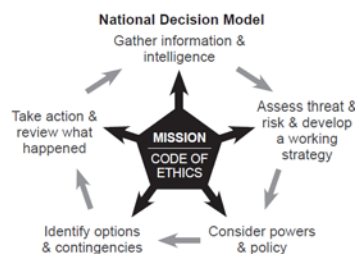




Force Financial Report Month 10 – 2017/18

Required for:	<i>PCC Performance Meeting, 22 March 2018</i>
Security Classification:	Official
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Suitable for publication:	Yes
Title:	Force Financial Report Month 10 – 2017/18
Version:	1
Purpose:	To report the Force's financial position as at January 2018
ACPO / Strategic Lead:	Chief Constable / CFO
National Decision Model compliance:	Yes
Date created:	20 th February 2018
Date to be reviewed:	

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What are the Policing Principles?

- | | | |
|--|--|--|
| Accountability <input checked="" type="checkbox"/> | Fairness <input checked="" type="checkbox"/> | Honesty <input checked="" type="checkbox"/> |
| Integrity <input checked="" type="checkbox"/> | Leadership <input checked="" type="checkbox"/> | Objectivity <input checked="" type="checkbox"/> |
| Openness <input checked="" type="checkbox"/> | Respect <input checked="" type="checkbox"/> | Selflessness <input checked="" type="checkbox"/> |

1. Background

- 1.1. The gross revenue budget for the year is £213.0m, an increase of £0.4m compared to last year's budget of £212.6m. This report provides the revenue and capital position for the Force with the PCC budget separated out and reported elsewhere. The Force revenue budget is £210.9m against forecast spend for the year of £211.8m, resulting in an over spend totalling £0.9m.
- 1.2. A risk regarding the financial volatility of the budget monitoring process was an issue for 2016/17. The Joint Finance Team have implemented and continue to improve processes which should reduce this volatility. In addition to this the Internal Auditors (RSM) reviewed the robustness of the forecast, and an action plan has been prepared in response to their findings.
- 1.3. At the February CFO approval board ICT was highlighted as a risk in that capital spend has been combined with revenue, resulting in the month 10 ICT revenue forecast position increasing. Subsequently a decision has been made to reflect ICT as it was in month 9 whilst the position is reviewed and corrected. The extent of this issue is unknown and therefore there remains a risk that the reported ICT overspend is likely to change.
- 1.4. Whilst the outturn position for the year-end is forecast to be over spent by £0.9m, there are forecast underspends within non-pay that are being offset with overspends within pay. The force has been, and remains over establishment for police officers, and officer overtime is also vastly overspent. This is being addressed; see 2.3.3.
- 1.5. The PCC approved a capital programme totalling £14.2m, which when combined with the carry forward from 2016/17 of an additional £2.7m gives a total capital budget of £16.9m for 2017/18. The Force has reviewed the size of the capital programme ensuring it is manageable over the year and, as with 2016/17, is running a flexible programme enabling the Force to bring forward schemes or defer identified schemes into a later year. As a result, some schemes have now been deferred, reducing the 2017/18 budget by £6.3m to £10.6m, the total 2 year capital programme remains at £16.9m. Total capital expenditure at month 10 is £5.4m with future committed orders totalling £2.6m.

2. Revenue Budget Position

- 2.1. The Force's revenue outturn position for 2017/18 is forecast to overspend by £0.9m. Detailed at appendix A is a table that provides the Force budget by function and also by cost type.
- 2.2. The table below shows the forecast outturn position by month.

Outturn Position	Forecast	Budget	Variance
Month	£m	£m	£m
1	210.9	210.9	0.0
2	208.7	210.9	(2.2)
3	210.1	210.9	(0.8)
4	210.1	210.9	(0.8)
5	210.0	210.9	(0.9)
6	210.9	210.9	0.0
7	211.4	210.9	0.5
8	211.8	210.9	0.9

9	211.8	210.9	0.9
10	211.8	210.9	0.9

2.3. Pay Budgets

Total pay is forecast to overspend by £2.3m as summarised in the table below. The annualised spend gives an indication of outturn based on the year to date spend, whilst this is a good benchmark, it does not factor in year-end accruals and the uneven profile of certain expenditure, whereas the forecast does.

	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	87,505	87,032	473	105,006	105,833	104,296	1,537
Police Overtime	5,137	3,526	1,611	6,164	6,211	4,232	1,980
Staff Payroll	50,782	53,437	(2,655)	60,938	61,799	64,203	(2,404)
Staff Overtime	1,388	1,359	29	1,665	1,675	1,631	43
Agency	1,311	530	780	1,573	1,404	577	828
Training	1,111	1,454	(343)	1,333	1,486	1,741	(255)
Other Payroll Costs	2,561	2,947	(385)	3,074	4,144	3,536	608
Sub Total	149,795	150,285	(490)	179,754	182,553	180,215	2,338

2.3.1. The police officer pay is forecast to be overspent by £1.5m, this is due to the number of officers expected in the force to be over establishment.

Police Officer pay is shown on a separate line within the budget by function (Appendix A) therefore the departmental variances reflect their delegated budgets.

The month 10 pay forecast shows an average of 1955 FTE officers for the year, which results in a total overspend of £2.0m, compared to the budget of 1921 FTE.

Variance	Month 9			Month 10		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Police pay, NI & Pension	1,682	163	1,845	1,691	282	1,973
Rent and regional and other allowances	193	(647)	(454)	194	(629)	(435)
Total	1,875	(484)	1,391	1,885	(347)	1,538

Whilst the above calculations are based on averages they show that the additional 34 officers result in a £1.7m overspend for pay, NI and pension (£48.7k per FTE).

Police officer allowances are underspent by £0.4m, with a £0.6m rate underspend being offset with a £0.2m overspend relating to officer numbers being over establishment by 34 officers (£5.5k per FTE).

2.3.2. Police staff pay is forecast to be underspent by £2.4m. The staff underspend reflects the vacancy rate being above the 5% target, with the projection being that the number of staff

working in the force will continue to decrease until the end of the financial year, when the predicted number of FTE's is 1673.

Variance	Month 9			Month 10		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Staff pay, NI & Pension	(4,713)	2,671	(2,042)	(4,553)	2,457	(2,096)
Enhancements	(218)	154	(64)	(211)	154	(57)
Holiday Pay Allowance	(28)	(239)	(267)	(27)	(224)	(251)
Total	(4,959)	2,586	(2,373)	(4,791)	2,387	(2,404)

The month 10 pay forecast shows an average of 1680 FTE staff for the year, which results in an under-spend of £2.0m, compared to the budget of 1815 FTE.

As with the police officer analysis the above calculations are based on averages, however they show that the shortfall of 135 staff FTE's results in a £4.6m volume underspend for pay, NI and pension (£33.6k per FTE), that is being offset by a rate overspend (£2.5m). The reason for the rate overspend appears to be due to having joint Surrey & Sussex budget rates which resulted in lower than average rates for Surrey. Separate rates have been set as part of the 2018/19 budget setting process.

Staff enhancements and holiday pay have small underspends. The rate and volume variances are based on all posts having these allowances and therefore is not representative of entitlement.

2.3.3. Police officer overtime is forecast to be overspent by £2.0m. All three Divisions are forecasting overspends in overtime with reasons sighted such as operation Padlock and Coventry. The Force has set up an overtime working group to monitor spend and provide guidance, this has had a positive result with the forecast spend reducing.

The table below shows the increase in police officer overtime costs over the past three years, with the current forecast showing lower spend than in 2016/17.

Police Overtime	Budget £'000	Actual £'000	Variance £'000	% increase (decrease) in actual costs
2014-15	3,778	4,757	979	7%
2015-16	3,819	5,607	1,788	18%
2016-17	3,839	6,568	2,729	17%
2017-18	4,232	6,211	1,980	-5%

The profile of overtime spend during the year (see overleaf) shows that whilst the budget is profiled equally over 12 months, actual/forecast spend varies significantly depending on the timing of operations, bank holidays etc. The low cost in April and additional costs in March are due to year-end accounting accruals.

Officer Overtime	Apr-17 £'000	May-17 £'000	Jun-17 £'000	Jul-17 £'000	Aug-17 £'000	Sep-17 £'000	Oct-17 £'000	Nov-17 £'000	Dec-17 £'000	Jan-18 £'000	Feb-18 £'000	Mar-18 £'000	Total £'000
Actual/Forecast	62	810	846	582	468	623	420	466	320	540	390	684	6,211
Budget	352	352	352	352	352	352	355	353	353	353	353	353	4,232
Variance	(291)	458	494	229	116	271	65	114	(32)	187	38	331	1,980

2.3.4. Police staff overtime is forecast with a small overspend, with minimal variances across individual functions.

2.3.5. Agency costs are forecast to overspend by £0.8m, this is mainly within Enterprise Resource Planning Project (ERP) allowing for additional consultancy support. Public Protection and Procurement are also forecasting overspends in agency costs.

2.3.6. Training & restructuring costs are forecasting an under spend of £0.3m due to the utilisation of the Training Reserve within People Services.

2.3.7. Other payroll overspend totals £0.6m. This reflects a small overspend for ill health pensions, along with forecast overspends within Operations for additional training costs within the Tactical Firearms Unit, and training for the uplift in taser usage. An over spend is also being forecast within ICT.

2.4. Non Pay Budgets

2.4.1. Non pay is forecast to underspend by £0.7m as shown in the table below.

	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Premises	7,469	8,131	(662)	8,963	8,603	9,327	(724)
Transport	3,105	3,825	(719)	3,726	4,225	4,589	(365)
Supplies & Services	19,580	20,591	(1,011)	23,496	25,428	24,691	737
Financing	(2,991)	663	(3,653)	(3,589)	489	795	(306)
Sub Total	27,164	33,209	(6,046)	32,596	38,744	39,403	(659)

2.4.2. Supplies & services are forecast to overspend by £0.7m where PSD have higher than budgeted legal fees, divisions incurred additional costs on a planned burglary campaign involving the use of selectaDNA, along with other specialist operations. Force Level Operations have also overspend due to helicopter costs being higher than budgeted.

2.4.3. The premises underspend totals £0.7m, this includes part of the police officer rate variance along with underspends within Estates for rates and utilities.

2.4.4. Transport is forecast to be underspent by £0.4m, with minimal variances being forecast by individual functions.

2.4.5. Financing is underspend by £0.3m with a lower minimum revenue provision (MRP) being charged to revenue. This is offset with Estates making a contribution to capital for closed-circuit television (CCTV) equipment.

2.4.6. Income is showing an over achievement against budget totalling £0.8m for the year, this is due to additional income within Operations for the Tactical Firearms Unit.

	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income & Grants	(7,716)	(7,650)	(66)	(9,259)	(9,467)	(8,678)	(789)
Sub Total	(7,716)	(7,650)	(66)	(9,259)	(9,467)	(8,678)	(789)

3. Savings

3.1. The outturn Strategic Change Savings schedule for 2017/18 currently shows a potential over achievement of savings of £0.3m, as can be seen in the table below.

Financial Confidence RAG Totals	Surrey
Green = on plan & saving will be achieved	5,587
Amber = Some movement to deadline or saving possible	0
Red = Saving figure or timing likely to be subject to change	496
Purple = Estimates based upon 45-55% split of benefits	0
Surplus / Deficit brought forward	(329)
Total Savings Plan	5,754
Savings Target MTFP	5,500
Variance between Savings Target & Savings Plan	254

3.2. In summary the 2017/18 budget included a savings target of £5.5m that is currently forecast to over achieve by £0.3m.

3.3. The level of confidence in the savings is graded either purple, red, amber or green. The current profile has £0.0m as purple, red are £0.5m, amber are £0.0m and the remainder £5.6m are green. The majority of the savings graded as green for 2017/18 were taken as part of the budget setting process at the beginning of the year.

3.4. The Change Board has reviewed and continues to review the savings profile, in particular those classified as purple, which have been removed.

3.5. Savings by portfolio holder can be seen on appendix D. The savings graded as red are subject to change, if they are not achieved in this financial year would result in the saving target being under achieved. The savings graded as red are as follows:

Project	Portfolio	£'000
Joint Procurement contract saves	Finance & Services	284
Information & Crime Management (ICMP)	Corporate Services	79
ICT eCOG Saving Proposal	ICT	133

4. Reserves

- 4.1. General reserves at the beginning of the year (1/4/17) were £8.7m, with specific reserves being an additional £6.4m and consisting of; the Chief Constable's Operational Reserve £0.6m, Operation Heather reserve £0.2m, Training reserve £0.4m and Estate maintenance reserve of £0.5m, Insurance reserve £2.0m and Ill Health reserve £2.7m.
- 4.2. The 2017/18 budget included the use of £1.4m general reserves which reduced the balance to £7.3m. Any over or underspends at the year-end are also transferred to the general reserves.
- 4.3. The Insurance reserve and Ill Health reserve are used on an ongoing basis throughout the year to cover insurance liabilities and ill health commutations as they occur. For 2017/18 a decision was made not to transfer any additional funds to the ill Health reserve to save revenue costs for one year.
- 4.4. The Training Reserve is for additional PiYN implementation costs that have now been incurred during the year.
- 4.5. The balance on the Operation Heather reserve will be fully utilised during this financial year, reducing the impact within revenue of this operation.

5. Provisions

- 5.1. Provisions at the beginning of the year (1/4/17) were £2.1m, relating to restructuring £0.5m, Insurance Provision £1.5 and Bad Debt 0.1m.
- 5.2. Historically the Insurance fund was accounted for as a reserve, this changed in 2015/16 and has now been split between a reserve and provision in accordance with the insurance fund actuarial report.
- 5.3. The restructuring provision relates to 2017/18 change programmes, during the year, as changes programmes are implemented the provision is released.

6. Capital Budget Position

- 6.1. The PCC approved a capital programme for 2017/18 totalling £14.2m, the carry forward from 2016/17 is an additional £2.7m giving a total capital budget of £16.9m. Detail of the capital programme is provided in appendix E.
- 6.2. The Force has reviewed the size of the capital programme ensuring it is manageable over the year and, as with 2016/17 is running a flexible programme, enabling the Force to bring forward schemes or defer identified schemes to a later year. As a result, some schemes have now been deferred, reducing the 2017/18 budget by £6.3m to £10.6m, the total 2 year capital programme remains at £16.9m.
- 6.3. The significant capital projects are ICT and Fleet replacement schemes, Digital Enablement, Enterprise Resource Planning (ERP), Air-conditioning, Estates Strategy and Integrated Communication & Control System (ICCS).
- 6.4. Total capital expenditure at month 10 is £5.4m with future committed orders totalling £2.6m.
- 6.5. Joint capital projects are procured through either Surrey or Sussex systems and subsequently recharged as agreed. These recharges have not been made during the year reflecting the low level of actual spend.

6.6. 2017/18 capital expenditure will be financed from grants received from the Home Office & other contributions, capital receipts from the sale of assets, and revenue funding. If necessary borrowing can also be used to fund capital expenditure. At present this is not required due to the level of receipts received and forecast from police buildings and house sales.

7. Risks

7.1. 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. The following are highlighted requiring attention.

Risk	Mitigation/Update	Owner
The Force continues to experience demand from significant historic cases such as Op Ravine / Livingstone	Some funding has been allocated in 17/18 for Op Ravine/Livingstone (Specialist Crime) and Op Coledale (Public Protection) which are both forecast to come within budget. These operations are set to continue into 18/19, however there is no budget allocated thus will need to be managed from within business as usual funding.	John Boshier Specialist Crime
There have been oil and gas exploration protests in the county which drew on resources during 2016/17 and continued into 2017/18.	The assessment from Operations Command based on current knowledge is the impact will be met from current resources.	Neil Honnor Operations
The financial forecasts presented an unusual level of volatility during 2016/17 which was sighted as being due to the new ways of working with budget holders on the learning curve to fully understand their finances. This subsequently reduced the level of confidence in financial forecasts.	A gold group continues to oversee improvements required within the Joint Finance Team, which are in the process of being implemented. An action plan has also been put in place in response to an internal audit review.	Paul Bundy Head of Finance
The Force supplier for the provision of forensic services (Key Forensic Services) has gone into administration.	Police Forces are joining together to support the continuation of this company to enable the current live cases to be concluded, which is vital to the criminal justice system. The amount Surrey Police will be required to contribute is currently unknown.	John Boshier Specialist Crime
ICT capital spend has been combined with revenue resulting in the current outturn position for ICT being unreliable.	The revenue and capital position is being reviewed.	Neil Roberts CIO

Covert Human Intelligence Sources (CHIS) - There are a number of ongoing claims which are incurring legal fees	The financial cost of the claims and associated legal fees are currently unknown.	John Boshier Specialist Crime
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8. Decisions Required

Financial regulations require the PCC to approve revenue budget transfers greater than £0.5m and the Head of Finance to approve transfer between £0.1m and £0.5m (Appendix F). For month 10 there are no movements requiring approval.

FINANCIAL OVERVIEW AS AT JANUARY 2018

INCOME AND EXPENDITURE

PCC REVENUE BUDGET

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
PCC TOTAL	1,475	1,698	(223)	1,911	2,038	(126)

FORCE REVENUE BUDGET BY FUNCTION

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
North Division	3,716	3,183	533	4,435	3,837	599
East Division	4,239	3,514	724	4,944	4,217	727
West Division	4,505	4,315	190	5,403	5,182	221
Specialist Crime Local	6,959	8,544	(1,584)	9,452	10,289	(837)
Specialist Crime	4,358	5,219	(862)	5,671	6,263	(592)
Operations Local	53	(543)	596	264	(201)	464
Operations	3,225	3,629	(404)	4,006	4,355	(349)
Public Protection	2,400	2,353	47	3,193	2,802	390
Criminal Justice	5,087	6,198	(1,112)	6,770	7,438	(668)
Probationers	0	0	0	0	0	0
Contact Management	12,889	12,359	530	15,463	14,831	632
Sub Total	47,431	48,772	(1,342)	59,601	59,013	587

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Chief Officers	572	592	(19)	672	710	(38)
DCC	752	806	(54)	874	968	(94)
PSD	2,102	1,316	786	2,566	1,580	986
Corporate Comms	921	1,053	(132)	1,228	1,263	(35)
Service Quality	1,881	2,648	(766)	2,410	3,177	(767)
Change Programme	104	(733)	837	1,118	(887)	2,005
Sub Total	6,333	5,682	651	8,868	6,812	2,057

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
IT	10,995	9,206	1,789	11,857	11,047	810
Finance	830	864	(33)	1,115	1,036	79
Estates & Facilities	9,150	8,773	377	10,092	10,098	(5)
Building the Future Estates	29	81	(51)	168	120	48
People Services	4,980	5,683	(703)	6,356	6,817	(461)
Insurance Services	962	1,308	(345)	1,600	1,569	31
Procurement Services	164	179	(15)	206	215	(9)
Transport Service	655	494	162	741	592	149
Sub Total	27,767	26,587	1,180	32,136	31,494	641

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Central	206	7,770	(7,564)	5,392	9,325	(3,932)
Police Payroll	87,505	87,032	473	105,833	104,296	1,537
FORCE TOTAL	169,242	175,844	(6,602)	211,831	210,940	890

REVENUE BUDGET BY COST TYPE

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Police Payroll	87,505	87,032	473	105,833	104,296	1,537
Police Overtime	5,137	3,526	1,611	6,211	4,232	1,980
Staff Payroll	50,782	53,437	(2,655)	61,799	64,203	(2,404)
Staff Overtime	1,388	1,359	29	1,675	1,631	43
Agency	1,311	530	780	1,404	577	828
Training	1,111	1,454	(343)	1,486	1,741	(255)
Other Payroll Costs	2,561	2,947	(386)	4,144	3,536	608
Sub Total	149,795	150,285	(490)	182,553	180,215	2,338

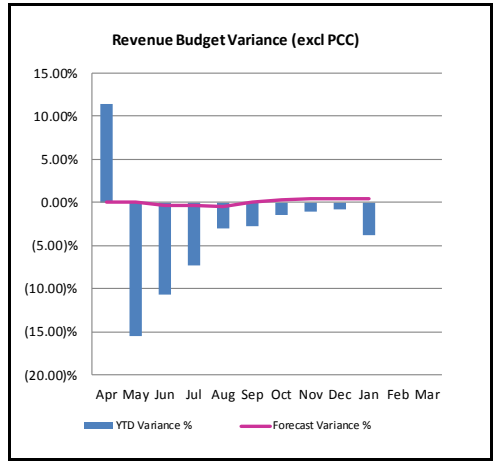
	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Premises	7,469	8,131	(662)	8,603	9,327	(724)
Transport	3,105	3,825	(719)	4,225	4,589	(365)
Supplies & Services	19,580	20,591	(1,011)	25,428	24,691	737
Financing	(2,991)	663	(3,653)	489	795	(306)
Sub Total	27,164	33,209	(6,046)	38,744	39,403	(659)

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Income & Grants	(7,716)	(7,650)	(66)	(9,467)	(8,678)	(789)
Sub Total	(7,716)	(7,650)	(66)	(9,467)	(8,678)	(789)

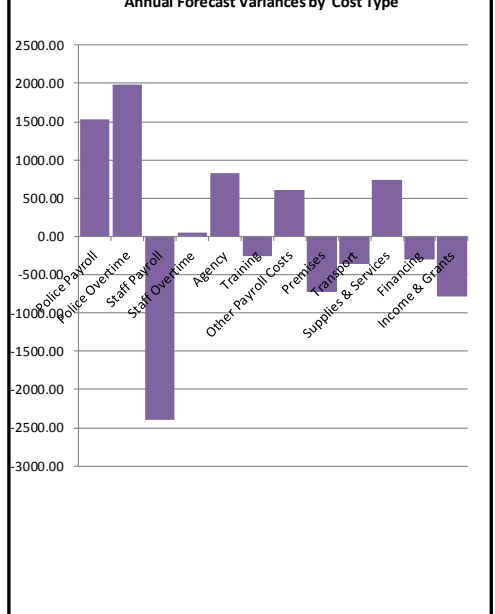
FORCE TOTAL	169,242	175,844	(6,602)	211,831	210,940	890
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INCOME AND EXPENDITURE

REVENUE BUDGET VARIANCES



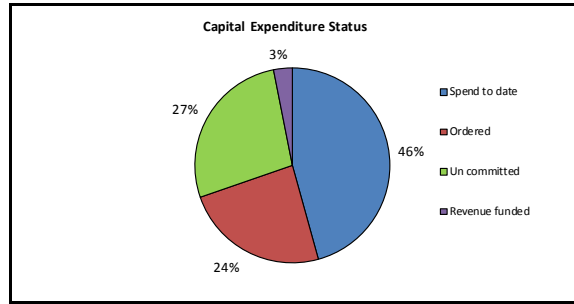
Annual Forecast Variances by Cost Type



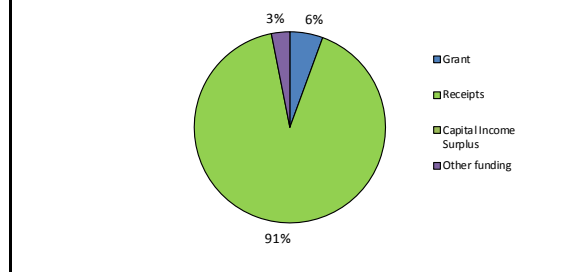
CAPITAL EXPENDITURE

PORTFOLIO VARIANCES

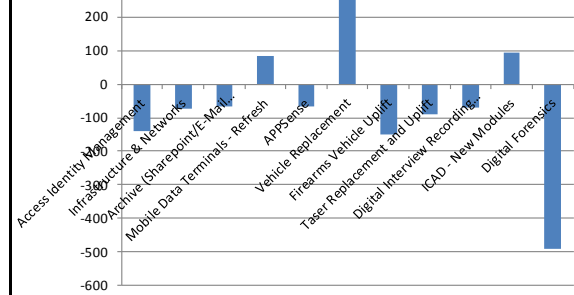
Summary Position	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
IT Strategy	1,024	2,928	(1,904)	3,024	3,513	(489)
Fleet Strategy	2,708	2,673	35	3,254	3,174	80
Estates Strategy	1,095	1,638	(543)	1,948	1,946	2
Other Specific	530	1,965	(1,435)	1,420	2,343	(923)
Total	5,357	9,204	(3,847)	9,646	10,976	(1,330)



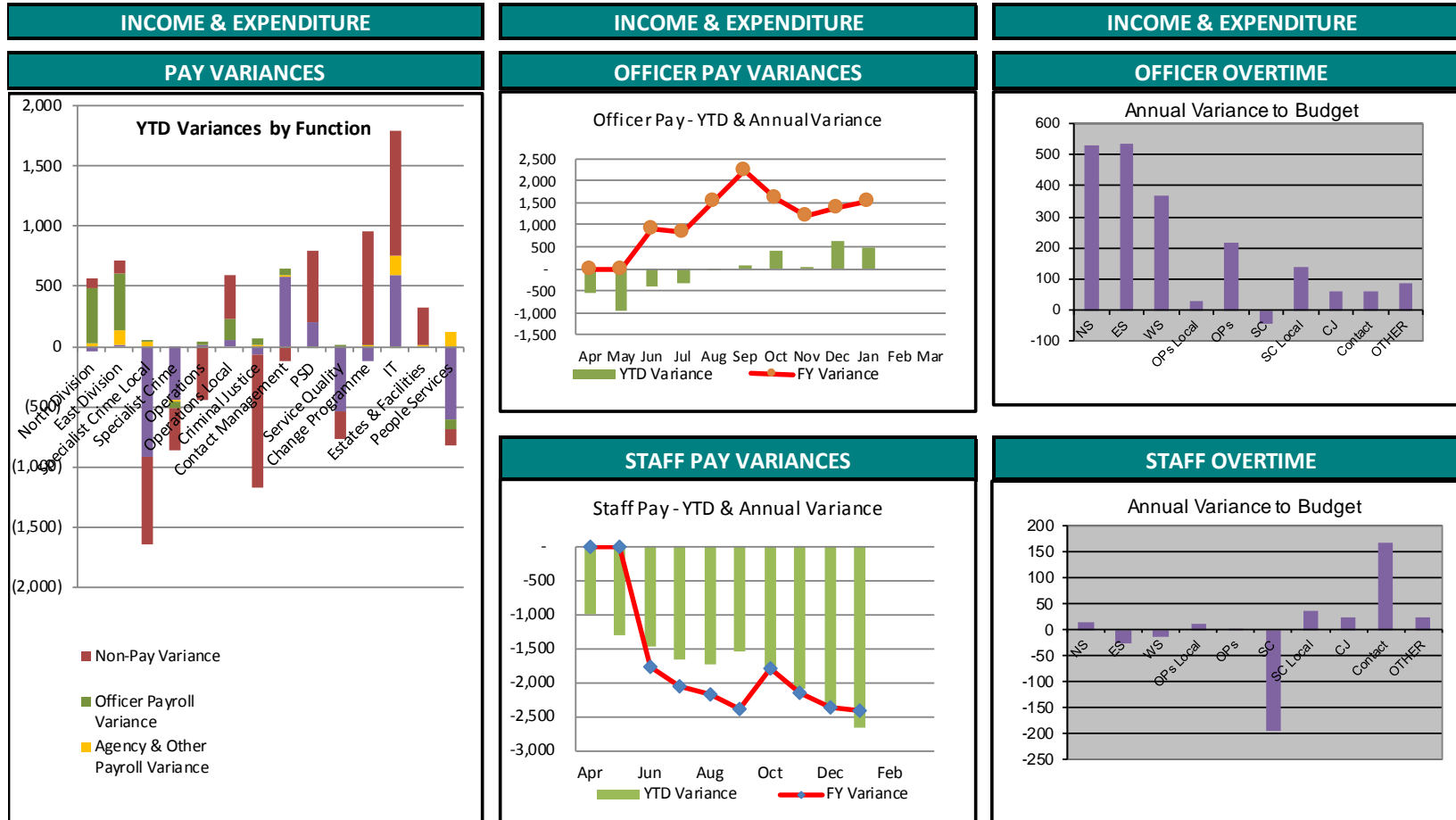
Capital Financing



Capital Scheme YTD Variances £50k or above

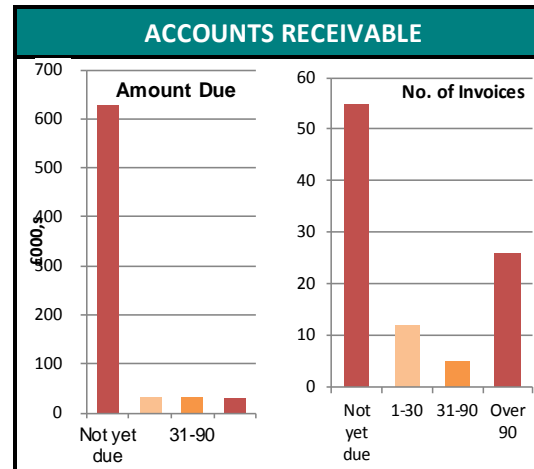
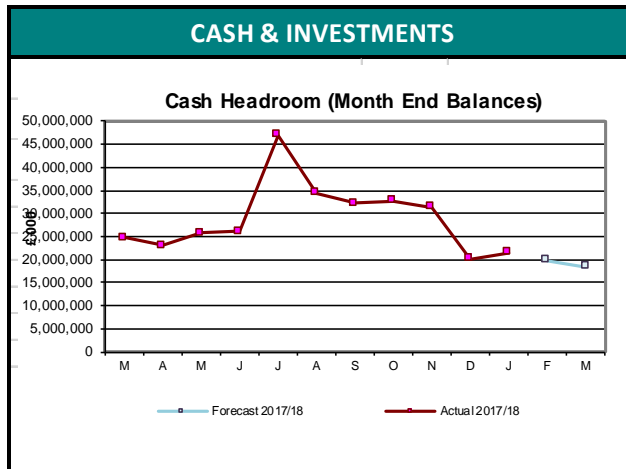
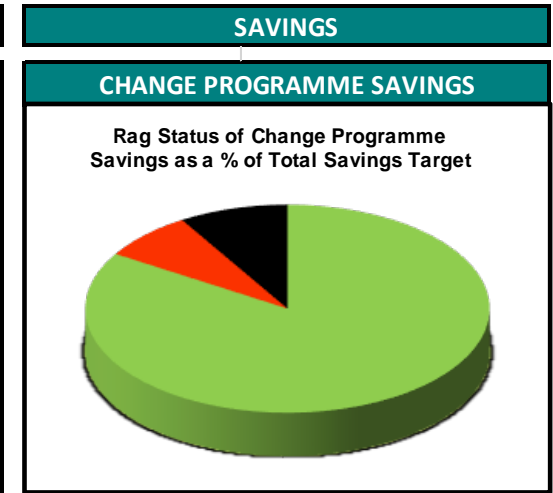
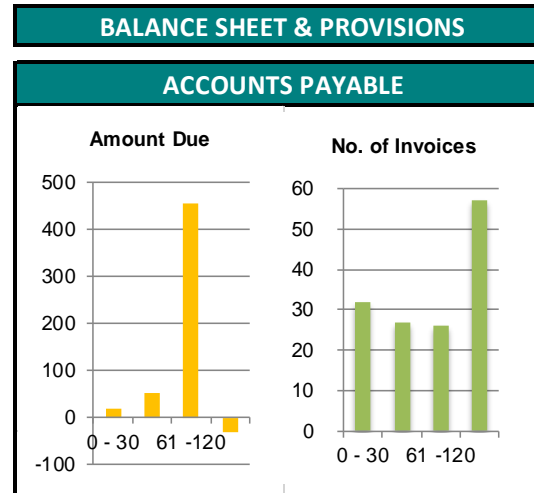


FINANCIAL OVERVIEW AS AT JANUARY 2018



FINANCIAL OVERVIEW AS AT JANUARY 2018

BALANCE SHEET & PROVISIONS			
RESERVES			
	31/03/17	31/01/18	VAR
	£ 000	£ 000	£ 000
General Balances	8,708	6,572	(2,136)
Chief Constable Operational Reserve	571	571	0
Ill Health Reserve	2,730	2,578	(152)
Operation Heather	228	228	0
Training Reserve	439	0	(439)
Estate Maintenance Reserve	500	500	0
Restructuring Provision	480	480	0
Insurance Fund	3,446	3,012	(434)
Bad Debt	108	97	(11)
TOTAL	17,210	14,038	(3,172)



Appendix D – Saves Schedule Dashboard – 2017/18 Forecast

January 2018 - Saves Schedule Dashboard 2017/18 to 2021/22	
All figures in £000s	
Portfolio / Project	Surrey
Specialist Crime Command	
Joint Budget Subtotal	702
Local Budget Subtotal	641
Total Specialist Crime	1,343
Operations Command	
Joint Budget Subtotal	854
Total Operations	854
Contact & Deployment	
Saves Targets Subtotal	613
Total Contact & Deployment	613
Total Policing Together Portfolio	2,810
Enablement Portfolio	
People Services	
Joint Budget Subtotal	76
Total People Services	76
Finance & Services	
Joint Budget Subtotal	332
Local Budget Subtotal	335
Total Finance & Services	667
Corporate Services	
Local Budget Subtotal	168
Total Corporate Services	168
ICT	
Local Budget Subtotal	133
Total ICT	133
Estates	
Local Budget Subtotal	200
Total Estates	200
Total Enablement Portfolio	1,244
Surrey Strategic Change Portfolio	
Local Policing Surrey	
Total Local Policing	2,014
Other Surrey Savings Initiatives	
Total Other Surrey Savings Initiatives	15
Total Surrey Transformation Portfolio	2,029
Financial Confidence RAG Totals	Surrey
Green = on plan & saving will be achieved	5,587
Amber = Some movement to deadline or saving possible	0
Red = Saving figure or timing likely to be subject to change	496
Purple = Estimates based upon 45-55% split of benefits	0
Surplus / Deficit brought forward	(329)
Total Savings Plan	5,754
Savings Target MTFP	5,500
Variance between Savings Target & Savings Plan	254

Appendix E

C3 - Capital Report 2017/18
Month 10
January



Scheme	Chief Officer	Total 17-18 Budget (incl. special grants & cont)	Actual Spend YTD Apr-17-Jan-18	Full Year Budget YTD Variance	O/S Orders	Actual Spend YTD plus O/S Orders	Full Year Forecast	Forecast to Budget Variance	Total Budget for 2018/19	Total 2 Year Budget
ICT Infrastructure Renewal / Business Continuity										
Hardware Refresh	CIO	551,000	33,803	(517,197)		33,803	550,803	(197)	0	551,000
Laptop Replacement Programme	CIO	0	0	0	93,728	93,728	0	0	0	0
Networks / Cabling	CIO	1,350,000	0	(1,350,000)		0	1,300,000	(50,000)	450,000	1,800,000
IT Peripherals - Printers	CIO	0	39,100	39,100	9,963	49,063	39,100	39,100	0	0
HOMA	CIO	661,000	660,909	(91)		660,909	660,909	(91)	0	661,000
Access Identity Management	CIO	150,000	10,800	(139,200)		10,800	10,800	(139,200)	50,000	200,000
NetApp Storage Refresh	CIO	113,000	148,169	35,169		148,169	148,169	35,169	0	113,000
Infrastructure & Networks	CIO	123,000	0	(123,000)		0	50,000	(73,000)	0	123,000
Wireless	CIO	75,000	0	(75,000)		0	50,000	(25,000)	125,000	200,000
Sub-Total		3,023,000	892,779	(2,130,221)	103,691	996,470	2,809,779	(213,221)	625,000	3,648,000
Specific ICT Capital Schemes										
Firewall and Security Devices	CIO	50,000	0	(50,000)		0	0	(50,000)	25,000	75,000
Public Services Network Upgrade (Collaboration)	CIO	0	(146)	(146)		(146)	(146)	(146)	0	0
IL4 Remediation (Collaboration)	CIO	68,000	0	(68,000)		0	0	(68,000)	0	68,000
Technical IA Controls	CIO	0	0	0		0	68,000	68,000	68,000	68,000
Lync Federation and Edge Services	CIO	34,000	0	(34,000)		0	15,000	(19,000)	0	34,000
Archive (Sharepoint/E-Mail data)	CIO	68,000	0	(68,000)		0	0	(68,000)	0	68,000
Mobile Data Terminals - Refresh	CIO	37,000	119,511	82,511	68,037	187,548	119,511	82,511	0	37,000
Niche to PND Photo Upload	CIO	20,000	0	(20,000)		0	0	(20,000)	0	20,000
Hybrid Body Worn Video Infrastructure	CIO	0	0	0		0	0	0	291,000	291,000
Sharepoint - Corporate Knowledge	CIO	25,000	0	(25,000)		0	0	(25,000)	25,000	50,000
Digital Enablement 2	CIO	0	0	0		0	0	0	321,000	321,000
Application Rationalisation & Renewal	CIO	0	0	0		0	0	0	100,000	100,000
EPM Replacement	CIO	0	0	0		0	0	0	45,000	45,000
Safecom - Ricoh	CIO	0	0	0		0	0	0	25,000	25,000
SNOW	CIO	0	0	0		0	0	0	157,000	157,000
Windows 10	CIO	11,000	12,100	1,100		12,100	12,100	1,100	0	11,000
Confidential Environment	CIO	32,000	0	(32,000)		0	0	(32,000)	0	32,000
Office 365 Planning & Pre-implementation	CIO	32,000	0	(32,000)		0	0	(32,000)	0	32,000
APPSense	CIO	68,000	0	(68,000)		0	0	(68,000)	0	68,000
Protective Monitoring	CIO	45,000	0	(45,000)		0	0	(45,000)	0	45,000
Sub-Total		490,000	131,465	(358,535)	68,037	199,502	214,465	(275,535)	1,057,000	1,547,000
Fleet Annual Replacement Schemes										
Vehicle Replacement	CFO	2,924,535	2,707,893	(216,642)	578,578	3,286,471	3,178,893	254,358	0	2,762,000
Vehicle Telemetry	CFO	100,000	0	(100,000)		0	75,000	(25,000)	250,000	350,000
Firearms Vehicle Uplift	ACC Op	150,000	0	(150,000)		0	0	(150,000)	0	150,000
Sub-Total		3,174,535	2,707,893	(466,642)	578,578	3,286,471	3,253,893	79,358	250,000	3,262,000
Specific Capital Schemes										
Divisional Estates' Strategy	CFO	961,774	514,606	(447,168)	320,964	835,570	962,606	832	119,000	981,000
Air Conditioning	CFO	412,000	405,297	(6,703)	16,304	421,601	413,297	1,297	0	412,000
Former Section House Scheme	CFO	30,000	0	(30,000)	49,553	49,553	30,000	0	142,000	172,000
Estates' Strategy - Environmental	CFO	167,000	135,070	(31,930)		135,070	167,070	70	142,000	309,000
Estates' Strategy - Guildford and Staines Custody	CFO	85,000	0	(85,000)	446,182	446,182	85,000	0	420,000	505,000
ICT Workshop Refit	CFO	29,000	0	(29,000)	28,250	28,250	29,000	0	0	29,000
Agile Working Developments	CFO	261,000	40,214	(220,786)	19,809	60,023	261,000	0	752,000	1,013,000
Sub-Total		1,945,774	1,095,187	(850,587)	881,061	1,976,248	1,947,973	2,199	1,575,000	3,421,000
Specific Capital Schemes - Operations										
ICCS	ACC Op	314,000	204,368	(109,632)	300,068	504,436	314,368	368	161,000	475,000
ANPR	ACC Op	369,750	145,061	(224,690)	55,098	200,158	358,061	(11,690)	0	290,700
Taser Replacement and Uplift	ACC Op	208,000	16,641	(191,359)		16,641	116,641	(91,359)	196,000	404,000
ESN- Hardware & Infrastructure	ACC Op	0	0	0		0	0	0	500,000	500,000
ESN-Devices	ACC Op	0	0	0		0	0	0	500,000	500,000
Sub-Total		891,750	366,070	(525,680)	355,165	721,236	789,070	(102,680)	1,357,000	2,169,700
Specific Capital Schemes - Local Policing										
Digital Interview Recording Phase 1&2	ACC LP	163,000	358	(162,642)	138,890	139,248	92,358	(70,642)	0	163,000
Contact and Deployment Telephony (CC6)	ACC LP	0	10,597	10,597		10,597	10,597	10,597	0	0
CC6 Soft Vacate	ACC LP	0	0	0		0	0	0	81,000	81,000
ICAD - New Modules	ACC LP	0	0	0		0	95,000	95,000	95,000	95,000
Sub-Total		163,000	10,955	(152,045)	138,890	149,845	197,955	34,955	176,000	339,000
Specific Capital Schemes - Specialist Crime										
HTCU & POLIT Infrastructure Remediation	ACC SC	300,000	0	(300,000)	508,752	508,752	250,000	(50,000)	0	300,000
Digital Forensics	ACC SC	522,000	0	(522,000)		0	30,000	(492,000)	0	522,000
Altia Data Exploitation	ACC SC	45,000	0	(45,000)		0	0	(45,000)	0	45,000
Sub-Total		867,000	0	(867,000)	508,752	508,752	280,000	(587,000)	0	867,000
Specific Capital Schemes										
ERP Enterprise Resource Planning (Collaboration)	ACO	421,000	152,777	(268,223)		152,777	152,777	(268,223)	1,205,000	1,626,000
Sub-Total		421,000	152,777	(268,223)	0	152,777	152,777	(268,223)	1,205,000	1,626,000
Total Schemes		10,976,059	5,357,127	(5,618,932)	2,634,174	7,991,301	9,645,913	(1,330,146)	6,245,000	16,879,700
Unallocated - Budget Only	CFO	0	0	0		0	0	0	41,300	41,300
Overall Total		10,976,059	5,357,127	(5,618,932)	2,634,174	7,991,301	9,645,913	(1,330,146)	6,286,300	16,921,000

Appendix F

Between £0.1m and £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M10	0		NOTHING TO REPORT		

Greater than £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M10	0		NOTHING TO REPORT		

APPENDIX G

Abbreviations

PCC - Police and Crime Commissioner

DCC – Deputy Chief Constable

ICT – Information Communication Technology

PSD – Professional Standard Department

ACPO – Chief Officers

ERP – Enterprise Resource Planning

PiYN – Policing in Your Neighbourhood

FTE – Full-time equivalent

DFT – Digital Forensic Team

POLIT – Paedophile Online Investigation Team

ICCS – Integrated Communications and Control System

ANPR – Automatic Number Plate Recognition

APT - Area Policing Team

SERIP – South East Regional Integrated Policing Programme