



SURREY POLICE - PAPER FOR JULY PCC MANAGEMENT MEETING

Financial Report Month 12 – 2013-14

1. Purpose

- 1.1. This report presents the financial position for March 2014, being quarter 4 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 year-end position was a small underspend against the budget, despite absorbing the funding of unbudgeted costs of the decision to cease the development of the crime, intelligence, case and custody system revenue costs and the response to the severe flooding in the county.
- 2.2. The net capital budget was £17.4m including £6.4m carried forward from the previous year; expenditure for the year was £13.4m.

3. Introduction

- 3.1. The report contains the following;
- 3.2. The actual revenue expenditure 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 was £207.7m, a reduction of £1.1m (0.5%) on the previous year. The budget incorporates a movement of £1.5m into general reserves.
- 4.2. The actual revenue expenditure for the year was £207.4m, which is £0.3m within the annual budget.
- 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 this is shown 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 Police and Crime Plan People's Priorities.

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 that was implemented on the 1st October 2013. The structure coding work was completed for the new financial year and this section of the report provides some narrative on the expenditure against the previous interim budget headings. There remained some inherent mismatching of expenditure and budget. It is also worth reminding that police officer pay is not delegated and is managed at Force level however the variances are included in this report for each division or department.
- 5.2. North Division: Year end position of £164k within budget. Officer pay was overspent by £330k due to officers being over establishment, whereas police officer overtime came in just under budget by £11k below, and there was an underspend on staff salaries and overtime of £29k. Supplies and Services came within budget by £282k, the majority of which was within transport expenditure.
- 5.3. East Division: Ended the year £658k above budget. This relates to officer numbers within Investigations being between 15 and 20 Police Constables (PC) above budget, and Targeted Patrol Team (TPT) being 3 officers above; overtime for officers was underspent by £81k, noting this was achieved with the additional cost of supporting the flooding response. Staff salaries including overtime and staff were overspent by £129k. All other costs were managed within budget.
- 5.4. West Division: The year end position is an overspend of £153k. The most significant variance is in police officer pay with an overspend of £149k due to additional probationers in Response and a number of temporary and acting up appointments across the division. Police officer overtime was overspent, again a proportion due to the flooding response. Police staff was under budget arising from vacant Police Community Support Officer (PCSO) posts not recruited pending the changes from the Neighbourhood Review. Non staff costs were overspent, a contributing item being the renewal of the SafetyNet system with the income from Surrey County Council creating a positive variance within income.
- 5.5. Contact & Deployment: Ended the year £278k above the budget. Police officer expenditure was within budget whereas police staff expenditure was overspent by £200k which occurred in the Contact Centre and the Force Control Room; this variance had been managed down during the year. Non staff costs were overspent arising in vehicle recovery costs, including the impact of an operator ceasing trading and costs from the spend on stray horses of £23k which is a growing issue.
- 5.6. Central Neighbourhoods: The year end position is an overspend of £197k. This department needs to be seen alongside the three divisions as it has elements that will be discontinued in 2014/15 following the restructure and review. The income underachieved as not all costs relating to Drug Alcohol Action Team were recovered.
- 5.7. Lead Force Operations: The command for this function is with a Sussex Police Assistant Chief Constable (ACC) and it began in October 2013. However there is no cost sharing across the whole function. The overspend was £558k. The police officer pay was underspent with vacancies in the Roads Policing team. Police officer overtime was overspent and relates to mutual aid which in turn is reflected in the over achievement of income, plus the impact of the additional overtime incurred in response to the flooding in the county. The staff expenditure exceeded

budget, the majority of which is within the Protection Group. Other costs are overspent which include the additional costs of the flooding response that sit in this department including; support from Sussex Police, hire of vehicles, additional equipment and catering. A bid has been prepared to apply for a Home Office special grant for this rare weather event.

- 5.8. Lead Force Specialist Crime: The command for this function is with a Surrey Police ACC and it began in October 2013. However there is no cost sharing across the whole function. The underspend for the year was £966k. Police officer salary was underspent by £381k, particularly in Investigation Support and Criminal Justice. Police officer overtime was under by £46k against a budget of £1.5m. Police staff costs came in under budget by £381k which occurred in Intelligence Management and Briefing and Tasking. Countering this is an overspend on staff overtime. Within other costs there is an overspend of £99k which arises partly from Forensic Investigation team. There was a sizeable over achievement against the income budget with additional income arising from the Immigration Service and within Criminal Justice.
- 5.9. Deputy Chief Contable (DCC) Command: ACPO are £77k below budget. Within this department is the ACPO Team who were underspent for the year; Corporate Communications also underspent for the year. Corporate Communications planned to upgrade the force intranet which was delayed and a sum of £73k is proposed to be carried forward to allow completion of this work in 2014/15. The Joint Emergency Services Interoperability Project is balanced as the cost is funded by Home Office grant. The Professional Standards Department came in under budget by £140k, predominantly from vacancies in police staff. Both Strategic Planning and Diversity were on budget. Service Quality department was underspent for the year arising from police staff vacancies, savings on postage and equipment along with additional income from the Data Bureau. Force Improvement achieved an underspend due the additional savings made in the year, as shown at Appendix C.
- 5.10. Assistant Chief Officer (ACO) Command: Shared Business Services is within budget due to police staff vacancies throughout the year. ICT department was just over the budget by £20k which is credit to the department having undergone a significant change and delivered many IT projects in the year. Finance and Services are above budget by £452k due to the estates improvement plan being delivered and historic billing of gas and electricity that related to previous years. The Joint Transport Service (Sussex and Surrey fleet) commenced in year and is operating at a lower cost than in the first six months of the year prior to implementation. There were underspends within Joint Insurance Service, Finance and Joint Procurement Service. Human Resources achieved an underspend of £772k arising from fewer probationers; a significant saving within Learning and Development is due to the review generating vacancies and a reduction in non-employee costs along with other teams ending the year below budget but there is a small overspend in Occupational Health.
- 5.11. At Force level costs were within budget for the year and the controls in place to manage the force restructure and the associated budget re-allocation kept expenditure within budget. It is clear however when considering costs by type, that overtime spend is above budget for both officers and staff with an overspend of £761k and £295k respectively for the year, noting the additional expenditure from officers working to support the efforts to protect and help the Surrey residents during the period of flooding in the county. For the new financial year, overtime expenditure will be a cost to receive close attention with additional analysis being provided to the ACCs which will ensure there is effective control of overtime going forward. Supplies

overspend relates to decision to cease the previous crime, intelligence and case and custody computer system and Niche, which are one off expenditures 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 will continue to be managed through the Workforce Planning and Performance Board.

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 have been agreed with the PCC; therefore these are considered approved, and further temporary virement to match the costs of ceasing the crime intelligence system was approved by the Treasurer.

7. Capital Position

- 7.1. The approved capital programme was for a total of £17.4m. Detail of the capital programme is detailed in Appendix B.
- 7.2. The significant capital projects were 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 implemented in February 2014.
- 7.3. Expenditure for the year was £13.4m with orders committed of a further £2.7m. The year end variance of £4m was reviewed at the Capital Strategy Board, which approved where appropriate the carry forward of capital budget.
- 7.4. Capital expenditure is financed from grants received from the Home Office £1.4m, capital receipts from the sale of assets £12m, revenue transfer funding and if necessary borrowing, which is not required due to the size of recent receipts from police buildings and house sales.

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. General reserves at the year end are £11.2m, with some minor movements on the specific reserves which stand at £8.1m.

9. Accounts Receivable

- 9.1. Accounts receivable balance at month end was £0.7m; this includes £0.2m over 90 days old, being 23% of total debtors. 64% are under 30 days old.
- 9.2. Financial regulations sets out the limits for the write off of debt, an individual debtor up to £10k can be approved by the Chief Finance Officer of the Chief Constable and the Chief Finance Officer of the PCC for their respective corporation soles, if above this level the both have to approve and over £50k annually the Joint Audit Committee have to approve the write off of the debt.

10. Accounts Payable

10.1. Accounts payable held 396 invoices and credit notes under query at month end of which 210 are for more than 120 days and another 23 are over 60 days. The total net value of outstanding invoices and credit notes is £642k, of which £554k are not due for payment. 86% of invoices have been held for less than 30 days with a further 11% held for less than 60 days.

11. Cash

11.1. Capital receipts in the year were £21.4m, which exceeded capital expenditure of £13.2m by £8.2m; taken with the net cash movement in revenue during the year the cash balance ends the year at £26.5m.

12. Efficiency Savings

12.1. The report at Appendix C sets out the year end position with respect to the Force's Efficiency Plan which shows an over achievement of savings of £0.5m above the savings target of £3.7m.

12.2. A few savings plans that were not in the budget were initiated in year, for example the Criminal Investigation Department, Custody and Human Resources Reviews, which delivered more savings than the schemes that slipped in the year such as the Estate Strategy and the additional costs incurred to implement the Divisional restructure.

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

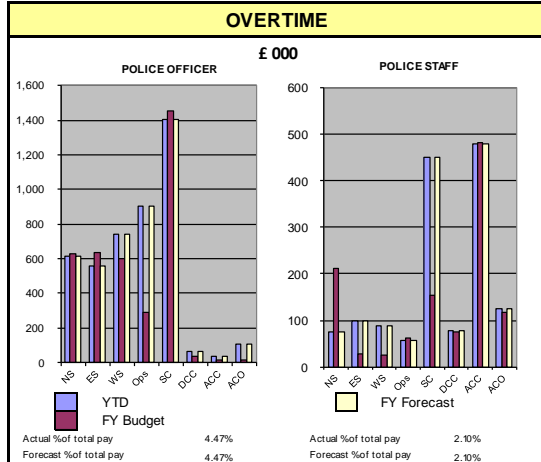
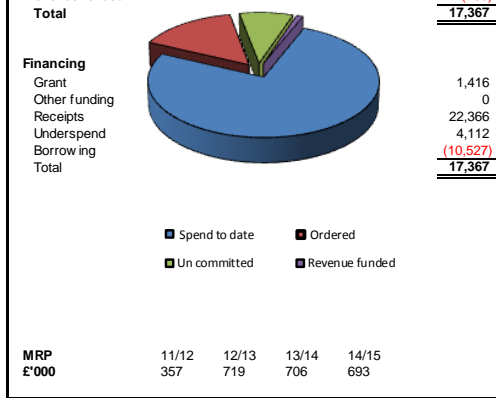
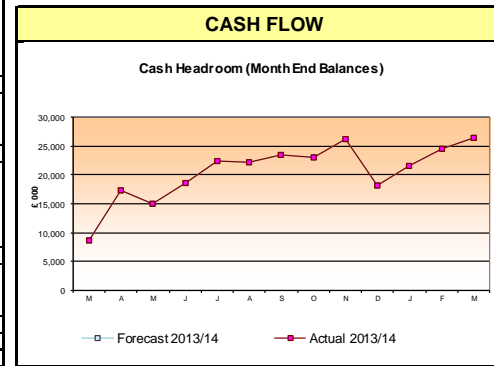
14.1. The financial position is for information.

14.2. Confirm the approval for the virements.

14.3. Note the carry forward of £73k for the Corporate Communications intranet development.

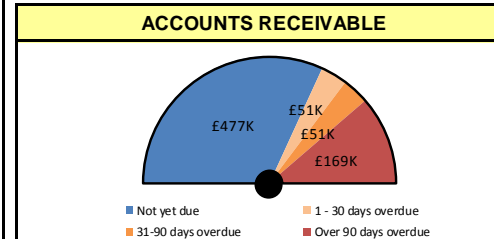
FINANCIAL OVERVIEW AS AT MARCH 2014

INCOME AND EXPENDITURE							BALANCE SHEET				CAPITAL EXPENDITURE						
BUSINESS UNIT VARIANCES							BALANCES				CAPITAL EXPENDITURE						
	YEAR TO DATE			YEAR			31/03/13 £ 000	31/01/14 £ 000	VAR £ 000	CAPITAL EXPENDITURE							
	ACT	BUD	VAR	BUD	F/C	VAR				Approved 13/14 Capital Budget							
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000				£ 000							
North Division	22,467	22,630	164	22,630	22,467	164	2,080	2,080	0	Projects carried forward							
East Division	22,776	22,118	(658)	22,118	22,776	(658)	2,832	2,970	138	Total							
West Division	30,230	30,077	(153)	30,077	30,230	(153)	1,648	1,673	25	Total							
Operations	16,555	15,997	(558)	15,997	16,555	(558)	290	290	0	Spend to date							
Specialist Crime	48,684	49,649	966	49,649	48,684	966	460	0	(460)	Ordered							
Sub Total	140,711	140,471	(239)	140,471	140,711	(239)	9,340	11,193	1,854	Un committed							
ACPO	3,854	3,931	77	3,931	3,854	77	TOTAL			Revenue funded							
PSD	2,222	2,363	140	2,363	2,222	140	17,550	19,106	1,557	Total							
Strategic Planning	147	162	15	162	147	15	Financing										
Diversity	201	214	13	214	201	13	Grant										
Service Quality	1,950	2,169	219	2,169	1,950	219	Other funding										
Force Improvement	2,052	2,380	329	2,380	2,052	329	Receipts										
Sub Total	10,427	11,219	793	11,219	10,427	793	Underspend										
Contact & Deployment	14,421	14,144	(278)	14,144	14,421	(278)	Borrowing										
Central Neighbourhoods	2,048	1,851	(197)	1,851	2,048	(197)	Total										
Sub Total	16,469	15,995	(474)	15,995	16,469	(474)	Total										
SBS	1,995	2,108	113	2,108	1,995	113	MRP										
ICT	11,151	11,131	(20)	11,131	11,151	(20)	11/12										
F & S	12,439	11,987	(452)	11,987	12,439	(452)	12/13										
HR/Fed	9,937	10,708	772	10,708	9,937	772	13/14										
Sub Total	35,522	35,934	414	35,934	35,522	414	14/15										
Corporate/Suspense	2,540	2,115	(423)	2,115	2,540	(423)	357										
PCC	1,700	1,940	240	1,940	1,700	240	719										
Sub Total	4,240	4,055	(183)	4,055	4,240	(183)	706										
TOTAL	207,369	207,674	310	207,674	207,369	310	693										



ACCOUNTS PAYABLE

	0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
Amount Due	£ 554.4	73.2	4.7	10.2	642.5
%of Total Amount	86.3%	11.4%	0.7%	1.6%	100.0%
No of Invoices	121	42	23	210	396
%of Total Amount	30.6%	10.6%	5.8%	53.0%	100.0%



COST TYPE VARIANCES

	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Police Payroll	98,076	98,635	558	98,635	98,076	558
Unsocial Hours	1,116	1,260	144	1,260	1,116	144
Police Overtime	4,432	3,671	(761)	3,671	4,432	(761)
Staff Payroll	68,882	70,149	1,267	70,149	68,882	1,267
Staff Overtime	1,449	1,154	(295)	1,154	1,449	(295)
Agency	1,146	349	(797)	349	1,146	(797)
Other Payroll Costs	4,683	4,154	(530)	4,154	4,683	(530)
Sub Total	179,785	179,371	(414)	179,371	179,785	(414)
Premises	8,826	7,893	(933)	7,893	8,826	(933)
Supplies & Services	25,997	25,390	(607)	25,390	25,997	(607)
Transport	4,796	4,935	139	4,935	4,796	139
Financing	767	781	14	781	767	14
Sub Total	40,386	38,999	(1,387)	38,999	40,386	(1,387)
Income	(9,884)	(8,593)	1,292	(8,593)	(9,884)	1,292
Grants	(2,923)	(2,103)	820	(2,103)	(2,923)	820
Sub Total	(12,807)	(10,695)	2,112	(10,695)	(12,807)	2,112
TOTAL	207,363	207,674	310	207,674	207,363	310

APPENDIX B



		Strand	Prior Year Re-Phasing C/f	Current Year Budget 2013/14	Total 13-14 Budget	Rev Cont Sp Grants	Actual Spend YTD (Excl. capitalised) Apr-13-Mar-14	Capitalised in Year	Variance YTD	O/S Orders	Actual Spend YTD plus O/S Orders	Bal of Year Forecast Mar-14-Mar-14	Full Year Forecast	Fc to Bud Variance	% Spend	RAG
GLW105																
C3 - Capital Report Month 12 - Mar -14																
ICT Infrastructure Renewal / Business Continuity																
6021	DESKTOP REPLACEMENT PROGRAMME	ACO	0	225,000	225,000	38,867	43,375	220,297	195	413	264,086	0	263,673	195	130.83	Red
6022	LAPTOP REPLACEMENT PROGRAMME	ACO	0	0	0	2,502	-2,463	25,767	-20,802	9,103	32,407	0	23,304	-20,802		
6023	ACCRUALS/FORCE SPEND	ACO	0	0	0		-7,150	6,955	194	0	-194	0	-194	194		
6024	NETWORKS/CABLING - ICAD UPGRADE	ACO	0	0	0		11,203	23,850	-35,052	791	35,843	0	35,052	-35,052		
6025	IP PHONES	ACO	0	0	0		3,271	5,111	-8,382	1,291	9,673	0	8,382	-8,382		
6026	IT PERIPHERALS - PRINTERS	ACO	0	0	0	73,399	22,157	76,042	-24,800	6,335	104,534	0	98,199	-24,800		
6027	HOMA	ACO	0	700,000	700,000		4,770	823,667	-128,437	710,260	1,538,697	0	828,437	-128,437	118.35	Yellow
6028	HTCU/POLIT	ACO	0	0	0		0	2,603	-2,603	0	2,603	0	2,603	-2,603		
6029	ICCS	ACO	0	0	0		0	0	0	0	0	0	0	0		
6032	PLANNED SERVER REPLACEMENT	ACO	0	310,000	310,000		20,668	63,363	225,969	12,213	96,244	0	84,031	225,969	27.11	Red
6052	HARDWARE - FIREWALLS	ACO	0	0	0		0	13,500	-13,500	0	13,500	0	13,500	-13,500		
6055	ICT IMPROVEMENTS	ACO	0	500,000	500,000		321,880	64,578	113,543	716,588	1,103,046	0	386,457	113,543	78.13	Green
6083	PROJECT SUPPORT COSTS	ACO	0	0	0		0	4,200	-4,200	0	4,200	0	4,200	-4,200		
	Sub-Total		0	1,735,000	1,735,000	114,768	417,711	1,329,933	102,124	1,456,994	3,204,638	0	1,747,644	102,124	94.48	Green
Fleet Annual Replacement Schemes																
6201	VEHICLE REPLACEMENT	JTS	553,143	1,711,815	2,264,958	28,468	1,592,754	668,883	31,789	875,738	3,137,375	0	2,261,637	31,789	98.61	Green
Specific Capital Schemes																
6301	UNALLOCATED - BUDGET ONLY		0	906,609	906,609		0	0	906,609	0	0	0	0	906,609		
6364	MOBILE DATA 2009/10	DCC	315,001	0	315,001		32,222	0	282,779	200	32,422	0	32,222	282,779	10.23	Red
6371	ENABLING NEIGHBOURHOOD POLICING BASES	DCC	0	83,741	83,741		48,320	0	35,421	0	48,320	0	48,320	35,421	57.70	Red
6377	SALFORD CUSTODY SUITE	DCC	4,559,177	0	4,559,177		4,522,764	0	36,413	0	4,522,764	0	4,522,764	36,413	99.20	Red
6378	DIGITAL AUDIO INTERVIEWING EQUIPMENT	ACC SC	425,000	0	425,000		23,375	0	401,625	7,791	31,166	0	23,375	401,625	5.50	Red
6390	OPR ESTATE RESTRUCTURE	DCC	43,719	0	43,719		27,956	0	15,763	6,786	34,742	0	27,956	15,763	63.94	Yellow
6395	MIDAS MOBILE FINGERPRINT ID	DCC	6,600	0	6,600		6,600	0	0	0	6,600	0	6,600	0	100.00	Green
6396	SUPPORT SERVICES IT DEVELOPMENTS	ACO	119,181	0	119,181		117,525	0	1,656	100	117,625	0	117,525	1,656	98.61	Green
6397	E-Business/Integration Technologies	DCC	57,060	0	57,060		164,757	0	-107,697	0	164,757	0	164,757	-107,697	288.74	Red
6399	Remote Access	DCC	107,988	0	107,988		100,000	0	7,988	0	100,000	0	100,000	7,988	92.60	Red
6404	Firearms Licensing Scanning	ACC Op	75,149	0	75,149		17,446	0	57,703	4,723	22,169	0	17,446	57,703	23.22	Red
6405	Police National Database	DCC	35,130	0	35,130		7,463	0	27,668	0	7,463	0	7,463	27,668	21.24	Red
6407	Internet Cafe	ACO	0	0	0	26,000	15,520	0	10,480	0	15,520	0	10,480	10,480	59.69	Red
6408	Niche RMS	DCC	0	4,118,528	4,118,528		3,909,504	0	209,024	32,403	3,941,907	0	3,909,504	209,024	94.92	Green
6409	Generator for Business Continuity	ACO	0	232,360	232,360		181,859	0	50,501	18,553	200,412	0	181,859	50,501	78.27	Yellow
6410	Reigate Custody Refurbishment	ACO	250,000	0	250,000		0	0	250,000	0	0	0	0	250,000	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	0	0	1,054,850	0.00	July
6412	CHC Voice Recording	ACC LP	0	86,000	86,000		0	0	86,000	0	0	0	0	86,000	0.00	July
6413	Burpham TFU Base	ACC Op	0	78,428	78,428		79,693	0	-1,265	36,616	116,309	0	79,693	-1,265	101.61	Oct
6414	Information Architecture	ACO	0	350,000	350,000		23,750	0	326,250	101,350	125,100	0	23,750	326,250	6.79	Oct
6415	Virtual Desktop Infrastructure	ACO	0	152,525	152,525		0	0	152,525	0	0	0	0	152,525	0.00	Oct
6416	Apex application Migration	ACO	0	209,866	209,866		106,205	0	103,661	125,866	232,071	0	106,205	103,661	50.61	Oct
6418	eRecruitment	ACO	100,000	0	100,000		36,321	0	63,679	0	36,321	0	36,321	63,679	36.32	Red
	Specific Capital Schemes Sub-Total		6,094,005	7,272,907	13,366,912	26,000	9,421,279	0	3,971,633	334,388	9,755,667	0	9,421,279	3,971,633		
	Totals		6,647,148	10,719,722	17,366,870	169,236	11,431,744	1,998,816	4,105,546	2,667,120	16,097,680	0	13,430,559	4,105,546		

March 2014
STRATEGIC CHANGE / SAVINGS PLAN
2013/14 TO 2017/18

				L & D	ICT	Comms	Finance	HR	FIT		
MONTH 12		2013/14 In-Year Budgeted Saving	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	V r i e	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	Full Year £000s
Closed Projects											
SSD Main Review	Y	0	82	82	4	0	0	0	86	4	
Crime Management Review	C	0	0	0	17	32	0	0	49	49	
Estate Management	Y	61	25	(36)	34	104	0	0	163	138	
Corporate Communications 2011	Y	70	70	0	15	0	0	0	85	15	
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	C	1	0	(1)	0	0	0	0	0	0	
Secretariat Review	C	41	28	(13)	0	5	0	0	33	5	
ICT OSR review	Y	57	57	0	55	0	0	0	112	55	
Enterprise Programme - CMU	Y	9	9	0	18	21	43	0	91	82	
Functional Command Savings - Vehicle Recovery	Y	(15)	(15)	0	15	0	0	0	0	15	
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	(29)	0	
National Collaboration Air Support	Y	200	200	0	0	0	0	0	200	0	
SBSC Structural & Skills Review	Y	0	32	32	21	1	3	0	57	25	
Functional Command - Force Control Room	Y	191	240	49	43	0	0	0	283	43	
Joint Procurement	Y	16	47	31	21	1	0	0	69	22	
Specials Review	C	0	(12)	(12)	11	0	0	0	(1)	11	
Secretariat 2013	C	0	1	1	1	0	0	0	2	1	
Divisional Implementation 2013	C	0	(225)	(225)	0	0	0	0	(225)	0	
Salfords	C	0	0	0	0	0	0	0	0	0	
COG Initiative - CID Project 2013	Y	0	355	355	1,755	78	392	0	2,580	2,225	
Closed Projects Total		746	961	215	2,015	242	438	0	3,656	2,695	
Operational Performance											
COG Initiative - Resource to Demand	C	0	0	0	0	0	0	0	0	0	
COG Initiative - Productivity	C	0	0	0	0	0	0	0	0	0	
Proactive Review Cashable Savings	C	0	0	0	35	0	45	0	80	80	
COG Initiative - Neighbourhood Review	C	0	0	0	1,261	1,742	0	0	3,003	3,003	
Neighbourhood Reinvestment	C	0	0	0	(897)	(897)	0	0	(1,794)	(1,794)	
COG Initiative - Custody	Y	0	409	409	553	0	0	14	976	567	
Operational Policing Total		0	409	409	4,857	845	45	14	6,170	5,761	
Partnering											
Support Services Transformation	C	0	0	0	0	0	0	0	0	0	
Emergency Services Collaboration Programme	C	0	(45)	(45)	0	0	0	0	(45)	0	
Partnering Total		0	(45)	(45)	0	0	0	0	(45)	0	
Police Collaboration											
Bilateral Collaboration Programme	C	0	0	0	45	0	0	0	45	45	
Major Crime	C	386	0	(386)	0	0	0	0	0	0	
Tactical Firearms	C	132	0	(132)	0	0	0	0	0	0	
Forensics Investigation	Y	487	588	101	0	0	0	0	588	0	
Joint Transport Service	Y	44	(40)	(84)	149	45	6	0	160	200	
Joint Insurance	-	16	16	0	14	0	0	0	30	14	
Joint Procurement Contract Saves	Y	0	19	19	485	0	0	0	504	485	
Mobile Data (MDT)	C	0	0	0	0	0	0	0	0	0	
Contact - Surrey	C	0	(72)	(72)	48	497	13	72	558	630	
Police Collaboration Total		1,065	511	(554)	741	542	19	72	1,885	1,374	
Continuous Improvement											
Estates Reconfiguration: Services Facilities & Co-location	-	0	0	0	0	0	0	0	0	0	
Estates Reconfiguration: Red	-	20	0	(20)	31	206	18	0	255	255	
Estates Reconfiguration: Amber	-	386	130	(256)	349	184	(18)	18	663	533	
Estates Reconfiguration: Green	-	319	545	226	15	(17)	(42)	(18)	483	(62)	
ACO 10 percent non staff saves	Y	342	342	0	177	0	0	0	519	177	
ACC 10 percent non staff saves	Y	317	317	0	211	0	0	0	528	211	
DCC 10 percent non staff saves	Y	46	46	0	20	0	0	0	66	20	
Support Services Continuous Improvement Programme	Y	115	76	(39)	1	0	0	0	77	1	
Non staff costs - Overtime	Y	297	297	0	0	0	0	0	297	0	
Learning and Development Review	-	0	298	298	677	0	36	0	1,011	713	
HR Savings Plan (incl Occupational Health Savings)	Y	0	251	251	83	178	15	0	527	276	
of which Occupational Health Contribution	C	0	0	0	90	0	0	0	90	90	
Finance Savings Plan	Y	0	37	37	261	1	0	0	299	262	
ICT Savings Plan	C	0	0	0	671	0	0	0	671	671	
Corporate Comms Saving Plan	C	0	0	0	81	0	0	0	81	81	
Non staff costs - Officer Allowances	Y	30	30	0	0	0	0	0	30	0	
Continuous Improvement Total		1,872	2,369	497	2,577	552	9	0	5,507	3,138	
Total Savings		3,683	4,205	522	10,190	2,181	511	86	17,173	12,988	
<p>Financial Confidence RAG</p> <p>Green = on plan & saving will be achieved</p> <p>Amber = Some movement to deadline or saving possible</p> <p>Red = Saving figure or timing likely to be subject to change</p>											
		3,173	2,324	224	396	(18)	6,700	3,527			
		1,104	3,282	1,253	84	32	5,755	4,651			
		(72)	79	703	31	72	813	888			
Total Savings Plan		4,205	6,285	2,181	511	86	13,268	9,063			
Surplus / Deficit brought forward		0	0	0	0	0	0	0			
Total Savings Plan including previous year's variance		4,205	6,285	2,181	511	86	13,268	9,063			
Previous Forecast	0	4,283	6,298	2,093	511	86	13,271	8,988			
Movement from previous month		(78)	(13)	88	0	0	(3)	75			
MTFP Period 11											
Savings Target MTFP	0	3,681	6,938	5,003	8,441	3,606	27,669	23,988			
Variance between Savings Target & Savings Plan		524	(653)	(2,822)	(7,930)	(3,520)	(14,401)	(14,925)			