



Report to: Performance Review Group
Agenda item: 5
Date: 12 January 2012
Subject: Equality, Diversity and Human Rights - People and Culture
Sponsor: Peter Ward, Head of Learning & Development
For: Information

1. PURPOSE OF PAPER

1.1 To provide the Performance Review Group (PRG) with an update on the People and Culture aspect of the strategic equality, diversity and human rights (EDHR) activity within British Transport Police (BTP).

2. BACKGROUND

2.1 The EDHR Action Plans were created as part of BTP's response to the National Police Improvement Agency (NPIA) Equality Standard for the Police Service.

2.2 BTP has one strategic level action plan (for headquarters) and seven tactical action plans (one for each BTP Area).

2.3 BTP's strategic objectives have been linked to the EDHR Equality Standards and agreed through the Force Diversity Action Group. These cover:

- Operational Delivery
- People and Culture
- Organisational Processes

2.4 A table outlining the chosen standards and how they align to BTP's wider objectives can be found at Appendix A. This matrix is primarily used to support Areas in the development of their tactical EDHR action plans.



- 2.5 BTP is aligned to 11 of the 22 Equality Standard Units, which will enable a clear link between EDHR activity and performance, and assist BTP in embedding EDHR responsibilities throughout the organisation.
- 2.6 The People and Culture element of the strategic EDHR action plan links to Unit 14 of the Equality Standard - retaining under represented groups in the workforce. This has been aligned to Objective 3 of BTP's Strategic Plan - Deliver value for money through continuous improvement.
- 2.7 To date a number of activities have been identified under People and Culture that will assist BTP in meeting the requirements of the unit and enhance overall policing plan performance. These are detailed in Table 1 detailed on the following page.

Table 1: Strategic EDHR Action Plan – People and Culture Activity Update

HR Strategic Plan Alignment	Activities	Action Taken
Implementation of a learning and development strategy which ensures that BTP recruits and retains the very best staff.	Development of a best in class recruitment process for all operational posts.	New Officer recruitment process implemented; ongoing evaluation with a lessons learned paper going to SCT in Feb 2012.
	Supporting the development of staff and officers through the development and implementation of competency based career progression criteria.	360° feedback toolkit being piloted in BTP; firstly on London South and then at Superintendent level.
	Implementing an improved, assessment based, promotion process.	Plans to Implement the Police Professional Framework in BTP; Promotion Board process has been redesigned around framework.
	Ensuring the delivery of relevant and timely leadership development interventions.	Programmes scheduled and delivered on ongoing basis; include Step-Up, Springboard and Navigator.
	Development of a coaching culture throughout BTP.	Following successful pilots Step-Up Programme has been rolled out across all BTP Areas.
Further reduction of sickness absence	Reviewing and refining the sickness absence standard operating procedure.	Managed through Sickness Improvement Project. Two work streams; Unsatisfactory Performance (UPP) and Ill Health Dismissal (IHD). UPP looking at informal stages and inconsistency in application of process. IHD involves review of current process,

		suggestions for change expected Jan 2012.
	Equipping line managers with the skills needed to allow them to effectively manage sickness.	Following the results of the UPP and IHD work streams, appropriate guidance documents and workshops will be produced.
	Ensuring that all line managers have the skills and confidence to utilise discretion when dealing with sickness absence.	Detailed guidance to be included in revised process. Training needs to be addressed in above activity.
	Continuing to undertake activities designed to develop the skills and capacity of BTP diversity staff support associations.	Consultation being undertaken to establish current training needs.
Design and implementation of an organisational charter to ensure delivery of the highest standards of corporate behaviour towards everyone we work with.	Reviewing and refreshing the BTP value statements.	Consultation undertaken with Media and Marketing, paper being drafted for consideration by SCT. Paper links the development of organisational values with the roll-out of the National Decision Making Model in BTP.
	Developing core organisational behaviours that will support the values and will include a set of leadership principles.	
	Conduct a cultural audit of BTP.	
	Utilise the results of the cultural audit to develop and publish a people strategy for BTP.	



3. DIVERSITY ISSUES

- 3.1 BTP's EDHR action plans are being used as part of BTPs response to the Equality Act specific duties.

- 3.2 The alignment matrix (Appendix A) will be used as the basis for the BTP EDHR objectives, due to be published in April 2012.

- 3.3 The matrix will be used to review the template for the 2011/2012 EDHR Annual Report, thereby ensuring that BTP meets the specific duty relating to the publication of information.

4. RECOMMENDATIONS

- 4.1 That BTPA members note the content of this paper and the activities being progressed; using the Appendix to support the EDHR aspect of their Area visits.

APPENDIX A: BTP STRATEGIC PLAN AND EQUALITY STANDARD ALLIGNMENT MATRIX

Operational Delivery		
Strategic Plan Objective	Equality Standard Unit	Strategic Plan Tasks and Examples of Aligned Activities
Objective 1: Helping to keep the railway transport systems running	Unit 1: Knowing about individuals and communities to support delivery according to need.	<p>Develop a Disruption Reduction Strategy: Utilising community intelligence / mapping information to inform strategy Undertake engagement and consultation activities with partners (e.g. independent advisory groups).</p> <p>Risk based approach to map BTPs resources to demand: Undertake engagement and consultation activities with partners (e.g. independent advisory groups) Maximise the use of effective Community Impact Assessments.</p> <p>Protect vulnerable people: Undertake activities to maximise the use PIER Plans Undertake activities with partners to increase the effectiveness of PIER Plans.</p>
	Unit 10: Engaging effectively with children and young people.	<p>Develop a Disruption Reduction Strategy: Gathering specific intelligence/information (e.g. youth crime surveys) and using this to inform strategy development and tasking processes Directly engaging and consulting with a new/existing Youth Independent Advisory Group.</p> <p>Delivery of enforcement and education programmes: Designing and/or delivering education activities (e.g. Arc interactive theatre performance) Designing and/or delivering safety campaigns to youth community projects.</p>
Objective 2: Helping to make the railway safer and more secure.	Unit 5: Identifying factors for vulnerability.	<p>Joint partnership Anti-Social Behaviour Strategy: Using existing partner engagement/consultation to inform strategy development Expanding existing partner engagement/consultation to ensure that they are representative of the community.</p> <p>Optimise shift patterns to maximise resources deploying them at times when passengers and staff feel most vulnerable: Using existing partner engagement/consultation to assist in identifying gaps in service delivery relating to vulnerability Effectively using Community Impact Assessments to inform operational requirements</p>

Operational Delivery		
Strategic Plan Objective	Equality Standard Unit	Strategic Plan Tasks and Examples of Aligned Activities
	Unit 9 Understanding impacts of terrorism and domestic extremism on diverse individuals and communities.	<p>Collaborative working arrangements with other police forces and agencies: Creating effective avenues/relationships that will enable the sharing of best practice and lessons learned across police forces and agencies Establishing processes that allow best practice / lessons learned to be built into training programmes / briefing system. Using existing partner engagement/consultation to inform BTP around issues relating to terrorism and domestic extremism and assist in identifying potential solutions.</p>
Objective 4: Promoting confidence in the use of the railway.	Unit 3: Understanding impacts of diversity on satisfaction levels.	<p>Develop the use of BTP and partner data to look beyond the National Passenger Survey: Identifying and utilising alternative avenues of intelligence relating to satisfaction levels Maintain our ongoing commitment to policing styles that support engagement with our passenger communities: Using existing partner engagement/consultation routes to establish satisfaction relating to current engagement activities Utilise satisfaction feedback to design/implement activities to enhance existing engagement.</p>
	Unit 8: Understanding impacts of serious crimes and organised crimes on diverse individuals and communities.	<p>In partnership with train operators, security services and other relevant stakeholders, develop a joint deployment strategy to maximise visibility: Creating avenues to allow the 'partnership' to utilise existing BTP partner engagement/consultation to inform strategy development and tasking processes Review organisational structures and policing style to ensure they focus resources on stakeholder priorities: Creating lessons learned / best practice feedback processes that inform reviews and tasking processes Effectively using Community Impact Assessments to inform operational requirements. Provide [partners'] advice on designing out crime and reducing fear of crime: Using information provided by existing partner engagement/consultation to enhance and tailor advice provided.</p>
<p>Although, BTP's primary focus will be on the above Units, it is also anticipated that work will continue to be undertaken on Unit 2 (Understanding impacts of disproportionality in encounters with the public) as part of BTP's day-to-day core business.</p>		

People and Culture		
Strategic Plan Objective	Equality Standard Unit	Examples of Aligned Activities
Objective 3: Deliver value for money through continuous improvement.	Unit 14: Retaining under-represented groups in the workforce.	<p>Reduce non-staff spend levels as a percentage of staff spend: Undertaking equality impact assessments when making decisions relating efficiency savings Widening consultation avenues around efficiency savings.</p> <p>Further reduce sickness absence: Design and implement interventions designed to improve long term sickness return to work rates Utilise early occupational health interventions to assist in the attendance management process.</p> <p>Optimise BTPs temporary, contract and consultancy employee levels: Undertake activities to understand why employees leave BTP and use the information to identify and implement interventions, therefore reducing the need to use alternative staffing Implementing measures to understand, utilise and enhance existing employee skills to the benefit of the organisation.</p>
<p>Although, BTP's primary focus will be on the above Unit, it is also anticipated that work will continue to be undertaken on Unit 12 (Leaders setting a vision on equality, diversity and human rights) and Unit 15 (Responding to stretching and ambitious equality employment targets) as part of BTP's day-to-day core business.</p>		

Organisational Processes		
Strategic Plan Objective	Equality Standard Unit	Examples of Aligned Activities
Objective 3: Deliver value for money through continuous improvement.	Unit 19: Identifying and evaluating equality activity across the organisation and its services. (to be led by FHQ HR)	<p>Deliver BTP's Futures Programme: Review and refine the BTP Equality Impact Assessment/Analysis Process ensuring that it</p> <ul style="list-style-type: none"> - Remains legally compliant - Supports operational delivery and business change - Is simple and user friendly.