



BRITISH
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POLICE

Agenda Item 7

REPORT TO: Human Resources & Remuneration Committee
DATE: 26 May 2009
SUBJECT: Workforce Planning
SPONSOR: Linda Scott, HR Director
AUTHOR: Linda Scott, HR Director

1. PURPOSE OF PAPER

- 1.1 The purpose of this paper is to update and inform the Human Resources and Remuneration Committee of the progress made to develop a workforce strategy and to describe the planned activity to deliver that strategy in the short and medium term.

2. STRATEGIC DIRECTION

- 2.1 The ambition of a workforce strategy is to ensure that British Transport Police (BTP) has the right people with the right skills in the right place at the right time. To achieve this ambition involves ensuring that the recruitment plan is aligned to the diversity agenda, is flexible enough to respond to changing business needs in the current climate and builds capacity for the future as well as delivering immediate needs. The training strategy is linked to delivery of the workforce plan through its ambition to deliver PCSO and officer induction training to a high quality at best value and to develop a more strategic approach to leadership development.
- 2.2 Developing a workforce strategy linked to the medium term financial plan is a key strategic aim of BTP (CC25). It signals a change in approach from a user driven short term recruitment plan to a more strategic approach linked to financial planning and the need to align people resources to delivery of the policing plan priorities.



3. BACKGROUND

- 3.1 Historically recruitment plans were developed on an annual basis by FHQ using estimates provided by Area Commanders of their likely requirements for police officers and PCSOs. These estimates did not specify actual locations of vacancies and were subject to frequent change throughout the year as resources were switched frequently between full time recruits, use of overtime and use of agency staff. At Area level there was a clear link between recruitment plans and affordability and this flexibility worked well for Area Commanders who were responsive to changes in emphasis to ensure they delivered their policing plan targets. There was however less satisfaction with the responsiveness of the recruitment team to deliver recruits on time and to the required locations.
- 3.2 In order to accommodate the required flexibility and meet demand quickly large 'waiting lists' of candidates were retained at the early stages of the recruitment process so that recruits could be delivered as quickly as possible when demand profiles from Areas changed. Another challenge was to ensure that recruits could be delivered to central London locations as well as to remote stations throughout the British Isles. This large waiting list was difficult to manage as some candidates were kept waiting for a number of years in some cases, thus impacting on BTP's reputation as an employer. There were also some occasions when there were no suitable candidates at the desired location and appointing another candidate often led to welfare issues and complaints from Area Commanders.
- 3.3 Improvements to the annual workforce planning cycle were introduced this year with an early joint meeting between the FHQ Resourcing team and Area Commanders. As a result, a much clearer profile of the requirement for the forthcoming 12 months was determined. However, when budgets were issued the following month it was clear that there was a mismatch between planned recruitment activity and that which was likely to be affordable. Diversity targets were set on the basis of planned recruitment activity. The methodology to link recruitment activity to the medium term financial plan was set out to the Strategy Budget and



Performance Committee in November 2008 (a copy of the paper is attached at Annex A for ease of reference).

4. CURRENT POSITION

- 4.1 The current data on affordable workforce targets is set out at Annex B with the planned recruitment activity that will support these targets. This data takes into account known changes to policing numbers at FHQ which impact on Areas since FHQ does not undertake direct recruitment.
- 4.2 The current financial climate means that the plan remains subject to change and recruitment activity may be ramped up or scaled down as the year progresses and BTP prepares for the 2010/11 budget setting round. In addition changes to enhanced SLAs with TOCs would also have an impact on these plans
- 4.3 The *FrontlineFirst* efficiencies agenda has meant that Areas have begun to review their use of civilian staff and warranted officers. This has in many cases achieved cashable and non cashable savings that have been reinvested in the front line (*FrontlineFirst* efficiencies were reported to the last full Police Authority meeting on 14 May).

5. FUTURE ACTIVITY TO SUPPORT THE STRATEGY

- 5.1 In the medium term a better understanding of the type of employee across BTP currently employed to deliver the policing plan objectives will be developed. SDD have been asked to undertake a stock take of the extent to which civilianization of roles has taken place within Areas and Departments. This will provide a baseline for both undertaking a risk assessment of further civilianization of roles and will provide intelligence against which the optimum workforce mix can be assessed for BTP.
- 5.2 Human Resources and Remuneration Committee have requested a review of the use and cost of PCSOs. As a result SDD have also been asked to undertake the review of PSCOs. Copies of the work package requests are attached for information at Annex C.



5.3 Work continues through the Achieving Policing Plan Targets group to improve the representation of BME and female officers who are both underrepresented in BTP. Performance is measured by the achievement of policing plan targets. An important aspect of achieving the targets is to understand better the types of role that are likely to become vacant and the geographical location where that role arises. This means that recruitment activity can be targeted to these groups more successfully and through specific campaigns.

5.4 Workforce planning for the Olympics is underway and a separate paper has been prepared. The workforce plan will need to be sufficiently flexible to build in short term additional capability without increasing overall baseline costs going forward. One idea that is being explored is to recruit specials from existing BTP police staff which will provide a more flexible resource for either major events or in the event of a critical incident. Although there is an initial training investment there is likely to be a marginal impact on the baseline.

6. RESOURCE IMPLICATIONS

6.1 There are no direct resource implications arising from this paper as the capacity to take this work forward was established as part of the HR Transformation project. Workforce planning activity should allow better use of existing resources as they are now aligned to financial planning.

7. DIVERSITY

7.1 No diversity issues arise as a result of this approach. Indeed it is through the delivery of the workforce strategy that the aim of achieving a diverse workforce that better represents the traveling public will be achieved.

8. RECOMENDATIONS

8.1 Human Resources and Remuneration Committee are invited to note progress in developing the workforce strategy. It is proposed that the workforce strategy document once prepared



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and consulted upon with internal stakeholders be endorsed by this Committee. This is likely to be at the November meeting of the Committee.



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REPORT TO:	Strategy Budget and Performance Committee	Annex A
DATE:	18 November 2008	
SUBJECT:	Workforce Planning and Overtime	
SPONSOR:	Director of Finance and Corporate Services	
AUTHOR:	Director of Finance and Corporate Services	

1 PURPOSE OF PAPER

- 1.1 To provide information to note on officer and staff numbers and overtime as previously requested.

2 BACKGROUND

- 2.1 At the last meeting of the Strategy Budget and Performance Committee on 30 September BTP was asked to prepare a paper for the next meeting on 18 November 2008 on manpower planning. An excerpt from the minutes of the meeting provides some context for the paper:

'The Chair asked how many vacancies were being covered by overtime. The Chief Constable said that the Force had a devolved budget regime and there was not an establishment for Areas. Areas had the authority to recruit slowly or quickly, whichever best matched their needs. The Chief Officers' Group watched the overall figures for police officers.'

Sir David said that there must be a nominal amount for each Area. The Chief Constable responded that numbers were not given to Areas but changes were monitored. Mr. O'Toole expressed surprise that there was no establishment for the Areas. The Chief Constable said that budgets were drawn up on current numbers and what Areas considered were going to be important.

The Chair said he was in favour of devolved budgeting but was also concerned by the levels of overtime. He asked if the Committee could see some figures. The Chief Constable said that he would incorporate overtime as one of the themes in budget monitoring. Mr. Hemmings



suggested that it might be useful to have a paper on manpower planning. The Chair agreed that this would be useful and requested that it include a recommendation of how overtime would be monitored ongoing. Ms Knights added that agency staff would need to be included.'

2.2 The issues for consideration appear to be:

- Workforce planning in the context of devolved budgets
- Monitoring workforce numbers
- Use of overtime and how this is monitored.

3. WORKFORCE PLANNING IN THE CONTEXT OF DEVOLVED BUDGETS

3.1 Area Commanders and Department Heads are held accountable for the delivery of operational performance and investment projects through the Force performance management regime (FMT and Programme Board). They are also held accountable for management of their budgets and keeping net expenditure within authorised limits.

3.2 Within these constraints managers are allowed freedom to determine the number, ranks/grades and mix of officers and staff employed. This does have the advantage of allowing managers to respond to local requirements and tailor service provision to meet operational needs and is an important element of devolved financial and operational management.

3.3 Nevertheless, in order to manage effectively it is important that there is a clear understanding of the make up of the planned workforce. This is needed at local level to ensure that all managers are aware of the resources allocated to them and for recruitment activity to be initiated when necessary.

3.4 It is also needed centrally to allow HR to organise recruitment, especially for police officers and PCSOs, and to provide an overview for senior management of the structural composition of the workforce. Such a view may give rise to strategic concerns not evident at a local level.



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- 3.5 The current practice is for officer and staff numbers to be reviewed by Area and Business Group managers at the start of the financial year when budgets are allocated within the overall total budget approved by the Police Authority. It is important at this stage that the numbers planned are compatible with the budgets allocated and this is validated by the Finance officers within Areas and Departments.
- 3.6 It is proposed that from 2009/10 this process is developed further so that the numbers planned are consolidated into an authorised establishment recognised as the Affordable Workforce Target (AWT). This is most relevant for Police Officers and PCSOs where employment is mainly on a full time permanent basis. For other police staff, part time and flexible working patterns are more significant and this does make the interpretation of budgeted numbers more difficult. Nevertheless, a basic framework of planned staff employment should be confirmed that will need to be reflected in the AWT.
- 3.7 The AWT will be produced as part of the budget development processes and confirmed in the Budget Submission to the Police Authority. This should not detract from the devolved responsibility Areas and Departments have for determining their workforce mix within available resources but will enable an improved oversight to be established and will support central recruitment activity.

4. MONITORING OF WORKFORCE NUMBERS

- 4.1 Having established an Affordable Workforce Target, this needs to be monitored during the year to maintain an overview of employment patterns. Variations will occur because of recruitment and retention issues as part of normal employment processes. It is also important to maintain net expenditure within financial limits and this may entail holding vacancies from time to time.
- 4.2 It is therefore proposed that information should be collated on a regular basis to review actual employment against the AWT for each Area/Department. Information can be extracted from payroll/HR records for all staff employed directly by BTP. Staff employed through agency contracts cannot be picked up in this way and information will need to be returned by



Areas/Departments. In view of this, it is proposed that returns be made of all staff including agency staff as part of the four weekly Finance Review process. This will then be cross checked centrally against payroll extract reports in respect of staff directly employed.

5. USE OF OVERTIME AND HOW THIS IS MONITORED

- 5.1 Concern was expressed at the meeting on 30 September about the level of overtime and the extent to which this was driven by needing to provide cover for vacancies. This relates primarily to police officers and PCSOs because the majority of other police staff do not actually have an entitlement to overtime.
- 5.2 It must be recognised that there are various factors that contribute to the use of overtime and that the level of vacancies is not necessarily the main issue. There is indeed an argument that recruitment of additional police officers, whether as a result of filling vacancies or other recruitment, leads to an increase in overtime costs and not a reduction. It is not therefore possible to answer directly the question as to how many vacancies are being covered by overtime.
- 5.3 Provision is made within the budget for overtime based on previous experience and expectations of requirements taking account of the resources available. Control of overtime (including Rest Day Working) is then an important part of overall budgetary control and is an essential element in management processes. This operates on a devolved basis within Areas/Departments. Management controls include careful rostering and forward planning to avoid calling in officers at short notice.
- 5.4 It is also important that overtime working is properly authorised by senior management at local level. Local management needs to take a view as to the level of overtime that can be funded within the budgeted resources and then contain authorisations within that level.
- 5.5 Budget monitoring reports produced for each four weekly period do already compare expenditure against budget for overtime along with all other elements of income and



expenditure. These are summarised in the four weekly returns as part of the Finance Review process.

- 5.6 Reports are also currently produced identifying the highest overtime earners and these are referred to the Professional Standards Department to ensure propriety in the overtime earned. Local management is also able to extract similar information for its own control purposes.
- 5.7 Information can also be extracted from payroll to identify overall overtime earnings by rank within each Area. It is proposed that reports be developed to summarise overtime earnings and the overall costs of Police Officers and PCSOs expressed as an average per officer by rank for all Areas including Force HQ. This will be provided to senior management periodically to enable comparisons to be made across BTP.

6. RECOMMENDATIONS

- 6.1 It is recommended that the above information and monitoring arrangements be noted.



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 <p>British Transport Police</p>		<h2>Work Package Request Form</h2> <p>Annex C</p>	
ORIGINATING PROJECT / DEPARTMENT DETAILS			
Project/ Department: HR		Work Pack Req. No:	Vers. No:
Name of Requester: Linda Scott		Date Raised: 11 May 2009	
ACTIONING PROJECT / DEPARTMENT DETAILS			
Project/ Department: Management Services		Name of Project/ Dept. Manager: John Wright	
PURPOSE OF WORK PACKAGE REQUEST			
<p>Action arising from HR & RC on 24th February 2009. To review how BTP uses PCSOs and to see if they are delivering the benefits anticipated and to establish how successful the Role is from the perspective of those carrying it out.</p>			
DESCRIPTION OF WORK PACKAGE REQUEST			
<p>Investigate BTP's deployment approach for PCSOs - how PCSOs are used and how this varies a/c BTP (some are integrated into NP Teams and some on beat patrols). What is the preferred way of using them, what has been the most successful? Should we have a central policy? Are PCSOs delivering the benefits anticipated when BTP decided to set up PCSO's The costs of PCSO's compared to officers to be examined to see if they are still cost effective when turnover is taken into account.</p>			
OTHER INSTRUCTIONS			
<p>Some common ground with a separate project led by C/Supt Smith to look at the impact of reducing the PCSO numbers. So data should be shared where appropriate.</p>			
PLANNED DATES			
Start:		Completion Required By: 3 months (September HR & RC)	



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 British Transport Police	Work Package Request Form Annex C	
PROPOSED QUALITY ASSURANCE AND ACCEPTANCE ARRANGEMENTS		
APPROVAL TO PROCEED WITH WORK		
Requester:	Signature:	Date:
Supplier:	Signature:	Date:
COMPLETION COMMENTS AND ACCEPTANCE SIGN-OFF		
Requester:	Signature:	Date: