

Embedding our Values

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Purpose of the Paper

- To share with the Committee how we co-created our values with our employees.
- To share how we are embedding now the values within BTP

Outcome Sought

- For noting and discussion

- **Culture = values + behaviours.**
- Using feedback from the 'Have Your Say' sessions with Chief Constable Lucy D'Orsi (which asked specific questions to gain insight our current culture and what makes our people 'tick') and insight from the All People Survey in May 2021, we held a session during the Senior Leadership Forum on 5 July to create and discuss a shortlist of Values for the organisation to feedback on.
- There were 6 Values in total, with a range of behaviours/statements underneath. To ensure that our people felt involved and consulted in refining them and to make sure they felt like 'us' we created a short deck for all line managers to use with their teams. The aim of the exercise was to reduce the number of Values (3/4 was the number we thought we'd land on) and ensure they felt like BTP 'at our natural best' (guided by a Simon Sinek short clip: <https://www.youtube.com/watch?v=IQuYzXWXDqI>). NB: This activity clearly stipulated that our Values had to represent the here and now – 'us at our natural best' – not be aspirational, and hence why some Values have not been proposed.
- Using Sinek's video and recent thought leadership, we decided not to use abstract words such as 'proud' but active statements such as 'We are proud to protect' – imbuing these statements with collective ownership.
- There were 255 conversations held ranging from 1 to 55 participants in each session. Each meeting was asked to vote for their favourite 3 Values and provide rationale for their answers. The line manager then submitted the feedback on behalf of the group.
- This feedback fully informed and refined our final Values – the additional statements were removed, as people said 'keep it simple' and that some of the statements seemed like 'management jargon', and that our Values should speak for themselves.
- We then agreed the final 5 Values at September FEB – ahead of the launch at our Senior Leadership Day on 4 Oct.

Us at
our
best

We are
proud to
protect

We
care

We do the
right thing

We strive
to be better
every day

We are
one BTP



- After consultation with the organisation, our Values were agreed at Sept FEB. Each Value holds the same 'weight' and no one Value is more important than the others.
- Our focus now is on embedding them and making sure they inform all our decisions and are our 'organisational DNA' – this is anticipated to take 18 months. This is to give time for them to be embedded in leadership behaviours, recruitment, policies and practices and the 'intangibles'. There is also work to do to demonstrate why we need them, alongside the Code of Ethics etc. as this caused some confusion with officers.
- The next iteration of the exercise is gaining buy-in and awareness, which is being done through the 'race track' activity as part of our 'A Force on the move' conversations cascade.
- We have used this activity to gain further insight about where we are on the journey for each; it is widely acknowledged that we do not work as 'one BTP' due to Divisional silos and D Division feeling isolated. However, we accepted this Value, as even though it is aspirational, the majority of people wanted BTP to feel that way, and for those teams that already felt that way, they identified with this Value strongly.

People & Culture cannot lead this work on behalf of the organisation, it needs to be leader-led:

“While HR may coordinate the activities, the values need to be driven by leaders. It is important that leaders do this through communicating the values to employees in their day-to-day conversations and linking them to messages about the business objectives. Leaders also need to act as role models in living the values, as employees will look to leaders to set an example of the behaviours that are expected. For top-down approaches to be effective leaders need to take ownership of the values. One method for increasing ownership is providing leaders and managers with freedom to be creative in developing their own ways of socialising the values in their offices and teams.”

– excerpt from ‘Making Values A Reality: Embedding Organisational Values, IES member Paper, July 2021’