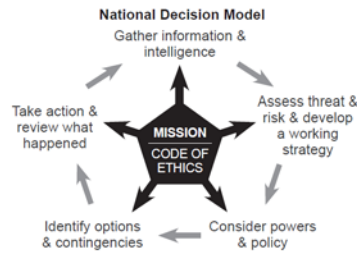




### Progress against the Police and Crime Plan

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<b>Security Classification:</b>	<b>Official</b>
<b>Handling information if required:</b>	Not applicable
<b>Suitable for publication:</b>	Yes
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<b>Date created:</b>	24 <sup>th</sup> October 2019
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**What are the Policing Principles?**

Accountability	Fairness	Honesty
Integrity	Leadership	Objectivity
Openness	Respect	Selflessness



## PART ONE

**To: Office of Police and Crime Commissioner  
Performance Meeting**

**Date: 24<sup>th</sup> October 2019**

**By: Strategic Planning**

**Title: Progress against the Police and Crime Plan**

**Purpose of Report/Issue:** The purpose of this paper is to provide an update for the Police and Crime Commissioner for Surrey regarding Surrey Police performance against the PCC's Police and Crime Plan.

### Report Detail:

#### 1. Tackling Crime and Keeping Surrey Safe

##### Force Recorded Crime and Positive Outcomes:

###### **Force: Volume of Recorded Crime**

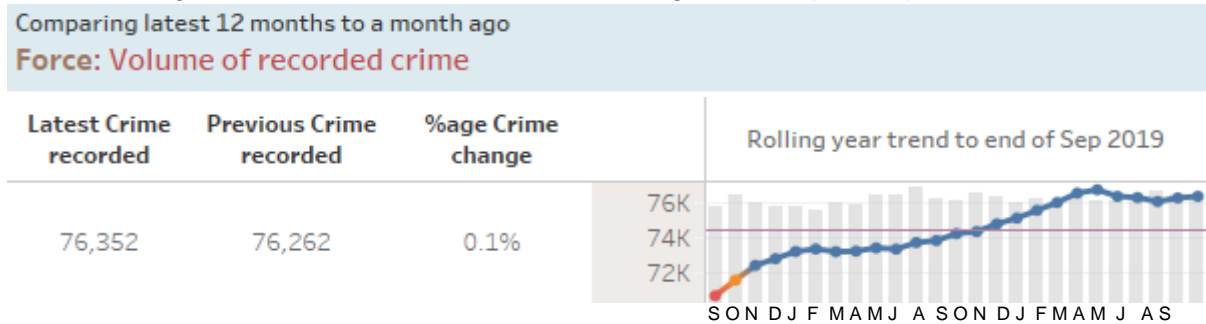
The volume of recorded crime is the total number of notifiable offences recorded within Surrey as defined by the Home Office Counting Rules (HOCR).

Over recent years there has been a national increase in recorded crime, with latest Office of National Statistics (ONS) data to March 2019 showing that crime increased nationally by 7.7% year on year. Surrey Police recorded a 3.8% increase in the 12 months to March 2019; significantly below the national increase, and that seen across the south east region, which recorded a 6.6% increase. Surrey Police has continued to work hard to increase the public's trust and confidence in the force and, as a result, is seeing greater willingness to report crime types that have been under-reported in the past; for example hate crime, domestic abuse and non-recent sexual abuse.

The latest ONS figures show that Surrey has the seventh lowest crime rate (64.5 per 1000 residents) across England and Wales, and Surrey continues to have the lowest crime rate in the

south east region; a significant accomplishment, bordering the MPS and attractive to travelling criminality.

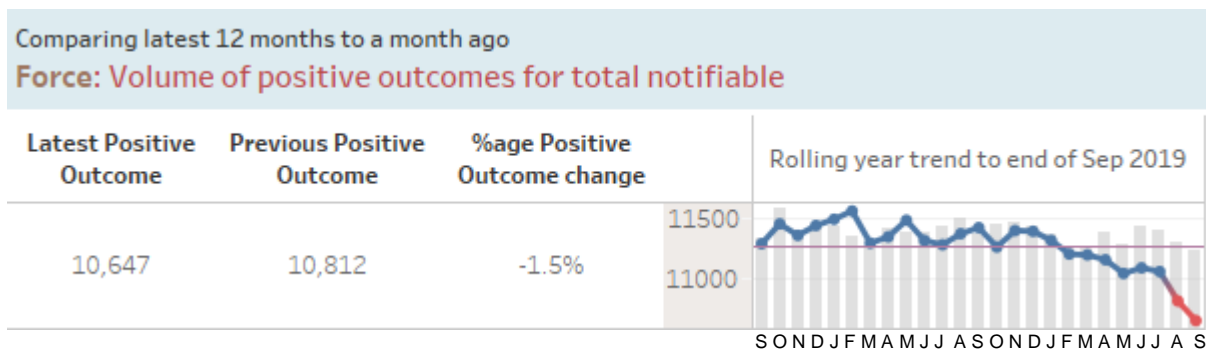
For the 12 months to September 2019 the volume of notifiable offences recorded was 76,352 which is a slight increase from the 12 months to August 2019 (76,262).



**Force: Volume of Positive Outcomes**

Home Office Counting Rules require all notifiable offences to have an outcome. For Surrey Police, a positive outcome is a notifiable offence with an outcome of either a charge, caution, penalty notice, drug warning, community resolution or “taken into consideration” (TIC).

For the 12 months to September 2019 the volume of positive outcomes for notifiable offences was 10,647 which is down 1.5% compared to the 12 months to August 2019 (10,812). This low volume over the last 12 months is statistically significant compared to values over the last two years, and has been the focus of Force Performance Boards and the Heads of Crime Investigative Improvement Plan.



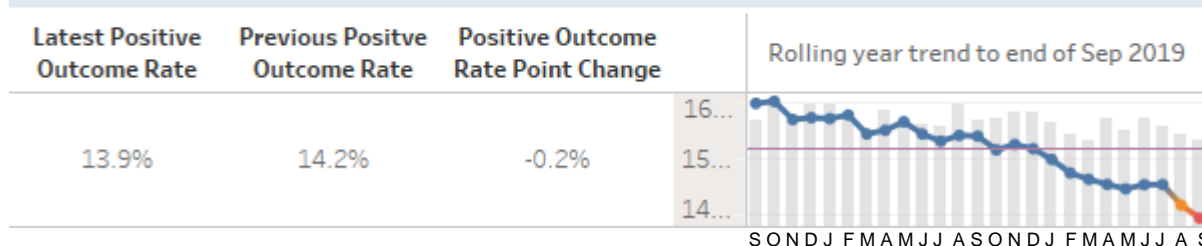
**Force: Positive Outcome Rate**

Positive outcome rates are calculated using the volumes of positive outcomes in a given period divided by the volume of crimes in the same period.

For the 12 months to September 2019 the positive outcome rate for notifiable offences was 13.9% which is a drop of 0.2 percentage points compared to the 12 months to August 2019 (14.2%) (NB: percentage values have been rounded up and down to the first decimal place). As above, this has been the focus of Force Performance Boards and the Heads of Crime Investigative Improvement Plan.

Comparing latest 12 months to a month ago

**Force: Total notifiable positive outcome rate**



**Force: High harm positive outcome rate**

High harm offences are comprised of the following types of crime: serious sexual offences, domestic abuse related offences involving violence, child abuse offences and hate crime offences.

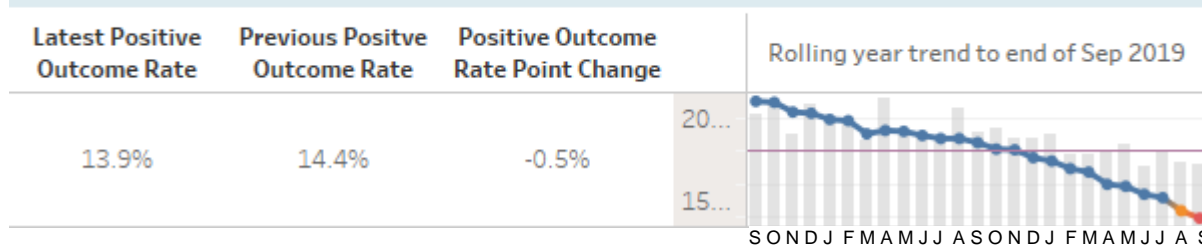
For the 12 months to September 2019 the positive outcome rate for high harm offences was 13.9% which is down -0.5 percentage points compared to the 12 months to August 2019 (14.4%).

The continued decline in positive outcome rate for Rape and Serious Sexual Offences (RASSO) – [which is an element of high harm offences] has been the focus of several Force Performance Boards since April 2019. The volume of serious sexual offences reported is increasing, as is their complexity, partly due to issues of disclosure, and charging decisions are taking longer to acquire. The force has focused on disclosure training for all staff, and is working closely with the Crown Prosecution Service to address these issues.

In September 2019, as well as looking at serious sexual offences, the Force Performance Board also focused on domestic abuse recorded as violence with injury offences (which also forms part of the high harm category). Analysis highlighted that volumes of ‘charge’ & ‘caution’ outcomes had reduced over the last three years with increased use of outcome 15 (police evidential difficulties) and outcome 16 (victim/witness declines or withdraws support). It was identified that a significant reason for this shift in recorded outcomes was an increase in third-party reporting, via statutory agencies, of crimes that the victim did not wish to support. This increase in reporting is positive, as it improves the force’s understanding of the full scale and nature of the issue. In such cases, however, a careful balance must be struck between making repeated contact to support and encourage a victim and respecting their privacy and wish not to proceed.

Comparing latest 12 months to a month ago

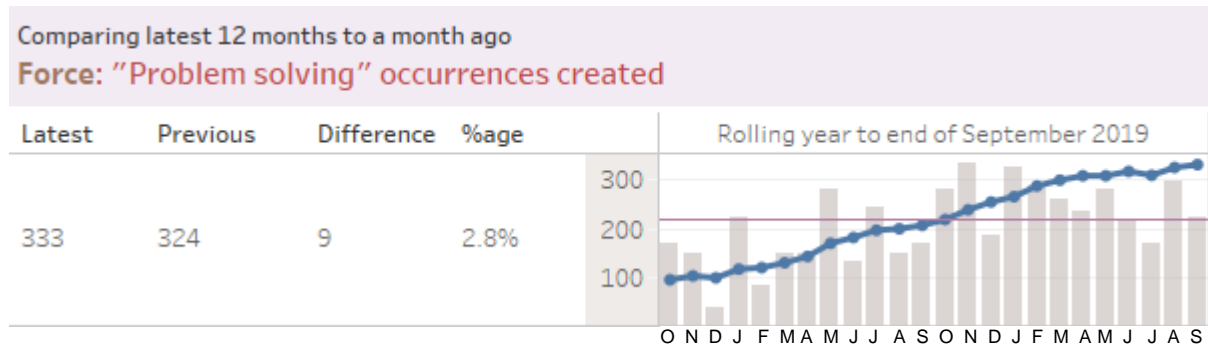
**Force: High harm positive outcome rate**



**Problem Solving Occurrences**

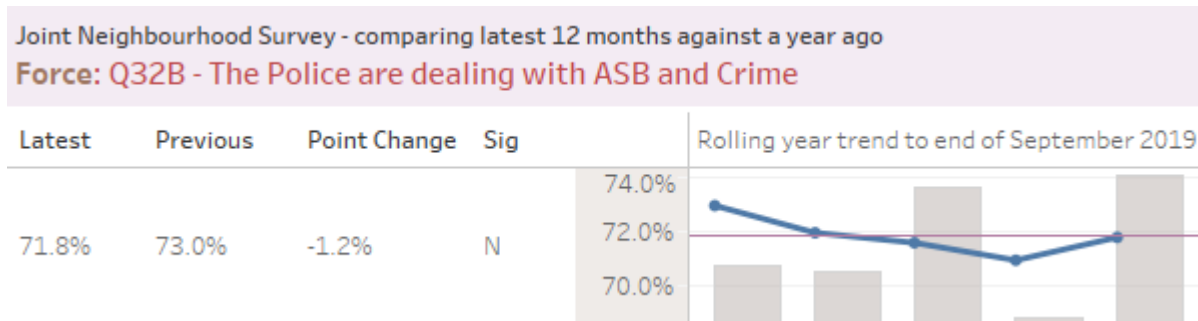
The 12 months to September 2019 show the volume of problem solving occurrences recorded as 333 which is up 2.8% compared to the 12 months to August 2019 (324). Volumes continue to increase as the force continues to embed a problem-solving ethos across the organisation, and improvements are made to accurately record these occurrences.

Reflecting Surrey Police's commitment to prevention and proactivity, problem-solving was a focus of the Force Performance Board in September 2019. Further analysis will continue with the formation of the dedicated Problem-Solving Team, including the recruitment of problem-solving advisors and a dedicated analyst.



**Dealing with ASB and Crime**

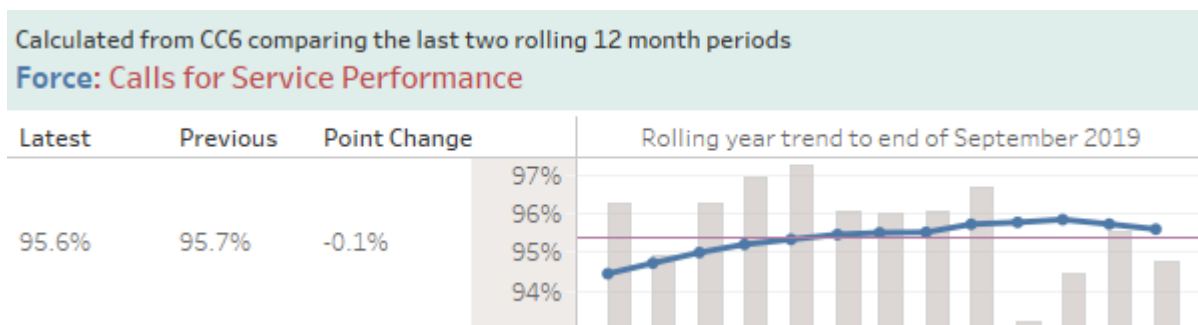
Joint Neighbourhood Survey results for the 12 months to September 2019 show that 71.8% of respondents agreed that Surrey Police are dealing with anti-social behaviour and crime issues that matter in their area. This is a slight decrease on the previous year (-1.2% points), but the latest quarter (Jul-Sep 2019) results show a very positive increase of 5.3% points to 74.1% compared to the previous quarter.



**Call Handling and Deployment**

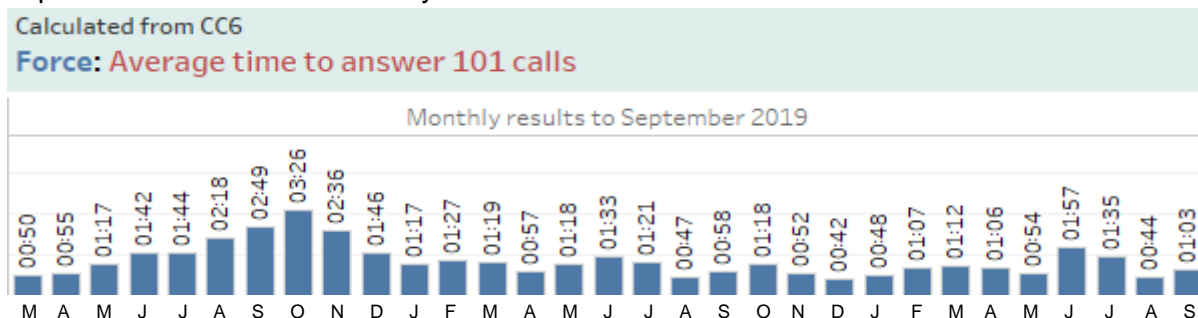
**Force: Calls for Service Performance**

999 calls are always prioritised by Surrey Police, and performance remains strong. Data for the latest 12 months to September 2019 show 95.6% of 999 calls are answered within target which is comparable to the 12 months to August 2019. This is an excellent result, as call volumes have increased and staffing efficiencies have been made within the department.



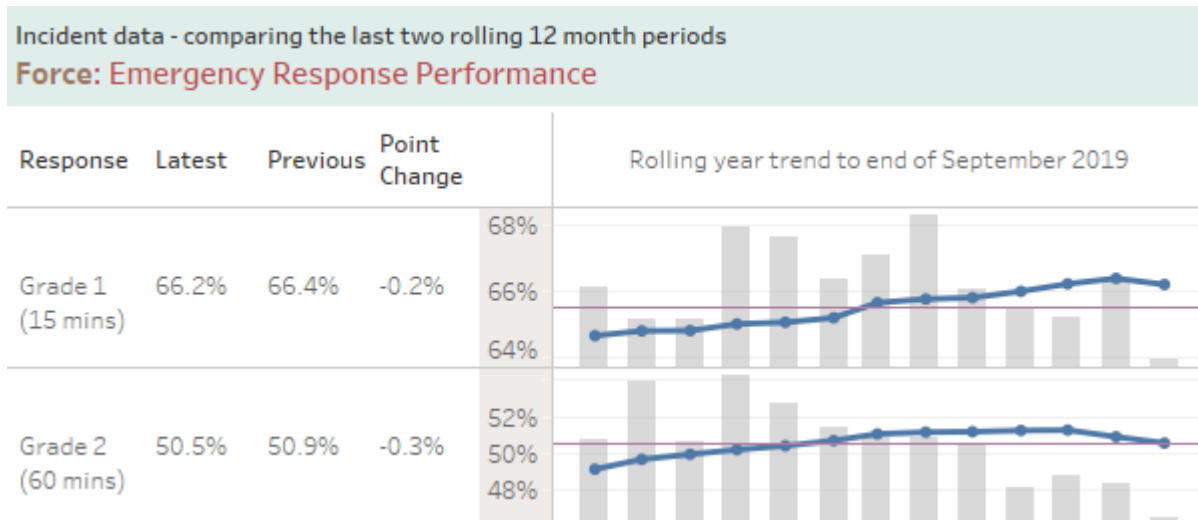
**Force: Average time to answer 101 calls**

101 call handling performance exhibits a greater degree of variation than 999 performance due to a number of factors including continued prioritisation of 999 emergency calls over 101 calls, and the greater volume of calls the force experiences during the summer months or following a significant incident. Nonetheless, overall performance remains good, with significant improvements over the last two years.



## Force: Emergency Response Performance

Grade 1 & 2 response performance (measured as percentage of incidents attended within 15 minutes and 60 minutes respectively) has reduced over the last 12 months. The latest 12 months to September 2019 shows grade 1 is showing a reduction (-0.2% points) compared to the 12 months to August 2019. Grade 2 is also showing a reduction in the latest 12 months down 0.3 percentage points compared to previous month. This is an issue experienced by many forces, as the actions required of officers at incidents become more complex, taking more time per incident.



## Counter Terrorism (CT)

The HMICFRS have highlighted a need for greater national consistency in how forces and partners manage their Prevent duty as part of Contest. In order to address this, Surrey Police has been working with Counter Terrorism Policing South East (CTPSE) and the four other forces in the south east region to develop an agreed action plan to introduce common practices and greater consistency. The emphasis has been on identifying local force best practice and ensuring it is shared across the region. The action plan proposes minimum standards and a framework for delivery including key roles, governance and performance scrutiny. This has been presented to the regional Contest Board and agreed in principle. The force is now working with the region to ensure consistent implementation.

Surrey Police's Neighbourhood teams are currently assessing local issues and working with partners to inform the 2020 Counter Terrorism Local Profile. Ownership of the intelligence collection sits with the relevant Neighbourhood Commanders and this approach results in a tailored, more local perspective than previous assessments.

During the last reporting period there has been one CT incident of note with a local man from Stanwell receiving a lengthy custodial sentence at Kingston Crown Court following the presiding Judge declaring the incident CT. The Spelthorne Neighbourhood Team are managing linked community concerns to minimise impact and provide reassurance whilst building stronger links with vulnerable sections of the community.

## 2. Building Confident Communities

### Force: Crime Survey for England and Wales (CSEW) Confidence

For the 12 months up to March 2019, Surrey Police has dropped to 7<sup>th</sup> place for public confidence in the Crime Survey for England and Wales (down from 3<sup>rd</sup> previous quarter), with a reduction of 2.1 percentage points over the last quarter to 80.3%.

Updated quarterley Crime Survey for England and Wales

**Force: CSEW Confidence**

Rolling year trend to end of March 2019

**80.3%** (Down: -2.1%)

National ranking: 7 (previous ranking : 3)

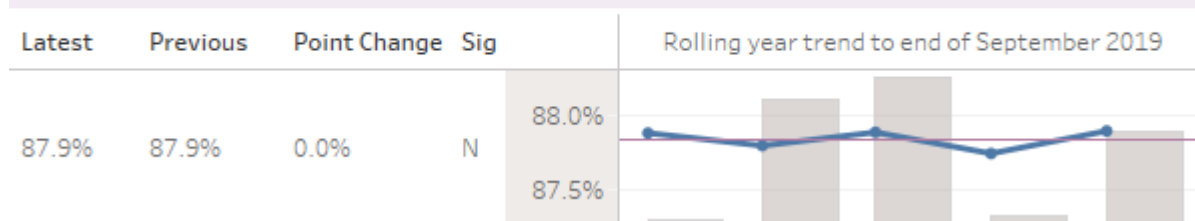
### Force: Q19 – Confidence in Neighbourhood Police

Surrey County Council and Surrey Police survey over 6000 residents a year as part of the Joint Neighbourhood Survey (JNS).

In the 12 months to September 2019, of those asked “taking everything into account, how confident are you in your neighbourhood police?”, 87.9% said they were very or fairly confident. This represents no change from the 12 months to September 2018 and broadly mirrors the confidence results from the national crime survey for England and Wales highlighted above.

Joint Neighbourhood Survey - comparing latest 12 months against a year ago

**Force: Q19 - Confidence in neighbourhood police**



## 3. Supporting Victims

From April 2019 a new methodology was introduced to consult with victims of crime and Anti-Social Behaviour (ASB). Victims are now contacted via text message, which brings benefits such as reaching more victims of a broader range of crimes, an increased response rate, and greater insight through victims’ comments. Results are now also received in real time as opposed to the previous delay of 2-3 months between incidents or crimes occurring and results being received.

When presenting the results, although percentages will be shown, a customer satisfaction score (CSAT Score) will also be provided. This is based on the satisfaction questions, where respondents are asked to provide a response between 1 - 5 (Dissatisfied to Satisfied) to the question they are asked (Initial Contact, Kept Informed, Actions Taken and Treatment).



This month the proportion of victims satisfied with the service they were provided has remained consistent at 58.7%. Furthermore, the CSAT score, which takes into account all of the areas of satisfaction, has increased slightly to 3.49.

With the exception of actions taken, which has decreased this month (-7.5% points to 41.7%), all other areas of satisfaction have seen an increase. In particular, treatment (which had decreased to a low 51.9% in August) has recovered well this month to 63.4%. Further analysis will be carried out this month to look into victims dissatisfied with actions taken; providing service recovery where appropriate.

The results to date are as follows;

Main overall CSAT score (taking into account all results):

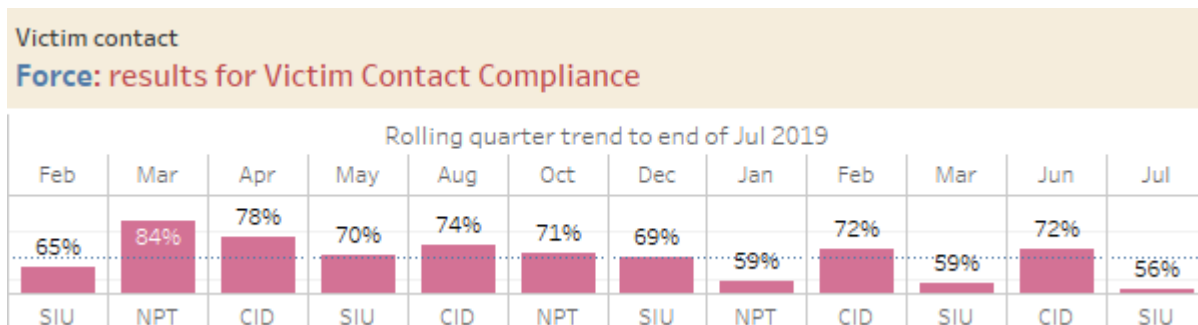
Month	April	May	June	July	August	September
CSAT	3.47	3.50	3.58	3.60	3.46	3.49
% Satisfied	58.7	62.4	61.4	62.8	58.5	58.7

ASB overall CSAT score (taking into account all results):

Month	April	May	June	July	August	September
CSAT	3.93	3.89	3.90	3.89	3.70	3.81
% Satisfied	70.3	71.3	65.8	68.1	63.1	68.8

### **Force: Rolling quarterly results for Victim Contact Compliance**

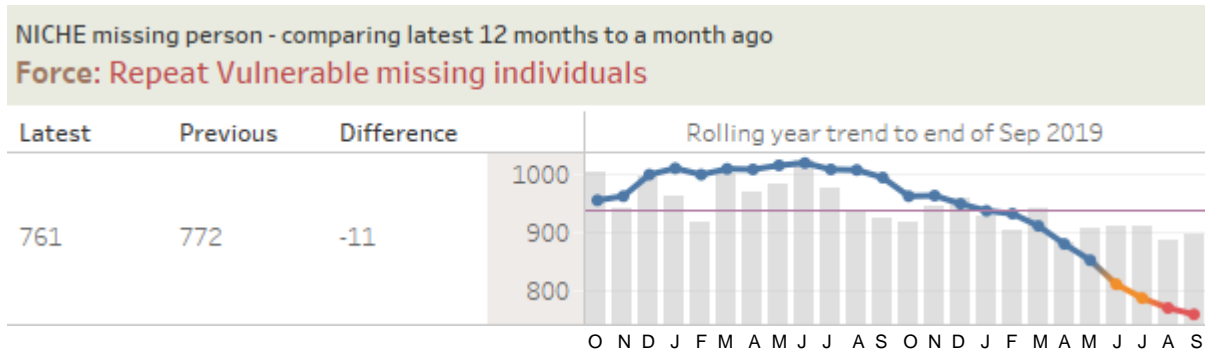
The methodology for victim contact compliance has changed significantly since the measure was first put in place. The chart below shows the compliance results for each department reviewed over the last 18 months.



## 4. Preventing Harm

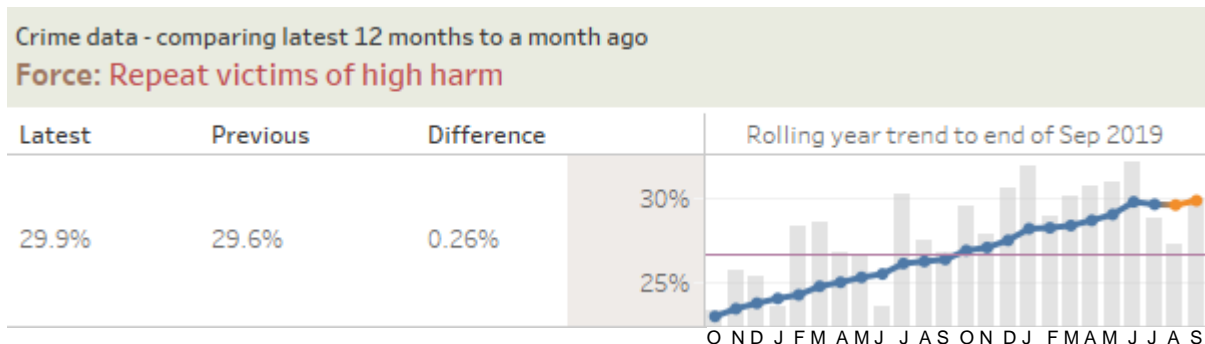
### Force: Repeat Vulnerable Missing Individuals

The volume of vulnerable missing individuals over the last 12 months to September 2019 is 761, a decrease of 11 on the volume recorded in the 12 months to August 2019. As seen in the chart below, this continues the excellent downward trajectory of the last year; a result of greatly improved partnership working and the embedding of the SHIPP programme.



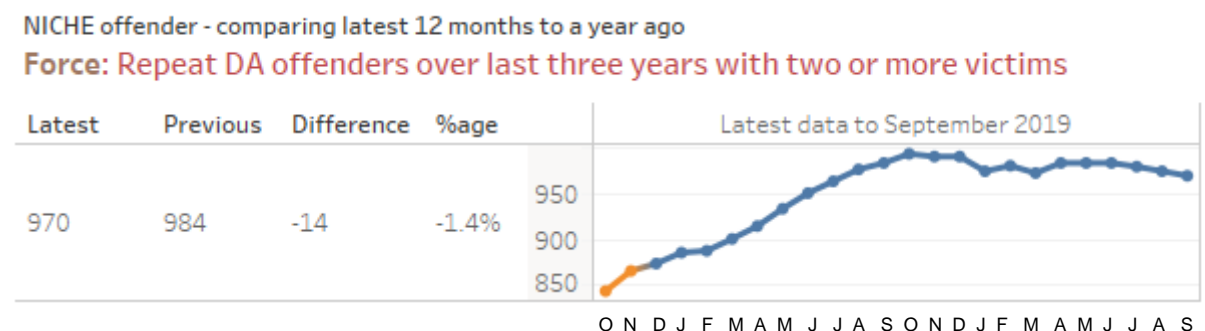
### Force: Repeat Victims of High Harm

During the 12 months to September 2019, the force recorded a repeat rate of 29.9% for high harm offences which is up 0.26 percentage points compared to the 12 months to August 2019 (29.6%). The force believes that this increase is evidence of increasing trust and confidence of victims in Surrey Police, encouraging them to report more crimes to the force in the knowledge that they will be handled professionally.



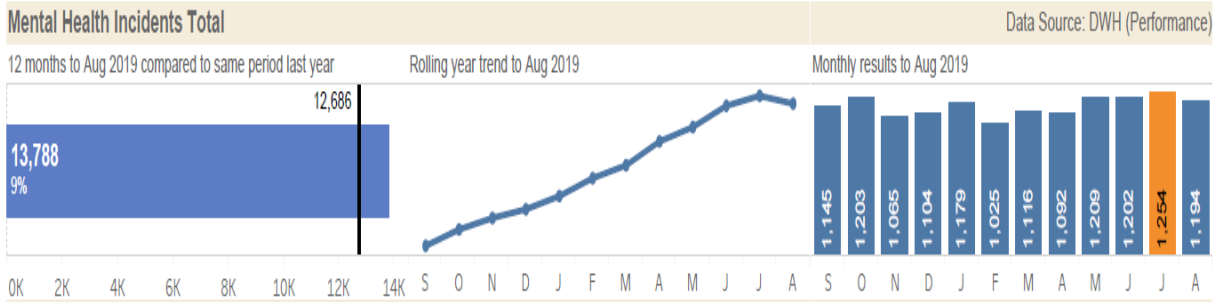
### Force: Repeat DA offenders over the last three years with two or more victims

During the 12 months to September 2019, the Force recorded 970 serial perpetrators which is down slightly (1.4%) compared to the 12 months to August 2019 (984). Again, the long-term trajectory is believed to be a result of increased confidence of victims to report abuse to police.

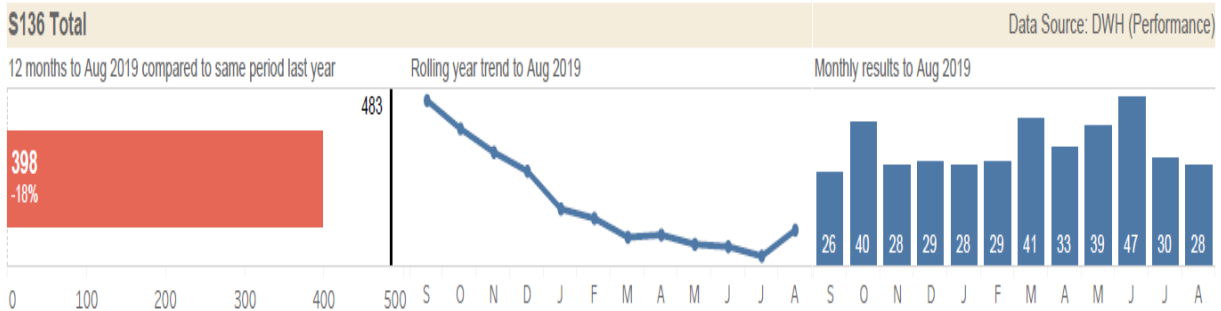


**Mental Health Needs**

Surrey Police continues to see a rising trend in the number of calls it receives relating to mental health concerns. Work is ongoing alongside the Surrey and Borders Partnership (SABP) single point of access to provide a more effective system to refer calls into appropriate mental health services. An agreement has been established which enables Surrey Police to contact the SABP crisis helpline to access support and advice which will provide a more effective response to those contacting Surrey Police who have been assessed as requiring mental health services.



Following four successive years of reduction in the use of s136 within Surrey it is expected that the use of s136 will stabilise for 2019/20. Surrey Police continues to work with key partner agencies to reduce the use of s136, and initiatives such as the Surrey High Intensity Partnership Programme, Joint Response Unit and Approved Mental Health Professionals (AMHP) diversion scheme are recognised as being key tools in managing this demand.



The force now utilises a cohort of police hospital SPOC’s to support the demand placed on the force by incidents within hospitals. These SPOC’s attend regular operational review meetings at each hospital in Surrey and act as a conduit for any communication between police and the NHS hospital trusts. This system has proven particularly successful when reviewing incidents of missing or “Absent Without Leave” (AWOL) patients.

Surrey Police continues to play a key role within the countywide Crisis Care Concordat which is the key multi-agency driver of mental health services in the county. Going forward, the focus will be on improving out-of-hours services in Surrey to provide a more consistent response to those requiring crisis services outside of normal hours.

## 5. Making Every Pound Count

Force: Surrey  
Financial Monitoring at: 31<sup>st</sup> July 2019  
Finance Department

### 1. Overview

1.1. Surrey and Sussex Police have a combined revenue budget totalling £522.6m, the majority of which is allocated to the individual force Chief Constables to deliver their operational demands.

1.2. The total operational delivery budget across Surrey and Sussex for 2019/20 is £521.3m, against this the forecast outturn position is £523.1m resulting in an overspend totalling £1.8m across both forces. The breakdown per force is shown in the table below.

Force	Total 2019/20 Budget £m	2019/20 Operational Delivery Budget £m	2019/20 Operational Delivery Forecast £m	Variance £m
Surrey	235.1	233.0	233.0	0.0
Sussex	287.5	288.3	290.1	1.8
<b>Total</b>	<b>522.6</b>	<b>521.3</b>	<b>523.1</b>	<b>1.8</b>

1.3. The combined Surrey and Sussex Police capital budget including schemes carried forward from 2018/19 totals £63.3m. The Sussex capital budget includes revenue costs relating to the capital programme and are reported as Capital and Investments. The table below shows the individual force totals reporting a combined outturn forecast of £60.0m. The PCCs for both Surrey and Sussex allow for a flexible capital budget which is managed over a rolling 2 year period enabling schemes to be brought forward or deferred.

Force	2019/20 Capital Budget £m	2019/20 Capital Forecast £m	Variance £m
Surrey	20.3	19.8	(0.5)
Sussex	43.0	40.2	(2.8)
<b>Total</b>	<b>63.3</b>	<b>60.0</b>	<b>(3.3)</b>

### 2. Introduction

2.1. This report provides the operational delivery budget and capital position for Surrey Police as at 31<sup>st</sup> July 2019 with the PCC budget being reported separately.

### 3. Recommendations

#### 3.1. The Police and Crime Commissioner is asked to:

- 3.1.1. Note the net revenue budget forecast for the police fund as at 31st July 2019
- 3.1.2. Note the capital budget forecast as at 31st July 2019
- 3.1.3. Approve the budget transfers (virements); at appendix F.

#### 4. Revenue Budget Position

4.1. The Force's revenue outturn position for 2019/20 is forecast to be underspent by £0.01m as summarised in the table below.

	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll	60,738	61,871	(1,133)	182,213	192,171	191,441	729
Premises	4,980	3,189	1,791	14,940	9,654	9,566	88
Transport	2,748	1,542	1,207	8,244	5,055	4,661	394
Supplies & Services	11,612	12,166	(554)	34,835	34,037	33,542	495
Financing	(130)	1,064	(1,194)	(391)	4,058	3,191	867
Total Income	(1,301)	(3,283)	1,982	(3,904)	(12,026)	(9,391)	(2,634)
<b>Total</b>	<b>78,646</b>	<b>76,547</b>	<b>2,098</b>	<b>235,937</b>	<b>232,949</b>	<b>233,010</b>	<b>(61)</b>

4.2. The forecast position has moved from the previous forecast at month 3 which had £0.2m overspend due to the following;

Month 3 Variance	£0.4m	
Additional 0.5% police officer pay award	£0.3m	National settlement
Police officer overtime	(£0.1m)	Specialist Crime Investigations
Income	(£0.2m)	Leatherhead site
Operation Heather	(£0.3m)	Funded operation ended
Training	(£0.1m)	Reduction following review of plans
Month 4 Variance	£0.0m	

4.3. The 2019/20 revenue budget was approved by the PCC in February 2019 at £235.1m, during the year agreed budget virements have been processed within the operational delivery budget and OPCC budget, with the overall budget remaining at £235.1m as shown in the table below:

	Original Budget £'000	Budget Virements £'000	Revised Budget £'000
Operational Delivery Budget	233,010	0	233,010
Office of the PCC	2,118	0	2,118
Transfers to/(from) Reserves	0	0	0
<b>Total Net Budget Requirement</b>	<b>235,128</b>	<b>0</b>	<b>235,128</b>

4.4. Appendix A provides further details of the operational delivery budget showing budget and forecast both by budget holder portfolio and the main categories of expenditure.

4.5. Pay Costs - Total pay is overspent by £0.7m as summarised in the table below. The annualised spend gives an indication of outturn based on the year to date spend, whilst this is a good benchmark, it does not factor in year-end accruals and the uneven profile of certain expenditure, whereas the forecast does.

	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	35,916	35,715	201	107,747	110,767	111,132	(366)
Police Overtime	1,615	1,325	289	4,844	4,811	3,939	872
Staff Payroll	20,622	22,212	(1,590)	61,865	66,403	68,589	(2,185)
Staff Overtime	426	407	19	1,279	1,349	1,409	(60)
Agency	399	342	57	1,197	1,784	769	1,014
Training	474	403	71	1,423	1,049	1,210	(161)
Other Payroll Costs	1,286	1,466	(180)	3,858	6,007	4,392	1,615
<b>Sub Total</b>	<b>60,738</b>	<b>61,871</b>	<b>(1,133)</b>	<b>182,213</b>	<b>192,171</b>	<b>191,441</b>	<b>729</b>

4.6. In Surrey employee numbers and pay are monitored in detail throughout the year within a workforce plan by People Services. The following table illustrates the variances between the average forecast number of employees (employee strength) compared with the budgeted number of employees (employee establishment), expressed as FTE (full time equivalent) roles.

Average FTE's	Forecast of Employees (Strength)	Budgeted No. of Employees (Establishment)	Variance
Police Officers	1864	1921	(57)
Police Staff	1565	1704	(139)
PCSO's	110	119	(9)
<b>Total</b>	<b>3548</b>	<b>3739</b>	<b>(191)</b>

4.7. Police Payroll - The police officer pay is forecast to underspend by £0.4m.

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

4.9. The month pay forecast indicates an average of 1864 FTE officers for the year, which results in an underspend of £0.4m, compared to the budget of 1921 FTE which now includes the precept uplift. The table below shows the movement in the monthly forecast by FTE.

Officer FTE Forecast	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	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	1867.58	1931.58	1930.58	1930.58	1930.58	1930.58	1930.58	1930.58	1930.58	1930.58	1930.58	1921

Officer Forecast (FTE)	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
Month 1	1,844	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850
Month 2	1,844	1,850	1,867	1,854	1,843	1,843	1,837	1,834	1,829	1,826	1,829	1,828	1,840
Month 3	1,844	1,850	1,866	1,851	1,837	1,834	1,827	1,823	1,819	1,816	1,818	1,815	1,833
Month 4	1,844	1,850	1,866	1,850	1,876	1,866	1,855	1,876	1,863	1,873	1,862	1,893	1,864

Variance	Month 3			Month 4		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Police pay, NI & Pension	(2,607)	3,537	930	(2,991)	2,216	(775)
Rent and regional and other allowances	(269)	825	555	(272)	314	42
Collaboration			12			367
<b>Total</b>	<b>(2,876)</b>	<b>4,362</b>	<b>1,497</b>	<b>(3,263)</b>	<b>2,530</b>	<b>(366)</b>

Month 3 restated to include precept officer uplift

4.10. The above calculations show that we are 57 officers under budget which is resulting in a volume underspend of £3.0m (£52.6k per FTE), with a rate overspend of £2.2m relating to officer rates being higher than budgeted. A vacancy factor of 2% is assumed for police officers which is part of the rate variance along with the mix of officers.

4.11. Police staff pay is forecast to be underspent by £2.2m. The staff underspend reflects the vacancy rate being above the 5% target along with a number of vacancies being held pending the implementation of change programmes. The current projection is for the number of staff working in the force to remain under establishment until the end of the financial year, when the predicted number of FTE's is 1694. The table below shows the movement in the monthly forecast by FTE.

4.12. The month 4 pay forecast shows an average of 1675 FTE staff for the year, compared to the average budget of 1823 FTE.

Staff FTE Forecast

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	
	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)	1799.43	1824.74	1824.74	1824.74	1824.74	1824.74	1824.74	1824.74	1824.74	1824.74	1824.74	1824.74	1823

staff Forecast (FTE)

Month 1	1,682	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1699
Month 2	1,682	1,688	1,654	1,642	1,635	1,636	1,631	1,629	1,620	1,617	1,612	1,615	1,615	1638
Month 3	1,682	1,688	1,653	1,656	1,644	1,668	1,678	1,702	1,691	1,695	1,702	1,717	1,717	1681
Month 4	1,682	1,688	1,653	1,649	1,656	1,669	1,675	1,694	1,680	1,680	1,681	1,694	1,694	1675

Variance	Month 3			Month 4		
	Volume £'000	Rate £'000	Total £'000	Volume £'000	Rate £'000	Total £'000
Staff pay, NI & Pension	(4,942)	2,701	(2,241)	(5,208)	2,608	(2,600)
Enhancements	(264)	166	(98)	(274)	(156)	(430)
Holiday Pay Allowance	(28)	(198)	(226)	(29)	(358)	(387)
Collaboration			1,058			1,232
<b>Total</b>	<b>(5,234)</b>	<b>2,669</b>	<b>(1,507)</b>	<b>(5,511)</b>	<b>2,094</b>	<b>(2,185)</b>

4.13. The shortfall of 148 staff FTE's results in a £5.5m volume underspend for pay, NI and pension (£34.9k per FTE), that is being offset by a rate overspend of £2.1m.

4.14. 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.

4.15. Overtime for both officers and staff by department is shown on Appendix D, with officer overtime forecast to overspend by £0.9m and staff overtime forecasting a slight underspend.

4.16. The force police officer overtime working group continues to monitor spend and provide guidance to reduce spend in this area, the tables below show spend for both officer and staff overtime over the past four years.

Police Overtime	Budget £'000	Actual £'000	Variance £'000	Variance %	Average per FTE
2019-20	3,939	4,811	871	22%	2,558
2018-19	4,030	4,270	240	6%	2,241
2017-18	4,232	6,688	2,456	58%	3,417
2016-17	3,839	6,568	2,729	71%	3,516

Staff Overtime	Budget £'000	Actual £'000	Variance £'000	Variance %	Average per FTE
2019/20 exc PCC	1,408	1,349	-59	-4%	816
2019/20 PCC	10	19	9	91%	12
<b>2019/20 total</b>	<b>1,418</b>	<b>1,368</b>	<b>-50</b>	<b>-4%</b>	<b>828</b>
2018/19	1,561	1,454	-107	-7%	882
2017/18	1,641	1,853	212	13%	1,101
2016/17	1,341	1,622	281	21%	

#### 4.17. Agency Costs

4.17.1. Agency is forecasting an overspend of £1.0m. The majority of this relates to additional Divisional Resources, Public Protection are forecasting an overspend for SOLO officers, and there is also a slight overspend on agency costs for implementation of Equip.

#### 4.18. Training & restructuring costs

4.18.1. There is a slight underspend of £0.2m with minimal variances within Joint Operations and People Services.

#### 4.19. Other Staff Costs

4.19.1. There is an overspend in Other Staff Costs of £1.6m relating to ill health pensions £0.2m and £1.1m overspend within Operations relating to Camera Partnership costs and recharges for Gatwick which is offset by an over achievement in income (see 2.5.6. Income).

#### 4.20. Non Pay Budgets

4.20.1. Non pay cost budgets are forecast to be overspent by £1.8m as shown in the table below. These budgets include costs for premises, transport, supplies & services, financing and income.

	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Premises	4,980	3,189	1,791	14,940	9,654	9,566	88
Transport	2,748	1,542	1,207	8,244	5,055	4,661	394
Supplies & Services	11,612	12,166	(554)	34,835	34,037	33,542	495
Financing	(130)	1,064	(1,194)	(391)	4,058	3,191	867
<b>Sub Total</b>	<b>19,210</b>	<b>17,960</b>	<b>1,250</b>	<b>57,629</b>	<b>52,804</b>	<b>50,961</b>	<b>1,844</b>

4.21. Income is forecast to overachieve by £2.6m (see 2.5.5. below). Income budgets relate to government grants, reimbursed services, secondments and mutual aid arrangements with other police Forces. This income is in addition to the main sources of funding from the core policing grant and council tax precept income.



	Year to Date			Annual			
	Actual	Budget	Variance	YTD Annualised Actuals	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income & Grants	(1,301)	(3,283)	1,982	(3,904)	(12,026)	(9,391)	(2,634)
<b>Sub Total</b>	<b>(1,301)</b>	<b>(3,283)</b>	<b>1,982</b>	<b>(3,904)</b>	<b>(12,026)</b>	<b>(9,391)</b>	<b>(2,634)</b>

4.22. Premises

4.22.1. There is a small overspend forecast within Premises of £0.1m which is due to an uplift on consultancy rates relating to Estates & Facilities.

4.23. Transport

4.23.1. There is a forecast overspend of £0.4m within Transport; the majority of which is for projected increased insurance costs.

4.24. Supplies & services

4.24.1. There is a forecast overspend of £0.5m with minimal variances across departments. There is a small overspend forecast of £0.1m within Force Level Ops which is due to increased National Police Air Service charges.

4.25. Financing

4.25.1. There is an overspend of £0.9m forecast relating to borrowing repayments for Building the Future.

4.26. Income

4.26.1. There is an overachievement of income forecast of £2.6m primarily due to increased cost recovery for Camera Partnership and Gatwick recharges.

4.27. Departmental Narrative

This section gives a narrative on the divisions & department with significant variances on appendix A, note the figures relate to delegated budgets only.

- Specialist Crime is forecast to underspend £1.9m primarily due to an underspend forecast in staff pay for under established posts within DFT, Intel and Forensics teams as well as some regionally managed posts filled by Thames Valley and Hampshire.
- Public Protection are forecasting an overspend totalling £0.2m. There is an £0.2m overspend forecast in officer overtime offset by £0.1m underspend in staff pay and a slight overspend in agency costs (£0.1m) relating to SOLO Officers.
- Contact Management are forecasting an overspend of £0.3m within staff salaries.
- Criminal Justice are forecasting an overspend of £0.2m within staff salaries.
- PSD are forecasting an overspend totalling £0.5m; mostly within supplies relating to legal costs for Ops Daphne, Caccini and Orinoco and for DVPO.

- ICT is forecasting an underspend of £0.3m largely due to carrying some staff vacancies.
- Insurance Services are forecasting an overspend £0.3m due a forecast increase in insurance premiums (See 7.1 Risks and 2.5.2 Transport).

## 5. Precept Investment

5.1. The precept investment approved for 2019/20 allowed for the increase in police officers and police staff, the following table represents the forecast position against the precept investment.

	Investment provided	Forecast
<b>Employee Group</b>	FTE	FTE
Police Officers – under strength	25	25
Police Officers - growth	64	27
Police Staff - growth	15	15
PCSO - growth	0	18
Investigator Officers - growth	0	30
<b>Total</b>	<b>104</b>	<b>115</b>

5.2. The police officers under strength 25 was achieved by June 2019 whereas the 64 growth will take longer to achieve so to bolster resources while the recruitment lag is present additional PCSOs and Investigative Officers are being recruited. The Investigative officers are temporary and along with the PCSOs these will be managed down as the police officer numbers increase.

## 6. Savings Performance

6.1. All planned 2019-20 savings were taken at the beginning of the financial year, irrespective of their RAG status. Budget holders unable to make any of these savings are required to detail the reasons in an exception report for consideration and approval. The Strategic Change Board reviews the savings profile over the medium term on an ongoing basis, a summary of the savings schedule is shown in the table below.

	2019/20 Forecast
<b>Financial Confidence RAG Totals</b>	<b>Surrey</b>
<b>Green</b> = on plan & saving will be achieved	2,848
<b>Amber</b> = Some movement to deadline or saving possible	0
<b>Red</b> = Saving figure or timing likely to be subject to change	0
<b>Surplus / Deficit brought forward</b>	
<b>Total Savings Plan</b>	<b>2,848</b>

## 7. Financial Provisions and Reserves Transfers

7.1. A summary of movement between provisions and reserves are shown below.

	Balance at 31 March 2019 £'000	Transfers In 2019-20 £'000	Transfers Out 2019-20 £'000	Balance at 31 July 2019 £'000
<b>Provisions:</b>				
Restructuring Provision	(109)	0	0	(109)
Legal Claims Provision	(721)	0	0	(721)
<b>Total Provisions</b>	<b>(830)</b>	<b>0</b>	<b>0</b>	<b>(830)</b>

	Balance at 31 March 2019 £'000	Transfers In £'000	Transfers Out £'000	Balance at 31 July 2019 £'000
<b>General Fund</b>				
General Fund	(6,812)	(61)	0	(6,873)
<b>Earmarked Reserves:</b>				
Chief Constable Reserve	(571)	0	0	(571)
OPCC Operational Reserve	(500)	0	0	(500)
PCC Estate Strategy Reserve	(2,800)	0	0	(2,800)
Estate Maintenance Reserve	(48)	0	0	(48)
Cost of Change Reserve	(1,443)	0	0	(1,443)
Local Reserve - Corporate Comms	(73)	0	0	(73)
Ill Health/Injury Reserve	(1,718)	0	0	(1,718)
Insurance Reserve	(3,288)	(972)	299	(3,961)
<b>Total Reserves</b>	<b>(17,253)</b>	<b>(1,033)</b>	<b>299</b>	<b>(17,987)</b>

## 8. Treasury Management

8.1. At the end of July £37.1m was held for investment by Surrey County Council under the SLA.

8.2. 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.

8.3. In March 2019, the PCC entered into an external loan with PWLB for £15.6m In order to purchase land for Building the Future.

8.4. All cash balances are lent overnight allowing the flexibility to draw on resources.

## 9. POCA Reserve and Allocations

9.1. 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). The level of this reserve is currently maintained as a contingency to cover one year of salary costs for the Asset Seizure team within the Economic Crime Unit. At 01 April 2019 the reserve balance was £0.8m.

9.2. In-year POCA receipts cover the cost of the Asset Seizure team. Income is received quarterly, to date Nil has been received in year and quarters 3 and 4 for 2018/19 is currently still outstanding.

## 10. Capital & Investments

10.1. The overall capital & investment position is summarised below and detailed at Appendix D.

	Year to Date			Forecast		
	Actual	Budget	Variation Overspend / (Underspend)	Forecast	Annual Budget	Variation Overspend / (Underspend)
	£'000	£'000	£'000	£'000	£'000	£'000
ICT Infrastructure Renewal/Business Continuity	74	360	(286)	580	1,080	(500)
Specific ICT Capital Schemes	61	1,327	(1,266)	3,970	3,983	(13)
Fleet Annual Replacement Schemes	1,249	1,197	52	3,583	3,583	0
Specific Capital Schemes - Operations	28	372	(344)	1,116	1,116	0
Specific Capital Schemes - Local Policing	218	1,242	(1,024)	3,216	3,221	(5)
Specific Capital Schemes - Specialist Crime	78	0	78	1,686	1,686	0
<b>Total: Core Capital Programme</b>	<b>1,708</b>	<b>4,498</b>	<b>(2,790)</b>	<b>14,151</b>	<b>14,669</b>	<b>(518)</b>
Specific Capital Schemes - Estate Strategy	98	1,879	(1,781)	5,654	5,636	18
<b>Overall Total:</b>	<b>1,806</b>	<b>6,377</b>	<b>(4,571)</b>	<b>19,805</b>	<b>20,305</b>	<b>(500)</b>

10.2. The capital budget for 2019/20 was approved by the PCC in February 2019 at £22.8m including capital slippage during 2018/19. The force runs a flexible programme managing schemes over a rolling 2 year period enabling schemes to be brought forward or deferred. During the year agreed budget virements have been processed (including capital carried forward from 2018/19) as set out in the table below, resulting in a revised capital budget of £20.3m (£28.7m over 2 years).

	Original Budget	Budget Virements	Revised Budget
ICT Infrastructure Renewal/Business Continuity	1,080	0	1,080
Specific ICT Capital Schemes	3,666	317	3,983
Fleet Annual Replacement Schemes	3,841	(258)	3,583
Specific Capital Schemes - Operations	176	940	1,116
Specific Capital Schemes - Local Policing	3,155	66	3,221
Specific Capital Schemes - Specialist Crime	320	1,366	1,686
Specific Capital Schemes - Estate Strategy	10,530	(4,894)	5,636
<b>Total Capital</b>	<b>22,768</b>	<b>(2,463)</b>	<b>20,305</b>

10.3. The significant capital projects are ICT and Fleet replacement schemes, Building the Future, Agile Working and Storm-Surrey Contact Centre.

10.4. The annual forecast spend is £19.8m, resulting in a reported underspend of £0.5m.

10.5. Capital expenditure is financed from grants received from the Home Office & other contributions, capital receipts from the sale of assets, and revenue funding. If necessary borrowing can also be used to fund capital expenditure as shown in the table below.

Source of Funding	Total Financing £m	%
Home Office Capital Grant	0.626	3%
Other Grants and Income	0.000	0%
Capital Receipts	7.275	36%
Revenue Funding	3.889	19%
Borrowing	8.515	42%
<b>Total</b>	<b>20.305</b>	<b>100%</b>

## 11. Risks

11.1. The following risks and issues to the Operational Delivery Budget have been identified.

Risk	Mitigation/Update	Owner
The Force continues to experience demand from significant historic cases	Funding has been allocated in 19/20 for Op Igit (Specialist Crime), Op Coledale (Public Protection) and Op Heather.	John Boshier Specialist Crime Jon Savell Public Protection
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 Service Director Finance
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 have been provided for and were £130k higher the originally estimated.	John Boshier Specialist Crime
The Joint Force Property insurer has announced that they are withdrawing from the insurance market. The current policy runs out in September 2019 therefore an accelerated OJEU tender process needs to be carried out to ensure continuity of cover from October 2019.	There is a risk that terms received will be less favourable than current arrangements. However the risk is reasonably low as SEERPIC Property Portfolio represents a good risk, with low claims experience	John Moyles, Service Director, Regional & Financial Development

## 12. Decisions Required

12.1. 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.

12.2. Financial Regulations require the PCC to approve all changes to the capital budget, these changes are shown on Appendix G; there are none for month 4.

## **6. A Force Fit for the Future**

### **Estates Strategy**

Following purchase of a site in Leatherhead in March 2019, a programme team is being established and plans developed to take forward the design and delivery of a new Surrey Police headquarters and operational base.

The new site will become an operational hub housing specialist teams as well as Chief Officers and the senior leadership team, support, corporate functions and training facilities. It will replace the existing Mount Browne HQ and Woking Police Station, in addition to replacing Reigate Police Station as the main Eastern Divisional base. Further sites housing specialist units will also be moved to the new location.

Guildford and Staines police stations will be retained, accommodating Western and Northern Divisional teams. Neighbourhood Policing Teams will continue to operate from all eleven boroughs, including Woking and Reigate.

In addition to ensuring construction of the building within time and budget parameters, the new facility will be required to support a wide range of outcomes related to user experience, ongoing building operation, and economic and environmental sustainability factors. Following consultation with specialist advisors a number of delivery principles have been established that should be adopted to enable focus across the full range of required outcomes throughout the design and build process. A Project Manager with appropriate experience and expertise is currently being recruited to lead the new HQ project, following which a concept architect and specialist support team will be appointed to commence concept design and site master planning. It is anticipated that the new facility will be ready for occupation in 4 to 5 years' time.

The construction project forms part of the Building the Future Programme which is an integrated People, Place and Technology strategy that will transition Surrey Police to new ways of working and provide new working environments that will enable staff to achieve their potential and give the best possible service to the public.

# Appendix A



## FINANCIAL OVERVIEW AS AT JULY 2019

### INCOME AND EXPENDITURE

#### PCC REVENUE BUDGET

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
<b>PCC TOTAL</b>	<b>1,527</b>	<b>702</b>	<b>825</b>	<b>2,044</b>	<b>2,118</b>	<b>(74)</b>

#### FORCE REVENUE BUDGET BY FUNCTION

	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
North Division	1,275	1,123	152	3,536	3,343	193
East Division	1,490	1,245	245	3,976	3,699	277
West Division	1,626	1,506	120	4,574	4,467	107
Specialist Crime Local	464	803	(339)	1,749	3,017	(1,268)
Specialist Crime	5,685	4,091	1,595	12,555	13,155	(600)
Operations Local	(286)	(155)	(131)	(446)	(423)	(23)
Operations	1,534	1,589	(56)	4,463	4,808	(345)
Public Protection	796	936	(140)	3,363	3,140	223
Criminal Justice	2,212	2,463	(251)	7,678	7,488	189
Probationers	0	0	0	0	0	0
Contact Management	5,274	5,045	229	15,725	15,384	340
<b>Sub Total</b>	<b>20,070</b>	<b>18,646</b>	<b>1,424</b>	<b>57,174</b>	<b>58,079</b>	<b>(906)</b>

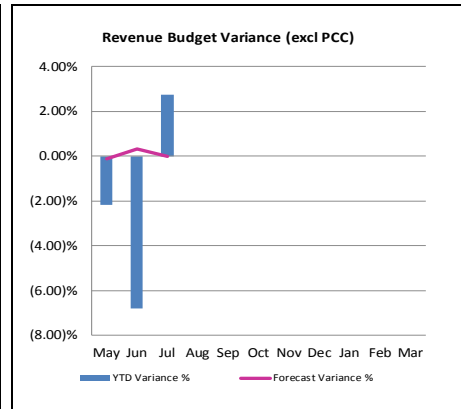
Chief Officers	183	200	(16)	666	604	62
DCC	364	405	(40)	1,222	1,225	(3)
PSD	574	636	(61)	2,424	1,926	498
Corporate Comms	385	441	(55)	1,304	1,339	(34)
Service Quality	829	814	14	2,236	2,484	(248)
Change Programme	330	772	(442)	2,164	2,315	(150)
<b>Sub Total</b>	<b>2,666</b>	<b>3,267</b>	<b>(601)</b>	<b>10,016</b>	<b>9,892</b>	<b>124</b>
IT	6,543	4,930	1,614	14,619	14,948	(330)
Finance	476	306	170	1,118	929	189
Estates & Facilities	6,345	3,676	2,669	11,352	11,050	301
Building the Future Estates	70	141	(71)	85	426	(341)
People Services	2,923	3,519	(596)	10,573	10,681	(108)
Insurance Services	1,779	863	916	2,875	2,591	285
Procurement Services	90	66	24	229	200	29
Transport Service	(13)	605	(618)	1,696	1,796	(101)
Op Symphony/OP Heather	109	164	(55)	330	499	(169)
<b>Sub Total</b>	<b>18,322</b>	<b>14,270</b>	<b>4,052</b>	<b>42,877</b>	<b>43,120</b>	<b>(243)</b>
Central	1,673	4,651	(2,978)	12,116	10,787	1,329
Officer Pay Variance	35,916	35,715	201	110,767	111,132	(366)
<b>FORCE TOTAL</b>	<b>78,646</b>	<b>76,547</b>	<b>2,098</b>	<b>232,949</b>	<b>233,010</b>	<b>(61)</b>

#### REVENUE BUDGET BY COST TYPE

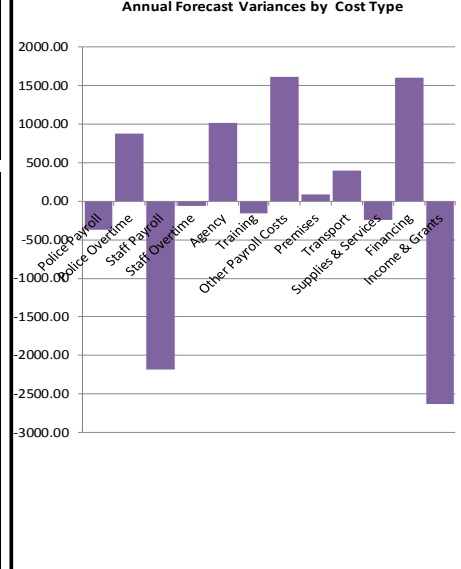
	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Police Payroll	35,916	35,715	201	110,767	111,132	(366)
Police Overtime	1,615	1,325	289	4,811	3,939	872
Staff Payroll	20,622	22,212	(1,590)	66,403	68,589	(2,185)
Staff Overtime	426	407	19	1,349	1,409	(60)
Agency	399	342	57	1,784	769	1,014
Training	474	403	71	1,049	1,210	(161)
Other Payroll Costs	1,286	1,466	(180)	6,007	4,392	1,615
<b>Sub Total</b>	<b>60,738</b>	<b>61,871</b>	<b>(1,133)</b>	<b>192,171</b>	<b>191,441</b>	<b>729</b>
Premises	4,980	3,189	1,791	9,654	9,566	88
Transport	2,748	1,542	1,207	5,055	4,661	394
Supplies & Services	11,245	10,972	273	29,204	29,447	(244)
Third Party	367	1,194	(828)	4,834	4,095	739
Financing	(130)	1,064	(1,194)	4,058	3,191	867
<b>Sub Total</b>	<b>19,210</b>	<b>17,960</b>	<b>1,250</b>	<b>52,804</b>	<b>50,961</b>	<b>1,844</b>
Income & Grants	(1,301)	(3,283)	1,982	(12,026)	(9,391)	(2,634)
<b>Sub Total</b>	<b>(1,301)</b>	<b>(3,283)</b>	<b>1,982</b>	<b>(12,026)</b>	<b>(9,391)</b>	<b>(2,634)</b>
<b>FORCE TOTAL</b>	<b>78,646</b>	<b>76,547</b>	<b>2,098</b>	<b>232,949</b>	<b>233,010</b>	<b>(61)</b>

### INCOME AND EXPENDITURE

#### REVENUE BUDGET VARIANCES



#### Annual Forecast Variances by Cost Type

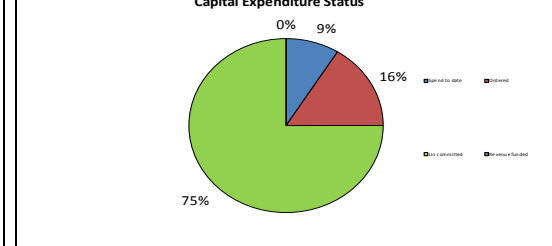


### CAPITAL EXPENDITURE

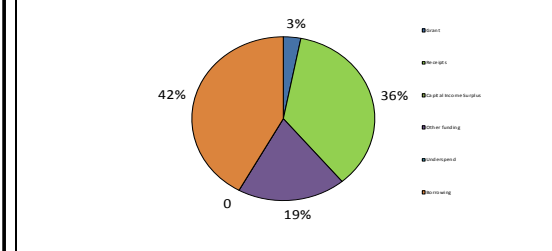
#### PORTFOLIO VARIANCES

Summary Position	Year to Date			Annual		
	Actual	Budget	Variance	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
IT Strategy	134	1,688	(1,554)	4,550	5,063	(513)
Fleet Strategy	1,249	1,197	52	3,583	3,583	0
Estates Strategy	98	1,879	(1,781)	5,654	5,636	18
Other Specific	324	1,614	(1,290)	6,018	6,023	(5)
<b>Total</b>	<b>1,805</b>	<b>6,378</b>	<b>(4,573)</b>	<b>19,805</b>	<b>20,305</b>	<b>(500)</b>

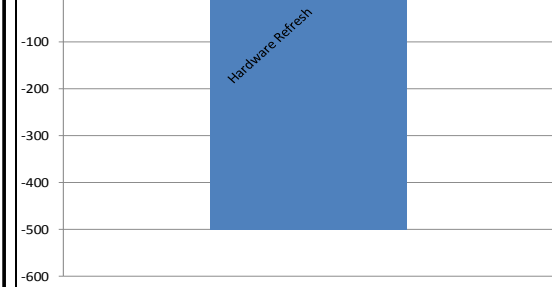
#### Capital Expenditure Status



#### Capital Financing



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

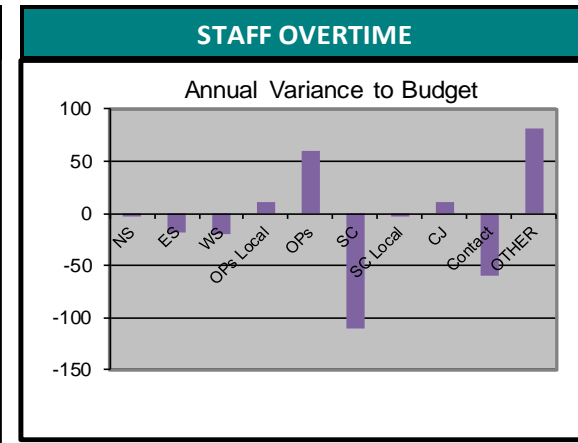
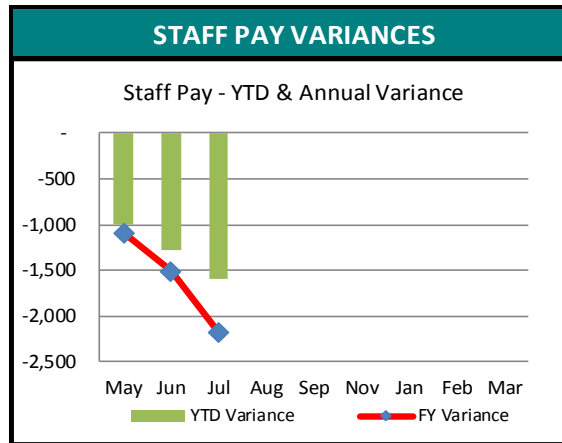
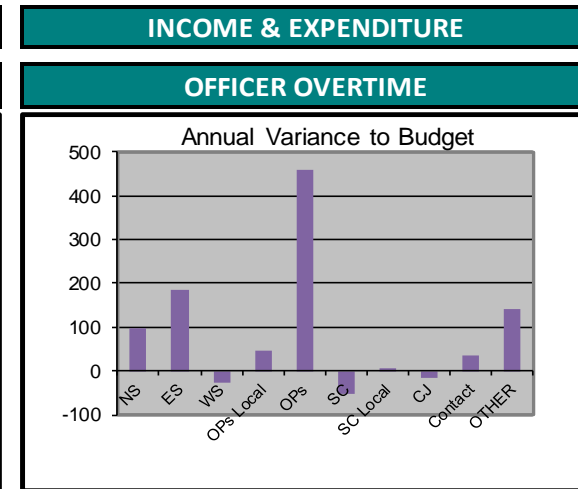
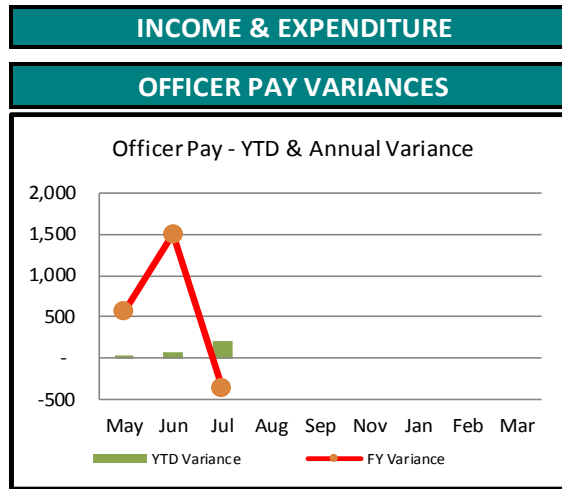
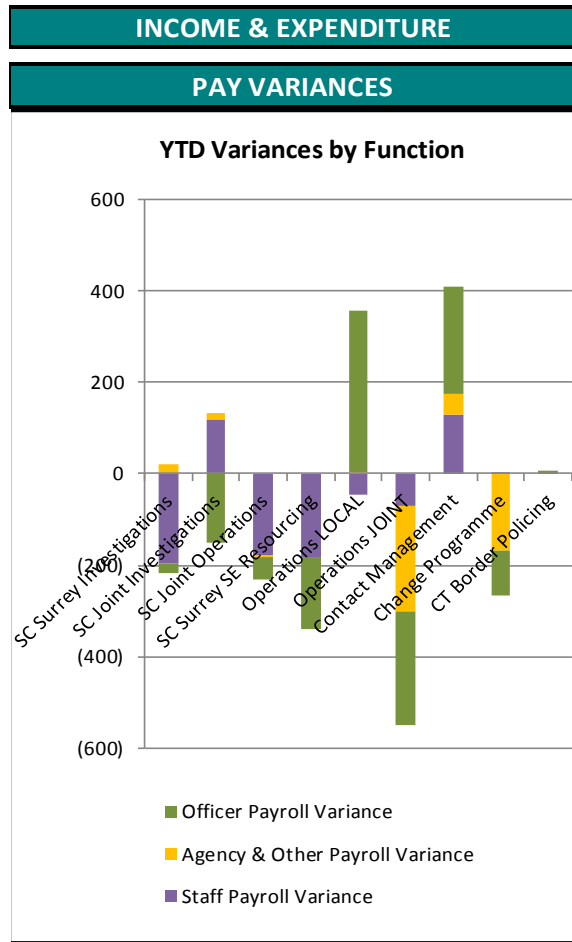




Appendix B



FINANCIAL OVERVIEW AS AT JULY 2019

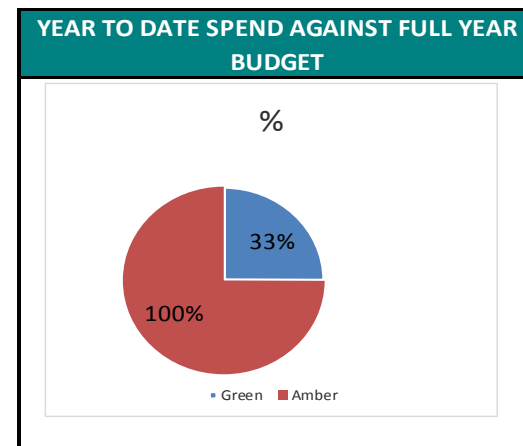
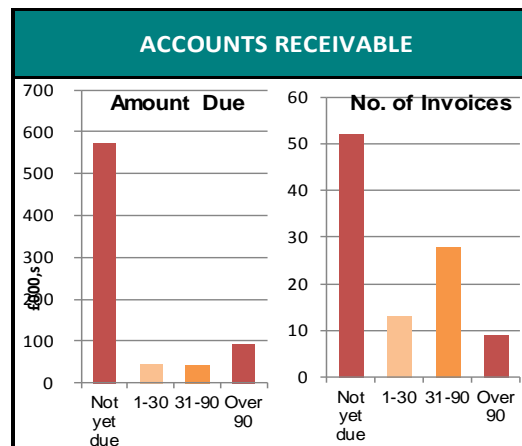
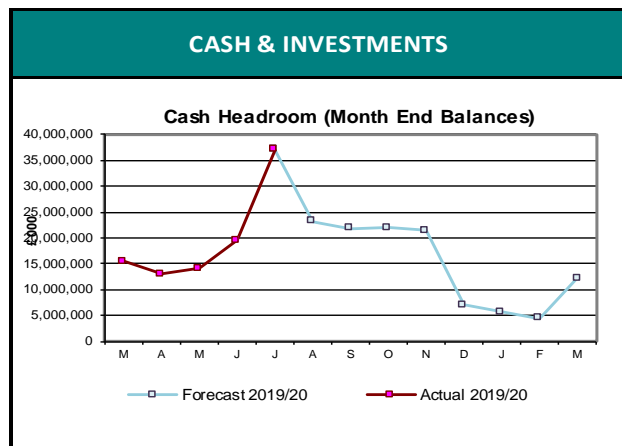
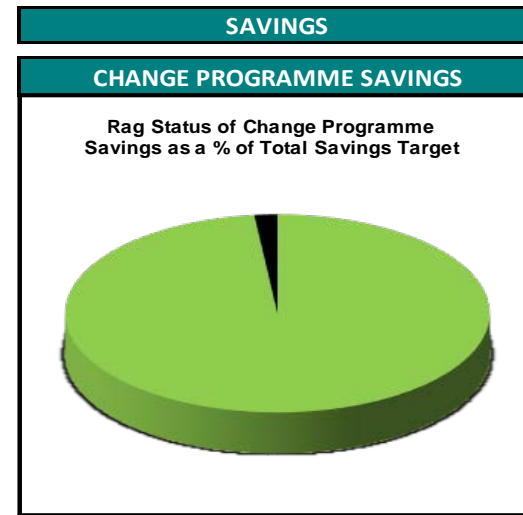
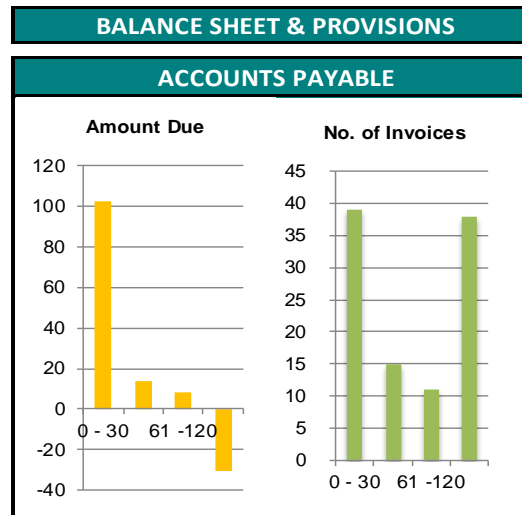


# Appendix C



## FINANCIAL OVERVIEW AS AT JULY 2019

BALANCE SHEET & PROVISIONS			
RESERVES			
	31/03/18	31/07/19	VAR
	£ 000	£ 000	£ 000
General Balances	6,904	6,946	42
Chief Constable Operational Reserve	571	571	(0)
Ill Health Reserve	1,718	1,718	0
Legal Claims Provision	1,082	975	(107)
Estate Maintenance Reserve	48	48	0
OPCC Operations Reserve	500	500	0
PCC Estate Strategy Reserve	2,800	2,800	0
Cost of Change Reserve	1,443	1,443	0
Local Reserve - Corporate Comms	73	73	0
Restructuring Provision	109	109	0
Insurance Fund	2,927	3,706	779
Bad Debt	78	76	(2)
<b>TOTAL</b>	<b>18,253</b>	<b>18,965</b>	<b>712</b>



Appendix D  
Overtime by Division/Department



Surrey Overtime Report - July 2019

Surrey & Sussex  
Policing Together

Service Area	OFFICERS				STAFF			
	Budget	Year End Forecast	Variance	Variance %	Budget	Year End	Variance	Variance %
	£ 000	£ 000		£ 000	£ 000	£ 000	%	
NS - NORTH SURREY	652	748	96	15%	51	48	(3)	-5%
ES - EAST SURREY	742	926	184	25%	61	43	(18)	-29%
WS - WEST SURREY	825	800	(26)	-3%	66	46	(20)	-30%
SC - SPECIALIST CRIME - NON COLLABORATION	6	5	(1)	-13%	13	11	(2)	-18%
SC - SPECIALIST CRIME - COLLABORATION	564	512	(52)	-9%	221	110	(111)	-50%
OP - OPERATIONS - NON COLLABORATIVE	149	181	32	22%	16	20	4	23%
OP - OPERATIONS	613	658	45	7%	19	31	11	59%
FORCE OPS PLANNING-NON COLLABORATION	8	435	428	5622%	0	56	56	0%
CJ - CRIMINAL JUSTICE AND CUSTODY	96	80	(16)	-17%	106	117	10	10%
PREVENT	0	6	6	0%	0	0	0	0%
DEDICATED SECURITY POSTS	0	13	13	0%	0	0	0	0%
CU - CENTRAL UNIT	7	43	36	549%	605	545	(60)	-10%
DC - DCC	1	1	(0)	-8%	0	2	2	0%
AC - ACPO	3	8	5	156%	1	1	(0)	0%
ACPO COLLABORATION	0	0	0	0%	0	0	0	0%
AU -PCC for Surrey	0	0	0	0%	10	19	9	91%
CC-CORPORATE COMMUNICATIONS	0	0	0	0%	12	9	(3)	-25%
PB-PUBLIC PROTECTION	117	291	174	150%	32	79	47	146%
SQ-SERVICE QUALITY	0	0	0	0%	62	47	(15)	-25%
SPECIALS	0	1	1	0%	1	2	2	359%
OP HEATHER	0	1	1	0%	25	5	(19)	-78%
ESTATES & FACILITIES	0	0	0	0%	44	54	11	24%
JOINT TRANSPORT SERVICES-NON COLLABARATION	0	0	0	0%	1	21	20	1840%
JOINT FINANCE SERVICES	0	0	0	0%	2	1	(1)	-47%
JOINT INSURANCE SERVICES-NON COLLABORATION	0	0	0	0%	0	0	0	0%
JOINT TRANSPORT SERVICES	0	0	0	0%	0	0	0	0%
JOINT PROCUREMENT SERVICES	0	0	0	0%	0	0	0	0%
JOINT INSURANCE SERVICES	0	0	0	0%	0	0	0	0%
PSD-COLLABORATION	0	0	0	0%	0	3	3	0%
SURREY CHANGE PROGRAMME	0	(0)	(0)	0%	(1)	0	0	-11%
FN - FINANCE & SERVICES	0	0	0	0%	0	0	0	0%
PEOPLE SERVICES - JOINT	0	0	0	0%	0	12	12	0%
SECONDMENTS	0	0	0	0%	0	0	0	0%
PEOPLE SERVICES	145	86	(58)	-40%	5	13	8	171%
IC - INFORMATION & COMMUNICATION TECHNOLOGY	0	1	1	0%	34	44	10	29%
IT digital	0	0	0	0%	0	0	(0)	0%
PF - PROFESSIONAL STANDARDS	13	15	2	16%	29	27	(2)	-6%
SG - FORCE IMPROVEMENT	0	0	0	0%	2	2	0	0%
Corporate Central Costs	0	0	0	0%	0	0	(0)	0%
SUSPENSE	0	0	0	0%	0	0	0	0%
<b>TOTAL</b>	<b>3,939</b>	<b>4,811</b>	<b>871</b>	<b>22%</b>	<b>1,418</b>	<b>1368</b>	<b>(50)</b>	<b>-3.51%</b>

Appendix E

Capital Budget Position at 31 July 2019 **no variance column**

Scheme	Actual Spend YTD Apr-19-Jul-19	Profiled Budget Apr-19-Jul-19	Profiled Budget YTD Variance	Total 19-20 Budget	Full Year Forecast	Total Budget for 2020/21	Total 2 Year Budget
<b>ICT Infrastructure Renewal / Business Continuity</b>							
Hardware Refresh	0	233,332	(233,332)	700,000	200,000	0	700,000
Networks / Cabling	23,046	33,332	(10,286)	100,000	100,000	0	100,000
Network Storage	0	33,332	(33,332)	100,000	100,000	0	100,000
Infrastructure & Networks	38,458	33,332	5,126	100,000	100,000	0	100,000
Wireless	12,000	26,668	(14,668)	80,000	80,000	0	80,000
<b>Sub-Total</b>	<b>73,504</b>	<b>359,996</b>	<b>(286,492)</b>	<b>1,080,000</b>	<b>580,000</b>	<b>0</b>	<b>1,080,000</b>
<b>Specific ICT Capital Schemes</b>							
Firewall and Security Devices	1,121	38,332	(37,211)	115,000	115,000	0	115,000
Telephony	5,990	50,000	(44,010)	150,000	150,000	0	150,000
IL4 Remediation (Collaboration)	0	22,668	(22,668)	68,000	68,000	0	68,000
Mobile Data Terminals - Refresh	36,468	36,000	468	108,000	108,000	0	108,000
Digital Enablement 2	0	60,000	(60,000)	180,000	180,000	0	180,000
WINDOWS 10	5,145	328,668	(323,523)	986,000	986,000	0	986,000
Planned Server Replacement	12,335	23,828	(11,493)	71,480	83,815	0	71,480
Office 365 Planning & Pre-implementation	0	123,668	(123,668)	371,000	371,000	0	371,000
ARK Infrastructure	0	8,332	(8,332)	25,000	0	0	25,000
Private & Public Cloud	0	37,668	(37,668)	113,000	113,000	0	113,000
Exchange Backup (Altavaut)	0	12,748	(12,748)	38,241	38,241	0	38,241
DEMS / DAMS	0	248,000	(248,000)	744,000	744,000	0	744,000
SAN Switch Fabric Refresh	0	30,000	(30,000)	90,000	90,000	0	90,000
NSX for vSphere	0	30,000	(30,000)	90,000	90,000	0	90,000
Datacentre Improvements	0	10,000	(10,000)	30,000	30,000	0	30,000
Additional HyperV Node	0	6,668	(6,668)	20,000	20,000	0	20,000
SUN M5000 Hardware Refresh	0	7,668	(7,668)	23,000	23,000	0	23,000
Network Monitoring Tool	0	20,000	(20,000)	60,000	60,000	0	60,000
Server 2008 Refresh/Migration	0	33,332	(33,332)	100,000	100,000	0	100,000
Agile Hardware	0	200,000	(200,000)	600,000	600,000	0	600,000
IT Developments (unallocated)	0	0	0	0	0	2,245,013	2,245,013
<b>Sub-Total</b>	<b>61,059</b>	<b>1,327,580</b>	<b>(1,266,521)</b>	<b>3,982,721</b>	<b>3,970,056</b>	<b>2,245,013</b>	<b>6,227,734</b>
<b>Fleet Annual Replacement Schemes</b>							
Vehicle Replacement	1,032,868	761,288	271,580	2,276,862	2,276,862	0	2,276,862
Fleet Equipment	0	159,668	(159,668)	479,000	479,000	0	479,000
Vehicle Telemetry	216,330	210,856	5,474	632,565	632,565	0	632,565
Operations Command Equipment	0	65,000	(65,000)	195,000	195,000	0	195,000
<b>Sub-Total</b>	<b>1,249,198</b>	<b>1,196,812</b>	<b>52,386</b>	<b>3,583,427</b>	<b>3,583,427</b>	<b>0</b>	<b>3,583,427</b>
<b>Specific Capital Schemes - Estates Strategy</b>							
Building the Future	15,329	1,000,000	(984,671)	3,000,000	3,015,329	5,530,231	8,530,231
Divisional Estates' Strategy	2,664	0	2,664	0	2,664	0	0
Air Conditioning	0	66,668	(66,668)	200,000	200,000	0	200,000
Former Section House Scheme	(5,695)	100,000	(105,695)	300,000	300,000	0	300,000
Estates' Strategy - Environmental	4,318	40,508	(36,191)	121,520	121,520	0	121,520
Agile Working Developments	81,442	600,656	(519,214)	1,801,968	1,801,968	0	1,801,968
Electric Vehicle Infrastructure	0	2,000	(2,000)	5,993	5,993	0	5,993
Niche Evidential Property	0	68,780	(68,780)	206,338	206,338	0	206,338
<b>Sub-Total</b>	<b>98,058</b>	<b>1,878,612</b>	<b>(1,780,554)</b>	<b>5,635,819</b>	<b>5,653,812</b>	<b>5,530,231</b>	<b>11,166,050</b>
<b>Specific Capital Schemes - Operations</b>							
ANPR	59,155	68,792	(9,637)	206,379	206,379	0	206,379
Taser Replacement and Uplift	0	133,588	(133,588)	400,761	400,761	0	400,761
Drone Replacement	(31,149)	2,952	(34,101)	8,851	8,851	0	8,851
Camera Partnership	0	166,668	(166,668)	500,000	500,000	0	500,000
<b>Sub-Total</b>	<b>28,006</b>	<b>372,000</b>	<b>(343,994)</b>	<b>1,115,991</b>	<b>1,115,991</b>	<b>0</b>	<b>1,115,991</b>
<b>Specific Capital Schemes - Local Policing</b>							
ICCS	0	0	0	40,950	40,950	0	40,950
ESN- Hardware & Infrastructure	0	0	0	500,000	500,000	0	500,000
ESN-Devices	0	0	0	155,000	155,000	345,000	500,000
Queue Buster 101	7,315	8,285	(970)	24,855	32,170	0	24,855
Storm-Surrey Contact Centre	210,778	1,233,332	(1,022,554)	2,500,000	2,487,715	0	2,500,000
<b>Sub-Total</b>	<b>218,093</b>	<b>1,241,617</b>	<b>(1,023,524)</b>	<b>3,220,805</b>	<b>3,215,835</b>	<b>345,000</b>	<b>3,565,805</b>
<b>Specific Capital Schemes - Specialist Crime</b>							
HTCU & POLIT Infrastructure Remediation	72,761	0	72,761	20,000	19,603	0	20,000
Digital Forensics	0	0	0	337,020	337,020	0	337,020
Specialist Crime Capabilities Programme	4,916	0	4,916	75,203	75,203	0	75,203
SEROCU Western Hub	0	0	0	1,154,215	1,154,215	0	1,154,215
POLIT Workstations	0	0	0	100,000	100,000	0	100,000
<b>Sub-Total</b>	<b>77,677</b>	<b>0</b>	<b>77,677</b>	<b>1,686,438</b>	<b>1,686,041</b>	<b>0</b>	<b>1,686,438</b>
<b>Total Schemes</b>	<b>1,805,594</b>	<b>6,376,617</b>	<b>(4,571,023)</b>	<b>20,305,201</b>	<b>19,805,161</b>	<b>8,120,244</b>	<b>28,425,445</b>
Unallocated - Budget Only		0	0	0	0	287,085	287,085
<b>Overall Total</b>	<b>1,805,594</b>	<b>6,376,617</b>	<b>(4,571,023)</b>	<b>20,305,201</b>	<b>19,805,161</b>	<b>8,407,329</b>	<b>28,712,530</b>

Appendix F

Revenue Virements

Between £0.1m and £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M4	99,140	Perm	North Surrey	Ops Local	Casulty reduction officers(HB)
M4	99,140	Perm	East Surrey	Ops Local	Casulty reduction officers(HB)
M4	99,140	Perm	West Surrey	Ops Local	Casulty reduction officers(HB)
M4	160,521	Perm	ACPO (Local)	SURREY CHANGE PROGRAMME	ACPO Local/ACPO Joint

Greater than £0.5m

Month	Amount	Perm/ Temp	From	To	Description
M4	594,840	Perm	Operations (Local)	OC/OJ/PL-Operation Planning and Support	501,572 and 562 virement(AH)

**Appendix G**  
Capital Virements

No virements to report for month 4

## **Appendix H**

### 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

**Recommendation(s)/Future Activity:** The Police and Crime Commissioner is asked to note the contents.

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**Risks:** Performance risks are addressed through the Force Performance Board chaired by the T/Deputy Chief Constable.

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**Attachments/ Background Papers:** Force Balance Scorecard

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