Justice Committee

Proposed integration of the British Transport Police in Scotland into Police Scotland

Written submission from the Chairs of the Joint Programme Board on British Transport Police Integration

We write to update you on the status of the Programme to integrate the British Transport Police in Scotland into Police Scotland as Chairs of the Joint Programme Board in advance of your evidence session on 1 May.

As previously outlined to the Justice Committee, the Mobilisation, Transition and Transformation (MTT) project was established in October 2017 to enable and support delivery of the operational aspects of integration of the British Transport Police in Scotland into Police Scotland. This was led jointly by Police Scotland and the British Transport Police Authority (BTPA). The joint work carried out by Police Scotland and the BTPA reviewed progress on operational matters in February 2018 and concluded that a number of significant issues remain to be resolved. The JPB was advised that further time was needed to deliver integration most effectively and safely for railway passengers, staff and officers.

Ministers accepted that advice and confirmed that a robust re-planning exercise should be carried out to establish a new delivery date. There was an initial discussion regarding the re-planning exercise at the JPB meeting in March, with Police Scotland and BTPA invited to update the JPB Joint Chairs on progress by the end of March. Since that meeting there have been a number of constructive discussions between officials and programme partners which have confirmed the continuation of a collaborative approach to ensure the successful running of the programme.

Over the last 6 months, the MTT Project has played a key role in considering operational requirements and in providing further information on opportunities and risks. This provides a sound basis to move forward collaboratively and partners have agreed to further strengthen the role of the Joint Programme Board (JPB) in the governance and oversight of the re-planning activities by forming a single Programme Management Office (PMO) to direct programme delivery. To support continued collaboration, this will include personnel from the Scottish Government, Police Scotland, the British Transport Police, the British Transport Police Authority and their delivery partners Ernst & Young (EY) working as part of a single PMO. This will be further supported by the JPB meeting on a more frequent, monthly basis. Further background on the history and design of the programme is attached at Annex A.

In addition, there is significant work already underway to progress issues such as terms and conditions, pensions and other workforce considerations, whilst ensuring that the clear commitments already made to officers and staff by Ministers and the decisions already made by the JPB to preserve officer terms and conditions are fully delivered. The PMO is now working with EY to agree a phased re-planning proposal for all elements of the programme to be agreed by all organisations. This will be integrated with the process of preparing legislation, which is already well developed.
The re-plan will be supported by a comprehensive communication and engagement strategy, to ensure that all stakeholders are included, engaged and informed throughout the process – while considerable work has already been done to do so, we recognise that there is room for further enhancement. As a matter of urgency workshops have been arranged to be attended by senior stakeholders and project leads to agree a shared programme vision and confirm requirements and implementation outputs for each project, which will build on progress to date. This is being organised jointly by the PMO and EY.

A key output of these workshops will be the production of a re-planning process timeline to navigate towards a new date for integration. Several engagement workshops with BTP staff and officers and wider railway industry stakeholders are also being arranged for May and June as a matter of priority.

The PMO will then undertake further work to strengthen the programme focusing on the following areas, taking into account work already completed and decisions already made, activities underway and activities not yet started:

a. Define vision and successful outcomes, goals & benefits
b. Legislation & Policy

Readiness to deliver:

c. Service Delivery Model
   i. Service, processes & performance
   ii. Workforce
   iii. ICT
   iv. Information Management
   v. Finance, estates, assets & liabilities

d. Preparation for handover and implementation
e. Benefits realisation planning
f. Risk & Issues Management
g. Stakeholder Communications & Engagement
h. Governance

This work will be done in collaboration with partners and agreed at JPB meetings.

As JPB Chairs, we would like to take this opportunity to thank the partners delivering the MTT Programme for their essential input into the programme. We look forward to continuing to work with them as part of the new JPB governance structure going forward. We are clear that the JPB remains committed to working collaboratively to ensure a safe, effective and seamless transition for staff, officers and the public, and will ensure that the Committee is regularly updated on progress.

We understand that Police Scotland, BTP and BTPA will also be providing separate evidence to the Committee and we are happy to provide any further information in relation to the re-planning at the Committee meeting on 1 May.
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Deputy Director, Police Division
Scottish Government

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Deputy Director, Rail Market Strategy
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Annex A: Programme Design History

1. The BTP Integration Programme was initiated in 2016 when the UK passed the Scotland Act (2016). The Programme sets out a shared objective for the devolution of policing railways and railway property, whilst taking appropriate account of implications for the policing of the railway across the whole of the UK. The Scottish Government’s intention is for the integration of the British Transport Police in Scotland into Police Scotland. In doing so integration will provide a single command structure for policing in Scotland with seamless access to wider support services.

2. A Joint Programme Board was initiated with membership from delivery partners: Scottish Government (SG), Department for Transport (DfT), Police Scotland (PS), Scottish Police Authority (SPA), British Transport Police (BTP) and British Transport Police Authority (BTPA) with the following remit:
   - To provide joint leadership and partnership working in order to deliver the shared objectives of the UK and Scottish governments for the devolution of policing of railways and railway property.
   - To deliver the Scottish Government’s intent for the integration of the BTP in Scotland into Police Scotland by a date subject to agreement.
   - In doing so, to take appropriate account of implications for the policing of the railway across the whole of the UK, ensuring as far as possible that there is no detriment to Scotland or the rest of the UK from the proposed approach.

3. The Joint Programme Board was to oversee delivery of the Programme and Projects identified as follows:
   - Project 1 Legislation – to ensure an effective legislative process to support an orderly and effective transfer of functions.
   - Project 2 Workforce – to provide for the smooth transition of officers and staff to the new organisation.
   - Project 3 Communications – to ensure that the aims of the programme, and the details of its delivery are clearly communicated.
   - Project 4 Operational integration – to ensure that railway policing continues to be delivered effectively following integration, and that the operational consequences of the creation of a new interface at the border are fully identified and addressed.
   - Project 5 Rail funding and Railway Policing Agreements – to ensure that an appropriate charging mechanism is in place to support Police Scotland’s costs relating to policing of the railways, including the development of Rail Policing Agreements between Police Scotland and the rail operators.
   - Project 6 Governance and Finance – to ensure appropriate governance arrangements are in place to provide effective oversight of Police Scotland’s railway policing functions.
   - Project 7 Assets and Liabilities – To ensure the necessary transfer of assets and liabilities from the BTPA to SPA/PS reflecting the division of functions and responsibilities.

Mobilisation, Transition and Transformation Project (MTT)

4. Following a request from PS and BTPA, the programme was developed in October 2017 to define a new Mobilisation, Transition and Transformation
Project (MTT), to co-ordinate identification of requirements for operational integration and to design and implement a transition plan towards a target date for full integration at 1 April 2019 and the future transformation of the service. A new MTT Programme Board was included in the governance structure.