

# [29 June 2022] Background Pack - Full Authority

PUBLISHED  
24 June 2022

Date: 4 March 2022

Subject: Comparison of performance reporting templates

For: Information

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## 1. Purpose of paper

- 1.1 To provide an overview of a comparison of performance reporting formats used by other Police Authorities and Police and Crime Commissioners (PCCs), considering the length of the report and how the content is presented. This is based on research of available materials from the Association of Police and Crime Commissioners (APCC) and performance reports produced for or by other PCCs.

## 2. Background

- 2.1 This update has been provided for information in response to Action 17/2021 from the Full Authority meeting on 8 December 2021:
  - *Members requested a comparison of performance reporting templates, perhaps drawn from APCC, for review prior to providing feedback to the Executive on how performed data could be most effectively provided to Members outside of formal meetings.*
- 2.2 The overall findings and elements of other PCC performance reports will be considered by the Executive in considering the design of future Policing Plan performance updates to Performance and Delivery Committee (PDC) meetings and for operational performance briefings produced in between meetings.

## 3. APCC guidance on performance reporting formats/styles

- 3.1 No guidance could be found that outlines a prescribed format or style for performance reporting. A 'Holding to Account toolkit for OPCCs' produced by the Association of Policing and Crime Chief Executives, which appeared to be draft, was however found. This stated with respect to holding to account that:
  - There is no right or wrong approach and does not advocate a one size fits all. It notes that each policing area will have arrangements unique to its PCC/CC relationship and local context...<sup>1</sup>

<sup>1</sup> APAC2E Networks – Strategy and Performance 'Holding to Account' Toolkit. Available from <https://www.essex.pfcc.police.uk/wp-content/uploads/2020/03/APACE-Holding-to-Account-Toolkit-July-2019.pdf> [Accessed 02/03/2022]

#### 4. Performance reporting to or by other Police Authorities / PCCs

- 4.1 A review of performance reports produced for or by 20 other Police Authorities and PCCs was undertaken. This found:
- There was no single uniform style or format for performance reports. They ranged in length from 6 to 47 pages, with an average length of 23 pages,<sup>2</sup> many of which were typically based around the use of performance charts and tables with supporting narrative commentary.
  - There were however a number of reports that were presentation style and either included dashboards or were based around a dashboard format. A number also used RAG ratings and provided KPI data, with short bullet-point/headline style narrative commentary outlining context and response to the data.
- 4.2 By way of comparison the Policing Plan update to the 16 February PDC meeting was eight pages in length. This was formed of three dashboards (Forcewide, Divisional and A Division), supported by a summary/headlines page of narrative commentary, and four further pages providing additional information, based on a mix of charts/data and narrative commentary.
- 4.3 Members also receive a monthly operational performance/Policing Plan update between PDC meetings. This is composed of a two page dashboard uploaded to BI.

#### 5. Recommendations

- 5.1 That the above information and more detailed breakdown at Appendix A are noted for information.
- 5.2 The Executive consider this information for the design of future Policing Plan performance updates to PDC meetings and for operational performance briefings produced in between meetings.

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<sup>2</sup> Excludes a 133 page report, as this was an outlier in terms of length.

## Appendix A Comparison of PCC Performance Reports

PCC / Police Authority and board meeting	Report	Summary of presentation/format	Link
City of London Police Authority	Force Delivery of National Priorities for Policing - First Quarterly Statement - Up to July 2021	6 page quarterly statement. Narrative commentary report on the Force's delivery/performance against the National Priorities for Policing, including context and response/activity.	<a href="https://www.cityoflondon.gov.uk/assets/About-us/force-delivery-national-crime-policing-priorities.pdf">https://www.cityoflondon.gov.uk/assets/About-us/force-delivery-national-crime-policing-priorities.pdf</a>
Dorset PCC	Dorset - 2019/20 Q4 Panel Monitoring Report	12 page dashboard style report. Contains summary page with outline of key issues and bullet-point headlines, followed by dashboard style update with sections: Headlines, Activities & Achievements, Key Indicators, PCC Commitments.	<a href="https://dorsetpccpolice.s3.amazonaws.com/Documents/Information%20Hub%20Our%20priorities%20and%20progress/Plan%20Quarterly%20Performance%20Reports/Q4%20Panel%20Monitoring%20Report.pdf">https://dorsetpccpolice.s3.amazonaws.com/Documents/Information%20Hub%20Our%20priorities%20and%20progress/Plan%20Quarterly%20Performance%20Reports/Q4%20Panel%20Monitoring%20Report.pdf</a>
Essex PCC	Police and Crime Plan 2021-2024, Monthly Performance Update, January 2022	20 page report. Performance gradings and tables/charts, supported by summary narrative commentary on priority areas. Executive Summary and Summary pages outline performance headlines. Also includes tables on performance against priorities, including trends and direction of travel (improving, stable, deteriorating), and crime statistics.	<a href="https://www.essex.pfcc.police.uk/essex-police-performance-2-2/">https://www.essex.pfcc.police.uk/essex-police-performance-2-2/</a>
Gwent PCC	Organisational Performance against the Police and Crime Plan Priorities Q3 2021/22	47 page presentation style report. Pages composed of charts and tables supported by high level key points narrative (mix of describing trends and contextual/other detail).	<a href="https://www.gwent.pcc.police.uk/media/4sanryid/3c-gwent-police-organisational-report-q3-2022-1.pdf">https://www.gwent.pcc.police.uk/media/4sanryid/3c-gwent-police-organisational-report-q3-2022-1.pdf</a>
Kent PCC	Safer in Kent Plan: delivery and performance	18 page report. Narrative commentary with supporting tables providing an overview of key activities undertaken against each of the PCP priorities.	<a href="https://www.kent-pcc.gov.uk/SysSiteAssets/media/downloads/perf-del-boards/2021/3.-safer-in-kent-plan_delivery--performance-dec-2021-paper.pdf">https://www.kent-pcc.gov.uk/SysSiteAssets/media/downloads/perf-del-boards/2021/3.-safer-in-kent-plan_delivery--performance-dec-2021-paper.pdf</a>
Lancashire PCC	Performance overview report	7 page report. Narrative commentary supported by charts and table. Includes an update against the Government's National Priorities for Policing. This is followed by updates on recorded crimes and outcomes, incident demand, call demand and performance, mental health and welfare	<a href="https://www.lancashire-pcc.gov.uk/wp-content/uploads/2021/12/item-2-performance-report.pdf">https://www.lancashire-pcc.gov.uk/wp-content/uploads/2021/12/item-2-performance-report.pdf</a>
Leicestershire PCC	Force Performance Report	20 page report. Shows KPI, performance charts (trend), RAG ratings and YTD performance figures, supported by a high level narrative commentary.	<a href="https://www.leics.pcc.police.uk/DOCUMENT-LIBRARY/Transparency/Performance/Force-Performance/2020-2021/Q3-2020-2021.pdf">https://www.leics.pcc.police.uk/DOCUMENT-LIBRARY/Transparency/Performance/Force-Performance/2020-2021/Q3-2020-2021.pdf</a>
Lincolnshire PCC	Public Assurance Meeting Performance Report - 7 March 2022	33 page report. Trend charts, supported by summary data and focussed sections of headline narrative which outline context and response.	<a href="https://lincolnshire-pcc.gov.uk/media/3210/item-6-performance-dashboard-mar-22.pdf">https://lincolnshire-pcc.gov.uk/media/3210/item-6-performance-dashboard-mar-22.pdf</a>



North Wales PCC	Chief Constable's presentation to Police and Crime Panel	29 page presentation. High level overview, with details of priorities and year to date statistics.	<a href="https://modgoveng.conwy.gov.uk/documents/b24181/Chief%20Constables%20presentation%20Monday%2031-Jan-2022%2014.00%20North%20Wales%20Police%20and%20Crime%20Panel.pdf?T=9">https://modgoveng.conwy.gov.uk/documents/b24181/Chief%20Constables%20presentation%20Monday%2031-Jan-2022%2014.00%20North%20Wales%20Police%20and%20Crime%20Panel.pdf?T=9</a>
North Yorkshire PFCC	Performance dashboard - police	13 page dashboard/data-based presentation style update, with mix of charts and focussed narrative commentary.	<a href="https://www.northyorkshire-pfcc.gov.uk/content/uploads/2022/02/5.-Performance-Report-Police-Operational-and-FCR-Final-January-2022.pdf">https://www.northyorkshire-pfcc.gov.uk/content/uploads/2022/02/5.-Performance-Report-Police-Operational-and-FCR-Final-January-2022.pdf</a>
Nottinghamshire PCC	Nottinghamshire Police and Crime Plan, Performance and Insight Report 2021/22, Quarter 1: Performance to September 2021	14 page report, with each page showing a performance data table, supported by a high level narrative commentary.	<a href="http://www.nottinghamshire.pcc.police.uk/About-Us/2021.09-Performance-and-Insight-Report-Q2-to-Sep-2021.pdf">http://www.nottinghamshire.pcc.police.uk/About-Us/2021.09-Performance-and-Insight-Report-Q2-to-Sep-2021.pdf</a>
Scottish Police Authority (SPA)	Performance Reporting agenda item to December 2021 meeting includes 6 report. Focus is on quarterly performance report	133 page narrative commentary, including charts and tables.	<a href="https://www.spa.police.uk/meetings/archived-meetings-2019-2021/archived-strategy-policy-performance-committee/archived-policing-performance-committee-2021/09-december-2021/">https://www.spa.police.uk/meetings/archived-meetings-2019-2021/archived-strategy-policy-performance-committee/archived-policing-performance-committee-2021/09-december-2021/</a>
South Yorkshire PCC	Police and Crime Plan Quarterly Performance Report - Quarter 2 2021/22	33 page report, narrative commentary report which also includes performance charts with focussed narrative summaries.	<a href="https://southyorkshire-pcc.gov.uk/app/uploads/2021/12/Q2-21-22-Performance-Report-Final.pdf">https://southyorkshire-pcc.gov.uk/app/uploads/2021/12/Q2-21-22-Performance-Report-Final.pdf</a>
Staffordshire PCC	PCC Performance Meeting Document	21 page report, with infographic style dashboard and pages including charts and narrative commentary.	<a href="https://staffordshire-pfcc.gov.uk/public-meeting/public-performance-meeting-police-january-2022/">https://staffordshire-pfcc.gov.uk/public-meeting/public-performance-meeting-police-january-2022/</a>
Suffolk PCC	Performance Priorities Monitoring Report - 1 October 2020 to 30 September 2021	35 page report. Mix of charts and tables and supporting narrative, which includes details of trends, context and response.	<a href="https://suffolk-pcc.gov.uk/wp-content/uploads/2021/11/AP21_54-Performance-Priorities-Report.pdf">https://suffolk-pcc.gov.uk/wp-content/uploads/2021/11/AP21_54-Performance-Priorities-Report.pdf</a>
Surrey PCC	Surrey Police Performance Report	20 page report, with commentary narrative and trend charts, with year to date statistics.	<a href="https://www.surrey-pcc.gov.uk/wp-content/uploads/2022/01/Public-Performance-Report_01-22.pdf">https://www.surrey-pcc.gov.uk/wp-content/uploads/2022/01/Public-Performance-Report_01-22.pdf</a>
TVP PCC	TVP Strategic Plan 2021/22 - performance update	12 page presentation style update, based around a charts and performance tables, most of which are RAG rated.	<a href="https://www.thamesvalley-pcc.gov.uk/information-hub/agendas-and-minutes/performance-and-accountability/">https://www.thamesvalley-pcc.gov.uk/information-hub/agendas-and-minutes/performance-and-accountability/</a>
West Mercia PCC	West Mercia Police Quarterly Report - Q3 October - December 2021	45 page published style report. 4 page summary table/dashboard. Supported by charts/data with summary short bullet points of narrative. Includes trend charts, with boxes for key points, what good looks like, what does this mean, next steps/recommendations.	<a href="https://www.westmercia-pcc.gov.uk/app/uploads/2022/01/9-Quarterly-Performance-Report-Dec-2021.pdf?x81642">https://www.westmercia-pcc.gov.uk/app/uploads/2022/01/9-Quarterly-Performance-Report-Dec-2021.pdf?x81642</a>
West Yorkshire PCC	Delivery Quarterly Report	28 page report for Dec 2020. 2 page dashboard, with performance stats for a range of KPIs, vs same period previous year, trend arrows, and a comment box for each. This is supported by narrative commentary based around charts and data tables.	<a href="https://www.westyorkshire-pcc.gov.uk/sites/default/files/delivery_quarterly_report_dec_2020.pdf">https://www.westyorkshire-pcc.gov.uk/sites/default/files/delivery_quarterly_report_dec_2020.pdf</a>

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



# Report

**Report to:** Strategy and Planning Committee

**Date:** 01/06/2022

**Subject:** 'A Force on the Move' Portfolio Update

**Sponsor:** DCC Alistair Sutherland / Tracey Martin (Director of Finance, Commercial & Estates)

**Author:** Harriet Harvey (Head of Transformation) / Richard Dronfield (Deputy Director – Decision Support)

**For:** Endorsement

## EXECUTIVE SUMMARY

'A Force on the Move' portfolio has undergone a rigorous review process designed to consolidate activity within its eleven thematic programmes, ensure direct correlation with strategic outcomes, underline the role of all Senior Responsible Owners, and ultimately increase delivery confidence.

BTP's Chief Officer Group is confident that the portfolio presented in this paper will enable the delivery of the new Force Strategy, provide our people with the tools they need to carry out their role and make the railway safer and more reliable for passengers, staff and the railway industry.

The review has concluded in a strong position with a newly proposed, sustainable financial strategy and a refocus on benefits management. The portfolio now seeks to spend £65.0m of capital funding and £41.7m revenue over its five-year duration. The revenue expenditure will be managed through a combined approach of utilising existing revenue change budgets of £18.3m and £18.6m from rebalancing initiatives and self-funds over a six-year period. In addition, the portfolio proposes to use available cash reserves to smooth cash-flow timing issues (£12.1m) between investment and rebalancing over the 5 years and to fund one-off discrete investments (£12.6m).

The portfolio seeks the Committee's support in securing additional funding for those material items that cannot be accommodated within existing resources.

## **1. PURPOSE OF PAPER**

- 1.1. This paper provides an update and seeks the approval of Members for the 'A Force on the Move' portfolio of change programmes and supporting five-year financial profile.

## **2. ENDORSEMENT REQUIRED**

- 2.1. Strategy and Planning Committee are asked to note the Senior Responsible Owner (SRO) portfolio review process which has taken place, and to endorse the following:
- i. The inclusion of all listed 'MUST' programmes and projects to enable the delivery of BTP's strategic objectives through 'A Force on the Move'.
  - ii. The revised financial proposal to resource and sustainably fund the portfolio through to 2027/8.
  - iii. Agreement for the funding proposal to be tabled for full Authority approval.
  - iv. Support a shared approach to seek external financing for items which are currently listed as outside the scope of BTP/A funding.

## **3. PORTFOLIO UPDATE**

- 3.1. Under the leadership of new senior representatives managing the change portfolio, a root and branch SRO review has been completed. This process addressed a series of confidence questions regarding the scope, criticality, timing, and affordability of the identified projects; the mechanism for including projects under 'A Force on the Move' banner, as opposed to BAU improvements; and the shared picture of benefits, risks and dependencies across all SROs, ensuring clear distinction from BAU initiatives/improvements. In summary, all projects were scrutinised to confirm if they should progress, descope, defer or pause. The portfolio is now a robustly structured vehicle to deliver both essential works ensuring fitness for purpose, and sequenced modernisation plans bringing to life the Force's strategic objectives inside the pillars of 'A Force on the Move'. Appendix 1 provides the full portfolio architecture with project descriptors and strategic alignment.
- 3.2. The portfolio is comprised of eleven programmes, with opportunity for further streamlining as the concept and benefits of 'Smarter Working' investments percolate into all areas of business. The programmes each belong to a dedicated SRO. Projects remaining are now all categorised as MUST activities, meaning they are either (a) on the critical path to ensure sustainable continuity of core services, (b) critical for compliance, or (c) critical to achieving vital strategic commitments. It should be noted that a number of key activities are dependent on external funding support, and all 'unapproved' lines continue subject to governance controls.

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- 3.3. Projects previously categorised as SHOULD activities have also been part of this review. These have either now been reprioritised as MUSTs or held on pause until there is capacity to add new pipeline activity into the portfolio. Identifying additional rebalancing options will assist this process, but it also assists with a measured approach to transformation and guarding against ‘change fatigue.’
- 3.4. Some projects were confirmed as ‘non-change’ activity which will be delivered from within the BAU resource envelope – these have been captured instead as part of the Medium Term Financial Plan (MTFP) exercise. Examples include costs associated with the London Living Wage within the DfT facilities management contract and the additional running costs of Oracle licences which are now being managed within the existing BAU budget. These conversations have sharpened the collective understanding of the delivery portfolio objectives, and how its funding is distinct from BAU budgets.
- 3.5. Another key element of the review was investigation into the items identified through last year’s capability review proposals as ambitious ‘rebalancing’ opportunities. SROs were given the chance to articulate, through a post-pandemic lens, where these rebalancing calculations now conflict with new and emerging priorities such as the recommendations from the Manchester Arena Inquiry.
- 3.6. These reflections on rebalancing also enabled the review panel to gain understanding from SROs that the portfolio will need to reach a higher level of maturity before any increments of ‘headcount’ efficiencies could amount to the release and re-investment of frontline resources.
- 3.7. Another important finding of the review was that some of the resourcing pressures within the portfolio are an indirect consequence of staff savings made under past transformations, leaving some support departments unable to cover their delivery commitments, consequently limiting our ability to achieve against the strategic objectives. As a result, any rebalancing options previously identified against support functions are recommended not to be included at this time until significant gaps have been remedied (e.g. a Technology target operating model (TOM) - focused on efficiency gains - would not be appropriate without the delivery of ‘Fixing the Fundamentals’ first, as a resilient foundation to enable the technology dependent changes within ‘A Force on the Move’).
- 3.8. The review process has enabled the development of an alternative funding strategy for ‘A Force on the Move’ which takes a balanced approach to the essential need for

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modernisation and investment, as well as the current realities of rebalancing and resource availability. The financial proposal now reflects a refined understanding of the portfolio and those elements suitable for one-off cash contribution, and those which will be rebalanced over the five-year plan.

- 3.9. A further strength of our revised position is that realism has been applied to both the capital requirement and the revenue profile. This realism is a reflection of the scale of delivery, necessitating a £0.9m uplift to the historic £12.1m annual capital budget. Equally the realism accounts for the known delivery challenges we face – for example, recruitment into ‘cost of change’ roles is proving difficult in today’s competitive job market. This will constrain resource availability, so we have lowered the revenue spend profile accordingly and used our current staff vacancy factor (6.5%) as a guide.

#### 4. RISKS AND OPPORTUNITIES

- 4.1. The Force is managing a strategic risk relating to the change portfolio:  
*“BTP/A may not design and deliver a sustainable change programme to provide an affordable, effective and efficient service, leading to operational and financial impacts.”*
- 4.2. The SRO review has stress-tested this risk and consolidated the portfolio so that all its proposed design and funding strategy now offer significantly increased delivery confidence. The GIAA are carrying out a real-time advisory review of ‘A Force on the Move’ which will provide assurance and constructive recommendations. The embedding of vital governance and financial controls will be a central focus for the GIAA and Portfolio Change and Investment Board framework (PCIB).
- 4.3. From a financial perspective, the portfolio is not without risk in our current operational and economic landscape, and it will be vital to monitor all of the following in relation to ‘A Force on the Move’ commitments:
- The potential re-investment needs emerging from the CT Review
  - Technology resource and foundation fixing activities required activities to enable modernisation within the portfolio
  - Pay settlements above the level presently assumed
  - General inflationary / cost of living pressures above the level currently planned for
  - Recent press coverage linked to a Government-led efficiency programme.
- 4.4. Following a GIAA review of non-cashable benefits in 2021, the Force has refocused effort into the quantification and delivery of wider benefits and opportunities to complement cash savings within the rebalancing plan. This has included aligning the

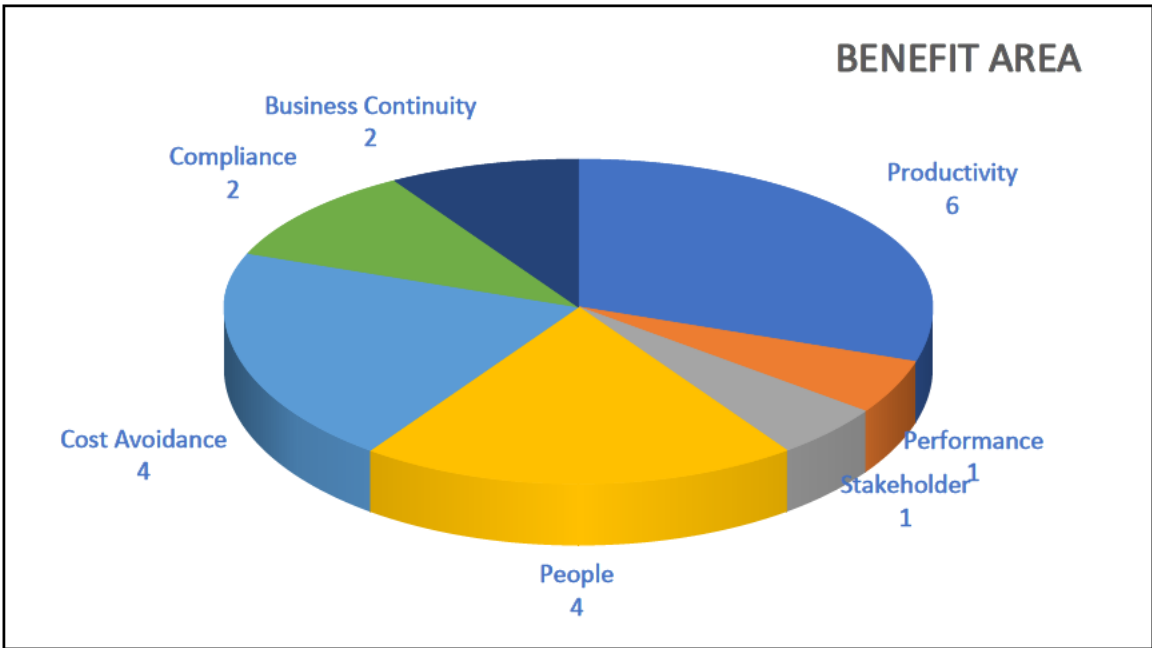
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benefits register to Integrated Project Authority (IPA) best practice. This area will be governed at the working level through the Investments and Benefits Working Group (IBG) with top level oversight via the Portfolio Change and Investment Board (PCIB). The advancement of quantifiable benefits is a necessarily deliberate activity which will evolve over the lifecycle of all projects, and reporting will be slated towards a concentrated collection of tangible benefits delivered.

- 4.5. The SRO reviews have reinforced the importance of wider ‘A Force on the Move’ benefits to present a rounded narrative on the totality of the capability improvements. BTP have set out to codify and quantify seven thematic benefits areas with a particular focus on productivity opportunities. A key element to benefits management going forward will be pragmatic baselining of the ‘as is’ state to identify quantifiable outcomes to our people and partners. The current number of PCIB-approved benefits being tracked is summarised at Figure 1 below, some of which are undergoing further refinement. As the 44 currently unapproved business cases within the portfolio are progressed this will increase the number of wider benefits alongside any emerging benefits as live projects mature.

Figure 1: Benefits Areas mapped to PCIB-approved projects



- 4.6. Having re-examined the opportunities presented in last summer’s capability review rebalancing proposals, this now underlines the clear requirement for a frontline capability review which builds a bespoke picture of current service model demand versus current capacity and structures. Work continues to complete the baseline for the Capacity Planning Tool (CPT), and this will be instrumental in providing an evidence base onto

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which scenario modelling can be applied. The capability work sets out to re-evaluate the size and form of the frontline, generating opportunity through more efficient ways of operating and deploying resource. Wider portfolio investment will unlock some of this efficiency potential, though automation and modernisation. Crime screening will be reviewed, and proposals for geographical service brigading are in scope. The other 'Focus on the Future' projects (Spans and Layers, Integrated Policing and Security) will directly inform and influence this work, ensuring a streamlined approach to future service structures. Engaging industry and bringing partners on the journey of 'A Force on the Move' will naturally be key to the success of any recommended options.

## 5. FINANCIAL / RESOURCE IMPLICATIONS

5.1. The portfolio requires sustainable financial management across its capital spend, project revenue and rebalancing efficiencies. The financial plan set out below shows the five-year profile in relation to each part of this equation, as well as proposed options for the use of cash reserves. The breakdown and profiling of this plan is included at Appendix 2.

### 5.2. Revenue

Overall, the portfolio revenue costs will break even after six years, with upfront financing proposed to be funded from cash. The maximum value of this financing is £12.1m in 2023/24. To show this clearly the table below includes the core five years with a five-year total and an additional year (2027/28) with a six-year total.

Revenue		2022/23	2023/24	2024/25	2025/26	2026/27	5-year total	Rebalance in year 6	
		£m	£m	£m	£m	£m	£m	2027/28	6-year total
Expenditure	Post SRO	7.868	14.505	7.594	6.168	5.554	41.689	5.554	47.243
Funding	Existing Funding (Project Revenue)	3.580	3.618	3.656	3.696	3.737	18.287	3.737	22.024
	Rebalancing - Post SRO Review	0.000	3.080	4.166	5.166	6.230	18.642	6.230	24.872
	Total Funding	3.580	6.698	7.822	8.862	9.967	36.929	9.967	46.896
Net	Shortfall / (Surplus)	4.288	7.807	-0.228	-2.693	-4.413	4.760	-4.413	0.347
		120%	117%	-3%	-30%	-44%	13%	-44%	1%

Over the core five years of the plan, after allowing for a vacancy factor and a realism for timing of spend, we plan to spend £41.7m and will fund this from using our existing project revenue budget of £18.3m and through the delivery of £18.6m of rebalancing efficiencies. The final balance of £4.8m will be managed against the recurring £4.4m reductions in expenditure in 2027/28 resulting in a six-year balanced plan.

### 5.3. Rebalancing

We have plans in place to deliver a total of £18.6m of cashable, re-investable

efficiencies. This is in addition to significant non-cashable benefits we will be capturing through the governance of the portfolio.

Rebalancing		2022/23	2023/24	2024/25	2025/26	2026/27	Total
RAG		£m	£m	£m	£m	£m	£m
G	Spans and Layers		1.380	1.880	1.880	1.880	7.020
G	CT Review - Excluding Dogs		1.700	1.700	1.700	1.700	6.800
G	Staff and Pay Model			0.586	1.586	2.650	4.822
	<b>Cum Rebalancing Post SRO Reviews</b>	<b>0.000</b>	<b>3.080</b>	<b>4.166</b>	<b>5.166</b>	<b>6.230</b>	<b>18.642</b>

#### 5.4. Capital

Capital is overprogrammed by an average of 7% (a prudent level based on historic trends) across the 5-year MTFP, an average of £13.0m a year. Capital has not been uplifted from the current £12.1m budget for a significant amount of time (at least 3 years) and our proposal is to use our cash reserves to uplift this figure to £13.0m.

Capital		2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£m	£m	£m	£m	£m	£m
Expenditure	Post SRO	13.000	13.000	13.000	13.000	13.000	65.000
Funding	Authorised Capital	12.100	12.100	12.100	12.100	12.100	60.500
Net	Shortfall / (Surplus)	0.900	0.900	0.900	0.900	0.900	4.500
	%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%

#### 5.5. Cash Reserves

BTP/A currently hold significant cash balances. A review of our cash position indicates that the balances exceed the threshold levels required to manage working capital by between £25.8m (prudent scenario) and £33.6m (most likely scenario). These values currently assume that the £1.6m overspend on capital and revenue in 2021/22 is not charged to industry.

5.6. The gradual build-up of cash surpluses from TOC funding has created the opportunity for the Force to leverage cash reserves in a principled way, which will demonstrably benefit stakeholders. Utilising the money as outlined in this paper will allow us to maximise the use of our asset to improve service delivery, resilience and outcomes for TOCs and the travelling public.

5.7. This paper proposes the use of some of this additional cash to manage:



- the cash timing requirements for revenue (net nil over five years)
- the increase in the capital budget from £12.1m to £13.0m
- one-off significant cash requirements for the capital investment and dual running costs required for the London Estates project (£8.1m). Members will recall that DfT provided budget cover for the capital investment through the Spending Review but not cash funding.

<i>Positive = usage</i>	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<i>Negative = repayment</i>	£m	£m	£m	£m	£m	£m
Revenue FOTM cash timing	4.288	7.807	-0.228	-2.693	-4.413	4.760
Capital FOTM increase	0.900	0.900	0.900	0.900	0.900	4.500
London Estates	0.000	3.400	4.700	0.000	0.000	8.100
<b>Total cash</b>	<b>5.188</b>	<b>12.107</b>	<b>5.372</b>	<b>-1.793</b>	<b>-3.513</b>	<b>17.360</b>
<b>Cumulative cash</b>	<b>5.188</b>	<b>17.294</b>	<b>22.667</b>	<b>20.874</b>	<b>17.360</b>	

This paper proposes using the rebalancing to fund transformational investment and using available cash reserves (without subsequent rebalancing) to fund the upfront investment.

Cash usage peaks at £22.7m in 2024/25 which still leaves £10.9m cash in reserves.

5.8. This paper proposes that:

- the £1.6m total (capital and revenue) overspend in 2021/22 is charged to industry as part of the usual wash up process, as not doing so would reduce available cash balances to fund the above.
- the estimated £3.0m annual leave accrual relating to reducing outstanding leave balanced held during the period of the pandemic is not refunded to industry as this would reduce available cash balances. This figure will be refined as annual leave is booked this year – but will only be certain after at the end of January when the annual leave year finishes. The range of possible costs is from £2.7m to £4.3m at present.

5.9. Although rebalancing savings are profiled in future years, we will be firm on the precise values being delivered well in advance of the savings being due. For example, we will know in August 2022 how the Spans and Layers savings for 2023/24 onwards will be realised. We note that, should rebalancing savings reduce, the Force would cease or defer further investments in projects - particularly where they have not yet been through PCIB approval - and would seek to manage any shortfall through reprioritising or use of in-year BAU money.

5.10. For the avoidance of doubt, in a scenario where there was underspend against BAU budgets, we would only utilise reserves funding for the portfolio at the point when BAU money was fully expended.

#### 5.11. Other Issues

‘A Force on the Move’ is constantly developing and there are other pressures which are not yet quantified relating to:

- The future training model – either PEQF or a BTP-specific package of a similar quality (including a revision to location delivery and student accommodation). There may be a future cost to this model over and above what BTP currently spends in this area. However this is not yet quantified and may be subject to a future funding requirement.
- New DDaT vision and possible investment proposals
- Technology: there are likely to be emerging, additional demands on technology resources across all programmes to support our modernisation agenda.
- Net Carbon Zero (NCZ) commitments - beyond the upgrade of boilers. BTP will strive to build NCZ benefits into all projects and decision making to ensure that our NCZ ambition is captured in BAU and project spend.

5.12. We recognise that we have priorities which will require support from external funding sources. Under the current financial strategy, these cannot be accommodated within existing BAU resources or portfolio rebalancing. These issues, totalling £93.7m, are:

- Vehicle Fleet Electrification (VFE) - Year 2 onwards (£22m)
- Emergency Services Network (ESN) (£30m)
- Technology ‘Fixing the Fundamentals’ – capital, revenue and staffing costs for year 2 (£2.4m) and year 3 (£2.3m)
- Strategic Drones (£5m)
- ADI, Matroid, LFR: live situational awareness and identification capabilities (£3m)
- CCTV enhancements (£29m)

The BTP Chief Officer Group are confident that these areas constitute valid and important investments in the context of the strategy. If Members agree, then the Authority is asked to support the Force with routes to secure the necessary funding. Without additional funding these capabilities cannot be delivered.

1. Item 4:
2. Item 7.3:
3. Item 11.1:
4. Item 14.1:
5. Item 14.2:
6. Item 14.3:
7. [To
8. [To
9. Item 14.5:
10. Item 15:

5.13. The detail behind the current plans set out in this paper will continue to evolve as business cases crystallise and implementations proceed. It represents our current position and requires endorsement for the portfolio to continue delivering ‘A Force on the Move’.

APPENDICES

- (1) ‘A Force on the Move’ portfolio on a page
- (2) ‘A Force on the Move’ investment plan 2022-2027

1. Item 4:
2. Item 7.3:
3. Item 11.1:
4. Item 14.1:
5. Item 14.2:
6. Item 14.3:
7. [To
8. [To
9. Item 14.5:
10. Item 15:

FOCUS ON THE FUTURE					
Strategic Objective	AfoM	Priority	Status	Project	Description
Target our special policing efforts to ensure fewer victims of the most harmful crime	Focused on the Future	MUST	Unapproved	Capability Review	A review of the service delivery model across the Force to ensure resources are structured optimally and deployed according to evidence-based demand and strategic future insight.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Pioneering a New Generation of Partnerships	MUST	Unapproved	Integrated Security & Policing Project	A partnership programme to determine the optimum mix of capabilities (police, non-police, partners, technology, public) to ensure that the network is a safe place for the vulnerable and a hostile place for those who would do harm.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	Focused on the Future	MUST	Unapproved	Layers and Spans Review	Modernisation of leadership, leadership support, and spans of command.
CRIME & SAFEGUARDING (SRO: Charlie Doyle)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Target our special policing efforts to ensure fewer victims of the most harmful crime	Pioneering a New Generation of Partnerships	MUST - EXTERNALLY FUNDED	Approved	VAWG Programme (Safer Streets app)	Safer Streets App - externally funded.
Earn the trust and confidence of passengers and rail staff to defeat criminality together	Optimising Service Delivery	MUST	Approved	ISO Accreditation Programme	ISO accreditation for forensic disciplines.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Unapproved	Modernising Briefing Project	New briefing processes, rollout of NICHE intelligence module.
Innovate and collaborate with our partners to reduce disruption	Pioneering a New Generation of Partnerships	MUST - EXTERNALLY FUNDED	Unapproved	Strategic Drone Safety Programme	Development of drone capability for safeguarding and reducing disruption.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Unapproved	Resolution Centre	Revisiting desk-based investigation and crime screening policy.
JUSTICE & PUBLIC CONTACT (SRO: Charlie Doyle)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Contact Assets	Replacement of end-of-life Contact Management assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	Optimising Service Delivery	MUST	Approved	Justice & Public Contact Transformation P1	Restructure and modernisation of the existing justice and public contact departments.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	Optimising Service Delivery	MUST	Unapproved	Justice & Public Contact Transformation Ph 2	J&PC Transformation Phase 2 will create lean and more effective business processes, achieve automation and reduce double keying where possible and embed new technologies.
SPECIALIST CAPABILITIES (SRO: Sean O'Callaghan)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	E Division Assets (cyclical)	Cyclical replacement of end-of-life E Division assets.
Target our special policing efforts to ensure fewer victims of the most harmful crime	Focused on the Future	MUST	Unapproved	CT Review	Re-balancing initiative.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Driver Training School	Bringing driver training in-house.
Target our special policing efforts to ensure fewer victims of the most harmful crime	Optimising Service Delivery	MUST	Unapproved	Northern Firearms Capability	Establishment of the Northern Firearms capability.
Target our special policing efforts to ensure fewer victims of the most harmful crime	Optimising Service Delivery	MUST	Unapproved	ARV CBRN Capability	To provide all ARV level Authorised Firearms Officers with CBRN response capability and ensure compliance with mandatory NPCC direction.
DATA & INFORMATION EXPLOITATION (SRO: Alistair Sutherland)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Generate value for money through the exploitation of technology, adapting to meet the future	Focused on the Future	MUST	Approved	PowerBI	Business intelligence tool to enable visualisation of data in a self-service manner with the ability to drill up and down through data points.
Earn the trust and confidence of passengers and rail staff to defeat criminality together	Focused on the Future	MUST	Approved	Public Sentiment Solution	Social Media listening tool which enables users to identify trends in social media posts and sentiment associated with posts using different handles etc.
Generate value for money through the exploitation of technology, adapting to meet the future	Focused on the Future	MUST	Unapproved	Data Quality Project	Embed a strong foundation of data management in BTP ensuring all staff understand their role in managing data quality. This will enable a cultural change so everyone understands their role in effective data quality.
Generate value for money through the exploitation of technology, adapting to meet the future	Focused on the Future	MUST	Unapproved	Data Architecture Project	To modernise our data infrastructure so that it is compliant with basic data management principles. This will enable a strong foundation for future data sharing and effective management (this is a back to basic approach).
Generate value for money through the exploitation of technology, adapting to meet the future	Focused on the Future	MUST	Unapproved	Core Data Integration Project	To integrate core data (Niche, Origin and CW) into a single cloud-based platform. This will open new analytics and efficient data processing tools to enable us to get the most out of our data.
Generate value for money through the exploitation of technology, adapting to meet the future	Focused on the Future	MUST	Unapproved	Data Innovation: AI & Machine Learning	To identify an effective tool stack that will support the application of AI and Machine Learning in BTP. Identify operational data problems and create pilot projects to show how it can be used to protect vulnerable people or support victims.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Pioneering a New Generation of Partnerships	MUST - EXTERNALLY FUNDED	Approved - Pilot	ADI Systems	Location of known vulnerable people and people exhibiting odd or dangerous behaviour. In combination, each project complements the others to build situational awareness and counter emerging threats.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Pioneering a New Generation of Partnerships	MUST - EXTERNALLY FUNDED	Approved - Pilot	Matroid	Live video analytics to identify trespass and crowd movement. In combination, each project complements the others to build situational awareness and counter emerging threats.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Focused on the Future	MUST - EXTERNALLY FUNDED	Unapproved	LFR Pilot	Identification of known suspects and vulnerable people in large crowds via facial recognition.

DIGITAL POLICING (SRO: Charlie Doyle)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	BWV Cyclical	Cyclical replacement of end-of-life BWV assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	CCTV Assets	Cyclical replacement of end-of-life CCTV assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	CCU Assets	Cyclical replacement of end-of-life CCU assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	CIU Assets	Cyclical replacement of end-of-life CIU assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	SSU Assets	Cyclical replacement of end-of-life SSU assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	TSU Assets	Cyclical replacement of end-of-life TSU assets.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Approved	DEMS/DETS	Cloud-hosted digital evidence system.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Approved	NICHE Property & Forensics	Property management module in Niche; forensics management module in NICHE.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Approved	CAD	Access to Child Abuse Images Database (CAD).
Target our specialist policing efforts to ensure fewer victims of the most harmful crime	Optimising Service Delivery	MUST	Approved	Airbox	MPS situational awareness tool for ARVs.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Approved	Enhanced Biometrics (HOBIS)	Mobile fingerprinting in vehicles.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Approved	Single Online Home	National online crime reporting tool and BTP web tools.
Generate value for money through the exploitation of technology, adapting to meet the future	Pioneering a New Generation of Partnerships	MUST	Approved	Secure File Sharing	e-Gress file sharing system for partner information sharing.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Approved	Mobile Geolocation (Geo spatial)	Development of iPatrol based geo tracking and fencing and situational awareness.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Approved	Mobile iPatrol Development (incl. CHS)	Add tonal iPatrol capabilities.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Approved	Identification Procedure Remodel	Digital ID suite with access to PROMAT.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Unapproved	BWV Replacement	BWV replacement and integration with DEMS.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Approved	Mobile ControlWorks	Mobile app of ControlWorks.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Unapproved	PROSCOT replacement	Scottish case management system.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Unapproved	Digital Case File (DCF)	Implementation of the Digital Case File Module within Niche.
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	Optimising Service Delivery	MUST	Unapproved	National Law Enforcement Data Project (NLEDP)	Replacement for PND.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Unapproved	Socrates replacement	New forensics management system.
FINANCE & COMMERCIAL (SRO: Tracey Martin)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Fleet Replacement	Replacement of end-of-life Fleet assets.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST - EXTERNALLY FUNDED	Part-approved	Fleet Electrification	Delivery of Govt target to electrify 25% of the fleet by 2022 and 100% of the fleet by 2030.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Every Penny Counts	Finance-led review of budgets and expenditure to identify efficiencies.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	Focused on the Future	MUST	Unapproved	Income Generation	Generation of sustainable revenue income.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Commercial TFM Contract	Renewal / replacement of facilities management contract.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Unapproved	Counter Fraud Software	Introduction of analytical software to assess financial and payroll data for any fraud risks. Technical Team support for options review and install and setup.
SMARTER WORKING (SRO: Rachael Etebar)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Approved	ORIGIN Ph 1 Enablers (incl. e leave, e sickness, e expense)	Array of self-service applications.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Approved	AV Upgrade Ph 1	Video conferencing installations at FHQ and Birmingham.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Duty and Event Planning	BTP2021 restructure of D&E.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Approved	National Uniform Managed Service (NUMS)	Self-service uniforms ordering.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Approved	Current Systems: ORIGIN	Introduction of automated ORIGIN system.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Approved	Current Systems: e Fins	Introduction of additional Finance software to increase automation, self-service, and integration.
Earn the trust and confidence of passengers and rail staff to defeat criminality together	A Modern and Inclusive Place to Work	MUST	Approved	Warrant & ID Cards	Modernisation of BTP warrant and ID cards for improved public trust and internal control.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Approved	Office365	The rollout and delivery of Office 365 applications.
Generate value for money through the exploitation of technology, adapting to meet the future	Optimising Service Delivery	MUST	Approved	ORIGIN Mobile	Rollout of the mobile app version of the people management system ORIGIN.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Working Flexibly (Ph 2 Officers)	Rollout of home working allowances.

FUTURE TECHNOLOGY (SRO: Lucy D'Orai)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Technology Minor Works	Rolling provision for minor tech projects.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Airwave cyclical	Cyclical replacement of end-of-life Airwave assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Cyclical End User Compute	Cyclical replacement of end-of-life EUC assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Technology Infrastructure Assets	Cyclical replacement of end-of-life Technology platform assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Technology Network Assets	Cyclical replacement of end-of-life Technology network assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	CCTV Network Migration	Migrating CCTV onto the BTP network.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Unified Communications	Telephony solution for employees and contact management.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	EUC Phase 2	Laptops, computers, mobiles and peripherals.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Digital Workplace	Development of the BES / associated technical infrastructure supporting the mobile device capability.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	NNS 2	WAN/LAN network replacement/roll-on contract.
Generate value for money through the exploitation of technology, adapting to meet the future	A Modern and Inclusive Place to Work	MUST	Unapproved	FHQ Data Centre Relocation	Relocation of the FHQ data centre off-site.
Generate value for money through the exploitation of technology, adapting to meet the future	Pioneering a New Generation of Partnerships	MUST - EXTERNALLY FUNDED	Unapproved	Emergency Services Network (ESN)	National programme to replace Airwave communications with 4G technology.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	Focused on the Future	MUST	Unapproved	Digital Technology Services	Technology Department restructure.
ESTATES (SRO: Tracey Martin)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	Estates Minor Works	Upkeep and improvement of the physical estate - minor projects <£75k capital value.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Fitness for Purpose	Condition Survey works.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Croydon Relocation 22 23	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Sunderland Relocation 22 23	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST - EXTERNALLY FUNDED	Unapproved	Bristol Relocation 22 23	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Glasgow Cowcaddens Refurbishment 23 24	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Luton Relocation 23 24	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Leicester Relocation 23 24	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Bournemouth Relocation 23 24	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Pontypridd 24 25	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Truro 24 25	Relocations / refurbishments / disposals > £75k capital.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST - EXTERNALLY FUNDED	Unapproved	London Estates Strategy	Conso lidate London estate; relocate FHQ.
PEOPLE & CULTURE (SRO: Rachael Etebar)					
Strategic Objective	AfoM	Priority	Status	Project	Description
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	Cyclical	Cyclical	L&D Assets	Cyclical replacement of end-of-life L&D Assets.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Internal Comms Transformation	Internal Comms function growth to meet demand.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Safety Management System	Forcewide Safety Management software system.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Learning Management System	Learning Management System to a low greater digital access to training.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Approved	Senior Leadership Development Programme	Leadership programme for Superintendents, staff equivalents and above.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Occupational Health Futures	In-house OH clinics and new OH software.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Police Staff Pay Review	A new staff pay structure.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Intranet Replacement Project	Replacement of the existing intranet platform and content redesign.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	Developing a Psychological Framework	Developing a robust and effective Health Surveillance Programme.
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	A Modern and Inclusive Place to Work	MUST	Unapproved	PEQF	Embed the PEQF framework.



AFoTM INVESTMENT PLAN 2022-2027 by Programme														1. Item 4: Action 17/2021
Focus on the Future														2. Item 7.3: A Force on the Move
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD		3. Item 11.1: RTVA Code of Practice
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue	4. Item 14.1: Performance and
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	5. Item 14.2: Scottish Railways
Capability Review	MUST	-	0.070	-	-	-	-	-	-	-	-	-	0.070	6. Item 14.3: Strategy and
Integrated Security & Policing Project	MUST	-	-	-	-	-	-	-	-	-	-	-	-	7. To Follow Item 14.4
Layers and Spans Review	MUST	-	-	-	-	-	-	-	-	-	-	-	-	8. To Follow Item 14.5: Audit
Total		-	0.070	-	-	-	-	-	-	-	-	-	0.070	9. Item 14.5: Audit and Risk
Crime & Safeguarding														10. Item 15: Non-Public Minutes
Justice & Public Contact														
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD		
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue	
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
ISO Accreditation Programme	MUST	0.097	0.258	0.470	0.183	0.030	0.013	0.020	-	-	-	0.617	0.455	
Modernising Briefing Project	MUST	-	0.160	-	0.056	-	0.006	-	0.006	-	0.006	-	0.234	
Resolution Centre	MUST	-	-	-	-	-	-	-	-	-	-	-	-	
Total		0.097	0.418	0.470	0.239	0.030	0.019	0.020	0.006	-	0.006	0.617	0.689	
Specialist Capabilities														
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD		
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue	
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Contact Assets	Cyclical	0 110										0.110		
Justice & Public Contact Transformation Ph 2	MUST	-	-	-	-	-	-	-	-	-	-	-	-	
Total		0.110	-	-	-	-	-	-	-	-	-	0.110	-	
Data & Info Exploitation														
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD		
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue	
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Data Quality Project	MUST	-	0.052	-	-	-	-	-	-	-	-	-	0.052	
Data Architecture Project	MUST	0.100	0.350	0.100	0.300	-	0.100	-	0.100	-	-	0.200	0.850	
Core Data Integration Project	MUST	0.150	0.100	-	0.100	-	-	-	-	-	-	0.150	0.200	
Data Innovation: AI & Machine Learning	MUST	-	-	-	-	-	-	-	-	-	-	-	-	
Total		0.250	0.502	0.100	0.400	-	0.100	-	0.100	-	-	0.350	1.102	
Digital Policing														
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD		
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue	
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
BWV cyclical	Cyclical	-	-	-	-	-	-	-	-	3.000	-	3.000	-	
CCTV assets	Cyclical	0.142	0.020	0.180	0.030	0.170	0.050	0.170	0.065	0.170	0.080	0.832	0.245	
CCU assets	Cyclical	-	-	0.275	-	0.080	-	0.140	-	0.140	-	0.635	-	
CIU assets	Cyclical	0.070	-	0.070	-	0.070	-	0.070	-	0.070	-	0.350	-	
TSU assets	Cyclical	0 075		0 075		0 075		0 075		0 075		0.375		
SSU Assets	Cyclical	0.090	0.005	0.013	-	0.195	-	0.045	-	0.030	-	0.373	0.005	
Digital Case File (DCF)	MUST	-	-	-	0.600	-	0.500	-	0.400	-	-	-	1.500	
Identification Procedure Remodel	MUST	-	0.103	-	0.203	-	0.203	-	0.203	-	0.203	-	0.913	
PROSCOT Replacement	MUST	-	-	0.500	0.250	-	0.250	-	0.150	-	0.050	0.500	0.700	
Secure File Sharing	MUST	-	0.030	-	0.030	-	0.030	-	0.030	-	0.030	-	0.150	
BWV Replacement	MUST	2.818	0.110	-	0.242	-	0.242	-	0.285	-	0.285	2.818	1.164	
National Law Enforcement Data Project (NLEDP)	MUST	-	0.200	0.050	0.300	-	0.200	-	0.200	-	0.100	0.050	1.000	
Socrates Replacement	MUST	-	-	0.060	0.300	0.020	0.100	0.020	0.100	0.020	0.100	0.120	0.600	
Total		3.195	0.467	1.223	1.954	0.610	1.574	0.520	1.433	3.505	0.848	9.053	6.277	
Finance & Commercial														
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD		
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue	
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Fleet Replacement	Cyclical	-	-	2.073	-	1.998	-	2.043	-	2.173	-	8.287	-	
Every Penny Counts	MUST	-	-	-	-	-	-	-	-	-	-	-	-	
Fleet Electrification	MUST	2.748	-	0.500	-	-	-	-	-	-	-	3.248	-	
Commercial TFM Contract	MUST	-	0.090	-	0.090	0.320	-	-	-	-	-	0.320	0.180	
Income Generation	MUST	-	-	-	-	-	-	-	-	-	-	-	-	
Counter-fraud software	MUST	-	0.290	-	0.200	-	0.200	-	0.200	-	0.200	-	1.090	
Total		2.748	0.380	2.573	0.290	2.318	0.200	2.043	0.200	2.173	0.200	11.855	1.270	

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AFoTM INVESTMENT PLAN 2022-2027 by Programme													
Smarter Working													
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD	
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
ORIGIN Mobile	MUST	0.040	0.010	-	-	-	-	-	-	-	-	0.040	0.010
Warrant & ID Cards	MUST	0.029	0.080	-	-	-	-	-	-	-	-	0.029	0.080
Working Flexibly (Ph 2 - Officers)	MUST	-	0.070	-	0.060	-	0.030	-	0.030	-	0.030	-	0.220
Total		0.069	0.159	-	0.060	-	0.030	-	0.030	-	0.030	0.069	0.309
Technology													
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD	
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Technology Infrastructure Assets	Cyclical	0.650	-	0.400	-	0.400	-	0.400	-	0.400	-	2.250	-
Technology Network Assets	Cyclical	-	0.200	1.500	-	1.500	-	0.500	-	0.150	-	3.650	0.200
Cyclical End-User-Compute	Cyclical	0.525	-	0.670	-	2.550	-	2.550	-	2.550	-	8.845	-
Airwave cyclical	Cyclical	0.180	-	0.180	-	0.580	-	0.180	-	0.180	-	1.300	-
EUC Phase 2	MUST	2.695	-	-	-	-	-	-	-	-	-	2.695	-
Unified Communications	MUST	0.258	0.408	0.036	0.120	-	-	-	-	-	-	0.295	0.528
FHQ Data Centre Relocation	MUST	0 450	0 250	1 700	0 750	1 500	1 400					3.650	2.400
Digital Workplace	MUST	-	0.150	-	-	-	-	-	-	-	-	-	0.150
Digital Technology Services	MUST	-	0.300	-	-	-	-	-	-	-	-	-	0.300
Technology Minor Works	MUST	0.180	-	0.180	-	0.180	-	0.180	-	0.180	-	0.900	-
Total		4.938	1.308	4.666	0.870	6.710	1.400	3.810	-	3.460	-	23.585	3.578
Estates													
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD	
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Estates Minor Works	MUST	0.500	0.120	0.500	0.120	0.500	0.120	0.500	0.120	0.500	0.120	2.500	0.600
Estates Fitness for Purpose	MUST	1.000	1.000	2.000	1.800	2.000	1.000	2.000	1.000	2.500	1.000	9.500	5.800
Sunderland relocation	MUST	0.250	-	-	-	-	-	-	-	-	-	0.250	-
Croydon	MUST	0.700	-	-	-	-	-	-	-	-	-	0.700	-
Glasgow Cowcaddens remodel and redec	MUST	-	-	0.950	-	-	-	-	-	-	-	0.950	-
Luton	MUST	-	-	0.950	-	-	-	-	-	-	-	0.950	-
Leicester	MUST	-	-	0.350	-	-	-	-	-	-	-	0.350	-
Bournemouth	MUST	-	-	0.125	-	-	-	-	-	-	-	0.125	-
Pontypridd	MUST	-	-	-	-	0.450	-	-	-	-	-	0.450	-
Truro	MUST	-	-	-	-	0.150	-	-	-	-	-	0.150	-
Total		2.450	1.120	4.875	1.920	3.100	1.120	2.500	1.120	3.000	1.120	15.925	6.400
People & Culture													
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD	
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
L&D Assets	Cyclical	0.236	-	0.117	-	0.091	-	0.008	-	-	-	0.452	-
Safety Management System	MUST	-	0.079	-	0.079	-	0.079	-	0.079	-	0.079	-	0.394
Occupational Health Futures	MUST	-	-	0.150	0.082	-	0.166	-	0.270	-	0.270	0.150	0.788
Internal Comms Transformation	MUST	-	0.200	-	0.200	-	0.200	-	0.200	-	0.200	-	1.000
Intranet Replacement Project	MUST	0.187	-	-	0.151	-	0.151	-	0.151	-	0.151	0.187	0.604
Senior Leadership Development Programme	MUST	-	0.240	-	-	-	-	-	-	-	-	-	0.240
Police Staff Pay Review	MUST	-	-	-	4.822	-	-	-	-	-	-	-	4.822
Review of Promotions	MUST	-	-	-	-	-	-	-	-	-	-	-	-
Developing a Psychological Framework	MUST	-	0.054	-	-	-	-	-	-	-	-	-	0.054
PEQF	MUST	-	-	-	0.300	-	-	-	-	-	-	-	0.300
Total		0.423	0.573	0.267	5.634	0.091	0.596	0.008	0.700	-	0.700	0.789	8.202
Central													
Project	Priority	2022-23		2023-24		2024-25		2025-26		2026-27		MTFP PERIOD	
		Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Capital	TOT Revenue	Total Capital	Total Revenue
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Prior Yr & Misc	Cyclical	0.100	0.050	0.100	0.050	0.100	0.050	0.100	0.050	0.100	0.050	0.500	0.250
Change resources	MUST	-	4.144	-	3.176	-	2.526	-	2.606	-	2.682	-	15.135
Total		0.100	4.194	0.100	3.226	0.100	2.576	0.100	2.656	0.100	2.732	0.500	15.385
Total Post SRO		13.000	7.868	13.000	14.505	13.000	7.594	13.000	6.168	13.000	5.554	65.000	41.689
Total Funding		12.100	3.580	12.100	6.698	12.100	7.822	12.100	8.862	12.100	9.967	60.500	36.929
Shortfall / (Surplus)		0.900	4.288	0.900	7.807	0.900	-0.228	0.900	-2.693	0.900	-4.413	4.500	4.760

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5. Item 14.2: Scottish Railways

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## British Transport Police Authority

Corporate Governance Code

Owner	Head of Governance and Compliance
Date approved	29 June 2022 [TBC]
Date last reviewed	June 2021
Date of next review	June 2023

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Revision History

Revision date	Version	Summary of changes	Author
16 April 2010	0.1	Substantial rework from original governance handbook and reviewed by auditors	P. Coen
5 May 2011	1.0	Final version prepared	L. Barrick
17 November 2011	1.1	Updated following changes to Terms of reference and staffing changes at BTP SCT	L. Barrick
18 January 2012	2.0	Updated to reflect changes in terms of reference and staffing	L. Barrick
11 October 2012	2.1	Biennial Review changes	L. Yasin
15 March 2013	2.2-2.7 2.8 3.0	Draft of revised document Significantly revised version following annual review	L. Yasin
22 February 2017	3.1 – 3.8	Significant overhaul following Governance Review Project. Finance sections reviewed by S. Nasim.	L. Yasin/S. Nasim
01 March 2017	4.0	Final updates following final GRWG meeting	L. Yasin/S. Nasim
March 2019	5.0	Review	Head of Governance & Compliance
November 2019	6.0	Added new Cabinet Office Code of Conduct for Board Members and terms of reference for Scottish Railways Policing Committee and other minor revisions	Head of Governance and Compliance
June 2021	7.0	Refresh of language within Code and amendment to Committee terms of references.	Head of Governance and Compliance / Board Secretary
September 2021	8.0	Addition of Appointments, Remuneration and Appraisal Committee; addition of People and Culture Committee; and removal of Appointments and Remuneration Committee.	Board Secretary
June 2022	9.0	Annual refresh of Full Authority / Committee terms of references and Annex 5 (Procedural Standing Orders)	Head of Governance and Compliance / Board Secretary

Approvals

Approval Date	Version Approved	Approved by	Review Date
26 May 2011	1.0	Police Authority	May 2012
26 January 2012	2.0	Police Authority	January 2013
21 March 2013	3.0	Police Authority	March 2014
28 March 2017	4.0	Police Authority	March 2018
19 March 2019	5.0	Police Authority	March 2020
3 December 2019	6.0	Police Authority	March 2020
23 June 2021	7.0	Police Authority	June 2022
28 September 2021	8.0	Police Authority	June 2022
29 June 2022	9.0	Police Authority	June 2023



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Foreword

The Authority is the independent body responsible for ensuring an efficient and effective police force for the railways.

The Authority is an executive Non-Departmental Public Body (NDPB) sponsored by and accountable to the Department for Transport (DfT) and as such must comply with direction and guidance issued by HM Government. Its actions are guided by a Framework Document that has been issued to the Authority by the Secretary of State.

The purpose of this Code is to set out the Authority’s approach to Corporate Governance within which the Authority will operate. It has been developed according to the principles of the HM Treasury and Cabinet Office ‘Corporate Governance: Code of good practice 2017’ which defines governance as:

“...the way in which organisations are directed, controlled and led. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the organisation’s objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.” p9

It is expected that the spirit, as well as the letter of the Code shall be followed. In the event of any departure from the Code the Authority adopts the comply or explain principle, meaning that the justification must be clearly and carefully explained in the governance statement accompanying the annual statement of accounts.

The Code is a living document and may be updated in-year, with proposed updates presented to the Authority for approval prior to inclusion. It shall be subject to a formal review at each annual meeting of the Authority.

Ron Barclay-Smith, BTPA Chair

Hugh Ind, BTPA Chief Executive and Accounting Officer

Lucy D’Orsi, Chief Constable and Additional Accounting Officer

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Who we are and what we do

Establishment and powers

1.1 The British Transport Police Authority (“the Authority”) was established by the Railways and Transport Safety Act (2003) (“the 2003 Act”) and became operational on 1 July 2004. The Authority’s primary statutory purpose is to secure the maintenance of an efficient and effective police force for the railways in England, Scotland and Wales. This includes defraying and recovering the costs of the Police Force from the companies who provide and use the rail network.

1.2 The 2003 Act sets out the statutory powers and responsibilities of the Authority which are to:

- Secure the maintenance of an efficient and effective police force known as the British Transport Police<sup>1</sup>
- Ensure the efficient and effective policing of the railways<sup>2</sup>
- Appoint the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and the Chief Executive and Treasurer<sup>3</sup>
- Enter into Police Service Agreements with railway operators<sup>4</sup>
- Employ police constables, civilian employees and cadets<sup>5</sup>
- Regulate the government, administration and conditions of service of those employed by the Authority in the service of the police force<sup>6</sup>
- Set a strategy for policing the railway<sup>7</sup>
- Set objectives for the policing of the railway<sup>8</sup>
- Issue an annual Railways Policing Plan<sup>9</sup>
- Set the budget of expected income and expenditure for policing the railways each year, defray the expenses and recover the cost<sup>10</sup>

1.3 The Authority is a body corporate<sup>11</sup>

1.4 As the legal entity, the Authority has the legal capacity to enter agreements, assume obligations, incur and pay debts, sue and be sued in its own right and to be held responsible for its actions. All contracts of employment are therefore with the Authority. The Authority may delegate to the Chief Constable and Chief Executive the responsibility to enter agreements or contracts, assume obligations, incur and pay debts, and pursue legal action, on its behalf.

1.5 A Policing Protocol exists which sets out the ways in which relevant persons should exercise or refrain from exercising functions so as to encourage, maintain or improve working relationships or limit or prevent overlapping or conflicting exercise of functions. The Authority and Chief Constable are not relevant persons within the definition of the Policing Protocol but where appropriate relevant principles of the Protocol have been incorporated into this Code.

<sup>1</sup> Railways and Transport Safety Act 2003 (RTSA 2003) s19  
<sup>2</sup> RTSA 2003 s20  
<sup>3</sup> RTSA 2003 s21, 23 & 27 Schedule 4 Part 2 s11 (a&b)  
<sup>4</sup> RTSA 2003 s33(1)  
<sup>5</sup> RTSA 2003 s24, 26 & 27  
<sup>6</sup> RTSA 2003 s36  
<sup>7</sup> RTSA 2003 s55  
<sup>8</sup> RTSA 2003 s50  
<sup>9</sup> RTSA 2003 s52  
<sup>10</sup> RTSA 2003 s33 (3&4)  
<sup>11</sup> RTSA 2003 s18

1.6 The Chief Constable is responsible for maintaining the Queen's Peace and has direction and control over the Force's staff.

1.7 The Chief Constable is accountable to the law for the exercise of police powers, and to the Authority for the delivery of efficient and effective policing, management of resources and expenditure by the Force.

1.8 The Chief Constable is responsible to the public and accountable to the Authority for:

1.8.1 leading the Force in a way that is consistent with the attestation made by all constables on their appointment and ensuring that it acts with impartiality;

1.8.2 appointing the Force's officers and staff

1.8.2.1 the deputy and assistant chief constables and their police staff equivalents will be appointed through a joint panel and on agreement between the Authority and Chief Constable

1.8.3 having regard to the Policing Plan and Strategy in force at the time in performance of her/his functions;

1.8.4 assisting the Authority in planning the force's budget;

1.8.5 notifying and briefing the Authority of any matter or investigation on which the Authority may need to provide public assurance either alone or in company with the Chief Constable;

1.8.6 entering into collaboration agreements with other chief constables, policing bodies and partners that improve the efficiency or effectiveness of policing, and with the agreement of the Authority and any relevant policing body;

1.8.7 managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, Deputy Chief Constable and Assistant Chief Constables, and ensuring that the Authority is kept informed in such a way as to enable the Authority to discharge its statutory obligation in relation to complaints in a regular, meaningful and timely fashion. Serious complaints and conduct matters must be passed to the Independent Office for Police Conduct (IOPC) or Police Investigations & Review Commissioner (PIRC) for Scotland in accordance with legislation;

1.8.8 exercising direction and control in such a way as to have access to all necessary information and staff within the Force; and

1.8.9 acting as additional accounting officer in accordance with the current additional accounting officer memorandum in place.

1.9 The direction and control of the Chief Constable includes:

- the ability to issue a warrant to an attested officer with which that officer may exercise her/his police powers;
- decisions in relation to the appointment and dismissal of officers and staff in accordance with paragraph 1.8.2
- decisions concerning the configuration of policing resources (or) the decision whether, or whether not, to deploy police officers and staff;
- total discretion to investigate or require an investigation into crimes and individuals as he or she sees fit;
- decisions taken with the purpose of balancing competing needs whilst having regard to priorities and objectives set by the Authority;
- operational decisions to reallocate resource to meet immediate demand; and

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- the allocation of officers’ specific duties and responsibilities within the force
- area whilst having regard to the strategic objectives set by the Authority<sup>12</sup>.

1.10 This list is not exhaustive and is by way of illustration only.

1.11 The operational independence of the police is a fundamental principle of British Policing. It is expected that the professional discretion of the police service and oath of office give surety to the public that this shall not be compromised<sup>13</sup>.

1.12 The Chief Constable remains operationally independent and it is the will of Parliament and Government that the office of constable shall not be open to improper political interference<sup>14</sup>.

1.13 The Authority and Chief Constable must work together to safeguard the principle of operational independence, while ensuring that neither party is fettered in fulfilling their statutory role. The context of operational independence is not defined in statute, and as Her Majesty’s Inspectorate of Constabulary (HMIC) has stated, by its nature, is fluid and context-driven. The relationship between the Authority and the Chief Constable is defined by the Authority’s legal mandate to hold the Chief Constable to account both as part of her/his statutory duty to have regard to the Strategy and Policing Plan and as an employee; primary legislation and common law already provide the framework that underpins operational independence and the Office of Constable<sup>15</sup>

1.14 The Authority must not fetter the operational independence of the police force and Chief Constable who leads it<sup>16</sup> however in order to enable the Authority to exercise the functions of their office effectively they will need access to information and officers and staff within their force. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and/or fetter the Chief Constable’s direction and control of the force<sup>17</sup>.

1.15 In order to respond to the strategic objectives set by the Authority and the wide variety of challenges faced by the police every day, the Chief Constable is charged with the direction and control of the Force and day-to-day management of the British Transport Police Fund (BTPF) assets and resources as defined in the scheme of delegation<sup>18</sup>.

1.16 The Chief Constable is required to ensure that the Authority is regularly informed of her/his decisions and operational activity in a timely manner so that the Authority can hold the Chief Constable to account for the totality of policing in the Force area, including the operational delivery of the police service. The direction and control of the Chief Constable does not just remain under the scrutiny of the Authority but is open to investigation by the IOPC within the parameters of their terms of reference<sup>19</sup>.

1.17 Requiring accountability is a legitimate part of the relationship between the Authority and the Chief Constable where the overriding principle must be that all actions are taken in the wider public interest. The establishment and maintenance of effective working relationships between the Authority, Chief Constable and Chief Executive is fundamental. It is expected that the principles of professionalism, openness and trust will underpin the relationships between all parties and all parties will do their utmost to make the relationships work<sup>20</sup>.

<sup>12</sup> Policing Protocol Order 2011 (PPO 2011) s33

<sup>13</sup> PPO 2011 s30

<sup>14</sup> PPO 2011 s12 (part)

<sup>15</sup> PPO 2011 s36

<sup>16</sup> PPO 2011 s18

<sup>17</sup> PPO 2011 s19

<sup>18</sup> PPO 2011 s37

<sup>19</sup> PPO 2011 s34

<sup>20</sup> PPO 2011 s8



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1.18 The Authority may require the Chief Constable to submit a report on specified matters connected with the performance of her/his functions<sup>21</sup>.

1.19 The Authority is a publicly accountable body which together with the Chief Constable will need to establish effective working relationships in order to deliver policing of the railways. Where differences occur they will be resolved locally between the Authority and Chief Constable. Professional advice may be offered by HMIC.

1.20 It is perhaps most important of all to remember that the Authority and Chief Constable are working towards a common goal - to deliver efficient and effective policing to ensure a safe, secure and reliable transport system.

Membership

2.1 The Authority Members are appointed by the Secretary of State for Transport. Members are drawn from people who have experience of:

- the rail industry;
- railway staff;
- the travelling public; and
- others with designated experience

2.2 Members are not, however, intended to be representatives of those interests.

2.3 There are also Members with knowledge of the interests of persons in England, Scotland and Wales, in the case of the latter two appointed in consultation with Scottish Ministers and the Welsh Assembly respectively. In the Authority, Members work together and act as a single corporate body.

Chair

2.4 The Chair has particular responsibility to provide effective and strategic leadership to the Authority.

2.5 The Chair, with the support of the Chief Executive, will ensure that all Authority Members, when taking up office, are fully briefed on the terms of their appointment, and their duties, rights and responsibilities.

2.6 The Chair will undertake an annual appraisal with each Authority Member in the final quarter of each financial year to coordinate with the board effectiveness evaluation. The focus of these appraisals will be board effectiveness, individual contribution over the past 12 months, training needs analysis and future focus. The Chair shall agree objectives for each member following these discussions. The appraisal shall also be used as a base for the Chair’s report to the Secretary of State on the Member’s reappointment.

2.7 The Chair should address the developmental needs of the Authority as a whole with a view to enhancing its effectiveness. Resources should be provided for developing and refreshing the knowledge and skills of Members.

2.8 The Chief Constable and the Chief Executive are to work closely with the Chair to ensure the role and responsibilities of the Authority are discharged.

<sup>21</sup> RTSA 2003 s56(3)

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Members of the Authority

2.9 Members each have a corporate and collective responsibility to ensure that the Authority properly discharges its functions. In doing so, each Member is required to attend all Police Authority meetings and the meetings of those Committees and Groups to which they have been allocated. In addition to attendance at formal Authority and Committee meetings, the Authority may agree that Members should take on additional roles to assist in furthering the Authority’s objectives.

2.10 Members will receive a letter each August following the board evaluation which will cover any resulting changes. The purpose of the letter will be to confirm their committee memberships and portfolio allocations for the year. This letter will identify training requirements and provide a breakdown of their 30 days for the year.

2.11 Members of the Authority are required to comply with the Cabinet Office’s Code of Conduct for Board Members (Annex 2) which follows the Nolan Principles of Public Life. The Code requires that in undertaking their duties, Members demonstrate and act with probity and transparency.

2.12 For details on terms and conditions for Members see the Framework Document at Annex 3.

Executive Roles

Chief Executive to the Authority

3.1 The Authority appoints a Chief Executive with responsibilities similar to those of the head of a local authority’s paid service under section 4 of the Local Government and Housing Act 1989.

3.2 The Chief Executive is the principal advisor to the Authority and leads and directs the Authority staff ensuring the Authority achieves its objectives.

Chief Constable of British Transport Police

3.3 The Authority appoints a Chief Constable whose powers and duties are similar to any other Chief Constable. In addition, the Chief Constable is required to have regard to Codes of Practice issued by the Secretary of State for Transport, the Home Secretary and the Authority.

Chief Financial Officer to the Authority

3.4 The Authority appoints a Chief Financial Officer who fulfils the role of Treasurer, with the responsibility for ensuring the proper management of the Authority’s finances.

3.5 The Chief Financial Officer also provides independent financial advice to the Authority in all aspects of its activity, including strategic planning, policy making and budgetary matters.

3.6 The Chief Financial Officer also fulfils the role of Deputy Chief Executive assuming the powers of the Chief Executive in their absence. The arrangements for covering the role of Accounting Officer are detailed in the Accounting Officer memorandum at Annex 6.

Director of Finance and Commercial Services

3.7 The Director of Finance and Commercial Services is to work closely with the Chief Financial Officer to



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ensure that the BTPF is properly administered and financial regulations are observed and kept up to date.

3.8 The Chief Executive and Chief Constable will jointly agree in writing when it is deemed appropriate for either the Chief Financial Officer or Director of Finance and Commercial Services to have executive financial delegation to agree matters under the scheme of financial delegation for a specific panel/board constituted under the direction and control of the Chief Constable or Chief Executive respectively.

3.9 For a detailed list of the specific responsibilities of the Chief Financial Officer and Director of Finance and Commercial Services see Annex 4 Financial Management.

The Accounting Officer

3.10 The Chief Executive has been appointed as the Accounting Officer for the BTPF by the Principal Accounting Officer of the DfT. The Chief Constable has been appointed as an Additional Accounting Officer by the Chief Executive with the agreement of the Principal Accounting Officer of the DfT. The responsibilities of both the Chief Executive and Chief Constable as Accounting Officers are in accordance with the principles set out in HM Treasury’s Managing Public Money. The Accounting Officer Memorandums and service level agreement can be found at Annex 6.

How we deliver

Accountability, Openness and Transparency

4.1 The Authority demonstrates its accountability and commitment to openness and transparency to:

- Parliament through;
  - the Authority’s annual report which is laid before Parliament
  - annual auditing of the Authority’s accounts by the National Audit Office
  - (NAO)
  - periodic reviews conducted by the Department for Transport.
- Stakeholders through;
  - opening our meetings to the public
  - delivery of our statutory duties, including setting performance targets and strategy for the police force and assessing progress
  - publishing our meeting papers, minutes and policy information, to provide key information about our activities, how we undertake them and the decisions we make
  - consulting with our stakeholders both in writing and through workshop sessions.

4.2 The high-level Committee structure is set out in the next section for a detailed description of how the Committees work refer to the Authority’s Annual Business Cycle.

Police Authority

Purpose

5.1 To secure the maintenance of an efficient and effective police force for the railways.

5.2 The Authority will operate according to recognised precepts of good corporate governance in business:

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5.2.1 Leadership – articulating a clear vision, Strategy and Plans, including setting risk appetite and managing risk.

5.2.3 Effectiveness – bringing a wide range of experience to bear, including through offering rigorous challenge and scrutinising performance

5.2.3 Accountability – promoting transparency through clear and fair reporting

5.2.4 Sustainability – taking a long-term view about what the Authority is trying to achieve and what it is doing to get there

### Reporting

5.3 The Authority will publish all open papers and minutes on its website.

### Responsibilities

5.4 The full Authority meets to perform its purpose of securing the maintenance of an efficient and effective police force for the railways through the following areas<sup>22</sup>:

- Strategic Clarity – setting the vision and mission with a focus on long-term capability with all activities directly or indirectly contributing towards the strategy.
- Commercial sense – approving the distribution of responsibilities, setting the scheme of delegation, ensuring sound financial management, scrutinising the allocation of financial and human resources to achieve the plan, setting the risk appetite and ensuring controls are in place.
- Cultural focus – setting the vision for the culture of the organisation and ensuring clear, consistent and comparable information is provided to measure this and address any cultural concerns arising
- Talented People – ensuring the chief officer team has the capability to deliver and plan to meet current and future needs.
- Results Focus – setting the Annual Railways Policing Plan and monitoring progress against this and the Strategy.
- Management Information – ensuring clear, consistent comparable performance information is provided to the Authority and used to drive improvements.
- Professional standards – ensuring that matters are dealt with according to statute and policy and challenging non-compliance.

5.5 The Full Authority retains total responsibility for governance, taking all decisions unless specifically delegated to a Committee and enshrined in its terms of reference.

5.6 The key statutory decisions which the Authority takes are to:

- Set a rolling Strategy covering a minimum of three years
- Set an annual Railways Policing Plan
- Set the budget of expected income and expenditure for policing the railways each year
- Approve the Annual Statement of Accounts
- Approve the annual PSA charges
- Approve the internal audit strategy

### Meetings

5.7 The Authority will meet at least six times a year. The Chair of the Authority may convene additional

<sup>22</sup> The six areas are described in the Corporate Governance in central government departments: Code of Good Practice 2017. The inclusion of an explicit cultural focus bullet point followed the Governance Review in 2016.

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meetings, as they deem necessary. The quorum of Authority meetings is half of all Members plus one.

Membership

5.8 The membership will be all members of the Authority<sup>23</sup>. Executive Team and Force colleagues will join as agreed with the Chair.

Audit and Risk Assurance Committee

Purpose

5.9 This statutory committee supports the Authority and Accounting Officer by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of financial statements.

Reporting

5.10 The Audit and Risk Assurance Committee will present a summary of key points to the Authority after each meeting and minutes for noting.

5.11 The Audit and Risk Assurance Committee will perform an annual assessment of their performance, timed to input into the Governance Statement, summarising the work it has done during the year in relation to its terms of reference and annual workplan.

5.12 The Audit and Risk Assurance Committee will provide the Authority and Accounting Officer with an Annual Report, timed to support finalisation of the accounts and the Governance Statement, summarising its conclusions from the work it has done during the year.

Responsibilities

5.13 The Audit and Risk Assurance Committee will advise the Authority and Accounting Officer on:

- the strategic processes for risk, control and governance and the Governance Statement, including disaster recovery;
- the accounting policies, the accounts, and the annual report, including the process for review of the accounts prior to submission for audit, levels of error identified, and management’s letter of representation to the external auditors;
- production and approval of the Management Assurance Return (MAR)
- the planned activity and results of both internal and external audit and HMIC;
- adequacy of management’s response to issues identified by audit activity, including external audit’s management letter;
- assurances relating to the corporate governance requirements for the organisation;
- anti-fraud and corruption and whistleblowing processes and arrangements for investigations
- monitor and assess compliance with and performance against statutory duties

5.14 The Audit and Risk Assurance Committee may:

- Approve the external audit strategy

Milestones

<sup>23</sup> Appointed by the Secretary of State in accordance with Schedule 4, Part 1, Paragraph 1.

- Accounts, Governance Statement and audit opinions to the June meeting
- Annual health and safety opinion to the June meeting
- Management Assurance Statement to March

#### Access

5.15 The Head of Internal Audit and the representative from the external audit will have free and confidential access to the Chair of the Audit and Risk Committee.

#### Meetings

5.16 The Audit and Risk Assurance Committee will meet at least 4 times a year. The Chair of the Committee may convene additional meetings, as they deem necessary.

5.17 The Authority or Accounting Officer may ask the Audit and Risk Assurance Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

#### Membership

5.18 The membership of this Committee will be five members of the Authority. Executive Team and Force colleagues will join as agreed with the Chair.

## Appointments, Remuneration and Appraisal Committee

#### Purpose

5.19 To make BTP Chief Officer Group and other senior appointments within the BTPA Executive, to oversee that effective succession planning arrangements are in place, in line with the BTPA's statutory responsibilities and to review and approve remuneration recommendations made by the Authority's People and Culture Committee.

#### Reporting

5.20 A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

#### Responsibilities

- Orderly succession of senior appointments both within the BTPA Executive and the BTP Chief Officer team, in order to maintain an appropriate balance of skills and experience;
- acting on behalf of the Authority and seeking Secretary of State approval where required, make the appointment of BTP Chief Officers and the Chief Executive and Chief Financial Officer. This includes approval of recruitment processes, remuneration packages and contracts of employment;
- acting on behalf of the Authority, working with the Chief Constable, to agree Chief Officer

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secondments to and from BTP and temporary promotions expected to last beyond 6 months;

- to consider and approve packages on termination for employees of Chief Officer rank and in respect of senior positions in the BTPA Executive. This includes discretionary awards and payments, discretionary pension enhancements and ex gratia payments.
- To review and approve any recommendations made by the People and Culture Committee in respect of pay awards for the BTP and BTPA officers and staff.
- To receive and review annual appraisals for BTP Chief Officers and Directors of equivalent rank, and for the BTPA CEO and Treasurer.

Milestones

- Annual performance and development review in June/July.

Meetings

5.21 The Appointments, Remuneration and Appraisal Committee will meet at least once a year to consider end of year appraisals and pay recommendations. The Chair of the Committee will convene additional meetings, as they deem necessary.

Chair and Deputy Chair

5.22 The Chair and Deputy Chair of the Board.

Quorum

5.23 Half of committee membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of five = quorum of three).

Membership

5.24 Four Members of the Full Authority.

Scottish Railways Policing Committee

The full terms of reference for this Committee can be found at Annex 8 below is a summary of the key aspects of the Committee’s governance.

Purpose and scope

5.25 The committee will provide oversight of the development of plans and policies, scrutinising policing performance against agreed plans and statutory requirements, and ensuring agreed improvements recommended by external inspections and reviews are implemented.

5.26 The Committee provide assurance to the Authority SPA and Scottish Ministers on the delivery of railway policing in Scotland.

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5.27 In performing its functions, the Committee will have regard to the UK-wide police priorities and set and reviewed by the Authority, and police priorities set and reviewed by the Scottish Government.

5.28 These terms of reference have been agreed by the Authority and SPA and are endorsed by Scottish ministers.

5.29 A copy of these terms of reference has been laid before each House of Parliament and the Scottish Parliament.

Responsibilities

- To keep under review the delivery in Scotland of the BTP Strategic Policing Plan, Police Service Agreements and other documentary agreements relating wholly or mainly to Scotland and report progress, including concerns and observations, to the full Authority.
- To recommend to the full Authority the Scottish railways Policing Plan (hereinafter referred to as the plan), ensuring die regard has been taken to policing priorities set by the Scottish Government, Strategic Plan set by the SPA and Police Scotland, Police Scotland’s annual policing plan and that effective consultation has informed the development of the Plan.
- To scrutinise progress and performance against the plan and to recommend to the full Authority any improvement required.
- To scrutinise BTP’s public and stakeholder engagement work
- To consider the effectiveness of interoperability between BTP and Police Scotland and recommend any improvements to the full Authority and the SPA.
- To make recommendations and provide oversight on performance standards of railway policing in Scotland taking cognisance of stakeholder engagement and make recommendations to the full Authority on any changes required.
- To provide visibility and oversight of the funding as it applies to rail provider(s) operating in Scotland, with a view to achieving best value and to recommend any changes to the full Authority.
- In carrying out its functions, to take into account relevant data and research available in relation to policing, including independent evidence and benchmarking information from across the UK and internationally.
- To review recommendations from the Government Internal Audit Agency, Her Majesty’s Inspectorate of Constabulary in Scotland and other organisations with an inspection, audit or evaluation remit in relation to railway policing in Scotland and ensure that action is taken within the agreed timescales, subject to approval by the full Authority.

Meetings

5.30 The Committee will meet quarterly. Meetings are to be scheduled to coincide with the Authority’s planning cycle.

5.31 Meetings will usually be held in Scotland.



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Membership

5.32 The membership of this Committee will be five members of the Authority. Executive Team and Force colleagues will join as agreed with the Chair. All meetings of the Committee are open to be observed by members of the public and media, with exception of meetings or parts of meetings where business is to be conducted in private.

Reporting

5.33 A summary report will be provided by the secretariat to the Chief Executives of each Authority after each Committee meeting.

Membership and attendees

5.34 The Committee will comprise the Chair (“the Committee Chair”) and no more than four other members. The Chair will be the Scotland member for the Authority or such other member of the Authority as nominated by the Chair of the Authority. The Chair of the Authority will consult and obtain approval of Scottish Ministers prior to appointing a Committee Chair.

5.35 The Committee will include up to two co-opted members from the SPA and up to two members from the Authority. The Chair of each Authority will be responsible for the nomination of Committee members, and Committee members will be agreed by the respective boards.

Strategy and Planning Committee

Purpose

5.36 This Committee’s role is to ensure an integrated approach to the development of the Medium-Term Financial Plan (MTFP), Strategic Plan, Policing Plan(s) and annual budget.

Reporting

5.37 A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each Committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

Responsibilities

- To produce a draft Strategy and Medium-Term Financial Plan for consideration by the Full Authority
- To set out the desired culture and behaviours in alignment with the Strategy
- To consider relevant perspectives in the forthcoming macro-environment in which the Authority operates (‘horizon scanning’) including political, economic, socio-cultural, technological, environmental, legal and ethical perspectives; and making recommendations to peer Committees and/or the Full Authority.
- To monitor progress against Strategic Plan objectives.
- To oversee development of subordinate strategies including those relating to people, equality and diversity

- To prepare the Policing Plan(s) in line with the Strategy and stakeholder requirements
- Advising on the preparation of the annual budget
- To ensure effective consultation with stakeholders in the preparation of the Strategy, MTFP/budget, and Policing Plan.
- Reviewing the annual Police Service Agreement (PSA) charges and providing the Authority and Accounting Officer with an Annual Report, timed to support finalisation of the annual Police Service Agreement (PSA) charges, summarising and explaining any significant movements for individual PSA holders understanding the reasons for any significant movements.
- Business case approvals in line with delegation limits set out in the Code of Governance
- Examining post completion reports for all capital and major revenue schemes approved by the Authority in accordance with the scheme of delegation
- Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Commented [MA1]: The Chief Executive will submit business case approvals to the relevant Committee for consideration prior to their approval. Ordinarily this will be Strategy and Planning Committee BUT with the formation of the People and Culture Committee it is likely People-focused business cases e.g. Police Education Qualifications Framework will be submitted to that Committee instead.

#### Milestones

- The Committee will recommend a Strategic Plan to the Full Authority approval no less than every three years.
- The Committee will recommend the Annual Budget and Medium-Term Financial Plan(s) to the December meeting of the Full Authority for approval.
- The Committee will recommend Policing Plan(s) to the March meeting of the Full Authority for approval.
- The Committee will provide an annual report to the Full Authority regarding Police Service Agreement charges.

#### Meetings

5.38 The Strategy and Planning Committee will meet at least quarterly ahead of Authority meetings. The Chair of the Committee may convene additional meetings, as they deem necessary.

#### Chair and Deputy Chair

5.39 The Chair and Deputy Chair of the Committee shall be appointed by the Chair of the Board.

#### Quorum

5.40 Half of Committee membership (where overall membership is an odd number, the quorum figure is rounded up e.g. membership of five = quorum of three.)

#### Membership

5.41 Six Members of the Full Authority.

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People and Culture Committee

Purpose

5.42 On behalf of the Authority, oversee and appraise BTP’s approach towards matters pertaining to people, culture, leadership and behaviours.

Reporting

5.43 A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the committee.

Responsibilities

- To be proactive in providing advice and guidance on the strategic direction of the overall People Strategy and the policies designed to achieve it. Including advice on the effective management of the key risks BTP is seeking to manage in the context of realising its People Strategy.
- To oversee, provide advice and guidance on the strategic direction of the Reward Strategy, ensuring that it remains effective at attracting and retaining a high-quality workforce which is also affordable.
- To review annual pay claims for officers and staff taking account of how these fit with the wider Reward Strategy and to recommend any pay awards for approval by the Appointments, Remuneration and Appraisal Committee.
- To consider and approve all changes to terms and conditions that fall under the Police Regulations 2003 and all departures from the Police Regulations, including changes made to the Police Regulations that the organisation chooses not to adopt.
- To encourage innovation with respect to employment matters whilst satisfying itself as the legal employer of police staff and officers, of compliance with relevant employment legislation;
- To receive advice from and provide support to the Director of People and Culture in relation to matters of Authority interest and provide a forum for input, discussion and feedback on contemporary people practice;
- To consider external and internal developments and drivers which are relevant to the success of, and which inform, the strategic people priorities, including but not limited to outputs from arrangements for sentiment testing employee attitudes and opinions;
- To monitor BTP’s key performance indicators with regard to agreed strategic People objectives, including but not limited to recruitment, retention, progression, training and management of attendance.
- To receive the high-level outputs from the annual talent management process.

- To have oversight of legitimacy with respect to the representation, equality and diversity of BTP's workforce;
- To have oversight of the implementation of the Wellbeing, Health and Safety Strategy and policy compliance; including review of an annual assurance report; reporting by exception, including but not restricted to, resourcing, availability of competent advice, risk assessments, and training; and quarterly trend/statistical reporting on wellbeing, health and safety;
- To consider reputational, cultural and financial implications of professionalism matters reported by exception, including from the perspective of a public lens. This may include high profile complaints, appeals/reviews, grievances, employment tribunals and civil claim cases.
- Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

#### Milestones

5.44 Staff & Officer pay award recommendations in July.

5.45 Annual Wellbeing, Health and Safety Report for recommendation to Full Authority.  
5.44

#### Meetings

5.455.46 The People and Culture Committee will meet at least four times a year. The Chair of the Committee may convene additional meetings, as they deem necessary.

#### Chair and Deputy Chair

5.465.47 The Chair, Deputy Chair and members of the Committee shall be appointed by the Chair of the Authority.

#### Quorum

5.475.48 Half of the committee membership (where overall membership is an odd number, the quorum is rounded up e.g. membership of five = quorum of three).

#### Membership

5.485.49 Four Members of the Full Authority.

## Performance and Delivery Committee

#### Purpose

5.49 This Committee holds the Force to account for its operational and business performance and delivery of its current strategic and annual plans by aligning review and challenge of financial inputs with that of operational outputs.

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Reporting

5.50 A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each Committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

Responsibilities

- Assessing financial reports, including performance against annual and medium-term financial plans and ensuring the effective review by the Authority of financial performance
- Assessing progress against delivery and spend on capital projects and major revenue schemes approved by the Authority in accordance with the scheme of delegation
- To assess and provide supportive challenge on BTP’s operational and organisational performance and efficiency against criteria which are defined in the rolling strategic plan, Policing Plan(s) (and supporting plans such as the people and estates strategy) and refreshed annually to include operational and organisational performance pillar gradings, KPIs and outputs from external inspections.
- To agree operational performance metrics.
- To have oversight of ‘Legitimacy’ with respect to the representation, equality and diversity of BTP’s workforce and BTP’s use of its policing powers and service delivery, in conjunction with People and Culture Committee.
- To have oversight of other business as usual operational indicators such as the use of Stop and Search and use of force including, deployment of Taser and firearms to include delivery of mandatory training to maintain these capabilities
- Oversee BTP compliance with legislative requirements and guidance with respect to referral of cases to the IOPC, complaint and conduct handling and custody facilities.
- Track trends in relation to public complaints, non-complaint investigations and investigations into civil claims and internal matters conducted by the Professional Standards Department (PSD) and make recommendations as appropriate
- Request and consider information from BTP, BTPA, stakeholders and other sources to support scrutiny activities in terms of internal and external comparison and benchmarking of performance
- ~~Oversee the development and maintenance of the Force’s capability and representation as set out in the people strategy through the monitoring of key HR data relating to recruitment, retention, progression, grievance and management of attendance.~~Duplication – sits with People and Culture Committee.
- ~~The Authority satisfies itself as the legal employer of police staff and officers, of compliance with relevant employment legislation.~~Duplication – sits with People and Culture Committee
- Oversight of implementation of the Wellbeing, Health and Safety Strategy and policy compliance; including review of an annual assurance report; reporting by exception, including but not restricted to, resourcing, availability of competent advice, risk assessments, and training; and quarterly

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~~trend/statistical reporting on wellbeing, health and safety.~~Duplication – sits with People and Culture Committee

- Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Milestones

- ~~Annual Wellbeing, Health and Safety Report for recommendation to Full Authority.~~Transferred to People and Culture Committee

Meetings

5.51 The Performance and Delivery Committee will meet at least quarterly ahead of Authority meetings. The Chair of the Committee may convene additional meetings as they deem necessary.

Chair and Deputy Chair

5.52 The Chair and Deputy Chair of the Committee shall be appointed by the Chair of the Board.~~24~~

Quorum

5.53 Half of Committee membership (where overall membership is an odd number, the quorum figure is rounded up e.g. membership of five = quorum of three.)

Membership

5.54 Five Members of the Full Authority

Working Groups

5.55 Working groups may be established as and when required in-year. The terms of reference for these groups shall be subject to approval by the full Authority. The Authority will review its working groups annually as part of its Board Effectiveness Evaluation.

Executive Review Group

5.56 The Executive Review Group is an Executive-level group that will convene when necessary in advance of Committee and Full Authority meetings to review reports in advance of their submission to Members.

Responsibilities

- The Executive Review Group will quality assure papers and provide feedback to ensure that all relevant information is provided to enable the Authority and its committees to make high quality decisions in a timely fashion.
- The Executive Review Group has no delegated decision-making powers nor does it have the remit to prevent paper from going to the Authority or a committee.

The Role of the Chair



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5.57 The role of committee chair involves:

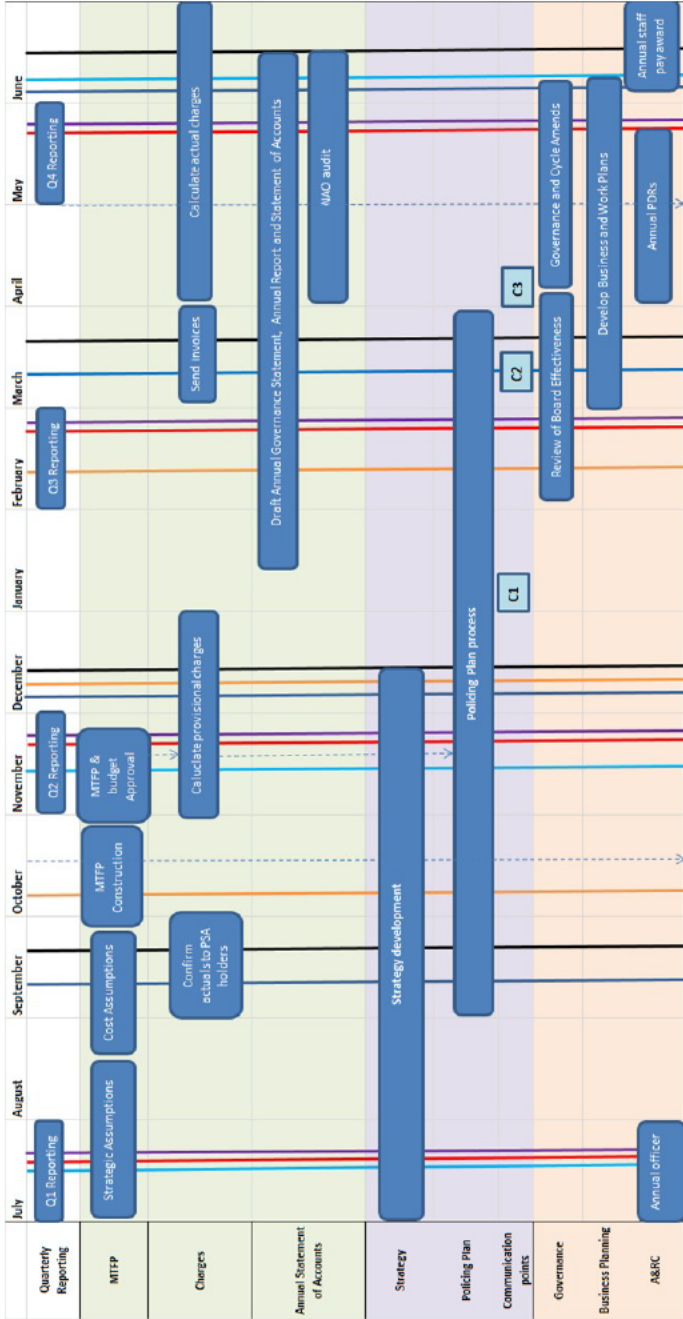
- facilitating meetings;
- ensuring adherence to the comply or explain principle; and
- ensuring that the Committee obtains and considers all appropriate information.

Member Portfolios

5.58 All Authority Members shall have the opportunity to assume responsibility for a portfolio. Portfolios may range from alignment with a BTP sub-division or chief officer to a specific policing theme. The purpose of portfolios is to provide Members with a forum within which they can have general oversight of the wide range of BTP’s operational and organisational activities.

The Authority’s Business Cycle

6.1 The Authority has agreed an annual business cycle for its work to help it ensure that it maintains focus on key work streams in a timely and efficient way.



REVISED INFOGRAPHIC TO BE INCLUDED IN FINAL VERSION

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Consultation

7.1 The Authority shall develop a consultation plan which will be aligned with that of the Chief Constable to discharge its duties and functions under section 62 of the 2003 Act.

7.2 In discharging its duties and functions the Authority is required to consult those listed in section 62(1) of the Act, basing its decisions on:

- the requirements of passengers and staff and other rail users in relation to personal security and policing
- the professional advice from the Chief Constable
- the commercial and operational challenges of the rail and train operating companies and their priorities for policing;

7.3 With this knowledge, as an independent body, the Authority then makes its own judgements about how to secure an efficient and effective police force which it reflects in its Strategy, Policing Plan and budget decisions.

Managerial and Financial Framework

8.1 The Authority has established the BTPF<sup>25</sup> into which all monies received shall be paid<sup>26</sup>. The Authority retains overall responsibility for all strategically important issues affecting the direction and finances of the Authority with the support of the Strategy and Planning Committee.

Responsibilities of Chief Executive & Chief Constable: Financial

8.2 As Accounting Officer and Additional Accounting Officer respectively the Chief Executive and Chief Constable must be able to assure Parliament and the public of high standards of probity in the management of the BTPF. The Chief Executive as Accounting Officer must also sign the:

- Accounts
- Annual Report
- Governance Statement

8.3 The Chief Executive assigned to the Chief Constable responsibilities relating to all expenditure and activities by BTP within the agreed budget and specific revenue or capital projects as defined in the Scheme of Delegation. The Chief Executive’s responsibilities relate to the income for the Authority and BTP and the expenditure of the Authority’s own budget. The only exception being where income is received from third parties for specific projects, this will be approached as if it were a contract with responsibility for the income dependent on the value of the project in accordance with the scheme of financial delegation.

8.4 The responsibilities of the Chief Constable and Chief Executive are to be interpreted broadly. In summary they include but are not limited to, ensuring that they discharge their responsibilities efficiently and effectively in accordance with the Authority’s Strategy and plans. The responsibilities are described in the Accounting Officer and Additional Accounting Officer Memorandums which can be found at Annex 6.

8.5 The Authority is to comply with the Delegated Expenditure Limits set by the Department for Transport<sup>27</sup>.

<sup>25</sup> Schedule 4, Part 3, s16-18  
<sup>26</sup> Schedule 4, Part 3, s29  
<sup>27</sup> See annual Delegated Expenditure Limit letter

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The Chief Executive as Accounting Officer is responsible for ensuring these are included in the Authority’s Scheme of Delegation<sup>28</sup>.

8.6 The Authority must also consult the Chief Constable each financial year before setting a budget.

Responsibilities of Chief Financial Officer: Financial

8.7 The Chief Financial Officer is the Treasurer and has the responsibility for ensuring the proper management of the BTPF.

8.8 The Authority must also consult the Treasurer each financial year before setting a budget.

Responsibilities of Force Director of Finance and Commercial Services: Financial

8.9 The Force Finance Director is to work closely with the Authority’s Finance Director to ensure that the BTPF is properly administered and financial regulations are observed and kept up to date,

Responsibilities of Chief Executive & Chief Constable: Managerial

8.10 The Authority is responsible for the recruitment, retention, development and motivation of its directly appointed staff including the Chief Constable, Chief Executive and the Chief Financial Officer. The Authority and Chief Constable are jointly responsible for the recruitment, retention, development and motivation of the Deputy Chief Constable, Assistant Chief Constables, and their staff equivalents. The Authority delegates these responsibilities to the Chief Constable for all others under her/his direction and control.

8.11 The Authority requires the Chief Executive and Chief Constable, in their respective areas of responsibility, to ensure that:

- the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement is based on merit: there is no discrimination on grounds of gender, marital status, sexual orientation, race, colour, ethnic or national origin, religion, disability, community background or age;
- the level and structure of staffing, including grading and number of staff, shall be appropriate to the functions and the requirements of efficiency, effectiveness and economy;
- the performance of staff at all levels is satisfactorily appraised and the performance measurement systems are reviewed from time to time;
- staff shall be encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the Authority’s objectives;
- adequate grievance and disciplinary procedures are in place;
- reporting of wrongdoing and whistle-blowing procedures consistent with the Public Interest Disclosure Act are in place;
- proper consultation with staff and their elected representatives takes place on key issues affecting

<sup>28</sup> See Scheme of Financial Delegation at Annex 5

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them;

- appropriate arrangements are in place for compliance with legislative requirements with respect to staff under the Chief Executive and Chief Constable’s respective direction and control;
- a code of conduct for staff is in place based on The College of Policing’s Code of Ethics; and
- the collective pay and grading structure, and terms and conditions of service (including pensions) as determined by the Authority, are approved where necessary by the Department for Transport and/or the Treasury.

8.12 The Authority retains the power of decision with respect to pay and terms and conditions of service for officers and staff. In accordance with Section 46 of the 2003 Act, for police officers there shall be a Conference to which all questions of rates of pay, hours of duty and conditions of service of transport police shall be referred. The Conference will be chaired by the Chief Executive and will usually be held annually. These decisions will be recorded in Regulations made under section 36 to 40.

Responsibilities of Authority Chief Financial Officer: Managerial

8.13 As Treasurer of the BTPF, the Authority Chief Financial Officer is responsible for the proper processes and controls in place for the management of money.

Medium Term Financial Forecast and Budget

8.14 The Authority shall determine and maintain a medium term financial forecast. This will set out its expectations and intentions in relation to the gross revenue income to the BTPF and expenditure for the next five years<sup>29</sup>.

8.15 Not later than the end of March in any year for the forthcoming financial year, the Authority will:

- set for the forthcoming year a gross revenue budget for Authority including all sources of income to the BTPF;
- agree the gross expenditure budget for the Authority;
- determine the charges to be paid by PSA holders;
- agree a three year capital expenditure programme; and
- agree the delegated expenditure limit with the DfT.

8.16 The Authority may hold reserves to be applied towards expenses relating to a future period, in accordance with the Authority’s policy on reserves. The Authority reserves the right to amend the policy as required.

8.17 The Chief Executive and the Chief Constable will be individually and collectively responsible and accountable for ensuring that all expenditure whether against the revenue budget or the capital programme is properly authorised and accounted for and that no expenditure or commitments are entered into unless authorised within the rules laid down in this governance code or by decision of the Authority.

8.18 During the course of the financial year the Chief Executive and Chief Constable will report to the Authority at least quarterly on expenditure against the budget and the capital programme, highlighting any variances from the planned phased expenditure and proposing and seeking authorisation for the treatment of such variances.

<sup>29</sup> RTSA 2003 Schedule 4, Part 3, Paragraph 20(a)



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8.19 Virement thresholds are detailed in the Scheme of Financial Delegations (Annex 7) and the detailed conditions can be found at Financial Regulation 4 (FR4) in Annex 4. Virement will not be possible in respect of expenditure for which specific government funding has been granted.

8.20 The Chief Executive may arrange with the Chief Constable for any or all of his financial functions to be fulfilled by the financial staff under the Chief Constable’s direction and control. In doing so formal but straightforward agreements are to be drawn up to ensure that all responsibilities and service levels are clearly defined and agreed (Annex 6 Accounting Officer Memorandums and Service Level Agreement).

### Collaboration

8.21 The 2011 Police Reform and Social Responsibility Act amended sections 22A to 23I of the Police Act 1996, which relate to police collaboration arrangements. These arrangements apply to the Authority and BTP.

8.22 The amendments introduced new legal duties for police forces and authorities to;

- Work together (and with policing partners) to keep collaboration opportunities under review
- Collaborate where it is the interests of efficiency and effectiveness of their own, or another, force

8.23 The Authority has the overriding authority to determine questions of efficiency and effectiveness and must approve relevant collaboration agreements. Any collaboration agreements are to be made with the Chief Constable and Authority jointly<sup>30</sup>.

8.24 The Authority must be included in consultation and discussion at the development/formative stage of any proposed collaboration; similarly the Chief Constable must be consulted by other forces/authorities if collaboration proposals potentially affect officers/staff under his direction and control.

8.25 Chief officers party to a collaborative agreement must each agree that the collaboration is in the interests of at least one of the other parties. This benefit need not be to their own force/police body.

8.26 The Authority and the relevant local policing body must also agree that the collaboration is in the interests of at least one of the other parties. Again, this benefit need not be to their own force/police body.

8.27 In reviewing collaboration opportunities forces and police bodies should take into account:

- Whether the issue is a ‘special demand’ (when they should use mutual aid legislation instead)
- The likely impact of the proposals on the efficiency or effectiveness of their own or another force/body
- Whether the proposals relate to discharging the functions of (or by) a police force
- How costs/benefits will be shared between parties and arrangements for making/receiving any related payments
- Arrangements for collaborative procurement should be set out in an agreement – this should also take into account EU rules on police procurement – legal advice may be advisable on this aspect
- Any existing agreements which may be affected/superseded
- Whether external (non-police) parties are involved (covered by other legislation)
- Processes by which variations to, and exits from, agreements must be agreed by all parties

8.28 Any refusal to be a party to a collaboration agreement must be reasonable and be articulated. There is

<sup>30</sup> Police Act 1996 s22a(3) which specifically covers BTP and the Authority by virtue of s23I(3)

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currently no statutory right of appeal against a refusal to enter a collaborative agreement.

### Capital and Major Revenue Schemes

8.29 The regulations governing capital and major revenue schemes are detailed in the Financial Regulations FR3 (Annex 4). Thresholds as set down in the scheme of financial delegation (Annex 7) shall apply to the approval of schemes and variations to schemes.

### Procurement

8.30 The Force Finance Director will establish and maintain Regulations governing the acquisition of goods and services from third parties. These will be agreed first by the Chief Constable and then by the Chief Executive and will be mandatory.

8.31 The Authority requires that these regulations conform to best practice as promulgated by the Office of Government Commerce and/or Chartered Institute of Purchasing and Supply. They must enable the Authority to ensure value for money in all its purchases and contracts and at the same time ensure that goods and services provided by third parties are of the required standard and quality. It is imperative that the process of purchasing and contracting is itself efficient, effective and supportive of business needs.

### Scheme of managerial delegations

8.32 The Chief Constable is authorised to take any action or make a decision associated with the day to day running of the Force and the furtherance of the strategies, policies and objectives of the Authority so long as all such actions or decisions:

- have regard to such strategies policies and objectives and, insofar as they incur expenditure, are within the Authority’s budget or capital programme as appropriate;
- do not create new or change existing policies that have been agreed by the Authority; and
- are also authorised within the scheme of delegation being within the limits of the financial authority delegated to him.

8.33 The Chief Executive is authorised to manage and direct the work of the Authority in accordance with its Strategy, plans, budgets and policies. Specifically, the Chief Executive is authorised to take any action or make a decision associated with the day to day running of the Authority and the furtherance of its strategies, policies and objectives so long as all such actions or decisions:

- have regard to with such strategies, policies and objectives and insofar as they incur expenditure are within the Authority’s budget or capital programme as appropriate;
- do not create new or change existing policies that have been agreed by the Authority; and
- are also authorised within the scheme of delegation as within the limits of the financial authority delegated to him.

8.34 The Chief Constable and Chief Executive may delegate their responsibilities to members of their staff but in doing so they retain ultimate accountability for any decisions taken. In the absence of the Chief Constable her/his duties and responsibilities may be exercised by the Deputy Chief Constable. In the absence of the Chief Executive his duties and responsibilities may be exercised by the Authority Finance Director as Deputy

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Chief Executive.

8.35 In acting within these delegations, the Chief Constable and Chief Executive and others acting on their behalf should always consult and keep the Chair fully informed on all matters likely to be of concern to Members of the Authority.

Scheme of financial delegations

8.36 The intention behind this scheme is to ensure the proper and timely conduct of the Authority’s business. The decisions authorised under this scheme will be final decisions to proceed and they will commit the Authority.

8.37 The scheme assumes that through the budget and capital programme and related policies a framework has been created within which individual projects are authorised and progressed. Some of these projects will be of such value or strategic importance that the Authority decides not to delegate authority.

8.38 Generally, projects having been included and authorised in the capital programme or budget, can be finally authorised under delegated authority and it is these that this scheme is primarily concerned with. It is recognised that projects funded by third parties, or from a commutation of revenue to capital, may be authorised in addition to those that were included in the capital scheme, in accordance with the scheme of financial delegation virement thresholds.

8.39 Emergencies of varying kinds, particularly with an operational force like BTP, may arise from time to time that could not have been foreseen. The scheme gives the Chief Constable authority to incur expenditure in such circumstances. To regularise the position the Chief Constable shall consult the Chair and Chief Executive as Accounting Officer before or very soon after such a decision.

8.40 The scheme can be found at Annex 7 and it should be noted that all financial amounts are inclusive of VAT.

Police Service Agreements and Charging

8.41 The Authority has the power to enter into PSAs and enhanced PSAs (EPSAs) with railway operators, and owners of railway property who, in connection with which, provide railway services<sup>31</sup>.

8.42 The Authority must aim to ensure that the amount of contribution to the BTPF made by each customer in a financial year approximately reflects the nature and extent of the functions likely to be undertaken in that year in accordance with the customer’s PSA<sup>32</sup>. This is achieved through the use of a charging model, which combines carefully selected data sources to defray the expenses in accordance with this requirement. The Governance Statement for charges to PSA Holders sets out and formalises the governance arrangements that apply to the calculation and allocation of costs to PSA holders, both for the statutory policing function and the enhanced police services.

8.43 The Medium Term Financial Forecast satisfies the requirement of the Authority to estimate the likely ratio of customer contributions to the BTPF before and in relation to each consecutive period of five financial years<sup>33</sup>.

<sup>31</sup> Section 33  
<sup>32</sup> Section 33(4)(b)  
<sup>33</sup> Schedule 4, Part 3, Section 20

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Pensions

8.44 The Authority has the power to vary the terms of the pension schemes operated for the police officers and staff. The Authority may, with the consent of the Secretary of State, arrange for the establishment of a new pension scheme for the benefit of officers or staff.

8.45 The Authority will scrutinise and monitor all major decisions regarding the investments of the scheme.

8.46 The Authority will review the triennial valuations for all current pension schemes and ensure that prudent assumptions are made in line with actuarial advice. It will ensure that appropriate measures are taken in order to satisfy the regulations set out by both the pensions Regulators and the Trustees of the Railways Pension scheme.

Risk Management and Controls

Risk Management

9.1 The Chief Constable and the Chief Executive will agree and recommend a risk strategy and risk appetite on an annual basis to the Audit and Risk Assurance Committee for recommendation to the Authority. A Joint Risk Register which identifies evaluates and describes mitigation and management measures in relation to all the key internal and external strategic risks to the Authority and Force listed will be maintained. Operational risk registers should also be maintained with structures in place for risks to escalate and de-escalate throughout the risk hierarchy.

9.2 The Strategic Risk Register will be reported and discussed quarterly at the Audit Committee before any significant matters and recommendations are taken to the Full Authority. Once a year, the Authority will review the full risk register, risk appetite and organisation-wide risk documents then delegate these to ARAC for approval. Internal Audit will separately advise the Chief Executive and Chief Constable as Accounting Officers and the Audit and Risk Assurance Committee of their opinion on the accuracy and sufficiency of the registers and the efficacy of the proposed mitigation and management measures.

9.3 Risk profiles will be provided to all Authority Committees and Working Groups to guide Members to consider the highest strategic risks and underlying risk drivers.

9.4 An escalation mechanism for remitting governmental risks to the DfT is included in the Framework Document.

External Audit and Governance Statement

9.5 The Authority shall ensure that arrangements are in place for the Comptroller and Auditor General to receive a copy of the financial accounts for the BTPF for each financial year as soon as reasonably practicable after the end of each year to examine, certify, report on and lay before both Houses of Parliament<sup>34</sup>.

9.6 Having received assurance from the Chief Constable, as the Additional Accounting Officer, in accordance with his responsibilities under the Scheme of Delegation, the Chief Executive as Accounting Officer is to confirm the adequacy of all internal control systems and report on the same to the Comptroller and Auditor General. This Governance Statement will be prepared in accordance with Treasury and NAO guidance and will be reported to the Audit and Risk Assurance Committee.

<sup>34</sup> Schedule 4, Part 3, 17-17A

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## Management Assurance Return (MAR)

9.7 The MAR was developed by the DfT in 2009-10 following the consolidation of whole government accounts. This tool is used by DfT to gain assurance from all of its arms’ length bodies, on specific issues of internal governance and internal control.

9.8 The Authority is required to submit a MAR in accordance with the DfT timetable each year. The MAR is reviewed by the internal auditors, Audit and Risk Assurance Committee and Chief Constable as Additional Accounting Officer. Following assurance from each of the above named parties the MAR is signed by the Chief Executive as Accounting Officer.

## Internal Audit

9.9 The Authority is required to make arrangements for internal audit under the framework agreement with the DfT. The Internal Audit arrangements are fulfilled by the DfT internal audit team.

## Information Management

9.10 In accordance with FR20 both the Authority and Force must ensure that they are compliant with the relevant legislation in this area, e.g. the Freedom of Information and Data Protection Acts, but also the Government Information Assurance Standards and Security Policy Framework. Annual assurance reports on information management compliance shall be provided by BTP to the Audit and Risk Assurance Committee.

## Her Majesty’s Inspectorate of Constabulary

9.11 BTP may be inspected by HMIC either through agreement with the HMIC or on the request of the Secretary of State<sup>35</sup>. Inspection reports are received and reviewed by the Audit and Risk Assurance Committee with progress against action plans delegated from the Audit and Risk Assurance Committee to the relevant committee of the Authority.

9.12 As the legal employer of the officers and staff under the direction and control of the Chief Constable, the Authority is legally responsible for ensuring, so far as reasonably practicable, the health, safety and welfare at work of these individuals<sup>36</sup>. The day-to-day health and safety responsibility for officers and staff under the direction and control of the Chief Constable is delegated to the Chief Constable. Compliance is reported to, and assessed by, the Audit & Risk Assurance Committee.

## Monitoring and Review Arrangements

### Board Effectiveness

10.1 The DfT has published guidance based on the Treasury document Corporate Governance in Central Government Departments: Code of Good practice 2017. This Guidance requires all arms’ length bodies to conduct an evaluation of board, committee and member effectiveness annually with an independent input at least every three years.

10.2 The Authority is required to report the findings of its board level effectiveness evaluation to the Principal Accounting Officer at the DfT along with a plan for how the Authority will address any identified weaknesses.

<sup>35</sup> Section 63

<sup>36</sup> Section 2(1) Health and Safety at Work Act 1974 c.37



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The evaluation report and action plan must be submitted within 3 months of the evaluation being completed. Progress against the evaluation action plan will be monitored through the bi-monthly sponsorship meetings with the DfT. Managing Public Money also requires that the evaluation be reported in the Annual Governance Statement.

10.3 Board effectiveness evaluations will take place in the final quarter of each financial year and culminate in a report to the June Authority meeting to accommodate the accounts timetable.

10.4 Committee effectiveness will be evaluated at a high level by the board evaluation, however, each committee will continue to review its terms of reference and effectiveness as part of its development of its work plan for the following year.

10.5 For information on member appraisals see paragraph 2.6.

Review of the Code

11.1 The Code is a living document and may be updated in-year with proposed updates presented to the Authority for approval prior to inclusion. It shall be subject to a formal review at the Authority meeting each year following the completion of the Board Effectiveness Evaluation.

Document Owner  
Hugh Ind  
Chief Executive  
British Transport Police Authority

Annexes

- Annex 1: Statutory Duties
- Annex 2: Member Code of Conduct
- Annex 3: Framework Document
- Annex 4: Financial Management and Regulations
- Annex 5: Procedural Standing Orders
- Annex 6: Accounting Officer Service Level Agreement
- Annex 7: Scheme of Financial Delegations
- Annex 8: Scottish Railways Policing Committee: Terms of Reference

## ANNEX 1: The Authority's Statutory Duties

Statutory Duties	Reference	How/Where Fulfilled
Railways and Transport Safety Act 2003		
Part 3 - British Transport Police		
Police Authority		
To establish the BTPA	s18	BTPA was established and came into being on 1 July 2004.
Aim to ensure the efficient and effective policing of the railways	s19	Through the governance structures including the committees, portfolios etc
Police Force		
Secure the maintenance of an efficient and effective police force known as the BTP to police the railways; and	s20	Through the governance structures including the committees, portfolios etc
defray the expenses of the police force so that they approximately reflect the nature and extent of functions likely to be taken in accordance with a customer's PSA	s33(4)(b)	Through the PSA and charging model.
The Authority shall appoint a Chief Constable	s21	See Chief Officer Recruitment SOP and College of Policing Guidance
The Authority shall appoint a Deputy Chief Constable	s22	See Chief Officer Recruitment SOP and College of Policing Guidance
The Authority shall appoint Assistant Chief Constables	s23	See Chief Officer Recruitment SOP and College of Policing Guidance
The Authority shall appoint and employ constables under direction and control of Chief Constable	s24	BTPA has delegated the appointment of constables below the rank of ACC to the Chief Constable but remains the legal employer with the responsibility for the government, administration and conditions of service under sections 50, 51, 52, 84 and 85 of the Police Act 1996
Chief Constable may appoint special constables	s25	The CC has procedures in place to execute this.
Chief Constable may appoint cadets with a view to undergoing training and becoming constables	s26	The CC has procedures in place to execute this.
The Authority shall employ persons to assist the police force - people appointed under this section will be under direction and control of Chief Constable or the Authority	27	BTPA has delegated the appointment of the police staff, other than those equivalent to chief officers to the Chief Constable but remains the legal employer with the responsibility for deciding and negotiating terms and conditions of service
With respect to terms and conditions of employment for staff and constables the Authority shall comply with the rules and principles contained in any document issued to them for the purpose by SofS	s29	No such documents have been issued to the Authority since its inception.
Police Service Agreements		
The Authority may enter into PSAs once a draft has been approved by the SofS. The PSA shall include provision requiring the customer to make payment to the Authority. In defraying the expenses of the Authority, including those of the police force, the Authority shall ensure that each year the financial expenses are as nearly as possible equivalent to the income of the Authority.	s33	A new PSA was agreed with the SofS in February 2012 and came into force in 2013. The annual budget will be scrutinised by the Strategy Committee to ensure that the expenses of the Authority and Force are as nearly as possible equivalent to income received in the BTPF.
A PSA holder or the Authority may refer a dispute to the SofS	s35	
Regulation of Police Force		
The Authority may make regulations about the government, administration and conditions of service of constables and other persons employed in the service of the police force generally but also specifically under sections 50, 84 and 85 and schedule 6 of the Police Act	s36	The Authority has made regulations for police officers and staff covering Complaints and Misconduct. Also for police officers only Conduct, Performance and Police Appeals Tribunals Regulations. Regulations mirroring section 50 regulations for BTP officers have not currently been made
The Authority may make regulations about the government, administration and conditions of service of special constables specifically under section 51 of the Police Act 1996	s37	Regulations mirroring section 51 regulations for BTP officers have not currently been made
The Authority may make regulations about the government, administration and conditions of service of cadets specifically under section 52 of the Police Act 1996	s38	Regulations mirroring section 52 regulations for BTP officers have not currently been made

The Authority may make regulations about the British Transport Police Federation. Regulations must be similar to those under section 60 of the Police Act 1996 subject to such modifications as may be necessary to reflect the structure and circumstances of the police force	s39	No such regulations have been made
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The Authority may not make regulations under section 36, 37, 38 or 39 unless a draft has been approved by the Chief Constable, Staff Associations and Secretary of State.	s40	This power is not in use as an order prescribing the staff associations has not been made by the SofS
The SofS may direct the Authority to make regulations	s41	No such request has been received since the Authority's inception
A Conditions of Service Conference must be held as part of the process for making any regulations	s46	Conferences are held with the Federation each time regulations are made.
The SofS may issue code of practice relating to the performance by the Authority of any of its functions.	s47	No such code issued
The SofS may issue code of practice relating to the performance by the Chief Constable of any of his functions.	s48	No such code issued
The SofS may make regulations about the treatment by the Authority of a person who is or was a constable of the police force and is or was engaged in service outside of the police force	s49	No such regulations have been made
Planning		
Before the beginning of each financial year the Authority shall set objectives for policing the railways during that year	s50	The Authority discusses the objectives for policing the railway with the Chief Constable and his team and consults stakeholders. The Policing Plan is developed as a result and the detailed work in this area is completed by the Policing Plan Group.
Before the beginning of each financial year the Authority shall issue a plan setting out the proposed arrangements for policing the railways during that year, including the Authority's priorities, the financial resources the Authority expects to have available and the proposed allocation of resources	s52	The Annual Railways Policing Plan is developed through the Policing Plan Group which recommends it to the full Authority where it receives approval.
The Authority shall before the beginning of each consecutive three financial years issue a plan which sets out the Authority's medium term and long-term strategies for policing the railways during that period	s55	The Strategy will be developed through the Strategy and Planning Committee and consultation with stakeholders. The Strategy will be refreshed on an annual basis and at least every three years.
Information		
The Chief Constable shall submit to the Authority a report on the policing of the railways that year as soon as reasonably practicable at the end of each financial year.	s56	The Chief Constable publishes an annual report each year.
The Authority shall publish and send to the SofS a report on the policing of the railways that year as soon as reasonably practicable at the end of each financial year.	s57	The Annual Report is completed with the Accounts each year and submitted to the SofS as soon as reasonably practicable at after the end of the financial year. This is reviewed at the Audit and Risk Assurance Committee who recommend approval to the full Authority.
The SofS may require the Authority or Chief Constable to submit a report on specified matters connected with the performance of its/his functions	s58	All information requests from the SofS are fully complied with.
The Authority shall make, and review from time to time, arrangements to obtain the opinions about the policing of the railways of a specified list of people/organisations and anyone else with an interest in the railways that the Authority sees it fit to consult.	s62	The Authority has a Stakeholder Engagement Strategy.
Inspection		
HMIC shall inspect the police force from time to time	s63	BTPA has a protocol in place with the HMIC and inspection reports are received and progress against action plans assessed through the Audit and Risk Assurance Committee.
The SofS may require BTPA to take specified measures for the purpose of remedying a deficiency identified in the report.	s65	No such directions given to the Authority
Where section 65 has been actioned the SofS may require BTPA to submit an action plan	s66	No such directions given to the Authority
Miscellaneous		

The Authority may provide international advice or assistance, or arrange for the police force to, in relation to a body policing a railway outside of Great Britain	s70	
Schedule 4		
Part 1 - Membership		
The SofS shall appoint members of the Authority and ensure that the number is not lower than 11 nor higher than 17 and an odd number	s1	The Authority forecasts its recruitment to ensure that it is at all times compliant with this section of the Act. Where Members leave unexpectedly causing the Authority to be in breach of this section immediate arrangements are put in place to recruit a replacement
The constitution of the Authority is listed.	s2	The Authority forecasts its recruitment to ensure that it is at all times compliant with this section of the Act. Where Members leave unexpectedly causing the Authority to be in breach of this section immediate arrangements are put in place to recruit a replacement.
Part 2 - Proceedings		
The Authority shall make a code of practice establishing standards for the conduct of members to be approved by SofS	s9	Annex 2 of the Governance document is the code of conduct. This has been approved by the Secretary of State and is in accordance with the Nolan principles.
The Authority may appoint staff and delegate a function to them. In particular it shall appoint a Treasurer and a Chief Executive.	s10 & 11	The Authority has an executive team headed by the Chief Executive and a Chief Financial Officer who fulfils the role of Treasurer.
The Authority may establish a committee which may include persons who are not members of the Authority	s12	The Authority has a number of committees.
The Authority shall determine its practice and procedure.	s13	The Authority's practice and procedure is enshrined in the Code of Governance and also in its other policies and procedural documents which are published on the website
The Authority shall conduct its proceedings in public, except where private matters are discussed and may exclude a specified person.	s14	The full Authority meetings are open to the public. All committee meetings feed into this and papers and minutes from all meetings are published on the website where they do not contain sensitive material. Redacted versions of sensitive papers are published where possible.
The validity of the proceedings of the Authority not affected by a vacancy, a defect or participation of a member whose membership has lapsed	s15	
Part 3 - Money and Property		
The Authority shall establish a fund to be known as the BTP Fund (BTPF)	s16	The fund has been established
The Authority shall maintain accounts of BTPF and send a copy of accounts for each financial year to the Comptroller and Auditor general as soon as practicable at the end of each financial year	s17	Arrangements are in place with the National Audit Office (NAO) for an annual Audit of the BTPF Accounts. The NAO attend the Audit and Risk Assurance Committee which scrutinise the accounts and recommend their approval to the full Authority.
All expenditure of the Authority to be made by way of payment from BTPF	s18	All expenditure is paid from the BTPF fund and will be scrutinised by the Performance and Delivery Committee (until 1 July 2017 the Finance Committee)
The Authority shall before each financial year set a budget of expected expenditure and income	s19	The annual budget is prepared by the police force in accordance with the direction given in the Medium Term Financial Plan (MTFP) and presented to the Strategy and Planning Committee for support and challenge. It is then recommended to the full Authority for approval in December of each year for the next financial year.
The Authority shall estimate the likely ratio of customers' contributions in accordance with section 33(4)(b) before and in relation to each consecutive period of five financial years	s20	The Authority's Strategy and Planning Committee works with the police force to develop the MTFP following direction from the full Authority as to the direction of travel. The Committee reviews the assumptions underpinning the MTFP and in provides direction before recommending the MTFP to the full Authority. The MTFP cover the control period for the rail industry.
The Authority shall publish arrangements for the making of payments to members	s21	The Member Allowances Scheme includes the required information and is published on the BTPA website. BTPA also publishes member expenses on a monthly basis.
The Authority may make payments to staff or former staff	s22	Staff are paid through the standard payroll system in accordance with their terms and conditions which are approved by the Authority
The Authority may make payments to or in respect of a person who is or has been a constable, cadet or civilian employee of the police force	s23	Constables, cadets and police staff are paid through the standard payroll system in accordance with their terms and conditions which are approved by the Authority
Pensions officers	s24	
The Authority may with the consent of the Secretary of State arrange for the establishment of a pension scheme for the benefit of members or staff	s25	The Authority has both police staff and officer pension funds
The Authority may make pension payments under the schemes to which paragraphs 24 and 25 apply	s26	Employer pension donations are made for officers and staff on a monthly basis.



The Authority may accept money or other property by way of grant, loan or otherwise, from any person	s28	
The Authority may borrow money only from or with the consent of the SofS	s29	
All monies received by the Authority to be paid into the BTPF	s30	All income is paid into the BTPF.
The financial year shall be period of 12 months ending with 31 March	s31	The Authority is the leaseholder for all property used by the police force
Equality Act 2010		
A public authority must, in the exercise of its functions, have due regard to the need to—		
(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;		
(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;		
(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.		
Children's Act 2004		
Part 2 s.11 of the Act places two specific duties upon English police authorities. Police authorities must ensure that:		
their functions are discharged having regard to the need to safeguard and promote welfare of children; and		
any services provided by another person pursuant to arrangements made by the person body in the discharge of their functions are provided having regard to that need.		
Police Act 1996 – for collaboration see below under Police Reform and Social Responsibility		
Police Reform Act 2002 ( Authority section 26 Agreement with IPCC applies Part 2)		
Handling of complaints, conduct and DSI matters as according to the Act		
It shall be the responsibility of every police authority maintaining a police force to ensure that it is kept informed, in relation to that force, about matters falling within subsection which covers matters which with respect to which any provisions of this Part 2 Complaint and Misconduct) has effect		
To provide the Commission with all such assistance as the Commission may reasonably require		
Ensure a person appointed under paragraph 16, 17 or 18 of schedule 3 to carry out an investigation is given such assistance or cooperation as they may reasonably require		
Police and Social Responsibility Act 2011		
To have regard to the Strategic Policing Requirement		
Collaboration		
Modern Slavery Act		
Freedom of Information Act 2000		
Data Protection Act 1998		
Health and Safety at Work Act 1974		
Police (Health and Safety) Act 1997		
Police and Fire Reform (Scotland) 2012		
Corporate Manslaughter and Corporate Homicide Act 2007		
Bribery Act 2010		

The Authority may acquire, develop and dispose of property		
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IPCC Statutory Guidance		This is assessed as part of the dip sampling conducted by the Integrity and Compliance Committee and as part of the Committee's oversight work. The guidance requirements and related regulations are translated into policies to ensure a clear understanding and aid compliance
HMG Information Assurance Standards		Annual Assurance is provided to the DfT and quarterly assurance
Guidance Documents		
McPherson Report		
Monitor Force's use of stops and searches and publish analysis	Rec 62	A 6 monthly report is received from BTP and a member of Executive staff attends the Force's Stop and Search Forum
Undertake publicity campaigns to raise awareness of stop and search use and public rights	Rec 63	
Cabinet Office and HMT Corporate Governance in Central Government Departments: Code of good practice 2011		
CIPFA Good Governance Standard for Public Services		
Managing Public Money		
HMT Orange Book - Risk Management		
HMT Audit Committee Handbook		Reflected in the Audit Committee terms of reference and constitution
Home Office Guidance		
HMIC Reports		
APCC Guidance		



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ANNEX 2: Code of Conduct for Board members of Public Bodies<sup>37</sup>

Foreword

The Government expects all holders of public office to work to the highest personal and professional standards. In support of this, all non-executive board members of UK public bodies must abide by the principles set out in this Code of Conduct. The Code sets out, clearly and openly, the standards expected from those who serve on the boards of UK public bodies and should form part of individual members’ terms and conditions of appointment. It also makes clear that harassing, bullying or other inappropriate or discriminatory behaviour is not consistent with what is expected of a board member of UK public bodies and will not be tolerated. Any breach of the Code should be viewed as a breach of the terms of appointment.

The principles set out in this code apply to all non-executive members on the boards of government departments, non-ministerial departments, executive agencies, non- departmental public bodies (NDPBs) and national public corporations.

The Code complements a public body’s governing documents (legislation, memorandum and articles of association, royal charter) and any administrative documents (framework agreements, memoranda of understanding) which may set out the responsibilities and obligations of its board members. The Code’s provisions must be observed alongside the provisions set out in these documents.

This Code replaces the Code of Conduct for Board Members of Public Bodies issued by the Cabinet Office in 2011. This Code can be found online [here](#).

In the first instance any propriety and ethics issues should be raised with the senior responsible official within your sponsoring department, or the Permanent Secretary as necessary. If additional advice is required, any questions should be directed to the Cabinet Office on: [pbpropriety@cabinetoffice.gov.uk](mailto:pbpropriety@cabinetoffice.gov.uk).

1. Introduction

As a public office holder, your behaviour and actions must be governed by the principles set out in this Code of Conduct. It is your responsibility to ensure that you are familiar with, and comply with, all the relevant provisions of the Code.

2. Key principles of public life

2.1 The key principles upon which this Code of Conduct is based are the Seven Principles of Public Life. These are:

Selflessness  
Holders of public office should act solely in terms of the public interest.

Integrity  
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or

<sup>37</sup> Published by Cabinet Office (June 2019)

their friends. They must declare and resolve any interests and relationships.

#### Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### Honesty

Holders of public office should be truthful.

#### Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

[Read more about the 7 principles of public life.](#)

2.2 These principles should inform your actions and decisions as a board member.

### 3. General conduct

#### 3.1 Use of Public Funds<sup>1</sup> –

You have a duty to ensure the safeguarding of public funds<sup>2</sup> and the proper custody of assets which have been publicly funded.

You must carry out these obligations responsibly – that is, take appropriate measures to ensure that the body uses resources efficiently, economically and effectively, avoiding waste and extravagance. It will always be an improper use of public funds for public bodies to employ consultants or other companies to lobby Parliament, Government or political parties.

#### 3.2 Allowances

You must comply with the rules set by the board and the public body regarding remuneration, allowances and expenses. It is your responsibility to ensure compliance with all relevant HM Revenue and Customs' requirements concerning payments, including expenses.

#### 3.3 Gifts and Hospitality

You must not accept any gifts or hospitality which might, or might reasonably appear to, compromise your personal judgement or integrity or place you under an improper obligation.

You must never canvass or seek gifts or hospitality.

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You must comply with the rules set by the body on the acceptance of gifts and hospitality. You should inform the Chief Executive (or equivalent) of any offer of gifts or hospitality and ensure that, where a gift or hospitality is accepted, this is recorded in a public register in line with the rules set by the body.

You are responsible for your decisions on the acceptance of gifts or hospitality and for ensuring that any gifts or hospitality accepted can stand up to public scrutiny and do not bring your public office and the public body into disrepute.

### 3.4 Use of Official Resources

You must not misuse official resources<sup>3</sup> for personal gain or for political purposes. Deployment of such resources must be in line with the body's rules on their usage.

### 3.5 Use of Official Information

You must not misuse information gained in the course of your public service for personal gain or for political purpose.<sup>4</sup> –

You must not disclose any information which is confidential in nature or which is provided in confidence without authority. This duty continues to apply after you have left the board.

### 3.6 Political Activity

In your public role, you should be, and be seen to be, politically impartial. You should not occupy a paid party political post or hold a particularly sensitive or high-profile role in a political party. You should abstain from all controversial political activity and comply with the principles set out in Cabinet Office rules on attendance at party conferences<sup>5</sup> and on conduct during the period prior to elections and referendums, whether local or national.<sup>6</sup> –

On matters directly related to the work of the body, you should not make political statements or engage in any other political activity.

You should inform the Chair, Chief Executive and/or the parent/sponsor department before undertaking any significant political activity. Subject to the above, you may engage in political activity but should, at all times, remain conscious of your responsibilities as a board member and exercise proper discretion.

If you are an MP, [MEP<sup>7</sup>], member of the House of Lords, member of a devolved legislature, directly elected mayor, local councillor or police and crime commissioner, you are exempt from these requirements. There is no bar on such representatives taking a political party whip relating to their political role. You must exercise proper discretion on matters directly related to the work of the body and recognise that certain political activities may be incompatible with your role as a board member. You should not allow yourself to become embroiled in matters of political controversy.

In your official capacity, you should be even-handed in all dealings with political parties.

### 3.7 Employment and Appointments

If you wish to take up additional employment or appointments during your term of office, you must inform the Chair and/or the relevant parent department in advance, and allow them the opportunity to comment. Care should be taken if you accept additional public appointments to ensure that you are not being paid twice from the public purse for the same time.

On leaving office, you must comply with the rules of the body on the acceptance of future

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employment or appointments. Each body should have its own rules on this.

#### 4. Conflicts of Interest

4.1 When accepting an appointment to the public body you should consider if any conflicts of interest arise from your private interests or by virtue of any other roles you hold. You should consider, with advice from the appointing department how these should best be managed, and agree these with the organisation.

4.2 You must ensure that no conflict arises, or could reasonably be perceived to arise, between your public duties<sup>8</sup> and your private interests, financial or otherwise.

4.3 You must comply with the rules of the body on handling conflicts of interests. As a minimum, these will require you to declare publicly, usually in the body's register of interests, any private financial or non-financial interests of your own, or of close family members, which may, or may be perceived to, conflict with your public duties.<sup>8</sup> The rules will also require you to remove yourself from the discussion or determination of matters in which you have a financial interest. In matters in which you have a non-financial interest, you should not participate in the discussion or determination of a matter where the interest might suggest a danger of bias.<sup>9</sup>

4.4 It is your responsibility to ensure that you are familiar with the body's rules on handling conflicts of interests, that you comply with these rules and that your entry in the body's public register of members' interests is accurate and up-to-date

#### 5. Responsibilities as a board member, including non-executive chairs

5.1 You should play a full and active role in the work of the body. You should fulfil your duties and responsibilities responsibly and, at all times, act in good faith and in the best interests of the body.

5.2 You should promote an inclusive and diverse culture in the body and your actions should help create an environment where different perspectives and backgrounds are encouraged and valued.

5.3 You should deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability. You must not act in a way that unjustifiably favours or discriminates against particular individuals or interests.

5.4 You must not harass, bully or act inappropriately towards or discriminate towards others. Such behaviour is not consistent with what is expected of you as a board member and will not be tolerated.

5.5 You must comply with any statutory or administrative requirements relating to your post.<sup>10</sup>

5.6 You should respect the principle of collective decision-making and corporate responsibility. This means that, once the board has made a decision, you should support that decision.<sup>11</sup>

5.7 You must not use, or attempt to use, the opportunity of public service to promote your personal interests or those of any connected person, firm, business or other organisation.

5.8 You must inform the sponsor department of the body of any bankruptcy, current police investigation, unspent criminal conviction or disqualification as a company director in advance of appointment or should any such instances occur during your appointment.

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5.9 You must also inform the sponsor department of the body of any change in your circumstances which results in you becoming bankrupt, subject to a police investigation, convicted of a criminal offence or disqualified from being a company director.

5.10 You have additional responsibilities as the chair of the body in leading the board/body and in ensuring that the principles covered in the Codes of Conduct for Board Members and Staff (where applicable) are upheld.

## 6. Responsibilities towards employees

6.1 You will treat any staff employed by the body with courtesy and respect. It is expected that employees will show you the same consideration in return.

6.2 You will not ask or encourage employees to act in any way which would conflict with their own Code of Conduct.

## 7. Social Media

7.1 Social media is a public forum and the same considerations, including the provisions of this Code, apply as would to speaking in public or writing something for publication, either officially or in a personal capacity. When engaging with social media you should at all times respect confidentiality, financial, legal and personal information.

7.2 Where any personal social media accounts used by you make reference or link to your public role, you should take care to ensure that it is clear in what capacity you are acting.

## 8. Raising concerns

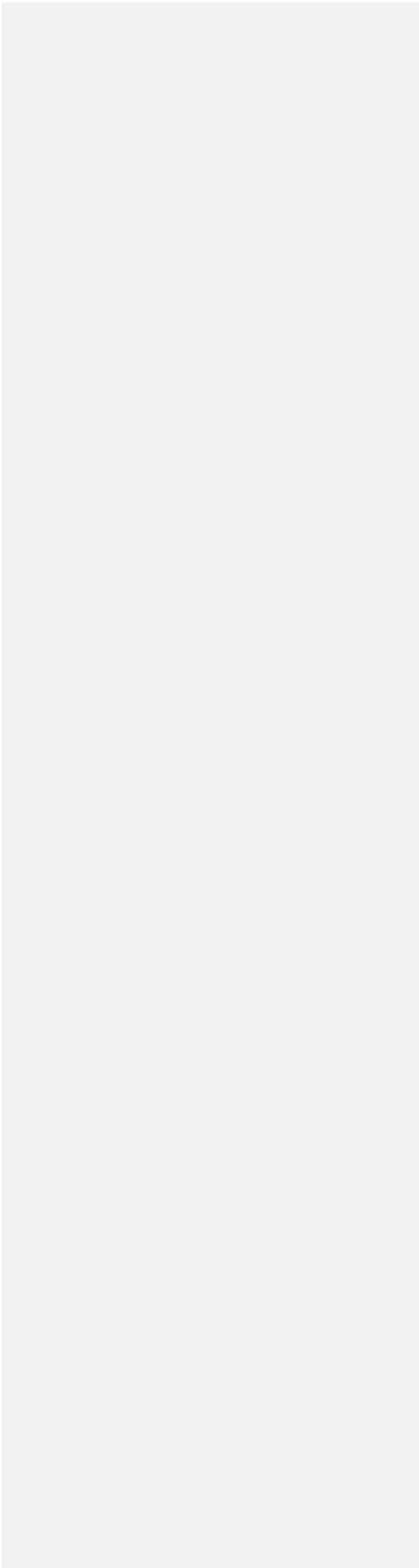
8.1 You should ensure that the body has an open, transparent and safe working environment where employees feel able to speak up and raise concerns, and complaints procedures are clearly communicated to them.

8.2 If you have a concern about a possible breach of this Code, a concern that you or any staff of the body are being asked to act in contravention of their own code of conduct, or a concern about misconduct or wrongdoing in any other areas, then you have a responsibility to raise that internally with the chair of the body or the Permanent Secretary of the sponsor department as appropriate.

1. For more guidance on how to handle public funds, please refer to [Managing Public Money](#) ↩
2. This should be taken to include all forms of receipts from fees, charges and other sources. ↩
3. This includes facilities, equipment, stationery, telephony and other services. ↩
4. Board members who misuse information gained by virtue of their position may be liable for breach of confidence under common law or may commit a criminal offence under insider dealing legislation. ↩
5. [Civil servants and party conference guidance](#) ↩
6. [Election guidance for civil servants](#) ↩
7. For the period which the UK remains a member of the European Union. ↩
8. In general, all financial interests should be declared. When considering what non- financial interests should be declared, you should ask yourself whether a member of the public, acting reasonably, would consider that the interest in question might influence your words, actions or decisions. ↩

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- 9. These are common law provisions. [↪](#)
- 10. In the case of a body incorporated under the [Companies Act](#) or the [Companies \(Northern Ireland\) Order](#), you will also be subject to the duties of directors under company law. In the case of a body that has charitable status, you will also be subject to the duties of trustees under charities law. [↪](#)
- 11. This does not apply to departmental non-executive board members, whose role is to advise and challenge the board and department. [↪](#)



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## ANNEX 3: Framework Document

This framework document has been drawn up by the Department for Transport (hereinafter DfT) in consultation with the British Transport Police Authority (hereinafter “the Authority”). This document sets out the broad framework within which the Authority will operate and replaces the previous Management Statement and Financial Memorandum. It should be read in conjunction with the Railways Transport and Safety Act 2003 (“RTSA 2003”). The definitions within the Act apply to this framework. The document does not convey any legal powers or responsibilities. It is signed and dated by the DfT and the Authority. Copies of the document and any subsequent amendments have been placed in the Libraries of both Houses of Parliament and made available to members of the public on the Authority website.

Subject to the legislation noted below, this document sets out the broad framework within which the Authority will operate, in particular:

- The Authority’s overall aim, objectives and targets in support of the sponsor Department’s wider strategic aims and objectives.
- The rules and guidelines relevant to the exercise of the Authority’s functions, duties and powers;
- The conditions under which any public funds are paid to the Authority; and
- How the Authority is to be held to account for its performance.

### Purpose of the Authority

1.1 Under the RTSA 2003, the Authority was set up in July 2004 in order to support the strategic aims and current Public Service Agreement of the DfT. The strategic aim of the Authority is to ensure an effective and efficient police force and to oversee the British Transport Police (BTP) force, and set its targets and budget.

### 1.2 Its statutory duties are to:

- Secure the maintenance of an efficient and effective police force;
- Ensure the efficient and effective policing of the railways;
- Appoint a Chief Constable, Deputy Chief Constable, Assistant Chief Constables, Chief Executive and Treasurer;
- Enter into Police Services Agreements with railway operators;
- Employ police constables, civilian employees and cadets;
- Regulate the governance, administration and conditions of service of those employed by the Authority in the service of the police force;
- Set a Strategy for policing the railway;
- Set objectives for BTP in its role in the policing of the railway;
- Issue an annual Railways Policing Plan; and
- Set a budget of expected income and expenditure for policing the railways each year, defray the expenses and recover the cost.

### Governance and accountability

#### 2. The Authority’s legal origins of powers and duties

2.1 The Authority's powers and duties stem from sections 18 to 77 and Schedule 4 to the Railways and Transport Safety Act 2003.

### 3. Overall objectives

3.1 The Secretary of State has agreed that, subject to 1.2, the objectives of the Authority should be as follows:

- To draw up each year a sustainable budget for the BTP;
- To oversee the operation of the BTP with a view to securing the efficient, cost effective and effective policing service for rail operators and users;
- To ensure that the Chief Constable, Deputy Chief Constable, Assistant Chief Constables are appointed in an effective and timely manner;
- To ensure that appropriate Police Services Agreements are in place with all relevant railway operators and that Police Service Agreements are kept under review to ensure that they remain fit for purpose.

### 4. Ministerial responsibility

4.1 The Secretary of State for Transport will account for the Authority's business in Parliament.

4.2 The Secretary of State is accountable to Parliament for the activities and performance of the Authority. His or her responsibilities include:

- Issuing directions to the Authority in relation to strategic objectives under Section 51 of the Act;
- Keeping Parliament informed about the Authority's performance;
- Approving the amount of any grant-in-aid or grant to be paid to the Authority, and securing Parliamentary approval where required by this framework document.
- Carrying out responsibilities specified in the founding legislation including appointments to the Authority, approving the terms and conditions of Authority members, issuing rules and principles in relation to the terms and conditions of employment, and laying of the annual report and accounts before Parliament and before the Devolved Assemblies, where required.

4.3 The Secretary of State shall meet with the Chairman of the Authority at least annually, and ensure that the Chairman has right of access to other Ministers where necessary.

### 5. Sponsor Department's Accounting Officer's specific accountabilities and responsibilities

5.1 The DfT's Accounting Officer (AO) has designated the Chief Executive as the Accounting Officer for the Authority. (The respective responsibilities of the AO and Accounting Officers for NDPBs and other arm's length bodies are set out in Chapter 3 of Managing Public Money which is sent separately to the Authority Accounting Officer on appointment).

5.2 The DfT's AO is accountable to Parliament for the issue of any grant-in-aid to the Authority. The AO is also responsible for advising the responsible minister:

- On an appropriate framework of objectives and targets for the Authority in the light of the DfT's wider strategic aims and current PSA;
- On an appropriate budget in the light of the sponsor Department's overall public

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- expenditure priorities; and
- How well the Authority is achieving its strategic objectives and whether it is delivering value for money.

5.3 DfT's AO is also responsible for ensuring arrangements are in place to:

- monitor the Authority's activities on a continuous basis;
- address significant problems in the Authority, making such interventions as are judged necessary;
- periodically carry out an assessment of the risks both to the Department's and the Authority's objectives and activities;
- inform the Authority of relevant government policy in a timely manner; and
- bring concerns about the activities of the Authority to the full Authority, and, as appropriate to the departmental board requiring explanations and assurances that appropriate action has been taken.

5.4 The relevant Sponsorship Team in DfT is the primary contact for the Authority. They are the main source of advice to the responsible minister on the discharge of his or her responsibilities in respect of the Authority. They also support the DfT's AO on his or her responsibilities toward the Authority.

## 6 Responsibilities of the Chief Executive as the Authority's Accounting Officer

### General

6.1 The Chief Executive as Accounting Officer is personally responsible for safeguarding the public funds for which he or she has charge; for ensuring propriety, regularity, value for money and feasibility in the handling of those public funds; and for the day-to-day operations and management of the Authority. In addition, he or she should ensure that the Authority as a whole is run on the basis of the standards of governance, decision-making and financial management that are set out in Box 3.1 of Managing Public Money.

### Responsibilities for accounting to Parliament

6.2 The accountabilities include:

- signing the accounts and all component parts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Secretary of State;
- preparing and signing a Governance Statement covering corporate governance, risk management and oversight of any local responsibilities, for inclusion in the annual report and accounts;
- ensuring that effective procedures for handling complaints about the Authority are established and made widely known within the Authority;
- acting in accordance with the terms of this document, Managing Public Money and other instructions and guidance issued from time to time by the DfT, Treasury and Cabinet Office;
- giving evidence, normally with the AO of the DfT, when summoned before the Public Accounts Committee on the Authority's stewardship of public funds.

### Responsibilities to the DfT

6.3 Particular responsibilities to the DfT include:

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- establishing, in agreement with the DfT, the Authority's corporate and business plans in the light of the DfT's wider strategic aims and current Public Service Agreements;
- informing the DfT of progress in helping to achieve the department's policy objectives and in demonstrating how resources are being used to achieve those objectives; and
- ensuring that timely forecasts and monitoring information on performance and finance are provided to DfT; that DfT is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems, whether financial or otherwise, and whether detected by internal audit or by other means, are notified to DfT in a timely fashion.

#### Responsibilities to the Authority

##### 6.3 The Chief Executive is responsible for:

- advising the board on the discharge of the Authority's responsibilities as set out in this document, in the founding legislation and in any other relevant legislation, instructions and guidance that may be issued from time to time;
- advising the board on the Authority's and BTP's performance compared with its
- aims and objectives;
- ensuring that financial considerations are taken fully into account by the Authority at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed;
- taking action as set out in paragraphs 3.8.6 of Managing Public Money if the board, or its chairman, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, questionable feasibility, or is unethical.

#### 7. The Authority

7.1 The Chairman and Members of the Authority are appointed by the Secretary of State. Members are drawn from people who have experience of the rail industry, railway staff, and the travelling public, and others with designated experience but they are not intended to be representatives of those interests. There are also Members with knowledge of the interests of persons in England, Scotland and Wales, in the case of the latter two appointed in consultation with Scottish Ministers and the National Assembly for Wales respectively. In the Authority, Members work together and act as a single corporate body.

7.2 The Authority should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control. The board must set up an Audit Committee chaired by an independent non-executive member to provide independent advice. The board is expected to assure itself of the effectiveness of the internal control and risk management systems.

##### 7.3 The Authority is specifically responsible for:

- establishing and taking forward the strategic aims and objectives of the Authority consistent with its overall strategic direction and within the policy and resources framework determined by the Secretary of State;
- ensuring that the responsible minister is kept informed of any changes which are likely to impact on the strategic direction of the Authority or on the attainability of its targets, and determining the steps needed to deal with such changes;
- ensuring that any statutory or administrative requirements for the use of public funds are

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complied with; that the board operates within the limits of its statutory authority and any delegated authority agreed with the DfT and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account guidance issued by the sponsor department;

- reviewing regular financial information concerning the management of the Authority and BTP; is informed in a timely manner about any concerns about the activities of the Authority and Force; and provides positive assurance to DfT that appropriate action has been taken on such concerns;
- demonstrating high standards of corporate governance at all times, including by using the independent audit committee to help the Board to address key financial and other risks;
- appoint a chief executive and set performance objectives and remuneration terms linked to these objectives for the chief executive which give due weight to the proper management and use and utilization of public resources.
- in conjunction with the Chief Executive, appoint an Authority Finance Director to be inclusive of the statutory role of Treasurer

The Chairman’s personal responsibilities

7.4 The Chairman is responsible to the named minister. Communications between the Authority board and the responsible minister should normally be through the Chairman. He or she is responsible for ensuring that policies and actions support the responsible minister’s wider strategic policies and that its affairs are conducted with probity. Where appropriate, these policies and actions should be clearly communicated and disseminated throughout the Authority.

7.5 In addition, the chairman has the following leadership responsibilities:

- formulating the Authority’s strategy;
- ensuring that the Authority, in reaching decisions, takes proper account of guidance provided by the responsible minister or the department;
- promotes the efficient and effective use of staff and other resources;
- delivers high standards of regularity and propriety; and
- represents the views of the Authority to the general public.

7.6 The Chairman also has an obligation to ensure that:

- the work of the Authority and its members are reviewed and are working effectively;
- the Authority has a balance of skills appropriate to directing the Authority business, as set out in the Government Code of Good Practice on Corporate Governance;
- Authority members are fully briefed on terms of appointment, duties, rights and responsibilities;
- he or she, together with the other Authority members, receives appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice;
- the responsible minister is advised of the Authority needs when member vacancies arise;
- he or she assesses the performance of individual members once a year;
- there is an Authority Operating Framework setting out the role and responsibilities of the Authority consistent with the Government Code of Good Practice for Corporate Governance
- there is a code of practice for members in place, consistent with the Cabinet Office Code of Conduct for Board members of Public Bodies.

Individual Authority members’ responsibilities



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7.7 Individual members should:

- comply at all times with the Code of Conduct for Board Members of Public Bodies and with the rules relating to the use of public funds and to conflicts of interest;
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- comply with the Authority's rules on the acceptance of gifts and hospitality, and of business appointments;
- act in good faith and in the best interests of the Authority.

Time Commitments

7.8 Authority Members are currently expected to give the following time to Authority business:

Chair	60 days per year
Deputy Chair	50 days per year
Members	30 days per year

7.9 Duties which qualify for remuneration are set out in Section 4 of the Members Allowances scheme but in summary include;

- Attendance at full Authority and Committee meetings
- Preparation time for meetings
- Consultation events/meetings
- Other meetings with officers/representatives from the Force

Member Appraisal

7.10 A Member shall receive an annual appraisal from the Chair relating to objectives that will have been agreed by the Member and the Chair at the beginning of the year. The appraisal shall be used as a base for the Chair's report to the Secretary of State in the event of the Member's reappointment for a further term.

Member Dismissal

7.11 A Member can be dismissed by the Secretary of State if:

- they are absent for three consecutive meetings without permission from the Authority;
- they are convicted of a criminal offence;
- the Secretary of State is satisfied that the Member is unable, unfit or unwilling to discharge his or her functions as a Member (whether because of illness or otherwise); or
- they are the subject of a bankruptcy restrictions order, a disqualification order under the Company Directors Disqualification Act 1986 or an order under section 429(2)(b) of the Insolvency Act 1986

Member Resignation

7.12 A Member of the Authority may resign by sending three months written notice to the Secretary of State which must be copied to the Authority.

Member Development



7.13 The Chair should address the developmental needs of the Authority as a whole with a view to enhancing its effectiveness. Resources should be provided for developing and refreshing the knowledge and skills of Members. Member development will come under the remit of the relevant committee dealing with HR issues.

## 8. Annual report and accounts

8.1 The Authority must publish an annual report of its activities together with its audited accounts after the end of each financial year. The Authority shall provide the DfT with its finalised (audited) accounts by 30 June each year in order for the accounts to be consolidated within the DfT's accounts unless prevented by reasons outside its control.

8.2 The annual report must:

- cover any corporate, subsidiary or joint ventures under its control;
- comply with the Treasury's Financial Reporting Manual (FReM);
- outline main activities and performance during the previous financial year and set out in summary form forward plans.

8.3 Information on performance against key financial targets is within the scope of the audit and should be included in the notes to the accounts. The report and accounts shall be laid in Parliament and made available on the Authority's website, in accordance with the guidance in the FReM. A draft of the report should be submitted to the DfT at least two weeks before the proposed publication date. The accounts should be prepared in accordance with the relevant statutes and specific accounts direction issued by the DfT as well as the FReM.

## 9. Internal audit

9.1 The Authority shall:

- establish and maintain arrangements for internal audit in accordance with the Treasury's Public Sector Internal Audit Standards (PSIAS) (<http://www.gov.uk/government/publications/public-sector-internal-audit-standards>);
- ensure the DfT is satisfied with the competence and qualifications of the Head of Internal Audit and the requirements for approving appointments in accordance with PSIAS;
- set up an audit committee of its board in accordance with the Code of Good Practice for Corporate Governance and the Audit and Risk Assurance Committee Handbook;
- forward the audit strategy, periodic audit plans and annual audit report, including the Authority's Head of Internal Audit opinion on risk management, control and governance as soon as possible to the DfT; and
- keep records of, and prepare and forward to the DfT an annual report on fraud and theft suffered by the Authority and notify the DfT of any unusual or major incidents as soon as possible.

9.2 Subject to security clearance the DfT's internal audit service has a right of access to all documents, including where the service is contracted out.

## 10. External audit

10.1 The Comptroller & Auditor General (C&AG) audits the Authority annual accounts and lays them before Parliament, together with his report. In the event that the Authority has set up and controls subsidiary companies, it will ensure that the C&AG is appointed auditor of those company

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subsidiaries that it controls and/or whose accounts are consolidated within its own accounts. The Authority shall discuss with the DfT the procedures for appointing the C&AG as auditor of the companies.

#### 10.2 The C&AG:

- will consult the DfT and the Authority on whom – the NAO or a commercial auditor – shall undertake the audit(s) on his behalf, though the final decision rests with the C&AG;
- has a statutory right of access to relevant documents, including by virtue of section 25(8) of the Government Resources and Accounts Act 2000, held by another party in receipt of payments or grants from the Authority;
- will share with the DfT information identified during the audit process and the audit report (together with any other outputs) at the end of the audit, in particular on issues impacting on the DfT's responsibilities in relation to financial systems within the Authority;
- will, where asked, provide departments and other relevant bodies with Regulatory Compliance Reports and other similar reports which departments may request at the commencement of the audit and which are compatible with the independent auditor's role

10.3 The C&AG may carry out examinations into the economy, efficiency and effectiveness with which the Authority and Force have used their resources in discharging their functions. For the purpose of these examinations the C&AG has statutory access to documents as provided for under section 8 of the National Audit Act 1983. In addition, the Authority and Force shall provide, in conditions to grants and contracts, for the C&AG to exercise such access to documents held by grant recipients and contractors and sub-contractors as may be required for these examinations; and shall use its best endeavours to secure access for the C&AG to any other documents required by the C&AG which are held by other bodies.

#### Right of access

10.4 Subject to security clearance the department has the right of access to all Authority records and personnel for any purpose including, for example, sponsorship audits and operational investigation.

#### Management and financial responsibilities

##### 11. Managing Public Money and other government-wide corporate guidance and instructions

11.1 Unless agreed by the DfT and, as necessary, HM Treasury, the Authority shall follow the principles, rules, guidance and advice in Managing Public Money, referring any difficulties or potential bids for exceptions to the Sponsorship Team at DfT in the first instance. A list of guidance and instructions with which the NDPB should comply is in Appendix 1.

11.2 Once the budget has been approved by the Authority (see 15) and subject to any restrictions imposed by statute, the responsible minister's instructions and this document, the Authority shall have authority to incur expenditure approved in the budget without further reference to the DfT, on the following conditions:

- The Authority shall comply with the delegations set in out in Appendix 2. These delegations shall not be altered without the prior agreement of the sponsor department;
- the Authority shall comply with Managing Public Money regarding novel, contentious or repercussive proposals;
- inclusion of any planned and approved expenditure in the budget shall not remove the

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- need to seek formal DfT approval where any proposed expenditure is outside the delegated limits or is for major new schemes not previously agreed;
- the Authority shall provide the DfT with such information about its operations, performance individual projects or other expenditure as the DfT may reasonably require.

## 12. Corporate governance

### Board appointments - the chairman and board members

12.1 The Authority chairman and board members are appointed for a period of years by the responsible minister. Such appointments will comply with the Commissioner on Public Appointments Code of Practice for Ministerial Appointments to Public Bodies

### Board appointments – the Chief Executive

12.2 The Chief Executive is appointed by the Authority in accordance with RTSA 2003 Schedule 4, Part 2 para 11b

### Composition of the board

12.3 Schedule 4 to the Railways and Transport and Safety Act 2003 sets out the statutory requirements which apply to the composition of the Authority Board. In addition, and in line with the government's Code of Practice on Corporate Governance (<http://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments>), the Board will consist of a chairman and members who have a balance of skills and experience appropriate to directing the Authority's business.

## 13. Risk management

13.1 The Authority and BTP shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a risk management strategy, in accordance with the Treasury guidance Management of Risk: Principles and Concepts ([http://www.hmtreasury.gov.uk/orange\\_book.htm](http://www.hmtreasury.gov.uk/orange_book.htm)). It should adopt and implement policies and practices to safeguard itself against fraud and theft, in line with the Treasury's guidance on tackling fraud ([http://www.wenarchive.nationalarchives.gov.uk/20130129110402/http://www.hm-treasury.gov.uk/d/managing\\_the\\_risk\\_fraud\\_guide\\_for\\_managers.pdf.pdf](http://www.wenarchive.nationalarchives.gov.uk/20130129110402/http://www.hm-treasury.gov.uk/d/managing_the_risk_fraud_guide_for_managers.pdf.pdf)). It should also take all reasonable steps to appraise the financial standing of any firm or other body with which it intends to enter into a contract or to give grant or grant-in-aid.

13.2 The Chief Constable and the Chief Executive will create and maintain a strategic risk register. This will identify evaluate and describe mitigation and management measures in relation to all the key risks listed. The Register will be reported and debated quarterly at the Audit Committee before going to the Full Authority where any significant matters and recommendations for escalation to the DfT (whether resulting from consequential risk to the DfT or owing to further mitigation requiring the support of DfT) will be raised and debated and the register approved. Internal Audit will separately advise the Chief Executive and Chief Constable as Accounting Officers and the Audit Committee of their opinion on the accuracy and sufficiency of the register and the efficacy of the proposed mitigation and management measures.

13.3 The Authority Chief Financial Officer will brief the sponsorship team as soon as possible after the escalation decision is taken. Escalated risks will be monitored through the bi-monthly sponsorship meetings.

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## Governance Statement

13.4 As Accounting Officer the Chief Executive has to confirm the adequacy of all internal control systems and report on the same to the Comptroller and Auditor General. This Governance Statement will be prepared in accordance with Treasury guidance.

### 14. Strategic and policing plans

14.1 Every three years the Authority shall prepare a strategic plan covering three years ahead. The plan shall reflect the Authority's statutory duties and, within those duties, the priorities set from time to time by the responsible minister (including decisions taken on policy and resources in the light of wider public expenditure decisions). The plan shall be copied to the Secretary of State. The Plan will be reviewed at the end of the first and second year.

14.2 The first year of the strategic plan, amplified as necessary, shall form the policing plan. The policing plan shall be updated to include key targets and milestones for the year immediately ahead and shall be linked to budgeting information so that resources allocated to achieve specific objectives can readily be identified by the DfT. Subject to any commercial considerations, the strategic and policing plans should be published by the Authority on its website and separately be made available to staff.

14.3 The following key matters should be included in the plans:

- key objectives and associated key performance targets for the forward years, and the strategy for achieving those objectives;
- key non-financial performance targets;
- a review of performance in the preceding financial year, together with comparable outturns for previous years, and an estimate of performance in the current year;
- alternative scenarios and an assessment of the risk factors that may significantly affect the execution of the plan but that cannot be accurately forecast; and
- other matters as agreed between the DfT and the Authority.

### 15. Budgeting procedures

15.1 Each year the Authority shall set an annual budget, taking into account any specific directions issued by the Department, and provide a statement of such budget to the Department (the agreed net budget). The Department shall send to the Authority each year a statement of any planned changes in policies affecting the Authority.

15.2 When setting its budget, the Authority shall have regard to any impact on the Department's DEL and shall restrict such impact to limits agreed with the Department.

15.3 The approved annual policing plan will take account both of approved funding provision and forecast receipts, and will include a budget of estimated payments and receipts together with a profile of expected expenditure and of draw-down of any DfT funding and/or other income over the year.

### 16. Grant-in-aid and any ring-fenced grants

16.1 Grant-in-aid provided by the DfT for the year in question will be voted in the DfT's Supply Estimate and be subject to Parliamentary control.

16.2 The grant-in-aid will normally be paid in instalments on the basis of written applications

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showing evidence of need. The Authority will comply with the general principle, that there is no payment in advance of need. Cash balances accumulated during the course of the year from grant-in-aid or other Exchequer funds shall be kept to a minimum level consistent with the efficient operation of the Authority. Grant-in-aid not drawn down by the end of the financial year shall lapse. Subject to approval by Parliament of the relevant Estimates provision, where grant-in-aid is delayed to avoid excess cash balances at the year-end, the DfT will make available in the next financial year any such grant-in-aid that is required to meet any liabilities at the year end, such as creditors.

#### Emergency provision

16.3 Where the DfT provides the Authority with separate grants for specific (ring- fenced) purposes – such as funding for exceptional emergency work associated with a rail crash or terrorist incident - it will issue the grant as and when the Authority needs it on the basis of a written request. The Authority will provide evidence that the grant was used for the purposes authorised by the DfT. The Authority shall not have uncommitted specific grant funds in hand, nor carry specific grant funds over to another financial year.

#### 17. Reporting performance to the DfT

17.1 The Authority shall operate management, information and accounting systems that enable it to review in a timely and effective manner its financial and non- financial performance against the budgets and targets set out in the strategic and policing plans. The Authority shall inform the DfT of any changes that make achievement of objectives more or less difficult. It shall report financial and non- financial performance, including performance in helping to deliver ministers' policies, and the achievement of key objectives at its regular meetings with the appointed DfT officials. The Authority's performance shall be formally reviewed by the DfT twice a year. The responsible minister will meet the chairman and chief executive at least once a year.

#### Providing monitoring information to DfT

17.2 As a minimum, the Authority and force shall provide the DfT with information monthly, normally at the time of submitting a claim for grant in aid if one is being made, that will enable the DfT satisfactorily to monitor:

- the Authority's cash management;
- its draw-down of grant-in-aid;
- forecast outturn by resource headings;
- other data required for the Combined On-line Information System (COINS)

#### The Authority/DfT working level liaison arrangements

17.3 Officials of the DfT Sponsorship Team will liaise regularly with the Authority officials to review financial performance against plans, achievement against the Authority targets and the Authority's expenditure against its DEL and AME allocations. The Sponsorship Team will also take the opportunity to explain wider policy developments that might have an impact on the Authority through regular sponsorship meetings and day to day contact.

#### 18. Delegated authorities

18.1 The Authority's delegated authorities are set out in Appendix 2. The Authority shall obtain the DfT's prior written approval before:

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- entering into any undertaking to incur any expenditure which is not provided
- for in the Authority's annual budget as approved by DfT.
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by DfT;
- making any change of policy or practice which has wider financial implications that might prove repercussive or which might significantly affect the future level of resources required; or
- carrying out policies that go against the principles, rules, guidance and advice in *Managing Public Money*.

#### 19. The Authority staff

##### Broad responsibilities for the Authority staff

19.1 Within the arrangements approved by the responsible minister and the Treasury the Authority will have responsibility for the recruitment, retention and motivation of staff. The broad responsibilities toward its staff are to ensure that:

- the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement is based on merit: there is no discrimination on grounds of gender, marital status, sexual orientation, race, colour, ethnic or national origin, religion, disability, community background or age;
- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness;
- the performance of its staff at all levels is satisfactorily appraised and the Authority performance measurement systems are reviewed from time to time;
- its staff are encouraged to acquire the appropriate professional, management
- and other expertise necessary to achieve the Authority's objectives;
- proper consultation with staff takes place on key issues affecting them;
- adequate grievance and disciplinary procedures are in place;
- whistle-blowing procedures consistent with the Public Interest Disclosure Act are in place;
- a code of conduct for staff is in place based on the Cabinet Office's Model Code for Staff of Executive Non-departmental Public Bodies [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/80082/PublicBodiesGuidance2006\\_5\\_public\\_body\\_staffv2\\_0.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/80082/PublicBodiesGuidance2006_5_public_body_staffv2_0.pdf).

##### Staff costs

19.2 Subject to its delegated authorities, the Authority shall ensure that the creation of any additional posts does not incur forward commitments that will exceed its ability to pay for them.

##### Pay and conditions of service

19.3 The Authority staff are subject to levels of remuneration and terms and conditions of service (including pensions) within the general pay structure approved by DfT and, where necessary, the Treasury. The Authority has no delegated power to amend these terms and conditions. In considering the Authority staff matters, the DfT will have regard to Chapter 5 of the Cabinet Office Guide to Public Bodies that provides guidance on staff issues in public bodies ().

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19.4 If civil service terms and conditions of service apply to the rates of pay and non-pay allowances paid to the staff and to any other party entitled to payment in respect of travel expenses or other allowances, payment shall be made in accordance with the Civil Service Management Code (<https://www.gov.uk/government/publications/civil-servants-term-and-conditions>) except where prior approval has been given by the DfT to vary such rates. By virtue of the Railways and Transport Safety Act 200338 membership of or employment by the Authority is not employment in the civil service of the State.

19.5 Staff terms and conditions should be set out in an Employee Handbook, which should be provided to the DfT together with subsequent amendments.

19.6 If the Authority operate a performance-related pay scheme that shall form part of the staff annual aggregate pay budget approved by the DfT or the general pay structure approved by the DfT and the Treasury, whichever is applicable].

19.7 The travel expenses of Authority members shall be tied to the rates allowed to senior staff of the Authority. Reasonable actual costs shall be reimbursed.

19.8 The Authority shall comply with the EU Directive on contract workers – the Fixed- Term Employees (Prevention of Less Favourable Treatment) Regulations.

#### Pensions, redundancy and compensation

19.9 The Authority staff shall normally be eligible for a pension provided by its own scheme. Staff may opt out of the occupational pension scheme provided by the Authority, but that employers' contribution to any personal pension arrangement, including stakeholder pension shall normally be limited to the national insurance rebate level.

19.10 Any proposal by the Authority to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the DfT on a case by case basis. Proposals on severance must comply with the rules in chapter 4 of Managing Public Money.

#### 20. Review of the Authority status

20.1 The Authority will be reviewed every five years. The next review will be due in 2019.

#### 21. Arrangements in the event that the Authority is wound up

21.1 The DfT shall put in place arrangements to ensure the orderly winding up of the Authority. In particular it should ensure that the assets and liabilities of the Authority are passed to any successor organisation and accounted for properly. (In the event that there is no successor organisation, the assets and liabilities will revert to the DfT). To this end, the DfT shall:

- ensure that procedures are in place in the Authority to gain independent assurance on key transactions, financial commitments, cash flows and other information needed to handle the wind-up effectively and to maintain the momentum of work inherited by any residuary body;
- specify the basis for the valuation and accounting treatment of the Authority's assets and liabilities;
- ensure that arrangements are in place to prepare closing accounts and pass to the C&AG for external audit, and that funds are in place to pay for such audits. It shall be for the

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C&AG to lay the final accounts in Parliament, together with his report on the accounts;

- arrange for the most appropriate person to sign the closing accounts. In the event that another NDPB takes on the role, responsibilities, assets and liabilities, the succeeding NDPB AO should sign the closing accounts. In the event that the DfT inherits the role, responsibilities, assets and liabilities, the DfT’s AO should sign.

21.2 The Authority shall provide the DfT with full details of all agreements where the Authority or its successors have a right to share in the financial gains of developers. It should also pass to the DfT details of any other forms of claw-back due to the Authority.

22. Review of this Framework Document

22.1 The Framework Document is to be reviewed annually and any amendments discussed at the sponsorship meetings.

LIST OF APPENDICES TO THE DOCUMENT

Appendix 1 – List of government-wide corporate guidance instructions

Appendix 2 – List of delegated authorities

Appendix 3 – checklist of actions for the Authority

Appendix 4 – checklist of actions for the Secretary of State

Signed on behalf of the DfT      Date

\_\_\_\_\_

Signed on behalf of the Authority      Date

\_\_\_\_\_

## APPENDIX 1: Compliance with government-wide corporate guidance and instructions

### Compliance with government-wide corporate guidance and instructions

The Authority shall comply with the following general guidance documents and instructions:

this document;

Appropriate adaptations of sections of Corporate Governance in Central Government Departments:

Code of Good Practice

<https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments> ;

Code of Conduct for Board Members of Public Bodies [http://www.civilservice.gov.uk/wp-content/uploads/2011/09/code-of-conduct\\_tcm6-38901.pdf](http://www.civilservice.gov.uk/wp-content/uploads/2011/09/code-of-conduct_tcm6-38901.pdf)

Code of Practice for Ministerial Appointments to Public Bodies

<http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2012/02/Code-of-Practice-2012.pdf>

Managing Public Money (MPM);

Public Sector Internal Audit Standards, <https://www.gov.uk/government/publications/public-sector-internal-auditstandards>;

Management of Risk: Principles and Concepts; ;

<https://www.gov.uk/government/publications/orange-book>

HM Treasury Guidance on Tackling Fraud,

[http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hmtreasury.gov.uk/d/managing\\_the\\_risk\\_fraud\\_guide\\_for\\_managers.pdf.pdf](http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hmtreasury.gov.uk/d/managing_the_risk_fraud_guide_for_managers.pdf.pdf) ;

Government Financial Reporting Manual (FReM),

<https://www.gov.uk/government/publications/government-financial-reportingmanual>;

Fees and Charges Guide, Chapter 6 of Managing Public Money;

Departmental Banking: A Manual for Government Departments, annex 5.6 of Managing Public Money;

relevant Dear Accounting Officer letters <https://www.gov.uk/government/collections/dao-letters> ;

Regularity, Propriety and Value for Money,

[http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hmtreasury.gov.uk/psr\\_governance\\_valueformoney.htm](http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hmtreasury.gov.uk/psr_governance_valueformoney.htm);

The Parliamentary and Health Service Ombudsman's Principles of Good Administration

<http://www.ombudsman.org.uk/improving-publicservice/ombudsmansprinciples>;

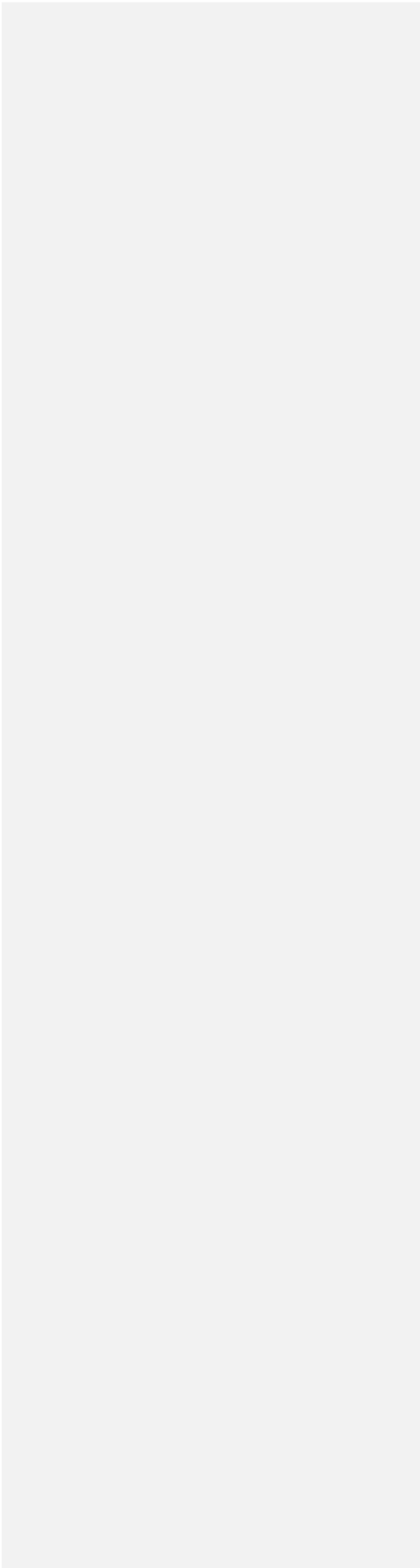
Consolidation Officer Memorandum, and relevant DCO letters;

relevant Freedom of Information Act guidance and instructions (Ministry of Justice);

[Model Code for Staff of Executive Non-departmental Public Bodies (Cabinet Office)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/800](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/800)

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82/PublicBodiesGuide2006\_5\_public\_body\_staffv2\_0.pdf];

other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts;

other relevant instructions and guidance issued by the central Departments;

specific instructions and guidance issued by the sponsor Department;

recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and relevant to the ALB.

## ANNEX 4 – Financial Management

### Definitions

1. The 'British Transport Police Authority ('the Authority')' when used as a body for approving policy decisions shall refer to the Authority members including the chair and deputy chair of the Authority.
2. The terms 'the Authority' shall also embrace any committee or subcommittee exercising functions delegated to it by the Authority.
3. The 'Executive' shall refer to the Authority Chief Executive and staff under his or her direction and where appropriate the expenditure of both the Authority and the Executive.
4. The 'Force' shall refer to the Chief Constable, police officers, the special constabulary, police staff and volunteers under his or her direction.
5. The 'BTPF' shall refer to the fund established by the Authority into which all money received by the Authority shall be paid.
6. The 'Authority Finance Director' is inclusive of the role of Treasurer and any reference to the Authority Finance Director is a reference to the Treasurer and vice versa.
7. Within the Financial Regulations, most of the references have been made to the responsibilities of the Chief Constable since most of the day to day financial management is vested with that post. However, where resources are under the control of the Chief Executive, the duties, rights and powers as detailed for the Chief Constable shall apply equally to the Chief Executive.
8. The terms Chief Constable, Chief Executive, Authority Finance Director and Force Finance Director include any members of staff, contractors or agents to whom particular responsibilities may be lawfully delegated. However, the level of such delegated responsibility must be evidenced clearly, made to an appropriate level and the member of staff given sufficient authority, training and resources to undertake the duty in hand.
9. In particular, the Chief Constable will exercise his or her delegated powers for the day to day financial management of the BTPF, through the Force Finance Director. References in this document to Force Finance Director reflect the practical day to day responsibilities.

### Introduction

10. Proper management of resources and a sound financial standing enables the Authority to

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achieve its aims and objectives. The Framework Document, the Accounting Officer Memorandum and the Additional Accounting Officer Memorandum are to be read in conjunction with this document. The Financial Management Governance Code is supported by the Financial Regulations which set out the arrangements for controlling revenue and capital spending.

11. This protocol has been guided by the Framework Document, Cabinet Office guidance for NDPBs and the Combined Code on Corporate Governance. Nothing in this protocol is intended to override the requirements of HM Treasury's Managing Public Money.
12. Financial management covers all financial accountabilities in relation to the operation of the BTPF. All Members, Authority officers, police staff and police officers have a duty to abide by the highest standards of probity in dealing with financial issues.

#### General Principles of Financial Management: Planning, Funding and Control

13. The general principles that are to be adhered to in operation of the BTPF are:

13.1 its aims and objectives are agreed, clearly defined and included as appropriate in the underlying statute and Framework Document;

13.2 the respective responsibilities of the Authority and the Department for Transport (DfT) are clearly defined in a Framework Document;

13.3 the Authority will establish the broad policy framework within which it will operate, and performance targets are set covering economy, efficiency and effectiveness in the delivery of its services;

13.4 the BTPF has sound internal financial and management information systems including:

13.4.1 management accounting systems to enable the BTPF to monitor and control its expenditure and revenue against budget;

13.4.2 financial management information systems to enable it to produce annual accounts in statutory format;

13.4.3 a governance framework for the calculations of annual PSA Charges and EPSA Charges

13.4.4 a system of corporate planning leading to the production of an annual strategic plan; and management measurement systems to ensure that there is continual evaluation of progress towards key targets

covering financial performance, quality of services and efficiency and adjustment of those targets as necessary.

14. All systems will ensure that the BTPF is used to make the best use of the resources and secure value for money in all areas; and the Authority will carry out regular assessments designed to monitor performance and ensure the financial management arrangements reflect best public sector practice and are working efficiently.

#### General Principles of Financial Management: Accountability

15. The general principles that the BTPF should adhere to regarding corporate governance, based on the Cabinet Office guide for NDPBs, are that:

15.1 the Authority should aim to improve accountability and use its annual accounts and reports to demonstrate to Parliament, taxpayers, the railway industry and customers the extent to which they are achieving improved value-for money;

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15.2 all members and staff should maintain the strictest standards of financial propriety;  
 15.3 staff with financial responsibilities should receive appropriate training;  
 15.4 accounts should be maintained on an accruals basis and aim to follow the Treasury's Financial Reporting Manual (FRM) with regard to the preparation of accounts and reports;  
 15.5 the Executive, in conjunction with the Force should prepare annual reports and accounts for the BTPF in statutory format;  
 15.6 publication of the extent to which financial and other performance targets have been met should identify what savings have been achieved and how far the Force has improved the delivery of its services;  
 15.7 the Executive should make effective arrangements for internal audit which should maintain links with other inspection and review services;  
 15.8 the BTPF should make banking arrangements which keep banking costs to a minimum; and  
 15.9 the BTPF's assets should be reviewed regularly and surplus assets (profitably) disposed of.

16. The Authority is responsible for approving the financial policy framework and budget. It is also responsible for approving and monitoring compliance with the BTPF's overall framework of accountability and control, and for monitoring compliance with the agreed policy.
17. Sound internal control and accountability for financial matters is best achieved by clear arrangements for delegation of powers and responsibilities and the separation of duties, with an effective system of monitoring, feedback and reporting.

#### Role of the Authority's Chief Executive and the Force's Chief Constable

18. The Chief Executive as Accounting Officer is personally responsible for safeguarding the public funds for which he or she has charge; for ensuring propriety and regularity in the handling of those public funds; will only intervene in the direct financial management of the BTPF if a major issue of propriety, regularity or prudent and economic administration makes it necessary for him or her to do so. In addition, he or she should ensure that the BTPF as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management as set out in Managing Public Money and the DfT's Accounting Officer's letter of appointment.

19. The Chief Executive is responsible for:

19.1 Reporting any actual or potential breaches of the law or maladministration to the Authority.  
 19.2 Ensuring that Authority Members are advised of the financial implications of all proposals.  
 19.3 Seeking approval from the Authority on any matter liable to affect the BTPF finances materially, before any commitments are incurred.  
 19.4 Advising the Authority Members and officers about who has the authority to take a particular decision.  
 19.5 Signing contracts on behalf of the Authority which must be supported by an authorised business case.

20. The Chief Executive is responsible for ensuring that financial considerations are taken fully into account by the BTPF at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed.
21. The Chief Executive is responsible for taking action if the Authority, or its Chair, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, questionable feasibility,

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or is unethical.

22. The Chief Executive is responsible for:

22.1 Setting and seeking approval for a capital programme and revenue budget to cover the requirements of the Authority and the Force;

22.2 calculating and levying charges on holders of Police Services Agreements;

22.3 the management and expenditure of the Authority;

22.4 the oversight of the BTPF.

23. The Chief Constable as the Additional Accounting Officer is personally responsible for safeguarding the public funds for which he or she has been given under the delegated authority of the Principal Accounting Officer; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the BTPF in accordance with the Authority’s Additional Accounting Officer’s Memorandum to the Chief Constable.

24. The Chief Constable shall establish internal control systems to the satisfaction of the Chief Executive so that the financial activities under the control of the Force are conducted in an efficient and well-ordered manner. Internal control comprises the whole system of controls and methods, both financial and otherwise, which are established to:

24.1 safeguard the Forces assets

24.2 ensure reliability of records

24.3 monitor adherence to policies and directives

25. The Chief Constable must nominate to and receive approval from the Chief Executive a properly qualified deputy should he or she be unable to perform the financial management duties personally and that this person should normally be the Deputy Chief Constable.

26. The Chief Constable is responsible for ensuring that the accounts of the BTPF are prepared to the satisfaction of the Chief Executive and the NAO.

Role of the Authority's Finance Director and the Force's Finance Director

27. The Authority will ensure that the roles of the Authority Finance Director and the Force's Finance Director are clearly defined and understood. Each will have a relevant full CCAB financial qualification.

28. The Authority Finance Director will provide financial advice to the Authority and the Accounting Officer; shall be involved in audit and will be an adviser to the Audit and Risk Assurance Committee; and will discharge the responsibilities set out in the Framework Document.

29. The Authority Finance Director is responsible to the Chief Executive for:

29.1 Providing financial advice to the Authority on all aspects of its activity including, in particular, strategic planning and policy-making;

29.2 Leading and advising the Authority on the development of budget policies and link these to policing priority decisions;

29.3 Preparing and monitoring the financial position of the Executive and reporting as appropriate to the Authority;

29.4 Working with the Force’s Finance Director on the financial evaluation of major capital investment projects and the management of their funding;

29.5 Ensuring that statutory and other accounts are properly prepared, in accordance with

prevailing Codes of Practice;

29.6 Ensuring that arrangements for Treasury management are appropriate and secure and to approve any changes to these arrangements;

29.7 Reviewing investment accounting and other financial policies;

29.8 Reviewing and approving the Executive's financial statements;

29.9 Working with the Chief Executive in advising, assuring and supporting members generally in the discharge of their statutory functions;

29.10 Ensuring that the Chief Executive has appropriate financial advice (working with external consultants where necessary) in connection with the drafting and operation of Police Service Agreements;

29.11 Overseeing the financial elements of the negotiations of Police Service Agreements and supporting the Chief Executive, as appropriate;

29.12 Ensuring that arrangements regarding any Grant in Aid and Loans with the DfT are in place and properly accounted for.

30. To enable the Authority Finance Director to discharge his or her responsibilities, the Chief Executive and the Chief Constable shall provide the Authority Finance Director with any information required and shall allow the Authority Finance Director access to the documents and records under their control.
31. The Chief Executive is responsible for consulting the Authority Finance Director and seeking approval on any matter liable to affect the BTPF's finances materially, before any commitments are incurred.
32. The Authority Finance Director is responsible for the proper administration of the Executive's financial affairs and shall be the principal financial adviser to the Authority with respect to the proper administration of the BTPF.
33. The Force Finance Director shall ensure that the accounting systems agreed are observed and that the accounts, accounting control systems and supporting records of the Authority are maintained in accordance with proper practices and kept up to date.
34. The Force Finance Director advises the Chief Constable on the tactical and strategic management of the budget allocated to the Force; the day-to-day financial management of the Force; and provides advice to the Chief Constable on financial matters.
35. The Force Finance Director has a duty to ensure the proper administration of the Force's financial affairs, so that the organisation operates efficiently, effectively and in accordance with statutory requirements and accounting standards.
36. The Force Finance Director is the lead finance professional for the Force and to the Force Executive Board (or equivalent) and has direct right of access to the Chief Constable, Chief Executive and Authority Finance Director regarding any matter of financial significance. The Force Finance Director is to be a member of the Force Executive Board (or equivalent).
37. The Force Finance Director must devise and implement a finance strategy for the BTPF which ensures that adequate financial controls are in place, all financial reporting meets statutory requirements and that accounting activities are timely, accurate and cost effective.
38. The Force Finance Director is responsible for the day to day financial administration for the BTPF. He or she is responsible to the Chief Constable for:

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38.1 Preparing annual operating cost and grant budgets and financial plans;

38.2 Preparing accounts, management information, monitoring and control of expenditure against budgets and all financial operations;

38.3 Preparing the BTPF's annual accounts and other financial statements and accounts;

38.4 Ensuring that the Force maintains satisfactory financial systems;

38.5 Providing professional financial advice on all matters relating to financial policies and procedures;

38.6 Encouraging management and staff in the best use of resources and value for money.

39. The Authority Finance Director with the Force Finance Director will represent the BTPF in dealings with the NAO to ensure that the BTPF fulfils its annual financial reporting responsibilities on time and in line with regulatory requirements.

40. The Force Finance Director shall ensure that the accounting systems determined by him or her are observed and that the accounts, accounting control systems and supporting records of the BTPF are maintained in accordance with proper practices and kept up to date

41. The Authority Finance Director and the Force Finance Director will agree a protocol that will outline how their roles will operate and complement each other.

42. The Force Finance Director in advising the Chief Constable and the Authority on the effective discharge of Force financial management will need to work closely with the Director of Capability and Resources. The Force Finance Director and Director of Capability and Resources will agree a protocol that will outline how their roles will operate and complement each other.

#### Role of and Responsibilities for Financial Regulations

43. The Financial Regulations form part of the financial control framework which governs the relationship between the Authority and the Force in relation to financial matters.

44. The Financial Regulations link the Financial Management with other internal regulatory documents. For example, contract standing orders, schemes of delegation, financial procedures, guidance and instructions and employee codes of conduct. Should there be any contradiction contained within procedures, guidance, instructions or codes of guidance the Financial Regulations will take precedence.

45. Any case of difficulty or doubt concerning the correct interpretation or application of the Financial Regulations shall be referred to the Chief Executive, who shall consult the Authority Finance Director as appropriate, and whose decision shall be final.

46. The Financial Regulations are supported by a Scheme of Financial Delegation that clearly specifies the limit(s) upon the authority delegated to each of the Chief Executive and the Chief Constable.

47. The Chief Executive, Chief Constable, Authority Finance Director, and the Force Finance

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Director shall maintain a written record where decision-making has been delegated to members of their staff, including temporary and seconded staff.

48. All staff and members at both the Executive and the Force have a general responsibility for taking reasonable action to provide for the security of the assets under their control, and for ensuring that the use of these resources is legal, is properly authorised, provides value for money and achieves best value.
49. The Chief Constable is responsible for reporting, where appropriate, breaches of the Financial Regulations and/or the Scheme of Financial Delegation to the Chief Executive.
50. The Chief Constable and the Force Finance Director shall provide assurance to the Chief Executive through the Management Assurance Return that to the best of their knowledge all the requirements set out in the Financial Regulations and Scheme of Financial Delegation have been fully complied with. The Authority Finance Director will do likewise for the Executive.
51. The Chief Executive is responsible for ensuring that all Executive staff are aware of the existence and content of, and have access to, the BTPF's Financial Regulations and/or the Scheme of Financial Delegation and other internal regulatory documents and that these are observed.
52. The Chief Constable is responsible for ensuring that all police and police staff are aware of the existence and content of, and have access to, the BTPF's Financial Regulations and Scheme of Financial Delegation and other internal regulatory documents and that these are observed.
53. Any reference to 'officer' 'staff' or 'employee' within the Financial Regulations includes police officers.
54. Failure to observe the Financial Regulations and/or the Scheme of Financial Delegation may result in action under the disciplinary procedures.
55. The Force Finance Director in consultation with the Chief Constable shall issue financial instructions detailing how the Financial Regulations will be implemented. The Force Finance Director is responsible for monitoring compliance with these instructions.
56. The Force Finance Director in consultation with the Chief Constable is to maintain a separate Force Scheme of Financial Delegation. This Force Scheme of Financial Delegation is to be approved by the Chief Executive. The Force Finance Director is responsible for monitoring compliance with the Force Scheme of Financial Delegation.
57. In allocating responsibilities, the Chief Constable and the Force Finance Director should have regard to the desirability of securing an adequate and effective level of internal control by allocating roles in a way that gives assurance that transactions will be properly processed and that errors will be detected promptly. Examples of such controls are:
  - 57.1 Internal Check (the checking of one person's work by another);
  - 57.2 Separation of Duties (assigning key tasks within a process to different members of staff);
  - 57.3 Systems Manuals (descriptions of how systems and individuals should operate);
  - 57.4 Authorisation (certification that a transaction or event is acceptable for further processing);
  - 57.5 Monitoring, scrutiny of exceptions and general supervision.

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58. The Financial Regulations and Scheme of Financial Delegation will be reviewed annually by the Authority when reviewing the Governance Code.
59. The Financial Management, Financial Regulations and Scheme of Financial Delegation need to be read in conjunction with the Governance Code.
60. The Chief Constable, in consultation with the Force Finance Director, is responsible for ensuring that the arrangements operated by L Area comply with the Financial Regulations. The Chief Constable is to provide the Chief Executive with a report annually setting out where the financial arrangements operated by L Area do not accord fully with the Financial Regulations setting out the alternative arrangements that are in place and confirming that these meet the requirements set out in Financial Regulation 45. The Head of finance for L Area shall have a relevant full CCAB financial qualification. The Head of Finance is the lead professional for L Area and has direct access to the Force Finance Director.

#### Financial Regulations

#### Annual Statement of Accounts

##### 1. FR1 Annual Accounts

##### 1.1 The Force Finance Director shall:

- draw up the timetable for final accounts preparation in accordance with legislation and in consultation with the external auditor and the Authority Finance Director;
- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- comply with any specific accounts direction issued by the DfT, the FRoM and other legislation;
- ensure accounts are prepared in accordance with the timetable.

1.2 The Force Finance Director shall advise the Authority Finance Director of any proposed changes to the accounting policies and provide an assessment of the financial implications of these changes.

#### Financial Plans and Budgetary Control

##### 2. FR2 Revenue Budget

2.1 The Chief Executive and Chief Constable as Accounting Officer and Additional Accounting Officer respectively share a responsibility to recommend to the Authority effective financial and budget planning for the short, medium and long term. This objective is achieved by preparing a medium term financial plan made up of at least five year estimates of revenue and capital expenditure and income, efficiency and improvement savings plans, reserves and balances and risk assessments. This must contain:

- plans that reflect the Authority's consultations with not only the Chief Constable and Treasurer, but also other relevant partners and key stakeholders.
- plans for the development of services and the priorities for the allocation of both capital and revenue resources between services that reflect the strategic direction outlined in the Policing Plan.
- the financial effects of all known commitments together with any other proposals for changes to levels of existing services, or the introduction of new services.
- consider the balance between the level of activity to be funded and the level of charges to

be defrayed to the PSA holders.

- a range of alternative financial planning scenarios (optimistic, likely, pessimistic) based on assessed financial risk.

2.2 Budget planning assumptions. By the end of March of each year the Authority shall agree the total revenue budget for the following financial year.

2.3 The Chief Executive is responsible for ensuring that the overall annual revenue budget and capital programme prepared by the Chief Constable accords with the requirements set out in Managing Public Money, before it is presented for approval by the Authority.

2.4 The revenue budget shall be presented in two parts, i.e.

- the budget for the Force, responsibility for the management of which lies with the Chief Constable; and
- the budget retained by the Executive, which shall include provision for expenditure directly related to the functions of the Authority, the management of which shall be the responsibility of the Chief Executive.

2.5 The general format of the revenue budget and capital programme proposed by the Chief Constable, will be approved by the Chief Executive subject to any directions by the Authority.

2.6 It is the responsibility of the Chief Constable to ensure that the revenue budget and capital programme proposals reflect the priorities outlined in the Policing Plan.

2.7 The Chief Constable shall submit quarterly monitoring reports to the Authority, but more frequently if requested by the Authority, dealing with income and expenditure against the budget.

2.8 The Chief Executive shall submit quarterly monitoring reports on the budget retained by the Executive to the Authority (or its appropriate Committee), but more frequently if required.

2.9 For Capital and Major Revenue Schemes, no expenditure shall be incurred, no commitments (including leasing agreements relevant to the revenue budget) entered into and no liabilities established unless there is sufficient and appropriate budgetary provision. Any such expenditure must be in accordance with any Treasury and DfT instructions. In an emergency, expenditure for operational purposes that is not otherwise provided for in the budget may be authorised, using the Authority's procedure for decisions between scheduled meetings, up to the limits contained within the Scheme of Financial Delegations.

2.10 Additionally, in all such instances there shall be a report on the matter to the next quarterly reporting meeting of the Authority.

2.11 The Chief Constable shall ensure that the staffing budget provides an accurate forecast of staffing levels, that it accords with the approved staffing policies of the Authority and shall advise the Authority on the budget provision necessary to cover estimated staffing levels.

2.12 The Chief Constable shall ensure that total spending for policing remains within the overall allocation of resources and take corrective action where significant variations from the approved budget are forecast. Where total projected expenditure indicates either an overall over or under spend, the Chief Executive shall be alerted and proposals for remedy should be put forward by the

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Chief Constable as part of the regular reporting process to the Authority. The same responsibilities apply to the Chief Executive for his or her budget.

2.13 Where operating cost resources are devolved to Deputy/Assistant Chief Constables, Directors or Heads of Division procedures must be in place to ensure that these resources are used in compliance with the agreed business plans. The Chief Constable is required to provide to the Chief Executive a declaration at the end of the financial year confirming that all managers who have been provided with such delegated responsibility have understood and fulfilled their responsibilities with regard to the operating cost budget. This statement provides assurance to the Chief Executive that budgetary controls have operated as required and supports the quarterly statement outlined in paragraph 2.11.

2.14 Where significant savings or increased income were not included in the Budget, but arise fortuitously because of external factors outside the Force's control, these new resources should be reported to the Authority before any decision is taken about their utilisation.

### 3. FR3 Capital and Major Revenue Schemes

3.1 The Chief Constable shall prepare a 3-year capital programme and capital budget for consideration and approval by the Authority. This programme will form the basis of discussions with the DfT for inclusion in their capital allocation programme.

3.2 Once a capital project is included within the 3 -year capital programme, the details of each scheme shall be the subject of a further and final approval. An evaluation, including a financial appraisal, shall be undertaken and reported in respect of all capital and major revenue schemes over £50k which shall include the business case for the scheme. For such schemes, expenditure necessary to produce a proper evaluation ahead of approval may be incurred, in accordance with Procurement or Contract Standing Orders. The thresholds that shall apply to the approval of schemes are (in respect of major revenue schemes shall relate to the estimated additional annual cost) as set out in the Scheme of Financial Delegation (Annex 2).

3.3 For all Schemes requiring Authority approval, the appraisal and business case must be presented to the Authority for consideration and approval. The evaluation and business case must be accompanied by a joint report from the Authority Finance Director and Force Finance Director. Schemes that are related or phased shall be treated as a single scheme for these purposes. For the purpose of the application of the thresholds, the capital and additional revenue costs will be aggregated.

3.4 Where a scheme falls below the value for reporting to the Authority a business case must be produced and approved by the Chief Constable.

3.5 An annual business case for rolling, replacement or refurbishment schemes must be approved annually by the Chief Constable.

3.6 The capacity of the Chief Constable and Chief Executive to enter into capital works contracts is set out in the Scheme of Financial Delegations. Contracts must not be disaggregated to avoid the stated thresholds.

3.7 All evaluations shall be undertaken in line with project appraisal guidelines which fulfil Government accounting and policy requirements, and shall include, inter alia, calculations to show the Net Present Value (NPV) and Internal Rate of Return (IRR) for each scheme.

3.8 Capital and major revenue scheme expenditure may not take place prior to scheme approval.

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Following approval of the scheme evaluation, capital and major revenue scheme expenditure may be incurred in accordance with Procurement or Contract Standing Orders up to the estimate (plus inflation as appropriate) specified in the scheme evaluation. Approval for additional scheme expenditure shall be sought when it is first identified and, if possible, before it is contractually committed, e.g. at tender acceptance stage, and shall be authorised as in accordance with the Scheme of Financial Delegation.

3.9 It is vital that both financial and procurement authority are obtained prior to a Project being started. Financial authority ensures the project has a good business case and funds are available to the project. Procurement authority ensures the best commercial terms and contracts are in place with suppliers.

3.10 The Chief Constable shall ensure that contract payments and other expenditure against approved schemes are controlled within the scheme approval given under the Scheme of Financial Delegation.

3.11 The Chief Constable, in consultation with the Chief Executive, shall monitor capital and major revenue schemes and shall submit to the Authority:

- exception reports where a decision is required or there are circumstances of which Members should be aware; and
- a post-completion assessment report for all schemes approved by the Authority (including through life operating costs) excluding replacement schemes.

#### 4. FR4 Virement

4.1 Virement is defined as where funds will be used for different purpose than originally budgeted, this excludes budget transfers.

4.2 A budget transfer will only require to be noted in 4 weekly reports and is defined as funds used for the same purpose but moved in budget terms, subject to it not meaning a significant change of policy which:

- results in activities which are outside the objectives of the Strategy or Policing Plan;
- prejudices to a material degree the achievement of any of the objectives of the Strategy or Policing Plan; or
- does not conform to Authority policy resolutions; or alters a specific approval by the Authority.

4.3 The Chief Executive and Chief Constable may authorise the transfer of resources between budget headings within the revenue budget for the Authority and Force respectively, provided that:

- the revenue budget and capital budget net totals are not increased;
- the future commitments in budgets not yet approved falling to the BTPF are not increased by more than the financial limits set out in the scheme of delegations;
- the transfer does not result in a significant change of policy;
- the amount does not exceed the value set out in the Scheme of Financial Delegation;
- the Authority Finance Director has been informed where the Scheme of Financial Delegation means it does not need Authority approval.

4.4 Where the amount exceeds the financial limits sets out in the scheme of financial delegation, virement requires the approval of the Authority.

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4.5 Virement will not be possible in respect of expenditure which is specifically government funded.

4.6 The approval of the Authority is required when the virement proposals imply significant changes of major policy (see paragraphs 4.2.1 to 4.2.3 for definition) or involve additional revenue commitments in future years.

4.7 The Chief Constable shall be empowered to incur expenditure within the approved estimates but no expenditure, capital or revenue, shall be incurred in connection with the adoption of any new policy or extension of existing policy without the prior approval of the Authority following consideration of a report.

#### 5. FR5 Management of the Authority's Budget

5.1 The Chief Executive shall be responsible for securing proper arrangements for the management of that part of the budget allocated to the Executive and shall, where considered appropriate, adopt similar arrangements to those set out in these Financial Regulations, in consultation where appropriate with the Authority Finance Director.

#### 6. FR 6 Maintenance of Balances and Reserves

6.1 The Chief Executive should establish a policy on reserves in consultation with the Chief Constable. The Chief Executive will be advised on the reasonable level of reserves that should be maintained by the Authority Finance Director All Reserves are held by the BTPF, but a reasonable operational reserve should be available for use by the Chief Constable to cover operational delivery risks.

6.2 The Authority Finance Director and Force Finance Director will formally review and recommend a Reserves Policy to the Authority for approval annually prior to approval of the revenue and capital budget.

#### 7. FR6 Salaries, wages, pensions, gratuities

7.1 In relation to police officers and police staff, the Chief Constable shall ensure that payments of all salaries, wages and emoluments due to employees and the collection of amounts due from officers are in accordance with the relevant salary scales, wage rates and conditions of service and police terms and conditions approved by the Authority and the Police Regulations.

7.2 The Chief Constable is responsible for ensuring that adequate and effective systems and procedures are operated for personnel and payroll aspects, to ensure that:

- payments are only authorised to bona fide employees
- payments are only made where there is a valid entitlement
- conditions and Contracts of Employment are correctly applied
- employee names listed on the payroll are checked at regular intervals to verify accuracy and completeness
- national insurance numbers are recorded for all employees and pensioners
- there is an effective system of checking and clarification of information submitted to effect changes to information held on the payroll system, whether in the form of amendments to computer records or written information.

7.3 The Chief Constable shall maintain records containing details of:

- appointments, secondments, resignations, dismissals, suspensions from duty, transfers, grievances and disciplinary matters;

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- periods of sickness and absences other than normal annual leave;
- changes in remuneration or allowances or liabilities of officers; and
- any other matters affecting the calculation and payment of salaries, wages, compensation, allowances and other emoluments to an officer, pension entitlements and of amounts due from an officer.

7.4 All payments to individuals directly contracted to the BTPF who are acting in a self-employed capacity shall be paid through the payroll system and be subject to tax unless the status of the individual has been confirmed as self-employed in accordance with HMRC guidelines.

7.5 If the payment of salaries, wages etc. is provided by a contractor outside of the BTPF, the relevant terms, conditions and controls shall be agreed between the Chief Constable and the Chief Executive and be included in the contract.

7.6 The Chief Constable shall make arrangements for:

- the payment of pensions, gratuities, compensation, and other payments due and for maintaining the necessary records; and
- the payment of compensation or redundancy payments due under any statutory arrangements or policies agreed by the Authority and for maintaining the necessary records.

7.7 In respect of those officers who are subject to pension schemes, the Chief Constable shall maintain such records and shall supply such information as the administering Authority may require to discharge its functions.

7.8 If any part of the functions set out in these Financial Regulations is provided by a contractor outside of the BTPF, the relevant terms, conditions and controls shall be agreed between the Chief Constable and the Chief Executive and included in the contract.

7.9 Subject to any statutory provisions to the contrary, the Chief Constable shall recover any overpayment of salaries, wages, allowances, or police pensions entitlements.

7.10 The Chief Constable shall ensure full compliance with prevailing employment legislation including that relating to PAYE, National Insurance, pensions and sickness benefit.

#### 8. FR7 Travelling, Allowances and Schemes of Assistance

8.1 The Chief Constable shall ensure that payments are made in a manner which ensures that the appropriate arrangements are made to account for the National Insurance and any taxation due and to create the necessary records for self-assessment.

8.2 All claims by officers and police staff for travelling, other allowances or advances under conditions of service or the Authority's policies shall:

- be prepared and signed personally by the claimant as being wholly, necessarily and exclusively incurred in the course of duties;
- be certified by an authorised officer;
- be accompanied by relevant receipts, and submitted on a timely basis and if of a continuing nature, be submitted at intervals specified by the Chief Constable; and
- be submitted in accordance with Force T&S policy.

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8.3 The Chief Executive shall undertake the same responsibilities for staff of the Executive.

#### 9. FR8 Orders for Goods and Services

The Chief Constable shall:

- ensure that written orders are placed in advance for all works, goods and services to be supplied (other than public utility services) provided that in cases of urgency oral orders may be placed and confirmed by written order within 2 working days;
- ensure that orders are issued only where the cost can be met from an approved revenue or capital budget;
- ensure that orders are properly certified and indicate the price to be paid or exceptionally, where the price is not known, the price that the order is not to exceed and
- obtain goods and services in the most cost effective way and from the source offering best value commensurate with the required quality, performance and delivery.

9.2 Paperless ordering systems involving the preparation, authorisation and transmission of electronic data, may be implemented if adequate and effective controls are operated.

9.3 Purchase of equipment, goods and materials shall be effected through the most economical and practical means making use of contracts arranged through the DfT and other bodies where these are available.

9.4 Use of the internet to place orders electronically shall be in accordance with any overall policy of the Authority and will comply with the procedures and guidance issued by the Chief Constable having regard to advice from the Director and Corporate Resources. For avoidance of doubt such arrangements must comply with any DfT and Managing Public Money requirements.

#### 10. FR9 Payment of Accounts

10.1 The Chief Constable shall ensure that every invoice, payment voucher or claim for payment will be checked by an authorised officer/budget holder who shall certify that the expenditure has been properly incurred, is within the relevant budgetary provision and that the goods have been received and/or work done and is of a satisfactory standard.

10.2 The Chief Constable shall ensure that there is adequate separation of duties with regard to the certification of orders and the certification of requests for payment, and the certification of goods or services received and the approval of payment.

10.3 The use of credit or purchasing cards is permissible. These will be subject to specific instances agreed by the Chief Constable and he / she is responsible for ensuring there are financial procedures and guidance in place, having regard to advice from the Force Finance Director, and subject to any overall policy of the Authority and the DfT on this aspect.

10.4 The Chief Constable is responsible for ensuring that payments are made to suppliers in accordance with The Late Payment of Commercial Debts (Interest) Act 1988 and any DfT direction on prompt payment. The Chief Executive is to be notified of any sustained failure to meet this requirement and/or of claims made for interest on late payments by suppliers.

#### 11. FR10 Income

11.1 The Chief Executive shall ensure that appropriate Police Services Agreements are in place with

all relevant railway operators and that Police Service Agreements are kept under review to ensure that they remain fit for purpose and comply with any overall Authority policy.

11.2 The Authority shall ensure that appropriate Enhanced Police Services Agreements are in place with all relevant railway operators and that Enhanced Police Service Agreements are kept under review to ensure that they remain fit for purpose and comply with any overall Authority policy

11.3 The Chief Executive shall ensure that charges for services provided shall be made on the basis of and in accordance with the terms of the relevant Police Services Agreement and otherwise on the basis of recovering the full costs involved.

11.4 The Chief Constable shall ensure that charges for services provided shall be made on the basis of and in accordance with the terms of the relevant Enhanced Police Services Agreement and otherwise on the basis of recovering the full costs involved

11.5 The Chief Constable shall arrange for the prompt:

- issue of debtors accounts and collection of monies due for credit income;
- collection of cash due to the BTPF; and
- completion and submission of any claims for grant payable towards expenditure incurred, and for ensuring payment is received.

11.6 The Chief Constable shall ensure that income is recorded promptly and that all monies received are, without delay, banked intact in the name of the BTPF.

11.7 Officers receiving cash income on behalf of the BTPF shall issue official receipts immediately for all such income.

11.8 The Chief Constable will ensure that monthly reconciliations of all BTPF bank accounts are carried out within 30 days of the end of the month end and that any unexplained and/or uncleared items are investigated to the satisfaction of the Force Finance Director.

11.9 The Chief Constable shall ensure that there is adequate separation of duties with regard to the issuing of debtors' accounts and the collection and banking of income.

11.10 Monies received by officers on behalf of the BTPF shall be kept separate from personal funds and shall not be lent to officers or others, nor used to cash personal or other cheques.

11.11 All outstanding income will be pursued until it is determined, by the appropriate authorising authority in accordance with the scheme of delegation, as uneconomic to pursue, at which time arrangements will be made to write it off. The Authority is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

## 12. FR11 Grant in aid

12.1 The Chief Constable will put arrangements in place to ensure that no grant-in-aid is received in advance of need.

12.2 The Chief Constable will put arrangements in place to ensure that grants received for specific purposes are used for the purpose for which they were provided and that appropriate records are maintained to demonstrate compliance with the conditions of the grants.

## 13. FR12 Security

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13.1 The Chief Constable shall make arrangements for the supply and issue of controlled stationery (e.g. receipt books).

13.2 The Chief Constable, with the agreement of the insurer where appropriate, shall ensure that sound arrangements exist for the security, issue and movement of assets, including cash and valuable documents, such as cheques and bank books.

13.3 The Chief Constable shall specify limits of cash or other holdings, which shall not be exceeded without prior permission.

#### 14. FR13 Unofficial and Voluntary Funds

14.1 The Chief Constable shall ensure that he is notified immediately of the nature and purpose of any unofficial or voluntary fund.

14.2 The Chief Constable shall maintain proper records of such funds, including a separate account for the transactions of the fund, and for keeping them separate from those belonging to the BTPF.

#### 15. FR14 Property

15.1 The title deeds of all property in the BTPF's ownership will be held in the custody of the Chief Executive.

15.2 The Chief Constable shall maintain an inventory of all of the properties leased by or occupied by the Force and shall make arrangements for the safe custody of associated leases and licences.

#### 16. FR15 Fixed Assets and other Assets

16.1 The Chief Constable shall maintain proper records of the BTPF's assets and ensure that these records are properly maintained and securely held.

16.2 The Chief Constable shall maintain registers or inventories of valuable, attractive and/or portable assets, keep them up to date and certify them as accurate at least annually.

16.3 The Chief Constable shall arrange periodic physical checks of equipment and stores against relevant records by officers other than those responsible for their custody and control.

16.4 The Chief Constable shall make arrangements for the custody and control of stocks and for ensuring that they are not in excess of reasonable requirements. The Chief Constable shall arrange to maintain proper records for the control of stocks and arrange for a partial or full count and valuation on or around 31 March each year.

#### 17. FR16 Disposal of Assets

17.1 For the disposal of assets other than land and buildings, the Chief Constable shall ensure that all sales, including those to Members or officers of the BTPF, will be by public auction or competitive tender. He may also decide that, exceptionally, public auction or competitive tender is inappropriate for operational or security reasons in which case he will authorise appropriate alternative means of disposal. In such cases, he will seek to maximise income commensurate with maintaining security. The Chief Constable may, in consultation with the Force Finance Director, dispose of redundant equipment with no net book value and no market value to charitable organisations.

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17.2 Fixed Asset write offs will be within the limits set out in the Scheme of Financial Delegation.

#### 18. FR17 Banking Arrangements

18.1 Subject to the approval of the Chief Executive, the Chief Constable shall oversee the BTPF's banking arrangements and shall authorise the creation or closure of any account.

18.2 Any change of banker must be approved in advance by the Authority.

18.3 The Chief Constable is responsible for ensuring that the BTPF's banking arrangements are in accordance with the requirements of Managing Public Money and the Treasury guidance document Departmental Banking: a Manual for Government Departments. In particular, he or she must ensure that the arrangements safeguard public funds, are efficient, economical and effective.

18.4 Covert accounts (i.e. those required for police operations in which the connection of the account with the police needs to be concealed) shall be managed in accordance with principles determined by the Chief Executive in consultation with the Force Finance Director and the DfT.

18.5 The Chief Constable shall decide whether to make an imprest advance to an officer for the payment of expenses.

18.6 Subject to FR18.5 all cheques drawn on the BTPF's bank accounts shall be crossed "Account Payee" and, if appropriate, bear signatures in accordance with bank mandates and cheque signatory arrangements.

18.7 The Chief Constable shall provide such imprest and advance accounts as he or she considers suitable for the purpose of defraying petty cash and other expenses, and shall issue the necessary instructions to imprest holders for the setting up and operation of these accounts.

18.8 The Chief Constable shall be responsible for the daily management and operation of bank accounts, including imprest accounts.

18.9 The Chief Constable shall ensure that there are effective controls for all banking arrangements and systems including electronic payments systems such as BACS and CHAPS.

#### 19. FR18 Insurance and Risk Management

19.1 The Chief Constable shall arrange insurance cover in accordance with the overall policy approved by the Authority.

19.2 In relation to insured risks, the Chief Constable will comply with the requirements of the insurers, including maintaining appropriate records, dealing with claims, and supplying information promptly as and when required.

19.3 In relation to insured risks, the Chief Constable will discuss with the insurers any proposed response to potential claimants and will not, without the specific agreement of the insurers, enter into any correspondence (beyond acknowledging receipt of the claim) or discussion with the claimant(s) or their representatives. No liability is to be admitted except through the insurer.

19.4 The Chief Constable and the Chief Executive will maintain effective risk management arrangements in accordance with Authority policies and will each maintain a strategic risk register. This will identify evaluate and describe mitigation and management measures in relation to all the key risks listed.

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## 20. FR19 Financial Systems

20.1 The Chief Constable may vary existing systems or commission new systems subject to consultations with the Force Finance Director and to the following safeguards:

- Internal Audit shall be consulted on proposed new systems of control in respect of both financial systems and other systems with significant financial implications. This consultation shall take place at the development stage of the system to help ensure that due regard is paid to the principles of effective internal control;
- Internal Audit shall also be consulted on proposed major changes to existing systems of control. Where practicable this consultation should take place at least four weeks before the proposed change is due to be implemented. Internal Audit will be notified of any changes that are implemented.
- each system shall be put under the control of a named officer who will ensure and monitor its continuing relevance and effectiveness; and be responsible for it;
- systems shall be properly described and accompanied by written instructions which shall be kept up to date in line with developments in service provision or changes in techniques and technology;
- all prime financial records, as agreed with the external auditor, shall be readily available in a permanent form and will be retained for six financial years plus the current year;
- for audit purposes, all other financial records shall be retained for three financial years plus the current year, unless otherwise agreed by the Comptroller and Auditor General;

20.2 The Chief Constable shall ensure that:

- there is adequate separation of duties within any one system so that officers are not placed in a situation where they might be exposed to undue influence, unfair criticism or allegation; and
- suitable back-up arrangements and/or reserve facilities are in place for important systems; and
- these back-up systems can be invoked when required with sufficient speed to ensure that the operation and integrity of the service and its financial and other systems is maintained

## 21. FR20 Data Security

21.1 The Chief Constable shall ensure that all computerised financial systems are secure and comply with legislation such as the requirements of the Data Protection Act 1984 as subsequently amended and the Government Information Assurance Standards.

21.2 Staff shall not use systems for unauthorised access, disclose passwords or use any passwords allocated to other people, or load or download software which has not been authorised by the Chief Constable; and any attempts to do so or other breaches of this Regulation shall be reported to the Data Protection Officer.

21.3 All employees of the Authority have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records. Information may be sensitive, or privileged, or may possess some intrinsic value, and its disclosure or loss could result in a cost to the BTPF.

## 22. FR21 Internal Audit

22.1 There shall be an Internal Audit service to carry out a programme of work to review, appraise

and report on the adequacy of the Authority, Executive and the Force's systems, both financial and non-financial. The Audit Committee shall agree and monitor this programme.

22.2 The Chief Constable or the Chief Executive, in consultation with the Chairman of the Audit Committee, may require Internal Audit to undertake an urgent investigation into a specific area where this is considered to be warranted by special circumstances. All such investigations shall be notified to the Audit Committee, which may amend the audit programme accordingly.

22.3 Internal auditors shall have the right of access to any document, information or explanation they require from any officer or Member in order to carry out their duties. This right is not limited to financial information or accounting records. Notwithstanding that, the Chief Constable may consider that certain information is not suitable for disclosure to the Internal Auditor. Should the Internal Auditor consider it to be essential for the proper conduct of the audit, then the matter shall be referred to the Audit Committee. The Chief Constable shall notify the Chairman and the Chief Executive of all such occurrences and their outcome.

22.4 Internal audit reports shall be submitted to the Chief Constable who shall respond to such reports orally or in writing, as appropriate, in accordance with an agreed timescale, detailing the action intended to address any recommendations. A copy of each report shall also be sent to the Chief Executive.

22.5 These reports shall be submitted to every meeting of the Audit Committee describing the programme of work completed and progress on the implementation of recommendations.

### 23. FR22 Taxation

23.1 The Force Finance Director shall ensure the completion of all HMRC returns regarding PAYE and that due payments are made in accordance with statutory requirements.

23.2 The Force Finance Director shall ensure that the correct VAT liability is attached to all income due and that all VAT receivable on purchases complies with HMRC regulations. The Chief Constable shall ensure the completion of VAT claims, receipts and payments are made in accordance with statutory requirements.

23.3 Where construction and maintenance works are undertaken, the contractor shall fulfil the necessary construction industry tax deduction requirements. The Force Finance Director shall provide details to the HMRC regarding the construction industry tax deduction Scheme.

### 24. FR23 Anti-Fraud

24.1 The Chief Constable shall ensure that appropriate procedures are in place to comply with any anti-fraud and whistle blowing policies that are approved by the Authority.

24.2 The Chief Constable shall maintain a register of interests of any links or personal interests which staff under his direction and control may have with suppliers and/or contractors if they are engaged in contractual or purchasing decisions on behalf of the BTPF and will ensure that effective segregation of duties ensures that there is no diminution in the transparency and accountability for procurement decisions taken for any such declared interests. The Chief Executive will put in place corresponding arrangements for the Authority.

24.3 Any Member or officer who suspects fraud, corruption or other financial irregularity shall report the matter to the Chief Constable, who shall notify Internal Audit, External Audit and the Chief Executive.

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24.4 The Chief Executive will notify the DfT and Chairman of the Audit Committee of any frauds and unusual or major incidents as soon as possible.

24.5 The Chief Constable is responsible for ensuring that the Authority's policy relating to the acceptance of gifts, loans of property and sponsorship is strictly adhered to.

24.6 All financial or accounting irregularities or suspected irregularities, or of any circumstances which may suggest the possibility of irregularities, including those affecting cash, stores, property, remuneration or allowances shall be immediately reported to the Chief Executive. The Chief Executive in consultation with the Authority Finance Director and the Force Finance Director shall determine the scope of any internal enquiries or investigations. Pending investigation and reporting, the Chief Constable shall take all necessary steps to prevent further loss and to secure records and documentation against removal or alteration.

24.7 The Chief Constable shall keep records of, and prepare and forward to the Chief Executive an annual report on fraud and theft suffered by the Force

#### 25. FR 25 External Audit

25.1 Both the Authority and the Force will, from time to time, be subject to audit, inspection or investigation by external bodies such as the External Auditors, HMIC and HM Revenue and Customs, who have statutory rights of access to all documents, facilities and information necessary for audit and inspection purposes.

25.2 The National Audit Office is responsible for the Audit of the Financial Statements in accordance with the Code of Audit Practice, which sets out the auditors objectives to review and report upon:

- the financial aspects of the audited body's corporate governance arrangements.
- the audited body's financial statements. In auditing the annual accounts the external auditor must ensure that:
  - the accounts are prepared in accordance with all relevant guidance and statutory regulations ;
  - that proper accounting practices have been observed in the compilation of the accounts.

25.3 The Chief Executive and the Chief Constable will be expected to respond to issues arising out of the external audit and to account to the Audit and Risk Assurance Committee for having implemented agreed actions within a reasonable time frame.

#### 26. FR26 Anti Money Laundering

26.1 To be alert to the possibility that the Force might become the subject of an attempted money laundering transaction, suspicious cash deposits in any currency in excess of £12,000 (or equivalent) should be reported to the National Crime Agency (NCA).

26.2 The Authority Finance Director is the nominated Money Laundering Reporting Officer and will decide whether a particular transaction gives rise to a suspicion or concern that should be reported to NCA.

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26.3 The Authority Finance Director and Force Finance Director have a responsibility to ensure that within their respective organisations they undertake appropriate checks to ensure that all new suppliers and counterparties are bona fide.

26.4 There is a duty on all officers and staff of the Authority and Force to inform the Authority Finance Director if they receive information which may result in them knowing or having reasonable grounds for knowing or suspecting money laundering, fraud or use of the proceeds of crime.

#### 27. FR 27 Purchase cards and expenses

27.1 Purchase cards are usually issued to staff who regularly order goods and services, with the aim of reducing the transaction costs associated with processing low value transactions. Additionally, purchase cards are issued to senior staff and police officers to allow them to pay for personal expenses necessarily and exclusively incurred while carrying out official police business. Under no circumstances should a Purchase Card be used to pay for any personal expenses that are not incurred as a direct result of carrying out official police business.

27.2 Holders of purchasing cards will be responsible for ordering and paying for goods and services in accordance with the government purchase card policy. The Force Finance Director is responsible for updating the government procurement card policy and associated procedures.

#### 28. FR 28 Compensation payments

28.1 The Force Finance Director may approve the financial settlement of claims or requests for compensation felt to be non-significant if the compensation to be paid is £100,000 or less (to include multiple or linked claims/claimants) except in the case of accident claims where the threshold will be £250,000 or less. Claims will be considered non-significant if:

- they do not involve a high-profile claimant including Association of Chief Police Officer rank police officers
- there is no particular public interest in the case
- there is no real risk that the Authority or the Chief Constable will be exposed to serious public criticism, or serious weaknesses in the organisation's policies and procedures will be revealed.
- it is not in the nature of a test case.

#### 29. FR29 Ex-gratia payments

29.1 An ex gratia payment is a payment made in circumstances where there is no legal obligation to make such a payment. An example of an ex gratia payment would be where a police officer were recompensed for damage done to personal property in the execution of her/his duty or to a member of the public for providing assistance to a police officer in the execution of her/his duty.

29.2 The Authority and Force do not have delegated powers to approve any ex-gratia payments. If an ex-gratia payment is required to be made then Treasury approval must be sought in all instances via the DfT.

#### 30. FR 30 Gifts and Hospitality

30.1 The Authority Finance Director & the Deputy Chief Constable are responsible for ensuring that

all gifts of money and gifts of other property, which are received by the Authority or the Chief Constable or their officers or staff, are properly recorded in the financial statements. As a general rule officers and staff may only accept gifts of low intrinsic value.

30.2 The Chief Constable must refer all gifts above £50,000 to the Authority for approval before they are accepted.

30.3 Gifts should not be accepted where there is a risk of offending the integrity or propriety of the Force.

30.4 The Authority Finance Director and the Deputy Chief Constable must ensure that registers for the Authority and the Force are maintained which respectively record, all gifts of money, gifts.

30.5 All hospitality received should be reasonable in nature and clearly related to work activity. The Head of Professional Standards will issue advice and guidance on the acceptance of gifts and hospitality.

### 31. FR 31 Loans and sponsorship

31.1 The Authority Finance Director & the Deputy Chief Constable are responsible for ensuring that all loans of other property, including sponsorship, which are received by the Authority or the Chief Constable or their officers or staff, are properly recorded in the financial statements.

31.2 The Authority or the Chief Constable may accept loans and sponsorship from any source which has genuine and well-intentioned reasons for wishing to support specific police projects. In return the provider may expect some publicity or other acknowledgement, such as displaying an organisation's name or logo. This is acceptable provided that it does not dominate or detract from the purpose of the supported project.

31.3 Priority shall be given to meeting the needs of the Authority or Force rather than those of any sponsor and care should be taken to avoid association with inappropriate sponsors, giving the impression that sponsors have accrued a commercial advantage, entering into projects of dubious or limited benefit and allowing unacceptable conditions to be attached to sponsorships.

31.4 The total value of loans and sponsorship accepted should not exceed a maximum equivalent value of 1% of the Force annual Net Budget Requirement.

### 32. FR32 Intellectual Property

32.1 Any intellectual property created by an officer or member of staff of the BTPA or the BTP during the course of their employment is deemed to belong to the BTPA or the BTP and not the officer or member of staff. Examples of intellectual property are the creation of specific pieces of computer software, particular inventions or written solutions to managerial or operational problems.

32.2 In the event that the BTPA or the BTP decides to commercially exploit intellectual property, matters should only proceed after taking appropriate legal advice to ensure that the BTPA or the BTP's rights in the intellectual property are properly protected by patents for example.

32.3 The Authority Finance Director and Force Finance Director must ensure that the accounting arrangements to be adopted relating to Intellectual Property Rights are satisfactory and appropriate. The Chief Executive must be consulted as to the overall governance arrangements and legal issues when Intellectual Property Rights are a component of proposed agreements with

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external bodies.

### 33. FR33 Third party assets

33.1 The Chief Constable is required to exercise a duty of care and safeguard third party assets or private property of an individual e.g. a suspect in custody.

33.2 The Chief Constable will determine procedures for the safekeeping of third party assets, other than a member of staff, under her/his guardianship or supervision and ensure that these procedures are drawn to the attention of all appropriate officers and members of staff.

33.3 There is a duty on all officers and staff to notify the Chief Constable in the case of loss or diminution in the value of such private property.

### 34. FR33 Joint working arrangements

34.1 Public bodies are increasingly encouraged to provide seamless service delivery through working closely with other public bodies, local authorities, agencies and private sector providers.

34.2 In all joint working arrangements the following key principles must apply:

- before entering into the agreement, a risk assessment must be prepared
- such agreements must not impact adversely upon the services provided by the Authority or Chief Constable.
- project appraisal is in place to assess the viability of the project in terms of resources, staffing and expertise II all arrangements are properly documented II regular communication is held with other partners throughout the project in order to achieve the most successful outcome II audit and control requirements are satisfied
- accounting and taxation requirements, particularly VAT, are understood fully and complied with II an appropriate exit strategy has been produced.

## ANNEX 5: Procedural Standing Orders

### Introduction

Procedural standing orders regulate the conduct of the Authority's business so that fair and accountable decisions can be made.

### The Authority

#### Extraordinary Meetings of the Authority

1. An extraordinary meeting of the Authority may be called at any time by the Chair. A minimum of five Members may request a meeting in writing to the Chair who shall not unreasonably refuse additional meetings. No business may be discussed other than the business that led to the need for an extraordinary meeting.

#### Membership and Members' rights

2. All Members are entitled to attend full meetings of the Authority and to speak and vote unless they have been suspended from office. Any Member may request to attend any meeting of a committee/group, whether or not he or she is a Member of that committee/group and may not unreasonably be refused. If they are not a Member of that committee/group they may speak with the permission of the Chair, but not vote.

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- Any Authority Member has the right of access to Ministers on any matter which he or she believes raises important issues relating to his or her duties as an Authority Member. In such cases, the agreement of the rest of the Authority should normally be sought and the Chair should be used as the intermediate stage for consultation with Ministers. Members should endeavour to resolve all matters internally.

Co-opted Members

- In accordance with the Act the Authority will not appoint co-opted Members.

Business at Authority meetings

- The agenda for each meeting of the Authority shall be prepared by the Chief Executive in consultation with the Chair of the Authority. The Chief Executive and the Chair shall consult with the Chief Constable as appropriate and agree the submission of such reports from the Force to the Authority as requested by the Chief Executive, Chief Constable or Chair.
- Members may place items on agendas but they must be received in writing by the Chief Executive 25 working days before the meeting. Items may be accepted between 25 and 15 working days before the meeting at the discretion of the Chief Executive. Items will not be accepted less than 15 working days before a meeting.
- Reports shall be submitted to the Chief Executive for despatch not later than seven calendar days before the meeting. Papers received after the seven day deadline will not be circulated without the agreement of the Chairman.
- Where any Member is unable to attend a meeting for which he or she is a Member, they may:
  - send written comments on any items or reports to the Chief Executive who will make them known to the Chairman of the Meeting and which will be relayed to the meeting when the item or report to which they relate are being discussed;
  - participate in the meeting by way of a telephone or video link conference call, provided that at least three days' notice has been given to the Chief Executive of their intention to do so, and the Chairman of the meeting has agreed to this method of participation. Any such attendance will be counted for the purpose of recording any votes and shall be included in the numbers relating to the quorum of the meeting.

Quorum of the Authority

- The quorum for meetings of the Authority shall be half the number plus one of Authority Members. The quorum for meetings of the Authority will need to include at least one Member from each knowledge group<sup>38</sup>.
- Outside of the Authority Membership, the Authority Senior Management Team and the Chief Officer Team, attendance at Authority meetings will be limited with policy leads from the Authority and BTP attending only for the duration of items that fall within their policy area.

Authority Minutes

- The minutes of the proceedings of a meeting of the Authority shall be considered and approved at the next suitable meeting of the Authority.

<sup>38</sup> Representative groups are the Members with experience of providing railway services, Members with experience of the interests of people travelling by railway, and independent Members.

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12. Minutes should include the names of those present at meetings and all decisions taken. Approved minutes must be kept available for inspection by Members and the public for six years after the date of meeting. Minutes of Public Meetings will be made available on the Authority's web site.
13. The Chair shall determine the sense of the meeting; if necessary, a proposition can be determined by show of hands or, at the discretion of the Chair, by secret ballot.
14. Names and votes of Members shall not normally be recorded in minutes, but Members can request that abstention or dissent is recorded.
15. In the case of an equality of votes the Chair, or other person presiding at the meeting, shall have a second or casting vote.

#### The Authority Chair

16. The Chair will chair all Authority meetings, if he or she is present. In the absence of the Chair, meetings will be chaired by the Deputy Chair (if appointed) or by another Member chosen by a simple majority of Members present.
17. If the Deputy Chair is presiding at the meeting in the absence of the Chair, he or she may exercise any power or duty of the Chair of the Authority.
18. In the absence of the Chair or Deputy Chair (if appointed) or in other circumstances with the consent of the Chair, another Member may act as Chair in every capacity, both at Authority meetings and at other times.
19. The Chair should ensure that the Authority meets at appropriate intervals, and that the minutes of meetings and any reports to the Secretary of State accurately record the decisions taken and, where appropriate, the views of the individual Authority members.
20. The Chair is responsible for representing the views of the Authority to the public.
21. The Chair should ensure that new Authority Members are appropriately and properly briefed on appointment (and their training needs considered), and provide an assessment of their performance, on request, when Members are considered for re- appointment to the Authority.
22. In the event of disruptive or abusive behaviour, the Chair may require any person or persons to leave a meeting of the Authority.
23. The Chair may adjourn and reconvene a meeting at any time.

#### Decisions between Scheduled Meetings

24. If, between scheduled meetings of the Authority and/or its Committees if the Chair of the Full Authority / relevant Committee has decided, on the advice of the Chief Executive, that a decision in advance of the next scheduled meeting is necessary, then the Authority and/or its Committee may take a decision in one of the following ways:

24.1 A virtual or in-person meeting called at short notice;

24.2 A quorum of Members, including the Chair, considering the decision via correspondence and confirming their support;

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25. Underpinning the procedure for decisions between scheduled meetings are the following principles:

25.1 Issues requiring decision by Members should be submitted to a scheduled meeting in the first instance, unless in the opinion of the Chair in consultation with the Chief Executive this would impose an unreasonable delay on timely decision-making.

25.2 The Force and/or Authority Executive will provide a report, as far as is practicable, as if the decision were being reported to a scheduled meeting of the Authority/Committee.

25.3 Members will be given, as far as is practicable, one calendar week to consider the decision, acknowledging there may be occasions where an unforeseen issue requires decision against a shorter deadline.

25.4 Any decision made between scheduled meetings will be reported in writing to the next scheduled meeting of the Authority or relevant Committee for information.

The Committees

Appointment of Committees, Groups and Panels

26. The Authority shall appoint Committees including an Audit and Risk Committee. The Authority may appoint such other Committees, Groups and Panels as it considers appropriate for the efficient and effective discharge of the Authority’s functions.<sup>40</sup>

27. No Committee, Group or Panel may take decisions on behalf of the Authority unless the Authority has expressly granted that power under that body’s terms of reference.

28. Notwithstanding the quorum of Committees, Groups or Panels, casual vacancies arising in the membership of a Committee or Group may be filled and substitute Members may be appointed by the Chair.

Committee Chair

29. The Authority Chair will appoint the Chair of a Committee who shall be a standing Member of that Committee. The Authority Chair may chair any Committee with the exception of the Committee dealing with audit matters.

Meetings to be held

30. Committee meetings shall be held on such days and at such times decided by the Authority, or by the Committee Chair.

31. Additional meetings of the Committee may be convened by its Chair at any time.

Terms of Reference for Committees

32. The terms of reference will be agreed by the Authority normally in June each year. The terms of reference for the committees may be amended throughout the year with the approval of the Authority.

33. The agenda for a meeting of a Committee shall be prepared by the Chief Executive in consultation with the Chair of the Committee.

Quorum of Committees

34. The quorum of Committees shall be half of the Members all of whom must have full voting rights.

Committee Minutes

35. Committee minutes will be circulated to all Members of the Authority.

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Public access to meetings and papers General Access Policy

36. Authority meetings will be held in public, except at such times as the Authority is considering information that is protectively marked according to the Government Protective Marking Scheme. All Authority reports, excluding those with a protective marking, will be available to the public on the Authority's website, including the minutes of the meeting once formally approved.
37. Meetings will be advertised on the Authority website and will be held at a time and place which would encourage interested parties to attend.
38. If a member of the public or press disturbs or disrupts a meeting, the Chair should warn of the consequences first and if it continues the Chair shall order his or her removal from the meeting. The Chair can also adjourn the meeting for a period considered expedient.
39. The Authority may also pass a resolution to exclude the press and public from all or part of a meeting if publicity would be prejudicial to the public interest because the business being transacted is subject to protective status or exempt as defined by the Freedom of Information Act (FOIA) 2000 or Data Protection Act 1998.
40. Committee meetings will be held in private but papers and minutes will be published on the website, in accordance with the Authority's FOI Publication Scheme. Those papers subject to protective marking will need to undergo a public interest test, unless they meet the criteria for an absolute exemption under the FOIA 2000 in which case they will not be released.

Protected Information

41. The status of a report or agenda item shall be clearly identified according to the Government Protective Marking Scheme at the time that the report is submitted to the Authority Executive for despatch.

Protected information may include:

- a) information relating to action taken or to be taken in connection with the prevention, investigation or prosecution of crime or which would be significant value to those individuals targeted by the Force in that, amongst other things, it would tend to provide information about the methods or capacity of the Force beyond such information which is properly in the public domain;
  - b) information which has national security implications;
  - c) information containing personal details of identifiable individuals;
  - d) information of a commercially sensitive nature relating to financial contracts;
  - e) information which, by statute or court order, may not be published;
  - f) information relating to any consultation or negotiations, or contemplated consultations or negotiations, in connection with any matter of staff relations, terms of employment, or conditions of services arising between the Authority and/or the Chief Constable and any employee of the Authority; and
  - g) information which a claim to legal professional privilege could be maintained in legal proceedings.
  - h) any other categories of information which the Chair and the Chief Executive consider would be in the interests of the Force to keep confidential.
42. In resolving to exclude material from publication in accordance with these standing orders, the Authority shall specify and publicly minute the reasons for its decision by listing the



type of confidential information as outlined in SO 39 above.

#### Disagreements on the status of protected documents

43. The Authority may decide that it wishes to deal with a report in public session, or to make it available to the public. However, it shall not do so without giving the author an opportunity to address the Authority in private session to explain why they consider that the information should retain a protective marking.

#### Questions from the Public at Authority Meetings

44. Members of the public may ask questions of the Authority, which are relevant to its business, functions or responsibilities. The Chief Executive must receive the question not less than ten working days before the meeting of the Authority.
45. A person may ask no more than two questions in a rolling 12 month period.
46. The Chief Executive will have the discretion to refuse a question in consultation with the Chair or, in their absence the Deputy Chair. If a question is refused the Chief Executive shall write and outline the reason(s) for this decision. The letters shall be copied to all Authority Members before the meeting. The reasons why a question may be refused may include the following (although it should be noted that this is not an exhaustive list):
  - a) The question cannot be answered satisfactorily without the disclosure of exempt information (as defined in the Access to Information or Freedom of Information legislation)
  - b) The question has already been answered by another means and contains no issues of wider public interest that require a public answer
  - c) The question contains a number of different questions, in which case the Chief Executive will ask for an amended question to be submitted (the amended question is still subject to the listed exemptions and must still be submitted at least ten working days before the meeting for an answer to be provided, if submitted after this timeframe it may not be answered until the next meeting of the Authority)
  - d) The question is similar to, or on a similar theme to, a question asked by someone else in the preceding three months.
47. Questions shall be included on the agenda for the meeting. The Chief Executive will respond to any questions either orally or in writing on behalf of the Authority. Following the response the person who asked the question may speak for a maximum of three minutes. If any clarification is sought regarding the answer this will be given to the person within ten working days of clarification being sought.
48. To ensure that the business of the Authority is not disrupted a maximum of 20 minutes will be allowed for public questions and answers.

#### Variations to Standing Orders

##### Suspension of Standing Orders

49. A resolution may be passed to suspend Standing Orders in specific instances where it is deemed to be in the interest of the Authority. The resolution must be agreed by a majority vote.

##### Amending and revoking Standing Orders

50. Any changes to these Standing Orders may be agreed at the Annual Meeting, or at any ordinary meeting of the Authority.

##### Interpretation of Standing Orders

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51. The ruling of the Chair as to the interpretation or application of these Standing Orders shall be final.

ANNEX 6: Accounting Officer Service Level Agreement

Service Level Agreement between the Authority and BTP

Version 1.4  
18 August 2010

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## 1. Scope

1.1 The Permanent Secretary to the Department for Transport appointed the Chief Constable as the Accounting Officer for the when the Authority was established. Over the years this position was seen as increasingly inappropriate as it made the Chief Constable accountable for the work of her/his own governing body. Furthermore as Accounting Officer the Chief Constable was accountable for the Authority's work in setting a budget and recovering the costs of BTP from the PSA holders, and in consequence for the development and application of the charging models, this is clearly something that the Chief Executive of the Authority not the Chief Constable should be accountable for. In April 2010 the Department re- examined this position and suggested new arrangements. The effect of these was to make the Chief Executive to the Authority the Accounting Officer for the Authority with the Chief Constable being the additional Accounting Officer for BTP, more accurately reflecting their actual responsibilities. The changes did not affect the Chief Constable's responsibilities in relation to policing.

1.2 The arrangements also provided for shared accountabilities where these were appropriate and formal agreements between the Authority and BTP when one was providing services for the other.

1.3 The arrangements were captured in formal documentation that was prepared by the DfT. Treasury rules governing Accounting Officers require a single responsible official at every stage. Hence the Permanent Secretary appointed the Chief Executive as the Accounting Officer for the Authority as it is to the Authority that the Department formally relates. The Chief Executive appointed the Chief Constable as an additional accounting officer.

1.4 In all respects these arrangements should lead to improved and strengthened governance. The Authority should note that under the new arrangements two of its employees, the Chief Executive and Chief Constable have duties and responsibilities, as Accounting Officers, that cannot be fettered by the Authority. However as those duties and responsibilities all relate to probity and the proper conduct of the Authority/BTP's affairs there is no reason to think that their exercise would ever be contrary to the Authority's wishes. The Chief Constable of course already had such freedoms in relation to Policing.

1.5 This document formalises the agreement between the Authority and BTP when one is providing services for the other. The areas covered are as follows:

- Statutory Financial Reporting (Accounts; letter of rep; wash up meetings with NAO) DfT assurance statement; SIC; Management Commentary; liaison with NAO)
- Four weekly Financial Management Reporting (Income and Expenditure) and budget monitoring for the Authority
- Charging Model
- PSA Debtors
- EPSA Debtors and contract support
- Risk Register – BTP; the Authority and elevation to the DfT
- Internal Audit;
- Cashflow Management and Accounting for Loans and Grant in Aid from DfT
- DfT reporting
- Pensions
- Insurance
- Authorisations required from the DfT
- Service Details
- Statutory Financial Reporting

## 2. Service Details

### 2.1 Statutory Financial Reporting

Action	Target Date	BTPA responsibility	BTP responsibility
Governance Statement – the agreed sections to be prepared by the Risk Manager and circulated to Accounting Officers; Authority Finance Director, Force Finance Director and Audit Committee members, for comment	31 January		Force Finance Director (FFD)
Comments back to FFD for inclusion in final Governance Statement	21 February	Authority Finance Director	FFD
Internal Audit to finalise evidence to support Governance Statement	7 March		Head of Finance
Present draft management commentary, remuneration report and Governance Statement to Audit Committee scheduled for end of March.	March Audit Committee	Authority Finance Director	FFD
Management Assurance Report – to be prepared by Risk Manager and circulated to Accounting Officers; Authority Finance Director, Force Finance Director and Audit Committee members, for comment	February and August		FFD
Comments back to FFD for inclusion in final Management Assurance Report	February and August	Authority Finance Director	FFD
Internal Audit to finalise evidence to support Management Assurance Report	March and September		FFD
Present final six-monthly Management Assurance Reports to Audit Committee.	March and September Audit Committees	Authority Finance Director	FFD
Authority Finance Director to liaise with DfT on reporting requirements on Consolidation Pack to be prepared	28 February	Authority Finance Director	
Planning meeting to be held with External Auditors	By 31 October	Authority Finance Director	FFD
BTP to prepare detailed timetable for preparation of statutory financial statements and agree with Authority Finance Director	14 March		FFD
Preparation of Financial Accounts to be completed by BTP Finance and reviewed internally	1 week in advance of final audit		FFD



Agreed accounts to be issued to BTPA for review and comment with comments fed back to BTP Finance within 7 days of receipt	3 days in advance of final audit	Authority Finance Director	FFD
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Consolidation Pack (including the Risk Assurance Statement) to be submitted to DfT	In line with DfT timetable (8 May 2012)	Authority Finance Director	FFD
Accounts issued to NAO	First day of final audit (30 April 2012)	Authority Finance Director	FFD
Audit commences	End of April		FFD
Final Wash up meeting with NAO	Mid May	Authority Finance Director/ Chief Executive	FFD
Present Accounts to Audit Committee	End May	Authority Finance Director	FFD
Present Accounts to Authority	Mid June	Chief Executive / Authority Finance Director	FFD
Send signed Accounts to NAO	Mid June	Authority Finance Director	FFD
NAO to lay accounts before parliament	End June		

## 2.2 Four weekly management reporting and budget monitoring for the Authority's own budget

Action	Target Date	BTPA responsibility	BTP responsibility
Process all authorized purchase orders, invoices and payroll information for BTPA	As required		FFD
Four weekly Management accounts to be prepared by BTP Finance and provided to the Authority Finance Director with analysis of payroll costs and other expenditure	Within 5 days of period end		FFD
Comments back to FFD documenting any changes to full year forecast	3 days post report	Authority Finance Director	
Publish management accounts	Within 10 days of period end		FFD
Report Quarterly to Finance Group and Authority	Finance Group for Quarterly reports	Authority Finance Director	FFD

## 2.3 Charging Model – running new charging model each year for PSA charges

Action	Target Date	BTPA responsibility	BTP responsibility
BTP to provide Command and Control data, namely the electronic officer activity logs (previous year – 4 month sample) to BTPA	14 January		Head of Strategic Development
BTP to provide incident data for previous calendar year	14 January		Head of Strategic Development

BTP Finance to provide financial breakdown of budgets by Area and FHQ	31 January		FFD
BTPA to run charging model with all inputs.	28 February	Authority Finance Director	
Charging Model to be verified by BTP (11 constituent elements)	7 March		Head of Strategic Development/FFD
Once verified – charges to be scrutinized by the Finance Group before being submitted to the Full Authority for approval at its March meeting	March Finance Group and Authority	Authority Finance Director	

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2.4 PSA Debtors

Action	Target Date	BTPA responsibility	BTP responsibility
BTPA will calculate an annual charge for each PSA holder and seek authorisation from the Authority	14 March	Authority Finance Director	
Initial charges to be given to BTP Finance by Authority Finance Director to ensure Purchase orders can be raised with customers.	14 March	Authority Finance Director	
BTP will agree the charge for London Underground contribution and inform Authority Finance Director of charge to be made.	7 March		FFD
Once approved, BTPA will provide BTP Finance with a schedule of amounts to be invoiced in total and where applicable by month	28 March	Authority Finance Director	
Authority Finance Director will write to the PSA holders to inform them of their annual charge	Before 31 March	Authority Finance Director	
BTP will arrange for invoices to be raised every four weeks to all PSA Holders, or annual if charge is below £10,000.			FFD
BTP will perform all credit control functions and process the invoices and payments on to the Sales Ledger and the General Ledger			FFD
A four weekly report will be prepared for the Authority Finance Director to include: Aged debtors listing for core PSA holders Commentary on action taken on debts over 30 days Actions requested for BTPA follow up Reconciliation of debtors listing to the General Ledger Sales Ledger Control Account.	Within 7 days of period end		FFD
Feedback from Authority Finance Director of actions taken in debt recovery	Within 21 days of period end	Authority Finance Director	

The above framework is to be used in conjunction with the Governance Document regarding charges to PSA holders.

2.5 EPSA Debtors and Contract Support

Action	Target Date	BTPA Responsibility	BTP responsibility
The Authority to provide pro-forma contract for Enhanced PSAs.	Within 7 days of initial request	Authority Finance Director	
BTP to provide financial schedule for inclusion in the contract to The Authority, approved by Area Commander and the FFD	As required		FFD
The Authority to sign EPSA and copy BTP	Within 14 days of receipt of financial schedule	Chief Executive	FFD
BTP Finance to arrange invoicing for EPSA			FFD

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2.6 Risk Register

Action	Target Date	BTPA responsibility	BTP responsibility
BTP to provide training to BTPA Executive to ensure consistent approach.	As required		FFD
BTPA to report both operational risks and strategic risks of the Authority to Audit Committee and the full Authority	Quarterly	Authority Finance Director	
BTP to report both operational risks and strategic risks of the Authority to Audit Committee and the full Authority	Quarterly		FFD
BTPA to elevate strategic risks at bi-monthly meetings with DfT.	Agenda item on DfT BI- monthly meetings	Authority Finance Director	

2.7 Internal Audit

Action	Target Date	BTPA responsibility	BTP responsibility
Agree areas to be covered in the annual Internal Audit Plan with BTP	28 February		FFD
Agree final Audit plan with BTPA	14 March	Authority Finance Director / Chief Executive	
Present Final Audit plan for next 12 months to Audit Committee	March Audit Committee	Authority Finance Director / Chief Executive	
Internal Audit Reports headed by BTP to be sent to the Authority Finance Director for information	When issued to BTP		FFD
Internal Audit Papers prepared for BTPA to be reviewed and management	Within 7 days of receipt of	Authority Finance Director	

comments added within 7 days of receipt of report from Internal Auditors	report		
Meet with Head of Internal Audit each quarter to discuss all completed internal audits	Quarterly in advance of Audit Committee	Authority Finance Director/Chief Executive	FFD

## 2.8 Treasury Management, including DfT Loans and Grants

Action	Target Date	BTPA responsibility	BTP responsibility
Cash flow forecasts to be presented to the Authority Finance Director within 7 days of period end	Within 7 days of period end		FFD
In accordance with the FReM, competitive tendering to be completed every three to five years by BTP Finance to ensure value for money and to be presented to the Authority Finance Director/ Chief Executive of the Authority	2014		FFD
Quarterly bank reconciliations to be sent to the Authority Finance Director for review and back up to the quarterly finance reports – to satisfy the AO duties re banking (section VIII)	Within 10 days of quarter and year end	Authority Finance Director	FFD

## 2.9 DfT Reporting

Action	Target Date	BTPA responsibility	BTP responsibility
All DfT reporting requirements are : CASSIE Grant in Aid Claims Cash flow To be completed by BTP in accordance with the DfT reporting timetable.	Within 9 days of period end		FFD
Authority Finance Director to review reports and submit to DfT	Within 10 days of period end	Authority Finance Director	

## 2.10 Pensions Valuations - Police Officer and Police Staff Schemes

Action	Target Date	BTPA responsibility	BTP responsibility
BTPA to liaise with RPMI as Trustee of the pensions schemes in advance of the triennial valuations	As required	Authority Finance Director	
BTP to provide information on wage assumptions and other information required from the Trustee / Actuary	As required		FFD/DofC&R
BTPA to review initial valuation assumptions and outcome with BTP Finance	Within 6 months of valuation date	Authority Finance Director	FFD

BTPA to agree final assumptions with full Authority	Within 8 months of valuation date	Chief Executive / Authority Finance Director	
Recovery Plan – BTP and BTPA to liaise with Trustee on affordability of any deficit repayment or treatment of any surplus	Within 9 Months of valuation date	Authority Finance Director	FFD
BTPA to agree final recovery plan with full Authority	Within 9 Months of valuation date	Chief Executive / Authority Finance Director	
BTP Finance to ensure financial implications are built into the budgets	September each year		FFD
BTP HR to consult with the staff on any issues directly affecting them.	As required		FFD
BTPA to liaise with Trustee and Regulator, on recovery plan for formal approval		Authority Finance Director	

#### 2.11 Insurance

Action	Target Date	BTPA responsibility	BTP responsibility
BTPA to review insurable risks in respect of Executive and Members – with BTP	Annually (November)	Chief Executive	FFD
BTP to ensure appropriate cover is provided for BTPA Executive and Members.	Annually (December)		FFD

#### 2.12 Authorisations required from DfT

Action	Target Date	BTPA responsibility	BTP responsibility
The Financial Reporting Memorandum (FReM) details authorisations required by BTPA / BTP from the DfT. BTP to notify BTPA of authorisations sought	As required		FFD
BTPA to seek formal approval from DfT Authority Finance Director to review reports and submit to DfT	Within 7 days of receipt of request	Chief Executive /Authority Finance Director	
BTPA to confirm when formal approval has been received	As received	Chief Executive /Authority Finance Director	

1. Item 4:	2. Item 7.3: A	3. Item 11.1:	4. Item 14.1:	5. Item 14.2:	6. Item 14.3:	7. [To	8. [To	9. Item 14.5:	10. Item 15:
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## Appendix A

### THE BRITISH TRANSPORT POLICE AUTHORITY ACCOUNTING OFFICER MEMORANDUM

Issued to the Chief Executive and Clerk by the Accounting Officer of the Department for Transport

#### Background

1. The British Transport Police Authority (the Authority) is responsible for setting the budget and raising income under the terms of Police Services Agreements, both for itself and for the British Transport Police (the Force). It is also responsible for its own administration and expenditure. The Force has a large degree of autonomy in the spending of the budget given to it by the Authority, and full independence in policing matters, but it is the role of the Authority to exercise appropriate oversight of the Force, particularly in matters of financial and corporate governance and senior appointments.
2. The Force may by agreement, for reasons of economy and efficiency, provide financial and other services to the Authority. In doing so, it acts as the agent of the Authority but remains responsible for the manner in which it discharges the functions.
3. You have been appointed as the Accounting Officer of the Authority. It is agreed that you will appoint the Chief Constable of the Force as an Additional Accounting Officer.
4. Your responsibilities as the Accounting Officer for the Authority cover:
  - a) servicing and advising the Members of the Authority and implementing their decisions;
  - b) setting a capital programme and revenue budget to cover the requirements of the Authority and the Force;
  - c) calculating and levying charges on holders of Police Services Agreements;
  - d) the management and expenditure of the Authority and the Force;
  - e) the Authority's oversight of the Force; and
  - f) all other requirements within this document.
5. The responsibilities which it would be appropriate for you to assign to the Chief Constable as Additional Accounting Officer are:
  - i. the management and expenditure of the Force;
  - ii. the quality and propriety of any services provided by the Force to the Authority;
  - iii. (in her/his role as Chief Constable) all operational matters relating to policing by the

Force; and

- iv. other requirements within this document as they affect the Force as set out in paragraphs 11, 12, 14, 15 and 17.
- 6. In appointing an Additional Accounting Officer, you as the principal Accounting Officer retain overall accountability for both the Authority and the Force. It is accepted, however, that the Additional Accounting Officer will have autonomy within her/his areas of responsibility and that you will only intervene if a major issue of propriety, regularity or prudent and economic administration makes it necessary for you to do so. In particular, you will not be accountable for the Chief Constable's decisions on matters of policing.
- 7. You and the Chief Constable have joint responsibility for the preparation of the Authority's accounts (which include those of the Force)

#### Main duties

- 8. As Accounting Officer of the Authority, you have the personal duty of signing the accounts. By virtue of this duty, you also have the further duty of being a witness before the Committee of Public Accounts (PAC) to deal with questions relating to your responsibilities arising from those accounts or, more commonly, from reports made to Parliament by the Comptroller and Auditor General (C&AG) under the National Audit Act 1983. It is an important principle that, regardless of the source of the funding, you are responsible to Parliament for the resources under your control.
- 9. Associated with these duties are the further responsibilities that are the subject of the remainder of this letter. It is incumbent upon you to combine these duties with your duties to the Members of the Authority. More detailed guidance on this can be found in Managing Public Money.

#### Responsibilities of the Accounting Officer of the Department for Transport

- 10. It is the responsibility of the Accounting Officer of the Department for Transport (the Department) to be satisfied that:
  - i. the financial and other management controls applied by the Department are appropriate and sufficient to safeguard public funds and, more generally, that those being applied by the Authority conform with the requirements both of propriety and of good financial management;
  - ii. there is an adequate statement of the financial relationship between the Department and the Authority (in the Framework Document) and that this statement is regularly reviewed; and
  - iii. the conditions attached to grants and loans conform with the terms of the Vote and the Department monitors compliance with those conditions.

#### General responsibilities

Your designation as Accounting Officer reflects the fact that under the Members of the Authority you have responsibility, which only you are in a position to discharge, for the overall organisation, management and staffing of the Authority and the Force, and for

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9. Item 14.5:	
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their procedures in financial and other matters. You also have responsibility for advising and representing the Authority in its oversight of the Force's conduct in these areas.

11. As Accounting Officer you must ensure that there is a high standard of financial management in the Authority and the Force; that financial systems and procedures promote the efficient and economical conduct of business and safeguard financial propriety and regularity throughout the Authority and the Force; and that financial considerations are fully taken into account in decisions on Authority policy proposals.

Specific responsibilities

12. The essence of your role as Accounting Officer is a personal responsibility for the propriety and regularity of the public finances for which you are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; and for the efficient and effective use of all the resources in your charge.

As Accounting Officer you must:

- i. personally sign the accounts, and in doing so accept personal responsibility for their proper presentation as prescribed in legislation or by Ministers;
  - ii. conform with relevant requirements of the Framework Document) and ensure that accounts are drawn up in accordance with any conditions set out in legislation, the Accounts Direction and relevant Treasury guidance;
  - iii. ensure that proper financial procedures are followed and that accounting records are maintained in a form suited to the requirements of management as well as in the form prescribed for published accounts.
  - iv. ensure that the resources for which you are responsible as Accounting Officer are properly and well managed (see paragraph 15 below) and safeguarded, with independent and effective checks of cash balances in the hands of any official;
  - v. ensure that assets for which you are responsible such as land, buildings or other property, including stores and equipment are controlled and safeguarded with similar care, and with checks as appropriate;
  - vi. ensure that conflicts of interest are avoided, whether in the proceedings of the Members of the Authority or in the actions or advice of its staff, including yourself, or those of the Force; and
  - vii. ensure that, in the consideration of policy proposals relating to the income and expenditure for which you are responsible as Accounting Officer, all relevant financial considerations, including any issues of propriety, regularity or value for money, are taken into account, and brought to the attention of the Members of the Authority.
13. As Accounting Officer you should ensure that effective management systems appropriate for the achievement of the Authority's objectives, including financial monitoring and control systems have been put in place. You should also ensure that managers at all levels:
    - i. have a clear view of their objectives, and the means to assess and, wherever possible, measure outputs or performance in relation to those objectives;
    - ii. are assigned well defined responsibilities for making the best use of resources (both those

	1. Item 4:
	2. Item 7.3: A
consumed by their own commands and any made available to organisations and individuals outside the Authority or the Force), including a critical scrutiny of output and value for money; and	3. Item 11.1:
iii. have the information (particularly about costs), training and access to the expert advice which they need to exercise their responsibilities effectively.	4. Item 14.1:
14. You must make sure that your arrangements for delegation promotes good management and that they are supported by the necessary staff with an appropriate balance of skills. Arrangements for internal audit, to cover both the Authority and the Force, should accord with the objectives, standards and practices set out in the Treasury Government Internal Audit Manual.	5. Item 14.2:
Regularity and propriety of expenditure	6. Item 14.3:
15. To the extent that the Authority and the Force are spending funds Voted by Parliament, you have a particular responsibility as Accounting Officer for ensuring compliance with Parliamentary requirements in the control of expenditure, and with any requirements imposed by the Department. A fundamental requirement is that the Voted funds for which you are responsible should be applied only to the extent and for the purposes authorised by Parliament. You must also comply with any conditions which Ministers may apply to any grant, grant in aid or loan. You must ensure that Parliament's attention is drawn to losses and special payments by appropriate notation of the relevant account.	7. [To
16. You are responsible for ensuring that specific arrangements are in place for the Additional Accounting Officer to obtain approval for expenditure has been obtained from the Department in all cases where it is required, including cases involving pay, pensions and conditions of service. This will include any expenditure not covered by any authorities delegated by the Department to the Authority. As in the case of delegations from the Treasury to departments, delegated authority does not remove the obligation to submit to the Department all proposals which are novel or contentious. You are also responsible for ensuring that adequate machinery exists for the collection and bringing to account in due form of all receipts of any kind connected with the accounts of the Authority.	8. [To
Advice to the Members of the Authority	9. Item 14.5:
17. As Accounting Officer you have particular responsibility to see that appropriate advice is tendered to the Members of the Authority on all matters of financial propriety and regularity relating to the activities of the Authority, and more broadly as to all considerations of prudent and economical administration, efficiency and effectiveness. You will need to determine how and in what terms such advice should be tendered, and whether in a particular case to make specific reference to your own duty as Accounting Officer to justify to the PAC transactions for which you are accountable.	10. Item 15:
18. The Members of the Authority should act in accordance with the requirements of propriety and regularity (including the provisions of the Framework Document, or any rules in Managing Public Money or elsewhere governing the conduct of the Authority as a non-departmental public body). If the Members or the Chairman contemplate a course of action involving a transaction by the Authority which you as Accounting Officer consider would infringe these requirements, you should set out in writing your objection to the proposal, the reasons for this objection, and your duty to notify the C&AG should your advice be overruled. If the Members or Chairman decide nonetheless to proceed, you should seek a written instruction to take the action in question. You should also inform the Department's Accounting Officer of the position, if possible before the decision is taken or in any event before it is implemented, so that the Department, if it considers it	

appropriate, can intervene with the Authority and inform the Treasury. If the outcome is that you are overruled, the instruction must be complied with, but your request for the instruction and the instruction itself should be communicated without delay to the C&AG. Provided that this procedure has been followed, the PAC can be expected to recognise that you bear no personal responsibility for the transaction.

19. If a course of action is contemplated which raises an issue not of formal propriety or regularity but relating to your wider responsibilities for economy, efficiency and effectiveness, it is your duty to draw the relevant factors to the attention of the Members of the Authority and to advise them in whatever way you consider appropriate. If your advice is overruled, and the proposal is one which as Accounting Officer you would not feel able to defend to the PAC as representing value for money, you should seek a written instruction before proceeding. The Department's Accounting Officer should be informed of such an instruction, if possible before the decision is implemented. It will then be for the Departmental Accounting Officer to consider the matter, and decide whether or not to intervene. If the outcome is that the difference between yourself and the Members of the Authority nevertheless remains unresolved, the Treasury should be informed and your request for the instruction and the instruction itself should be communicated to the C&AG without undue delay, as in cases of propriety or regularity (see paragraph 20 above).
20. If, because of the extreme urgency of the situation, there is no time to submit advice in writing to the Members of the Authority in either of the eventualities referred to in paragraphs 20 and 21 above before a decision is taken, you must ensure that, if the Members of the Authority overrule the advice, both the advice and the members' instructions are recorded in writing immediately afterwards.

#### Appearance before the PAC

21. The C&AG may, under the National Audit Act 1983, carry out examinations into the economy, efficiency and effectiveness with which the Authority has used its resources in discharging its functions. As Accounting Officer you may expect to be called upon to appear before the PAC from time to time, normally with the Department's Accounting Officer and if appropriate the Additional Accounting Officer, to give evidence on the reports arising from those examinations or reports following the annual certification audit, and to answer the PAC's questions concerning expenditure and receipts for which you are the Accounting Officer. You may be supported by one or two other senior officials who may, if necessary, assist in giving evidence.

1. Item 4:	2. Item 7.3: A	3. Item 11.1:	4. Item 14.1:	5. Item 14.2:	6. Item 14.3:	7. [To	8. [To	9. Item 14.5:	10. Item 15:
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22. Treasury officials attend PAC hearings, and may be asked to comment on the evidence. The Treasury has the formal responsibility for presenting Estimates to Parliament, for prescribing the form of accounts and the rules set out in Managing Public Money, and for promoting good financial management in departments and other public bodies. This goes with the Treasury's central responsibility for the operation of public expenditure control. Parliament has traditionally regarded the Treasury as an ally in controlling expenditure.
23. You will be expected to furnish the PAC with explanations of any indications of weakness in the matters covered under the sub-headings "Specific responsibilities" and "Regularity and propriety of expenditure" above to which their attention has been drawn by the C&AG or about which they may wish to question you as Accounting Officer.
24. In practice, you will normally have delegated authority to others, but you cannot on that account disclaim responsibility or accountability. Nor, by convention, would you decline to answer questions where the events took place before you took up appointment: the PAC may be expected not to press your personal responsibility in such circumstances.
25. The PAC has emphasised the importance it attaches to accuracy of evidence, and the responsibility of witnesses to ensure this, in order to ensure that relevant lines of enquiry may be pursued at its hearings. You should therefore ensure that you are adequately and accurately briefed on matters which are likely to arise at the hearing. You may, however, ask the PAC for leave to supply information not within your immediate knowledge by means of a later note. Should it be discovered subsequently that the evidence provided to the PAC has contained errors; these should be made known to the committee at the earliest possible moment.
26. In general, the rules and conventions governing appearances of officials before Parliamentary committees apply to the PAC, including the general convention that officials do not disclose the advice given to the Members of the Authority. Nevertheless, in a case where you used the procedures (described in paragraph 20 above) concerning a matter of propriety or regularity, your advice, and it's overruling by the Members of the Authority, would be disclosed to the PAC. In a case where your advice had been overruled in a matter not of propriety or regularity but of prudent and economical administration, efficiency or effectiveness (paragraph 21 above), the C&AG will have made clear in the report to the PAC that you were overruled. You should seek to avoid disclosing the advice given to the Members of the Authority, though, subject to their agreement, you should be ready to explain the reasons for their decision.
- Absence of an Accounting Officer**
27. As Accounting Officer, you should ensure that you are generally available for consultation and that in any temporary period of unavailability due to illness or other cause, or during the normal period of annual leave, there will be a senior official in the Authority who can act on your behalf if required.
28. If it becomes clear to the Members of the Authority that you are so incapacitated that you will be unable to discharge your Accounting Officer responsibilities over a period of four weeks or more, the Department should be notified so that an acting Accounting Officer can be formally designated, pending your return. The same applies if exceptionally you plan an absence of more than four weeks during which you cannot be contacted.
29. The PAC may be expected to postpone a hearing if the relevant Accounting Officer is temporarily indisposed.

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30. Where you are unable by reason of incapacity or absence to sign the accounts in time to submit them to Ministers, the Authority may submit unsigned copies pending your return. If you are unable to sign the accounts in time for printing, the acting Accounting Officer should sign instead.

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Appendix B  
THE BRITISH TRANSPORT POLICE

ADDITIONAL ACCOUNTING OFFICER MEMORANDUM

Issued to the Chief Constable by the Accounting Officer of the British Transport Police Authority

Background

1. The British Transport Police Authority (the Authority) is responsible for setting the budget and raising the income under the terms of Police Services Agreements both for itself and for the British Transport Police (the Force). It is also responsible for its own administration and expenditure. The Force has a large degree of autonomy in the spending of the budget given to it by the Authority, and full independence in policing matters, but it is the role of the Authority to exercise appropriate oversight of the Force, particularly in matters of financial and corporate governance and senior appointments.
2. The Force may by agreement, for reasons of economy and efficiency, provide financial and other services to the Authority. In doing so, it acts as the agent of the Authority but remains responsible for the manner in which it discharges the functions.
3. I have been appointed as the Accounting Officer of the Authority. I am appointing you as an Additional Accounting Officer, to be accountable for the resources which come under your control as Chief Constable.
4. Your responsibilities as an Additional Accounting Officer cover:
  - i. advising the Members of the Authority and implementing their decisions in so far as they relate to the Force;
  - ii. the management and expenditure of the Force;
  - iii. the quality and propriety of any services provided by the Force to the Authority;
  - iv. in your role as Chief Constable, all operational matters relating to policing by the Force; and
  - v. other requirements within this document as they affect the Force.
5. My responsibilities as the Accounting Officer for the Authority cover:
  - i. servicing and advising the Members of the Authority and implementing their decisions in so far as they relate to the Authority;
  - ii. setting a capital programme and revenue budget to cover the requirements of the Authority and the Force;
  - iii. calculating and levying charges on holders of Police Services Agreements; the management and expenditure of the Authority;
  - iv. the Authority's oversight of the Force;
  - v. joint accountability with you for the matters listed in paragraph 4(i)-(iii) and
  - vi. (v) above; and

1. Item 4:	2. Item 7.3: A	3. Item 11.1:	4. Item 14.1:	5. Item 14.2:	6. Item 14.3:	7. [To	8. [To	9. Item 14.5:	10. Item 15:
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- vii. all other requirements within this document.
- 6. In appointing you as an Additional Accounting Officer, I retain overall accountability for both the Authority and the Force. You will have autonomy within your areas of responsibility and I will only intervene if a major issue of propriety, regularity or prudent and economic administration makes it necessary for me to do so in order for me adequately to fulfil my own responsibilities as Accounting Officer. You have sole responsibility for your decisions on matters of policing.
- 7. We have joint responsibility for the preparation of the Authority's accounts (which include those of the Force).

Main duties

- 8. As an Additional Accounting Officer, you may be called upon to be a witness before the Committee of Public Accounts (PAC) to deal with questions relating to your responsibilities arising from the accounts or, more commonly, from reports made to Parliament by the Comptroller and Auditor General (C&AG) under the National Audit Act 1983. It is an important principle that, regardless of the source of the funding, Accounting Officers are responsible to Parliament for the resources under their control.
- 9. Associated with these duties are the further responsibilities that are the subject of the remainder of this letter.

Responsibilities of the Accounting Officer of the Department for Transport

- 10. My responsibility as Accounting Officer derives from my appointment by the Accounting Officer of the Department for Transport (the Department). It is her/his responsibility to be satisfied that:
  - i. the financial and other management controls applied by the Department are appropriate and sufficient to safeguard public funds and, more generally, that those being applied by the Authority conform with the requirements both of propriety and of good financial management;
  - ii. there is an adequate statement of the financial relationship between the Department and the Authority (in the Framework Document), and that these statements are regularly reviewed; and
  - iii. the conditions attached to grants and loans conform with the terms of the Vote and the Department monitors compliance with those conditions

General responsibilities

Your designation as an Additional Accounting Officer reflects the fact that as Chief Constable, subject to oversight by the Authority, you have responsibility, which only you are in a position to discharge, for the overall organisation, management and staffing of the Force, and for its procedures in financial and other matters.

- 11. As Additional Accounting Officer you must ensure that there is a high standard of financial management in the Force; that financial systems and procedures promote the efficient and economical conduct of business and safeguard financial propriety and regularity throughout the Force; and that Members of the Authority are made aware of financial considerations relating to the Force which are relevant to their decisions on policy proposals.

#### Specific responsibilities

12. The essence of your role as Additional Accounting Officer is a personal responsibility for the propriety and regularity of the public finances for which you are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; and for the efficient and effective use of all the resources in your charge.
13. As Additional Accounting Officer you must, jointly with me as Accounting Officer of the Authority:
  - i. conform with relevant requirements of the Framework Document and ensure that accounts are drawn up in accordance with any conditions set out in legislation, the Accounts Direction and relevant Treasury guidance; and
  - ii. ensure that proper financial procedures are followed and that accounting records are maintained in a form suited to the requirements of management as well as in the form prescribed for published accounts.
14. In addition, you must individually:
  - i. ensure that the resources for which you are responsible as Additional Accounting Officer are properly and well managed (see paragraph 16 below) and safeguarded, with independent and effective checks of cash balances in the hands of any official;
  - ii. ensure that assets for which you are responsible such as land, buildings or other property, including stores and equipment are controlled and safeguarded with similar care, and with checks as appropriate;
  - iii. ensure that conflicts of interest are avoided in the actions or advice of the officers and staff of the Force, including yourself; and
  - iv. ensure that, in the consideration of policy proposals relating to the income and expenditure for which you are responsible as Additional Accounting Officer, all relevant financial considerations, including any issues of propriety, regularity or value for money, are taken into account, and brought to the attention of the Members of the Authority.
15. As Additional Accounting Officer you should ensure that effective management systems appropriate for the achievement of the Force's objectives, including financial monitoring and control systems have been put in place. You should also ensure that managers at all levels:
  - i. have a clear view of their objectives, and the means to assess and, wherever possible, measure outputs or performance in relation to those objectives;
  - ii. are assigned well defined responsibilities for making the best use of resources (both those consumed by their own commands and any made available to organisations and individuals outside the Force), including a critical scrutiny of output and value for money; and
  - iii. have the information (particularly about costs), training and access to the expert advice which they need to exercise their responsibilities effectively.
16. You must make sure that your arrangements for delegation promote good management and that they are supported by the necessary staff with an appropriate balance of skills.

1. Item 4:	2. Item 7.3: A	3. Item 11.1:	4. Item 14.1:	5. Item 14.2:	6. Item 14.3:	7. [To	8. [To	9. Item 14.5:	10. Item 15:
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#### Regularity and propriety of expenditure

17. To the extent that the Force is spending funds Voted by Parliament, you have a particular responsibility as Additional Accounting Officer for ensuring compliance with Parliamentary requirements in the control of expenditure, and with any requirements imposed by the Department. A fundamental requirement is that the Voted funds for which you are responsible should be applied only to the extent and for the purposes authorised by Parliament. You must also comply with any conditions which Ministers may apply to any grant, grant in aid or loan. You must ensure that Parliament's attention is drawn to losses and special payments by appropriate notation of the relevant account.
18. You are responsible for ensuring that specific approval for expenditure by the Force has been obtained from the Authority or the Department as the case may be in all cases where it is required, including cases involving pay, pensions and conditions of service. This will include any expenditure not covered by any authorities delegated by the Authority to the Force. As in the case of delegations from the Treasury to departments, delegated authority does not remove the obligation to submit to the Department all proposals which are novel or contentious. You are also responsible for ensuring that adequate machinery exists for the collection and bringing to account in due form of all receipts of any kind connected with the accounts of the Force.

#### Advice to the Members of the Authority

19. As Additional Accounting Officer you have particular responsibility to see that appropriate advice is tendered to the Members of the Authority on all matters of financial propriety and regularity relating to the activities of the Force, and more broadly as to all considerations of prudent and economical administration, efficiency and effectiveness. You will need to determine how and in what terms such advice should be tendered, and whether in a particular case to make specific reference to your own duty as Additional Accounting Officer to justify to the PAC transactions for which you are accountable.
20. The Members of the Authority should act in accordance with the requirements of propriety and regularity (including the provisions of the Framework Document, or any rules in Managing Public Money or elsewhere governing the conduct of the Authority as a non-departmental public body). If the Members or the Chairman contemplate a course of action involving a transaction by the Force which you as Additional Accounting Officer consider would infringe these requirements, you should inform me in order that I can consider your objection. Should I concur I will set out in writing our objection to the proposal, the reasons for this objection, and our duty to notify the C&AG should our advice be overruled. Should I not concur I will set out my advice to your objection, my reasons and your duty to notify C&AG should your advice be overruled by the Authority. If the Members or Chairman decide nonetheless to proceed, you should seek a written instruction to take the action in question. You should also inform me of the position, if possible before the decision is taken or in any event before it is implemented, so that, if I consider it appropriate, I can intervene with the Authority and inform the Department's Accounting Officer and, through him, the Treasury. If the outcome is that you are overruled, the instruction must be complied with, but your request for the instruction and the instruction itself will be communicated without delay to the C&AG. Provided that this procedure has been followed, the PAC can be expected to recognise that you bear no personal responsibility for the transaction.
21. If a course of action is contemplated which raises an issue not of formal propriety or regularity but relating to your wider responsibilities for economy, efficiency and effectiveness, it is your duty to draw the relevant factors to the attention of the Members



of the Authority and to advise them in whatever way you consider appropriate. If your advice is overruled, and the proposal is one which as Additional Accounting Officer you would not feel able to defend to the PAC as representing value for money, you should, through me, seek a written instruction before proceeding. You should inform me on receipt of such an instruction, if possible before the decision is implemented. It will then be for me to consider the matter, and decide whether or not to concur and advise the authority accordingly. If the outcome is that the difference between yourself and the Members of the Authority nevertheless remains unresolved, I will inform the Department's Accounting Officer and, through him, the Treasury and I will communicate the request for the instruction and the instruction itself to the C&AG without undue delay, as in cases of propriety or regularity (see paragraph 20 above).

22. If, because of the extreme urgency of the situation, there is no time to submit advice in writing to the Members of the Authority in either of the eventualities referred to in paragraphs 21 and 22 above before a decision is taken, we must both ensure that, if the Members of the Authority overrule the advice, both the advice and the members' instructions are recorded in writing immediately afterwards.

#### Appearance before the PAC

23. The C&AG may, under the National Audit Act 1983, carry out examinations into the economy, efficiency and effectiveness with which the Authority has used its resources in discharging its functions, and such examinations may on occasion extend to the activities of the Force. As Additional Accounting Officer you may expect to be called upon to appear before the PAC from time to time, normally with the Department's Accounting Officer and with me as Accounting Officer of the Authority, to give evidence on the reports arising from those examinations or reports following the annual certification audit, and to answer the PAC's questions concerning expenditure and receipts for which you are the Additional Accounting Officer. You may be supported by one or two other senior officers or members of staff who may, if necessary, assist in giving evidence.
24. Treasury officials attend PAC hearings, and may be asked to comment on the evidence. The Treasury has the formal responsibility for presenting Estimates to Parliament, for prescribing the form of accounts and the rules set out in Managing Public Money, and for promoting good financial management in departments and other public bodies. This goes with the Treasury's central responsibility for the operation of public expenditure control. Parliament has traditionally regarded the Treasury as an ally in controlling expenditure.
25. You will be expected to furnish the PAC with explanations of any indications of weakness in the matters covered under the sub-headings "Specific responsibilities" and "Regularity and propriety of expenditure" above to which their attention has been drawn by the C&AG or about which they may wish to question you as Additional Accounting Officer.
26. In practice, you will normally have delegated authority to others, but you cannot on that account disclaim responsibility or accountability. Nor, by convention, would you decline to answer questions where the events took place before you took up appointment: the PAC may be expected not to press your personal responsibility in such circumstances.
27. The PAC has emphasised the importance it attaches to accuracy of evidence, and the responsibility of witnesses to ensure this, in order to ensure that relevant lines of enquiry may be pursued at its hearings. You should therefore ensure that you are adequately and accurately briefed on matters which are likely to arise at the hearing. You may, however, ask the PAC for leave to supply information not within your immediate knowledge by means of a later note. Should it be discovered subsequently that the evidence provided to

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the PAC has contained errors; these should be made known to the committee at the earliest possible moment.

28. In general, the rules and conventions governing appearances of officials before Parliamentary committees apply to the PAC, including the general convention that officials do not disclose the advice given to the Members of the Authority. Nevertheless, in a case where you used the procedures (described in paragraph 21 above) concerning a matter of propriety or regularity, your advice, and it's overruling by the Members of the Authority, would be disclosed to the PAC. In a case where your advice had been overruled in a matter not of propriety or regularity but of prudent and economical administration, efficiency or effectiveness (paragraph 22 above), the C&AG will have made clear in the report to the PAC that you were overruled. You should seek to avoid disclosing the advice given to the Members of the Authority, though, subject to their agreement, you should be ready to explain the reasons for their decision.

#### Absence of an Accounting Officer

29. As Additional Accounting Officer, you should ensure that you are generally available for consultation and that in any temporary period of unavailability due to illness or other cause, or during the normal period of annual leave, there will be a senior officer or member of staff in the Force who can act on your behalf if required.
30. If it becomes clear to me that you are so incapacitated that you will be unable to discharge your Additional Accounting Officer responsibilities over a period of four weeks or more, I will formally designate an acting Additional Accounting Officer, pending your return. The same applies if exceptionally you plan an absence of more than four weeks during which you cannot be contacted.
31. The PAC may be expected to postpone a hearing if the relevant Additional Accounting Officer is temporarily indisposed.

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## ANNEX 7: Scheme of Financial Delegations

All delegated amounts are inclusive of VAT, where applicable.

BTPA's Scheme of Delegation

Approved By	Authority	Chief Exec	
Capital Projects			*Funding must be available before a Project is authorised to increase its authority level. Virement limits are cumulative for each project (e.g. if a project has a number of increases to costs it is the total of those increases)
All Projects Business Cases must be whole life costs			
Final Approval for Projects in the Capital programme (which is within the agreed DEL)	Over £50k	Up to £50k	
Projects exceeding project budget will need to gain approval by the original authorising body except where this breaches their level of authority and does not exceed the Budget. *	Over £50k	Up to £50k	
Revenue Expenditure			
Revenue spend in the approved Revenue budget			
Emergency spend or Virement (defined as where funds will be used for a different purpose than originally budgeted) but still within overall approved Budget spend (Budget transfer defined as funds used for same purpose but moved to another cost centre)	Over £50k	Up to £50k	
Pay Awards			
Implementation of pay awards for police officers and staff and chief officers in excess of the approved budgeted amount.	Over £25k	Up to £25k	

Approved By	Authority	Chief Exec	Notes
Banking Arrangements			

Invest cash in accordance with an Authority approved policy (except interest on bank balances)	Over £1m	Up to £1m	* Because of tighter restrictions now in place from Cabinet Office/DfT all Redundancy payments must gain Cabinet Office agreement BEFORE any redundancy is offered to staff and must be approved by DfT and submitted through the Chief Executive. Sign off by the Chief Executive/Chief Constable, or persons to whom they have delegated authority, is required prior to submission to Cabinet Office or DfT.  # Because of tighter restrictions now in place from DfT all Ex-gratia payments must now be approved by DfT.  ☐ Write offs can be for one off items but must be aggregated if a number are to be written off together. Do not avoid higher authorisation by doing numerous one off write offs.
Individual Redundancy Payments*			
Within approved scheme (chief officers)	All	N/A	
Within approved scheme	Over £50k	Up to £50k	
Outside approved scheme	All	N/A	
Ex-gratia payments #			
Ex-gratia payments to staff or former members of staff only (subject to DfT approval)	All	N/A	
Ex-gratia payments and special payments to third parties	All	N/A	
Contracts for sale of redundant fixed assets			
Acceptance of highest bid after competitive tender	Over £5k	Up to £5k	
Write-offs ☐			
Tangible & Non Tangible Assets with a book value	Over £5k	Up to £5k	
PSA accounts	Over £50k	Up to £50k	
EPSA accounts	Over £50k	N/A	
Debtor and creditor accounts	Over £5k	Up to £5k	
Payroll & Pensions Accounts	Over £50k	Up to £50k	

Approved By	Authority	Chief Exec	Notes
Procurement Authority * # ( All limits are for total Contract Value)			Where the value of a contract is required to increase in value by more than 15%, approval
Acceptance of lowest tender after competitive	Over £100k	Up to £100k	

tender for revenue and capital contracts			needs to be sought from the original authorising body except where the new contract value breaches their level of authority then it will go to the next level of approval. It is also important that any changes must be in accordance with the relevant contract clause and the resulting new purchase order cross references the original order.  * Contracts including Framework Agreements # Authorisation of Procurement Contracts and Purchases for goods and services after expenditure has been included in the revenue budget or capital programme (subject to E.U. procurement legislation and thresholds)
Acceptance of a bid for any contract other than the lowest for revenue and capital contracts	Over £50k	Up to £50k	
Acceptance of a bid for a revenue or capital project contract without competitive tendering	Over £50k	Up to £50k	
Signing of contracts	Over £500k	Up to £500k	

#### BTP's Scheme of Delegation

Approved By	Authority	Chief Exec	Chief Constable	Notes
Capital Projects *				* All Project Business Cases must be whole life costs
Final Approval for Projects in the Capital programme (which is within the agreed DEL)	Over £500k	Up to £500k	Up to £250k	** Funding must be available for an increase
Projects exceeding project budget will need to	All Projects	Up to £500k	Up to £250k	

gain approval by the original authorising body except where this breaches their level of authority and does not exceed the budget.	where expenditure was or is increased above £500k			in the amount approved for a project to be authorised. Virement limits are cumulative for each project (e.g. if a project has a number of increases to its costs it is the total of those increases)
Revenue Expenditure**				In addition to the delegated virements thresholds a virement is only authorised if its satisfies the following conditions: the revenue budget and capital budget net totals are not increased; the future commitments falling to the Authority are not increased by more than £100k; the transfer does not result in a significant change of policy; the Authority Finance Director has been consulted and gives approval. # Any above agreed wage award payments must be approved by the Authority
Revenue spend in the approved Revenue budget			Total of approved Revenue Spend	
Emergency spend or Virement (defined as where funds will be used for a different purpose than originally budgeted) but still within overall approved Budget spend this does not include Budget Transfers defined as funds used for same purpose but moved in budget terms and reported 4 weekly	Over £250k	Up to £250k	Up to £125k	
Pay Awards # Implementation of pay awards for police officers and staff and ACPO officers in excess of the approved budgeted level.	Over £250k	Up to £250k	Up to £125k	



Approved By	Authority	Chief Exec	Chief Constable	Notes
Banking Arrangements				* Because of tighter restrictions now in place from Cabinet Office/DfT all Redundancy payments must gain Cabinet Office agreement BEFORE any redundancy is offered to staff and must be approved by DfT and submitted through the Chief Executive. Sign off by the appropriate BTP/Authority authoriser prior to Cabinet Office or DfT approval.
Invest cash in accordance with an Authority approved policy (except interest on bank balances)	Over £1m	Up to £1m	Up to 500k	
Individual Redundancy Payments*				
Within approved scheme (ACPO)	Over £100k	Up to 100k	N/A	
Within approved scheme	Over £100k	Up to £100k	Up to £50k	
Outside approved scheme	Over £100k	Up to 100k	N/A	
Ex-gratia payments *				
Ex-gratia payments to staff or former members of staff only (subject to DfT approval)	All	N/A	N/A	
Ex-gratia payments and special payments to third parties	All	N/A	N/A	
Contracts for sale of redundant fixed assets				
Acceptance of highest bid after competitive tender	Over £250k	Up to 250k	Up to 100k	

Approved By	Authority	Chief Exec	Chief Constable	Notes
Write-offs				Write offs can be for one off items but must be aggregated if a number are to be written off together. Do not avoid higher authorisation by doing numerous one off write offs.
Tangible & Non Tangible Assets with a book value	Over £50k	Up to £50k	Up to £5k	
Debtor and creditor Accounts (including EPSAs)	Over £50k	Up to £50k	Up to £5k	
Payroll & Pensions Accounts	Over £50k	Up to £50k	Up to £5k	
Procurement Authority * (All limits are for total contract Value)				Because of tighter restrictions now in place from DfT all Ex-gratia payments must now be approved by DfT.
Acceptance of lowest tender and signing of contracts after competitive tender for revenue and capital contracts	Over £2m	Up to £2m	Up to £1m	Where a contract needs to be increased in value by more than 15%, approval is to be sought from the original authorising body, except where the new contract value breaches their level of authority, then it will go to the next level of approval. It is also important that any changes must be in accordance with the relevant contract clause and the resulting new purchase order cross references the original order.
Acceptance of a bid and signing of contracts for any contract other than the lowest for revenue and capital contracts	Over £1m	Up to £1m	Up to 500k	
Acceptance of a bid and signing of contracts for a revenue or capital project contract without competitive Tendering	Over £250k	Up to 250k	Up to 100k	
				* Contracts including Framework Agreements # Authorisation of Procurement Contracts and Purchases for goods and services after expenditure has been included in the revenue budget or capital programme (subject to E.U. procurement legislation and thresholds)

# Finance & Procurement DfT Specific Requirements

DfT Specific Requirements for both Financial & Procurement Authority		
		DfT & Cabinet Office
Advertising & Marketing (including research)	Up To £10k	DfT above £10k Cabinet Office Above £100k
Consultancy expenditure (See definition of Consultancy and note especially prior to any continuous improvement 6Sigma etc consultancy this must be notified to the cabinet office first)	Up to £20k or contract not longer than 9 months or extended less than 3 times.	Over £20k or where the contracts are expected to last longer than 9 months or existing contracts extended taking their total life over 9 months or extended more than 3 times
Non-operational Property costs (Including lease changes, sale & new leases).	Up to £100k	Operational premises exempt except for the Authority Offices and PSD York which requires DfT approval over £100k
	DfT /Cabinet Office Authority	
ICT	Over £5m or Over £1m (per system for supporting administration functions)	DfT / Cabinet Office DfT
Recruitment	All recruitment above agreed budgeted establishment. All temporary Contingent labour recruitment	DfT
Procurement of learning, development or training		This is included in the DfT Letter of Delegation, but because THE AUTHORITY is a non-crown NDPB it is not applicable. Confirm on email from Andy Nicholas on 29 June 2012.
Redundancy		Cabinet Office agreement must be secured BEFORE any redundancy is offered to staff.
Procurement		Central Government Departments, including their Arm's Length Bodies (ALBs), must commit volume spend and buy from centrally sourced contracts and approved frameworks for all common goods and service categories covered by central procurement strategies
Operational excellence – Shared Services		Once the Shared Services strategic operating model and plan is published, Departments and ALBs will be asked to Develop a strategy for future delivery of their back office services in line with the cross government model and agree this with their HMT spending teams and Cabinet Office Operational Excellence Team. Departments will also be asked to spend in a way that is consistent with this Shared Services

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		strategies, across all levels of spend.
Moving Services online		Digital by Default approach to all public information and services sets out standards for digital delivery across Government. This will be assured through the new Government Digital Service (GDS), with the authority to agree, commission, and quality to assure all government digital services. This approach to be implemented alongside the Government's ICT strategy and transparency agenda.
Identity Assurance		DfT and its ALBs must agree their alignment plan to the Identity Assurance Strategy with Cabinet Office when developing any on-line or digitally based transactional service; to include the technical design, the service architecture and the standard and certifications requirements.
Major Projects		The Major Projects Authority (MPA) has been set up to oversee the direction of major projects i.e. project that require HMT approval, and projects within delegated limits that are of special interest to the government.
Strategic Supplier Management		Approval by the relevant Crown Representative (CR) is needed for certain proposed spend, e.g. Crown

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## DFT and Cabinet Office Definitions

### Advertising and Marketing

What is in scope of this control?

This control applies to the following:

- advertising including: TV; radio; digital advertising; outdoor; print; advertorials; recruitment; costs of media; fees and commission for media buying; media planning; creative development and production;
- marketing activities including: design and branding; direct and relationship marketing; customer relationship management programmes; telemarketing; campaign help lines; partnership marketing; sponsorship marketing; field or experiential marketing; merchandising; advertiser-funded programming; audio-visual activity; storage and distribution of marketing materials;

### Consultancy

#### Policy summary

In May 2010 Cabinet Office introduced a control on the use of consultants within central government to reduce spending and to challenge departments to only use consultants when absolutely necessary.

What is in scope of this control?

The provision to management of objective advice relating to strategy, structure, management or operations of an organisation in pursuit of its purposes and objectives. Such advice will be provided outside the 'business-as usual' environment when in-house skills are not available and will be time limited. Consultancy may include the identification of options with recommendations, or assistance with (but not the delivery of) the implementation of solutions.

The Cabinet Office must be contacted prior to engaging with ANY consultancy firms on continuous initiatives (e.g. LEAN, Six Sigma and BPR)

A Statement of Value to be delivered must be published on Contracts Finder for contracts over £20k and on completion of the contract, to update this with a statement of actual value delivered.

What is not in scope of this control?

Certain types of legal consultancy are not in scope, namely:

- legal advisory services provided by counsel (barristers)
- legal services relating to civil or criminal litigation
- legal disputes (including disciplinary, regulatory or tribunal matters), inquiries or any matter of a contentious nature.

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ICT

What is in scope of this control?

This applies to all contracts and projects where ICT is a key element to deliver the scope and service or outcome.

New ICT spend includes any new ICT contracts, contract amendments, contract extensions, feasibility and/or proof of concept studies, pilots, projects and programmes.

It also covers using existing framework contracts to purchase ICT.

No new OJEU notices should be issued to imply that ICT based contracts will be started without the express permission of the Efficiency and Reform Group (ERG) in the Cabinet Office.

NDPBs must move to adopt the Government’s ICT Strategy, and comply with the strategy’s solutions and standards for all ICT spend as they update/renew their existing systems.

Additionally, all spend with Oracle and all spend within the scope of PSN (Public Services Network) requires ICT Spend Approval.

Learning and Development

What is in scope of this control?

- All new generic training should be sourced through CSL. The definition of generic training being all L&D on leadership, management development, PSG core skills and other L&D needs which are common across the Civil Service, e.g. first aid, pre- retirement training etc
- Procurement of any learning, development or training of £10k or higher, whether for courses or other learning activities, must go through the CSL gateway process.
- CSL is available to provide advice to Professions and to offer advice on the procurement process
- BTP/A must present a case to DfT setting out why CSL has not been used to provide generic training

## ANNEX 8 Scottish Railways Policing Committee Terms of Reference

### Definition

British Transport Police Authority	BTPA
British Transport Police	BTP
Police Service of Scotland	PSoS
Scottish Police Authority	SPA

### Background

The British Transport Police Authority (BTPA) has been specified as a cross-border public authority in Section 46 of the Scotland Act 2016.

The Scottish Railways Policing Committee is established as a sub-committee of the BTPA under paragraph 12(b) of Schedule 4 of the Railways and Transport Safety Act 2003. The Committee will provide:

- accountability and transparency for railway policing in Scotland;
- oversight and scrutiny of the safe and effective management and delivery of railway policing in Scotland;
- an appropriate mechanism to assess and report to the BTPA in respect of value for money in relation to those elements of the BTPA Fund invested in railway policing in Scotland.

The Committee will operate in accordance with the Memorandum of Understanding agreed between the SPA and BTPA dated 27 June 2019 and as may be subsequently amended.

### Purpose and Scope

The committee will provide oversight of the development of plans and policies, scrutinising policing performance against agreed plans and statutory requirements, and ensuring agreed improvements recommended by external inspections and reviews are implemented.

The Committee will provide assurance to the BTPA, SPA and Scottish Ministers on the delivery of railway policing in Scotland.

In performing its functions, the Committee will have regard to the UK-wide police priorities set and reviewed by the BTPA, and police priorities set and reviewed by Scottish Government.

These terms of reference have been agreed by the BTPA and SPA and are endorsed by UK and Scottish Ministers. A copy of these Terms of Reference has been laid before each House of Parliament and the Scottish Parliament.

### Responsibilities

1. To keep under review the delivery in Scotland of the BTP Strategic Policing Plan, Police Service Agreements and other documentary agreements relating wholly or mainly to Scotland and report progress, including concerns and observations, to the BTPA Board.
2. To recommend to the BTPA Board the Scottish Railways Policing Plan (hereinafter referred

to as the plan), ensuring due regard has been taken of policing priorities set by Scottish Government, strategic plan set by SPA and Police Scotland, Police Scotland's annual policing plan and that effective consultation has informed the development of the plan.

3. To scrutinise progress and performance against the plan and to recommend to the BTPA Board any improvement required.
4. To scrutinise BTP's public and stakeholder engagement work.
5. To consider the effectiveness of interoperability between BTP and Police Scotland and recommend any improvements to the BTPA Board and the SPA.
6. To make recommendations and provide oversight on performance standards of railway policing in Scotland taking cognisance of stakeholder engagement and make recommendations to the BTPA Board on any changes required.
7. To provide visibility and oversight of the funding as it applies to rail provider(s) operating in Scotland, with a view to achieving best value and to recommend any changes to the BTPA Board.
8. In carrying out its functions, to take into account relevant data and research available in relation to policing, including independent evidence and benchmarking information from across the UK and internationally.
9. To review recommendations from Government Internal Audit Agency, Her Majesty's Inspectorate of Constabulary in Scotland and other organisations with an inspection, audit, or evaluation remit in relation to railway policing in Scotland, and ensure that action is taken within agreed timescales, subject to BTPA approval.

#### Meetings

The Scottish Railways Policing Committee will meet quarterly. Meetings are to be scheduled to coincide with the BTPA annual planning cycle. Prior to the beginning of each calendar year, a provisional schedule of meetings will be approved by the BTPA Board and published on its website. Notice of meetings will be advertised on both the BTPA and the SPA websites. The Chair of the Committee may vary meetings, as deemed necessary. Meetings will usually be held in Scotland. Public meetings will be in venues that are accessible to all people.

All meetings of the Committee are open to be observed by members of the public and media, with the exception of meetings or parts of meetings where business is to be conducted in private. The circumstances in which meetings may be held in private include where:

1. information relating to identified or identifiable individuals (including members of staff) could be disclosed where there is no consent for disclosure and/or where there is a risk of harm to any individual from the disclosure;
2. public discussion of the information may prejudice any police operation or the prosecution of offenders;
3. disclosure of information could prejudice national security;
4. matters to be discussed are the subject of legal proceedings (including misconduct or disciplinary proceedings) or where information to be discussed consists of or includes legal advice provided to either Authority or to a third party;
5. an obligation of confidentiality exists in respect of the information to be discussed;
6. confidential, commercial or financial information not already in the public domain could

- be disclosed;
- 7. proposals for significant organisational change, significant changes to the terms and conditions of staff or other sensitive matters are being considered;
- 8. discussion in public would be likely to inhibit the free and frank provision of advice or the free and frank exchange of views for the purpose of deliberation;
- 9. other, exceptional, circumstances exist that would justify considering the matter in private, such circumstances to be agreed by the Committee and included in the minute of the meeting.

#### Stakeholder engagement

The Committee will scrutinise BTP's public and stakeholder engagement work in Scotland.

The Committee welcomes engagement with the Rail Delivery Group, rail provider(s) in Scotland and with Transport Scotland informally and formally to understand their requirements.

The Committee welcomes engagement with academia to collaborate and develop railway policing in Scotland.

#### Reporting

A forward-looking work plan for the year will be produced by the Committee, describing objectives, actions and proposed outcomes. This will be agreed by the BTPA with consultation, as necessary, with the SPA.

The agenda for each Committee meeting will be circulated to members at least five days prior to the meeting and will be published on the BTPA and SPA websites, excluding matters to be taken in private as outlined above.

Any member of the Committee may ask for an item to be placed on the agenda of a meeting, this to be done at least 15 days in advance of the meeting. The Chair will consider the request, taking advice from the BTPA Chief Executive as appropriate. If the Chair decides not to include the item on the agenda, the member will be advised and the Committee informed during the Chair's opening remarks.

A draft rolling action log will be available no later than five calendar days after each meeting. Draft minutes will be available to the Committee Chair no later than 14 calendar days after the meeting. Once agreed with the Committee Chair, draft minutes will be circulated to all Board Members of BTPA and SPA noting that they are still subject to formal approval at the next Committee meeting.

A summary report will be provided by the secretariat to the Chief Executives of each Authority after each Committee meeting. This will be used as the basis of reporting to the BTPA and the SPA Boards.

Committee members and BTP representatives may be required to provide evidence to Scottish Parliament Committees.

#### Membership and Attendees

The Committee will comprise the Chair ("the Committee Chair") and no more than four other Board Members. The Chair will be the Scotland member for the BTPA or such other member of the BTPA as nominated by the Chair of the BTPA. The Chair of the BTPA will consult and obtain approval by Scottish Ministers prior to appointing the Committee Chair.

The Committee will include up to two co-opted members from the SPA and up to two members from the BTPA. The Chair of each Authority will be responsible for the nomination of Committee

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members, and Committee members will be agreed by respective Boards.

The quorum for the Committee will be three Members including the Chair and must include at least one member from the SPA and at least one member from the BTPA.

All members including the Chair will have voting rights. In the event of a split decision, the Chair will have a casting vote.

Members of BTPA and SPA staff and BTP and Police Scotland representatives may be invited to attend Committee meetings. The Chairs of each Authority and Chief Executives have standing invitations to attend meetings. Any other Board Member may attend after consultation with the Committee Chair.

The Committee chair may invite representatives from external stakeholders or partner organisations for consideration of specific agenda items or subject areas.

Secretariat

The BTPA will provide secretariat support to the Committee. The Chief Executive of the BTPA will ensure that appropriate support, data and advice are provided to the Committee, and will consult as necessary with the Chief Executive of the SPA.

The Secretariat will be responsible for all arrangements associated with supporting meetings, other than venues for meetings which will be provided by the SPA.

Governance

The Committee, as a sub-Committee of the BTPA, will comply with the BTPA’s Code of Governance in all relevant aspects.

Effectiveness and evaluation

The Committee will review progress against the work plan for the year.

The Committee will be open to external evaluation of its work and the extent to which accountability is enhanced for railway policing in Scotland, and against the design principles<sup>39</sup> and in accordance with BTPA’s legislative framework.

Any changes to these terms of reference or to the operation of the Committee will be made only by mutual agreement between the BTPA and SPA.

The operation and effectiveness of the committee will be kept under the review. It is recognised that this is an administrative arrangement, and as such the committee will consider if further changes could enhance or support its role on an ongoing basis.

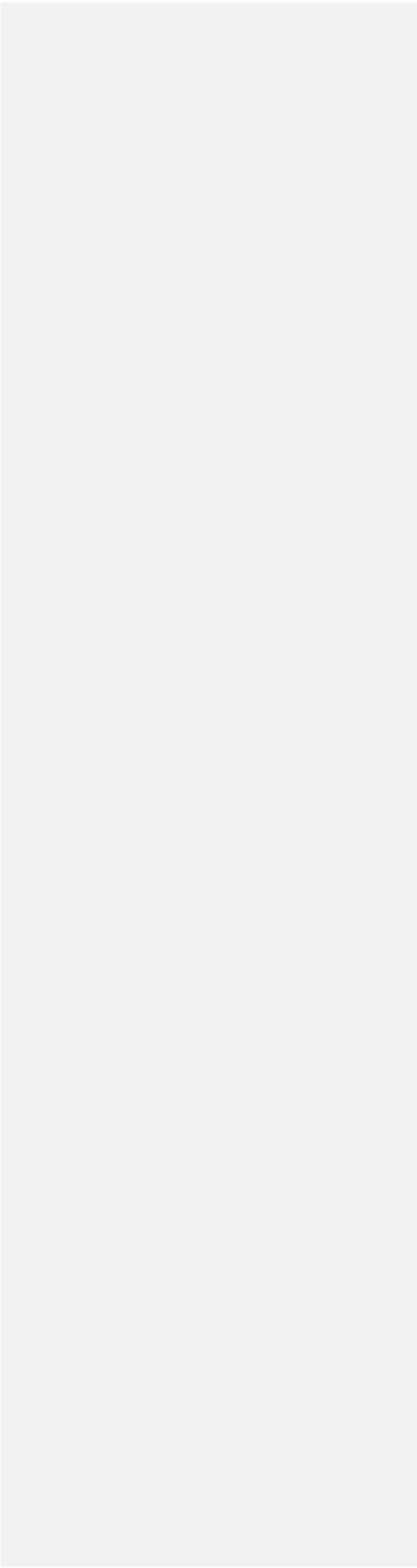
A Memorandum of Understanding will be agreed between the BTPA and the SPA to support the work and ethos of the Committee.

Dispute resolution and mediation

Where members are unable to reach agreement on an issue, the dispute will in the first instance be raised for discussion with the BTPA. The Chair of the BTPA will consult the Chair of the SPA as necessary. If required, mediation options will be explored by the BTPA. If disagreement between both Authorities persists, escalation of disputes can be made to relevant sponsor teams in

<sup>39</sup> [http://www.parliament.scot/S5\\_JusticeCommittee/Inquiries/20181213SGtoMM-BTP.pdf](http://www.parliament.scot/S5_JusticeCommittee/Inquiries/20181213SGtoMM-BTP.pdf)

1. Item 4:	2. Item 7.3: A	<b>3. Item 11.1:</b>	4. Item 14.1:	5. Item 14.2:	6. Item 14.3:	7. [To	8. [To	9. Item 14.5:	10. Item 15:
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Government and to Ministers.



## Minutes

### Performance and Delivery Committee

Tuesday 10 May 2022 at 10.30am via Microsoft Teams

#### Present:

Craig Mackey (Chair)  
 Mike Gallop (Deputy Chair)  
 Graham Evans  
 Willie Gallagher

#### Apologies:

Bev Shears

#### In attendance:

##### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 David Browning (Governance Manager)  
 Jon Newton (Analyst)  
 Alistair MacLellan (Board Secretary / Minutes)

##### **British Transport Police**

Allan Gregory (T/Assistant Chief Constable)  
 Tracey Martin (Director of Finance and Commercial Services)  
 Harriet Harvey (Head of Transformation)  
 Vanita Patel (Head of Analytics)

#### Apologies

##### Agenda Item 1

1. Apologies were received from Bev Shears.
2. The Board Secretary noted that Willie Gallagher and Graham Evans would be arriving late.
3. Those present noted that three Members were required for the meeting to be quorate, and only two were present at the published start time for the meeting. Given a quorum would likely be achieved shortly, it was agreed that the meeting would proceed with any decisions deferred until the point of the meeting when a quorum had been achieved.

## Declarations of Interest

### Agenda Item 2

4. There were no declarations of interest.

*Willie Gallagher arrived at this point of the meeting. The meeting achieved a quorum.*

## Minutes

### Agenda Item 3

5. **RESOLVED**, that the minutes of the meeting held on 16 February 2022 be approved.

## Actions

### Agenda Item 4

6. Members considered a report of the Board Secretary regarding actions arising from previous meetings and agreed that actions 1/2022; 5/2022; 6/2022 and 7/2022 could be closed.

## Action 15/2021 – External Scrutiny

### Agenda Item 4.1

7. Members considered a report of an Assistant Chief Constable and an associated visual regarding external scrutiny of the Force and the following points were made.
  - a. The Chief Executive noted his interest in the non-statutory oversight groups, particularly given the risk that strategic cross-cutting trends arising from those groups could fall between established reporting lines within the Force. The Strategic Independent Advisory Group was used as an example, where the Strategic Head of Diversity and Inclusion reported to the Director of People and Culture, and the officer responsible for stop and search reported to the Chief Constable.
  - b. Members agreed that the report and associated visual was a welcome first step in identifying the totality of external oversight of the Force. The next step was for the Chief Executive to liaise with the T/Assistant Chief Constable to develop a paper setting out a framework to ensure crosscutting themes arising from external scrutiny was adequately overseen and captured by the Force, Executive and Authority (Action 8/2022).
8. **RESOLVED**, that the report be noted and the Action 15/2021 closed.

**Action 2/2022 – P12 Finance Reporting****Agenda Item 4.2**

9. Members considered a report of the Director of Finance and Commercial Services regarding Finance Period 12. The Chief Financial Officer noted that Members would have the opportunity to discuss the report as part of Item 9 on the agenda, and moreover significant items including London Estate, Information Technology and *A Force on the Move* would all be examined in-year during 2022/23.
10. **RESOLVED**, that the report be noted and Action 2/2022 closed.

**Action 3/2022 – Integration of 61016 and ControlWorks****Agenda Item 4.3**

11. Members considered a report of an Assistant Chief Constable regarding the integration of 61016 and ControlWorks.
12. **RESOLVED**, that the report be noted and Action 3/2022 closed.

**Action 4/2022 – Non-Emergency Calls from Industry****Agenda Item 4.4**

13. Members considered a report of an Assistant Chief Constable regarding non-emergency calls from industry. A Member noted that he would be visiting the Force callcentre in Birmingham at the end of June 2022 and requested that the issue of recruitment and performance in call handling be reviewed by an appropriate forum within the Authority from September 2022.
14. **RESOLVED**, that the report be noted and Action 4/2022 closed.

**Risk Profile****Agenda Item 5**

15. Members considered the British Transport Police Authority Risk Profile and the following points were made.
  - a. The Chief Executive noted the profile now made explicit which risks were owned by with Committee, and that whereas some risks were trending red there was accompanying narrative to explain the reasons for this.

***Legitimacy – Performance and Delivery Committee***

- b. The Chief Executive continued, noting that the Legitimacy risk was a sprawling one that posed a challenge for the Committee to oversee effectively. There would be an opportunity for Members to debate this issue at the Full Authority workshop on 25 May 2022.

*People – People and Culture Committee*

- c. A Member expressed anecdotal concern regarding recruitment and retention, citing the example of Scotland where a pension dynamic within Police Scotland had resulted in junior BTP officers being tempted to transfer to Police Scotland where there was more generous remuneration. Another Member concurred, noting he would welcome sight of the Strategic Workforce Plan.
- d. The Chief Financial Officer was heard, noting that the Committee would be holding a joint risk deep dive with People and Culture Committee in September 2022. In terms of the Strategic Workforce Plan, the Audit and Risk Assurance Committee had received an internal audit report on Strategic Workforce Planning with a Limited rating.
- e. The Chief Financial Officer noted that an emergency recruitment plan had been implemented within the Force overseen by the Deputy Chief Constable. An associated factor within the People risk was Force capacity in areas such as training facilities; and gaps in specialist areas such as Occupational Health.
- f. Members concluded discussion, noting the importance for the Strategic Workforce Plan to have single owner responsible for delivery to ensure accountability; the drivers impacting on recruitment and retention; and the complexities of ensuring specialist roles within the Force were attractive for prospective applicants.

*Change Management – Strategy and Planning Committee*

- g. In response to a question, the Director of Finance and Commercial Services noted that a rebalancing profile had been developed within the Force that was with the Chief Constable and the Chief Officer Group for sign-off. The Force planned to submit a potential financing proposal to Strategy and Planning Committee on 1 June 2022.

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

**Legitimacy Overview**

Agenda Item 6

- 17. **RESOLVED**, that the Legitimacy Oversight visual be noted. The Chief Executive commented that the Committee's oversight of legitimacy would not be achieved through quarterly meetings alone and would rely on e.g. scrutiny afforded through a programme of Member visits.

## Thematic: Custody Oversight

### Agenda Item 6.1

18. Members considered a report of the Head of Governance and Compliance regarding Custody Oversight and the following points were made.
- a. The Chief Executive noted that on balance the Authority had made a good level of progress over the past two years in improving its oversight of custody, and the report before Members provided a sufficient level of background for communication to the public. That said, the focus on custody needed to move away from Brewery Road and move towards a focus on UK-wide custody.
  - b. A T/Assistant Chief Constable agreed, noting that the Force could establish a Force Board-level forum to scrutinise custody issues across the Force, including any associated Estates challenges. The T/Assistant Chief Constable would liaise with the Chief Executive on the establishment of this Force Board.
  - c. A Member commented that custody was a potential topic for scrutiny by Scottish Railways Policing Committee.
  - d. A Member noted the level of assurance provided by Her Majesty's Inspector of Constabulary, Fire and Rescue Services, and the Independent Custody Visitors' Scheme.
  - e. The Chief Executive noted there were custody suites at West Ham and Hammersmith at least one of which was subject to regular cleaning and yet had not been used for some years – factors such as this could be considered by the forthcoming Force Board in the context of *A Force on the Move*.
  - f. The T/Assistant Chief Constable briefed Members on the Custody Performance Q4 21/22 dashboard and made the following points.
    - i. Use of force in custody reflected activity such as (re)applying handcuffs to clients – the 417-figure reflected not the number of individual incidents, but rather the number of individual reports made by all officers involved. To give context, a single incident of removing an uncooperative client from a cell would involve up to seven separate incident reports from the individual officers involved.
    - ii. The high proportion of 'not stated' ethnicity was due to the Force policy to allow clients to self-identify their ethnicity on presentation in custody. Whilst custody officers could choose to apply IC codes to determine perceived ethnicity, these codes were narrow and their use by the Force was avoided.



19. **RESOLVED**, that Members,

- a. Note the latest position as set out within section 4 of the report.
- b. Confirm that the current approach to custody oversight provides sufficient assurance; and
- c. Agree that annual reporting through Performance and Delivery Committee remains the appropriate forum and frequency of reporting.
- d. Note the Custody Performance Q4 2021/22 data dashboard.

**Legitimacy Performance Q4 2021/22**

Agenda Item 6.2

20. Members considered a report of the Deputy Chief Constable regarding Q4 2021/22 performance in Stop & Search and the Use of Force and the following points were made.

*Stop and Search Q4 2021/22*

- a. The T/Assistant Chief Constable noted the increase in stop and search as the rail network emerged from COVID lockdown. Whereas the found rate of 41.5% compared favourably with peer Forces, conversely this meant there were 58.5% of searches where nothing was found.
- b. The T/Assistant Chief Constable developed this point, noting that stakeholders such as the independent chair of the National Police Chiefs' Council could justifiably note BAME communities were more likely to be subject to stop and search, with a corresponding impact on community confidence in the police and disenfranchisement through the aggregated impact of disproportionate stop and searches.
- c. The T/Assistant Chief Constable continued, noting that in addressing those challenges, the Force could review the way in which it reported data to Members to better capture associated benefits from stop and search tactics, including intelligence harvest; and safeguarding of vulnerable persons (Action 9/2022).
- d. The Head of Analytics noted the importance of effective data collection within the Force to support this emerging approach, including ensuring officers did not create duplicate entries for the same person. Moreover, Members were asked to note that the Force had recently adopted a new Use of Policing Powers dashboard.



### *Use of Force Overview and Tactics used Q4 2021/22*

- e. The T/Assistant Chief Constable highlighted recent data collection issues noted within the dashboard.
- f. The T/Assistant Chief Constable continued, noting the conduct of a subject was a subjective interpretation for officers, with an identified issue within the Force of officer knowledge around what constituted active or passive resistance – this was being addressed through Professional Standards Department training.
- g. Members noted that use of force on compliant persons was due to the technical definition of stop and search as a use of force.
- h. The T/Assistant Chief Constable noted the low level of taser usage and agreed to confirm outside of the meeting how this compared with peer Forces<sup>i</sup>.

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

### **Policing Plan Performance Q4 2021/22**

#### Agenda Item 7

22. Members considered a report of the Deputy Chief Constable regarding Policing Plan Performance Q4 2021/22 and the following points were made.
- a. The T/Assistant Chief Constable highlighted the 177% increase in reports of unwanted sexual behaviour driven by media campaigns and increased patrols across all Divisions.
  - b. The T/Assistant Chief Constable noted the increase in disruption and 97min average handback time following non-suspicious fatalities and the following points were made.
    - i. A Member commented that the speed at which an event could be classified as suspicious or non-suspicious had a significant impact on resulting handback time.
    - ii. A Member commented that another factor impacting the speed of handback was the deployment of negotiators. In reply, the T/Assistant Chief Constable assured Members the Central Disruption Team worked hard to ensure negotiator deployment was applied as effectively as possible as a tactic; and that work was ongoing to ensure the scene commander (who was potentially junior in rank to a negotiator) retained overall control of the scene.

- iii. The T/Assistant Chief Constable noted that red performance in handback across C and D Divisions was primarily due to geographic challenges.
- iv. The T/Assistant Chief Constable concluded by noting the Force was working to build a problem profile that could be shared with Rail Delivery Group, and then engage with industry to develop handback solutions that were data based rather than reliant on anecdote.
- c. In response to a comment on synergies between anti-social behaviour, unwanted sexual behaviour, and football travel, the Chief Executive agreed that a note on Force activity in this area would be welcome (Action 10/2022).
- d. Members noted that robbery was a continuing trend – even during COVID – and welcomed the fact tasking teams were in place to deal with emerging patterns of offending.

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

#### **Policing Plan 2022/25 Key Performance Indicators**

Agenda Item 8

24. Members considered a report of the Chief Executive regarding proposed Policing Plan Key Performance Indicators for 2022/23 and the following points were made.

*Graham Evans arrived at this point of the meeting.*

- a. The Head of Analytics was heard, noting that the emergence from COVID posed an opportunity to review the spectrum of metrics that the Force examined. Some core policing metrics had been developed that would be reviewed on a monthly basis in-Force, with any data exceptions escalated to the Force Performance Delivery Board.
- b. Members welcomed the use of Power BI by the Force, and welcomed the opportunity for elements of it being made available to Members provided this was done in a controlled way to ensure Members were able to interrogate the data effectively, and retain high-level oversight of trends. The Chief Executive agreed to ensure the Executive liaised with the Force to develop a Member self-service offer for Power BI (Action 11/2022).

25. **RESOLVED**, that the report be noted, and the proposed dashboard formats be approved.

*Mike Gallop left the meeting at this point.*

## [Background Paper] Policing Plan 2022/25

### Agenda Item 8.1

26. **RESOLVED**, that the Policing Plan 2022/25 be noted.

## Finance and Commercial Performance Q4 2021/22

### Agenda Item 9

27. Members considered a report of the Director of Finance and Commercial Services regarding Finance and Commercial Performance Q4 2022/23 and the following points were made.

- a. The Director of Finance and Commercial Services noted the P12 report provided earlier on the agenda at Item 4.2, acknowledging that the Force had spent 28% of its budget in the final quarter and the resulting work to break that spend down to better understand the reasons for this.
- b. The Director of Finance and Commercial Services continued, noting that at P13 there had been underspend in pay and overspend in non-pay that had allowed the Force to meet budget pressures. The Director was confident that no pressures from 21/22 would manifest in 2022/23.
- c. The Director of Finance and Commercial Services noted the Force's high cash balance of £53m was due to early payment of an invoice by Transport for London.
- d. The Chief Financial Officer noted that it would be helpful for the Force to refresh the Contracts pipeline slide to better assist with governance planning; and for Members to be shown a capital forecast spend profile. Lastly it would be helpful to understand why Baskerville House/New Birmingham spend was shown as unbudgeted, as this had been a foreseen item of spend<sup>1</sup>.
- e. In response to a comment by the Chief Financial Officer regarding annual leave accrual, the Director of Finance and Commercial Services noted the Force leadership had been clear that officers and staff should approach a 'use or lose' approach to accrued leave.
- f. In response to a question, the Director of Finance and Commercial Services confirmed that the Force had budgeted for pressures such as interest, and

<sup>1</sup>Post-Meeting Note (12 May 2022) The Director of Finance and Commercial Services advised that the New Birmingham business case was to be funded from reserves and hence, capital and revenue were not budgeted. As capital was subsequently funded by Department for Transport, the Force chose to fund the revenue from budget headroom, rather than from reserves. Overall there was no oversight or omission in the budget process.

variables such as fuel and utilities would be scrutinised by in-year monitoring.

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

### Committee Workplan 2022/23

Agenda Item 10

29. **RESOLVED**, that the Committee Workplan 2022/23 be approved.

### Any Other Business

Agenda Item 11

30. There was no other business.

### Meeting Evaluation

Agenda Item 12

31. Willie Gallagher provided an evaluation of the meeting and the following points were made.

- a. As a new Member of the Committee he had found the papers difficult to interrogate.
- b. The timings allocated to items on the agenda had been ambitious.

The meeting ended at 12.42pm.

<sup>i</sup> [Post-Meeting Note, 30 May 2022] For the period 2019-2020 (the only comparable period available as at May 2021), there were 411 Taser deployments within the Force. This included the Taser being drawn, arced, or fired. Taser was used on 12 occasions. This is a usage rate of 2.9%. The national average usage is 14% (5,000 of 32000 incidents).

As a comparison, here are figures from Home Office peer Forces:

Force	Usage %	Total incidents
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

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# Minutes

## Scottish Railways Policing Committee

Wednesday 18 May 2022 at 11.00am at Conference Room, Scottish Police Authority, 1 Pacific Quay, Glasgow, G51 1DZ and via Microsoft Teams

### Present:

Bill Matthews (Chair)  
 Willie Gallagher  
 Tom Halpin (Co-Opted Member – SPA)  
 Mary Pitcaithly (Co-Opted Member – SPA)

### Apologies:

Kenna Kintrea

### In attendance:

#### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Jon Newton (Analyst)  
 Alistair MacLellan (Board Secretary / Minutes)

#### **British Transport Police**

Alistair Sutherland (Deputy Chief Constable)  
 Allan Gregory (T/Assistant Chief Constable)  
 Gill Murray (Chief Superintendent D Division)  
 Pete Fulton (Head of Professional Standards Department)  
 Victoria Graham (Staff Officer to Chief Superintendent D Division)  
 Emma Manno (Corporate Communications Manager)

#### **Scottish Police Authority Corporate**

Amanda Coulthard (Head of Strategy and Performance)  
 Sam Curran (Operational Policing Policy Lead)

#### **Police Scotland**

Mark Williams (Assistant Chief Constable)

#### **External**

Alastair Dalton (Transport Correspondent, The Scotsman)  
 Ben Doran (ScotRail Head of Safety and Risk Assurance)  
 Stephen Elliot (ScotRail Head of Crime and Security)  
 Mike Jackson (Scottish Government)

### Apologies

Agenda Item 1



1. Apologies were received from Kenna Kintrea.

## Declarations of Interest

### Agenda Item 2

2. There were no declarations of interest.

## Minutes of the meeting held on 15 February 2022

### Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 15 February 2022 be approved.

## Actions

### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings.
  - a. **Action 1/2022 Performance Reporting.** Members agreed this action could be closed, whilst encouraging the Executive to align future performance reporting with SPA performance reporting where possible.
  - b. **Action 2/2022 Vulnerability Response Case Studies.** The Deputy Chief Constable noted that a presentation could be made to the September 2022 meeting to close this action.
  - c. **Action 3/2022 Victim Compliance Code of Practice.** The Chief Superintendent noted D Division was 90% compliant with VCOP and recommended the action remain open until such time she had completed a review of the Division's activity in this area.
  - d. **Action 4/2022 Outcome of Crime and Justice Unit Screening.** Members agreed this action could be closed.
  - e. **Action 5/2022 GIAA Report on Strategic Workforce Planning.** Members noted the report was available subject to the provision of a cover note and agreed the action could be closed. A SPA Member noted that Police Scotland had recently been subject to a Strategic Workforce Planning inspection.
  - f. **Action 6/2022 Committee Workplan 22/23 Additions.** Members agreed this action could be closed.
5. **RESOLVED**, that the report be noted.

## Risk Profile

### Agenda Item 5

6. Members considered the Risk Profile and the following points were made.

- a. The Chief Executive highlighted three risks to the Committee.
  - i. **Financial Control and Planning.** Whilst this risk was amber at present, it was subject to external pressures which could move it to being a red risk in advance of the next meeting.
  - ii. **Change Management.** This was a pertinent risk for the Authority given the advent of Great British Railways, and the role for the Force within that.
  - iii. **Legitimacy.** Whereas this was a red risk there were some good examples of mitigation activity e.g. increased resources for vetting; and accreditation of Force vetting.
- b. In response to a question regarding how the **People** risk manifested itself in a D Division context, the Chief Superintendent noted that retention was an issue for the Force in Scotland, and she was liaising with the Police Scotland recruitment function to align recruitment activity as far as was possible. The Deputy Chief Constable added that difficulties around retention were seen across the Force in line with the overall economic environment.
- c. The Assistant Chief Constable (Police Scotland) was heard, noting that in light of pension changes Police Scotland was experiencing a trend of highly experienced specialist officers considering their options once they had completed 25 years of service, and were over 50 years of age. Police Scotland were mitigating this risk through accelerating promotion processes and increasing training tempos for specialist cadres.
- d. The Assistant Chief Constable noted that Police Scotland was recruiting a large number of probationers following the pandemic, albeit this clearly did not address the immediate need for specialist expertise. Police Scotland was working hard to ensure incoming probationers were representative of the communities they would serve.
- e. The Chief Superintendent acknowledged that the Force's lower starting salary compared to that of Police Scotland was an issue.
- f. The Chief Superintendent agreed to bring a forecast of D Division headcount back to Committee, incorporating scenarios on e.g. 10% reduction in headcount due to failure to retain officers (Action 7/2022).

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

## Operational Performance

## Agenda Item 6

**Policing Plan Performance Q4 2021/22**

## Agenda Item 6.1

8. Members considered the Policing Plan Performance Q4 2021/22 report and the following points were made.

- a. The Deputy Chief Constable introduced the report and noted,
  - i. The 2% reduction in crime at year-end, albeit with mixed performance in some areas.
  - ii. Corrected, lower, figures for staff assaults albeit with a lower detection rate.
  - iii. The increase in anti-social behaviour.
  - iv. The positive takeaway from increase unwanted sexual behaviour reporting which reflected improved confidence in reporting. D Division detection rates were highest across the Force in this area.
  - v. The increase in Disruption due to trespass and disorder on trains.
- b. Attendees then discussed the younger profile of persons responsible for anti-social behaviour, and any corresponding impact of ASB on staff confidence and the following points were made.
  - i. There was a risk that the need for a whole-system approach to young persons was undermined by articulating the issue through a policing lens.
  - ii. ScotRail's *TravelSafe* team made an important contribution in this area, with effective partnership working key to ensuring staff confidence. The Force was applying lessons learned from multi-agency working elsewhere.
  - iii. The Force was structuring its deployments towards outer stations in response to demand.
  - iv. The Force had commissioned a problem profile in response to recent discussions at a Rail Delivery Group forum to enable it to move from anecdotal to taskable evidence to address the uptick in ASB – this would culminate in a whole network workshop to consider how to tackle the problem including the use of body-worn video by staff.
- c. The Chief Superintendent noted the decrease in football-related crime.

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

**Joint Working – Police Scotland and British Transport Police**

## Agenda Item 6.2

10. Members considered the Joint Working Report – Police Scotland and British Transport Police and the following points were made.

- a. The Chief Superintendent highlighted Police Scotland's positive feedback for the Force's contribution to countering violent disorder in Giffnock in March 2022.
- b. The Chair complimented the quality of the report and effective use of meaningful examples to highlight joint working.

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

## **Strategy, Planning and Thematic Items**

Agenda Item 7

### **Strategic Plan 2022/2027**

Agenda Item 7.1

12. Members considered the Strategic Plan 2022/2027 and the following points were made.

- a. The Chief Executive noted the Plan had been approved by the Full Authority in March 2022, and acknowledged that the Plan would be subject to change over the course of five years in response to drivers including the advent of Great British Railways and cost pressures. The Executive was working to establish the most effective way in which to report on progress against strategic deliverables within the Plan.
- b. The Deputy Chief Constable confirmed that any planned changes to Force profile in Scotland – and there were none currently – would be highlighted and consulted upon with partners.
- c. A SPA Member welcomed the fact that SPA feedback had been visibly incorporated into the final Plan.
- d. A Member commented that it would be interesting, in light of some of the significant deliverables within the Plan, what the Force would look like in five years' time.

13. **RESOLVED**, that the Strategic Plan 2022/2027 be noted.

## **D Division Policing Plan 2022/2025**

Agenda Item 7.2

14. Members considered the D Division Policing Plan 2022/25 and the following points were made.



- a. The Chief Executive welcomed the number of measures set out within the Plan albeit noted that the Executive would review how reporting could be made as effective and digestible as possible for Members.
- b. A Member concurred, noting he had explored the level of data available in PowerBI and felt that it risked overwhelming Members. The Executive's reporting product should be improved incrementally and kept consistent promote its relevance to external stakeholders in particular.

15. **RESOLVED**, that the D Division Policing Plan 2022/25 be noted.

**[Background Paper] British Transport Police Policing Plan 2022/25**

Agenda Item 7.2.1

16. **RESOLVED**, that the British Transport Police Policing Plan 2022/25 be noted.

**Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – Final Report (November 2020)**

Agenda Item 7.3

17. Members considered both the initial BTPA response and the BTP update on the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – Final Report (November 2020) and the following points were made.

- a. The Head of the Professional Standards Department introduced the BTP update and noted,
  - i. The Force had made significant changes in light of new regulations in England and Wales, but also in conjunction with the Police Investigations and Review Commissioner (PIRC).
  - ii. The Force had established a central Complaints Resolution Team and reduced the average turnaround for a straightforward complaint from 66 days to 10 days.
  - iii. The Force had adopted a victim charter in light of the increased emphasis on violence against women and girls; this included conscious decision to refer to victims rather than witnesses as described by regulations.
- b. Members discussed the importance of evidencing changed culture rather than relying on metrics derived from outputs. In reply the Deputy Chief Constable noted that in his five months in post, a significant amount for Senior Leadership Team time had been spend on cultural change, including fast tracking conduct cases where possible, and pushing out high profile internal communications across the Force. there had been a corresponding increase in internal reporting.



- c. The Chief Executive confirmed that the Executive had seen evidence that changing culture was being felt throughout the Force.
- d. An SPA Member welcomed the report but emphasised that cultural change was a long process, upon which the Force had only recently embarked.

### **Initial BTPA Response**

#### **Agenda Item 7.3.1**

18. **RESOLVED**, that the initial BTPA response to Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – Final Report (November 2020) be noted.

### **BTP Update**

#### **Agenda Item 7.3.2**

19. **RESOLVED**, that the BTP update to Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – Final Report (November 2020) be noted.

### **Thematic: Sustainability / Net Carbon Zero**

#### **Agenda Item 7.4**

20. Members considered a report of the Force regarding Net Carbon Zero and the following points were made.
- a. The Deputy Chief Constable acknowledged that the Net Carbon Zero Strategy was ambitious and was not fully aligned with the Scottish Government's earlier target.
  - b. An SPA Member recommended that the report be scrutinised by SPA Corporate and that a further comparative paper be submitted to a future meeting (Action 8/2022).

### **Audit, Inspection and Governance Items**

#### **Agenda Item 8**

### **Audit and Inspection Update**

#### **Agenda Item 8.1**

21. Members considered the Deputy Chief Constable's Audit and Inspection Update and the following points were made.
- a. Following an introduction from the Deputy Chief Constable to summarise the report's content, an SPA Member confirmed that the report was, in his view, meeting the requirement to report on audit and inspection activity relevant to Scotland.

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

### **BTPA/SPA Memorandum of Understanding for Operation of Scottish Railways Policing Committee**

Agenda Item 8.2

23. Members considered the BTPA/SPA Memorandum of Understanding (MOU) for Operation of Scottish Railways Policing Committee and the associated terms of reference (TOR) of the Committee at Item 8.2.1 and the following points were made.

- a. Members confirmed that, in their view, the MOU and TOR remained fit for purpose and had withstood joint pressures of churn in Committee and officer attendance, and the COVID-19 pandemic.
- b. The Chair thanked both SPA Members and SPA Corporate for their support and input to the work of the Committee.

24. **RESOLVED**, that the BTPA/SPA Memorandum of Understanding (MOU) for Operation of Scottish Railways Policing Committee be noted.

### **Scottish Railways Policing Committee Terms of Reference**

Agenda Item 8.2.1

25. **RESOLVED**, that the Scottish Railways Policing Committee terms of reference be noted.

### **Draft Committee Workplan 2022/23**

Agenda Item 8.3

26. Members considered the draft Committee Workplan 2022/23 and the following points were made.

- a. The Chair noted that a further update on the Independent Review of Complaints Handling, Investigations and Misconduct Issues in Relation to Policing – Final Report (November 2020) should be added to the workplan (Action 9/2022).
- b. A SPA Member requested that the Executive and Corporate consider how best to include the voice of industry on the Committee (Action 10/2022).
- c. Members agreed that it would be appropriate for Custody to feature on the workplan, perhaps as part of a site visit to a Police Scotland custody facility on the day of a future meeting (Action 11/2022).

27. **RESOLVED**, that the Committee Workplan 22/23 be noted.

### **Evaluation Framework**

Agenda Item 8.4

28. Members considered the Committee's Evaluation Framework and the following points were made.

- a. Members acknowledged that the RAG rating of the framework was largely green and this posed the question of whether this indicated lack of rigorous critique of the Committee's work. On balance Members felt the RAG rating was appropriate, particularly given a review of past framework reports would demonstrate the Committee's progress to this point in time.
- b. The Analyst noted that the framework would be revised ahead of the next meeting to take into account measures within the Strategic Plan.

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

### **Any Other Business**

Agenda Item 9

30. There was no other business.

### **Meeting Evaluation**

Agenda Item 10

31. Tom Halpin delivered an evaluation of the meeting and the following points were made.

- a. A pre-meet for Members to discuss handling of the agenda was a welcome technique, particularly when it was, as that day, held in person.
- b. The hybrid format of the meeting had worked well and should be a feature of meetings going forward.
- c. The presence of the Chief Superintendent D Division was crucial in that it ensured positive relationship building. It also assisted in ensuring Members could make clear that challenge was meant as positive critique.
- d. The welcome incorporation of SPA and SPA Corporate feedback into the Strategic Plan and the Policing Plan expressed earlier in the meeting was reiterated.
- e. The conversations had during the meeting on issues such as custody demonstrated the dynamism of oversight and scrutiny exercised by the Committee.
- f. Overall content of, attendance at, and impact of the meeting was all positive.

The meeting ended at 12.43pm.

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1. Item 4:	2. Item 7.3: A	3. Item 11.1:	4. Item 14.1:	5. Item	6. Item 14.3:	7. [To	8. [To	9. Item 14.5:	10. Item 15:
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# Minutes

## Strategy and Planning Committee

Wednesday 1 June at 10.30am in BTPA Committee Room, BTP FHQ,  
 25 Camden Road, NW1 and via Microsoft Teams

### Present:

Andy Cooper (Chair)  
 Fiona Brunskill (Deputy Chair)  
 Emir Feisal  
 Mike Gallop  
 Craig Mackey  
 Martin Richards

### Apologies:

None

### In attendance:

#### British Transport Police Authority Executive

Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer & Deputy Chief Executive)  
 Kate Carr (Project Director – Rail Policing and Security)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Jon Newton (Analyst)  
 Katie Stanton (Stakeholder Engagement and Communications Manager)  
 Alistair MacLellan (Board Secretary / Minutes)

#### British Transport Police

Lucy D'Orsi (Chief Constable)  
 Alistair Sutherland (Deputy Chief Constable)  
 Rachael Etebar (Director of People and Culture)  
 Tracey Martin (Director of Finance and Commercial)  
 Matt Allingham (Superintendent)  
 Harriet Harvey (Head of Transformation)  
 Iain Metcalf (Design and Delivery Lead)  
 Mike Furness (Head of Deputy Chief Constable Portfolio)  
 Paddy Kidwell (Business Operations Manager)

### Apologies

#### Agenda Item 1

1. There were no apologies.



## Agenda Item 2

- ## Minutes

### Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 2 March 2022 be approved.

## Actions

## Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions from past meetings and the following points were made.
  - a. **Action 1/2022 (Project Governance)**. Members agreed this action could be closed.
  - b. **Action 6/2022 (*A Force on the Move* briefing)**. Members agreed this action could be closed given this was an item that day that was scheduled for onward submission to the Full Authority at the end of June 2022.
  - c. **Action 8/2022 (Licence Renewals)**. Members agreed this action could be referred to Audit and Risk Assurance Committee and closed.
  - d. Members agreed that Actions 2/2022, 3/2022, 4/2022, 5/2022 and 7/2022 could be closed.
5. **RESOLVED**, that the report be noted.

## Risk Profile

## Agenda Item 5

6. Members considered the Risk Profile and the following points were made.

- Official

- Agenda Item 6

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

### Agenda Item 7

- [REDACTED]  
[REDACTED]

- [REDACTED]
    - [REDACTED]
    - [REDACTED]
  - [REDACTED]
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 [REDACTED]

171

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

## Agenda Item 9

- ## Agenda Item 10

- a. 

- 172



**Risk Deep Dive: Partnership Working****Agenda Item 11**

18. Members considered a risk deep dive report of the Head of Strategy, Planning and Engagement regarding Partnership Working and the following points were made.
  - a. In light of time pressure in the meeting, the Head of Strategy, Planning and Engagement committed to providing Members with a briefing note outside of the meeting (Action 11/2022).
  - b. The Chief Financial Officer thanked the Head of Audit and Assurance and the Head of Strategy Planning and Engagement for the provision of the deep dive.
19. **RESOLVED**, that the report be noted.

**Risk Deep Dive Background Paper****Agenda Item 11.1**

20. **RESOLVED**, that the risk deep dive background paper regarding Partnership Working be noted.

**Committee Workplan 2022/23****Agenda Item 12**

21. Members considered the Committee Workplan 2022/23 and noted a revised version in light of discussions that day would be circulated to Members in advance of the September 2022 meeting (Action 12/2022).
22. **RESOLVED**, that the Committee Workplan 2022/23 be noted.

**Any Other Business****Agenda Item 13**

23. There was no other business.

**Meeting Evaluation****Agenda Item 14**

24. Craig Mackey delivered an evaluation of the meeting and the following points were made.
  - a. The bulk of the meeting had, appropriately, been given over to discussing the key portfolio update item for *A Force on the Move*. This had involved a robust exchange of views between Members, Executive and Force which was welcome, given it demonstrated positive progress towards achieving a 'critical friend' relationship between Authority and Force.
  - b. That said, the focus on one item in particular called into question whether more effort could be given to structuring agendas to ensure they were not overambitious.

*Representatives of the Force left at this point to enable a Member/Executive-only meeting evaluation to take place.*

- c. [See confidential minutes].

The meeting ended at 1.05pm

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# Minutes

## Audit and Risk Assurance Committee

Friday 11 March 2022 in Meeting Room M6, British Transport  
 Police Force HQ, 25 Camden Road, NW1 9LN and via Microsoft Teams at  
 11.00am

### Present:

Kenna Kintrea (Chair)  
 Craig Mackey  
 Graham Evans (Teams)

### Apologies:

None

### In attendance:

#### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)  
 Kate Carr (Project Director, Opportunities for Optimising Rail Policing  
 and Security)  
 Lynsey Marshall (Finance, Audit and Risk Manager)  
 Alistair MacLellan (Board Secretary / Minutes)

#### **British Transport Police**

Alistair Sutherland (Deputy Chief Constable)  
 Sean O'Callaghan (Assistant Chief Constable)  
 Tracey Martin (Director of Finance and Commercial Services)  
 Mel Morton (Head of Audit and Assurance)  
 Ciara Ryan (Head of Estates Transformation)  
 Paddy Kidwell (Business Operations Manager)

#### **External**

Jonathan Brown (KPMG)  
 Aaron Condon (Government Internal Audit Agency)  
 Matt Kay (National Audit Office)

#### **Observing**

Emir Feisal (BTPA Member)

### Pre-Meeting – Strategic Risk Deep Dive(s)

Prior to the meeting, Members of the Committee undertook Strategic Risk Deep  
 Dives on (1) Major Incidents and (2) Technology.

**Apologies**

## Agenda Item 1

1. There were no apologies.

**Declarations**

## Agenda Item 2

2. There were no declarations.

**Minutes**

## Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 18 November 2021 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. The Chair noted in relation to Action 16/2021 (mitigation of IT performance issues) that the Committee had undertaken a deep dive on the strategic technology risk immediately prior to the meeting; and would receive updates in due course.
  - b. Members noted the delay in closing Action 21/2021 (presentation of hazards/opportunities) due to the departure of the Force's Risk Management Lead, and the Executive's desire to await the forthcoming findings of a GIAA internal audit.
  - c. Members agreed that actions 16/2021, 18/2021, 19/2021, 20/2021 and 22/2021 could be closed.
5. **RESOLVED**, that the report be noted.

**Action 20/2020 – Internal Legitimacy**

## Agenda Item 4.1

6. **RESOLVED**, that a summary of internal Legitimacy provided by the Force in the Background Pack be noted.

**Manchester Arena Inquiry Update**

## Agenda Item 5

7. Members considered a report of the Assistant Chief Constable regarding the Manchester Arena Inquiry and the following points were made.
  - a. The Assistant Chief Constable introduced the report and noted,

- i. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- b. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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

**BTP/A Joint Update on Risk Management**  
Agenda Item 6

9. Members considered a joint update of the Force and Authority on risk management and the following points were made.

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- a. The Head of Audit and Assurance noted the approach to strategic risk deep dives, including the proposed joint deep dive on Legitimacy.
- b. The Head of Audit and Assurance referenced the recent departure of the Force's Risk Management Lead and noted the Force's intention to pause recruitment of a replacement pending the outcome of the GIAA review on risk management. Members encouraged the Force to consider instead applying resources to provide interim risk management lead cover to ensure coherent oversight of risk was maintained in the short-to-medium term. The Chief Financial Officer concluded by noting that the current situation offered an opportunity for the Force to encourage all officers and staff to engage with and manage their allocated risk(s).

10. **RESOLVED**, that the revised Strategic Risk Deep Dive Schedule be approved, and the wider report noted.

### **BTP/A Joint Strategic Risk Register**

#### **Agenda Item 7**

11. Members considered the BTP/A Joint Strategic Risk Register and the following points were made.

- a. The Chair noted that the Full Authority would be revisiting its approach to strategic risk at a workshop in May 2022.
- b. A Member queried whether the assessment of the People risk in the next six months (risk score reducing) was too optimistic given wider examples of people pressures. The departure of the Risk Management Lead (and historic difficulty in recruiting to that role) allied with the need to invest in the Force's IT teams identified in the Technology deep dive were examples that both suggested the People risk was potentially due to increase.
- c. The Deputy Chief Constable replied, noting that there was a significant amount of mitigation activity in this area that could be set out in a brief note to Members outside of the meeting (Action 1/2022).
- d. The Chief Financial Officer noted a similar point regarding the Change Management strategic risk being graded too optimistically given *A Force on the Move* and its associated projects had yet to be finalised and agreed upon.
- e. The Deputy Chief Constable noted that he planned to undertake 1:1 meetings with Senior Responsible Officers (SROs) in the coming weeks.
- f. In response to a question, the Chief Financial Officer noted that the Executive had the facility to escalate strategic risks to the Department for Transport via meetings with its Sponsorship Team.

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

### **BTP/A Quarterly Fraud Update**

Agenda Item 8

13. Members considered the BTP/A Quarterly Fraud update and the following points were made.

- a. The Finance, Audit and Risk Manager noted a case of overtime fraud during Q3 and queried why this resulted in a written warning rather than a stronger sanction. In response, the Deputy Chief Constable undertook to review the Force's overtime policy and provide a response in writing explaining the rationale behind the sanction (Action 2/2022).
- b. A Member noted the increasing cost of living, and efforts by peer Forces to signpost officers and staff facing financial difficulty to support services, thereby lessening any incentive to engage in fraud.
- c. In response to a comment, the GIAA representative noted that GIAA had a dedicated fraud team that could offer support to the Executive and the Force in this area, if required.

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

### **Chief Financial Officer's Report**

Agenda Item 9

15. Members considered the Chief Financial Officer's Report and the following points were made.

- a. The Chief Financial Officer highlighted the following issues within the report,
  - i. Two identified issues with contract management during Q3 21/22 namely Tomlinson and Oracle Licenses, which together linked to the Financial Control strategic risk.
  - ii. The fact that the Force had insufficient budget for its full spending ambition.
  - iii. The Authority had received [REDACTED] compensation for Axis House.
  - iv. The £10m grant-in-aid from the Department for Transport for capital spend on Baskerville House and the Estates Condition Survey was a 'use-or-lose' source of funding.

- v. The approval and communication of Police Service Agreement (PSA) charges to stakeholders had a hard deadline of 21 March 2022 to ensure payment could be received on time.
- b. In response to a comment from a Member regarding forecast spend, the Director of Finance and Commercial Services committed to providing Members with Force Executive Board papers confirming the Force was on track to achieve forecast spend at P12 (Action 3/2022).
- c. In response to a question, the Director of Finance and Commercial Services confirmed that the Force's Strategic Commercial Board reviewed contract risk in its broadest sense, and she could therefore reconsider how differing spend projects were prioritised according to risk.
- d. The Chief Executive highlighted Staff, Fleet Electrification and London Estates as key spending pressures.
- e. In response to a question, the Chief Executive acknowledged that the forthcoming Railway Guardian app represented a breach in digital spending controls. That said, he referred Members to his reasoning on embarking upon the spend provided to the Full Authority at its September 2021 and December 2021 meetings.
- f. In response to a further question, the Chief Executive confirmed that communications plans were in place to support the launch of the app.
- g. The National Audit Office (NAO) representative noted he would be keen to understand more on the digital spending control breach given the NAOs interest in whole-government spend.

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

### **BTPA Assurance Map**

Agenda Item 9.1

17. **RESOLVED**, that the BTPA Assurance Map be noted.

### **Contract Variation Approval (Tomlinson) Lessons Learned**

Agenda Item 10

18. Members considered a report of the Director of Financial and Commercial Services regarding the Contract Variation Approval (Tomlinson) Lessons Learned and the following points were made.

- a. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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

## Management Assurance Return 2021/22

20. Members considered a report of the Deputy Chief Constable regarding the Management Assurance Return 2021/22 and the following points were made.

- a. The Head of Audit and Assurance noted that Risk Management and Cyber Security had both been the subject of GIAA internal audits in-year and, whilst they remained Limited in the MAR, there was evidence this rating would improve in 2022/23. Strategic Workforce Planning and Physical Security had also been identified as [REDACTED] that year, due to other assurance findings.
- b. In response to a question, the Head of Audit and Assurance confirmed that areas that scored Moderate or below were subject to an action plan.

21. **RESOLVED**, that the Management Assurance Return 2021/22 be approved.

## Deputy Chief Constable's Report

Agenda Item 12

22. Members considered the Deputy Chief Constable's Report and the following points were made.

- a. The Deputy Chief Constable introduced the report and highlighted the following points.

- i. Outstanding HMICFRS recommendations were largely due to the fact the solution(s) required a strategic approach to implementation e.g. Disruption.
  - ii. The poor performance of recording theft within 24hrs identified by the Crime & Incident Audit was due to a recording backlog.
  - iii. The forthcoming Victim Service Assessment, whilst currently embargoed, nevertheless concluded with a sentence noting the Force should be rightly proud of the service it offered victims.
- b. The Deputy Chief Constable concluded by noting that the Force was encouraging officers to record incidents on personal devices through iPatrol rather than via the Control Room.
  - c. The Chair noted ARICs areas of audit and assurance work and asked that a focused plan be shared, in line with an assurance map and framework.

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

#### **Internal Audit Progress Report**

Agenda Item 13

24. **RESOLVED**, that the GIAA Internal Audit Progress Report be noted.

#### **Internal Audit Reports**

Agenda Item 14

#### **GIAA Internal Audit Report – Strategic Workforce Planning Internal Audit**

Agenda Item 14.1

25. **RESOLVED**, that the GIAA Internal Audit Report on Strategic Workforce Planning and its Limited opinion be noted. Members noted the report had been available to them since 2 March 2022.

#### **GIAA Internal Audit Report – Payroll – Input Controls & Data Quality**

Agenda Item 14.2

26. **RESOLVED**, that the GIAA Internal Audit Report on Payroll – Input Controls & Data Quality and its Moderate opinion be noted. Members noted the report had been available to them since 2 March 2022.

#### **GIAA Internal Audit Report – Data Integrity**

Agenda Item 14.3

27. **RESOLVED**, that the GIAA Internal Audit Report on Data Integrity - Governance and Assurance and its Moderate opinion be noted. Members noted the report had been available to them since 8 March 2022.

## GIAA Internal Audit Charter and Memorandum of Understanding

### Agenda Item 15

28. **RESOLVED**, that the GIAA Internal Audit Charter and Memorandum of Understanding be noted ahead of them being finalised between GIAA and the Executive.

## GIAA Workplan 2022/23

### Agenda Item 16

29. Members considered the GIAA Workplan 2022/23 and the following points were made.
- a. Following debate regarding the appropriateness of a focus on IFRS 16 (Leases) in light of a request by BTP, Members agreed that the workplan should be agreed, albeit kept under review with the potential to be revised in-year.
30. **RESOLVED**, that subject to the comments made, the GIAA Workplan 2022/23 be approved.

## External Audit Preliminary Update

### Agenda Item 17

31. The National Audit Office representative was heard and the following points were made.
- a. The NAO representative noted that pension assets were more volatile due to the war in Ukraine.
- In response to a comment from the Chief Financial Officer, the NAO representative confirmed his team was cognisant of the audit team's resource pressures and the impact that could have on BTPA's year-end deadlines.

## Committee Workplan 2022/23

### Agenda Item 18

32. **RESOLVED**, that the Audit and Risk Assurance Committee Workplan 2022/23 be approved.

## Committee Training Plan 2022/23

### Agenda Item 19

33. **RESOLVED**, that the Audit and Risk Assurance Committee Training Plan 2022/23 be approved.

## Any Other Business

### Agenda Item 20

#### Thanks to Craig Mackey

34. The Chair thanked Craig Mackey for his contribution to the Committee ahead of the Committee membership being refreshed from 1 April 2022.

#### Thanks to Lynsey Marshall

35. The Chair, on behalf of the Committee, thanked Lynsey Marshall for her contribution to the work of the Committee and risk management across the Executive and Force, ahead of her taking up a new role elsewhere.

## Meeting Evaluation

### Agenda Item 21

36. Craig Mackey delivered an evaluation of the meeting and the following points were made.
- a. The makeshift hybrid meeting facilities had functioned effectively.
  - b. Overall the content of the agenda had facilitated mature conversations and input from attendees.

The meeting ended at 1.34pm.



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## Risk Deep Dives – Major Incidents & Technology Audit and Risk Assurance Committee

Friday 11 March 2022 in Meeting Room M6, British Transport  
 Police Force HQ, 25 Camden Road, NW1 9LN and via Microsoft Teams at 9.00am

### Present:

Kenna Kintrea (Chair)  
 Graham Evans  
 Craig Mackey (*Teams*)

### Apologies:

None

### In attendance:

#### **British Transport Police Authority Executive**

Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)  
 Lynsey Marshall (Finance, Audit and Risk Manager)  
 Alistair MacLellan (Board Secretary / Minutes)

#### **British Transport Police**

Lucy D'Orsi (Chief Constable)  
 Alistair Sutherland (Deputy Chief Constable)  
 Sean O'Callaghan (Assistant Chief Constable)  
 Mike Furness (Head of Deputy Chief Constable Portfolio)  
 Craig Ellis (Deputy Chief Information Officer)  
 Mel Morton (Head of Audit and Assurance)  
 Caroline Sparks (Head of Technology)

#### **Observing**

Andy Cooper (BTPA Member)  
 Willie Gallagher (BTPA Member)

### Strategic Risk Deep Dive – Major Incidents

1. Members considered a Strategic Risk Deep Dive Report – Major Incidents; its Report Risk and Assurance Summary; and its Risk Bow Tie. [REDACTED]

[REDACTED] The following points were made.

- a. An Assistant Chief Constable introduced the deep dive and highlighted,

- i. [REDACTED]  
 [REDACTED]

■ [REDACTED]  
 [REDACTED]  
 [REDACTED]  
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### Strategic Risk Deep Dive – Technology

3. Members considered a Strategic Risk Deep Dive Report – Technology; its Report Risk and Assurance Summary; and its Risk Bow Tie. [REDACTED] The following points were made.

a. The Head of Technology introduced the deep dive and highlighted,

i. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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4. **RESOLVED**, that the Strategic Risk Deep Dive Report – Technology; its Report Risk and Assurance Summary; and its Risk Bow Tie be noted.

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## Non-Public Minutes Full Authority

Wednesday 30 March 2022 at 11.00am at Meeting Room G1/G2,  
 British Transport Police Force Headquarters, 25 Camden Road, London, NW1 9LN and via  
 Microsoft Teams

### NON-PUBLIC SESSION

#### Non-Public Minutes of the meeting held on 8 December 2021

##### Agenda Item 15

1. [REDACTED]

#### Confidential Minutes of the Appointments, Remuneration and Appraisal Committee – 30 January 2022

##### Agenda Item 16

2. [REDACTED]
- [REDACTED]

#### 2020/21 Wash-Up Process Final Update

##### Agenda Item 17

4. [REDACTED]
- [REDACTED]

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

## Non-Public Contract Management and Financial Controls

### Agenda Item 18

#### Contract Variation – End User Compute

##### Agenda Item 18.1

6. Members considered a report of the Chief Financial Officer regarding a contract variation – End User Compute and the following points were made.

- a. [REDACTED]
- [REDACTED]

7. **RESOLVED**, that Members,

- a. [REDACTED]
- [REDACTED]
- [REDACTED]

#### Microsoft Licenses Renewal Procurement Strategy

##### Agenda Item 18.2

8. Members considered a report of the Chief Executive regarding the Microsoft Licenses Renewal Procurement Strategy and the following points were made.

- a. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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- [REDACTED]
  - [REDACTED]
  - [REDACTED]
- [REDACTED]
  - [REDACTED]

9. **RESOLVED**, that Members,

- a. [REDACTED]
  - [REDACTED]
- [REDACTED]
  - [REDACTED]

**Fleet Electrification**

Agenda Item 18.3

10. This item was moved into public session at Item 9.3.

**Fleet Electrification Business Case**

Agenda Item 18.3.1

11. This item was moved into public session at Item 9.3.1.

**Any Other Business in Non-Public Session**

Agenda Item 19

12. There was no other business in non-public session.

*The meeting returned to public session.*

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