

Appointment of the Authority Finance Director

Information about the
appointment and candidate brief

June 2014

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British Transport Police Authority's current Policing Plan and the Strategic Plan 2013-19 are available on the website at: <http://btpa.police.uk/publications>

Letter from the Chairman

Thank you for seeking information about this appointment. I hope you find the following will excite your interest.

We are seeking a new Finance Director to join the Authority's Executive Team. The Finance Director will lead on the Authority's varied financial responsibilities, including setting the budget of expected income and expenditure for policing the railways each year, defraying the expenses and recovering the cost. As part of their role the Finance Director also delivers the statutory functions of Treasurer providing independent financial advice to the Authority.

The Finance Director will be joining the Authority's Executive Team at an exciting time, as the Authority works with BTP to deliver its 2013-19 Strategy. This has already resulted in a new geographical structure designed to support the transformation of operations, systems and processes which is now taking place.

I hope what follows will encourage you to apply. There are tough challenges ahead so this job will be demanding. The Authority will be looking for someone with drive and energy to work with them. If you think you have the commitment, dedication and leadership to take the Authority forward, I will be pleased to hear from you.

Yours sincerely



Millie Banerjee CBE
Chairman

How to apply

You are asked to submit your application by way of a CV and supporting statement. Your supporting statement should demonstrate you have the key skills, experience and competencies outlined on pages 10-11. The evidence provided must be specific and focused on your personal involvement, experience and actions. A personal statement outlining your motivation for the role should also form part of the supporting statement.

On submission of your application we request that you include the following documents, in addition to your CV and supporting statement:

- Appraisal/Annual Performance Development Review Reports for the last three years, where available
- Completed Equal Opportunities Monitoring Form (voluntary)

All applicants will be informed of the outcome of their application. Applicants successful at the short-listing stage will be invited for formal assessment and interview on 28 July 2014.

For an informal discussion, or if you want to know more about the role of the Police Authority, please contact **Andrew Figgures**, Chief Executive, on 020 7383 7708.

Applications should be sent as follows:

By email to: lucy.yasin@btp.pnn.police.uk
By post to: Andrew Figgures
Chief Executive
c/o Lucy Yasin
British Transport Police Authority
The Forum, 5th Floor North
74-80 Camden Street
London
NW1 0EG

The closing date for applications is **Tuesday 8 July 2014**.

Email applications are encouraged. If you have any questions about the application process please contact **Lucy Yasin** on 020 7383 3844.

Background information for candidates

British Transport Police Authority

The Authority was established by the Railways and Transport Safety Act 2003 and became operational on 1 July 2004. The Authority's primary statutory purpose is to secure the maintenance of an efficient and effective police force for the railways in England, Scotland and Wales.

The 2003 Act sets out the statutory powers and responsibilities of the Authority, which are to:

- Secure the maintenance of an efficient and effective police force known as the British Transport Police
- Ensure the efficient and effective policing of the railways
- Appoint the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and their staff equivalents
- Appoint the Chief Executive and Treasurer to the Authority
- Enter into Police Service Agreements with railway operators
- Employ police constables and civilian employees
- Regulate the government, administration and conditions of service of those employed by the Authority in the service of the police force
- Set a strategy for policing the railway
- Set objectives for the policing of the railway
- Issue an annual Railways Policing Plan
- Set the budget of expected income and expenditure for policing the railways each year, defray the expenses and recover the cost
- Obtain the opinions about the policing of the railways from the Authority's stakeholders from time to time

The Authority is comprised of 15 Members drawn from the key stakeholder groups, all appointed by the Secretary of State for Transport. The Authority is supported by a dedicated team of subject matter experts split into four primary clusters:

- Chief Executive Cluster
- Finance Cluster
- Policy, Performance and Stakeholder Cluster
- Business Management Cluster

Each cluster has a lead person who sits on the Authority's Senior Management Team. The breakdown of responsibilities across the clusters is shown in the following table:

Chief Executive – Andrew Figures
 Overall direction and control of the Authority

Chief Executive's Cluster	Finance Cluster			Policy, Performance and Stakeholder Cluster			Business Management Cluster		
<p>Executive Assistant to CEO & Chairman</p> <p>Post Holder: Laverne Bryant</p> <ul style="list-style-type: none"> • Diary management • External meeting management/visits • Member Recruitment • Support CEO & Chairman – managing information, correspondence, providing responses & producing meeting Agendas • Maintenance of Registers of Interest and Gifts & Hospitality • Member support – meetings, conferences, accommodation, travel • Member Inductions • Member Appraisals 	<p>Finance Director (SMT member)</p> <p>Post Holder: Ben Wright (interim)</p> <ul style="list-style-type: none"> • BTP/A budget review: Revenue & Capital spend • Annual Statement of Accounts oversight • Charging model oversight • Pensions: Ill health committee, Valuations • Risk Management • Internal/External Audit Liaison • BTPA Budget setting/monitoring • Oversight PSA negotiation & conclusion of JR Issues • DfT Liaison • Annual Review of PSA Charges & stakeholders liaison on charges • RPMI Liaison 	<p>Income and Compliance Manager</p> <p>Post Holder: Vicky Tanner</p> <ul style="list-style-type: none"> • Core and Enhanced PSA administration • Maintenance & monitoring of PSA database • Record and manage disputes • Act as Industry Liaison in PSA and EPSA matters • BTPA Budget Monitoring • Risk management administration • DfT delegation and monitoring 	<p>Charging Model Management Accountant</p> <p>Post Holder: Lawrence Fatona</p> <ul style="list-style-type: none"> • Identify and collate data for Model • Ensure Model is fit for purpose • Arrange independent verification of Model outputs • Present charges from Model to CEO and FD • Explain variances in year on year charges • Calculate charges for new franchises and franchise map changes • Analyse charging scenarios • BTPA Budget Monitoring 	<p>Strategy and Performance Manager (SMT Member)</p> <p>Post Holder: Sam Elvy</p> <ul style="list-style-type: none"> • Authority Assessment and Inspection • Policy management & register maintenance • Policing Plan development • Performance review BTP & BTPA • Principal research adviser • Diversity lead • Command support & NIAG/IAN liaison • Delivery of Stakeholder engagement plan • Member support – briefings, reports etc 	<p>Performance Analyst</p> <p>Post Holder: Jon Newton</p> <ul style="list-style-type: none"> • Horizon Scanning • Principal Analytical Resource • Performance monitoring • Assistance with consultation activities • Performance briefings • Assistance with policy development • Support on the Policing Plan and Performance Review 	<p>Communications Manager</p> <p>Post Holder: Orla Sedze</p> <ul style="list-style-type: none"> • Horizon Scanning • Managing media relations • BTP Media & Marketing liaison • Implement internal & external communications strategies • Stakeholder database management • Support delivery of stakeholder engagement plan • Provide briefings on communications issues • Preliminary IT issues • Corporate identity management • Consultation actions • Publications • Website mgt 	<p>Business Manager (SMT Member)</p> <p>Post Holder: Lucy Yasin</p> <ul style="list-style-type: none"> • Business Planning • Information Management • Business Continuity • Internal HR, training & recruitment • Chief officer recruitment • Health & Safety • ICV Scheme management • Professional Standards lead • Meeting Management oversight • Member support – briefings, reports etc 	<p>Senior Policy Officer</p> <p>Post Holder: Iggi Falcon</p> <ul style="list-style-type: none"> • Advice and Research on Police Reform • Engagement with PCCs & APCC, College of Policing • Support to Business Manager in HR, Professional Standards, Information Management. • Victims Commissioning & Restorative Justice • iPad Scheme • Member support – briefings, portfolios, reports etc 	<p>Office Support Manager</p> <p>Post Holder: Raquel Cortes</p> <ul style="list-style-type: none"> • Office management • Meeting administration • Supplier contract management • Invoice /expenses processing • Procurement requisitioning • HR Administration • Health & Safety administration • BTPA meeting room diary management • Member support – travel/hotel bookings • Information management administration

British Transport Police

British Transport Police (BTP) is the specialist police force serving the railways across England, Wales & Scotland. Working in partnership with the industry, BTP delivers a networked, responsive, innovative and visible policing service to ensure the safety, security and reliability of the rail and underground network and all who use it. An understanding of the needs and pressures facing the railway industry – including railway passengers, commercial railway operators and their employees – is crucial.

Following a major investment programme from 2004 to 2009 the BTP budget has had two standstill years (2011/12 and 2012/13) followed by a 1.8% increase in cash terms in 2013/14 and 2.4% in 2014/15. This has been in response to austerity measures but more specifically the Department for Transport's Rail Command Paper published in March 2012, and its subsequent High Level Output Statement (HLOS), which have launched a period of fundamental reform to the way the rail industry works. Government has directed the industry to improve service reliability at the same time as catering for continued high levels of passenger and freight growth, delivering major infrastructure modernisation schemes, and making radical improvements in efficiency. The Command Paper set a cost reduction target of £2.5 billion for the rail industry by 2018/19; the Government's HLOS for Control Period 5 describes average passenger traffic growth of 16% by April 2019; and freight growth of 23% over the same period. The Mayor of London's Transport Strategy to 2020 also forecasts significant growth in rail passenger journeys on the heavy rail, tube and tram networks within and around the capital.

As the dedicated and specialist railway police force, BTP has an important part to play in delivering this future vision for rail. BTP's activities in combating crime help reduce disruption to services and make the railway more attractive and safer for passengers and staff. As such, BTP can make a significant contribution to the industry's ambition for rail to become the transport mode of choice. However, the extent of the role depends on BTP continuing to demonstrate that it is the most effective and efficient body to exercise policing functions across the national network in both its statutory and non-statutory tasks. This led to the large scale review of the operating model referred to in the Chairman's letter.

The current Medium Term Financial Plan (MTFP) sets the direction to 2019 and commits to increases remaining within the Retail Price Index (RPI) envelope. BTP's 2014/15 annual gross revenue budget is £289.7 million. The BTP is funded by the freight and train operating companies, Network Rail, Transport for London and some smaller operators. The executive team is based at its headquarters in London but BTP itself covers the rail network throughout England, Wales and Scotland.

The current chief officers of British Transport Police are:

- **Chief Constable:** Paul Crowther OBE
- **Deputy Chief Constable:** Vacant
- **Assistant Chief Constable B Division & Crime:** Mark Newton
- **Assistant Chief Constable C Division & Operations:** Stephen Thomas QPM
- **Assistant Chief Constable D Division:** David McCall (currently Acting DCC)
- **Director of Capability and Resources:** Simon Downey OBE

BTP currently has 2906 officers, 247 specials, 1484 civilian staff and 369 Police Community Support Officers (PCSOs).

Job description and person specification

Post title: Authority Finance Director

Accountable to: Chief Executive

The Authority Finance Director has overall responsibility and control of the Authority's finance function, all Authority internal and external financial reporting requirements and the BTP charging model. The Finance Director is also responsible for supporting the Chief Executive as Deputy in the management of Authority.

Main responsibilities

The main responsibilities of the Finance Director are:

1. The preparation and the review of the British Transport Police Statement of Accounts.
2. The full ownership of the design and operation of the BTP charging model, which is a financial model that is used to recharge the train operating companies for the costs of policing the UK rail network. The charging model currently recharges circa £200m of costs to approximately 25 train operating companies. The Finance Director is the first point of contact to all train operating companies for all charging model queries.
3. To act as Treasurer for the Authority as defined in Schedule 4, Part 2, Section 11(a) of the Railways and Transport Safety Act (2003) which requires that the Authority appoints a Treasurer with responsibility for ensuring the proper management of the Authority's finances.
4. Supporting the Chief Executive as Deputy Chief Executive in the management across all areas of the Authority's business.
5. Managing the contracts of Enhanced Police Service Agreements with train operators with a current value of between circa £18m covering 15 agreements.
6. Managing the internal audit of the Authority and BTP including developing the annual internal audit plan, reviewing internal audit reports, providing management responses to internal audit findings and reporting to the Audit and Risk Assurance Committee.
7. Managing the external audit of the Authority. Working with the National Audit Office and the BTP finance team to ensure an effective and efficient audit process.
8. Authority Executive lead on the pensions strategy, compliance and reporting. Authority and BTP employees are members of the British

Transport Police force Superannuation Fund and British Transport Police section of the Railway Pension Scheme.

9. Authority Executive lead at the Finance Committee and Audit and Risk Assurance Committee.
10. Authority Executive lead on all Department for Transport financial reporting requirements.
11. Responsibility for the Authority's annual budget (circa £2m)
12. Leading the Authority's finance cluster including the Income and Compliance Manager and Charging Model Management Accountant.
13. Working with the BTP finance team on all internal and external financial reporting, financial planning and budgetary reporting.
14. Attending BTP Service Improvement Board meetings to oversee the project and programme management of BTP.

Skills, qualifications and experience

Essential

1. Qualified accountant (ACA, ACCA, CIMA, CIPFA) with at least 10 years post qualified experience
2. Experience of leading a financial team to deliver internal and external financial reporting to tight deadlines
3. Experience in the preparation and review of statutory financial statements
4. Experience of written and oral reporting on complex financial matters to non-financial management
5. Ability to communicate confidently at senior management level both orally and in writing. The ability to produce concise, informative reports, drawing out key points and making recommendations
6. Knowledge and understanding of the rail industry including the refranchising and funding arrangements for Network Rail, TfL and Open Access Operators
7. Experience of building, developing or redesigning business processes to deliver the Authority's financial and non-financial objectives
8. Experience of working collaboratively across a range of stakeholders or agencies to deliver projects

Desirable

9. Experience in the UK Rail industry
10. Experience of central government accounting and HM Treasury's budgeting framework
11. Knowledge and understanding of the policing structures and terminology in the United Kingdom and the remit that BTP works within

Key competencies

Setting direction

- Seeing the big picture
- Changing and improving
- Making effective decisions

Engaging people

- Leading and communicating
- Collaborating and partnering
- Building capability

Delivering results

- Achieving commercial outcomes
- Delivering value for money
- Managing a quality service
- Delivering at pace

Key working relationships

- Chief Executive of the British Transport Police Authority
- British Transport Police Authority Members
- British Transport Police Authority Finance Team
- British Transport Police Head of Finance and Procurement
- British Transport Police Finance Team
- Chair of the Finance Committee
- Chair of the Audit and Risk Committee
- Department for Transport Finance Director and Financial Controller
- Internal and external audit teams
- Finance Directors of the train and freight operating companies

Key Committees and Meetings

- British Transport Police Authority Meetings
- Finance Committee
- Audit and Risk Committee
- Pensions Working Group
- Pensions Management Committee
- Internal Audit and External Audit meetings
- Department for Transport Financial Leadership Team meetings
- BTP Service Improvement Board

Remuneration package

Salary

The salary range for the post is £94,692 - £106,908 per annum.

This is a permanent appointment. The role is based in London but will include the requirement to travel throughout England, Wales and Scotland on occasion.

Salary will be reviewed annually. The Authority is under no obligation to award an increase following a salary review. There will be an annual appraisal of the Authority Finance Director's performance carried out by the Chief Executive. The Authority does not operate any performance-related pay or bonus schemes.

Allowances

The Authority Finance Director will receive annually the following allowances:

- London Allowance of £4,388
- London Weighting of £2,301

Benefits

Taxable benefits include:

- Car allowance of £7,269
- Family Healthcare Insurance

Other benefits include:

- 30 days annual leave

Pension

The Authority operates a defined benefit pension scheme. A summary of the scheme structure can be found at Annex A. The Authority has a legal responsibility to auto-enrol its employees into its pension scheme but membership is not compulsory and you will have the option to opt-out within the first month of joining.

Appointment process

The Chief Executive and Interim Finance Director will hold initial interviews with long-listed candidates. Following these initial interviews a small number of shortlisted candidates will progress to the technical assessment and formal interview stage which will take place on **28 July 2014** at the Authority's offices in Camden.

The technical assessment will be conducted by:

- **Dominic Booth**, Authority Member and Managing Director Abellio UK
- **Andrew Pollins**, Authority Member and TfL Finance Director

The interview panel will be chaired by **Millie Banerjee**, Chairman of the British Transport Police Authority. Other panel members will be:

- **Brian Phillpott**, Deputy Chairman of the Police Authority
- **Andrew Figures**, Chief Executive to the Police Authority

Equal opportunities

The Authority is an equal opportunities employer and is determined to ensure that:

- The workforce reflects the diverse community which it serves and that the working environment is free from any form of harassment, intimidation, bullying or victimisation;
- No job applicant or employee is treated more or less favourably on the grounds of gender, sexual orientation, age, marital status, race, colour, nationality, ethnic or national origins, creed, religion or disability;
- No job applicant or employee is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job.

Data protection

Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The equal opportunities monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are

unsuccessful, personal details relating to your application will be destroyed after 6 months.

Pre-employment checks

The successful candidate will be subject to the satisfactory completion of pre-appointment enquiries including vetting and references, before an appointment can be offered formally. The successful candidate will be required to sign a contract with the Authority before taking up appointment.

Travel costs

There are no arrangements for the reimbursement of travel costs.

Annex A: British Transport Police Staff Scheme - summarised structure

The following is a brief summary of the benefits and contribution rates currently payable under the Railways Pension Scheme – British Transport Police Section.

This summary is only a broad summary of the key features of the fund. Any entitlement to benefits from the scheme is governed by the trust deed & rules, not this summary.

Description	Benefit calculation
Contributions	Based on Basic Pay plus London Weighting (if applicable) at 1 April each year less one-and-a-half times the basic state pension. Contributions are revised each 1 July.
Member Contribution Rate	The member's contribution rate is currently 10.06%.
Employer Contribution rate	One-and-a-half times the member contribution rate, plus any additional lump sums due under the Schedule of Contributions.
Contribution Rate Reviews	Contributions rates will be reviewed every three years after each actuarial valuation. The next valuation will be as at 31 December 2013. Any contribution changes usually happen 18 months after the valuation date.
Pension	This is based on the average Basic Pay plus London Weighting, less one-and-a-half times the basic state pension in the last 12 months' service.
Lump Sum	This is based on the average Basic Pay plus London Weighting in the last 12 months' service.
Normal Retirement age	Age 60
Pension at Retirement Fraction per year of service (proportion for days)	1/60 th
Lump Sum at Retirement Fraction per year of service (proportion for days)	1/40 th
Ill Health Pension	After 5 years of qualifying service, if the member is incapable of performing any duties [as a Police Officer or otherwise] the pension earned to date is enhanced by the lesser of 10 years and number of years of potential service to age 60, up to a maximum of 40 years' membership. The additional pension may be suspended if the member recovers sufficiently to be able to take up full-time regular employment.
Death in Service Payment	Four times Pay

<p>Dependant's pension (upon death in service)</p>	<p>A pension of one half of the pension that would have been payable had the member been granted an incapacity pension.</p> <p>Pensions would be payable to cohabiting, non-married (including same sex) partners.</p> <p>Pensions are also payable to dependent children until they reach age 18, age 23 if they are in full time education, or for life if they are mentally or physically handicapped.</p>
<p>Dependant's pension (after leaving service)</p>	<p>A pension of one half of the member's basic pension.</p> <p>Pensions would be payable to cohabiting, non-married (including same sex) partners.</p> <p>Pensions are also payable to dependent children until they reach age 18, age 23 if they are in full time education, or for life if they are mentally or physically handicapped.</p>
<p>Benefits on leaving service (including leaving under redundancy with lump sum compensation)</p>	<p>If more than one month's membership:</p> <ul style="list-style-type: none"> • Pension and lump sum are payable at age 60 based on service and salary at date of leaving. Benefits are increased before and after retirement as described below. <p>If less than one month's membership:</p> <ul style="list-style-type: none"> • Refund of contributions (less tax and other deductions).
<p>Increases in benefits after you have left service or after your pension has started.</p>	<p>As determined by the Pensions Increase Act 1971, which currently refers to increases in line with the Consumer Price Index each September.</p>
<p>Additional Voluntary Contributions</p>	<p>Additional Voluntary Contributions (AVCs) allow a member to provide for increased benefits at retirement.</p> <p>The scheme's AVC arrangements are called BRASS and AVC Extra which allow flexibility to choose:</p> <ul style="list-style-type: none"> • how much to contribute; • where to invest contributions; • when to start making contributions; and • when to stop contributing.