

# Minutes

## Human Resources and Remuneration Committee

Tuesday 24 November 2009, 11.30am  
at Mezzanine Suite, Holiday Inn Camden Lock

The Forum  
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### Present:

Ms Christine Knights (Chair)  
Mr Lew Adams  
Mr Ron Culley  
Mrs Wendy Towers

### In attendance:

Ms Linda Scott, HR Director  
Mr Stephen Thomas, Assistant Chief Constable London & Olympics (part)  
Ms Teresa Hickman, Head of HR Performance and Strategy  
Ms Lorraine Jainudeen, Head of HR  
Mr Peter Ward, Head of Learning & Development  
Ms Claire Woodfield, PA to HR Director

Mr Peter Haddock, Deputy Chief Executive  
Miss Lucy Barrick, Business Support Manager & Minutes

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### 36/2009 Minutes of Meeting 1 September 2009

Agenda Item 1

The Committee received and approved these minutes.

### 37/2009 Matters Arising

All actions had been discharged.

There was discussion regarding the PCSO report, which had been circulated outside of the meeting. The report had shown that the recruitment, training and equipment costs for PCSOs were not as inexpensive as had been thought. This information is an element of the overall discussions around policing style which is part of the funding debate.

The Force updated the Committee on the actions being planned and taken forward following the joint briefing from the Strategic Command Team (SCT) and the Support Association for Minority Ethnic Staff (SAME), which arose from the SAME conference, and the questionnaire distributed by SAME subsequently. The Force was trying to put the findings from these events into context and fully understand them. This was being taken forward by the use of focus groups, of which 113 BME staff had applied to attend. The recommendations included on the briefing were seen as forward looking and would also benefit most BTP staff, not only BME. The Committee requested a summary on how this was progressing by mid-December and a telephone conference to be arranged for discussion as part of the preparation work for meetings between the Authority and staff associations in January.

Mr Adams reported that he had visited the Holloway Road site which had been identified for the Learning and Development Department as a training centre. He felt that the site had great potential. However, there were concerns amongst Members as to what would happen to dog training. The Force updated that a site in Essex belonging to the MoD had been identified and Mr Adams was welcome to visit. However, there were potential problems to be resolved and other options, including outsourcing, remained in play.

The Committee asked for a briefing offline about the progress of the Disability SOP.

### **Agreed**

- The Committee requested a telephone conference giving a summary on how the diversity work was progressing by mid-December. Secretariat to arrange.
- Mr Adams to visit the Essex site should this option progress.
- The Committee to be given a briefing on the Disability SOP outside of the meeting.

### **38/2009 HR Director's Report on Progress and Achievement**

#### Agenda Item 3

The Force updated on the major HR projects.

#### **HR Transformation**

This project was coming to a conclusion but would remain open to the end of the financial year to cover all the system and processes bedding in.

### **Recruit Training Project**

The first intake of students had started.

### **Staff Survey**

Following discussion, SCT had decided to take a more targeted approach to issues upon which the Force wanted views from staff. This would involve more face to face interventions and surveys on focussed issues. The Committee was concerned that the staff should not feel that their previous feedback had been disregarded and should continue to be updated on actions. The Force responded that a further article in '*The Line*' would be published shortly. This would build on the progress already made explain the changes and update on previous work.

The Committee cautioned against too many changes in survey questions as this would mean that attitudes could not be tracked. The Committee was clear that there needed to be good communications when advising staff on the new approach. The Committee also felt that there should have been some consultation with BTPA before the decision to change the survey approach was made. There was concern that without a general survey, it would be more difficult to isolate elements to be followed up through more detailed focus group work or questionnaires.

### **Engaging Police Staff Project**

This project had gone to the SB&PM committee where it had received support for the financial aspects. It was now due to go to the full Authority on 9 December with the recommendation that the changes be made from July 2010.

### **Management Information Project**

This project was due to conclude at the end of November and looked at what data was needed to run the business and what was needed externally. It was also reviewing the quality of data collected.

### **Agreed**

- The Force to give clear communications to all employees and explanations on why the changes to the staff survey are being made.
- The Force Management Information project findings to be taken into consideration in development of monitoring and scrutiny processes within the Authority.

### **39/2009 Health and Safety Update**

Agenda Item 4

Mr Adams updated that the fire escape procedures at The Forum were now working well.

Mr Adams had visited a taser training session and had been impressed with the health and safety procedures in place. The taser training covered a three day period and officers would also receive refresher training in six months.

Mr Adams was concerned that he was not receiving feedback from Estates after his report on Derby. The Force said that within BTP the process for Health and Safety concerns was that issues should be escalated through the Health and Safety Board and issues regarding Derby had not been brought to the board despite there being good attendance by Areas at the last meeting. Ms Knights said that she would discuss this with Chief Superintendent Nicholson. (Update: matters are in hand in Derby with plans for work in 2010 being developed.)

### **Agreed**

- Mr Stringer to be invited to the next meeting to give an update on Estates.
- Mr Stringer to respond to Mr Adams on Derby

### **40/2009 Papers from Previous Meeting**

Agenda Item 5

The only matter of note was that the Single Equality Scheme was being reviewed in light of newly published ACPO standards.

### **41/2009 Learning and Development (L&D) Transformation**

Agenda Item 6

The Force updated that most of the L&D top tier roles had been filled and plans were progressing to move to the new Holloway Road site, Spring House. The Force also had access to the magistrate court near the new training centre for training purposes and some disused railway stations. It was anticipated that the new training centre would be up and running by 1 April 2010.

Co-locating Dog training with MOD Police when Tadworth closed continued to be explored. However, there is an issue with this as the MoD is selling the identified site in Essex to a third party which raises questions over the lease that may be available and whether capital investment would be worthwhile. Outsourcing dog training is still an option but ideally a last resort. The Committee would be kept updated on this situation.

L&D had been working on leadership development. There was a course for new sergeants as this was seen as a critical rank for developing management skills and identifying progression opportunities. The step up programme had been widened, as this was currently only available to those people working on the London Underground Area, and would now be Forcewide. Line managers were also being engaged in the

development of their teams. Finally, the promotion process was under review as the Force wanted to make this process more transparent.

The HMIC report on the L&D inspection had not yet been received.

### **Agreed**

- The Force to keep the Committee updated on the future position of dog training.
- The Committee to hold one of its meetings in Spring House once it had opened.

### **42/2009 Policing Plan Targets**

#### Agenda Item 7

The Policing Plan targets would be going to the Policing Plan Working Group (PPWG) once they had been recommended by the Committee. The Force said that it was favouring a representation target which would cover both females and BME officers. The range of options proposed concentrated on this style.

There was some concern that this had been the style of target which had been in place three years previously, and had been changed because it was considered that the HR Department did not control retention. The Force responded that time had moved on, and a representation target now gave ownership to the Force as a whole rather than solely the HR Department. The Committee considered that the Area Commanders would drive this target and sought reassurance that it would be part of their target figures.

The Committee felt that due to the economic climate and possible budget settlements it was difficult to establish what would be a realistically challenging figure for a representation target. The current representation of BME officers in BTP was 6.8%, which was high compared with most other forces. Therefore it was proposed that a stretch target would be to maintain the current BME representation of 6.8%.

The female target was agreed as an improvement in female representation within the Force as BTP was still behind on its female representation compared with other forces.

The targets agreed would include officers only. The Force considered the targets to be stretching but realistic on present understanding of the likely funding position.

The Committee felt that it had not been supplied with all the context information regarding the budget situation in the paper and asked that this be available in the documentation in future.

## **Agreed**

- A maintenance target for BME officer representation
- An improvement target for female officer representation
- Context information to be available to the committee in future target-setting papers

## **43/2009 Workforce Planning Strategy**

### Agenda Item 8

The Force updated that its approach to this had four major parts:

- Defining the Strategic Direction
- Workforce Analysis (who, what and where)
- Workforce Plan e.g. Succession Planning
- Monitor, review and evaluate

Once the above had been finalised it would be clear where any gaps were. There would be continual monitoring and review, and the workforce plan would be used as a framework from which to launch strategies, plans etc that were relevant to that time.

The agreement to introduce establishments had also been made and a project was being set up for this work. This would give a better understanding of the mix and deployment of the Force's resources. This should be in place by April or May 2010, as systems changes would need to be made to give effect to this decision.

The report was noted.

## **44/2009 Uniform Update**

### Agenda Item 9

The Force updated that it had found the most cost effective way to deal with uniform was to have a managed warehouse run by a Uniform Manager. The uniform items came from many different framework agreements with the best value being achieved for each item.

The issues around female uniform had been addressed. The Force now offered 3 different options for female trousers and there had been no recent complaints. The Force was joining the MPA and NPIA body armour framework agreement, which would resolve the issues around body armour for female officers. Also, all officers were no longer being issued boots by the Force, except for those in specialist units, so there was no longer an issue for female officers in this regard.

The Force had chosen to go with shower proof outer clothing but had bought some waterproof clothing which was used only for major incidents where officers would be stood in elements for a considerable time.

The Scotland uniform would remain the same as the other Scottish forces.

Tunics would now only be available for Superintendents and above, although there would be some available for hire for such things as state events and force funerals.

The Committee thanked Assistant Chief Constable Thomas for his update.

#### **45/2009 Pensions Update**

Agenda Item 10

The Committee was informed that an arrangement for transferring between the current 35 year schemes of the Home Office and BTP should be in place shortly.

Work was still in progress on the 30 year schemes.

The Committee asked for a written note explaining the stage that both schemes were at due to the complexity of the situation.

#### **Agreed**

- Mr Haddock to provide a written note of the current stage of the pension schemes.

#### **46/2009 Management Information Report**

Agenda Item 11

The Force updated that its own management information project was looking at the quality of data and what reports were required. The new systems meant that much more sophisticated information was available and reports were being cleansed to meet business requirements.

The Committee felt that the report it received contained a lack of trend analysis and commentary where there were anomalies in the figures. The Committee found that often when questions were raised the matters identified were being dealt with but the interventions/explanations were not included in the commentary of the report. It was suggested that the Chair and Mrs Towers discuss the report with Ms Scott and Ms Hickman outside of the meeting. However, it had to be considered that the structure of the Authority may change and as the Force was currently reviewing its information further discussions would be most useful in the New Year when there would be more clarity on both sides.

It was noted that BME officers had a lower pass rate than white officers on the OSPRE sergeants' exams. The Force said that the exams were organised by the National Policing Improvement Agency and this issue had been raised previously, but the exams had been approved as they covered the requirements of the job. However, in an effort to overcome this issue for BTP officers the Force had started study groups which were offered to all officers who would be sitting the OSPRE exams. It was

hoped that these groups would help officers to understand what was coming and the style in which exam questions needed to be answered. It was agreed that the Secretariat would conduct some research into OSPRE exams and pass rates by groups.

The Force said that it was looking at female grievances as the percentage was disproportionately high when compared to the proportion of females in the Force. The Force was trying to understand the female experience and see if there was a link to the higher sickness rate for females. It expected to report back by the end of December. However, it was noted that the Force sickness rate was still well below that of other forces.

The latest guidance from the Chartered Institute of Personnel and Development (CIPD) was that exit interviews should be sent to former employees six weeks after they have left the organisation. It was considered that employees would be more objective and open at this stage as references would have been received and they would have had time to reflect. The questions asked would also be reviewed.

**Agreed**

- A meeting to be held in the New Year to discuss the MI report requirements. Secretariat to arrange.
- The Secretariat to conduct some research into OSPRE exams and pass rates by groups.
- The Force to report back to the next meeting on the outcomes of its work around female sickness levels and grievances.

**47/2009      AOB**

Agenda Item 12

There was no AOB.

**Date of Next Meeting:** Tuesday 23 February 2010, venue The Forum

Signed.....

Chairman