

Police and Crime Board, 2nd August 2017, 13:00-17:00

Venue: OPCC Meeting Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Head of Commissioning and Partnerships**
- **Strategic Planning and Performance Officer**

To support the carrying out of the PCC's statutory functions including overseeing delivery of the Police and Crime Plan, being the forum for formal decision making by the PCC and otherwise allowing for the PCC to scrutinise the work, performance, key projects and budget of the Constabulary and other partners.

AGENDA

1. Apologies

2. Minutes and Actions

3. Performance against Police and Crime Plan (Focus on Strategic Priority 1 – Protect the Most Vulnerable from Harm)

- a. Performance Overview
- b. Mental Health and Hate Crime
- c. Communications Centre SDA

4. Chief Constable's Update (any risks or issues that the Chief Constable wishes to raise)

5. Key Organisational Risks and Issues

6. HR

- a. Quarterly Report
- b. Establishment

7. Major Projects

- a. Strategy & Transformation Portfolio Highlight Report
- b. Service Redesign & Development Programme
- c. Infrastructure Programme
- d. Digital Programme
- e. Verbal Updates

8. Planned Scrutiny: Finance

- a. 2017/18 Q1 Financial Performance Report
- b. Review of Capital Programme – 2017/18 to 2021/22

9. Joint Audit Committee Update (update from the Joint Audit Committee and items PCB wishes to refer to the Joint Audit Committee)

10. A.O.B

- a. Police and Crime Plan Refresh
- b. Police and Crime Act Options (Complaints)
- c. Spit Guards

11. Publication (agree any items for publication other than the Minutes and Decision Notices)

Date of the Next Meeting: 1st September 2017, 13:00 – 17:00

MEETING: Police and Crime Board	Date: 2 nd August 2017	Agenda No
DEPARTMENT: Finance and Business Services	AUTHOR: Nick Adams	8a
NAME OF PAPER: 2017/18 Q1 Financial Performance Report		COG Sponsor: Julian Kern

1. PURPOSE OF REPORT AND BACKGROUND

The purpose of this report is to provide an update on the revenue budget and capital programme performance against the plan for 17/18. The attached Appendices A and B includes details of the outturn revenue position as at 30th June 2017, and Appendices C and D provide more detailed information about overtime spend against budget, Appendix E provides the position in relation to the delivery of savings, and Appendix F provides the forecast position for the capital programme. These are then summarised in our dashboard format at Appendix G, alongside other key financial performance information.

2. EXECUTIVE SUMMARY

Our revenue position is **forecasting an underspend of £1.16m/0.4% by the end of the financial year.** Of this, an overspend of £1.05m/0.4% relates to the performance against Constabulary managed budgets, and an underspend of £0.11m/2.3% relates to the performance against PCC managed budgets.

We should expect that this forecast will change as we progress through the year. The current forecast for both officers and staff does not currently project significant staff turnover during the course of the year, recognising therefore that we will benefit from vacancies being filled, but will not substantially see new vacancies being created through leavers. Being able to identify a meaningful expectation of staff leaving as well as new staff joining will be a focus for us in preparing our forecasts at Q2.

Despite the (optimistic) tightening of the pay position, we are not at this stage forecasting a significant reduction in the trend of needing to overspend on overtime, with forecasts on this set to sustain the current trend seen across Q1. In light of the potentially optimistic forecasts for pay, this might be an accurate assumption to make, however at present the two forecasts do not appear to immediately complement one another.

We also need to acknowledge that current forecasts assume a pay award of 1.0% with effect from 1st September 2017. Indications are that the actual award might be higher than this, and if not matched through additional income, then the cost of this would clearly impact upon our forecast position. If, for example, a pay award of 2% were agreed, this would cost £2.4m extra for a full-year, which when pro-rated over 7 months would reverse the current underspend position.

The net forecast position includes the following highlights:-

- Police officer pay and allowances are forecasting to underspend by £1.8m/1.4%, but officer overtime is forecasting to overspend by £1.2m/32.0% - creating a **combined forecast underspend of £0.6m on police officers.** Police officer pay underspends are predominantly focussed in Patrol (£0.6m/1.1%), Investigations (£1.1m/5.1%), CTSO (£0.8m/77.3%), and Officer & Staff Allowances (£0.8m/49.1%), offset by overspends in Neighbourhood Policing (£0.4m/2.8%), Business Improvement (£0.1m/14.5%), Intelligence & Tasking (£0.3m/5.6%), and Operations (£0.6m/10.7%). Police Officer overtime overspends are largely falling in Operations (£0.4m/204.8%), Investigations (£0.3m/67.5%), Intelligence & Tasking (£0.2m/166.6%), and Tri-Force (£0.3m/82.4%);
- Staff pay and allowances are forecasting to underspend by £0.34m/0.5%, but staff overtime is forecasting to overspend by £0.32m/32.6% - creating a **combined forecast underspend of £0.02m on staff.** Staff pay includes a number of overspending areas, including Command & Control

(£0.5m/4.8%), Business Improvement (£0.4m/18.6%), Finance & Business Services (£0.1m/6.4%), Pensions (£0.2m/7.2%), offset by underspends in Neighbourhood Policing (£0.4m/41.3%), Detainee Investigation Support (£0.2m/5.6%), Criminal Justice (£0.2m/2.6%), Intelligence & Tasking (£0.6m/8.6%), Officer & Staff Allowances (£0.2m/73.2%), and in our Strategy & Transformation (£0.2m/9.0%). Police Staff overtime overspends are occurring in Investigations (£0.1m/1,065%), Transport (£0.1m/111.3%), and Criminal Justice (£0.1m/81.1%);

- PCSO pay and allowances are forecasting to underspend by £0.2m/1.9% across our Neighbourhood Policing areas;
- Other Supplies and Services costs are forecast to underspend by £0.2m/1.7% which is a consequence of a number of areas of over and underspending;
- Supplies and Services – Communications and Computing Costs are forecast to underspend by £0.5m/4.5% as a consequence on a number of items in Technology services such as licences £0.2m, savings on support costs £0.3m, £0.2m on Regional Storm but slightly offset by an extra £0.1m in QlikSense Licences;
- Partnership costs are forecast to overspend by £0.3m/1.5%, with overspends in our regional CTSFO collaboration. This recognises budgets were put against pay, and need to be adjusted – we expect this adjustment to have been made by Q2;
- Our savings balance stands at £0.4m as at the end of Q1, with the outstanding balance to be transferred to achieve a balanced budget position;
- Income is forecasting to marginally over-achieve budget by £0.6m/2.7%, this is due to a number of areas such as Hinkley Point, Mental Health, LRF, NPAS & Football Matches;

The capital programme is forecasting **£24.9m of expenditure** this financial year, which reflects 86.6% of our plan. This forecast reflects current uncertainties around future digital investments, and the need to agree a revised estate strategy and plan. We would expect a lot of this uncertainty to have been lifted by the end of Q2 allowing us to revise our plan, and ensure future capital programmes are reflective of our intentions and ambitions.

3. PART ONE – 17/18 REVENUE BUDGET PERFORMANCE

An underspend of **£1.16m/0.4%** is forecast at the end of Q1 of the 17/18 financial year.

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Employee Costs	225,744	53,599	23.7%	225,371	(374)	(0.2%)
Non-Employee Costs	68,339	17,604	25.8%	67,793	(546)	(0.8%)
Savings Target	(667)	(240)		(240)	427	
Income	(20,706)	(5,909)	28.5%	(21,262)	(557)	(2.7%)
CONSTABULARY SUB-TOTAL	272,710	65,054	23.9%	271,661	(1,049)	(0.4%)
Miscellaneous & Grants	0	(212)		0	0	
CONSTABULARY TOTAL	272,710	64,842	23.8%	271,661	(1,049)	(0.4%)
OPCC	1,354	274	20.2%	1,351	(3)	(0.3%)
Commissioning	3,488	(7)	0%	3,380	(108)	(3.1%)
TOTAL	277,552	65,109	23.5%	276,392	(1,160)	(0.4%)

The above reflects the subjective position presented, which is supported by more detail provided at Appendix A. The remainder of part one will focus on the management structure presentation of our budget, which is shown in more detail at Appendix B.

NEIGHBOURHOOD & PARTNERSHIP

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Neighbourhood Policing	26,762	6,302	23.54%	26,571	(191)	(0.7%)
Road Safety	290	168	57.93%	315	25	8.6%
Offender Management	4,836	1,091	22.55%	4,694	(142)	(2.9%)
Victims and Safeguarding	4,038	1,056	26.15%	3,921	(116)	(2.9%)
NEIGHBOURHOOD & PARTNERSHIP	35,926	8,616	23.98%	35,501	(424)	(1.2%)

During the first quarter of the year we have consumed 23.98% of Neighbourhood & Partnership budgets. We're forecasting an underspend of £0.4m/1.2% by the end of the financial year. Highlights from this area of the budget include:-

- **Neighbourhood Policing** – an underspend of £0.2m/0.7% is forecast. This is largely a consequence of underspends on police staff pay and allowances (£0.4m/41.3%), over achievement of income (£0.2m/19.0%) at Hinckley Point which may need to be removed to reserves and the forecast adjusted and PCSO pay and allowances (£0.2m/1.9%), offset by overspends on officer pay and allowances (£0.4m/2.8%) due to no vacancies to achieve top slice and transport (£0.1m/135.1%) which should be reviewed to try and reduce on-going transport costs;
- **Offender Management** – an underspend of £0.1m/2.9% is forecast. This is largely a consequence of underspends on police officer pay and allowances (£0.1m/2.2%) due to vacancies and over achievement of income on mental health income (£0.1m/65.3%);
- **Victims & Safeguarding** – an underspend of £0.1m/2.9% is forecast. This is largely a consequence of underspends on police staff pay and allowances (£0.07m/2.1%) and supplies & services (£0.06m/110.4%) due to an over accrual of Tesco personal alarms.

RESPONSE

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Command and Control	17,389	4,458	25.64%	17,995	606	3.5%
Patrol	50,232	12,170	24.23%	49,714	(518)	(1.0%)
Detainee Investigation Support	6,105	1,472	24.11%	6,016	(89)	(1.5%)
TOTAL RESPONSE	73,727	18,101	24.55%	73,725	(1)	(0.0%)

During the first quarter of the year we have consumed 24.6% of our Response budgets. We're forecasting a near breakeven by the end of the financial year. Highlights from this area of the budget include:-

- **Command & Control** – an overspend of £0.6m/3.5% is forecast. This is the net result of a forecast overspend on police staff pay and allowances (£0.7m/4.8%) although the forecast includes filling vacancies and therefore not achieving the top slice but does not anticipate leavers over the same period, offset by an underspends on police staff overtime (£0.1m/26.7);
- **Patrol** – an underspend of £0.5m/1.0% is forecast. This forecast is entirely driven by underspends against officer pay and allowances budgets (£0.6m/1.1%). The only reason for this is vacancies however this is estimated to reduce considerably after Q1 with more than two thirds of the underspend incurred in Q1, again the vacancies are estimated to fill but no leavers included over the period;
- **Detainee Investigations** - an underspend of £0.1m/1.5% is forecast. This is purely down to an underspend on staff pay and allowances and similarly to the other areas in response are expected to be filled over the remainder of the year.

OPERATIONAL SUPPORT

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Criminal Justice	11,845	3,531	29.81%	11,728	(116)	(1.0%)
Business Improvement	2,944	897	30.47%	3,437	493	16.7%
Operations	7,369	1,917	26.01%	8,218	850	11.5%
Operations Major Incidents	242	56	23.24%	242	0	0.0%
Intelligence and Tasking	12,854	2,896	22.53%	12,773	(81)	(0.6%)
OPERATIONAL SUPPORT	35,254	9,297	26.37%	36,399	1,145	3.2%

During the first quarter of the year we have consumed 26.4% of our Operational Support budgets. We're forecasting an overspend of £1.1m/3.2% by the end of the financial year. Highlights from this area of the budget include:-

- **Criminal Justice** – an underspend of £0.1m/1.0% is forecast. This is the result of underspends in police staff pay and allowances (£0.2m/2.6%) an over achievement of speed enforcement income of (£0.06m/1.4%), partly offset with overspends on police staff overtime (£0.1m/81.1%);
- **Business Improvement** – an overspend of £0.5m/16.7% is forecast. This is entirely due to the department being over established on officers and staff;
- **Operations** – an overspend of £0.9m/11.5% is forecast. This is the net result of an overspend on police officer pay and allowances (£0.6m/10.7%) with over establishment posts while officers wait to be posted, police officer overtime (£0.4m/204.8%) due to the policing of football events, this is offset by an over achievement of income (£0.3m/27.3%) due to local football events and UEFA;
- **Intelligence & Tasking** – an underspend of £0.1m/0.6% is forecast. This is predominantly the result of an overspend on police officer pay and allowances (£0.3m/5.6%), police officer overtime (£0.2m/166.6%), offset by an underspend on police staff pay and allowances (£0.6m/8.6%), which is only forecast to fill half of the vacant posts by the end of the year.

INVESTIGATION

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Investigation	24,220	5,844	24.13%	23,714	(505)	(2.1%)
Investigation Major Incidents	758	187	24.66%	758	0	0.0%
INVESTIGATION	24,978	6,030	24.14%	24,472	(505)	(2.0%)

During the first quarter of the year we have consumed 24.1% of our Investigation budgets. We're forecasting an underspend of £0.5m/2.0% by the end of the financial year. Highlights from this area of the budget include:-

- **Investigation** – an underspend of £0.5m/2.1% is forecast. This is the result of underspends in police officer pay and allowances (£1.1m/5.1%) due to very high vacancies, partly offset with overspends on police officer overtime (£0.3m/67.5%), police staff pay and allowances (£0.1m/3.4%) and police staff overtime (£0.1m/1065.2%) and some small overspends on transport which may need moving to major incidents and supplies & services;

COLLABORATION

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Tri-Force Specialist Operations	11,210	2,809	25.06%	11,210	0	0.0%
Scientific Investigations	6,524	16	0.25%	6,588	64	1.0%
Major Crime Investigations	4,646	1,122	24.16%	4,476	(170)	(3.7%)
South West ROCU	2,350	2,331	99.21%	2,331	(18)	(0.8%)
Special Branch	1,080	266	24.62%	1,061	(19)	(1.7%)
Black Rock	721	0	0.00%	721	0	0.0%
Counter Terrorism Specialist Firearms	818	116	14.19%	628	(190)	(23.3%)
COLLABORATION	27,348	6,660	24.35%	27,015	(333)	(1.2%)

During the first quarter of the year we have consumed 24.4% of our Collaboration budgets. We're forecasting an underspend of £0.3m/1.2% by the end of the financial year. Highlights from this area of the budget include:-

- **Major Crime Investigation** – an underspend of £0.2m/3.7% is forecast. This is the result of vacancies within the unit;
- **Counter Terrorism Specialist Firearms** – an underspend of £0.2m/23.3% is forecast. This is the result of 9 vacancies within the unit, 3 will be filled as soon as officers are released in Wilts/Glos and the remaining 6 after the October SFO course ;

ENABLING SERVICES

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Chief Officers and Staff Office	1,847	559	30.29%	1,808	(40)	(2.2%)
Southwest One Unitary Charge	9,182	4,042	44.02%	9,062	(120)	(1.3%)
Estates	11,131	2,759	24.78%	11,088	(42)	(0.4%)
Technology Services	8,797	3,225	36.66%	8,263	(534)	(6.1%)
Transport Services	4,519	1,255	27.78%	4,606	87	1.9%
Professional Standards	1,488	399	26.81%	1,525	37	2.5%
Human Resources	3,411	142	4.15%	3,481	71	2.1%
Occupational Health & Safety	758	209	27.50%	919	160	21.2%
Corporate Learning & Development	4,823	1,206	25.00%	5,000	177	3.7%
Staff Associations and Support Groups	610	125	20.58%	527	(82)	(13.5%)
Strategy & Transformation	3,616	607	16.79%	3,403	(213)	(5.9%)
Corporate Information Management	943	210	22.24%	934	(9)	(1.0%)
Corporate Communications	828	197	23.77%	831	3	0.4%
Legal Services	714	236	33.00%	720	6	0.8%
Corporate Services	4,271	72	1.69%	4,235	(36)	(0.8%)
Finance and Business Services	3,738	878	23.50%	3,732	(6)	(0.2%)
ENABLING SERVICES	60,677	16,120	26.57%	60,135	(542)	(0.9%)

During the first quarter of the year we have consumed 26.6% of our Enabling Services budgets. We're forecasting an underspend of £0.5m/0.9% by the end of the financial year. Highlights from this area of the budget include:-

- **Technology Services** – an underspend of £0.5m/6.1% is forecast. This is predominantly the result of underspends on communications and computing costs (£0.5m/86.2%) due to reduction in licences £185k, savings on support costs £289k, delay in Regional Storm support £171k but partly reduced by £120k required for QlikSense licences;

- **Occupational Health & Safety** – an overspend of £0.16m/21.2% is forecast. This is due to overspends on indirect employee expenses relating to Direct Medical Intervention budget and the £70k savings still to be found that the department committed to;
- **Corporate Learning & Development** – an overspend of £0.18m/3.7% is forecast. This overspend relates to staff and officer budgets, £32k overspend on transport due to mileage claims from specials and an under achievement expected on income.
- **Strategy & Transformation** – an underspend of £0.2m/5.9% is forecast. See section below for a fuller explanation of the elements that make up this variance;

CENTRAL COSTS

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Pensions	9,740	2,547	26.15%	10,085	344	3.5%
Officer & Staff Allowances	3,463	119	3.44%	2,404	(1,059)	(30.6%)
Central Costs (inc unadjusted savings)	1,125	(2,601)	-231.19%	1,077	(48)	(4.3%)
Central Savings	(597)	(240)	40.19%	(240)	357	(59.8%)
Student Officers	1,071	403	37.68%	1,088	18	1.6%
CENTRAL COSTS	14,801	228	1.54%	14,414	(387)	(2.6%)

This area of the budget covers a number of different aspects of our costs, including where we make adjustments to reflect the draw down against reserves to temporarily fund spend elsewhere within the budget. The YTD position is impacted by the planned drawdown against reserves which is explained below. The forecast shows an underspend, as explained.

- **Officer and Staff Allowances** – an underspend of £1.1m/30.6% is forecast, however this consists of £742k NI for allowances, £95k for Housing & TRA, £20k standby and £185k staff pay reserve, all of these have yet to be distributed (if required);
- **Pensions** – an overspend of £0.3m/3.5% is forecast. This is the consequence of the £184k Pension Deficit Lump Sum no longer being paid by SWOne (a further budget adjustment to remove this budget will be made) and £160k outstanding ESA payments estimated above the provision available;
- **Central Savings** – when the 17/18 budget was set there was a residual balancing figure which required further savings to be identified and brought forward. This original balance was £1.4m (see first column of appendix E). Against this we have recognised £0.8m of savings, including savings for which are all detailed in appendix E.

Once all these adjustments have been accounted for the balance for central savings stands at £0.6m. Against this we have also recognised that we over-accrued for overtime at the end of 16/17 financial year – the amount of this over-accrual (£0.24m) has been taken as a one-off actual against the central savings amount – reducing the balance to £0.36m.

STRATEGY & TRANSFORMATION

The Constabulary continues to run a number of strategic projects, including joint programmes with partners. The total budget for these programmes, including the cost of the strategic change management team, is £3.6m. The table below provides a summary of budget, actual and forecast position as at the end of Q1:-

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Strategy & Transformation Team	1,188	186	15.7%	887	(301)	(25.3%)
Infrastructure Prog	296	73	24.7%	257	(39)	(13.2%)
Service Design and Development Prog	461	187	40.6%	561	100	21.7%
Digital Prog	1,117	161	14.4%	1,143	26	2.3%
Regional Collaboration Prog	554	0	0.0%	555	1	0.2%
TOTAL	3,616	607	16.8%	3,403	(213)	(5.9%)

During the first quarter of the year we have consumed 16.8% of our Strategic Projects budgets. We are forecasting an underspend of £0.2m/5.9% by the end of the financial year, albeit given the very fluid nature of these programmes this forecast will be subject to further change. Highlights from this area of the budget include:-

- Strategy & Transformation – the low spend to date and forecast underspend is due to the number of vacancies;
- Regional Collaborations Programme – our contribution towards the regional programme costs will be transferred quarterly in arrears from the holding codes. We're forecasting this substantially on budget at present, but recognise that as vacancies occur this may well change to an underspend as the year progresses.

MISCELLANEOUS, GRANTS AND SECONDEES

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Miscellaneous	0	(14)		0	0	
Grants	0	(210)		0	0	
Secondees	0	13		0	0	

These items are reported on separately from our main budget as they represent areas of spend which can otherwise distort the presentation of financial information:-

- Grants – this reflects the balance on our specific grants codes. The YTD position reflects receipt of funds yet to be expended or returned across a number of grant budgets. These include EU Protect Grant, NHS offender health grant, CTF SO and Integrated Offender Management related grants. Any residual balances at year-end will either be ring-fenced and carried forward or returned to the grant provider if appropriate.

POLICE & CRIME COMMISSIONER MANAGED BUDGETS

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
OPCC	1,354	274	20.21%	1,351	(4)	(0.3%)
Commissioning	3,488	(7)	-0.20%	3,380	(107)	(3.1%)
OPCC Total	4,842	267	5.51%	4,731	(111)	(2.3%)

The OPCC budget is the subject of separate reports by the OPCC Chief Finance Officer.

OVERTIME BUDGETS AND SPEND

As was reported during 2016/17 overtime budgets have seen significant overspends, with an overspend of £1.87m/49.8% on officer overtime, and £0.88m/93.6% on staff overtime recorded in last financial year. This section of the report will therefore seek to continue to monitor our forecast overtime spend.

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
POLICE OFFICER OVERTIME						
Neighbourhood & Partnership	156	29	18.6%	161	5	3.4%
Response	1,401	445	31.8%	1,471	70	5.0%
Operational Support	537	244	45.4%	1,104	567	105.5%
Investigation	899	245	27.2%	1,233	334	37.2%
Collaboration	348	145	41.7%	619	271	77.7%
Enabling Services	7	4	57.1%	12	5	69.0%
Central Costs	511	0	0.0%	494	(17)	(3.3%)
Misc/Grants/Secondees	88	33	37.5%	100	12	13.6%
Police Officer Overtime TOTAL	3,947	1,146	29.0%	5,194	1,247	31.6%
POLICE STAFF/PCSO OVERTIME						
Neighbourhood & Partnership	29	19	65.5%	71	42	144.8%
Response	348	81	23.3%	278	(70)	(20.1%)
Operational Support	212	68	32.1%	361	149	70.1%
Investigation	134	49	36.6%	227	93	69.2%
Collaboration	19	5	26.3%	77	58	303.2%
Enabling Services	128	26	20.3%	183	55	42.9%
Central Costs	104	0	0%	96	(8)	(7.5%)
Misc/Grants/Secondees	7	23	328.6%	7	0	0.0%
Police Staff/PCSO Overtime TOTAL	989	271	27.5%	1,300	319	32.5%
TOTAL	4,936	1,417	28.7%	6,494	1,566	24.1%

As the above table demonstrates we are forecasting to overspend by £1.6m/24.1% on overtime budgets, with £1.25m/31.6% forecast as overspend on officer overtime budgets and £0.32m/32.5% overspend on staff overtime budgets.

This trend of overspends is a continuation of the pressures which were highlighted and reported on throughout 2016/17. Although this is a lot lower than last year, some work needs to be done to review budgets for regular activities such as football with a corresponding income budget for the income that will be received and this will eliminate any known variances and allow us to focus on areas that are spending above the budget. Also these forecasts may reduce if vacancies are to be filled as forecast in the officer pay costs suggests.

Operational Support – The primary pressure in this area is against police officer budgets where the forecast is an overspend of £0.6m/105.5%. Operations (£0.39m/204.8%) overtime which is largely offset by income and Intelligence & Tasking (£0.15m/166.6%) in the Force Surveillance Team are creating the largest overtime overspends for officers overtime. Staff overtime overspend is mainly due to Criminal Justice (£0.1m/81.1%) due to Custody and SEU vacancies.

Investigation – This area is forecasting overspends on both officers overtime (£0.3m/37.2%), and on staff overtime (£0.1m/69.2%). This is entirely due to the number and vacancies and use of zero hour

contracts although is a lot lower than this time last year.

Collaborations – This area is forecasting overspends in relation to Tri-Force Specialist Ops officers overtime (£0.3m/82.3%). This is as a result of vacancies across the collaboration, as well as additional work due to the recent incidents and decision to deploy more officers to Glastonbury as an example. Staff overtime (£0.06m/303.2%) is entirely due to the Scientific Investigation spend that is not part of the collaboration costs that are shared and does not have a budget as this would normally be funded by underspends due to vacancies.

Enabling Services – An overspend is forecast on staff overtime (£0.06m/42.9%) mainly in transport due to staffing issues and an increase in workload due to the number of new vehicles arriving.

The actual spend across the quarter suggests that the issue in relation to overtime is still high, but work is continuing to reduce the forecast overspends. We will continue to monitor and report the spend position closely, and would continue to encourage SLT's to maintain their regular oversight of this issue as well so that where possible we can bring our overtime spend more in line with budgets.

4. PART TWO – 17/18 CAPITAL BUDGET PERFORMANCE

In February 2017 the anticipated capital plan for 17/18 totalled at £22.1m with carry forwards of capital schemes in progress amounting to £8.0m at the end of 16/17. The capital plan has since been reviewed (see separate paper on agenda), and schemes have been added, removed or profiled into future years as necessary, to give a revised capital plan for Avon and Somerset of £28.7m for 17/18.

The table below summarises this movement:-

2017/18 Capital Plan	17/18 Plan £'000	C/Fwd from 16/17 £'000	TOTAL Plan £'000	Adjustments £'000	TOTAL Revised Plan £'000
Rolling replacement and renewal	6,722	2,412	9,134	(1,557)	7,577
Other Projects	1,523	1,713	3,236	(920)	2,316
Service design and development Prog	625	0	625	1,461	2,086
Digital Prog	7,082	508	7,590	918	8,508
Infrastructure Prog	5,931	3,269	9,200	(1,205)	7,995
Regional Prog	250	132	382	(125)	257
TOTAL Avon & Somerset Schemes	22,133	8,034	30,167	(1,428)	28,739
Memorandum Items	0	989	989	(298)	691
TOTAL	22,133	9,023	31,156	(1,726)	29,430

17/18 CAPITAL PROGRAMME OUTTURN

	TOTAL Plan £'000	YTD Consumption against plan £'000	% of Plan	Forecast Outturn £'000	C/Fwd to 17/18 £'000	Over/ (Under) £'000	Over/ (Under) %
Rolling replacement and renewal	7,577	732	9.7%	7,225	0	(352)	(4.6%)
Other Projects	2,316	117	5.1%	1,131	0	(1,185)	(51.2%)
Service design and development Prog	2,086	0	0.0%	2,086	0	0	0.0%
Digital Prog	8,508	733	8.6%	8,510	0	2	0.0%
Infrastructure Prog	7,995	1,147	14.3%	5,669	(1,747)	(579)	(7.2%)
Regional Prog	257	0	0.0%	257	0	0	0.0%
TOTAL A&S	28,739	2,729	9.5%	24,878	(1,747)	(3,861)	(13.4%)
Memorandum Items	691	64	9.3%	584	0	(107)	(15.5%)
TOTAL Plan	29,430	2,793	9.5%	25,462	(1,747)	(3,968)	(13.5%)

At the end of Q1 £2.8m (9.5%) of the capital programme has been spent; further details of which are included within Appendix F. Decisions are still outstanding on a number of projects within the capital plan, in these cases projects have been forecast as being fully spent by the end financial year and, unless stated otherwise, the forecasts will be reviewed as more information becomes available throughout the year. More details are included within each area of the report within Appendix F.

It should be noted that, as detailed in the capital programme report elsewhere on the agenda, there is a need for us to further review and prioritise our plans as we move forward. Therefore the forecast is based on current plans, and any amendment to these as a consequence of this work will impact upon our forecasts.

ROLLING REPLACEMENT AND RENEWAL

In Q1 £0.7m (9.7%) of the plan has been consumed, with a forecast of £7.2m (95.4%) by the end of the financial year. The key highlights from this element of the capital plan are:

- IT Renewal and Replacements – The approval and the direction of several of the renewal programmes are currently outstanding, including Network Security (£0.3m), NGD site (£0.25m) and the infrastructure refresh (£0.5m). Therefore, the full year forecast is based upon the planned budget;
- Estates Rolling Replacement and Renewal – £0.4m expenditure is planned including on a replacement boiler (£0.1m) and electrical systems (£0.24m). Q1 expenditure was £5k and £58k respectively;
- Vehicle Replacements – The £5.4m budget was updated to reflect the anticipated delivery dates of the replacement vehicles from the manufacturers resulting in a revised budget of £4.6m. At the end of 16/17, orders worth £2.3m had been placed, of which £0.7m have been delivered during Q1. It is anticipated that a further £3.9m will be delivered by the end of the financial year;
- In-Vehicle Tracking – All the devices have been fitted within the vehicles; however there are outstanding technical problems. The final payment will be made when the issues are resolved;
- ANPR – Work continues on the ANPR programme with budget allocated for the motorway network system (£0.05m), strategic routes (£0.04m) and the replacement ANPR cameras (£0.2m). Expenditure on ANPR equipment in Q1 was £9k;
- Tri-Force Equipment – Additional surveillance equipment is due to be purchased in this financial year £0.2m. Expenditure in Q1 was £7k.

OTHER PROJECTS

In Q1 £0.1m (5.1%) has been consumed, with a forecast of £1.1m/48.8% by the end of the financial year. The key highlights from this element of the capital plan are:

- Voice and Data Communications – This project is due for completion by the end of 17/18. A review is in progress to finalise the outstanding commitments required to complete the project and any identified underspend will then be released;
- Project Atlas (Niche) – The disaster recovery site project is due for completion in 17/18;
- Several schemes are awaiting approval before progressing during 17/18. It has been assumed that the following schemes will be complete by the end of 17/18:
 - Site resilience for VOIP (£0.5m);
 - Additional Switches for LAN refresh (£0.1m);
 - Reporting & Architecture (£0.1m).

SERVICE REDESIGN AND DEVELOPMENT

This project is the replacement of the existing ERP solution (SAP) with the MFSS (Multi Force shared service) solution, of which the anticipated cost in 17/18 is £2.1m.

DIGITAL PROGRAMME

The expenditure in Q1 is £0.7m (8.6%), with an anticipated full year forecast of £8.5m. The key highlights are as follows:-

- Emergency Services Network – This scheme is part of the national programme to replace the current airwave system. The upgrade to the control room (£0.3m) is due for completion during 17/18, in readiness for this scheme to go live in the South West region in 19/20;
- Digital Mobilisation – £0.7m expenditure has been incurred by the end of Q1 for the mobile platform and the upgrade to Windows 10. The digital mobilisation budget (£7.2m) is planned to be fully spent in 17/18 and also includes: estates and fleet Wi-Fi, laptops, devices and networking & servers;
- Digital Evidencing – at the end of Q1 £41k has been spent on the development work for the Digital Evidence management system (Evidenceworks). Full expenditure of the budget (£1.0m) is planned during 17/18 with completion of the interface, integration and development works and increasing of the storage capacity of the digital evidence.

INFRASTRUCTURE AND ASSET PROGRAMME

The expenditure at end of Q1 is £1.1m (14.3%) and the anticipated forecast to the end of the financial year is £5.7m (70.9%). The key highlights of this programme include:

- Several schemes are awaiting approval before progressing during 17/18. At this stage it has been assumed that these schemes are unlikely to be fully spent by the end of 17/18 and are more likely to be carried forward into the 18/19 capital plan. The forecast will be reviewed as we go through the financial year and decisions are made. The schemes are as follows:-
 - Taunton Police Station Response (£0.5m);
 - New Southmead (£0.5m);
 - New A303 East Response Hub (£0.5m);
 - Shepton Mallett Response Hub (£0.25m);
- Other schemes expected to receive approval during 17/18 and that works are likely to commence within the current financial year include:
 - Refurbishment of Conference Room (£0.06m);
 - New Generator project (£0.3m);
 - Convert Tactics House into additional storage (£0.1m);
 - Kenneth Steel House Accommodation (£1.0m);
 - CTSFO Estates Works (£0.7m);
- Work has commenced on several schemes and is due to complete during 17/18 including:
 - Wilfred Fuller VC Operational Training Centre (£0.7m). Q1 expenditure £0.5m;
 - Southwest Forensics Regional Drug and Chemical Labs (£0.5m). Q1 expenditure £0.3m;
 - Nailsea Enquiry Office and SSN (£0.1m). Q1 expenditure £0.1m;
 - Cheddar Police Station (£0.3m);
 - New Williton (£0.25m);

REGIONAL PROGRAMME

This includes the upgrade to the STORM system (£0.3m). The project is currently on hold, however if this does not go ahead as a regional project Avon and Somerset will need to upgrade the current system.

MEMORANDUM ITEMS

The expenditure for the Regional Organised Crime Unit was £0.1m in Q1, with the final fees and retentions still outstanding giving a full year forecast of £0.6m. The purchase of this building is funded by the region.

The £0.3m funding received to support the new air support base is to be returned to NPAS as they are undertaking the work to complete the new base.

5. PART THREE – 17/18 FINANCIAL HEALTH INDICATORS

Details of financial indicators for 17/18 are provided in Appendix F. Highlights include:-

- a) Revenue budget summary: This highlights that during the first quarter of 17/18 we have consumed 23% (£65.1m) of the budget, and forecast an underspend 0.4% (£1.16m) by the end of the year;
- b) Revenue budget over/ (under) spends: This shows the breakdown of the budget into its constituent subjective elements, and enables the reader to see at a glance whether that area of the budget is over or underspent during 17/18. As demonstrated by the graph underspends are primarily occurring in officer pay. Overspending is forecast in our other pay budgets, transport and in relation to our outstanding savings target. All of these over and under spends have been explained in the above report;
- c) Overtime Budgets: This shows the position in relation to overtime spend for both police officers and police staff. As is shown here 28.1% of the budget has been consumed by the end of Q1, both officer and staff overtime running ahead of budget and forecasting overspends. As highlighted above this is a continuation of pressures seen last year, and needs to continue to be closely monitored by SLT's throughout the force;
- d) Capital budget summary: This provides a visualisation of the actual position in relation to the capital programme, as reported above. As demonstrated by this, we consumed 9% of the plan by the end of Q1;
- e) Supplier Payments: This section provides an update on our performance for paying suppliers within 30 days (measured against the receipt of the invoice at our scanning department less 2 days for posting). As is demonstrated here, during the first quarter of 17/18, we have paid 95.0% of our suppliers within this 30 day timescale. Performance here is now consistently being reported at this level, with 16/17 performance at 95.8%.
- f) Borrowing and Investments: Here we provide an update on our total borrowings (£40.8m) compared to the total approvals for borrowing (£58m), as well as the average rate we're paying on our borrowing (3.87%). In addition we also show the amount of cash held on deposit as at 30th June 2017 (£26.3m), and the average rate of interest we received on these cash balances during the first quarter of 17/18 (0.59%).

6. EQUALITY ANALYSIS

All business cases in support of change, both with revenue and capital implications are subject to an equality impact assessment. This way we can ensure that those decisions on how we allocate our funding across budgets and plans are cognisant of equality issues.

7. SUSTAINABILITY

Sustainability is important in regard to ensuring the organisation is living within both its financial limits (financial sustainability) as well as within its environmental limits through ensuring effective and efficient use of natural resources. In fulfilling the objectives in terms of financial sustainability, the PCC has adopted the set of Key Financial Health Indicators which were originally adopted by the Police Authority and which are reported on within the content of this report. Wider environmental sustainability considerations are also accounted for within the budget and capital programme.

8. CONCLUSIONS AND RECOMMENDATIONS

Our revenue headline performance (underspend of £1.16m/0.4%), is a continued reflection of how tight our budgets now are. As reported this headline continues to mask a high degree of variation throughout our budget, particularly in relation to spends on pay and overtime.

There are a number of areas of work that finance will progress during the next quarter, including:-

- Ensure they work with SLT/HR to better estimate the likely officer and staff leaver rates we might expect so as to better forecast both officer and staff pay positions;
- Undertake reviews into the following areas to ensure that the overspends forecast are better understood:-
 - Ensure income budgets are in place for on-going events like football, Op Cobb etc. and reflected in the corresponding overtime and mutual aid costs that will be incurred;
- Update our capital plans and forecasts in light of emerging estates strategy and plans, as well as our expectations and ambitions in fulfilment of our digital strategy;

In addition to the above general areas we will continue to monitor and report on overtime spend positions, working with and supporting Directorate and Department Heads in managing these pressures, and identifying ways in which we can continue to bring our overtime spend more in line with budget.

Members of the Police and Crime Board are invited to review and discuss this financial performance report, and to support the actions identified.

ANNEX A - Subjective Structure 2017/18 Revenue Outturn June 2017 QUARTER 1	YTD Actual				Q1 Forecast Outturn			
	17/18 YTD Actual	17/18 YTD Budget	Over/ (Under)	Over/ (Under)	17/18 Projected Outturn	17/18 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Police Officer pay and allowances	32,299	32,942	(643)	(2.0%)	130,698	132,490	(1,792)	(1.4%)
Police Officer Overtime	1,113	1,333	(220)	(16.5%)	5,094	3,859	1,235	32.0%
Police Staff pay and allowances	14,638	15,121	(483)	(3.2%)	68,573	68,909	(336)	(0.5%)
Police Staff Overtime	246	324	(78)	(24.0%)	1,286	970	316	32.6%
PCSO pay and allowances	2,644	2,747	(103)	(3.7%)	10,833	11,043	(210)	(1.9%)
PCSO Overtime	2	1	2	222.0%	7	4	3	70.4%
Indirect Employee Expenses	375	222	153	68.6%	1,464	1,215	248	20.4%
Pensions	2,282	2,325	(43)	(1.9%)	7,416	7,253	163	2.2%
EMPLOYEE COSTS	53,599	55,014	(1,415)	(2.6%)	225,371	225,745	(374)	(0.2%)
PREMISES COSTS	3,100	3,176	(76)	(2.4%)	11,786	11,890	(104)	(0.9%)
TRANSPORT COSTS	1,216	1,189	27	2.3%	5,061	4,902	159	3.2%
S&S - COMMUNICATIONS AND COMPUTING COSTS	3,548	3,576	(28)	(0.8%)	10,068	10,542	(474)	(4.5%)
S&S - FORENSICS COSTS	(4)	34	(38)	(111.6%)	59	61	(2)	(3.8%)
S&S - OTHER COSTS	3,128	3,404	(276)	(8.1%)	11,840	12,039	(199)	(1.7%)
PARTNERSHIP COSTS (3RD PARTY PAYMENTS)	7,003	6,974	29	0.4%	20,825	20,518	307	1.5%
TRANSFERS TO/(FROM) RESERVES	(3,130)	(2,944)	(186)	(6.3%)	(2,722)	(2,479)	(243)	(9.8%)
CAPITAL FINANCING COSTS	2,743	2,742	1	0.1%	10,876	10,865	11	0.1%
OUTSTANDING SAVINGS TARGET	(240)	(667)	427	64.0%	(240)	(667)	427	64.0%
TOTAL CONSTABULARY EXPENDITURE	70,962	72,498	(1,535)	(2.1%)	292,924	293,416	(492)	(0.2%)
INCOME - SPECIAL GRANTS	0	0	0	0.0%	0	0	0	0.0%
INCOME - OTHER	(5,909)	(5,832)	(77)	1.3%	(21,262)	(20,706)	(557)	(2.7%)
TOTAL CONSTABULARY INCOME	(5,909)	(5,832)	(77)	1.3%	(21,262)	(20,706)	(557)	(2.7%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	65,054	66,666	(1,613)	(2.4%)	271,661	272,710	(1,049)	(0.4%)
MISCELLANEOUS	(14)	0	(15)	0.0%	0	0	0	
GRANTS	(210)	(61)	(149)	0.0%	0	0	0	
SECONDEES	13	(0)	13	0.0%	(0)	0	(0)	
TOTAL CONSTABULARY	64,842	66,605	(1,763)	(2.6%)	271,661	272,710	(1,049)	(0.4%)
OFFICE OF THE POLICE AND CRIME COMMISSIONER	274	338	(65)	(19.1%)	1,351	1,354	(4)	(0.3%)
COMMISSIONING COSTS	(7)	867	(874)	(100.8%)	3,380	3,488	(107)	(3.1%)
TOTAL OPCS AND COMMISSIONING	267	1,205	(939)	(77.9%)	4,731	4,842	(111)	(2.3%)
TOTAL REVENUE EXPENDITURE	65,109	67,811	(2,701)	(4.0%)	276,392	277,552	(1,160)	(0.4%)

ANNEX B - Mgt Structure 2017/18 Revenue Outturn June 2017 - QUARTER 1	YTD Actual				Forecast Outturn			
	17/18 YTD Actual	17/18 YTD Budget	Over/ (Under)	Over/ (Under)	17/18 Projected Outturn	17/18 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Neighbourhood Policing	6,302	6,434	(132)	(2.1%)	26,571	26,762	(191)	(0.7%)
Road Safety	168	217	(49)	(22.6%)	315	290	25	8.6%
Offender Management	1,091	1,216	(125)	(10.3%)	4,694	4,836	(142)	(2.9%)
Victims and Safeguarding	1,056	1,138	(82)	(7.2%)	3,921	4,038	(116)	(2.9%)
NEIGHBOURHOOD & PARTNERSHIP	8,616	9,005	(389)	(4.3%)	35,501	35,926	(424)	(1.2%)
Command and Control	4,458	4,334	124	2.9%	17,995	17,389	606	3.5%
Patrol	12,170	12,529	(359)	(2.9%)	49,714	50,232	(518)	(1.0%)
Detainee Investigation Support	1,472	1,519	(46)	(3.1%)	6,016	6,105	(89)	(1.5%)
RESPONSE	18,101	18,382	(281)	(1.5%)	73,725	73,727	(1)	(0.0%)
Criminal Justice	3,531	3,055	476	15.6%	11,728	11,845	(116)	(1.0%)
Business Improvement	897	743	154	20.8%	3,437	2,944	493	16.7%
Operations	1,917	1,855	61	3.3%	8,218	7,369	850	11.5%
Operations Major Incidents	56	230	(174)	(75.5%)	242	242	0	0.0%
Intelligence and Tasking	2,896	3,130	(234)	(7.5%)	12,773	12,854	(81)	(0.6%)
OPERATIONAL SUPPORT	9,297	9,013	284	3.2%	36,399	35,254	1,145	3.2%
Investigation	5,844	6,091	(248)	(4.1%)	23,714	24,220	(505)	(2.1%)
Investigation Major Incidents	187	736	(549)	(74.6%)	758	758	0	0.0%
INVESTIGATION	6,030	6,827	(797)	(11.7%)	24,472	24,978	(505)	(2.0%)
Triforce Specialist Operations	2,809	2,821	(13)	(0.4%)	11,210	11,210	0	0.0%
Scientific Investigations	16	7	9	123.2%	6,588	6,524	64	1.0%
Major Crime Investigations	1,122	1,216	(94)	(7.7%)	4,476	4,646	(170)	(3.7%)
South West ROCU	2,331	2,350	(18)	(0.8%)	2,331	2,350	(18)	(0.8%)
Special Branch	266	271	(5)	(2.0%)	1,061	1,080	(19)	(1.7%)
Black Rock	0	0	0	#DIV/0!	721	721	0	0.0%
Counter Terrorism Specialist Firearms	116	282	(166)	(58.9%)	628	818	(190)	(23.3%)
COLLABORATION	6,660	6,948	(288)	(4.1%)	27,015	27,348	(333)	(1.2%)
Chief Officers and Staff Office	559	495	65	13.1%	1,808	1,847	(40)	(2.2%)
Southwest One Unitary Charge	4,042	4,212	(171)	(4.0%)	9,062	9,182	(120)	(1.3%)
Estates	2,759	2,871	(112)	(3.9%)	11,088	11,131	(42)	(0.4%)
Technology Services	3,225	3,273	(47)	(1.4%)	8,263	8,797	(534)	(6.1%)
Transport Services	1,255	1,220	35	2.9%	4,606	4,519	87	1.9%
Professional Standards	399	369	30	8.1%	1,525	1,488	37	2.5%
Human Resources	142	150	(9)	(5.7%)	3,481	3,411	71	2.1%
Occupational Health & Safety	209	135	74	54.5%	919	758	160	21.2%
Corporate Learning & Development	1,206	1,177	29	2.4%	5,000	4,823	177	3.7%
Staff Associations and Support Groups	125	149	(23)	(15.8%)	527	610	(82)	(13.5%)
Strategy & Transformation	607	593	14	2.4%	3,403	3,616	(213)	(5.9%)
Corporate Information Management	210	237	(27)	(11.4%)	934	943	(9)	(1.0%)
Corporate Communications	197	215	(18)	(8.3%)	831	828	3	0.4%
Legal Services	236	191	45	23.3%	720	714	6	0.8%
Corporate Services	72	104	(32)	(30.9%)	4,235	4,271	(36)	(0.8%)
Finance and Business Services	878	715	164	22.9%	3,732	3,738	(6)	(0.2%)
ENABLING SERVICES	16,120	16,105	15	0.1%	60,135	60,677	(542)	(0.9%)
Pensions	2,547	2,564	(17)	(0.7%)	10,085	9,740	344	3.5%
Officer & Staff Allowances	119	557	(437)	(78.6%)	2,404	3,463	(1,059)	(30.6%)
Central Costs (inc unadjusted savings)	(2,601)	(2,528)	(73)	2.9%	1,077	1,125	(48)	(4.3%)
Central Savings	(240)	(597)	357	(59.8%)	(240)	(597)	357	(59.8%)
Student Officers	403	391	13	3.3%	1,088	1,071	18	1.6%
CENTRAL COSTS	228	386	(157)	(40.8%)	14,414	14,801	(387)	(2.6%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	65,054	66,666	(1,613)	(1)	271,661	272,710	(1,049)	(0)
MISCELLANEOUS	(14)	0	(15)		0	0	0	
GRANTS	(210)	(61)	(149)		0	0	0	
SECONDEES	13	(0)	13		(0)	0	(0)	
TOTAL CONSTABULARY	64,842	66,605	(1,763)	(2.6%)	271,661	272,710	(1,049)	(0.4%)
OFFICE OF THE POLICE AND CRIME COMMISSIONER	274	338	(65)	(19.1%)	1,351	1,354	(4)	(0.3%)
COMMISSIONING COSTS	(7)	867	(874)	(100.8%)	3,380	3,488	(107)	(3.1%)
TOTAL OPC AND COMMISSIONING	267	1,205	(939)	(77.9%)	4,731	4,842	(111)	(2.3%)
TOTAL REVENUE EXPENDITURE	65,109	67,811	(2,701)	(4.0%)	276,392	277,552	(1,160)	(0.4%)

APPENDIX C Officer Overtime June 2017 - QUARTER 1	Year To Date				Forecast Outturn			
	17/18 Q1 Actual YTD	17/18 YTD Budget	Over/ (Under)	Over/ (Under)	17/18 Projected Outturn	17/18 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Neighbourhood Policing	20	19	1	3.1%	135	117	18	15.4%
Road Safety	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Offender Management	5	6	(1)	(20.1%)	19	34	(15)	(44.6%)
Victims and Safeguarding	4	1	3	402.7%	7	5	3	54.5%
NEIGHBOURHOOD & PARTNERSHIP	29	26	3	10.3%	161	156	5	3.4%
Command and Control	0	1	(1)	(75.6%)	6	5	1	22.5%
Patrol	415	418	(4)	(0.9%)	1,357	1,330	27	2.1%
Detainee Investigation Support	30	21	9	45.0%	107	66	41	62.2%
RESPONSE	445	440	5	1.1%	1,471	1,401	70	5.0%
Criminal Justice	38	36	2	5.3%	140	118	22	18.9%
Business Improvement	1	1	0	2.5%	6	6	0	2.5%
Operations	114	41	72	175.0%	587	193	394	204.8%
Operations Major Incidents	48	131	(83)	(63.5%)	131	131	0	0.0%
Intelligence and Tasking	43	21	22	103.4%	240	90	150	166.6%
OPERATIONAL SUPPORT	244	231	13	5.8%	1,104	537	567	105.5%
Investigation	184	122	62	51.4%	830	495	334	67.5%
Investigation Major Incidents	61	404	(342)	(84.8%)	404	404	0	0.0%
INVESTIGATION	245	525	(280)	(53.3%)	1,233	899	334	37.2%
Triforce Specialist Operations	129	80	49	61.5%	560	307	253	82.3%
Scientific Investigations	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Major Crime Investigations	13	6	6	97.9%	37	21	17	82.1%
South West ROCU	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Special Branch	3	2	1	24.2%	12	11	1	6.1%
Black Rock	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Counter Terrorism Specialist Firearms	1	2	(1)	(68.7%)	10	10	0	3.3%
COLLABORATION	145	91	55	60.4%	619	348	271	77.7%
Chief Officers and Staff Office	(0)	0	(0)	#DIV/0!	(0)	0	(0)	#DIV/0!
Southwest One Unitary Charge	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Estates	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Technology Services	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Transport Services	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Professional Standards	1	0	1	217.9%	3	2	1	62.8%
Human Resources	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Occupational Health & Safety	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Corporate Learning & Development	3	1	3	296.0%	9	5	4	81.7%
Staff Associations and Support Groups	0	0	(0)	(100.0%)	0	0	(0)	(100.0%)
Strategy & Transformation	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Corporate Information Management	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Corporate Communications	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Legal Services	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Corporate Services	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Finance and Business Services	0	0	0	#DIV/0!	0	0	0	#DIV/0!
ENABLING SERVICES	4	1	3	259.9%	12	7	5	69.0%
Pensions	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Officer & Staff Allowances	0	0	0	#DIV/0!	394	394	0	0.0%
Central Costs (inc unadjusted savings)	0	19	(19)	(99.4%)	100	117	(17)	(14.4%)
Student Officers	0	0	0	#DIV/0!	0	0	0	#DIV/0!
CENTRAL COSTS	0	19	(19)	(99.4%)	494	511	(17)	(3.3%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	1,113	1,333	(220)	(16.5%)	5,094	3,859	1,235	32.0%
MISCELLANEOUS	1	0	1	#DIV/0!	0	0	0	#DIV/0!
GRANTS	20	15	5	30.4%	61	61	0	0.0%
SECONDEES	12	8	4	51.6%	38	27	12	42.9%
TOTAL CONSTABULARY	1,146	1,356	(210)	(15.5%)	5,194	3,947	1,247	31.6%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	0	0	0	#DIV/0!	0	0	0	#DIV/0!
COMMISSIONING COSTS	0	0	0	#DIV/0!	0	0	0	#DIV/0!
TOTAL OPCC AND COMMISSIONING	1,146	1,356	(210)	(15.5%)	5,194	3,947	1,247	31.6%

APPENDIX D Staff Overtime June 2017 - QUARTER 1	Year To Date				Forecast Outturn			
	17/18 Q1 Actual YTD	17/18 YTD Budget	Over/ (Under)	Over/ (Under)	17/18 Projected Outturn	17/18 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Neighbourhood Policing	5	2	3	199.7%	10	10	0	1.4%
Road Safety	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Offender Management	6	0	6	1,630.7%	35	2	32	1,544.5%
Victims and Safeguarding	8	3	5	0.0%	27	17	10	0.0%
NEIGHBOURHOOD & PARTNERSHIP	19	5	14	265.7%	71	29	42	144.8%
Command and Control	73	83	(10)	(12.2%)	247	333	(86)	(25.9%)
Patrol	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Detainee Investigation Support	8	2	6	229.9%	31	15	16	108.6%
RESPONSE	81	85	(4)	(5.2%)	278	348	(70)	(20.1%)
Criminal Justice	43	27	16	60.5%	215	119	96	81.1%
Business Improvement	4	0	4	0.0%	21	1	20	0.0%
Operations	3	1	1	77.5%	13	5	8	147.1%
Operations Major Incidents	2	38	(36)	(95.0%)	38	38	0	0.0%
Intelligence and Tasking	16	12	4	35.8%	74	49	25	51.5%
OPERATIONAL SUPPORT	68	79	(11)	(14.0%)	361	212	149	70.1%
Investigation	26	1	25	1,696.4%	101	9	93	1,065.2%
Investigation Major Incidents	23	125	(102)	(81.4%)	125	125	0	0.0%
INVESTIGATION	49	127	(77)	(61.1%)	227	134	93	69.2%
Triforce Specialist Operations	0	0	(0)	0.0%	1	1	0	0.0%
Scientific Investigations	0	0	0	#DIV/0!	60	0	60	#DIV/0!
Major Crime Investigations	5	5	0	0.3%	16	17	(1)	(5.7%)
South West ROCU	0	0	0	100.0%	0	0	0	100.0%
Special Branch	0	0	(0)	0.0%	1	1	(0)	0.0%
Black Rock	0	0	0	0.0%	0	0	0	0.0%
Counter Terrorism Specialist Firearms	0	0	0	0.0%	0	0	0	0.0%
COLLABORATION	5	5	(0)	0.0%	77	19	58	303.2%
Chief Officers and Staff Office	1	6	(5)	0.0%	15	23	(8)	0.0%
Southwest One Unitary Charge	0	0	0	0.0%	0	0	0	0.0%
Estates	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Technology Services	0	0	0	0.0%	0	0	0	0.0%
Transport Services	17	8	9	0.0%	104	49	55	0.0%
Professional Standards	0	0	(0)	0.0%	1	1	0	0.0%
Human Resources	0	0	0	0.0%	4	4	0	0.0%
Occupational Health & Safety	0	0	0	0.0%	0	0	0	0.0%
Corporate Learning & Development	3	1	2	0.0%	12	3	9	0.0%
Staff Associations and Support Groups	0	0	0	0.0%	0	0	0	0.0%
Strategy & Transformation	0	0	0	0.0%	0	0	0	0.0%
Corporate Information Management	1	0	0	0.0%	4	2	2	0.0%
Corporate Communications	3	4	(1)	(15.5%)	19	21	(2)	(8.9%)
Legal Services	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Corporate Services	0	0	0	0.0%	23	23	0	0.0%
Finance and Business Services	0	0	0	(100.0%)	2	3	(1)	0.0%
ENABLING SERVICES	26	19	7	34.7%	183	128	55	42.9%
Pensions	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Officer & Staff Allowances	0	0	0	#DIV/0!	83	83	0	0.0%
Central Costs (inc unadjusted savings)	0	4	(4)	(99.1%)	14	21	(8)	(36.5%)
Student Officers	0	0	0	#DIV/0!	0	0	0	#DIV/0!
CENTRAL COSTS	0	4	(4)	(99.1%)	96	104	(8)	(7.5%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	248	324	(76)	(23.5%)	1,294	975	319	32.7%
MISCELLANEOUS	0	0	0	#DIV/0!	0	0	0	#DIV/0!
GRANTS	6	1	5	514.8%	6	6	0	0.0%
SECONDEES	17	0	17	3,728.0%	1	1	(0)	(30.6%)
TOTAL CONSTABULARY	271	326	(55)	(16.8%)	1,300	981	319	32.5%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	0	1	(1)	0.0%	8	8	0	0.0%
COMMISSIONING COSTS	1	0	1	#DIV/0!	0	0	0	0.0%
TOTAL OPCC AND COMMISSIONING	272	327	(55)	(16.8%)	1,307	989	319	32.2%

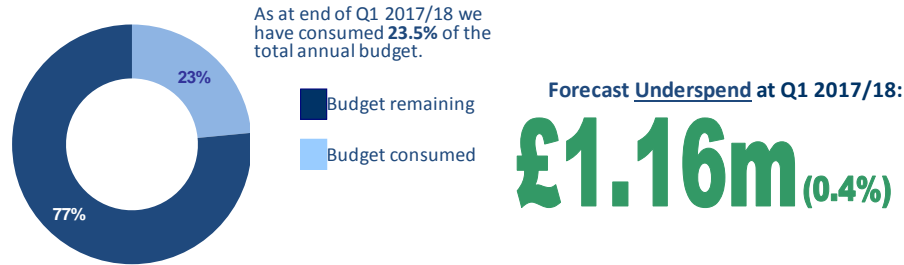
FOR PUBLICATION

APPENDIX E Capital Programme June 2017 - Q1 17/18	PLANNED BUDGET				FORECAST TO YEAR END			
	2017/18 £000	2016/17 C/Fwd	Adj's £000	Total 17/18 Budget	Projected forecast to Year end	Total 17/18 Budget	Budget carry forward to 18/19	Over/(Under) £'000
ROLLING REPLACEMENT and RENEWAL - Excluding Change Portfolio								
Information and Communication Systems	2,350	0	(1,200)	1,150	1,151	1,150	0	1
Estates	400	0	0	400	400	400	0	0
Fleet	3,459	2,336	(342)	5,453	5,100	5,453	0	(353)
Plant, Machinery and Equipment	513	76	(15)	574	574	574	0	0
ROLLING REPLACEMENT and RENEWAL TOTAL	6,722	2,412	(1,557)	7,577	7,225	7,577	0	(352)
OTHER PROJECTS								
PROJECTS - Corporate Systems	750	523	(777)	496	499	496	0	3
PROJECTS - Mobile and Fixed Line Telephony/Data	600	1,100	0	1,700	517	1,700	0	(1,183)
PROJECTS - Others	173	32	(143)	62	57	62	0	(5)
INFORMATION AND COMMUNICATIONS SYSTEMS TOTAL	1,523	1,655	(920)	2,258	1,073	2,258	0	(1,185)
ESTATES (PFI BUILDINGS)	0	58	0	58	58	58	0	0
OTHER PROJECTS TOTAL	1,523	1,713	(920)	2,316	1,131	2,316	0	(1,185)
CHANGE PORTFOLIO PROGRAMME								
PROJECTS - Corporate Systems	625	0	1,461	2,086	2,086	2,086	0	0
SERVICE REDESIGN and DEVELOPMENT PROGRAMME TOTAL	625	0	1,461	2,086	2,086	2,086	0	0
PROJECTS - National Systems	289	0	0	289	289	289	0	0
PROJECTS - Digital Mobilisation	5,903	231	1,023	7,157	7,159	7,157	0	2
PROJECTS - Digital Evidencing (DEMS)	890	209	(105)	994	994	994	0	0
PROJECTS - Other	0	68	0	68	68	68	0	0
DIGITAL PROGRAMME TOTAL	7,082	508	918	8,508	8,510	8,508	0	2
PROJECTS - HQ Site refurbishment and projects (including Central Store)	3,903	2,332	(3,175)	3,060	3,164	3,060	0	104
PROJECTS - Estate rationalisation programme	2,028	906	1,970	4,904	2,465	4,904	1,747	(692)
Feasibility costs	0	31	0	31	40	31	0	9
INFRASTRUCTURE and ASSETS PROGRAMME TOTAL	5,931	3,269	(1,205)	7,995	5,669	7,995	1,747	(579)
REGIONAL PROGRAMME TOTAL	250	132	(125)	257	257	257	0	0
CHANGE PORTFOLIO PROGRAMME TOTAL	13,888	3,909	1,049	18,846	16,522	18,846	1,747	(577)
CAPITAL PROGRAMME TOTAL	22,133	8,034	(1,428)	28,739	24,878	28,739	1,747	(2,114)
MEMORANDUM - AIRCRAFT (EXCLUDED FROM ABOVE AS HELD ON BEHALF OF NPAS)								
Funding received in 2012/13 which is ring-fenced for capital/revenue costs associated with securing a permanent base for the National Police Air Service helicopter within our region. This is excluded from the above as it is funding we're holding on behalf of the national organisation.	0	298	(298)	0	1	0		1
MEMORANDUM - REGIONAL ORGANISED CRIME UNIT (EXCLUDED AS HELD ON BEHALF OF HOME OFFICE)								
This is excluded from above as funding to be received from the regional organised crime unit.	0	691		691	583	691		(108)

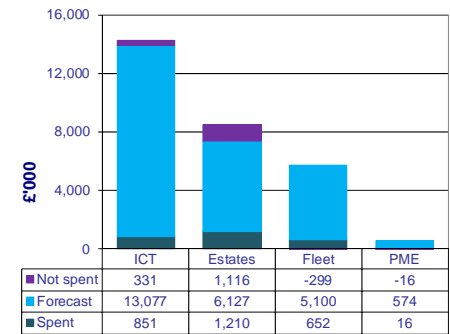
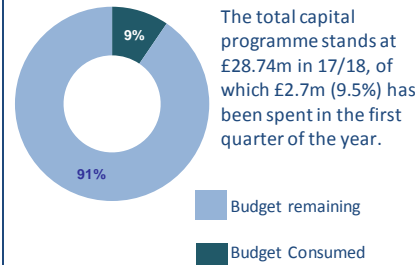
Avon & Somerset Police and Crime Commissioner - June 2017 - Q1 (17/18)

APPENDIX F

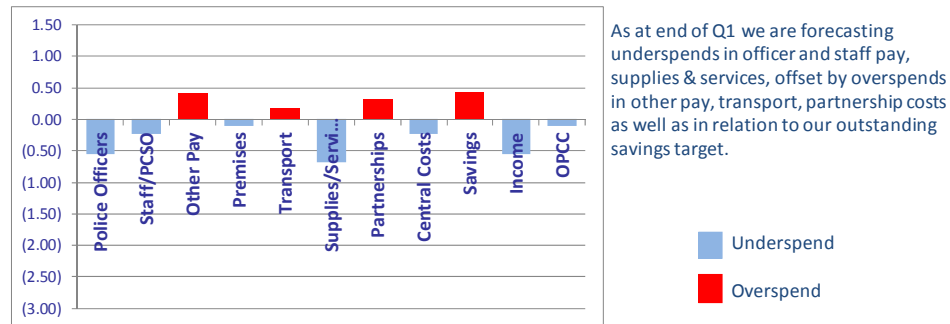
a) 2017/18 REVENUE YTD AND FORECAST OUTTURN



d) 2017/18 CAPITAL OUTTURN



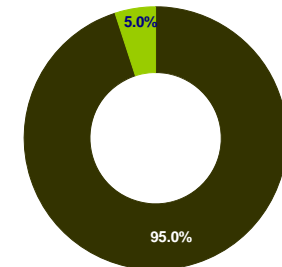
b) FORECAST REVENUE OUTTURN - OVER/(UNDER) SPENDS



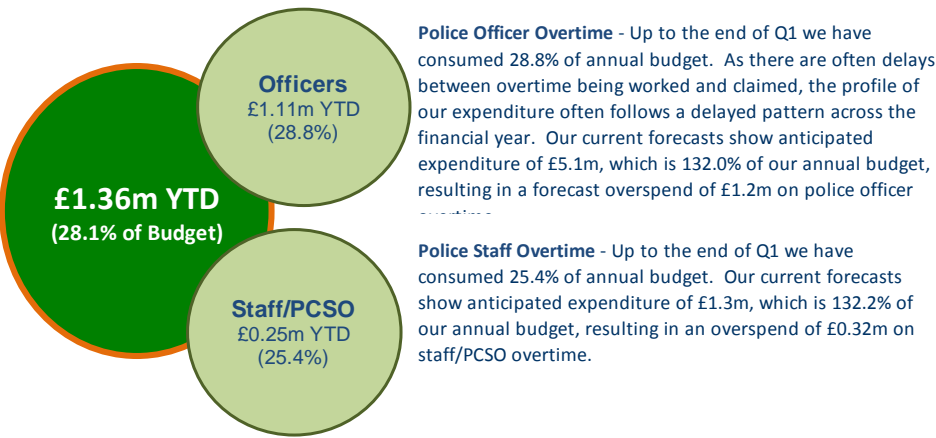
e) 2017/18 SUPPLIER PAYMENTS PERFORMANCE

Our supplier payment performance stands at 95.0% of invoices paid within 30 days from the date of receipt of the invoice at our scanning department (less 2 working days) during the first quarter of the year. During the quarter 8,339 invoices were processed for payment, and 7,924 were paid within 30 days. Performance here is now consistently at this level, with 16/17 performance being 95.8% for the year.

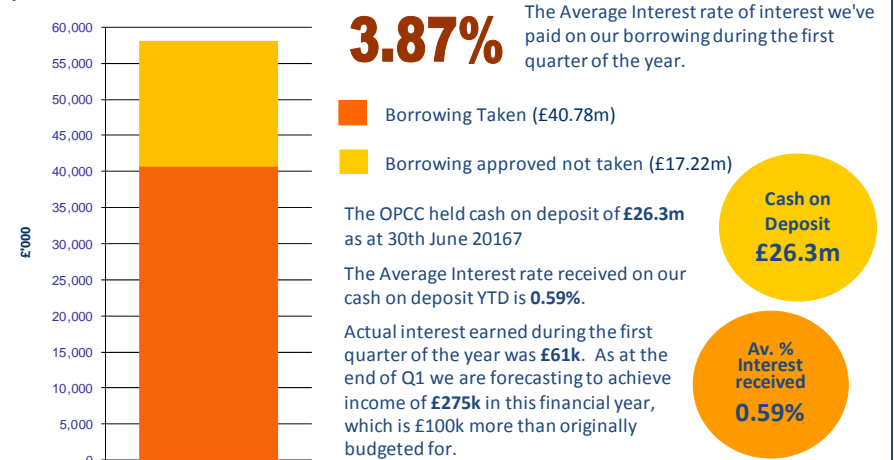
- Invoices paid within 30 Days of scanning receipt (-2 days)
- Invoices not paid within 30 days of scanning receipt (-2 days)



c) 2017/18 OVERTIME BUDGETS (Exc Misc/Grants)



f) BORROWING AND INVESTMENTS



DRAFT Minutes of the Police and Crime Board, 2nd August 2017

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Sarah Crew, Deputy Chief Constable
Julian Kern, OCC CFO
Mark Milton, Director of People and Organisational Development
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO
Sean Price, Head of Business Improvement
Dan Wood, Head of Strategic Service Improvement
Will White, Head of Protect
Geoff Wessell, Business Change Manager
Karin Takel, OPCC Strategic Planning and Performance Officer
Andy Roebuck, Chief Constable's Staff Officer
Vicky Ellis, PA to OPCC CEO and CFO

1. Apologies

Marc Hole, Head of Commissioning and Partnerships
Amy Hurst, Senior Commissioning and Policy Officer
Alaina Davies, Resource Officer

2. Minutes and Action Update

The Board discussed updates on the actions from the last meeting of the Police and Crime Board on 30th June 2017:

- NPAS Usage – The PCC requests this is kept under constant review as ASC usage is still high in comparison nationally, although acknowledged this has decreased. To be reviewed at October Board. The Chief thanked the OPCC CFO for his support at national Board regarding the funding formula.
- Specials –The delivery plan for the Participation in Policing Strategy was approved at CMB on 27 July. This includes a specific delivery plan for Specials. The plan incorporates learning from the recent RSM Audit as well as an internal review. A governance board has been established to drive the work under the leadership of T/ ACC Peters. The PCC requested that the physical space needs such as lockers was taken into account when planning estates changes.
- Project CARA was discussed – DCC Crew to task the Constabulary lead (Supt Ellis) to work with OPCC Head of Commissioning and Partnerships to prepare a Business Case, outlining commissioning requirements. It was agreed that engagement with CPS and other CJS partners should take place as part of the development of the business case. The PCC confirmed in theory she is supportive of the project. It was recommended that the initiative should be presented to the CEO forum in the autumn since partners may wish to make financial contribution, noting that several community safety partnerships have explored the funding of

Domestic Abuse perpetrator programmes in the past. This may provide a more cost effective and collaborative approach.

- Contract for In-Car WiFi agreed.

3. Performance against the Police and Crime Plan

In line with changes at the Constabulary Management Board it was agreed Thematic Performance would be covered first, followed by a more general overview.

a) Assurance Report (Focus on Strategic Priority 1 – Protect the Most Vulnerable from Harm)

Hate Crime

The Constabulary are creating a network of Hate Crime Champions and including the learning from Somerset regarding linking in with partners.

The Black South West Network has approached the PCC with a proposal, this has been shared with Superintendent Andy Bennett for consideration, the OPCC are further developing a proposal for an area wide service which they will share with the Constabulary.

It was noted that Hate Crime remains one of the most under-reported areas of crime and the Constabulary updated on actions to address this.

The PCC has been approached by some community groups with a request for a Single Point of Contact within the Constabulary that they could report issues to. A successful outcome for some groups is not necessarily about the conviction of an offender, it is just about being heard and taken seriously. It was agreed this could lead to a single point of failure. The Chief believes excellent engagement at Neighbourhood level will offer the reassurance needed. The PCC will be able to feedback from her meetings with the BME communities if this is being delivered.

The Constabulary updated on Lighthouse and the work that has gone into returning referral levels to previous levels and ensuring victims are receiving the support required.

The PCC confirmed the next Service Delivery Assurance Panel would be looking at the area of Vulnerability, to include the learnings identified in the IPCC report into the death of Bijan Ebrahimi both within the Constabulary and multiagency.

The PCC sought assurance on the effectiveness of the unconscious bias training. The Constabulary confirmed that the training is being followed up with further evaluation and testing that the knowledge is landing and being used by officers. They are working with SARI and Desmond Brown as critical friends to support this work.

Mental Health

The detentions under Section 136 were discussed. It was noted the average time in custody for mental health related detainees is 13 hours. It was noted this is not best for the detainee or Constabulary demand. The Constabulary

are beholden to partners in this area and are lobbying health authorities. It is felt that the systems review currently being worked on with partners will have a positive impact on this.

It was noted there has been significant progress in this area over the last year.

b) Performance Overview

101 abandoned call rates have continued to improve. It was noted around 1/3 calls received are not appropriate for the police to deal with. The PCC thanked the Constabulary for their work in this area.

Directorates are working together to improve Positive Outcomes, progress expected to start to be visible in September with real improvements likely to come in November to January 2018.

Investigations

Vacancies in Investigation teams continues to be an issue; this reflects a national picture. There is a marketing promotion ongoing to encourage applications in this part of the force.

Public Confidence

This is marginally up on the national trend.

Safeguarding Boards

Following the passing of the Social Care Act it was noted there will be some changes to these.

c) Communications Centre Service Delivery Assurance

The Panel Report was discussed. The Communications Centre had accepted the recommendations and were taking these forward. Some improved performance had been seen since the previous SDA in January 2016. The PCC noted the high levels of consistency in quality of call handling that had been found and thanked all those who had been involved in the work; it is an area that is very important to the public.

4. Chief Constable's Update

The Chief Constable highlighted the following areas for discussion:

- Following the publication of the Bijan Ebrahimi IPCC report there is a meeting planned with the Iranian community.
- The budget pressures and need for additional funding.
- Resilience – the Police Federation have published a report on resilience and the financial wellbeing of officers – the position is challenging.
- The Chief Constable does have concerns about some recent portrayals of the police in the media (Metropolitan Police and West Midlands Police).

5. Key Organisational Risks and Issues

There are currently two 'red' risks on the PCC risk register, Financial and Collaboration. There are a number of workstreams to address these risks.

The Constabulary Risk Register will now also have a separate issues register.

6. HR

a) Quarterly Report

The Quarterly Report was discussed, in particular the sickness and vacancy levels within Investigations, Response and Criminal Justice. It was noted that psychological illnesses were quoted as the most common reason for sickness but this is true of all employers now.

b) Establishment Data

The PCC was concerned regarding the 34 PCSO vacancies.

There were a number of contradictions in the data presented and these will be addressed in the next report.

7. Major Projects

The new Constabulary Boards to cover the Major Projects were noted as well constituted and well chaired, and seeking to address the challenges identified in the projects. Three big projects are expected to report in November: Neighbourhood Review; Lighthouse Review and the Enquiry Office Review.

a) Service Redesign and Development Programme Report

The PCC asked that thanks were passed to the team for how smoothly the return of services from Southwest One to the Constabulary went.

Data migration (phase 1) for MFSS will miss a deadline in August but there is the ability to catch up so no concerns at this time.

b) Infrastructure Programme Report

There is opportunity to review and join up the pieces of work such as response bases, fleet and estates under this programme board. The lack of an enquiry office at Southmead is being addressed – a portacabin is on order for the Greenway Centre and negotiations are taking place with Avon Fire and Rescue, albeit these have seen some recent delays.

c) Digital Programme Report

It was acknowledged that there has been some loss of knowledge due to leavers moving into regional programmes. Efforts are being made to ensure effective knowledge transfer.

A Communication and Engagement Plan being prepared to update staff, stakeholders and the public more generally on upcoming changes.

8. Finance

a) 2017/18 Q1 Financial Performance Report

Currently forecasting a small underspend by the end of the financial year. Within this there are two areas of overspend for discussion: Business Improvement and Operations.

Overall the PCC is assured that the Constabulary is on track to deliver the budget.

b) Review of Capital Programme

The Head of Finance and Business Services is working to propose options that will address the funding gap that has been identified.

9. Joint Audit Committee Update

The external accounts and VFM audit opinion concluded successfully and in accelerated time – well done and thank you to all involved.

Internal audit returned 3 partial assurance reports: Policies; Volunteers and Leadership Training.

10. A.O.B

Police and Crime Plan Refresh

The PCC advised that the Refresh of the Plan this year will be an addendum page with a full refresh to be undertaken next year.

Police and Crime Act Options (Complaints)

The OCC supports the recommendations and is keen to support a joint task and finish group to implement the proposed changes.

Spit Guards

The PCC wants to socialise the idea of spit guards with the public and plans to mention it in her blog as well as carrying out a survey linked to some of the BWV shared previously.

Fire

The PCC provided an update regarding the Avon Fire and Rescue Service.

11. Publication

The following items were agreed for publication:

- 30th June 2017 Police and Crime Board Agenda
- 30th June 2017 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 1st September 2017