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**SURREY POLICE & CRIME COMMISSIONER**  
**FORCE FINANCIAL REPORT MONTH 6 – 2016/17**

**1. Purpose**

**1.1.** This report presents the Force’s financial position for September 2016, month 6 of 2016/17. The report was originally due to be presented at the Finance Planning and Performance Board on the 27<sup>th</sup> October, however only a draft position was available at the time, therefore a decision was taken to extend the deadline, enabling the Joint Finance Team to review and ratify the financial position. This work has been carried out however the financial volatility risk identified in previous months still stands.

**2. Summary**

**2.1.** The gross revenue budget for the year is £212.6m an increase of £6.9m compared to last year’s budget of £205.7m. 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 £210.6m with a forecast underspend of £1.9m.

**2.2.** The main reason for the forecast underspend variance arises from police officer pay. The number of officers was below target at the beginning of the year and is forecast to continue throughout the remainder of the year. This underspend is being offset by overspends in pay budgets including officer overtime which is being incurred as a consequence of officer vacancies. Agency costs are also overspent reflecting additional costs for PiYN mentors being placed in divisions across the Force.

**2.3.** The PCC approved a revised capital programme in July 2016 totalling £16.7m over 2 years, with £12m in 2016/17. The PCC also approved greater flexibility for the Force to bring forward schemes or transfer identified schemes in a later year. This revision followed a review by the Force to ensure the capital programme is manageable over the year to avoid sizeable future carry forwards.

**2.4.** During 2016/17 capital schemes have been brought forward increasing the budget to £12.6m, the total 2 year capital programme remains at £16.7m as approved by the PCC. Total expenditure at month 6 is £2.9m with future committed orders totalling £2.7m.

**3. Revenue Budget Position**

**3.1.** The Force’s revenue budget forecast for the year is an underspend of £1.9m. Detailed at appendix A is a table that provides the Force budget by function and also by cost type.

**3.2.** Summary position.

Annual Month 5			Annual Month 6		
Forecast	Budget	Variance	Forecast	Budget	Variance
£m	£m	£m	£m	£m	£m
209.7	210.6	0.9	208.7	210.6	1.9

### 3.3. Pay Budgets

- 3.3.1. Total pay is underspent in the amount of £3.5m;
- 3.3.2. The police officer pay is forecast to be underspent by £6.5m due to the number of officers being below the budgeted FTE. The total budget is for 1,944 officers which is an increase from 1,905 set for 2015/16. It is taking longer than expected to achieve the 2016/17 budgeted figure, even with an increased intake, as turnover is also increasing.
- 3.3.3. The latest forecast shows an average of 1,870 officers during the year which results in a £4.6m underspend when compared to the budget of 1,944. The additional £1.9m underspend is the variance between the actual and budgeted officer rates, showing the differential between a probationers salary and slightly higher graded officers leaving the force. These variances can be analysed further between pay and allowances as shown below:

<b>Variance</b>	<b>Volume £'000</b>	<b>Rate £'000</b>	<b>Total £'000</b>
Police pay, NI & Pension	(3,774)	(2,094)	(5,868)
Rent and regional allowance	(180)	(93)	(273)
Other allowances	(175)	282	107
Collaboration	(471)	-	(471)
<b>Total</b>	<b>(4,600)</b>	<b>(1,905)</b>	<b>(6,505)</b>

- 3.3.4. Whilst the above calculations are based on averages they show that the shortfall of 74 officers results in a £3.8m underspend for pay, NI and pension (£51k per FTE), and a £0.2m underspend for rent and regional allowance (£2.4k per FTE). The rate variance shows the budgeted rates of £51k per officer for pay, NI and pension, and £2.4k for rent and regional allowance are slightly higher than the actual per FTE which are £49.9k and £2.3k respectively.
- 3.3.5. The rate overspend for other allowances relates to holiday pay, which was unbudgeted in 2016/17, this is also being offset by an underspend in detective allowances. Detective allowances were budgeted for the full year however will now commence in November 2016.
- 3.3.6. Police staff pay is forecast to underspend by £1.5m. The staff underspend reflects the vacancy rate being above the 5% target, there are also a limited number of posts currently being held pending the implementation of change projects. This underspend is also being offset by some additional one off project costs.
- 3.3.7. Police officer overtime is forecast to be overspent by £1.3m as a consequence of officer vacancies. Specialist Crime, Operations, Public Protection and all three Divisions are forecasting overspends in overtime.
- 3.3.8. Police staff overtime is underspent by £0.1m with minimal variances being forecast by individual functions and a slightly higher underspend forecast by Contact Management.

- 3.3.9. Agency costs are forecast to overspend by £2.3m mainly due to PiYN mentors being placed in division and ICT contractor costs. The agency overspend in Specialist Crime is due to Digital Forensics and Op Ravine along with additional costs to cover vacancies. The overspend in Public Protection is also to cover vacancies.
- 3.3.10. Training costs are overspent by £0.4m which is forecast within People Services.
- 3.3.11. Other payroll overspend of £0.7m arises from additional ICT collaboration costs relating to contractors.

### 3.4. Non Pay Budgets

- 3.4.1. Non pay is forecast to overspend by £1.8m which is within supplies & services (£0.9m), transport (£0.5m) and premises (£0.4m). The supplies & services overspend is predominantly within Specialist Crime and relates to additional costs for the outsourcing of Digital Forensics. Op Command are also forecasting an overspend in supplies and services relating to the Camera Safety Partnership, these costs are being met from an over achievement in income (see 3.4.2 below). The transport overspend is within Operations and Joint Transport Service, further investigation into this has been requested. Premises costs are overspent due to Estates configuration costs being revenue rather than capital as originally budgeted.
- 3.4.2. Income is forecast to be over budget by £0.2m for the year, the main components being the use of reserves to meet the cost of Operation Heather, and an over achievement of income received from the Camera Safety Partnership.

## 4 Savings

- 4.1 The latest Strategic Change Savings schedule (03/10/16) shows an under achievement of savings of £1.9m, as can be seen in the table below.
- 4.2 In summary the 2016/17 budget includes a savings target of £10.0m that is currently forecast to under achieve by £1.9m.
- 4.3 The level of confidence in the saving is graded either purple, red, amber or green. The current profile has £0.7m as purple, red are £0.2m, amber are £1.3m and the remainder £6.2m are green. This indicates that there is a reasonable level of confidence that 75% of the saving will be or have already been achieved in this financial year. There is a level of uncertainty regarding 6%, and the remaining 19% will not be achieved in this financial year, and have been re-phased into 2017/18. As part of its monitoring cycle the Force continues to review this position to reduce the level of uncertainty.

<b>Financial Confidence RAG Totals</b>	<b>Surrey £'000</b>
<b>Green</b> = on plan & saving will be achieved	<b>6,196</b>
<b>Amber</b> = Some movement to deadline or saving possible	<b>1,316</b>
<b>Red</b> = Saving figure or timing likely to be subject to change	<b>190</b>
<b>Purple</b> = Estimates based upon 45-55% split of benefits	<b>743</b>
<b>Surplus / Deficit brought forward</b>	<b>(318)</b>
<b>Total Savings Plan</b>	<b>8,127</b>
<b>Savings Target MTFP</b>	<b>10,000</b>
<b>Variance between Savings Target &amp; Savings Plan</b>	<b>(1,873)</b>

## Capital Budget Position

- 5.1. The PCC approved a revised capital programme in July 2016 totalling £16.7m over 2 years, with £12m in 2016/17. The PCC also approved greater flexibility for the Force to bring forward schemes or transfer identified schemes in a later year. This revision followed a review by the Force to ensure the capital programme is manageable over the year to avoid sizeable future carry forwards. Detail of the capital programme is provided in appendix E.
- 5.2. During 2016/17 capital schemes have been brought forward increasing the budget to £12.6m, the total 2 year capital programme remains at £16.7m as approved by the PCC. These changes are shown in the table below:

	2016/17 £'000	2017/18 £'000	Total £'000
<b>Approved Capital Budget</b>	<b>12,000</b>	<b>4,744</b>	<b>16,744</b>
Re-profiling			
- Network Switch Replacement	(400)	400	-
- Application Platforms rationalisation	-	(68)	(68)
- Oracle Transformation	-	(68)	(68)
- Digital Enablement 2	-	(794)	(794)
- MDT Refresh	894	(100)	794
- Digital Audio Interviewing	124	53	177
Unallocated Capital	(7)	(34)	(41)
<b>Revised Capital Budget</b>	<b>12,611</b>	<b>4,133</b>	<b>16,744</b>

- 5.3. In addition to the above changes, the Finance Planning and Performance Board (27/10/16) approved a request from Estates to re-profile several schemes into 2017/18. These changes totalling £1.3m will be reflected in the month 8 report.
- 5.4. The significant capital projects are IT and Fleet replacement schemes, Digital Enablement, Enterprise Resource Planning (ERP), Air-conditioning, Estates Strategy and Integrated Communication & Control System (ICCS).
- 5.5. Expenditure for the year to date is £2.9m with orders committed of a further £2.7m.
- 5.6. Capital expenditure is financed from grants received from the Home Office £0.7m, capital receipts from the sale of assets £11.9m, revenue transfer funding and if necessary borrowing. At present borrowing is not required due to the high level of receipts received and forecast from police buildings and house sales.

## 6. Reserves

- 6.1. General reserves at the beginning of the year (1/4/16) were £11.5m, with specific reserves being an additional £7.1m and consisting of; the Chief Constable's Operational Reserve £0.6m, Operation Heather reserve £0.5m, Training reserve £0.8m and Estate maintenance reserve of £0.5m, Insurance reserve £2.4m and Ill Health reserve £2.3m.
- 6.2. The Insurance reserve and Ill Health reserve are used on an ongoing basis throughout the year to cover insurance liabilities and ill health computations as they occur.
- 6.3. It is anticipated that the balances on Operation Heather and the Training reserve will be fully utilised during the year.

## **7. Provisions**

- 7.1. Provisions at the beginning of the year (1/4/16) total were £1.3m, relating to restructuring £0.3m, Insurance Provision £0.9m and Bad Debt £0.1m.
- 7.2. 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.
- 7.3. The restructuring provision relates to 2016/17 change programmes carried forward from 2015/16.

## **8. Risks**

- 8.1. 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;

8.1.1. ICT are experiencing difficulties with resourcing levels which is leading to more expensive short term arrangements being put in place and is a distraction to the SMT. This has led to slippage in delivering planned projects for the Force. ICT have put forward a strategic delivery model that has been funded to normalise the operating of ICT. Work is progressing to manage the exit from the Datacentre contract which will ensure budgets are spent as planned thus reducing the need to use underspends in certain areas to cover overspends for unbudgeted contract change notices in others. There is continued focus on spend control linked to the "Making IT Better" project to identify and minimise cost leakage.

8.1.2. The Force has a significant historic case (Op Ravine/Livingstone) that is creating a cost pressure which will be monitored closely during the year.

8.1.3. There is the potential for oil and gas exploration protests in the county during the year which will be a draw on resources.

8.1.4. Emergency Services Network (ESN) - Work has started on the implementation of ESN but there is still significant uncertainty on the timing, resources and funding for this implementation.

8.1.5. The financial forecasts are presenting an unusual level of volatility which may be due to the new ways of working with budget holders on the learning curve to fully understand their finances. This introduces the potential for the total position to move in subsequent months and slightly reduces the previous level of confidence in financial forecasts.

## **9. Decision[s] Required**

- 9.1. This report is for information.



FINANCIAL OVERVIEW AS AT SEPTEMBER 2016

**INCOME AND EXPENDITURE**

**PCC REVENUE BUDGET**

	Year to Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
<b>PCC TOTAL</b>	<b>1,061</b>	<b>990</b>	<b>71</b>	<b>1,599</b>	<b>2,054</b>	<b>(455)</b>

**FORCE REVENUE BUDGET BY FUNCTION**

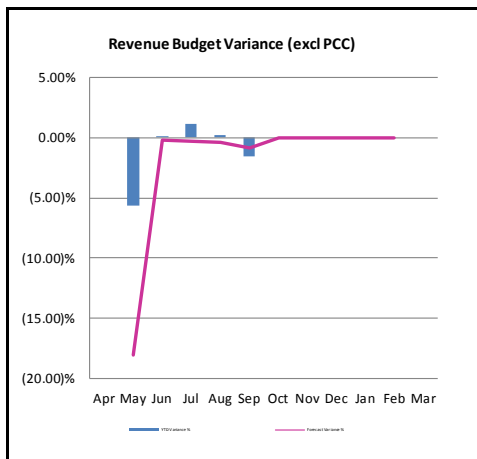
	Year to Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
North Division	10,022	10,986	(964)	20,409	22,037	(1,628)
East Division	12,171	13,085	(914)	24,357	26,232	(1,875)
West Division	12,369	14,288	(1,919)	25,647	28,612	(2,965)
Specialist Crime Local	7,176	7,546	(370)	13,677	15,104	(1,426)
Specialist Crime	4,423	5,113	(690)	8,873	10,478	(1,605)
Operations Local	(298)	420	(718)	657	839	(183)
Operations	6,855	7,493	(638)	14,909	14,935	(26)
Public Protection	3,977	3,576	402	8,115	7,651	464
Criminal Justice	4,685	5,451	(766)	11,114	10,902	213
Probationers	1,843	1,616	228	4,078	3,231	847
Contact Management	8,823	9,151	(328)	17,829	18,302	(473)
<b>Sub Total</b>	<b>72,047</b>	<b>78,725</b>	<b>(6,678)</b>	<b>149,666</b>	<b>158,324</b>	<b>(8,658)</b>
Chief Officers	833	715	118	1,854	1,429	425
DCC	576	549	27	1,096	1,097	(1)
PSD	1,571	1,300	271	3,420	2,599	820
Corporate Comms	672	698	(26)	1,407	1,387	20
Service Quality	1,300	1,413	(113)	2,466	2,826	(360)
Change Programme	440	(1,418)	1,858	620	(2,828)	3,448
<b>Sub Total</b>	<b>5,391</b>	<b>3,256</b>	<b>2,135</b>	<b>10,863</b>	<b>6,511</b>	<b>4,352</b>
IT	6,828	6,115	713	13,123	12,221	901
Finance	475	502	(27)	888	1,006	(118)
Estates & Facilities	6,245	4,996	1,249	10,114	9,993	122
People Services	6,067	5,012	1,055	10,073	10,026	47
Insurance Services	1,158	784	374	1,566	1,568	(2)
Procurement Services	222	118	105	218	236	(18)
Transport Service	(867)	266	(1,132)	759	582	177
<b>Sub Total</b>	<b>20,129</b>	<b>17,793</b>	<b>2,336</b>	<b>36,743</b>	<b>35,632</b>	<b>1,110</b>
Central	5,751	5,170	581	11,391	10,099	1,292
Officer Pay Variance						
<b>FORCE TOTAL</b>	<b>103,318</b>	<b>104,944</b>	<b>(1,626)</b>	<b>208,663</b>	<b>210,566</b>	<b>(1,903)</b>

**REVENUE BUDGET BY COST TYPE**

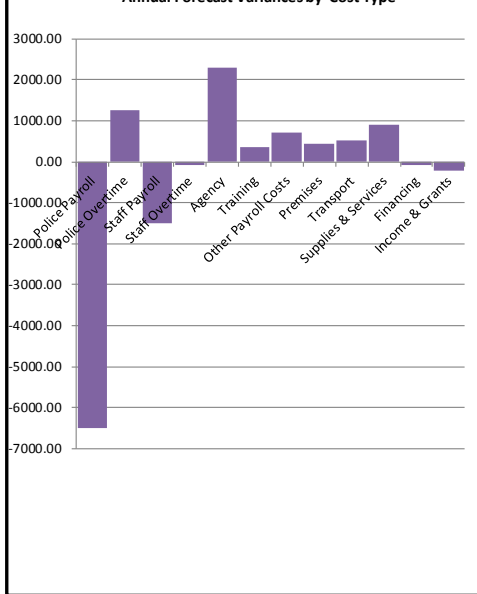
	Year to Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	50,926	53,943	(3,016)	102,394	108,899	(6,505)
Police Overtime	2,717	1,871	845	5,105	3,839	1,266
Staff Payroll	29,634	30,996	(1,362)	61,164	62,664	(1,500)
Staff Overtime	676	663	13	1,250	1,339	(89)
Agency	945	109	836	2,504	218	2,286
Training	1,161	853	308	2,064	1,707	357
Other Payroll Costs	2,239	1,555	685	3,824	3,110	713
<b>Sub Total</b>	<b>88,299</b>	<b>89,991</b>	<b>(1,692)</b>	<b>178,305</b>	<b>181,778</b>	<b>(3,472)</b>
Premises	5,261	3,995	1,265	8,444	8,006	438
Transport	1,940	2,326	(386)	5,218	4,702	516
Supplies & Services	11,721	12,470	(749)	25,642	24,743	899
Financing	953	492	461	906	985	(79)
<b>Sub Total</b>	<b>19,855</b>	<b>19,284</b>	<b>571</b>	<b>40,210</b>	<b>38,436</b>	<b>1,774</b>
Income & Grants	(4,835)	(4,332)	(504)	(9,853)	(9,647)	(206)
<b>Sub Total</b>	<b>(4,835)</b>	<b>(4,332)</b>	<b>(504)</b>	<b>(9,853)</b>	<b>(9,647)</b>	<b>(206)</b>
<b>FORCE TOTAL</b>	<b>103,318</b>	<b>104,944</b>	<b>(1,626)</b>	<b>208,663</b>	<b>210,566</b>	<b>(1,903)</b>

**INCOME AND EXPENDITURE**

**REVENUE BUDGET VARIANCES**



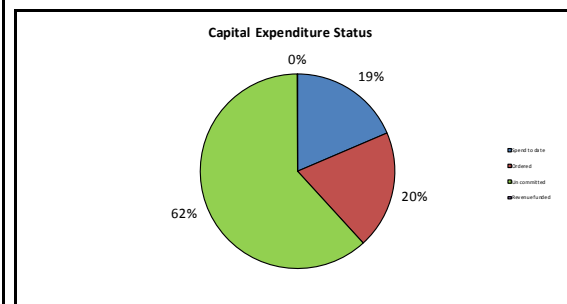
**Annual Forecast Variances by Cost Type**



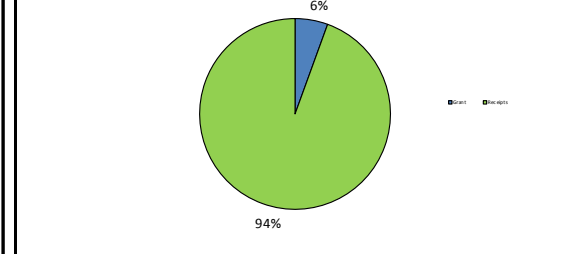
**CAPITAL EXPENDITURE**

**PORTFOLIO VARIANCES**

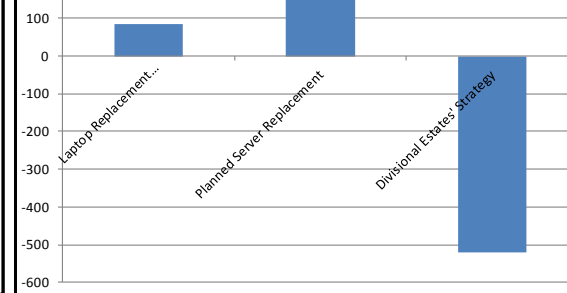
Summary Position	Year to Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
IT Strategy	1,099	1,441	(342)	4,259	4,001	258
Fleet Strategy	1,301	1,569	(268)	2,460	2,451	9
Estates Strategy	126	425	(299)	1,933	2,447	(514)
Other Specific	355	976	(621)	3,748	3,721	27
<b>Total</b>	<b>2,881</b>	<b>4,411</b>	<b>(1,530)</b>	<b>12,400</b>	<b>12,620</b>	<b>(220)</b>



**Capital Financing**

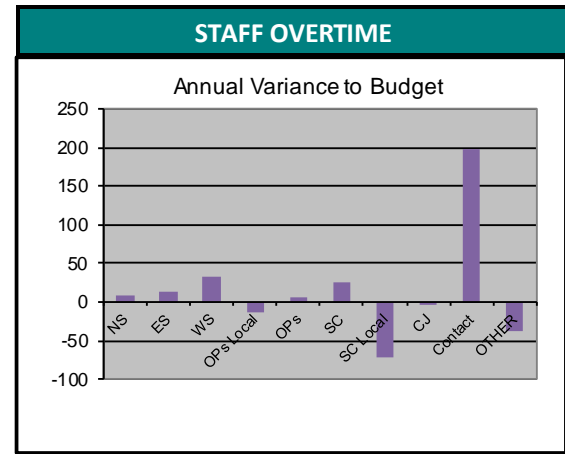
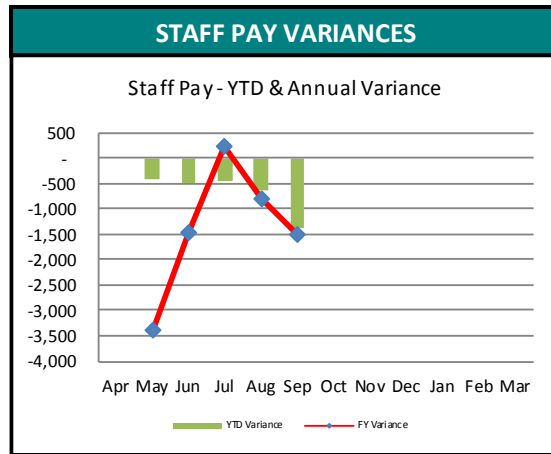
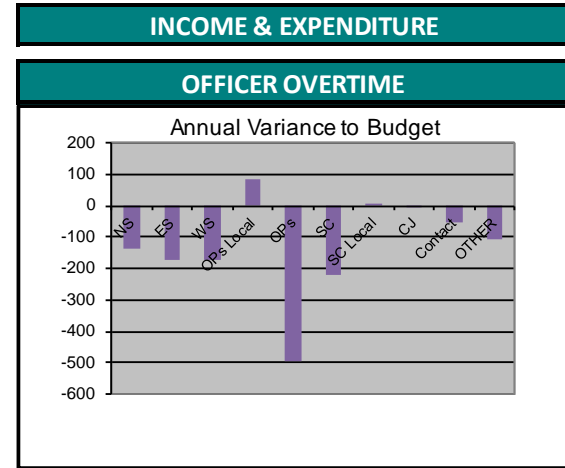
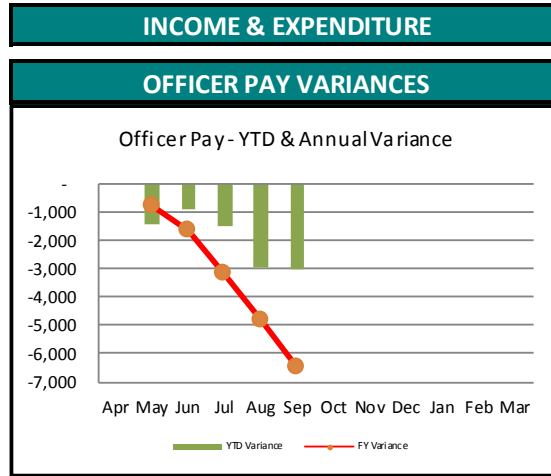
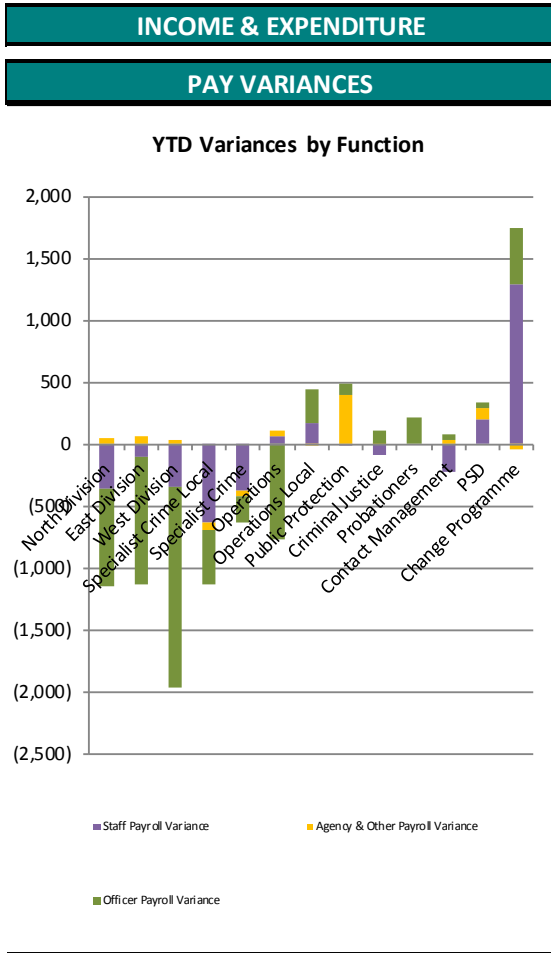


**Capital Scheme YTD Variances £50k or above**





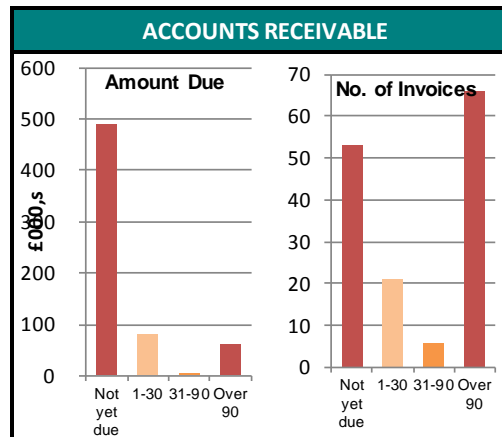
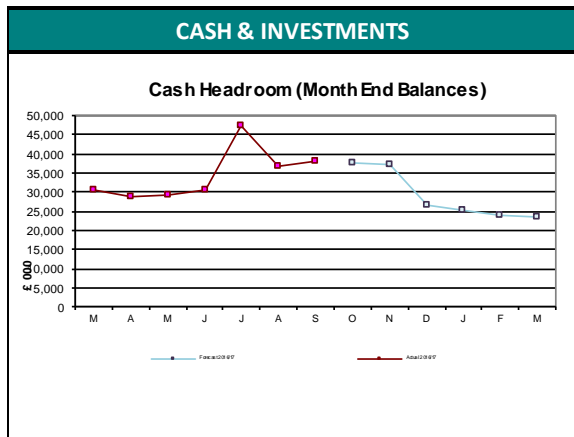
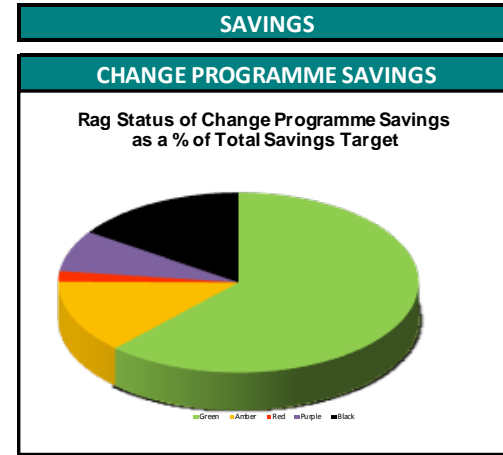
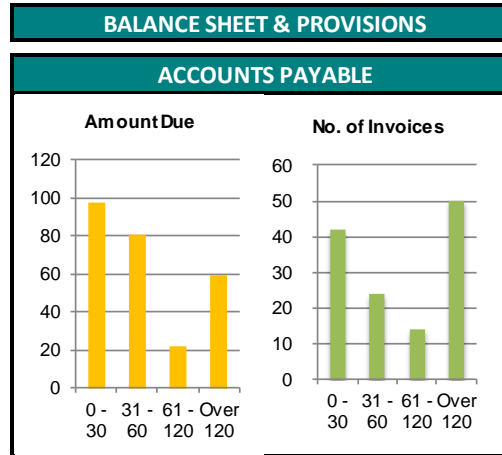
# FINANCIAL OVERVIEW AS AT SEPTEMBER 2016





## FINANCIAL OVERVIEW AS AT SEPTEMBER 2016

BALANCE SHEET & PROVISIONS			
RESERVES			
	31/03/16	30/09/16	VAR
	£ 000	£ 000	£ 000
General Balances	11,940	13,843	1,903
Chief Constable Operational Reserve	571	571	0
Ill Health Reserve	2,260	2,683	423
Operation Heather	516	311	(205)
Training Reserve	819	819	0
Estate Maintenance Reserve	500	500	0
Restructuring Provision	356	356	0
Insurance Fund	3,305	4,091	786
Bad Debt	82	82	0
<b>TOTAL</b>	<b>20,350</b>	<b>23,257</b>	<b>2,907</b>







Surrey & Sussex  
Policing Together

Capital Report 2016/17  
Month 6  
September

Scheme	Chief Officer	Total 16-17 Budget (Including Special Grants)	Actual Spend YTD Apr-16-Sep-16	Full Year Budget YTD Variance	O/S Orders	Total Budget for 2017/18	Total 2 Year Budget
<b>ICT Infrastructure Renewal / Business Continuity</b>							
Hardware Refresh	CIO	200,000	192,220	(7,780)	6,807	25,000	225,000
Laptop Replacement Programme	CIO	0	49,302	49,302	36,745	0	0
Accruals / Force Spend	CIO	0	0	0		0	0
Networks / Cabling	CIO	0	0	0		900,000	900,000
IP Phones	CIO	0	0	0		0	0
IT Peripherals - Printers	CIO	0	35,480	35,480	2,883	0	0
HOMA	CIO	664,000	645,769	(18,231)		36,000	700,000
Planned Server Replacement	CIO	0	152,826	152,826		0	0
ICT Improvements	CIO	0	0	0		0	0
Project Support Costs	CIO	0	0	0		0	0
Web Proxy Renewal	CIO	57,000	0	(57,000)		0	57,000
Wi Fi Upgrades	CIO	50,000	0	(50,000)		0	50,000
NetApp Storage Refresh	CIO	0	0	0		113,000	113,000
Mobile Phone Replacement	CIO	150,000	0	(150,000)		50,000	200,000
<b>Sub-Total</b>		<b>1,121,000</b>	<b>1,075,597</b>	<b>(45,403)</b>	<b>46,436</b>	<b>1,124,000</b>	<b>2,245,000</b>
<b>Specific ICT Capital Schemes</b>							
Apex application Migration	CIO	74,000	0	(74,000)		0	74,000
Firewall and Security Devices	CIO	135,000	0	(135,000)		0	135,000
Windows 2003 Refresh (Collaboration)	CIO	90,000	23,031	(66,969)	2,963	0	90,000
Public Services Network Upgrade (Collaboration)	CIO	52,000	0	(52,000)		0	52,000
IL4 Remediation (Collaboration)	CIO	68,000	0	(68,000)		0	68,000
Protective Monitoring of Applications (Joint Scheme)	CIO	93,000	0	(93,000)		0	93,000
New Desktop Project (Joint Scheme)	CIO	248,000	(0)	(248,000)		0	248,000
Technical IA Controls	CIO	68,000	0	(68,000)		0	68,000
Applications Platforms Rationalisation	CIO	0	0	0		0	0
Lync Federation and Edge Services	CIO	34,000	0	(34,000)		0	34,000
Archive (Sharepoint/E-Mail data)	CIO	68,000	0	(68,000)		0	68,000
Active Directory	CIO	56,000	0	(56,000)		0	56,000
FISH Replacement	CIO	23,000	0	(23,000)		0	23,000
Mobile Data Terminals - Refresh	CIO	1,194,000	0	(1,194,000)	330,220	0	1,194,000
Niche to PND Photo Upload	CIO	0	0	0		20,000	20,000
Data Centre Back Up	CIO	200,000	0	(200,000)		0	200,000
Data Centre Storage	CIO	150,000	0	(150,000)		0	150,000
Hybrid Body Worn Video Infrastructure	CIO	0	0	0		163,000	163,000
Sharepoint - Corporate Knowledge	CIO	99,000	0	(99,000)		0	99,000
Digital Enablement 2	CIO	228,000	0	(228,000)		314,000	542,000
<b>Sub-Total</b>		<b>2,880,000</b>	<b>23,032</b>	<b>(2,856,968)</b>	<b>333,183</b>	<b>497,000</b>	<b>3,377,000</b>
<b>Fleet Annual Replacement Schemes</b>							
Vehicle Replacement	CFO	2,025,893	1,301,120	(724,773)	1,009,040	0	2,022,000
Vehicle Equipment	CFO	275,000	0	(275,000)		50,000	325,000
Vehicle Telemetry	CFO	150,000	0	(150,000)		0	150,000
<b>Sub-Total</b>		<b>2,450,893</b>	<b>1,301,120</b>	<b>(1,149,773)</b>	<b>1,009,040</b>	<b>50,000</b>	<b>2,497,000</b>
<b>Specific Capital Schemes</b>							
Divisional Estates' Strategy	CFO	794,000	12,923	(781,077)		100,000	894,000
Air Conditioning	CFO	400,000	0	(400,000)	55,000	50,000	450,000
POLIT and DFT Relocation	CFO	147,000	80,077	(66,923)	23,964	40,000	187,000
Former Section House Scheme	CFO	172,000	32,580	(139,420)		0	172,000
Estates' Strategy - Environmental	CFO	350,000	0	(350,000)		0	350,000
Estates' Strategy - Custody Compliance	CFO	260,000	0	(260,000)		0	260,000
Estates' Strategy - Guildford and Staines Custody	CFO	324,000	0	(324,000)		0	324,000
<b>Sub-Total</b>		<b>2,447,000</b>	<b>125,580</b>	<b>(2,321,420)</b>	<b>78,964</b>	<b>190,000</b>	<b>2,637,000</b>
<b>Specific Capital Schemes - Operations</b>							
ICCS	ACC Op	1,467,000	193,757	(1,273,243)	577,024	0	1,467,000
Elmbridge ANPR Grant	ACC Op	5,000	5,000	0		0	0
ANPR	ACC Op	246,000	135,450	(110,550)	86,395	0	246,000
Roads Policing GIS Survey Equipment	ACC Op	132,000	0	(132,000)		0	132,000
Taser Replacement and Uplift	ACC Op	275,000	0	(275,000)		225,000	500,000
<b>Sub-Total</b>		<b>2,125,000</b>	<b>334,207</b>	<b>(1,790,793)</b>	<b>663,419</b>	<b>225,000</b>	<b>2,345,000</b>
<b>Specific Capital Schemes - Local Policing</b>							
Mobile Data Terminals	ACC LP	0	(2,590)	(2,590)	457,204	0	0
Digital Audio Interviewing (Joint Scheme) - Phase 1	ACC LP	151,000	12,053	(138,947)	154,231	53,000	204,000
Contact and Deployment Telephony (CC6)	ACC LP	0	0	0	2,333	202,000	202,000
<b>Sub-Total</b>		<b>151,000</b>	<b>9,463</b>	<b>(141,537)</b>	<b>613,767</b>	<b>255,000</b>	<b>406,000</b>
<b>Specific Capital Schemes - Specialist Crime</b>							
Apollo Infrastructure	ACC SC	22,000	0	(22,000)		0	22,000
Intelligence and Tasking Review	ACC SC	0	11,787	11,787		0	0
HTCU & POLIT Infrastructure Remediation	ACC SC	250,000	0	(250,000)		50,000	300,000
Digital Forensics	ACC SC	413,000	0	(413,000)		109,000	522,000
Public Protection Vehicles	ACC SC	160,000	0	(160,000)		0	160,000
<b>Sub-Total</b>		<b>845,000</b>	<b>11,787</b>	<b>(833,213)</b>	<b>0</b>	<b>159,000</b>	<b>1,004,000</b>
<b>Specific Capital Schemes</b>							
ERP Enterprise Resource Planning (Collaboration)	ACO	600,000	0	(600,000)		1,400,000	2,000,000
<b>Sub-Total</b>		<b>600,000</b>	<b>0</b>	<b>(600,000)</b>	<b>0</b>	<b>1,400,000</b>	<b>2,000,000</b>
<b>Total Schemes</b>		<b>12,619,893</b>	<b>2,880,786</b>	<b>(9,739,107)</b>	<b>2,744,809</b>	<b>3,900,000</b>	<b>16,511,000</b>
Unallocated - Budget Only	CFO	0	0	0		233,000	233,000
<b>Overall Total</b>		<b>12,619,893</b>	<b>2,880,786</b>	<b>(9,739,107)</b>	<b>2,744,809</b>	<b>4,133,000</b>	<b>16,744,000</b>

Abbreviations

PCC - Police and Crime Commissioner

PCSO – Police Community Support Officer

DDO – Designated Detention Officer

IO – Investigative Officer

PC – Police Constable

DCC – Deputy Chief Constable

ICT – Information Communication Technology

PSD – Professional Standard Department

F&S – Finance & Services

HR – Human Resources

NPAS – National Police Air Support

TPT – Targeted Patrol Team

SNT – Safer Neighbourhood Team

LPU – Local proactive Unit

CID – Criminal Investigation Department

ACPO – Chief Officers

ERP – Enterprise Resource Planning

OPR – Operational Policing Review