



Human Resources and Remuneration Committee

Report on Progress and Achievement

Sept 09- Nov 09

Human Resources Director

24 November 2009

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1. PURPOSE OF PAPER

- 1.1 This report details the tactical progress, achievements, projects and strategic developments within Human Resources (HR) for the period September 09 – November 09. The report makes a link with the previous quarterly report (Jun 09 – Aug 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): BTP is working towards Management of Police Information (MoPI) compliance in 2010 which requires all staff, who process information for a policing purpose, to undertake MoPI training. As agreed by the Force Training Board MoPI training will be delivered using NCALT e-learning. The roll-out to Areas will start in the New Year.
- 3.1.2 There have been a number of new releases with NCALT in the last three months which are:
- Domestic Abuse – Stalking – Harassment
 - Emergency Procedures at Major Incidents for Initial Responders
 - Emergency Procedures at Major Incidents – Silver Tactical Command

- Bichard 7 - This e-learning module is aimed at police staff and officers within England and Wales and will train them to update court reports via the new PNC Bichard 7 portal.

3.1.3 The Core Leadership Development Programme module, for Sergeants passing Part 1, has been re-configured and reduced to three days. The 3-day Acting Sergeants course was run in July and the 5 courses had full attendance. There was good feedback from the delegates on the course and content.

3.1.4 The Springboard Programme which is aimed at is currently running for 21 delegates in London. Due to high demand in London, a further programme is being held early 2010 and in the middle of the year (either NE or NW Area).

3.1.5 Higher Potential Development Scheme - One delegate is going through the assessment process (Stage 3) which will complete in November 09.

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 fully operating from the HR Business Centre, Birmingham. Four OH Advisors have been appointed and the system continues to progress positively. The change to a remote case management process has been well received; managers are indicating that they are receiving more information to enable them to supervise the absences effectively. The referral process continues to be improved.

3.2.2 The research project to look at the disparity in female sickness absence figures across BTP is continuing. The Womens Support Forum (WSF) is liaising with BAWP to establish the deliverables and timescales of their research. In the meantime we are having a further look at the data, assisted by HR Analysts to identify any particular trends.

3.3 Recruitment Planning

- 3.3.1 17 new student officer posts have been filled for the final intake of 2009, in which began on 2 November, of which 26% are BME and 32% are female.
- 3.3.2 The transition of recruitment activity from all Areas/FHQ to the HR Business Centre is complete with the final Area, London Underground, transitioning on 26 October 2009, as planned.
- 3.3.3 A new recruitment website/database development programme began in October 09, to improve the recruitment systems and processing of applications into BTP. This new system will allow applications to be managed in a more efficient manner throughout the recruitment process and enable BTP to analyse its success in delivering against performance targets.

3.4 Equality & Diversity

- 3.4.1 The Deputy Chief Constable and SAME have issued a joint briefing to address issues raised from the conference. The DCC is embarking on a number of workshops with BME employees to further address concerns. This is being supplemented with a restructuring of the Force and Area Diversity Action Groups to provide stronger leadership and to drive delivery of the actions arising from the seminars. This approach has also been reinforced by the Chief Constable during his recent seminars.
- 3.4.2 The SAME dedicated progression activity (known as the 'Braithwaite' proposal) has been re-considered with the concept now being delivered through the existing Step-Up Programme. The Programme will be bespoke and accommodate 24 BME employees on a 'positive action' basis. The Programme will be delivered by end of March 2010.
- 3.4.5 Revisions of Procurement Policy, in relation to goods and services, have been conducted in consultation with the Diversity Unit. Revised policy is due for release, for consultation, by the end of November 2009 with projected implementation in February 2010.
- 3.4.6 The ACPO/NPIA/APA Equality, Diversity and Human Rights Strategy for the Police Service has now been published. BTP is using the Strategy structure as the basis for a review of our Single Equality Scheme. The NPIA Equality Standard is now due for publication in December.

3.5 Employee Relations

- 3.5.1 Police Staff Pay Review 2009: Pay review has been completed for new contract staff and was paid in November salaries, providing a 0.75% increase (with effect from 1 July 2009) in basic pay to all eligible staff marked 'Competent' or 'Exceptional' on their PDRs; in addition, 'Exceptional' rated staff also receive a non-consolidated award TSSA, representing Redbook Staff, have been made an offer of 0.75% on basic pay (with effect from 1 April 2009). The offer will be formally put to the membership.

3.6 HR Performance & Strategy

- 3.6.1 The HR Department has been actively involved with business continuity planning in light of the Pandemic Flu planning process (currently at 'yellow' status). In addition to Pandemic planning the Department has widened the scope to include general business continuity and emergency planning procedures. A 'table-top' exercise is being planned for December 09.

4. HUMAN RESOURCES - PROJECTS

- 4.1 **Engaging Police Staff Project** (formerly known as Police Staff Employment Package Project): This project is rated as 'Amber' status. A briefing paper was taken to SB&PM on 11 November 2009 and the final decision on the implementation of this project is expected to be taken by BTPA on 09 December 2009. Progress Report at Appendix A.
- 4.2 **HR Transformation Project:** This project is rated as 'Green' status. The HR Transformation is running smoothly and the transition of work to the Business Centre was completed at end of October 09 as scheduled. Progress Report at Appendix B.
- 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). The project is rated as 'Green' status. Intake one commenced on 02 November 2009. As planned, their first five weeks training will be delivered at Tadworth. The first training to be delivered from Camden St will be cohort 18 from 16 November 09. A Progress Report is at Appendix C.
- 4.4 **Learning & Development Transformation:** The project has now commenced and is rated as 'Green' status. The top tier management roles have not been filled as quickly as had been hoped which will delay the later phases slightly. However, the implementation of the

new structure can still be achieved to coincide with the move to the new training facility. Progress Report at Appendix D.

- 4.5 **Olympics 2012:** The updates for this project will be supplied through the BTPA Olympics Planning Group (*as agreed at HR&RC Sept 09*).
- 4.6 **Staff Survey 2009:** A strategic decision has been made by the Strategic Command Team (SCT) that employee engagement will be modernised and not undertaken through a traditional paper survey approach. The Chief Constable has opened new communication routes for employees which includes a suggestion box, through the Intranet, for employees to identify efficiencies and also a Q&A Intranet box for the CC to communicate directly with people within HR regular surveys of users will be undertaken to obtain customer feedback. This project is therefore closed.
- 4.7 **Recruitment Process Proposal:** A proposal to re-design the student officer recruitment process developed during October 09. The proposal is a response to feedback and is key to providing a more flexible, efficient and timely recruitment solution in recruiting new officers to BTP and ultimately deliver greater capability to frontline policing.

5. STRATEGIC UPDATE

- 5.1 **HR Strategic Plan 2008-11:** Human Resources Department has ten key strategic objectives within the BTP Strategic Plan covering year two (2009/10). A full report is available at Appendix E. Of the ten objectives the status as at October 09 is:
- 3 x amber status
 - 7 x green status

The 'amber' status objectives are in relation to:

CD13 – 'ensuring BTP has sufficient capacity and expertise to deal with crime and public safety, including for the 2012 Olympic and Paralympic Games'. The status of this objective has been increased due to inter-dependencies with other Departments. The workpackage timescale has been extended to March 2010.

CC28 & CC29 – 'reviewing BTPs pay structures and staff contracts'. The status has been

increased to 'amber' in line with the project status (as shown as para 4.1)

5.2 **Pensions:** The Deputy Clerk is bringing a paper to the meeting to update the committee

5.3 **Tribal Audit Schedule 2009:** An Audit Plan has been set for 2009-10. HR has two audit activities within the plan:

- Audit Activity 1: 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

Update: A draft Audit Report was produced in October 09 which has been submitted to Senior Command Team for consideration. Overall the draft assessment was rated as 'Reasonable Assurance' which is defined as *'reasonable number of internal controls in place, which should ensure continuous and effective achievement of the control objective'*

Comment [71]: Teresa, just check that this has gone to SCT before we include here as a report is draft until accepted by SCT. Sharon Burd has it on her list to bring to ST so we need to check timing and omit is necessary.

- Audit Activity 2: Transformation: The review considers the arrangements for business continuity planning for the centralisation and relocation of HR services to Birmingham

Update: An initial scoping meeting has been held with Tribal. Work will commence in November 09.

5.4 **Working for the Public 2010 Inspection:** HMIC is currently scoping what and how the 2010 workforce inspection will cover. The inspection is likely to commence in September 2010 and will be aimed at how well Forces are using their workforce and delivering a productive service to the public. The intention is that each Force will be assessed on its outputs against a profile of key issues around resource deployment which will allow benchmarking and the sharing of best practice. The inspection will take the three themes set out in the green paper of: leading; organising and developing.