[15 February 2022] Agenda Pack - Scottish Railways Policing Committee

MEETING
15 February 2022 11:00

PUBLISHED
14 February 2022

Agenda

Location	Date	Owner	Time
Microsoft Teams	15/02/22		11:00

	Owner	Time
1. Apologies	Chair	11:00
2. Declarations of Interest	All	
3. Minutes	Chair	
4. Actions	Chair	
5. Risk Profile	Chief Executive	
6. Operational Performance		
6.1. Performance Q3	Chief Superintendent	11:15
6.2. Joint Working	Chief Superintendent	
7. Strategy, Planning & Thematic Items		
7.1. Draft Strategic Plan 2022/2025	Head of Strategy, Planning and Engagement	11:30
7.2. Draft Policing Plan 2022/23	Head of Strategy, Planning and Engagement	11:40
7.3. Legitimacy Thematic: Disproportionality - The Victim Service Experience	Deputy Chief Constable	11:50
7.4. Best Value Framework: an approach for SRPC	Head of Strategy, Planning and Engagement	12:05

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8. Audit, Inspection and Governance Items

	Owner	Time
8.1. Audit and Inspection Update	Deputy Chief Constable	12:15
8.2. Draft Workplan 2022/23	Head of Strategy, Planning and Engagement	12:30
8.3. Evaluation Framework	Head of Strategy, Planning and Engagement	12:40
9. Any Other Business	All	
10. Meeting Evaluation	Kenna Kintrea	12:50

BTPA
British Transport Police
Authority

Minutes
Scottish Railways Policing Committee

Tuesday 23 November 2021 at 11.00am via Microsoft Teams

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Force Headquarters
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Present:

Bill Matthews (Chair)
Willie Gallagher
Kenna Kintrea
Tom Halpin (Co-Opted Member – SPA)
Mary Pitcaithly (Co-Opted Member – SPA)

Apologies:

None

In attendance:

British Transport Police Authority Executive
Hugh Ind (Chief Executive)
Sam Elvy (Head of Strategy, Planning and Engagement)
Pam Christie (Stakeholder Engagement and Communications Manager)
Lynsey Marshall (Finance, Audit and Risk Manager)
Jon Newton (Analyst)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police
Alistair Sutherland (Deputy Chief Constable)
Rachael Etebar (Director of People and Culture)
Allan Gregory (T/Assistant Chief Constable)
Ian Currie (Deputy Director, Commercial and Estates)
Gill Murray (Chief Superintendent)
Dave Marshall (Superintendent)
Ciara Ryan (Head of Estates Transformation)

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)
Murray McVicar (Scottish Government)
Brian MacInulty QPM (HMICS)

Apologies
Agenda Item 1

1. There were no apologies.

2. The Chair welcomed those present and welcomed in particular Deputy Chief Constable Alistair Sutherland and Kenna Kintrea to their first meeting(s) of the Committee.

Declarations of Interest
Agenda Item 2

3. There were no declarations.

Minutes of the Meeting held on 3 September 2021
Agenda Item 3

4. **RESOLVED**, that the public minutes of the meeting held on 3 September 2021 be approved as a correct record.

Actions
Agenda Item 4

5. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.

    a. **Action 12/2021 (Gender Balance).** Members noted that the low level of turnover in D Division posed a challenge to accelerating progress on gender balance and agreed that the action could be closed given it was subject to quarterly review by the People and Culture Committee.

    b. **Action 15/2021 (Strategy Development Sessions).** Members noted that progress on developing Strategy 2022/25 had been subject to some delay and agreed, given strategy development was later on the agenda, that this action could be closed.

    c. **Action 17/2021 (Revised Metric – Senior Engagement).** Members agreed this action could be closed subject to discussing under Meeting Evaluation later on the agenda.

    d. Members agreed that Actions 13/2021, 14/2021, 16/2021 and 18/2021 could be closed.

6. **RESOLVED**, that the report be noted.

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Risk Profile
Agenda Item 5

7. **RESOLVED**, that the risk profile be noted.

Performance Q2 2021/22
Agenda Item 6

8. Members considered a report of the Chief Superintendent (BTP Scotland) regarding Performance Q22021/22 and the following points were made.

    a. The Chief Superintendent introduced the report and highlighted the following points,

        i. Multi-agency working with Glasgow City Council and Police Scotland to address serious violent crime, carriage of weapons and child exploitation at Glasgow Central Station and the Four Corners.

        ii. The under-18 demographic was primarily responsible for officer assaults, often whilst resisting arrest. This had prompted increased joint working on youth issues e.g. an anti-social behaviour reduction operation in the Kelvingrove area.

        iii. Disruption deserved closer attention, given that even one incident had the potential to cause several thousand minutes of lost time. This would require more emphasis on mental health interventions.

    b. In response to a question, the Chief Superintendent agreed that youths and gangs on the network were an issue at present, albeit this was a societal issue common to the whole UK. The Chief Superintendent was engaging with Scottish government on the issue and had been heartened to learn at a decarbonisation of rail freight fringe event at COP26 of industry plans to invest in local communities to counter the issues involved.

    c. In response to a question, the Chief Superintendent confirmed that knife arches were an intelligence-led tactic that were subject to community impact reviews. The Chief Superintendent added that Police Scotland often deployed in the surrounding streets to engage with persons who appeared reluctant to use the arches.

    d. In response to a further question, the Chief Superintendent confirmed that knife arch deployment was included within proportionality figures that were subject to regular review and agreed to liaise with the Executive to include their use as a planned thematic item for the Committee workplan (Action 19/2021).

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e. In response to a question, the Chief Superintendent agreed that there was often a link between alcohol consumption and lack of face-mask compliance on the network. The Force were able to confiscate alcohol albeit it was often hidden. Enforcing compliance would continue to be a challenge although it was hoped that union involvement combined with recent Scottish government communications would encourage the rail industry to be more confident in encouraging passenger compliance.

f. In response to a question, the Chief Superintendent confirmed the Force would be implementing a national Festive period campaign on responsible drinking, compliance, and violence against women and girls.

g. The Assistant Chief Constable (Police Scotland) was heard, noting his thanks to the Force for its contribution to the delivery of COP26 policing. He added that Police Scotland was meeting twice-weekly with Scottish government to discuss winter preparedness, which included COVID compliance.

9. **RESOLVED**, that the report be noted.

Police Scotland / British Transport Police Joint Report
Agenda Item 6.1

10. **RESOLVED**, that the report be noted.

COP26 Policing Debrief
Agenda Item 7

11. The Superintendent (D Division) delivered a verbal debrief on COP26 Policing and the following points were made.

a. The Superintendent noted that COP26 had been the Force's single biggest deployment in its history, with a mix of 170 operational and specialist officers on duty each day. 3,500 persons had travelled to the venue from Central station daily. There was no substantive disruption or disorder to report.

b. In response to a question, the Superintendent confirmed there had been a risk of a train strike during the conference that had not materialized. That said, mitigation measures would have been facilitated through the close alignment between the Force and industry.

c. In response to a question, the Superintendent confirmed the Force was mindful of ensuring officer and staff resilience during the upcoming winter period, and therefore senior management were encouraging officers and staff to take any time off in lieu/rest days in lieu as soon as possible. The

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Force also now had a presumption that rest days in lieu would not be allowed to accrue.

d. The Chair thanked the Force for its efforts and welcomed the positive feedback on the effort the Force had made to bolster officer and staff morale during a challenging deployment period.

Strategy 2022/25 Development
Agenda Item 8

12. The Head of Strategy, Planning and Engagement provided a verbal update on Strategy 22/25 development and the following points were made.

a. Following a delay in development, the draft Strategy was now being formulated with early scrutiny provided by a Member-level Strategy Working Group. The draft Strategy was now due to review by the Deputy Chief Constable and Chief Constable in early December 2021, prior to a further meeting of the Strategy Working Group in mid-December, to which Scottish Police Authority Members of the Committee and Scottish Police Authority Corporate colleagues would be invited (Action 20/2021).

Policing Plan 2022/25 Development
Agenda Item 9

13. Members considered a report of the Head of Strategy, Planning and Engagement regarding Policing Plan 22/25 development and the following points were made.

a. The Head of Strategy, Planning and Engagement reported on progress to date and noted that analysis was now taking place on responses to the Public Attitude Survey. Both the Force and the Authority were conscious of the importance of broadening the relevance of the plan to underrepresented communities. Further engagement would take place – including with the Committee – early in 2022.

b. A Member requested that the draft Plan that was issued for consultation include relevant local context for various areas of the UK.

c. In response to a question, the T/Assistant Chief Constable replied that 8% of respondents to the Public Attitude Survey had been from Scotland.

14. **RESOLVED**, that the report be noted.

The Committee adjourned between 12.00pm – 12.10pm.

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Sexualised Behaviour, Internal Culture and Conduct Regulations
Agenda Item 10

15. Members considered a report of the Director of People and Culture regarding Sexualised Behaviour, Internal Culture and Conduct Regulations and the following points were made.

   a. The Director of People and Culture emphasized that senior leadership was clear that the Force had to ensure its internal culture was impeccable prior to embarking on its own and its partnership working efforts to combat unwanted sexual behavior.

   b. In response to a question, the Chief Superintendent confirmed that improving public awareness of the 61016-text service had been factored into the Force's planned Festive campaign, and was also subject to a meeting with Transport Scotland to identify further ways to improve awareness e.g. wrapping a train carriage with a public advert.

   c. In response to a comment, the Chief Superintendent noted she could contact a Police Scotland counterpart to ensure the Force was aligned with future activity in support of UN 16 days of activism against gender-based violence.

   d. In response to a question, the Deputy Chief Constable noted that all suspensions were subject to a monthly review, albeit senior leadership had taken the recent decision to review all 19 current cases at once to take a holistic approach. The Deputy Chief Constable added that he would shortly be writing to all officers and staff to set out his baseline expectations on conduct and behaviour.

16. **RESOLVED**, that the report be noted.

Annual Report – Providing Value for Money (Best Value) for Scotland
Agenda Item 11

17. Members considered a report of the Head of Strategy, Planning and Engagement regarding providing value for money (Best Value) for Scotland and the following points were made.

   a. Members welcomed sight of resources from outside of Scotland that were applied to Scotland.

   b. Members were supportive of organizing future value for money scrutiny around the Scottish government's Best Value framework. A Member encouraged the Executive to review any examples from external organisations of the framework being applied effectively in practice.

c. Members noted and looked forward to a further update on emerging proposals from both the Executive and Scottish Police Authority Corporate at a future meeting (Action 21/2021).

18. **RESOLVED**, that the report be noted.

Thematic Item: Fleet & Estates (Support Services)
Agenda Item 12

Fleet
Agenda Item 12.1

19. Members considered a report of the Deputy Director, Commercial and Estates regarding Fleet and the following points were made.

   a. The Deputy Director was heard, outlining the Force's move from a directly-managed Fleet in 2019 to a current s22 consortium with Thames Valley Police. The Deputy Director continued, noting the Force would be meeting with Police Scotland shortly to explore utilizing workshops in Scotland. Finally, the Chief Superintendent was provided with a monthly Fleet dashboard to enable her to monitor any emerging Fleet issues.

   b. In response to a question, the Chief Superintendent confirmed that D Division Fleet requirements were being adequately met.

   c. In response to a question, the Deputy Director noted the Force's project board that had been tasked with establishing electric vehicle/hydrogen vehicle availability against operational business need.

20. **RESOLVED**, that the report be noted.

Estates
Agenda Item 12.2

21. Members considered a report of the Head of Estates Transformation regarding Estates and the following points were made.

   a. The Head of Estates Transformation noted the Force was located at 165 sites across three nations – including 17 sites in Scotland - and tasked with policing 11,000 miles of track. The entirety of the Force's estate was leased which had implications in instances where the estate was not tailored for Force needs.

   b. The Head of Estates Transformation continued, noting the Force was keen to put its people first, which could mean a move towards vacating some sites and collaborating with stakeholders where possible.

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c. In response to a question, the Head of Estates Transformation noted that Force engagement with officer and staff associations tended to be done at a local level and agreed to consider whether there was scope to engage at a strategic level on any emerging estates proposals (Action 22/2021). The Chief Superintendent added that she undertook regular meetings with staff associations.

22. **RESOLVED**, that the report be noted.

Audit and Inspections Update
Agenda Item 13

23. Members considered a report of the Deputy Chief Constable regarding audit and inspections and the following points were made.

a. The Deputy Chief Constable noted that trend data would be included in future iterations of the report, and that the report format would also be refreshed in liaison with the Chair of Audit and Risk Assurance.

b. Members noted the HMICFRS/HMICS Victim Service Assessment was due between 29 November – 4 December 2021.

24. **RESOLVED**, that the report be noted.

Workplan 2021/22
Agenda Item 14

25. A Member requested that a thematic item on IT be added to the Committee workplan at an appropriate juncture (Action 23/2021).

26. **RESOLVED**, that the report be noted.

Evaluation Framework
Agenda Item 15

27. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Committee's evaluation framework and the following points were made.

a. Members agreed that the current metrics around reporting to the Scottish Parliament and Force attendance at Strategic Tasking & Coordination Group meetings should be revised.

b. The Chief Superintendent agreed to share a summary of local meetings attended by D Division to enable the Executive to make a recommendation which should be included as metrics on engagement within the framework (Action 24/2021).

c. The Head of Strategy, Planning and Engagement noted that the Executive would align with Scottish Police Authority Corporate where possible.

Exclusion of the Public
Agenda Item 14

28. **RESOLVED**, that the public be excluded from the meeting for the following items of business in accordance with the Committee's terms of reference and the British Transport Police Authority's Procedural Standing Orders set out in its Code of Governance.

Non-Public Minutes of the Meeting held on 3 September 2021
Agenda Item 15

29. **RESOLVED**, that the non-public minutes of the meeting held on 3 September 2021 be approved as a correct record.

COP26 Non-Public Update
Agenda Item 16

30. A COP26 non-public update was not required.

Any Other Business
Agenda Item 17

31. There was no other business in non-public session.

Meeting Evaluation
Agenda Item 18

32. Mary Pitcaithly conducted an evaluation of the meeting and the following points were made.

a. Papers had been issued in good time and were informative, facilitating effective discussion and scrutiny.

b. The inclusion of an IT thematic on the Committee workplan was welcome.

c. Holding the entirety, in effect, of the meeting in public was similarly welcome.

The meeting ended at 1.13pm.

ITEM 4 – ACTIONS

OFFICIAL

SCOTTISH RAILWAYS POLICING COMMITTEE

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
19/2021	23 November 2021	Performance Q2 2021/22	Proportionality of knife wands/arches to be added as thematic on Committee Workplan.	Head of Strategy, Planning and Engagement	15 February 2022	**Recommended for Closure** To be referenced in final Workplan at February 2022 meeting
20/2021	23 November 2021	Strategy 2022/25 Development	SRPC/SPA/SPA Corporate to be invited to Strategy Working Group meeting (December 2021)	Head of Strategy, Planning and Engagement		**Recommended for Closure** SPA included in pool of stakeholders on soft launch of draft Strategic Plan in January 2022
21/2021	23 November 2021	Annual Report – Providing VfM (Best Value) in Scotland	Update on application of best value framework to be provided at future meeting in consultation with SPA Corporate.	Head of Strategy, Planning and Engagement	15 February 2022	**Recommended for Closure** SRPC Best Value report on February 2022 agenda, with Best Value themes included in Committee Workplan 22/23
22/2021	23 November 2021	Estates	Scope to engage with staff associations on emerging Estates proposals at strategic level to be explored.	Head of Estates Transformation	15 February 2022	**Recommended for Closure** BTP Estates report quarterly to all Divisions on works ongoing and planned in their regions. The attendance at these

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SCOTTISH RAILWAYS POLICING COMMITTEE

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| | 3. Minutes | | | | | meetings includes TESSA reps and all levels of officers and staff. There is an explanation given at the start of these sessions on how the various works fit into the estate strategy. We also report at each of the Divisional SLTs – again to Senior Leaders and at FED and quarterly H&S meetings with the associations.

We have individual program boards for various stages of implementation of the strategy – so Birmingham, London (and just setting up Manchester and Glasgow) – and those Boards have TESSA reps included in the stakeholder group. |
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ITEM 4 – ACTIONS

SCOTTISH RAILWAYS POLICING COMMITTEE

23/2021	23 November 2021	Workplan 2021/22	Information Technology to be added to workplan as a thematic item.	Head of Strategy, Planning and Engagement	15 February 2022	**Recommended for Closure** To be referenced in final Workplan at February 2022 meeting
24/2021	23 November 2021	Evaluation Framework	Chief Superintendent to share summary of D Division engagement with Police Scotland.	Chief Superintendent	15 February 2022	**Recommended for Closure** BTPA Executive have been engaging with D Division regarding BTP engagement – Members will be asked to provide feedback on approaches to a revised ST&G metric at the 15 February 2022 meeting.

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RISK PROFILE UPDATE – January 2022
The below strategic risks were discussed at the November 2021 ARAC and have since been updated by risk owners.

Risk	Update	Residual Risk Score (inherent risk score) *	Residual Risk Score Direction of Travel (6m forecast)
Cyber and Data Security: Failure to protect and manage our data and information may result in a significant data loss which leads to a loss in confidence, operational risk, regulatory censure, and financial loss.	The new cyber security strategy has been published and communicated throughout the force. The business continuity plan for 2022 was due for completion at the end of 2021, this had been delayed with the plan of circulating at the end of January 2022. Work on the IT Health Check (ITHC) 20/21 is now complete with all medium risks closed and all except 2 high risks addressed. ITHC 21/22 is due to publish its finding towards the end of March, this will show areas which will require remedial action to any critical risks. The Maturity report and the ITHC should illustrate sufficient control measures to reduce the residual risk score to 12. The Cyber Security risk deep dive is due at ARAC in June 2022.	16 (25)	<-->
Technology: Failure to deliver an appropriate and effective digitalised police service due to lack of a robust and well-managed strategic plan, funding, capacity, and capability, leading to operational challenges and financial loss.	Technology roles have been reviewed by the new Head of Technology.. The 'Force on the Move' Technology Programme is currently being drafted, once concluded, it will be circulated to stakeholders for consultation prior to publication. At present, there are several key projects in train. Combined with work on technology process and procedures, this should see this residual risk score reduce to 12. The Technology Strategic Risk Deep Dive will be presented at ARAC in March 2022.	20 (25)	↓
People: Failure to attract, develop and retain people who exemplify our core values and the communities we serve, leads to a loss of confidence, operational challenges	Greater oversight by BTPA by a new P&C Committee and the People & Culture Programme which is ongoing in the development and delivery of people-related change. There has been a renewed focus on vetting, with new vetting staff recruited, to address the risk of employees not exemplifying core values. Work is continuing on our strategies to increase representation. By the end of March, BTP expect to have completed the end-to-end review of recruitment and promotions and implement new ways of working which will help to manage this risk more effectively.	12 (20)	<-->
Financial Control and Planning: BTP/A may not exercise due financial control, including financial planning, contract management and understanding the true value and cost of the services they provide to stakeholders, leading to lack of budgetary cover from the DfT, ineffective decision-making, financial loss and a limited operational capability due to insufficient funding.	There are external risks including lack of budgetary cover for the expenditure under the Force on the Move programme. The final outcome of SR21 has been successful in gaining support for (but not additional cash for) fleet electrification plans and anticipated capital costs for a new London HQ. BTPA signed off the BTP/A 2022/23 budget but there is more work needed on the subsequent years in the MTFP since the Strategy and Force on the Move have not been finalised. There are several financial risks on the horizon which BTP/A are monitoring including 'perfect storm' price increases and a potential Police Remuneration Review Body (PRRB) pay settlement that varies from our planning assumptions. BTP continue to strengthen financial controls, including introducing a new purchasing software 'PIM', monitoring 'perfect storm' supply chain risks and regular testing and reporting of areas to the Finance Assurance Board.	12 (20)	↑
Partnership Working: BTP/A may not capitalise on opportunities and relationships with external partners to deliver more effective and efficient services in response to demand, leading to financial loss and operational impacts.	Policing Plan consultation is underway to engage with stakeholders on priorities for a three-year plan incorporating joint working solution. A sample group of stakeholders has agreed to provide initial feedback on the draft 2022-25 Strategic Plan and a wider engagement plan for the final draft is being finalised. There is a mitigation planned for BTP/A to share a CRM system to ensure joined-up communications. BTP/A continue to engage with key partners on GBR to influence the future of the security	9 (16) Prev: 12	↓

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	provision to the railway. There is both opportunity and risk in this area, which the residual risk score reflects. Specifically a number of workstreams have been set up for 2022 to identify smarter ways of working between BTP and rail partners including a station pilot with Network Rail and establishment of a Working Together Group. BTPA continues to hold regular relationship management meetings with a number of its main partners including NWR, GTR, TfL and RDG. The risk related to partnerships has reduced due to the mitigation activity. However, the appetite for this risk is 'flexible' meaning "*We are willing to accept a higher amount of risk to achieve the desired outcome, where some risk needs to be taken to modernise BTP/A or enhance a product or service e.g. strategy development, new systems.*" There is therefore more opportunity to take risk with partnerships, with a view to achieving BTP/A's strategic goals.	
Change Management: BTP/A may not design and deliver a sustainable strategic change programme to provide an affordable, effective, and efficient service, leading to operational and financial impacts.	In the last quarter, four of the five further mitigating actions for this strategic risk were closed. The remaining action is the implementation of a new governance process, which will oversee portfolio delivery and create PCIB as the primary authorizing body for force investments and changes will be implemented on 9 February with the new format PCIB sessions. The principal risks are identifying the right resources to deliver the change and the time the recruitment process will take. A GIAA assurance review will commence in Q4 to review how the new portfolio is set up to meet the objectives of the new strategy. This will be a real-time review with quicker feedback to BTP/A; the first update will be provided to ARAC in March.	16 (20) <->
Major Incidents: Failure to effectively plan and prepare, including scenario testing, for a major incident, terror attack, pandemic, or natural disaster, which may lead to an operational impact, financial loss and loss of public confidence.	Members continue to be updated with progress against the Manchester Arena Inquiry recommendations and ARAC are receiving timely updates following Exec attendance at the Gold Group. There are new roles in place to ensure briefings for events are conducted and internal comms planned to ensure all officers are briefed at the start of their shift. The DCC is overseeing a programme of exercise and testing planned for 2022. A BTP Inspector has been embedded within the Home Office to co-ordinate exercise and testing nationally. This will involve BTP in a wider range of major incident scenarios. An example of this is Exercise Governing, an Marauding Terrorist Attack (MTA) scenario, that took place within Avon and Somerset police area, with significant BTP involvement. There is a wider, longer term 'cultural' change to be embedded to reduce this strategic risk further.	12 (20) <->
Legitimacy: Failure to maintain public and stakeholder trust and confidence due to inability to maintain professional standards and wider scrutiny around policing standards, leading to challenges to operational delivery and reputational damage.	There is an external threat to BTP/A reputation driven by broader confidence in UK Policing, media stories and social media. BTPA has researched and mapped the parameters of policing legitimacy (informed by HMICFRS inspection work in this area) and has made initial recommendations about where legitimacy can be considered across the Authority's committee activity. Exactly how the Authority approaches the various dimension of legitimacy (in committees and more widely) is still in development but some progress has already been via reports and briefings to PDC and SRPC. A force wide Violence against Women and Girls (VAWG) delivery plan has been in place since October 2021 and progress is overseen by the DCC. This plan covers activity within Network Policing, Crime, PSD, and People & Culture. As part of this, PSD have visited each division to educate people on the standards of professional behaviour; engagement with A division will be completed shortly. This will be supported by a significant campaign that is about to launch in relation to the 'Speak Up' (CARS rebranding) process. The DCC is	16 (20) <->

	also considering the governance around this important area and what more may be needed to ensure we get better oversight and can drive a culture of professional behaviour; this will be considered as part of the wider work on governance.	
Contracts Management: Failure to enter into or manage all contracts for service with 3rd parties appropriately. This could lead to BTP/A not providing the required service, encountering operational impacts that hinder the work of BTP or being the subject of contractual disputes - all of which would have financial and reputational impacts.	Work to address the recommendations from the 20/21 GIAA audit has led to more control in this area and therefore a lower residual risk. Greater governance and oversight of the end-to-end process, including an EPSA Working Group and Board allow for less uncertainty around EPSA contracts. The process has been working effectively with new bids or changes to existing bids being submitted to the group to review for decision at the Strategic Board; in the last quarter there have been approximately 6 bids reviewed.	**9 (16)**
Health, Safety & Wellbeing: Failure to embed a positive Health & Safety culture due to a lack of officer/staff understanding and focus on their responsibilities could lead to serious injury or loss of life for BTP/A staff, stakeholders, or the public.	Health and safety controls are continuously being improved with a focus on culture, responsibility, and governance. BTP have set out the governance around HSW and the assurance over these processes. New risk assessments over key areas are being brought to the Central Committee but there is a need for organisation-wide buy-in to publish. New Wellbeing tools have been introduced with internal comms. Occupational Health continues to be difficult but a joint 'root cause analysis' has been held with the supplier to understand how to resolve. Work is progressing to purchase a new reporting system; implementation on track for April 2022. This is a key element to reducing the residual risk in this area. Performance and Delivery Committee will receive the annual HSW Assurance Statement in May 2022.	**12 (20)**

*Residual risk is the remaining risk with existing controls in place. It is calculated as the likelihood x impact. This is subjective, calculated following discussions with BTP COG and BTPA.

In brackets is the inherent risk score, i.e. the score of likelihood x impact before any controls or mitigations are put in place.

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BTP Scotland – Performance against D Division Policing Plan Objectives

Objective				Commentary
Preventing physical & verbal assaults on staff members & increase positive outcomes, ensuring effective communications with victims	**Staff Assaults: +11%, 72** (65 PY) *62 physical assaults, 2 Stalking, 5 sexual offences, 3 Serious Public Order* **Other (Verbal): +6%, 171** (161 PY)	**Detections: Physical:** 47%, 29 detections (47%, 28 detections PY) **Verbal: -6%** 26%, 46 detections (33%, 53 detections PY)	**Compliance rate for Victim Code Practice** Overall – 98% Staff Victims - 100% (victims updated within 28 days)	*Staff Assaults, while up YTD have been at the same level as both 2019 and 2018. Weekly totals have been lower at the end of December than previous years*
Increasing passenger and rail staff confidence by joint problems solving with Police Scotland to tackle anti-social behaviour *ASB crime classified by certain crime codes within Serious and Less Serious Public Order*	**ASB Crimes: +26%** 1094 (870 PY) **ASB Incidents: +66%** 2898 (1751 PY)	**Detections: -5%*** 37%, 406 detections (42%, 367 PY) * Rate lower, however more positive detections	**Football Crime: -56%** 18 (41 PY) **Football Incidents: +16%** 189 Incidents (163 PY)	*ASB remains a challenge. Problem-solving and interoperability has continued to have positive impact, particularly in the West.*
Improving awareness and response to sexual offences and incidents involving unwanted sexual behaviour	**Sexual Offences +35%** 62 (46 PY)		**Sexual Harassment: 12 (+11 crimes)** *Compared to 2020*	*Sexual harassment deployments encompassed in festive plans and scheduled to continue in the coming weeks until the end of February.*
Reducing disruption related incidents through a joint problem solving approach with industry at key red route locations	**Total Incidents +25%** 2,017 (1,613 PY) **Total Lost Minutes +12%** 60,408 (54,025 PY)	**Incidents at red route locations +26%** 77 (61 PY)	**Minutes for red routes +53%** 5,385 (3,515 PY)	*The majority of disruption has occurred at the start of the Performance year and is linked to crime trends. Trespass main driver for disruption.*
Maintaining an average handback time of under 90 minutes for non suspicious fatal incidents	**Average fatality handback time (non-suspicious) (<90 mins KPI)** 100 minutes		**Average partial handback time for fatal incidents (<45 mins for qualifying incidents KPI)** 27 minutes	*Factors impacting on handback time include geography, weather conditions and the need for enhanced PPE.*

BTP Scotland – Performance against Forcewide Objectives

Objective				Commentary
Tackle serious violent crime and robbery on the railway (D Division)	**Serious Assault: +25%** 15 (12 PY)	**Robbery offences: +29%** 9 (7 PY)	**Weapon Offences: +17%** 53 (46 PY)	*Serious violence and robbery remain low on division. Work ongoing to reduce and deter carriage of weapons on network.*
Partnership working focused at key locations with volume crime (D Division)	**Total notifiable crime Edinburgh Waverley: -10%** 120 (133 PY)		**Total notifiable crime Glasgow Central: +19%** 180 (151 PY)	*The main category for volume crime is Common Assault. Violence reduction methods employed at key locations, especially in the West sectors.*
Support the railway through the Covid-19 pandemic (D Division)	**Interventions: 25,703**		**Number of Fixed Penalty notices: 207**	*Increased focus on interventions in Q3.*

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Performance Report Quarter 3

This report outlines headlines in relation to the current and future aims of railway policing in Scotland, with focus on local priorities for 2021-22.

With the COP26 Climate Conference, the festive period and ongoing developments in the COVID-19 pandemic, Q3 was a busy period in policing. Crime totals were 7% lower than Q2, with significant decline around the festive period. Despite expected seasonal decreases in some areas, the impact of renewed restrictions extended across all aspects of business as in previous periods of restriction. COVID related absence impacted industry, with amendments to train schedules, and BTP also had to adapt to COVID challenges during this period.

> **12.18m journeys with ScotRail in Q2 (48% of 19-20).** With a total of 323 notifiable crimes recorded for ScotRail Q2, crimes/ million passenger journeys is 27.

Following recent review, BTP continue to adopt the *4E approach* in ensuring compliance with the face covering requirement – *Engaging, Explaining* and *Encouraging* with *Enforcement* as a last resort (i.e. removal from service / station or issuing of a Fixed Penalty Notice (FPN)). Patrols focussed on ensuring face covering compliance in Q3, with 14,109 interventions made, 75 directions to leave and 8 FPNs issued.

Divisional Activity

Violence; Serious violence is rare on the railway in Scotland and is less than 1% of the Force-wide total of 2,088 (15). Rather, 80% of violence is Common Assault resulting in no injury. Common Assault has been high across the first three quarters of the performance year, with 141 crimes in Q3 (+8 crimes from Q2). Reductions were noted throughout December, with significant decline around the festive period.

Joint working and partnership plans established during the first quarters continue to deter violence, especially where linked to specific trends such as those amongst the younger demographic. In the West Outer sector, 11 joint working initiatives ran with partners from Police Scotland, Community Wardens and ScotRail, with focus on high harm areas of Dunbartonshire, Inverclyde and Ayrshire. Through discussions with the local force and identifying high harm locations, officers were able to identify where youths were initially travelling from and directed activity has had a positive impact in reducing activity (West Outer Sector -37%, -201 all crimes Q3 compared to Q1). Joint working has also taken place in the East, with local operations running Fridays and Saturdays to prevent violence and anti-social conduct at Edinburgh Waverley. **Activity has been Division wide and in Q3, resources were deployed to a wide geographical route**

Category	19-20	21-22	+/-	% +/-
All Violence	361	400	+39	+11%
Common Assault	*315*	*319*	*+4*	*+9%*
Serious Assault	*12*	*15*	*+3*	*+25*
Staff Violence	*59*	*62*	*+3*	*+5%*
Officer Assault	*20*	*50*	*+30*	*+150%*
Weapons	46	53	+7	+15%
Robbery	7	9	+2	+29%

which allowed the East, Glasgow and West Outer sectors to work together in violence reduction. The establishment of ScotRail Travel Safe Teams has allowed more resources to be deployed. BTP and ScotRail review weekly crimes, incident demand and agree on deployment locations for the team. This is an additional resource primarily for positive engagement.

High visibility reassurance patrols were carried out in response to a series of youth-related violence incidents involving the carriage of weapons in the Glasgow Sector. The Four Corners area and line of route between High Street and Blairhill were given extensive coverage, with operational support officers from England aiding in 37 on-train journeys, 21 static patrols and in the deployment of a knife arch at Glasgow Central. Although no arrests were made in relation to youth violence or weapon crime during

> Of 53 weapon crimes, 58% relate to brandishing / use of weapons (of 11 knife crimes, 7 youth-related)

the operation, it deterred activity at these locations. Incident demand concerning weapons and knives being carried or used in criminality on the network remains low. **BTP continue to work with partners in relation to weapon crime under ongoing operations and submit, share and respond to intelligence in this regard.** BTP have adopted the Police Scotland operational names to ensure consistency. The current operation for violence and weapon carriage is under a Police Scotland led GSB structure, with BTP Bronze part of the wider command framework. It is a multi-agency, involving education and other local authority partners. Regular meetings take place for strategic overview. Joint operational activity endures and is an example of interoperability with partners in policing the Glasgow East End / North Lanarkshire gang culture.

The biggest increase in violence when compared with PY is in relation to officer assaults (+150%, +30). However, there is a difference of just 10% (+5) when compared with 2018. *Operation Hampshire* **is work carried out on the Police Assault Pledge, supporting officers and staff should they become victims of assault or hate crime whilst at work or on duty.** Single Points of Contact (SPOCs) help promote this throughout the Force, with particular focus on repeat assault victims (9 officers YTD) to ensure support. Each crime is reviewed to facilitate de-briefs with Personal Safety Trainers.

> *Partner Portal:* Digital online reporting service for industry partners and rail staff gives members access to data which can be filtered and extracted. Supports work already in place to encourage rail staff to report incidents online.

6% of all recorded crime relates to staff victims (243, including verbal offences). With 62 instances of assault, crime is at similar level as previous years with reductions noted at the end of Q3. BTP continue work to improve detections and positive outcomes through engagement with industry and have endorsed poster campaigns on trains and in stations which convey a message of zero tolerance for assault. As with *Hampshire*, attention is given to any cases of repeat victims (2 for physical assault YTD). Regular meetings are held with industry to monitor and review staff assault.

Sexual Offences and Violence Against Women and Girls (VAWG); Under *Operation Cerium*, BTP continue to run a campaign of zero tolerance for sexual harassment. Media releases have spread awareness of the campaign and promoted reporting methods such as *text 61016* and anonymous reporting. Sexual harassment deployments were encompassed in Divisional festive plans which ran throughout December and will continue in Q4. Officers conducted patrols on late services to reassure the travelling public, vulnerable people and lone females and stakeholders. This was also an opportunity to raise awareness of the *Ask for Angela* campaign. BTP continue to work collaboratively in sharing of creative campaigns on sexual harassment (e.g. *That Guy*) and recently attended the *White Ribbon* launch in Glasgow Central to sign the pledge to commit to reducing violence against women and girls.

> VAWG mostly Common Assaults. Trend with female perpetrator (females 12-16) in West Outer Sector.

A *Walk and Talk* scheme, giving members of the public an opportunity to tell officers if there is anything they could do to make them feel safer or areas they could provide better cover is in place at Glasgow Central and is due to start at Edinburgh Waverley Station. The scheme has been circulated via social media and compliments other current work in gauging and responding to public feelings of safety (e.g. Recent *Public Attitude Survey*).

Anti-Social Behaviour (ASB); During December, festive plans were integrated with those of local police in each area. Particular focus was given to ASB as part of work in conjunction with drug and alcohol services and the provision of safe spaces for vulnerable people. Traditionally, the festive period sees an increase in ASB as a result of increased night time economy. However, renewed guidance following the emergence of Omicron saw reduction in this and the cancellation of major planned events (e.g. Torchlight procession and Hogmanay Street Party celebrations in Edinburgh). ASB crime was lower in December than the previous two months.

> Joint working practices in Inverclyde and Dunbartonshire continued in Q3. PSPs, on-train patrols and policing of hotspots has interrupted youth ASB in certain localities, although its widespread nature means BTP continue to respond to emergent issues. Engagement with licensing around youth purchase of alcohol is scheduled for Q4.

In Q3, ASB plans focussed around the stations in the Southside and East ends of Glasgow (violence operations as above). The Glasgow Sector is involved in numerous joint working initiatives to tackle youth-related disorder. As part of the East Renfrewshire Tasking Group - a joint working group between BTP, Police Scotland and several local authorities - BTP assign mobile units, OSU officers and conduct on train patrols to engage youths in the locality and this has had positive impact in reducing ASB at stations.

Football-related crime is low (0.5% of crime) and have largely related to lack of face coverings or the carrying of alcohol. Looking to Q4 and the return of football crowds post recent COVID restrictions, BTP will continue to work with partners in what is an established working practice.

Disruption; Trespass has remained the top cause of disruption, causing over 28,000 minutes of lost minutes. A revised partnership tasking meeting is now taking place and is an improved forum for sharing information with industry and identifying crime hotspots. Monthly meetings with NWR Scottish Freight Representatives, BTP Embedded Inspector (Freight SPOC) and BTP Designing Out Crime Officer ensure the industry is supported in the Scottish and UK Government's industry aims to increase the amount of freight carried by rail. Additional patrols at key freight locations ensures the risk of disruption is minimised, particularly as challenges with HGV driver shortages has seen an uplift in rail freight.

Vulnerability; In Q3, there were 1105 vulnerability calls for service. Following a high number of calls in Lanarkshire, officers liaised with NHS mental health teams to establish a process where assessments can be provided over the phone and this has vastly reduced waiting times and delays around care delivery.

BTP work with partners on mental health and suicide prevention. Throughout Q3, BTP has attended meetings for repeat high risk individuals to share understanding of risk with partners (Police Scotland, NHS, Housing, Social Work and mental health teams).

> 117 life-saving interventions YTD.
> Fatalities are at same level as in 2019-20 (22).

BTP protect some of the most vulnerable people through work around County Lines, Modern Slavery and exploitation. Dedicated meetings ensure strategic direction in relation to serious and organised crime. County lines activity with BTP's County Lines team, Police Scotland proactive units and dog handlers has taken place at Aberdeen, Inverness and Stirling stations. Early discussions have taken place with Police Scotland and BTP's National County lines Superintendent to develop greater collaboration and intelligence sharing.
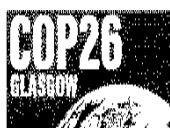
Events; The COP26 event was a success with the main positives from policing perspective being the good work carried out by officers and staff. Crime directly related to the event was very low, with 2 crimes recorded over the duration (1 instance of Graffiti and a briefcase lost by delegate (later found)). The temporary resourcing of a joint BTP/ NWR crewed response vehicle ensured that there was no major impact or unnecessary delays to services throughout the event.

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Evidence of Joint Working
British Transport Police and Police Scotland

Major Crime/Violence & Public Protection:

- The Police Scotland Major Crime Unit and BTP are working together to produce a serious crime protocol and process that will enhance greater alignment and joint working during certain serious incidents. Initial measures are in place to share senior on-call lists for more effective joint working, taskings and opportunities are being explored with regards to sharing daily incidents of note that jointly impact both organisations.

- Following the joint debrief in respect of the murder at High Street Railway Station. Major Crime and BTP are progressing plans to hold a table-top exercise in respect of a serious incident/crime within railway jurisdiction this will include various representatives from Police Scotland local crime teams, major crime unit, BTP crime team, uniform and COPFS.

- A representative from BTP sits on the bi-monthly Multiagency Tasking and Delivery Board (MATDB), ensuring that strategic partner engagement and collaboration is maintained to deliver against both Police Scotland and BTP strategies to tackle serious and organised crime and other priorities.

- A multi-agency gold group was created to tackle serious violent crime, carriage of weapons, drugs and child sexual exploitation linked to the area known as the "4 corners" in Glasgow. BTP are key partners in this group with external partners including Glasgow city council wardens who work closely to tackle the issue of vulnerable children travelling into Glasgow. Enhanced intelligence sharing and a joint approach aim to safeguard and protect vulnerable children utilising the railway into Glasgow.

- BTP led a proactive operation during October and November working with Police Scotland intelligence in response to a series of youth-related violence incidents involving the carriage of weapons. Resources were enhanced by BTP C division and concentrated on high visibility train patrols from High Street station. Police Scotland and BTP have extended this operation to form a new strategy in January in response to youth activity and violence in communities in the east end of Glasgow. This operation includes greater intelligence sharing and focused activity, hi-visibility patrols on the rail network to disrupt and deter youth disorder and violence with weapons at weekends.

County Lines

- Police Scotland hold a bi-monthly County Lines meeting with representatives from across local divisions and is attended by BTP who participate fully in collaboration and planning with regards to County Lines issues and operations.

- Early discussions have taken place with BTP County Lines lead, Merseyside and Police Scotland to further explore collaborative opportunities and develop railway specific intelligence for a greater co-ordinated approach.

- Collaboration is taking place between BTP, Police Scotland and West Midlands with regards to drug exportation between Birmingham and Edinburgh. This is an intelligence led operation examining County Lines nominal activity impacting on Scottish communities. Safeguarding operations have also taken place in specific areas.

- As a result of Police Scotland and BTP collaboration, a dedicated transport column was incorporated into the monthly County Lines data return, this highlights the common transport methods used by known County Lines groups impacting Scotland, allowing BTP to also focus activity to specific rail networks.

- BTP engage with Police Scotland in relation to County Lines intensification weeks and have participated in engagement in joint operations linked to use of the rail network by County Lines groups impacting Scotland, generally between Aberdeen and Edinburgh. This includes proactive patrols, engagement and safeguarding youths, and intelligence led activity.

Anti-Social Behaviour

West Outer:

- BTP are a key partner in the weekly Inverclyde community partnership hub, are represented at partnership meetings that look at shared issues such as ASB, public nuisance and vulnerability, leading to joint intervention plans. Various partners including Police Scotland, community wardens, fire service, youth workers and community officers work together to identify areas where youth disorder is escalating and utilise diversion methods such as educating parents, towards greater prevention. Scotrail travel safe officers and Abellio revenue collection staff have also been utilised to assist in operational activity. A number of weekends of action took place throughout Inverclyde between October 2021 and January 2022. By December 2021 over eighty parent alert letters were delivered, Covid interventions continued and no high harm incidents occurred.

- East Renfrewshire Tasking Group is a joint working group between BTP, Police Scotland and several local authorities to assist in tackling youth related disorder in and around the rail network in the south side of Glasgow. BTP commission an analytical report for dissemination to Police Scotland to direct resources in and around the hot spot areas.

- Police Scotland and BTP local Inspectors have arranged a meeting in January 2022 to forward plan for the year ahead. This meeting will seek to agree joint working protocols and working groups for greater prevention and planning. A multi-agency strategic group is being formed in February to formalise an alliance strategy that will seek to agree and overlay plans for 2022.

- Joint working continues to focus on youth ASB on the line of route between Dalry and Largs. A divisional Tasking process is run each month by BTP and Police Scotland, where intelligence for emerging issues/locations is reviewed and this forms the basis for the resourcing decisions to target the ASB. Officers work together with community wardens patrolling both on train, and at specific intelligence led locations, to deter and detect any ASB.

Glasgow:
- Intelligence led operation focusing on drug dealing within City Centre and in particular, footprint of Glasgow Central Station. The operation is ongoing at the moment and sees officers from both BTP and Police Scotland conduct high visibility patrols around the station and immediate vicinity. This is a regular patrol plan and focus for the Glasgow post resources.

- Grahamston Village Business Forum (business owners around Central Station + partners including BTP) is led by Police Scotland city centre Chief Inspector, utilizing surveys circulated among members in an effort to focus activity on areas of greatest community and business concerns, vulnerability.

North:
- BTP are a key partner directly involved with the planning and delivery of St Andrews Open Golf Championships 2022.
- Work is ongoing with BTP and industry planning towards the implementation of the new Levenmouth rail route due in 2023. A dedicated resource is being seconded to support early crime prevention and reduction plans.
- BTP officers have also been attending night-time diversion events (i.e. Friday Night Football) engaging with young people and partners in Levenmouth in an effort to understand future challenges in the Levenmouth area.

Football
- Football continues to be a collaboration between BTP and Police Scotland. BTP have a dedicated officer who is readily engaged with the Police Scotland event rooms and during major football matches De-briefs are regularly attended to learn any lessons and pre-plan corresponding fixtures and events.
- The sharing of intelligence between forces allows for updates on movement of fans groups and feeds the greater intelligence picture for both forces.

Training
- Rights and Justice Legislative Programme (RJLP) Team. The Age of Criminal Responsibility (Scotland) Act 2019 (ACRA) fully commenced on 17 December 2021. Multi-Agency and internal National Guidance has been developed by the RJLP team and has been shared with Head of Justice Solutions at Justice and Public Contact, BTP along with the ACRA e-learning training package for all officers on D division.
- BTP continue to work with Police Scotland training department. Early conversations have discussed BTP developing a training package about railway processes and track safety protocols for first responders. Discussions have also taken place to secure further training courses and joint emergency interoperability training/ table-tops. Police Scotland and BTP entered agreement to fully fund the BTP seconded trainer.

![BTPA British Transport Police Authority]

Report to: Scottish Railways Policing Committee

Agenda #:   7.1

Date: 15 February

Subject: Draft Railways Policing Strategy 2022-27 Update on Progress

Sponsor: Chief Executive

Author: Sam Elvy

For: Information and endorsement

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1. Purpose of paper

1.1   To update the Committee on progress with the development of the 2022-27 Railways Policing Strategy.

1.2   To also seek the Committee's feedback on the current draft and request advice on strengthening our engagement proposals.

2. Background

2.1   This paper provides an update on the development of a new Strategic Plan for policing the railways from 2022. This is in accordance with Section 55 of The Railways and Transport safety Act 2003; also in accordance with that section of the Act the current draft has been developed by the Chief Constable following initial engagement with a range of stakeholders. Following review and discussion with the Authority's Strategy Working Group, the Authority is currently seeking views on the Chief Constable's draft proposals.

3. Development of the draft Strategy

3.1   As previously reported, the Chief Constable has led work to develop a draft Railways Policing Strategy from 2022. An 'on a page' summary of that draft is attached to this paper at Annex A and a full version of the draft has been shared in correspondence with the Scottish Police Authority (SPA) team for more detailed review.

3.2   The current draft was initially socialised with a small 'critical friend' group drawn from a range of industry and passenger partners and included the SPA. Following early positive feedback at those sessions, the Authority will now write to a range of partners with the draft and will be in a period of final consultation for four weeks. The draft will also be available via the Authority website for public and staff feedback.

3.3 The advice of this Committee on key consultation contacts or methods to widen awareness of the draft plan is most welcome.

4. Alignment of plans for BTP with policing priorities in Scotland

4.1 Colleagues from the SPA have offered assistance with strengthening the draft proposals with respect to matters pertinent to Scotland including the forthcoming Justice Strategy which was due for publication at the time of writing.

5. Recommendations

5.1 The Committee is asked to note progress as set out above and to review and comment on the headlines from the current draft as attached at Annex A. To also offer advice on developing the proposals for final consultation.

Strategy 2022-27

An exciting New Strategy. We are consulting with our railway partners on a new strategy that will be launched in April 2022.

Our Vision:

A world class Police Force trusted to provide a safe and reliable railway.

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Values:

We are proud to protect, We care, We do the right thing, We strive to be better every day, We are one BTP

British Transport Police:

Guardians of the railway, focused on your safety

Our Objectives:

- Crime prevention and safeguarding to **reduce the likelihood of people coming to harm on the railways**

- Target our specialist policing efforts to **ensure fewer victims of the most harmful crime**

- Innovate and collaborate with our partners to **reduce disruption**

- Earn **the trust and confidence** of passengers and rail staff to defeat criminality together

- **Generate value** through technology and sustainable investments, adapting to meet the future

- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities+

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Report to: Scottish Railways Policing Committee

Agenda #:   7.2

Date: 15 February

Subject: Scotland Division Policing Plan 2022-25

Sponsor: Chief Executive

Author: Sam Elvy

For: Information and endorsement

1.   Purpose of paper

    1.1   To update the Committee on the development of the 2022 Railways Policing Plan for Scotland Division.

    1.2   To seek the Committee's feedback on and, if appropriate endorsement, to submit this plan for approval at the Authority's Strategy and Planning Committee meeting on 2 March 2022.

2.   Background

    2.1   This paper provides an update on the development of the Policing Plan from 2022; this is in accordance with Section 52 of The Railways and Transport safety Act 2003. It consolidates the feedback from the recent public consultation and presents the final proposals local Scotland Division and forcewide priorities from 2022-25.

3.   Matters to note for the 2022 Plan

    3.1   In parallel to the development of a Policing Plan from 2022, a new Railways Policing Strategy has been developed by the Chief Constable and that emerging Plan has informed the proposals tabled here. An update on the development of the new Strategy is provided earlier on today's agenda at Item 7.1.

    3.2   As previously briefed, part of the approach for 2022 has been to test a proposal to move to a three-year rolling Plan, aligned with our new Strategic Plan, to be reviewed and refreshed on an annual basis. The rationale behind this proposal was to create line of sight on topics of shared importance for BTP and its partners in order to create the conditions to encourage deeper partnership working to tackle those shared priorities. That proposal has been

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supported and we will make that recommendation to the Strategy and Planning Committee in March.

3.3 In discussion with partners it was also agreed that plans should also be as concise as possible both in terms of the overall number of objectives and the baskets of key indicators used to track their progress. As a result, plans for each of BTP's Divisions including Scotland, will now appear on a single page showing that Division's contribution to both specific local areas of focus and to objectives shared across the Force.

3.4 Again the emerging annual priorities have been tested for alignment with the current policing priorities in Scotland and more broadly across Great Britain, the findings of that process are described below.

4. Key consultation findings and resulting amendments

4.1 In developing the plans for 2022 the following engagement activities have taken place;

- 8 local consultation meetings with industry and passenger partners including a session in Scotland on 20 October 2021 which was supported by Scottish Police Authority Members.

- In excess of 3000 responses to BTP's public attitudes survey with booster sampling via panels to improve the representation of respondents; that has including engagement with the Force's Independent Advisory Groups

- Further 1:1 discussions with industry partners and briefings via the Rail Delivery Group

- An online consultation survey to test final recommendations which closed on 7 February 2022

5. Feedback from the final consultation survey

5.1 Comments received via the consultation survey were very largely in support of the proposals as presented. Where views were expressed the following are the key matters on which we now need to reflect;

- Whether antisocial behaviour is expressed strongly enough as theme in both the objectives and measures – this is raised as a key issue for passengers, staff and operators particularly in the pandemic recovery period

- Providing more detail under the disruption objective and measures to make clear that this relates to rail specific disruption and the causes of delay that will be tackled

- Further simplifying the wording throughout the plan if we can

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6. Alignment of plans for BTP with policing priorities in Scotland

   6.1 The final proposals for BTP, taking into account feedback from the consultation survey set out above, are still being refined but the current draft plan for Scotland Division is attached at Appendix A for information and the Committee's review. In testing alignment of the draft Scottish Railways Policing Plan with other strategies and plans we have reviewed the following;

   - The Strategic Police Plan for Scotland 2020

   - Priorities for each of Police Scotland's Community teams (plans covering 2020-23)

   - The Beating Crime Plan issued by the Home Office in 2021

   6.2 Common themes

   - There is good alignment on the following topics – delivering outcomes in partnership, tackling violence, antisocial behaviour and public order, public protection/protecting vulnerable people, counter terrorism, crimes of theft, sexual offences and hate crime including violence against women and girls

   6.3 Areas of divergence

   - There are some obvious strategic and local priority areas within Police Scotland which do not have a logical read across to BTP's operations, and vice versa including – burglary, road safety and road crime, and drug and alcohol misuse. For BTP, preventing and managing police related disruption on the railway has no absolute equivalent within Police Scotland.

7. Recommendations

   7.1 The Committee is asked to note progress as set out above and to review and comment on the final recommendations for policing Scotland's railways as attached at Annex A.

   7.2 If content, the Committee is asked to recommend the plans for Scotland Division to the Authority's Strategy and Planning Committee for review and endorsement in March.

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Scotland (D Division) Policing Plan

We will work with our partners to:

Create a hostile environment for terrorism through the CONTEST strategy	Ensure passengers and staff can work and travel on the railway and Underground free from the threat of violence		To tackle those crimes that most impact on the confidence of those who work and travel on the railway and Underground	Reduce disruption on the railway and Underground through collaboration	Protect, support and safeguard vulnerable people and those at risk of exploitation and harm on the railway	Tackle violence against women and girls, hate crime and sexual harassment
• Increase awareness of the terrorist threat for rail staff and BTP officers and how they can mitigate it • Maintain a capability which enables effective command and control of the BTP response to a terrorist attack • Undertake an exercise programme which thoroughly tests response plans within the CT Strategic Threat Risk Assessment	**Violence against passengers** • Number of offences • Number and % of positive outcomes for; o Serious violence o Weapon-enabled offences • Officer tasking activity for serious violence & weapons crimes; o Stop & Search o Intelligence submissions o Weapons seized • Compliance with the Victim Code of Practice • E Division support through intelligence led tasked deployments	**Violence and aggression against rail staff** • Number of offences • Number and % of positive outcomes for violence against the person and public order against rail staff • Outcome types for offences against rail staff • Work with partners to improve the % of positive outcome types for rail staff • Compliance with the Victim Code of Practice	• Number and % of positive outcomes for volume crime at agreed key locations • Officer activity output at agreed key locations • Number of anti-social behaviour incidents • Satisfaction levels as measured by the Victim of Crime Survey • Incident response times, broken down by category (Priority/ Immediate) • Number and % of positive outcomes for football-related offences	• Number of disruption incidents and primary minutes by category at key locations • Average fatality handback times • Number of Problem Solving Plans (PSPs) created for Persons in Precarious Position (PiPP) hotspots	• Vulnerability concern reports by category • Number of repeat presenters and high frequency presenters • County Lines data by outcome category	• Number and % of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement) • Number and % of positive outcomes for incidents involving sexual harassment • Number and % of positive outcomes for sex offences (including breakdown of victim engagement) • Number of known offenders being actively monitored and managed • Number and % of positive outcomes for hate crime (broken down by protected characteristic) • Satisfaction levels as measured by the Victim Crime Survey
			• Number of BTP/industry operations and interoperability working with Police Scotland and associated outcomes • Focus on key locations (to be agreed by divisions)	• Disruption minutes and incidents related to red route locations • Joint problem-solving initiatives at red route locations with industry		

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Report

Report to:	BTPA SRPC
Date:	08/02/2022
Subject:	SRPC Legitimacy Thematic Report
Sponsor:	DCC Sutherland
Author:	Public Contact & Specialist Crime, Analysis & Insight, BTP Scotland Command
For:	Discussion

1. PURPOSE OF PAPER

1.1. Following discussions with BTPA representatives, this report has been aligned to the Performance and Delivery Committee's (PDC) thematic report focussed upon disproportionality due to the similarity in subject matter.

1.2. The basis of the PDC report had originally been to outline findings from the recent HMICFRS victim service assessment. However, as these are yet to be received by BTP, it was agreed that both reports provide a high-level update on performance across five key areas covered by the inspection[1]. This is with a view to providing a base to inform the subsequent inspection findings:

- Deployment and Response
- Crime recording
- Crime screening and allocation
- Investigations
- Outcomes.

1.3. Unless otherwise stated all data included in this report covers 1st April - 31st December 2021 for Scotland.

2. DEPLOYMENT & RESPONSE

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[1] Call handling, another theme of the inspection, will be covered in the BTPA Performance and Delivery Committee due to its national remit.

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2.1. This item provides a statistical overview and local commentary in support of this.

Scotland Immediate Incidents										
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	2021-22 YTD
Number of Incidents attended by BTP	187	153	168	184	146	139	124	117	124	1,342
Number of Incidents attended by Police Scotland	13	28	38	33	28	32	30	20	26	248
Total Incidents	200	181	206	217	174	171	154	137	150	1,590
Total Incidents attended by BTP within 20 minutes	141	123	134	153	113	109	101	85	101	1,060
Total Incidents attended by Police Scotland within 20 minutes	9	21	33	22	21	27	24	16	20	193
Total Incidents attended within 20 minutes	150	144	167	175	134	136	125	101	121	1,253
Total Incidents attended by BTP greater than 20 minutes	46	30	34	31	33	30	23	32	23	282
Total Incidents attended by Police Scotland greater than 20 minutes	4	7	5	11	7	5	6	4	6	55
Total Incidents attended greater than 20 minutes	50	37	39	42	40	35	29	36	29	337
Percentage of Incidents attended by BTP within 20 minutes	75%	80%	80%	83%	77%	78%	81%	73%	81%	79%
Percentage of Incidents attended by Police Scotland within 20 minutes	69%	75%	87%	67%	75%	84%	80%	80%	77%	78%
Percentage of Incidents attended within 20 minutes	**75%**	**80%**	**81%**	**81%**	**77%**	**80%**	**81%**	**74%**	**81%**	**79%**

Scotland Priority Incidents										
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	2021-22 YTD
Number of Incidents attended by BTP	204	173	219	223	195	149	161	152	151	1,627
Number of Incidents attended by Police Scotland	8	11	9	12	12	12	14	13	11	102
Total Incidents	212	184	228	235	207	161	175	165	162	1,729
Total Incidents attended by BTP within 60 minutes	181	158	209	208	184	143	154	145	145	1,527
Total Incidents attended by Police Scotland within 60 minutes	6	11	9	10	11	9	12	13	11	92
Total Incidents attended within 60 minutes	187	169	218	218	195	152	166	158	156	1,619
Total Incidents attended by BTP greater than 60 minutes	23	15	10	15	11	6	7	7	6	100
Total Incidents attended by Police Scotland greater than 60 minutes	2	0	0	2	1	3	2	0	0	10
Total Incidents attended greater than 60 minutes	25	15	10	17	12	9	9	7	6	110
Percentage of Incidents attended by BTP within 60 minutes	89%	91%	95%	93%	94%	96%	96%	95%	96%	94%
Percentage of Incidents attended by Police Scotland within 60 minutes	75%	100%	100%	83%	92%	75%	86%	100%	100%	90%
Percentage of Incidents attended within 60 minutes	**88%**	**92%**	**96%**	**93%**	**94%**	**94%**	**95%**	**96%**	**96%**	**94%**

2.2. Immediate Incidents (target to attend within 20 minutes) – BTP Scotland's compliance is 79% compared. BTP Scotland is currently the highest performer across the force. A total of 1,342 incidents were attended by BTP officers and 248 attended by Police Scotland.

2.3. Priority incidents (target to attend within 90 minutes) – BTP Scotland's compliance is 94% with a force average of 91%. A total of 1,627 incidents were attended by BTP officers and 102 attended by Police Scotland.

3. CRIME RECORDING

3.1. This item provides a BTP Scotland statistical overview and supporting commentary.

Statistics

Scotland Offences Recorded

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	PYTD
2019/20	137	131	140	161	162	148	138	142	197	1,356
2021/22	148	156	131	167	164	137	164	140	132	1,339
% +/-	8%	19%	-6%	4%	1%	-7%	19%	-1%	-33%	-1%
Cumulative % Chg	8%	13%	7%	6%	5%	3%	5%	4%	-1%	

Scotland Offences Breakdown				
D Div Force Crime Group	**2019/20 YTD**	**2021-22 YTD**	**Change**	**% Change**
01A Violence	361	404	43	12%
01B Weapons	46	53	7	15%
02A Sex	46	63	17	37%
03A Criminal Damage	172	180	8	5%
03B Graffiti	53	62	9	17%
04A Line of Route (Serious)	49	62	13	27%
05A Theft of Passenger Property	221	110	-111	-50%
06A Motor Vehicle	36	28	-8	-22%
06B Pedal Cycle	78	83	5	6%
07A Robbery	7	9	2	29%
08A Burglary & Theft Railway	96	54	-42	-44%
08B Theft Cable & Plant	37	36	-1	-3%
09A Public Order (Serious)	9	13	4	44%
10A Fraud (Serious)	13	10	-3	-23%
11A Drugs	83	116	33	40%
12A Other (Serious)	49	56	7	14%
Scotland	1,356	1,339	-17	-1%

Commentary:

3.2. Crime Recording is regularly audited by the Force Crime and Incident Registrar (FCIR) and this year crime recording compliance has been either rated good or excellent in Force audits. During the most recent inspection debrief, crime recording accuracy was noted as excellent.

3.3. The FCC establishment is currently resourced to meet 75% of pre-Covid BTP demand as per the restructuring phase (1) of the Justice and Public Contact Transformation. The volume of reported crimes increased quickly following easing of Coronavirus restrictions and now exceeds this 75% threshold.

3.4. However, through the flexing of available capability to record Scottish crime in the Scotland Crime and Justice Unit (CaJU), the crime timeliness measure to record all crime within 72 hours of being reported has largely been attained with minimal delays experienced. This flex was enabled through phase 1 of the recent restructure and the greater available capacity to record crime when required. This has helped reduce the risk of potential harms, provide victim support and expediate any investigatory opportunities presented.

3.5. To meet the ongoing challenge of recruiting and retaining 24/7 Contact Handler roles and adjust to the increase in online reports, a new bespoke role of "online crime recorder" is planned that will offer agile working alongside more traditional working hours. This will support increased performance to record crimes timely and improve the recruitment and retention of the skilled staff who record BTP crime.

3.6. Phase two of the Justice and Public Contact Transformation will look to identify technology to automate processes where possible to improve data quality and reduce transaction times. This includes the introduction of a front loader crime template within BTP's Niche Record Management System to self-populate the required crime input fields.

3.7. Crime decreased in December, 6% lower (-8 crimes) than the previous month and 33% (65 crimes) lower than December of the same period YTD (compared to 2019/20). At the end of the month, YTD totals were 1% lower than PY (-21 crimes).

3.8. Weekly totals for recorded crime began in line with the 2019/20 average. However, from mid-December they dropped to significantly lower than the past three years.

3.9. Recorded crime has risen and fallen in line with expected seasonal trends.

4. CRIME SCREENING & ALLOCATION

4.1. This item provides a statistical overview and supporting commentary.

Statistics

Scotland	2019/20 YTD	2021/22 YTD	% Change
Allocated for investigation	1,250 (92%)	1,249 (93%)	-0.1%
Screened out	107 (8%)	100 (7%)	-7%
Total crimes	1,357	1,349	-0.6%

Commentary

4.2. Crime screening and allocation is the decision-making process undertaken to determine whether or not a crime will be investigated. If a crime is screened out, the report will not be investigated further, and the victim will be notified of the reasons for this. The decision as to whether a crime will be screened out is made against a set of criteria within the Force Crime Screening and Allocation Policy, which includes solvability of the report (e.g. availability of CCTV, witnesses, named suspects), the victim's wishes in terms of proceeding with an investigation (with appropriate safeguards to protect against duress and improper influencing factors), proportionality (is it an effective use of resources), as well as any other special factors which may justify allocating for investigation (e.g. local priority offence).

4.3. Some crimes are deemed mandatory for investigation, including but not limited to, sexual offences, serious assaults including hate and domestic related offences, as well as any crimes against persons identified as vulnerable.

4.4. Due to comparatively low volumes, all Scottish Crime is screened in by the FCC at the time of crime recording and passed to the CAJU for initial assessment. Work is ongoing to improve the screening process, allowing the CAJU to apply the screening process as per Force Policy, which should see an increase in screened crimes (35% screened out by BTP in England and Wales).

4.5. The low volume of crime currently screened out by BTP is understood to have been viewed favourably by inspectors in terms of the service provided to victims on Scotland. It is recognised that improved alignment to Force wide policy in screening processes will offer more optimal use of BTP resources in Scotland.

5. Investigations

5.1. This item provides a statistical overview and supporting commentary.

Statistics
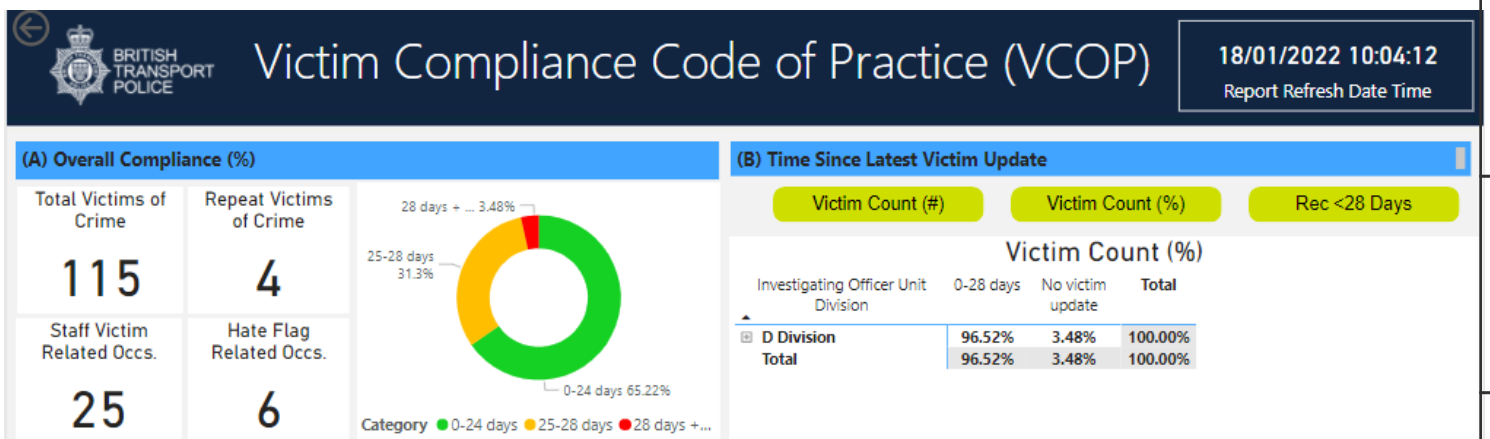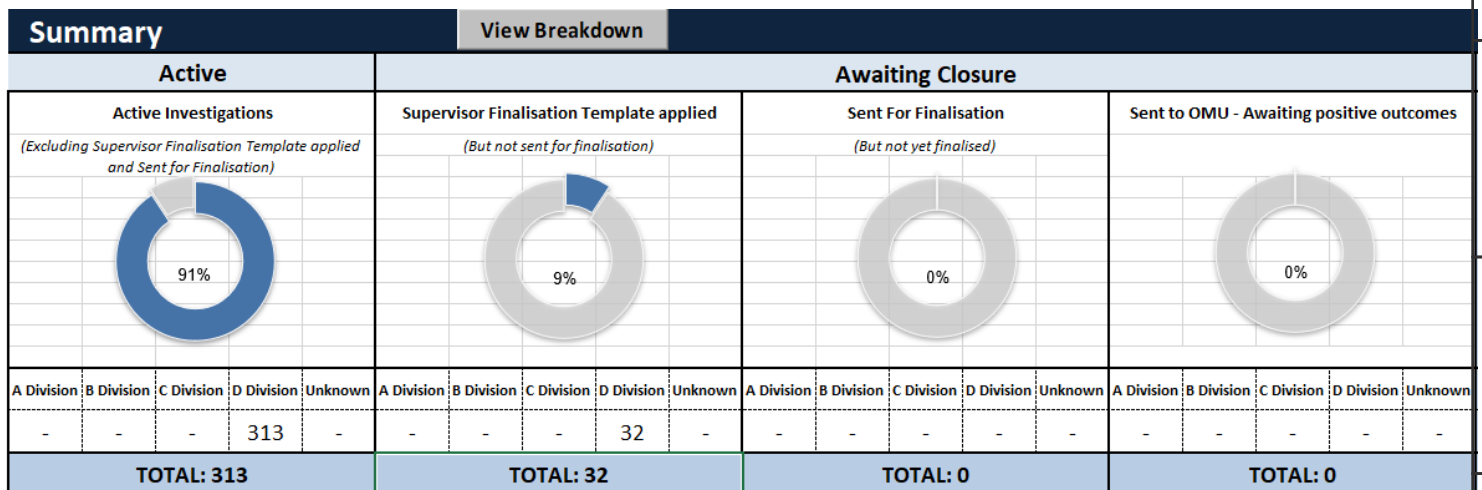
Commentary

5.2. As of 18th January, BTP Scotland had 345 open crimes. 313 are active investigations, making up 91% of all 'open crimes'. Of all open crimes, two are older than six months. BTP Scotland is currently the best performing division in this regard.

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5.3. The 9% (32) of crimes awaiting closure are predominately crime occurrences that have been sent back to the OIC for further information required to finalise the crime. Crime Management, alongside Learning and Development,   are currently designing training to ensure Officers provide of the relevant information on initial submission. The crimes awaiting closure will also include those which have been reopened due to new information coming to light (e.g. suspect identified) but due to a finalisation template previously being applied as captured as 'awaiting finalisation.

5.4. The 0% sent for finalisation indicates positively that the finalisation task queues had been cleared at the time of reporting.

5.5. The Victims Code of Practice (VCOP) sets out the minimum standards that must be provided to victims of crime in England and Wales. VCOP does not apply in Scotland but, to ensure a good minimum standard of service is provided to victims across both jurisdictions, BTP have consistent pre-charge victim care requirements for our officers. This entails officers updating victims every 28 days whilst the investigation is ongoing.

5.6. As shown in the graph above, BTP Scotland compliance in this area is good, with 96.52% of victims in Scotland updated in line with the timeframes set out in VCOP. This is currently the best compliance rate across the force.

5.7. The remaining 3.48% relates to one case where the update was carried out but not recorded properly: Upon review, contact had been made but recorded under an Investigator action rather than utilising the specific template for Victim Contact, which resulted in the victim contacts not being picked up during automated searches. We aim to address such training and compliance issues with the additional training referenced above.

5.8. Of the 115 victims of crime, 25 are recorded as staff, who work in some capacity on the rail network. Some staff have been the victims of crime more than once. These, and the service provided to other repeat victims, are closely monitored by BTP. For Staff, this is achieved through our industry liaison officer and partners on a daily basis. Joint industry and divisional tasking meetings take place regularly that focus on such matters, agree priorities and solutions towards prevention and detection.

6. Outcomes

6.1. This item provides a BTP Scotland statistical overview and supporting commentary.

Statistics

D-Div Force Crime Group	2019/20 YTD	2021-22 YTD	Solved Rate Change
01A Violence	64%	58%	-6%
01B Weapons	74%	79%	5%
02A Sex	54%	45%	-9%
03A Criminal Damage	24%	20%	-4%
03B Graffiti	4%	11%	7%
04A Line of Route (Serious)	25%	13%	-12%
05A Theft of Passenger Property	14%	9%	-5%

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06A Motor Vehicle	6%	15%	9%
06B Pedal Cycle	36%	10%	-26%
07A Robbery	57%	67%	10%
08A Burglary & Theft Railway	54%	19%	-35%
08B Theft Cable & Plant	3%	3%	0%
09A Public Order (Serious)	67%	67%	0%
10A Fraud (Serious)	61%	100%	39%
11A Drugs	76%	111%	35%
12A Other (Serious)	45%	70%	25%
Scotland	41%	43%	2%

Commentary:

6.2. Crime outcomes are applied by the Crime and Justice Unit (CAJU) when a crime is screened out, or at the end of an investigation. Crimes are deemed solved, or detected, if a suspect is identified and subsequently dealt with for an offence by Police.

6.3. Outcomes are audited by the Force Crime and Incident Registrar's (FCIR) team and recent audits have noted the there is a consistent approach being applied with high compliance.

6.4. The CAJU will be supported by the introduction of the new Change and Development Team in Contact Management who are responsible for compliance within the department as well as training. This will enable performance issues to be identified and addressed much sooner, identifying and highlighting best practice.

6.5. Based on data provided for beginning of January, the solve rate for BTP Scotland is 43% and 2% higher than the same period 2019.

6.6. There have been increases in detection rate for Weapons (+5%), Graffiti (+7%), Motor Vehicle Crime (+9%), Robbery (+10%), Drugs (+35%), Serious Fraud (+39%) and Other Serious (+25%).

6.7. Detections for Theft of Cable & Plant and Serious Public Order are same as period year to date.

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Report to: Scottish Railways Policing Committee

Agenda #:   7.4

Date: 15 February

Subject: Best Value framework – further research and analysis

Sponsor: Chief Executive

Author: Sam Elvy

For: Information and discussion

1. Purpose of paper

    1.1 To provide a short update to the Committee on further detail underpinning the Best Value approach as discussed at our last meeting.

    1.2 To provide an initial assessment of the extent to which the Committee is already carrying out work in these areas and where the plan for the Committee for the year ahead could be further shaped by the Best Value framework and themes.

2. Background

    2.1 As proposed at the last meeting as part of Committee's annual value for money report deliberations, the Best Value approach was identified by the Scottish Police Authority as a framework it was currently developing to support its own planning, engagement and scrutiny work. As such it was suggested that the Scottish railways Policing Committee might also consider referencing this framework in shaping its own work; in doing so creating opportunities for joint reporting and sharing of learning between BTPA the SPA.

    2.2 The Committee indicated that this proposal was of interest and commissioned a short update on the detail of the themes within the framework, how this might shape the work of the Committee and to understand how the framework was being used elsewhere.

3. Findings from further research and analysis

    3.1 The slides attached at Annex A unpack the Best Value framework in more detail, highlighting areas within each theme that the Committee might consider including in its workplan for the year ahead.

3.2 The pack also includes detail on how the Best Value duty is audited and reported on by Audit Scotland and notes the various bodies subject to that audit activity (including the SPA and Police Scotland). Finally, the slides provide a high-level analysis of the extent to which the Committee is already carrying out business in these thematic areas and suggests where the workplan for 2022-23 might be strengthened in this regard.

4. Recommendations

4.1 The Committee is asked to note and discuss the analysis set out at Appendix A and to offer a view about the ongoing interest in using the Best Value framework to help shape its work. A draft workplan is presented elsewhere on today's agenda for discussion and Members will note that reference to potential Best Value themed items is included.

4.2 If the Committee supports a continued focus on this framework, that it commissions the respective Authority teams to continue to work together to develop that approach.

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Best Value framework

Update on further research and analysis – using the Best Value framework to inform Scottish Railways Policing Committee business

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Best Value framework – a reminder

- The Local Government in Scotland Act 2003 introduced a statutory framework for Best Value for local authorities establishing duties relating to matters such as continuous performance improvement, proper accounting practice and public reporting on performance

- The accompanying Best Value guidance is organised around 7 themes which the Committee has indicated could be used to shape its future work plan and how it assesses the value delivered by BTP(A).
  - Vision and leadership
  - Governance and accountability
  - Effective use of resources
  - Partnerships and collaboration
  - Working with communities
  - Sustainability
  - Fairness and equality

  The following slides provide a brief summary of each of the 7 best value themes, the specific areas where a public body should be able to demonstrate relevant activity and some additional notes on relevant areas of coverage as suggested in the 2020 BV guidance. These summary slides provide a good steer on areas which the Committee is already carrying out business and where it might focus attention over the coming months – the final slide in the pack provides an overview of relevant Committee work already undertaken or which is planned.

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Theme 1 Vision and leadership

- The focus here is on setting and driving clear priorities and working effectively, and in partnership, to deliver improved outcomes. Specifically, the framework says we should be able to demonstrate the following;

  - A clear vision that is shared with citizens, key partners and stakeholders

  - Strategic priorities are set which reflect the needs of communities and individual citizens, that are aligned with those of partners

  - Effective leadership which drives continuous improvement and supports the achievement of strategic objectives

  Notes: We should gather evidence of planning activities which involve partners and service users and how the agreed priorities are then communicated back to those stakeholders. We should also review delivery plans to confirm alignment with our strategic priorities and demonstrate how we are tracking these through the Committee's work. We should also look for evidence of innovation and creativity in service delivery and of collaborative working at a senior leadership level.

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Theme 2 Governance and accountability

- We should evidence that effective governance and accountability arrangements are in place with openness and transparency in decision making, schemes of delegation and effective reporting of performance. These are essential for taking informed decisions, effective scrutiny of performance and stewardship of resources. In doing so we should be able to demonstrate the following;

  - A clear understanding of the application of the principles of good governance and transparency of decision-making at strategic, partnership and operational levels

  - The existence of robust arrangements for scrutiny and performance monitoring

  - The existence of strategic service delivery and financial plans that align the allocation of resource with desired outcomes for the short, medium and long term

  Notes: The Committee should use robust data to scrutinise performance and report that performance publicly. Planning for performance improvement should reflect lessons learned and the Committee should demonstrate an appropriate approach to managing risk. Our key discussions and decisions should happen in a public forum using technology where possible to increase accessibility and ensure transparency.

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Theme 3 Effective use of resources

- Clear plans and strategies along with sound governance and strong leadership are in place to ensure that our resources are deployed to achieve our strategic priorities, meet the needs of our communities and deliver continuous improvement. We should evidence that;

  - BTP makes best use of its financial and other resources in all of its activities.
  - Decisions on allocating resources are based on an integrated and strategic approach, are risk-aware and evidence-based, and contribute to the achievement of its strategic priorities.
  - The Force has robust procedures and controls in place to ensure that resources are used appropriately and effectively, and are not misused.
  - BTP works with its partners to maximise the use of their respective resources to achieve shared priorities and outcomes

  Notes: Oversight of performance should include consideration of how resources are directed towards strategic priorities. A workforce strategy should underpin plans for local resource arrangements which are reviewed and refreshed regularly. The Committee should also seek evidence of asset management strategies and plans including those for estates, fleet and technology. There is good evidence of financial planning and management and that arrangements are in place for managing information assets including how it is shared with partners.

Theme 4 Partnerships and collaborative working

- We should be able to demonstrate how, in partnership with all relevant stakeholders, we provide effective leadership to meet local needs and deliver desired outcomes. We should demonstrate a commitment to and understanding of the benefits gained by effective collaborative working and how this facilitates the achievement of strategic objectives.

  - Members and senior managers have established and developed a culture that encourages collaborative working and service provision that will contribute to better and customer-focused outcomes

  - Effective governance arrangements for planning and other partnerships and collaborative arrangements are in place, including structures with clear lines of responsibility and accountability, clear roles and responsibilities, and agreement around targets and milestones

  Notes: The Committee should seek evidence of formal and informal collaboration and partnership working including joint use of resources. This could including joint working on planning, problem solving, monitoring of collective performance and working together to identify barriers to greater collaboration.

Theme 5 Working with communities

- We should ensure that people and communities are able to be fully involved in the decisions that affect their everyday lives. In doing so we should be able to demonstrate the following:

  - Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services.
  - A commitment to reducing inequalities and empowering communities to effect change and deliver better local outcomes.
  - That engagement with communities has influenced strategic planning processes, the setting of priorities and the development of locality plans.

Notes: The Committee should understand how strategies and plans have been shaped by engagement with service users and partners; this should include evidence of efforts to hear from hard to reach communities.

Theme 6 Sustainability*

- This theme relates so securing a balance of social, economic and environmental wellbeing in the impact of activities and decisions, and seeking to meet the needs of the present without compromising the ability of future generations to meet their own needs. Through the Committee we should work to ensure that;

    - Sustainable development is reflected in our vision and strategic priorities.
    - Sustainable development considerations are embedded in governance arrangements.
    - Resources are planned and used in a way that contributes to sustainable development.
    - Sustainable development is effectively promoted through partnership working

Notes: The importance of sustainability should be reflected in the Force's culture and how it is factored into decision making is clearly set out. A focus on sustainability is scrutinised against an agreed set of measures and indicators which are reported on publicly. (This topic is recommended for focus at the Committee's May 2022 meeting – see the workplan later on today's agenda).

*Theme 6 sustainability and Theme 7 Fairness and Equality are identified as themes which should be embedded in and cut across all other activities

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Theme 7 Fairness and equality*

- Tackling poverty, reducing inequality and promoting fairness, respect and dignity for all citizens should be key priorities alongside partners The Committee should work to satisfy itself that;

    - Equality and equity considerations lie at the heart of strategic planning and service delivery.
    - There is a commitment to tackling discrimination, advancing equality of opportunity and promoting good relations both within its own organisation and the wider community.
    - Equality, diversity and human rights are embedded in its vision
      and strategic direction and throughout all of its work, including its collaborative and integrated community planning and other partnership arrangements.
    - There is a culture that encourages equal opportunities and is working towards the elimination of discrimination.

Notes: The aim should be that compliance with statutory duties can be demonstrated (see UNHCR item recommended in the work plan later on today's agenda) and there is regular review of progress against strategies and plans relating to equality. Performance scrutiny takes into account an assessment of the equality of delivery of policing services on the railway. Engagement activities should seek to gather views from a range of communities including those which are traditionally harder to reach.

*Theme 6 sustainability and Theme 7 Fairness and Equality are identified as themes which should be embedded in and cut across all other activities

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Best Value reporting approach

- Best Value reports are produced by Audit Scotland and are an assessment of an organisation's ability to demonstrate its progress with the duty of Best Value. In Scotland that duty applies to both the Scottish Police Authority (SPA) and the Chief Constable of Police Scotland.

- In preparing for a Best Value audit, typically an authority will be asked to submit a self-evaluation report and respond to any areas flagged by Audit Scotland ahead of the formal audit; the self-evaluation approach is currently informing the work undertaken by SPA.

- So far Audit Scotland's activity has covered the following areas - Local Councils, NHS and central government bodies – there are no reports published so far on Police, Fire and Rescue and 'other' local authorities.

- Full reports covering the preceding three year period (typically 50+ pages) are supported by an explanatory video, an animated summary and a news letter style precis of key findings. Each report includes a summary dashboard to illustrate progress against each of the 7 themes (extract from the Falkirk Council below by way of illustration);

Best Value characteristics	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Performance, outcomes and improvement		✓		✓	✓	
Vision and leadership					✓	
Governance and accountability	✓		✓	✓	✓	
Effective use of resources	✓	✓	✓		✓	
Partnership and collaborative working					✓	
Working with communities					✓	
Sustainable development						✓
Fairness and equality						✓
Best Value Assurance Report					✓	
Best Value Assurance Report follow-up						✓

For an example of a Best Value report the following is a link to the most recent Audit Scotland report on Falkirk Council (extract above)
Best Value Assurance Report: Falkirk Council | Audit Scotland (audit-scotland.gov.uk)

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Analysis of SRPC work to date – how much ground have we covered – where do we focus next?

Theme	Relevant work completed SRPC	Future plans
Theme 1 Vision and leadership	• 23/11/2021 (Q2 mtg) and 15 February 2022 (Q3 mtg): Policing Plan 2022/25 Development and Update on the development of the Rails Policing Strategy	• Stakeholder engagement on and final versions of railways Policing Strategy and Scottish Railways Policing Plan 2022/23 draft for review
Theme 2 Governance and accountability	• All 2021/22 meetings: Quarterly Performance updates, including Police Scotland / BTP Joint Report • All 2021/22 meetings: Take place in a public forum (via Teams) and papers are made available to the public	• Stakeholder engagement on and final versions of railways Policing Strategy and Scottish Railways Policing Plan 2022/23 draft for review - Is there going to be an update on the Strategy and the MTFP?
Theme 3 Effective use of resources	• 23/11/2021 (Q2 mtg): Annual Report – Providing VfM (Best Value) for Scotland • 23/11/2021 (Q2 mtg): Thematic Item: Fleet and Estates (Support Services) • All 2021/22 meetings: Audit and Inspection Update	• Strategic support services thematic to 18 May and 2 September meetings (focus tbc) • Evidencing vfm annual update at 2 September 2022 meeting.
Theme 4 Partnerships and collaborative working	• All 2021/22 meetings: Quarterly Performance updates, including Police Scotland / BTP Joint Report • 03/09/2021(Q1 mtg): COP 26 Policing Update • 03/09/2021(Q1 mtg): Thematic Item: Policing Rail Freight	• Quarterly performance updates, including Police Scotland/BTP joint report
Theme 5 Working with communities	• 23/11/2021 (Q2 mtg) and 15 February 2022 (Q3 mtg): Policing Plan 2022/25 Development and Update on the development of the Rails Policing Strategy	
Theme 6 Sustainability	• 23/11/2021 (Q2 mtg): Thematic Item: Fleet and Estates (Support Services)	• TBC – Thematic to 18 May 2022 meeting on BTP's emerging sustainability plans
Theme 7 Fairness and equality	• 03/09/2021(Q1 mtg): Equality, Diversity and Inclusion Update – Gender Balance • 15/02/2022 (Q3 mtg): Legitimacy update	

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SCOTTISH RAILWAYS POLICING COMMITTEE AUDIT & INSPECTION ACTIVITY REPORT

February 2021

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Audit, Inspection & Risk Update

Audits & Inspections

BTP is currently tracking 150 recommendations from force-wide GIAA audits and HMICFRS inspections.

Although there are no recommendations that are specific to BTP's activity in Scotland, many of them relate to force-wide systems and processes and are therefore relevant to staff and officers who work in Scotland.

In the last quarter:
- Draft audit report received on Strategic Workforce Planning Audit

GIAA internal audits remaining for the year are:
- Risk Management – fieldwork underway
- Transformation – fieldwork underway
- Estates Strategy – Draft ToR developed

There have been no Scotland-specific Crime & Incident Audits completed in the last quarter.

In January, BTP provided a response on the HMICS Scrutiny Plan 2022-2025. Following this, BTPA are engaging with HMICS about how BTP/A's can be engaged in any future inspection programmes.

Risk Management

The first set of Deep Dives on BTP/A Strategic Risks will be presented to Audit Committee in March 2022 on Technology and Major Incidents.

GIAA Risk Management Audit underway to assess effectiveness of risk management across BTP/A.

Following initial meeting with Police Scotland Police Authority Risk Manager and subsequent meeting with Police Scotland Risk Manager in November, strategic and operational risk registers have been shared. These will be reviewed at the next D Division Senior Leadership Team Meeting to identify any shared risks or opportunities.

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HMICFRS Inspections 2021-23

- HMICFRS have completed their Victim Service Assessment (VSA) Inspection of BTP.

- This included carrying out crime data integrity (CDI) audits and interviews with the DCC, Force Crime & Incident Registrar, Head of Crime and focus groups with officers from CID and the frontline for England, Wales and Scotland. HMICS were part of a joint team to inspect D Division.

- Initial feedback from the HMICFRS/HMICS hot debriefs was positive. We received the inspection report in mid January for factual accuracy checks and submitted our response back to HMICFRS on 7 February. We await publication of the final inspection report which is expected in March 2022.

- HMICFRS is due to conduct their second strand of assessment on Public Treatment in May 2022; this has slipped slightly due to HMICFRS resourcing and exact timescales are to be confirmed. HMICS are being briefed on this inspection by HMICFRS.

- The final strand of the PEEL inspection, the Organisational Assessment, is expected to take place in September to October 2022.

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9. Any Other

10. Meeting Evaluatio

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Report to:	Scottish Railways Policing Committee
Agenda #:	8.2
Date:	15 February 2022
Subject:	Committee Work Plan 2022/23
Sponsor:	Chair
Author:	BTPA Head of Strategy, Planning and Engagement
For:	Review & Decision

1. Purpose of paper

1.1 To review and discuss a draft Committee work plan for the 2022/23 business year (see Annex A) and to seek Member comments on any other matters to be included.

2. Background

2.1 As with the Authority's other Committees, the Scottish Railways Policing Committee (SRPC) annually reviews its plan of work against its Terms of Reference (TORs, Annex B), the Strategic risk profile (an item elsewhere on this agenda), and any matters of interest arising in the course of its activities. In addition, SRPC has the benefit of a quarterly evaluation report which assesses progress against the Committee's initial design principles (an item elsewhere on this agenda).

3. Draft work plan 2022/23

3.1 The work plan has been developed to assist the Committee in delivering against its TORs and to ensure that progress against the underpinning design principles can be evidenced during the year ahead. The draft plan seeks to cover;

- The ongoing transparency/accountability challenge including the Committee's developing work on employing a Best Value framework to inform the work plan and to support collaboration between the Authority and the Scottish Police Authority (SPA) – more detail on that approach is provided elsewhere on today's agenda
- Items which speak to the strengthening interoperability between BTP and Police Scotland - such as regular reporting on joint planning and operational activity to tackle common issues

- Further thematics which enhance understanding of the value delivered for Scotland Division by BTP's centralised support and specialist capabilities and/or via the benefits of delivering dedicated and specialist railway policing services in Scotland
- Matters concerning cyclical planning activities e.g. the annual refresh of the rolling policing plan from 2022

3.2   The draft plan attached at Annex A is offered for an initial discussion on the mix and balance of possible items for the Committee to consider and Members are invited to propose alternate items which develop the work of the Committee. As before the work plan will be a live document and be subject to change during the year as new priorities and opportunities emerge.

4.   Recommendation

4.1   The Committee review and discuss the draft work plan at Annex A, making alternative recommendations for discussion.

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10.Meeting

Scottish Railways Policing Committee – DRAFT Workplan 2022/23

Meeting	Standing Items	Special Focus Items
15 February 2022	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Performance against the Strategy and Scottish Policing Plan and updates on interoperability, reflections from PS, COVID response • Audit and Inspection update • Committee evaluation dashboard for information • Meeting reflection • Committee workplan for information • Decisions/matters taken in private	• Stakeholder Engagement – i) draft Railways Policing Strategy 2022/27 and ii) draft Scottish Railways Policing Plan 2022/25 draft for review • Briefing on detail of Best Value framework – suggest approach for SRPC • Legitimacy update: o The victim experience • Committee workplan 2022/23 – draft for discussion
18 May 2022	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Performance against the Strategy and Scottish Policing Plan and updates on interoperability, reflections from PS • Audit and Inspection update – update on Victim Service Assessment and Crime Data Integrity report and response plan • Committee evaluation dashboard for information • Meeting reflection • Committee workplan for information	• Formally receive final published Railways Policing Strategy and Policing Plans for information • Legitimacy update: o Professionalism update review – including deep dive thematic on complaints – including BTP analysis of Angiolini review • Best value theme – suggestion BTP's emerging sustainability plans (BV theme 6) • Committee horizon scanning – proposed approach/frequency for discussion • Final committee workplan 2022/23 for approval

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Meeting	Standing Items	Special Focus Items
	• Decisions/matters taken in private	
2 September 2022	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Performance against the Strategy and Scottish Policing Plan and updates on interoperability, reflections from PS • Audit and Inspection update • Committee evaluation dashboard for information • Meeting reflection • Committee workplan for information • Decisions/matters taken in private	• Evidencing value for money annual update – including progress against a Best Value framework theme 3 – effective use of resources) • BTP transformation programme overview (strategy delivery) 6 monthly updates thereafter • Special thematic – UNHCR (joint item with SPA)
22 November 2022	• Conflict declaration • Minutes of previous meeting • Matters arising/actions outstanding • Risk profile – for information • Performance against the Strategy and Scottish Policing Plan and updates on interoperability, reflections from PS, COVID response • Audit and Inspection update • Committee evaluation dashboard for information • Meeting reflection • Committee workplan for information • Decisions/matters taken in private	• Policing plan refresh – feedback from local engagement - BV theme 5 working with communities • Operational thematic – (Neighbourhood Policing) BV theme 4 partnerships and collaborative working • Horizon scanning

BTPA
British Transport Police Authority

Report to: Scottish Railways Policing Committee

Agenda: 8.3

Date: 15 February 2022

Subject: Evaluation Framework

Sponsor: Chair SRPC

For: Information and discussion

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1. Purpose of paper

1.1   To provide Members with an update on the review of the agreed evaluation framework for the Scottish Railways Policing Committee (SRPC), in particular with respect to the key performance indicator (KPI) 3.3 'BTP attendance at Strategic T&C'.

2. Background

2.1   In November 2020 the Committee received and agreed a paper outlining the methodology for an evaluation framework which would be supported by a scorecard designed to support the Committee's work in the context of received design principles.

2.2   It was agreed at the 23 November 2021 meeting of the SRPC that the current KPIs on reporting to the Scottish Parliament and BTP attendance at Strategic Tasking and Coordination (T&C) meetings should be revised. An action was raised for the BTP Chief Superintendent to share a summary of D Division engagement with Police Scotland.

3. Replacement KPI for BTP attendance at Strategic Tasking & Coordination (ST&C)

3.1   The BTPA Executive and BTP have been in regular engagement with regard to identifying a suitable replacement KPI. BTP have supplied a comprehensive summary of the various meetings between BTP, Police Scotland and other partners.

3.2   A regular set of regional forums led by Police Scotland Assistant Chief Constables has been identified and BTP attendance at these, and a potential substitute metric, are currently being explored.

3.3   For this meeting, this KPI has been noted as N/A, and graded Red, as the Strategic T&C does not currently exist, and therefore it is not possible for BTP to attend.

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4. Further Evaluation

4.1   Members will note that most of the other indicators in the evaluation report card are rated as Green. The BTPA Executive has met with a representative from the Scottish Police Authority to discuss the overall format and content of the report card and a wider review of how to update it has been considered.

4.2   It has been proposed that once further progress has been made with implementing the Best Value framework into the work of the SRPC, this should be incorporated into the evaluation report card.

4.3   The KPI 2.2 'Report to Scottish Parliament – the SRPC Chair to provide updates to the Convenor of the SP Justice Committee' was discussed at the previous SRPC meeting, in November. Members will note that this KPI has turned from Red to Green. This follows a letter being sent from the SRPC Chair dated 6 January 2022.

5. Recommendations

5.1   The Committee is asked to note this cover paper and the SRPC evaluation report card.

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SRPC Evaluation report card

Legend: Not Achieving (red) | In Progress (amber) | Achieved (green)

Design Principles	How Achieved	Measures	Frequency	May-21	Sep-21	Nov-21	Feb-22	Status
1. Addressing the democratic deficit in Scotland	1.1. Alignment of BTP's strategic direction in Scotland, where appropriate to the SG's Strategic Police Priorities	Evidence of alignment in policing plans & reflected in SRPC minutes – this is most likely to be seen when the proposed policing plan is presented to SRPC around the March meeting annually.	once per year		green	green	amber	In Progress (amber)
	1.2. reporting against the achievement of the strategic outcomes	Evidence of joint reporting @ SRPC and reflected in minutes – this will be included under the performance reporting section in the SRPC agenda.	4 times per year	green	green	green	green	Achieved (green)
2. Meaningful accountability and transparency for railway policing in Scotland	2.1. Effective performance reporting, where appropriate, against the same outcomes as Police Scotland	Evidence of performance reporting @ SPRC – available via the performance report.	4 times per year	red	green	green	green	Achieved (green)
	2.2. Regular public reporting to SPA and Scottish Parliament	SRPC secretariat note to both SPA / BTPA - chief executives.	4 times per year	green	green	green	green	
		Report to Scottish Parliament – the SRPC chair to provide updates to the Convenor of the SP Justice Committee.	at least twice per year			red	green	
	2.3. Hold meetings in public		4 times per year	green	green	green	green	
	2.4. Publish papers and minutes		4 times per year	green	green	green	green	
3. Safe and effective management and operational delivery of railway policing in Scotland	3.1. Sharing of operational good practice between Police Scotland and BTP	Evidence of operational good practice sharing in updates to SRPC – this will be evidenced in papers presented @ SRPC by the divisional commander	at least twice per year	green	green	green	green	Achieved (green)
	3.2. Regular joint planning & management engagement	Evidence of joint planning in updates to @ SRPC – this will be evidenced in papers presented @ SRPC by the divisional commander	4 times per year	green	green	green	green	
	3.3. BTP attendance at Strategic T&C *NB. New measure to be proposed*	BTP attendance @ ST&CG – this will require reporting by BTP on their attendance	twice per year	red	red	red	N/A	Not Achieving (red)
4. Designed on best value principle and provide an appropriate mechanism to ensure value for money	4.1. Effective engagement with relevant inspection and oversight bodies to inform performance reporting and scrutiny	Updates on engagement and planning for audit & inspection @ SPRC – this should be included in the audit and inspection updates paper, as per the SRPC agenda	twice per year	green	green	green	green	Achieved (green)

Future work

				May-21	Sep-21	Nov-21	Feb-22
Equality Diversity & Inclusion	Alignment of BTP's strategic direction in Scotland	Scrutinising BTP's work against the backdrop of the recommendations contained in Dame Elish Angiolini's report will provide reassurance to stakeholders	-		green		
COP 26 planning & preparation	Safe and effective management and operational delivery of railway policing in Scotland	COP26 will present the most significant policing challenge of 2021. The Committee will seek assurance on joint planning and management engagement	-		green	green	
Disruption & delay thematic	Designed on best value principle and ensure value for money	Ensure shared awareness of specialist railway policing approach	-				

SRPC Evaluation report card

Design Principles	How Achieved	May-21	Sep-21	Nov-21	Feb-22
1. Addressing the democratic deficit in Scotland	1.1. Alignment of BTP's strategic direction in Scotland, where appropriate to the SG's Strategic Police Priorities (once per year)			Agenda item 8 (Strategy 22/25 Development) and agenda item 9 (Policing Plan 22/25 Development).	Alignment of draft Strategic Plan is in progress - evidenced at agenda item 7.1 (Draft Strategic Plan 2022/2025, para 4.1). Draft Policing Plan proposals indicate evidence of alignment - agenda item 7.2 (Draft Policing Plan 2022/23, para 6.1 and 6.2)
	1.2. reporting against the achievement of the strategic outcomes (4 times per year)	see pages 2 & 3 performance report	see page 13 in Sept SRPC pack (perf report section)	Agenda item 6 (Performance Q2 2021/22)	Agenda item 6 (Operational Performance)
2. Meaningful accountability and transparency for railway policing in Scotland	2.1. Effective performance reporting, where appropriate, against the same outcomes as Police Scotland (4 times per year)	Alignment. No evidence of reporting	see page 43 in Sept SRPC pack (E, D & I section)	Agenda item 6 (Performance Q2 2021/22) and agenda item 6.1 (Police Scotland / BTP Joint Report).	Agenda item 6.1 (Performance Q3) and agenda item 6.2 (Joint Working)
	2.2. Regular public reporting to SPA and Scottish Parliament (4 times per year)	Secretariat note to CEx	Secretariat note to CEx	Board Secretary Meeting Digest circulated to CEx	Board Secretary Meeting Digest circulated via email on 26/11/2021
	(at least twice per year)			Subject for discussion	Letter from SRPC Chair to Convenor of Scottish Parliament Criminal Justice Committee dated 6/1/2022
	2.3. Hold meetings in public (4 times per year)	May meeting link	September meeting link	Virtual held meeting available to public	Virtual held meeting available to public. Details on BTPA website
	2.4. Publish papers and minutes (4 times per year)	see above	see above	Papers published on BTPA website	Papers published on BTPA website
3. Safe and effective management and operational delivery of railway policing in Scotland	3.1. Sharing of operational good practice between Police Scotland and BTP (at least twice per year)	see page 23 of perf report re Op Sentinel	see para 5 page 21 of the evidence of joint working paper re County lines	Agenda item 6.1 (Police Scotland / BTP Joint Report)	Agenda item 6.2 (Joint Working)
	3.2. Regular joint planning & management engagement (4 times per year)	see para 3 page 22 in May's SRPC pack ASB joint planning and working	see joint paper @ Sept SRPC on evidence of joint working	Agenda item 6.1 (Police Scotland / BTP Joint Report)	Agenda item 6.2 (Joint Working)
	3.3. BTP attendance at Strategic T&C (twice per year)	No evidence	No evidence	Subject for discussion	See cover paper for details
4. Designed on best value principle and provide an appropriate mechanism to ensure value for money	4.1. Effective engagement with relevant inspection and oversight bodies to inform performance reporting and scrutiny (twice per year)	see page 37-42 of the May SRPC pack - audit & inspection	see page 39 SRPC Sept pack - out of court disposal audit	Agenda item 13 (Audit & Inspections Update)	Agenda item 8.1 (Audit and Inspection Update)