

Police and Crime Board, 3rd May 2017, 09:30 – 13:30

Venue: OPCC Meeting Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Office and HR Manager**
- **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. Decisions (to be signed at the meeting)

- **2017/007 – Microsoft Licensing**

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

5. Key Organisational Risks and Issues

6. Performance against Police and Crime Plan

- a. Performance Overview
- b. Assurance (Focus on SP 2 & 4 – Strengthen and Improve Local Policing Teams and Working Together Effectively)
- c. Criminal Justice Review

7. HR – Quarterly Report

8. Major Projects

- a. Change and Savings Plan

- b. Mobile Update
- c. DEMS

9. Finance

- a. 2016/17 Outturn Report
- b. Proceeds of Crime Six Monthly Update

10. A.O.B

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

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

MEETING: Police and Crime Board	Date: 3 rd May, 2017	Agenda No
DEPARTMENT: Finance and Business Services	AUTHOR: Nick Adams	
NAME OF PAPER: 2016/17 Revenue and Capital Financial Performance Report		COG Sponsor: Julian Kern

1. PURPOSE OF REPORT AND BACKGROUND

The purpose of this report is to provide the revenue budget and capital programme outturn results for 2016/17. The attached Appendices A and B includes details of the outturn revenue position as at 31st March 2017, Appendix C includes information about our reserves and provisions, Appendices D and E provide more detailed information about overtime spend against budget, and Appendix F provides the outturn position on our capital programme. These are then summarised in our dashboard format at Appendix G, alongside other key financial performance information.

2. EXECUTIVE SUMMARY

Before year-end provisions and reserve adjustments, our revenue budget has **underspent by £4.78m/1.7%**. However, £3.89m of this has been needed to make provisions for known liabilities, £0.64m has been transferred back to specific reserves and £0.25m has been approved as budget carry forwards in support of committed expenditure. Once these year-end adjustments have been made we have achieved a **break-even position during 2016/17**.

Our revenue budget has had to manage a number of exceptional areas of spend during the year, with particular pressure on pensions costs (£1.3m exceptional cost as result of historic claims as previously reported) and a residual savings gap of £1.3m which we have managed throughout the year. This has continued into our year-end adjustments, which have seen us have to set aside funds to manage a number of historical liabilities.

The revenue outturn position includes the following highlights:-

- Police officer pay and allowances underspent by £4.4m/3.2%, but officer overtime overspent by £1.9m/50.5% - creating a **combined underspend of £2.5m/1.8% on police officers**. The underspend on police officer pay is the same as forecast at Q3, which reflected the recruitment of new police officers and the impact of transferees into the Constabulary. Of this we assess that c. £1.5m of this underspend relates to the standard unit cost used when setting the budget being too high compared to actuals, with the residual underspend a reflection of vacancies in force.

Police officer pay underspends are predominantly focussed in local policing areas (£3.2m/4.9%), Investigations (£0.8m/3.4%), and Catch and Disrupt (£0.4m/3.9%), offset by some small overspends in Command and Control (£0.1m/10.1%), and Student Officers (£0.1m/9.7%). The overtime position is £0.1m less than forecast at Q3 which suggests that the reduction in officer vacancies has started to effect a reduction in overtime spend. Some of the overtime costs like Op Harlech £458k will be offset by grant income. Police Officer overtime overspends are largely falling in our Local policing areas (£0.1m/10.5%), Catch & Disrupt (£0.6m/294.4%), Investigations (£0.6m/98.9%), and Tri-Force (£0.3m/97.0%);

- Staff pay and allowances are underspent by £3.2m/5.1%, but staff overtime overspent by £0.8m/83.5% - creating a **combined underspend of £2.4m/3.8% on staff**. Staff pay underspends are slightly lower than the £2.6m underspend forecast in Q3. The underspend is as a result of a number of posts being held vacant until the outcome of PBR was established.

Staff pay includes a number of underspending areas, including Strategic Projects (£1.0m/27.9%), Intelligence (£0.9m/14.9%), Criminal Justice (£0.7m/7.3%) and Investigations (£0.3m/7.0%). These

are offset by an overspend in Command and Control (£0.4m/3.1%). Police staff overtime saw 44% of total spend incurred in the last quarter. We would expect this to be the highest quarter spend, due to the accrual for April overtime being included, and this reflects the experience seen in 15/16 (when 50% of overtime was spent in the last quarter). However, this might need further review as the level of spend weighted towards this final quarter seems to be greater than we might expect. Police Staff overtime overspends are occurring in Investigations (£0.5m/2,285.7%), Catch and Disrupt (£0.1m/662.5%), and Criminal Justice (£0.1m/61.5%);

- PCSO pay and allowances are underspent by £0.8m/7.3% across our local policing areas. This position is largely a result of 23 leavers in Q3, current recruitment activity as well as the withdrawal of local authority funding in South Gloucestershire during the year, which required us to hold vacancies;
- Premises costs have underspent by £0.4m/3.6% there were rebates on rates in the year which contributed to an underspend of £0.9m on rent and rates, this was partly offset by overspends of £0.3m on facilities management and £0.2m on increasing utility costs;
- Transport costs have overspent by £0.2m/3.8% with the main cause being cost of repairs and maintenance (a reflection of an aging fleet) and underspends on fuel and tyres;
- Other Supplies and Services costs underspent by £1.1m/5.0% which is a consequence of £1.03m underspend on communications and computing costs, this is as a result of a £1.2m underspend in Tech Services which is analysed later in the report. £0.2m overspend on Forensic costs and £0.3m underspend on other costs;
- Partnership costs overspent by £0.1m/0.5%, with overspends in our regional forensics collaboration (£0.3m/6.7%), our Chief Officer Group (£0.15m/121.3% - which is driven by the requirement to fund contributions towards regional ACC roles) and in our Southwest One Unitary Charge (£0.2m/1.2% - largely reflecting cost of additional resource unit costs). Although these have been offset by an underspend in Tri Force due to the movement of officers between forces that has resulted in higher officer pay and no resulting contribution payment;
- Savings balances outstanding at the end of the year contributed £1.4m to the overall position reported, reflecting the remaining savings required to balance the budget;
- Income over-achieved against budget by £0.4m/1.9%, reflecting income in Catch & Disrupt, Investigations, Criminal Justice, Major Incidents and Legal Services (in many cases offsetting some of the overspends elsewhere within Estates and strategic projects due to the cessation of the enabling services project). One area that performed particular well in 16/17 is the Financial Investigation Unit that received Incentivisation grant of £0.8m which far exceeded the total investigations income budget of £0.3m – enabling the surplus to be transferred to our proceeds of crime reserve.

The A&S capital programme incurred £13.8m (30.2% of plan) expenditure this financial year, rising to £16.4m (33.4% of plan) inclusive of projects we're managing on behalf of collaborations. Of the underspend, £8.0m (£8.7m inclusive of collaborative projects) is being carried forward in support projects which have already commenced, leaving an underspend of £23.7m released at the end of the year.

3. PART ONE – 16/17 REVENUE BUDGET PERFORMANCE

An underspend of **£4.78m/1.7%** has been recorded at the end of the 16/17 financial year, before carry forward, provisions and final reserve adjustments are made.

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Employee Costs	217,011	221,900	(4,889)	(2.2%)
Non-Employee Costs	72,710	73,018	(309)	(0.4%)
Savings Target	0	(1,335)	1,335	(100.0%)
Income	(22,745)	(22,312)	(433)	1.9%
Constabulary Sub-TOTAL	266,975	271,272	(4,296)	(1.6%)
Miscellaneous & Grants	61	19	42	223.9%
Constabulary TOTAL	267,036	271,290	(4,254)	(1.6%)
OPCC	1,265	1,354	(89)	(6.6%)
Commissioning Costs	2,992	3,430	(438)	(12.8%)
TOTAL	271,293	276,075	(4,782)	(1.7%)

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.

LOCAL POLICING

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Bristol Area	25,306	26,608	(1,302)	(4.9%)
Somerset Area	31,862	33,548	(1,686)	(5.0%)
North East Area	16,590	17,601	(1,011)	(5.7%)
Local Policing Directorate	781	705	77	10.9%
LOCAL POLICING	74,540	78,463	(3,923)	(5.0%)

In 16/17 we have underspent by £3.9m/5.0% against our Local Policing budgets. This is an increase from the forecast underspend of £3.7m at Q3. As reported at Q3 c. £1.5m of this underspend is due to the budgets being agreed using a standard unit cost for police officer posts and this value is too high compared to the actual cost of officer posts. The remainder of the underspend largely relates to underspends on officer pay reflecting vacancy levels over the course of the year. Highlights include:-

- **Bristol Area** – an underspend of £1.3m/4.9% is reported. This is largely a consequence of underspends on police officer pay and allowances (£1.0m/4.5%) and PCSO pay and allowances (£0.2m/6.9%), offset by overspends on officer overtime (£0.1m/14.2%);
- **Somerset Area** – an underspend of £1.7m/5.0% is reported. This is largely a consequence of underspends on police officer pay and allowances (£1.4m/4.9%) and PCSO pay and allowances (£0.4m/8.0%), offset by overspends on officer overtime (£0.1m/19.4%);
- **North East Area** – an underspend of £1.0m/5.7% is reported. This is largely a consequence of underspends on police officer pay and allowances (£0.8m/5.5%) and PCSO pay and allowances (£0.1m/5.3%).

SPECIALIST OPERATIONS

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Investigations	31,356	31,106	250	0.8%
Catch & Disrupt	10,645	11,204	(558)	(5.0%)
Investigations Policy and Support	2,869	2,984	(115)	(3.9%)
Regional Collaboration - Tri-Force	12,139	12,108	31	0.3%
Regional Collaboration - Scientific Investigations	4,992	4,597	395	8.6%
Regional Collaboration - Major Crime Investigation	4,411	4,704	(292)	(6.2%)
Regional Collaboration - SWROCU	2,174	2,214	(40)	(1.8%)
Regional Collaboration - Special Branch	992	1,029	(37)	(3.6%)
Regional Collaboration - Black Rock	722	800	(77)	(9.7%)
Major Incidents	1,237	1,016	220	21.7%
SPECIALIST OPERATIONS	71,537	71,761	(224)	(0.3%)

In 16/17 we have underspent by £0.2m/0.3% against our Specialist Operations budgets. Highlights from this area of the budget include:-

- **Investigations** – an overspend of £0.3m/0.9% is reported. This is the net result of an underspend on police officer pay and allowances (£0.8m/3.4%), an underspend on police staff (£0.3m/7.0%) and over-achievement of income (£0.5m/65%), although this has been transferred to our POCA reserves. Offset by overspend on police officer overtime (£0.6m/98.9%), an overspend on police staff overtime (£0.5m/2,285.7%), an overspend on forensic costs (£0.1m/7.0%) as a result of high tech crime backlog and post mortem costs, and an overspend on other supplies and services of (£0.2m/45.4%);
- **Catch & Disrupt** – an underspend of £0.6m/5.0% is reported. This is the net result of an underspend on police officer pay and allowances (£0.4m/3.9%), and an over-achievement of income (£1.2m/97.7%), offset by an overspend on police officer overtime (£0.6m/294.4%) and non-pay costs (£0.3m/20.3%). This area of the budget accounts for our income and expenditure in relation to Op Cobb/Harlech, which was unbudgeted for in 16/17, as well as costs and income associated with other operations such as football policing. Given the degree of overspends and underspends here we will review this budget going forward to determine whether there is a better way in which this budget can be presented;
- **Collaboration - Scientific Investigations** - an overspend of £0.4m/8.6% is reported. As has been previously reported this area of the budget has proven very difficult to establish a clear view of, owing to the complexity of the collaboration. Further growth in the budget has been incorporated into our 2017/18 budget to bring our contribution up to the level required going forward, which should make this area of budget easier to report on in future;
- **Collaboration - Major Crime** - an underspend of £0.3m/6.2% is reported. This underspend is a reflection of the vacancy position across the collaboration, some of which has provided us with the capacity to make permanent adjustments to establishment here to release savings in 17/18;
- **Collaboration – Black Rock** - an underspend of £0.1m/9.7% is reported. This underspend is a reflection of the increase in income received for running external courses. 16/17 carry forwards were released of £0.1m but these have been transferred as part of the £0.15m revenue contribution to capital for Specialist Ops equipment required in 17/18;

- **Major Incidents** – an overspend of £0.2m/21.7% is reported, which in part was a consequence of some significant operations including Op Hay (£0.14m), and Op Astute (£0.11m). No carry forward of funds against individual operations still in-flight at the end of the year has been approved, as this would have pushed the overspend even higher. These costs will therefore need to be managed against the 17/18 budget, and will therefore require close ongoing monitoring throughout 17/18.

PREVENTION, PROTECTION AND PROSECUTION

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Command and Control	17,493	16,958	534	3.2%
Criminal Justice	12,198	12,821	(623)	(4.9%)
Intelligence	7,336	8,151	(815)	(10.0%)
Manage	6,549	6,586	(38)	(0.6%)
Victim and Witness Care	2,335	2,493	(158)	(6.4%)
PREVENTION, PROTECTION AND PROSECUTION	45,909	47,010	(1,100)	(2.3%)

In 16/17 we have underspent by £1.1m/2.3% against our Prevention, Protection and Prosecution budgets. Highlights from this area of the budget include:-

- **Command and Control** – an overspend of £0.5m/3.2% is reported. This is the result of overspends in police officer pay and allowances (£0.1m/10.1%), and overspends on police staff pay and allowances (£0.4m/3.1%) driven by resources being consistently at establishment (as a consequence of training posts now being used to manage pressures created by higher turnover in this department), thereby not enabling sufficient underspends to cover the vacancy topslice factor set against the staff pay budget;
- **Criminal Justice** – an underspend of £0.6m/4.9% is reported. This is the result of underspends in police staff pay and allowances (£0.7m/7.3%), offset by some smaller overspends elsewhere;
- **Intelligence** – an underspend of £0.8m/10.0% is reported. This is the net result of an overspend on police officer pay and allowances (£0.1m/3.1%), an overspend on police officer overtime (£0.1m/442.1%), offset by an underspend on police staff pay and allowances (£0.9m/14.8%);
- **Victim and Witness Care** – an underspend of £0.2m/6.4% is reported. This is predominantly the result of an underspend on police officer pay and allowances (£0.1m/5.2%).

ENABLING SERVICES

	16/17	16/17	Over/	Over/
	Actual	Budget	(Under)	(Under)
	£'000	£'000	£'000	%
Chief Officers and Staff Office	1,952	1,771	181	10.2%
Southwest One Unitary Charge	17,857	17,708	149	0.8%
Estates	10,639	10,809	(170)	(1.6%)
Technology Services	5,956	7,136	(1,180)	(16.5%)
Transport Services	4,424	4,473	(49)	(1.1%)
Professional Standards	1,515	1,457	58	4.0%
Human Resources	797	686	112	16.3%
Occupational Health & Safety	800	795	5	0.6%
Corporate Learning & Development	5,089	5,246	(157)	(3.0%)
Staff Associations and Support Groups	653	609	44	7.2%
Strategic Service Improvement	1,935	1,939	(4)	(0.2%)
Purchasing and Supply	1,302	1,343	(41)	(3.1%)
Corporate Information Management	991	1,051	(60)	(5.7%)
Corporate Communications	774	833	(59)	(7.1%)
Legal Services	493	703	(210)	(29.8%)
Detained Property	556	501	55	11.1%
Admin & Facilities	327	453	(126)	(27.7%)
Finance and Business Services	1,201	1,433	(232)	(16.2%)
ENABLING SERVICES	57,261	58,946	(1,685)	(2.9%)

In 16/17 we have underspent by £1.7m/2.9% against our Enabling Services budgets. Highlights from this area of the budget include:-

- **Chief Officers and Staff Office** – an overspend of £0.2m/10.2% is reported. This is as a consequence of overspends on police officer pay and allowances (£0.1m/9.0%), due to an over established Ch Supt post and on partnership costs (£0.1m/121.3%), which reflects the contributions required for the two Regional ACC posts;
- **Estates** – an underspend of £0.2m/2.1% is reported. This is the result of underspends on rent and rates (£0.8m), offset by overspends in facilities management (£0.2m), utilities costs (£0.2m) and other supplies and services (£0.2m);
- **Technology Services** – an underspend of £1.2m/16.5% is reported. This is the result of a number of variances the main items being £0.25m on O2 and Vodafone charges, £0.11m on reductions from Home Office and Police ICT company charges, £0.12m underspend on equipment orders not being requested and £0.88m underspend on a combination of items – a number of licences have not been renewed due to a new business justification process, no regional storm maintenance costs due to the delay in the project, recovery of previous years DEMS overpayment and some Niche costs falling into next year;
- **Legal Services** – an underspend of £0.21m/29.8% is reported. This is as a result of an over-achievement of income £0.36m, offset by some by some over spends on police staff pay and allowances (£0.03m) and other supplies and services (£0.06m);
- **Finance & Business Services** – an underspend of £0.23m/16.2% is reported. This is the result of underspends on police staff pay and allowances (£0.16m/14.3%), as a result of holding vacancies.

CENTRAL COSTS

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Pensions	7,721	7,082	639	9.0%
Officer & Staff Allowances	5,000	4,980	19	0.4%
Central Costs (inc unadjusted savings)	(463)	(1,275)	812	(63.7%)
Central Savings	0	(1,331)	1,331	(100.0%)
Student Officers	1,442	1,314	128	9.7%
CENTRAL COSTS	13,699	10,771	2,929	27.2%

In 16/17 we have overspent by £2.9m/27.2% against our Central Costs budgets. Highlights from this area of the budget include:-

- **Pensions** – an overspend of £0.6m/9.0% is reported. This is entirely driven by the one-off exceptional cost of £1.34m, relating to historic liabilities relating to pension deductions made in error, which was unforeseen and largely outside of our control. A provision has been made for the remainder of the costs expected next year;
- **Central Costs** – an overspend of £0.8m/63.7% is reported. This overspend is in part a reflection of the fact that we will not draw down from reserve the equivalent to the underspend forecast on our strategic projects (see below where this has been returned to reserve). There is also an overspend of (£0.3m) on other supplies and services, particularly driven by pressures on our insurance costs which has required permanent budget growth in our 17/18 budget;
- **Student Officers** – an overspend of £0.13m/9.7% is reported. This is the consequence of the course which started on 28th March 2016 which was missed in the budget setting process and has increased due to the delay of officers moving into districts;
- **Central Savings** – when the 16/17 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, against which we have recognised some further in-year savings and some in-year costs pressures. Once all these adjustments have been accounted for the balance for central savings stands at £1.3m. This was cleared in our MTFP, however a residual balance of £1.4m remains against this new 17/18 budget which we will monitor and report on over the course of the financial year, bringing forward options for further savings where we can identify these.

STRATEGIC PROJECTS

The Constabulary runs 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 £4.3m, of which £0.6m is funded from base budgets, requiring the balance of £3.7m to be funded from reserves. The table below provides a summary of final position for 16/17:-

	16/17	16/17	Over/	Over/
	Actual	Budget	(Under)	(Under)
	£'000	£'000	£'000	%
Accommodation and mobilisation	420	471	(51)	(10.8%)
Aurora project	141	307	(166)	(54.1%)
Demand management	150	75	75	100.0%
Detainee transport pilot	245	148	97	65.5%
Digital evidence project	279	488	(209)	(42.8%)
Digital mobilisation	186	213	(27)	(12.7%)
Digital policing	331	575	(244)	(42.4%)
Enabling service programme	551	1,239	(688)	(55.5%)
ESMCP	46	67	(21)	(31.3%)
New intranet (Pocketbook)	23	25	(2)	(8.0%)
Niche upgrade project	64	38	26	68.4%
Regional collaboration	268	458	(190)	(41.5%)
Strategic change management	244	217	27	12.4%
Vehicle telematics	0	1	(1)	(100.0%)
TOTAL	2,948	4,322	(1,374)	(31.8%)
Returned to Reserve	1,079		1,079	
TOTAL After Year-End return to Reserves	4,027	4,322	(294)	(7.3%)

In 16/17 we have underspent by £1.4m/31.8% against our Strategic Projects budgets. Highlights from this area of the budget include:-

- Aurora Project – The budget here was based on the full delivery of the time management system. However, this work has been placed on hold for the moment, and the resources in support of it are being utilised in support of other work, reflecting the underspend here;
- Enabling Services Collaboration – The budget here reflected the A&S share of the anticipated programme costs for this collaborative piece of work to deliver of our enabling services across Avon & Somerset, Wiltshire and Gloucestershire. Due to this programme ceasing during Q3, the actual spend has reduced considerably and is the main reason for the underspend;
- Digital Policing Programme and Digital Evidence Project – the Digital Policing Programme officially ended at the end of Q1, however there are a number of other initiatives that are continuing under this umbrella heading (until such time as a clearer programme name emerges). These include Body Worn Video Cameras, Digital Evidence Management and the project specifically looking at mobile working;
- Regional Collaborations Programme – our contribution towards the regional programme costs is estimated at £0.46m, the underspends against this are as a result of delays in securing people into several of the regional ESMCP posts which have been approved and holding over project/programme vacancies.

MISCELLANEOUS, GRANTS AND SECONDEES

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
MISCELLANEOUS	26	19	7	
GRANTS	35	0	35	
SECONDEES	0	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. The majority of these balances have been cleared as part of our year-end adjustments.

POLICE & CRIME COMMISSIONER MANAGED BUDGETS

	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Office of the PCC	1,265	1,354	(89)	(6.6%)
Commissioning Costs	1,047	1,485	(438)	(29.5%)
TOTAL OPCC and Commissioning	2,312	2,840	(528)	(18.6%)

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 £1.9m/49.8% on officer overtime, and £0.9m/93.6% on staff overtime recorded in last financial year. Overall, as the table below shows, this means we are reporting an overspend by £2.74m/58.6% on overtime budgets, with £1.87m/49.8% reported as overspend on officer overtime budgets and £0.88m/93.6% overspend on staff overtime budgets.

The reasons for the overspends have been discussed during the course of the year, with vacancies and demand pressures being the key factors cited.

The total cost of £7.42m is a reduction on the Q3 forecast of £7.47m and therefore suggests that we are continuing to see a reduction in overtime due to vacancies being filled and better management of overtime. However, **we need this downward trend to continue in 17/18 if we are to manage within the reduced force budgets.**

Below table summarises the spend position by area, full breakdowns at Appendix D and E:-

	Annual Budget £'000	Actual Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Local Policing	1,328	1,467	139	10.4%
Specialist Operations	1,649	3,079	1,430	86.8%
Prevention, Protection and Prosecution	187	230	42	22.7%
Enabling Services	7	10	3	33.7%
Central Costs	503	741	239	47.5%
Strategic Projects	0	0	0	-
Misc/Grants/Secondees	71	83	12	15.5%
Police Officer Overtime TOTAL	3,745	5,610	1,865	49.8%

Local Policing	10	19	9	91.8%
Specialist Operations	203	858	656	323.5%
Prevention, Protection and Prosecution	481	532	52	10.8%
Enabling Services	78	141	63	81.2%
Central Costs	102	136	34	32.9%
Strategic Projects	50	15	(35)	(70.0%)
Misc/Grants/Secondees	11	108	97	
Police Staff/PCSO Overtime TOTAL	934	1,809	875	93.6%
TOTAL Officer & Staff Overtime	4,679	7,419	2,740	58.6%

Local Policing – The pressure in this area is against police officer budgets where an overspend of £0.14m/10.4% is reported. Somerset (£0.1m/19.4%) and Bristol (£0.07m/14.2%) are the drivers behind this overspend. The reported overspend is in relation to general, as opposed to bank holiday overtime.

Local Policing SLT's have been taking action to address the levels of spend here. In the case of both Bristol (£0.18m/39.7% forecast at Q3) and Somerset (£0.19m/33.9% forecast at Q3) the actual reported overspend has significantly reduced from that forecast at the end of Q3, suggesting that local action has started to achieve a reduction in the levels of overtime spend in these areas.

Specialist Operations – These departments are reporting overspends on both officers overtime (£1.43m/86.8%), and on staff overtime (£0.66m/323.5%). The critical areas of overspend for officers are investigations (£0.57m/107.5%), catch & disrupt (£0.61m/256.0%) and Tri-Force (£0.29m/97.0%).

Police Staff show significant overspends in investigations reporting (£0.48m/2,264.7%) overspend, catch & disrupt (£0.05m), scientific investigations (£0.06m) and major incidents (£0.06m).

This is an improved position from the Q3 forecast of officer overspend of (£1.6m) and staff overtime of (£0.63m). As highlighted above, the overtime costs particularly in relation to Catch & Disrupt are in part a reflection of the resources being used in support of operations, some of which generate additional income (e.g. Op Cobb/Harlech, Football charging).

Central Costs – an overspend is reported for both officers overtime (£0.24m/47.5%) and staff overtime (£0.03m/32.9%). This is a reflection of us estimating the force overtime accrual at the end of the year (as now required as part of our earlier closedown process), and managing this accrual centrally rather than splitting this out. The consequence here is that actual spend is suppressed elsewhere, offset by this overspend. As this is the first year of us doing this we will reflect on whether this is the most appropriate way of managing this year-end accrual.

YEAR-END ADJUSTMENTS – PROVISIONS AND RESERVES

The table below shows the movements from a £4.78m/1.7% underspend to the break-even position after all year-end adjustments have been made for carry forwards, provisions and reserves.

APPENDIX B Mgt Structure Revenue Outturn March 2017 (Year-End)	16/17 Pre Year-End Provisions and Reserves				Year-End Adjustments			16/17 Post Year-End Provisions and Reserves			
	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)	Carry Forwards	Provisions	Reserves	16/17 Adjusted Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	%
TOTAL REVENUE EXPENDITURE	271,293	276,075	(4,782)	(1.7%)	256	3,886	639	276,075	276,075	0	0.0%

Carry forwards of £0.25m were requested from various departments, these have all been approved and the funding carried forward into 17/18.

At the end of the financial year it is necessary for us to make provisions for known liabilities the timing or value of which remains uncertain. As part of our year-end adjustments we have uplifted provisions by £3.9m, consisting of:-

- £1.8m increase in the provision relating to historic claims made by undercover officers and source handlers;
- £1.47m uplift to our insurance provision (after utilising some funds in year to pay out against claims);
- £0.24m ill-health retirements provision in support of officers who are retiring on medical grounds, but who's leaving date is not until after the end of the year;
- £0.08 redundancy costs associated with known redundancies at the end of the financial year; and
- £0.3m on pensions to reflect the residual value of historic claims here as reported above.

The table below summarises the position in relation to our provisions at the end of the financial year:-

	31/03/2017 £'000	31/03/2016 £'000
Insurance provision	7,781	7,301
Legal Services provision	202	249
Ill-health retirements and Termination benefits	238	184
Redundancy Provision	77	0
Holiday overtime pay	0	73
UCO and Source Handler provision	2,141	350
Pensions - Employment Support Allowance provision	353	0
TOTAL	10,792	8,157

Our reserve levels are also reviewed at the end of the financial year. These include our earmarked revenue and capital reserves, as well as the general fund which is the subject of a risk assessment undertaken by the OPCC CFO, and discussed and agreed with the Constabulary.

A number of transfers to and from reserves were carried out before year end and are detailed in appendix C. The above £0.64m reflects the final transfers that were done at year-end, with the main items being £0.6m transfer to road safety, £0.44m OPCC victims and commissioning reserve, less a transfer from capital financing reserve of £0.45m to support non-enhancing capital expenditure, and a number of other small transfers to reserves for Hinkley point, LRF, and POCA.

The following table provides a summarised version of our reserve position (a full breakdown is provided at Appendix C):-

	31/03/2017 £'000	31/03/2016 £'000
Earmarked revenue reserves – discretionary	8,825	12,396
Earmarked revenue reserves – non-discretionary	8,997	7,991
Earmarked revenue reserves – capital and PFI	8,900	8,952
Capital receipts reserve	7,149	11,577
General Fund	10,400	10,400
TOTAL USEABLE RESERVES	44,272	51,317

Our useable reserve levels have reduced by £7.0m/13.7% over the course of the year. The following points of note are highlighted:-

- Our discretionary reserve levels have decreased by £3.6m reflecting the utilisation of funds in support of our Strategic Projects during the year, with top-ups from the revenue underspend coupled with redistribution of funds as part of our accounting exercises completed at year-end.

The key balance here relates to our transformation fund, which currently stands at £4.5m and which will be used to support ongoing revenue costs of transformation - £2.6m is committed against this in 2017/18;

- Our non-discretionary reserves have increased by £1.0m, which is a reflection of a number of areas where reserves have increased. This includes proceeds of crime reserve increase (£0.5m), detained property reserve increase of (£0.64m) and our road safety reserve (£0.6m), less a reduction on the Zephyr reserve (managed by us on behalf of the region) reflecting the investment made in their new accommodation;
- Our capital and PFI reserves have increased by £0.1m, which reflects small movements across a lot of the reserves. This reserve is part of the approved financial model for the accounting of our PFI buildings, and is used to equalise the phasing of government grant income and expenditure on the unitary charge;
- Our capital receipts reserve has seen the most significant change during the course of the year, having further reduced by £4.4m reflecting the use of this in support of our capital expenditure during the year;
- The general fund has remained the same after a review in last financial year.

DEBT MANAGEMENT

During 16/17 there have been 15 debt write-offs which totalled £17,455.12, of these 4 were due to overpayment of salaries (£3,005.27) and 11 supplier invoices (£14,449.85) of which 4 were invoices disputed and the others were only pence for rounding differences.

The debt provision for 16/17 is £326,494 which is a reduction from 15/16 by £124,867. In this provision £284,234 relates to debts over 6 months old and therefore 100% included due to the age of the debt. £3,005 is 10% of the 3-6 months debts outstanding and overpayments of salary debts of £39,255 where the plans are over 6 months.

4. PART TWO – 16/17 CAPITAL BUDGET PERFORMANCE

In February 2016 the PCC approved a capital programme of £30.3m of new spend in 16/17. In addition to this we reported a carry forward against in progress capital schemes of £11.5m at the end of 2015/16 – taking the total Avon & Somerset capital plan for 16/17 to £41.8m.

As at the end of 16/17 the capital plan stood at £45.5m. The table below summarises this movement:-

	Approved Plan	B/Fwd from 15/16	TOTAL Plan	Adjustments	TOTAL Revised Plan
	£'000	£'000	£'000	£'000	£'000
Information and Communication Systems	8,986	3,289	12,275	595	12,870
Estates	18,287	5,036	23,323	2,615	25,938
Transport Services	2,689	3,175	5,864	406	6,270
Plant, Machinery and Equipment	315	11	326	116	442
TOTAL A&S Schemes	30,277	11,511	41,788	3,732	45,520
Memorandum Items	0	3,604	3,604	50	3,654
TOTAL	30,277	15,115	45,392	3,782	49,174

The majority of the above changes to our plan were within estates, reflecting the forecast increased costs as well as anticipated costs associated with collaborative opportunities.

16/17 CAPITAL PROGRAMME OUTTURN

	TOTAL Plan	Actual Outturn		C/Fwd to 17/18	Outturn + C/Fwd	Over/(Under)	
	£'000	£'000	% of Plan	£'000	£'000	£'000	%
Information and Communication Systems	12,870	4,868	37.8%	2,295	7,163	(5,707)	(44.3%)
Estates	25,938	6,371	24.6%	3,328	9,699	(16,239)	(62.6%)
Transport Services	6,270	2,188	34.9%	2,336	4,524	(1,746)	(27.8%)
Plant, Machinery and Equipment	442	336	76.0%	78	414	(28)	(6.3%)
TOTAL A&S Schemes	45,520	13,763	30.2%	8,037	21,800	(23,720)	(52.1%)
Memorandum Items	3,654	2,666	73.0%	988	3,654	0	0.0%
TOTAL	49,174	16,429	33.4%	9,025	25,454	(23,720)	(48.2%)

At the end of the 16/17 financial year we have actually spent £16.4m/33.4% of the capital programme, with a further £8.0m to be carried forward in support of A&S projects and £1.0m in support of projects not wholly relating to Avon and Somerset (NPAS Airbase, and accommodation for South West Regional Organised Crime Unit). These carry forward support projects which are in various stages of delivery at the end of the financial year.

The 17/18 Capital Programme, including the 16/17 carry forwards, will be re-presented in the Q1 Outturn Report. Details of the capital programme are included at Appendix F.

INFORMATION & COMMUNICATION SYSTEMS

As at the end of 16/17 we have consumed £4.9m/37.8% of plan. The key highlights from this part of the capital plan are:-

- ATLAS Project ('Corporate Systems') - £0.9m was spent during 16/17, and £0.2m has been carried forward for the completion of the disaster recovery solution;
- Voice and data communications ('Mobile, Telephony and Data') – £0.5m was incurred during 16/17, to upgrade some of our local area network (LAN) and wide area network (WAN), introduce internet enabled telephony (VOIP) and the recording and embedding of call logs into our Storm system. £1.1m has been carried forward to support project completion in 2017;
- Digital Mobilisation Project – The business case for this project was approved in December. £0.7m has been spent of the £0.9m budget for 16/17, with the remaining £0.2m budget to be carried forward into 17/18 for the continuation of the project;
- Digital Evidencing ('Digital Evidence') - £1.1m has spent on the purchase of body worn cameras and the development of the digital evidence management system including the interface into our NICHE system. £0.2m has been carried forward into 17/18 for the completion of the development work and disaster recovery works;
- Workforce management system ('Corporate Systems') - This project is currently on hold pending the outcome of the new ERP system and £0.3m has been carried forward into 17/18;
- Emergency Services Network ('National Systems') - This scheme is part of the National programme for the replacement for the current airwave system. This scheme is due to go live in the South West region in 19/20. No costs were incurred during 16/17.

ESTATES

As at the end of 16/17 we have consumed £6.4m/24.6% of plan. The size of the underspend forecast is a reflection of the recent review of the estates strategy. As some decisions are outstanding on a number of projects and some projects have significantly changed direction since the 16/17 capital plan was developed, no expenditure was incurred during 16/17 on these projects.

Other key highlights from this part of the capital plan are:-

- 'Replacement and renewal programme' - £0.2m was spent during 16/17 which includes lighting upgrades, security, and heating and ventilation for the bio-mass boilers;
- 'HQ Sites & Projects' - Expenditure of £2.8m was incurred at the end of 16/17. £0.3m was incurred on the central store with the works completed during August 2016. The business case for additional works at the specialist operations and training site has been approved giving an expenditure of £1.3m as at 31st March 2017 and the completion of the phase 2 works is due to complete in 17/18 at £0.6m. The South West Forensics drug lab completed in March £0.4m and the chem lab will complete in early 17/18 leading to £0.5m to be carried forward. The generator project £0.7m will carry forward into 17/18 as the specifications works and business case is currently being prepared. Expenditure of £0.1m was incurred with the fire service moving to HQ with work expected to complete in early 17/18. £0.1m has been carried forward from the operating model refurbishment budget for the completion of 'The Hub'. In total £2.3m has been carried forward on these projects;
- 'Estates rationalisation programme' - At the end of 16/17 £3.2m of expenditure has been incurred. The main areas of expenditure includes North Somerset Police Centre £2.7m, North Somerset PPU £0.2m and the relocation of special branch £0.2m. £0.9m has been carried forward to complete underway projects.

TRANSPORT SERVICES

As at the end of 16/17 we have consumed £2.2m/27.8% of plan. The key highlights from this part of the capital plan are:-

- Replacement and Renewal - £2.2m was spent on the replacement of vehicles in 16/17. Due to the delivery timescales from the manufacturers, commitments of £2.3m have been made for vehicles which will be delivered early in new financial year;
- In-vehicle tracking - The fit out of the devices to the existing fleet has now been completed. The outstanding technical problems, which are anticipated to be completed during 17/18 leading to a carry forward of £0.08m;
- Pool car infrastructure – The expenditure on this project has completed and the roll out of the new pool car system is currently being undertaken across the force;
- Detainee transport solution - The pilot scheme was extended to March 17, therefore, no expenditure was incurred during 16/17.

PLANT, MACHINERY AND EQUIPMENT

As at the end of 16/17 we have consumed £0.34m/76% of the planned £0.44m. Expenditure on the ANPR replacement programme was £0.09m, including £0.05m expenditure on the strategic routes. There is a carry forward of £0.08m for the commitment for the purchase of ANPR cameras, due to the lead time of delivery from the manufacturers. The works on updating the ANPR for the motorway networks £50k is due to start during 17/18. The £0.1m contingency budget was fully utilised in 16/17.

MEMORANDUM ITEMS

The actual expenditure for the regional organised crime unit was £2.7m, reflecting that these works were substantially complete at the end of 16/17. The residual budget of £0.7m has been carried forward to support the completion of this work in 17/18. The new air support base is expected to complete in 2017/18, and therefore the entire budget (£0.3m) is being carried forward to support this.

CAPITAL FUNDING

We have utilised a number of sources of funding in order to support the expenditure incurred during

2016/17 on the capital programme and the expenditure incurred on the regional organised crime unit as shown in the memorandum below the capital programme. These are set out in the table below:

	Funding Available	Utilisation of Funding	Funding C/Fwd into 17/18
	£'000	£'000	£'000
General Purpose Capital Grant	1,184	1,184	0
Capital Contributions	1,244	755	489
Capital Receipts	12,811	5,662	7,149
General Capital Reserve	2,136	451	1,685
Specific reserves	1,232	1,007	225
Externally funded	1,319	1,319	0
Vehicle Sales	184	184	0
Borrowings	7,277	5,841	1,436
TOTAL FUNDING	27,387	16,403	10,984
Movement in Creditors	0	26	
TOTAL CAPITAL PROGRAMME	27,387	16,429	

To fund the 16/17 capital programme £5m borrowings were taken out in 16/17. The borrowings have been used to fund the estates capital programme in order to retain the capital receipts to cover the planned IT expenditure within the forward plan. This is in order keep the annual MRP charge at a lowest level.

The funding carried forward is available to fund those projects that have had their budgets carried forward into the 17/18 capital programme, including those memorandum items (new Southwest Regional Crime Unit base, and new helicopter base).

5. PART THREE – 16/17 FINANCIAL HEALTH INDICATORS

Details of financial indicators for 16/17 are provided in Appendix G. Highlights include:-

- **Revenue budget summary:** This highlights that reported revenue financial performance for 16/17 is an underspend of £4.78m/1.7% (pre year-end adjustments);
- **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 over or underspent during 16/17. As demonstrated by the graph underspends are occurring in officer and staff pay, as well as in income. Overspending was most noticeable in relation to supplies and services, other costs in relation to the provisions made for overtime claims and against our residual savings target. All of these over and under spends have been explained in the above report;
- **Overtime Budgets:** This shows the position in relation to overtime spend for both police officers and police staff. As is shown here 158.3% of the budget has been consumed during the year leading to a reported overspend of £2.7m. As highlighted above there is some signs that this is beginning to reduce, however continued monitoring of this area of spend is necessary to ensure that our spend is maintained at sustainable levels going forward;
- **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 30% of the plan (excluding Memorandum items) during the year, with a further 18% of the plan carried forward in support on ongoing work;
- **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 2016/17, we have paid 95.7% of our supplier's invoices within this 30 day timescale;

- **Borrowing and Investments**: Here we provide an update on our total borrowings (£41.0m) compared to the total approvals for borrowing (£58m), as well as the average rate we're paying on our borrowing (4.12%). In addition we also show the amount of cash held on deposit as at 31st March 2017 (£36.1m), and the average rate of interest we received on these cash balances during 2016/17 (0.63%).

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 £4.78m/1.7%), reflects a strong year of financial performance, particularly in consideration that this is after having to subsume some significant pressures in-year, most notably in relation to unexpected, one-off, historic pensions costs.

Our patterns of spend still reflect a high degree of variation within our budget however, with underspends on pay, and overspends on overtime being a continuing feature of our financial performance. Looking forward we would expect our pay underspends to reduce as a consequence of our new ways of working, and recruitment activity. If this is not matched by reductions in overtime spend we will quickly see the strong financial position being reversed, and therefore **leaders and their SLT's are again encouraged to ensure that you are maintaining close scrutiny and review of overtime spend to ensure that we continue to see reductions here.**

Our capital performance reflects a period of transition, particularly in relation to our estates projects where we have sought time to pause on a number of projects to ensure that we were making the best decisions for the future, and leveraging the new benefits presented by our new ways of working. We will look to re-profile our future capital plans, and report these back as part of our Q1 reporting in July.

Members of PCB are invited to review and discuss this financial performance report.

FOR PUBLICATION

APPENDIX A Subjective Revenue Outturn March 2017 (Year-End)	16/17 Pre Year-End Provisions and Reserves				Year-End Adjustments			16/17 Post Year-End Provisions and Reserves			
	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)	Carry Forwards	Provisions	Reserves	16/17 Adjusted Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	%
Police Officer pay and allowances	131,500	135,898	(4,398)	(3.2%)	0	0	0	131,500	135,898	(4,398)	(3.2%)
Police Officer Overtime	5,528	3,674	1,854	50.5%	0	0	0	5,528	3,674	1,854	50.5%
Police Staff pay and allowances	59,690	62,898	(3,208)	(5.1%)	0	0	0	59,690	62,898	(3,208)	(5.1%)
Police Staff Overtime	1,688	920	768	83.5%	0	0	0	1,688	920	768	83.5%
PCSO pay and allowances	10,272	11,082	(810)	(7.3%)	0	0	0	10,272	11,082	(810)	(7.3%)
PCSO Overtime	15	4	11	249.8%	0	0	0	15	4	11	249.8%
Indirect Employee Expenses	553	271	282	104.1%	0	77	0	630	271	359	132.5%
Pensions	7,764	7,152	612	8.6%	0	591	0	8,356	7,152	1,204	16.8%
EMPLOYEE COSTS	217,011	221,900	(4,889)	(2.2%)	0	668	0	217,679	221,900	(4,221)	(1.9%)
PREMISES COSTS	11,608	12,036	(428)	(3.6%)	0	0	0	11,608	12,036	(428)	(3.6%)
TRANSPORT COSTS	5,037	4,854	183	3.8%	0	0	0	5,037	4,854	183	3.8%
S&S - COMMUNICATIONS AND COMPUTING COSTS	8,034	9,063	(1,029)	(11.4%)	0	0	0	8,034	9,063	(1,029)	(11.4%)
S&S - FORENSICS COSTS	1,794	1,641	153	9.3%	0	0	0	1,794	1,641	153	9.3%
S&S - OTHER COSTS	11,643	11,907	(264)	(2.2%)	0	3,218	0	14,861	11,907	2,954	24.8%
PARTNERSHIP COSTS (3RD PARTY PAYMENTS)	27,644	27,518	127	0.5%	0	0	0	27,644	27,518	127	0.5%
TRANSFERS TO/(FROM) RESERVES	(2,633)	(4,574)	1,941	(42.4%)	252	0	242	(2,140)	(4,574)	2,435	(53.2%)
CAPITAL FINANCING COSTS	9,582	10,573	(991)	(9.4%)	0	0	0	9,582	10,573	(991)	(9.4%)
OUTSTANDING SAVINGS TARGET	0	(1,335)	1,335	(100.0%)	0	0	0	0	(1,335)	1,335	(100.0%)
TOTAL CONSTABULARY EXPENDITURE	289,720	293,583	(3,863)	(1.3%)	252	3,886	242	294,100	293,583	517	0.2%
INCOME - SPECIAL GRANTS	(16)	(0)	(16)	5,338.7%	0	0	0	(16)	(0)	(16)	5,338.7%
INCOME - OTHER	(22,729)	(22,311)	(417)	1.9%	0	0	0	(22,729)	(22,311)	(417)	1.9%
TOTAL CONSTABULARY INCOME	(22,745)	(22,312)	(433)	1.9%	0	0	0	(22,745)	(22,312)	(433)	1.9%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	266,975	271,272	(4,296)	(1.6%)	252	3,886	242	271,355	271,272	84	0.0%
MISCELLANEOUS	26	19	7		0	0	(5)	20	19	2	
GRANTS	35	0	35		0	0	(35)	0	0	0	
SECONDEES	0	0	(0)		0	0	0	20	19	(0)	
TOTAL CONSTABULARY	267,036	271,290	(4,254)	(1.6%)	252	3,886	201	271,376	271,290	85	0.0%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,265	1,354	(89)	(6.6%)	4	0	0	1,270	1,354	(85)	(6.3%)
COMMISSIONING COSTS	2,992	3,430	(438)	(12.8%)	0	0	438	3,430	3,430	(0)	(0.0%)
TOTAL OPCC AND COMMISSIONING	4,257	4,785	(528)	(11.0%)	4	0	438	4,700	4,785	(85)	(1.8%)
TOTAL REVENUE EXPENDITURE	271,293	276,075	(4,782)	(1.7%)	256	3,886	639	276,075	276,075	0	0.0%

FOR PUBLICATION

APPENDIX B Mgt Structure Revenue Outturn March 2017 (Year-End)	16/17 Pre Year-End Provisions and Reserves				Year-End Adjustments			16/17 Post Year-End Provisions and Reserves			
	16/17 Actual	16/17 Budget	Over/ (Under)	Over/ (Under)	Carry Forwards	Provisions	Reserves	16/17 Adjusted Actual	16/17 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bristol Area	25,306	26,608	(1,302)	(4.9%)	0	0	0	25,306	26,608	(1,302)	(4.9%)
Somerset Area	31,862	33,548	(1,686)	(5.0%)	12	0	19	31,893	33,548	(1,655)	(4.9%)
North East Area	16,590	17,601	(1,011)	(5.7%)	8	0	0	16,599	17,601	(1,003)	(5.7%)
Local Policing Directorate	781	705	77	10.9%	0	0	0	781	705	77	10.9%
LOCAL POLICING	74,540	78,463	(3,923)	(5.0%)	21	0	19	74,580	78,463	(3,883)	(4.9%)
Investigations	31,356	31,106	250	0.8%	7	0	45	31,408	31,106	303	1.0%
Catch & Disrupt	10,645	11,204	(558)	(5.0%)	41	0	0	10,687	11,204	(517)	(4.6%)
Investigations Policy and Support	2,869	2,984	(115)	(3.9%)	0	1,793	45	4,707	2,984	1,723	57.7%
Regional Collaboration - Tri-Force	12,139	12,108	31	0.3%	0	0	0	12,139	12,108	31	0.3%
Regional Collaboration - Scientific Investigations	4,992	4,597	395	8.6%	0	0	0	4,992	4,597	395	8.6%
Regional Collaboration - Major Crime Investigation	4,411	4,704	(292)	(6.2%)	31	0	0	4,442	4,704	(262)	(5.6%)
Regional Collaboration - SWROCU	2,174	2,214	(40)	(1.8%)	0	0	0	2,174	2,214	(40)	(1.8%)
Regional Collaboration - Special Branch	992	1,029	(37)	(3.6%)	0	0	0	992	1,029	(37)	(3.6%)
Regional Collaboration - Black Rock	722	800	(77)	(9.7%)	0	0	0	722	800	(77)	(9.7%)
Major Incidents	1,237	1,016	220	21.7%	0	0	0	1,237	1,016	220	21.7%
SPECIALIST OPERATIONS	71,537	71,761	(224)	(0.3%)	79	1,793	90	73,500	71,761	1,738	2.4%
Command and Control	17,493	16,958	534	3.2%	0	0	0	17,493	16,958	534	3.2%
Criminal Justice	12,198	12,821	(623)	(4.9%)	0	0	638	12,835	12,821	14	0.1%
Intelligence	7,336	8,151	(815)	(10.0%)	0	0	0	7,336	8,151	(815)	(10.0%)
Manage	6,549	6,586	(38)	(0.6%)	29	0	0	6,577	6,586	(9)	(0.1%)
Victim and Witness Care	2,335	2,493	(158)	(6.4%)	0	0	0	2,335	2,493	(158)	(6.4%)
PREVENTION, PROTECTION AND PROSECUTION	45,909	47,010	(1,100)	(2.3%)	29	0	638	46,576	47,010	(434)	(0.9%)
Chief Officers and Staff Office	1,952	1,771	181	10.2%	0	0	0	1,952	1,771	181	10.2%
Southwest One Unitary Charge	17,857	17,708	149	0.8%	0	0	0	17,857	17,708	149	0.8%
Estates	10,639	10,809	(170)	(1.6%)	0	0	(53)	10,585	10,809	(224)	(2.1%)
Technology Services	5,956	7,136	(1,180)	(16.5%)	36	0	0	5,992	7,136	(1,144)	(16.0%)
Transport Services	4,424	4,473	(49)	(1.1%)	15	0	0	4,439	4,473	(34)	(0.8%)
Professional Standards	1,515	1,457	58	4.0%	0	0	0	1,515	1,457	58	4.0%
Human Resources	797	686	112	16.3%	0	0	0	797	686	112	16.3%
Occupational Health & Safety	800	795	5	0.6%	0	0	0	800	795	5	0.6%
Corporate Learning & Development	5,089	5,246	(157)	(3.0%)	0	0	0	5,089	5,246	(157)	(3.0%)
Staff Associations and Support Groups	653	609	44	7.2%	0	0	0	653	609	44	7.2%
Strategic Service Improvement	1,935	1,939	(4)	(0.2%)	0	0	0	1,935	1,939	(4)	(0.2%)
Purchasing and Supply	1,302	1,343	(41)	(3.1%)	0	0	0	1,302	1,343	(41)	(3.1%)
Corporate Information Management	991	1,051	(60)	(5.7%)	15	0	0	1,006	1,051	(45)	(4.3%)
Corporate Communications	774	833	(59)	(7.1%)	11	0	0	784	833	(49)	(5.9%)
Legal Services	493	703	(210)	(29.8%)	27	(47)	0	474	703	(229)	(32.6%)
Detained Property	556	501	55	11.1%	0	0	0	556	501	55	11.1%
Admin & Facilities	327	453	(126)	(27.7%)	0	0	0	327	453	(126)	(27.7%)
Finance & Business Services	1,201	1,433	(232)	(16.2%)	20	77	0	1,298	1,433	(135)	(9.4%)
ENABLING SERVICES	57,261	58,946	(1,685)	(2.9%)	123	30	(53)	57,361	58,946	(1,585)	(2.7%)
Pensions	7,721	7,082	639	9.0%	0	591	0	8,312	7,082	1,230	17.4%
Officer & Staff Allowances	5,000	4,980	19	0.4%	0	0	0	5,000	4,980	19	0.4%
Central Costs (inc unadjusted savings)	(463)	(1,275)	812	(63.7%)	0	1,472	(451)	557	(1,275)	1,832	(143.7%)
Central Savings	0	(1,331)	1,331	(100.0%)	0	0	0	0	(1,331)	1,331	(100.0%)
Student Officers	1,442	1,314	128	9.7%	0	0	0	1,442	1,314	128	9.7%
CENTRAL COSTS	13,699	10,771	2,929	27.2%	0	2,063	(451)	15,311	10,771	4,541	42.2%
STRATEGIC PROJECTS	4,027	4,322	(294)	(6.8%)	0	0	0	4,027	4,322	(294)	(6.8%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	266,975	271,272	(4,297)	(1.6%)	252	3,886	242	271,355	271,272	83	0.0%
MISCELLANEOUS	26	19	7		0	0	(5)	20	19	2	
GRANTS	35	0	35		0	0	(35)	0	0	0	
SECONDEES	0	0	(0)		0	0	0	0	0	(0)	
TOTAL CONSTABULARY	267,036	271,290	(4,254)	(1.6%)	252	3,886	201	271,375	271,290	85	0.0%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,265	1,354	(89)	(6.6%)	4	0	0	1,270	1,354	(85)	(6.3%)
COMMISSIONING COSTS	2,992	3,430	(438)	(12.8%)	0	0	438	3,430	3,430	0	0.0%
TOTAL OPCC AND COMMISSIONING	4,257	4,785	(528)	(11.0%)	4	0	438	4,700	4,785	(85)	(1.8%)
TOTAL REVENUE EXPENDITURE	271,293	276,075	(4,782)	(1.7%)	256	3,886	639	276,075	276,075	0	0.0%

FOR PUBLICATION

APPENDIX C RESERVES AND PROVISIONS		Bal as at 1st April 2015	Transfers Out During Yr	Transfers in During Yr	Revenue Underspend	Adjusts	Bal as at 31st March 2016
		£'000	£'000	£'000	£'000	£'000	£'000
DISCRETIONARY RESERVES	1. Carry Forwards - 98503	474	(457)	0	256	(18)	256
	2. Neighbourhood Policing reserve - 98513	250	(25)	0	0	0	224
	3. Operations reserve - 98526	1,500	0	0	0	0	1,500
	4. Overtime Liability - 98541	1,200	0	0	0	0	1,200
	5. Buildings and sustainability - 98500/98525	1,499	(370)	0	0	0	1,129
	6. Transformation reserve - 98515/98516	7,473	(4,834)	1,858	0	18	4,516
	TOTAL Discretionary Earmarked Revenue Reserves	12,396	(5,686)	1,859	256	0	8,825
NON-DISCRETIONARY RESERVES	7. Zephyr reserve - 98529	2,138	(1,590)	627	0	0	1,175
	8. Proceeds of crime reserve - 98523	0	0	488	45	0	533
	9. Detained Property reserve - 98508/98509	1,004	(1,248)	1,882	0	0	1,639
	10. Insurance reserve - 98518/98519	1,948	(269)	485	0	(228)	1,936
	11. Grants carried forward - 98527	684	(1,249)	1,577	(35)	0	977
	12. Hinkley Point - 98531	66	0	0	19	0	84
	13. Road Safety - 98530	899	0	0	638	0	1,537
	14. Local Resilience Forum Reserve - 98533	36	0	0	45	0	81
	15. Victims and Commissioning Reserve - 98537	886	(587)	0	438	0	737
	16. Miscellaneous Balances Reserve - 98538	332	(216)	189	(5)	0	299
TOTAL Non-Discretionary Earmarked Revenue Reserves	7,991	(5,159)	5,248	1,144	(228)	8,997	
TOTAL Earmarked Revenue Reserves	20,388	(10,844)	7,107	1,400	(228)	17,823	
CAPITAL/PFI	17. Capital Financing reserve - 98100	1,973	0	164	(451)	0	1,685
	18. Capital earmarked reserves - 98104	90	(8)	197	(53)	0	225
	19. PFI Change Reserve - 98539	558	(122)	18	0	0	454
	20. PFI Interest Smoothing Account - 98532	2,820	(111)	0	0	0	2,710
	21. PFI Sinking Fund Reserve - 98536	3,512	0	315	0	0	3,826
	TOTAL Earmarked Capital and PFI Reserves	8,952	(240)	693	(505)	0	8,900
TOTAL EARMARKED RESERVES	29,339	(11,084)	7,800	896	(228)	26,723	
General Fund - 98800	10,400	0	0	0	0	10,400	
TOTAL REVENUE RESERVES	39,739	(11,084)	7,800	896	(228)	37,123	
Capital Receipts Reserve - 98016	11,577	(5,662)	1,234	0	0	7,149	
TOTAL USEABLE RESERVES	51,317	(16,746)	9,033	896	(228)	44,272	
PROVISIONS	Insurance Provision	7,301	(1,220)	0	1,472	228	7,781
	Legal Services Provision	249	0	0	(47)	0	202
	Ill-health retirements Provision	184	(184)	0	238	0	238
	Redundancy Provision	0	0	0	77	0	77
	Holiday Pay on Overtime Provision	73	(73)	0	0	0	0
	Overtime Liability	350	0	0	1,793	0	2,143
	Employment Support Allowance	0	0	0	353	0	353
	TOTAL PROVISIONS	8,157	(1,477)	0	3,886	228	10,794
TOTAL RESERVES AND PROVISIONS	59,474	(18,223)	9,033	4,782	0	55,066	

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APPENDIX D Officer Overtime March 2017 (Year-End)	15/16 Actual					16/17 Budget	Over/ (Under)	Over/ (Under)
	16/17 Q1 Actual	16/17 Q2 Actual	16/17 Q3 Actual	16/17 Q4 + P13 Actual	16/17 TOTAL Actual			
	£'000	£'000	£'000	£'000	£'000			
Bristol Area	124	146	65	188	523	458	65	14.2%
Somerset Area	173	154	91	260	677	567	110	19.4%
North East Area	74	49	23	121	267	304	(36)	(11.9%)
Local Policing Directorate	0	0	0	0	0	0	0	0.0%
LOCAL POLICING	370	349	179	569	1,467	1,328	139	10.4%
Investigations	222	307	251	328	1,108	534	574	107.5%
Catch & Disrupt	103	129	457	155	843	237	606	256.0%
Investigations Policy and Support	5	4	3	2	14	7	7	102.6%
Regional Collaboration - Tri-Force	121	151	113	201	586	297	288	97.0%
Regional Collaboration - Scientific Investigations	0	0	0	0	0	0	0	0.0%
Regional Collaboration - Major Crime Investigation	5	6	4	15	30	19	11	60.3%
Regional Collaboration - SWROCU	0	0	0	0	0	0	0	0.0%
Regional Collaboration - Special Branch	2	1	1	2	6	15	(9)	(60.3%)
Regional Collaboration - Black Rock	2	3	2	2	8	0	8	0.0%
Major Incidents	136	152	75	120	483	539	(56)	(10.4%)
SPECIALIST OPERATIONS	596	753	905	826	3,079	1,649	1,431	86.8%
Command and Control	2	1	0	1	4	5	(1)	(24.6%)
Criminal Justice	36	35	19	50	140	108	32	29.9%
Intelligence	10	8	7	14	39	36	3	9.0%
Manage	11	9	11	16	47	38	8	21.2%
Victim and Witness Care	0	0	0	0	0	0	0	0.0%
PREVENTION, PROTECTION AND PROSECUTION	58	53	37	82	230	187	42	22.7%
Chief Officers and Staff Office	0	0	0	0	0	0	0	100.0%
Southwest One Unitary Charge	0	0	0	0	0	0	0	0.0%
Estates	0	0	0	0	0	0	0	0.0%
Technology Services	0	0	0	0	0	0	0	0.0%
Transport Services	0	0	0	0	0	0	0	0.0%
Professional Standards	2	1	1	3	7	2	5	288.2%
Human Resources	0	0	0	0	0	0	0	0.0%
Occupational Health & Safety	0	0	0	0	0	0	0	0.0%
Corporate Learning & Development	1	1	0	1	2	5	(3)	(52.7%)
Staff Associations and Support Groups	0	0	0	0	0	0	(0)	0.0%
Strategic Service Improvement	0	0	0	0	0	0	0	0.0%
Purchasing and Supply	0	0	0	0	0	0	0	0.0%
Corporate Information Management	0	0	0	0	0	0	0	0.0%
Corporate Communications	0	0	0	0	0	0	0	0.0%
Legal Services	0	0	0	0	0	0	0	0.0%
Detained Property	0	0	0	0	0	0	0	0.0%
Admin & Facilities	0	0	0	0	0	0	0	0.0%
Finance & Business Services	0	0	0	0	0	0	0	0.0%
ENABLING SERVICES	3	2	1	4	10	7	2	33.7%
Pensions	0	0	0	0	0	0	0	0.0%
Officer & Staff Allowances	(0)	103	75	463	641	388	253	(100.0%)
Central Costs (inc reserve funding)	0	97	3	0	100	115	(15)	(12.7%)
Student Officers	(0)	0	(0)	0	0	0	0	100.0%
CENTRAL COSTS	0	200	78	464	741	503	239	47.5%
STRATEGIC PROJECTS	0	0	0	0	0	0	0	100.0%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	1,028	1,356	1,199	1,944	5,528	3,674	1,854	50.5%
MISCELLANEOUS	3	2	3	1	9	0	9	
GRANTS	9	12	8	20	49	48	1	
SECONDEES	7	5	4	8	25	23	2	
TOTAL CONSTABULARY	1,047	1,376	1,214	1,973	5,610	3,745	1,865	49.8%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	0	0	0	0	0	0	0	0.0%
COMMISSIONING COSTS	0	0	0	0	0	0	0	0.0%
TOTAL OPCC AND COMMISSIONING	0	0	0	0	0	0	0	0.0%
TOTAL REVENUE EXPENDITURE	1,047	1,376	1,214	1,973	5,610	3,745	1,865	49.8%

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APPENDIX E Staff/PCSO Overtime March 2016 (Year-End)	15/16 Actual					15/16 Budget	Over/ (Under)	Over/ (Under)
	15/16 Q1 Actual	15/16 Q2 Actual	15/16 Q3 Actual	15/16 Q4 + P13 Actual	15/16 TOTAL Actual			
	£'000	£'000	£'000	£'000	£'000			
Bristol Area	2	4	3	3	11	3	8	266.5%
Somerset Area	1	2	2	1	6	4	2	48.3%
North East Area	1	0	0	0	2	3	(1)	(34.3%)
Local Policing Directorate	0	(0)	0	0	(0)	0	(0)	0.0%
LOCAL POLICING	4	7	4	4	19	10	9	91.8%
Investigations	111	151	147	92	501	21	480	2,264.7%
Catch & Disrupt	18	16	13	16	62	8	54	653.4%
Investigations Policy and Support	1	0	1	2	3	3	1	34.0%
Regional Collaboration - Tri-Force	1	0	0	(1)	0	1	(1)	(100.0%)
Regional Collaboration - Scientific Investigations	2	(2)	0	55	55	0	55	0.0%
Regional Collaboration - Major Crime Investigation	5	8	4	9	26	16	10	62.0%
Regional Collaboration - SWROCU	0	0	0	0	0	0	0	0.0%
Regional Collaboration - Special Branch	0	0	0	0	0	1	(1)	(98.0%)
Regional Collaboration - Black Rock	0	0	0	0	0	0	0	0.0%
Major Incidents	56	54	49	51	211	152	59	38.6%
SPECIALIST OPERATIONS	194	227	214	224	858	203	656	323.5%
Command and Control	61	67	43	98	268	314	(46)	(14.7%)
Criminal Justice	41	45	40	42	168	104	64	61.3%
Intelligence	12	15	11	18	56	43	12	28.7%
Manage	4	7	11	15	37	11	27	252.5%
Victim and Witness Care	1	2	1	0	4	9	(5)	0.0%
PREVENTION, PROTECTION AND PROSECUTION	119	135	106	172	532	481	52	10.8%
Chief Officers and Staff Office	1	1	3	1	6	1	5	100.0%
Southwest One Unitary Charge	0	0	0	0	0	0	0	0.0%
Estates	0	0	0	0	0	0	0	0.0%
Technology Services	0	0	0	0	0	0	0	0.0%
Transport Services	6	13	29	30	77	48	29	0.0%
Professional Standards	0	2	1	0	4	1	3	428.5%
Human Resources	0	0	0	0	0	0	0	0.0%
Occupational Health & Safety	0	0	0	0	0	0	0	0.0%
Corporate Learning & Development	7	8	8	3	27	3	24	782.7%
Staff Associations and Support Groups	0	0	0	0	0	0	0	0.0%
Strategic Service Improvement	0	1	1	1	2	5	(3)	0.0%
Purchasing and Supply	0	0	0	0	0	0	0	0.0%
Corporate Information Management	1	0	0	0	1	2	(1)	0.0%
Corporate Communications	3	5	4	3	16	16	0	0.0%
Legal Services	3	2	0	0	5	0	5	0.0%
Detained Property	0	1	1	0	2	3	(1)	0.0%
Admin & Facilities	0	0	0	0	0	0	0	0.0%
Finance & Business Services	0	0	0	0	0	0	0	0.0%
ENABLING SERVICES	23	33	47	39	141	78	63	81.2%
Pensions	0	0	0	0	0	0	0	0.0%
Officer & Staff Allowances	25	11	12	74	122	81	41	(100.0%)
Central Costs (inc reserve funding)	0	13	0	0	14	21	(7)	(35.7%)
Student Officers	0	0	0	0	0	0	0	100.0%
CENTRAL COSTS	25	24	13	74	136	102	34	32.9%
STRATEGIC PROJECTS	2	5	4	4	15	50	(35)	100.0%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	367	431	387	517	1,702	924	778	84.2%
MISCELLANEOUS	0	0	0	1	2	0	2	
GRANTS	2	1	2	2	7	9	(2)	
SECONDEES	34	22	24	19	99	2	97	
TOTAL CONSTABULARY	402	454	414	538	1,809	934	875	93.6%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	0	0	0	0	1	9	(7)	0.0%
COMMISSIONING COSTS	0	0	0	0	0	0	0	0.0%
TOTAL OPCC AND COMMISSIONING	0	0	0	0	1	9	(7)	0.0%
TOTAL REVENUE EXPENDITURE	403	455	414	539	1,810	943	867	92.0%

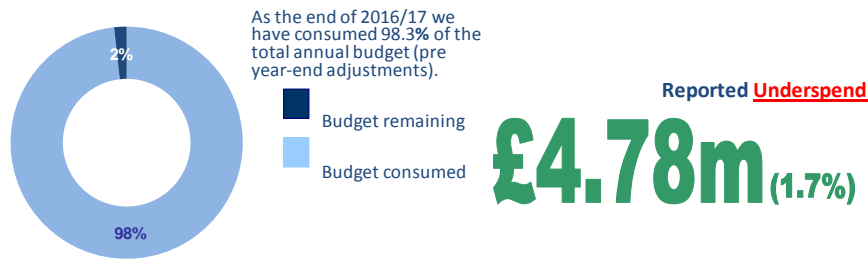
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APPENDIX F 16/17 Capital Programme Final Year-End Outturn	PLANNED EXPENDITURE				ACTUAL EXPENDITURE			
	B/Fwd £'000	New £'000	Adj's £000	TOTAL £'000	Actual £'000	Carry forward to 2017/18	Total Outturn and Carry Forward	Over/ (Under) £'000
INFORMATION AND COMMUNICATIONS SYSTEMS								
Rolling Replacement and renewal programme (inc contingency for unforeseen security upgrades as required)	0	515	19	534	519	0	519	(15)
PROJECTS - Corporate Systems	1,452	465	394	2,311	1,715	523	2,238	(73)
PROJECTS - National Systems	0	1,516	0	1,516	4	0	4	(1,512)
PROJECTS - Regional Systems	200	2,694	369	3,263	8	132	140	(3,123)
PROJECTS - Mobile and Fixed Line Telephony/Data	1,278	1,541	-246	2,573	1,228	1,331	2,559	(14)
PROJECTS - Custody Technology	0	0	0	0	10	10	0	10
PROJECTS - Digital Evidencing (DEMS)	337	2,056	-45	2,348	1,134	209	1,343	(1,005)
PROJECTS - Other	22	199	104	325	250	100	350	25
INFORMATION & COMMUNICATION SYSTEMS TOTAL	3,289	8,986	595	12,870	4,868	2,295	7,163	(5,707)
ESTATES								
Rolling replacement and renewal programme (electrics, fire precaution, accessibility and central heating upgrades)	195	400	0	595	248	0	248	(347)
PROJECTS - HQ Site refurbishment and projects (including Centr	2,799	5,510	1,406	9,715	2,792	2,332	5,124	(4,591)
PROJECTS - Estate rationalisation programme	1,984	12,377	1,085	15,446	3,186	906	4,092	(11,354)
PROJECTS - PFI Buildings Programme	58	0	0	58	41	58	99	41
Feasibility costs	0	0	124	124	104	32	136	12
ESTATES TOTAL	5,036	18,287	2,615	25,938	6,371	3,328	9,699	(16,239)
TRANSPORT SERVICES								
Rolling replacement and renewal programme	3,047	2,445	406	5,898	2,157	2,256	4,413	(1,485)
PROJECTS - In-vehicle tracking	114	0	0	114	17	80	97	(17)
PROJECTS - Pool Car Infrastructure	14	0	0	14	14	0	14	0
PROJECTS - Community resilience Task Force	0	104	0	104	0	0	0	(104)
PROJECTS - Detainee Transport Solutions	0	140	0	140	0	0	0	(140)
TRANSPORT SERVICES TOTAL	3,175	2,689	406	6,270	2,188	2,336	4,524	(1,746)
PLANT, MACHINERY AND EQUIPMENT								
Rolling replacement and renewal programme - ANPR	5	215	-31	189	89	78	167	(22)
Rolling replacement and renewal programme - Other	6	100	147	253	247	0	247	(6)
PLANT, MACHINERY AND EQUIPMENT TOTAL	11	315	116	442	336	78	414	(28)
TOTAL CAPITAL PROGRAMME	11,511	30,277	3,732	45,520	13,763	8,037	21,800	(23,720)
MEMORANDUM ACCOUNTS - Excluded from above as held on behalf of others, not just for benefit of A&S								
AIRCRAFT BASE - 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.	295	0	0	295	-2	297	295	0
REGIONAL ORGANISED CRIME UNIT - This is excluded from above as funding to be received from the Home Office for the regional organised crime unit.	3,309	0	50	3,359	2,668	691	3,359	0

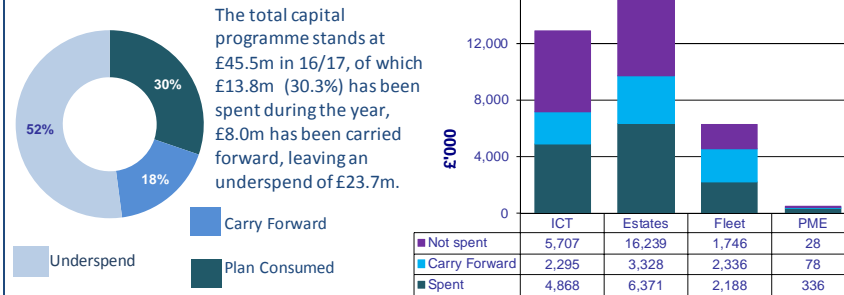
Avon & Somerset Police and Crime Commissioner - 2016/17 Year-End Outturn Position

APPENDIX G

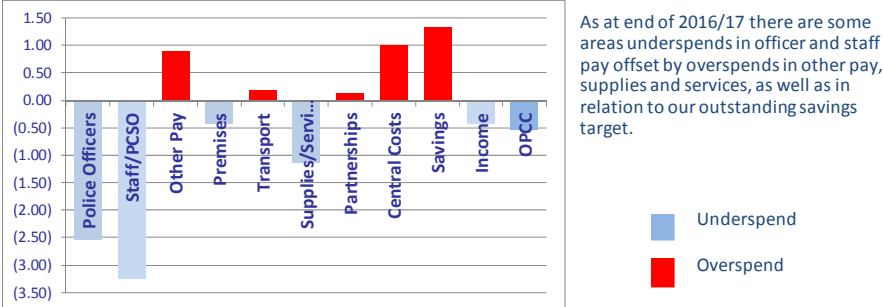
a) 2016/17 FINAL REVENUE OUTTURN



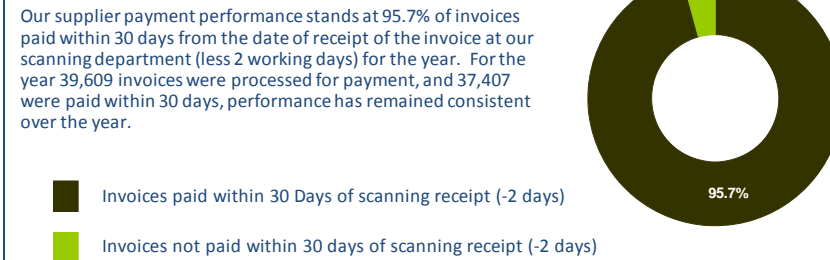
d) 2016/17 CAPITAL OUTTURN



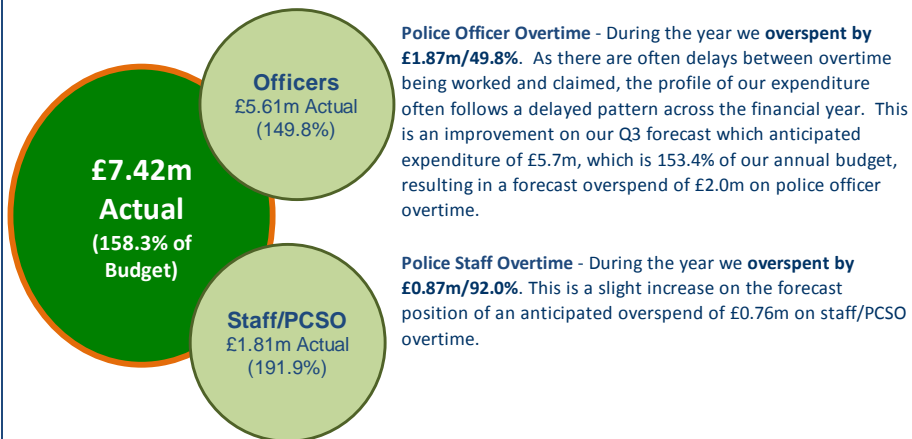
b) REVENUE OUTTURN - OVER/(UNDER) SPENDS



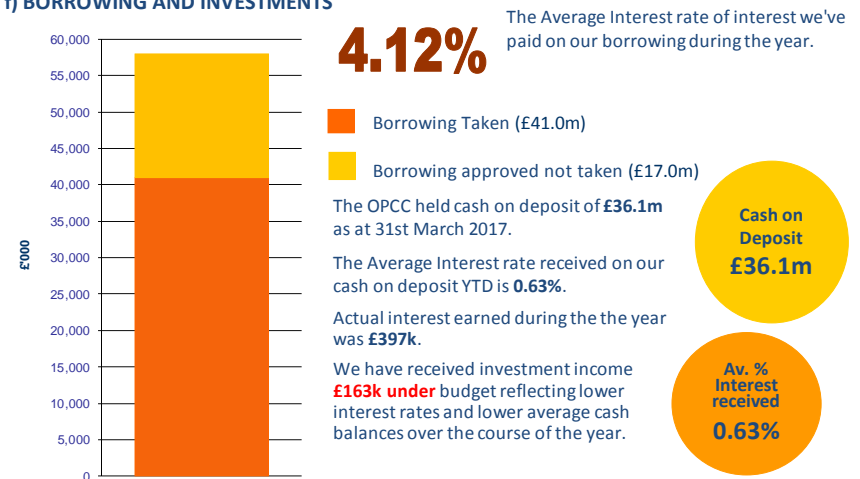
e) 2016/17 SUPPLIER PAYMENTS PERFORMANCE



c) 2016/17 OVERTIME BUDGETS (Exc Misc/Grants)



f) BORROWING AND INVESTMENTS



DRAFT Minutes of the Police and Crime Board, 3rd May 2017

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Gareth Morgan, Deputy Chief Constable
John Smith, OPCC CEO
Julian Kern, OCC CFO
Mark Simmonds, OPCC CFO
Amy Hurst, OPCC Senior Commissioning and Policy Officer
Karin Takel, OPCC Strategic Planning and Performance Officer
Dan Wood, Head of Strategic Service Improvement
Andrew Roebuck, Chief Constable's Staff Officer
Alaina Davies, Resources Officer

1. Apologies

None

2. Minutes and Action Update

The Board discussed updates on the actions from the last meeting of the Police and Crime Board on 12th April 2017:

- 101 Service – PCC visit to the service centre scheduled for May 2017. Improvements to the service are still being implemented.
- National Police Air Service (NPAS) Usage – discussion regarding NPAS usage and the model for charging. Paper is being drafted on monitoring the usage and will be discussed at the August Police and Crime Board.
- Police National Database (PND) – Constabulary progress on the PND interface with Niche was discussed. The Constabulary are confident that they have benefited from the learning of other forces and having used the data cleansing tool the go live date in June 2017 should be achievable.
- CSE and CSA – It was reported that constabulary engagement in LSCB meetings shows that constabulary attendance is comparable with all other partners. The PCC would like an independent check providing assurance that the methodology of the assessment is accurate.

3. Performance against the Police and Crime Plan

a) Performance Overview

It was agreed that performance should be dealt with as the first item on the agenda going forward. The PCC is concerned that some areas of improvement in performance had stalled and sought assurance from the Constabulary that measures were being taken to ensure that improvements in performance are being driven and positive performance being maintained. The main issue identified is inconsistency which should

improve under the new operating model which has clear lines of accountability with each directorate head reporting to the Constabulary Management Board on their outcomes. It is early days with the new operating model and improvements should be evident soon.

Response Directorate

The call handling abandonment rate remains at low levels which has been consistent over the past six months. However, the Constabulary are not complacent and need to be assured that improvement can be sustained over the summer peak in demand for service.

Allocation rates and what good looks like were discussed. The aspiration would be around 45% to be dealt with by deploying officers and 55% to be filed or dealt with at desktop where appropriate. The direction of travel is good and the challenge is to push the number of calls for service being dealt with at desktop over 50% - this will maximise the use of deployable resources in a more effective way. The Constabulary confirmed that such improvements would not be made by stopping attendance for certain crime types.

Investigations Directorate

Positive Outcomes rate for response officers was discussed and it is recognised that they are often attending an incident where there is no known suspect. The Constabulary are looking into whether Detainee Investigation Team outcomes can be shown separately.

Another Crime Data Integrity (CDI) inspection by the HMIC is expected on crime recording compliance and the Constabulary are confident that improvements have been made since the last inspection.

Neighbourhood and Partnership Directorate

Follow up with victims is still a concern and has an impact on public confidence when victims are not informed of the outcome. This is one of the core issues the Constabulary will be drilling down on over the next month. Also looking at time out of the station was discussed as a possible outcome linked to visibility.

Road Safety is a high priority for the PCC and she is pleased to see the improved figure for the last 12 months. The Constabulary would need to look at the detail of how measures put in place by the police have affected this since the start of the PCC's second term. The Constabulary did give the caveat that a major roads incident beyond their control could affect this figure dramatically.

Operational Support Directorate

Conviction rates are reported as a reflection of how well the Criminal Justice Department is performing but it was requested that an Out of Court Disposal measure be included. The Board discussed the grading by the HMIC for last year of Good.

Understanding the needs of vulnerable victims was discussed and picking up where opportunities are being missed to identify this. The PCC was assured that there is an increase in officers referring victims to Lighthouse and Lighthouse referrals overall – the detail of this should be presented at the next Police and Crime Board. The role of Neighbourhood Policing in identifying vulnerability and repeat victimisation is being reviewed.

Back to Basics

Qlik Sense is a great tool which is informative, helpful for frontline officers and for sharing information with partners. Getting the best out of this tool was discussed – this has been a massive change and the ambition is now to get everyone using it. The Constabulary were praised for developing national leading work in this area.

b) Assurance (Focus on Strategic Priorities 2 and 4 – Strengthen and Improve Local Policing Teams and Working Together Effectively)

The effect of drugs on communities was discussed and activities to reduce the risk. Knowledge across the organisation was discussed rather than having a cohort of experts. The Bristol drug education programme was discussed and rolling this out forcewide. Academic Evaluation is not yet complete on the Bristol programme. Possible national work was discussed. This programme is likely to have an impact on Criminal Justice Outcomes.

c) Criminal Justice Review

The Criminal Justice (CJ) Transformation review was funded by Home Office Police Transformation Funding and the work was led by the CJ Transformation Steering Group. The report highlighted good opportunities for improvement. The structure suggests a Senior Responsible Officer be appointed to develop the programme which will be a temporary post for 18 – 24 months and the funding of this post was discussed. The post specification will be taken to the May Local CJ Board for approval before a decision is taken at the Police and Crime Board. Avon and Somerset are willing to work with partners and share the learning from this. Governance of the Local Criminal Justice Board was discussed.

4. Chief Constable's Update

The Chief Constable talked about the following:

- Community Engagement
- Leadership – changes in the senior leadership team and appointments processes. Leadership coaching courses have been useful.
- Performance – managing performance through a period of change.
- Collaboration – opportunities for collaboration.

5. Key Organisational Risks and Issues

This was covered under other items on the agenda.

6. Decisions

Please note that Decision Notices are published on the PCC website on the Decisions page under the Openness section.

2017/007 Microsoft Licensing – Decision to seek licensing to cover existing estate, Windows 10, SC suite and Office 365 was agreed. This will enable new capabilities and future savings. Risks were discussed and the PCC was assured that this can be delivered on time fitting in with the wider digital programme. The Decision Notice will be signed and published on the PCC's website.

7. HR – Quarterly Report

The number of leavers is slightly higher than in previous years. The PCC asked the Constabulary to confirm how many Police Officers they are planning to recruit this year. The PCSO vacancy level was discussed and the PCC is keen to see no vacancies for PCSO's. The Equalities Board has an action to improve the percentage of the workforce declaring their ethnicity.

8. Major Projects

a) Change and Savings Plan

Following further work a decision regarding the Rostering System was made – a formal decision notice will be submitted to the next Police and Crime Board.

b) Mobile Update

Delays in the roll out of digital mobilisation were discussed and the PCC was assured that the Constabulary are doing everything they can. There is now a technical resolution which should progress quickly.

c) DEMS

Timescales for Digital Evidence were discussed and the PCC requested a chart showing milestone dates to give assurance of timescales and benefits realisation.

9. Finance

a) 2016/17 Outturn Report

The PCC thanked the Constabulary for their work on managing the budget and breaking-even for 2016/17. An underspend on pay was reported whilst an overspend on overtime was reported – ways of managing overtime under the new operating model directorates was discussed. Many of the vacancies contributing to the pay underspend have been taken out of the budget as savings. Reserves as presented

at Appendix C to the 2016/17 Revenue and Capital Financial Performance Report have been signed off.

The Capital Programme has fallen behind but that is a direct result of decisions made. The revised Capital Programme is due to be presented at the September 17 Police and Crime Board.

b) Proceeds of Crime Six Monthly Update

Investment in the Financial Management Unit was discussed and whether this is at the right level. Various different approaches taken by other forces to proceeds of crime returns were discussed.

10. A.O.B

The PCC thanked the Deputy Chief Constable for all of the work he has done during his time with Avon and Somerset Constabulary and congratulated him on his appointment as Chief Constable of Staffordshire Constabulary.

11. Publication

The following items were agreed for publication:

- 12th April 2017 Police and Crime Board Agenda
- 12th April 2017 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 1st June 2017