
Report to: People & Standards Committee
Date: 22 October 2014
Agenda Item: 3b
Subject: Integrity and Engagement Programme/Code of Ethics
Author: Detective Superintendent Gareth Williams
For: For Information

1. PURPOSE OF PAPER

1.1 This paper and its appendices are designed to provide an update to People & Standards Committee on how BTP is embedding the Code of Ethics. The paper is predominantly limited to context, but the appendices provide detail of ongoing BTP activity that demonstrates the Chief Constable's commitment to the College of Policing's Integrity Programme.

2. BACKGROUND / ISSUE

- 2.1 A paper was presented to FEB on 3rd March 2014 outlining an intention for a cross-departmental programme with emphasis upon information-sharing, consistency and cross-reference to achieve better engagement. The intention was and is, to fully support the embedding of the 'One BTP' philosophy and the Chief Constable's messaging with regards to the force's VITAL characteristics.
- 2.2 The agreed Engagement Programme drew heavily upon BTP's Inspire values, the Internal Communications Strategy, Employee Engagement Strategy and was designed to cross-reference the People Strategy.
- 2.3 BTP's Integrity Statement which was designed to support the College of Policing's 2014/15 Integrity Programme was a key element of the terms of reference of the Engagement Programme, but it was just one of a number of work streams.

- 2.4 Feedback from the FEB meeting meant that the Integrity Programme and Code of Ethics needed to feature more prominently within the Engagement Programme and consequently, consideration was given as to how to achieve this objective.
- 2.5 As an immediate step the Engagement Programme was renamed the Integrity through Engagement Programme and a supporting control plan (at Appendix A) rewritten to reflect a greater integrity focus within the aims, objectives and activities of the programme.
- 2.6 In addition to this an ‘Integrity Progress Plan’ (Appendix B) was drawn up to attempt to capture all the good work completed and currently underway within the different delegates’ departments. This document captures all completed, current and planned initiatives that impact upon employee integrity matters and remains a living document.
- 2.7 The Chair of the programme reports progress against this document on a monthly basis into the Integrity and Compliance Board and takes direction, should it be required.
- 2.8 The Progress Plan lent itself to use as a key preparation document for HMIC’s ‘Without Fear or Favour’ inspection in late 2014 and helped provide BTP with a resilient position in this regard.
- 2.9 Since July 2014, the Integrity through Engagement Plan was taken over by T/Chief Superintendent Wratten and renewed focus applied to the Code of Ethics. Elements of the programme have been prioritised and this includes initiatives such as the pre-joiner e-learning integrity package.

3. NEXT STEPS

- 3.1 The Integrity through Engagement Programme has become the Code of Ethics Project and will be overseen and driven by Chief Superintendent (DCC OCU).

4. APPENDICES

- 4.1 Appendix A: Engagement through Integrity Programme Control Plan
 - 4.2 Appendix B: BTP Integrity Progress Plan
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Appendix A: Integrity through Engagement Control Plan

<p><i>INTEGRITY THROUGH ENGAGEMENT</i></p> <p>CONTROL PLAN</p>
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Force Department: **Strategic Development Department
People & Development
Media & Marketing
Professional Standards Department**

Origin/Author: **Jo Whiting**

Version: **0.1**

Date Issued: **13/01/14**

Revision History

Version	Date	Comments
0.1	13/01/14	Initial draft



Appendix A: Integrity through Engagement Control Plan

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Appendix A: **Integrity through Engagement Control Plan**

PURPOSE OF DOCUMENT

This document constitutes the Control Plan for the Integrity through Engagement programme of work.

The purpose of the Project Control Plan is to explain how and when the project objectives are to be achieved, by showing the major deliverables, activities and resources required on the project. It also defines the quality techniques and standards to be applied and the various responsibilities for achieving the required quality levels during the project.

PROJECT SUMMARY

Vision Statement

The objective of this project is to implement key procedures, practices and tools to enable BTP to drive ethical behaviour based on organisational values. This will be supported by work-streams to measure and improve employee and stakeholder engagement to gather feedback and actively connect both groups positively in BTP strategy.

Methodology

By putting in place strong and accessible messaging and guidance on ethical and values based practice, alongside consistent and regular engagement activities, including setting accountability and ownership for engagement activity, BTP will be able to realise a range of benefits. These include practical management information on engagement, improved performance and employee commitment to BTP objectives, and improved stakeholder buy in to BTP strategy and operations.

This will be achieved through the implementation of practical enabling tools:

- Clear policies and corporate messaging on ethical practice, BTP Values and decision making
- Clearly articulated expectations of employees in respect of BTP Values and ethical conduct in the police service
- Formal strategies for engagement activity, including communications and reward and recognition practice
- Steering groups and forums to ensure sustained commitment and follow through
- Effective and engaging communications
- Clearly set out responsibilities and accountability for engagement activity
- Effective performance monitoring for ethical practice and engagement activity, and the effect of force management and learning and development initiatives on these areas

The programme of work will mirror the College of Policing Integrity Programme, as we understand it at this point in time, with activities divided into baseline, integrating and excelling categories. strategies, plans and associated options papers or business cases to be delivered by April 2014, implementation of strategies and plans from April to August 2014, and focused work to move practice in to business as usual from September to October 2014. Key deliverables are:

- BTP Integrity Statement clearly articulating the relationship between BTP Values, Standards of professional behaviour and Code of Ethics for the Police Service



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released by the College of Police, and outlining the expectations of BTP employee behaviour and conduct

- Re-refresh of PSD policies to promote and articulate expectations for ethical and BTP Values based practice
- Completion of the Crime Review project to review crime recording and crime management procedures, test their efficacy, identify problem areas, implement improvement plans and instigate a meaningful audit programme to ensure high standards area maintained in line with ethical and legal requirements
- Employee Engagement through Internal Communications Strategy
- People Strategy cross referenced and linked into Employee Engagement through Internal Communications Strategy
- The delivery of relevant upgrades to the BTP intranet tool and the processes associated with inputting intranet content and maintaining it
- Options paper(s) for Employee Engagement activities including surveys and opinion panels
- Review and identification of internal and external stakeholders
- Stakeholder Engagement Plan
- Relationship Management Plans for individual stakeholders or groups of stakeholders as appropriate
- Performance targets for engagement linked to strategic priorities and the BTP Values
- Governance/ business rules for engagement activity including responsibilities, accountabilities, procedures, and ownership
- The creation of appropriate user groups and boards of authority for engagement activity in BTP
- Promotional launch or presentation of engagement strategies and Values demonstration

The timescale for completing this project is by 31st October 2014 based on Senior Command Team support and engagement with the project objectives, although some work-streams may extend to past this date as they move into business as usual. The project will only succeed if the procedures implemented are seen as being meaningful and of value to organisational performance.

Availability of managers and senior managers to commit to engagement activity will be critical and will require careful planning and communication to ensure practicality.

The budget for this project is estimated to be between £17K and £30K for the Employee Engagement Survey work-stream, with the other deliverables expected to be cost neutral and delivered through business as usual activity. The project is sponsored by the Chief Superintendent for the DCCs Operational Command Unit and will be delivered by Joanna Whiting, Business Change Manager.

Sponsor's Statement

BTP is a high performing and highly professional police force, and this is due to commitment and quality of our employees. The force has set itself ambitious targets in the 20:20:10 objectives and it will be essential that all BTP employees as well as our stakeholders and partners, are fully engaged in the activities and initiatives to achieve these objectives.



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Just as important as meeting the targets themselves will be the way that we achieve them. This should be through professional and determined employees working ethically and in line with BTP's values. It is not always easy to meet these requirements, particularly when you are working under pressure, under scrutiny and under financial constraints. But it is important that we start to demonstrate how, time and again, BTP employees meet and exceed these requirements to deliver great performance and quality of service to our stakeholders with unquestionable professional integrity.

To help realise this, I am sponsoring this project to implement key practices and processes to recognise and articulate what ethical practice means in BTP, and to drive and measure engagement to support effective management practice and enable employees to deal with the challenges and changes ahead.

By sourcing a project manager from the BTP Business Change Unit, the focus will be maintained on realising changes to business as usual practice that will continue to deliver results after long the project itself has closed.

Project Budget

The bulk of this project will be delivered with no costs and through the coordination of business as usual resources.

It is anticipated there will be costs associated with delivery of the Employee Engagement Survey of between £15K and £30K, although a full business case setting out the options for this deliverable will be submitted to FEB for approval and funding.

Project Risks

The following table summarises the major risks that have been identified that may prevent the project being completed to the required quality, budget and timescale, together with the containment plan proposed to reduce them.

Risk	Impact	Probability	Impact (describe)	Mitigating Actions
Departments undertake separate engagement activity leading to duplicated or contradictory work	4	2	Dis-engagement of employees and stakeholders	Undertake the proposal set out in this paper to ensure a cohesive approach across the departments and the development of a cohesive, strategic approach to engagement.
Failure to translate engagement work into actions	4	3	Dis-engagement of employees and stakeholders, wasted money and employee time	Giving the working group a remit to consider how engagement activity will transfer to action, including identification of oversight and accountability, and linking activity to performance targets in line with BTP Strategy.
Engagement activity undertaken for its own sake, disproportionate to business needs	3	2	Dis-engagement of employees and stakeholders, wasted money and employee time	Undertake the proposal set out in this paper to ensure a cohesive approach without duplication, and linking engagement activity to strategic objectives and performance targets to demonstrate value.

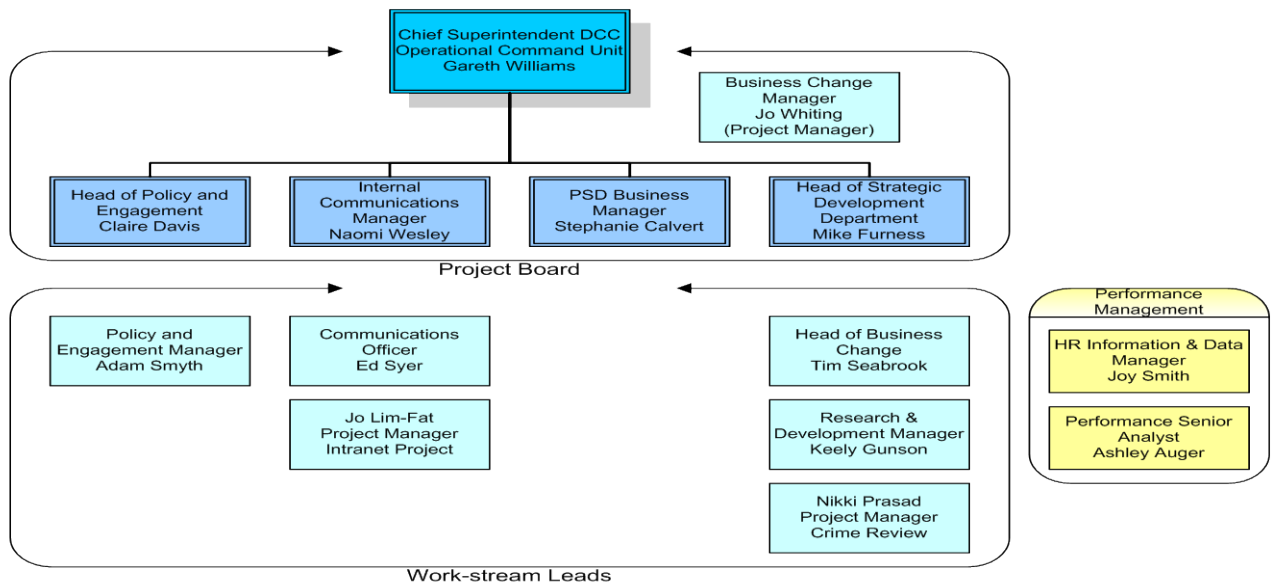


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Failure to robustly assess internal practices and make required improvements	4	2	Non-compliance with CoP Integrity Programme leading to reputational damage	Robust audit and performance monitoring procedures to be implemented as part of the programme to ensure integrity of practice
Failure to embed values and Code of Ethics into everyday practice, culture and employee identity	4	2	Could leave BTP at increased risk of corruption and poor performance	Inclusive communications plans and training inputs to be included as part of the work alongside meaningful action planning and employee engagement events

PROJECT ORGANISATION

Project Organisation



Project Team

The following personnel will be involved in the project to fulfil the stated roles and responsibilities:

Title/Position	Name	Responsibilities
Project Sponsor	Chief Superintendent Gareth Williams	<ul style="list-style-type: none"> Representing the project at Programme Board Level Sourcing the necessary levels of funding and resource Approving the Project Control Plan, including amendments Approving all progress reports Approving requests for changes to scope



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Title/Position	Name	Responsibilities
Project Manager	Joanna Whiting Business Change Manager Jo Lim Fat – Intranet Project PMO Project Manager	<ul style="list-style-type: none"> Managing the project in accordance with this Control Plan and BTP Project Management Process Maintaining a schedule for the project Maintaining a log of all changes to the scope of the project Maintaining a project issue log, with actions to resolve them Maintaining a project risk log, with actions to mitigate them Maintaining a project financial log, detailing the capital and revenue budget, approved changes and expenditure items Raising Purchase Orders Day to day management of suppliers
Finance Advisor	TBC	<ul style="list-style-type: none"> Named individual responsible for advising the project team on all finance related matters
User Representative	TBC – suggested this role is carried out by the Engagement Forum following implementation	<ul style="list-style-type: none"> Ensuring that the needs and views of the final user community are represented at all stages of the project Approving all key stages where a user interface is implemented
Procurement Representative	Matt Hyde Procurement Manager	<ul style="list-style-type: none"> Approving all procurement contracts, purchase order requests
Project Board	Claire Davis Head of Policy and Engagement Naomi Wesley Internal Communications Manager Stephanie Calvert PSD Business Manager Mike Furness Head of Strategic Development Department	<ul style="list-style-type: none"> Responsible for coordinating and overseeing the delivery of project objectives Accountable for the delivery for project objectives
Work-Stream leads	Tim Seabrook Head of Business Change Keely Gunson Research & Development Manager Ed Syer Communications Officer Adam Smyth Policy and Engagement Manager	<ul style="list-style-type: none"> Responsible for the effective delivery of project work-streams Reporting on work-stream progress to the PM Reporting on risk identification and management to the PM
Performance Management	Ashley Auger Performance Senior Analyst Joy Smith HR Information and Data Manager	<ul style="list-style-type: none"> Guidance and oversight of project performance management mechanisms Guidance and oversight of business and usual performance monitoring of engagement activity



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Suppliers

The following supplier personnel will be involved in the project:

Title/Position	Name	Responsibilities
Employee Engagement Service Provider	TBC	<ul style="list-style-type: none"> Delivery of Employee Engagement Survey and any associated supporting services purchased

PROJECT ADMINISTRATION

Progress Reporting

Regular progress reports will be prepared as listed in the table below:

Name of Report	Frequency	Author	Distribution
Project Progress Report	Monthly	Project Manager Jo Whiting	Project Sponsor, PMO, Project Accountant, Supplier Project Manager
Service Improvement Board – Highlight Report	1 week prior to SIB meetings	Project Manager Jo Whiting	PMO, Project Sponsor
BTP People Strategy Progress Report	Monthly	People Strategy Project Manager Eleanor Howard	Project Manager
Supplier Progress Reports	Bi-weekly (once selected)	Supplier Project Manager	Project Manager and wider Board as required

Progress Meetings

Regular meetings will be held to review project progress as listed in the table below:

Name of Meeting	Frequency	Attendance
Project Board	Monthly	Project Sponsor, PMO, Project Accountant, Supplier Project Manager
Update Meetings	Bi-Weekly	Work-stream Leaders as required
People Strategy update	Monthly	People Strategy Project Manager Eleanor Howard
Supplier Progress meeting	Monthly (once selected)	Supplier Project Manager

Document Management

All Project Control information is filed in the Project Library Files, which are located at:

- \\a00-cluster1fs\data\WIN\Strategic Development\Business Change\Business Change\PROJECT MGT\PROJECTS\Engagement



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PROJECT DELIVERY

Delivery Approach

The project will be formed of three stages with some work packages extending across more than one phase:

Phase 1: Baseline	<p>Engagement Strategy – comprising of the Employee Engagement through internal Communications Strategy and the People Strategy</p> <p>Integrity Statement and policy update</p> <p>Engagement Survey – initial launch and analysis, baseline data obtained for KPIs including sickness, complaint, turnover, UPP application, the Rail Staff Survey and Victims of Crime data</p> <p>Engagement Forum –initial set up and feedback linked to survey</p> <p>Stakeholder Engagement – initial survey and information gathering</p> <p>Crime Review – undertake reviews of crime recording and handling procedures for an agreed range of high risk and impact categories, and all PND disposals, and Out of Court disposals to identify areas of poor practice and inefficiency to be addressed</p> <p>Crime Review – map the As Is process for the call handling procedures</p>
Phase 2: Integrating	<p>Engagement and Communications Champions</p> <p>Values, Integrity and Engagement intranet content update</p> <p>Engagement survey results analysis and translation into meaningful and practical action plans at a local and senior management levels</p> <p>Engagement Forum – promotion and move into BAU cycle</p> <p>Stakeholder Engagement – development of high level relationship management plans (RMPs), feedback mechanisms and information sharing points</p> <p>Communications events to ensure effective dissemination of information, and also enable direct interaction of employees with senior management and their vision</p> <p>Change model implemented to support effective and meaningful change management through engagement and communication</p> <p>Crime Review – Put in place improvement plans for areas of poor practice and inefficiency, and complete policy and governance updates with associated communications and training support</p>
Phase 3: Excelling	<p>Engagement Survey moved into standard bi-annual event with pulse surveys implemented at regular intervals to maintain momentum and understanding</p> <p>Continued assessment of progress against action plans by local SMTs and at a senior management level</p> <p>Continued reporting on key performance indicators for engagement to identify the impact of engagement activity and providing useful management information to BTP managers</p> <p>Stakeholder Engagement – continued monitoring of RMPs, and regular surveys to assess performance</p> <p>Continued benchmarking against other forces and appropriate comparator organisations</p> <p>Change model implemented for all change initiatives including assessments of change</p>



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readiness and effectiveness of change leadership.

Crime Review – implement appropriate audit programme to identify areas of concern and maintain good practice

User needs will be captured through the Engagement Forum, which will comprise of representatives from a range of levels and interests across the force. This forum will help to develop the surveys and will consult on the development of new communications and policies.

In addition, following the survey workshops will be arranged to translate the feedback into meaningful and manageable action plans by managers themselves.

The project will report into FEB to ensure that the procedures and strategies employed are relevant to organisational strategy and actively support the achievement of strategic goals.

Deliverables

Engagement Strategy	Employee Engagement through Internal Communications Strategy People Strategy cross referenced and linked into Employee Engagement through Internal Communications Strategy
BTP Integrity Statement	The statement will clearly articulating the relationship between BTP Values, Standards of professional behaviour and Code of Ethics for the Police Service released by the College of Police, and outlining the expectations of BTP employee behaviour and conduct
Intranet Project	The delivery of relevant upgrades to the BTP intranet tool and the processes associated with inputting intranet content and maintaining it
Update to About BTP pages	Bringing the pages up to date with the integrity and ethics work, the Values and the One BTP message from COG
Options paper(s) for Employee Engagement surveys	Setting out the options for how to implement an engagement survey, including associated costs, information and employee time requirements
Review of stakeholders	leading to the development of high level Relationship Management Plans Review and identification of internal and external stakeholders
Stakeholder holder survey	Implementation of a stakeholder holder survey distributed as per the review of Stakeholder, and results analysis to support the development of action plans
Relationship Management Plans	Development of high level Relationship Management Plans for individual stakeholders or groups of stakeholders as appropriate
Key	Identification and regular reporting on indicators to demonstrate the impact of the integrity and engagement work, including:



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Performance Indicators	<ul style="list-style-type: none"> ▪ The Rail Staff Survey ▪ Passenger Confidence Survey ▪ Victims of Crime data ▪ Public Complaints ▪ Sickness levels ▪ Employee turnover and exit questionnaire and interview data ▪ Unsatisfactory Performance Procedure application ▪ Misconduct Levels ▪ Resolution Procedure data
Governance for engagement and Values based activity	Governance or business rules for engagement and Values based activity including responsibilities, accountabilities, procedures, and ownership. This is likely to take the form of a separate Board or responsibilities added to an existing Board to ensure the Values and ethical position of BTP are considered when initiating projects, new processes and operations.
Engagement Forum	Development of agreed terms of reference for the forum as well as creating membership and setting the schedules and standard agendas.
Communications Champions	Development of an agreed role profile and responsibilities for the champions, identification of the champions themselves and implementation of standard feedback processes.
Integrity and Engagement Communications events	This will be a series of events aligned to key messages and organisation vision, ranging from formal presentations to informal question and answer sessions. A promotional launch and presentation of the BTP Values, Ethics and Integrity position will be included.
Change Model	Confirmed Change Model for BTP focused on engaging employees in change initiatives to support effective change implementation.

Outline Project Schedule

The following are the key milestones of this project.

Milestone	Delivery Date
Corporate communications update	February 2014
Engagement Survey Business Case or Options Paper	March 2014
Communications event schedule in place	March 2014
Integrity Statement Published	April 2014
Review of Stakeholders	April 2014
Engagement Forum launched	May 2014
Communications Champions in place	May 2014
High level RMPs in place for key stakeholder groups	June 2014
Integrity and Engagement promotional event	June 2014
Engagement Survey launched	July – Sept 2014



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A detailed project plan is included at appendix A.

Technical Architecture

The Intranet Project is responsible for the implementation of a new intranet tool, SharePoint, and the associated content upgrades. All technical implications have been explored by the project which has already moved into delivery phase.

The Employee Engagement Survey is likely to be obtained through an external provider and hosted by them. A separate business case will be developed for this work stream and will ensure that BTP requirements are met including accessibility for employees online from work, home and via hardcopy provision where necessary.

Pulse surveys and the Stakeholder Engagement surveys will be developed 'in-house' using the internal survey tool, or external tools as necessary following authorisation.

Standards and Tools

- Highlight reports to SIB
- Progress Reports to the Board
- Business case submission to FEB
- Project Plan to be reviewed against progress
- Risk and Issue reporting

Implementation

The focus will be on communications to support the roll out of the deliverables and to engage employees in the processes including the Engagement Survey and working with local Communications Champions.

There will be a strong focus on encouraging ownership in the business as usual location for deliverables from the start involving managers from Strategic Development, PSD, People and Development and Media and Marketing in the development of proposals and procedures that will own in the future.

The implementation of regular feedback loops for activity will ensure an adherence to the principles of continuous improvement, and setting up the supply of meaningful management information across the force will support managers in maintaining momentum and making the changes their own.

The creation of the Engagement Forum will mean that the ethical, Values based principles launched under project will continue to be used to test new initiatives and process changes, making them real for employees and our customers.

Training

This project will focus on updating and adapting existing training programmes to support the roll of the concepts it champions, including:

- Updates to the Leadership Academy programme to support Values and ethics based decision making and practice in leaders, and training on the Change Model



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- Update to the force induction programme to ensure it clearly articulates BTP expectations for conduct and ethical practice
- Updates to Equality and Diversity training to ensure that the Values are referenced and placed at the centre of interaction with colleagues, other agencies and the public

Communications

GROUP	HOW	WHEN
EMPLOYEES	Communications events Intranet content update News items Cascaded messaging through senior management	In lines with key milestones and deliverables Regular updates and teasers throughout the project
MANAGERS	Targeted briefings Survey reports and analysis Workshops Regular updates on KPIs	Ahead of the survey launch to Following the survey to distribute feedback and support action plans Management information provided to an agreed schedule
COG	Project progress Reports and informal updates Survey reports and analysis Progress reports on action plans	In line COG schedule At FEBs as required
STAKE - HOLDERS	Survey promotion and background through the Franchising and Stakeholder Manager Standard local stakeholder engagement practice	As required
PUBLIC	Employee Values posters in public location Promotion of activity on external web page Take-away materials (ethic cards etc)	Following June Integrity and Engagement event

Post Implementation Support

There will be post implementation costs to the Employee Engagement Survey in order to maintain it as a bi-annual event. It is suggested that budget for this expenditure should be included within the Strategic Development Department budget going forward.

Work will be undertaken with the SDD Research and Development team, People and Development, Learning and Development and Media and Marketing to ensure that clear procedures are in place to coordinate the surveys, analysis, action planning and progress reviews across these departments.

Similarly, an agreed schedule and procedure for the pulse surveys will be put in place to ensure that this work is manageable for Research and Development as part of their business as usual work load.



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An information sharing agreement will be put in place to ensure that Research and Development are provided with the data they need to report on the key performance indicators.

The Stakeholder engagement plan will be monitored and maintained by the Franchising and Stakeholder Manager with support from the Research and development team. This should be made easy as both will have been responsible for development of the plan under the project taking it with them into business as usual.

Divisional SMTs will continue to be responsible for engaging with their local stakeholders but should benefit from more cohesive messaging from the centre and a way to feedback from their engagement activity to the business and share best practice.

It will be essential that COG and Divisional SMTs fully support and engage with the Engagement Forum and the local Communications Champions to enable People and Development and Media and Marketing to maintain them. In this respect the project will try to ensure that their activity is aligned with corporate strategy to ensure they remain relevant to the business.

The Change Model will be developed, maintained and monitored by the Business Change Unit including the creation of guidance and online reference points for employees involved in change management.

QUALITY MANAGEMENT

Deliverable Quality Control

The following table details the quality control activities that will be undertaken to ensure the “fitness for purpose” of all project deliverables.

Deliverable	Quality Control activities
Engagement Strategy	To be reviewed and authorised by FEB, performance targets to be measured against strategy and objectives.
BTP Integrity Statement	To be reviewed and authorised by FEB, associated questions to be used in Employee Engagement Survey to test understanding and relevance.
Intranet Project	To be reviewed against agreed project objectives.
Update to About BTP pages	To be reviewed and authorised by FEB, associated questions to be used in Employee Engagement Survey to test understanding and relevance.
Options paper(s) for Employee Engagement surveys	To be reviewed and authorised by FEB based on alignment with organisational strategy.
Review of stakeholders	To include input from Divisional SMTs and local stakeholder engagement representatives to ensure accuracy, and to be reviewed and authorised by the Head of SDD



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Stakeholder holder survey	To be reviewed and authorised by the Head of SDD based on alignment with organisational strategy.
Relationship Management Plans	The RMPs will be designed around the feedback for the stakeholder survey and will be agreed with the Head of SDD and appropriate Divisional representatives to ensure they are meaningful.
Key Performance Indicators	The KPIs will be agreed by People and Development, Research and Development, PSD and Media and Marketing to ensure they are meaningful and practical. After being agreed by the Board, an information sharing agreement will be put in place to ensure the data is provided as required.
Governance for engagement and Values based activity	Format and terms of reference to be agreed by FEB.
Engagement Forum	Terms of reference, standard agenda and scheduling to be agreed by FEB.
Communications Champions	General role profile and remit to be agreed by FEB, selected Communications Champions to work with local SMTs and employee groups to tailor their approach as required.
Integrity and Engagement Communications events	Design and arrangement to be agreed by FEB or members of COG as appropriate. Associated questions to be used in Employee Engagement Survey to test success and understanding.
Change Model	Change Model to be agreed by FEB with appropriate monitoring by BCU for each application.

Project Team Approval

Deliverables will be approved for release by the Board or escalated to FEB as appropriate dependent on the work-stream.

Decisions will be recorded in Board meetings, or confirmed via email from FEB.

Customer Acceptance

Deliverables will be accepted by the Board on behalf of COG. Acceptance will be recorded in the Board minutes or via email where acceptance is confirmed at FEB.

Project Audits

A Project Initiation Review (PIR) to be held at the end of the Initiation Phase to ensure that the project has been set up correctly and that all project control procedures are in place. The PIR will be led by the PMO



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End of Project Reviews

An End of Project Review (EOPR) to be held at the end of the project to ensure that the project has been signed-off correctly, to assess the success of the project, to ensure that all deliverables have been properly handed over and to capture the lessons learned and metrics. The EOPR will be lead by the PMO in liaison with the Project Manager.

A Post Implementation Review (PIR) to be held several months after the end of the project to ensure that the project has delivered the expected benefits. The PIR will be lead by the PMO.

Project Close Criteria

The following must be in place before the project can close:

- Integrity Statement published
- Engagement Survey and pulse survey schedule agreed with clear roles and responsibilities set for maintenance
- About BTP intranet pages updated with reference to force Values, ethical practice and engagement activity
- Appropriate inputs in place for induction and leadership training
- The Engagement Forum must in place with administrative responsibilities clearly set out
- High Level RMPs in place for key stakeholder groups
- Performance monitoring in place as business as usual with relevant information sharing agreement in place
- Promotional launch for BTP engagement and integrity practice completed

DIVERSITY IMPLICATIONS

An Equality Impact Assessment is included at Appendix B

BENEFITS

Benefits Tracking

Type	Description	How realised/ measured
Improved Performance	Better management information from engagement activity will improve understanding of performance and what factors are impacting service levels	<ul style="list-style-type: none"> • Management information reports delivered following engagement activity • Review of performance against targets • Feedback from employees and stakeholders activity and its impact



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Improved Performance	Meaningful engagement with employees and stakeholders will provide valuable support for organisational learning, and will aid the identification of new ideas to improve service, as well as ways to improve existing practice.	<ul style="list-style-type: none"> • Tracking of ideas and initiatives identified through or as a result of engagement activity
Improved Performance	Management and leaders across the force will be able to target activity to improve service based on improved management information, and direct feedback from stakeholders and employees	<ul style="list-style-type: none"> • Management information reports delivered following engagement activity • Review of performance against targets • Feedback from employees and stakeholders activity and its impact
Improved External Integration	Planned, consistent and meaningful engagement activity with external stakeholders will improve understanding of their requirements and should increase buy in to BTP proposals and operations	<ul style="list-style-type: none"> • Monitor support for BTP initiatives through feedback from stakeholders
Improved internal integration	Planned, consistent and meaningful engagement activity with employees will improve engagement with strategy and operations, and increase moral and discretionary effort	<ul style="list-style-type: none"> • Monitor employee engagement through activities undertaken as a result of this initiative

APPENDICES

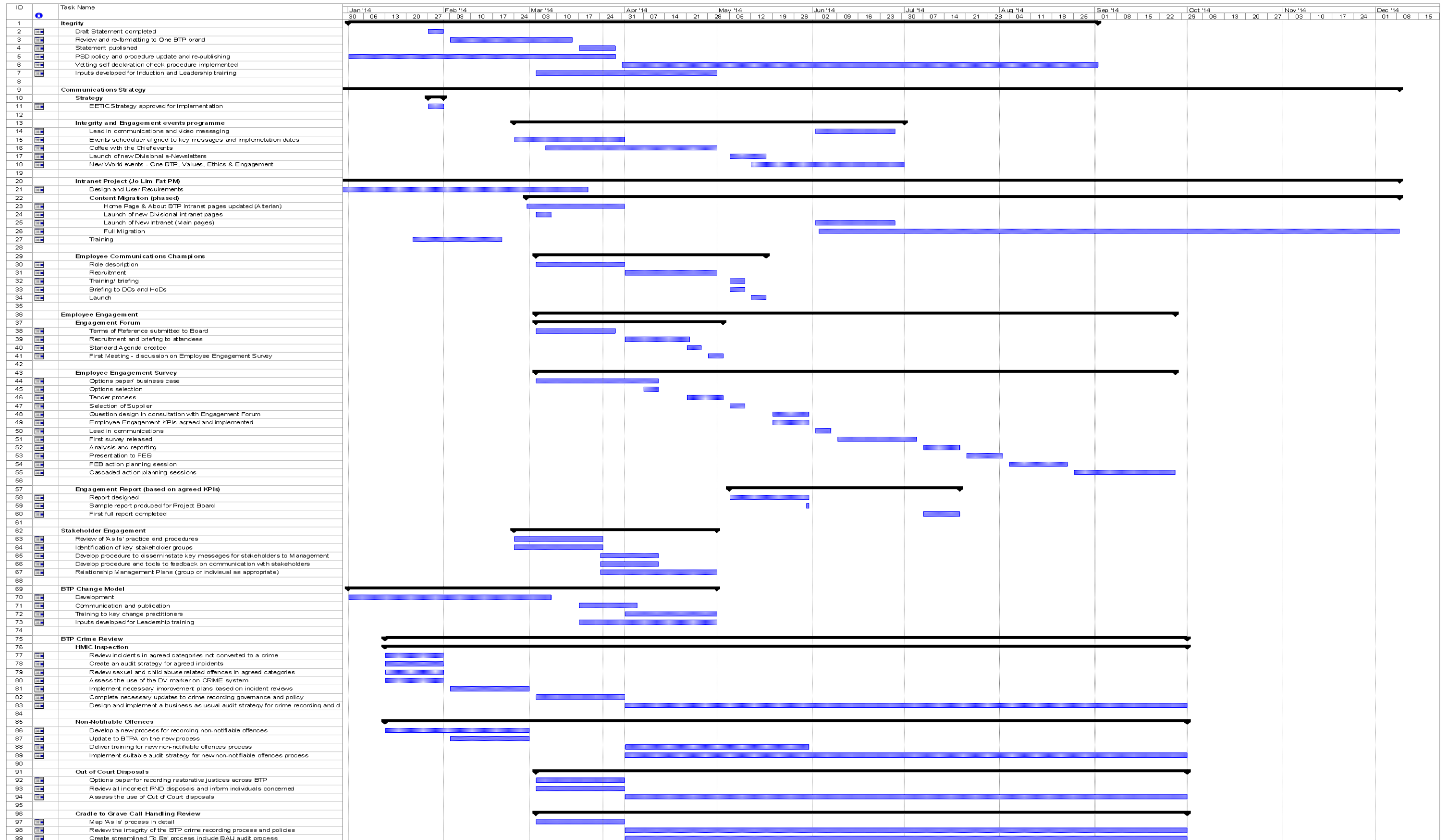
Appendix A: Project Plan

Appendix B: Equality Impact Assessment



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Appendix A: Integrity through Engagement Control Plan



BTP INTEGRITY PROGRESS PLANNER								
No.	PORTFOLIO	ACTIVITY	RATIONALE/ BENEFITS	RESPONSIBLE	STATUS	PROJECTED COMPLETION/ IMPLEMENTATION DATE	PROGRESS UPDATE	COMPLETION DATE
1	P&D - Policy & Engagement	Equality and Diversity Champions in place	Local points of contact to promote diversity and ensure the corporate position on E&D is effectively implemented, as well identifying issues and concerns that need to be addressed corporately	Claire Davis	Completed	30/01/14	Next group meeting to be held in April	30/01/14
2	SDD - Research & Development	Bench marking with other organisations completed by Research Development.	Research and Development will continue to benchmark BTP against other forces and organisations to drive progress and measure and recognise success.	Keely Gunson	Completed	31/01/14	Bench marking information used to support proposal and specification for Engagement Survey, and help to set the terms of reference for the wider programme of work	31/01/14
3	SDD - Audit & Compliance	Crime Review - Review all incidents that have not been converted to a crime in relation to the following categories: violence with injury; sexual offences; robbery; burglary; vehicle crime; crimes related to anti-social behaviour (including criminal damage) and no crimes	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	Completed	31/01/14		31/01/14
4	SDD - Audit & Compliance	Prepare a strategy for undertaking a full or % audit of each incident against an agreed criterion and undertake audits in a priority order to identify areas of poor practice.	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	Completed	31/01/14		31/01/14
5	SDD - Audit & Compliance	Review all 'no-crimes' sexual offences, all reported sexual offences where victim is vulnerable, all allegations of child abuse and recorded child protection issues.	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	Completed	31/01/14		31/01/14
6	SDD - Audit & Compliance	Assess the use of the Domestic Violence marker on the CRIME system and its relationship with C&C incidents	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	Completed	31/01/14		31/01/14
7	SDD - Audit & Compliance	Identify and implement measures to retain the capability to benchmark future offence and offender levels against historic information recorded on existing systems.	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Dave Godfrey	Completed	31/01/14		31/01/14
8	SDD - Research & Development	Policy Portal - including reviewed and streamlined policies designed in line with the BTP Values, in particular common sense and professionalism, a focus on personal responsibility	Easy to access and use by employees, new governance to ensure that BTP policies remain up to date and reflective of current practice, more focus on empowered decision making and ethical practice as opposed to prescribed and onerous processes that defer responsibility and accountability	Keely Gunson	Completed	28/02/14	Delays incurred due to technical considerations, portal now live, some policies still outstanding due to local departmental issues.	17/03/14
9	SDD - Audit & Compliance	Based on audit and review information, establish whether BTP is recording and dealing with crime in an efficient and ethical manner. Following this implement improvements plans to robustly address any performance/ conduct issues.	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	Completed	28/02/14		28/02/14
10	PSD	BTP Integrity Statement, setting out the alignment of the force Values	This statement will clearly articulate the expectations BTP has for employee conduct and practice, consolidating and confirming the work done on the force Values last year.	Gareth Williams	Completed	31/03/14	Now published on the policy portal, comms to follow	21/03/14
11	PSD	Update and promotion of the Professional Standards policies and procedures, including Vetting and counter corruption procedures.	Alignment of PSD policy to the force Values focusing on ethical conduct, common sense, personal responsibility and professionalism	Gareth Williams	Completed	31/03/14	Now published on the policy portal, comms to follow	21/03/14

12	PSD	Implementation of a robust vetting renewals process, clearly enforcing employees' personal responsibility to declare relevant information as well as implementing regular renewal checks.	Alignment of approach with force Values and focus on personal responsibility, renewals and self declaration process will ensure BTP vetting status remains up to date and compliant with College of Policing requirements	Gareth Williams	In progress	31/03/14	In development with People & Development
13	P&D - Learning & Development	Fitness Tests for police officers	Able to demonstrate capability and capacity of officers, identify issues and concerns and support effective resolution, encourage officers to look after their own health and wellbeing, potential to reduce sickness levels and generally increase productivity	Mike Cowley-Freeman	In progress	31/03/14	
14	SDD - Audit & Compliance	Quality assure BTP's crime recording practices and address any areas of concern, including the identification of BTP policies and procedures that will need updating	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	In progress	31/03/14	
15	SDD - Audit & Compliance	Identify how BTP communicates with victims if a crime is not raised	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	In progress	31/03/14	
16	Justice Dept	Set the out the options and make recommendations on how to introduce, administer and record restorative justices across BTP	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Chris Horton	In progress	31/03/14	
17	P&D - Policy & Engagement	An Engagement Forum to oversee the completion of action plans and provide a place where ideas and issues can be discussed by a range of groups including employees, staff associations and groups such as SAME, local and senior management.	Implementation of a representative forum to consult on ideas and changes to employee management practice, engagement and communication, rather than relying on unions and representation groups that may not reflect the true opinion of employees as a whole. The group will provide an easy way to test ideas, seek input and guidance, and consult and communicate on planned changes.	Claire Davis	In development	30/04/14	Terms of reference and requirements for attendees to be reviewed at Project Board 28th March 2014
18	P&D - Policy & Engagement	Equality & Diversity & Human Rights annual report released	Compliance with legislation, improved value to the public	Claire Davis	In progress	30/04/14	
19	P&D - Policy & Engagement	Implementation of the Winsor part II recommendations relating to pay and T&Cs for police officers	Compliance with legislation, improved value to the public	Claire Davis	In progress	30/04/14	
20	Media & Marketing	EIC Strategy - BTP Communications Champions located across the force	Local points of contact to promote internal communications and ensure corporate messaging is being disseminated effectively, as well identify issues and concerns that need to be addressed corporately	Naomi Wesley	In progress	30/04/14	Terms of reference and role description to be reviewed at Project Board 28th March 2014
21	Media & Marketing	EIC Strategy - Promoting good performance and conduct through employee values posters, corporate messages, and recognition events	Visible and meaningful recognition of good performance and demonstration of the force Values will help to drive engagement with the One BTP ethos and cement the BTP brand for professionalism, service excellence, and ethical conduct.	Naomi Wesley	In progress	30/04/14	
22	SDD - Business Change Unit	BTP Change Model focusing on assessment of change practice, inclusive development of solutions and implementation plans, and strong leadership through change.	To drive high levels of engagement and performance through the change, as well promoting transparent and ethical change management procedures. Assessments will be made both during and after change initiatives have closed to drive continuous improvement in change initiatives, and provide a transparent and meaningful lessons learned process that employees can engage in.	Tim Seabrook	In progress	30/04/14	Almost completed, once finalised to be published alongside the BCU Service Catalogue
23	SDD - Franchising & Stakeholder Manager	Development and implementation of a consistent approach to Stakeholder Engagement, allowing the force to assess current performance and identify issues at a force-wide as well as local level.	This activity will look to capitalise on the excellent stakeholder engagement activity already happening in BTP. Through the Research and Development Team in SDD, wider dissemination of information and best practice from Stakeholder Engagement Activity, including the development of Relationship Management Plans for key stakeholder groups, and a practical process for those involved in this activity to record information for wider reference and transparency.	Julian Dixon	In progress	30/05/14	

24	SDD - Franchising & Stakeholder Manager	Regular assessment of the Stakeholder Relationship Management Plans through dialogue and, where appropriate, targeted surveys or questionnaires.	This will also allow progress to be monitored and assessed for value. This will enable BTP to provide its managers and leaders with a range of meaningful management information to support them in constantly assessing their own performance and impact of their activities on their employees, and on passengers and stakeholders.	Julian Dixon	In progress	30/05/14	Dependent on development of the stakeholder engagement procedures
25	PSD	Inputs for BTP Induction programmes and Leadership training on integrity, ethics and values, setting the standards clearly, and tying into the National Decision Making Model, and the One BTP message.	Ensuring that BTP develops and promotes ethical practice, building the leaders we need for the future	Gareth Williams	In development	30/05/14	To be set once CoP Code of Ethics is confirmed
26	Media & Marketing	EIC Strategy - Updates to corporate messaging to improve communications and promote the One BTP culture	Bringing consistency to corporate messaging in line with the BTP brand	Naomi Wesley	In progress	31/05/14	Updated weekly email news completed and launched in February 2014, full updates on schedule for completion by target date
27	SDD - Research & Development	BTP Employee Engagement Survey	This enable BTP to provide its managers and leaders with a range of meaningful management information to support them in constantly assessing their own performance and impact of their activities on their employees, and on passengers and stakeholders.	Keely Gunson, Claire Davis, Naomi Wesley	In development	30/06/14	Business case ready for review by the Board before being submitted to SIB, includes draft specification.
28	SDD - Research & Development	Performance monitoring against agreed indicators	Alongside the Employee Engagement Survey and targeted activities, the data looked at in the baseline activity will continue to be regularly reported on to show where a positive impact is being made, and also to highlight where activity is not having the desired affect so that improvements can be, or where required to activity can be halted and resources focused on more productive initiatives.	Keely Gunson	Planned	31/07/14	Depended on outcome of the Engagment Survey business case, and agreed timescales for reporting
29	P&D - Policy & Engagement	Equality & Diversity Gold Group (Operation Fairmont) to identify and engage with vulnerable and minority passenger groups to address their concerns and promote confidence in the the railways and embed a culture of inclusiveness within BTP ensuring that all staff are treated with dignity and respect.	Effective governance to ensure Equality and Diversity issues and considerations are given appropriate attention and that actions and requirements in this area are completed and maintained effectively to prevent risk to force, loss of talent, and loss of confidence in the rail ways.	Claire Davis	In progress	31/07/14	The E&D Gold Strategy currently working to: <ul style="list-style-type: none"> • Provide a clear line of sight between E&D work and the 20/20/10 Strategic Plan • Help deliver the transformation of BTP's workforce to ensure that the Force is representative of the society and communities that we work in partnership with • Ensure that BTP can demonstrate compliance with and aspire to go beyond our statutory duties under the Equality Act 2010 and in particular the Public Sector Equality duty • Establish the infrastructure for E&D work within the BTP • Embed E&D into business as usual activities
30	Media & Marketing	EIC Strategy - A series of events to enable the dissemination of information and messages on engagement, values, integrity and ethics, as well as allowing senior management to directly engage with employees and managers of these key issues.	Media and Marketing will liaise with PSD, SDD and People & Development to link key messages on Integrity, Ethics and Values with progress against strategic objectives, and the implementation of the People Strategy. The core message of these events will be the One BTP headline, bringing all BTP employees, officers, staff, PCSOs, specials together, recognising the contribution of all employees to core objective to Protect and Serve.	Naomi Wesley	In progress	31/07/14	<ul style="list-style-type: none"> • 3rd March – launch of new Divisional Intranet pages to support to the new structure • 6th March – the first Coffee with the Chief event, further dates are being confirmed • April – May – Launch of the Employee Engagement Forum • 10th May – launch of the new Divisional e-Newsletters • May – July – a programme of 'New World' events for employees to be held at various locations across the force • June – Launch of the new BTP Intranet pages • June – September – Launch of the first BTP Employee Engagement Survey
31	SDD - Research & Development	To compliment the Employee Engagement Survey, short pulse surveys, focus groups and targeted workshops coordinated by Research and Development in liaison with PSD, People and Development and Media and Marketing.	This will allow the force to make targeted assessment of particular actions and initiatives, and in turn develop targeted action plans for improvements.	Keely Gunson	Planned	30/09/14	Depended on outcome of the Engagment Survey business case
32	Media & Marketing	EIC Strategy - The completion of the Intranet Project to provide an improved intranet tool, as well as more robust governance on content updates and maintenance to a provide a flexible, informative and useful reference point for force information.	Enabling communication, information share and effective reference points to improve efficiency.	Naomi Wesley	In progress	31/12/14	Original target date of September 2014, however delays in recruitment have pushed the schedule back
33	SDD - Audit & Compliance	Devise an audit strategy which seeks to ensure consistency in crime recording and correct disposal methods that can be moved into BAU audit practice	<ul style="list-style-type: none"> • Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. • This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. • In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. • Crime recording practice aligns with force practice and demonstrates ethical decision making 	Lisa Howson	Planned	31/12/14	
34	SDD - Audit & Compliance	Develop a new process for recording non-notifiable offences that reduces bureaucracy and ensures that non-notifiable offences, trends, hotspots and offenders can continue to be tracked with associated audit processes in place as part of BAU	<ul style="list-style-type: none"> • Enables the force to identify areas of poor practice, robustly address any performance/ conduct issues and implement improvement plans including comparison of other forces and lessons learned. • This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. • In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. • Crime recording practice aligns with force practice and demonstrates ethical decision making 	Dave Godfrey & Lisa Howson (Audit)	In progress	31/12/14	

35	Justice Dept	Assess the use of Out of Court disposals (predominately Cautions, PND, FPN and community solutions) and establish if Out of Court disposals are dealt with in an efficient and ethical manner across BTP. Ensure that remedial action is taken so that all parties are informed	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Chris Horton	Planned	31/12/14	
36	Justice Dept	Cradle to Grave Call Handling Review - Map 'As Is' process in detail, review the integrity of the BTP crime recording process, and conduct a detailed policy review	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Chris Horton	In progress	31/12/14	
37	Justice Dept	Present a streamlined 'To Be' process alongside other recommendations for improvements which can be fed into the business as usual audit process for monitoring.	<ul style="list-style-type: none"> Enables the force to identify areas of poor practice, robustly address any performance/conduct issues and implement improvement plans including comparison of other forces and lessons learned. This means that BTP will be fully prepared for the HMIC inspection on crime data integrity and crime recording and management practice is aligned to the upcoming revised crime outcomes framework. In addition, BTP's crime management processes will support and ensure the integrity of the Force's crime and incident data. Crime recording practice aligns with force practice and demonstrates ethical decision making 	Chris Horton	Planned	31/12/14	
38	P&D - Policy & Engagement	People Strategy - Reward & Recognition approach aligned to Values and Code of Ethics maintaining focus not just on what we achieve but how we achieve it.	This will ensure the force recognises and rewards behaviour and practice compliant with the Values thereby reinforcing them and displaying consistency and commitment to Values and ethical behaviour at all levels, this in turn will drive employee engagement and identification with the 'One BTP' ethos.	Claire Davis	In progress	31/03/15	New benefits package and associated procedures to be launched January 2015
39	P&D - Policy & Engagement	People Strategy - Recruitment approach aligned to Values and Code of Ethics - attracting and retaining people with a shared set of values	This will help to ensure that BTP only recruits individuals that meet the high expectations for values and professionalism required for the police service, and that effective and meaningful processes are in place to prevent individuals who don't meet this criteria from remaining in force.	Claire Davis	In progress	31/03/15	
40	P&D - Policy & Engagement	People Strategy - Health, Safety and Wellbeing approach aligned to Values and Code of Ethics	Making employee wellbeing a priority for BTP resulting in healthy and resilient employees who feel supported by the business and therefore more able to engage with force strategy and feel part of the 'One BTP' identity	Sarah Piddington (interim)	In progress	31/03/15	
41	P&D - Policy & Engagement	People Strategy - Equality & Diversity approach aligned to Values and Ethics	Having a range of policies and practices that mean that BTP can attract people from a range of backgrounds and cultures to work for us, and retain them through inclusive processes including reward and recognition and promotions procedures enabling the force to reflect the community the services, as well as making use of the best talent available	Claire Davis	In progress	31/03/15	Bullying and Harassment policy to be launched in May 2014, family friendly, flexible working approach to be launched November 2014, annual Diversity Event to be held in February 2015
42	SDD - Business Change Unit	Based on the Employee Engagement Survey feedback, practical action planning sessions to senior leadership and local management to develop practical plans for improvement, focusing in on priority areas.	Action plans will be aligned to force strategy, and targeted at improving employee engagement making the process meaningful to employees and managers. Prioritisation will ensure that employee and management time is focused effectively rather than trying to solve everything at once	Tim Seabrook	Planned	30/09/15	Dependent on completion of Employee Engagement survey
43	Command Support	BTP senior management salaries published	Compliant with CoP Integrity Programme, transparency for public and employee reference, able to clearly demonstrate value of senior posts in line with achievement of strategic objectives	Elaine Derrick	Planned	TBC	
44	P&D - Policy & Engagement	Job Description Review - Job description audit, mapping against internal and market expectations. Development of 'Job Families' and more formal processes for creating job descriptions. Following review, all BTP JDs to be published on the intranet for reference.	Ensure that jobs are grading fairly and accurately preventing equal pay issues, over and under paying, and ensuring a corporate approach focused on business needs. Job descriptions to built around posts, not people. Compliant with CoP Integrity Programme, transparency for employees, supports equal pay by encouraging employees to highlight discrepancies, easy reference for those looking at career development.	Claire Davis	Planned	TBC	
45	P&D - Policy & Engagement	Job Description process change - development and implementation of a training programme for creating job descriptions to support the development of skills locally as well as centrally within People and Development. Trainign will enforce the governance principles agreed through the job description review.	Better understanding of how to create job descriptions and the impact on the wider business, skills embedded locally to increase resilience and flexibility, supporting the prevention equal pay issues, over and under paying, and ensuring a corporate approach focused on business needs. Job descriptions to built around posts, not people.	Claire Davis	Planned	TBC	
46	P&D - Policy & Engagement	Assessment of the use of market supplements in BTP to ensure they are correctly applied to benefit the business and support effective recruitment	Prevent unjustified inflation of grades for skills that are in demand and allows the business to remain competitive without havign to commit to paying higher salaries permantly. This will also prevent equal pay issues seperating out flexible incentivisation for in demand skills sets, and the actual grades of job roles.	Claire Davis	Planned	TBC	

Completed
In progress
Planned - work not yet started