



Force Financial Report Month 8 – 2018/19

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What are the Policing Principles?

- Accountability
- Fairness
- Honesty
- Integrity
- Leadership
- Objectivity
- Openness
- Respect
- Selflessness

1. Background

- 1.1. The gross revenue budget for the year is £214.6m, an increase of £1.6m compared to last year's budget of £213.0m. 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 £212.6m against a forecast spend for the year of £213.1m, resulting in an overspend totalling £0.5m.
- 1.2. Whilst the outturn position for the year-end is forecast to be over spent by £0.5m, there are overspends within pay that are being offset with underspends within non-pay. The force started the year over establishment for police officers and has remained as such throughout the year, and is predicted to be slightly under by the year-end.
- 1.3. For 2018/19 the PCC approved a capital programme totalling £10.0m, which when combined with the carry forward from 2017/18 and schemes deferred during 2017/18 gives a total capital budget of £18.4m. The Force has reviewed the size of the capital programme ensuring it is manageable over the year and, as with prior years, 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 2018/19 budget by £3.0m to £15.4m, the total 2 year capital programme remains at £18.4m (excluding contributions). Total capital expenditure at month 8 is £5.6m with future committed orders totalling £2.2m.

2. Revenue Budget Position

- 2.1. The Force's revenue outturn position for 2018/19 is forecast to be overspent by £0.5m. 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 £m	Budget £m	Variance £m
Month	£m	£m	£m
1	212.6	212.6	0.0
2	213.1	212.6	0.5
3	213.1	212.6	0.5
4	213.3	212.6	0.7
5	213.3	212.6	0.7
6	213.9	212.6	1.3
8	213.1	212.6	0.5

2.3. Pay Budgets

Total pay is overspent 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	70,603	67,062	3,542	105,905	104,955	100,736	4,218
Police Overtime	2,566	2,495	71	3,848	4,621	4,030	591
Staff Payroll	41,030	44,365	(3,336)	61,545	62,399	66,097	(3,697)
Staff Overtime	802	1,004	(202)	1,203	1,359	1,547	(188)
Agency	665	551	113	997	1,822	827	996
Training	1,090	942	148	1,634	1,724	1,413	310
Other Payroll Costs	2,584	2,382	203	3,877	3,699	3,607	92
Sub Total	119,340	118,800	539	179,009	180,578	178,257	2,321

2.3.1. The police officer pay is forecast to overspend by £4.2m due to the number of officers in the force being over establishment.

As Police Officer pay is a non-delegated cost it is shown on a separate line within the budget by function (Appendix A) with departmental variances reflecting their delegated budgets.

The month 8 pay forecast indicates an average of 1902 FTE officers for the year, which results in an overspend of £4.2m, compared to the budget of 1873 FTE. The table below shows the movement in the monthly forecast by FTE.

Officer FTE Forecast

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Average
	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	month 10	month 11	month 12	
Officer Budget (FTE)	1876	1876	1868	1870	1883	1870	1869	1869	1872	1872	1872	1872	1873

Officer Forecast (FTE)

Month 1	1,952	1,873	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,873
Month 2	1,952	1,935	1,924	1,901	1,894	1,888	1,895	1,885	1,879	1,885	1,876	1,875	1,899
Month 3	1,952	1,935	1,939	1,904	1,894	1,894	1,887	1,879	1,880	1,880	1,879	1,875	1,900
Month 4	1,952	1,935	1,939	1,919	1,912	1,901	1,893	1,885	1,886	1,884	1,884	1,880	1,906
Month 5	1,952	1,935	1,939	1,919	1,915	1,903	1,886	1,879	1,878	1,876	1,876	1,870	1,902
Month 6	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,889	1,887	1,885	1,883	1,878	1,907
Month 7	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,892	1,885	1,885	1,879	1,875	1,906
Month 8	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,893	1,885	1,872	1,865	1,855	1,902

Variance	Month 7			Month 8		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Police pay, NI & Pension	2,031	524	2,555	1,466	1,146	2,612
Rent and regional and other allowances	175	1,977	2,152	127	1,863	1,990
Collaboration			(319)			(384)
Total	2,206	2,501	4,388	1,593	3,009	4,218

The above calculations show that the additional 29 officers result in a £1.6m volume overspend for pay, NI and pension (£49.3k per FTE), with an additional £1.1m relating to officer rates being higher than budgeted.

Police officer allowances are overspent by £2.0m, with a £1.9m rate overspend and a £0.1m overspend relating to the additional 29 officers (£4.2k per FTE).

2.3.2. Police staff pay is forecast to be underspent by £3.7m. The staff underspend reflects the vacancy rate being above the 5% target along with a number of vacancies being held pending the implementation of change programmes. The current projection is for the number of staff working in the force to remain under establishment until the end of the financial year, when the predicted number of FTE's is 1791. The table below shows the movement in the monthly forecast by FTE.

Variance	Month 6			Month 8		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Staff pay, NI & Pension	(5,246)	1,475	(3,771)	(5,482)	1,739	(3,743)
Enhancements	(310)	(459)	(769)	(305)	(299)	(604)
Holiday Pay Allowance	(30)	(239)	(269)	(32)	(218)	(250)
Collaboration			970			900
Total	(5,586)	777	(3,839)	(5,819)	1,222	(3,697)

The month 8 pay forecast shows an average of 1633 FTE staff for the year, which results in an underspend of £3.7m (pay, NI, pension) compared to the average budget of 1791 FTE.

Staff FTE Forecast

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	
	month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9	month 10	month 11	month 12	Average
Staff Budget (FTE)	1796	1796	1785	1797	1772	1748	1789	1796	1802	1802	1802	1802	1791

staff Forecast (FTE)

Month	1	2	3	4	5	6	7	8	9	10	11	12	Average
Month 1	1,649	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,776
Month 2	1,649	1,647	1,637	1,621	1,614	1,614	1,619	1,623	1,613	1,611	1,618	1,615	1,623
Month 3	1,649	1,647	1,639	1,637	1,627	1,615	1,616	1,607	1,603	1,599	1,597	1,592	1,619
Month 4	1,649	1,647	1,639	1,634	1,625	1,618	1,633	1,624	1,618	1,615	1,609	1,605	1,626
Month 5	1,649	1,647	1,639	1,634	1,631	1,647	1,638	1,631	1,625	1,621	1,616	1,612	1,633
Month 6	1,649	1,647	1,639	1,634	1,631	1,657	1,646	1,630	1,623	1,615	1,610	1,605	1,632
Month 7	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,651	1,638	1,630	1,623	1,620	1,639
Month 8	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,650	1,641	1,611	1,601	1,591	1,633

The shortfall of 158 staff FTE's results in a £5.5m volume underspend for pay, NI and pension (£35.0k per FTE), that is being offset by a rate overspend (£1.7m).

Staff enhancements and holiday pay have underspends due to being under establishment. 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 overspend by £0.6m. The Force overtime working group continues to monitor spend and provide guidance to reduce spend in this area. This proactive work had a positive result during 2017/18 when spend was reduced.

The table below shows police officer overtime costs over the past four years, with the current year forecast showing a further decrease in spend.

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	6,276	2,045	-4%
2018-19	4,030	4,621	591	-26%

The table below shows the profile of forecast overtime spend during the year, actual 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-18 £'000	May-18 £'000	Jun-18 £'000	Jul-18 £'000	Aug-18 £'000	Sep-18 £'000	Oct-18 £'000	Nov-18 £'000	Dec-18 £'000	Jan-19 £'000	Feb-19 £'000	Mar-19 £'000	Total £'000
Actual/Forecast	40	479	489	288	314	329	252	376	363	466	313	912	4,621
Budget	98	292	549	306	247	443	295	265	265	450	417	403	4,030
Variance	(58)	186	(60)	(18)	66	(114)	(43)	111	98	16	(103)	509	591

2.3.4. Police staff overtime is forecast to be underspent by £0.2m, with minimal variances across individual functions.

2.3.5. Agency costs are forecast to overspend by £1.0m, this is mainly within the ERP project, with smaller variances across other functions.

2.3.6. Training & restructuring costs are forecast to overspend by £0.3m within the Change Programme.

2.3.7. Other payroll costs are forecasting a minimal overspend.

2.4. Non Pay Budgets

2.4.1. Non pay is forecast to overspend by £0.5m 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	6,661	6,289	372	9,991	9,285	8,928	357
Transport	4,095	2,961	1,134	6,142	4,626	4,323	304
Supplies & Services	16,810	18,835	(2,026)	25,215	28,767	29,297	(530)
Financing	373	994	(621)	559	1,859	1,491	368
Sub Total	27,938	29,079	(1,141)	41,908	44,538	44,039	498

2.4.2. Premises costs are forecasting an overspend of (£0.4m), Estates & Facilities have an overspend relating to the facilities management contract, this is being offset by a small underspend for the estimated property insurance premiums.

- 2.4.3. Transport costs are forecast to be overspent by £0.3m which reflects increased motor insurance premiums (£0.5m) which is offset with Specialist Crime and the Divisions forecasting small underspends.
- 2.4.4. Supplies & Services costs are forecast to underspend by £0.5m, this is predominately within ICT where some projects have been reviewed for timing such as Single Niche and Office 365 which are not progressing as planned in 18/19 which is main reason for the Force position to improve from month 7. Also Specialist Crime have removed savings as part of the budget setting process and have been re-phased. In addition to this, other costs over budget include; Operation Igil, Digital Forensics outsourcing, RIPA checks, costs incurred under the new Experian contract, and the re-plan for ERP. Estates & Facilities are also forecasting an overspend for the Collaborated Uniform Service which is offset with an over achievement in income (see 2.4.6 below).
- 2.4.5. Financing is currently forecast to underspend by £0.4m, this relates to a reduction in capital financing to fund the ERP re-plan.
- 2.4.6. Income is currently showing an over achievement against budget totalling £2.3m for the year, this increase relates to Secondments within People Services and an over-achievement of income from Operations (Manifold and Fairline). This is being offset with Central Corporate forecasting a reduction in interest receivable. Estates & Facilities are forecasting an over achievement of income for the Collaborated Uniform Service which is offset with an over spend in Supplies & Services (see 2.4.4 above).

INCOME & GRANTS							
	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income & Grants	(6,814)	(6,462)	(352)	(10,221)	(11,995)	(9,690)	(2,305)
Sub Total	(6,814)	(6,462)	(352)	(10,221)	(11,995)	(9,690)	(2,305)

2.5. Departmental narrative

This section gives a narrative on the divisions & department with significant variances on appendix A: Note the figures relate to delegated budgets and that Police Officer salary is the main non delegated cost which as reported earlier is forecast to over spend by £4.2m.

- The Force Divisions are collectively forecasting a delegated underspend totalling £0.1m relating to minimal variances for staff salaries. All 3 divisions are forecasting small overspends within supplies & services relating to specialist services such as expert statements and doctors statements for complex cases, this is being offset with small underspends for lower than budgeted transport costs.
- Specialist Crime is forecast to underspend £1.2m. This is following the re-organisation of the budgets following the implementation of the Specialist Crime Capability Programme and reflects an underspend in Staff pay offset by costs exceeding budget for expenses including; Operation Igil, Digital Forensics outsourcing, RIPA checks, and costs under the new Experian contract.

- Operations are currently forecasting an underspend of £0.5m which relates to savings pending the implementation of a change programme.
- Public Protection are forecasting an overspend totalling £0.3m due to police officer overtime, which is being closely monitored. An overspend is also forecast within Supplies & Services for additional costs relating to mobile phone personal identification number (PIN) decryption.
- Contact Management is forecasting a small underspend £0.2m within its delegated budget relating to staff salaries.
- PSD are forecasting an overspend totalling £0.3m relating to salary uplifts within Vetting, and additional legal fees within PSD.
- Service Quality are forecasting an underspend (£0.3m) due to vacancies within police staff pay.
- IT is forecasting an underspend (£1.1) across a range of projects including Body Worn Video, Niche and Office 365.
- Estates & Facilities are currently forecasting an overspend (£0.1m) within premises relating to the facilities management contract.
- Insurance Services are forecasting an overspend (£0.7m) due to the increase in motor insurance premiums from October (See 7.1 Risks).

3. Savings

3.1. The Strategic Change Savings schedule for 2018/19 currently shows that savings are on budget, as can be seen in the table below.

Financial Confidence RAG Totals	Surrey
Green = on plan & saving will be achieved	5,403
Amber = Some movement to deadline or saving possible	0
Red = Saving figure or timing likely to be subject to change	0
Surplus / Deficit brought forward	(113)
Total Savings Plan	5,290
Savings Target MTFP	5,300
Variance between Savings Target & Savings Plan	(10)

3.2. In summary the 2018/19 budget includes a savings target of £5.3m, the Strategic Changes Savings are forecasting almost on budget.

3.3. The level of confidence in the savings is graded either green, amber or red. The current profile has £5.4m as green, with the majority of these savings 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.

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

4. Reserves

4.1. General reserves at the beginning of the year (1/4/18) were £6.1m, with specific reserves being an additional £6.9m and consisting of; the Chief Constable's Operational Reserve £0.6m, PCC Innovation Reserve £0.5m, PCC Estate Strategy Reserve £0.4m and Estate maintenance reserve of £0.3m, Insurance reserve £2.6m and Ill Health reserve £2.5m.

4.2. The 2018/19 budget included transferring £3.9m to general reserves increasing the balance to £10.0m, with £2.4m earmarked for PCC Estate Strategy Reserve and £1.5m for Cost of Change. This will be utilised in future years to smooth out the cost of the Building the Future project and other cost of change. Any over or underspends at the year-end are also transferred to/from 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 2018/19 a decision was made not to transfer any additional funds to the ill Health reserve to save revenue costs for a second year.

5. Provisions

5.1. Provisions at the beginning of the year (1/4/18) were £1.6m, relating to restructuring £0.6m, Insurance Provision £0.9 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 change programmes, during the year, as change programmes are implemented the provision is released.

6. Treasury Management

6.1. At the end of November £29.2m was held for investment by Surrey County Council under the SLA.

6.2. Surrey County Council are currently borrowing internally for investment purposes and therefore calculating their interest rate payable as the higher of; the London Inter-Bank BID rate, the Bank of England Rate or the average rate achieved by Surrey County Council.

6.3. There has been no requirement for the PCC to borrow to date during 2018/19, and the PCC has no existing external borrowing. All cash balances are lent overnight allowing the flexibility to draw on resources.

7. POCA Funds and Allocations

7.1. The Asset Seizure Reserve is used to earmark money received back from the government as part of the Asset Recovery Incentivisation Scheme (ARIS) whereby the force receives a share of amounts recovered under the Proceeds of Crime Act 2002 (POCA). It is

recommended that the level of funds held cover the £0.2m contribution towards Financial Investigator posts within the Economic Crime Unit (ECU).

7.2. The current balance after the 2018/19 contribution to the ECU is £0.1m. Income is received quarterly, however the Home Office are yet to transfer funds relating to 2018/19.

8. Capital Budget Position

8.1. For 2018/19 the PCC approved a capital programme totalling £10.0m, which when combined with the carry forward from 2017/18 (subject to PCC approval) and schemes deferred during 2017/18 gives a total capital budget of £18.4m. Detail of the capital programme is provided in appendix E.

8.2. The Force has reviewed the size of the capital programme ensuring it is manageable over the year and, as with prior years, 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 2018/19 budget by £3.0m to £15.4m, the total 2 year capital programme remains at £18.4m.

8.3. The significant capital projects are ICT and Fleet replacement schemes, Digital Enablement, Building the Future, Agile Working and Integrated Communication & Control System (ICCS).

8.4. Total capital expenditure at month 8 is £5.6m with future committed orders totalling £2.2m.

8.5. Joint capital projects are procured through either Surrey or Sussex systems and subsequently recharged as agreed.

8.6. Capital expenditure is 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.

9. Risks

9.1. 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	Further funding has been allocated in 18/19 for Op Heather. Additional operations pose a financial risk, Op Igil (Specialist Crime); Op Coledale (Public Protection).	John Boshier Specialist Crime Jon Savell Public Protection
There have been oil and gas exploration protests in the county which drew on resources in previous years and continues	The assessment from Operations Command based on current knowledge is the impact will be met from current	Neil Honnor Operations

into 2018/19.	resources.	
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.	A prospective buyer has now been found for Key Forensics by the Administrator, however there are still some potential costs arising from the reformation of the company. The Forensics market remains unstable and pricing is expected to have to increase to stabilise the viability of the market.	John Boshier Specialist Crime
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 were estimated and included in the 2017/18 outturn. The latest estimate indicates that these costs could be £130k higher.	John Boshier Specialist Crime
Increased Officer Overtime due to the Gatwick airport drone issue. Both Surrey and Sussex are moving to 12-hour shifts for three days for all police officers.	The cost of this operation will be monitored and included in future forecasts.	Neil Honnor Operations

10. Decisions Required

Financial regulations require the PCC to approve revenue budget transfers greater than £0.5m and the Chief Constable's Chief Finance Officer to approve transfer between £0.1m and £0.5m. The transfers requiring approval are shown on Appendix F.

There were two transfers made in Month 8 that were over £0.5m, one was to effect structural changes as part of the Specialist Crime Target Operating Model and the second is to provide the in year funding agreed for the ERP project.



FINANCIAL OVERVIEW AS AT NOVEMBER 2018

INCOME AND EXPENDITURE

PCC REVENUE BUDGET

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
PCC TOTAL	1,262	1,356	(95)	1,965	2,038	(73)

FORCE REVENUE BUDGET BY FUNCTION

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
North Division	2,533	2,398	135	3,741	3,670	71
East Division	2,597	2,662	(65)	3,948	4,072	(123)
West Division	3,173	3,267	(94)	4,922	5,003	(81)
Specialist Crime Local	5,487	2,479	3,008	6,888	4,013	2,875
Specialist Crime	4,962	7,470	(2,508)	6,965	11,078	(4,113)
Operations Local	(1,763)	(324)	(1,439)	(962)	(472)	(490)
Operations	2,926	2,742	184	4,082	4,137	(55)
Public Protection	1,716	1,889	(173)	3,142	2,851	292
Criminal Justice	4,718	4,958	(240)	7,247	7,473	(226)
Probationers	0	0	0	0	0	0
Contact Management	10,170	10,181	(11)	15,157	15,366	(209)
Sub Total	36,520	37,721	(1,201)	55,131	57,190	(2,060)

Chief Officers	379	565	(186)	579	851	(272)
DCC	724	766	(42)	1,101	1,139	(38)
PSD	1,357	1,616	(259)	2,731	2,431	300
Corporate Comms	798	817	(19)	1,307	1,238	69
Service Quality	1,413	1,648	(235)	2,159	2,486	(327)
Change Programme	421	1,119	(698)	1,824	1,838	(14)
Sub Total	5,092	6,531	(1,439)	9,701	9,984	(283)

IT	9,331	9,749	(419)	13,477	14,625	(1,149)
Finance	674	656	18	1,157	995	162
Estates & Facilities	7,870	7,218	651	10,500	10,353	147
Building the Future Estates	265	284	(20)	386	428	(43)
People Services	5,460	5,106	354	6,739	7,696	(956)
Insurance Services	2,187	1,070	1,117	2,282	1,589	693
Procurement Services	137	142	(5)	204	214	(10)
Transport Service	587	440	147	564	654	(90)
Sub Total	26,510	24,665	1,845	35,309	36,554	(1,245)

Central	1,739	5,438	(3,699)	8,026	8,141	(115)
Police Payroll	70,603	67,062	3,542	104,955	100,736	4,218
FORCE TOTAL	140,464	141,417	(953)	213,121	212,606	515

REVENUE BUDGET BY COST TYPE

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	70,603	67,062	3,542	104,955	100,736	4,218
Police Overtime	2,566	2,495	71	4,621	4,030	591
Staff Payroll	41,030	44,365	(3,336)	62,399	66,097	(3,697)
Staff Overtime	802	1,004	(202)	1,359	1,547	(188)
Agency	665	551	113	1,822	827	996
Training	1,090	942	148	1,724	1,413	310
Other Payroll Costs	2,584	2,382	203	3,699	3,607	92
Sub Total	119,340	118,800	539	180,578	178,257	2,321

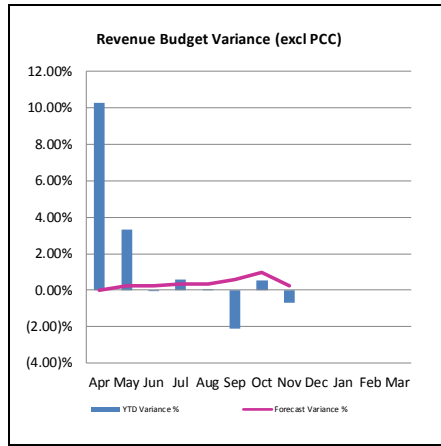
Premises	6,661	6,289	372	9,285	8,928	357
Transport	4,095	2,961	1,134	4,626	4,323	304
Supplies & Services	16,810	18,835	(2,026)	28,767	29,297	(530)
Financing	373	994	(621)	1,859	1,491	368
Sub Total	27,939	29,079	(1,141)	44,538	44,039	498

Income & Grants	(6,814)	(6,462)	(352)	(11,995)	(9,690)	(2,305)
Sub Total	(6,814)	(6,462)	(352)	(11,995)	(9,690)	(2,305)

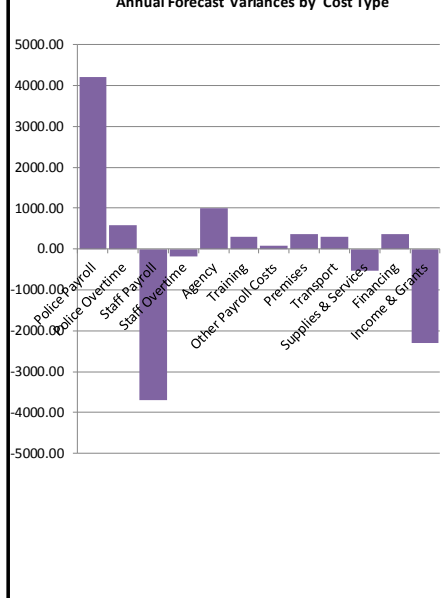
FORCE TOTAL	140,464	141,418	(954)	213,121	212,606	515
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INCOME AND EXPENDITURE

REVENUE BUDGET VARIANCES



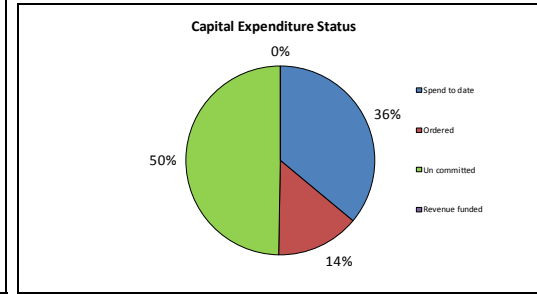
Annual Forecast Variances by Cost Type



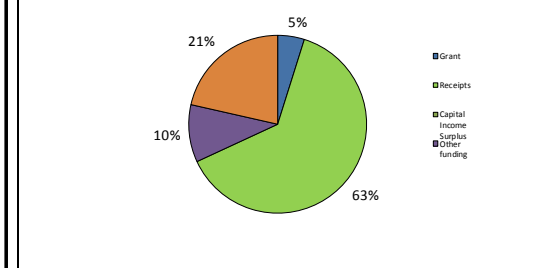
CAPITAL EXPENDITURE

PORTFOLIO VARIANCES

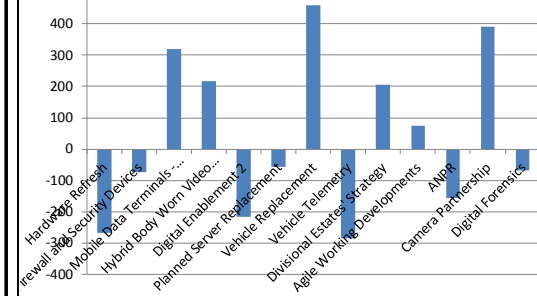
Summary Position	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
IT Strategy	266	2,085	(1,819)	3,428	3,483	(55)
Fleet Strategy	3,002	2,525	477	3,582	3,549	33
Estates Strategy	1,673	3,874	(2,201)	6,012	5,948	64
Other Specific	615	1,246	(631)	1,481	2,231	(750)
Unallocated	0	0	0	0	207	(207)
Total	5,556	9,730	(4,174)	14,503	15,418	(915)



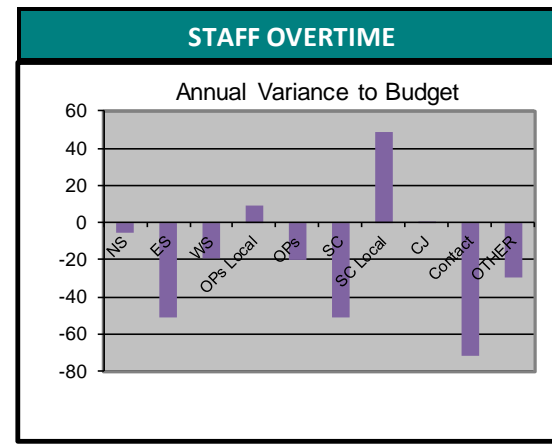
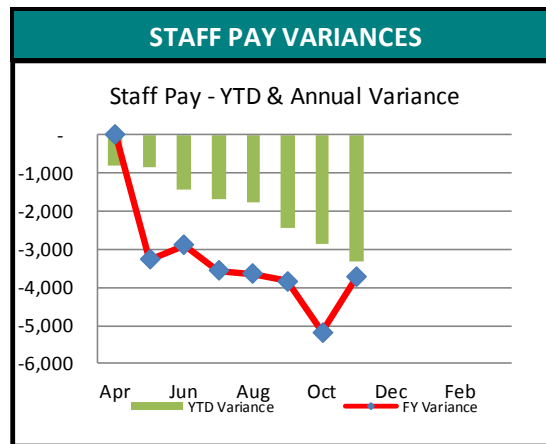
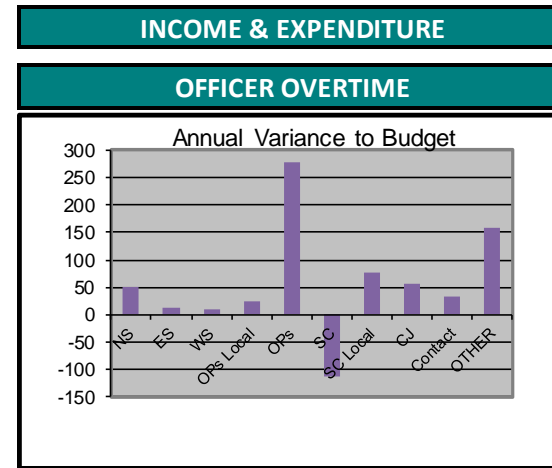
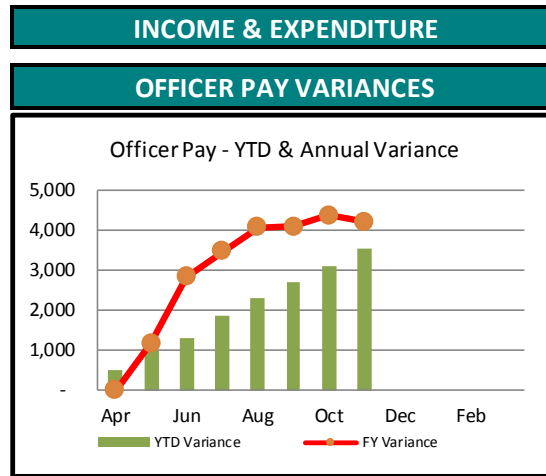
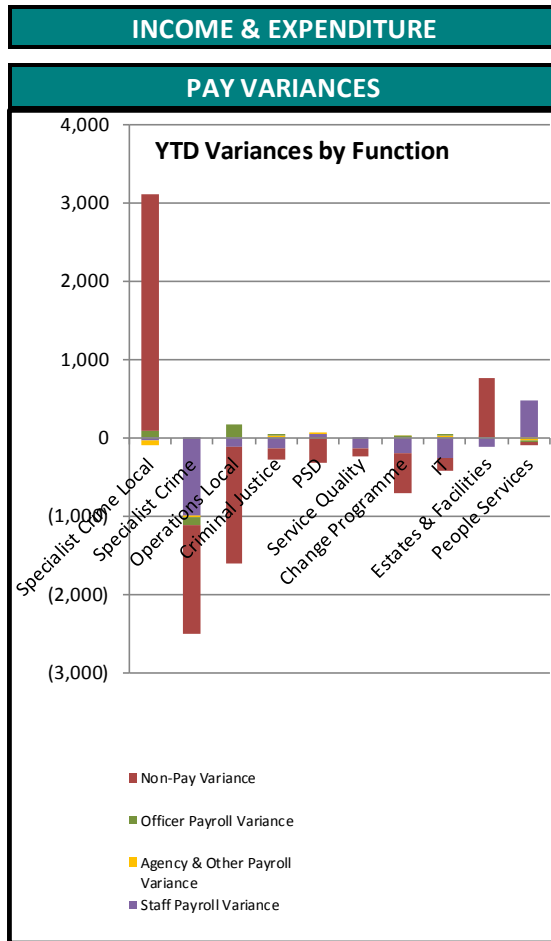
Capital Financing



Capital Scheme YTD Variances £50k or above

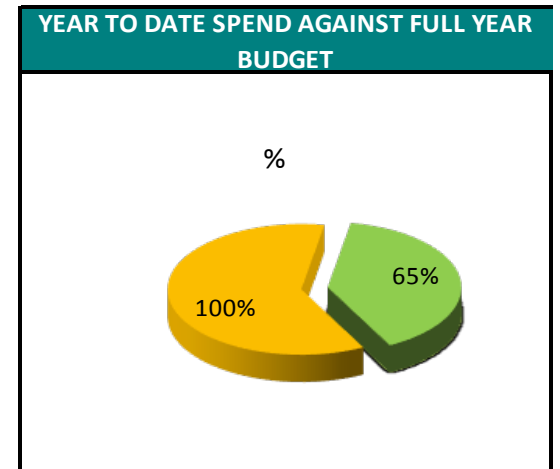
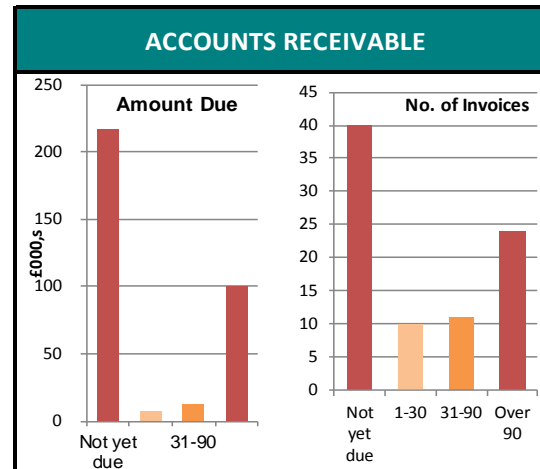
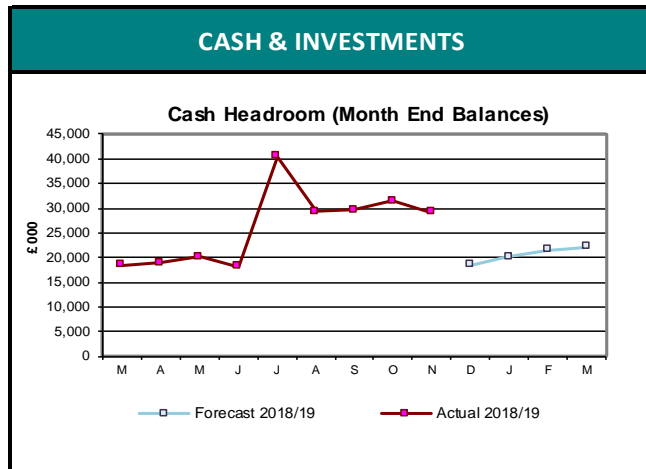
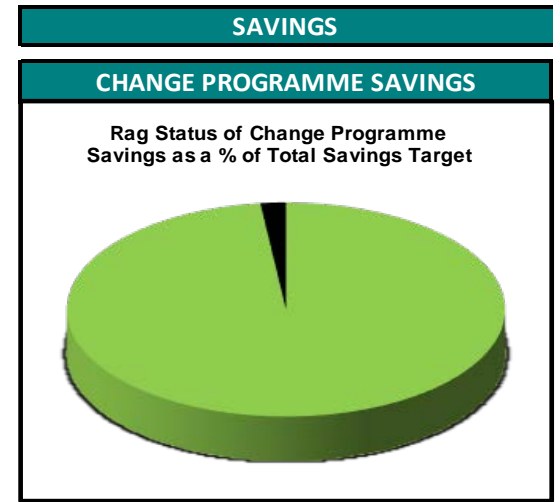
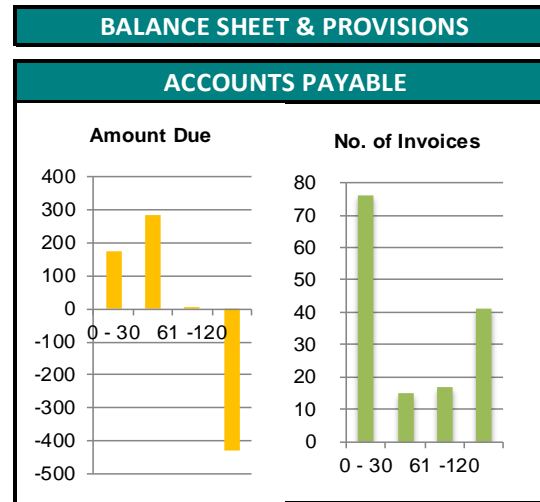


FINANCIAL OVERVIEW AS AT NOVEMBER 2018



FINANCIAL OVERVIEW AS AT NOVEMBER 2018

BALANCE SHEET & PROVISIONS			
RESERVES			
	31/03/18	30/11/18	VAR
	£ 000	£ 000	£ 000
General Balances	6,148	9,474	3,326
Chief Constable Operational Reserve	571	571	(0)
Ill Health Reserve	2,492	1,718	(774)
Legal Claims Provision	947	947	0
Estate Maintenance Reserve	250	250	0
PCC Innovation Reserve	500	500	0
PCC Estate Strategy Reserve	400	400	0
Restructuring Provision	606	606	0
Insurance Fund	2,621	3,178	557
Bad Debt	97	97	0
TOTAL	14,632	17,741	3,109



Appendix D – Saves Schedule Dashboard – 2018/19 Forecast

All figures in £000s		1/19 Forecast	
Portfolio / Project	Vired	Surrey	
Specialist Crime Command			
Joint Budget			
Major Crime	B	-15	
Forensic Investigation - Phase 2	B	-72	
Specialist Crime Capability Programme			
SCCP Investigations - Stage 1	V	1,292	
SCCP Intelligence - Stage 1	V	42	
SCCP AVU & Imaging	V	69	
SCCP Admin & Typists	V	22	
SCCP Surveillance	V	109	
SCCP Crime Support	V	59	
SCCP Forensics	V	89	
SCCP Cyber Crime Admin	V	47	
SCCP Crime Review		-10	
SCCP Command	V	89	
Crime Scene Services	V	87	
Joint Budget Subtotal		1,808	
Local Budget			
Digital Forensics			
Transfer of Coroner's Officers to Surrey County Council	B	-47	
SB to CIPSE	V	203	
Local Budget Subtotal		156	
Total Specialist Crime		1,964	
Operations Command			
Joint Budget			
Operations Command Change Programme (OCCP)			
Operational Dogs			
Ops Planning			
Roads Policing / CIU / ANPR	B	494	
Joint Budget Subtotal		494	
Local Budget Subtotal		0	
Total Operations		494	
Contact & Deployment			
Local Budget			
Surrey Front Counters Review	B	211	
Local Budget Subtotal		211	
Total Contact & Deployment		211	
Total Policing Together Portfolio		2,669	
Enablement Portfolio			
People Services			
Joint Budget			
ERP			
Occupational Health	B	23	
SBS Change Programme (ERP Saves)			
HR Planners			
L&D Collaborated Management Structure		-150	
Management Information and Reporting			
HR Change Programme			
Joint Budget Subtotal		-127	
Local Budget			
L&D Collaborated Function			
Local Budget Subtotal		0	
Total People Services		-127	
Finance & Services			
Joint Budget			
PTSS Finance ERP Saves	B		
JTS Crawley Down Posts Saves	B	40	
Joint Budget Subtotal		40	
Local Budget			
Surrey Capital Financing	B	200	
Surrey Savings Programme			
Surrey Corporate Saves			
Surrey Corporate Finance - Social Club	B	15	
Local Budget Subtotal		215	
Total Finance & Services		255	
Corporate Services			
Joint Budget Subtotal		0	
Local Budget			
Corporate Communications - Surrey	B	25	
Corporate Comms - Sussex	B	226	
Information & Crime Management (ICMP)	B	17	
Chief Officers Non Pay	B	-50	
Change Delivery Operating Model			
Local Budget Subtotal		188	
Total Corporate Services		188	
Digital Enablement			
Local Budget Subtotal		0	
Total Digital Enablement		0	
ICT			
Joint Budget Subtotal		0	
Local Budget			
Local Budget Subtotal		0	
Total ICT		0	
Estates			
Local Budget			
Estates Reconfiguration: Services Facilities & Co-location		25	
Estates & Facilities Strategic Restructure			
Estates & Facilities - Print Service			
Estates & Facilities - Uniform Service			
Estates & Facilities - Evidential Property			
Estates & Future Workplace Programme			
Local Budget Subtotal		25	
Total Estates		25	
Total Enablement Portfolio		341	
Sussex Transformation Portfolio			
Local Policing Sussex			
Local Policing Programme			
Criminal Justice (LPP)			
Prevention (LPP)			
Response (LPP)			
Local Police Support Team (LPP)			
Fleet LPP Future Savings			
Total Local Policing		0	
Other Sussex Savings Initiatives			
Custody (ex-LPP)			
Total Other Sussex Savings Initiatives		0	
Total Sussex Transformation Portfolio		0	
Surrey Strategic Change Portfolio			
Local Policing Surrey			
Surrey Criminal Justice Transformation			
Policing In Your Neighbourhood	B	1,743	
Total Local Policing		1,743	
Other Surrey Savings Initiatives			
Surrey Police Officer Overtime 18/19	B	500	
Surrey CJ Income Recovery Saves	B	190	
Total Other Surrey Savings Initiatives		690	
Total Surrey Transformation Portfolio		2,393	
Financial Confidence RAG Totals			
Green = on plan & saving will be achieved		5,493	
Amber = Some movement to deadline or saving possible		0	
Red = Saving figure or timing likely to be subject to change		0	
Surplus / Deficit brought forward		(113)	
Total Savings Plan		5,290	
		5,300	
		(10)	

Appendix E

GLW105

C3 - Capital Report 2018/19
Month 8
November



Scheme	Chief Officer	Total 18-19 Budget including Contributions	Actual Spend YTD Apr-18-Nov-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 2019/20	Total 2 Year Budget inc. Contributions
ICT Infrastructure Renewal / Business Continuity										
Hardware Refresh	CIO	550,000	10,968	(539,032)		10,968	280,968	(269,032)	0	550,000
Laptop Replacement Programme	CIO	0	0	0		0	0	0	0	0
Networks / Cabling	CIO	887,071	20,512	(866,559)	8,035	28,547	887,071	(0)	0	887,071
Network Storage	CIO	100,000	0	(100,000)		0	100,000	0	0	100,000
Access Identity Management	CIO	50,000	0	(50,000)		0	25,000	(25,000)	0	50,000
NetApp Storage Refresh	CIO	0	5,470	5,470		5,470	5,470	5,470	0	0
Infrastructure & Networks	CIO	100,000	48,355	(51,645)		48,355	98,355	(1,645)	0	100,000
Wireless	CIO	215,000	0	(215,000)		0	215,000	0	0	215,000
Sub-Total		1,902,071	85,306	(1,816,765)	8,035	93,341	1,611,865	(290,206)	0	1,902,071
Specific ICT Capital Schemes										
Firewall and Security Devices	CIO	175,000	0	(175,000)		0	100,000	(75,000)	0	175,000
Telephony	CIO	125,000	0	(125,000)		0	250,000	125,000	0	125,000
IL4 Remediation (Collaboration)	CIO	68,000	0	(68,000)		0	68,000	0	0	68,000
Lync Federation and Edge Services	CIO	34,000	0	(34,000)		0	0	(34,000)	0	34,000
Mobile Data Terminals - Refresh	CIO	0	174,433	174,433	149,691	324,124	320,923	320,923	0	0
Hybrid Body Worn Video Infrastructure	CIO	291,000	0	(291,000)		0	507,000	216,000	0	291,000
Digital Enablement 2	CIO	321,000	0	(321,000)		0	105,000	(216,000)	0	321,000
Confidential Environment	CIO	32,000	0	(32,000)		0	32,000	0	0	32,000
Protective Monitoring	CIO	45,000	0	(45,000)		0	0	(45,000)	0	45,000
Planned Server Replacement	CIO	75,000	3,520	(71,480)		3,520	18,520	(56,480)	0	75,000
ARK Infrastructure	CIO	25,000	0	(25,000)		0	25,000	0	0	25,000
APPV & SCCM	CIO	68,000	0	(68,000)		0	68,000	0	0	68,000
Private & Public Cloud	CIO	113,000	0	(113,000)		0	113,000	0	0	113,000
Enterprise Vault	CIO	80,000	0	(80,000)	49,328	49,328	80,000	0	0	80,000
Avec Climate Monitoring	CIO	10,000	0	(10,000)		0	10,000	0	0	10,000
Exchange Backup (Altavault)	CIO	50,000	3,110	(46,890)	22,749	25,859	50,000	0	0	50,000
DEMS / DAMS	CIO	68,662	0	(68,662)		0	68,662	0	525,338	594,000
Sub-Total		1,580,662	181,063	(1,399,599)	221,768	402,831	1,816,105	235,443	525,338	2,106,000
Fleet Annual Replacement Schemes										
Vehicle Replacement	CFO	2,998,849	2,927,832	(71,017)	1,217,043	4,144,875	3,317,832	318,983	0	2,998,849
Vehicle Telemetry	CFO	550,000	73,832	(476,168)	392	74,224	263,832	(286,168)	0	550,000
Sub-Total		3,548,849	3,001,664	(547,185)	1,217,435	4,219,099	3,581,664	32,815	0	3,548,849
Specific Capital Schemes										
Building the Future	CFO	2,670,000	0	(2,670,000)		0	2,670,000	0	0	2,670,000
Divisional Estates' Strategy	CFO	389,420	517,767	128,347	26,949	544,716	596,117	206,697	0	389,420
Air Conditioning	CFO	6,730	23,472	16,742		23,472	23,472	16,742	0	6,730
Former Section House Scheme	CFO	382,720	18,742	(363,978)	3,530	22,273	382,720	0	0	382,720
Estates' Strategy - Environmental	CFO	170,000	5,773	(164,227)	162,619	168,393	170,000	0	0	170,000
Estates' Strategy - Guildford and Staines Custody	CFO	471,908	435,247	(36,661)	5,020	440,267	488,629	16,721	0	471,908
Agile Working Developments	CFO	1,555,642	671,625	(884,017)	77,600	749,226	1,380,115	(175,527)	0	1,555,642
Electric Vehicle Infrastructure	CFO	95,000	0	(95,000)	89,007	89,007	95,000	0	0	95,000
Niche Evidential Property	CFO	206,338	0	(206,338)		0	206,338	0	0	206,338
Sub-Total		5,947,758	1,672,627	(4,275,131)	364,726	2,037,352	6,012,392	64,634	0	5,947,758
Specific Capital Schemes - Operations										
ANPR	ACC Op	324,000	168,599	(155,401)	83,032	251,631	168,599	(155,401)	0	324,000
Taser Replacement and Uplift	ACC Op	316,761	0	(316,761)		0	(172,825)	(489,586)	0	316,761
Drone Replacement	ACC Op	29,000	0	(29,000)		0	31,149	2,149	0	29,000
Camera Partnership	ACC Op	500,000	0	(500,000)		0	390,000	(110,000)	0	500,000
Sub-Total		1,169,761	168,599	(1,001,162)	83,032	251,631	416,923	(752,838)	0	1,169,761
Specific Capital Schemes - Local Policing										
ICCS	ACC Op	161,000	126,923	(34,078)	74,817	201,739	189,986	28,986	0	161,000
Digital Interview Recording Phase 1&2	ACC LP	50,000	0	(50,000)	40,628	40,628	50,000	0	0	50,000
ESN- Hardware & Infrastructure	ACC Op	0	0	0	0	0	0	0	500,000	500,000
ESN-Devices	ACC Op	0	0	0	0	0	40,000	40,000	500,000	500,000
CC6 Soft Vacate	ACC LP	81,000	0	(81,000)		0	81,000	0	0	81,000
Queue Buster 101	ACC LP	60,000	0	(60,000)		0	60,000	0	0	60,000
ICAD - New Modules	ACC LP	95,000	0	(95,000)		0	95,000	0	0	95,000
Sub-Total		447,000	126,923	(320,078)	115,445	242,367	515,986	68,986	1,000,000	1,447,000
Specific Capital Schemes - Specialist Crime										
HTCU & POLIT Infrastructure Remediation	ACC SC	63,204	317,894	254,690	185,907	503,801	63,204	0	20,000	83,204
Digital Forensics	ACC SC	322,000	0	(322,000)		0	254,000	(68,000)	200,000	522,000
Specialist Crime Capabilities Programme	ACC SC	166,000	2,013	(163,987)		2,013	167,276	1,276	0	166,000
FISH Replacement	ACC SC	64,000	0	(64,000)		0	64,000	0	0	64,000
Sub-Total		615,204	319,907	(295,297)	185,907	505,814	548,480	(66,724)	220,000	835,204
Total Schemes		15,211,305	5,556,089	(9,655,216)	2,196,347	7,752,436	14,503,415	(707,890)	1,745,338	16,956,643
Unallocated - Budget Only	CFO	207,239		(207,239)		0	0	(207,239)	1,847,300	2,054,539
Overall Total		15,418,544	5,556,089	(9,862,455)	2,196,347	7,752,436	14,503,415	(915,129)	3,592,638	19,011,182

Appendix F

Between £0.1m and £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M8	43,000	Perm	Corporate	People Services	Joint Ops Virement(PJ)
M8	25,000	Perm	Corporate	Public Protection	SY Reporting Template(HE)

Greater than £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M8	823,753	Perm	Specialist Crime Joint	Specialist Crime Local	SCCP Rebae Colb Codes(JH)
M8	594,000	Perm	Corporate	ERP	Central 050 to ERP(HE)

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

RIPA – Regulation of Investigatory Powers Act

PIN - Personal Identification Number