

Report to: Police Authority
Date: 30 January 2014
Agenda Item: 8
Subject: Finance Committee - Q3 2013/14
update
Sponsor: Chair Finance Committee
Author: Legal and Compliance Manager
For: Information

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1. Purpose of paper

To report on the Authority's Quarter 3 Finance Committee meeting which took place on 16 January 2014 and the actions arising.

2. Background

The Authority's Finance group was established to carry out detailed scrutiny and exercise financial oversight in order to make recommendations to the full Authority.

3. Standing items

3.1 **BTP Q3 (see Appendix A):** The Committee received the detailed Q3 summary and the full year forecast, both are attached at Appendix A. The forecast outturn indicates an under spend of £219k or 0.1% on a revised budget of £253.2m. The Force has been successful in making a number of in year savings and these have been used to help fund the force restructure project. A recommendation as to the use of the £1.1m saving will be given once the PSA charge for 2014/15 has been determined based on the material impact that it will achieve in terms of mitigating any adverse variation. If not used in this way an option might be to transfer it to the reserve which is under funded. The staffing trend from 2012/13 continued with the budgeted establishment remaining at 156 FTEs below budget. This is owing to the Force managing future redundancy costs whilst the new structure is being implemented with the majority of vacancies being filled on fixed term contracts.

3.2 The cost of the force restructure was presented. and is set out below;

	2013/14 £k	2014/15 £k	Total £k
Summary of Costs			
Project team	525	200	775
Redundancy	1,700	-	1,700
Outplacement support	60	-	60
Training	50	-	50
Recruitment	130	200	330
Total Costs	2,515	400	2,915
Savings identified to Finance Restructuring			
Airwave	(640)	(53)	(693)
Inspectors	(510)	-	(510)
Forensics	(105)	(80)	(185)
Rent Rebates London South / Estates	(360)	-	(360)
Staff Savings - Finance Reviews	(900)	(229)	(1,129)
Total Savings identified	(2,515)	(362)	(2,877)
Surplus	-	(38)	(38)

3.3 The 2013/14 Capital Programme of £11.2m was reviewed and the current forecast spend is £9.8m. This includes the reduced contingency of £0.3m as agreed at the December Committee meeting. To date this contingency has not been drawn down by any of the programmed projects. A proportion of this underspend can be attributed to the delay in starting a number of the technology projects while a revised technology strategy was being agreed. The estates capital programme has an element of back loading but this is because of the lead time required to develop the specifications and award the contracts. The Force is reviewing the 2014/15 programme in order to assess the feasibility of bringing forward projects into the 13/14 programme.

3.4 No risks were identified in the ageing of the EPSA debtors. The cash position as at 23 January was fairly stable at £26.5m.

3.5 **BTPA Q3 (see Appendix B).** The year to date expenditure for the Executive shows an under spend of £127k against a budget of £973.8k. The major variances were explained as savings in staff salary costs, legal fees and appeal costs. No major risks were identified in the forecast. Any potential legal costs relating to the PSA had not been incurred and if any challenges are

made now they will accrue in 2013/14 and beyond. A proportion of the underspend will be used to fund the Interim Finance Director for the remainder of 2013/14 and for the work that is currently taking place on the Pension Strategy.

4. Other reports received

- 4.1 **BTP Budget 2014/15 - Capital Programme (see Appendix C).** The Force presented to the Committee the proposed Capital programme for 2014/15 - 2017/18. The programme for 2014/15 is being reviewed further since the DfT notified the Authority that the Capital DEL for 2014/15 was £11.2m and not as originally stated £11.6m. The Committee agreed that the £0.4m short fall should be held against any contingency included in the capital programme and the increased cover sought from the DfT at the half point. Should this not be granted, the capital programme would be reduced subject to an assessment of risk in the remaining programme.
- 4.2 The presented estate's programme includes capital spend in support of the Force Restructure as new locations are being required. The Force is seeking low-costs accommodation options by engaging with its stakeholders to see what is available at the required locations. The technology programme shows significant spend in the next four years to support the new technology strategy. In the 2014/15 programme £0.9m is allocated to upgrading the Integrated Command and Control Systems (ICCS).
- 4.3 The Committee therefore recommends that the Capital programme for 2014/15 - 2017/18 is approved by the Authority. (After note; The Strategy Group reviewed the IT Strategy necessary to enable the new ways of working to deliver the strategic objectives. This required an increased IT spend over 2014/15 and 2015/16. The Force were asked to rework the capital programme to accommodate the new IT strategy)
- 4.4 **BTP Budget 2014/15 - MTFP - (see Appendix D)** the paper that was presented to the Committee was an amended version of the paper that was submitted in December. The paper shows the provisionally approved overground budget of £205.259m with a PSA increase of 2.4%. Owing to the savings that the Force has made during the year, there is an additional £1.1m of savings that can either be used to smooth the 2014/15 charges or be used to smooth future years PSA charges. It was recognised that this is

a decision that the January Authority meeting will need to take. The key cost drivers for the future years, some are due to legislation changes relating to pensions such as auto-enrolment and the changes to national insurance.

- 4.5 The Force will continue to hold four weekly finance reviews with the divisional finance teams, and these teams have been involved in the building of the new divisional budgets.
- 4.6 Discussions are on-going with TfL and London Underground in relation to their EPSA and overhead charges. The force has been able to hand back £450k of saving to TfL.
- 4.7 **Charging Model. An overview of the current position was provided to the Committee. Work has started on the calculations for the 2014/15 charges. A number of the data items have already been submitted and were being verified. An update was provided on the continuing work on the anomalies of the metro system in relation of the model.**
- 4.8 **Force Projects update.** Currently there are 15 projects being monitored by the Service Improvement Board. An update was given to the Committee on the key contractual issues affecting BTP and two of its key projects E-Case and E-Custody. The Quantum Backup project is currently reporting as being Amber because of delays in the procurement of the equipment. The equipment is now on site and is currently being configured.
- 4.9 **Contingency Reserve.** A further paper was presented which provided a range of monetary values attached to the strategic risk registers of both the BTPA and the BTP. This work showed a monetary risk value range of £2.1m to £6.4m. The current level of reserve is £3.5m.
- 4.10 **Any other business - Network Optimisation Business case (see Appendix E)** The Force presented a business case for a new Technology project for Network Optimisation. This was essential to the Technology Strategy because of the requirement to deliver improved network speeds across the whole of the force's infrastructure enable the development of other projects within

the strategy. The total cost of the preferred option is £1.552m, and it would be delivered within 3 months. The Committee discussed the other options provided in the paper including connecting all of sites via fibre optic cable rather than leaving some sites on copper. This option would take approx 15 months to deliver and when locations were closed or moved new cable for the new locations would then be required. The equipment being proposed under Network optimisation can be moved when there are changes to BTP locations. The force are proposing a two staged approach, with stage one sites being migrated across and if the benefits are not realised to the guarantee levels the project can be stopped and the equipment returned to the supplier for a refund. Once stage one has been completed, the remaining sites will be transferred across.

4.11 The Committee recommend this business case to the Authority for approval.

5. Issues for future Committees

In addition to the standing items the Finance Committee will be considering the following at its next meeting in March:

- The PSA charges for 2014/15 and the impact of the Force restructure on the charges
- Implications of the Restructuring on the future budget
- The reworked capital programme for 2014/15
- CCTV - post implementation review

6. Recommendations

Members are asked to note progress made and to approve the recommendations from the Finance Committee.

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Report to: Authority
Agenda item: 8 Appendix A
Date: 30 January 2014
Subject: Revenue Budget and Capital Programme 2013/14
Quarter 3 Forecast Report
Sponsor: Head of Finance
For: Information

1. PURPOSE OF PAPER

- 1.1 This report provides the monitoring and forecast revenue and revised capital programme position for the British Transport Police (BTP) for 2013/14. The forecast outturn reflects the best view of business as at the third quarter 2013/14.
- 1.2 Appendices A and B set out the position on the revenue budget for BTP and shows the forecast outturn position to be broadly in line with the approved net budget of £253.2m. With a minor under spend on the overall budget of £219k or 0.1%.
- 1.3 Appendix C sets out the position for each scheme in the capital programme including a the phasing of this programme; this follows a detail review carried out which means the overall capital outturn for 2013/14 of £9.8m including a contingency of £300k reflecting an £1.2m under spend against the revised capital programme budget. This is summarised in Table 1, section 4.
- 1.4 Appendix D shows the establishment (budgeted staff numbers) and the actual numbers in post as at Period 9 for Areas and FHQ Departments. The Service was 156 FTEs or 3% below the overall establishment of 4,778 FTEs as at Period 9.
- 1.5 Appendix E shows the balance sheet position as at the end of the third quarter (Period 9)
- 1.6 Appendix F shows the cash flow forecast to 31st March 2014 as at period 9.

2. REVENUE BUDGET

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2.1 The revenue budget for 2013/14 reflects a challenging target with savings of £3,128k already embedded in non front line budgets to allow more officers to be deployed. The outturn as at Period 9 is in line with the approved budget for net expenditure. This is an under spend of £219k or 0.1% outturn position for BTP as a whole. The individual Departments and Areas forecast outturns are close to their budget which includes the savings targets that have already been agreed. This position reflects a year end position that takes into consideration all identified elements of force restructure funding requirements as at Period 9. Area and Departmental budget holders are challenged at each period's Finance Review meeting on their year to date variances and confidence of achieving their year-end forecast. These reviews and challenges to forecast outturns has identified further opportunities for savings to help support the Force Re-structure and deployment of additional resources to the Front Line. The in year savings that have been identified are sufficient to allow the previously identified balance sheet reserves (£1.1m) to be no longer required to fund the costs of restructure in this year.

The Period 9 revenue expenditure position is an under spend of £267k which is a variance of 0.2%. This is due to vacancies in Police Officer and Police staff vacancies. An overspend on goods and services caused by increased Recruitment training costs due to the Recruitment drive and additionally uniform costs for increased numbers of recruits. There are higher than expected vehicle costs due to Intelligence Gathering and Covert operations in TP & Crime. The other significant element causing under spend is the increase to other income. This largely reflects an increase in other revenue, recovering more than expected, on the Rail Safety Camera Partnership, Secondment income from prior years, Proceeds of Crime drawdown, European Rail Police Association refund.

2.2 Force Re-structure

The fundamental driver for a new structure now being the operational requirement to realise the 20-20-10 objectives, a significant amount of qualitative and quantitative analysis has been carried out in order to further inform proposals for the future target operating model. This has included crime, incident, disruption and response capability analysis as well as in depth internal

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organisational assessment, benchmarking and stakeholder analysis. Some of the most fundamental metrics are the current and expected distribution of crimes, incidents and minutes lost to disruption across the network. This was set out in the paper to the British Transport Police Authority on Force Strategic Change Programme on the 13 June 2013.

The costs of the Force Re-structure are set out below

Cost of change	13/14	14/15
Project team	450	200
Additions to project team	125	
Redundancy	1700	
Outplacement support	60	
Training	50	
Recruitment	130	200
	2515	400

The Force Re-structure Project costs are funded through use of balance sheet reserves and additional savings in year. The savings generated from the new Divisional structure are then re-invested into additional Police Officers. There has been work ongoing to identify these additional savings to meet the restructure costs.

The table below reflects where savings have been identified in 2013/14 and that the re-structure costs can be funded.

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	Details	Type	Force Restructure	Other	Total
Savings (identified)			£ '000	£ '000	£ '000
	Airwaves	Ongoing	-640	-53	-693
	Inspectors	Ongoing	-510	0	-510
	Forensics	Ongoing	-105	-80	-185
	Rate Rebates- L South/Estates	One off/Cash	-360	0	-360
	Staff Savings Finance Reviews was -£600k	One off/Cash	-900	-229	-1129
	FORCE RESTRUCTURE RESERVE Bal Sheet was -£600k	One off/Reserve	0	0	0
	Total Savings		-2515	-362	-2877
Proposed Expenditure					
	Force Restructure was £2815k	One off	2515		2515
	Chief Inspector	Ongoing		79	79
	Change Management	One off	TBA		0
					0
					0
	Total Proposed Expenditure		2515	79	2594
	Additional Savings (-) / Budget Pressures (+)		0	-283	-283

2.4 Appendix A shows the full year forecast for each Department and Area.

2.5 Appendix B sets out the outturn position by expenditure and income classification. The expenditure elements are largely within tolerance and where these are not plans are in place to bring them into line.

3. BTP ESTABLISHMENT AND ACTUALS IN POST

3.1 Appendix D shows the BWT (Budgeted Workforce Target) and actuals in post position for BTP. At Period 9 BTP was 104 FTEs or 2.2% below the overall BWT of 4,763 FTEs (Police Officers – 13 FTEs (0.45%) below BWT, Police Staff 92 FTEs (6.0%) below BWT, and PCSOs – 1 FTEs (0.1%) below BWT. Police staff recruitment is under tight review and control in light of the Strategic Change Programme.

3.2 Whilst Pay budgets are now set on the basis of the Budgeted Workforce Target (BWT) in each period, this approach combined with proactive workforce planning has ensured the maximum number of staff are employed and are affordable from BTP's pay budgets.

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4. CAPITAL PROGRAMME

4.1 Table 1 below shows the Revised Capital Programme in summary and appendix C shows the detailed programme by individual scheme.

Table 1 – Summary Capital Programme

Department	Original 2013/14 Budget	Revised 2013/14 Budget- P9	P9 YTD Spend plus Commitment	Period 8 Forecast for P9 YTD Spend plus Commitment	Period 9 Full Year Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast
Estates	£000 5,241	£000 3,288	£000 1,587	£000 1,422	£000 3,288	£000 1,953	£000 0
Technology	2,552	4,177	1,426	2,799	3,568	(1,016)	609
CCTV	35	0	(4)	(4)	(4)	39	4
Fleet	2,152	2,152	1,434	1,757	2,152	0	0
Other equipment etc	319	479	413	381	503	(184)	(24)
Contingency	900	900	0	0	300	600	600
TOTAL BTP FUNDED CAPITAL PROGRAMME	11,200	10,996	4,856	6,355	9,807	1,394	1,190

4.2 All Capital schemes now have a forecast profile showing proposed expenditure on a period by period basis which is being tracked at scheme level on a 4 weekly basis. The Original Budget for the 2013-14 Capital Programme Budget of £11.2m, was revised down to £11m to reflect the Capital Schemes' current priorities.

4.3 Estates

The revised capital budget for estates is £3.3m reduced from £5.2m largely reflecting the decision not to start work on the London South Custody suite £1.5m. Of the £3.6m Estates have spent £1.6m year to date or 48% of their budget including refurbishment of the HR Business Centre, Callaghan Square improvement, upgrades to air conditioning units and work associated with Birmingham New Street Station relocation. This represents a significant shift in the spend profile from previous years but for a number of schemes, because of timescales associated with specification development, contract award and lead in, approvals and site works, there remains some back end of year loading to spend.

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Whilst reviews are under way to identify opportunities to start these projects earlier to ensure delivery in the year 2013/14, significant movements are unlikely. To assist in managing the well recognised risks associated with high end of year spend and not delivering to declared out-turn, the potential for bringing forward schemes proposed for 2014/15 and additional smaller schemes which might be completed in this year are now being reviewed with Areas.

4.4 **Technology**

The revised Technology Programme of £4.2m increased from £2.6m, reflects the revised Technology Strategy and resource availability within the Department. The expenditure to date of £1.4m or 34% of the programme reflects the development of a clear strategy to identify the work required prior to committing funds to specific projects. There is a strong delivery plan managed by Stephan Gehring (Technology Programme Manager) which sees the capital spend projections spread over the remaining periods.

The key risks to achievement of the out turn is due to business decisions taken regarding technology expenditure relating to the Data Warehouse and Optimising the Network both projects are undergoing further reviews to identify the best options to take forward. This will have potential further impacts on the phased forecasts and full year under spend.

4.5 **Other Projects & Fleet**

The other projects have a revised budget of £479k with expenditure to date of £413k or 86% of the programme and are on schedule to deliver. Fleet although having spent £1.4m to date are confident of achieving the revised budget of £2.2m by year end, given that the precise details of the programme have been agreed and that the costs and timescales for delivery are clearly defined in the draw-down supply contract to guarantee accountability.

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4.6 Contingency

It should be noted that the £900k contingency for the Full Year Forecast has been reduced by £0.6m following agreement by BTPA Finance Committee, reflecting the reduction in risks and therefore Contingency is reduced from £0.9m to £0.3m and is spread over the last 3 periods of the year and there are currently no requests to use this funding.

- 4.7 The total expenditure to date (£4.8m) is monitored periodically to the forecast expenditure to date. The key reasons for the variance to the full year forecast (£1.19m under spent) is due to business decisions taken regarding technology expenditure relating to the Data Warehouse and Optimising the Network both projects are being further reviewed to identify the best options to take forward. This will have potential further impacts on the phased forecasts and full year under spend. The Full Year Forecast is currently at £9.8m, reflecting a variance of £1.19m against the Revised Budget. (This includes the Full Year Forecast for contingency being reduced by £0.6m following agreement by BTPA Finance Committee, reflecting the reduction in the required Contingency from £0.9m to £0.3m).

4.3 The Network Rail funded Project CCTV Foundation and Priority Scopes are budgeted for this year at £1.8m plus VAT and £998k plus VAT respectively.

Period 9 - 2013-14				
Projects Monitoring table				
Project Name	Original Budget	Revised Budget	YTD Committed	Forecast to FYE
	£ '000	£ '000	£ '000	£ '000
CCTV Programme Foundation Scope - Phase 3	1,806	1,806	1,656	1,806
CCTV Programme Priority Scope - Phase 3	998	998	998	998
Total	2,804	2,804	2,654	2,804

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4.7 In Appendix C is a phased profile of 2013/14 capital programme reflecting the best understanding of the timing of project expenditure by each portfolio area.

5 BALANCE SHEET

- 5.1 The BTPA/BTP balance sheet is presented in Appendix E as at the end of the third quarter (Period 9). The bank balance as at Period 9 is £30.5m and current assets exceed current liabilities by £33.4m.
- 5.2 It was requested at the last Finance Committee to provide an Aged Debtor report for EPSA's . There were 2 outstanding EPSA's at Quarter 2 as at Quarter 3 there are none.

6. CASH FLOW

- 6.1 The cash flow reflects all known approved inflows and outflows and Appendix F shows the detailed analysis of cash forecast movements in 2013/14 as at Period 9. The cash flow forecast is based on known timings for income and expenditure for ongoing revenue expenditure and the capital programme.

7. RECOMMENDATION

- 7.1.1 It is recommended that the third quarter financial position and forecast for 2013/14 for the Revenue Budget, Capital Programme and Cash Flow balances are noted.
- 7.1.2 It is recommended to approve the revised Capital Programme for 2013/14 as set out in Appendix C.


APPENDIX A – SUMMARY BY AREA AND DEPARTMENT

	YTD Position as at Period 9				Full Year Forecast Position as at Period 9					
	Approved Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
FHQ Departments										
Deputy Chief Constable	8,824	8,743	81	0.9	13,255	893	14,147	14,090	57	0.4
Corporate Resources	20,272	20,616	(344)	-1.7	44,059	(1,776)	42,281	42,233	48	0.1
ACC Operation and Deployment Review	511	553	(42)	-8.2	0	2,515	2,515	2,515	0	0.0
Total FHQ Departments:	29,607	29,912	(305)	-1.0	57,314	1,632	58,944	58,838	105	0.2
Areas & Operational Departments										
Central Operations	11,502	11,195	308	2.7	18,666	(455)	18,211	18,153	58	0.3
ACC Scotland - Contact Centres	6,586	6,570	16	0.2	10,375	(147)	10,228	10,249	(21)	-0.2
London North	15,068	14,918	150	1.0	24,465	(512)	23,953	23,961	(8)	0.0
London South	16,711	16,481	230	1.4	26,673	(520)	26,153	26,029	124	0.5
North East	11,205	11,136	69	0.6	17,448	(128)	17,320	17,280	40	0.2
North West	11,010	10,930	80	0.7	16,926	79	17,005	16,949	56	0.3
Wales and Western	11,308	11,365	(57)	-0.5	17,768	35	17,803	17,912	(109)	-0.6
Scotland	8,096	8,202	(106)	-1.3	12,458	16	12,474	12,599	(125)	-1.0
L Area	35,740	35,858	(118)	-0.3	52,698	0	52,698	52,598	100	0.2
Total Areas & Operational Departments:	127,226	126,654	572	0.4	197,477	(1,632)	195,846	195,730	114	0.1
Total Net BTP	156,833	156,566	267	(1)	254,790	0	254,790	254,568	219	0.1
Cont. from Force Restructure Reserve*	0	0	0	0.0	0	0	0	0	0	
Cont. from previously identified savings	0	0	0	0.0	(1,600)	0	(1,600)	(1,600)	0	0.0
Total Net BTP (inc. release of provisions)	156,833	156,566	267	(2)	253,190	0	253,190	252,968	219	0.1

**APPENDIX B – SUMMARY BY EXPENDITURE AND INCOME**

	YTD Position at Period 9				Full Year Forecast Position as at Period 9					
	Revised Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
Expenditure										
Staff Costs										
Police Officer Pay	101,401	100,892	508	0.5	153,910	118	153,448	152,889	559	0.4
Police Officer Overtime	4,362	4,314	48	1.1	6,335	523	7,137	6,892	244	3.4
PCSO Pay	6,846	6,861	(15)	-0.2	10,369	75	10,382	10,561	(178)	-1.7
PCSO Overtime	70	56	14	20.0	162	(32)	120	107	13	10.5
Police Staff Pay	34,317	34,201	116	0.3	54,093	71	53,569	53,177	392	0.7
Police Staff Overtime	679	689	(10)	-1.5	406	528	1,025	1,049	(24)	-2.3
Non Staff Costs										
Premises	11,024	10,989	35	0.3	17,717	(426)	17,955	17,979	(24)	-0.1
Communications and Computers	7,214	7,218	(4)	-0.1	12,726	(1,679)	11,366	11,530	(164)	-1.4
Vehicle Costs	2,263	2,363	(100)	-4.4	3,518	61	3,547	3,659	(113)	-3.2
Travel and Hotels	1,153	1,089	64	5.6	1,546	120	1,673	1,626	47	2.8
Supplies and Services	8,634	9,318	(685)	-7.9	13,160	2,412	15,538	16,410	(872)	-5.6
Capital Charges etc.	(202)	(262)	60	-29.7	9,429	(268)	9,162	9,069	93	1.0
Total expenditure:	177,760	177,728	31	0.0	283,371	1,503	284,923	284,948	(27)	0.0
Income										
Enhanced PSA	(12,404)	(12,226)	(178)	1.4	(17,447)	(1,044)	(18,538)	(18,296)	(242)	1.3
Grants	(842)	(780)	(62)	7.4	0	(1,029)	(1,029)	(1,000)	(29)	2.8
Other Income	(7,680)	(8,155)	476	-6.2	(11,134)	(1,945)	(13,079)	(13,597)	518	-4.0
Total income:	(20,926)	(21,161)	236	-1.1	(28,581)	(4,018)	(32,647)	(32,893)	246	-0.8
Savings To Support Force Restructure	0	0	0	0.0	0	2,515	2,515	2,515	0	
Total Net BTP:	156,834	156,567	267	0.2	254,790	0	254,790	254,569	219	0.1
Contribution from Force Restructure Reserve*	0	0	0	0.0	0	0	0	0	0	
Contribution from previously found savings	0	0	0	0.0	(1,600)	0	(1,600)	(1,600)	0	0.0
Total Net BTP (inc. release of provisions)	156,834	156,567	267	0.2	253,190	0	253,190	252,969	219	0.1


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APPENDIX C BTP CAPITAL PROGRAMME PROFILE 2013/14

Department	Original 2013/14 Budget	Revised 2013/14 Budget - P9	Period 1-9 YTD Spend & Commitment	Period 10 Forecast	Period 11 Forecast	Period 12 Forecast	Period 13 Forecast	Period 9 Full Year Forecast	Forecast Variance against Original Budget	Forecast Variance against Revised Budget	Forecast Variance against YTD Spend&Commitment
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Estates	5,241	3,288	1,587	397	394	615	455	3,288	1,953	0	1,701
Technology	2,552	4,177	1,426	1,439	246	300	157	3,568	(1,016)	609	2,142
CCTV	35	0	(4)	0	0	0	0	(4)	39	4	0
Fleet	2,152	2,152	1,434	320	323	0	75	2,152	0	0	718
Other equipment etc	319	479	413	90	0	0	0	503	(184)	(24)	90
Contingency	900	900	0	0	100	100	100	300	600	600	300
TOTAL BTP FUNDED CAPITAL PROGRAMME	11,200	10,996	4,856	2,246	1,063	1,015	787	9,807	1,394	1,190	4,952



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Scheme	Approval Requirement/Status	Progress Comments	Original 2013/14 Budget	Revised 2013/14 Budget - P9	P9 YTD Spend plus Commitment	Period 9 Full Year Forecast	Variance Original Budget/Forecast	Variance Revised Budget / Forecast
			£000	£000	£000	£000	£000	£000
London South Custody	BTPA	Scheme Cancelled	1,500	0	0	0	1,500	0
Force Restructure Rationalisation	BTPA	Proposals to be developed inline with restructuring	0	391	123	391	-391	0
Estate Rationalisation Programme	Chief Executive	Works completed. Occupation 8/6/13.	300	176	230	240	60	-64
FHQ Basement Upgrade	FEB	Scheme Cancelled	350	0	0	0	350	0
FHQ Reception/ Security	FEB	Scheme Cancelled	350	0	0	0	350	0
Southampton Refurbishment	FEB	Scheme being developed with landlord.	300	100	9	100	200	0
Security	FEB	Scheme Cancelled	250	0	25	25	225	-25
Leicester East Street	FEB	Refurbishment of concourse office. Scheme being developed.	250	50	6	50	200	0
Birmingham New St Station	FEB	Temporary relocation to Axis House being implemented.	250	150	185	66	184	84
New Street, Birmingham *	SIB	Temporary relocation to Axis House being implemented.	0	164	164	164	-164	0
Minor Works Projects	Property Board	Schemes being developed to be approved by Property Board	250	250	228	299	-49	-49
Sunderland	SIB	Relocation to Home Office accomodation agreed. Minor scheme being	200	50	16	50	150	0
Wigan - relocation	SIB	Scheme being developed.	150	150	0	150	0	0
Birmingham Axis (AHQ) - replacement windows	SIB	Scheme Cancelled	150	0	0	0	150	0
Areas Lighting Upgrades	SIB	Scheme being developed.	115	115	0	115	0	0
Cambridge	SIB	Scheme being developed.	100	100	2	100	0	0
Glasgow Empire House - Relocation to Buchanan H	SIB	Scheme being developed.	100	100	0	1	99	99
Blundell St - Space Utilisation	SIB	Scheme being developed.	100	100	2	100	0	0
Capitalised Staff Costs	SIB	Temporary staff engaged.	75	75	0	52	23	23
Swansea - full refurbishment	SIB	Scheme being developed.	75	75	0	75	0	0
FHQ Lighting upgrades	SIB	Scheme being developed.	60	60	0	60	0	0
Pontypriid	SIB	Scheme being developed.	50	50	0	50	0	0
Manchester Victoria - new accommodation	SIB	Scheme being developed.	50	120	6	120	-70	0
Birmingham Axis (AHQ) - refurbishment	SIB	Scheme Cancelled	50	0	0	0	50	0
FHQ Server room air conditioning	SIB	Scheme being developed.	35	35	0	35	0	0
FHQ Air conditioning control & zoning	SIB	Scheme being developed.	30	30	0	30	0	0
Nottingham	SIB	Relocation back into main premises. Additional upgrade works two part	0	0	6	6	-6	-6
Maidstone West	SIB	Design proposals being discussed with TOC.	0	250	109	230	-230	20
Stamp Duty Land Tax Ebury Bridge	SIB	Awaiting completion of lease	0	56	0	56	-56	0
Stamp Duty Land Tax Holmes	SIB	Scheme being developed	0	37	0	24	-24	13
Replacement of AV equipment in FHQ meeting room	SIB	Proposals being developed.	0	55	0	55	-55	0
Newcastle	SIB	Scheme Cancelled	0	0	0	0	0	0
York	SIB	Scheme Cancelled	0	0	0	0	0	0
Darlington	SIB	Scheme Cancelled	0	0	0	0	0	0
Spring House - Air Con - new			0	0	0	50	-50	-50
Spring House	SIB	Scheme being developed	0	40	40	40	-40	0
Spring House - GYM	SIB	New scheme	0	38	0	38	-38	0
FHQ- Meeting Room *	SIB	Proposal scoped. Awaiting technology resources to implement.	0	38	0	38	-38	0
Air Conditioning Upgrades*	SIB	Scheme of priority works being developed.	100	120	92	124	-24	-4
FHQ Server Room *	SIB	Work to be completed shortly.	0	34	20	20	-20	14
Callaghan Square (Improvements) *	SIB	Completed	0	120	140	140	-140	-20
Guilford (Toilets) *	SIB	Being developed	0	0	4	4	-4	-4
HRBC - Improvements (Restructure) *	SIB	Scheme nearing completion	0	159	183	190	-190	-31
Total Estates			5,241	3,288	1,587	3,288	1,953	0



Scheme	Approval Requirement/ Status	Original 2013/14 Budget	Revised 2013/14 Budget-P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast	Variance Revised Budget / Spend & Commitment
		£000	£000	£000	£000	£000	£000	£000
Desktop Virtualisation	BTPA	1,100	0	0	0	1,100	0	0
Infrastructure Maintenance	FEB	200	200	176	200	0	0	24
Iccs System Upgrade	FEB	100	100	60	94	6	6	40
Airwave Replacement & Upgrade	SIB	350	350	42	350	0	0	308
Data Optimisation	SIB	185	0	0	0	185	0	0
Airwave Covert	SIB	110	110	70	110	0	0	40
Cyclic Replace Prog-Laptops	SIB	100	100	47	100	0	0	53
Information Management Systems	SIB	80	0	0	0	80	0	0
Messaging (Outlook & Blackberry)	SIB	70	70	0	70	0	0	70
Network Security	SIB	50	30	0	30	20	0	30
Data Centralisation	SIB	40	0	0	0	40	0	0
Active Directory Management and Maintenance	SIB	30	0	0	0	30	0	0
Disaster Recovery Investment	SIB	0	0	0	0	0	0	0
London Bridge Airwave Scheme	SIB	27	27	0	27	0	0	27
Technology Board Operational Development	Tech Board	100	100	104	104	-4	-4	-4
Telephone Handsets Spares	Tech Board	10	10	0	6	4	4	10
Cyclic Replacement- Desktops	Chief	0	353	249	351	-351	2	104
Creation of an Enterprise Data Warehouse	SIB	0	450	0	500	-500	-50	450
Essential Modifications to support the Force Restructure	Chief	0	300	0	300	-300	0	300
Replacement of the ANPR Back-Office Facility	SIB	0	66	74	74	-74	-8	-8
Redevelopment of the Force Intranet	SIB	0	60	0	60	-60	0	60
Replacement of the Intranet Platform *	SIB	0	60	14	59	-59	1	46
Installation of Additional Server and Storage Capacity*	Chief	0	403	285	403	-403	0	118
Installation of Additional Backup Storage*	Chief	0	420	218	218	-218	202	202
Optimisation of the Force Network*	Chief Exec	0	720	0	360	-360	360	720
Upgrade to Windows and MS Office/Exchange 2010*	Tech Board	0	30	0	30	-30	0	30
E-Custody Project - Foot Pedal Control Units	Tech Board	0	10	0	0	0	10	10
E-Custody Project – Livescan Interface	Tech Board	0	13	0	0	0	13	13
Case system project – capital funding requirement	SIB	0	54	0	0	0	54	54
Replacement Mobile Device Encryption - new	SIB	0	33	0	33	-33	0	33
Disaster Recovery Phase 2*	BTPA	0	108	86	86	-86	22	22
Total Technology		2,552	4,177	1,426	3,568	-1,016	609	2,751

CCTV								
Scheme	Approval Requirement/ Status	Original 2013/14 Budget	Revised 2013/14 Budget-P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast	Variance Revised Budget / Spend & Commitment
		£000	£000	£000	£000	£000	£000	£000
Retrieval Cadre Equipment	SIB	17	0	0	0	17	0	0
Siraview Software	SIB	18	0	-4	-4	22	4	4
Total CCTV		35	0	-4	-4	39	4	4



Scheme	Approval Requirement/Status	Original 2013/14 Budget	Revised 2013/14 Budget P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast
Fleet Replacement Programme	SIB	£000 2,077	£000 2,077	£000 1,434	£000 2,077	£000 0	£000 0
Unplanned insurance write off provision	SIB	75	75	0	75	0	0
		2,152	2,152	1,434	2,152	0	0
Other Equipment							
Scheme	Approval Requirement/Status	Original 2013/14 Budget	Revised 2013/14 Budget P9	P9 YTD Spend plus Commitment	Forecast	Variance Original Budget/Forecast	Variance Revised Budget/Forecast
Deputy Chief Constables		£000	£000	£000	£000	£000	£000
Integrated Audit Software	SIB	50	50	82	82	-32	-32
Social Media and Marketing	SIB	23	23	5	23	0	0
Vigilance Pro	SIB	0	75	49	75	-75	0
Replacement of Photographic Equipment	SIB	133	160	154	160	-27	0
Freezers	SIB	20	24	0	24	-4	0
HTCU Fibre Optic cabling for server	Tech Board	15	0	0	0	15	0
Upgrade to Fingerprint SP lift printer - new	Tech Board	6	0	0	0	6	0
KIM/Socrates Link - new	Tech Board	12	15	0	15	-3	0
Rapid DNA Profiling Equipment	Tech Board	0	0	0	0	0	0
Replacement of Photographic workstation	SIB	0	12	11	11	-11	1
SRU Equipment							
Thermo IdentilFinder 2	SIB	60	60	52	52	8	8
Corporate Resources							
Information Management	SIB	0	0	0	0	0	0
Crime							
Pegasus Upgrade	SIB	0	60	60	60	-60	0
		319	479	413	503	-184	-24



**BRITISH
TRANSPORT
POLICE**

APPENDIX B – BRITISH TRANSPORT POLICE BUDGET WORKFORCE TARGET AS AT PERIOD 9

Table 1: Area Budgeted Workforce Target	Police Officers				Police Staff				PCSOs				Total Employees			
	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)
London North	452	457	452	-5	94	94	83	-11	97	96	100	4	643	647	635	-13
London South	408	406	400	-6	84	84	78	-6	51	51	55	4	543	541	534	-7
London Underground	670	670	673	4	247	247	223	-24	106	106	100	-6	1,023	1,023	996	-27
North East	277	279	269	-10	66	63	60	-3	16	16	16	0	359	358	344	-14
North West	257	258	261	3	60	62	56	-5	32	31	32	1	349	351	349	-1
Scotland	228	225	230	5	54	51	46	-5	No PCSOs in Scotland				282	276	276	0
Wales & Western	258	265	264	-1	71	69	69	0	63	65	63	-2	392	398	395	-3
Total Areas	2,550	2,560	2,549	-11	676	670	615	-55	364	365	366	1	3,590	3,593	3,529	-65

Table 2: FHQ Departments Budgeted Workforce Target	Police Officers				Police Staff				PCSOs				Total Employees			
	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)
ACC Scotland	27	27	28	1	241	241	231	-10	No PCSOs				268	268	258	-10
Central Operations	245	222	219	-3	89	80	78	-2	No PCSOs				334	302	297	-5
Corporate Resources	30	30	32	2	329	329	318	-11	No PCSOs				359	359	350	-9
DCC Group	26	26	24	-2	204	204	191	-13	No PCSOs				230	230	215	-15
Force Review	2	2	2	0	9	9	9	0	No PCSOs				11	11	11	0
Total FHQ Departments	330	307	305	-2	872	863	827	-36	No PCSOs				1,202	1,170	1,132	-39

Table 3: Overall Budgeted Workforce Target	Police Officers				Police Staff				PCSOs				Total Employees			
	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)	Annualised BWT (FTE)	Period 9 BWT (FTE)	Actual in Post Period 9 (FTE)	Net Vacancies against Period BWT (FTE)
	2,880	2,867	2,854	-13	1,548	1,533	1,441	-92	364	365	366	1	4,792	4,763	4,660	-104


APPENDIX E BALANCE SHEET AS AT 23 NOVEMBER 2013

Statement of Financial Position as at	Nov 23, 2013
	£
Intangible Non Current Assets	
Software and Licences	6,584,546
Tangible Non Current Assets Assets	
Land & Buildings	30,528,696
Plant & Machinery	8,488,696
Motor Vehicles	7,290,868
Fixtures & Fittings	905,690
Information Technology	7,927,297
	55,141,247
Total Non-Current Assets	61,725,793
Current Assets	
Inventories	816,590
Receivables	
- Accounts Receivable	14,748,872
- Other Receivables	1,524,714
- Income Accruals	10,267,104
- Prepayments	4,148,974
	30,355,157
Cash and cash equivalents	
- Bank	30,456,856
- Petty Cash	8,781
	30,465,637
Current Liabilities	
Trade Payables	(3,296,382)
Accruals	(7,472,427)
Payroll Payables	(16,710,017)
Other Payables	(749,074)
Net Current Assets/(Liabilities)	33,409,482
Total Assets less Current Liabilities	95,135,274
Add:	
Non Current Receivables	0
Less:	
Payables falling due after more than one year	(1,028,442)
Provisions for liabilities and charges	(873,350)
Net assets excluding pension liability	93,233,482
Pension liability	(474,180,000)
TOTAL ASSETS LESS LIABILITIES	(380,946,518)
FINANCED BY:	
General Reserve	87,728,593
Revaluation Reserve	5,504,890
Pension Reserve	(474,180,000)
	(380,946,518)


**BRITISH
TRANSPORT
POLICE**
APPENDIX F FORECAST CASHFLOW POSITION TO 31st MARCH 2014

	01-Nov	29-Nov	27-Dec	23-Jan	21-Feb	31-Mar
	£'000	£'000	£'000	£'000	£'000	£'000
INCOME						
Direct Debit PSA Invoices	14,532	14,532	14,532	14,532	14,532	29,064
EPSA Invoices	1,646	1,996	1,156	2,400	2,361	2,449
LU Salaries Advance	2,900	3,478	0	7,000	3,500	7,000
LU Miscellaneous Invoices	1,622	1,584	1,361	1,400	1,400	2,800
Miscellaneous Invoices (*a)	490	490	490	490	490	980
Miscellaneous Income (Local Bankings)	394	159	167	150	150	300
Total Income	21,584	22,239	17,706	25,972	22,433	42,593
EXPENDITURE						
Salaries	(9,273)	(9,508)	(9,141)	(9,300)	(9,100)	(18,200)
Tax & National Insurance	(7,886)	(3,897)	(4,017)	(4,000)	(3,883)	(7,766)
Pensions	(3,429)	(3,410)	(3,429)	(3,400)	(3,400)	(5,770)
Other Salary Expenditure	(227)	(225)	(228)	(230)	(230)	(460)
VAT	(95)	(106)	(106)	(106)	(106)	(212)
Payments For Goods & Services - Revenue	(3,665)	(3,629)	(3,836)	(4,800)	(4,800)	(9,600)
Total Expenditure	(24,575)	(20,775)	(20,757)	(21,836)	(21,519)	(42,008)
Total Income	21,584	22,239	17,706	25,972	22,433	42,593
Total Expenditure - Revenue	(24,057)	(19,325)	(20,163)	(20,945)	(20,276)	(38,281)
Total Expenditure - Capital	(518)	(1,450)	(594)	(891)	(1,243)	(3,727)
Total Cash Inflow /(Outflow)	(2,991)	1,464	(3,051)	4,136	914	585
Opening Bank balance	26,986	23,995	25,459	22,408	26,544	27,458
Closing Bank balance	23,995	25,459	22,408	26,544	27,458	28,043

Notes

*a Includes West Coast £4.9m

Report to: Finance Committee
Agenda item: 4
Date: 16 January 2014
Subject: BTPA 2013/14 Quarter 3
Sponsor: Chief Executive
For: Discussion and Noting

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1. Purpose of paper

- 1.1 This paper details the financial position at the end of quarter 3 (period 9) and sets out the full year forecast spend for 2013/14 for the gross BTP fund and an update current position of the Executive budget. Core debtors are no longer included as all the main PSA holders pay by direct debit. It should be noted that an amended PSA has been sent to Virgin West Coast for signature.

2. BTP Fund Gross Budget Quarter 3 2013/14

- 2.1 Appendix A summarises the total gross income and the total costs for both BTP and the Authority. The phasing of the income budget is in line with the invoicing, i.e. thirteen equal amounts invoiced over the financial year. The year to date budgeted and actual surplus of £21.4 million reflects the phasing of the spend in the final period of the year, when all the depreciation costs are charged together with an additional accrual for payroll costs for the final two weeks of the year.
- 2.2 The overall favourable variance on the surplus year to date is £516k, made up of £128k favourable variance for the Authority and £388k under spend for the force.

3. Authority - Financial Position Quarter 3 2013/14

3.1 At the end of quarter 3 against a budget of £973.8k, the Authority has incurred expenditure of £846.1k, an under spend of £127k. The detailed analysis of spend is detailed in appendix B.

3.2 In summary the major variances year to date are set out below:

	£000
Budget 2013/14 Q3	973.8
Underspend on staff salaries (inc temp staff)	(22.4)
Underspend on legal fees	(21.4)
Underspend on Appeal costs and Independent Custody visits	(12.8)
Underspend Consultancy	(30.8)
Other net under spends	(40.4)
Actual 2013/14 Q2	846.1

3.3 Total Staff and Member costs are under spent by £22.1 at the end of quarter 3. One new member of staff started during the quarter with another two due to start in quarter 4. The costs for these posts will appear in the quarter 4.

3.4 Non staff costs are under spent by £105.5k at the end of the third quarter. The major reason for this under spend is because of under spends in legal costs and appeals and consultancy spend. But the underspend within these areas will be used to fund the pensions strategy work that has started. This will also be used to fund any additional costs incurred due to the triennial review.

4. BTPA Financial Forecast 2013/14

4.1 At this stage there are **no material risks** to delivering the BTPA costs within the total budget of £1.87 million unless there is a legal challenge to the April 2013 PSA or the charging model.

4.2 The Chief Executive will need to manage the potential cost pressure of the Authority Interim Finance Director. At present this can be funded within the current underspend. It is anticipated that the appointed person will start in mid February

for a minimum of six months. These additional costs will need to be recognised as a cost pressure on the 2014/15 Executive budget and managed accordingly.

5. Recommendations

5.1 That Members note the gross budget and year to date spend.

GROSS BTP/A BUDGET AND FORECAST AS AT QUARTER 3 2013/14

2013/14		Quarter 3 YTD Actual £'000	Quarter 3 YTD Budget £'000	Quarter 3 YTD Variance £'000	Full Year Forecast £'000	Full Year Budget as presented in Quarter 3 report £'000	Full Year Variance £'000	Full Year Original Budget £'000	2012/13 Final £000
TOTAL GROSS REVENUE									
Core PSA holders	#	136,380	136,380	-	196,994	196,994	-	196,994	188,216
(ex L U contribution included below)									
L Area contribution to overheads core	#	3,716	3,716	-	5,368	5,368	-	5,368	5,235
Grant in Aid – DfT irrecoverable gap	#	-	-	-	-	-	-	-	5,388
Core PSA Charge		140,097	140,097	-	202,362	202,362	-	202,362	198,839
Provision release		0	0	-	1,600	1,600	-	1,600	1,738
BTP/A Budget gross of £1,600k previous year savings		140,097	140,097	-	203,962	203,962	-	203,962	200,577
L Area contribution to overheads non core	#	2,920	2,920	-	4,218	4,218	-	4,218	4,130
L Area core PSA	#	35,861	35,740	121.0	52,698	52,698	-	52,698	51,485
Enhanced PSA holders		12,226	12,404	- 178.0	18,296	18,540	-244	18,715	19,380
Other income (inc Olympics in 2012-13)		8,155	7,680	475.0	9,379	8,861	518	5,648	12,523
Release of balance sheet provisions		-	-	-	-	-	-	-	1,044
Grants		780	842	(62)	1,000	1,029	(29)	-	4,123
TOTAL GROSS REVENUE		200,039	199,683	356	289,553	289,308	245	285,241	293,262
TOTAL GROSS COSTS									
Gross costs as reported by BTP		177,728	177,760	31	284,948	284,923	(25)	283,371	290,212
BTPA		846	974	128	1,870	1,870	-	1,870	1,870
Savings to support force restructure		-	-	-	2,515	2,515	0	-	1,000
TOTAL GROSS COSTS		178,574	178,734	160	289,333	289,308	(25)	285,241	293,082
Savings identified in year									-
Actual Surplus / (Deficit)		21,465	20,949	516	220	0	220		180

income accrues evenly over 13 periods

Note only : Gross Income reconciliation to PSA Charges	2013/14		2012/13 Full Year	
	Budget	Actual	Original Budget	Full Year Budget
	£'000	£'000	£'000	£'000
Gross Income	###	285,241	293,262	
Less EPSA Income	###	(18,715)	(19,380)	
Less other income	###	(5,648)	(12,523)	
Less other grants	###	-	(4,123)	
Less L Area income (core)	###	(52,698)	(51,485)	
Less L Area additional overhead funding netted off in budget	###	(4,218)	(4,130)	
BTP/A Budget gross of £1,600k provision release	###	203,962	201,621	
BTPA Budget	###	1,870	1,870	
BTP Budget gross of £1,600k provision release	###	202,092	200,307	
As above	###	203,962	202,177	
Less provision release	###	(1,600)	(3,338)	

BTPA 2013/14 Budget Monitoring - Quarter 3

	YTD Quarter 3 2013/14			2012/13	
	Actual YTD £	Q3 YTD - Budget £	Variance YTD £	FY Actual £	FY Budget £
Staff Salaries	404,583	426,949	22,366	391,417	422,070
Temporary Staff	31,944	31,944	-	20,592	36,092
Members Salaries	145,036	144,828	(208)	146,831	176,970
TOTAL STAFF COSTS	581,563	603,721	22,158	558,840	635,132
Travel and hotel costs (inc Expenses)	19,274	20,816	1,542	9,961	24,356
Premise and office costs	91,129	94,309	3,180	90,114	88,548
Appeals and Independent custody visiting	(1,762)	11,000	12,762	17,665	32,692
Total consultancy	91,729	122,500	30,771	36,748	55,577
Legal fees	28,633	50,000	21,367	142,608	123,413
External audit	-	-	-	20,000	11,538
HMIC Inspections	(2,690)	-	2,690	-	47,077
Internal Audit	(3,696)	-	3,696	66,708	62,769
Recruitment and training	15,878	21,000	5,122	2,360	24,372
Other (Communications, Subscriptions and admin costs)	26,072	50,490	24,418	57,050	63,992
Transfer to contingency	-	-	-	-	-
TOTAL NON STAFF COSTS	264,567	370,115	105,548	443,214	534,334
TOTAL BTPA COSTS	846,130	973,836	127,706	1,002,054	1,169,466



Report to: Authority
Agenda item: 8.3, Appendix D
Date: 30 January 2014
Subject: BTP Medium Term Financial Plan - Update
Sponsor: Interim Director of Corporate Resources
For: Information

1. PURPOSE OF PAPER

1.1 This report presents an update on the work to finalise BTP's Medium Term Financial Plan (MTFP) and annual budget for 2014/15. This work builds on the MTFP set out in the Chief Executive's paper to the British Transport Police Authority on 12 December 2013.

2. BACKGROUND

2.1 The provisionally approved net budget for BTP over ground operations for 2014/15 is £205.259m. BTP's prudent financial management has allowed funds from savings previously achieved of £1.1m to be placed in reserves, this amount could be used as a budget contingency or to smooth the PSA in 2014/15. This will require a decision prior to the level of PSA being set to allow charges to be calculated by the BTPA.

2.2 The 2014/15 provisionally approved BTP budget requirement represents a 1.5% increase over the 2013/14 budget. This would result in an increase in the PSA attributable to BTP of 2.4% due to the unwinding of the smoothing reserve applied in 2013//14. If reserves of £1.1m are also used in 2014/15 the PSA would increase by 1.8%. The increase in the PSA with or without the application of reserves is below the current level of inflation.

2.3 The combined BTP/BTPA PSA Charge for 2013/14 is £207.178m including £1.919m for the BTPA.

- 2.4 At the Full BTPA Authority meeting on the 12 December 2013 the BTPA provisionally approved a net budget requirement for the BTPA and BTP combined of £207.178m. Table 1 below shows the calculation of the Net Budget Requirement and PSA for 2014/15 and over the medium term based the detailed calculations shown in Appendix A and the budget assumptions set out in detail at Appendix B.

Table 1 – BTP/BTPA Budget Requirement and Proposed PSA

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£m	£m	£m	£m	£m	£m
BTP Net Budget Requirement	200.307	202.092	205.259	208.321	213.347	220.973
BTPA Net Budget Requirement	1.870	1.870	1.919	1.970	2.014	2.094
Total BTP/BTPA Budget Requirement	202.177	203.962	207.178	210.291	215.361	223.067
Release of previous found savings	3.338	1.600	0.000	0.000	0.000	0.000
Total BTP/BTPA Budget Requirement less release of savings	198.839	202.362	207.178	210.291	215.361	223.067
BTP proposed PSA for BTP	196.969	200.492	205.259	208.321	213.347	220.973
BTPA proposed PSA for BTP	1.870	1.870	1.919	1.970	2.014	2.094
BTPA total proposed PSA for BTP/BTPA	198.839	202.362	207.178	210.291	215.361	223.067
Increase in PSA over previous year	0%	1.8%	2.4%	1.5%	2.4%	3.6%

- 2.5 In line with normal practice the budget will now be allocated to the new Divisions, Sectors and Departments. These allocations will be included within the Chief Constable's Budget Delegation and Responsibilities Letter which will be issued to all budget holders in February allowing detailed budget profiles to be loaded on to BTP's financial system before the start of the next financial year. The Delegation Letter will also set out the budget and procurement rules to be followed in 2014/15 to enable delegated budget to be managed effectively.
- 2.6 As last year the BTPA will be presented with the detailed resource budget prior to the start of the financial year however Appendix C shows the indicative subjective breakdown of the budget for 2014/15 compared to the budget for 2013/14.

3. COST DRIVERS AND PRESSURES

- 3.1 There have been a number of key cost drivers over the recent years which have placed additional pressures on the British Transport Police's budgets and plans.
- 3.2 The key driver of additional cost is the need to increase the numbers of front line officers giving greater visibility and improved security to our customers. This cost driver has been matched with relevant savings in back office functions, restructuring of the organization and increased contract savings.
- 3.3 Other key pressures have included pension costs driven through changes in legislation such as Auto Enrollment costing £700k and there remains a risk in 2016/17 of the statutory pension increase. These proposals from Government on changes to Statutory Pensions, meaning the ending of Contracted Out National Insurance. The Chancellor announced in the March 2013 Budget that he was accelerating his plan to implement the single-tier State Pension to start in April 2016. This means a risk of £4.3m to the plans ongoing from 2016/17.
- 3.4 Following the delivery of the significant British Transport Police capital programme over the last few years particularly where external funding has provided improved assets the on going operational and maintenance costs (such as CCTV requiring higher revenue costs of £930k per annum) have also provided pressures which have required British Transport Police to identify savings and benefits to meet these higher costs.

4. FORCE RESTRUCTURE

- 4.1 The fundamental driver for a new structure now being the operational requirement to realise the 20-20-10 objectives, a significant amount of qualitative and quantitative analysis has been carried out in order to further inform proposals for the future target operating model. This has included crime, incident, disruption and response capability analysis as well as in depth internal organisational assessment, benchmarking and stakeholder analysis. Some of the most fundamental metrics are the current and expected distribution of crimes, incidents and minutes lost to disruption across the



network. This was set out in the Force Strategic Change Programme paper presented to Police Authority on 13 June 2013.

4.2 The main assumptions that have been used to calculate the figures in Table 2 are set out below:

Table 2 - Restructure Costs and Savings

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
Cost of Change	Redundancy	1,700	0	0	0
	Outplacement support, Training & Recruitment	240	200	0	0
	Project Team	575	200	0	0
	Restructure Provision	0	0	0	0
	Contract Savings	(745)	0	0	0
	Smoothing Reserve	0	0	0	0
	Command Savings	(510)	0	0	0
	Estates Rebate	(360)	0	0	0
	Claw back of underspends (balancing)	(900)	0	0	0
Total Project costs	0	400	0	0	
Savings	Command	0	(1,439)	(1,980)	(1,980)
	Justice	0	(125)	(679)	(740)
	CMU	0	(370)	(390)	(390)
	Intell	0	(1,646)	(1,727)	(1,727)
	Planning **	0	(1,359)	(1,366)	(1,366)
	F&CS **	0	(625)	(625)	(625)
	Premises	0	0	(600)	(600)
	Continuous Improvement Workstream	0	(210)	(1,100)	(1,100)
	Contract Savings	0	(980)	(980)	(980)
Total savings	0	(6,754)	(9,447)	(9,508)	
Reinvestment	Cable	0	0	685	685
	Resilience - Birmingham, Manchester, Leeds	0	1,167	1,305	1,305
	Response - Doncaster, Bristol	0	465	465	465
	Stoke, Wolverhampton, Coventry/Rugby, Leicester/Lincoln, York, Cardiff/Swansea	0	1,162	1,162	1,162
	Gatwick, Croydon	0	749	963	963
	Southampton, Portsmouth, Bournemouth, Guildford	0	754	885	885
	Stevenage	0	635	1277	1277
	Swindon	0	303	460	460
	Route Disruption	0	0	450	450
	Northern Hub (Manchester Victoria)	0	403	745	745
	Bedford/Luton	0	264	400	400
	London Response Hubs	0	0	200	200
	Less LU Savings	0	450	450	450
	Total re-investment	0	6,352	9,447	9,447
	(Surplus)/Deficit	0	0	0	(61)

- 4.3 Redundancy costs have been accounted for in 2013/14 in the anticipation that a provision would be created to cover any redundancies that fall within 2014/15. These figures reflect the current position and will be dependent on final redundancy costs. However, these costs have reduced following significant work to mitigate the need for redundancy by identifying redeployment opportunities for officers and staff.
- 4.4 It is anticipated that a period of dual running will be necessary the Project team and recruitment costs have therefore been included for 2014/15 to cover the transition period. The recruitment and training costs for the initial recruitment of officers in 2013/14 have been absorbed by People and Development except where specialist change management (new ways of working) training has been identified. In future years the project has identified the additional costs of the basic training as part of the recruitment profile costs and a separate fund has been identified for potential change management programs.
- 4.5 The IT system change costs are expected to be capitalised and currently funds are in the Capital Programme at the current best estimates of work required.
- 4.6 The Estates savings have been profiled to account for the surrender of premises over time.
- 4.7 There are already plans in place to release property in Newcastle and Caledonian Road this together with opportunities working with TOC's and other stakeholders to use their premises to find cost effective accommodation for required new locations.
- 4.8 Further work has been undertaken to review the release of properties such as Iverson House to ensure when officers and staff can be re-located into new hubs or other current properties to maximize occupancy the release of such premises delivers further cost savings. Where possible, it is intended to bring forward surrender of premises, releasing savings earlier. However, this is dependant on landlord flexibility, lease break clauses along with redeployment to new response hubs.

- 4.9 The Finance, Procurement & Corporate Services review savings and Operations are included in full. However the L Area savings need to be excluded from the numbers this does mean £450k savings will be returned to TfL. The remaining work streams currently assume TfL funding remains the same. However, very recent correspondence from TfL will require this position to be clarified.
- 4.10 Reinvestment in these resources is profiled over 2014/15 and 2015/16. The new operating model is designed to release savings in middle and back office functions to front line resources that will enable British Transport Police to achieve 20-20-10 outcomes.
- 4.11 Contract savings are from rationalisation of current contracts e.g. Airwave reflecting the savings identified through the BTP renegotiation of the contracts.
- 4.12 Command savings reflects an early reduction in Inspector posts in anticipation of the Force Restructure Project and the part year reduction of a Chief Inspector from Scotland.
- 4.13 There is also an ongoing aggressive savings programme assumed within the restructure program to identify further savings which will be identified through a number of further efficiency work streams to deliver savings for the Force restructure. These include the Estates review noted above, contract reviews which have already identified on-going premises rate reductions of £100k, travel costs reductions with better use of TOC passes and further reductions to staff requirements in back office functions.

5. BUDGETED WORKFORCE TARGET

- 5.1 There will be a significant increase in front-line resources in 2014/15 as a result of the investment made possible following the restructure work. Table 3 below shows the increase in frontline BWT in 2014/15 resulting from the restructure work. A more detailed breakdown by Division of new resources is attached as Appendix D.



Table 3 – Additional frontline resources funded from the restructure project

Summary of Frontline Resources	Staff No	Full Year Cost £k
1 April 2013	31	1,400
1 April 2014	49	2,176
1 July 2014	75	3,608
1 October 2014	29	1,413
1 April 2015	24	1,135
Total	208	9,732

5.2 As in previous years and to ensure the maximum BWT for Police Officers and PCSOs each Division will now be required to set and profile their budget allocation as accurately as possible to reflect the estimated number of Police Officers and PCSOs that will be in post throughout the year. The results of this budget and BWT profiling will be reported to BTPA prior to the start of the financial year for approval.

5.3 Having aligned budget and BWT profiles allows a more proactive approach to workforce planning and will ensure that any underspend resulting from a ‘vacancy gap’ will be minimised and the Force’s Police Officer and PCSO budget can better match the numbers employed in each period.

5.4 The results of this exercise will ensure that budgets and staffing levels will be better aligned and pay budgets will fund the optimum level of employees. The detailed work to load budgets will take place in January and February and the exact BWT for 2014/15 will be confirmed in March.

6. CHIEF CONSTABLE’S BUDGET DELEGATION AND RESPONSIBILITIES LETTER

6.1 The Chief Constable will issue his Budget Delegation and Responsibilities Letter before April 2014. This letter is a key part of the Force’s Corporate Governance Framework as it sets out the budget totals delegated to budget holders and in detail the financial rules which must be followed by all budget holders.



7. LONDON UNDERGROUND FUNDED BUDGET

- 7.1 The net budget for inner London funded by Transport for London (London Underground) for 2014/15 is under discussion and requires final agreement. Indications are that Transport for London are content to agree a net budget for 2014/15 of £52,618k this compares to the 2013/14 budget of £52,698k.
- 7.2 The provisional budget includes full provision for increases in pay and non-pay inflation as well as a number of budget reductions i.e. Police Medic Unit £600k and savings attributable to the Force Restructure Project of £450k. This results in a near standstill budget in cash terms but a reduced budget in real terms.
- 7.3 Negotiations over the level of charge for Centrally Organised Services and uplifts to EPSAs are on-going and it is intended that these will be settled in the coming weeks.
- 7.4 As in previous years the final position on London Underground funded budgets will be presented to the BTPA Finance Committee in March for approval.

8. CAPITAL PROGRAMME

- 8.1 The Capital Planning for 2014/15 and the following three years has been prepared under the remit of the Service Improvement Board to ensure robust business cases are developed and approved in accordance with the requirements of the BTPA Corporate Governance Code and Scheme of Delegation. The Capital Programme is included in the agenda for Full Authority Meeting on 30 January 2014.

9. CONCLUSIONS

- 9.1 Members are asked to note the contents of the paper and the initial resource allocation for the 2014/15 over ground budget which will be finalised in March 2014.



Appendix A

**BRITISH TRANSPORT POLICE
Medium Term Financial Plan - 2014/15 - 2017/18**

	para ref	2014/15	2015/16	2016/17	2017/18
		£000	£000	£000	£000
Net Budget approved 2013/14 (excl. BTPA)		202,092	202,092	202,092	202,092
Pay and Inflation					
Police Officer pay award @ 1%, 1%, 2%, 2%, pa	App C	1,233	2,476	5,047	9,290
Police Staff & PCSO pay award @ 1%, 1%, 2%, 2% pa	App C	605	1,488	3,224	6,007
EPS Pay Progression	App C	500	900	1,200	1,300
Non-pay Inflation	App C	800	1,600	2,400	3,200
Police Pension Employers Contributions Indexation	App C	200	300	400	500
Total Pay and Inflation		3,338	6,764	12,271	20,297
Impact of Restructure					
Restructure additional Police Officers	4.1 to 4.13	5,542	8,146	8,146	8,146
Restructure additional Police Staff and PCSOs	4.1 to 4.13	69	185	185	185
Force Re-structure Costs	4.1 to 4.13	693	666	666	666
Force Re-structure Savings	4.1 to 4.13	(6,754)	(9,447)	(9,508)	(9,508)
Savings returned to TfL	4.1 to 4.13	450	450	450	450
		0	0	(61)	(61)
Budget Increases/Decreases					
Pensions Auto Enrolment	App C	700	700	700	700
CCTV Maintenance	App C	386	430	430	430
Custody Healthcare	App C	310	310	310	310
Suicide Prevention & Mental Health Strategic Unit	App C	207	207	207	207
Ecace & Ecustody	App C	200	200	200	200
Information Technology and Digital Information	App C	200	200	200	200
Rent Reviews	App C	198	219	219	219
Contract Savings	App C	(180)	(180)	(180)	(180)
Winsor Changes	App C	(900)	(1,330)	(1,750)	(2,150)
Total Budget Increases/Decreases		1,121	756	336	(64)
Budget increased for Pay and Inflation and Budget Increases/Decreases		206,551	209,612	214,638	222,264
Funding gap (pre savings)		1,292	1,291	1,291	1,291
Cost Savings Already Embedded					
Territorial Policing and Crime		(447)	(447)	(447)	(447)
Estates Rationalisation		(350)	(350)	(350)	(350)
Corporate Resources		(297)	(297)	(297)	(297)
Central Operations		(152)	(152)	(152)	(152)
Fleet Review		(45)	(45)	(45)	(45)
Total Savings		(1,291)	(1,291)	(1,291)	(1,291)
Budget Requirement		205,259	208,321	213,347	220,973
Proposed PSA Funding Envelope		205,259	208,321	213,347	220,973

Appendix B

Provisional Budget Analysis for 2014/15

	2013/14 Overground Budget	Pay and Non-pay Inflation	Pensions Indexation	EPS	Impact of Restructure	Pension Auto Enrol	CCTV Mntce	Heathcare	Suicide Prevention	Ecace & Ecustody	Info Tech	Rent Reviews	Contract Savings	Winsor	Previous savings	2014/15 Overground Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure																
Staff Costs																
Police Officer Pay	117,515	1,233	200		916	700			207					(900)	(460)	119,411
Police Officer Overtime	4,842				213											5,055
PCSO Pay	7,324	105			27											7,456
PCSO Overtime	112				1											113
Police Staff Pay	46,256	500		500	(908)										(475)	45,873
Police Staff Overtime	382															382
Non Staff Costs																
Premises	15,607	300			196							198			(350)	15,951
Communications and Computers	12,026	300			(844)										(6)	11,476
Vehicle Costs	2,487				40											2,527
Travel and Hotels	1,436				200											1,636
Supplies and Services	10,698	200			(90)		386	310		200	200		(180)			11,724
Capital Charges etc.	9,429															9,429
Total expenditure:	228,114	2,638	200	500	(250)	700	386	310	207	200	200	198	(180)	(900)	(1,291)	231,032
Income																
Enhanced PSA	(16,523)															(16,523)
Other Income	(9,499)				250											(9,249)
Total income:	(26,022)	0	0	0	250	0	0	0	0	0	0	0	0	0	0	(25,772)
																0
Net BTP Budget Requirement:	202,092	2,638	200	500	0	700	386	310	207	200	200	198	(180)	(900)	(1,291)	205,259

Appendix C

KEY MEDIUM TERM FINANCIAL PLANNING (MTFP) ASSUMPTIONS

1. The key assumptions and risks underpinning the MTFP are set out below:

Pay and Inflation

2. The MTFP assumes that pay costs will rise in line with the amounts set out in the Budget Statement i.e. 1% per annum in 2014/15 and 2015/16. The increase projected for 2016/17 and 2017/18 is 2%.
3. As Members will recall following the introduction of the EPS pay arrangements, Police Staff who achieve their PDR objectives are entitled to a salary point increase of 3% each year until they reach the top of their pay scale. This gives rise to a budget pressure of £500k in 2014/15, £400k in 2015/16, £300k in 2016/17 and £100k in 2017/18.
4. The Police Staff pay strategy for London Weighting Allowance does not include any further provision for London Weighting Allowance to be increased in the plan. Although this may need to be reviewed in light of parity with other London bodies.

Non-pay Inflation

5. In line with the decision last year of the Force Executive Board to manage non-pay inflationary pressure in a more challenging way budget holders will be required to absorb budget increase resulting from inflationary pressure by identifying local efficiency savings. On this basis provision will only be made for contractually committed price increases in large corporate contracts, this reduces the amount required to be held centrally for non-pay inflation to £800k.
6. **Police Pension Employers Contribution Indexation** - The current MTFP includes an amount of £5m per year indexed to inflation to address the deficit in respect of the British Transport Police Force Superannuation Fund (for Police Officers). Provision is made in the budget each year to increase this amount by an agreed indexation level.

Budget Increases and Decreases included in the Refreshed MTFP

7. There are a number of emerging budget pressures which have been addressed as part of next year's budget and the MTFP. The full list of budget increases and decreases including the newly emerging budget pressures are:

8. **Pensions Auto Enrolment** - Members will be aware that like all employers BTP will in the future need to provide an Automatic Pensions Enrolment facility for all staff.
The costs of providing this facility will be £700k per annum.

9. **CCTV Maintenance** – As Members will be aware there been significant investment funded by Network Rail into BTP's CCTV capacity and capability. This investment which totals over £14m to date, with more being proposed, has enabled the building of a technical CCTV Hub which improves BTP's ability to manage and process CCTV, and respond to live events and incidents, from 14 train operators. To ensure the systems remain operational at all times, maintenance cover is required to ensure all hardware and software is supported. Proactive and reactive maintenance is required, together with additional support for major events e.g. New Year's Eve. Previously interim maintenance support was provided and this proved invaluable to BTP for the Jubilee, Notting Hill Carnival, Olympics and Paralympics.
With the arrival of the additional Phase 3 externally funded CCTV equipment there is a requirement in 2014/15 for additional £386k and a further £45k in 2015/16 for maintenance.

10. **Custody Healthcare**
The current arrangements in BTP for the healthcare of detainees in its London Custody suites were provided under a framework agreement with the Metropolitan Police Service (MPS). The original agreement with the MPS was made in 2009 at a cost of £140k pa, which was well below the market value for such a contract and a significantly preferential financial arrangement for BTP. This cost was never increased during the lifetime of the contract. The MPS contacted BTP in late 2012 indicating that they wished to increase the contract cost to £1.25m pa.

There is a requirement for BTP to have a healthcare provision contract in order to cover the period between the end of the MPS arrangements and NHS Commissioning of healthcare until at least April 2015. It is intended that a new contract will be a positive step towards the final NHS healthcare commissioning specification, which also secures the London NHS Commissioners approval.

The contract cost for a new healthcare contract for BTP has now been agreed at £450k per annum with Tascor Medical Services Limited.

The new Custody Healthcare service contract will cost £450k per annum, an increase of £310k.

11. **Suicide Prevention and Mental Health Strategic Unit** - Force Executive Board and Network Rail agreed to establish a team of specialist resources dedicated to and with responsibility for the management of:

- Suicide Prevention
- Mental Health intervention
- Vulnerable persons encounters

The approval included development of a strategic team to provide a detailed overview of the policing perspective and response and to provide a 'single point of access' for Network Rail to align the aims and objectives for all organisations, to ensure effective implementation of any measures / improvements and to maximise potential benefits.

This proposal will fund the project manager, senior analyst, inspector and police constable on top of the funding for the strategic lead and researcher agreed to be funded by Network Rail.

This provision of a Suicide Prevention and Mental Health Strategic Unit will cost £207k per annum.

12. **E-case and E-custody**

To allow the proper development of e-case and e-custody and manage the issues with the current supplier, funds are required to cover potential legal costs.

Legal costs associated with E-case and E-custody will cost £200k.

13. Information Technology and Digital Information

As part of the overall Information Technology Strategy a review is being carried out on the opportunities to benefit from digital technology. This funding will be used to review these opportunities, trial potential equipment, develop the strategy and help lead the implementation.

Additional costs to develop BTP's Information Technology and Digital Information capability will cost £200k per annum.

14. Rent Reviews – BTP negotiates any proposed increases in rent very robustly however this is an area of budget volatility and pressure.

The MTFP includes £198k to meet known rent increases in 2014/15.

15. Contract Savings – Following a number of contract reviews reductions have been made to the cost of certain contracts yielding a budget reduction of £180k.

16. Winsor Changes – the impact if the Winsor Review has now been further evaluated particularly Winsor II with the assumption that 4 more elements will impact the MTFP. These are 1) shorter pay scales for new entrants and reduced pay points 6, 7 and 8 on the scale, 2) abolishing Competence Related Threshold Payments, 3) the introduction of a National On-Call Allowance, and 4) fitness requirements for police officers. The first two elements provide an opportunity for saving and items 3 and 4 additional costs. These are now included in the MTFP. The net savings being £900k in 2014/15 increasing to £1,330k in 2015/16

17. Budget Savings Included Over the Medium Term

17.1 BTP has an impressive track record of delivering savings. In 2010/11 budget savings equal to 2.5% of the budget were delivered, reducing costs by £5m. The 2011/12 budget included a further £8.2m of savings (4% of budget) which have been permanently removed from BTP's budget. These savings related to the 3.5% Savings Exercise (£6.8m), savings resulting from a review of Area Intelligence (£795k), and the removal of budget provision for the payment of Special Priority Payments (£605k).



- 17.2 A further £4.2m of savings (2% of budget) were delivered to balance the 2012/13 budget and savings for 2013/14 of £3.1m, which were developed by the Futures Team, are embedded in the budget in order to constrain pressure on the PSA. Further additional savings for 2014/15 within the refreshed MTFP stand at £1.3m. In total the savings identified to balance the budget stand at £20.5m, equivalent to a 10% cash reduction in the budget over a four year period.
- 17.3 Force Executive Board, as noted above, agreed a more challenging way to manage inflationary pressure locally. On this basis provision will only be made for contractually committed price increases in large corporate contracts which reduces the amount required to be held centrally for non-pay inflation to £800k. This allowed £450k to be released in 2013/14 to increase deployment to the frontline.
- 17.4 BTP has also aligned pay budgets to more accurately reflect anticipated staffing levels during the year. This has eliminated the need for budget holders to maintain a vacancy gap in their budget allowing the budget on the frontline to be increased. Pay budgets are now set on the basis of the Budgeted Workforce Target in each period. This approach combined with proactive workforce planning will ensure the maximum number of staff can be afforded from BTP's pay budget.
- 17.5 The Force restructure has also identified further savings to allow recruitment of up to 200 extra police officers.



Appendix D

The breakdown by Division of the new resources is set out below

Location	Police Constables	Police Sergeants	Inspectors	Total	Dates	Division
Maidstone	15	3	1	19	01/04/2013	B
Gatwick	12	2		14	01/07/2014	B
Croydon	3	1		4	01/07/2014	B
Bournemouth	5	1		6	01/07/2014	B
Portsmouth	2			2	01/07/2014	B
Southampton	3	1		4	01/07/2014	B
Guildford	5	1		6	01/07/2014	B
Luton	7	1		8	01/10/2014	B
Stevenage	20	3	1	24	01/07/2014	B
Total for B Division	72	13	2	87		
Trespass & Vandalism	10			10	01/04/2015	B/C
Total	10	0	0	10		
Birmingham	5			5	01/04/2013	C
Leeds	5			5	01/04/2013	C
Manchester	9			9	01/04/2014	C
Leeds	8			8	01/04/2014	C
Birmingham	9			9	01/04/2014	C
Wolverhampton	4			4	01/04/2014	C
York	2			2	01/04/2014	C
Coventry/Rugby	6	1		7	01/04/2014	C
Doncaster	4	1		5	01/04/2014	C
Bristol	5			5	01/04/2014	C
Stoke	3			3	01/07/2014	C
Cardiff/Swansea	7			7	01/07/2014	C
Leicester/Lincoln	5			5	01/07/2014	C
Swindon	8	1		9	01/10/2014	C
Manchester (Northern Hub)	10	2		12	01/10/2014	C
Cable (requirement once NWR funding finishes)	10	4		14	01/04/2015	C
Total for C Division	100	9	0	109		
Aberdeen D Division		2	0	2	01/04/2013	D
Frontline Resources (Inspectors Police Constables & Police Sergeants)	182	24	2	208		