

Police and Crime Board, 4th July 2018 14:00 – 17:30

Venue: Conference Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **Director of People and Organisation Development**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Head of Communications**
- **OPCC 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

Julian Kern

2. Minutes and Actions

3. Performance against Police and Crime Plan (Focus on Strategic Priority 3 – Right People, Right Equipment and Right Culture)

- a. Assurance Report (specific assurance on Equality)
- b. Performance Overview

4. Decisions (to be signed at the meeting)

- Digital Programme Business Case Reconciliation

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

6. Key Organisational Risks and Issues

7. HR Data

8. Major Projects:

- a. Transformation Portfolio Highlight Report
- b. Wells Neighbourhood Base Business Case

9. Vulnerability Update

10. A.O.B

- a. HQ Generator Replacement
- b. Shared Services Review

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

Date of the Next Meeting: 1st August 2018, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 4th July 2018

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO
Julian Kern, OCC CFO
Nick Adams, Deputy Director – Transformation and Improvement
Michael Flay, Governance Secretariat Manager
Rebecca Hehir, OPCC Head of Communications
Karin Takel, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

1. Apologies

None

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 6th June 2018 and discussed the actions update:

- Business Continuity Disaster Recovery – update on work so far. Approval has been given at Constabulary Management Board to purchase equipment. Opportunities to collaborate on communication centre disaster recovery have been explored as well as the local opportunities.
- BASE Funding – OPCC working with partners regarding the plans for when the Big Lottery Funding to Barnardo's comes to an end and what plans are to minimise the impact.
- Call Grading – the PCC was assured that calls are dip-sampled on a weekly basis by supervisors to ensure they are graded correctly. As the grades 1 & 2 are new they are currently all being monitored by supervisors so the Constabulary are confident calls are being graded correctly. The Constabulary were congratulated on the 2 Communications Awards received for Large In-House Contact Centre of the Year awarded at the South West Contact Centre Forum Awards and Contact Centre Manager of the Year award won by the Call Centre Manager.
- File Quality Plan – will be included in the next set of papers. The OPCC would like this to indicate how Avon and Somerset compare Nationally and Regionally. This is important to the Criminal Justice Transformation work.

3. Performance against the Police and Crime Plan

a) Assurance Report (Focus on Strategic Priority 3 – Right People, Right Equipment and Right Culture)

The PCC queried the proportion of the population in the force area with disability or LGBT – there are currently several data sources but it is an aspiration to bring all the data together in one place with Qlik sense so that this information is accurately available.

The PCC queried why the number of Stop and Searches are very similar month by month as there is no target set for this. There are only a certain number of officers using Stop and Search so this could be linked with their shift patterns – the Constabulary made the point that the grounds for use are now much better. Officers are going to be encouraged to use Stop and Search as tool more widely in response to the rise in violent crime, and in particular knife crime, seen nationally and as such numbers are expected to increase. The Metropolitan police have already increased their use of Stop and Search.

The Board discussed demographic data relating to Stop and Search being broken down by police area. The Problem Profile will be available by the end of August which will include breakdown of information by different areas of proportionality. The PCC queried what is meant by positive outcome in relation to Stop and Search and was informed that something has been found to warrant an intervention e.g. knife or drugs. The Constabulary is keen to develop a learning rather than blame culture. The Problem profile needs to look at what the challenges are, what needs to be done to address those challenges and what is driving the behaviour of groups of individuals.

As part of the problem profile the Constabulary will be obtaining third party data e.g. if someone goes into a hospital with a knife wound. The PCC was assured that should a health professional report someone presenting with a knife wound this would be recorded as third party reliable information. The report does not explain that 14% of detained people are foreign nationals.

b) Performance Overview

The work around ways of improving positive outcomes was discussed which includes engine room and focus groups to help get to the root of the issues in detail.

General performance is consistent with the national picture. There are still many improvements that can be made but the PCC is also keen that positive communications should be improved to make sure that the public are aware of the good work that the Constabulary are doing to ensure that it's not just negative news stories the public hear. The use of social media to promote good news stories was discussed and whether this can be fed into the Neighbourhood Review empowering local officers to share good news stories with communities in a range of ways. The role of Corporate

Communications in making sure local media are made aware of good news stories was also discussed.

The PCC was assured that filling the vacancies in investigations is part of the wider recruitment plans and different ways of attracting and retaining investigation officers are being looked at.

The PCC will be briefed on the communications plans with regard to the Neighbourhood Review in advance of October to ensure that correct and consistent messages are delivered. It is possible that complaints will rise this summer due to increasing demand and before the implementation of the Neighbourhood Review.

The PCC sought assurance that the Constabulary have a plan to address performance issues within Lighthouse. There is a plan and Lighthouse will be supported by IAU until September. The PCC wants to be supportive with regard to the staffing issues in Lighthouse but once issues are resolved the PCC would like to understand how the staffing issues got to this point to ensure it doesn't happen again as this is a frontline service.

The public consultation on the Council Tax precept increase for 2019/20 was discussed and agreed the information that should be included which explains what the increase in Council Tax precept will pay for.

4. Decisions

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

2018/15 Digital Mobilisation Roll-Out – Approval for an increased expenditure on the Digital Mobilisation Programme and reconfirmation of the total project approval. The PCC was informed that the laptop roll out has been really positive so far and was assured that the Constabulary are working as hard as they can to roll these out as soon as possible. It was acknowledged that Senior Leaders will need to lead by example e.g. holding meetings via Skype. Senior Leaders are having a Continuous Improvement Day (CPD) delivered by Microsoft focusing on adopting new ways of working. All of technology services came back in-house on 1st July 2018 which makes planning the use of resources easier. The Decision Notice will be signed and published on the PCC's website.

5. Chief Constable's Update

The Chief Constable raised the following:

- Concerns regarding increased summer demand in excess of the usual summer demand. The demand will be affected by abstractions to assist in policing the visit to the UK by the US President (105 officers being released by Avon and Somerset to assist). The Wiltshire major incident has an effect as well as 2 murders in Avon and Somerset over the past

two weeks. Also protests are expected over the summer within the Avon and Somerset force area as well as the policing of football matches.

- Community tensions in Bristol – the Constabulary have plans in place to improve the situation.
- Recruitment – it is important to deliver on the recruitment plans. The Constabulary will work with the OPCC with regard to plans for the underspend due to the posts that were not filled on 1st April 2018.
- Multi-Force Shared Services – discussed at agenda item 8.

6. Key Organisational Risks and Issues

The Constabulary Risk register has been updated following the production of the Force Management Statement (FMS). The Mitigated score for Capabilities and Capacity has been updated to a score of 12.

The PCC sought assurance on the effectiveness of the Demand Management Group – The Constabulary can evidence that it has reduced demand in the areas it has looked at. The risk has been increased in response to the summer demand. The roll out of mobile technology and recruiting to establishment will help. It was noted that during some periods it can appear that demand is not increasing but that has to be considered in the context that the cases being dealt with are often of a higher grading/ complexity. The Constabulary acknowledge that they need to understand the demand and resourcing picture better to improve workforce planning

7. HR Data

The PCC asked the Constabulary to analyse the increase in sickness reported over April and May 2018 and report back next time on reasons for this and whether the figures are both long and short term sickness.

8. Major Projects

Multi-Force Shared Services (MFSS)

The shared services review was discussed. The final report will be available week commencing 16th July 2018. Letter to be sent to the Management Board with thoughts on funding of programme costs.

Wells Neighbourhood Base Business Case

The PCC endorsed option 2 in the Business Case to collocate with Devon & Somerset Fire and Rescue Services. The Memorandum of Understanding (MOU) should be completed in the next couple of weeks. This is a positive news story to promote and the PCC and Chief Constable are visiting the Town Council later this month and wish to announce this.

The OPCC would be keen to explore including an element of social value in the selling of large properties if possible.

Digital Evidence

Decision regarding Reveal licences to be taken by September 2018.

9. Vulnerability Update

Helpful report and the OPCC will pick up any issues outside of the meeting on this occasion.

10. A.O.B

Tri-Force

Discussed the Head of Terms being very clear on the language used. The PCC raised concerns regarding the timescales.

HQ Generator Replacement

The two options were discussed and the risks of not doing anything. Option 1 was agreed - provision of replacement standby power to HQ, retaining partial site coverage which includes essential services in designated business critical areas. Option 2 was 100% site coverage and it was not felt that the cost of this could be justified. The PCC was informed that the Communications Centre would temporarily move to Taunton whilst there is no generator.

Critical Demand Review

The Demand Management Group is meeting tomorrow to discuss tolerances when the security threat level increases. The Force Management Statement (FMS) and Tipping Point Report set the context for this work. The PCC would like any plans which may be agreed in future to have a robust Communications Plan.

11. Publication

The following items were agreed for publication:

- 6th June 2018 Police and Crime Board Agenda
- 6th June 2018 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 1st August 2018

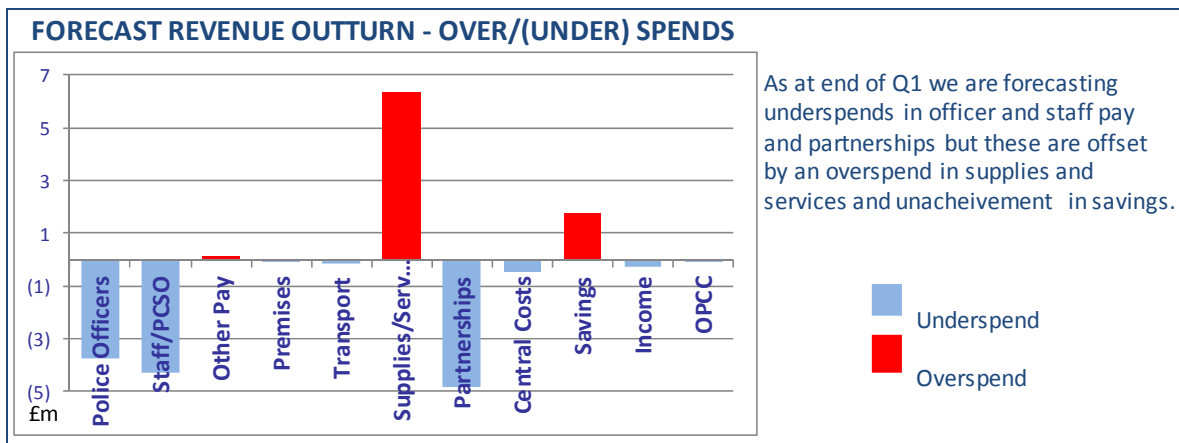
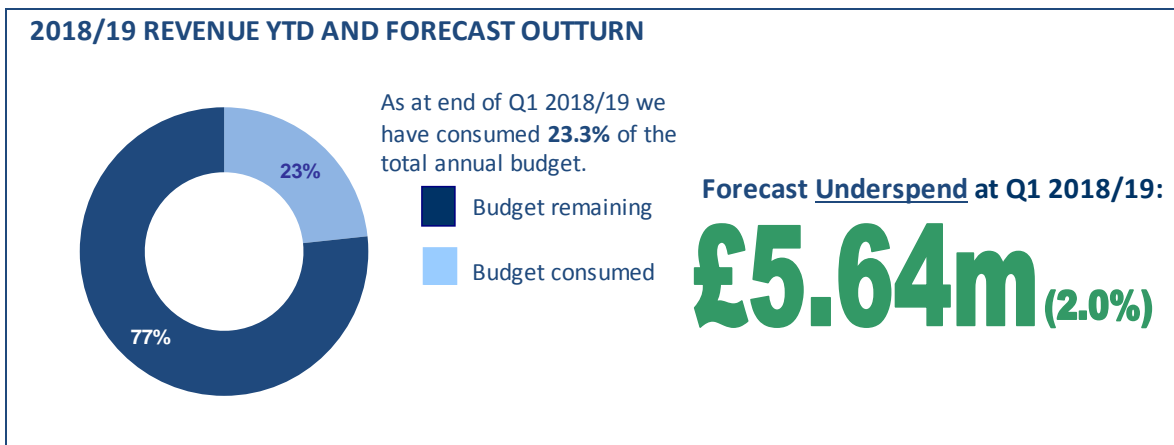
MEETING: Constabulary Management Board	Date: 18 th July 2018	Agenda No
DEPARTMENT: Finance and Business Services	AUTHOR: Chloë Cornock	7
NAME OF PAPER: 2018/19 Q1 Financial Performance Report		COG Sponsor: Julian Kern

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 18/19. The attached Appendices A and B includes details of the outturn revenue position as at 30th June 2018, and Appendices C and D provide more detailed information about overtime spend against budget, Appendix E provides the forecast position for the capital programme.

2. EXECUTIVE SUMMARY

The revenue position is forecasting to be **£5.6M underspent at the end of the financial year.**



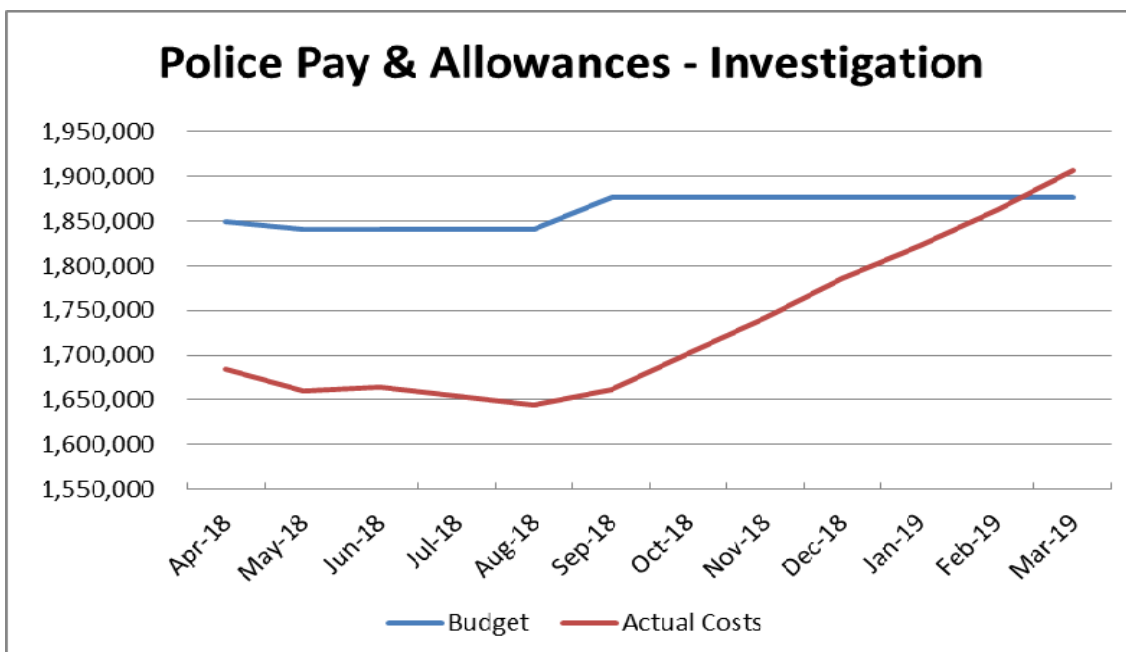
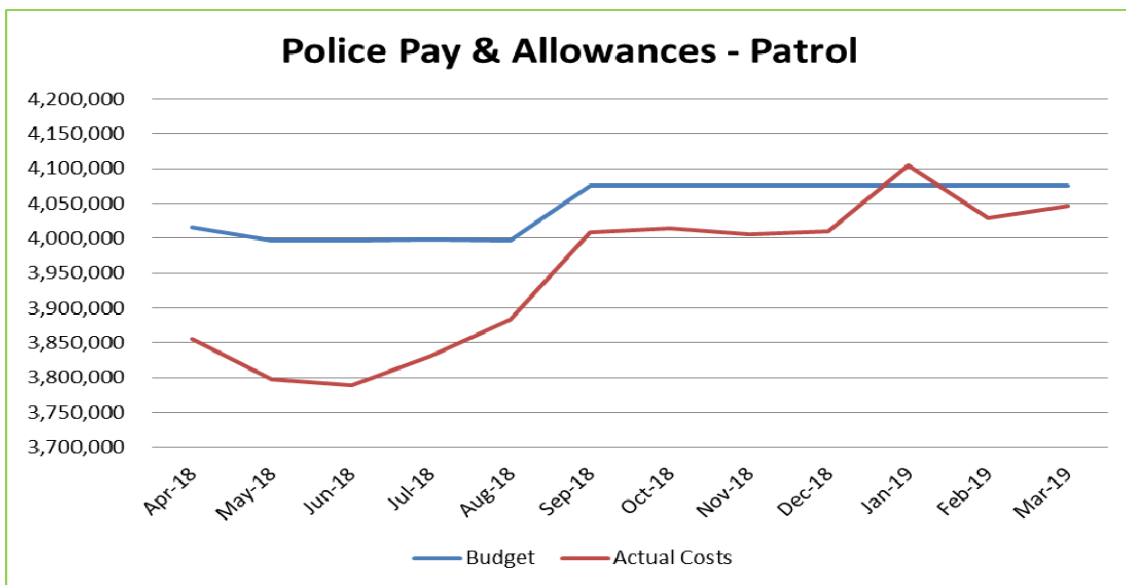
Police Officer Pay & Allowances

The themes are similar to those of last year with underspends on pay £4.5m being offset by overtime overspend of £0.8m. The projection includes an estimate of 2% pay award wef Sept 18. We budgeted for 3% on the assumption that the 1% bonus awarded in Sept 17 would be consolidated into base budgets from Sept 18 onwards. This 1% change accounts for £0.7m of the projected underspend on officer pay.

The other assumptions included in the figures are:

- Recruitment as per the latest trajectory sees an additional 156 student officers coming out of the training school and into Patrol at an estimated cost of £3.3m
- An adjustment has been made to recognise 12 officers per month wef Oct 18 moving from Patrol to Investigations
- Estimated Officer leaver numbers have been applied as per the latest trajectory

The areas projecting the greatest underspend on police officer pay are Investigation £1.5m & Patrol £1.1m. The below graphs show the impact the assumptions used have on the levels of expected underspend throughout the financial year.



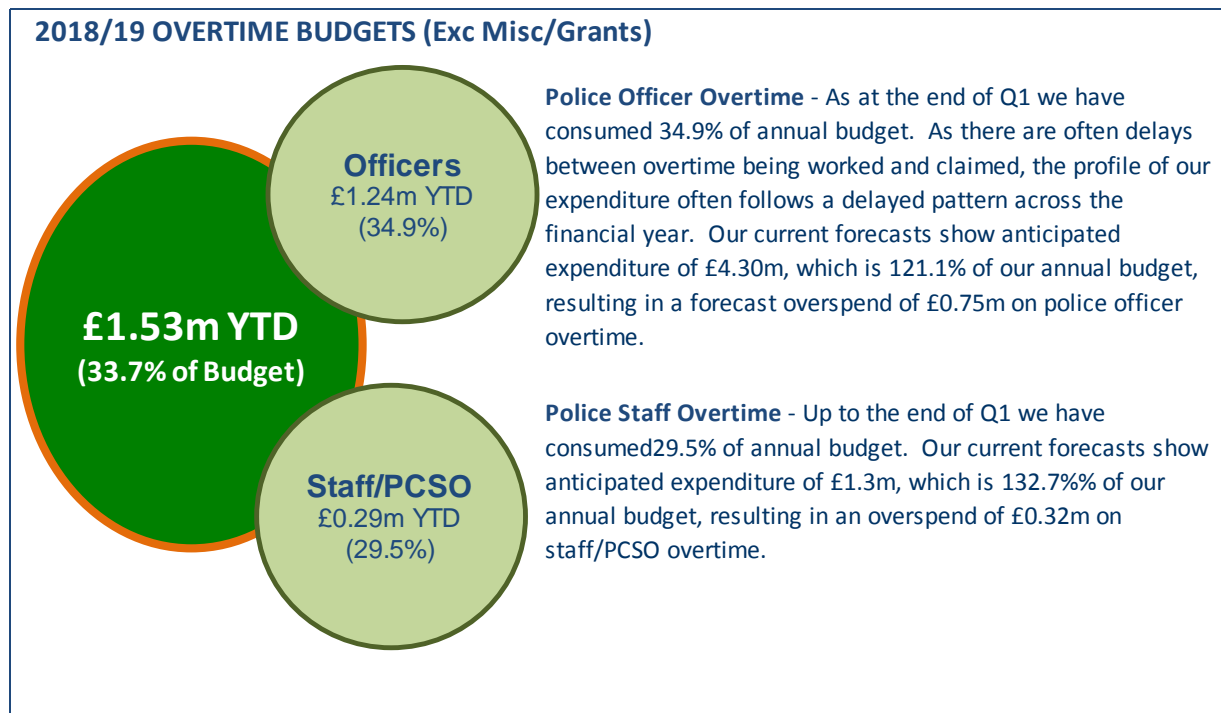
Police Staff Pay & Allowances

The projected figures have been uplifted to include an estimate of the Sept 17 pay award due to be paid July 18 and 2% pay award Sept 18. As with officers we budgeted for 3% so the projected underspend includes a £376k saving as a result. The position at the end of the year is an underspend of £4.5m. Of this, £2m is from enabling services. This will be affected by the restructuring required as a result of the ES review. To date Corporate Information Management is the only budget that has been adjusted and the savings realised. The other areas carrying large vacancies and underspending as a result are £979k from CJU, £599k Intel & Tasking, Detainee Investigation Support £217k and Victims & Safeguarding £178k.

PCSO Pay & Allowances

These figures include cost for intakes 20 Oct and 20 in Feb.

Overtime



Police Officer Overtime

Officer overtime is overspent by £376k YTD rising to £750k by the end of the financial year. Of the overspend to date, the most significant item is £266k in Operations for Op Fairline which the projection assumes will be reimbursed. The £750k is made up of £282k Tri Force as a result of covering vacancies and abstractions, £246k in Investigation, £142k in Patrol and £87k in Operations. No significant reduction to overtime in recognition of the improving vacancy picture has been applied.

Police Staff Overtime

£114k of the £304k projected overspend is coming from HR, Corporate Learning & Development and Corporate Services. Again the new structures once in place should have a positive impact on these numbers but it is difficult to estimate at this stage due to the volume of the change. £71k is from

Investigation due to zero hour contract staff employed in the department.

Indirect Employee Expenses

The overspend relates to redundancy payments from CIM and Tech Services.

Communication & Computing

The overspend both YTD and projected relate to SW1 exit costs.

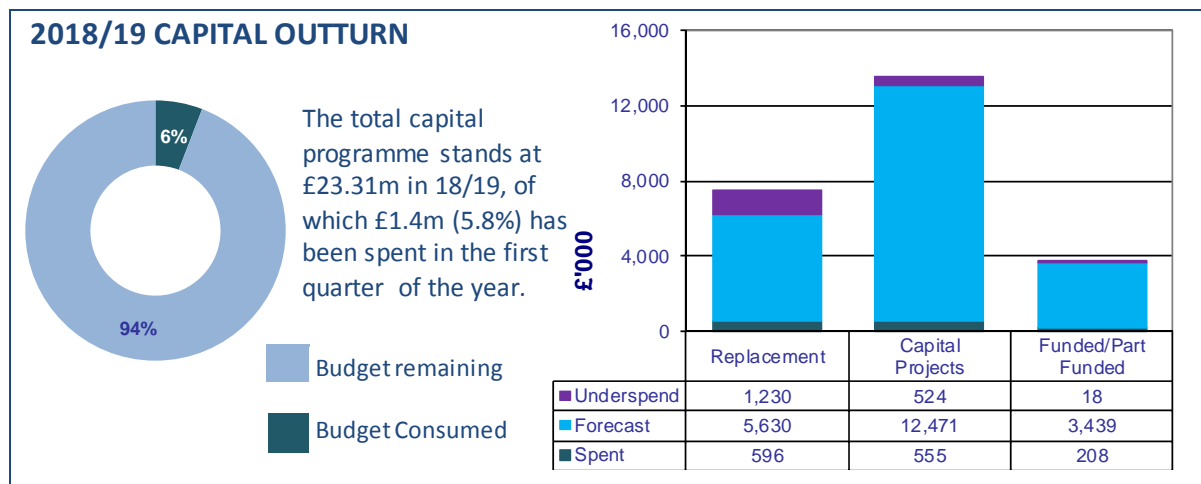
Return of Tech Services & MFSS

Projected £4m overspend relating primarily to the SAP run on, return of Tech Services and the staff run on costs due the delay to MFSS. These costs are within the overspend in Comms & Computing, the underspend in 3rd Party Payments and the unachieved savings figure:

Total Estimated Impact Q1	Est Spend £000	
Contractual liabilities	2,800	in Comms & Computing & Tech Services
Staff Returning from SW1	3,108	in S&S Other & Central Costs
Hardware Support	640	in S&S Other & Central Costs
MDM Data Cleanse Product	54	in S&S Other & Central Costs
Crown Tech Support Team	94	in S&S Other & Central Costs
Peninsular Pensions additional payroll	108	in S&S Other & Central Costs
SAP extension	2,165	in S&S Other & Central Costs
SWOne Unitary charge budget	- 5,022	in 3rd Party and Southwest One Unitary Charge
Staff run on costs (interim measures)	1,762	in Outstanding Saving Target and Central Savings
Total	5,709	
Budget	1,671	See table below
Estimated Overspend	4,038	

Original Budget	£000	
Tech Services Budgets	3,108	in S&S Other & Central Costs
Contractual Liabilities	1,316	in S&S Other & Central Costs
MFSS licences and service provision	1,913	in S&S Other & Central Costs
Hardware Support	100	in S&S Other & Central Costs
MDM Data Cleanse Product	195	in S&S Other & Central Costs
Crown Tech Support Team	153	in S&S Other & Central Costs
Peninsular Pensions additional payroll	100	in S&S Other & Central Costs
SAP Technical Team	-192	in S&S Other & Central Costs
SW1 Unitary Charge	-5,022	in S&S Other & Central Costs
Total Budget	1,671	

Capital Expenditure



The capital programme is forecasting **£21.5m of expenditure** this financial year, which reflects 92% of our plan. This compares to a YTD spend of £1.4m, reflecting further significant capital expenditure expected in the remaining three quarters of the year, particularly in relation to our digital and infrastructure programmes. The forecast underspend against our capital programme reflects in some areas uncertainty around the timing of projects, as well as some permanent underspends against projects that have (or are forecast to) reach completion.

3. PART ONE – 18/19 REVENUE BUDGET PERFORMANCE

The revenue position is forecasting to be £5.6M underspent at the end of the financial year.

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Employee Costs	233,951	54,413	23%	226,023	(7,928)	(3%)
Non-Employee Costs	69,893	16,212	23%	70,756	863	1%
Savings Target	(3,844)	-		(2,058)	1,786	
Income	(20,277)	(5,488)	27%	-20,715	(438)	(2%)
CONSTABULARY SUB-TOTAL	279,723	65,137	23%	274,007	(5,716)	(2%)
Miscellaneous & Grants	(33)	543		117	150	
CONSTABULARY TOTAL	279,690	65,681	23%	274,124	(5,566)	(2%)
OPCC	1,358	302	22%	1,361	3	-
Commissioning	3,438	334	10%	3,357	(81)	(2%)
TOTAL	284,486	66,316	23%	278,842	(5,644)	(2%)

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	27,445	6,562	24%	27,313	(132)	(0.5%)
Road Safety	188	54	29%	190	1	0.7%
Offender Management	4,868	1,210	25%	4,853	(15)	(0.3%)
Victims and Safeguarding	4,152	1,070	26%	3,926	(226)	(5.5%)
NEIGHBOURHOOD & PARTNERSHIP	36,653	8,897	24%	36,281	(372)	(1.0%)

During the first quarter of the year we have consumed 24% of Neighbourhood & Partnership budgets. We're forecasting an underspend of £0.4m/1.0% by the end of the financial year. Highlights from this area of the budget include:

- **Neighbourhood Policing** – £132k underspend. This is largely as a result of underspend on officer budgets as a result of the leavers factor applied.
- **Victims & Safeguarding** – an underspend of £226k as a result of staff vacancies.

RESPONSE

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Command and Control	17,681	4,360	25%	17,640	(41)	(0.2%)
Patrol	49,751	12,369	25%	48,703	(1,048)	(2.1%)
Detainee Investigation Support	6,297	1,561	25%	5,993	(304)	(4.8%)
TOTAL RESPONSE	73,729	18,410	25%	72,336	(1,393)	(1.9%)

During the first quarter of the year we have consumed 25% of our Response budgets. We're forecasting an underspend of £1.4m/1.9% by the end of the financial year. Highlights from this area of the budget include:

- **Patrol** – an underspend of £1m/52.1% is forecast. This forecast is entirely driven by underspends against officer pay and allowances budgets.
- **Detainee Investigations** - an underspend of £0.3m/4.8% is forecast. This is purely down to vacancies creating an underspend on officer and staff pay and allowances.

OPERATIONAL SUPPORT

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Criminal Justice	12,082	2,714	22%	10,599	(1,482)	(12.3%)
Operations	7,129	1,920	27%	6,907	(222)	(3.1%)
Operations Major Incidents	247	53	21%	247	-	
Intelligence and Tasking	12,378	2,914	24%	11,961	(417)	(3.4%)
OPERATIONAL SUPPORT	31,836	7,601	24%	29,714	(2,122)	(6.7%)

During the first quarter of the year we have consumed 24% of our Operational Support budgets. We're forecasting an underspend of £2m/6.7% by the end of the financial year. Highlights from this area of the budget include:

- **Criminal Justice** – an underspend of £1.5m/12.3% is forecast. The driving factors here are staff pay £1m, S&S Other £270k -projected underspend due to credits received for breach of service provision/projected savings re interpreters. £352k over achievement of income Speed Enforcement Unit.
- **Intelligence & Tasking** – an underspend of £0.4m/3.4% is forecast. The YTD and forecast underspend is due to staff vacancies.

INVESTIGATIONS

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Investigations	25,050	5,750	23%	24,039	(1,011)	(4%)
Investigation Major Incidents	783	168	21%	783	-	-
INVESTIGATIONS	25,833	5,919	23%	24,822	(1,011)	(4%)

During the first quarter of the year we have consumed 23% of our Investigation budgets. We're forecasting an underspend of £1m/4% by the end of the financial year. This is the result of underspends in police officer pay and allowances due to high vacancies, partly offset with overspends on police officer overtime (£246k), police staff pay and allowances (£73k) and police staff overtime (£71k).

COLLABORATION

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Tri-Force Specialist Operations	11,759	2,887	25%	11,917	158	1.3%
Scientific Investigations	6,720	23	-	6,599	(121)	(1.8%)
Major Crime Investigations	4,786	1,200	25%	4,604	(182)	(3.8%)
South West ROCU	3,015	3,015	100%	3,015	-	0.0%
Special Branch	1,044	267	26%	1,038	(5)	(0.5%)
Black Rock	788	-	-	788	-	0.0%
Counter Terrorism Specialist Firearms	762	186	24%	503	(258)	(33.9%)
Tri-Force ACC	84	41	49%	100	16	18.7%
COLLABORATION	28,956	7,618	26%	28,564	(392)	(1.4%)

During the first quarter of the year we have consumed 26% of our Collaboration budgets. We're forecasting an underspend of £0.4m/1.4% by the end of the financial year.

ENABLING SERVICES

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Chief Officers and Staff Office	1,942	525	27%	1,975	33	1.7%
Southwest One Unitary Charge	6,633	1,585	24%	1,620	(5,013)	(75.6%)
Estates	11,254	2,762	25%	11,029	(224)	(2.0%)
Technology Services	10,245	3,315	32%	12,851	2,606	25.4%
Transport Services	4,597	959	21%	4,306	(291)	(6.3%)
Professional Standards	1,774	468	26%	1,925	151	8.5%
Human Resources	4,422	972	22%	3,725	(696)	(15.8%)
Occupational Health & Safety	781	182	23%	913	131	16.8%
Corporate Learning & Development	4,687	1,306	28%	4,657	(31)	(0.7%)
Staff Associations and Support Groups	665	225	34%	659	(6)	(0.9%)
Transformation	985	182	18%	837	(148)	(15.1%)
Improvement	2,592	611	24%	2,586	(6)	(0.2%)
Strategic Projects	2,853	485	17%	2,524	(330)	(11.6%)
Corporate Information Management	-2	162	-	205	208	(9,023.9%)
Corporate Communications	956	205	21%	831	(125)	(13.1%)
Legal Services	795	264	33%	887	91	11.5%
Corporate Services	5,840	1,319	23%	5,497	(343)	(5.9%)
Finance and Business Services	3,932	626	16%	3,765	(167)	(4.2%)
ENABLING SERVICES	64,952	16,153	25%	60,793	(4,160)	(6.4%)

During the first quarter of the year we have consumed 25% of our Enabling Services budgets. We're forecasting an underspend of £4m/6.4% by the end of the financial year. Highlights from this area of the budget include:

- **Human Resources** – an underspend of £0.7/15.8% is forecast. This underspend relates to staff vacancies offset by overtime.
- **Professional Standards** – an overspend of £151k is forecast. This is due to additional unfunded resource in the newly acquired vetting function.

CENTRAL COSTS

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Pensions	10,489	1,674	16%	10,304	(185)	(1.8%)
Officer & Staff Allowances	3,862	465	12%	2,257	(1,605)	(41.6%)
Central Costs (inc unadjusted savings)	4,332	(1,151)	(27%)	8,229	3,897	89.9%
Central Savings	(3,774)	-	-	(2,058)	1,716	(45.5%)
Student Officers	2,855	366	13%	2,765	(89)	(3.1%)

CENTRAL COSTS	17,763	1,353	8%	21,497	3,734	21.0%
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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 forecast shows an overspend, as explained.

- **Officer and Staff Allowances** – an underspend of £1.6m/41.6% is forecast, made up of underspends on NI on overtime, Housing & TRA allowances, standby allowance, staff pay reserve, apprenticeship levy and holiday pay on overtime which would be expected in alignment with the underspends in officer and staff pay;
- **Central Costs** – There is a significant overspend of £3.9m/90% forecast. This consists of £4.5m relating to SW1 Exit and MFSS offset by savings on interest payable, insurance and over achievement of interest on investment income.
- **Central Savings** –shortfall relates to interim arrangements for enabling services as a result of the pushed back go live date for MFSS plus delays on the Enquiry Office and Victim and Safeguarding restructures.

MISCELLANEOUS, GRANTS AND SECONDEES

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Miscellaneous	(33)	51		(33)	-	
Grants	-	521		150	150	
Secondees	-	(29)		-	-	

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 – the projected shortfall in income relates to the DSP Grant at the Airport as they are no longer paying for the accommodation costs £100k and £50k income.

POLICE & CRIME COMMISSIONER MANAGED BUDGETS

	Annual Budget £'000	YTD Actual £'000	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
OPCC	1,358	302	22%	1,361	3	0.2%
Commissioning	3,438	334	10%	3,357	(81)	(2.3%)
OPCC Total	4,796	635	13%	4,718	(78)	(1.6%)

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

4. PART TWO – 18/19 CAPITAL BUDGET PERFORMANCE

In January 2018 the anticipated new capital plan for 18/19 totalled £20.1m with the addition of carry forwards of capital schemes in progress amounting to £3.6m at the end of 17/18. The capital plan has since been reviewed and schemes have been added, removed or profiled into future years as necessary. There is a shortfall in the budgeted capital funding in 18/19 of £3.8m, which is proposed be offset by any underspends from the revenue budget. Further details of the capital funding are shown later in the report. These adjustments show a revised capital plan for Avon and

Somerset of £23.3m for 18/19.

The table below summarises this movement:

	18/19 Plan	C/Fwd from 17/18	TOTAL Plan	Adjustments	TOTAL Revised Plan
	£'000	£'000	£'000	£'000	£'000
Asset Replacement & Renewal	6,102	472	6,574	286	6,860
Digital Programme	2,462	1,086	3,548	612	4,160
Infrastructure & Assets Programme	5,525	249	5,774	21	5,795
Service Workforce and Development programme	3,089	632	3,721	(1,301)	2,420
Other projects	350	270	620	0	620
Funded or part funded projects	2,608	893	3,501	(44)	3,457
TOTAL	20,136	3,602	23,738	(426)	23,312

18/19 CAPITAL PROGRAMME OUTTURN

	TOTAL Plan	Actual Outturn		Forecast Outturn	Over/(Under)	
	£'000	£'000	%	£'000	£'000	%
Asset Replacement & Renewal	6,860	596	8.7%	5,630	(1,230)	(17.9%)
Digital Programme	4,160	395	9.5%	3,628	(532)	(12.8%)
Infrastructure & Assets Programme	5,795	84	1.4%	3,776	(2,019)	(34.8%)
Service Workforce and Development programme	2,420	4	0.2%	4,451	2,031	83.9%
Other projects	620	72	11.6%	616	(4)	(0.6%)
Funded or part funded projects	3,457	208	6.0%	3,439	(18)	(0.5%)
TOTAL	23,312	1,359	5.8%	21,540	(1,772)	(7.6%)

At the end of Q1 18/19 £1.4m (5.8%) of the capital programme had been spent; further details of which are included within Appendix F. There are decisions outstanding on a number of projects within the capital plan. The capital plan is continued to be reviewed and prioritised our plans as we move forward during the year. Therefore, the forecast is against current plans and any amendment to these will further change the forecasts.

The key highlights of the capital plan are as follows:

ASSET REPLACEMENT AND RENEWAL

The expenditure at the end of Q1 is £0.6m (8.7% of the plan) with a forecast of £5.6m (82.1%) to the end of the financial year. The key highlights from this element of the plan are:

- IT Renewal and replacements - £0.2m expenditure incurred to date on the data centre strategy consolidation project. Further expenditure planned for 18/19 includes network

security £0.3m, storage and backup £0.4m;

- Estates rolling replacement and renewal – £0.1m expenditure to date includes the replacement of a boiler in the training block and the commencement of works on the lighting upgrades, with an anticipated cost of £0.3m by the end of the financial year. The replacement generator £0.9m is planned to be completed by the end of 18/19;
- Vehicle replacements - £0.4m has been spent to on replacement vehicles to date with a further £2.9m anticipated to be spent in 18/19;
- ANPR – Expenditure of £0.15m on replacement ANPR equipment and ANPR on strategic routes is anticipated to be incurred during 18/19. The works for upgrading the ANPR on the motorways (£50k) is currently on hold while waiting for decisions with Highways England.

DIGITAL PROGRAMME

Expenditure in Q1 was £0.4m (9.5% of the plan) with a forecast of £3.6m (87.2% of the plan) for 18/19. The key highlights from this element of the capital plan are as follows:-

- Emergency Services Network – This scheme is part of the national programme to replace the current airwave system. Phase 2 of the control room upgrade is anticipated to be completed in 18/19 costing £0.1m, in readiness for this scheme to go live in the South West region in 21/22;
- Digital Mobilisation – £0.4m expenditure was incurred in Q1 with a forecast expenditure for 18/19 of £2.7m, including the approved increase in budget £1.2m for the purchase of additional phones and the purchase of desktops to support the wider refresh of out computers;
- Digital Evidence – During 18/19 £0.2m is planned to be spent on the completion of the development work for the Digital Evidence management system (Evidence works) and £0.1m on the revised CCTV strategy.

INFRASTRUCTURE AND ASSET PROGRAMME

In Q1 £0.1m (1.4% of the plan) was spent on the infrastructure programme the forecast expenditure in 18/19 is £3.8m (65.2% of the plan). The key highlights of this programme include:

- New Enquiry office and neighbourhood base in Southmead is anticipated to be completed by December £0.4m;
- Taunton response and enquiry office £0.8m;
- Kenneth Steel House refurbishment works £1.2m is planned to be spent in 18/19 with the work being completed over 3 year with a total project cost £3.65m;
- Wells Neighbourhood base – The business case was approved in June and the work is due to start in 18/19 costing £0.1m and complete in 19/20 £0.1m;
- Subject to business case approval works for the new response hub in Shepton Mallett is planned to start with completion anticipated in 19/20. £0.7m.

SERVICE REDESIGN AND DEVELOPMENT

The forecast expenditure for the service redesign and development for 18/19 is £4.4m, which includes:

- The replacement of the existing ERP solution (SAP) with the MFSS (Multi Force shared service) solution and is anticipated to cost £3.0m in 18/19, subject to approval due to the

increase in costs;

- £0.7m is going to be incurred for the purchase of SAP hardware from the exit of Southwest One;
- £0.6m is going to be incurred in 18/19 for the WAN project.

OTHER PROJECTS

The key highlights from this element of the capital plan are:

- £0.1 has been spent in Q1 on the NDG DR provision;
- Voice and Data Communications – £0.14m is planned to be spent in 18/19 to complete the project;
- Site resilience for VOIP – The requirements for the £0.35m budget still need to be confirmed.

FUNDED OR PART FUNDED PROJECTS

£3.4m is anticipated to be spent in 18/19 and the key highlights from this element of the capital plan includes:

- Multi Agency Integrated Analytics – £1.9m Police transformation grant is to be received during 18/19 and working is underway to complete the project;
- CTSFO estates works – Phase 2 of the works is due to complete in August costing £0.67m;
- Road safety estates works - £0.4m.

CAPITAL FUNDING

When utilising all the sources of the capital funding available in 18/19, there is a £2m shortfall against the current forecast capital expenditure and £3.8m shortfall against the 18/19 capital plan. The shortfall in the capital funding is proposed to be covered from any revenue underspends from the 18/19 budget. Details of the capital funding are shown within the table below:

Source of Funding	£'000
Capital Grant	1,005
Revenue Contributions	1,500
General Capital Reserve	5,656
Specific Capital reserves	795
Capital Receipts	2,866
Capital Contributions from Partners	335
Vehicle Sales	100
Specific grant funding	2,252
Borrowings	5,000
Total Funding available	19,509
Forecast Capital Expenditure	21,540
Shortfall in funding	(2,031)

5. 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.

6. 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.

7. CONCLUSIONS AND RECOMMENDATIONS

As stated in previous financial reports we had expected underspends in police officer pay despite the recruitment drive that is under way. The Q1 actuals and forecast reflect this point, with an underspend of almost £8m on employee costs expected at year end. Based on current vacancies and the recruitment plans we are able to make estimates of the underspends in each department and these amounts will be deducted from the pay budget accordingly. We fully intend to leave the amounts within the departments so that directorate heads can still assess their budgets, however the excess budget will be reported separately for central finance purposes. It is this budget that will ultimately be used to fund the projects already approved before year end, and the shortfall in capital funding.

We had hoped that any underspend could be utilised for other operational projects, however, at this time, we are still reluctant to commit funds to further expenditure. The additional unbudgeted costs for SAP and the reduction of the savings achievable in Enabling Services will consume a significant amount of the underspend, and we need to also ensure that we have enough funds for the capital plan. A further review will take place at Q2 to assess any potential for further tranches of budget bids.

From August the new business partner model will be in place, therefore your dedicated finance business partner will be able to keep you informed of all developments.

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

ANNEX A - Subjective Structure 2018/19 Revenue Outturn June 2018	YTD Actual				Q1 Forecast Outturn			
	18/19 YTD Actual	18/19 YTD Budget	Over/ (Under)	Over/ (Under)	18/19 Projected Outturn	18/19 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Police Officer pay and allowances	31,782	33,518	- 1,736	(5.2%)	131,032	135,548	- 4,516	(3.3%)
Police Officer Overtime	1,239	863	376	43.5%	4,301	3,552	750	21.1%
Police Staff pay and allowances	16,462	18,240	- 1,778	(9.7%)	69,055	73,545	- 4,490	(6.1%)
Police Staff Overtime	285	205	80	39.0%	1,285	981	304	31.0%
PCSO pay and allowances	2,657	2,898	- 241	(8.3%)	11,276	11,409	- 133	(1.2%)
PCSO Overtime	6	1	5	973.6%	21	3	18	548.9%
Indirect Employee Expenses	495	303	192	63.5%	1,528	1,209	319	26.4%
Pensions	1,488	1,928	- 440	(22.8%)	7,524	7,704	- 179	(2.3%)
EMPLOYEE COSTS	54,413	57,955	- 3,542	(6.1%)	226,023	233,951	- 7,927	(3.4%)
PREMISES COSTS	3,255	3,449	- 193	(5.6%)	12,519	12,613	- 94	(0.7%)
TRANSPORT COSTS	1,158	1,186	- 28	(2.3%)	4,769	4,903	- 134	(2.7%)
S&S - COMMUNICATIONS AND COMPUTING COSTS	3,442	1,745	1,697	97.3%	13,544	10,883	2,661	24.4%
S&S - FORENSICS COSTS	8	13	- 5	(39.8%)	47	46	1	2.9%
S&S - OTHER COSTS	2,726	3,983	- 1,257	(31.6%)	17,405	13,723	3,682	26.8%
PARTNERSHIP COSTS (3RD PARTY PAYMENTS)	5,069	5,065	4	0.1%	14,141	18,953	- 4,812	(25.4%)
TRANSFERS TO/(FROM) RESERVES	- 3,080	- 1,512	- 1,568	103.7%	- 3,076	- 2,929	- 147	5.0%
CAPITAL FINANCING COSTS	3,634	3,749	- 115	(3.1%)	11,407	11,701	- 295	(2.5%)
OUTSTANDING SAVINGS TARGET	-	- 3,774	3,774	(100.0%)	- 2,058	- 3,844	1,786	(46.5%)
TOTAL CONSTABULARY EXPENDITURE	70,625	71,859	- 1,234	(1.7%)	294,722	300,000	- 5,278	(1.8%)
INCOME - SPECIAL GRANTS	- 1,881	- 1,881	- 0	0.0%	- 7,523	- 7,523	-	0.0%
INCOME - OTHER	- 3,607	- 3,074	- 533	17.3%	- 13,192	- 12,754	- 438	3.4%
TOTAL CONSTABULARY INCOME	- 5,488	- 4,955	- 533	10.8%	- 20,715	- 20,277	- 438	2.2%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	65,137	66,905	- 1,767	(2.6%)	274,007	279,723	- 5,716	(2.0%)
MISCELLANEOUS	51	33	84	(255.1%)	- 33	33	-	0.0%
GRANTS	521	174	346	198.4%	150	-	150	#DIV/0!
SECONDEES	- 29	0	29		0	-	0	#DIV/0!
TOTAL CONSTABULARY	65,681	67,046	- 1,365	(2.0%)	274,124	279,690	- 5,566	(2.0%)
OFFICE OF THE POLICE AND CRIME COMMISSIONER	302	345	- 43	(12.6%)	1,361	1,358	3	0.2%
COMMISSIONING COSTS	334	860	- 527	(61.2%)	3,357	3,438	- 81	(2.3%)
TOTAL OPCC AND COMMISSIONING	635	1,206	- 570	(47.3%)	4,718	4,796	- 78	(1.6%)
TOTAL REVENUE EXPENDITURE	66,316	68,252	- 1,936	(2.8%)	278,842	284,486	- 5,644	(2.0%)

ANNEX B - Mgt Structure 2018/19 Revenue Outturn June 2018	YTD Actual				Q1 Forecast Outturn				
	18/19 YTD Actual	18/19 YTD Budget	Over/ (Under)	Over/ (Under)	18/19 Projected Outturn	18/19 Annual Budget	Over/ (Under)	Over/ (Under)	
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	
Neighbourhood Policing	6,562	6,848	- 285	(4.2%)	27,313	27,445	- 132	(0.5%)	
Road Safety	54	85	- 31	(35.9%)	190	188	1	0.7%	
Offender Management	1,210	1,253	- 43	(3.4%)	4,853	4,868	- 15	(0.3%)	
Victims and Safeguarding	1,070	1,159	- 88	(7.6%)	3,926	4,152	- 226	(5.5%)	
NEIGHBOURHOOD & PARTNERSHIP	8,897	9,344	- 447	(4.8%)	36,281	36,653	- 372	(1.0%)	
Command and Control	4,360	4,480	- 120	(2.7%)	17,640	17,681	- 41	(0.2%)	
Patrol	11,796	12,369	- 573	(4.6%)	48,703	49,751	- 1,048	(2.1%)	
Detainee Investigation Support	1,441	1,561	- 120	(7.7%)	5,993	6,297	- 304	(4.8%)	
RESPONSE	17,597	18,410	- 814	(4.4%)	72,336	73,729	- 1,393	(1.9%)	
Criminal Justice	2,714	3,546	- 832	(23.5%)	10,599	12,082	- 1,482	(12.3%)	
Operations	1,920	1,732	188	10.9%	6,907	7,129	- 222	(3.1%)	
Operations Major Incidents	53	43	10	23.9%	247	247	0	0.0%	
Intelligence and Tasking	2,914	3,039	- 125	(4.1%)	11,961	12,378	- 417	(3.4%)	
OPERATIONAL SUPPORT	7,600	8,359	- 759	(9.1%)	29,714	31,836	- 2,122	(6.7%)	
Investigation	5,750	6,277	- 527	(8.4%)	24,039	25,050	- 1,011	(4.0%)	
Investigation Major Incidents	168	155	14	8.9%	783	783	-	0.0%	
INVESTIGATION	5,919	6,432	- 513	(8.0%)	24,822	25,833	- 1,011	(3.9%)	
Triforce Specialist Operations	2,887	3,182	- 295	(9.3%)	11,917	11,759	158	1.3%	
Scientific Investigations	23	19	4	20.7%	6,599	6,720	- 121	(1.8%)	
Major Crime Investigations	1,200	1,255	- 54	(4.3%)	4,604	4,786	- 182	(3.8%)	
South West ROCU	3,015	3,015	0	0.0%	3,015	3,015	0	0.0%	
Special Branch	267	263	4	1.5%	1,038	1,044	- 5	(0.5%)	
Black Rock	-	-	-	#DIV/0!	788	788	-	0.0%	
Counter Terrorism Specialist Firearms	186	188	- 3	(1.4%)	503	762	- 258	(33.9%)	
Tri Force ACC	41	42	- 1	(3.1%)	100	84	16	18.7%	
COLLABORATION	7,618	7,964	- 346	(4.3%)	28,564	28,956	- 392	(1.4%)	
Chief Officers and Staff Office	525	484	41	8.5%	1,975	1,942	33	1.7%	
Southwest One Unitary Charge	1,585	1,660	- 75	(4.5%)	1,620	6,633	- 5,013	(75.6%)	
Estates	2,762	2,972	- 209	(7.0%)	11,029	11,254	- 224	(2.0%)	
Technology Services	3,315	1,490	1,824	122.4%	12,851	10,245	2,606	25.4%	
Transport Services	959	895	64	7.1%	4,306	4,597	- 291	(6.3%)	
Professional Standards	468	436	31	7.2%	1,925	1,774	151	8.5%	
Human Resources	972	1,085	- 113	(10.4%)	3,725	4,422	- 696	(15.8%)	
Occupational Health & Safety	182	212	- 30	(14.1%)	913	781	131	16.8%	
Corporate Learning & Development	1,306	1,156	150	12.9%	4,657	4,687	- 31	(0.7%)	
Staff Associations and Support Groups	225	158	67	42.5%	659	665	- 6	(0.9%)	
Transformation	182	247	- 65	(26.3%)	837	985	- 148	(15.1%)	
Improvement	611	639	- 28	(4.3%)	2,586	2,592	- 6	(0.2%)	
Strategic Projects	485	804	- 319	(39.6%)	2,524	2,853	- 330	(11.6%)	
Corporate Information Management	162	4	166	(3,868.0%)	205	2	208	(9,023.9%)	
Corporate Communications	205	235	- 30	(12.9%)	831	956	- 125	(13.1%)	
Legal Services	264	210	54	25.4%	887	795	91	11.5%	
Corporate Services	1,319	1,436	- 117	(8.1%)	5,497	5,840	- 343	(5.9%)	
Finance and Business Services	626	974	- 349	(35.8%)	3,765	3,932	- 167	(4.2%)	
ENABLING SERVICES	16,153	15,091	1,063	7.0%	60,793	64,952	- 4,160	(6.4%)	
Pensions	1,674	2,178	- 504	(23.2%)	10,304	10,489	- 185	(1.8%)	
Officer & Staff Allowances	465	1,404	- 940	(66.9%)	2,257	3,862	- 1,605	(41.6%)	
Central Costs (inc unadjusted savings)	-	1,151	782	1,933	(247.3%)	8,229	4,332	3,897	89.9%
Central Savings	-	-	3,774	3,774	(100.0%)	-	3,774	1,716	(45.5%)
Student Officers	366	714	- 349	(48.8%)	2,765	2,855	- 89	(3.1%)	
CENTRAL COSTS	1,353	1,305	48	3.7%	21,497	17,763	3,734	21.0%	
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	65,137	66,905	- 1,767	(2.6%)	274,007	279,723	- 5,716	(2.0%)	
MISCELLANEOUS	51	33	84	(255.1%)	-	33	-	0.0%	
GRANTS	521	174	346	198.4%	150	-	150	#DIV/0!	
SECONDEES	-	29	0	29	#####	0	-	0	#DIV/0!
TOTAL CONSTABULARY	65,681	67,046	- 1,365	(2.0%)	274,124	279,690	- 5,566	(2.0%)	
OFFICE OF THE POLICE AND CRIME COMMISSIONER	302	345	- 43	(12.6%)	1,361	1,358	3	0.2%	
COMMISSIONING COSTS	334	860	- 527	(61.2%)	3,357	3,438	- 81	(2.3%)	
TOTAL OPCC AND COMMISSIONING	635	1,206	- 570	(47.3%)	4,718	4,796	- 78	(1.6%)	
TOTAL REVENUE EXPENDITURE	66,316	68,252	- 1,936	(2.8%)	278,842	284,486	- 5,644	(2.0%)	

ANNEX C Officer Overtime Q1 June 2018	YTD Actual				Forecast Outturn			
	18/19 YTD Actual	18/19 YTD Budget	Over/ (Under)	Over/ (Under)	18/19 Projected Outturn	18/19 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Neighbourhood Policing	15	14	1	5%	69	85	- 16	-23%
Road Safety	-	-	-	-	-	-	-	-
Offender Management	3	4	- 1	-22%	15	25	- 10	-68%
Victims and Safeguarding	3	2	1	30%	5	11	- 5	-108%
NEIGHBOURHOOD & PARTNERSHIP	21	20	1	4%	89	121	- 31	-35%
Command and Control	-	1	- 1	-	4	5	- 1	-
Patrol	388	354	34	9%	1,306	1,164	142	11%
Detainee Investigation Support	19	17	2	9%	54	58	- 4	-7%
RESPONSE	407	373	35	9%	1,364	1,228	137	10%
Criminal Justice	37	31	6	16%	143	105	38	26%
Operations	365	56	309	85%	323	235	88	27%
Operations Major Incidents	- 3	32	- 35	1268%	195	195	-	0%
Intelligence and Tasking	5	19	- 15	-318%	73	84	- 11	-15%
OPERATIONAL SUPPORT	404	139	265	66%	733	619	114	16%
Investigation	143	111	32	22%	719	473	246	34%
Investigation Major Incidents	47	76	- 29	-63%	403	403	-	0%
INVESTIGATION	190	187	3	1%	1,123	876	246	22%
Triforce Specialist Operations	133	71	62	47%	567	286	282	50%
Scientific Investigations	0	-	0	100%	0	-	0	100%
Major Crime Investigations	3	5	- 2	-66%	15	18	- 3	-22%
South West ROCU	-	-	-	-	-	-	-	-
Special Branch	6	2	4	62%	11	11	- 0	0%
Black Rock	-	-	-	-	-	-	-	-
Counter Terrorism Specialist Firearms	3	2	1	30%	9	10	- 0	-1%
Tri Force ACC	-	-	-	-	-	-	-	-
COLLABORATION	145	81	65	44%	603	324	278	46%
Chief Officers and Staff Office	1	-	1	-	1	-	1	-
Southwest One Unitary Charge	-	-	-	-	-	-	-	-
Estates	- 0	-	- 0	-	-	-	-	-
Technology Services	-	-	-	-	-	-	-	-
Transport Services	-	-	-	-	-	-	-	-
Professional Standards	1	0	1	-	5	2	3	-
Human Resources	1	-	1	-	3	-	3	-
Occupational Health & Safety	-	-	-	-	-	-	-	-
Corporate Learning & Development	-	1	- 1	-	4	5	- 2	-
Staff Associations and Support Groups	-	0	- 0	-	-	0	- 0	-
Transformation	-	-	-	-	-	-	-	-
Improvement	0	1	- 1	-	5	6	- 1	-
Strategic Projects	0	-	0	-	0	-	0	-
Corporate Information Management	-	-	-	-	-	-	-	-
Corporate Communications	-	-	-	-	-	-	-	-
Legal Services	-	-	-	-	-	-	-	-
Corporate Services	-	-	-	-	-	-	-	-
Finance and Business Services	-	-	-	-	-	-	-	-
ENABLING SERVICES	3	2	0	16%	17	13	4	23%
Pensions	-	-	-	-	-	-	-	-
Officer & Staff Allowances	69	62	7	10%	372	371	2	0%
Central Costs (inc unadjusted savings)	0	-	0	100%	0	-	0	100%
Central Savings	-	-	-	-	-	-	-	-
Student Officers	0	-	0	100%	0	-	0	100%
CENTRAL COSTS	69	62	7	10%	373	371	2	1%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	1,239	863	376	30%	4,301	3,552	750	17%
MISCELLANEOUS	1	-	1	100%	-	-	-	-
GRANTS	37	56	- 19	-53%	109	109	0	0%
SECONDEES	7	9	- 3	-36%	38	38	0	1%
TOTAL CONSTABULARY	1,284	929	355	28%	4,448	3,698	750	17%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	-	-	-	-	-	-	-	-
COMMISSIONING COSTS	-	-	-	-	-	-	-	-
TOTAL OPCC AND COMMISSIONING	-	-	-	0%	-	-	-	0%
TOTAL REVENUE EXPENDITURE	1,284	929	355	28%	4,448	3,698	750	17%

ANNEX D Staff & PCSO Overtime Q1 June 2018	YTD Actual				Forecast Outturn			
	18/19 YTD Actual	18/19 YTD Budget	Over/ (Under)	Over/ (Under)	18/19 Projected Outturn	18/19 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Neighbourhood Policing	2	2	0	12%	11	10	1	7%
Road Safety	-	-	-		-	-	-	
Offender Management	6	2	4	68%	36	12	24	67%
Victims and Safeguarding	2	4	-2	-94%	12	22	-10	-84%
NEIGHBOURHOOD & PARTNERSHIP	10	8	2	24%	59	44	15	25%
Command and Control	91	72	19	21%	318	297	21	6%
Patrol	0	-	0	100%	0	-	0	100%
Detainee Investigation Support	4	9	-5	-130%	31	32	-1	-5%
RESPONSE	96	81	15	15%	349	329	19	6%
Criminal Justice	34	25	9	26%	147	115	32	22%
Operations	6	1	5	80%	29	5	25	85%
Operations Major Incidents	2	2	1	24%	10	10	0	0%
Intelligence and Tasking	10	11	-1	-12%	60	45	15	25%
OPERATIONAL SUPPORT	52	39	13	26%	246	174	72	29%
Investigation	17	1	15	91%	80	9	71	89%
Investigation Major Incidents	22	26	-4	-21%	150	150	-	0%
INVESTIGATION	39	28	11	28%	230	159	71	31%
Triforce Specialist Operations	0	0	0	-34%	0	1	-1	-195%
Scientific Investigations	14	10	4	27%	68	62	6	9%
Major Crime Investigations	8	4	4	46%	29	16	13	46%
South West ROCU	-	-	-		-	-	-	
Special Branch	1	0	1	85%	1	1	1	54%
Black Rock	-	-	-		-	-	-	
Counter Terrorism Specialist Firearms	-	-	-		-	-	-	
Tri Force ACC	-	-	-		-	-	-	
COLLABORATION	23	15	8	35%	99	79	19	20%
Chief Officers and Staff Office	1	3	-2	-184%	6	18	-12	-202%
Southwest One Unitary Charge	-	-	-		-	-	-	
Estates	-	0	-	100%	-	0	-	100%
Technology Services	1	1	0	6%	7	7	0	-1%
Transport Services	13	8	4	33%	73	51	23	31%
Professional Standards	2	0	1	78%	2	3	-1	-32%
Human Resources	9	1	8	89%	56	6	50	89%
Occupational Health & Safety	-	-	-		-	-	-	
Corporate Learning & Development	9	1	8	94%	40	3	37	92%
Staff Associations and Support Groups	0	-	0	100%	0	-	0	100%
Transformation	-	-	-		-	-	-	
Improvement	0	0	0	46%	1	1	0	14%
Strategic Projects	-	-	-		-	-	-	
Corporate Information Management	0	-	0	100%	0	-	0	100%
Corporate Communications	2	4	-2	-81%	12	21	-9	-79%
Legal Services	-	-	-		-	-	-	
Corporate Services	16	6	9	60%	56	29	27	49%
Finance and Business Services	4	0	4	94%	12	2	10	87%
ENABLING SERVICES	58	25	33	56%	266	140	126	47%
Pensions	-	-	-		-	-	-	
Officer & Staff Allowances	13	10	3	26%	59	59	0	0%
Central Costs (inc unadjusted savings)	-	-	-		-	-	-	
Central Savings	-	-	-		-	-	-	
Student Officers	-	-	-		-	-	-	
CENTRAL COSTS	13	10	3	26%	59	59	0	0%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	291	205	85	29%	1,307	985	322	25%
MISCELLANEOUS	0	-	0		-	-	-	
GRANTS	3	1	2		-	6	6	
SECONDEES	10	-	10		-	-	-	
TOTAL CONSTABULARY	304	207	97	32%	1,307	990	317	24%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	0	1	-1		-	8	-8	
COMMISSIONING COSTS	-	-	-		-	-	-	
TOTAL OPCC AND COMMISSIONING	0	1	-1	0%	-	8	-8	0%
TOTAL REVENUE EXPENDITURE	304	208	96	32%	1,307	998	309	24%

Appendix E Capital Programme June 2018 - Q1 18/19	TOTAL BUDGET		YTD		FORECAST	
	2018/19 £000	Q1 YTD Actual £'000	% Total Budget	Year-End Forecast £'000	Over/(Under) £'000	
ROLLING REPLACEMENT and RENEWAL - Excluding Change Portfolio						
Information and Communication Systems	1,935	169	8.7%	1,010	(925)	
Estates	1,276	66	5.2%	1,143	(133)	
Fleet	3,341	351	10.5%	3,289	(52)	
Plant, Machinery and Equipment	308	10	3.2%	188	(120)	
ROLLING REPLACEMENT and RENEWAL TOTAL	6,860	596	8.7%	5,630	(1,230)	
CAPITAL PROJECTS						
DIGITAL PROGRAMME	4,160	395	9.5%	3,628	(532)	
INFRASTRUCTURE AND ASSETS PROGRAMME	5,795	84	1.4%	3,776	(2,019)	
SERVICE REDESIGN AND DEVELOPMENT PROGRAMME	2,420	4	0.2%	4,451	2,031	
OTHER PROJECTS	620	72	11.6%	616	(4)	
CAPITAL PROJECTS TOTAL	12,995	555	4.3%	12,471	(524)	
FUNDED OR PART FUNDED PROJECTS						
ICT FUNDED SCHEMES	1,973	82	4.2%	1,979	6	
ESTATES FUNDED SCHEMES	1,225	74	6.0%	1,200	(25)	
FLEET FUNDED SCHEMES	172	36	20.9%	173	1	
EQUIPMENT FUNDED SCHEMES	87	16	18.4%	87	0	
FUNDED OR PART FUNDED PROJECTS TOTAL	3,457	208	6.0%	3,439	(18)	
CAPITAL PROGRAMME TOTAL	23,312	1,359	5.8%	21,540	(1,772)	

