





Report to: Police Authority
Agenda item: 12
Date: 28 March 2017
Subject: Triennial Review update
Sponsor: Chief Executive
Purpose: Information and discussion

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1. Purpose of paper

- 1.1 To provide a summary of progress with the recommendations emerging from the 2013 Triennial Review of the British Transport Police Authority (BTPA). In doing so to highlight areas to be captured in future work, including the development of the new Strategic Plan to be published 2018.
- 1.2 In summary the matters requiring further work (as highlighted in more detail in the attached Appendices) include the following. All are in progress and should be addressed within twelve months, or captured for completion in the forthcoming Strategic Plan, as plans are already in place in all areas;

Embedding and communicating progress with a robust and sustainable approach to delivering efficiencies - whilst this is now underway it has yet to become business as usual and stakeholders are not sufficiently sighted on benefits tracking	
- Linking service planning with the cost of delivering services - the proposed revision to the current committee structure from July 2017 brings together consideration of operational, financial and people resources matters both in planning and oversight of delivery	
- Influencing decision making - engagement on operational planning has been further strengthened but more needs to be done to engage stakeholders in financial planning. There is scope to do this initially through various existing communication channels with the rail Delivery group (RDG)	
Ensuring the passenger voice continues to be heard in planning. Engagement with passenger representative groups has been strengthened but the Authority's position on direct engagement with passengers needs to be revisited.	

2. Background

2.1 Members will be aware that as a Non-Departmental Public Body (NDPB) the BTPA is subject to regular challenge and review by its sponsor body, the Department for Transport (DfT). Historically this has taken the form of a Triennial Review which had two aims:

i) To provide a robust challenge of the continuing need for individual NDPBs – both their functions and their form;

and Where it is agreed that a body remain as an NDPB, to review:

ii) its capacity for delivering more effectively and efficiently, including identifying potential for efficiency savings and its ability to contribute to economic growth; and;

the control and governance arrangements in place to ensure that the public body and the sponsoring department are complying with recognised principles of good corporate governance. This should also include an assessment of the body's performance¹.

2.2 Unusually, the last Review of BTPA included a further area of inquiry to address a number of issues raised by the Authority's PSA holders and other industry partners. These were grouped together by the reviewer into the following broad areas;

i) Level of costs (and the charges arising)

- BTP's commitment to optimizing efficiency.

- Whether all of BTP's functions are appropriate to a national, specialist Force for the railway?

- Is there sufficient clarity about the link between BTP targets and what they cost to deliver?

ii) How BTPA's decisions can be "influenced"

- What are the opportunities for stakeholders to influence the Authority's decision-making.

- The appropriateness of "representation" on the Authority as a result of provisions in the Act for BTPA members to possess particular areas of knowledge or expertise.

¹ Cabinet Office (undated) Triennial Reviews: Guidance on Reviews of Non-Departmental Public Bodies. Para 4.1.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/332147/Triennial_Reviews_Guidance.pdf

iii) The linkage between police resources and policing outcomes and how these can be made more visible at local level.

- Can BTP integrate its day-to-day planning and operations more effectively with that of the rail companies? Could Police Service Agreements (PSAs) be clearer about what companies should expect in return for the charges they pay?

iv) Other matters

- Whether the oversight of by the Authority of BTP's budgets, costs and plans adequately reflect the views and needs of rail passengers?

3. Key findings and recommendations

3.1 The DfT issued its report on the 2013 triennial review of BTPA in two parts;

'Part one'² covered the scope of a traditional Triennial Review and found that;

- The functions of the BTPA are still necessary, that it remains the right body for delivering them and that the BTPA should remain a non-departmental public body (NDPB).

- The review further concludes that all the current functions of the BTPA are likely to be needed if the BTP continues as a national specialist Force for the railway, and most would continue to be needed even if BTP no longer existed.

- The overall level of compliance with good practice on corporate governance is good, but there are a few omissions and weaknesses which should be capable of being quickly addressed.

- The future of the BTP is not within the scope of the review, but responses from stakeholders nonetheless provide strong support for the view that it should continue in being, and reaffirmation of this would be helpful.

And **'Part two'**³ which addressed the other matters raised by the industry. (A summary of the headline findings from part two is reproduced at Appendix A for ease of reference.)

² Department for Transport (July 2014) Triennial Review of the British Transport Police Authority: Part 1 Report https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329283/2013-2014-btpa-part-1.pdf

³ Department for Transport (October 2014) British Transport Police Authority Triennial Review 2013/14 (Additional Terms of Reference) Part 2 Report <https://www.gov.uk/government/speeches/triennial-review-of-the-british-transport-police-authority-part-2>

4. Progress with part one and two recommendations.

- 4.1 The part one report made reference to a limited number of minor matters which were addressed shortly after publication.
- 4.2 Progress with individual recommendations from the part two report is set out at Appendix B. An overview of progress will be provided via a supporting presentation delivered at the Authority meeting.
- 4.3 In summary, areas requiring further attention, and which merit further discussion are as follows;

<p>Embedding and communicating progress with a robust and sustainable approach to delivering efficiencies - whilst this is now underway (see the report at agenda item 4) it has yet to become business as usual and stakeholders are not sufficiently sighted on benefits tracking.</p> <p>There is scope to develop strands of work in this area in partnership with the industry and other policing partners. Achieving progress with efficiencies, particularly those delivered in collaboration, will be a key element of responding to the Department for Transport’s ‘SR15’ challenge and preparing for the next stage of the Infrastructure Policing Project.</p>	●
<p>Linking service planning with the cost of delivering services - the proposed revision to the current committee structure from July 2017 which brings together consideration of operational, financial and people resource matters in planning and oversight of delivery. Initial feedback from the industry is that they support this move and look forward to receiving regular communications on the outputs from the new governance arrangements.</p>	●
<p>Influencing decision making - engagement on operational planning has been further strengthened through revisions to the policing plan process and consultation on the new performance framework. However, more needs to be done to communicate and engage with stakeholders in financial planning.</p> <p>There is scope to do this initially through various existing communication channels with the Rail Delivery group (RDG) that has expressed an interest in supporting the Authority’s work on preparing the new Strategic and Medium Term Financial Plans from 2018.</p>	●
<p>Ensuring the passenger voice continues to be heard in planning. Engagement with passenger representative groups has been strengthened and should continue to be developed but the Authority’s position on direct engagement with passengers needs to be revisited and our intent should be expressed through the new Strategic Plan.</p>	●

5. Recommendations

- 5.1 That the Authority reviews the attached summary setting out the areas of success and those requiring further work set out above and at Appendix B.
- 5.2 Members note that whilst the BTPA was last subject to a Triennial Review in 2013/14 the process for reviewing NDPBs has now changed and a 'Tailored Review'⁴ has replaced the previous model. A date for the first Tailored Review of BTPA has not been confirmed yet but we understand this is likely to be in 2019.

⁴ Cabinet Office (2016) Tailored Reviews: Guidance on Reviews of Public Bodies
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/570290/Tailored_Review_Guidance_v1.1_Nov_2016.pdf