

**Report to:** Scottish Railways Policing  
Committee

**Item:** 10

**Date:** 3 September 2020

**Subject:** Evidencing Value for Money

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## 1. Purpose of paper

- 1.1 To consider Ministerial design principles and the value delivered in Scotland from divisional and other BTP resources.

## 2. Background

- 2.1 Current legislation was identified that could be used to swiftly enhance accountability for railway policing in Scotland, based on four design principles set out in a letter in December 2018 by the Cabinet Secretary for Justice, Mr Humza Yousaf MSP to the Scottish Parliament's Justice Committee. The SRPC is a sub-committee of the British Transport Police Authority (BTPA) established under statute and agreed by Scottish and UK ministers.
- 2.2 The design principles are integral, and referenced in the evaluation framework, to the assessment and evaluation of the effectiveness of the 'committee-resolution' that has been agreed upon. This paper will focus on the design principle; ***Designed on best value principle and provide an appropriate mechanism to ensure value for money***
- 2.3 Understanding staff and financial resource allocation was raised by members at the inaugural meeting of the SRPC in October 2019. The ongoing transformation programme in BTP and realignment of staff and budgets was also raised at SRPC in February 2020<sup>1</sup> and there was a desire to better understand the "sum of the parts". At May's SRPC a detailed breakdown of D division and A division staff based in Scotland was presented.
- 2.4 The 'committee approach' emerged as the preferred option based on consensus amongst stakeholders reached at a meeting in November 2018 with

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<sup>1</sup> <https://btpa.police.uk/livesite/wp-content/uploads/2020/02/Minutes-of-14-February-2020.pdf>

the Cabinet Secretary for Justice, Mr Humza Yousaf MSP. It was agreed there existed legislation currently in force that could be used to swiftly enhance accountability for railway policing in Scotland, based on the design principles agreed with stakeholders and set out in a letter to the Scottish Parliament's Justice Committee in December 2018.

- 2.5 The SRPC, a sub-committee of the British Transport Police Authority (BTPA), was established under statute and by agreement of Scottish and UK ministers following significant and detailed work by Scottish and UK Government officials, SPA and BTPA officials, staff associations' and officers from British Transport Police and Police Scotland.
- 2.6 The Cabinet Secretary set out four high level design principles which should inform the work of the new Committee. These were to;
  - Addressing the democratic deficit in Scotland
  - Meaningful accountability and transparency for railway policing in Scotland
  - Safe and effective management and operational delivery of railway policing in Scotland
  - Designed on best value principle and provide an appropriate mechanism to ensure value for money

### **3. Direct and indirect spend**

- 3.1 Similar to many organisations delivering value and service is multi-layered and flows from different areas and departments. For BTP, delivering a professional railway policing service for Scotland has at its foundations a revenue budget of approximately £12.5 m (2018 / 2019) and £12.3m in (2019 / 2020) see Appendix A. Ongoing transformation work and budgetary alignment will continue to affect this figure however the sum of the parts remains consistent.

This budget covers the following direct spend;

- Staff and officer costs
    - Allowances and expenses
    - Overtime
    - Pensions
  - Non staff costs
    - Premises & office costs
    - Communications / computers
    - Transportation
    - Supplies & services
- 3.2 Some centralised (A division) staff are also based in Scotland and support the delivery of railway policing in Scotland. Functions of this type include criminal

justice staff, forensic and scenes of crime professionals, crime reduction staff, intelligence and public protection staff. Revenue budgets exist for each of those.

3.3 In addition, other supporting activity for railway policing in Scotland is delivered by staff in operational and more support-based functions outside of Scotland, for example in London and Birmingham. These broadly breakdown in to three groupings of activities;

- Operational support
  - control room and events
  - specialist investigations
  - fraud and hi-tech crime
  - special branch
  - specialist search
  
- Back Office
  - contact centre and crime recording staff
  - professional standards
  - force intelligence
  - central authorities bureau
  - criminal justice administration
  
- Administrative
  - HR delivery
  - learning and people development
  - finance, payroll and commercial contracts
  - technology

The cost of the 'A-Division' functions carried out which supports policing activity in Scotland is approximately £11m.

## **4. Delivering value for money**

4.1 A methodology for evaluating whether Scotland receives value for money might be to focus on the efficiency and effectiveness of BTP and D Division as an organisation through comparative benchmarking of established best value metrics. At the May 2020 SRPC the Committee was informed of a planned Best Value review of Police Scotland by Audit Scotland. Members commented that such review might offer insight to assist with discharging their responsibilities against the value for money principle.

4.2 This option would use the metrics applied to Police Scotland by Audit Scotland and, where possible, apply them to BTP. If it is considered that value for money is best determined by professional audit and scrutiny bodies, then this option may be preferred. Such reviews look wider than financial information, for

instance governance, performance reporting and sound management, and seek to challenge and drive improvements. This option would also provide the benefit of a consistent approach to assuring best value across the two Forces and would allow best practice to be shared.

## **5. Recommendations**

- 5.1 The Committee is asked to review and note the content of the paper.
- 5.2 The Committee is asked to consider and recommend the necessary work to progress comparative benchmarking based on best value metrics and through discussion with other attendees at the meeting set out preferred timeframes for progressing this work.



<b>Revised Budget £000's</b>
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**STAFF COSTS**

Support Staff	1,053
Support Staff Allowances & Expenses	48
Support Staff Pensions	105
Other Staff Costs	0
Police Officer Allowances & Expenses	319
Police Officer Costs	9,108
Police Officer Pensions	1,537
<b>Total Staff Costs</b>	<b>12,171</b>

**OVERTIME**

**Police Officers**

Rest Day Working	15
Bank Holiday	40
Overtime & Enhanced	47
<b>Total Police Overtime</b>	<b>102</b>

**Support Staff Overtime**

Support Staff Overtime	5
<b>Total Support Staff Overtime</b>	<b>5</b>

**Total Overtime/Bonuses**

<b>107</b>
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**Total Staff Costs**

Police Officers	11,067
Support Staff	1,212
<b>Total Staff</b>	<b>12,278</b>

**TOTAL NON STAFF COSTS**

Premises & Office Costs	478
Communications/Computers	40
Transport Costs	231
Supplies And Services	134
<b>Total Non Staff Costs</b>	<b>882</b>

**GROSS EXPENDITURE**

<b>13,161</b>
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**INCOME**

Enhanced Police Service (EPSA)	(667)
Other Income	0
<b>Total Income</b>	<b>(667)</b>

**NET EXPENDITURE**

<b>12,494</b>
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**FORCE INCOME**

Grant Income	0
<b>Total Force Income</b>	<b>0</b>

**Surplus/Deficit at Year End**

<b>12,494</b>
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# BRITISH TRANSPORT POLICE

**Revised  
Budget  
£000's**

## **STAFF COSTS**

Support Staff	1,081
Support Staff Allowances & Expenses	44
Support Staff Pensions	99
Other Staff Costs	0
Police Officer Allowances & Expenses	293
Police Officer Costs	8,721
Police Officer Pensions	1,354
<b>Total Staff Costs</b>	<b>11,592</b>

## **OVERTIME**

### **Police Officers**

Rest Day Working	15
Bank Holiday	80
Overtime & Enhanced	77
<b>Total Police Overtime</b>	<b>172</b>

### **Support Staff Overtime**

Support Staff Overtime	5
<b>Total Support Staff Overtime</b>	<b>5</b>

### **Total Overtime/Bonuses**

177

### **Total Staff Costs**

Police Officers	10,540
Support Staff	1,229
<b>Total Staff</b>	<b>11,769</b>

## **TOTAL NON STAFF COSTS**

Premises & Office Costs	489
Communications/Computers	40
Transport Costs	191
Supplies And Services	130
<b>Total Non Staff Costs</b>	<b>850</b>

## **GROSS EXPENDITURE**

12,619

## **INCOME**

Enhanced Police Service (EPSA)	(279)
<b>Total Income</b>	<b>(279)</b>

## **NET EXPENDITURE**

12,340

## **FORCE INCOME**

Grant Income	(33)
<b>Total Force Income</b>	<b>(33)</b>

## **Surplus/Deficit at Year End**

12,306