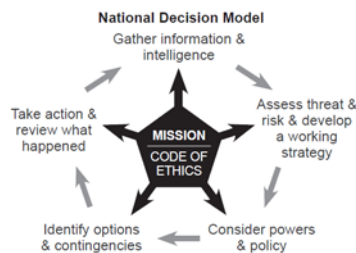




Surrey Police - Force Financial Report Month 12 – 2018/19

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AUTHOR:	
Name:	Paul Bundy
Job Title:	Service Director Finance
Telephone number:	101



What are the Policing Principles?

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

1. Background

- 1.1. The gross revenue budget for the year is £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 actual spend for the year of £212.0m, resulting in an underspend totalling £0.6m.
- 1.2. Whilst the outturn position for the year-end is underspent by £0.6m, there are overspends within pay that are being offset with underspends within non-pay. The Force started the year over establishment for police officers which remained as such throughout the year, reducing slightly to being under establishment at the end of the year.
- 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 that it was manageable over the year and, as with prior years, ran a flexible programme enabling the Force to bring forward schemes or defer identified schemes into a later year. As a result, some schemes have been deferred, reducing the 2018/19 budget by £3.0m to £15.4m, the total 2 year capital programme remained at £18.4m (excluding contributions).
- 1.4. As part of the Estate Strategy, the PCC made the decision to purchase the site to replace Mount Browne, the budget for this has been brought forward from 2019/20. Capital expenditure for the year is £30.1m (of which £21.6m was in connection with the purchase of the new site for the Estate Strategy 'Building the Future') with future committed orders totalling £2.2m.

2. Revenue Budget Position

2.1. The Force's revenue outturn position for 2018/19 is an underspend of £0.6m. Detailed at Appendix A is a table that provides the Force budget by function and also by cost type.

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

Outturn Position	Forecast £m	Budget £m	Variance £m
Month	£m	£m	£m
1	212.6	212.6	0.0
2	213.1	212.6	0.5
3	213.1	212.6	0.5
4	213.3	212.6	0.7
5	213.3	212.6	0.7
6	213.9	212.6	1.3
8	213.1	212.6	0.5
10	212.3	212.6	(0.3)
12	212.0	212.6	(0.6)

2.3. Pay Budgets

Total pay is overspent by £1.8m as summarised in the table below.

	Year to Date			Annual		
	Actual	Budget	Variance	Actual	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	105,923	100,822	5,101	105,923	100,822	5,101
Police Overtime	4,270	4,030	240	4,270	4,030	240
Staff Payroll	62,194	66,207	(4,013)	62,194	66,207	(4,013)
Staff Overtime	1,437	1,547	(110)	1,437	1,547	(110)
Agency	1,048	827	221	1,048	827	221
Training	1,169	1,413	(245)	1,169	1,413	(245)
Other Payroll Costs	4,225	3,638	588	4,225	3,638	588
Sub Total	180,265	178,484	1,781	180,265	178,484	1,781

2.3.1. The police officer pay outturn for 2018/19 is overspent by £5.1m due to the number of officers in the Force being over establishment for the majority of the year.

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 average number of officers in the Force for the year was 1905 FTE, which results in an overspend of £5.1m, compared to the budget of 1872 FTE. The table below shows the movement in the monthly forecast by FTE.

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

Officer Forecast (FTE)													
Month 1	1,952	1,873	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,865	1,873
Month 2	1,952	1,935	1,924	1,901	1,894	1,888	1,895	1,885	1,879	1,885	1,876	1,875	1,899
Month 3	1,952	1,935	1,939	1,904	1,894	1,894	1,887	1,879	1,880	1,880	1,879	1,875	1,900
Month 4	1,952	1,935	1,939	1,919	1,912	1,901	1,893	1,885	1,886	1,884	1,884	1,880	1,906
Month 5	1,952	1,935	1,939	1,919	1,915	1,903	1,886	1,879	1,878	1,876	1,876	1,870	1,902
Month 6	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,889	1,887	1,885	1,883	1,878	1,907
Month 7	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,892	1,885	1,885	1,879	1,875	1,906
Month 8	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,893	1,885	1,872	1,865	1,855	1,902
Month 9	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,893	1,888	1,872	1,865	1,855	1,903
Month 10	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,893	1,888	1,885	1,873	1,863	1,905
Month 11	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,893	1,888	1,885	1,873	1,863	1,905
Month 12	1,952	1,935	1,939	1,919	1,915	1,900	1,900	1,893	1,888	1,885	1,873	1,865	1,905

Variance	Month 10			Month 12		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Police pay, NI & Pension	1,598	1,254	2,852	1,608	1,763	3,371
Rent and regional and other allowances	138	1,886	2,024	139	1,736	1,875
Collaboration			(464)			(146)
Total	1,736	3,140	4,412	1,747	3,499	5,100

The above calculations show that the additional 33 officers result in a £1.6m volume overspend for pay, NI and pension (£49.4k per FTE), with an additional £1.8m relating to officer rates being higher than budgeted.

Police officer allowances are overspent by £1.9m, with a £1.7m rate overspend and a £0.1m overspend relating to the additional 33 officers (£4.2k per FTE). These are average calculations, variances will vary within the different officer ranks.

2.3.2. Police staff pay outturn for 2018/19 is underspent by £4.0m. 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 number of staff working in the Force remained under establishment until the end of the financial year at 1648.

Staff FTE Forecast

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

staff Forecast (FTE)

Month	1	2	3	4	5	6	7	8	9	10	11	12	Average
Month 1	1,649	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,788	1,776
Month 2	1,649	1,647	1,637	1,621	1,614	1,614	1,619	1,623	1,613	1,611	1,618	1,615	1,623
Month 3	1,649	1,647	1,639	1,637	1,627	1,615	1,616	1,607	1,603	1,599	1,597	1,592	1,619
Month 4	1,649	1,647	1,639	1,634	1,625	1,618	1,633	1,624	1,618	1,615	1,609	1,605	1,626
Month 5	1,649	1,647	1,639	1,634	1,631	1,647	1,638	1,631	1,625	1,621	1,616	1,612	1,633
Month 6	1,649	1,647	1,639	1,634	1,631	1,657	1,646	1,630	1,623	1,615	1,610	1,605	1,632
Month 7	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,651	1,638	1,630	1,623	1,620	1,639
Month 8	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,650	1,641	1,611	1,601	1,591	1,633
Month 9	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,650	1,643	1,611	1,601	1,591	1,634
Month 10	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,650	1,643	1,655	1,645	1,636	1,645
Month 11	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,650	1,643	1,655	1,645	1,636	1,645
Month 12	1,649	1,647	1,639	1,634	1,631	1,657	1,650	1,650	1,643	1,655	1,645	1,678	1,648

There was an average of 1648 FTE staff for the year, which resulted in an underspend of £3.5m (pay, NI, pension) compared to the average budget of 1791 FTE.

Variance	Month 10			Month 12		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Staff pay, NI & Pension	(5,103)	1,521	(3,582)	(4,969)	1,495	(3,474)
Enhancements	(283)	(307)	(590)	(276)	(319)	(595)
Holiday Pay Allowance	(29)	(248)	(277)	(29)	(241)	(270)
Collaboration			544			326
Total	(5,415)	966	(3,905)	(5,274)	935	(4,013)

The shortfall of 142 staff FTE's results in a £5.0m volume underspend for pay, NI and pension (£34.8k per FTE), that is being offset by a rate overspend (£1.5m).

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 overspent by £0.2m. The Force overtime working group has continued to monitor spend and provide guidance to reduce spend in this area. This proactive work had a positive result during 2018/19 and in 2017/18 when spend was reduced.

The table below shows police officer overtime costs over the past five years, with 2018/19 showing a much lower spend than in 2017/18.

Police Overtime	Budget £'000	Actual £'000	Variance £'000	% increase (decrease) in actual costs
2014-15	3,778	4,757	979	7%
2015-16	3,819	5,607	1,788	18%
2016-17	3,839	6,568	2,729	17%
2017-18	4,232	6,276	2,045	-4%
2018-19	4,030	4,270	240	-32%

The table below shows the profile of forecast overtime spend during the year, actual spend varies significantly depending on the timing of operations, bank holidays etc. The low cost in April and additional costs in March are due to year-end accounting accruals.

Officer Overtime	Apr-18 £'000	May-18 £'000	Jun-18 £'000	Jul-18 £'000	Aug-18 £'000	Sep-18 £'000	Oct-18 £'000	Nov-18 £'000	Dec-18 £'000	Jan-19 £'000	Feb-19 £'000	Mar-19 £'000	Total £'000
Actual/Forecast	40	479	489	288	314	329	252	376	398	488	395	424	4,270
Budget	98	292	549	306	247	443	295	265	265	450	417	403	4,030
Variance	(58)	186	(60)	(18)	66	(114)	(43)	111	133	37	(22)	21	240

2.3.4. Police staff overtime is underspent by £0.1m, with minimal variances across individual functions.

2.3.5. Agency costs are overspent by £0.2m, this is mainly within Public Projection relating to Op Coledale, with smaller variances across other functions.

2.3.6. Training & restructuring costs underspent by £0.2m relating to reduced costs within the Change Programme.

2.3.7. Other payroll costs are overspent by £0.6m. This reflects a small overspend for ill health pensions along with a small overspend due to higher insurance premiums and a predicted overspend for Occupational Health.

2.4. Non Pay Budgets

2.4.1. Non pay is underspent by £0.1m as shown in the table below.

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Premises	9,721	8,928	793	9,721	8,928	793
Transport	4,940	4,281	659	4,940	4,281	659
Supplies & Services	26,653	29,172	(2,518)	26,653	29,172	(2,518)
Financing	2,485	1,491	994	2,485	1,491	994
Sub Total	43,800	43,872	(72)	43,800	43,872	(72)

- 2.4.2. Premises are overspent for the year by £0.8m, Estates & Facilities have an overspend relating to the facilities management contract which is offset by a small underspend for the estimated property insurance premiums. The Building the Future project also has a small overspend relating to consultants regarding the purchase of land.
- 2.4.3. Transport costs are overspent by £0.7m which reflects increased motor insurance premiums. Also Operations are experiencing high incident/defect repair costs.
- 2.4.4. Supplies & Services are underspent by £2.5m, this is predominately within ICT where some projects have been reviewed for timing such as Single Niche and Office 365 which were not progressed as planned in 2018/19. Specialist Crime are reporting an overspend in relation to Operation Igil, Digital Forensics outsourcing, RIPA checks, and costs incurred under the new Experian contract. Estates & Facilities are reporting an overspend for the Collaborated Uniform Service which is offset by an over achievement in income (see 2.4.6 below).
- 2.4.5. Financing is overspent by £1.0m, this relates to budget being redirected from capital financing to the ERP re-plan. Additional financing is included for the Building the Future project for which external borrowing was undertaken in March 2019.
- 2.4.6. Income is showing an over achievement against budget totalling £2.3m for the year, this increase relates to Secondments within People Services and an over-achievement of income from Operations (Manifold and Fairline). Estates & Facilities have over achievement of income for 2018/19 in the Collaborated Uniform Service which is offset by an over spend in Supplies & Services (see 2.4.4 above).

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Income & Grants	(12,073)	(9,750)	(2,323)	(12,073)	(9,750)	(2,323)
Sub Total	(12,073)	(9,750)	(2,323)	(12,073)	(9,750)	(2,323)

2.5. Departmental narrative

This section gives a narrative on the Divisions and 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 overspent by £5.1m.

- The Force Divisions are reporting a slight overspend position to budget of £0.1m. North Division is overspent by £0.2m relating to expert statements and doctors statements for complex cases. This is offset by an underspend on West of (£0.1m) relating to lower than budgeted transport costs.
- Specialist Crime is underspent by £1.0m. This is following the re-organisation of the budgets following the implementation of the Specialist Crime Capability Programme and reflects an underspend in Staff pay offset by costs exceeding budget for expenses including; Operation Igil, Digital Forensics outsourcing, RIPA checks, and costs under the new Experian contract.

- Operations are underspent by £0.9m which relates primarily to an over achievement of income. (See 2.4.6).
- Public Protection are reporting an overspend totalling £0.3m due to being over established together with an overspend on police officer overtime, which has been closely monitored throughout the year. There is also an overspend in Supplies & Services of £0.5m for additional costs relating to mobile phone personal identification number (PIN) decryption which is offset by an underspend in third party payments.
- PSD are overspent by £0.5m relating to salary uplifts within Vetting, and additional legal fees.
- Service Quality underspent by (£0.5m) due to vacancies within police staff pay and more CRB income than expected.
- ICT are reporting an underspend (£2.7) due to slippage across a range of projects including Body Worn Video, Niche, ARK and Office 365.
- Estates & Facilities are overspent by £0.9m due to increased expenditure relating to the purchase of land for Building the Future, and within supplies and services relating to collaborated Uniform Services offset by increased income for uniform recharges.
- Insurance Services overspent by £0.6m 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 shows that savings were on budget, as can be seen in the table below.

Financial Confidence RAG Totals	Surrey
Green = on plan & saving will be achieved	5,404
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	5,291
Savings Target MTFP	5,300
Variance between Savings Target & Savings Plan	(9)

3.2. In summary the 2018/19 budget included a savings target of £5.3m, the Strategic Changes Savings met this budget.

3.3. The level of confidence in the savings is graded either green, amber or red. The 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 they would result in the saving target being under achieved.

4. Reserves

4.1. General reserves at the beginning of the year (01/04/2018) were £6.1m, with specific reserves being an additional £6.9m and consisting of; the Chief Constable's Operational Reserve £0.6m, PCC Innovation Reserve £0.5m, PCC Estate Strategy Reserve £0.4m and Estate maintenance reserve of £0.3m, Insurance reserve £2.6m and Ill Health reserve £2.5m.

4.2. The 2018/19 budget included transferring £3.9m to reserves with £2.4m earmarked for PCC Estate Strategy Reserve and £1.5m for Cost of Change. This will be utilised in future years to smooth out the cost of the Building the Future project and other cost of change. Any over or underspends at the year-end are also transferred to/from the general reserves.

4.3. The Insurance reserve and Ill Health reserve are used on an ongoing basis throughout the year to cover insurance liabilities and ill health commutations as they occur. For 2018/19 a decision was made not to transfer any additional funds to the Ill Health reserve to save revenue costs for a second year.

5. Provisions

5.1. Provisions at the beginning of the year (1/4/18) were £1.6m, relating to restructuring £0.6m, Insurance Provision £0.9 and Bad Debt £0.1m.

5.2. Historically the Insurance fund was accounted for as a reserve, this changed in 2015/16 and has now been split between a reserve and provision in accordance with the insurance fund actuarial report.

5.3. The restructuring provision relates to change programmes during the year, as change programmes are implemented the provision is released.

6. Treasury Management

6.1. At the end of March £13.7m was held for investment by Surrey County Council under the SLA. Interest earned on investment for the year was £0.2m.

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. In March 2019 The PCC entered into an external Loan with PWLB for £15.6m in order to purchase land for the Estate Strategy Building the Future.

6.4. 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 £0.8m. Income is received quarterly, however the Home Office are yet to transfer funds relating to Quarters 3 & 4 for 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 had been deferred, reducing the 2018/19 budget by £3.0m to £15.4m, the total 2 year capital programme remained at £18.4m. In addition, as part of the Estate Strategy, the PCC made the decision to purchase the site to replace Mount Browne, the budget for this has been brought forward from 2019/20.

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. Capital expenditure for the year is £30.1m (of which £21.6m was in connection with the purchase of land for the Estate Strategy 'Building the Future') 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. The 2018/19 Capital expenditure has been financed from grants received from the Home Office & other contributions, capital receipts from the sale of assets, revenue funding and external PWLB borrowing in respect of Building the Future.

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 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 into 2018/19.	The assessment from Operations Command based on current knowledge is the impact will be met from current resources.	Neil Honnor Operations
The financial forecasts presented an unusual level of volatility during 2016/17 which was sighted as being due to the new ways of working with budget holders on the learning curve to fully understand their finances. This subsequently reduced the level of confidence in financial forecasts.	The action plan put in place in a response to an internal audit review continues to be implemented, it is anticipated that a new forecasting product will be in place for reporting in 2019/20.	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 police officers involved.	The cost of this operation has been included in the outturn presented.	Neil Honnor Operations Recommend this risk is now closed

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 no budget transfers over £0.5m in months 11 and 12.

FINANCIAL OVERVIEW AS AT MARCH 2019

INCOME AND EXPENDITURE

PCC REVENUE BUDGET

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
PCC TOTAL	1,988	0	1,988	1,988	2,038	(50)

FORCE REVENUE BUDGET BY FUNCTION

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
North Division	3,844	3,663	181	3,844	3,662	182
East Division	4,067	4,073	(5)	4,067	4,072	(4)
West Division	4,913	5,012	(99)	4,913	5,011	(98)
Specialist Crime Local	3,487	3,567	(80)	3,487	3,566	(79)
Specialist Crime	10,552	11,481	(929)	10,552	11,480	(928)
Operations Local	(1,290)	(471)	(820)	(1,290)	(472)	(819)
Operations	4,029	4,138	(109)	4,029	4,137	(108)
Public Protection	3,196	2,852	345	3,196	2,851	346
Criminal Justice	7,201	7,474	(273)	7,201	7,473	(272)
Probationers	0	1	(1)	0	0	0
Contact Management	15,316	15,367	(51)	15,316	15,366	(50)
Sub Total	55,315	57,157	(1,841)	55,315	57,146	(1,830)

Chief Officers	607	852	(245)	607	851	(244)
DCC	1,125	1,219	(94)	1,125	1,218	(93)
PSD	2,944	2,432	512	2,944	2,431	513
Corporate Comms	1,162	1,239	(77)	1,162	1,238	(76)
Service Quality	2,028	2,487	(459)	2,028	2,486	(458)
Change Programme	763	1,721	(957)	763	1,720	(956)
Sub Total	8,629	9,950	(1,320)	8,629	9,944	(1,314)

IT	11,891	14,627	(2,736)	11,891	14,625	(2,735)
Finance	1,221	1,036	185	1,221	1,035	186
Estates & Facilities	11,269	10,354	915	11,269	10,353	916
Building the Future Estates	406	429	(23)	406	428	(22)
People Services	7,151	7,700	(549)	7,151	7,699	(548)
Insurance Services	2,195	1,590	605	2,195	1,589	606
Procurement Services	194	215	(21)	194	214	(20)
Transport Service	493	614	(121)	493	613	(120)
Sub Total	34,819	36,565	(1,746)	34,819	36,556	(1,738)
Central	7,305	8,139	(834)	7,305	8,138	(833)
Police Payroll	105,923	100,822	5,101	105,923	100,822	5,101
FORCE TOTAL	211,992	212,632	(640)	211,992	212,606	(614)

REVENUE BUDGET BY COST TYPE

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	105,923	100,822	5,101	105,923	100,822	5,101
Police Overtime	4,270	4,030	240	4,270	4,030	240
Staff Payroll	62,194	66,207	(4,013)	62,194	66,207	(4,013)
Staff Overtime	1,437	1,547	(110)	1,437	1,547	(110)
Agency	1,048	827	221	1,048	827	221
Training	1,169	1,413	(245)	1,169	1,413	(245)
Other Payroll Costs	4,225	3,638	588	4,225	3,638	588
Sub Total	180,265	178,484	1,781	180,265	178,484	1,781

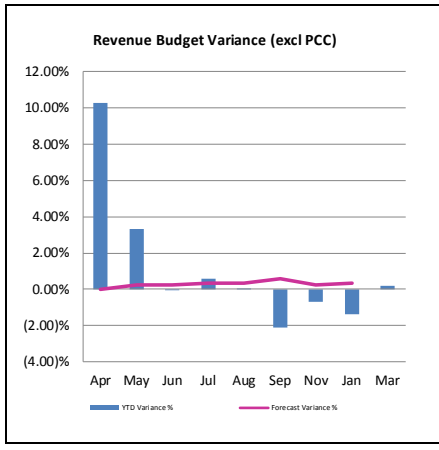
Premises	9,721	8,928	793	9,721	8,928	793
Transport	4,940	4,281	659	4,940	4,281	659
Supplies & Services	26,653	29,172	(2,518)	26,653	29,172	(2,518)
Financing	2,485	1,491	994	2,485	1,491	994
Sub Total	43,800	43,872	(72)	43,800	43,872	(72)

Income & Grants	(12,073)	(9,750)	(2,323)	(12,073)	(9,750)	(2,323)
Sub Total	(12,073)	(9,750)	(2,323)	(12,073)	(9,750)	(2,323)

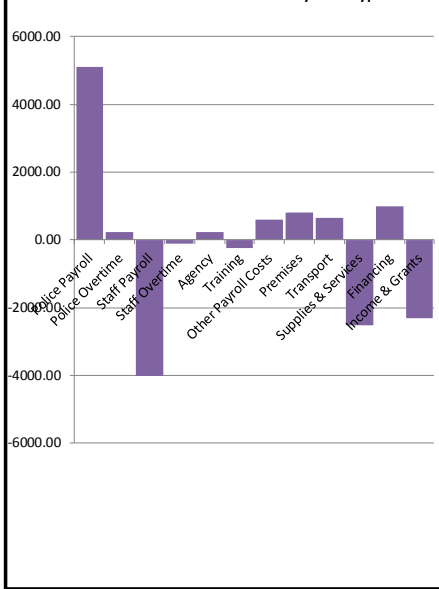
FORCE TOTAL	211,992	212,606	(614)	211,992	212,606	(614)
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INCOME AND EXPENDITURE

REVENUE BUDGET VARIANCES



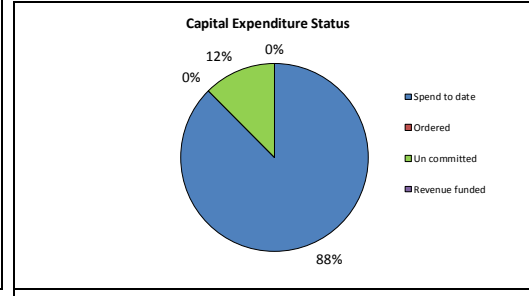
Annual Forecast Variances by Cost Type



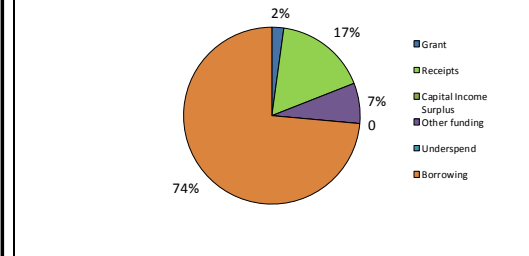
CAPITAL EXPENDITURE

PORTFOLIO VARIANCES

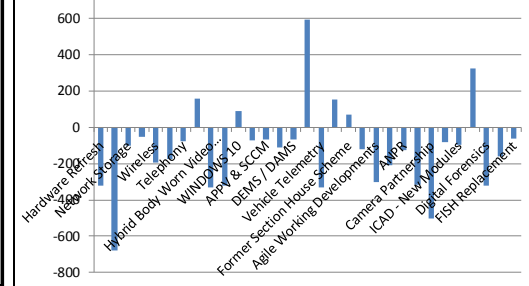
Summary Position	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
IT Strategy	903	3,454	(2,551)	903	3,454	(2,551)
Fleet Strategy	3,894	3,633	261	3,894	3,633	261
Estates Strategy	24,482	24,868	(386)	24,482	24,868	(386)
Other Specific	831	2,276	(1,445)	831	2,276	(1,445)
Unallocated	0	167	(167)	0	167	(167)
Total	30,110	34,398	(4,288)	30,110	34,398	(4,288)



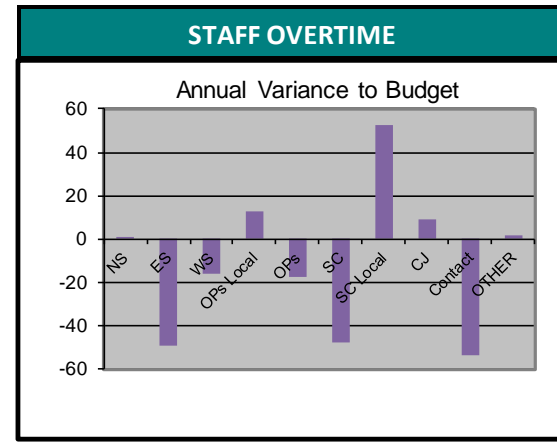
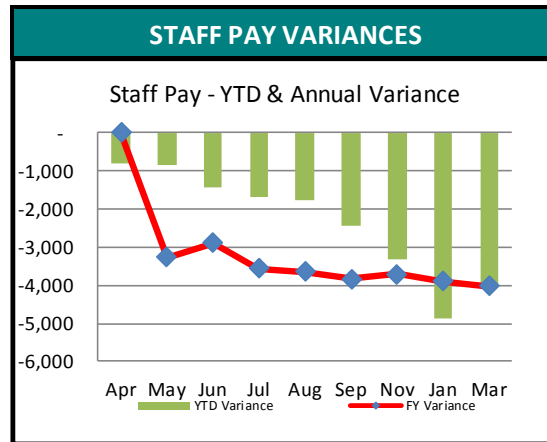
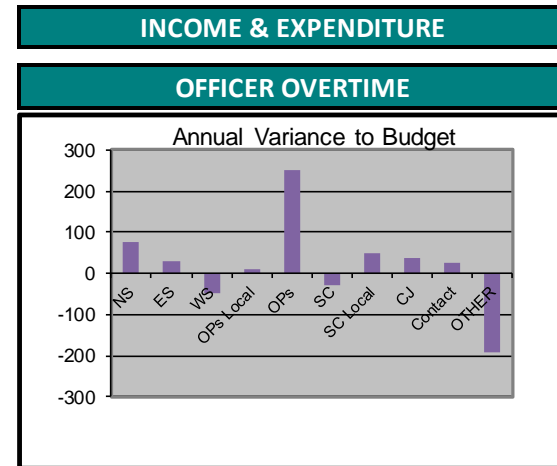
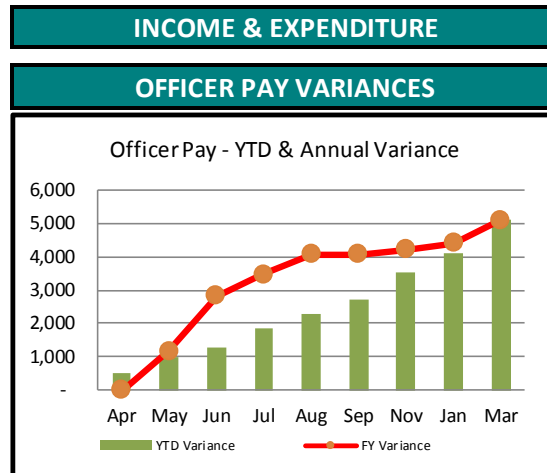
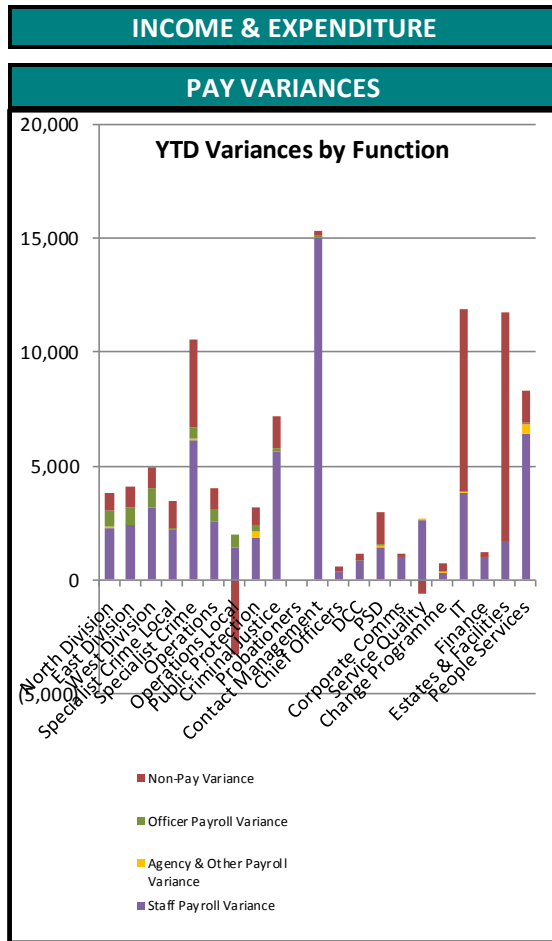
Capital Financing



Capital Scheme YTD Variances £50k or above

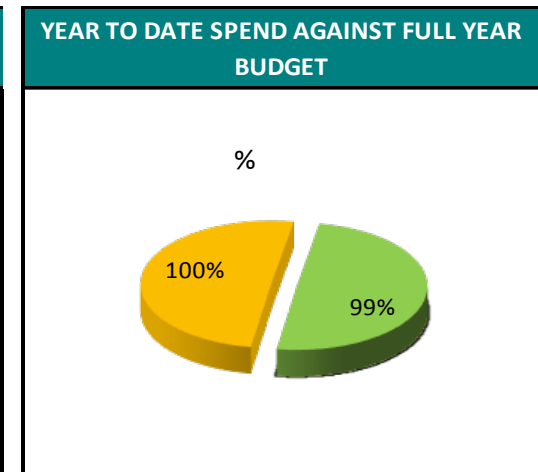
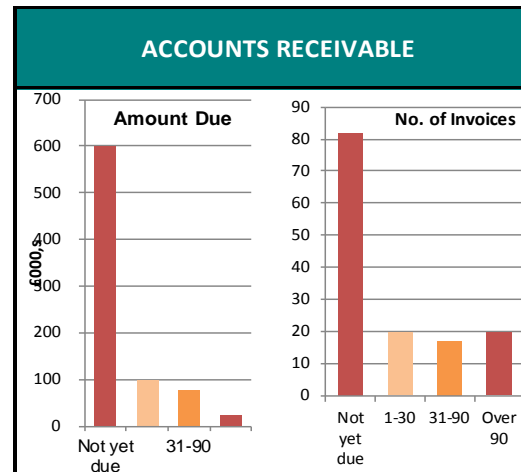
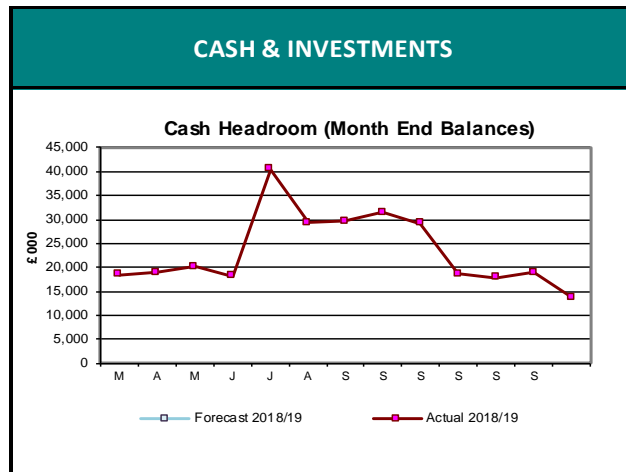
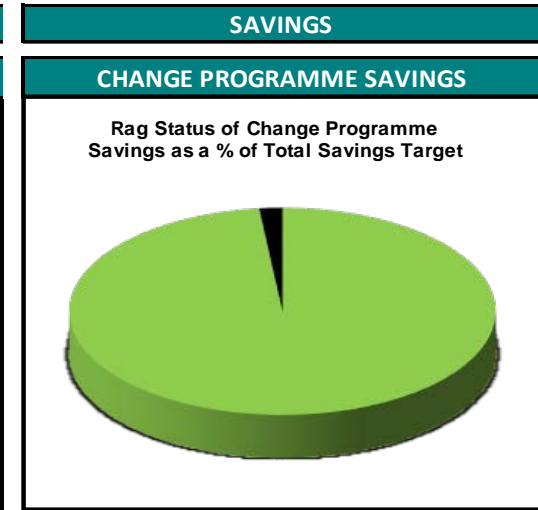
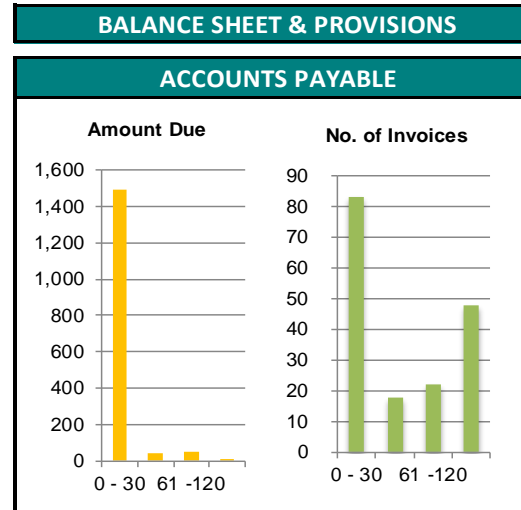


FINANCIAL OVERVIEW AS AT MARCH 2019



FINANCIAL OVERVIEW AS AT MARCH 2019

BALANCE SHEET & PROVISIONS			
RESERVES			
	31/03/18	31/03/19	VAR
	£ 000	£ 000	£ 000
General Balances	6,148	6,812	664
Chief Constable Operational Reserve	571	571	(0)
Ill Health Reserve	2,492	1,718	(774)
Legal Claims Provision	947	721	(226)
Estate Maintenance Reserve	250	48	(202)
PCC Innovation Reserve	500	500	0
PCC Estate Strategy Reserve	400	2,800	2,400
Restructuring Provision	606	109	(497)
Cost of Change Reserve	0	1,443	1,443
Local Reserve - Corporate Comms	73	73	0
Insurance Fund	2,621	3,288	667
Bad Debt	97	78	(19)
TOTAL	14,705	18,161	3,456



Appendix D – Saves Schedule Dashboard – 2018/19 Forecast

All figures in £000s

Portfolio / Project	2018/19 Forecast			
	Vired	Sussex	Sussex	Vired
Specialist Crime Command				
Joint Budget				
Major Crime	B	-15	-17	B
Forensic Investigation - Phase 2	B	-72	-86	B
Specialist Crime Capability Programme				
SCCP Investigations - Stage 1	V	1,292	-30	V
SCCP Intelligence - Stage 1	V	42	-194	V
SCCP AVU & Imaging	V	89	74	V
SCCP Admin & Typists	V	22	-7	V
SCCP Surveillance	V	109	129	V
SCCP Crime Support	V	59	-117	V
SCCP Forensics	V	89	106	V
SCCP Cyber Crime Admin	V	47	-34	V
SCCP Crime Review	V	-16	18	V
SCCP Command	V	89	-13	V
Crime Scene Services	V	87	104	V
Joint Budget Subtotal		1,868	-27	
Local Budget				
Digital Forensics				
Transfer of Officer's Officers to Surrey County Council	B	47		
SB to CTPSE	V	203	175	V
Local Budget Subtotal		156	175	
Total Specialist Crime		1,964	118	
Operations Command				
Joint Budget				
Operations Command Change Programme (OCCP)				
Command Team				
Operational Dogs				
Dog Teams				
Firearms Licensing				
Duties				
Ops Planning				
Roads Policing / CUU / ANPR	B	494	593	B
Joint Budget Subtotal		494	593	
Local Budget Subtotal		0	0	
Total Operations		494	593	
Contact & Deployment				
Local Budget				
Surrey Front Counters Review	B	211		
Surrey Contact & Deployment Saves				
Surrey Switchboard				
Surrey CCTV				
Surrey Contact - Deputy Managers				
Surrey OMI Grading				
Local Budget Subtotal		211	0	
Total Contact & Deployment		211	0	
Total Policing Together Portfolio		2,659	711	
Enablers Portfolio				
People Services				
Joint Budget				
ERP	B	23	27	B
Operational Health				
SBS Change Programme (ERP Saves)				
HR Partners	V	-150	156	V
LAD Collaborated Management Structure				
Management Information and Reporting				
HR Change Programme		-127	163	
Joint Budget Subtotal		-127	163	
Local Budget				
LAD Collaborated Function		0	26	V
Local Budget Subtotal		0	26	
Total People Services		-127	189	
Finance & Services				
Joint Budget				
PTSS Finance ERP Saves				
JTS Crawley Down Posts Saves	B	40	-43	B
Joint Budget Subtotal		40	-43	
Local Budget				
Surrey Capital Financing	B	200		
Surrey Savings Programme				
Surrey Corporate Saves				
Surrey Corporate Finance - Social Club	B	15		
Local Budget Subtotal		215	0	
Total Finance & Services		255	-43	
Corporate Services				
Joint Budget Subtotal		0	0	
Local Budget				
Corporate Communications - Surrey	B	25		
Corporate Comms - Sussex	B	226	134	B
Information & Crime Management (ICMP)	B	17	23	B
Chief Officers Non Pay	V	79	64	V
Change Delivery Operating Model				
Local Budget Subtotal		189	68	
Total Corporate Services		189	68	
Digital Enablement				
Local Budget Subtotal		0	0	
Total Digital Enablement		0	0	
ICT				
Joint Budget				
Local Budget Subtotal		0	0	
Local Budget				
Surrey SmartStorm (ICAD Saves)				
Surrey ICT Saves				
Local Budget Subtotal		0	0	
Total ICT		0	0	
Estates				
Local Budget				
Estates Reconfiguration: Services Facilities & Co-location		25		
Local Budget Subtotal		25	0	
Local Budget				
Estates & Facilities Strategic Restructure				B
Estates & Facilities - Print Services			659	V
Estates & Facilities - Uniform Service			69	V
Estates & Facilities - Evidential Property				B
Estates & Facilities - Workplace Programme			311	
Local Budget Subtotal		25	1,111	
Total Estates		25	1,111	
Total Enablers Portfolio		342	2,031	
Sussex Transformation Portfolio				
Local Policing Subtotal				
Local Policing Programme				
Criminal Justice (LPP)			485	B
Prison (LPP)			7463	B
Response (LPP)			295	B
Local Police Support Team (LPP)			307	B
Fleet LPP Future Savings				
Total Local Policing		0	9,000	
Other Sussex Savings Initiatives				
Clubody (LPP)			196	V
Total Other Sussex Savings Initiatives		0	196	
Total Sussex Transformation Portfolio		0	9,196	
Surrey Strategic Change Portfolio				
Local Policing Subtotal				
Surrey Criminal Justice Transformation				
Community Safety Sergeants				
UnSocial Hours				
CU Customs Review				
Policing In Your Neighbourhood	B	1,743		
Local Policing Subtotal		1,743	0	
Other Surrey Savings Initiatives				
Surrey Police Officer Overtime 18/19	B	500		
Surrey CJ Income Recovery Saves	B	160		
Total Other Surrey Savings Initiatives		659	0	
Total Surrey Transformation Portfolio		2,393	0	
Financial Confidence RAG Totals				
		2018/19 Forecast		
		Sussex	Sussex	
Green = on plan & saving will be achieved		1,904	11,938	
Amber = Some movement to deadline or saving possible		0	0	
Red = Saving figure or timing likely to be subject to change		0	0	
Burplus / Deficit brought forward		(113)	2,747	
Total Savings Plan		1,791	14,685	
POLICING TOGETHER Financial Confidence RAG Totals				
		2018/19 Forecast		
		Sussex	Sussex	
Green = on plan & saving will be achieved		0	0	
Amber = Some movement to deadline or saving possible		0	0	
Red = Saving figure or timing likely to be subject to change		0	0	
Burplus / Deficit brought forward		2,634		
Total Savings Plan including previous year's variance		2,634	0	

Appendix E

GLW105

C3 - Capital Report 2018/19
Month 12
March



Surrey & Sussex

Policing Together

Scheme	Chief Officer	Total 18-19 Budget	Actual Spend YTD Apr-18-Mar-19	Full Year Budget YTD Variance	O/S Orders	Actual Spend YTD plus O/S Orders	Full Year Forecast	Forecast to Budget Variance	Total Budget for 2019/20	Total 2 Year Budget
ICT Infrastructure Renewal / Business Continuity										
Hardware Refresh	CIO	550,000	230,569	(319,431)		230,569	230,569	(319,431)	0	550,000
Laptop Replacement Programme	CIO	0	33,589	33,589		33,589	33,589	33,589	0	0
Networks / Cabling	CIO	887,071	207,735	(679,336)	5,178	212,913	207,735	(679,336)	0	887,071
Network Storage	CIO	100,000	0	(100,000)		0	0	(100,000)	0	100,000
Access Identity Management	CIO	50,000	0	(50,000)		0	0	(50,000)	0	50,000
Infrastructure & Networks	CIO	100,000	45,847	(54,153)		45,847	45,847	(54,153)	0	100,000
Wireless	CIO	215,000	23,089	(191,911)	12,000	35,089	23,089	(191,911)	0	215,000
Sub-Total		1,902,071	540,829	(1,361,242)	17,178	558,007	540,829	(1,361,242)	0	1,902,071
Specific ICT Capital Schemes										
Firewall and Security Devices	CIO	175,000	0	(175,000)		0	0	(175,000)	0	175,000
Telephony	CIO	125,000	49,129	(75,871)	50,477	99,606	49,129	(75,871)	0	125,000
IL4 Remediation (Collaboration)	CIO	0	0	0		0	0	0	68,000	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	157,676	157,676	166,448	324,124	157,676	157,676	0	0
Hybrid Body Worn Video Infrastructure	CIO	331,000	0	(331,000)		0	0	(331,000)	0	331,000
Digital Enablement 2	CIO	321,000	0	(321,000)		0	0	(321,000)	0	321,000
WINDOWS 10	CIO	0	91,097	91,097		91,097	91,097	91,097	0	0
Confidential Environment	CIO	32,000	0	(32,000)		0	0	(32,000)	0	32,000
Protective Monitoring	CIO	45,000	0	(45,000)		0	0	(45,000)	0	45,000
Planned Server Replacement	CIO	75,000	3,520	(71,480)		3,520	3,520	(71,480)	0	75,000
ARK Infrastructure	CIO	25,000	0	(25,000)		0	0	(25,000)	0	25,000
APPV & SCCM	CIO	68,000	0	(68,000)		0	0	(68,000)	0	68,000
Private & Public Cloud	CIO	113,000	0	(113,000)		0	0	(113,000)	0	113,000
Enterprise Vault	CIO	80,000	49,328	(30,672)		49,328	49,328	(30,672)	0	80,000
Avec Climate Monitoring	CIO	10,000	0	(10,000)		0	0	(10,000)	0	10,000
Exchange Backup (Altavault)	CIO	50,000	11,759	(38,241)		11,759	11,759	(38,241)	0	50,000
DEMS / DAMS	CIO	68,662	0	(68,662)		0	0	(68,662)	525,338	594,000
Sub-Total		1,552,662	362,508	(1,190,154)	216,924	579,433	362,508	(1,190,154)	593,338	2,146,000
Fleet Annual Replacement Schemes										
Vehicle Replacement	CFO	3,082,912	3,676,549	593,638	1,407,153	5,083,702	3,676,549	593,638	0	3,082,912
Fleet Equipment	CFO	0	0	0		0	0	0	0	0
Vehicle Telemetry	CFO	550,000	217,435	(332,565)		217,435	217,435	(332,565)	0	550,000
Sub-Total		3,632,912	3,893,984	261,073	1,407,153	5,301,137	3,893,984	261,073	0	3,632,912
Specific Capital Schemes - Estates Strategy										
Building the Future	CFO	21,589,769	21,589,769	0		21,589,769	21,589,769	0	0	21,589,769
Divisional Estates' Strategy	CFO	389,420	542,857	153,437		542,857	542,857	153,437	0	389,420
Air Conditioning	CFO	6,730	23,472	16,742		23,472	23,472	16,742	0	6,730
Former Section House Scheme	CFO	382,720	450,882	68,162	830	451,713	450,882	68,162	0	382,720
Estates' Strategy - Environmental	CFO	170,000	48,480	(121,520)		48,480	48,480	(121,520)	0	170,000
Estates' Strategy - Guildford and Staines Custody	CFO	471,908	483,838	11,930		483,838	483,838	11,930	0	471,908
Agile Working Developments	CFO	1,555,642	1,253,674	(301,968)	40,096	1,293,770	1,253,674	(301,968)	0	1,555,642
Electric Vehicle Infrastructure	CFO	95,000	89,007	(5,993)		89,007	89,007	(5,993)	0	95,000
Niche Evidential Property	CFO	206,338	0	(206,338)		0	0	(206,338)	0	206,338
Sub-Total		24,867,527	24,481,979	(385,548)	40,926	24,522,905	24,481,979	(385,548)	0	24,867,527
Specific Capital Schemes - Operations										
ANPR	ACC Op	368,666	243,287	(125,379)	51,365	294,652	243,287	(125,379)	0	368,666
Taser Replacement and Uplift	ACC Op	316,761	0	(316,761)		0	0	(316,761)	0	316,761
Drone Replacement	ACC Op	29,000	31,149	2,149		31,149	31,149	2,149	0	29,000
Camera Partnership	ACC Op	500,000	0	(500,000)		0	0	(500,000)	0	500,000
Sub-Total		1,214,427	274,436	(939,991)	51,365	325,801	274,436	(939,991)	0	1,214,427
Specific Capital Schemes - Local Policing										
ICCS	ACC Op	161,000	120,050	(40,950)	74,817	194,867	120,050	(40,950)	0	161,000
Digital Interview Recording Phase 1&2	ACC LP	50,000	0	(50,000)	40,628	40,628	0	(50,000)	0	50,000
ESN- Hardware & Infrastructure	ACC Op	0	0	0		0	0	0	500,000	500,000
ESN-Devices	ACC Op	0	0	0		0	0	0	500,000	500,000
CC6 Soft Vacate	ACC LP	81,000	0	(81,000)		0	0	(81,000)	0	81,000
Queue Buster 101	ACC LP	60,000	35,145	(24,855)	29,176	64,321	35,145	(24,855)	0	60,000
ICAD - New Modules	ACC LP	95,000	0	(95,000)		0	0	(95,000)	0	95,000
Storm-Surrey Contact Centre	ACC LP	0	6,943	6,943	244,175	251,118	6,943	6,943	0	0
Sub-Total		447,000	162,138	(284,862)	388,796	550,934	162,138	(284,862)	1,000,000	1,447,000
Specific Capital Schemes - Specialist Crime										
HTCU & POLIT Infrastructure Remediation	ACC SC	63,204	390,108	326,904	71,029	461,137	390,108	326,904	20,000	83,204
Digital Forensics	ACC SC	322,000	0	(322,000)		0	0	(322,000)	200,000	522,000
Specialist Crime Capabilities Programme	ACC SC	166,000	4,112	(161,888)		4,112	4,112	(161,888)	0	166,000
FISH Replacement	ACC SC	64,000	0	(64,000)		0	0	(64,000)	0	64,000
Sub-Total		615,204	394,220	(220,984)	71,029	465,249	394,220	(220,984)	220,000	835,204
Total Schemes		34,231,802	30,110,094	(4,121,708)	2,193,372	32,303,465	30,110,094	(4,121,708)	1,813,338	36,045,140
Unallocated - Budget Only	CFO	167,239	0	(167,239)		0	0	(167,239)	1,847,300	2,014,539
Overall Total		34,399,041	30,110,094	(4,288,947)	2,193,372	32,303,465	30,110,094	(4,288,947)	3,660,638	38,059,679

Appendix F

Between £0.1m and £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M11	239,538	Perm	JOINT TRANSPORT LOCAL	JOINT TRANSPORT	JTS Workshop(HE) reverses month 10 virement
M11	200,792	Perm	CENTRAL CORPORATE	JOINT TRANSPORT JOINT	JTS Workshop(HE) reverses month 10 virement

APPENDIX G

Abbreviations

PCC - Police and Crime Commissioner

DCC – Deputy Chief Constable

ICT – Information Communication Technology

PSD – Professional Standard Department

ACPO – Chief Officers

ERP – Enterprise Resource Planning

PiYN – Policing in Your Neighbourhood

FTE – Full-time equivalent

DFT – Digital Forensic Team

POLIT – Paedophile Online Investigation Team

ICCS – Integrated Communications and Control System

ANPR – Automatic Number Plate Recognition

APT - Area Policing Team

SERIP – South East Regional Integrated Policing Programme

RIPA – Regulation of Investigatory Powers Act

PIN - Personal Identification Number