

Force Financial Report Month 8 - 2018/19

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Title:	Force Financial Report Month 8 – 2018/19
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Purpose:	To report the Force's financial position as at the end of November 2018
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AUTHOR:	
Name:	Paul Bundy
Job Title:	Service Director Finance
Telephone number:	101



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.

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

2.2. The table below shows the forecast outturn position by month.

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, whist this is a good benchmark, it does not factor in year-end accruals and the uneven profile of certain expenditure, whereas the forecast does.

	١	ear to Dat	e			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 FIE 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 (FT	E)												
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

		Month 7		Month 8				
Variance	Volume £'000		Total £'000	Volume £'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.

		Month 6			Month 8	
Variance	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)													
			1	1	1		1		1	1			
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 decease in spend.

				% increase
				(decrease)
			Variance	in actual
Police Overtime	Budget £'000	Actual £'000	£'000	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 significiantly 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	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'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.

	۲	ear to Dat	e	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 overachievement 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												
	١	ear to Dat	e			Annual						
	Astual	Dudaat	Marianaa	YTD	Famorat	Dudaat	Variance					
	Actual	Budget	Variance	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 reorganisation 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						
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 III 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 III 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.

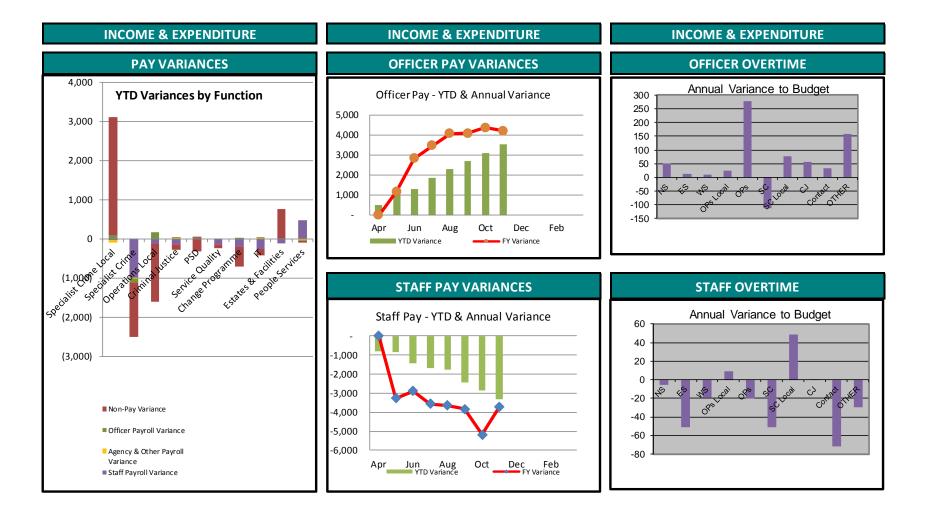


FINANCIAL OVERVIEW AS AT NOVEMBER 2018

INCOME AND EXPENDITURE							INCOME AND EXPENDITURE	INCOME AND EXPENDITURE CAPITAL EXPENDITURE				ng rogenter		
								PORTFOLIO VARIANCES						
PCC REVENUE BUDGET							REVENUE BUDGET VARIANCES			PORTFOLI	O VARIAN	CES		
	Actual	Year to Date Budget	Variance	Forecast	Annual Budget	Variance		Summary Position	Actual	Year to Date Budget	e Variance	Forecast	Annual Budget	Variance
PCC TOTAL	£'000 1,262	£'000 1,356	£'000 (95)	£'000 1,965	£'000 2,038	£'000 (73)	Revenue Budget Variance (excl PCC)	IT Strategy	266	2,085	(1,819)	3,428	3,483	(55)
FO	ORCE REVE	NUE BUDO	GET BY FUI	NCTION			12.00%	Fleet Strategy Estates Strategy	3,002 1,673	2,525 3,874	477 (2,201)	3,582 6,012	3,549 5,948	33 64
	Actual	Year to Date Budget	Variance	Forecast	Annual Budget	Variance	10.00%	Other Specific Unallocated	615 0	1,246 0	(631) 0	1,481 0	2,231 207	(750) (207)
North Division	£'000 2,533	£'000 2,398	£'000 135	£'000 3,741	£'000 3,670	£'000 71	8.00%	Total	5,556	9,730	(4,174)	14,503	15,418	(915)
East Division West Division	2,597 3.173	2,662 3,267	(65) (94)	3,948 4,922	4,072 5,003	(123) (81)	6.00%		c	Capital Expe	nditure Sta	tus		
Specialist Crime Local Specialist Crime	5,487 4,962	2,479 7,470	3,008 (2,508)	6,888 6,965	4,013 11,078	2,875 (4,113)				• •	0%			
Operations Local Operations	(1,763) 2,926	(324) 2,742	(1,439)	(962) 4,082	(472) 4,137	(490)	4.00%							
Public Protection	1,716	1,889	(173)	3,142	2,851	(55) 292	2.00%					36%	Spend to date	
Criminal Justice Probationers	4,718 0	4,958 0	(240) 0	7,247 0	7,473 0	(226) 0	0.00%					1000	Ordered	
Contact Management Sub Total	10,170 36,520	10,181 37,721	(11) (1,201)	15,157 55,131	15,366 57,190	(209) (2,060)			50%				Un committed	1
Chief Officers	379	565	(186)	579	851	(272)	(2.00)%							
DCC PSD	724 1,357	766 1,616	(42) (259)	1,101 2,731	1,139 2,431	(38) 300	(4.00)% Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar		`				Revenue fund	ed
Corporate Comms Service Quality	798 1,413	817 1,648	(19) (235)	1,307 2,159	1,238 2,486	69 (327)	TD Variance %							
Change Programme Sub Total	421 5,092	1,119 6,531	(698)	1,824 9,701	1,838 9,984	(14)					14	1%		
	9,331	9,749	(419)	13,477	14,625	(1,149)				Carribal	Financiaa			
Finance	674	656	18	1,157	995	162	Annual Forecast Variances by Cost Type			Capital	Financing			
Estates & Facilities Building the Future Estates	7,870 265	7,218 284	651 (20)	10,500 386	10,353 428	147 (43)					5%			
People Services Insurance Services	5,460 2,187	5,106 1,070	354 1,117	6,739 2,282	7,696 1,589	(956) 693	5000.00		2	1%			Grant	
Procurement Services Transport Service	137 587	142 440	(5) 147	204 564	214 654	(10) (90)	4000.00		,	/		\mathbf{i}	Receipts	
Sub Total	26,510	24,665	1,845	35,309	36,554	(1,245)			-				Capital	
Central Police Payroll	1,739 70,603	5,438 67,062	(3,699) 3,542	8,026 104,955	8,141 100,736	(115) 4,218	3000.00 -		10%		2		Surplus Other	
FORCE TOTAL	140,464	141,417	(953)	213,121	212,606	515	2000.00 -		1				funding	
	REVENU	E BUDGET	ву соѕт т	YPE			1000.00					63%		
	Actual	Year to Date Budget	e Variance	Forecast	Annual Budget	Variance								
	£'000	£'000	£'000	£'000	£'000	£'000								
Police Payroll Police Overtime	70,603 2,566	67,062 2,495	3,542 71	104,955 4,621	100,736 4.030	4,218 591	-1000.000 storil end	500	Capital S	Scheme YTI) Variance	s £50k or a	bove	
Staff Payroll Staff Overtime	41,030 802	44,365 1,004	(3,336) (202)	62,399 1,359	66,097 1,547	(3,697) (188)	Part Price of the part of the	400						
Agency	665	551	113	1,822	827	996	-2000.00 ^{NU} 500 Ottet ^V 500 ^{NE} 100 ^N							
Training Other Payroll Costs	1,090 2,584	942 2,382	148 203	1,724 3,699	1,413 3,607	310 92	-3000.00	300						
Sub Total	119,340	118,800	539	180,578	178,257	2,321		200						
Premises	6,661	6,289	372	9,285	8,928	357	-4000.00	100	_					
Transport Supplies & Services	4,095 16,810	2,961 18,835	1,134 (2,026)	4,626 28,767	4,323 29,297	304 (530)	-5000.00	0						
Financing Sub Total	373 27,938	994 29,079	(621) (1,141)	1,859 44,538	1,491 44,039	368 498		-100 enes ence	ninals vit	ev. ment eme	ener enerit	in stellarne	AND er	niP sic
Income & Grants	(6,814)	(6,462)	(352)	(11,995)	(9,690)	(2,305)		-100 eset - 100 est -200 est - 100 est +100-300 est - 100 est +100-300 est - 100 est +100-300 est - 100 est +100-100 est - 100 est - 100 est - 100 est +100-100 est - 100 est - 100 est - 100 est - 100 est +100-100 est - 100 est - 1	sunnas	eo ablement lenne pe	Divisional Estat	statest	ot Ange arrest	nip ensits
Sub Total	(6,814)	(6,462)	(352)	(11,995)	(9,690)	(2,305)		He - 300 he word	on Distro.	erv vehic	Ver alt	ine (an V	
FORCE TOTAL	140,464	141,418	(954)	213,121	212,606	515	<u>ا</u>	1 ¹ /1 ² /1 ⁴	Plann		OWES ABLE N			



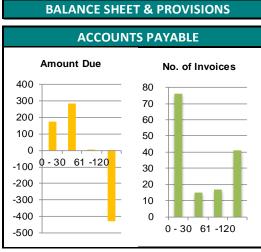
FINANCIAL OVERVIEW AS AT NOVEMBER 2018



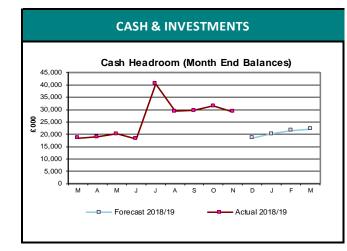


FINANCIAL OVERVIEW AS AT NOVEMBER 2018

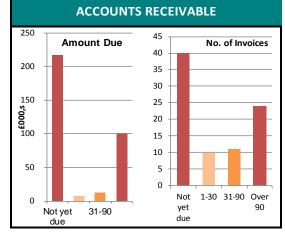
			BALANCE S						
RESERVES									
		VAR	Amount Due						
6,148	9,474	3,326	400						
2,492	1,718	(0) (774)	300						
947 250	947 250	0 0	100						
500 400	500 400	0							
606	606	0	-100 -200						
2,621 97	3,178 97	0	-300						
14,632	17,741	3,109	-400						
	/ES 31/03/18 £ 000 6,148 571 2,492 947 250 500 400 606 2,621 97	31/03/18 30/11/18 £ 000 £ 000 6,148 9,474 571 571 2,492 1,718 947 947 250 2500 500 5000 400 400 606 606 2,621 3,178 97 97	31/03/18 30/11/18 VAR £ 000 £ 000 £ 000 6,148 9,474 3,326 571 571 (0) 2,492 1,718 (774) 947 947 0 250 250 0 500 5000 0 400 400 0 606 606 0 2,621 3,178 557 97 97 0						

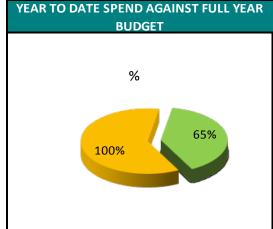






BALANCE CHEET & DROVISIONS





Appendix D – Saves Schedule Dashboard – 2018/19 Forecast

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Formes inscription. Phase 2Br.72SCOP Investigations Stage 1V1.22SCOP Investigations Stage 1V22SCOP Advin A TypitsV22SCOP Advin A TypitsV22SCOP Come StationaV40SCOP CommadiaV40SCOP CommadiaV40SCOP CommadiaV40SCOP StationalV40SCOP Station	Joint Budget								
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SCOP Intelligence - Base 1VaSCOP Auto BranceV90SCOP ControlV90SCOP ControlV </td <td>Specialist Crime Capability Programme SCCP Investigations - Stage 1</td> <td>v</td> <td>1,292</td>	Specialist Crime Capability Programme SCCP Investigations - Stage 1	v	1,292						
SCC Admin & Typels V 22 SCC Prevension V 40 SCC Prevension -10 -10 Sco Prevension -10 <tr< td=""><td>SCCP AVU & Imaging</td><td></td><td></td></tr<>	SCCP AVU & Imaging								
SCCP Cortine Support V 90 SCCP Cortine Structure Andmin V 90 SCCP Cortine Review V 90 SCCP Cortine Structure Structure Courty Court B -1 Structure Structure Structure Structure Courty Court B -1 Structure Structur	SCCP Admin & Typists								
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John Endores Subtotal 1986 1996	SCCP Command								
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Propie Social Image: Social Soci	Enablement Portfolio								
ERP Image: Comparison of Health B 22 SBS Change Programme (BRP Saves) Image: Comparison of Reporting Image: Comparison of Reporting L3D Collaborated Management Structure Image: Comparison of Reporting Image: Comparison of Reporting HC Change Programme Image: Comparison of Reporting Image: Comparison of Reporting Image: Comparison of Reporting HC Change Programme Image: Comparison of Reporting Image: Comparison of Reporting Image: Comparison of Reporting L3D Collaborated Function Image: Comparison of Reporting Image: Comparison of Reporting Image: Comparison of Reporting L3D Collaborated Function Image: Comparison of Reporting Image: Comparison of Report Repore	People Services								
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Palding in Your Neighbourhood B 1,743 Trait Local Policing 1,743 Other Surrey Grides Initiatives Surrey Coll corons Recovery Sives Strate V Cul Income Recovery Sives Strate V Cul Income Recovery Sives Strate Contract Strates Total Surrey Transformation Portfolio Coll Surrey Transformation Portfolio Surrey Forecast Surrey Forecast Surrey Surrey Forecast Surrey Surrey Forecast Surrey Surrey Forecast Surrey Surrey Forecast Surrey Surrey Forecast Surrey Surrey Forecast Surrey Surrey Forecast Surrey Surrey Surrey Forecast Surrey Surre	Local Policing Surrey								
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Surrey Police Officer Overtime 18/19 B 500 Total Other Surrey Carl Accements Total Other Surrey Transformation Portfolio Total Surrey Transformation Portfolio Carl Surrey Transformation Portfolio	Total Local Policing		1,743						
Total Other Surrey Savings initiatives 650 Total Surrey Transformation Portfolio 2,393 Z016/19 Forecast 2016/19 Forecast Financial Confidence RAG Totals Surrey Toren - or pin A saving with bachtend 5,403 Med - Saving fauer or timing Reiky to be subject to change 6 Straplar Johnt Kongi forward (113) Total Savings Plan 5,300	Surrey Police Officer Overtime 18/19								
Total Surrey Transformation Portfolio 2,393 2018/19 Forecast 2018/19 Forecast 2018/19 Forecast 2018/19 Forecast 2018/19 Forecast 2018/19 Forecast 2018/19 2018	Surrey CJ Income Recovery Saves Total Other Surrey Savings Initiatives	В							
2018/19 Forecast Financial Confidence RAG Totals Serrey Orien - on plan & saving will be achieved 5.403 Ref = Saving (and be achieved assisting possible 5.403 Ref = Saving (game or timing lane) to be object to change 8 Strate Saving Shan 5.290 Total Saving Shan 5.290	Total Surrey Transformation Portfolio	1							
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Amber = Sorre movement to deadline or saving possible 0 Berd = Swind (possible 0 Surplus / Deficit brought forward (113) Total Savings Plan 5,220	Financial Confidence RAG Totals Green = on plan & saving will be achieved		Surrey						
Total Savings Plan 5,290 5,300	Amber = Some movement to deadline or saving possible Red = Saving figure or timing likely to be subject to change		0						
	Surplus / Deficit brought forward Total Savings Plan		5,290						

Appendix E

C3 - Capital Report 2018/19 Month 8 November



Surrey & Sussex Policing Together

										· · · · · · · · · · · · · · · · · · ·
Scheme	Chief	Total 18-19	Actual Spend YTD	Full Year	O/S	Actual Spend	Full Year	Forecast	Total	Total
	Officer	Budget		Budget	Orders	YTD plus	Forecast	to	Budget	2 Year
		including	Apr-18-Nov-18	YTD Variance		O/S Orders		Budget	for	Budget
		Contributions						Variance	2019/20	inc. Contributions
ICT Infrastructure Renewal / Business Continuity		550.000	10.000	(500.000)		10.000		(000.000)		
Hardware Refresh	CIO	550,000	10,968			10,968	280,968	(269,032)	0	
Laptop Replacement Programme	CIO	887,071	20,512		8,035	28,547	0 887,071	0 (0)	0	
Networks / Cabling Network Storage	CIO	100,000	20,512		0,030	20,547	100,000	(0)	0	
Access Identity Management	CIO	50,000	0			0	25,000	(25,000)	0	
NetApp Storage Refresh	CIO	50,000	5,470			5,470	5,470	(23,000) 5,470	0	
Infrastructure & Networks	CIO	100,000	48,355			48,355	98,355	(1,645)	0	
Wireless	CIO	215,000				-0,000	215,000	(1,040)	0	
Sub-Total	010	1,902,071	85,306		8,035	93,341	1,611,865	(290,206)	0	
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			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		149,691	324,124	320,923	320,923	0	
Hybrid Body Worn Video Infrastructure	CIO	291,000	0			0	507,000	216,000	0	,
Digital Enablement 2	CIO	321,000	0			0	105,000	(216,000)	0	
Confidential Environment	CIO	32,000	0			0	32,000	0	0	
Protective Monitoring	CIO	45,000	0	(.0,000)		0	0	(45,000)	0	
Planned Server Replacement	CIO	75,000	3,520			3,520	18,520	(56,480)	0	
ARK Infrastructure	CIO	25,000	0			0	25,000	0	0	
APPV & SCCM	CIO	68,000	0			0	68,000	0	0	
Private & Public Cloud	CIO	113,000	0		10.000	0	113,000	0	-	.,
Enterprise Vault	CIO	80,000	0		49,328	49,328	80,000	0	-	
Avtec Climate Monitoring	CIO	10,000	0	(-,,	00.740	0	10,000	0	-	
Exchange Backup (Altavault)	CIO	50,000	3,110		22,749	25,859	50,000	0	-	
DEMS / DAMS Sub-Total	CIO	68,662 1,580,662		(00,00=)	221,768	402,831	68,662 1,816,105	235,443	525,338 525,338	
Fleet Annual Replacement Schemes		1,500,002	101,003	(1,355,355)	221,700	402,031	1,010,105	233,443	525,550	2,100,000
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	,,.
Sub-Total		3,548,849	3,001,664		1,217,435	4,219,099	3,581,664	32,815	0	
Specific Capital Schemes										
Building the Future	CFO	2,670,000	0			0	2,670,000	0	0	
Divisional Estates' Strategy	CFO	389,420	517,767		26,949	544,716	596,117	206,697	0	
Air Conditioning	CFO	6,730	23,472	16,742		23,472	23,472	16,742	0	
Former Section House Scheme	CFO	382,720	18,742		3,530	22,273	382,720	0	0	
Estates' Strategy - Environmental	CFO	170,000	5,773		162,619	168,393	170,000	0	0	
Estates' Strategy - Guildford and Staines Custody	CFO	471,908	435,247		5,020	440,267	488,629	16,721	0	,
Agile Working Developments	CFO	1,555,642	671,625		77,600	749,226	1,380,115	(175,527)	0	
Electric Vehicle Infrastructure	CFO	95,000	0	(/ /	89,007	89,007	95,000	0	0	
Niche Evidential Property	CFO	206,338	0	(, ,	004 700	0	206,338	0	0	
Sub-Total Specific Capital Schemes - Operations		5,947,758	1,672,627	(4,275,131)	364,726	2,037,352	6,012,392	64,634	0	5,947,758
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	100,599		03,032	251,031	(172,825)	(489,586)	0	
Drone Replacement	ACC Op	29,000	0			0	(172,025) 31,149	(469,566) 2,149	0	
Camera Partnership	ACC Op	500,000	0			0	390,000	(110,000)	0	
Sub-Total		1,169,761	168,599		83,032	251,631	416,923	(752,838)	0	
		.,,		(1,001,102)		201,001		(1 52,000)		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
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		40,628	40,628	50,000	0	0	50,000
ESN- Hardware & Infrastructure	ACC Op	0	0			0	0	0	500,000	
ESN-Devices	ACC Op	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			0	95,000	0	-	
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	
Specialist Crime Capabilities Programme	ACC SC	166,000	2,013			2,013	167,276	1,276	0	
FISH Replacement	ACC SC	64,000	0	(1,111)	405.005	0	64,000	0	0	
Sub-Total		615,204	319,907		185,907	505,814	548,480	(66,724)	220,000	
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		2,196,347	7,752,436	14,503,415	(915,129)		
0.0.u0.u		10,410,044	3,330,009	(3,302,433)	-,100,04/	1,752,430	14,303,413	(010,129)	0,002,000	13,011,10

Appendix F

. Between £0.1m and £0.5m

Month	Amount	Perm/ Temp	From	То	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	То	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 Commisioner
- 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