



**BRITISH
TRANSPORT
POLICE**

Review of Area Diversity Action Groups

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Prepared by:
Richard Chapman
HR Performance and
Strategy, Diversity Unit

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Document History			
Version	Author	Distribution	Notes
1.0	Barry Boffy	HR Performance and Strategy	
1.1	Richard Chapman	Workshop attendees	

Area Diversity Action Group Review January 2009

1. Objectives

- 1.1 Human Resources (HR) Strategy and Performance Diversity Unit was tasked to review the structure and processes of Area Diversity Action Groups (DAG) in order to:
- Identify collective aims and objectives for DAGs from the Areas
 - Identify current agenda items and how these could be aligned to the business
 - Identify lessons learned and how to better share best practice across Areas
 - Highlight ways to reinforce communication between Area and Force DAG
 - Gain feedback on the extent of current monitoring and compliance
 - Provide a platform for initiating Area implementation plans / Gold Group actions.

2. Review Process

- 2.1 A questionnaire was developed against the requirements of the Area DAG Policy from August 2005. These questionnaires were sent to each Area Commander and to Force Headquarters (FHQ) Operations (Ops). These were supplemented with interviews of:
- the Area Commanders (or their nominated lead on Diversity)
 - Area HR Managers;
 - British Transport Police (BTP) Employee Support Groups;
- 2.2 Questionnaire returns and interview notes were then subject to a desktop analysis.

3. Key Findings

Questionnaires

- 3.1 Questionnaires were returned from all Areas and from FHQ Operations.
- 3.2 Three Areas recorded that their DAGs were chaired by the Area Commander. In a further three Areas this was delegated to another member of the Senior Management Team (SMT), either a Chief Inspector or the HR Manager. London Underground Area delegated the role to a specific diversity advisor.

- 3.3 All of the Areas confirmed their DAGs had a specific post of Chairman. In addition, five Areas reported having a nominated diversity champion. Four also had a dedicated secretary.
- 3.4 Two Areas did not have an agenda that followed the recommended BTP format.
- 3.5 Only two Areas had sent representatives to the previous DAG meeting at FHQ.
- 3.6 Support Group representation at Area DAGs was generally good with high levels of representation from SAME, the Womens Strategic Forum (WSF), DESA and LINK. The lowest levels of representation were from the Christian Police Association (CPA) and the Association of Muslim Police (AMP).
- 3.7 Three Areas reported having no representation from the Police Federation or from the TSSA.
- 3.8 Special Constables were only routinely represented at one Area DAG. Police Community Support Officers (PCSOs) were not represented in four Areas. Media and Marketing were not a routine presence at five Areas.
- 3.9 Generally Area DAGs were meeting in accordance with policy (once every eight weeks) although the maximum gap recorded between meetings was six months.

Interviews

- 3.10 Despite an Area DAG policy being published in August 2005 general awareness of this was low. It was evident little action was routinely undertaken to monitor the structure or purpose of Area DAGs or to evaluate the benefits they provide.
- 3.11 A number of interviewees considered the policy was no longer fit for purpose. Of particular note was the belief that Area DAGs were disconnected from BTP's progress in equality and diversity.

- 3.12 There was also a lack of clear understanding of the role of Area DAGs in respect of either operational policing activity or Policing Plan performance. Anecdotal evidence indicated that, to some observers, Area DAGs were effectively a platform for political or organisational questions or for support groups to air concerns. No real contribution to operational policing was being made.
- 3.13 Furthermore Area DAGs sometimes lack the integral presence of key area decision makers. This was linked to a noted decline in the number of Area DAG meetings that are taking place.
- 3.14 One Area had independently reviewed their DAG, in order to improve attendance but, more importantly, to reinforce the role of Area DAG in contributing to Area performance and improvement. Arising from that review were requests that:
- DAG provide a clear lead that support groups require institutional level platforms to raise issues, concerns and queries (rather than use Area DAG)
 - Action Plans, owned and driven by Area but ratified by DAG, are developed with clear and concise Area goals
 - These Actions Plans are subject to review.

4. RECOMMENDATIONS

Area DAG Aims and Objectives

- 4.1 Although interviews did suggest Area DAGs did not fully follow them, the Area DAG policy of August 2005, does lay out clear aims and objectives. These would benefit from being clearer about the role of Area DAGs in respect of operational policing.

Recommendation 1: Revised AREA DAG Terms of Reference are issued (Appendix C).

Alignment of Agenda Items to Business Activity

- 4.2 As with aims and objectives the original policy is quite clear on the content of Area DAG agendas. Two Areas did not use this agenda and, in the remainder, topics actually discussed in Area DAG did not fully support or did not connect to business activity.

- 4.3 Aligning the agenda to business requirements is only part of the problem and it remains incumbent upon Area DAG Chairs and attendees to be clear about what is expected of them.

Recommendation 2: Revised Area DAG Agenda is issued (Appendix D).

Recommendation 3: Diversity Unit conduct routine monitoring of Area DAG, by review of minutes and by occasional observation, to ensure alignment of AREA DAG discussions to business activity.

Identify Lessons Learned and the Sharing of Good Practice.

- 4.4 It was identified that campaigns and initiatives, whether successful or unsuccessful, are not shared across areas to ensure functions do not replicate mistakes. While it is incumbent upon Area DAGs to provide updates on such experiences, there is also a role for DAG and Diversity Unit to ensure this information is captured, collated and distributed.

Recommendation 4: DAG minutes capture lessons learned and good practice and that Diversity unit establish a database of good practice activity.

Highlight Ways to Reinforce Communication between Area and Central DAG meetings

- 4.5 As noted, only two Areas reported having representatives attend the preceding FHQ DAG. Two specific problems are associated with this:

- DAG is not getting an update on Area activity,
- Area DAGs are not getting clear feedback of DAG discussions and decisions.

- 4.6 The existing Terms of Reference for DAG clearly require attendance from a representative of each Area DAG but are not clear on who this should be. Existing Area DAG policy simply states a 'nominated member' of each AREA DAG will attend DAG.

- 4.7 Five Areas have a nominated Area Diversity Champion.

Recommendation 5: That all Areas have a nominated Area Diversity Champion and that the role of this individual includes mandatory attendance at FDAG, either in person or by telephone conference.

Monitoring and Compliance

- 4.8 Areas should provide updates to FDAG meetings in respect of:
- Progress in relation to Equality and Diversity issues specified in the DAG agenda,
 - Future Equality and Diversity developments,
 - Updates of actions delegated to Areas.
- 4.9 These can continue to be routinely monitored by FDAG. Diversity Unit will supplement this with assessment of updates against Area DAG minutes and Area Implementation Plans.

Area Implementation Plans and Area Gold Group Action

- 4.10 Area DAG activity should be aligned to business requirements. This can be supplemented by actions arising from specific incidents, e.g. in support of Gold Groups.
- 4.11 That activity should also be monitored within a corporate framework directed by FDAG. These Area Implementation Plans will ensure actions arising are joined up and communicated. Actions will be based on realistic, achievable goals falling into the following three categories:
- Short Term - Those that can realistically be implemented within the forthcoming 3 – 6 months
 - Medium Term - Those that can realistically be implemented in the forthcoming 6 – 12 months.
 - Long Term - Those that will take longer than 12 months to implement.

Recommendation 6: Diversity Unit develops a template for Implementation Plans Which are linked to standing agenda items and business requirements.

Appendix A: AREA DAG Feedback Questionnaire

Area and Force Diversity Action Group Review – QUESTIONNAIRE #1

Area: _____

Date: _____

1 Who holds the regular responsibility for arranging and implementing your AREA DAG meetings?

Area Commander

Nominated Representative*

*if nominated representative, please confirm their name & rank here: _____

2 Does the structure of your AREA DAG **regularly** include the following?

Chairperson (either regularly or on a rotational basis)

Secretary

Area Champion (for feeding back actions to FDAG)

3 Please indicate the date of your last Area Diversity Action Group meeting. _____

4 Were the minutes of this meeting produced and distributed?

YES

NO

5 Was an agenda produced and distributed in advance of the meeting?

YES

NO

6 Did the agenda include the standing agenda items as set out in the **Area Diversity Action Groups Policy (D50012)**?

YES

NO

7 Did a representative from your Area attend the subsequent Force DAG meeting?

YES NO

8 If an Area Champion did not attend the Force DAG meeting, were papers, recommendations of feedback submitted to the Force DAG meeting in their absence?

YES NO

9 Please indicate if your AREA DAG has **regular** attendance by at least one representative of the following Support Groups:

- LINK** (Support network for Gay, Lesbian, Bisexual & Transgender Staff)
- SAME** (Support Association (for) Minority Ethnic (Staff))
- DESA** (Disability Equality Support Association)
- WSF** (Women's Strategic Forum)
- CPA** (Christian Police Association)
- AMP** (Association of Muslim Police)

10 Are representatives of the following organisations invited to your AREA DAG?

- TSSA**
- Police Federation**

11 Please indicate if your AREA DAG has **regular** attendance by at least one representative of the following role / grade / rank?

- Special Constable**
- PCSO**
- Constable**
- Sergeant**
- Inspector**
- Chief Inspector**
- Police Staff**
- Media & Marketing Representative**

Appendix B: Review Action Plan

	Key Risk Identified	Owner	Recommended Action	Target Date
1	AREA DAGs do not clearly follow policy and guidance established in 2005	HR Performance and Strategy Diversity Unit	Revised AREA DAG Terms of Reference are issued for Areas (Appendix C).	March 31 st 2009
2	Not all Areas use corporate agenda.	HR Performance and Strategy Diversity Unit	Revised AREA DAG Agenda is issued (Appendix D)	March 31 st 2009
3	AREA DAG discussion items are not clearly linked to business objectives or activity, AREA DAG Chairs and attendees are not clear about what is expected of them.	HR Performance and Strategy Diversity Unit	Diversity Unit conduct routine monitoring of AREA DAG, by review of minutes and by occasional observation, to ensure alignment of AREA DAG discussions to business activity.	March 31 st 2009
4	Good practice and lessons learned are not captured or routinely shared.	HR Performance and Strategy Diversity Unit	FDAG minutes capture lessons learned and good practice and that Diversity unit establish a database of good practice activity	March 31 st 2009
5	Area representatives are not routinely attending FDAG.	AMT	Areas have a nominated Area Diversity Champion and that the role of this individual includes mandatory attendance by FDAG, either in person or by telephone conference.	March 31 st 2009
6	AREA DAG activity and actions are not clearly linked to business requirements.	HR Performance and Strategy Diversity Unit	Diversity Unit develops a template for Area Implementation Plans linked to standing agenda items and business requirements.	March 31 st 2009

Appendix C: Proposed Terms of Reference and Objectives for Area Diversity Action Groups (AREA DAGs)

1 AREA DAG Aims and Objectives

1.1 Area Diversity Action Groups (Area DAGs) are the Areas tool and mechanism for embracing and embedding equality and diversity issues on their Area. They allow the Area to take a localised focus upon the national targets and objectives, therefore making significant contributions to equality and diversity success in BTP across all strands of diversity (age, disability, gender, race, religion / belief, sexual orientation, transgender).

1.2 Area DAGs will:

- Assist BTP to provide effective operational policing for all members of the community;
- Assist BTP in meeting targets as set out in the Policing Plan;
- Assist BTP in meeting the aims and objectives set out in the BTP Equality Scheme Action Plans 2008 – 2011, and any subsequent versions of this Action Plan;
- Help to ensure BTP meets statutory responsibilities set out in both equalities and employment legislation, as referenced in the BTP Equality Scheme 2008 - 2011.

1.3 They will do this by:

- Advising the Area of Force priorities in terms of equality and diversity and align these to Area demographics, needs and issues, producing realistic actions and activities for their Implementation Plan;
- Advising the Force of Area progress in terms equality and diversity initiatives they are undertaking, providing comprehensive evaluations and lessons learned for future delivery;
- Contributing to the two-way sharing of best practice in relation to equality and diversity initiatives, throughout BTP;
- Following an Area specific Implementation Plan, this is outlined in more detail in section 3.

2 Frequency and Attendance

2.1 Each BTP Area (including FHQ) will hold a Diversity Action Group (DAG) meeting once a quarter, preferably in the two to three weeks preceding the Force Diversity Action

Group (FDAG) meeting. An annual calendar of dates for these meetings will be produced to ensure forward planning and maximum attendance.

- 2.3 The Area DAG will be chaired by the Area Commander, or by a suitable nominee (of Chief Inspector rank or the Police Staff equivalent).
- 2.4 Area DAG meetings should be attended by the following representatives (where a representative is not available, a suitable nominated person should attend instead) :
- Area Commander (Chair)
 - Area Diversity Advisor / Officer (where one is in place)
 - HR Manager / Business Partner
 - Area SMT Member responsible for Operations or CID
 - Area Diversity Champion
 - Area Training Manager
 - Area Career Development Officer (where one is in place)
 - Finance and Corporate Services Manager
 - Sector Commanders (or Area equivalent)
 - OIC Neighbourhood Policing
 - Area Hate Crime Champion (where one is in place)
 - Area LGBT Liaison Officer (where one is in place)
 - Nominated Secretary for the Meeting.
- 2.5 Membership should not be held exclusively by the above mentioned people, anyone from the Area should be permitted to attend if they:
- Have a specific interest in equality and diversity and would like to assist with embedding it throughout the Area
 - Have evidence of issues / practices / activities that they feel Area DAG should be aware of
 - Have a specific diversity related project or initiative that they would like the Area to consider implementing.
- 2.6 An open invitation should always remain available for the Area Representatives of BTPs Employee Support Groups (AMP, CPA, DESA, LINK, SAME, WSF), Staff Associations

(The Federation, TSSA) and the Independent Advisory Groups (NIAG and London IAN) to attend the Area DAG. This will allow these representatives to raise concerns / issues/ ideas on behalf of their members from that particular Area.

2.7 Wherever it is deemed appropriate external guests or visitors should be invited to attend Area DAG. These may include, but not be exclusive to, the following representatives:

- Train Operating Companies;
- Equality and diversity groups, agencies or specialists;
- Community groups / organisations;
- Passenger groups / organisations.

3 Area Implementation Plans

3.1 Area DAGs will ensure delivery of the Area Implementation Plan. This Plan will be drafted either as part of an Area DAG workshop ran by the FHQ Diversity unit or through other means that the Area and BTP deems suitable. These Plans will:

- Be drafted as a result of a gap analysis carried out with Area DAG and Area Management Team (AMT) representatives;
- Consist of short, medium and long term actions / activities;
- Consist of realistic actions / activities based on:
 - Area demographics
 - Localised feedback from Employee Support Groups and Staff Associations
 - Area resources
- Be updated on a quarterly basis to ensure work meets the needs of both the Area and BTP as a whole;
- Be reported upon through Area DAG, AMT and FDAG meetings;
- Be a tool and mechanism for piloting equality and diversity activities within specific BTP Areas;
- Be a tool for sharing examples of best practice and lessons learned throughout BTP,
- Will be on the template provided by FHQ Diversity.

4 AREA DAG and the link into other Area Meetings

- 4.1 It is important that to ensure progress remains on target for the Area Implementation Plan, that there is a two way communication process in place between area DAG and other Area Meetings, in particular Area Management Team (AMT).
- 4.2 To allow all of AMT to remain up to date with Area progress and play their role in actioning the Implementation Plan, Area DAG update should become a standing agenda item on all AMT meetings the precede an Area DAG meeting. Once a quarter, an Area DAG representative (who normally attends AMT) will take on the role of updating AMT of the key themes and discussions from the previous Area DAG meeting. It will then be the responsibility of AMT Members to filter this information through the Area via their own teams and meetings.
- 4.3 The Area DAG representative will also represent AMT at Area DAG meetings and will pass information and messages on to Area DAG that have been raised by AMT.

5 AREA DAG and the link into FDAG

- 5.1 To ensure that BTP has a uniform and co-ordinated approach to equality and diversity it is essential that there is a link between Area DAGs and FDAG. Therefore, each Area DAG will nominate one person who will be their Area DAG representative at all FDAGs. To help facilitate change in BTP this person must be of at least the rank of Chief Inspector or Police Staff equivalent. (The Area is permitted to send other personnel of a lower rank / grade to accompany their representative.)
- 5.2 A paper must be submitted to FDAG one week prior to the meeting. This paper should include:
- An outline of the Areas progress in relation to their Implementation Plan;
 - Feedback, evaluations and lessons learned from any initiatives / activities they have undertaken;
 - Details of any new or proposed activities that the Area would like to implement.

- 5.3 At the meeting the Area DAG representative will through this paper and also raise any issues / questions / updates that have arisen from both their Area DAG and AMT Meetings.
- 5.4 The Area DAG representative will also be responsible for feeding back to the Area any items raised at FDAG, including lessons learned and areas of best practice.

Appendix D: Proposed Area Diversity Action Group Agenda

AGENDA ITEM	OWNER
1. Introduction by Chair	
2. Minutes of the previous meeting and actions arising	
3. Update and Actions from FDAG	
4. Update and Actions from AMT	
Area Implementation Plan 5.1 Internal Performance and Diversity - Recruit - Retain - Progress	
Area Implementation Plan 5.2 Operational Performance and Diversity - Hate Crime - Stop and Search - Neighbourhood and Community Policing	
6. Any Other Business	
7. Key Messages and Good Practice	
8. Updates for FDAG	
9. Updates for AMT	
Open/Closed items	
Date of future meetings	