

Report to: Police Authority
Agenda #: 8
Date: 27 September 2022
Subject: Member Engagement
Sponsor: Chief Executive
Author: Head of Governance and Compliance
For: Approval

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1. Purpose of paper

- 1.1 To present proposals for consideration which are intended to support Members in maximising engagement opportunities outside of the formal committee cycle.

2. Recommendations

- 2.1 Members discuss the proposals and agree the way forward.

3. Background

- 3.1 In discussion at the Board Development Workshop on 25 May 2022, Members and the Executive considered the focus of activity outside the formal committee structure and how this could be better aligned to the proposed goals. The discussions identified a desire for an enhanced structure supporting Member engagement maximising the impact for BTPA and BTP, as well as contributing to the achievement of the goals.
- 3.2 The Executive was asked to develop a proposal setting out a framework for Member engagement aligned to the achievement BTPA's goals outside of the formal committee cycle.
- 3.3 A number of different models for engagement have been tried and tested since the establishment BTPA, including but not limited to pairing Members with Chief Officers, sub-divisions, special interest areas (i.e. projects, topics etc) or transformation strands. To ensure best use of Member time the approach has varied and evolved dependent on the key issues of the day, but central to success is always a clear purpose and communication.
- 3.4 Member time is limited, and we want to ensure that the engagement has a positive impact, so it is imperative each engagement has a clear objective. The objectives will vary and a non-exhaustive list of what these may cover is provided below:
 - Learning about and/or celebrating things BTP are proud of.
 - Fill gaps identified in our oversight activity through oversight mapping and seeing policy decisions in action.

- Taking the temperature of officer and staff morale through informal chats to understand thinking and feelings and reality test messaging received at committees.
- ‘Buddying’ with the COG or Force Executive Board representatives which include superintendents, heads of departments etc
- Taking on special interest areas, such as professionalism or health and safety or a particular project or piece of work where a Member can lend expertise (remembering the line).
- Raising the profile, understanding and visibility of BTPA’s role (Deloitte was clear that this was not well understood).
- Engagement with external partners including government, industry, passengers, community groups and other parts of policing UK.

3.5 Member feedback is vital to the success of the above, as is follow up with BTP to demonstrate the value add of BTPA.

4. Proposals

- 4.1 It is proposed that the Executive develop a menu of options for engagement outside of committees aligned to the goals. This is under construction and a working example of what this could look like is attached as Appendix A for consideration. The Executive continues to engage with BTP colleagues to get a more in depth understanding of meetings and events that could be included and are aligned to our goals.
- 4.2 The intention is that this activity would fill around 10 of the 30 days that Members are committed to, with the exception of the Chair and Deputy Chair who are committed to 60 and 50 days respectively. As a general guide Member time is seen as being split as follows but recognise that this will vary between Members depending on their allocations:

Activity	Average days per annum
Formal meetings including preparation (i.e. Full Authority, Committees, Chair’s Forum and working groups)	15 days
Engagement activity	10 days
Board Development/Training	3 days
Breakfast and other briefings	2 days

4.3 As the second most significant portion of Member time, the Executive recognises the importance of this work and the need to get the most out of each engagement. For the majority of engagements, the Executive will provide a one-page brief which will outline the objective of the engagement. As required, the Executive will also provide a brief to BTP, or whoever the engagement is with, to clarify the purpose of the visit and provide any other pertinent information. It is imperative that Members submit the feedback form to the Executive after each engagement with a focus on the BTPA value

add from the engagement to demonstrate impact, including any proposed actions. The current feedback template is attached as Appendix B. If Members have any comments on the current feedback template, please provide these to Raquel Cortes, Member Engagement Manager for consideration.

- 4.4 Assuming Members are content with the proposed approach, the Member Handbook will be updated to cover this and will act as a guide and reference tool during Members' term with the BTPA. The menu of engagement options will be made available to Members via BI and bookings can be made via the Member Engagement Manager. A summary of Member visits and feedback will be shared via the activity log.
- 4.5 It should be noted that the delivery of this proposal is likely to be challenging to the Executive Team given its existing capacity. It is suggested that the approach is reviewed after six months from both a Member and Executive perspective.

Appendix A – Working example of a Menu of Engagement Opportunities

BTPA Goals

1. We want to be a well-run Arm's Length Body, trusted by all our stakeholders.
2. We want to promote & enable a modernised and inclusive culture in the BTP.
3. We want to provide effective, supportive and challenging police oversight for today and tomorrow across the full range of BTP activity.
4. We want to develop our vision for security and lead the conversation with industry and DfT to improve outcomes for industry and passengers.
5. We want to drive transformation and ensure BTP is respected for their specialism by the rail industry and for their innovation across policing.
6. We want continuously to deliver efficiencies and keep improving productivity.

Engagement opportunities	Goal alignment	Details	Dates/spaces	Steps to take to support engagement/further comms
BTP Chief Officers	All	<p>Chair and Deputy meet with CC and DCC at fortnightly for Chief & Chairs.</p> <p>Committee Chairs to meet with COG leads for commissioning and agenda-based discussions.</p> <p>Ad hoc 1-1's can be arranged with members of COG.</p>		<p>Members have been provided with the latest version of the BTP Organogram which sets out the current structure.</p> <p>The Executive will obtain details of portfolios.</p>

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BTP Divisional and sub-divisional Commanders (formal/informal)	2 & 3	Ad hoc 1-1's can be arranged with members of FEB and/or their teams.		
Senior leadership days	All	Examples include the July '21 AFOTM launch session in which the CC set out her vision and the session due to take place on 4 October updating on progress.	4 Oct 22	
Long service, Commendations, and other Awards Events / Pass Out Parades	2 & 3	Member representation and interest as the employer.	TBC Limited numbers.	Dates of forthcoming events is available.
External Scrutiny Groups	1, 2 & 3	25 groups set up by BTP, including Strategic Independent Advisory Group (SIAG)	SIAG 19/10/22	The Executive to establish the identities of the volunteers who attend on the groups.
Attendance at internal BTP Boards. Some examples: <ul style="list-style-type: none"> Force Executive Board (FEB) Portfolio, Change & Investment Board (PCIB) Audit, Risk, Integrity Compliance Board (ARIC) Information Management Board 	2, 3, 5 & 6	Varying frequency.	TBC	The Executive continues to seek details of BTP governance structure.

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<ul style="list-style-type: none"> • Central Health and Safety Committee • Force Custody Board 				
Industry Engagement	1, 4, 5 & 6	Inaugural Stakeholder Engagement Working Group meets on 30 September.		To be driven by the Stakeholder Engagement Working Group
Recruit Operational Scenario Training (ROST)	2 & 3	All Members encouraged to attend at least one.		
BTP Departments	2 & 3	Examples are Justice, People and Culture, Finance and Commercial, Custody, Contact Centre/Control Rooms, Professional Standards, Technology etc.		
Specialist Interest Areas	2 & 3	Some Members have Special Interest Areas and this could be extended across the remaining membership.		The Executive to make some introductions with key representatives.