



**Report to:** Performance Review Group (PRG)  
**Agenda item:** 7 Completed by Command Support Group  
**Date:** 12 July 2012  
**Subject:** People and Culture, Creation and Innovation  
**Sponsor:** Director of Corporate Resources  
**For:** Information

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## **1. PURPOSE OF PAPER**

- 1.1 British Transport Police (BTP) continue to actively monitor activities through the equality, diversity and human rights (EDHR) action plan in an attempt to ensure continuous commitment and compliance to improvements in key areas.
- 1.2 However, in relation to People and Culture, BTP has adopted a new approach to generating and driving change. Hence the purpose of this paper is to provide and introduce to the British Transport Police Authority (BTPA) the concept of the Creativity and Innovation programme (C&I).

## **2. BACKGROUND**

- 2.1.1 Historically, the Police Service, operating with the formal rank structure, has not maximised the potential in harnessing the creative ideas within its workforce. Most decisions made within a Police Force originate from the management team and are filtered down through the ranks in a hierarchical approach. Suggestion schemes have tried in the past to provide a platform for ideas to be raised. However, these do not encourage team-working and ideas to be openly discussed and have been seen as an opportunity for those with concerns to air them. BTP acknowledges it is the time to challenge this with the C&I process which is grounded in the theory that some of the best ideas and commitment within an organisation are achieved through effective employee engagement.
- 2.1.2 The C&I programme is revolutionary in the policing field, nonetheless, a model widely adopted in the business world. The change taking place is a cultural one. It challenges



the traditional 'top down' approach and is about individuals coming forward with their ideas about how BTP can do things better. The programme gives the workforce a voice by using a new concept to raise, discuss, plan and implement the ideas.

2.1.3 It is therefore thought that a more inclusive and modern method of generating ideas and solutions i.e. the C&I programme, should be the focus in anticipating the generation of fresh ideas through facilitated focus groups.

2.1.4 The C&I programme works on the basis of focus groups, comprising of both Police Officers and Police Staff. 5 focus groups, comprising of 10 employees are held (3 x London - 2 x Outer-London) over a 5 day period, i.e. one per day.

## **2.2 Process**

### **Week 1 - Setting the question**

- The Strategic Command Team (SCT) set a variety of questions e.g. in respect of business improvement e.g. staff morale, progression of minority groups, improvements to roles to enhance efficiency etc.
- The questions are specifically written to be understood by all potential focus group attendees as the emphasis is on the group members to be motivated to solve them.

### **Week 2 - Communicating the question**

- Facilitators brief their focus group attendees ahead of the sessions to explain the C&I model and the question with a briefing, to provoke thoughts on the issue.

### **Week 3 - Hold focus groups**

- Focus groups comprise 8-10 individuals. The sessions last no longer than two hours and the Facilitator steers the group towards positive discussion.
- No idea is a bad idea, everything is taken on board.
- Facilitators collate ideas and amalgamate into one document for the next stage.



#### **Week 4 - Hold wash-up session**

- The week following the focus groups (whilst everything is fresh in minds) Facilitators come together to discuss and give context to the ideas put forward at their sessions.
- The team determines a final list of ideas to put forward to the C&I panel.

#### **Week 5 - Hold C&I Panel session**

- A panel comprising of the Deputy Chief Constable, Head of HR/Head of L&D, SAME rep, Female rep and Operational rep will meet with the Senior Advisor to discuss the ideas that have been put forward by the focus groups.
- The C&I panel decides which ideas have merit and then tasks them out to individuals and departments as appropriate. Resources, budget and deadlines are also allocated.
- The C&I panel encourages challenges and new ideas; they appreciate that to reach a solution/ideas may need development.
- The meeting is documented and communicated to the focus group attendees, including the reasons why some ideas were adopted and others not. This information is held in the Action Plan.

#### **Week 6 - Action 'check ups'**

- The local Process Manager/Creative Champion meets individually with all panel members to discuss whether actions are being progressed appropriately. Where necessary, obstacles are brought to the attention of the Area Commander/Dept Head for resolution.

#### **Week 7 - Publicity**

- Local media and communication representatives publicise update stories about the progress of ideas.



- Force media publicise the resulting actions at FMT.
- A 'you said, we did' newsletter is published for each cycle and emailed to the focus group attendees.

### **Week 8 - Strategic Development (SDD)**

- SDD (FHQ) will monitor local performance, providing a progress report to the Senior Command Team (SCT) or Force Management Team (FMT) as required.

### **3.0 WHAT HAVE BTP DONE SO FAR?**

The Creativity & Innovation programme was rolled out Forcewide with effect from 1st April 2012, London Underground however piloted the process over a period of months and were able to demonstrate some great results through carefully devised action plans.

- 3.1.1 The Action Plan system works on a traffic light colour code: Green for completed, Amber for in progress and Red for blocked or no longer possible to proceed. All live actions are reviewed within each panel meeting and the progress chased and documented within the regular check ups. Action boxes are shown in grey if they have been closed, which are not re-visited by the panel. The results and next steps are also carefully considered and documented and from this register, the newsletter feedback is devised.
- 3.1.2 In terms of progress to date, as an example, the following table identifies a selection of questions put to staff by some of BTP Area's relevant to the theme of People and Culture:

AREA	QUESTION/THEME	IDEA	ACTION
Corporate Resources	<b>Staff Morale: Reward</b>	Give staff incentives to offer good customer service.	<b>Consideration to be given in respect of the development of some form of Corporate Resources recognition scheme</b>
PSD/Media/CPAU, SDD	<b>How can Management communication be improved?</b>	<b>Communication:</b> of planned changes and issues, even bad news, could come from SCT/SMT members as appropriate, via email or intranet linked to the goals and strategy of the force.	<b>This suggestion has been noted and will be shared with relevant members of SDD including project managers to ensure appropriate communications strategies are developed</b>
Crime/OPS/TP	<b>Staff Morale:Promotion/Recruitment</b>	There is no clear process if staff wish to undertake an attachment. (Consider adopting L'Area attachment policy).	<b>Consideration being given to adopting L'Area approach.</b>
London North	<b>What improvements could be made locally to make your role easier?</b>	<b>Travel:</b> Check feasibility of the issuing of gateline passes to PC's and PCSO's who need to get through the barriers quickly and the issuing of oyster cards to police staff at stations who travel during work time around London regularly	<b>Check feasibility of the issuing of oyster cards to police staff at stations who travel during work time around London regularly</b>

London Underground	<b>Improve knowledge sharing by utilising Officers Skills Base?</b>	Intranet has list of champions in variety of fields (CCTV, FIS, CuCase) Select champion and blog appears with previous questions.	<b>Produce a more comprehensive skills database.</b>  <b>Idea to amalgamate with Departmental Intranet Sites.</b>
Wales and Western	<b>Staff Morale: Consider ways of improving communication from Senior Officers to the frontline?</b>	Produce a bulletin for distribution after every SMT. Explore possible use of a weekly Superintendents podcast	
North Eastern	<b>Staff Morale: Lack of praise for officers / SMT quick to criticise. No reward for good work / no sickness. Could a bonus scheme be put in place?</b>	Special mentions to be included in Area weekly bulletin and Annual Awards ceremony	<b>Idea progressed. Closed</b>  <b>Commendation recommendation process also in place</b>
North Western	<b>How can staff morale be improved?</b>	Current Flexible working SOP to be briefed out to staff & line managers via weekly newsletter to ensure all staff are aware of the process/eligibility criteria to apply for flexible working	<b>There is a force wide piece of work being undertaken regarding the feasibility of flexi-time working. Therefore no further action required until conclusion of this work.</b>  <b>Feedback to be provided via facilitators email to attendees.</b>  <b>Feedback provided to C&amp;I focus group attendees by facilitators via NW C&amp;I newsletter.</b>

#### 4.0 Career Progression – Under-Represented Groups

Career Progression amongst under-represented groups within BTP continues to be of primary focus, with a view to be further developed through the C&I programme. Aside from the activities outlined above, this is a further example which illustrates BTP's commitment in respect of engagement with staff through C&I and importantly supports our EDHR action plan.

4.1.1 The representation levels (i.e. overall strength) during the past three years for BME and Female employees show:

BME Employees		Female Employees	
2009/10	6.6%	2009/10	16%
2010/11	6.9%	2010/11	15.9%
2011/12	6.8%	2011/12	16.5%

4.1.2 The representation levels demonstrate that the workforce profiles for both minority groups (BME and Female) have remained static during the past three years.

4.1.3 The statistical information (Appendix A) provides some key insights into BME and Female progression and retention for both Officers and Police Staff. Some of the key findings are:

- Overall BME representation in BTP is higher than the average for Home Office forces in relation to both Police Staff and Police Officers.
- Current BTP (March 2012) BME representation is 6.9% for officers and 18.6% for staff. Current Home Office BME representation is 4.8% for officers and 7.4% for staff.



- Officer turnover generally (5.6%), and BME turnover specifically (3.6%), has reduced in 2012.
- Police Staff turnover (15.5%), in contrast to officers, has risen particularly for BME staff (17.2% - compared to 13.6% in 2011).
- Given overall BME representation among Police Staff (18.2%), representation is lower than expected among supervisory ranks and above (14%).
- Overall Female Officer representation in BTP (16.5%) is lower than the average for Home Office Forces (26.3%)
- Female Officer turnover has risen slightly (5.3% - compared to 5.0% in 2011)
- Female Police Staff turnover has risen (15.2% compared to 14.5% in 2011)
- Given overall BME Officer representation of 6.9%, there is higher representation at uniform constable level (7.6%). There is a progressive drop in representation as rank increases.
- BME representation at PS level has increased in 2012 (5.9% compared to 4.9% in 2011).
- BME representation at DS level (3.4%) has not increased to the same level as PS level (5.9%).
- Given overall BME representative among Police Staff (18.2%), representation is lower than expected at supervisory ranks (14.0%)





- Female Officer representation is high at PC level (17.3%) and PS level (17.1%). Female Officer representation at Insp level is low (13.5%), although has shown a slight increase from 2011 (12.8%).
- Female representation in CID supervisory ranks is significantly lower than uniform roles (7.7%) with the exception of DCI (16.7%).
- Female Police Staff representation at supervisory level is lower than may be expected (42.0%)

4.1.4 The above data provides a sound justification for a targeted approach to career progression for minority groups to progress people through the ranks/grades from PS and above/BOO4 and above.

## 4.2 Proposed Solution

4.2.1 All companies are seeing a growing diversity in the workforces around them – their stakeholders, partners and customers. Companies that choose to retain homogenous workforces will likely find themselves increasingly ineffective in their external interaction.

4.2.2 The provisions in the *Equality Act 2010* allow positive action in respect of employment (it should be noted that positive discrimination continues to be unlawful in most cases). Section 158 of the *Equality Act 2010* builds on existing legislation on positive action and extends it to allow any action to be taken to support those with a protected characteristic, as long as it is a “proportionate means”. Such actions might include training to enable individuals to address their needs.

4.2.3 In order for BTP to improve the overall representation levels by attracting and retaining under-represented groups, greater concentration needs to be on career progression during 2012/13.

4.2.4 A more targeted approach to career progression will enable BTP to highlight minority role models and the career opportunities available during recruitment campaigns to

improve attraction rates. It is also anticipated that improved opportunities will result in more minority staff being retained within BTP.

4.2.5 The overall BTP objective in respect of this matter is therefore:

***‘To identify and assist leaders of the future, amongst under-represented groups, to develop and improve the unique qualities and perspectives within BTP through career progression.’***

### **4.3 Current Opportunities**

4.3.1 A number of bespoke programmes have been developed during the past few years to assist and develop minority groups.

4.3.2 Key Programmes include:

- Springboard (a development programme for Female employees). 14 Police Officers and 31 Police Staff have attended the programme during the past 2 years.
- Step-Up (a development programme for BME employees). 29 Police Officers and 18 Police Staff have attended the programme during the past two years. In addition to attending the programme 15 Police Officers and 7 Police Staff have been trained as coaches for the programme.

4.3.3 There is currently no direct evaluation/tracking to assess the organisational effectiveness of the programmes, however individual feedback and career development has been positive.

**4.4 Using the C&I to support EDHR**

4.4.1 Traditionally the Strategic Command Team (SCT) has typically established and set development opportunities for instance, in respect of under-represented groups, often in conjunction with support groups.

4.4.2 We then ran focus groups on the topic of under representation in the C&I format as previously described.

4.4.3 In addition to the focus groups the Chief Constable/Deputy Chief Constable meets with senior BME and Females employees to discuss the overall issue of career development within BTP to engage at an early stage and generate ideas.

4.4.4 The following ideas were generated are will be scoped with a view of being followed though using the C&I monitoring process.

Ref	Action	Owner	Timeframe
1	To review the current situation with regards to HGD and if applicable make recommendations for a more transparent process.		
2	To develop a media/advertising strategy for female and BME officer recruitment.		
3	Put in place maternity coordinators across the force.		
4	To consider localising recruit training.		
5	Review existing L Area Attachments process & if applicable make recommendations for roll out across force.		
6	To consider the feasibility of a crèche and review current situation with regards to child care vouchers.		
7	NPT Monitoring to know breakdown of female/BME mix on NPT		
8	Publicise Police staff grades in a user friendly format map to equivalent police officer grades. To encourage areas to share/publicise family trees for departments.		
9	Retention / progression Note: Dissatisfaction, lack of corporacy around use of PDR to develop people.		
10	Review of Springboard Program / Navigator		



11	Produce 22 ways to develop yourselves & publish		
12	Encourage areas / departments to look at police officers part time/ Non-operational roles.		
13	Review exit interview process with a view to increasing participation & better management of data coming out of exit interviews.		
14	Establish a process to ensure interview panels have a trained assessor and provide feedback to successful / unsuccessful		
15	How can we best maximise those officers / staff who would prefer to work flexible hours. Note: Separate work stream.		
16	Develop WBA process for police staff from leader posts to mirror Sgts/Insp		
17	Have transparency on vacancies in area weekly's		
18	Felt that s.officers should be more visible to their teams.		
19	Re-establish women's forum, include maternity coordinators.		
20	Look at how we communicate, with communities and look at how we encourage recruitment for under-represented groups.		

**5 FINANCIAL IMPLICATIONS**

5.1 Once the ideas have been generated these would be costed and a budget decision will be made as to whether the ideas are affordable

**6 RECOMMENDATIONS**

6.1 That BTPA members familiarise themselves with the content of this paper and the activities being progressed.