
BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
HUMAN RESOURCES & REMUNERATION COMMITTEE
24TH FEBRUARY 2009, 1.30PM

at
6th FLOOR FHQ 25 CAMDEN ROAD

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

In attendance: Ms L Scott, HR Director
Ms L Jainudeen, Head of HR (part)
Ms T Hickman, HR Police and Strategy Manager (part)
Ms N Noddings, Deputy Head of Learning & Development (part)

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

01/2009 MINUTES OF MEETING 25TH NOVEMBER 2008
Agenda Item 1

The Committee **approved** the minutes as an accurate record.

02/2009 MATTERS ARISING
Agenda Item 2

There was an update on the ORIGIN system which had been presented to the last meeting. There had been some additional functionality developed since the last meeting on annual leave. There was a proposal for development of the system to workflow the sickness absence process, and for e-recruitment. However, it was noted that these would depend on the budget being available and committee support and approval. The system had a wider users than Human Resources, who owned the system and maintained the data but not all of this was visible.

The Committee asked for clarity on how the Occupational Health function would be delivered following the HR Transformation. The response was that there had been a lot of support for the telephony system but it was not easy to design a structure that suited all users. The current interim system used a telephony system that was based in Birmingham for fast advice and OCCHEA for any personal consultations required. A proposal for a permanent arrangement was currently being prepared for COG discussion.

There was some discussion on the health and safety oversight that was required of the Authority. A document had been drafted for discussion and was distributed (copy in the minute book). The Committee noted that it had already received an annual report on health and safety from the Force and this approach would continue in future years. It was agreed that Members would feed back any comments on the document to the Secretariat.

The work on a new BTP uniform was ongoing and Assistant Chief Constable Thomas would be coming to the May Committee meeting with a further update.

Agreed:

- **Members to feed back any comments on the health and safety document to the Secretariat.**
- **Annual Health and Safety Report to come to HRRC from the Force.**
- **Assistant Chief Constable Thomas to bring a further update on uniform to the Committee in May.**

03/2009 HR DIRECTOR'S PROGRESS REPORT

Agenda Item 3

The HR Director had prepared a detailed report. She highlighted further details on the following.

Phase II of the 'Improving Performance Appraisal' Scheme was underway. This was work to devise a moderation process for the appraisal scheme as the distribution appeared skewed. A proposal to establish moderation had been proposed and discussed at FMT. and would be reporting back.

There were pressures on accommodation and trainers due to additional PCSO recruitment requests and as such an in-house induction course was being trialled. It was added that the planned intakes for 2009/10 were estimates until the budget was set.

The Committee was concerned about the level of PCSO turnover. The Force answered that there were issues as there was no progression route defined, and the MPS offered a higher salary to PCSOs so some were lost to them. However, the BTP turnover rate was not significantly higher than that for other forces. A number of PCSOs also went on to become police officers both in BTP and Home Office forces, and if these were stripped out the annual turnover rate for BTP reduced from 22% to 9%.

The Force was looking into developing a three-year accredited development programme for PCSOs in an attempt to reduce turnover and give PCSOs more fulfilment in their role. The Committee felt that it was the right time to review the use of PCSOs to see if they were delivering the benefits anticipated and to establish how successful the role is from the perspective of those carrying it out. The cost of PCSOs

compared to police officers should also be examined to see if they continued to be cost effective when the turnover was taken into account. The HR Director committed to discuss this with Assistant Chief Constable Pacey.

Changes were being made to the National Police Promotion Framework from April, as Part 2 of the OSPREY examinations was being withdrawn in favour of an 'on the job' assessment approach. There had been problems with the bureaucracy of the assessment in the pilots, which was a concern, and the national structure of BTP could add to this. The Superintendents' Association and the Federation were unhappy with this as an approach. The Force was now looking at its options to find the best way forward. The law examination which formed OSPREY Part 1 would remain.

Following the ACPO National Progression Conference the Force was looking into training for promotion board panel members. There was no evidence of any bias from promotion boards but the Force was responding to concerns regarding perceptions. The Committee welcomed this initiative. The Committee was pleased to note the use of mentors for those attending the sergeant boards.

The negotiations surrounding the Police Staff Employment Package Project (PSEPP) had stalled but the consultation and information phase of communication would now proceed..

The HR Transformation Project was progressing well and the project status had moved to 'Green'. Most of the senior posts were in place but not all posts could be filled until the new premises were available. The process maps for the new business centre were almost completed and easy to follow guides were being created to help managers understand the new business processes.

The Talent Management Scheme had gone well with 42 people of chief inspector rank and above, and police staff equivalents, participating. There had been a good officer/staff split and a high number of females taking part. The details were to be circulated to the Committee.

There was a discussion on the pension situation. There had been a meeting with Secretary of State for Transport and the Rail Minister who had been supportive of the Force's position. The Policing Minister was also open to resolving the issue. The Treasury remained a difficulty along with making an amendment to the Police and Crime Bill. Two possible options were being considered. One option was around secondments, but this would result in a significant administrative burden for HR, and also raised issues around power of dismissal and promotion. However, it was a possibility that a provision in the Bill currently could allow this to work and it had to be considered whether this would be a better position to work from. There was also an option around batching but this was seen as unacceptable unless it worked both ways.

The pension situation had serious repercussions for ACPO succession

planning for the Authority.

The report was **noted**.

Actions:

- **The HR Director to discuss the Committee's request for a review of the PCSO role with ACC Pacey.**
- **Breakdown of take-up for the Talent Management Scheme to be circulated to the Committee.**

04/2009 LEARNING AND DEVELOPMENT STRATEGY

Agenda Item 4

The draft L&D strategy was presented for comment. The Committee felt that the strategy needed more clarity around how the Force engages with high performance development schemes. The mainstreaming of diversity awareness training also needed to be clear in the strategy.

The new Head of L&D would be starting on 20th April and had seen the draft strategy.

Agreed:

- **The Chair to speak with Mr Foxall to ask if he would like to see the strategy before the Authority meeting.**
- **The amendments as discussed to be made and then the document to be distributed to Members offline for sign off.**

05/2009 DIVERSITY ACTION GROUP (DAG) AREA REVIEW

Agenda Item 5

The Area DAG Review had been completed and the paper had been discussed and approved at the main DAG meeting.

The Committee was concerned that as the invite to support groups was an open invite, as opposed to a requirement, people could have difficulty in securing the time to attend. The Force said that this had not been raised as an issue but added that the same person did not always need to attend, which should make abstractions easier if they were shared between members.

It was noted that the Area DAG groups' membership was large and questioned whether so many people were needed. The Force answered that although the groups were larger they were working well and people felt more included.

The Committee congratulated the Force on completing the review. An update was requested following the Force's further work on this.

Agreed:

- **Update on the progress on Area DAGs in approximately 6 months.**

06/2009 POLICING PLAN TARGETS

Agenda Item 6

The Force proposed to maintain the sickness target of 8 days which had been in place for 2008/9. It was considered this was a realistic target and continuing would mean further embedding it within the organisation.

The Committee **approved** the sickness target.

Background information on the recruitment and progression targets was given. It was noted that the Force had the third highest proportion of BME officers across the police service in England and Wales and the Force felt that this achievement of recent years should be acknowledged by realistic target setting. There had been significant improvements in recruiting BME and female officers in the past few years and as such the Force proposed improvement targets for recruitment and progression. These directional targets were said to be supported by the Women's Strategic Forum (WSF) but the Support Association for Minority Ethnic Staff (SAME) had indicated that they would like to maintain the previous target setting aiming for specific numerical outcomes.

The Committee questioned whether any wider consultation with staff had taken place. The Force responded that there had not been sufficient time to consult outside of these two support groups.

The Committee was concerned that this was a very different approach and that presentationally it did not send the right message, particularly if the Force did not achieve the 2008/9 targets, which the Committee accepted had been aspirational. They also felt that they were not getting a sense of what was achievable as the proposed targets did not have a numerical value attached.

The Force considered that as it was unlikely to meet some of its 2008/9 targets this was reason to consider a new approach. A lot of work had been carried out on the proposals and they aimed to complement the Home Office style to allow for more accurate benchmarking.

The Committee noted that if the intention was to allow better comparison with the Home Office forces the transferees and PCSOs would need to be removed from the figures in line with the Home Office forces targets and PCSOs would not be included. The Force agreed that if the improvement targets were agreed they would not include transferees and PCSOs.

The Force projected that if transferees were excluded the percentage of BME officers recruited in 2008/9 would be 12.6% and for females 20.5%. For progression the percentages would be 8.1% BME and 10.8% female, but these projections were sensitive to the March recruitment intake.

The Committee asked that the Force come back offline with what they

felt were realistic, but towards aspirational, numerical, targets for recruitment and progression for BME and females, with further thought given to the presentation of these.

The Force said that they would do this but wanted to be clear that their recommendation was for improvement targets as they considered these to be challenging following the achievements made in the current year.

Agreed:

- **The sickness target was approved as proposed in the paper.**
- **The Force to email the Committee Members with suggested numerical targets for both recruitment and progression targets for BME and female officers excluding transferees and excluding PCSOs**
- **Further work to be completed in 2009/10 to establish a longer-term approach to setting targets appropriate to driving results to support the Force's 3-year strategy.**
- **HR targets to be included within the overall Policing Plan development process commencing in the Autumn alongside the work on all other Force targets.**

07/2009 CURRENT ESTATES SITUATION

Agenda Item 7

Mr Stringer gave a presentation on the Estate situation updating on the work which had been done in the last three years and that which was planned. The Estate had moved on considerably in the last three years and a survey measuring its acceptability was due to be repeated in April 2009.

Mr Stringer explained that as a result of historic and market reasons the Force did not own its Estate but leased all its buildings. There was nothing legislatively to stop the Force owning buildings now the Authority was in place, but the type, size and location of accommodation required meant that leasing was the best and often only option for the Force.

The Committee asked who was responsible for the housekeeping of the buildings on a day-to-day basis. Mr Stringer explained that the Estates and Facilities Department did the best it could to respond to any issues but the Office in Charge at a station made a real difference to the general cleanliness and tidiness of a station.

The Committee thanked Mr Stringer for an informative presentation.

08/2009 MANAGEMENT INFORMATION REPORT

Agenda Item 8

The Committee noted that the information provided in the report covered the last quarter of 2008. It was accepted that this was the result of paper deadlines but requested that updates be made available at the meeting. The Force agreed saying that depending on the updates they would provide a supplementary note or a verbal update.

There was now an internal source of legal advice to help the Force to quickly deal with employment tribunal cases. The Committee noted that a high number of grievances fell into the other category and asked if there was any way to reduce this. In the meantime they requested commentary on the sort of cases included.

It was noted that the number of BME officers had been steadily rising.

Agreed:

- **The Force to provide a supplementary note or a verbal update depending on the information to be updated.**
- **Commentary to be included on the cases falling under the 'other' category in grievances.**

09/2009 AOB

Agenda Item 9

The Committee was to review its start time to aid Mr Culley as he came down from Scotland for the meetings.

DATE OF NEXT MEETING: Tuesday, 26th May 2009, venue The Forum

Signed.....

Chairman