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**SURREY POLICE COG**

**FORCE FINANCIAL REPORT MONTH 10 – 2016/17**

**1. Purpose**

**1.1.** This report presents the Force's financial position for January 2017, month 10 of 2016/17.

**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 £1.1m.

**2.2.** A risk regarding the financial volatility of the budget monitoring process has been raised in previous months. Whilst month 9 was consistent with month 8, there has been a £1.6m increase in the forecast between months 9 and 10. Prior month forecasting errors within Police Officer Costs and People Services have been identified as the majority of this increase.

**2.3.** The forecasting methodology was changed in December 2016 from using actual data up-to the current month with a forecast position for the remaining months, to forecasting the current and remaining months. This change has been incorporated to enable the Joint Finance Team more quality assurance time within the monthly monitoring timetable.

**2.4.** 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.

**2.5.** 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.

**2.6.** During 2016/17 capital schemes have been deferred reducing the budget to £9.5m, the total 2 year capital programme remains at £16.7m as approved by the PCC. Total expenditure at month 10 is £4.8m with future committed orders totalling £2.3m.

### 3. Revenue Budget Position

3.1. The Force's revenue budget forecast for the year is an underspend of £1.1m. 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 9			Annual Month 10		
Forecast	Budget	Variance	Forecast	Budget	Variance
£m	£m	£m	£m	£m	£m
207.9	210.6	2.7	209.5	210.6	1.1

### 3.3. Pay Budgets

3.3.1. Total pay is underspent in the amount of £3.7m;

3.3.2. The police officer pay is forecast to be underspent by £6.7m due to the number of officers being below the budgeted FTE of 1,944. 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 1,871 officers during the year which results in a £4.3m underspend when compared to the budget of 1,944. The additional £2.4m 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:

Variance	Month 9			Month 10		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Police pay, NI & Pension	(3,782)	(3,475)	(7,257)	(3,692)	(2,443)	(6,135)
Rent and regional allowance	(180)	(152)	(332)	(175)	(128)	(303)
Other allowances	(175)	158	(17)	(172)	131	(41)
Collaboration	133	-	133	(194)	-	(194)
<b>Total</b>	<b>(4,004)</b>	<b>(3,469)</b>	<b>(7,473)</b>	<b>(4,233)</b>	<b>(2,440)</b>	<b>(6,673)</b>

3.3.4. Whilst the above calculations are based on averages they show that the shortfall of 73 officers results in a £3.7m 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 £49.3k 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 being offset by underspends in detective allowances and fuel cards. Detective allowances were budgeted for the full year but only commenced in November 2016.

- 3.3.6. Police staff pay is forecast to underspend by £2.7m. 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.
- 3.3.7. Police officer overtime is forecast to be overspent by £1.8m as a consequence of officer vacancies. Specialist Crime, Operations, Public Protection and all three Divisions are forecasting overspends in overtime. The East Division overspend has increased due to Operation Bacton (protests relating to oil and gas exploration, see risk 7.1.3 below).
- 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 £1.9m 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 & restructuring costs are overspent by £0.6m which includes a forecast provision for PiYN implementation costs. People Services are forecasting an overspend in training, a training reserve is available for this spend but has not been utilised due to underspends in other areas.
- 3.3.11. Other payroll overspend of £1.5m arises from additional ICT collaboration costs relating to contractors.

#### **3.4. Non Pay Budgets**

- 3.4.1. Non pay is forecast to overspend by £2.0m.
- 3.4.2. Supplies & services are forecast to overspend by £1.1m, this is predominantly within Specialist Crime and relates to additional costs for the outsourcing of Digital Forensics. Op Command are also forecasting an over spend in supplies and services relating to the Camera Safety Partnership, these costs are being met from an over achievement in income (see 3.4.6 below).
- 3.4.3. The premises overspend (£1.0m) relates to additional estates configuration costs, which were originally budgeted as capital.
- 3.4.4. Transport is forecast to underspend by £0.4m with minimal variances being forecast by individual functions.
- 3.4.5. Financing has a forecast overspend of £0.2m relating to revenue contributions to capital expenditure.
- 3.4.6. Income is forecast to be over budget by £0.7m 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 (22/02/17) shows an under achievement of savings of £1.7m, 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 £1.7m.
- 4.3 The level of confidence in the savings is graded either purple, red, amber or green. The current profile has £0.5m as purple, red are £0.4m, amber are £0.7m and the

remainder £7.1m are green. This indicates that there is a reasonable level of confidence that 77% of the savings target will be or have already been achieved in this financial year. There is a level of uncertainty regarding 6%, and the remaining 17% 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</b>
<b>Green</b> = on plan & saving will be achieved	<b>7,043</b>
<b>Amber</b> = Some movement to deadline or saving possible	<b>652</b>
<b>Red</b> = Saving figure or timing likely to be subject to change	<b>419</b>
<b>Purple</b> = Estimates based upon 45-55% split of benefits	<b>475</b>
<b>Surplus / Deficit brought forward</b>	<b>(318)</b>
<b>Total Savings Plan</b>	<b>8,271</b>
<b>Savings Target MTFP</b>	10,000
<b>Variance between Savings Target &amp; Savings Plan</b>	<b>(1,729)</b>

## 5. Reserves

- 5.1. 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.
- 5.2. 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.
- 5.3. It is anticipated that the balance on the Operation Heather reserve will be fully utilised during the year.

## 5 Capital Budget Position

- 5.4. 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. Details of the capital programme is provided in appendix E.
- 5.5. During 2016/17 capital schemes have been deferred decreasing the budget to £9.5m, the total 2 year capital programme remains at £16.7m as approved by the PCC (shown below).

<b>Month 10 Summary</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Revised Capital Budget - month 10</b>	<b>9,530</b>	<b>7,214</b>	<b>16,744</b>

- 5.6. The significant capital projects are ICT and Fleet replacement schemes, Digital Enablement, Enterprise Resource Planning (ERP), Air-conditioning, Estates Strategy and Integrated Communication & Control System (ICCS).

- 5.7. Expenditure for the year to date is £4.8m with orders committed of a further £2.3m.
- 5.8. Capital expenditure is financed from grants received from the Home Office (2016/17 £0.7m), capital receipts from the sale of assets, 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. Provisions**

- 6.1. Provisions at the beginning of the year (1/4/16) were £1.3m, relating to restructuring £0.3m, Insurance Provision £0.9m and Bad Debt £0.1m.
- 6.2. 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.
- 6.3. The restructuring provision relates to 2016/17 change programmes carried forward from 2015/16. The provision for PiYN implementation costs (see 3.3.10) will be an additional provision once the investment appraisal has been updated.

## **7. Risks**

- 7.1. The inability to control financial expenditure and achieve value for money would impact on achieving performance objectives and attract negative attention that affects the Force's reputation. The following are highlighted requiring attention;
  - 7.1.1. 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.
  - 7.1.2. The Force has a significant historic case (Op Ravine/Livingstone) that is creating a cost pressure which will be monitored closely during the year.
  - 7.1.3. There are currently oil and gas exploration protests in the county which is drawing on resources, and likely to continue into 2017/18.
  - 7.1.4. 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.
  - 7.1.5. 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 reduces the previous level of confidence in financial forecasts.

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

- 8.1. This report is for information.



FINANCIAL OVERVIEW AS AT JANUARY 2017

**INCOME AND EXPENDITURE**

**PCC REVENUE BUDGET**

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Actual £'000	Budget £'000	Variance £'000
<b>PCC TOTAL</b>	<b>727</b>	<b>1,429</b>	<b>(702)</b>	<b>1,522</b>	<b>2,054</b>	<b>(532)</b>

**FORCE REVENUE BUDGET BY FUNCTION**

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Actual £'000	Budget £'000	Variance £'000
North Division	16,799	18,597	(1,798)	20,173	22,408	(2,234)
East Division	20,391	22,170	(1,778)	24,689	26,700	(2,011)
West Division	20,965	24,190	(3,225)	25,342	29,120	(3,778)
Specialist Crime Local	10,739	12,921	(2,182)	13,774	15,204	(1,429)
Specialist Crime Operations Local	7,645	8,690	(1,045)	9,799	10,478	(680)
Operations	357	648	(291)	925	693	231
Public Protection	11,371	12,333	(962)	14,183	14,739	(556)
Criminal Justice	7,034	6,293	741	8,714	7,651	1,063
Probationers	8,435	9,085	(650)	11,153	10,902	251
Contact Management	3,094	1,885	1,209	3,988	1,885	2,104
<b>Sub Total</b>	<b>121,977</b>	<b>132,061</b>	<b>(10,084)</b>	<b>150,892</b>	<b>157,922</b>	<b>(7,029)</b>

Chief Officers	1,451	1,191	260	1,898	1,429	469
DCC	1,002	914	88	1,006	1,097	(91)
PSD	2,556	2,166	390	2,876	2,599	276
Corporate Comms	1,062	1,160	(98)	1,318	1,387	(69)
Service Quality	2,126	2,355	(229)	2,572	2,826	(254)
Change Programme	856	(2,019)	2,875	4,132	(2,326)	3,457
<b>Sub Total</b>	<b>9,053</b>	<b>5,768</b>	<b>3,285</b>	<b>10,802</b>	<b>7,013</b>	<b>3,788</b>

IT	10,951	10,188	762	13,359	12,236	1,122
Finance	734	838	(104)	902	1,006	(104)
Estates & Facilities	9,164	8,327	837	10,857	9,993	865
People Services	10,115	8,354	1,761	10,411	10,026	385
Insurance Services	1,882	1,307	575	1,532	1,568	(36)
Procurement Services	275	196	78	212	236	(24)
Transport Service	(138)	485	(624)	394	582	(188)
<b>Sub Total</b>	<b>32,982</b>	<b>29,696</b>	<b>3,285</b>	<b>37,667</b>	<b>35,647</b>	<b>2,019</b>

Central	7,834	8,374	(540)	10,142	9,984	158
Officer Pay Variance						
<b>FORCE TOTAL</b>	<b>171,846</b>	<b>175,899</b>	<b>(4,053)</b>	<b>209,502</b>	<b>210,566</b>	<b>(1,064)</b>

**REVENUE BUDGET BY COST TYPE**

	Year to Date			Annual		
	Actual £'000	Budget £'000	Variance £'000	Actual £'000	Budget £'000	Variance £'000
Police Payroll	84,734	90,666	(5,932)	102,190	108,862	(6,672)
Police Overtime	4,891	3,312	1,579	5,625	3,839	1,785
Staff Payroll	49,929	52,093	(2,165)	59,965	62,648	(2,683)
Staff Overtime	1,193	1,106	87	1,209	1,339	(131)
Agency	1,646	262	1,384	2,256	318	1,938
Training	2,140	1,422	717	2,269	1,707	562
Other Payroll Costs	3,697	2,592	1,105	4,572	3,110	1,462
<b>Sub Total</b>	<b>148,229</b>	<b>151,453</b>	<b>(3,224)</b>	<b>178,084</b>	<b>181,824</b>	<b>(3,739)</b>

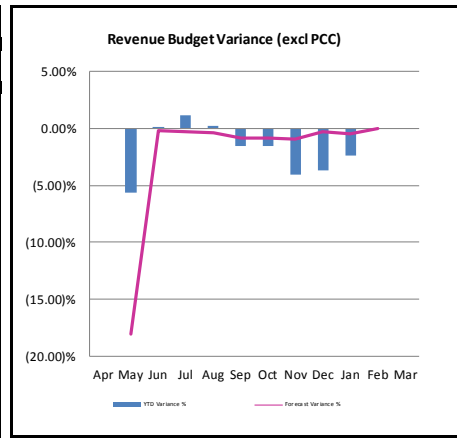
Premises	7,483	6,669	814	8,992	8,006	986
Transport	3,954	3,897	57	4,336	4,702	(366)
Supplies & Services	18,314	20,849	(2,535)	25,823	24,679	1,144
Financing	1,110	821	290	1,215	985	230
<b>Sub Total</b>	<b>30,861</b>	<b>32,236</b>	<b>(1,375)</b>	<b>40,365</b>	<b>38,372</b>	<b>1,993</b>

Income & Grants	(7,244)	(7,790)	545	(8,947)	(9,630)	682
<b>Sub Total</b>	<b>(7,244)</b>	<b>(7,790)</b>	<b>545</b>	<b>(8,947)</b>	<b>(9,630)</b>	<b>682</b>

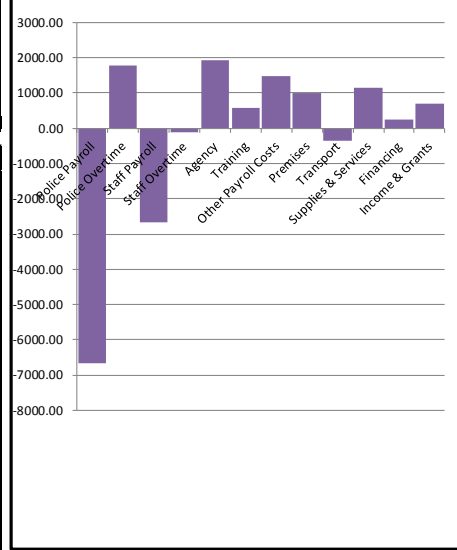
<b>FORCE TOTAL</b>	<b>171,846</b>	<b>175,899</b>	<b>(4,054)</b>	<b>209,502</b>	<b>210,566</b>	<b>(1,064)</b>
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**INCOME AND EXPENDITURE**

**REVENUE BUDGET VARIANCES**



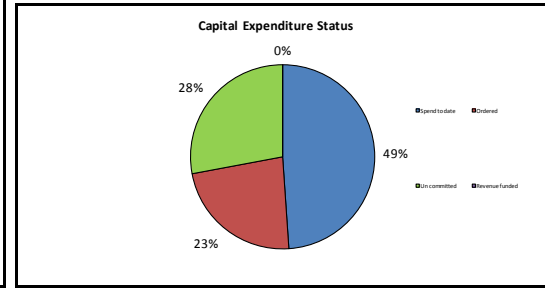
**Annual Forecast Variances by Cost Type**



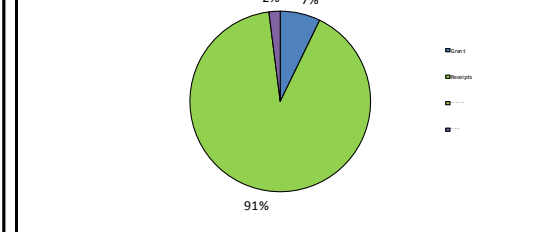
**CAPITAL EXPENDITURE**

**PORTFOLIO VARIANCES**

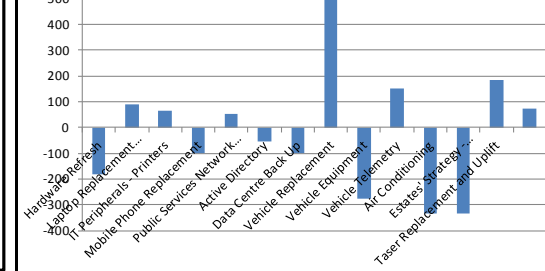
Summary Position	Year to Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance
IT Strategy	1,517	2,151	(634)	3,177	3,326	(149)
Fleet Strategy	1,979	2,432	(453)	2,859	2,436	423
Estates Strategy	236	1,078	(842)	409	1,078	(669)
Other Specific	1,025	2,763	(1,738)	3,149	2,886	263
<b>Total</b>	<b>4,757</b>	<b>8,424</b>	<b>(3,667)</b>	<b>9,594</b>	<b>9,726</b>	<b>(132)</b>



**Capital Financing**

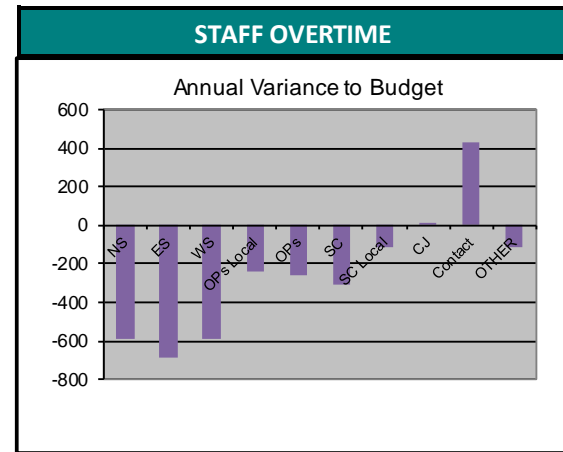
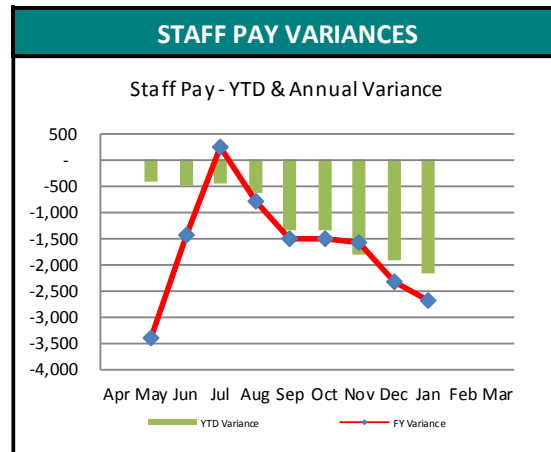
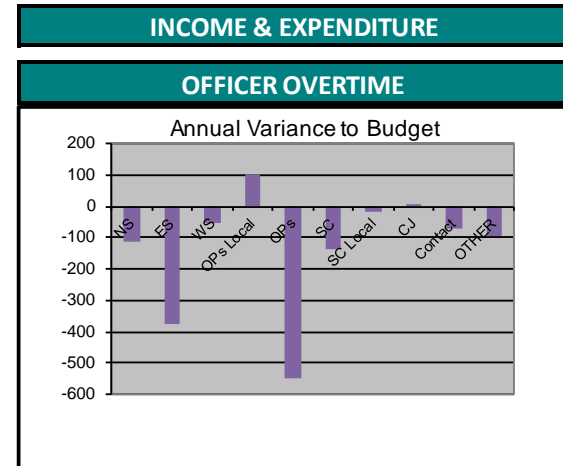
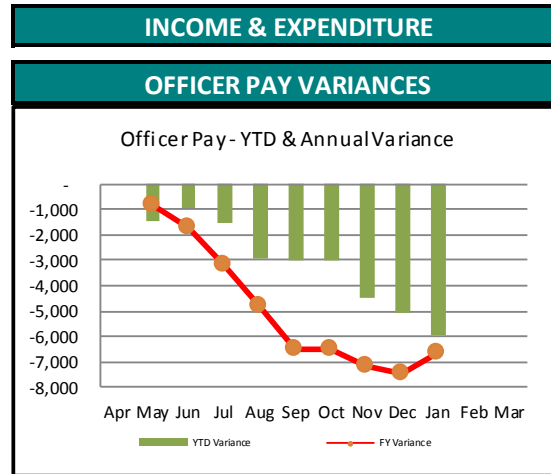
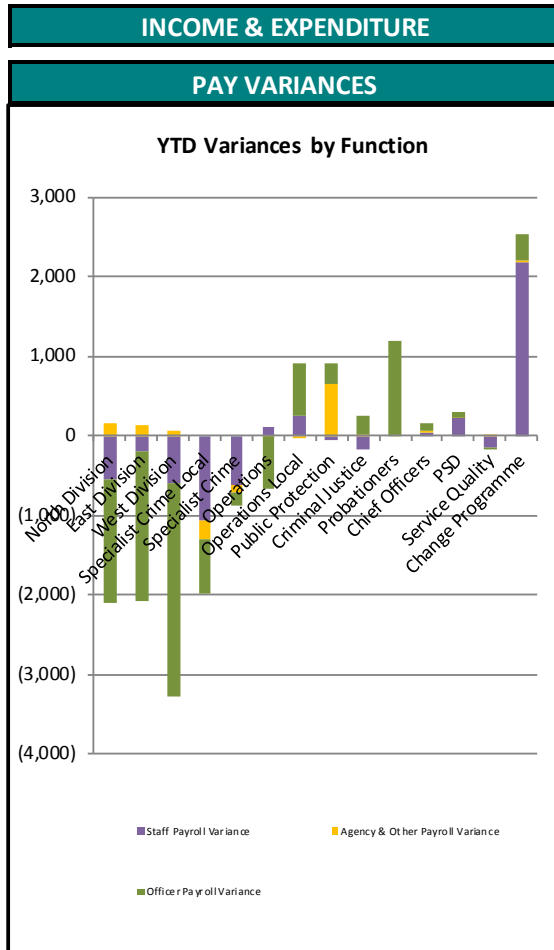


**Capital Scheme YTD Variances £50k or above**





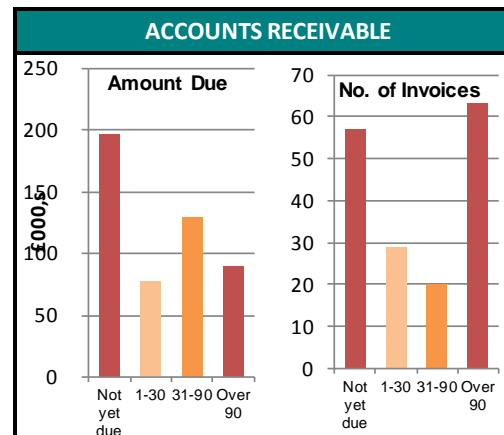
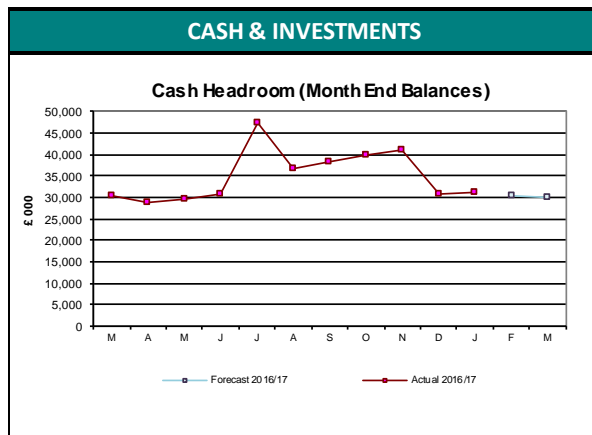
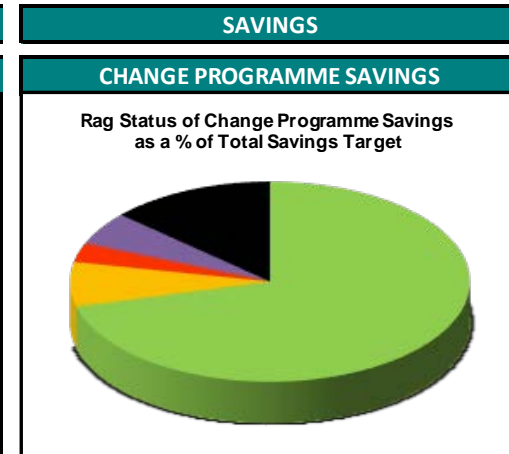
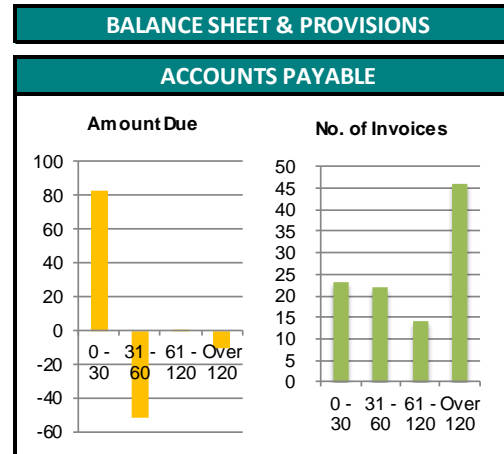
# FINANCIAL OVERVIEW AS AT JANUARY 2017





## FINANCIAL OVERVIEW AS AT JANUARY 2017

BALANCE SHEET & PROVISIONS			
RESERVES			
	31/03/16	30/11/16	VAR
	£ 000	£ 000	£ 000
General Balances	11,475	13,071	1,596
Chief Constable Operational Reserve	571	571	0
Ill Health Reserve	2,260	2,741	481
Operation Heather	516	516	(0)
Training Reserve	819	819	0
Estate Maintenance Reserve	500	500	0
Restructuring Provision	356	272	(84)
Insurance Fund	3,305	4,091	786
Bad Debt	82	82	0
<b>TOTAL</b>	<b>19,885</b>	<b>22,663</b>	<b>2,778</b>





Scheme	Chief Officer	Total 16-17 Budget (Including Special Grants)	Actual Spend YTD Apr-16-Jan-17	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	387,821	201,537	(186,284)	2,736	25,000	225,000
Laptop Replacement Programme	CIO	0	79,795	79,795	11,210	0	0
Networks / Cabling	CIO	0	0	0	0	900,000	900,000
IT Peripherals - Printers	CIO	0	69,890	69,890	836	0	0
HOMA	CIO	664,000	645,769	(18,231)	0	36,000	700,000
Planned Server Replacement	CIO	150,000	152,826	2,826	0	0	150,000
Web Proxy Renewal	CIO	0	0	0	0	57,000	57,000
Wi Fi Upgrades	CIO	0	0	0	0	50,000	50,000
NetApp Storage Refresh	CIO	0	0	0	0	113,000	113,000
Mobile Phone Replacement	CIO	150,000	0	(150,000)	0	50,000	200,000
<b>Sub-Total</b>		<b>1,351,821</b>	<b>1,149,817</b>	<b>(202,004)</b>	<b>14,781</b>	<b>1,231,000</b>	<b>2,395,000</b>
<b>Specific ICT Capital Schemes</b>							
Apex application Migration	CIO	0	0	0	0	74,000	74,000
Firewall and Security Devices	CIO	0	0	0	0	135,000	135,000
Windows 2003 Refresh (Collaboration)	CIO	90,000	23,031	(66,969)	2,963	0	90,000
IL4 Remediation (Collaboration)	CIO	0	0	0	0	68,000	68,000
Protective Monitoring of Applications (Joint Scheme)	CIO	93,000	0	(93,000)	0	0	93,000
New Desktop Project (Joint Scheme)	CIO	248,000	(0)	(248,000)	0	0	248,000
Technical IA Controls	CIO	0	0	0	0	68,000	68,000
Lync Federation and Edge Services	CIO	0	0	0	0	34,000	34,000
Archive (Sharepoint/E-Mail data)	CIO	0	0	0	0	68,000	68,000
Active Directory	CIO	56,000	0	(56,000)	0	0	56,000
FISH Replacement	CIO	0	0	0	0	0	0
Mobile Data Terminals - Refresh	CIO	1,287,000	343,878	(943,123)	523,663	0	1,287,000
Niche to PND Photo Upload	CIO	0	0	0	0	20,000	20,000
Data Centre Back Up	CIO	200,000	0	(200,000)	42,656	0	200,000
Hybrid Body Worn Video Infrastructure	CIO	0	0	0	0	70,000	70,000
Sharepoint - Corporate Knowledge	CIO	0	0	0	0	99,000	99,000
Digital Enablement 2	CIO	0	0	0	0	542,000	542,000
<b>Sub-Total</b>		<b>1,974,000</b>	<b>366,909</b>	<b>(1,607,091)</b>	<b>569,281</b>	<b>1,178,000</b>	<b>3,152,000</b>
<b>Fleet Annual Replacement Schemes</b>							
Vehicle Replacement	CFO	2,160,893	1,979,349	(181,544)	651,327	0	2,157,000
Vehicle Equipment	CFO	275,000	0	(275,000)	0	50,000	325,000
Vehicle Telemetry	CFO	0	0	0	0	150,000	150,000
<b>Sub-Total</b>		<b>2,435,893</b>	<b>1,979,349</b>	<b>(456,544)</b>	<b>651,327</b>	<b>200,000</b>	<b>2,632,000</b>
<b>Specific Capital Schemes</b>							
Divisional Estates' Strategy	CFO	173,000	129,091	(43,909)	0	721,000	894,000
Air Conditioning	CFO	400,000	3,254	(396,746)	119,240	50,000	450,000
POLIT and DFT Relocation	CFO	105,000	104,042	(958)	0	0	105,000
Former Section House Scheme	CFO	0	0	0	0	172,000	172,000
Estates' Strategy - Environmental	CFO	350,000	0	(350,000)	3,207	0	350,000
Estates' Strategy - Custody Compliance	CFO	20,000	0	(20,000)	0	240,000	260,000
Estates' Strategy - Guildford and Staines Custody	CFO	30,000	0	(30,000)	0	294,000	324,000
<b>Sub-Total</b>		<b>1,078,000</b>	<b>236,386</b>	<b>(841,614)</b>	<b>122,447</b>	<b>1,477,000</b>	<b>2,555,000</b>
<b>Specific Capital Schemes - Operations</b>							
ICCS	ACC Op	1,467,000	597,231	(869,769)	229,159	0	1,467,000
Elmbridge ANPR Grant	ACC Op	4,142	5,000	858	0	0	0
ANPR	ACC Op	381,000	100,528	(280,472)	65,244	0	381,000
Roads Policing GIS Survey Equipment	ACC Op	132,000	130,450	(1,550)	0	0	132,000
Taser Replacement and Uplift	ACC Op	91,000	0	(91,000)	0	318,000	409,000
<b>Sub-Total</b>		<b>2,075,142</b>	<b>833,209</b>	<b>(1,241,933)</b>	<b>294,404</b>	<b>318,000</b>	<b>2,389,000</b>
<b>Specific Capital Schemes - Local Policing</b>							
Mobile Data Terminals	ACC LP	0	(2,542)	(2,542)	457,204	0	0
Digital Interview Recording Phase 1&2	ACC LP	151,000	33,263	(117,737)	140,391	53,000	204,000
Contact and Deployment Telephony (CC6)	ACC LP	135,000	161,138	26,138	180	67,000	202,000
<b>Sub-Total</b>		<b>286,000</b>	<b>191,860</b>	<b>(94,140)</b>	<b>597,775</b>	<b>120,000</b>	<b>406,000</b>
<b>Specific Capital Schemes - Specialist Crime</b>							
Apollo Infrastructure	ACC SC	0	0	0	0	0	0
Intelligence and Tasking Review	ACC SC	0	0	0	0	0	0
HTCU & POLIT Infrastructure Remediation	ACC SC	0	0	0	0	300,000	300,000
Digital Forensics	ACC SC	0	0	0	0	522,000	522,000
Public Protection Vehicles	ACC SC	0	0	0	0	0	0
<b>Sub-Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>822,000</b>	<b>822,000</b>
<b>Specific Capital Schemes</b>							
ERP Enterprise Resource Planning (Collaboration)	ACO	525,000	0	(525,000)	0	1,475,000	2,000,000
<b>Sub-Total</b>		<b>525,000</b>	<b>0</b>	<b>(525,000)</b>	<b>0</b>	<b>1,475,000</b>	<b>2,000,000</b>
<b>Total Schemes</b>		<b>9,725,856</b>	<b>4,757,529</b>	<b>(4,968,327)</b>	<b>2,250,015</b>	<b>6,821,000</b>	<b>16,351,000</b>
Unallocated - Budget Only	CFO	0	0	0	0	393,000	393,000
<b>Overall Total</b>		<b>9,725,856</b>	<b>4,757,529</b>	<b>(4,968,327)</b>	<b>2,250,015</b>	<b>7,214,000</b>	<b>16,744,000</b>

## 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