

APPENDIX B Triennial review – detailed update on progress at Q4 2017

Business area/ theme	Recommendation (BTPA reference applied)	Summary of progress	RAG status Green – complete Yellow- on track Amber – in progress but behind where expected Red – limited progress
Costs/efficiency	T1 A more aggressive approach to driving out savings should be possible (p2 & p13)	<p>The efficiency programme was adopted by the BTPA Finance Committee as part of its Terms of reference from 2015/16. Efficiency elements have been fed into planning assumptions for the 2017/18 budget and MTFP.</p> <p>The Authority and Force have responded to DfT efficiency challenge of 8% as part of SR15 producing a ‘stack’ of options for further work. The DfT endorsed the approach and continues to review progress.</p> <p>A dashboard style of reporting of efficiencies has been developed by BTP – this has been shared with BTPA via its Finance Committee and the full Authority for comment. A revised version of the dashboard will form a part of regular reporting to the Authority from 2017 and will be shared with stakeholders as part of an ongoing communications pack.</p> <p>Initial feedback from HMIC PEEL part 1 inspection indicates that the final report is likely to indicate scope for further work to strengthen the approach to identifying, tracking and delivering efficiencies.</p>	●
	T2 There should be no automatic presumption that the “recycling” option for savings normally deployed in the past should always be taken in future. (p2 & p13)	<p>There has been regular discussion through internal financial planning processes about the treatment of efficiencies to address operating risks. To date there has only been some initial discussion with industry (via the Rail Delivery Group’s Policing and Security Group (RDG P&S)) about how the Authority captures stakeholder views on how any future efficiencies should be treated.</p> <p>At its meeting on 16 March 2017, the Interim BTPA CEO secured agreement from RDG P&S that this was an appropriate forum to explore treatment of efficiencies, including opportunities for collaboration with industry partners to secure additional efficiencies. This will form part of the regular communications from the BTPA to the RDG.</p>	●
	T3 The Authority and Force should consider how to give greater visibility to efficiency measures and how they are built into forward budgets. (p3 & p13)	(see T1 above)	●
	T4 As soon as practicable the BTPA should work with BTP on a zero-based review of the force and its budget (p3)	Focus has been on developing and implementing an activity based budget building process as part of the Finance Review.	●

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Operational delivery/remit	T5 This review should also address the ongoing need for BTP to carry out all its functions as well as questions such as the balance between PCs and PCSOs (p3)	<p>The role and remit of BTP has been scrutinised in two recent government programmes – devolution of BTP’s functions in Scotland and the Infrastructure Policing Programme (IPP) the latter is currently paused for three years.</p> <p>As part of the review of the current strategy the Authority will revisit these topics, there is interest from the industry to returning to a previous exercise to map the totality of policing and security resources across the rail network. Support to work up a pilot exercise was secured at the RDG P&S meeting on 16 March 2017 and the Authority has been advised that an industry wider resource mapping process will take place in the autumn of 2017 as part of the refresh of the National rail Security Plan.</p>	●
Influencing /engagement	T6 Local initiatives to establish integrated railway and policing operations have had success and must be built on. (p3)	<p>The approach to local planning strengthens year on year – engagement on the development of the local plans is robust and the role of the jointly owned Problem Solving Plan mechanism is now central to the way BTP and partners approach local challenges. Through this approach BTP and partners define problems and identify solutions together and BTP seeks feedback on the effectiveness of and satisfaction with the approach from partners once the plan is complete.</p> <p>Learning from the metal theft fusion unit is currently being applied to the disruption task force which brings together resources from across BTP, Network Rail and the wider industry to share and analyse data and consider</p>	●
	T 7 The approach to consultation should allow stakeholders to have a better understanding of how the challenge of setting objectives clearly aligned with the cost of delivering them is worked through and addressed (p3)	<p>The Authority will consider a proposal on 28 March to address this challenge and redesign its governance structure to bring together the currently separate treatment of resources and operational delivery in planning and performance scrutiny.</p> <p>Once the Authority’s proposed Strategy and Planning Committee is functioning this will bring together consideration of operational priorities and the costs of delivery. This thinking can then be shared with stakeholders as part of the consultation for developing the new Strategic Plan (2018/21), Policing Plans from 2018/19 and reporting of delivery of strategic and operational plans.</p>	●
	T8 The intensity of industry dissatisfaction about PSAs needs to be recognized by BTPA. Even though the Act may impose limitations on what can be included in PSAs themselves, and compromise may be needed on both sides, it should be possible to give individual companies more clarity about what they can expect (p3)	<p>Dialogue with the industry on ways to address this dissatisfaction continues – this was highlighted at the RDG P&S meeting 16 March 2017 as the key area where they believe sustainable progress has not been made.</p> <p>RDG P&S representatives have given a commitment to the Authority to support a process to revisit this issue and work up options to address a range of concerns in the future. This will need to address – what PSA holders should expect in terms of service delivery, how much the service will cost, and information which allows PSA holders to understand and challenge performance against the Authority’s commitments.</p>	●

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	T 9 It will remain important for the Authority to ensure that passenger views are taken fully into account when planning and resource decisions are taken. (p4)	<p>The Authority continues to engage with passenger representatives – levels of dialogue with and support from Transport Focus (TF) and London TravelWatch (LTW) have increased significantly since the Triennial Review report was published. Most recently both TF and LTW have taken part in multiple engagement events on the development of a new performance framework and policing priorities for 2017/18.</p> <p>The Authority negotiated standing representation from TF at the RDG’s implementation Group (IG) to ensure they were party to discussions about policing and security matters at a Head of Security level.</p> <p>The Transport Focus National Rail Passenger Survey (NRPS) responses continue to inform BTPA’s planning assumptions for the annual policing plan.</p> <p>BTP leads on direct engagement with passengers and staff, conducting surveys with 5000+ respondents each year, the findings from which are fed into the deliberations on the annual Policing Plan.</p> <p>The Authority will consider its ongoing approach to passenger engagement as part of the annual review of the BTPA communications and engagement plan and the refresh of the 3 year Strategic Plan during 2017.</p>	●
	T10 Commitments to closer partnership can be translated into clearer agreements about plans and targets at local levels. There is a need to “make it work operationally and take the lessons back into planning and funding”. The review fully supports this approach and believes that in principle BTP and BTPA are also keen to go down this path. (p24)	The approach to local planning strengthens year on year – engagement on the development of the local plans is robust and the role of the jointly owned Problem Solving Plan mechanism is central. Through this approach BTP and partners define problems and identify solutions together and BTP seeks feedback on the effectiveness of the approach from partners once the plan is complete.	●
	T11 The scope for meeting industry dissatisfaction at least to some extent, must, however, be actively explored, for example by providing an explicit commitment to continuing dialogue with companies, to collaborative working at an operational level and to regular consultation on local priorities for feeding into annual planning (p25)	Both the current and previous Chairman of the Authority have made commitments to open and ongoing dialogue with industry partners. Through a recent series of dinners the industry has indicated a willingness to explore opportunities to collaborate with BTP and the Authority on matters such as CCTV capability, estates and deployment of resources. This theme will be central to the Authority’s engagement with industry partners over the coming year.	●

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	T12 While the review has focused on matters which reflect the concerns of rail companies, it will remain important for the Authority to ensure that passenger views are taken as fully as possible into account when planning and resource decisions are taken (p26)	<p>The Authority continues to engage with passenger representatives – levels of dialogue with and support from Transport Focus (TF) and London TravelWatch (LTW) have increased significantly since the Triennial Review report was published. Most recently both TF and LTW have taken part in multiple engagement events on the development of a new performance framework and policing priorities for 2017/18.</p> <p>The Authority negotiated standing representation from TF at the RDG’s implementation Group (IG) to ensure they were party to discussions about policing and security matters at a Head of Security level.</p> <p>The Transport Focus National Rail Passenger Survey (NRPS) responses continue to inform BTPA’s planning assumptions for the annual policing plan.</p> <p>BTP leads on direct engagement with passengers and staff, conducting surveys with 5000+ respondents each year, the findings from which are fed into the deliberations on the annual Policing Plan.</p> <p>The Authority will consider its ongoing approach to passenger engagement as part of the annual review of the BTPA communications and engagement plan and the refresh of the 3 year Strategic Plan during 2017.</p>	●
Planning and costs of delivery	T13 The relationship between BTP’s costs and the service levels and policing outcomes it delivers is fundamental to maintaining the more positive relationship that is developing between BTP/BTPA and stakeholders. The Authority has made good progress in this but further improvement is possible and desirable. In particular, its approach to consultation should allow stakeholders to have a better understanding of how the challenge of setting objectives aligned with the costs of delivering them are worked through and addressed (p20)	<p>The Authority will consider a proposal on 28 March to address this challenge and redesign its governance structure to bring together the currently separate treatment of resources and operations in planning and performance scrutiny.</p> <p>Once the Authority’s proposed Strategy and Planning Committee is functioning this will bring together consideration of operational priorities and the costs of delivery. This thinking can then be shared with stakeholders as part of the consultation for developing the new Strategic Plan (2018/21), Policing Plans from 2018/19 and reporting of delivery of strategic and operational plans.</p>	●
	T14 The Authority’s techniques for consultation need to be developed to allow stakeholders to have a better understanding of how, within the planning framework for railway policing, the challenge of setting objectives aligned with the costs of delivering them are worked through and addressed (p19)	(See above).	●

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Influencing decision making	T15 A written commitment to a defined mode of consultation (to include non-statutory matters such as the MTFP) has merit and should lead to action on the part of the Department and the Authority in tandem to work up a draft statement setting out how the commitment to consultation will be delivered and the range of issues which stakeholders could expect to be consulted on. (p3 & 23)	The Authority A separate statement to the annual communications and engagement strategy has not yet been developed.	●
	T16 The Department should further consider how the statement can be given appropriate formal status. (p3 & 23)	This task will apply when a written statement has been developed.	N/A
	T17 The BTPA should certainly regard it as part of its function to question the structures and organization of the Force as part of its continuing oversight of cost and efficiency, but always in recognition of the need to balance cost savings against effective policing. (p16)	See above	●
Other	T18 Authority has produced a commentary on AECOM which has not been released, and considers that in the interests of transparency and a better shared understanding of the issues a version of the paper (probably in shortened form) should be released. (p16)	This report is now four years and it is not felt that it would be helpful to publish it.	N/A