



Human Resources and Remuneration Committee

Report on Progress and Achievement

Dec 08- Feb 09

Human Resources Director

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1. PURPOSE OF PAPER

- 1.1 This report details the tactical progress, achievements and strategic developments within Human Resources (HR) for the period December 08 – February 09. The report makes a link with the previous quarterly report (Sept 08 – Nov 08) to demonstrate accountability and to enable progress to be tracked.
- 1.2 A new section has been included which covers the progress against projects within Human Resources.

2. BACKGROUND

- 2.1 As before, the main body of the report (Section Three) focuses on the core areas of HR business:
 - Learning & Development
 - Health & Safety
 - Employee Care
 - Recruitment & Retention
 - Equality & Diversity
 - Employee Relations
 - HR Systems & Administration.
- 2.2 Section Four (new) 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

- 3.1.2 Phase II of the project 'Improving Performance Appraisal' (IPA) Scheme is underway. The project team is currently devising a moderation process and will also consider the recommendations from the initial project.
- 3.1.3 British Transport Police's (BTP's) National Centre for Applied Learning Technology (NCALT) domain has been successfully launched. 4,409 employee accounts are active. The creation of new accounts has been put on hold as a challenge has been raised

regarding the use of National Insurance numbers as a unique identifier on the system. BTP's Data Protection and Freedom of Information section has ruled that the use of N. I. numbers is a breach of the Data Protection Act and therefore NCALT have been consulted regarding a suitable replacement.

3.1.4 Cohort 15 commenced on Monday 6 October 2008. Learning and Development has been asked to facilitate an additional cohort (16a) which will consist of 39 PCSO's for London North (23) and London South (16) Areas. This Cohort will commence on 23 February 2009. Although the direct costs are being funded by London North, London South and Force Headquarters these create pressures on accommodation and trainers.

3.2 Health & Safety

3.2.1 Accident reporting/recording is now fully functional on ORIGIN and is working well. The possibility of using Self-Service to record accident reports is being explored.

3.2.2 The Health & Safety E-Learning package has now been released Force-wide. The package covers manual handling, fire awareness and workplace assessment training. A campaign to target people who have not undertaken the training has commenced through Area Commanders. Use of this package is monitored through Central Health & Safety Committee.

3.2.3 First Aid training is currently being audited to establish the quality of the training being delivered and by whom. The intention is to have a corporate approach to the delivery. The audit will be complete by the end of April 09.

3.2.4 All Health & Safety Advisors are now qualified in Fire Safety and Risk Assessment which is in line with BTP's overall aim to 'professionalise HR' and to up-skill its employees. All BTP premises are currently being audited to ensure compliance with Fire Regulations. Again, progress is monitored through the Central Health & Safety Committee.

3.3 Employee Care

3.3.1 The transitional model which consists of a central coordination of referrals via telephone consultation service, reflects the contemporary approach adopted by the majority of private sector OH providers. There are some 'settling-in' issues to resolve but it is generally

working well. A paper supporting the future use of the model is being prepared for the Project Sponsor.

- 3.3.2 The research project to look at the large disparity in female sickness absence figures across BTP is on-track and scheduled to be concluded by the end of March 09. The details will be shared with HR&RC.

3.4 Recruitment & Retention

- 3.4.1 A total of 160 PCSOs and 164 Student Officers are expected to have been recruited during 2008-2009; this represents an increase of 56% in recruitment levels for the Student Officer Programme alone.

- 3.4.2 A workforce planning meeting was held with all Areas at the Force Management Team meeting in January 09 to discuss forthcoming requirements, particularly in relation to the Student Officer Programme for 2009-2010. Indications are that 228 Officers will be required, and 126 PCSOs; a further increase on the current year's levels for Officers. However this will be reviewed when budgets are issued and affordable workforce targets agreed.

- 3.4.3 The tender for the new advertising agency, to replace Barkers, will be completed on schedule, by end March 2009. Due to ongoing performance and contractual issues with Barkers an interim solution has been implemented, using TMP until the tender is complete. This is working very well, with good feedback being received on their service levels and performance. TMP are included in the tender process.

- 3.4.4 Although the overall recruitment targets set for 2008-09, which were largely aspirational, are not being met, the recruitment of BME officers improved considerably, with a projected 15% of Student Officers recruited being BMEs. The overall figures for new officers are less as the diversity of transferee officers is limited. This is increasingly a challenge as fewer officers are being appointed pre-retirement due to the pension restrictions thus the benefit of efforts made to increase the diversity of officers across the Police Service are not being realised by transfers to BTP.

- 3.4.5 Promotion boards have recently been completed for Inspectors, Chief Inspectors, Superintendents and Sergeants. For this round of promotions 'waiting lists' are no longer

being operated and only officers who reach the required standards and take up an advertised vacancy are passed as competent to the new rank. The 'waiting list' for officers from previous boards have been reduced with a promotion 'pass' now valid for only 12-months.

3.5 Equality & Diversity

- 3.5.1 The National Police Improvement Agency (NPIA) has been developing a National Equality Standard for the Police Service. A generic standard would be an excellent benchmark and would be cost effective both in time and costs of current Standards that BTP enters into (Stonewall, Disability Equality Standard etc). However, the launch of this scheme has been postponed until later in the new financial year. BTP are awaiting clearer guidance from NPIA.
- 3.5.2 Arising from the ACPO National Progression Conference, held in September 2008, BTP is reviewing the processes supporting promotion boards. Specific diversity awareness training is being prepared for board members and board membership has also been examined to ensure it is more representative. There has been a positive action focus on officers preparing to sit their Sergeants board. All BME officers have been offered mentors and post-board there will be analysis undertaken on the effectiveness of this approach. BTP have also supported the development, by SAME, of proposals to support BME progression.
- 3.5.3 2008-09 Annual reports for each BTP support group will be produced in May 2009 These will include their financial accounts as well as their achievements. All groups have submitted business plans as part of their budget bids for 2009-10. These are subject to discussions through early February and will be ready by year end once FHQ budgets have been allocated.
- 3.5.4 BTP has been placed 68th in the national 2009 Stonewall Workplace Equality Index (WEI) out of 371 organisations that took part. This was an improvement of ten places from 2008. Stonewall uses the results of the WEI to publish a list, of what it considers to be the UKs 100 most gay friendly employers.
- 3.5.5 Work is underway to examine options to involve BTP with the Gaydar initiative. A number of police forces have already used Gaydar to establish another official line of communication between themselves and the LGBT community. It has the potential to be

used as a reporting mechanism, such as for Hate Crime, but also as a forum for BTP to issue witness appeals and advertise recruitment opportunities.

3.6 Employee Relations

3.6.1 In conjunction with the Professional Standards Department, the new Taylor Regulations were successfully introduced on 01 December 2008. Following feedback, Employee Relations are in the process of making further changes to the Sickness Management and Unsatisfactory Performance Standard Operating Procedures. A generic mailbox has been created for all Taylor queries and frequently asked questions will be produced.

3.7 HR Administration & Systems

3.7.1 The number of employees accessing Self-Service since the implementation of ORIGIN continues to be monitored through HR Key Performance Indicators (KPIs). The percentage of users rose from 47% in November 08 to 67% in December 08 which is a positive indicator. Further initiatives to increase usage will now be considered.

3.7.2 Two new Standard Operating Procedures (SOP) have been launched in the last quarter:

- HR Systems – ORIGIN SOP
- Unsatisfactory Performance (Police Staff) SOP

3.7.3 To respond to feedback from the 2008 Supervisor's Seminars, the HR Policy team has initiated Focus Groups to address how SOPs are currently accessed and how the consultation of SOPs can be improved. There will be three categories of focus groups; non-managerial officers and staff; supervisors and managers; and support groups. These are to take place in February 2009.

4. HUMAN RESOURCES - PROJECTS

4.1 **Police Staff Employment Package Project: Police Staff Employment Package Project (PSEPP):** BTP has been engaging and negotiating with TSSA since October 2008 on issues relating to both PSEPP implementation and future terms of recognition. The work is intended to reach the stage of agreement in principle on Monday 16 February 2009. This will then drive the key 'Road-show' phase of communication in which the project will inform and consult with the entire BTP police staff community. It is anticipated to take place from mid-February through March 09.

Position papers are being prepared covering:

- operation of new arrangements
- assimilation issues
- market supplement
- allowances
- Impact on 2009 pay award
- engagement of staff and senior stakeholders
- HR staff subject to VSS.

4.2 **HR Transformation Project:** The project status has moved to 'Green' status to reflect the confidence of the project team that the current delivery plan is achievable. That said, there are still major pieces of work to be undertaken and many obstacles yet to overcome.

The project will come in under budget (Revenue) within the 2008-09 financial year due primarily to the delay with 7th Floor Axis House. These costs will now all move to the 2009-10 financial year plus there will be additional costs associated with extending the project by 3-months (excluding Tadworth).

The HR organisational restructure is well underway and most senior posts in place or appointed. The process mapping for HR is now largely complete and has been used to fully validate the structure and identify a couple of minor changes in terms of levels but no overall change to numbers.

The restructure of L&D will be put back slightly to allow for further work around the process mapping and also for the new Head of L&D to take up post.

The new business processes will be supported by easy to follow guides that will lead the supervisor through the process providing them with more 'soft' management skills. This is in keeping with the views expressed during last years Supervisor Seminars. The development of these process guides will be undertaken by the HR Policy team in conjunction with the Business Centre team, with input from Media and Marketing and most importantly with the help of Focus Groups. A series of focus groups with line managers, police staff and officers are being held throughout February and March to continue consultation. At the end of these sessions a user group will be established to maintain feedback.

Building work on 7th Floor Axis House is due to commence at the start of March 2009 and complete end April 2009. Furniture and IT will be delivered and installed during the first 2 weeks of May, thoroughly tested in the second 2 weeks and the Business Centre will be operational from June 2009.

In the interim, the Business Centre team will operate out of the old Control Room on 1st Floor. Due to limited space they can only expand to 40% of their total number until the move to 7th Floor. The NW HR team left at the end of January and handed over responsibility for HR support to the Business Centre team (1st floor) at that time. A plan will be agreed with WW to transfer their HR team into the Business Centre over the coming weeks. After that the plan remains as follows:

- NE – end May
- SC – end June (may be brought forward to end April)
- FHQ – end July
- LN – mid August
- LS – mid September
- LU – mid October.

4.3 **Princes Trust Scheme:** The project is currently at 'Green' status. Ten people initially registered their interest; following paper sift and interview, seven people were selected to participate on the scheme. The delegates will be matched to a PTS location. Once this has occurred, they will commence their attachments at a date yet to be finalised. The total project cost is £8,750

4.4 **BTP Talent Management Scheme:** The project is currently classed as 'Amber'. The justification for this grading is that although the initial parts of the project have now been completed, there has been some slippage in respect of time due to additional workshops that had to be arranged to cater for all interested delegates. This has resulted in the decision making process regarding the individuals who are to be selected for further coaching being delayed. However, measures have now been put in place to address this and the project sponsor is meeting with the supplier to progress this part of the package delivery.

Initially, sixty-five officers from chief Inspector rank and above and police staff equivalent registered interest to participate. Forty-two people have been through the whole process of Talent Management and have now completed the programme. Out of these forty-two, Psyton Associates will be recommending which participants will benefit most from additional executive coaching.

- 4.5 **BTP Skills Project:** The objectives of this project are to develop a comprehensive list of skills all staff currently hold within BTP, improve the planning and resourcing of the force using a the skills data held within the Training administration system (TAS) .

By identifying and producing a comprehensive skills list and identifying what skills are currently within BTP the project will improve BTP's operational efficiency, satisfy ACPO Olympic requirements and improve the planning of the Learning and Development function.

The project is currently 'Amber' status whilst awaiting the technical breakdown from CEDAR and accurate costs for the technical aspects.

- 4.6 **Olympics 2012:** HR currently has six work packages. The 'Skills Audit Work Package' has slipped by three months due to technical requirements. The 'Track Safety Training Work Package' has now been completed with good feedback. All other work packages are 'on track'. The Olympic Security Directorate is holding a 'Specialist and HR Workstream Meeting' on 23 February 09. The objective of this meeting is to bring the workstream key delivery partners together to discuss progress and work towards delivery. The next BTP Olympics Project Board is at the end of March 09.

5. STRATEGIC UPDATE

- 5.1 **HR Strategic Plan 2008-11:** Progress against the Plan is being monitored both internally by HR and externally by Strategic Development Department. The current risks identified are the recruitment and progression targets for both BME and Female Officers (as detailed in the Management Report). All other objectives are progressing well and are being monitored closely through the Annual Business Plan (4.2)

- 5.2 **HR Annual Business Plan:** The updated Plan is attached at Appendix A. The overall Plan is rated as 'Amber' due to known slippage with the major HR projects (HR Transformation and Police Staff Employment Package Programme). The HR Major Projects Board continues to meet monthly with a representative from the HR&RC in attendance.

- 5.3 **'Achieving Policing Plan Targets'**: The monthly Group continues to meet to discuss activity, share ideas and set actions. A new sub-group has been set up which is focussing on progression targets, in particular for BME employees where activity is being driven by the Support Association for Minority Ethnic Staff (SAME) in conjunction with HR. All activity is linked to the policing plan targets and recognises the national focus on progression. Sickness absence continues to be monitored through Force Management team (FMT) and at individual Area/Department level.
- 5.4 **Supervisors Seminars 2008**: The 2008 Seminars finished in December 08. Syndicate groups, lead by the Human Resources Department considered 1) challenges supervisors are likely to face and how HR can help 2) views on HR arrangements for the future. All of the feedback has been analysed by the Transformation Project Team and will be used as benchmark data once the new model has been embedded. The overall feedback is also available on the BTP Intranet.
- 5.5 **Pensions**: Prior to the implementation of the Finance Act 2006 there was a reciprocal arrangement that allowed the free movement of officers and their pensions between all forces. The BTPA and BTP have sought reinstatement of this free movement to ensure that BTP officers have the same career progression opportunities as their Home Office colleagues and officers from Home Office forces can transfer to BTP. Consultation with DfT and Home Office has been extensive and following detailed examination of the options two solutions were proposed.
- 5.6 **Batching**: This was proposed for officers who wished to transfer into BTP but not for BTP officer transferring to a Home Office Force. Provided more than one officer transferred each year it was possible to transfer into the BTP pension scheme (subject to approval by the Trustees).
- 5.6.1 There is no technical reason why Batching could not work in both directions but it is clear that there would be resistance to allowing BTP officers in the closed 30 year scheme transferring to the Home Office closed 30 year scheme.

5.7 Secondments:

It was proposed that secondments provisions being prepared could facilitate the pension problem whereby officers seconded would be regarded as transferred to and owned by the force they were seconded to.

5.7.1 In practice officers are already seconded between Forces but remain employees of their home force who continue to fund pension contributions and charge back where appropriate. Difficulties were identified in dealing with employees of another force in relation to sick absence management and ill-health retirement since management decisions may not be aligned to the appropriate pension fund arrangements.

5.7.2 In addition the administrative burden to administer any pay or employment changes that impacted on pensions was likely to be significant and increase over time.

5.7.3 These proposals have not therefore been progressed as they do not appear to address the problem outlined above.

5.8 New proposals: At a meeting on 2 December 2008 a further option was discussed. The additional constraint of HO being unwilling to allow officers in BTPs closed 30 year scheme to transfer into the HO closed 30 year scheme was kept in mind in discussing alternatives.

5.8.1 A possible solution of a transfer scheme rather than secondment of an officer was discussed. This would mean that officers would transfer permanently to the new force (either to BTP or to a HO force) but they would enjoy pension protection from their 'old' force scheme and would remain a member of that scheme.

5.8.2 From an employment perspective this would resolve the issue of taking management action since the officer is a permanent employee of the new force.

Further issues that need to be considered:

- How to manage pension contributions and changes to an officer's employment that affect their entitlements;
- Who pays pensions contributions?
- Will these arrangements be operable with both pensions schemes?

- Pension Trustee approval would need to be secured;
- Actuarial advice would be required before decision.

5.8.3 A detailed working model is being developed and consideration given to whether legislative changes are necessary. The BTPA is leading on this aspect of the consultation.