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# BRITISH TRANSPORT POLICE AUTHORITY

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**MINUTES**  
**HUMAN RESOURCES & REMUNERATION COMMITTEE**  
**26<sup>TH</sup> MAY 2009, 11.30AM**

at  
**THE FORUM, 74-80 CAMDEN STREET**

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**Present:** Ms C Knights (Chair)  
Mr L Adams  
Mr R Culley

**Apologies:** Mrs W Towers

**In attendance:** Ms L Scott, HR Director  
Ms L Jainudeen, Head of HR  
Ms T Hickman, HR Police and Strategy Manager  
Mr P Ward, Head of Learning and Development

Mr P Haddock, Deputy Chief Executive  
Miss L Barrick, Business Support Manager & Minutes  
Miss R Pazos, Administration Assistant (part)

**11/2009 WELCOME AND APOLOGIES**

Non-Agenda

The Chair welcomed Mr Ward, the new Head of Learning and Development to his first Committee meeting.

The Chair gave apologies from Mrs Towers.

**12/2009 MINUTES OF MEETING 24<sup>th</sup> FEBRUARY 2009**

Agenda Item 1

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

**13/2009 MATTERS ARISING**

Agenda Item 2

There had been a delay with regard to the procurement of the new uniform and as such Assistant Chief Constable Thomas' item had been postponed. It was agreed that Assistant Chief Constable Thomas would be asked for a short briefing note to apprise the Committee of the reasons for the delay.

The Chair said that it was useful to have the actions from the staff association meetings included on the list to see the updates.

It was clarified that the Committee could expect the Force's Annual Health and Safety Report to the September meeting.

**Agreed:**

- **The Secretariat to ask Assistant Chief Constable Thomas for a short briefing note explaining the reasons for the delay around the procurement of the new uniform.**
- **The Force Annual Health and Safety Report to come to the September meeting.**

**14/2009 HR DIRECTOR'S PROGRESS REPORT**

Agenda Item 3

**Learning and Development**

A moderation procedure for the 'Improving Performance Appraisal' (IPA) was being implemented for the first time. This involved checking that there was, as far as possible, an evidential basis for any performance pay increases. This would be monitored and evaluated for future development.

**Wellbeing**

The new Occupational Health Model had been adopted following a pilot. This new model was a telephony service which line managers could call for advice and referral. Face-to-face meetings were still available where they were required through an outsourced provider. The new model was expected to standardise the experience of occupational health advice Forcewide. However, it should be noted that there would be a bedding in time before business improvements could be expected to be realised. The Committee asked if there was still an issue around getting doctors. The Force updated that the issue around this in Scotland had been fixed. The problem had been around the quality of advice received from doctors but it was accepted that this relied on whether the right questions were being asked and that doctors were supplied with the appropriate information.

Under the new model a person would have one person in occupational health that would be their contact from beginning to the end of their case. L Area would also fall under this scheme, although they continued to obtain advice through an outsourced provider, it would be monitored centrally

A project was underway that was looking at levels of female sickness. The Women's Strategic Forum had been asked to help with this. The Committee felt that it was important to understand the cause of this to see if anything could be done. The Force said that it was not aware if this was a general population trend or related to policing specifically. It was suggested that a comparison for police staff be looked at.

**Agreed:**

- **The Force to gather the sickness absence data for staff to see if there was a similar gender disparity.**

**Recruitment**

The Force updated that a piece of work looking at the PCSO role had been commissioned as requested by the Committee. The turnover of PCSOs was not significantly higher than that for police officers, at 9% compared to 6.2%.

The Committee noted that the HR department was under pressure to improve aspects of recruitment but this would be discussed further at the workforce planning item on the agenda.

### **Equality and Diversity**

An annual report was being produced by the support groups. The support groups had been encouraged to take a business style approach and had each been given a budget for basic running costs and had to bid for any additional funding.

The SAME conference had taken place. The themes had been that they felt that there was a lack of support for support groups and that there was difficulty getting their message out.

### **Employee Relations**

An amended sickness standard operating procedure (SOP) was being produced post Taylor as some gaps had been identified. The amended SOP gave some discretion to line managers around whether staff should enter the process. There was a risk attached to this but it would be closely monitored and Area Commanders would need to be aware of any inconsistencies on their Areas.

There was a pension increase for police staff that would be in place from July. This had been a planned increase and may need to be revisited later.

### **Projects**

The Police Staff Employment Package Project (PSEPP) was now called 'Engaging Police Staff'. Job descriptions were currently being evaluated on an Area-by-Area basis. This allowed for the shape of the organisation to be considered as a whole, rather than individual rates. A new model could not be properly costed until all this work had been done.

The Training Administration System (TAS) was being updated, with descriptions being standardised, the standardisation was from ACPO to help in Olympic planning. Central control of the inputting on to this system which was a longer term ambition would ensure that the data remained accurate.

The Committee requested that the achievements against the HR Strategic Plan be circulated in the same format as had been presented for the Business Plan.

Premises for a new Learning and Development Centre had not been found. It had been suggested that Blundell Street could be used but this was not considered to be appropriate for L&D requirements. This was supported by the Committee. The Estates Department had been given a specification of what was required by L&D. Mr Ward said that the culture and identity that the Force wanted to have was part of the decision making, as the training centre would be peoples first experience of the organisation.

The HR Business Centre was on track and the site was expected to be handed over to HR in the next week.

**Agreed:**

- **The achievements against the HR Strategic Plan to be circulated in the same format as the Business Plan.**

**15/2009 HEALTH AND SAFETY UPDATE**

Agenda Item 4

Mr Adams said that the Authority's role in health and safety was to monitor and be mindful of what the Force was doing for its staff in this regard. The Force had produced a standard operating procedure for its management of health and safety at work and the Committee requested that clarity be obtained regarding who should be responsible for the counter signing of this.

The Authority had also produced a health and safety statement on its responsibilities in this area. The Office Manager at the Authority would be responsible for ensuring that any actions were implemented.

**Agreed:**

- **The Secretariat to check where the responsibility for counter signing the document lay within the Authority.**
- **Ms Jainudeen to chase up Mr Kenwick for a response on the Authority's health and safety document.**
- **The Force's document to be presented on an annual basis to keep the Committee apprised of any changes.**
- **The Chair to update the next Authority meeting on the work on health and safety**

**16/2009 OLYMPICS PLANNING UPDATE**

Agenda Item 5

The Force updated that there had been some changes to the governance structure since the last update. BTP had become part of two work streams that had an operational focus and as such the Force would need to ensure that it had a voice from the HR perspective.

The HR Department had completed two of its work packages for the Olympics project. These were the track safety training work package and the equality impact assessment work package.

Workforce planning was underway and on track to be completed on time. It was noted that the Metropolitan Police Service (MPS) was doing a national campaign for volunteers and that this could affect the pool of people that would be available for BTP. The Force responded that it had been requested not to do anything significantly different for the Olympics period as it was so short. However, there had been a slight reduction in the number of specials and the level of these would need to be maintained.

The Committee asked if the railway industry had been engaged in the volunteer discussions. The Force answered that they were not aware

that the industry had been approached and would raise this at the next appropriate meeting.

**Agreed:**

- **The Force to raise the suggestion of engaging with the industry in the search for volunteers for the Olympics period.**

**17/2009      PROGRESS AGAINST HR STRATEGIC PLAN 2008-11**

Agenda Item 6

The recruitment and progression objectives which had been due for completion in year one, had be reused for year two. The targets around the staff survey and corporate governance arrangements for the L&D cycle were also due for completion in year two, whilst the remaining objectives were to be completed over the life of the plan. The report highlighted the major achievements, which included a reduction in the number of sick days being taken per employee, and improvements in the way that efficiencies were being recorded.

The Committee congratulated Ms Scott and her team on their hard work. The Committee asked the Force to consider how it could spread the message about these achievements further and how the Committee itself could help in this.

The Force informed the Committee that there had been a good level of engagement during the HR transition to the new style HR. There had not been a significant turnover or rise in sickness absence and no grievances during this difficult period. Most employees had been redeployed successfully and so far there had been no compulsory redundancies. Tadworth had been difficult due to the uncertainty but the Force had tried to give a consistent message.

**Agreed:**

- **The Force to consider how to spread knowledge of the HR achievements message further and how the Committee can help in this.**

**18/2009      WORKFORCE PLANNING**

Agenda Item 7

The capability for this had come from the transformation. A strategy around this would now follow. The background was that previously there had been no reliable predictions of how many new recruits would be required and as such there had been extremely long waiting lists. This had meant that people could be waiting for over 2 years to be placed which had led to complaints and criticism of the Force. The waiting lists had been reduced when the new Head of HR had started, as she had arranged for a team to call those people on the waiting list and explain the circumstances and manage expectations as to how long it could be until they were placed. As a result of this the waiting list was significantly reduced. There had also been a clause built in to applications, that if after a year a person had not been placed and there had been no contact with that person they could be removed from the list automatically.

Meetings had been held with the Area Commanders to get a better picture of what is required. It had also been requested that Area Commanders supply more information when requesting additional staff to ensure that HR provide them with the most appropriate person.

The affordable workforce target had been reducing and HR was looking at how this could affect the diversity targets. However, it had to be borne in mind that currently this was raw data and it was not clear what factors had been used to arrive at the figures. It was noted that Force Headquarters (FHQ) did not have any probationers as any officers at FHQ were recruited from the Areas. There had been a 12 month tenure policy put in place to protect Areas from investing in officers training only to lose them to FHQ shortly afterwards. FHQ was seen as part of the development path for officers.

The workforce mix was an important element to be considered in workforce planning. The position to be taken by the Force between officers and civilians needed to be considered in terms of mix as well as numbers. A study of the PCSO role had been commissioned as part of this work and this issue was also being picked up in the neighbourhood policing evaluation.

It was noted that any strategy in this area would need to link in with diversity targets and Olympics work. The strategy would be brought to the Committee in November along with an action plan.

The report was **noted**.

**Agreed:**

- **The strategy and action plan to come to the November meeting.**
- **The Committee Members to be added to the circulation list for the monthly HR performance Information Document.**

**19/2009 TRAINING – TURNING THE STRATEGY INTO ACTION**

**Agenda Item 8**

Mr Ward said that his first priority is to review the Student Officer Programme. The contract with the University ends in November 2009 so it was an opportune time for this. He added that he would like to see a more operationally focused course and programme during which uniform was worn the majority of the time.

His second priority is to set the L&D structure for the next 3-5 years to give the department more stability and a clearer focus.

His third priority is to identify the key performance data required by the key stakeholders to demonstrate to stakeholders what they were getting.

A further area that he would be looking at was leadership development as he felt that this lacked strategy.

The Committee said that it wanted to see more uniformity and better planning of training to meet the business needs.

**Agreed:**

- **The Secretariat to send Mr Ward the up-to-date Member portfolio list.**

**20/2009 MANAGEMENT INFORMATION REPORT**

Agenda Item 9

It was reported that there had been a slight reduction in the number of Specials over the quarter reported. It was noted that Specials had to complete 16 hours a month and some Areas had been cleansing their lists to remove those who had not been completing the minimum number of hours.

The first officer intake of the year would be taking place on 29<sup>th</sup> June and this included 8 BME and 4 females which would be the first figures towards the 2009/10 targets. Female recruitment was still proving to be a difficulty

Turnover had marginally decreased which was not unexpected in the current labour market.

The number of promotions from BME officers had increased as the Force got better at identifying those who were ready and offering mentoring. There was also more evaluation of some of the leadership programmes taking place, including the quality of mentoring.

The sickness target had been achieved for the first month of the year. It had been noted that female officer sickness was higher than that for male officers and this was being looked into further as to whether this may be due to recording errors in some cases. The Force was also moving from the Dorset 12 categories to a much more extensive list which would allow for much better data analysis. The Committee asked the Force to see if this male/female disparity also existed for police staff.

**Agreed:**

- **The Force to see if the male/female sickness absence disparity also exists for police staff.**
- **Sickness figures to be presented separately for long and short term cases.**
- **The Force to review the APA list to ensure that the Committee was supplied with all the appropriate information.**

**21/2009 AOB**

Agenda Item 10

There was no AOB.

**DATE OF NEXT MEETING: Tuesday, 1st September 2009, venue  
Axis House, Birmingham**

Signed.....

Chairman