Reform	Current Situation	Where BTP and BTPA want to be positioned	What we are doing to get there	Risks to BTP and BTPA	Probability of Risk	Impact of Risk
Single Scottish Police Force Lead: Area Commander, Scotland	On 7 September 2011, the First Minister announced that the current eight police forces would be replaced by a single Scottish Police force. The Police and Fire Reform (Scotland) Bill was introduced to the Scottish Parliament on 16 January 2012. ACPOS has confirmed that the unified Police Service of Scotland is expected to begin operating from 1 April 2013. **ACPOS ceases to exist on 1 April 2013.** **The last review of legislation to be a police officer did not include BTP as it states that an officer must be a member of the single Scottish force.**	Working in partnership with the Scottish police service and recognised as the specialist provider of policing services to the Scottish rail community.	BTP/BTPA response to the Scottish Government consultation on the Police and Fire Reform (Scotland) Bill. The Scottish Government has also recognised the requirement for a S104 Order. **BTP has regular dialogue with ACPOS; if there was a change of personnel this could be affected.** **BTP will be attending both the ACPOS and Superintendents conference in May 2012.**	Given the geographical remoteness of locations under the jurisdiction of BTP, the Scotland Area relies considerably upon the initial turn-out provided by local forces when an immediate incident response is required. **The impact of a single force in Scotland could affect BTP Scotland operationally as they are reliant on the eight Scottish forces.** Depending on the structure and establishment of the proposed single Scottish Police Service that dependability may be unsustainable thereby placing a greater onus on the Scotland Area to provide that initial turn-out. That may impact upon current deployment and resource strategies whereby any inability of the Scotland Area to meet that expectation may cause reputational and performance damage and impact upon safety when greater distances have to be covered at speed and time of arrival is unacceptably extended. **There is a minor risk in the relation to the training of BTP officers and the associated costs.**	2	2
NPIA Decommissioning Lead: Head of Learning & Development	On 15 December 2011, the Home Secretary confirmed that there would be a methodical and careful phase out of the NPIA in 2012.	Fully consulted on changes to the NPIA and well positioned to take advantage of the services offered by new providers.	In his National Learning and Development role, the Head of Learning & Development sits on the Programme Board for the Professional Body, as the Professional Body is part of the NPIA Transition Programme. **The Head of Information Services & Business Support is also sighted in relation to Airwave and PNC.**	That BTP is not included in new contracts for the provision of current NPIA services, eg. PNC.	2	2
Professional Body Lead: Head of Learning & Development	The creation of a Police Professional Body is an integral part of reform and will develop skills and leadership, training and standards for both officers and staff. It will set standards; safeguard police ethics and integrity; design, accredit and deliver police training; develop police leadership; advise on recruitment, career progression and professional development. The project is part of the NPIA Transition Programme. **This will be in place by December 2012.** **Concern has been raised in relation to future funding as existing plans run until 2013/14. After this point there seems to be an assumption that forces will pay subscriptions to the new body.**	Fully assess the impact of the Professional Body as part of BTP's L&D strategy and integrate the standards and training requirements as appropriate.	The Head of Learning & Development is part of the Programme Board for the Professional Body.	Reputational risk of not engaging with national training. Financial risk as the costs of the new training are unknown at present. **There is a wider issue in relation to privatisation; how organisations providing training will be licensed and the cost implications (compared with those of the NPIA).**	2	3
Authorised Professional Practice Lead: Head of Learning & Development	Authorised Professional Practice (APP) is a focussed set of doctrine that the NPIA is developing with partners to replace the current doctrine with the aim of consolidating existing doctrine and guidance. Eight areas will initially be covered as follows: - Investigation - Intelligence - Information - Engagement and communication - Operations - Prosecution and case management - Detention and custody - Decision making	Inform relevant NPIA doctrine and adopt the relevant guidance into BTP operational practice as appropriate.	The Head of Learning & Development is part of the Programme Board for the Professional Body, which links with the APP.	Potentially a systems risk as information will be accessed via an interactive site and therefore BTP will need to ensure it has the right interface for this. There could be a financial risk as it is not known whether there will be subscriptions to enable the users to access specific parts of the APP site. **PIP accreditation could be affected; DCS Crime is considering the implications.** **The combination of the ACPO/NPIA doctrine could potentially add an additional layer of bureaucracy.**	1	1

Reform	Current Situation	Where BTP and BTPA want to be positioned	What we are doing to get there	Risks to BTP and BTPA	Probability of Risk	Impact of Risk
NCA Creation Lead: DCS Crime	NCA is being created to connect activity from local to international, at borders and overseas. To be fully operational by December 2013. Strong two-way links recognising primacy of territories. It will have responsibility for: - serious and organised crime - strengthening police to defend UK borders - fight fraud and cyber crime - protect children and young people Keith Bristow will be the first head of the agency. The NCA will be accountable to the Home Secretary and underpinned by the Strategic Policing Requirement (SPR). On 20 February 2012, the Home Secretary announced that the UK Border Agency will be split into two, with Wiltshire Chief Constable Brian Moore leading the new border force.	Excellent working relationship with the NCA, who recognise BTP's national and specialist remit. To be fully included in discussions relating to the new agency and the areas that it will be responsible for. To take full advantage of potential opportunities in relation to the alignment of transport and policing in the wider context.	DCS Crime will be attending the ACPO meeting in mid-March 2012 as it will have a focus on the NCA creation. Fraud and Cyber Crime - the Head of Intelligence is attending a conference to understand the extent of work in relation to Fraud and Cyber Crime. DCS Crime is engaged with Andy O'Dell at ATOC on various aspects of Fraud. **ACC Territorial Policing & Crime and DCS Crime will be meeting with the Head of the NCA on 25 June 2012. This will be an opportunity to be involved in influencing the creation and discuss the legislation around the NCA creation.** **Officers from the Crime department are attending various workshops relating to the NCA creation.**	There is a cost implication associated with the creation of the NCA; BTP / BTPA will need to ascertain whether there is a financial implication around this national work. There is a risk that, as this is a national agency, it could assume that it will have primacy on the transport network in relation to national work. As the NCA develops into a tiered national crime agency, there is a risk that BTP does not participate or avail itself of opportunities.	2	1
Interoperability Lead: Ch Supt Territorial Policing	The Strategic Policing Requirement (SPR), part of the Police Reform and Social Responsibility Bill, will ensure UK policing can meet its duty to protect the public from high levels of threat, risk and harm. The workstreams that will be covered as part of this are: - firearms - public order - communications (Airwave) - command and control - surveillance - technical surveillance - CBRN - operational learning	**BTP already engages in national firearms and public order training.** **BTP is part of national mobilisation for CBRN.** **Command & Control will be considered as part of NewCo, but will not be an issue for BTP.** **Clarification of mutual aid for BTP is as follows:** **Where officers are moved inter-force (e.g. Scottish officers required to police Notting Hill Carnival) no additional payments will be made, with the exception of the Olympics where a one off agreement has been established with the federation.** **Should BTP officers be required to provide mutual aid for another forces, eg. MPS officers will be entitled to claim an away from home/overnight payment as set out in the Winsor recommendations will be paid.**	BTP's Chief Constable sits on the Strategic Board for interoperability. BTP is already considering the national recommendations from the HMIC following the August 2011 disorders. The SPR will be mandatory for all forces and has been used to form part of BTP's annual planning process / strategic plan	There could be an impact on the supply and receipt of mutual aid on BTP's resources, systems and processes. There could be implications with the way this links in to the national protocols for Command and Control. There could be implications to BTP specific activities, for example policing football; bomb threat categorisation; metal theft.	2	1
Information Systems Improvement Strategy Lead: Finance & Corporate Services (Head of Information Services & Business Support)	The aim is to establish a common infrastructure and services in relation to ICT with a model to replace local provision and provide services at a national level. ISIS is working to develop common processes that are agreed and owned by the police service. Work includes: - cross-CJS digital working - common technical ICT infrastructure - work on online crime maps - Project Athena's work from Eastern Region - Common business processes - Common ICT platform for intelligence - Crime investigation - Case and Custody - Zanzibar online procurement system **ISIS will be via regional collaboration using a 'champion-challenger' model.**	Full integration of ISIS into BTP's ICT Strategy through involvement at national level. **Project Athena (Eastern Region collaboration), now includes twenty packages including Crime, Intelligence, Case & Custody and forces can choose to adopt some, all or none.**	**BTP is at year 2 of the ICT strategy; with a refresh being undertaken this year.** BTP, through the Head of Information Services & Business Support, is involved in Project Athena which is a consortium of forces in the Eastern region. BTP is already considering the rationalisation of the number of applications / systems it utilises.	Financial risk in relation to BTP's compliance with a national system. Risk to interoperability between BTP and other forces. A risk is that it will not be linked to BTP's ICT Strategy.	2	3
NewCo Lead: Finance & Corporate Services (Strategic Procurement Manager)	The new company for procurement, management and implementation of police ICT, which will commence in Spring 2012. It will initially take on ICT services currently managed by the NPIA. The objectives of NewCo are: - to provide more effective and innovative ICT support - to improve value for money from ICT services **The current focus of NewCo is in relation to Procurement and it is focussed on 22 supply contracts (Airwave is not included).** **There will be two operating companies forming part of NewCo - OpCo1 and OpCo2.**	To be fully consulted and involved in the setting up of NewCo and to fully understand the potential risks and advantages. To fully benefit from the wider procurement strategies. **There are some considerations in relation to limitation liabilities.**	BTP's Chief Constable is the ACPO representative on NewCo.	**NewCo will be a commercial organisation owned by PCCs. It will be a company limited by guarantee, although it is not clear where the financial risks will be borne.** BTPA is not included in the initial ownership of the company and the legal implications for this.	**3**	**1**

Reform	Current Situation	Where BTP and BTPA want to be positioned	What we are doing to get there	Risks to BTP and BTPA	Probability of Risk	Impact of Risk
Winsor 1 Lead: Head of Human Resources	There were 62 recommendations from the Winsor 1 review, with 18 going to the Police Arbitration Tribunal (PAT), which approved 10 of the 18, modified five and issued no award on three. The regulations come in on 1 April 2012.	Fully assess and integrate Winsor recommendations into BTP terms and conditions as appropriate. To effectively communicate changes to staff and other stakeholders.	All the recommendations have been adopted. **Bank Holiday working and unsocial hours has been clarified and updated information published on BTP's Intranet.**	There will be an impact on Payroll and Rostering processes and systems, which are being assessed by Human Resources and systems providers. There are administrative implications for BTP in relation to systems / processes / amending SOPs; particularly in relation to Unsocial hours and Postings policing. HR is looking at ways to mitigate this.	**2**	**3**
Winsor 2 Lead: Head of Human Resources	Further recommendations are being considered with recommendations due at the end of November 2012. This will be managed in accordance with the PAT.	Fully assess and integrate Winsor into BTP terms and conditions as appropriate. To effectively communicate changes to staff and other stakeholders.	Once further information is known, Human Resources will produce the necessary documentation for SCT / BTPA approval.	There are risks around the differences at BTP in relation to pension, deployment, redundancy and resettlement. There are administrative implications associated with this for BTP, particularly in relation to the movement of officers. There are also implications for BTP in relation to Engaging Police Staff Part 2.	2	3
Police and Crime Commissioners Lead: BTPA	The Metropolitan Police Authority (MPA) became the Mayor's Office for Policing and Crime (MOPC) on 16 January 2012. All other police authorities will be abolished and Police and Crime Commissioners introduced from 12 November 2012. The move to PCCs brings various changes to legislation some of which could be problematic for BTP (e.g. around complaints). **There is a mandate for PCCs to collaborate with due cognisance to be given to other forces, eg BTP and national agreements, eg those through ACPO, including murder.** **The APA has been confirmed as the new national board, which will be called the Association of Police and Crime Commissioners (APCC). Transition seminars will be held in June 2012.**	To have fully informed PCCs as to BTP's role and function. To have established and implemented a comprehensive communications strategy. Undertake a full assessment of the impact of the PCCs on BTP's operational activity. To have assessed the impact of the new legislative framework on the role of the BTPA.	Review PCC responsibilities splitting these into those BTPA already does to see whether there would be any benefit or scope for BTPA to adopt these in the future. The advantage of this is that by BTPA being similar to a PCC this will be less confusing for the public who will not appreciate the relationship between a PCC and BTPA. BTP / BTPA will need to engage with PCCs so that it is recognised as a separate, but national, force.	Operationally there could be less goodwill from Home Office forces in relation to incidents that are not part of their remit. The localism agenda and the standards of engagement. Stakeholder relationships in that BTP could potentially have to communicate and service 43+ forces. **Individuals running for PCCs have already started to contact local officers - this could lead to a surge of requests. BTP / BTPA to consider a protocol for managing this activity.**	3	3
Policing Protocol Lead: BTPA	The Policing Protocol was laid before Parliament on 21 November and came into force on 16 January. The Protocol sets out how the functions of the PCCs, MOPC. CC's, PCP's and London Assembly Police and Crime Committee will work together.	For PCCs to clearly understand BTP's role and for BTP to work closely with Home Office police forces where there are clear benefits for the railway community.	The Home Office has confirmed that they will make clear to PCCs at the induction stage the role of non-home office forces and their oversight bodies. Ensuring that PCCs understand the limits of their own powers and duties. BTPA and BTP will need to consider how they engage with the incoming PCCs to ensure that there are no unreasonable expectations with respect to the provision of information to PCCs.	Operationally there could be less goodwill from Home Office forces in relation to incidents that are not part of their remit. The localism agenda and the standards of engagement. Stakeholder relationships in that BTP could potentially have to communicate and service 43+ forces.	3	3
Strategic Policing Requirement (SPR) Lead: Head of Performance & Analysis	The SPR exists to ensure that national policing requirements are still catered for following the move to PCCs. The SPR sets out the national threats that the police must address which currently include: Terrorism Civil Emergencies Organised Crime Public Order Large scale cyber incident The SPR outlines the capacity and contribution, capability, consistency and connectivity that is required to meet the national policing requirement. It will become mandatory to take account of the SPR in developing plans for future years.	For the SPR to be informed by BTP's priorities and, where appropriate, for BTP's Policing Plan and operational planning to take full cognisance of the national policing requirements.	This has been used to feed in to the Annual Policing Plan. **BTP will be aligning the Strategic Plan to influence the SPR.**	That BTP is not included in the national policing picture in relation to all policing systems and agreements such as mutual aid, which could affect BTP operationally and reputationally.	1	1

Reform	Current Situation	Where BTP and BTPA want to be positioned	What we are doing to get there	Risks to BTP and BTPA	Probability of Risk	Impact of Risk
Appointment and Removal of Chief Officers Lead: BTPA	The Police Reform and Social Responsibility Act revokes sections 10-12A of the Police Act 1996 which gave police authorities the responsibility of appointing chief constables, deputy chief constables and assistant chief constables. These sections have been replaced by sections 38-40 of the Police Reform and Social Responsibility Act which give Police and Crime Commissioners the power to appoint and remove chief constables but only a consultation role in the appointment of deputy and assistant chief constables. This does not amend the Railways and Transport Safety Act which states that the Police Authority shall appoint the chief constable, deputy chief constable and at least one assistant chief constables (sections 21-23). Therefore the Police Authority retains the responsibility or the appointment of the ACPO team.		BTPA is seeking legal advice as to how the legislative changes to the Act and the introduction of PCCs will impact. **The BTPA Professional Committee is looking at this.**	Risk around the legislative review about who deals with complaints. BTP will be out of line with other forces.	2	2
Hutton Pensions Review **Lead: BTPA**	**Published in March 2011, the main recommendation of the report is that existing final salary public service pension schemes should be replaced by new schemes, where an employee's pension entitlement is still linked to their salary (a "defined benefit scheme") but is related to their career average earnings, with appropriate adjustments in earlier years so that benefits maintain their value. Other key recommendations in the report include:** **- Linking Normal Pension Age (NPA) in most public service pension schemes to the State Pension Age;** **- Introducing a NPA of 60 for those members of the uniformed services - armed forces, police and firefighters - who currently have a NPA of less than 60;** **- Introducing more independent oversight and much stronger governance of all public service pension schemes;** **- Overhauling the current legal framework for public service pensions to make it simpler.** **- There will be a change to the employer / employee contributions to Home Office police pension schemes. This will include a phased introduction of higher contribution rates.**	**BTP / BTPA will need to decide whether to continue to having its benefits broadly in line with the Home Office; if it does not the scheme is likely to cost more.** **A decision will need to be made by September 2013; the draft valuation will be received July 2013 when BTP / BTPA will know the extent of the issue. If there is a deficit BTP / BTPA will need to make a decision quickly; a surplus will give more time to consider the way forward.**	**An initial report on the Hutton implications has been received by BTPA from Punter Southall which is currently being reviewed. Once it has been reviewed, there will be an initial meeting between BTP HR and BTPA do discuss this.** **There will be a valuation of officer scheme in December 2012 and any decisions will need to take account of Hutton and be incorporated in that valuation.**	**The scheme will be more expensive for BTPA / not as beneficial to members. At the same time BTP / BTPA is still in a final salary scheme which is not available widely outside of the public sector.** **BTP Federation is likely to support the continuation of the final salary scheme, but will understand the pressures on the current scheme.**	3	3

Risk Rating
4 (AMBER)
4 (AMBER)
6 (AMBER)
1 (GREEN)

Risk Rating
2 (GREEN)
2 (GREEN)
6 (AMBER)
3 (GREEN)

Risk Rating
6 (AMBER)
6 (AMBER)
9 (RED)
9 (RED)
1 (GREEN)

Risk Rating
4 (AMBER)
9 (RED)