

Security Classification:	NOT PROTECTIVELY MARKED
Disclosable under FOIA 2000:	Yes

SURREY POLICE - PAPER FOR PCC MANAGEMENT MEETING

Financial Report Month 9 – 2013-14

1. Purpose

1.1. This report presents the financial position for December 2013, being quarter 3 of 2013/14.

2. Summary

2.1. The gross revenue budget for the year is £207.7m, a reduction of £1.1m compared to last year. The current forecast is for a slight underspend against the budget, despite absorbing the funding of the unbudgeted cost of the decision to cease the development of the crime, intelligence, case and custody system revenue costs.

2.2. The net capital budget is £17.4m including £6.4m carried forward from last year; expenditure for the year to date is £10.0m.

3. Introduction

3.1. The report contains the following;

3.2. The actual revenue expenditure year to date, with the forecast for the year against the annual budget, including an overtime analysis for officers and staff (appendix A).

3.3. The movement on the general balances and specific reserves (appendix A).

3.4. The capital expenditure against the annual budget (appendix A & B).

3.5. The balance sheet items that are termed as working capital, such as the cash position, accounts receivable and payable performance (appendix A).

3.6. Efficiency Plan (appendix C) incorporating the strategic savings graded as red, amber or green.

4. Revenue Budget Summary

4.1. The revenue budget for the year is £207.7m, a reduction of £1.1m (0.5%) on last year's. The budget incorporates a movement of £1.5m into general reserves.

4.2. The year to date actual revenue expenditure of £155.8m is £0.335m within the phased budget. The full year forecast is for a close to balanced budget position, with a small underspend of £0.183m.

4.3. The result reflects the £4.3m reduction in Council Tax Precept income as a result of localisation, despite a 1.995% increase in precept rates, offset by a Government compensation grant, and a £1.6m reduction in central Government grant offset by the effectiveness of the Force's austerity programmes. The detail of which is detailed in appendix C.

4.4. The Force Summary at appendix A provides the detail of expenditure against the budget for the cost type, pay, premises, supplies & services, transport and income.

4.5. The flexibility levered from the budget allows for financial resources to be targeted by the Force which assist in the achievement of the PCC's Police and Crime Plan.

5. Force Business Unit Variances

5.1. Detailed at appendix A is a table that provides the Force and PCC budget by function in the new force structure. This has yet to be finalised so although this section of the report provides some narrative on the forecast expenditure against these interim budget headings, individual forecast variances may change as the structure is finalised and budgets are fully vired.

5.2. North Division: Forecast to be £381k within budget. Officer pay is forecast to be overspent by £237k due to officers being over establishment. Overtime is also forecast to be just above budget but allowances are £131k below. An underspend on staff salaries and overtime is forecast. Supplies and services are within budget due to an underspend on fuel which is forecast at £103k for the year. Income is set to exceed budget by £10k.

5.3. East Division: Forecast to be £706k above budget. This relates to officer numbers within Investigations being between 15 and 20 PCs above budget, and TPT being 3 officers above. Overtime for officers and staff is forecast to be underspent, as are staff salaries and non payroll costs.

5.4. West Division: Forecast to be £218k under budget. Officer payroll overspend due to excess CID Sergeants and TPT PCs which is offset by an underspend on staff payroll arising from vacant PCSO posts, reduced officer overtime costs and increased income.

5.5. Lead Force Operations: Forecast to be £220k overspent. Budgets are yet to be finalised but officer overtime, staff payroll, and operational and transport costs are currently forecast above budget.

5.6. Lead Force Specialist Crime: Forecast to be underspent by £1,348k. Underspend on officers' pay of £719k and staff of £281k partly offset by additional overtime costs. Non payroll costs are forecast to be underspent by £336k and income to over achieve by £268k, however budgets are yet to be finalised in this area as the scope is finalised.

5.7. Deputy Chief Constable's Command: ACPO are £939k above budget. This is largely due to the payments that result from the decision to cease the previous crime, intelligence and case & custody computer system, plus the implementation costs of the replacement system, Niche, which is carried forward to the year-end forecast. The Joint Emergency Services Interoperability Project (JESIP) is showing a variance on agency staff costs which are covered by Home Office Grant. PSD is within budget as a result of a refund of legal costs. The underspend is forecast to continue with a reduction in officer and staff numbers. Force Improvement is budgeting for staff and premises savings which have not so far materialised; it is also carrying officers previously charged to Enterprise and staff supporting change programmes resulting in a £668k overspend year to date which is forecast to reduce to £87k. Strategic Planning and Diversity are within budget, a position which is forecast to continue.

5.8. ACO Command: Shared Business Services is within budget due to reduced operational costs. A significant underspend is forecast due to reducing staff costs. ICT costs are within budget which is forecast to continue. Finance and Services are just above budget due to estates requirements but are forecast to recover by year end. HR is under budget by £492k due to a reduced spend on officers' payroll in relation to probationer numbers and reduced staff and non payroll costs. The forecast is for a continuing underspend.

5.9. At Force level costs are within budget and are forecast to remain so. The finalisation of the new structure is not as yet complete so budget virements are not finalised; when completed the reported command level variances may be amended, thus corrective management action is not currently required at this level. It is clear however when considering costs by type, that overtime spend is above budget for both officers and staff with a forecast overspend of £783k for the year. The overtime expenditure is a cost that receives close attention with additional analysis being provided to budget holders which will ensure there is effective control of overtime going forward. Supplies overspend relates to the decision to cease the previous crime, intelligence and case & custody computer system and Niche which are one off expenditure and will not continue. Agency staff overspend relates to JESIP and is covered by additional Income from the Home Office. Variations in officer and staff payroll are predominantly volume related and are managed through the Workforce Planning and Performance Board. It is proposed to bring the Workforce and Financial Planning and Performance Boards together to give improved oversight and control on expenditure.

6. Virements and Approvals

6.1. Virements are intended to enable the Chief Constable to manage budget flexibly within the overall policy framework determined by the PCC, and therefore to provide the opportunity to optimise the use of resources to emerging needs.

6.2. The Chief Constable will only be required to refer back to the PCC when virement would change the overall policy framework determined by the PCC or where a revenue virement might create a future year or continuing commitment. The current restructure of the force into geographical commands and lead force collaboration having been agreed with the PCC, no virements are requiring approval.

7. Capital Position

7.1. The approved capital programme is for a total of £17.4m. Detail of the capital programme is detailed in appendix B.

7.2. The significant capital projects are Salfords Custody Suite, Niche RMS, Vehicle replacement programme, and ICT Infrastructure renewal. The Salfords Custody Suite opened for operational use in November 2013. The first stage of Niche went live in November 2013 with the second stage due in February 2014.

7.3. Expenditure for the year to date is £10.0m with orders committed of a further £2.2m. The forecast variance for the year is an under spend due to phasing of the schemes over more than one year.

7.4. Capital expenditure is financed from grants received from the Home Office, capital receipts from the sale of assets, revenue transfer funding and if necessary borrowing, but given the size of recent receipts from station and house sales none is currently forecast.

8. Reserves

8.1. At the start of the year general reserves stood at £9.3m and specific stood at £8.2m. The budget incorporated a movement of £1.5m into the general reserve which is phased over the year. General reserves will be £11.1m based on the current forecast at year end, with some minor movements on the specific reserves.

9. Accounts Receivable

9.1. Accounts receivable balance at month end was £0.7m, which includes £0.3m over 90 days old, being 38% of total debtors; 56% are under 30 days old.

9.2. Financial regulations set out the limits for the write off of debt. Any individual debtor above £20k will require the Chief Finance Officer of the Chief Constable and the Chief Finance Officer of the PCC to approve the write off of the debt. No write off actions are currently recommended, but as the liquidation of Scotty Events Ltd (GuilFest) continues a write off against the bad debt provision will be required.

10. Accounts Payable

10.1. Accounts payable held 421 invoices and credit notes under query at month end of which 213 are for more than 120 days and another 39 are over 60 days. The total net value of outstanding invoices and credit notes being £378k. 26% of invoices have been held for less than 30 days with a further 14% held for less than 60 days.

11. Cash

11.1. Revenue receipts in the year to date of £183.7m exceeded expenditure by £3.0m; in addition there were capital receipts of £15.4m which exceeded capital expenditure by £5.4m. The cash balance thus increased by £8.4m in the year to date to £16.9m.

11.2. The balance is forecast to decrease by £4.8m over the remainder of the year to £12.1m, as revenue receipts are spent and capital receipts are used to support capital programmes.

12. Efficiency Savings

- 12.1.** The report at appendix C sets out the current position with respect to the Force's Efficiency Plan as at month 9 there is small variance with forecast savings below the savings target of £3.6m in the current year.

13. Risks

- 13.1.** The inability to control financial expenditure and achieve value for money would impact on achieving performance objectives and attract negative attention that affects the Force's reputation.

14. Decision[s] Required

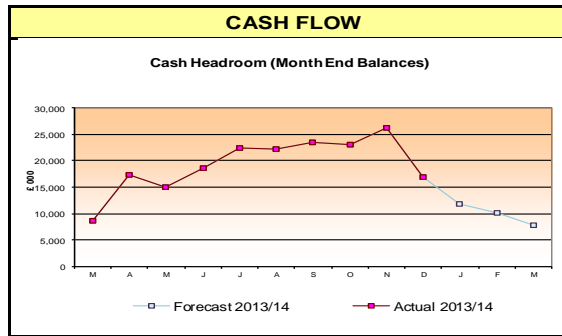
- 14.1.** The financial position is for information.



FINANCIAL OVERVIEW AS AT DEC 2013

INCOME AND EXPENDITURE						
BUSINESS UNIT VARIANCES						
	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
North Division	16,940	17,212	272	23,042	22,661	381
East Division	17,202	17,015	(187)	22,155	22,861	(706)
West Division	22,903	23,000	98	30,229	30,011	218
Operations	12,847	11,942	(905)	15,975	16,195	(220)
Specialist Crime	36,330	37,694	1,364	50,027	48,679	1,348
Sub Total	106,222	106,864	642	141,428	140,406	1,022
ACPO	2,908	2,146	(762)	2,857	3,797	(939)
PSD	1,678	1,773	95	2,364	2,286	78
Strategic Planning	110	122	12	162	148	15
Diversity	134	161	27	214	199	15
Service Quality	1,475	1,606	130	2,123	1,966	157
Force Improvement	1,071	403	(668)	616	703	(87)
Sub Total	7,377	6,210	(1,167)	8,338	9,098	(761)
Contact & Deployment	10,971	10,622	(348)	14,144	14,620	(476)
Central Neighbourhoods	1,509	551	(958)	1,851	2,066	(216)
Sub Total	12,479	11,173	(1,307)	15,995	16,686	(692)
SBS	1,540	1,615	75	2,140	2,038	102
ICT	7,874	8,251	377	11,178	11,001	176
F & S	9,969	9,888	(81)	12,486	12,447	39
HR/Fed	7,760	8,252	492	11,002	10,538	464
Sub Total	27,143	28,005	862	36,806	36,024	781
Corporate/Suspense	1,930	2,479	548	3,168	3,481	(313)
PCC	694	1,450	755	1,940	1,796	144
Sub Total	2,625	3,928	1,304	5,108	5,277	(169)
TOTAL	155,846	156,181	335	207,674	207,491	183

BALANCE SHEET			
BALANCES			
	31/03/13	31/12/13	VAR
	£ 000	£ 000	£ 000
Police Staff Pension Reserve	2,080	2,080	0
Insurance Reserve	2,832	2,392	(440)
III Health Reserve	1,648	1,669	21
Healthcare Reserve	290	290	0
OPR Reserve	460	398	(62)
Employee Retention Reserve	900	900	0
General Balances	9,340	10,832	1,493
TOTAL	17,550	18,561	1,012

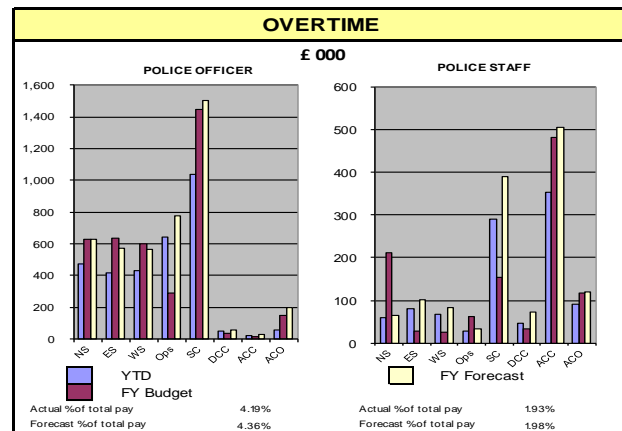


CAPITAL EXPENDITURE			
	£ 000		
Approved 13/14 Capital Budget	10,720		
Projects carried forward	6,647		
Total	17,367		
Spend to date	9,970		
Ordered	2,225		
Un committed	5,266		
Revenue funded	(94)		
Total	17,367		

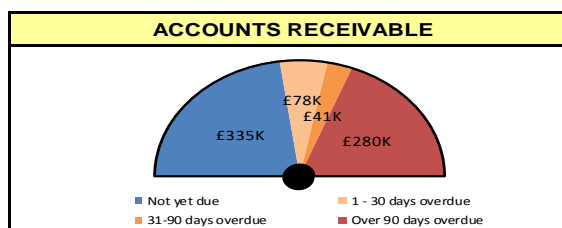
Financing

Grant	1,416
Other funding	0
Receipts	22,007
Underspend	3,200
Borrowing	(9,255)
Total	17,367

MRP £'000: 11/12: 357, 12/13: 719, 13/14: 706, 14/15: 693




ACCOUNTS PAYABLE						
		0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
Amount Due	£ 000	243.3	109.3	13.9	11.4	377.9
% of Total Amount		64.4%	28.9%	3.7%	3.0%	100.0%
No of Invoices		110	61	41	214	426
% of Total Amount		25.8%	14.3%	9.6%	50.2%	100.0%



COST TYPE VARIANCES						
	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Police Payroll	73,774	74,060	286	98,762	98,242	520
Unsocial Hours	853	945	92	1,260	1,167	92
Police Overtime	3,127	2,768	(360)	3,805	4,332	(527)
Staff Payroll	52,443	52,795	352	70,503	69,357	1,145
Staff Overtime	1,014	836	(178)	1,114	1,370	(256)
Agency	925	249	(675)	349	1,270	(921)
Other Payroll Costs	3,445	3,126	(319)	4,154	4,537	(384)
Sub Total	135,581	134,778	(802)	179,946	180,276	(331)
Premises	6,770	6,452	(318)	7,893	7,945	(51)
Supplies & Services	18,245	18,245	(1)	24,876	25,831	(955)
Transport	3,796	3,679	(117)	4,900	5,224	(324)
Financing	466	617	151	755	670	85
Sub Total	29,277	28,993	(284)	38,424	39,669	(1,245)
Income	(6,490)	(5,948)	542	(8,593)	(9,255)	662
Grants	(2,521)	(1,642)	879	(2,103)	(3,199)	1,097
Sub Total	(9,012)	(7,590)	1,421	(10,695)	(12,454)	1,758
TOTAL	155,846	156,181	335	207,674	207,491	183

APPENDIX B

GLW105																
C3 - Capital Report Month 9 - Dec -13																
 SURREY POLICE <i>With you, making Surrey safer</i>																
	Strand	Prior Year Re-Phasing Cf	Current Year Budget 2013/14	Total 13-14 Budget	Rev Cont Sp Grants	Actual Spend YTD (Excl. capitalised) Apr-13-Dec-13	Capitalised in Year	Variance YTD	O/S Orders	Actual Spend YTD plus O/S Orders	Bal of Year Forecast Jan-14-Mar-14	Full Year Forecast	Fc to Bud Variance	% Spend	RAG	
ICT Infrastructure Renewal / Business Continuity																
6021	DESKTOP REPLACEMENT PROGRAMME	0	225,000	225,000	19,860	76,199	144,098	24,563	295	220,592	0	220,297	24,563	132.47	Red	
6022	LAPTOP REPLACEMENT PROGRAMME	0	0	0	0	-4,913	20,860	-15,947	807	16,754	0	15,947	-15,947		Red	
6023	ACCRUALS/FORCE SPEND	0	0	0	0	-7,098	6,955	142	0	-142	0	-142			Red	
6024	NETWORKS/CABLING - ICAD UPGRADE	0	0	0	0	5,937	17,912	-23,850	4,426	28,276	0	23,850	-23,850		Red	
6025	IP PHONES	0	0	0	0	5,111	0	-5,111	2,140	7,251	0	5,111	-5,111		Red	
6026	IT PERIPHERALS - PRINTERS	0	0	0	19,489	28,117	40,893	-49,521	3,932	72,942	0	69,010	-49,521		Red	
6027	HOMA	0	700,000	700,000	0	-4,657	827,774	-123,217	0	823,217	0	823,217	-123,217	117.60	Yellow	
6028	HTCU/POLIT	0	0	0	0	0	2,603	-2,603	0	2,603	0	2,603	-2,603		Red	
6029	ICCS	0	0	0	0	0	0	0	0	0	0	0	0		Red	
6032	PLANNED SERVER REPLACEMENT	0	310,000	310,000	0	271	63,092	246,637	2,581	65,944	246,637	310,000	0	20.44	Red	
6052	HARDWARE - FIREWALLS	0	0	0	0	0	13,500	-13,500	0	13,500	0	13,500	-13,500		Red	
6055	ICT IMPROVEMENTS	0	500,000	500,000	0	63,276	1,302	435,422	337,920	402,498	222,179	286,757	213,243	13.76	Red	
6083	PROJECT SUPPORT COSTS	0	0	0	0	4,200	0	-4,200	0	4,200	0	4,200	-4,200		Red	
Sub-Total		0	1,735,000	1,735,000	39,349	166,543	1,138,990	468,816	352,101	1,657,634	468,816	1,774,349	-0	73.58	Green	
Fleet Annual Replacement Schemes																
6201	VEHICLE REPLACEMENT	JTS	553,143	1,711,815	2,264,958	28,468	915,040	349,703	1,028,683	1,047,014	2,311,757	1,028,683	2,293,426	0	55.15	Yellow
Specific Capital Schemes																
6301	UNALLOCATED - BUDGET ONLY		0	906,609	906,609	0	0	906,609	0	0	906,609	906,609	906,609	0	1.43	Red
6364	MOBILE DATA 2009/10	DCC	315,001	0	315,001	4,500	0	310,501	26,625	31,125	310,501	315,001	315,001	0	50.86	Red
6371	ENABLING NEIGHBOURHOOD POLICING BASES	DCC	0	83,741	83,741	42,590	0	41,151	0	42,590	41,151	83,741	0	96.65	Red	
6378	SALFORD CUSTODY SUITE	DCC	4,559,177	0	4,559,177	4,406,277	0	152,900	113,213	4,519,490	79,902	4,486,179	72,998	5.51	Red	
6378	DIGITAL AUDIO INTERVIEWING EQUIPMENT	ACC SC	425,000	0	425,000	23,415	0	401,585	0	23,415	401,585	425,000	0	23.76	Red	
6390	OPR ESTATE RESTRUCTURE	DCC	43,719	0	43,719	10,388	0	33,331	0	10,388	33,331	43,719	-0	0.00	Red	
6395	MIDAS MOBILE FINGERPRINT ID	DCC	6,600	0	6,600	0	0	6,600	0	0	6,600	6,600	0	53.67	Red	
6396	SUPPORT SERVICES IT DEVELOPMENTS	ACO	219,181	0	219,181	117,625	0	101,556	0	117,625	101,556	219,181	-0	42.98	Red	
6397	E-Business/Integration Technologies	DCC	57,060	0	57,060	24,523	0	32,537	19,824	44,346	32,537	57,060	0	12.14	Red	
6399	Remote Access	DCC	107,988	0	107,988	0	0	107,988	6,425	107,988	107,988	107,988	0	59.69	Red	
6404	Firearms Licensing Scanning	ACC Op	75,149	0	75,149	9,126	0	66,023	13,043	22,169	66,023	75,149	0	63.42	Red	
6405	Police National Database	DCC	35,130	0	35,130	-4,475	0	39,605	0	-4,475	35,130	30,655	4,475	0.00	Red	
6407	Internet Cafe	ACO	0	0	26,000	15,520	0	10,480	0	15,520	10,480	26,000	-0	59.27	Red	
6408	Niche RMS	DCC	0	4,118,528	4,118,528	2,612,056	0	1,506,472	240,980	2,853,036	1,506,472	4,118,528	-0	0.00	Red	
6409	Generator for Business Continuity	ACO	0	232,360	232,360	137,712	0	94,648	44,690	182,402	94,648	232,360	0	0.00	Red	
6410	Reigate Custody Refurbishment	ACO	250,000	0	250,000	0	0	250,000	0	0	250,000	250,000	0	0.00	Red	
6411	Steria Storm Command & Control System	ACC LP	0	1,054,850	1,054,850	0	0	1,054,850	0	0	1,054,850	1,054,850	0	0.00	Red	
6412	CHC Voice Recording	ACC LP	0	86,000	86,000	0	0	86,000	0	0	86,000	86,000	0	0.00	Red	
6413	Burpham TFU Base	ACC Op	0	78,428	78,428	0	0	78,428	13,501	13,501	78,428	78,428	0	0.00	Red	
6414	Information Architecture	ACO	0	350,000	350,000	0	0	350,000	115,600	115,600	350,000	350,000	0	0.00	Red	
6415	Virtual Desktop Infrastructure	ACO	0	152,525	152,525	0	0	152,525	0	0	152,525	152,525	0	0.00	Red	
6416	Apex application Migration	ACO	0	209,866	209,866	0	0	209,866	232,071	232,071	209,866	209,866	0	0.00	Red	
Specific Capital Schemes Sub-Total			6,094,005	7,272,907	13,366,912	26,000	7,399,257	5,993,655	825,972	8,225,228	5,916,182	13,315,439	77,473			
Totals			6,647,148	10,719,722	17,366,870	93,817	8,480,840	1,488,693	7,491,154	2,225,086	12,194,619	17,383,214	77,473			
NOTES																
									5% per month =	Scheme Closed						
									6.5% per month =	Less than 45% or more than 120% of budget spent						
									6.5% per month =	Less than 58.5% or more than 110% of budget spent						
									6.5% per month =	Greater than 58.5% or less than 110% of budget spent						
6201	The Vehicle Replacement capital scheme is now part of joint working with Sussex Police.															
6377	This variance is not a saving, there will be an estimated residual payment of £72,681 in 2014/15. Overall a predicted underspend of £317 is possible.															
6395	This scheme is due to complete in 2013/14 with an expected final payment of £6,600.															
6404	It had been envisaged that a saving of £45k would be possible on this scheme, this will not be the case now due to the need to increase server capacity as using Spider is no longer a viable option.				6411	It is understood that this project will be delayed into 2014/15 and will require additional funding.										
6405	In 2012/13 £9.8k of costs were funded out of revenue so an 'under spend' against this capital scheme is forecast; a credit spend results from the cancellation of a prior year accrual.															

APPENDIX C

December 2013		2013/14 In-Year Budgeted Savings	2013/14 In-Year Revised Forecast	2013/14 In-Year Variance	2014/15 Forecast Savings	2015/16 Forecast Savings	2016/17 Forecast Savings	2017/18 Forecast Savings	5 Year Forecast	4 Year Forecast
PROJECT	Y/N	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s
Closed Projects										
BSD Main Review	Y	0	82	82	4	0	0	0	88	4
Crime Management Review	-	0	0	0	17	32	0	0	49	49
Estates Management	-	61	61	0	43	21	0	0	125	64
Corporate Communications 2011	-	70	70	0	19	0	0	0	35	19
Senior Police Staff Leadership Review	Y	25	25	0	0	0	0	0	25	0
Health and Safety Review	Y	30	30	0	0	0	0	0	30	0
Diversity Review	-	1	0	(1)	0	0	0	0	0	0
Secretariat Review	-	41	41	0	11	0	0	0	52	11
ICT OBR review	-	57	57	0	55	0	0	0	112	55
Enterprise Programme - OIU	-	9	9	0	18	21	43	0	91	32
Functional Command Savings - Vehicle Recovery	-	(18)	(18)	0	19	0	0	0	0	19
Functional Command Savings - Offender Management	Y	16	16	0	5	0	0	0	21	5
Functional Command Savings - Switchboard	Y	25	25	0	0	0	0	0	25	0
Service Quality Review Phase 3	Y	19	(29)	(48)	0	0	0	0	(28)	0
BSBO Structural & Skills Review	-	0	32	32	21	1	3	0	31	29
Functional Command - Force Control Room	Y	191	240	49	43	0	0	0	233	43
Joint Procurement	-	16	47	31	21	1	0	0	69	22
Secretariat Review	-	0	(12)	(12)	11	0	0	0	(1)	11
Secretariat 2013	-	0	1	1	1	0	0	0	2	1
Closed Projects Total		648	880	104	280	78	48	0	1,082	402
Operational Performance										
Divisional Implementation 2013	-	0	(225)	(225)	0	0	0	0	(225)	0
Proactive Review	-	0	0	0	2,444	0	48	0	2,489	2,489
Proactive Reinvestment	-	0	0	0	(2,410)	0	0	0	(2,410)	(2,410)
ODG Initiative - Neighbourhood Review	-	0	0	0	1,281	1,742	0	0	3,003	3,003
Neighbourhood Reinvestment	-	0	0	0	(897)	(897)	0	0	(1,794)	(1,794)
ODG Initiative - Custody	-	0	352	352	610	0	0	14	976	624
ODG Initiative - O/D Project 2013	-	0	(328)	(328)	2,438	39	491	0	2,980	2,908
Operational Policing Total		0	(201)	(201)	3,448	884	478	14	4,819	4,820
Partnering										
Partnering Total		0	0	0	0	0	0	0	0	0
Police Collaboration										
Bilateral Collaboration Programme	-	0	0	0	45	0	0	0	45	45
Major Crime	-	388	0	(388)	0	0	0	0	0	0
Tactical Firearms	-	132	0	(132)	0	0	0	0	0	0
Forensics Investigation	Y	481	583	101	0	0	0	0	583	0
Specialist Crime Lead Force Surrey										
Operations Lead Force Sussex										
Support Services Transformation										
Corporate Services										
Phase 1	-	0	0	0	0	0	0	0	0	0
Other										
Joint Transport Service	-	44	(40)	(84)	149	45	6	0	160	200
Joint Insurance	-	16	16	0	14	0	0	0	30	14
Joint Procurement Contract Saves	-	0	19	19	435	0	0	0	504	435
National Collaboration Air Support	Y	200	200	0	0	0	0	0	200	0
Contact - Surrey	-	0	(72)	(72)	49	497	13	72	598	630
Police Collaboration Total		1,265	711	(594)	741	642	18	72	2,086	1,874
Digital Justice										
Digital Justice Total		0	0	0	0	0	0	0	0	0
Continuous Improvement										
Estates Reconfiguration: Services Facilities & Co-location	-	0	0	0	0	0	0	0	0	0
Estates Reconfiguration: Red	-	20	0	(20)	31	205	18	0	255	255
Estates Reconfiguration: Amber	-	388	130	(258)	349	184	(18)	10	663	533
Estates Reconfiguration: Green	-	319	545	226	15	(17)	(42)	(16)	482	(62)
Belfries	-	0	0	0	0	0	0	0	0	0
ACD 10 percent non staff saves	Y	342	342	0	177	0	0	0	519	177
ACD 10 percent non staff saves	Y	317	317	0	211	0	0	0	528	211
ODG 10 percent non staff saves	Y	46	46	0	20	0	0	0	66	20
Support Services Continuous Improvement Programme	Y	115	138	21	2	0	0	0	138	2
Non staff costs - Overtime	Y	297	297	0	0	0	0	0	297	0
Learning and Development Review	-	0	288	288	871	0	38	0	1,011	713
HR Savings Plan (incl Occupational Health Savings)	-	0	251	251	83	178	15	0	327	276
Finance Savings Plan	-	0	0	0	157	139	0	0	296	296
ICT Savings Plan	-	0	0	0	671	0	0	0	671	671
Corporate Comms Saving Plan	-	0	0	0	81	0	0	0	81	81
Non staff costs - Officer Allowances	-	30	30	0	0	0	0	0	30	0
Continuous Improvement Total		1,872	2,382	620	2,474	680	8	0	5,686	3,178
Total Savings		3,883	3,682	(101)	8,841	2,192	660	88	13,361	8,788