BTPA
British Transport Police
Authority

[5 September 2023] Agenda Pack / Strategy and Planning

MEETING
5 September 2023 10:30 BST

PUBLISHED
30 August 2023

Agenda

	Location	Date	Time
	Hybrid meeting / BTPA Meeting Room, 2nd Floor, 25 Camden Road, London, NW1 9LN	5 Sep 2023	10:30

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Minutes
Strategy and Planning Committee

Monday 22 May 2023 at 2.30pm in BTPA Meeting Room, BTP Force Headquarters, 25 Camden Road, London, NW1 and via Microsoft Teams

Present:

Andy Cooper (Chair)
Fiona Brunskill (Deputy Chair)
Emir Feisal
Craig Mackey

Apologies:

None

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Sam Elvy (Head of Strategy, Planning and Engagement)
Rubeela Qayyum (Chief Financial Officer)
Madhvi Raichura (Finance Business Partner – Charging) (present up to Agenda Item 10)
Jon Newton (Analyst)

British Transport Police
Lucy D'Orsi (Chief Constable)
Alistair Sutherland (Deputy Chief Constable)
Tracey Martin (Director of Finance and Commercial Services)
Richard Dronfield (Deputy Director – Decision Support)
Arlene Wilson (Detective Superintendent) (present for Agenda Item 8)
Kate Downs (Designing out Crime Manager) (present for Agenda Item 8)

Apologies
Agenda Item 1

1. There were no apologies.

Declarations of Interest
Agenda Item 2

2. Fiona Brunskill made a declaration with regards to Agenda Item 11 (London Estate Full Business Case Progress Report) due to being employed by Transport for London (TfL).

Minutes
Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 8 February 2023 be approved.

Actions
Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made,

   a. **Action 4/2023 Level of engagement on the proposed use of drones in Wales.** A paper had been drafted, however further key information needed to be included. The paper will be updated and circulated to Members out of Committee (Action 4/2023)

   b. **Action 7/2023 Update on the Capability Review.** It was highlighted that the June Breakfast Briefing will include an update on the Capability Review.

   c. All other actions were noted as in progress or closed.

5. **RESOLVED**, that the report be noted.

Strategic Risk(s)
Agenda Item 5

6. Members considered the Strategic Risk Register and the following points were made.

   a. The Chief Executive highlighted the new format of the quarterly risk updates and noted the Partnership Working risk, for which the narrative was focussed on the Integrated Security and Policing Pilot (ISPP), the narrative on efficiency and for Transformation the increased prominence of the new Force Management Statement (FMS) process, which had become the driver for the Capability Review.

   b. It was agreed that the new FMS and strategic planning process being followed would be on the agenda for the next meeting (Action 13/2023).

7. **RESOLVED**, that the strategic risks be noted.

Legitimacy Map
Agenda Item 6

8. The Head of Strategy, Planning and Engagement highlighted that a simple action plan on how the Strategy and Planning Committee will strengthen its approach to this work will be brought to the next meeting.

9. **RESOLVED**, that the Legitimacy Map be noted.

Strategic Plan Reporting Q4 & *A Force on the Move* **Portfolio Update**
Agenda Item 7

10. Members considered the Strategic Plan & *A Force on the Move* Portfolio Reporting Q4 2022/23 update and the following points were made.

   a. The Chair praised the report, noting that it provides an effective and simple report on transformation. A Member suggested that it would be useful to also show the trajectory for the Red Amber Green ratings.

   b. The Deputy Chief Constable summarised the report, noting that there had been a lot of work around each strand of the Strategy and that the most notable change for quarter four was around the objective 'target our efforts to ensure fewer victims of the most serious crime', which had been changed from Amber to Green. Robbery however remained a key concern. It was further noted that 'A Force On The Move' was being influenced by SRO reviews which was aligning planning with the Medium Term Financial Plan.

   c. A Member praised the Integrated Security and Policing Pilot (ISPP) initial findings. In response to a query, it was highlighted that the Force had overestimated how much data to evidence success the industry wanted to see for this pilot.

   d. A Member queried the Body Worn Video Replacement project being rated Red and whether lessons had been learned from this project. Members were informed that there were a lot of lessons to be learned from financial and technical perspectives and that there were findings that did not come out at the due diligence stage of the project. These will be used going forward. In addition, the Force had done a good job in holding suppliers to account and was in a much better position now. The Committee will see the lessons learned report when available (Action 14/2023).

   e. It was queried whether there should be more governance for such technical projects. The Committee was informed that the issues were linked to initial user testing and that they would not have been revealed by increased governance. It was further noted that the lessons learned process was the best way to pick up on these issues for the future. The Head of Strategy, Planning and Engagement highlighted that there had been a huge effort around project recovery, there was a range of learning to be captured and that this should put the Force in a good position in the future.

f. In response to a query, Members were informed that the Control Strategy is a strategic document that the Force produces which outlines key policing activity and is strongly linked to the Strategic Threat and Risk Assessment.

g. There was a discussion around DfT bids for funding. It was noted that a bid for CCTV funding was not successful but that the bid for BVLOS Drones funding was currently being considered, with an expected outcome in June. The Force now had an improved understanding of the scoring criteria, which could be used for future bids. There was however a need to better understand opportunities in other Government departments and how the Force could bid for these. It was agreed that these potential opportunities be explored. (Action 15/2023)

11. RESOLVED, that the report be noted.

Thematic: Crime Prevention and Safeguarding – Crime Prevention Strategy
Agenda Item 8

12. Members considered a thematic presentation regarding the Crime Prevention Strategy and the following points were made.

a. A Member thanked the Force for a helpful presentation. Further to a Member query it was agreed that BTP would link in with the Government's Planning Directorate (Action 16/2023). It was noted that BTP mirrors what Home Office forces do and when notified of development plans they will conduct a risk assessment. A Member suggested that the Force write a standardised document specification which could be part of a standard process for planning regulations, rather than BTP having to find relevant planning cases.

b. A Member queried the extent to which situational or environmental aspects, such as architecture and design, affect people's behaviour with respect to crime prevention. Members were informed that it was difficult to get the industry to retrofit measures into locations. However, there was more benefit when the Force can input into the planning stage. The Deputy Chief Constable noted that the Force would review the recent academic research around environmental vs situational and behavioural crime prevention. The Force was exploring having a more planned and consistent approach to communications with respect to crime prevention, such as through the communication of helpful messages to the public.

c. In response to a Member query about whether rail regulations refer to crime prevention, it was highlighted that historically the focus of the Office of Rail and Road (ORR) has been more around train on track safety, however there were regulations around counter terrorism and inspections take place around that. It was noted that the subject of crime prevention will be discussed in an upcoming meeting with the ORR.

    d. It was highlighted that all of the Train Operating Companies (TOCs) were accredited on the Safeguarding On Rail scheme and that this will also be rolled out to the Network Rail regions.

13. **RESOLVED**, that the presentation be noted.

Unfunded Pressures Update
Agenda Item 9

14. Members considered an update report of the Chief Executive regarding unfunded pressures and the following points were made.

    a. The Chief Financial Officer highlighted that the paper outlined pressures that were emerging last year and current issues, such as with respect to estates. It was further highlighted that BTP is making a bid for additional funding for Net Zero Carbon, which is a public sector decarbonisation scheme and that BTP will coordinate with Emergency Services Network (ESN) bids across the DfT group.

    b. In response to a Member query about this year's pay awards, it was highlighted that the assumption will be for a 4% increase and that each additional one percent would cost an additional £1 million. A paper on the cost of the settlement options had recently been submitted to the Force's Chief Officer Group. It was noted that there will need to be a discussion on whether to charge out an uplift in cost linked to the pay increase. A Member highlighted that when talking to the rail industry it would be useful to have a narrative on why BTP makes the same pay awards as Home Office forces.

    c. In response to a Member query about the cost to the TOCs of ESN, it was noted that ESN will come online after the current TOC contracts and that, given the cost, funding was a cross Government issue.

15. **RESOLVED**, that the report be noted.

New Charging Model
Agenda Item 10 (taken following Agenda Item 6)

16. Members considered a report of the Finance Business Partner – Charging regarding a new Charging Model and the following points were made.

    a. It was agreed that there needed to be a clear narrative about why this change was being undertaken, outlining that it was about reducing the variability of charges.

b. It was agreed in response to a query from the Deputy Chief Constable that the Force would have an opportunity to feed into the review. It was highlighted that there would need to be consistency between the Charging Model and any Force data that feeds into it. The Chief Executive noted that the new Charging Model would not require Force data, such as crime, to determine the Police Service Agreement (PSA) charges, but that it would be driven by external data on passenger and freight usage.

c. In response to a query, it was noted that it had not yet been determined how Enhanced Police Service Agreements (EPSAs) would work with the new Charging Model.

d. In response to a Member query, it was noted that Department for Transport (DfT) approval via the DfT SRO Operational Advisory Panel (SOAP) process could take between two to four weeks, however this would depend on DfT availability to review the proposals. It was also noted that the new charging model would use published data from the ORR, as such the data to be used would be available subsequent to the publication dates. As the proposed new charging model was much less complex than the current model, it would take less time to have the data ready to use.

e. The Chief Constable highlighted that, once the Authority is aware, it would also be useful for the Force to know what the various impacts to specific PSA holders of new charging process would be. A Member noted the risk of a judicial challenge if an operator were to see a significant negative change in their charges.

f. In response to a query, it was noted that the new charging model had been tested using 2019/20 data. It was noted that cashflow would be a key concern for BTP.

g. The Chief Executive noted the importance of timely communications with the DfT.

h. There was a discussion about the influence of crime and resources data in the movement of charges in the current charging model.

17. **RESOLVED**, that the report be noted.

London Estate Full Business Case Progress Report
Agenda Item 11

18. Members considered a full business case update regarding the London Estate and the following points were made.

a. The Director of Finance and Commercial Services highlighted that further to the Member Briefing in February, the team was continuing to work on

designs and that costs were being refined. Cabinet Office approval had not yet been received but was expected within the next two weeks.

b. It was further noted that additional pressures from RIBA stage progression had meant that the cost was £10.6million higher than previously thought. The current business case option continued to be the recommended proposal. The Force was working with the consultants to review the cost base but TfL had agreed in principle to underwrite the increased costs, with £29million being the worst case figure. TfL had done a lot of work on this and want to understand our commitment, as such they would like a Memorandum of Agreement (MOA) by the end of June. On the basis of what has been presented and the TfL commitment the Force continued to endorse the current proposal.

c. In response to a Member query about the 50% uplift in cost, it was highlighted that the original cost estimate was in January 2022 and was based on a set of assumptions, which had been assured by the consultants and took into account industry assumptions. There was an error in the initial estimate, a later estimate came back with the updated cost, which took into account additional costs and inflation. The Force committed to share a paper that had been produced which explains the changes in the cost estimate (Action 17/2023).

d. In response to a query about whether the business case takes account of the tight timescales, it was highlighted that the timeline and contingency to ensure business continuity were not changing from the outline business case. The contingency included the use of Ivason House for business critical functions and working from home for those that can.

e. It was highlighted that this paper was an update and views were being sought that Members were content about the direction of travel, but there was no formal decision being requested at this time. TfL would be seeking a firm endorsement in June.

f. The Chief Executive noted that there were no alternative plans at the current time and agreed that Plan A be proceeded with. However, there is a chance that costs could increase again and there was a question around the point at which alternative options should be considered.

19. **RESOLVED**, that the report be noted.

Committee Terms of Reference Refresh 2023
Agenda Item 12

20. Members considered a refreshed terms of reference for the Committee for 2023/24 and the following points were made.

a. The Head of Strategy, Planning and Engagement informed Members that the refresh was an annual exercise and welcomed comments.

21. **RESOLVED**, that the Committee's terms of reference be noted.

Workplan 2023/24
Agenda Item 13

22. Members considered the Committee Workplan for 2023/24 and the following points were made.

   a. The Head of Strategy, Planning and Engagement noted that it had been agreed that an agenda item on the FMS would be added for the next Strategy and Planning Committee meeting.

   b. It was agreed that an agenda item on the Cost Allocation Model would be added to the agenda for the next meeting (Action 18/2023).

   c. It was agreed to add an update on progress against the strategic priority 'Modernising our technology, equipment, learning and estate services' to the November meeting. It was suggested that a diagram showing how the items link together would be helpful (Action 19/2023).

23. **RESOLVED**, that subject to the suggested amendments, the Committee workplan 2023/24 be noted.

Any Other Business
Agenda Item 14

24. There was no other business.

Minutes / Stakeholder Engagement Working Group / 9 February 2023
Agenda Item 15

25. Members considered the draft minutes of the Stakeholder Engagement Working Group meeting held on 9 February 2023 and the following points were made.

   a. In response to a query, Members were informed that Assistant Chief Constable Allan Gregory owned an action in response to the rail staff survey finding that 64% of staff had little or no confidence in BTP. It was noted that this was linked to visibility, which is a challenge. It was further noted that there was a very low probability of being a victim of crime on the rail network and that safety was not just about visibility, but that there also had to be a feeling of safety and this was a complex area.

26. **RESOLVED**, that the draft minutes of the Stakeholder Engagement Working Group meeting held on 9 February 2023 be noted.

Meeting Evaluation
Agenda Item 16

27. Fiona Brunskill delivered an evaluation of the meeting and the following points were made.

   a. The meeting had generated a lot of discussion. Communications with the Force and rail industry on the Cost Allocation Model is key. There had been a good discussion around A Force on the Move and linkages to the strategy are much better in the updated paper. Learning from body worn video is key for future technology projects. There had been a good presentation on the Crime Prevention Strategy, which had generated questions around how to effectively lobby Government. There will probably be future discussions on the unfunded pressures and the range of options. There had been a detailed discussion about the London Business Estate business case and a question raised around the point at which it is no longer the right position. The meeting was well chaired and on time.

   b. The Chair praised the quality of the meeting papers.

Strategy and Planning Committee Actions

Serial	Date	Action/Paper	Owner	Outcome
3/2023	8 February 2023	The Chief Financial Officer noted that GIAA were due to deliver an internal audit report on sustainability that could be shared with the Committee once it had been finalised	Board Secretary	**Completed** GIAA report shared with Strategy Committee on 15 June 2023. Net Zero Carbon item added to S&PC workplan for Feb/March 2024 meeting.
4/2023	8 February 2023	The Deputy Chief Constable committed to confirming the Force's level of engagement on the proposed use of drones in Wales outside of the meeting	Deputy Chief Constable	**Completed** Included on September 2023 agenda
5/2023	8 February 2023	A Member noted she would welcome a further background briefing on the Counterterrorism Review and its outcome	Board Secretary	**Completed** Member Engagement Manager has offered background briefing opportunity to relevant Member.
7/2023	8 February 2023	A Member requested an update on the Capability Review outside of the meeting and in advance of the next meeting in May 2023	Deputy Chief Constable	**Recommended for closure** Capability Review was subject of August 2023 Member Breakfast Briefing and is an item on September 2023 agenda.
9/2023	8 February 2023	Members welcomed an offer from the Deputy Chief Constable to provide a non-exhaustive list of mitigating activity that was designed to move strategic reporting RAG indicators towards Green	Deputy Chief Constable	**In progress** Please see updated detail in quarterly Strategic Plan progress report and offer feedback on whether this is sufficient detail
13/2023	22 May 2023	It was agreed that the new FMS and strategic planning process being followed would be on the agenda for the next meeting	Head of Strategy and Planning	**Recommended for Closure**

				Included on September 2023 agenda
14/2023	22 May 2023	A Member queried the Body Worn Video Replacement project being rated Red and whether lessons had been learned from this project. The Committee will see the lessons learned report when available	Head of Strategy and Planning	**Recommended for Closure** Update from ACC Doyle included as an endnot[i].
15/2023	22 May 2023	There was a discussion around DfT bids for funding. It was agreed that potential opportunities for funding from other Government departments and how the Force could bid for these be explored	Chief Financial Officer	**In Progress** BTPA Executive will monitor Spending Review and Budget documents and identify potential funding pots. The Public Sector Decarbonisation Scheme will also be monitored. It is proposed this action is kept open until Members are satisfied this process is embedded in business-as-usual activity.
16/2023	22 May 2023	Further to a Member query it was agreed that BTP would link in with the Government's Planning Directorate with respect to crime prevention	Designing Out Crime Unit Manager	**Completed** DOCU Manager has agreed to liaise with Planning Directorate.
17/2023	22 May 2023	The Force committed to share a paper that had been produced on the London Estate Business Case which explains the changes in the cost estimate	Director of Corporate Development	**Recommended for Closure** Since this action arose, TfL have agreed to underwrite the risk of increase and therefore original BTP cost estimate has been retained, pending formal tendering.

18/2023	22 May 2023	It was agreed that an agenda item on the Cost Allocation Model would be added to the agenda for the next meeting	Head of Strategy, Planning and Engagement	**Recommended for Closure** Included on September 2023 agenda
19/2023	22 May 2023	It was agreed to add an update on progress against the strategic priority 'Modernising our technology, equipment, learning and estate services' to the November meeting. It was suggested that a diagram showing how the items link together would be helpful	Head of Strategy, Planning and Engagement	**In Progress** Incorporated into Committee workplan for Nov 2023 meeting. Action to be retained until delivered.

Actions arising from peer BTPA Committees

PDC 1/2023	16 February 2023	The Deputy Chief Constable agreed to confirm what processes the Force had in place to monitor the effective move of Force HQ and associated IT into a new London hub from 2024 onwards. The Deputy Chief Constable acknowledged that those processes should ensure the Estates Strategy and associated business continuity plans were aligned.	Deputy Chief Constable	**In Progress** Action referred to Strategy Committee from Performance Committee, with update highlighted with both Performance Committee and Audit Committee once complete. Added as a standing item to S&PC workplan from Nov 2022 meeting.
Full Authority 2/2023	29 March 2023	A Member commented that, given the financial constraints described within the Business Planning / Budget paper, it was important for the Force to be able to articulate the success of *A Force on the Move* to stakeholders to underline value for money. Moreover the current financial climate had changed since *A Force on the Move* had launched and therefore it would be appropriate for Strategy and Planning Committee to have a stock take of what had been achieved and what the future post-*A Force on the Move* looked like	Head of Strategy, Planning and Engagement	**In progress** Added to each agenda from November 2023 as an element of the Strategic Plan/AFOTM update item. Also on the agenda is the initial planning parameters for the MTFP/budget from 2024. As part of that ongoing discussion the Committee will need take into account the contribution made by AFOTM to future financial and operational delivery plans.

BTPA Committee / Full Authority oversight of legitimacy

BTPA British Transport Police Authority

Performance and Delivery Committee
- Stop and search (High / Yes)
- Use of force (High / Yes)
- Arrests (High / Yes)
- Victim/offender/public experience of BTP (High / Yes)
- Victim / passenger / rail staff confidence (High / Partial)
- Race Action Plan (High / No)
- BTP External Scrutiny Groups (High / No)
- Custody (Medium / Yes)
- Criminal justice outcomes (Medium / Partial)
- Out of court disposals (Medium / Partial)
- Professionalism – civil / public liability / motor claims (Low / Partial)
- Under represented groups as victims (Medium / No)
- BTP oversight of accreditation schemes (eg RSAS, Secure Stations) (Low / No)

Audit and Risk Assurance Committee
- Legitimacy related risks (Strategic risk register) (High / Yes)
- Professionalism – fraud / bribery / corruption (Medium / Yes)
- Anti-fraud and corruption and whistleblowing processes and arrangements for investigations (Medium / Yes)
- Compliance with and performance against statutory duties (Medium / Yes)
- Inspections/Audits on legitimacy related topics (Inspections/Audits – planned, outcomes and recommendations) (Medium / Partial)

Scottish Railways Policing Committee
- Same as other Committees depending on topics covered

Full Authority
Overall discharge of Authority functions

People and Culture Committee
- Employee representation, progression and inclusion (incl at senior ranks) (High / Yes)
- Complaints and conduct matters and referral to IOPC and vetting (High / Yes)
- Progress against EDI strategies/plans (High / Partial)
- I&D Strategy - progress on implementation (High / Partial)
- Grievances (Medium / Yes)
- Learning and development reflective of equality and inclusion (Learning and development) (Medium / Yes)
- Employment tribunals and proposed settlements associated with these proceedings (Medium / Partial)

Appointments, Remuneration and Appraisal Committee
- Have regard to the Committee's responsibilities regarding equal opportunities and the requirements of equalities legislation (High / Yes)

Strategy and Planning Committee
- Oversight of equality assessment of new plans and strategies that come to the Authority (High / Partial)
- Stakeholder relationships with rail industry and the public/rail users (Medium / Partial)
- Annual PSA charges review and recommendation to Full Authority for sign-off (High / Yes)
- BTP/A environmental responsibilities (Medium / Partial)
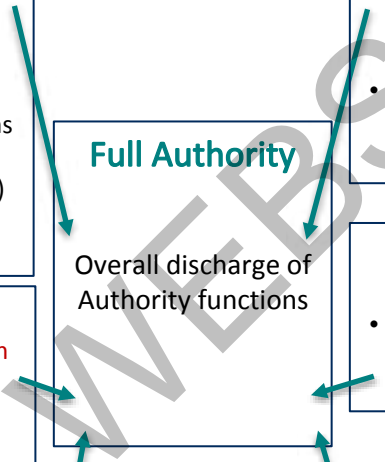
Pensions Working Group
- Have regard to the Committee's responsibilities regarding equal opportunities and the requirements of equalities legislation, including equality assessment of new plans and strategies that come to the Authority (High / Partial)

Stakeholder Engagement Working Group
- BTP/A stakeholder engagement plans/strategies (High / Partial)
- Have Policing Plan proposals been equality assessed (High / Partial)
- Passenger engagement (Medium / Partial)
- Rail staff engagement (Medium / Partial)

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SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

Report

Report to: Strategy & Planning Committee

Date: 05/09/2023

Subject: **Strategic Plan Reporting Q1 2023/24**

Sponsor: Alistair Sutherland, DCC

Author: Jennifer Crowther, Strategic Planning Manager

For: Noting

1. PURPOSE OF PAPER

1.1. This paper accompanies the Quarter 1 (23/24), assessment which tracks progress against the Force Strategy. The accompanying pack provides a detailed analysis of the four reporting elements: activity against priorities, deliverables, projects and risks. The final RAG assessment is summarised in 3.3.

2. REPORTING PROCESS

2.1. The reporting mechanism is designed to show progress against the six Strategic Objectives through four lenses, collectively showing progress to-date. These are:

   I.   Performance Reporting against the Deliverables.

   II.   Activity against the Priorities. All priorities have been mapped to a Chief Officer.

   III.   Progress against Transformational FoTM projects

   IV.   Assessment of the Strategic Risk, through the Strategic Risk Register.

2.2. The BTP Force Executive Board regularly reviews progress and performance. This quarter's performance was discussed at the July meeting.

3. QUARTER 1 2023/24 ASSESSMENT

3.1. We have entered the second year of our five-year strategy. Only three Deliverables remain outstanding for reporting to commence. These have plans in place and will come on-line in the 2023/24 reporting year.

3.2. All of the strategic objectives have been assessed as AMBER. Key assessments for each objective are included in the reporting pack.

3.3. Based on the evidence for Quarter One and FEB review, *Objective Two: Fewer Victims of the Most Serious Crime* was graded as Amber. Whilst we are seeing good results in sexual offences, we continue to have an increased number of robberies; this is in line with national trends and particularly relevant across London.
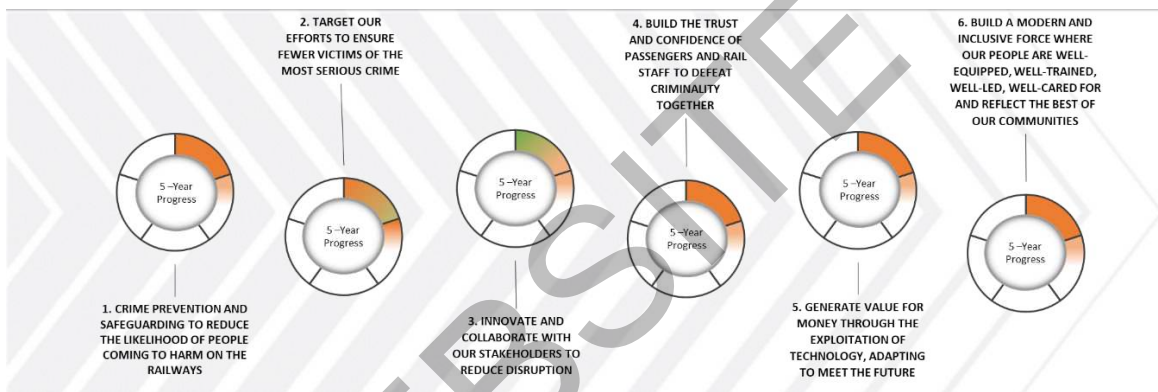
3.4. At the request of the Authority and for the purposes of the Strategic Planning Committee, the Portfolio Road Map and any additional A Force on the Move projects are now included within the reporting pack.

3.5. A Force on the Move Projects have seen minimal changes to the overall RAG statuses. However, bids to HM Treasury for Drones and CCTV Modernisation were unsuccessful resulting in the Projects being listed as RED. External funding remains key to the affordability of these programmes.

3.6. There has been limited change to the grading of the Force Risks this quarter with the overall assessment remaining as AMBER, meaning more work is required to manage the risks. The BTP/A Risk Workshop was undertaken in July to review, assess and horizon scan risks ensuring alignment to the six Strategic Objectives.

4. RECOMMENDATION

4.1. Members to note the update provide in this paper and the Strategic Objectives Data Pack.

Annex 1: Q1 2023/ 2024 Strategic Objectives Data Pack.

Strategy & Planning Committee Workplan 2023/24

Meeting	Proposed Items
5 September 2023	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Tracking strategy implementation/AFOTM plans Draft of First quarterly partner key messages narrative on plans and achievements – responds to Full Authority action 2/2023. • Strategic planning cycle proposals (including strategic centre recommendations) – including FMS (action 22/5) and update on approach to capability review • MTFP refresh – initial commissioning discussion including updated funding pressures stack • London estates significant brief on progress with FBC ahead of approval • Update on Cost Allocation Model review • Any other business cases for approval (tbc) including equality impact assessment • Lessons learned reports/post implementation review –BWV project • Meeting reflection
15 November (long list – final shortlist and detail to be developed)	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map and update on committee actions for information • Updated funding pressures stack • Tracking strategy implementation plans – thematic on a strategic objective and progress with change programme – oversight of technology transformation focus (action 19/2023). Updated narrative on plans and achievements. • SEWG report back mins and key messages by exception - Policing plan yr2 refresh – recommendations for discussion • Horizon scanning – 6 monthly update: feeds into planning discussions • MTFP refresh – final proposals • Update on Cost Allocation Model review • Business cases for approval (tbc) including equality impact assessment • Update on project to deliver move to new London Hub • Meeting reflection • [Approval of 2024-25 charges – out of committee in correspondence following budget approval] • [Lessons learned reports/post implementation review - Single Online Home]]

Meeting	Proposed Items
Feb/March date tbc (long list – final shortlist and detail to be developed)	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Updated funding pressures stack • Tracking strategy implementation plans – thematics on a strategic objective (tbc) and progress with change programme. Updated narrative on plans and achievements. • Net zero strategy update – to include GIAA audit findings (action 2/2023) • SEWG report back mins and key messages by exception • Business cases for approval (tbc) including equality impact assessment • Update on project to deliver move to new London Hub • [Lessons learned reports/post implementation review] • Meeting reflection
TBC May 2024 (long list – final shortlist and detail to be developed)	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map – for information • Updated funding pressures stack • Horizon scanning – 6 monthly update • Tracking strategy implementation plans – thematics tbc. Updated narrative on plans and achievements. • Update on project to deliver move to new London Hub • Business cases for approval (tbc) including equality impact assessment • SEWG report back SEWG report back mins and key messages by exception • Annual review of TORs and workplan • Meeting reflection
TBC Sept 2024	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Legitimacy map and annual action plan – for information • Tracking strategy implementation plans – thematic on a strategic objective (tbd). • MTFP refresh – initial commissioning discussion including updated funding pressures stack • FMS from BTP as context for the MTFP discussion • London estates update on progress • SEWG report back mins and key messages by exception • Any other business cases for approval (tbc) including equality impact assessment

Meeting	Proposed Items
	• [Lessons learned reports/post implementation review] • Meeting reflection

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Minutes
Stakeholder Engagement Working Group

Wednesday 24 May 2023 at 10.30am via Microsoft Teams

Present:

Willie Gallagher (Chair)
Andy Cooper
Bev Shears
Kenna Kintrea

Apologies:

None

In attendance:

British Transport Police Authority
Hugh Ind (Chief Executive)
Sam Elvy (Head of Strategy, Planning and Engagement)
Jon Newton (Analyst)
Katie Stanton (Stakeholder Engagement and Communications Manager / Minutes)

British Transport Police
Allan Gregory (Assistant Chief Constable)
Tamara Herath (Citizens in Policing Manager)
Mark Lawrie (Superintendent)
Dave Rams (Chief Inspector)
Johnny Shilton (Head of External Affairs)

Apologies
Agenda Item 1

1. There were no apologies.

Declarations of Interest
Agenda Item 2

2. There were no declarations of interest.

Minutes
Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 9 February 2023 be approved.

Actions
Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising in previous meetings and agreed that all actions could be closed.

5. Action 3/2023 triggered some discussion around stakeholder engagement across BTP and BTPA.

6. ACC Gregory highlighted that the embedded inspectors tasked with stakeholder engagement at BTP are funded by EPSA, and this often means differing level of activity dependent on route.

7. A Member said an engagement focus should be on horizon scanning and addressing things before they occur. Many stakeholders hear about things after they have happened, but we should be pre-warning them. The impact of the charging model review and roll out of the Integrated Security and Policing Pilots were given as examples.

8. ACC Gregory flagged that the Integrated Security and Policing Pilot was creating a space for horizon scanning, but it was worth mentioning this has seen crime increased and therefore increased charges.

9. The Chair said we need a clearer understanding of BTP stakeholders and BTPA stakeholders and how they compare.

10. **RESOLVED**, that the report be noted.

Risk Profile
Agenda Item 5

11. **RESOLVED**, that the risk profile be noted.

Thematic: Citizens in Policing
Agenda Item 6

12. Supt Mark Lawrie, CI Dave Rams and Sgt Tony Freeman gave three presentations on:
    a. The Special Constabulary
    b. Mini Police
    c. BTP Cadets

13. Members and colleagues then discussed the presentation and the following points were made.

   a. BTP's Specials profile was broadly the same as regulars in terms of diversity. There is potential to look at new routes into policing to improve representation and to make better use of the skills sets of the Special Constabulary.

   b. Tamara Herath wished to flag that the Mini Police was focusing on children from aged five. Many school liaison programmes are aimed at teenagers. There is an appetite to work with more schools, especially SEN schools.

   c. A Member supported the targeting of younger children through such engagement as often talking to teenagers was too late.

14. Head of Strategy Planning and Engagement invited members to get involved with the mini police and cadet programmes as part of their engagement.

   ACTION 5/2023: Head of Strategy Planning and Engagement to explore possible member engagement with these programmes.

   ACTION 6/2023: BTP/A to explore opportunities for cross departmental government funding for community engagement activities

BTPA Engagement
Agenda Item 7

15. BTPA Stakeholder Engagement and Communications Manager gave a verbal update on recent BTPA Engagement activity.

16. Members and colleagues then discussed the Key Messages document and the following points were made.

   a. The Chair commented the messages were very generic and high level. Perhaps these could be dictated by a clearer understanding of who BTPA stakeholders are. It would be useful to know BTP messages in comparison.

   b. A Member commented there is nothing about reliability in the key messages. These messages should focus on what is important to passengers; currently "introverted" on what BTPA want to say.

   c. It was suggested there could be event-led messages as well as the overarching key messages

    d.   More specificity i.e. what is the officer headcount? Another Member asked for a datasheet included in the key messages i.e. officer stats, background data etc.

    e.   One member suggested testing messages on the Cost Allocation Model (CAM) consultation on some critical friends before launching to wider industry

    f.   It was suggested messaging around Police Race Action Plan (PRAP) and legitimacy could be included

    g.   The ACC suggested that the PRAP messages could be challenging and the industry may not be hugely interested.

BTP Engagement Update
Agenda Item 8

17. BTP Head of External Affairs gave an update on the BTP Engagement Strategy.

    a.   The Chair complimented the comprehensive mapping of stakeholders and noted implementation involves various parts of the Force. The Chair advised the overlap between Force and Authority stakeholders should be noted and explored.

    b.   Another member asked for the strategy to be future proofed as far as possible in the wake of internal and external changes.

Workplan 2022/23
Agenda Item 11

18. Members considered the Group's workplan and the following points were made.

    a.   A suggested focus on the updates to key messages and stakeholder mapping activities at the next session.

    b.   Potential focus on rail staff proposed for a future session.

19. **RESOLVED**, that the workplan be noted.

Any Other Business
Agenda Item 12

20. There was no other business.

Meeting Evaluation
Agenda Item 13

21. Willie Gallagher provided a meeting evaluation and the following points were made.

    a. We should reflect on the discussion around the key messages document

    b. Overlap of stakeholders could be put on the agenda for later meetings

The meeting ended at 12.00pm