training to other police forces. Tadworth was also limited in terms of the number of classrooms and did not have space for sufficient IT provision for student officers who needed to use NCALT, the National Policing Improvement Agency (NPIA) e-learning programme. Ms Scott said that this was the only growth area requested if training was moved to different premises.

Mr Culley said he was concerned that the Force could lose its skills and expertise with dogs which were currently held in high regard. He questioned why the Force would want another police force doing this when the skills were present in BTP. Ms Scott said that it was a cost issue of bringing the premises up to standard. She added that a partner force would have to be carefully chosen and the force would consider seconding its own officers to do the training. She also pointed out that dog training is already outsourced to Strathclyde Police in Scotland by BTP.

Mrs Towers said that she felt it was right to move out of Tadworth but that she would need to see the options relating to this fully explored. More information was needed and the accommodation costs quoted in the business case seemed too low.

Ms Scott said, regarding the accommodation costs, these were based on 40% of officers living around the London area and being within a commutable distance.

Mr Culley agreed with Mrs Towers that option 4 seemed to be the best solution, but there needed to be fully explained and costed options of how this could work.

Ms Banerjee suggested that it would be useful to keep the dogs as a separate issue. She agreed with the other members that option 4 seemed a sensible way forward but there needed to be more information on the mechanics of this. She also suggested that following the Olympics there was likely to be a significant amount of accommodation available in London, so this might be a good time to find premises.

Mr King said that he was seriously concerned regarding the dog issue and felt that PwC had not recognised the specialist skills and expertise that the Force had when it came to dog training and handling. He felt that much more discussion was needed around this.

Mrs Towers said that there should be income generated from the dog school and suggested that this be looked into further. Ms Knights agreed and said that more information was required, before a final decision could be taken on the options for future training of dogs.

Mrs Towers suggested that for the Authority meeting the business case needed to be reduced down to the essential information.

The Committee endorsed further development of option 4, stipulating that before a decision could be made there would need to be more information about the options within option 4.

Agreed:

- **Further development of option 4 was required.**

51/2008
Agenda Item 7

SINGLE EQUALITY SCHEME

The transformation from a combined equality scheme to a single equality scheme had been completed and the actions from the race equality section that had not been fully achieved had been carried forward. The scheme had come into effect in April.

The report was **noted**.

Agreed:

- **An annual report on the scheme to be tabled at the September meeting.**

52/2008
Agenda Item 8

STAFF SURVEY – UPDATE ON ACTIONS

Ms Hickman spoke to the paper which looked back at the outcome and actions of the 2007 survey and introduced the survey that was being designed for 2009.

Ms Hickman updated on the 5 main priorities from the 2007 survey. She said that a particularly notable achievement was the improvement in work-life balance where the Force now employed many more people on a part-time basis and had introduced flexible working. Another notable improvement was the increase in the number of PDAs.

Ms Knights asked what had happened with the annual refresher training for officers. Ms Hickman said that other courses and packages had taken over from this, such as the NCALT e-learning package from the NPIA. Ms Scott added that the annual supervisor seminars included provided a forum for discussion and could be regarded as refresher training.

Ms Hickman said that the 2009 survey was being designed by a different company called ORC. She said that this survey would be shorter and whilst there would still be some generic questions there would also be an opportunity for Area Commanders to include Area specific questions. Ms Hickman felt that this would give the Areas more ownership of the survey. She added that the Force would own the data from the survey where it had not with the previous company.

ORC had recommended that with the changes that were happening within the Force the survey should not be distributed until September or the result could be skewed by the changes. The survey would also produce action plans automatically.

The cost of the survey was approximately £26k where as previously it had cost £23k, but the Force had not owned the data.

Ms Banerjee asked how consistency of data was being maintained. Ms Hickman answered that a bank of questions from the previous year was being maintained and the company conducting the survey were able to benchmark against other clients some of which were other police forces.

The report was **noted**.

53/2008
Agenda Item 9

AUTHORITY HEALTH AND SAFETY RESPONSIBILITIES

Mr Haddock introduced the paper. He said that the Secretariat had been waiting to receive guidance from the Association of Police Authorities (APA) but as this was still forthcoming it was

felt important that something should be produced now.

Mr Adams suggested that he go through the responsibilities with Mrs Elvy following the training in January and produce something to come back to the Committee. This was agreed.

Agreed:

- **Mr Adams and Mrs Elvy to meet after the January health and safety training.**

54/2008
Agenda Item 10

MANAGEMENT INFORMATION REPORT

Ms Hickman said that the BME target was forecast to be exceeded by 1% if transferees were excluded. She said that there had been some positive activity to contact minorities through the minority groups. The forecast was based on the next 3 intakes.

For the 2009/10 targets the recruitment targets would be proposed but the progression targets were being reviewed.

Mrs Towers said that the Committee's concern was that the HR targets should be within the HR department's gift to control. If all aspects could not be controlled then the targets were not testing HR performance.

Ms Hickman said that the forecast for female recruitment was 18% against a target of 25%. She said that HR had worked hard to maximise female recruitment and although the department had not reached the target the number of females recruited was increasing year-on-year.

Ms Scott said that research showed that women in the police tended to go into the roles such as family liaison officer posts and child protection, but BTP did not have many of these posts which could be part of the reason why the Force had more difficulty attracting females. Ms Scott said that neighbourhood policing teams appeared to be attracting more females and she would monitor this.

Ms Hickman said that PCSO turnover was high but there were currently no statistics on the turnover expectancy of a PCSO. Mrs Towers said that the City of London Police had been looking into this and she would give Ms Hickman the contact details of the appropriate person. Ms Scott added that there had not been such a large response to recruitment campaigns for BTP PCSOs recently as the Metropolitan Police Service (MPS) was offering PCSOs a higher salary. Mr Adams added that there was no progression for PCSOs if they did not want to become a police officer so this may be a factor in the high turnover.

Mrs Towers noted that some of the graphs in the management information report had been received previously and she said

that if they had not been updated they were not required.

Ms Hickman said that there had been three officers internally appointed as Chief Superintendents in the last quarter.

Ms Hickman was asked to see if the table detailing the number of BTP employees by rank and diversity included temporary positions.

Mrs Towers asked what was happening with regard to mentoring. Ms Scott said this had been identified as a possible solution to the progression issue and work was underway looking at this.

Agreed:

- **Mrs Towers to give Ms Hickman the contact details for the appropriate person at City of London Police regarding PCSO turnover.**
- **Graphs that have been received previously not to be included again until they have been updated.**
- **Ms Hickman to see if the table detailing the number of BTP employees by rank and diversity includes temporary positions.**

55/2008

Agenda Item 11

AOB

Mr Adams felt that it would be useful to have a report on the work that had been done to the Estate. He said that the Estate was improving significantly and he felt it was something that the Authority should be aware of. It was agreed that Mr Stringer would be approached to write a paper. Mr Haddock would look at which Committee the Estates should be reported on to.

Ms Knights said that the Committee members had been invited to a meeting held by the staff associations on 4th November. She asked Ms Scott if there had been any developments since this meeting. Ms Scott said that both SAME and the WSF had been invited to join the monthly meeting at which the policing plan targets were reviewed. This would also provide an opportunity to discuss the work that was taking place to meet these.

Ms Knights said that she was concerned that the Authority was not as visible as it could be in its diversity role. She suggested that she, Mrs Towers and James King could share responsibility (allowing for availability) for attending DAG on a regular basis. Ms Towers agreed that the Authority needed to look at how to raise its profile within the Force.

Agreed:

- **Mr Stringer be approached to write a paper on the recent Estate improvements.**

- Mr Haddock to look into which Committee Estate matters should be reported to.
- Ms Knights, Mrs Towers and James King to attend DAG meetings sharing responsibility for regular attendance.

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

Signed.....

Chairman