

Report to: **Audit Committee**
Agenda item: **3**
Date: **26 September 2012**
Subject: **BTP Quarterly Update Report**
Sponsor: **Interim Director of Corporate Resources**
For: **Information**

1. PURPOSE OF PAPER

1.1 This report informs the Audit Committee of significant developments within Corporate Resources since the last meeting on 31 May 2012.

2. BACKGROUND

2.1 The Committee receives information on the activities within Corporate Resources and this report provides an update on the following:

1. Operation Enterprise
2. Key updates from Finance and Procurement
3. Key updates from Corporate Services
4. Key updates from Human Resources
5. Key updates from Learning Development
6. Key updates from Information Technology

3. UPDATE ON OPERATION ENTERPRISE

3.1 Operation Enterprise continues to make good progress towards transforming the level of service that Corporate Resources provides to the business. Below are some headline updates on what has been delivered so far as part of Operation Enterprise.

3.2 Customer service training

3.2.1 Corporate Resources has become a member of the Institute of Customer Services and has now started to deliver customer service training to all Corporate Resources staff. Membership of the institute and development of a Customer Service Charter for Corporate Resources is part of the plan to deliver excellent support to those who protect and serve. The training, which started on the 17th September, will see frontline

staff trained in customer service; managers trained in how to embed a culture of customer service and performance management; and senior managers trained on delivering customer service strategy.

3.3 Compstat

3.3.1 Corporate Resources has introduced monthly Compstat performance meetings to examine the performance of Corporate Resource departments. Performance is examined in detail by a panel made up of the Director of Corporate Resources and an Area Commander; with managers asked about the performance of their teams. October 18th will see the fourth Compstat meeting held and T/Chief Superintendent Nicki Watson from L Area will be the guest member on the panel.

3.4 Lean Six Sigma

3.4.1 Training in Lean Six Sigma is being delivered to selected staff within Corporate Resources to apply Lean Six Sigma thinking to day to day activities. The training will equip staff with the tools to improve processes and fine tune existing systems; improve the management of projects with the aim of improving business efficiency and reducing waste. Recruitment has been the first process to be successfully leaned by the HRBC team in Birmingham; with the recommendations now being implemented by the Interim Head of HR. Further training is scheduled to be delivered from the 1st October which will further enhance the capability of CR staff to improve business processes.

3.5 Chartered Management Institute

3.5.1 Thirty managers within Corporate Resources are currently undertaking Management and Leadership training with the Chartered Management Institute. The training is part of the drive to improve the performance and service delivered to those who protect and serve; this will ensure that Corporate Resource managers can employ the latest in business theory to manage staff and deliver exceptional performance. The training, which will be delivered through a series of modules, will cover; personal development as a manager and leader; performance management; financial control and meeting stakeholder and quality needs.

4. KEY UPDATES FROM FINANCE AND PROCUREMENT

4.1 2011/12 Annual Accounts – Lessons learned

4.1.1 Following the successful early completion of the 2011/12 Annual Accounts work has begun to ensure that the process for 2012/13 is equally smooth. A planning and lessons learned session was held between the NAO, BTPA and BTP on 10 September, an update on this meeting is provided in the BTPA's Finance Director's update.

4.2 Budget monitoring 2012/13

4.2.1 Budget monitoring for 2012/13 indicates that the revenue outturn will be within budget. Following a number of procurement savings in the fleet replacement programme and the adoption of a number of lower cost estates schemes it is anticipated that the capital outturn will be below the original capital programme.

4.3 Procurement to pay review

4.3.1 In order to strengthen compliance to BTP's 'NO PO NO PAY' policy a fundamental review of BTP's Purchase to Pay arrangements has taken place. A revised process supported by training of Requisitioners and Financial Approvers is due to be implemented on the 5 November. This new process which will run on the upgraded financial system will include a number of controls to ensure compliance, including workflow reminders on goods receipting in addition to inbuilt checks before invoices are paid that there is a three way match between Purchase Orders, Goods Receipt Notes and Invoices.

4.3.2 In addition to strengthened Purchase to Pay arrangements there will also be the introduction of catalogues to allow those buying low value high volume items such as stationery to buy direct from catalogues which have been tested for value for money any contract compliance.

4.4 Provision of payroll information to RPMI

4.4.1 The electronic interface for providing payroll data to the pension provider has been completed and agreed by RPMI. Following a supported handover this interface will be

operated in the Payroll Team in the HR Business Centre, this will allow for easier reconciliations and accuracy checks on pension deductions and contributions.

5. KEY UPDATES FROM CORPORATE SERVICES

5.1 Estates Rationalisation Programme

5.1.1 As part of the Estates Rationalisation Programme, a scheme has now been developed which allow one floor at FHQ to be vacated, enabling other premises to be released. HR, Finance and Procurement and Corporate Services will come together from two floors currently into an open plan arrangement with greatly improved meeting and support spaces to create a modern business working environment. The vacated floor will be adapted to house both the Professional Standards Department and the Major Incident Unit who currently accommodate the adjacent Camden Street premises. Once relocated (at the beginning of next financial year) this will enable the surrender of those premises, producing revenue savings of some £550K per annum in rent and running costs.

5.2 Capital Programme

5.2.1 Work proceeds with the remainder of the capital programme for delivery by the end of the financial year. To date we have completed the refurbishment of Aberdeen and work is well underway with the relocation of the Crime Recording Centre to Callaghan Square in Cardiff, enabling the vacation of the existing premises and further revenue savings of £51K per annum from Christmas this year.

6. KEY UPDATES FROM HUMAN RESOURCES

6.1 HR review and restructure

6.1.1 A review of HR is currently underway having received approval from SCT after a proposal was presented by the Interim Director of Corporate Resources and Teresa Hickman. A Project Team has been established to review the current HR structure and develop a business case for submission to SCT on the 30 October 2012. Approval has been given to progress the recruitment of the Head of People and Development role which is to be based in Birmingham.



6.2 Police officer recruitment

6.2.1 An external police officer recruitment window was opened on 19 September 2012, and a series of internal promotion board campaigns have commenced. This is part of the new structured approach to workforce planning to ensure that BTP maintains budgeted workforce against establishment; adopting a more mature model of workforce management with an annual cycle of promotion and recruitment.

6.3 Police staff pay agreement

6.3.1 The current year (2012/13) pay negotiations with TSSA for police staff have been finalised. This resulted in an agreed increase in London Allowance for police staff of 10% which was approved by the BTPA Appointments and Remuneration Committee in July. A joint communications plan with TSSA is currently being drafted and will ensure this news is shared with all London police staff along with when they will see the change reflected in their pay.

7. KEY UPDATES FROM LEARNING AND DEVELOPMENT

7.1 Olympic Games training

7.1.1 In support of the 2012 Olympic Games the Learning and Development function trained over 350 mutual aid officers from 22 police forces during the first weekend of Olympic duties. The team has received excellent feedback from all of the sessions with mutual aid officers feeling well prepared and supported by BTP.

7.2 Leadership Academy

7.2.1 Following a successful pilot with Superintendents Learning and Development are producing a full business case to launch a leadership academy. A presentation on the concept was made to the Chief Constable on 17 September and a full business case will now be submitted for SCT approval at the end of October. The leadership academy will establish academic partnerships to ensure both officers and police staff receive tailored personal development. This forms an essential part of BTP working towards a professional approach to succession planning and organisational resilience.



8. KEY UPDATES FROM INFORMATION TECHNOLOGY

8.1 Technology Board

8.1.1 In order to improve the governance and control over Technology utilised within BTP a Technology Board has been introduced. The first meeting was held on 7 September and will provide strategic oversight of all Technology applications; approving all Technology related spend exceeding £1500. The full meeting will sit monthly along with a weekly Tech Lite process to allow for urgent applications to be considered. The Technology Board will review existing Technology contracts to ensure BTP has robust contract management controls in place; ensuring that expenditure on each contract supports BTP's strategic objectives and delivers value for money.

9. RECOMMENDATION

9. Members are invited to note the progress achieved to date on the matters outlined in this report.