

Not protectively marked

No	Ref	Date	Topic	Action/Paper	Owner	Due Date	Outcome
1	50/2011	05.12.11	Business Cycle - Future meetings	A VfM paper and Future Cost Model of BTP to be submitted in July	MN	July 2012	Verbal update required at the meeting following Strategy Group
2	16/2012 and 37/2012	16.03.12	Reserve Strategy	LP to seek Treasury advice and clarification in relation to the issue is BTP/A seeks to improve its return on its reserves.	LP/SH	July 2012	See agenda item 7
3	22/2012	22.05.12	BTP Revenue & Capital Programme	MN / SH to submit the future profile of the establishment in relation to promotion and recruitment and other movements up to 31 March 2013	MN/SH	July 2012	Complete. This is included in the Q2 report. Also see attached paper.
4	33/2012	26.07.12	VfM	BTPA Executive to specify exactly what information is required by the Finance Group on the analysis of spend and how it demonstrates value for money.	AF	Oct'12	AF to provide an update at the meeting
5	34/2012	26.07.12	BTP Quarter 1 Report	BTPA quarterly report to summarise the overall gross financial position for the fund each quarter	LP	Oct'12	See agenda item 4
6	36/2012	26.07.12	Annual EPSA Report	BTP to clarify the number of staff on secondment and what contractual arrangements were in place.	MN	Oct'12	Complete. See attached paper.
7	36/2012	26.07.12	Annual EPSA Report	Liz Pike to provide an update to the next meeting on the exit arrangements in relation to the	LP	Oct'12	Issue raised with the DfT, awaiting feedback.

Not protectively marked

Not protectively marked

				ending of EPSAs and associated risks.			
8	36/2012	26.07.12	Annual EPSA Report	Mark Newton to ensure that BTP are pro-active in relation to approaching new bidders to explore income opportunities.	MN	Oct'12	Briefing paper to be circulated.
9	38/2012	26.07.12	WAN Update	BTP to present a lessons learnt paper on the WAN project once the project was completed.	MN	Oct'12	Complete. See agenda item 6
10	40/2012	26.07.12	NewCo	Mark Newton to provide a report to the next meeting of the current situation and implications to BTP in relation to NewCo	MN	Oct'12	<p>Work in progress. Contact was made in early September with Jennie Cronin from the Home Office is the project lead for NewCo. A meeting is being arranged between T/ACC Newton, Jennie and Tony Dawson who is the Head of Strategy and Business for NewCo, but this has been delayed due to extended leave by Jennie.</p> <p>The latest update received from the Home Office was that there is currently no Interim CEO in place and that the Association of Police Authorities will continue to provide oversight until Police and Crime Commissioners are appointed later this year.</p>

Not protectively marked

Not protectively marked

							Update paper due to the November meeting.
--	--	--	--	--	--	--	---

Key:

AF Andrew Figgures
LP Liz Pike
MN Mark Newton
SH Simon Hart

Not protectively marked



Report to: Finance Group
Agenda item: 2
Date: 3rd Oct 2012
Subject: Briefing Note - Proactive Approach to New Franchise Bidders
Sponsor: Director of Corporate Resources
Author: Steff Sharp, CI Julian Dixon
For: Information

1. PURPOSE OF PAPER

- 1.1 The paper provides an update on BTP's progression to a proactive approach to new franchise bidders, as a joint operation between Corporate Resources and SDD.

2. BACKGROUND

- 2.1 BTP currently has no coordinated approach to generating income, opportunities or growth. Areas are left to drive initiatives independently of corporate finance and consequently the entrepreneurship is limited to local improvement. These opportunities generate income for BTP through Enhanced Police Service Agreements (EPSAs), encouraging innovative business practice and solid stakeholder relationships. The business need for central coordination is the limited scope of these independent operations. The opportunity is that by combining horizon scanning, intelligent procurement and a strategic framework for business growth, BTP can widen the scope towards national initiatives. This would increase the political impact of BTP as a business partner and open more doors to any future collaboration.
- 2.2 In addition to limited scope for development, BTP has an inadequate process for managing bidders for new contracts. Currently when approached by a franchisee, a single point of contact representing BTP will listen to ideas and offer access to other parties (Area Commanders etc) deemed relevant and appropriate. There is no record of time and resource given to each competitor and consequently, BTP are not in a position to disprove accusations of favouring bidders. This wider bidding process is currently under a great deal of scrutiny due to the West Coast mainline breakdown, creating the urgency to tighten controls on BTP information sharing processes. Further to this, there is no overarching strategy for income



generation. This means that when Areas conduct local agreements, they may well be inadvertently opposing the strategic direction of BTP.

- 2.3 With nine franchises due to expire by the end of 2013, there is an opportunity for BTP to influence this investment in safety and security through a targeted approach to EPSAs.

3. WORK IN PROGRESS

- 3.1 In relation to item 2.1, it is recommended that a Business Development Unit (BDU) is formed within Corporate Resources, seeking to maximise entrepreneurial business development opportunities in a coordinated and sustainable way. This unit will incorporate a financial intelligence function, to identify budgetary opportunities for the business. A business case is to be submitted outlining the proposed recruitment of a Business Opportunity Manager and Management Accountant to work together in this team, on a twelve month trial period. The initial objectives of the BDU are proposed as below:

- To devise a process whereby existing EPSA management is aligned to the Business Growth Unit, including a review of all current contracts.
- To map out officers on stakeholder based secondments to external organisations, devising a process to better utilise this information.
- To draw business rules around the handling of franchisee competitors, centrally recording decisions made and resources allocated.*
- To create an overarching strategy for income generation, communicating the direction to Areas without disrupting innovative business.
- To research and forecast strategic procurement opportunities focused on cashable savings to the Force.
- To establish and map BTP stakeholders, including their key concerns and issues. Use horizon scanning techniques to allow BTP to solve these issues, pitching ideas back to the stakeholders.
- To effectively use Area Finance and Corporate Service Managers or local EPSA SPOCs as a communications conduit for sharing innovative ideas.

* In partnership with the SDD Chief Inspector – Stakeholder & Franchising



- 3.2 In accordance with item 2.2 the BDU will support the development of business rules around the handling of franchisee competitors, centrally recording decisions made and resources allocated. This will be working in partnership with the Chief Inspector – Stakeholder & Franchising, within SDD who is currently progressing a report to address current process issues. Care will be taken not to kill local creativity whilst reinforcing an auditable standard of dealing with bidders. Any policy would need to be inclusive of both BTPA and DfT. The new proposed process is detailed below:

Bid team access data store/contact BTP command team locally, which is referred to FSM. A meeting is arranged with any data supplied documented. This data will be available to other bid teams either on request or if possible by access to data store within DfT, ensuring no breach of confidentiality. Access to BTP assets will be given where necessary to allow creativity to progress within bid team.

There are established UK rail operators and the potential for bid teams who are new to the UK. The data store is the ideal depository to allow for fair and equitable access to all data and opportunities.

- 3.3 New franchises provide BTP with the opportunity to review its local policing agreements. Whilst the new franchises are and will continue to be managed by SDD, there is an opportunity for Corporate Resources to align to existing work, the proposed dedicated business growth function to improve targeted EPSA development, offering tailor made arrangements for local policing. This cross working is crucial in providing a proactive approach to new franchise bidders, sharing knowledge to maximise the opportunity for income to be generated through EPSAs.
- 3.4 Currently, there is also a degree of crime data input into the DfT data store to which franchise bidders have access. This access is tightly controlled. The Franchising and Stakeholder Manager [FSM] is detailed within the data store as a designated SPOC for bid teams. There is a distinct desire for bid teams to gain access to further data to allow them to formulate clear and concise plans to reduce crime and the potential for crime, and uplift passenger perceptions on safety and security. Currently, these meetings are held between the FSM and a bid team representative with, for ethical reasons, the lead being taken by the bid team in respect of ideas. Data is supplied to the bid team and is then available to any other bid team in



exactly the same format. It is impossible to have all data uploaded into the DfT datastore as the bidders' ideas are often evolving. A meeting with DfT franchise is awaited but delayed due to current issues within the process, well documented by the West Coast franchise. The policy recommendations include the need for confidentiality.

EPSA opportunities currently being explored include motor-cycle counter-disruption teams, ERU type units (as per LU), CCTV operatives and others. There are established (albeit not RPI proof) costs for these in existence. The BDU will work alongside the FSM to identify the key priorities of bidders within their ideas to develop EPSA proposals to further support the achievement of their objectives. Pitches will focus on, where applicable, the benefits a specific type of EPSA has delivered to customers in the past and exactly how the enhanced service will deliver improved performance. The opportunity for selling targeted enhanced service is significant here, using each previous success to add weight to the cases to gain momentum.



BRITISH
TRANSPORT
POLICE



REPORT TO: Finance Group
DATE: 17 October 2012
SUBJECT: Action 36/2012 - External Secondments
SPONSOR: Kerry McCafferty
AUTHOR: Clare Conaghan

1.1 PURPOSE OF PAPER

1.1 The purpose of this paper is to review the current arrangement in place for officers and staff on external secondment from BTP, to ensure sufficient provision is in place for managing their return and the financial arrangements in place for funding secondments is sufficient.

2. BACKGROUND

2.1 BTPA Finance Group is seeking reassurance that BTP have sufficient controls and governance in place to manage staff on external secondment. BTP have 32 officers/staff currently on external secondment, the majority of which are funded externally by the host organisation. The current agreement requires 28 days notice on each side to terminate the secondment agreement early.

2.2 All secondments are monitored by the HRBC on a regular basis and 3 months before the secondment end date, the Force will engage with the host organisation and the secondee to identify a suitable role for them to return to.

3. ANALYSIS

3.1 95% of the current secondment agreements are funded by the host organisation, with the anticipated return date evenly distributed throughout 2012/13. The breakdown by rank is as follows: -

CI/Police staff Equivalent or above – 2
Inspector – 7
Sergeant – 5
PC/DC – 13
Police Staff - 5



- 3.2 The current vacancy gap within BTP runs at around 50 Police Officers, therefore should the host organisation elect to terminate the agreement early, we would be able to absorb the cost of returning officers/staff into our establishment via the vacancy gap.

4. SUMMARY

- 4.1 The current arrangements in place for seconded officers and staff is working well. Whilst there is a small risk that one or more of our host organisations could elect to terminate the agreement early, they are obliged to give us 28 days notice, which would provide BTP with sufficient time identify a suitable role to return the office/staff member to and ensure sufficient funding is in place upon their return.
- 4.2 Furthermore, we also have the ability to slow down current recruitment activities, should additional funding be required.

BTP - Human Resource Requirements 2012-2015

Employee Type		Police Officers				PCSOs				Police Staff			Special Constables (Headcount)			
Year	Period	Leavers	Starters	Intakes	Actual FTE	Leavers	Starters	Intakes	Actual FTE	Leavers	Starters	Actual FTE	Leavers	Starters	Intakes	Headcount
2012/2013	1	6	6	0	2816	2	0	0	280	7	6	1390	1	0	0	249
	2	8	2	0	2810	2	0	0	278	11	14	1393	2	7	0	254
	3	10	1	0	2801	0	65	0	343	12	6	1387	5	6	0	255
	4	8	0	0	2793	15	0	0	328	25	26	1388	11	0	0	244
	5	1	0	28	2820	0	56	0	384	15	24	1397	0	0	0	244
	6	6	0	0	2815	6	0	0	378	17	16	1396	0	0	0	244
	7	13	1	31	2834	16	0	14	376	19	29	1406	3	7	0	248
	8	14	0	0	2820	4	0	0	372	19	0	1387	4	0	0	245
	9	12	0	0	2808	3	0	0	369	17	0	1371	4	0	0	240
	10	5	0	0	2803	2	0	0	368	15	0	1356	2	0	0	239
	11	13	0	44	2834	3	0	0	365	15	0	1341	4	0	0	235
	12	12	10	0	2832	3	0	0	362	14	0	1327	4	0	0	231
	13	21	0	40	2851	5	0	20	377	32	0	1295	5	0	0	225
2013/2014	1	11	10	0	2849	2	0	0	375	13	0	1283	4	0	0	222
	2	13	0	0	2836	8	0	0	368	21	0	1262	4	0	0	218
	3	15	0	0	2822	2	0	0	366	17	0	1245	4	0	0	214
	4	13	0	40	2849	5	0	0	361	19	0	1226	4	0	0	210
	5	16	0	0	2834	3	0	0	357	19	0	1207	4	0	0	206
	6	10	10	0	2834	9	0	0	349	23	0	1184	6	0	0	200
	7	12	0	0	2822	6	0	20	363	23	0	1161	6	0	0	194
	8	14	0	40	2848	4	0	0	359	19	0	1143	4	0	0	191
	9	12	0	0	2835	3	0	0	356	17	0	1126	4	0	0	187
	10	5	10	0	2841	2	0	0	354	15	0	1111	2	0	0	185
	11	13	0	40	2867	3	0	0	351	15	0	1096	4	0	0	181
	12	12	0	0	2855	3	0	0	349	14	0	1083	4	0	0	177
	13	21	0	0	2834	5	0	0	344	32	0	1050	5	0	0	172
2014/2015	1	11	10	0	2833	2	0	0	342	13	0	1038	4	0	0	168
	2	13	0	0	2820	8	0	0	334	21	0	1017	4	0	0	164
	3	15	0	0	2806	2	0	0	332	17	0	1000	4	0	0	161
	4	13	0	40	2833	5	0	0	327	19	0	981	4	0	0	156
	5	16	0	0	2817	3	0	0	324	19	0	962	4	0	0	153
	6	10	10	0	2818	9	0	0	315	23	0	939	6	0	0	146
	7	12	0	0	2806	6	0	20	329	23	0	917	6	0	0	141
	8	14	0	40	2831	4	0	0	325	19	0	898	4	0	0	137
	9	12	0	0	2819	3	0	0	322	17	0	881	4	0	0	133
	10	5	10	0	2824	2	0	0	321	15	0	866	2	0	0	131
	11	13	0	40	2851	3	0	0	318	15	0	852	4	0	0	127
	12	12	0	0	2839	3	0	0	315	14	0	838	4	0	0	123
	13	21	0	0	2818	5	0	0	310	32	0	806	5	0	0	118

Budgeted Establishment 2012/2013	
Police Officers	2866
Police Staff	1484
PCSOs	402

Key:	Actual
	Projected

Average turnover per period	
Police Officers	10.4
Police Staff	15.7
PCSOs	3.3
Special Constables	3.5

Notes

- 1) Unless otherwise noted the projections assume Budgeted Establishment remains constant.
- 2) Intake numbers are provided where these are known
- 3) Leavers projection is based on 4 years data and reflects seasonal variation.
- 4) Starters projection is based on 4 years data and reflects seasonal variation.
- 5) Starters projections have been removed for Police Officers, PCSOs and Special Constables as these should be primarily recruited through planned intakes.
- 6) Projected officer starters relates to potential transferees.

