

SCOTTISH POLICE  
AUTHORITY

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date</b>	<b>28 June 2018</b>
<b>Location</b>	<b>Roths Halls, Glenrothes, Fife</b>
<b>Title of Paper</b>	<b>British Transport Police Integration Update</b>
<b>Reference</b>	<b>B06.2018/21</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Business Integration Police Scotland &amp; Kenneth Hogg, Interim Chief Officer, Scottish Police Authority</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes – Appendix A</b>

**PURPOSE**

To provide an update on the work underway to support the integration of British Transport Police functions into Police Scotland.

## **1. BACKGROUND**

- 1.1 Delivery of the programme of work to integrate BTP functions in Scotland into Police Scotland, as per the Railway Policing (Scotland) Act 2017, is overseen and managed by a Joint Programme Board (JPB) which is chaired jointly by the Scottish Government (SG) and Department for Transport (DfT). Membership of the JPB includes Police Scotland, BTP, British Transport Police Authority (BTPA), the Scottish Police Authority (SPA) and Transport Scotland. Recently the BTP Federation and Transport Salaried Staff Association (TSSA) have become members of the JPB. The Joint Senior Responsible Owners for the Integration Programme are Donna Bell (Deputy Director, SG) and Dan Moore (Deputy Director, DfT).
- 1.2 The original proposed date for 'go live' of integration was 1 April 2019. Following significant work and analysis the JPB recommended to Scottish Ministers in February 2018 that this date could not be met safely and that a re-planning exercise should be conducted to establish a new date for operational integration. This advice was accepted by Scottish Ministers, who agreed that a re-planning exercise should be undertaken, to conclude by September 2018, which would provide an evidence-based recommendation for a revised date for 'go live' integration. This re-planning exercise is currently mid-way through its timescale for completion.
- 1.3 While a decision was made to delay the integration 'go live' date, all parties have agreed that they remain fully committed to delivering the goals of the Railway Policing (Scotland) Act 2017. The aim remains to deliver a safe and successful integration of railways policing into Police Scotland in the most appropriate timescale, taking into account external dependencies such as the ongoing transformation programmes for both Police Scotland and BTP/A.

## **2. FURTHER DETAIL ON REPORT TOPIC**

### **CO-ORDINATION OF THE RE-PLANNING PROCESS**

- 2.1 A dedicated Programme Management Office (PMO), led by an SG-appointed Programme Director, has been set up to oversee and co-ordinate the re-planning exercise, and to report progress to the JPB. The PMO is staffed by personnel from SG, Police Scotland and BTPA. The consultancy resource originally commissioned to support

the MTT has been re-assigned to work in support of the PMO during the re-planning exercise.

- 2.2 The outputs of the re-planning exercise will be subject to an independent Gateway Review to ensure that the proposed new integration date and underpinning assumptions, dependencies, costs and risks are tested prior to advice and recommendations being provided to Ministers by the JPB.
- 2.3 An organogram detailing the organisational structure of the integration programme and re-plan work-streams is included at **Appendix A**.

### **3. RE-PLANNING PROCESS PROGRESS**

- 3.1 The re-planning exercise involves a number of work-streams and activity is co-ordinated by the PMO. These work-streams are:
  - (i) Operational Policing Model
  - (ii) Workforce
  - (iii) ICT
  - (iv) Strategy and Performance
  - (v) Finance, Assets and Estates
  - (vi) Information Management
  - (vii) Legislation
- 3.2 The re-planning activities are moving forward across the workstreams, with a key focus currently on the Operational Policing Model, Workforce and ICT. The governance structure has been formalised and is now in place. The integrated Programme Management structure has been finalised.
- 3.3 A significant level of work at an operational level is taking place between Police Scotland and BTP in the various workstreams, and a draft Service and Process list and high level impact assessment has been drafted for the policing model which will be used to align the rest of the workstream activities. The Communications workstream's focus has been on strategic planning and immediate content generation to establish the foundations for a regular and relevant flow of communications and engagement opportunities.

- 3.4 Police Scotland is fully engaged in the re-planning work and remain committed to achieving a safe and successful integration of railway policing functions into Police Scotland.
- 3.5 At the JPB on 19<sup>th</sup> June 2018, the PMO made clear their expectation that relevant work will have been undertaken in the coming weeks to allow the establishment and confirmation of a new 'go live' date in September. This entails a significant commitment of time and people to the re-planning exercise from Police Scotland and dedicated resources are assigned to this work, including Chief Supt. John Paterson who is the day-to-day operational lead for Police Scotland, reporting to ACC Williams and Tom McMahon.

#### **4. SPA'S RESPONSIBILITIES**

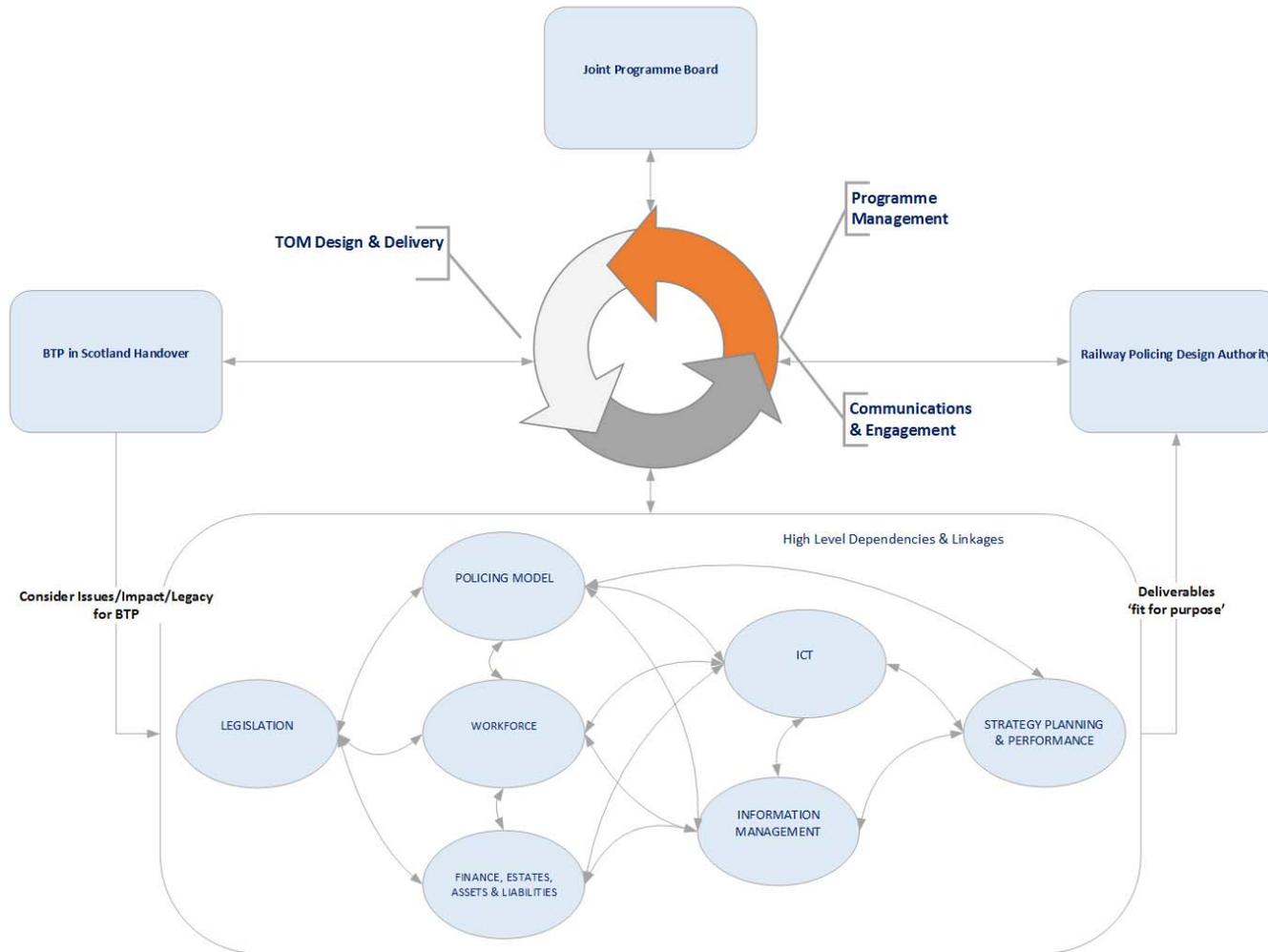
- 4.1 SPA has a number of statutory responsibilities and obligations under the Railway Policing (Scotland) Act 2017 which will take effect from the point of integration. Once a new 'go live' date has been established in the autumn it will be important for the SPA to re-consider its engagement with the integration programme in the light of the agreed revised timescales. We expect the SPA's direct engagement with the programme to increase as we get closer to a new 'go live' date. In addition to engagement from SPA officers, SPA Members have previously provided oversight of the integration process through a Working Group. Whether that model will remain the optimal one is a question which should be re-addressed once we know the revised timescale for integration following the current re-planning exercise. In the meantime, the current priority for the SPA is to remain engaged with and fully sighted on the re-planning exercise and to support Police Scotland who have primary responsibility for carrying out the necessary detailed and technical work. SPA's Interim Chief Officer and other relevant SPA officers continue to work closely with Police Scotland counterparts in liaison with Scottish Government officials as this work develops, including through the Joint Programme Board and through more regular engagement.
- 4.2 Police Scotland will continue to provide updates at each meeting of the SPA Board, along with an assessment of progress. SPA members have made clear in previous discussions that they expect to see a clear implementation plan based on a critical path of activity, regular cost updates, and an assessment of the impact of integration on wider organisational transformation. All of these aspects should be addressed through the re-planning exercise and

the underpinning assessment work underway between the relevant parties.

**RECOMMENDATIONS**

Members are requested to note and discuss the information contained within this update report.

### Appendix A: BTP Integration Programme Organisation and Governance



SPA Public Board  
British Transport Police Integration Update  
28 June 2018