

Police and Crime Board, 2nd May 2018 13:00 – 17:00

Venue: Gordano Room

Attendees:

- **PCC**
- **Chief Constable**
- **Deputy Chief Constable**
- **Constabulary CFO**
- **Director of People and Organisation Development**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Office and HR Manager**
- **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

2. Minutes and Actions

3. Performance against Police and Crime Plan (Focus on Strategic Priority 2 – Strengthen and Improve Local Policing Teams)

- a. Assurance Report (specific assurance on drugs including the drug education programme)
- b. SPR Assurance
- c. Performance Overview

4. Decisions (to be signed at the meeting)

- None

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

6. Key Organisational Risks and Issues

7. Finance: 2017/18 Outturn Report

8. HR: Quarterly Report

9. Major Projects

- a. Strategy and Transformation Portfolio Highlight Report
- b. ICT Redesign Update

c. Enquiry Office (EO) - Wells

10. Professional Standards Department

- a. Quarterly Update
- b. IOPC Independent Investigations Update

11. A.O.B

- G4S Proposal

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

Date of the Next Meeting: 6th June 2018, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 2nd May 2018

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO
Julian Kern, OCC CFO
Mark Milton, Director of People and Organisational Development
Nick Adams, Deputy Director – Transformation and Improvement
Michael Flay, Governance Secretariat Manager
Kate Watson, OPCC Office and HR Manager
Karin Takel, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

1. Apologies

Kate Watson, OPCC Office and HR Manager

2. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 4th April 2018 and discussed the actions update:

- Officer Visibility Map – final changes are being made and a demonstration will be given at the next Police and Crime Board.
- Stalking and Harassment Cases – following a review of different forces approaches it is felt that this is best managed through existing MARAC and IOM processes but that a review of the service should be undertaken to ensure this approach is sustainable.
- Lighthouse Referrals – the PCC was assured that the manual check for picking up referral to Lighthouse will not be switched off and will continue to ensure referrals are not missed.
- SAP Run-On – the Constabulary confirmed that the SAP run-on period does start from 1st July 2018.
- Gender Pay Gap – the PCC sought an explanation for the difference in mean bonus payment of 34.1%. The Constabulary explained that the difference arose from the value of payments rather than numbers in receipt of payments. The PCC was assured that this will be under closer scrutiny going forward.

3. Performance against the Police and Crime Plan

a) Assurance Report (Focus on Strategic Priority 2 – Strengthen and Improve Local Policing Teams)

The report focused on specific assurance regarding drugs and the Drug Education Programme (DEP). The PCC raised concerns regarding the rise in the number of deaths in Bristol. The PCC is keen for the OPCC to be involved in the conversation with the Local Authority and NHS about the rise

in the number of deaths and possibilities of drug treatment rooms. The PCC queried the decrease in drug offences recorded by Avon and Somerset but the rise in number of deaths – the wider picture is complex and drugs related intelligence is a better indicator of performance.

Concerns regarding funding for DEP for Young People was discussed. The OPCC is supportive but funding needs to be considered further as this is reoccurring funding and therefore would not be appropriate/ sustainable to fund from reserves. It was agreed that the wider partnership landscape should be looked at as this is a public health issues as well.

Flagging DEP cases on Niche was discussed in order to track outcomes – this was agreed at CMB. The OPCC recognise this as a Positive Outcome. It is important to capture reoffending rates and this tracking will help.

b) SPR Assurance

The Strategic Policing Requirement is reviewed every six months to assess the risk and how the force resource demand for national threats and 4 enabling capabilities identified by the force (Forensics, Firearms, CBRN and Roads Policing).

Terrorism – this is assessed as a medium risk due to the volume of activity and complexity of the National threat level. Filling vacancies was an area for improvement identified – analysts and researchers from ASC potentially apply for regional roles and so the force is linking Avon and Somerset Constabulary recruitment to regional recruitment. More Prevent and CHIS referrals are being encouraged.

Organised Crime – this is assessed as a low risk. Assessed as good in a recent HMICFRS inspection. The Constabulary are arranging Continuous Professional Development (CPD) days for Local Response Officers. The Constabulary is looking to engage further with partners. Valuable peer review was completed and information from this informed the plan. Parts of the Regional Organised Crime Unit (ROCU) funding is time limited and planning for when this funding comes to an end needs to be raised with the region.

Major Crime – this is assessed as a low risk. Issues raised relate to lack of performance framework and succession planning for PIP3 accredited staff.

Cyber Security – this is assessed as a medium risk due to the volume of cases and how fast this area of business is growing. The cost of training is a consideration and ensuring that the force has the technological advances to keep up with the criminals. An up to date cyber profile is needed for the force. The PCC was informed that Cyber Enabled crime is already dealt with by the force but that Cyber Dependant crime is currently dealt with by ROCU – this is due to change and will be dealt with by the force but tasked through ROCU. The PCC is concerned with the force's ability to cope with this growing area of demand with the current resources – the Constabulary

assured the PCC that the team dealing with this crime type is excellent and will flag resource issues at an early stage if there are problems. Many of the perpetrators of cyber crime are abroad and beyond the reach of the force so much emphasis is put on prevention work.

Public Order – this is assessed as a low risk. It was noted that the accreditation process is time consuming and that Ops Planning are at capacity.

Civil Emergencies – this is assessed as a low risk. Business continuity applications are being developed. This department has been under pressure in the last 6 months due to the high number of incidents but these have been debriefed and learning opportunities identified. The PCC stated that Voluntary Agency Groups have fed back to her that relationships with the Police have been good during recent incidents.

Child Sexual Abuse (CSA) & Child Sexual Exploitation (CSE) – this is assessed as medium due to the high volume and complexity of cases. The force-wide rollout of Op Topaz (responding to the threat of CSE) has been approved. Risk assessment work has been fully embedded. The force is now up to date with ICAT cases. It is thought that dealing with repeat offenders will decrease the demand in this area of work.

Forensics – this is assessed as a low risk. This is delivered through a regional collaboration. Good use of Qlik Sense has been identified as a strength. The PCC raised concerns regarding staff morale and terms and conditions so it was agreed that these issues should be included in the commentary. Dorset will be implementing a Host Force model by April 2019.

Firearms – this is assessed as a medium risk due to uncertainties regarding collaboration, however it has now been agreed that Avon and Somerset will be the Host Force – this should be implemented 4 months from when the decision was made at the start of April. The PCC was assured that the force has the capability to deal with business as usual with current resources and that if a significant incident occurred than neighbouring forces would assist.

CBRN – this is assessed as a low risk. The force is positioned well regionally and nationally and is seen by the National CBRN Centre as best practice. Each force has a CBRN unit.

Roads Policing – this is assessed as a low risk. Collision Investigation to be ISO 17020 accredited by October 2020. Decision regarding Tri-Force will have an impact but it is felt this will be positive as it will remove the uncertainty.

c) Performance Overview

Discussion took place regarding Released Under Investigation (RUI) and Bail. The PCC was assured that there is no evidence that RUI increases

non-appearance. It was agreed that the use of bail should be around 10% rather than 1-2%. Investigations and DIT training is being reworked to ensure the right level of understanding around RUI and bail. DA and Hate crime trigger discussed and consideration to possible vulnerabilities.

The PCC was informed that Body Worn Video can be used for interview from July 2018.

Satisfaction and Confidence – still concerns regarding follow up and a report regarding this is being submitted to the next Constabulary Management Board (CBM). There are a number of areas the Constabulary is doing well with regard to follow up e.g. Lighthouse. The report to CMB will focus on the areas where the gaps are known. The Chief Constable stated that he had visited Lighthouse last week and was very impressed with the work they are doing providing support in a way that other forces don't.

4. Decisions

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

None

5. Chief Constable's Update

The Chief Constable raised the following:

- Concerns regarding Bristol community tensions – an already established Gold Group are monitoring this critical issue. The PCC echoed the Chief Constable's concerns.
- MFSS – critical issue/risk.
- Recruitment – important focus for the Constabulary recruiting to establishment.

6. Key Organisational Risks and Issues

Data Quality – the plan to tackle the issues in relation to data quality has been refined and will be presented to the Strategic Information Management Board next week. The risk will be reviewed again once improvements are implemented.

Capacity and Capability – resources are critical. Strategic perspective included in the Force Management Statement. The Constabulary are in the process of identifying gaps and will review in June 2018.

Business Continuity – work ongoing in relation to the Communications Department disaster recovery and IT. This will be kept the Strategic Risk Register.

7. Finance – 2017/18 Outturn Report

The underspend was £8.5m before the year-end adjustments for insurance provisions, Legal Provisions and Redundancies. Also the view on reserves and provisions has been redefined e.g. insurance has been taken out of reserves as this sits more appropriately in provisions. The revised approach to reserves and provisions has been discussed with auditors.

The PCC sought assurance that there would not be an underspend for 2018/19. There is likely to be an underspend due to the time taken to fill the vacancies but this will be addressed through recruitment during the year and will be managed just as it was for 2017/18 with contribution to Capital reserves. The Government is still only giving a capital grant of £1m per year.

MFSS Review was discussed – a decision must be made in July 2018.

8. HR: Quarterly Report

The PCC commented that the new format of the HR reporting is excellent giving a breakdown of data in a clear format. The PCC asked for the information on a monthly basis to the Police and Crime Board. The next phase will be to put the report into a Qlik Sense format. Career break and student officers were reported together and the PCC asked that these be separated out in future. The PCC requested that Police staff and PCSO's be separated in future reports.

Some of the figures were incorrect due to glitches in the new reporting which will be corrected for future reports. Also discussed making abstraction clearer to understand the availability of resource and deployable resources

Workforce planning will be a very valuable piece of work which the force has the skills and technology to complete in a sophisticated way. Giving the workforce the right technology will make the organisation more productive.

Investigations vacancies were discussed and the impact the 10% shift allowance might be having on this.

The percentage of hours lost to sickness for 2017/18 was 4% overall. The PCC asked for more detail on sickness absence in future reports to give a picture of any trends or departments suffering high levels of sickness.

Police Staff and PCSO recruitment accelerated timings were agreed at March Constabulary Management Board. This is going to be a considerable process. There has been an encouraging uplift in Police Officer and PCSO candidate numbers. Vetting was a challenge but they have expanded their capacity and are now working well. Search and Assessment process took place a couple of weeks ago and 170 people were seen with a 70% pass rate – Thames Valley have been contracted to help expand the search capacity.

The PCSO selection process was felt to be too arduous and so the Constabulary is moving to the College of Policing recommended assessment.

Careful planning must be given when PCSO's are taking up Police Officer posts to minimise potential community tensions.

Medical capacity will need to expand to meet the demand. The programme of Hep B boosters was discussed and the PCC was informed that the Constabulary are only getting a small supply at a time and so having to prioritise based on how long ago someone had the last one.

Representative Workforce work continues with the outreach model of coaching and mentoring which is adding to the pool of police officer and PCSO candidates.

The Director of People and Organisational development is concerned that the HR Team are under pressure but working very hard to cope with this mass process. The PCC thanked the HR team for their efforts in this important work to ensure that Officer and PCSO numbers reach the budgeted level.

9. Major Projects

a. Strategy and Transformation Portfolio Highlight Report

Infrastructure

Williton and Minehead options discussed. Costings for the current option in Williton need to be discussed further to understand the breakdown of costs. Visits for the Chief Constable and PCC needs to be arranged at the appropriate point in time. Currently 3 Yeovil options being explored.

Digital

Rollout of phones – need to see the impact of rolling out all phones and testing them before assessing if more are needed. Concerns raised regarding missed appointments to collect devices and be trained. A workshop has been arranged in July for Senior Leaders on setting standards. The speed of rolling out laptops was discussed and getting the balance right. Personal responsibility will be critical to the success of mobile working and ways of identifying any issues were discussed e.g. similar to Mywork Application. Niche upgrade due in May. Evidence Works will go live in May 2018 - this means Body Worn Video footage will go straight into Evidence Works and then it will interface with Niche and DEMS.

Enabling Services

Won't achieve 2018/19 savings due to delays in the process which will leave a £1.4m shortfall.

MFSS

The Police and Crime Board agreed the proposal for the MFSS review.

b. ICT Redesign Update

Presentation given focusing on Southwest One – Tech Service Exist, IT Redesign and Digital Strategy. The PCC was assured that there are no specific concerns regarding retention. Everything is in place for the SAP

run-on and to make sure that SAP is stable and robust. The Constabulary have made support arrangements for when IBM will no longer be providing support. A costed IT redesign Business Case will be submitted to CMB in June 2018.

Discussion took place about Single Online Home and when would be the best time for Avon and Somerset Police to say they intend to join – convergence would take a long time which may give them time to get to the same level that Avon and Somerset Police are at.

c. Enquiry Office (EO) – Wells

The Chief Constable is attending a town council meeting and has suggested that it might be appropriate for the PCC to also attend. There will be a Neighbourhood Team base in Wells and the EO in Wells will not close until the EO in Shepton Mallet opens.

10. Professional Standards Department

a. Quarterly Update

Reviewed outside of the meeting.

b. IOPC Independent Investigations Update

Reviewed outside of the meeting. The Deputy Chief Constable updated the PCC that a 4th independent investigation has been added to the list of open investigations.

11.A.O.B

Commissioning Requests

A number of commissioning funding requests are coming in and it was agreed that a document would be helpful to identify where the requests are coming from, which of the PCC's priorities the requests align to and whether they are one off spend or recurring. The PCC's core budget for commissioning of services is fully allocated and decisions would need to be taken regarding the funding of any services on a recurring basis. There is a possibility of use of some of the commissioning reserve for pilot/ one off projects but much of the reserve is already allocated.

G4S

It was agreed that the Head of Commissioning and Partnerships would lead on this area of work for the OPCC and be involved in the strategic approach going forward.

12. Publication

The following items were agreed for publication:

- 4th April 2018 Police and Crime Board Agenda
- 4th April 2018 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 6th June 2018

MEETING: Constabulary Management Board	Date: 26 th April 2018	Agenda No
DEPARTMENT: Finance and Business Services	AUTHOR: Cassie Skinner	Item 7
NAME OF PAPER: 2017/18 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 2017/18. The attached Appendices A and B includes details of the outturn revenue position as at 31st March 2018, 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

Once year-end adjustments have been made we have achieved a **break-even position during 2017/18**, however, the position on the revenue budget pre year-end adjustments was an **underspend of £8.49m/3.0%**. As stated at Q3, the underspend was needed to make provisions for known liabilities including those required for insurance, legal claims and anticipated redundancies. In addition we transferred £2.1m to capital reserves to support the future Capital Programme and £0.3m has been approved as budget carry forwards in support of committed expenditure. Full detail on the provisions and reserves is included later in the report and in Appendix C.

The revenue outturn position includes the following highlights:-

- Police officer pay and allowances underspent by £3.4m/2.6%, but officer overtime overspent by £0.4m/9.0% - creating a **combined underspend of £3.0m/2.2% on police officers**. The underspend on police officer pay is approximately the same as forecast at Q3, which reflects the significant number of vacancies across the Constabulary. Measures have been taken to address the number of vacancies with a recruitment plan for 300 student officers in 2018/19.

Police officer pay underspends are predominantly focussed in Patrol (£2.7m/5.4%), Investigations (£1.5m/7.0%), MCIT (£0.1m/4.8%) and CTSFO (£0.4m/61.6%), offset by some small overspends in Criminal Justice (£0.2m/5.5%), Intelligence and Tasking (£0.3m/6.3%) and Operations (£0.3m/5.8%). The overtime position is also approximately the same as forecast at Q3, with overspends occurring predominantly in Investigations (£0.3m/52.4%) and Tri-Force (£0.2m/66.6%);

- Staff pay and allowances are underspent by £2.0m/2.9%, but staff overtime is overspent by £0.2m/18.9% - creating a **combined underspend of £1.8m/2.6% on staff**. Staff pay underspends are the same as forecast at Q3, however the Q3 forecast had assumed a 2% pay award spanning 7 months and the actual award accrued equates to 12 months at 1% (lump sum bonus) and 7 months at a further 1% (back dated pay award). Therefore the underspend is slightly more than expected than the £2.6m underspend forecast in Q3, this is due to the continued high wastage rate and lower than average intake rates for the final quarter of the year, partially due to vacancies being held for the Enabling Services Review.

Staff pay includes a number of underspending areas, including Intelligence and Tasking (£0.8m/12.7%), Investigation (£0.2m/7.4%), Detainee Investigation Support (£0.2m/7.8%), Criminal Justice (£0.4m/4.3%), Human Resources (£0.2m/7.8%) and Corporate Learning and Development

(£0.2m/9.2%). Police Staff overtime overspends are occurring in Offender Management (£0.1m/1298%), Criminal Justice (£0.1m/38%), Intelligence and Tasking (£0.1m/81%) and Investigation (£0.1m/1479%);

- PCSO pay and allowances are underspent by £0.5m/4.5% across our Neighbourhood Policing Areas due to consistent vacancies throughout the year;
- Indirect employee expenses are overspent by £2.8m, largely reflective of the need to make provision for redundancy costs at the end of this financial year in light of our planned restructure of enabling services. At present we are assuming a provision of £1.95m will be required, which when combined with redundancy costs incurred in year (£0.7m), is the sole driver for the forecast overspend here;
- Premises costs have underspent by £0.6m/4.9% there were rebates on rates in the year which contributed to an underspend of £0.7m on rent and rates, this was partly offset by overspends of £0.2m on facilities management;
- Communications and Computing Costs have underspent by £0.8m/7.4%, this is predominantly within Technology Services and consists of various underspends across expenditure including £0.3m against Mobile Telephony, £0.1m on National ICT charges and a saving of £0.1m against licenses.
- Other Supplies and Services costs overspent by £4.6m/38.2% which is largely due to an increase of legal provisions of £1.3m and an increase to the insurance provision of £3.9m (which is offset by £2.1m transfer from reserves). These overspends are partly offset by various underspends including £0.4m in CTF SO.
- Savings balances exceeded target at the end of the year contributing £0.6m underspend to the outturn;
- Although income has largely achieved budget (overspend £0.04/0.2%), this includes debit of c.£1m for PFI unitary charge which is offset by the credit within Capital Financing Costs. Over achievements of income are due to a number of areas such as Football Matches, Hurricane Irma, Speed Enforcement and additional rental income

The capital programme incurred £19.0m (59.6% of plan) expenditure this financial year, rising to £19.4m (59.6% of plan) inclusive of projects we're managing on behalf of collaborations. Of the underspend, £3.6m is being carried forward in support projects which have already commenced, leaving an underspend of £9.6m released at the end of the year.

3. PART ONE – 17/18 REVENUE BUDGET PERFORMANCE

A **breakeven position** has been recorded at the end of the 17/18 financial year, with an underspend of £8.49m/3.0% recorded before carry forward, provisions and final reserve adjustments were made.

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Employee Costs	223,645	225,802	(2,157)	(1.0%)
Non-Employee Costs	71,768	69,019	2,749	4.0%
Savings Target	(271)	348	(619)	(177.9%)
Income	(22,420)	(22,458)	38	(0.2%)
CONSTABULARY SUB-TOTAL	272,722	272,710	12	0.0%
Miscellaneous & Grants	(12)	0	(12)	0.0%
CONSTABULARY TOTAL	272,710	272,710	0	0.0%
OPCC	1,354	1,354	0	0.0%
Commissioning	3,488	3,488	0	0.0%
TOTAL	277,552	277,552	0	0.0%

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

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Neighbourhood Policing	26,181	26,719	(539)	(2.0%)
Road Safety	302	290	11	4.0%
Offender Management	5,018	4,776	242	5.1%
Victims and Safeguarding	4,005	4,127	(122)	(3.0%)
NEIGHBOURHOOD & PARTNERSHIP	35,506	35,913	(407)	(1.1%)

In 17/18 we have underspend by £0.4m/(1.1%) against our Neighbourhood and Partnership budgets which is in line with the forecast at Q3.

Highlights from this area of the budget include:

- **Neighbourhood Policing** – an underspend of £0.5m/2.0% is reported. This is largely a consequence of underspends on PCSO pay and allowances (£0.56m/5.1%), partially offset by overspends on transport (£0.06m/90.8%).
- **Offender Management** – an overspend of £0.2m/5.1% is reported. This is partially due to an additional inspector and an additional Chief Inspector working within IOM for temporary periods and partially due to an overspend on third party payments relating to YOT.

RESPONSE

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Command and Control	17,364	17,283	81	0.5%
Patrol	47,904	50,650	(2,745)	(5.4%)
Detainee Investigation Support	5,775	6,093	(318)	(5.2%)
TOTAL RESPONSE	71,043	74,026	(2,983)	(4.0%)

In 17/18 we have underspent by £2.98m/4.0% against our Response budgets. This is slightly higher than the Q3 forecast of £2.8m/3.7% due to Command and Control not overspending within staff pay as previously expected.

Highlights from this area of the budget include:

- **Command & Control** – an overspend of £0.1m/0.5% is reported. This is the net result of indirect employee expenses of £0.2m due to cost of redundancies offset by an underspend on police staff overtime (£0.1m/25.2%);
- **Patrol** – an underspend of £2.7m/5.4% is report. This is entirely caused by underspends against officer pay and allowances budgets (£2.7m/5.4%) and reflects the continuing vacancies in this area and significant wastage trend throughout the year;
- **Detainee Investigations** - an underspend of £0.3m/5.2% is reported. This is purely down to vacancies creating an underspend on officer and staff pay and allowances.

OPERATIONAL SUPPORT

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Criminal Justice	11,688	11,693	(4)	(0.0%)
Business Improvement	3,143	3,055	88	2.9%
Operations	7,265	7,243	22	0.3%
Operations Major Incidents	195	242	(47)	(19.4%)
Intelligence and Tasking	12,974	12,596	378	3.0%
OPERATIONAL SUPPORT	35,266	34,829	437	1.3%

In 17/18 we have overspent by £0.4m/1.3% against our Operational Support budgets. This is a adverse variance of c£0.9m against the Q3 forecast due to c£0.2m over-achievement of income from the SEU being transferred to the Road Safety Reserve per Home Office guidelines, and a year-end legal provision of £0.8m for UC claims being funded through Intelligence and Tasking.

Highlights from this area of the budget include:

- **Criminal Justice** – After the SEU income has transferred to the reserve Criminal Justice is breaking even.
- **Intelligence & Tasking** – an overspend of £0.4m/3.0% is reported. This is predominantly the result of the aforementioned legal provision (£0.8m) and an overspend on police officer pay and allowances (£0.3m/6.3%) being offset by a significant underspend on police staff pay and allowances (£0.8m/12.7%).

INVESTIGATIONS

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Investigation	22,982	24,209	(1,226)	(5.1%)
Investigation Major Incidents	873	778	96	12.3%
INVESTIGATION	23,856	24,986	(1,131)	(4.5%)

In 17/18 we have underspent by £1.1m/4.5% against our Investigations budgets; this is in line with the Q3 forecast. This is the result of underspends in police officer pay and allowances (£1.5m/7.0%) due to very high vacancies, partly offset with overspends on police officer overtime (£0.3m/52.4%) and police staff overtime (£0.1m/1479.4%).

COLLABORATION

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Tri-Force Specialist Operations	11,486	11,586	(100)	(0.9%)
Scientific Investigations	6,478	6,584	(105)	(1.6%)
Major Crime Investigations	4,476	4,646	(170)	(3.7%)
South West ROCU	2,444	2,441	3	0.1%
Special Branch	923	1,014	(91)	(9.0%)
Black Rock	698	721	(23)	(3.2%)
Counter Terrorism Specialist Firearms	558	739	(181)	(24.4%)
Tri Force ACC	65	73	(8)	(11.1%)
COLLABORATION	27,129	27,803	(675)	(2.4%)

In 17/18 we have underspent by £0.6m/2.4% against our Collaboration budgets.

Highlights from this area of the budget include:

- **Major Crime Investigation** – an underspend of £0.2m/3.7% is forecast. This is the result of police officer and staff vacancies within the unit;
- **Special Branch** – an underspend of £0.1m/9.0% is forecast. This is a consequence of a reduction in working hours and an increase in student registrations income;
- **Counter Terrorism Specialist Firearms** –The year-end position is underspent by £0.2m/24.4% due to the significant vacancies. £0.3m was transferred to Reserves in year to support the capital build and this will be completed in 18/19.

ENABLING SERVICES

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Chief Officers and Staff Office	2,036	1,775	261	14.7%
Southwest One Unitary Charge	8,870	9,182	(312)	(3.4%)
Estates	10,796	11,078	(282)	(2.5%)
Technology Services	7,941	8,567	(626)	(7.3%)
Transport Services	4,337	4,519	(182)	(4.0%)
Professional Standards	1,496	1,495	0	0.0%
Human Resources	3,118	3,398	(280)	(8.2%)
Occupational Health & Safety	825	758	67	8.8%
Corporate Learning & Development	4,539	4,535	4	0.1%
Staff Associations and Support Groups	567	642	(75)	(11.6%)
Strategy & Transformation	940	973	(33)	(3.4%)
Strategy Projects	2,644	2,644	0	0.0%
Corporate Information Management	927	943	(17)	(1.8%)
Corporate Communications	807	842	(34)	(4.1%)
Legal Services	1261	662	599	90.5%
Corporate Services	4,137	4,285	(148)	(3.5%)
Finance and Business Services	3,732	3,748	(16)	(0.4%)
ENABLING SERVICES	58,972	60,046	(1,074)	(1.8%)

In 17/18 we have underspend by £1.1m/1.8% against our Enabling Services budgets. This underspend is c.£1m more than forecast at Q3, due to delays in delivery of the X2 taser upgrades (c£0.3m), savings on mobile telephony (£0.3m) and larger than expected underspends in Estates (£0.2m) and Transport Services (£0.15m).

Highlights from this area of the budget include:-

- **Chief Officers and Staff Office** – an overspend of £0.26m/14.7% is reported. This overspend relates to staff and officer budgets which includes 2 unfunded posts and costs associated with the deployment of officers to the BVI following Hurricane Irma. There is also overspend in non-pay related, again, to Hurricane Irma and to an overspend on Police Now. It should be noted that costs associated with Hurricane Irma were recharged and are offset against income within Operations;
- **Technology Services** – an underspend of £0.6m/7.3% is reported. This is predominantly the result of underspends on communications and computing costs – see Executive Summary for commentary.
- **Human Resources** – an underspend of £0.3m/8.2% is reported. This is largely due to the underspend of £0.24m/7.8% on police staff pay and allowances due to the significant vacancies being held in light of the planned Enabling Services Review;
- **Occupational Health & Safety** – an overspend of £0.07m/8.8% is reported. This is due to the £70k savings that the department had previously committed to but due to the Fire Service appointing alternative provision this cannot be achieved;
- **Legal Services** – an overspend of £0.6m/90.5% is reported. This is due to uplifts to our provision of £600k being made for historic legal claims.

CENTRAL COSTS

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Pensions	10,251	9,924	327	3.3%
Officer & Staff Allowances	3,440	2,699	741	27.5%
Central Costs (inc unadjusted savings)	6,466	996	5,470	549.5%
Central Savings	(271)	418	(688)	(164.8%)
Student Officers	1,065	1,071	(6)	(0.6%)
CENTRAL COSTS	20,952	15,108	5,844	38.7%

In 17/18 we have overspent by £5.8m/38.7% against our Central Costs budgets, which is in line with the Q3 forecast. Highlights from the area of the budget include:

- **Officer and Staff Allowances** – an overspend of £0.7m/27.5% is reported; it is made up of the £1.1m accrual for the 17/18 2% staff pay awards offset by smaller underspends against 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 £5.5m/549.5% reported. This consists of:
 - £1.95m provision for redundancies as part of the Enabling Services Review;
 - £1.7m increase in insurance provision;
 - £2.1m to support Capital Funding 18/19.
- **Central Savings** – Once all the adjustments have been accounted for the balance for central savings stands at £0.7m over achievement but a lot of these are only one-off this year.

STRATEGY & TRANSFORMATION

The Constabulary continues to run a number of strategic projects, including joint programmes with partners. The total budget for these programmes, including the cost of the strategic change management team, is £3.6m. The table below provides a summary of outturn at the end of the financial year:

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Strategy & Transformation	1,628	1,188	440	37.0%
Infrastructure	252	296	(44)	(14.9%)
Service Design and Development	689	461	228	49.5%
Digital Programme	670	1,117	(447)	(40.0%)
Regional Collaboration Programme	345	555	(210)	(37.8%)
TOTAL	3,584	3,617	(33)	(0.9%)

In 17/18 we have underspent by £0.03m/0.9%. Highlights from this area of the budget include:

- **Strategy & Transformation** – the overspend on this cost centre is due to the transfer of the Strategic Projects underspend (£689k) to the Transformation Reserve at year end. During the year the S&T team have underspent and this is due to the number of vacancies which were initially carried whilst this team was established following PBR;

- Service Design and Development – the overspend here largely reflects the costs associated with MFSS transformation project, and include the abortive costs of Hants CC (having determined not to progress with their option), some additional costs associated with supporting data migration activity, and some additional staffing capacity to help with the transformation project;
- Digital Programme – the underspend is partly due to the reduction of costs associated with the DEMS/Niche integration from £190k to £25k;
- Regional Collaborations Programme – our contribution towards the regional programme costs are transferred quarterly in arrears from the holding codes, the underspend remains as they too have high vacancies still to fill across a number of projects.

MISCELLANEOUS, GRANTS AND SECONDEES

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
MISCELLANEOUS	(12)	0	(12)	
GRANTS	(0)	0	(0)	
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

	17/18 Actual £'000	17/18 Budget £'000	Over/ (Under) £'000	Over/ (Under) %
OPCC	1,354	1,354	0	0.0%
Commissioning	3,488	3,488	0	0.0%
OPCC Total	4,842	4,842	0	0.0%

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

OVERTIME BUDGETS AND SPEND

As was reported during 2017/18 some overtime budgets have seen significant overspends, with a forcewide overspend of £0.44m/9.5% on officer overtime, and £0.27m/24.8% on staff overtime reported at year end. Overall, as the table below shows, this means we are reporting an overspend by £0.7m/12.4% on 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.

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) %
POLICE OFFICER OVERTIME				
Neighbourhood & Partnership	143	116	(27)	(18.8%)
Response	1,401	1,398	(3)	(0.2%)
Operational Support	1,285	1,303	18	1.4%
Investigation	848	1,175	327	38.6%
Collaboration	348	566	217	62.4%
Enabling Services	7	53	46	624.4%
Central Costs	511	342	(169)	(33.1%)
Misc/Grants/Secondees	88	117	29	33.0%
Police Officer Overtime TOTAL	4,631	5,070	438	9.5%
POLICE STAFF/PCSO OVERTIME				
Neighbourhood & Partnership	29	68	39	132.3%
Response	348	279	(69)	(19.8%)
Operational Support	220	293	72	32.9%
Investigation	161	287	127	79.0%
Collaboration	79	88	9	11.6%
Enabling Services	128	210	82	63.5%
Central Costs	104	57	(47)	(45.1%)
Misc/Grants/Secondees	14	69	56	400.0%
Police Staff/PCSO Overtime TOTAL	1,083	1351	268	24.8%
TOTAL	5,714	6,421	706	12.4%

- Neighbourhoods & Partnership – this area is reporting an overspend on police staff overtime (£0.03m/132.2%) within Offender Management, however a vacancy is being held which offsets these costs.
- Investigation – This area is reporting overspends on both officers overtime (£0.3m/38.6%), and on staff overtime (£0.13m/79.0%). This is largely due to the number and vacancies and use of zero hour contracts although is a lot lower than this time last year, however it may also be the case that the underlying level of budget provided here needs to be reviewed. This has flagged as an emerging issue through our MTFP;
- Operational Support – The primary pressure in this area is against police staff budgets where there is an overspend of £0.07m/32.9%. Intelligence & Tasking in the Force Surveillance Team are creating the largest overtime overspends for staff (and officers) overtime. Criminal Justice are overspending on both officer and staff overtime due to Custody and SEU vacancies;
- Collaborations – This area is reporting overspends predominantly on officers overtime (£0.2m/62.4%) which is as a result of vacancies across the collaboration, as well as additional demand linked to heightened threat levels;
- Enabling Services – An overspend is reported on staff overtime (£0.08m/63.5%) mainly in transport due to staffing issues and an increase in workload due to increased commissioning activity. The overspend on officer overtime relates to the costs associated with Hurricane Irma, these are offset with recharges in Operational Support.

We continue to monitor and report the spend position closely, and would continue to encourage SLT's to maintain their regular oversight of this issue as well so that where possible we can bring our overtime spend more in line with budgets.

YEAR-END ADJUSTMENTS – PROVISIONS AND RESERVES

The table below shows the movements from a £8.5m/3.1% underspend to the break-even position after all year-end adjustments have been made for carry forwards, provisions and reserves.

ANNEX B - Mgt Structure 2017/18 Revenue Outturn March 2018	17/18 Period 12 YTD Actual	17/18 Period 13 Entries	Revised Outturn	Carry Forwards	Provisions	Reserves	Final Outturn after all Provisions/ Reserves	17/18 Annual Budget	Over/(Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
TOTAL REVENUE EXPENDITURE	270,380	(1,318)	269,062	312	7,269	909	277,552	277,552	0	0.0%

Carry forward requests of £0.31m (including £0.1m for the Regional Programme) have been approved from various departments and the funding carried forward into 18/19.

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 £7.2m, consisting of:-

- £0.8m increase in the provision relating to historic claims made by undercover officers and source handlers;
- £3.9m uplift to our insurance provision (after utilising some funds in year to pay out against claims), this is also a result of discontinuing use of an insurance reserve which is offsetting this uplift as a reduction in Reserves;
- £1.95m redundancy costs associated with anticipated redundancies associated with the Enabling Services Review; and
- £0.5m on Legal Services to reflect the increase of residual value of historic claims, as reported above.

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

	31/03/2018 £'000	31/03/2017 £'000
Insurance provision	10,755	7,781
Legal Services provision	707	202
Ill-health retirements	75	238
Redundancy Provision	1950	77
UCO and Source Handler provision	2,969	2,143
Pensions - Employment Support Allowance provision	118	353
TOTAL	16,573	10,794

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 £0.9m reflects the final transfers that were done at year-end, with the main items being the clearing of the Insurance Reserve as mentioned above (£2.1m) and various transfers

into reserves including £0.2m transfer to road safety, £0.5m OPCC victims and commissioning reserve and a £2.1m transfer to the capital financing reserve to support future capital expenditure.

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

	31/03/2018 £'000	31/03/2017 £'000
Earmarked revenue reserves – discretionary	6,535	8,825
Earmarked revenue reserves – non-discretionary	8,035	8,997
Earmarked revenue reserves – capital and PFI	11,101	8,900
Capital receipts reserve	256	7,149
General Fund	10,400	10,400
TOTAL USEABLE RESERVES	36,327	44,272

Our useable reserve levels have reduced by £7.9m/17.9% over the course of the year. The following points of note are highlighted:-

- Our discretionary reserve levels have decreased by £2.3m reflecting the utilisation of funds in support of our Strategic Projects during the year. The key balance here relates to our transformation fund (currently £3.0m) which will be used to support ongoing revenue costs of transformation and this reserve is expected to be used in its entirety in 18/19;
- Our non-discretionary reserves have decreased by £1.0m, which is a result of the transfer of the insurance reserve to provisions (£1.9m) offset by a number of areas where reserves have increased. This includes the SW ROCU reserve increase (£1.2m) reflecting the £1m grant being held for 18/19 and our road safety reserve (£0.15m);
- Our capital and PFI reserves have increased by £2.2m, which reflects small movements across a lot of the reserves, plus the revenue contribution of £2.1m;
- Our capital receipts reserve has seen the most significant change during the course of the year, having reduced by £6.9m 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 17/18 there have been 18 debt write-offs which totalled £8,592.57, of these 3 were due to overpayment of salaries (£7,143.53) and 15 supplier invoices (£1,449.04) of which 2 were invoices written off due to the age of the debt and the others were only pence for rounding differences.

The debt provision for 17/18 is £439,874 which is an increase from 16/17 by £113,380. In this provision £389,785 relates to debts over 6 months old and therefore 100% included due to the age of the debt. £2,334 is 10% of the 3-6 months debts outstanding and overpayments of salary debts of £44,429 where the plans are over 6 months.

4. PART TWO – 17/18 CAPITAL BUDGET PERFORMANCE

In February 2017 the anticipated new capital plan for 17/18 totalled £22.1m with the addition of carry forwards of capital schemes in progress amounting to £8.0m at the end of 16/17. The capital plan has since been reviewed and schemes have been added, removed or profiled into future years as necessary. Also the budget for the digital mobilisation project has been profiled to match the expenditure for 17/18 by bringing forward the 18/19 budgets into the current year. These adjustments show a revised capital plan for Avon and Somerset of £31.9m for 17/18 (£32.6m including regional projects).

The table below summarises this movement:

	Approved Plan	C/Fwd from 16/17	TOTAL Plan	Adjustments	TOTAL Revised Plan
	£'000	£'000	£'000	£'000	£'000
Rolling replacement and renewal	6,722	2,412	9,134	(1,217)	7,917
Other Projects	1,523	1,713	3,236	(205)	3,031
Service design and development Prog	625	0	625	1,461	2,086
Digital Prog	7,082	508	7,590	3,463	11,053
Infrastructure Prog	5,931	3,269	9,200	(1,648)	7,552
Regional Prog	250	132	382	(125)	257
TOTAL Avon & Somerset Schemes	22,133	8,034	30,167	1,729	31,896
Memorandum Items	0	989	989	(293)	696
TOTAL	22,133	9,023	31,156	1,436	32,592

17/18 CAPITAL PROGRAMME OUTTURN

	TOTAL Plan	Actual Outturn		C/fwd to 18/19	Outturn + C/Fwd	Over/(Under)	
	£'000	£'000	% of Plan	£'000	£'000	£'000	%
Rolling replacement and renewal	7,917	5,397	68.2%	480	5,877	(2,040)	(25.8%)
Other Projects	3,031	645	21.3%	428	1,073	(1,958)	(64.6%)
Service design and development Prog	2,086	1,454	69.7%	632	2,086	0	0.0%
Digital Programme	11,053	9,182	83.1%	1,086	10,268	(785)	(7.1%)
Infrastructure Programme	7,552	2,327	30.8%	976	3,303	(4,249)	(56.3%)
Regional Programme	257	0	0.0%	0	0	(257)	(100.0%)
TOTAL A&S	31,896	19,005	59.6%	3,602	22,607	(9,289)	(29.1%)
Memorandum Items	696	433	62.2%	0	433	(263)	(37.8%)
TOTAL Plan	32,592	19,438	59.6%	3,602	23,040	(9,559)	(29.3%)

At the end of 17/18 £19.4m (59.6%) of the capital programme had been spent; further details of which are included within Appendix F. The carry forward supports the projects that are at various stages of delivery at the end of the financial year. Where the projects have not started or not due to start during 17/18, these schemes have been re-profiled to the new 5 year capital plan for 18/19.

The 18/19 Capital Programme, including the 17/18 carry forwards, will be re-presented in the Q1 Outturn Report. Details of the capital programme are included at Appendix F.

ROLLING REPLACEMENT AND RENEWAL

At the end of 17/18 £5.4m (68.2%) of the plan had been consumed during the year. The key highlights from this element of the capital plan are:

- IT Renewal and Replacements – Expenditure to the 17/18 was £55k relating to the data centre and unscheduled expenditure. The network security (£0.3m) and infrastructure refresh (£0.5m) have been re-profiled into future capital plans;
- Estates Rolling Replacement and Renewal – Expenditure to the end of 17/18 was £0.32m, including replacement boilers (£28k), electrical systems (£252k) and security systems & fencing (£42k);
- Fleet Replacements – At the end of 17/18 £4.0m (86.9%) of the core replacement programme had been spent. Further commitments of £0.38m had been made during 17/18 with anticipated delivery dates in early 18/19 and this budget has been carried forward, to leave an underspend against budget of £0.22m. The contingency budget of £0.25m has been released;
- ANPR – Expenditure on replacement ANPR equipment and ANPR on strategic routes in 17/18 was £0.2m (69.0%). The works for upgrading the ANPR on the motorways (£50k) is currently on hold while waiting for decisions with Highways England and the budget has been re-profiled into future capital plans.

OTHER PROJECTS

At the end of 17/18 £0.6m (21.3%) of the plan had been consumed. The key highlights from this element of the capital plan are:

- Voice and Data Communications – During 17/18 £0.14m was spent, with a further £0.14m carried forward to into 18/19 to complete the project. £0.8m has been released from the capital plan;
- Site resilience for VOIP – The £0.5m budget has been re-profiled into the 18/19 capital plan;
- Project Atlas (Niche) – £0.1m was incurred during 17/18 to progress the project to near completion, with a carry forward of £0.07m to cover the remaining outstanding commitments on the project;
- Business Analytics Licences – £0.12m has been spent on further licences for our business analytics visualisation software (Qlik) during 17/18;
- Multi Agency Integrated Analytics – £0.25m of the grant has been spent during 17/18, with the project continuing during 18/19.

SERVICE REDESIGN AND DEVELOPMENT

This project is the replacement of the existing ERP solution (SAP) with the MFSS (Multi Force shared service) solution, £1.5m costs have been incurred during 17/18. Due to delays within the project, the remaining budget has been carried forward into 18/19 for the completion of the programme.

DIGITAL PROGRAMME

Expenditure in 17/18 was £9.2m (83.1% of the plan). 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. The upgrade to the control room phase 1 (£0.2m) was undertaken during 17/18, phase 2 is anticipated to be completed in 18/19, in readiness for this scheme to go live in the South West region in 21/22;

- Digital Mobilisation – £8.7m expenditure was incurred in 17/18, with the remaining £0.9m budget being carried forward into 18/19 to complete the project;
- Digital Evidence – In 17/18 £0.2m has been spent on the development work for the Digital Evidence management system (Evidence works) and £0.05m on the purchase of body worn cameras, and £0.13m has been carried forward into 18/19 for the completion of the project. The storage requirements (£0.4m) and CPS Data links (£0.1m) have been re-profiled into capital plan for future years.

INFRASTRUCTURE AND ASSET PROGRAMME

The expenditure for 17/18 was £2.3m (30.8% of the plan). The key highlights of this programme include:

- Works completed or in progress:
 - Wilfred Fuller VC Operational Training Centre – £0.8m was spent during 17/18 to complete the works for the operational training move and the CBRN laundry set up;
 - Regional Drug and Chemical Labs – Works were completed during 17/18 costing £0.4m;
 - Fire Service HQ Occupation – The fire service moved into HQ during 17/18 costing £0.3m;
 - Cheddar Police Station – The Police station became operational in April 2018 costing £0.2m;
 - Nailsea Enquiry Office and SSN – £0.1m was spend on the move into the fire station at Nailsea during 17/18;
 - CTSFO Estates Works - £0.1m was spent during 17/18 with the works anticipated to be completed in 18/19;
- Schemes rescheduled into future years - as a result of the time taken to find suitable locations and gaining approval before schemes were able to progress during 17/18, the budgets has been re-profiled into the 18/19 capital programme and only feasibility costs were incurred in 17/18. The schemes now substantially re-profiled into future years include:
 - Taunton Police Station Response – It is anticipated that the works will be completed in the Autumn 2018 with £0.4m budget being re-profiled into 18/19;
 - Southmead Enquiry Office and SSN – A new site has been identified at Southmead hospital and it anticipated that the works will be completed for Autumn 2018. £0.5m budget has be re-profiled into 18/19;
 - Kenneth Steel House Accommodation – £1.0m budget has been re-profiled into the 18/19 capital plan as the work expected to be progressed during 18/19 and completed in 19/20;
 - Shepton Mallett Response Hub – £0.5m budget has been re-profiled into 18/19 and is anticipated to be completed during in 18/19;
 - Yeovil Response Hub – £0.5m budget has been re-profiled into 18/19 and is expected to be progressed in 18/19 with completion in 19/20;

REGIONAL PROGRAMME

This includes the upgrade to the STORM system (£0.3m). The project is currently on hold, pending agreement across the region on the next steps.

MEMORANDUM ITEMS

The expenditure for the Regional Organised Crime Unit was £0.4m in 17/18. The purchase of this building is funded through regional funds.

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

CAPITAL FUNDING

We have utilised a number of sources of funding in order to support the expenditure incurred during 2017/18 on the capital programme and the expenditure incurred on the regional organised crime unit as shown in the table below:

	Funding Available	Utilisation of Funding	Funding C/Fwd into 18/19
	£'000	£'000	£'000
General Purpose Capital Grant	1,005	(1,005)	0
Specific Purpose Capital Grants	1,392	(881)	511
Direct Revenue Contributions	687	(687)	0
Capital Contributions from partners	911	(911)	0
Borrowings	1,436	(1,436)	0
Earmarked Capital Reserve	684	(175)	509
General Capital Reserve	6,397	(396)	6,001
Capital Receipts	13,829	(13,573)	256
TOTAL FUNDING	26,341	19,064	7,277
Movement in Creditors	0	374	
TOTAL CAPITAL PROGRAMME	26,341	19,438	

No new borrowings were taken out during 17/18. The funding carried forward is available to fund those projects that have had their budgets carried forward into the 18/19 capital programme.

5. PART THREE – 17/18 FINANCIAL HEALTH INDICATORS

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

- **Revenue budget summary:** This highlights that reported revenue financial performance for 17/18 is breakeven (with an underspend of £8.49m/3.0% 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 17/18. As demonstrated by the graph underspends are predominantly occurring in officer and staff pay. Overspending was most noticeable in relation to supplies and services and other employee costs in relation to the legal, insurance and redundancy provisions made at year-end. 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 111.1%% of the budget has been consumed during the year leading to a reported overspend of £0.6m (excluding misc/grants). As highlighted above 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 60% of the plan (excluding Memorandum items) during the year, with a further 11% 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 2017/18, we have paid 89.33% of our supplier's invoices within this 30 day timescale;
- **Borrowing and Investments:** Here we provide an update on our total borrowings (£39.8m) compared to the total approvals for borrowing (£58m), as well as the average rate we're paying on our borrowing (3.88%). In addition we also show the amount of cash held on deposit as at 31st March 2018 (£33.1m), and the average rate of interest we received on these cash balances during 2017/18 (0.58%).

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 pre year-end adjustment revenue headline performance (underspend of £8.49m/3.0%), although reflecting a strong year of financial performance, highlights the vacancy rate issues being experienced across the Force for both officers and staff. Measures have been taken to address the high vacancy rates, but it should be noted that the effect of the recruitment programme will not significantly impact on budgets until the latter part of 18/19 and into 19/20. With this in mind the organisation should expect significant underspends in staff and officer pay to continue into Q1 and Q2. With that said, we must still be mindful of other pressures across the organisation that will need to utilise these underspends; for example, the £4m savings budgeted for the Enabling Services Review is unlikely to be achieved due to the delays of MFSS implementation.

In addition, as a consequence of the recruitment activity and the expectation that the pay underspends will reduce in the latter half of the year, we must see a correlating match in reductions in overtime spend or we will quickly see the underspend consumed; 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 further reductions here.**

Our capital performance varies across projects, with Digital Projects making most significant progress. We will look to re-profile our future capital plans, and report these back as part of our Q1 reporting in July.

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

ANNEX A - Subjective Structure 2017/18 Revenue Outturn March 2018	17/18	17/18	Revised	Carry Forwards	Provisions	Reserves	Final Outturn after all Provisions/ Reserves	17/18 Annual Budget	Over/(Under)					
	Period 12	Period 13	Outturn						£'000	£'000	£'000	£'000	£'000	%
	YTD Actual	Entries	£'000											
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%				
Police Officer pay and allowances	128,085	133	128,217	0	0	0	128,217	131,595	(3,378)	(2.6%)				
Police Officer Overtime	4,908	45	4,953	0	0	0	4,953	4,543	409	9.0%				
Police Staff pay and allowances	67,337	(287)	67,050	0	0	0	67,050	69,062	(2,012)	(2.9%)				
Police Staff Overtime	1,260	6	1,266	0	0	0	1,266	1,065	201	18.9%				
PCSO pay and allowances	10,548	0	10,548	0	0	0	10,548	11,043	(495)	(4.5%)				
PCSO Overtime	16	0	16	0	0	0	16	4	11	266.3%				
Indirect Employee Expenses	1,881	217	2,098	0	1,950	0	4,048	1,235	2,813	227.7%				
Pensions	7,471	0	7,471	0	75	0	7,546	7,253	293	4.0%				
EMPLOYEE COSTS	221,507	113	221,620	0	2,025	0	223,645	225,802	(2,157)	(1.0%)				
PREMISES COSTS	11,601	63	11,664	0	0	0	11,664	12,271	(607)	(4.9%)				
TRANSPORT COSTS	4,811	(8)	4,803	0	0	0	4,803	4,941	(138)	(2.8%)				
S&S - COMMUNICATIONS AND COMPUTING COSTS	9,412	27	9,439	0	0	0	9,439	10,194	(756)	(7.4%)				
S&S - FORENSICS COSTS	23	0	23	0	0	0	23	62	(39)	(62.8%)				
S&S - OTHER COSTS	12,598	(1,129)	11,470	0	5,244	0	16,714	12,090	4,624	38.2%				
PARTNERSHIP COSTS (3RD PARTY PAYMENTS)	20,237	296	20,533	0	0	0	20,533	20,912	(379)	(1.8%)				
TRANSFERS TO/(FROM) RESERVES	(2,477)	0	(2,476)	232	0	435	(1,809)	(2,766)	957	(34.6%)				
CAPITAL FINANCING COSTS	10,804	(403)	10,401	0	0	0	10,401	11,314	(913)	(8.1%)				
OUTSTANDING SAVINGS TARGET	(271)	0	(271)	0	0	0	(271)	348	(618)	(177.8%)				
TOTAL CONSTABULARY EXPENDITURE	288,245	(1,039)	287,206	232	7,269	435	295,142	295,168	(26)	(0.0%)				
INCOME - SPECIAL GRANTS	(5)	0	(5)	0	0	0	(5)	0	(5)					
INCOME - OTHER	(22,326)	(89)	(22,415)	0	0	0	(22,415)	(22,458)	43	(0.2%)				
TOTAL CONSTABULARY INCOME	(22,332)	(89)	(22,420)	0	0	0	(22,420)	(22,458)	38	(0.2%)				
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	265,913	(1,128)	264,785	232	7,269	435	272,722	272,710	12	0.0%				
MISCELLANEOUS	50	(109)	(59)	0	0	47	(12)	0	(12)					
GRANTS	171	(79)	92	0	0	(92)	0	0	0					
SECONDEES	42	(42)	(0)	0	0	0	(0)	0	(0)					
TOTAL CONSTABULARY	266,176	(1,357)	264,819	232	7,269	390	272,710	272,710	0	0.0%				
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,274	0	1,274	80	0	0	1,354	1,354	0	0.0%				
COMMISSIONING COSTS	2,929	39	2,968	0	0	519	3,487	3,488	(0)	(0.0%)				
TOTAL OPCC AND COMMISSIONING	4,204	39	4,243	80	0	519	4,842	4,842	(0)	(0.0%)				
TOTAL REVENUE EXPENDITURE	270,380	(1,318)	269,062	312	7,269	909	277,552	277,552	(0)	(0.0%)				

FOR PUBLICATION

ANNEX B - Mgt Structure 2017/18 Revenue Outturn March 2018	17/18 Period 12 YTD Actual	17/18 Period 13 Entries	Revised Outturn	Carry Forwards	Provisions	Reserves	Final Outturn after all Provisions/ Reserves	17/18 Annual Budget	Over/(Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Neighbourhood Policing	26,185	27	26,212	0	0	(32)	26,181	26,719	(539)	(2.0%)
Road Safety	304	(2)	302	0	0	0	302	290	11	4.0%
Offender Management	4,978	0	4,978	40	0	0	5,018	4,776	242	5.1%
Victims and Safeguarding	4,005	0	4,005	0	0	0	4,005	4,127	(122)	(3.0%)
NEIGHBOURHOOD & PARTNERSHIP	35,472	26	35,497	40	0	(32)	35,506	35,913	(407)	(1.1%)
Command and Control	17,282	82	17,364	0	0	0	17,364	17,283	81	0.5%
Patrol	47,904	0	47,904	0	0	0	47,904	50,650	(2,745)	(5.4%)
Detainee Investigation Support	5,775	0	5,775	0	0	0	5,775	6,093	(318)	(5.2%)
RESPONSE	70,961	82	71,043	0	0	0	71,043	74,026	(2,983)	(4.0%)
Criminal Justice	11,521	0	11,521	0	0	167	11,688	11,693	(4)	(0.0%)
Business Improvement	3,141	2	3,143	0	0	0	3,143	3,055	88	2.9%
Operations	7,458	(193)	7,265	0	0	0	7,265	7,243	22	0.3%
Operations Major Incidents	186	9	195	0	0	0	195	242	(47)	(19.4%)
Intelligence and Tasking	12,928	(780)	12,148	0	826	0	12,974	12,596	378	3.0%
OPERATIONAL SUPPORT	35,235	(962)	34,273	0	826	167	35,266	34,829	437	1.3%
Investigation	22,980	5	22,985	0	0	(3)	22,982	24,209	(1,226)	(5.1%)
Investigation Major Incidents	1,002	(148)	854	19	0	0	873	778	96	12.3%
INVESTIGATION	23,982	(143)	23,839	19	0	(3)	23,856	24,986	(1,131)	(4.5%)
Triforce Specialist Operations	11,611	(144)	11,467	19	0	0	11,486	11,586	(100)	(0.9%)
Scientific Investigations	6,585	(107)	6,478	0	0	0	6,478	6,584	(105)	(1.6%)
Major Crime Investigations	4,683	(219)	4,464	12	0	0	4,476	4,646	(170)	(3.7%)
South West ROCU	2,444	0	2,444	0	0	0	2,444	2,441	3	0.1%
Special Branch	887	36	923	0	0	0	923	1,014	(91)	(9.0%)
Black Rock	489	209	698	0	0	0	698	721	(23)	(3.2%)
Counter Terrorism Specialist Firearms	935	(433)	501	57	0	0	558	739	(181)	(24.4%)
Tri Force ACC	89	(23)	65	0	0	0	65	73	(8)	(11.1%)
COLLABORATION	27,723	(682)	27,041	88	0	0	27,129	27,803	(675)	(2.4%)
Chief Officers and Staff Office	2,022	1	2,023	13	0	0	2,036	1,775	261	14.7%
Southwest One Unitary Charge	8,870	(0)	8,870	0	0	0	8,870	9,182	(312)	(3.4%)
Estates	10,806	(9)	10,797	0	0	(1)	10,796	11,078	(282)	(2.5%)
Technology Services	7,935	5	7,941	0	0	0	7,941	8,567	(626)	(7.3%)
Transport Services	4,326	11	4,337	0	0	0	4,337	4,519	(182)	(4.0%)
Professional Standards	1,496	0	1,496	0	0	0	1,496	1,495	0	0.0%
Human Resources	3,113	6	3,118	0	0	0	3,118	3,398	(280)	(8.2%)
Occupational Health & Safety	825	0	825	0	0	0	825	758	67	8.8%
Corporate Learning & Development	4,538	1	4,539	0	0	0	4,539	4,535	4	0.1%
Staff Associations and Support Groups	567	0	567	0	0	0	567	642	(75)	(11.6%)
Strategy & Transformation	940	0	940	0	0	0	940	973	(33)	(3.4%)
Strategic Projects	1,794	100	1,895	60	0	689	2,644	2,644	0	0.0%
Corporate Information Management	859	68	927	0	0	0	927	943	(17)	(1.8%)
Corporate Communications	807	0	807	0	0	0	807	842	(34)	(4.1%)
Legal Services	1,255	(511)	743	0	505	12	1,261	662	599	90.5%
Corporate Services	4,125	0	4,125	11	0	0	4,137	4,285	(148)	(3.5%)
Finance and Business Services	3,623	109	3,732	0	0	0	3,732	3,748	(16)	(0.4%)
ENABLING SERVICES	57,900	(218)	57,682	84	505	700	58,972	60,046	(1,074)	(1.8%)
Pensions	10,381	(205)	10,176	0	75	0	10,251	9,924	327	3.3%
Officer & Staff Allowances	3,308	133	3,440	0	0	0	3,440	2,699	741	27.5%
Central Costs (inc unadjusted savings)	158	843	1,000	0	5,863	(397)	6,466	996	5,470	549.4%
Central Savings	(271)	0	(271)	0	0	0	(271)	418	(688)	(164.8%)
Student Officers	1,065	0	1,065	0	0	0	1,065	1,071	(6)	(0.6%)
CENTRAL COSTS	14,641	770	15,411	0	5,938	(397)	20,951	15,108	5,844	38.7%
TOTAL CONSTABULARY (exc Misc/Grants/Secom)	265,913	(1,128)	264,786	232	7,269	435	272,722	272,710	12	0.0%
MISCELLANEOUS	50	(108)	(58)	0	0	47	(12)	0	(12)	
GRANTS	171	(79)	92	0	0	(92)	0	0	0	
SECONDEES	42	(42)	(0)	0	0	0	(0)	0	(0)	
TOTAL CONSTABULARY	266,176	(1,357)	264,819	232	7,269	390	272,710	272,710	0	0.0%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,274	0	1,274	80	0	0	1,354	1,354	0	0.0%
COMMISSIONING COSTS	2,929	39	2,969	0	0	519	3,488	3,488	0	0.0%
TOTAL OPCC AND COMMISSIONING	4,204	39	4,243	80	0	519	4,842	4,842	0	0.0%
TOTAL REVENUE EXPENDITURE	270,380	(1,318)	269,062	312	7,269	909	277,552	277,552	0	0.0%

APPENDIX C RESERVES AND PROVISIONS		Bal as at 1st April 2017 £'000	Transfers Out During Yr £'000	Transfers in During Yr £'000	Revenue Underspend £'000	Adjusts £'000	Bal as at 31st March 2018 £'000
DISCRETIONARY RESERVES	1. Carry Forwards - 98503	256	(313)	293	0	0	236
	2. Neighbourhood Policing reserve - 98513	224	(4)	0	0	(221)	(0)
	3. Operations reserve - 98526	1,500	0	0	0	0	1,500
	4. Overtime Liability - 98541	1,200	(200)	0	0	0	1,000
	5. Buildings and sustainability - 98500/98525	1,129	(339)	0	0	0	789
	6. Transformation reserve - 98515	4,516	(2,649)	233	689	221	3,010
	TOTAL Discretionary Earmarked Revenue Reserves	8,825	(3,505)	526	689	0	6,535
NON-DISCRETIONARY RESERVES	7. SW ROCU reserve - 98529	1,175	(753)	1,996	0	0	2,418
	8. Proceeds of crime reserve - 98523	533	(210)	247	0	0	570
	9. Detained Property reserve - 98508/98509	1,639	(1,798)	1,564	0	0	1,405
	10. Insurance reserve - 98518/98519	1,936	(2,449)	512	0	0	0
	11. Grants carried forward - 98527	977	(480)	154	0	0	651
	12. Hinkley Point - 98531	84	(32)	0	0	0	53
	13. Road Safety - 98530	1,537	(19)	167	0	0	1,685
	14. Local Resilience Forum Reserve - 98533	81	0	0	0	0	81
	15. Victims and Commissioning Reserve - 98537	737	(438)	519	0	0	818
	16. Miscellaneous Balances Reserve - 98538	299	(97)	67	0	0	269
17. Regional Programme Reserve - 98540	0	0	86	0	0	86	
TOTAL Non-Discretionary Earmarked Revenue	8,997	(6,275)	5,313	0	0	8,035	
TOTAL Earmarked Revenue Reserves	17,823	(9,780)	5,839	689	0	14,571	
CAPITAL/PFI	18. Capital Financing reserve - 98100	1,685	(396)	0	2,122	2,590	6,001
	19. Capital earmarked reserves - 98104	225	(181)	464	0	0	508
	20. PFI Change Reserve - 98539	454	(42)	65	0	0	476
	21. PFI Interest Smoothing Account - 98532	2,710	(120)	0	0	(2,590)	0
	22. PFI Sinking Fund Reserve - 98536	3,826	0	288	0	0	4,114
	TOTAL Earmarked Capital and PFI Reserves	8,900	(739)	817	2,122	0	11,101
TOTAL EARMARKED RESERVES	26,723	(10,518)	6,656	2,811	0	25,671	
General Fund - 98800	10,400	0	0	0	0	10,400	
TOTAL REVENUE RESERVES	37,123	(10,518)	6,656	2,811	0	36,071	
Capital Receipts Reserve - 98106	7,149	(13,573)	6,680	0	0	256	
TOTAL USEABLE RESERVES	44,272	(24,092)	13,336	2,811	0	36,327	
PROVISIONS	Insurance Provision	7,781	(939)	3,913	0	0	10,755
	Legal Services Provision	202	(237)	742	0	0	707
	Ill-health Retirements & Redundancies Provision	315	(315)	2,025	0	0	2,025
	Overtime Liability	2,143	(24)	850	0	0	2,969
	Employment Support Allowance	353	(235)	0	0	0	118
	TOTAL PROVISIONS	10,794	(1,751)	7,530	0	0	16,573
TOTAL RESERVES AND PROVISIONS	55,066	(25,842)	20,866	2,811	0	52,901	

APPENDIX D Officer Overtime Outturn 2017/18	17/18	17/18	17/18	17/18	17/18	17/18	Over/	Over/
	Q1	Q2	Q3	Q4 + P13	TOTAL	TOTAL	(Under)	(Under)
	Actual YTD	Actual	Actual	Actual	Actual	Budget	£'000	%
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Neighbourhood Policing	20	25	18	21	85	104	(19)	(18.5%)
Road Safety	0	0	0	0	0	0	0	0.0%
Offender Management	5	6	6	6	23	34	(11)	(32.6%)
Victims and Safeguarding	4	2	1	1	8	5	3	71.3%
NEIGHBOURHOOD & PARTNERSHIP	29	33	26	28	116	143	(27)	(18.8%)
Command and Control	0	2	1	0	3	5	(3)	(49.4%)
Patrol	415	249	145	522	1,331	1,330	1	0.1%
Detainee Investigation Support	30	6	3	26	64	66	(2)	(2.6%)
RESPONSE	445	256	149	548	1,398	1,401	(3)	(0.2%)
Criminal Justice	38	37	19	52	146	118	28	23.5%
Business Improvement	1	0	0	0	1	6	(4)	(74.2%)
Operations	114	97	403	230	844	942	(98)	(10.4%)
Operations Major Incidents	48	38	74	25	185	129	56	43.5%
Intelligence and Tasking	43	37	15	31	126	90	37	40.7%
OPERATIONAL SUPPORT	244	210	510	339	1,303	1,285	18	1.4%
Investigation	184	168	150	253	755	495	260	52.4%
Investigation Major Incidents	61	85	135	138	420	352	67	19.1%
INVESTIGATION	245	253	285	392	1,175	848	327	38.6%
Triforce Specialist Operations	129	121	99	163	512	307	205	66.7%
Scientific Investigations	0	0	0	0	0	0	0	0.0%
Major Crime Investigations	13	4	4	6	27	21	6	31.0%
South West ROCU	0	0	0	0	0	0	0	0.0%
Special Branch	3	4	3	3	14	11	3	23.5%
Black Rock	0	0	0	0	0	0	0	0.0%
Counter Terrorism Specialist Firearms	1	3	5	4	13	10	4	38.4%
COLLABORATION	145	133	111	176	566	348	217	62.4%
Chief Officers and Staff Office	(0)	0	34	7	41	0	41	0.0%
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	1	0	2	1	4	2	2	105.0%
Human Resources	0	0	0	1	1	0	1	0.0%
Occupational Health & Safety	0	0	(0)	0	0	0	0	0.0%
Corporate Learning & Development	3	3	1	1	8	5	3	51.5%
Staff Associations and Support Groups	0	0	0	0	0	0	(0)	(100.0%)
Strategy & Transformation	0	0	0	0	0	0	0	0.0%
Strategic Projects	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%
Corporate Services	0	0	0	(0)	(0)	0	(0)	0.0%
Finance and Business Services	0	0	0	0	0	0	0	0.0%
ENABLING SERVICES	4	3	36	9	53	7	46	624.4%
Pensions	0	0	0	0	0	0	0	0.0%
Officer & Staff Allowances	0	97	84	60	241	394	(152)	(38.7%)
Central Costs (inc unadjusted savings)	0	95	4	0	100	117	(17)	(14.9%)
Student Officers	0	(0)	1	0	1	0	1	0.0%
CENTRAL COSTS	0	192	89	61	342	511	(169)	(33.1%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	1,113	1,080	1,207	1,552	4,953	4,543	409	9.0%
MISCELLANEOUS	1	2	1	4	8	0	8	0.0%
GRANTS	20	14	12	19	64	61	3	5.4%
SECONDEES	12	10	13	10	45	27	18	67.1%
TOTAL CONSTABULARY	1,146	1,105	1,233	1,585	5,070	4,631	438	9.5%
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	1,146	1,105	1,233	1,585	5,070	4,631	438	9.5%

APPENDIX E Staff/PCSO Overtime Outturn 2017/18	17/18	17/18	17/18	17/18	17/18	17/18	Over/	Over/
	Q1	Q2	Q3	Q4 + P13	TOTAL	TOTAL	(Under)	(Under)
	Actual YTD	Actual	Actual	Actual	Actual	Budget	£'000	£'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Neighbourhood Policing	5	1	1	3	10	10	0	1.8%
Road Safety	0	2	0	0	2	0	2	0.0%
Offender Management	6	9	6	9	29	2	27	1,297.7%
Victims and Safeguarding	8	10	6	2	27	17	9	54.7%
NEIGHBOURHOOD & PARTNERSHIP	19	22	12	14	68	29	39	132.3%
Command and Control	73	53	40	86	252	333	(81)	(24.2%)
Patrol	0	0	0	0	1	0	1	0.0%
Detainee Investigation Support	8	5	3	10	26	15	11	74.9%
RESPONSE	81	58	44	96	279	348	(69)	(19.8%)
Criminal Justice	43	44	29	48	164	119	45	37.8%
Business Improvement	4	1	1	3	8	6	2	31.2%
Operations	3	8	7	8	25	8	17	204.9%
Operations Major Incidents	2	3	3	0	8	38	(30)	(78.8%)
Intelligence and Tasking	16	30	15	27	88	49	39	80.6%
OPERATIONAL SUPPORT	68	85	53	86	293	220	72	32.9%
Investigation	26	35	35	42	138	9	130	1,490.3%
Investigation Major Incidents	23	30	44	52	149	152	(3)	(1.9%)
INVESTIGATION	49	65	79	94	287	161	127	79.0%
Triforce Specialist Operations	0	1	0	0	1	1	(1)	(55.2%)
Scientific Investigations	0	31	9	21	61	60	1	1.1%
Major Crime Investigations	5	5	8	8	26	17	9	51.2%
South West ROCU	0	0	0	0	0	0	0	0.0%
Special Branch	0	0	0	0	0	1	(0)	(42.3%)
Black Rock	0	0	0	0	0	0	0	0.0%
Counter Terrorism Specialist Firearms	0	1	(0)	0	1	0	1	0.0%
COLLABORATION	5	38	17	28	88	79	9	11.6%
Chief Officers and Staff Office	1	1	2	2	6	23	(17)	(73.0%)
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	17	30	20	29	96	49	47	95.5%
Professional Standards	0	(0)	0	0	0	1	(1)	(83.1%)
Human Resources	0	2	4	6	11	4	7	150.5%
Occupational Health & Safety	0	0	0	0	0	0	0	0.0%
Corporate Learning & Development	3	6	6	5	20	3	17	533.3%
Staff Associations and Support Groups	0	0	0	0	0	0	0	0.0%
Strategy & Transformation	0	1	0	0	2	0	2	0.0%
Strategic Projects	0	0	0	0	1	0	1	0.0%
Corporate Information Management	1	0	0	0	1	2	(1)	(67.1%)
Corporate Communications	3	5	7	6	22	21	1	6.8%
Legal Services	0	0	0	0	0	0	0	0.0%
Corporate Services	0	12	14	19	44	23	21	94.9%
Finance and Business Services	0	2	2	3	7	3	4	129.9%
ENABLING SERVICES	26	58	55	71	210	128	82	63.5%
Pensions	0	0	0	0	0	0	0	0.0%
Officer & Staff Allowances	0	13	20	10	44	83	(39)	(47.3%)
Central Costs (inc unadjusted savings)	0	13	0	0	14	21	(8)	(36.3%)
Student Officers	0	0	0	0	0	0	0	0.0%
CENTRAL COSTS	0	26	20	11	57	104	(47)	(45.1%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	248	353	281	400	1,282	1,069	213	19.9%
MISCELLANEOUS	0	0	0	0	1	0	1	0.0%
GRANTS	6	8	9	3	26	6	20	364.5%
SECONDEES	17	9	8	6	41	1	40	4,499.0%
TOTAL CONSTABULARY	271	370	299	410	1,350	1,075	274	0.0%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	0	0	0	0	1	8	(7)	(93.1%)
COMMISSIONING COSTS	1	0	0	0	1	0	1	0.0%
TOTAL OPCC AND COMMISSIONING	272	371	299	410	1,351	1,083	268	24.8%

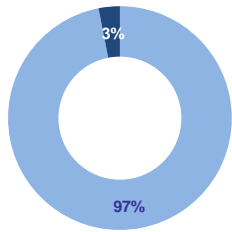
FOR PUBLICATION

APPENDIX F 17/18 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 2018/19	Total Outturn and Carry Forward	Over/ (Under) £'000
ROLLING REPLACEMENT and RENEWAL PROGRAMME - Excluding Change Portfolio								
INFORMATION AND COMMUNICATIONS SYSTEMS								
INFORMATION AND COMMUNICATION SYSTEMS TOTAL	0	2,350	(1,200)	1,150	55	0	55	(1,095)
ESTATES								
ESTATES TOTAL	0	400	0	400	322	49	371	(29)
FLEET								
Rolling replacement and renewal programme	2,256	3,209	(82)	5,383	4,573	385	4,958	(425)
PROJECTS - Vehicle Telematics	80	0	0	80	0	11	11	(69)
Contingency	0	250	0	250	0	0	0	(250)
FLEET TOTAL	2,336	3,459	(82)	5,713	4,573	396	4,969	(744)
PLANT, MACHINERY AND EQUIPMENT								
Rolling replacement and renewal programme - Automatic Number Plate Recognition (ANPR)	76	208	0	284	196	0	196	(88)
Rolling replacement and renewal programme - Other	0	305	65	370	251	35	286	(84)
PLANT, MACHINERY AND EQUIPMENT TOTAL	76	513	65	654	447	35	482	(172)
ROLLING REPLACEMENT and RENEWAL PROGRAMME TOTAL	2,412	6,722	(1,217)	7,917	5,397	480	5,877	(2,040)
OTHER PROJECTS								
INFORMATION AND COMMUNICATIONS SYSTEMS								
PROJECTS - Corporate Systems	523	750	(657)	616	230	74	304	(312)
PROJECTS - Mobile and Fixed Line Telephony/Data	1,100	600	0	1,700	138	196	334	(1,366)
PROJECTS - Others	32	173	152	357	278	73	351	-6
INFORMATION AND COMMUNICATIONS SYSTEMS TOTAL	1,655	1,523	(505)	2,673	646	343	989	(1,684)
ESTATES								
ESTATES TOTAL	783	0	-425	358	(1)	85	84	(274)
OTHER PROJECTS TOTAL	2,438	1,523	(930)	3,031	645	428	1,073	(1,958)
CHANGE PORTFOLIO PROGRAMME								
SERVICE REDESIGN and DEVELOPMENT PROGRAMME								
SERVICE REDESIGN and DEVELOPMENT PROGRAMME TOTAL	0	625	1,461	2,086	1,454	632	2,086	0
DIGITAL PROGRAMME								
PROJECTS - National Systems	0	289	31	320	192	0	192	(128)
PROJECTS - Digital Mobilisation	232	5,903	3,536	9,671	8,728	950	9,678	7
PROJECTS - Digital Evidencing (DEMS)	209	890	(105)	994	242	136	378	(616)
PROJECTS - Other	68	0	0	68	20	0	20	(48)
DIGITAL PROGRAMME TOTAL	509	7,082	3,462	11,053	9,182	1,086	10,268	(785)
INFRASTRUCTURE and ASSETS PROGRAMME								
PROJECTS - HQ Site refurbishment and projects (including Central Store)	1,607	3,903	(2,793)	2,717	1,767	749	2,516	(201)
PROJECTS - Estate rationalisation programme	906	2,028	1,820	4,754	483	227	710	(4,044)
Feasibility costs	31	0	50	81	77	0	77	(4)
INFRASTRUCTURE and ASSETS PROGRAMME TOTAL	2,544	5,931	(923)	7,552	2,327	976	3,303	(4,249)
REGIONAL PROGRAMME TOTAL	132	250	(125)	257	0	0	0	(257)
CHANGE PORTFOLIO PROGRAMME TOTAL	3,185	13,888	3,875	20,948	12,963	2,694	15,657	(5,291)
CAPITAL PROGRAMME TOTAL	8,035	22,133	1,728	31,896	19,005	3,602	22,607	(9,289)
MEMORANDUM - AIRCRAFT (EXCLUDED FROM ABOVE AS HELD ON BEHALF OF NPAS)								
Funding received in 2012/13 which is ring-fenced for capital/revenue costs associated with securing a permanent base for the National Police Air Service helicopter within our region. This is excluded from the above as it is funding we're holding on behalf of the national organisation.	298	0	(293)	5	6	0	6	1
MEMORANDUM - REGIONAL ORGANISED CRIME UNIT (EXCLUDED AS HELD ON BEHALF OF HOME OFFICE)								
This is excluded from above as funding to be received from the regional organised crime unit.	691	0		691	427	0	427	(264)

Avon & Somerset Police and Crime Commissioner - 2017/18 Year-End Outturn Position

APPENDIX G

a) 2017/18 FINAL REVENUE OUTTURN



As the end of 2017/18 we have consumed 96.9% of the total annual budget (pre year-end adjustments).

■ Budget remaining
■ Budget consumed

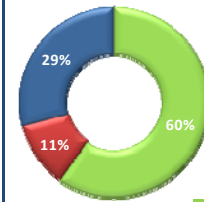
Reported **Breakeven**

£0.0m (0.0%)

Pre Year-End Adjustments - **Underspend**

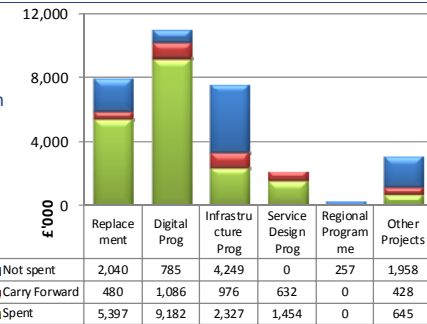
£8.49m (3.0%)

d) 2017/18 CAPITAL OUTTURN

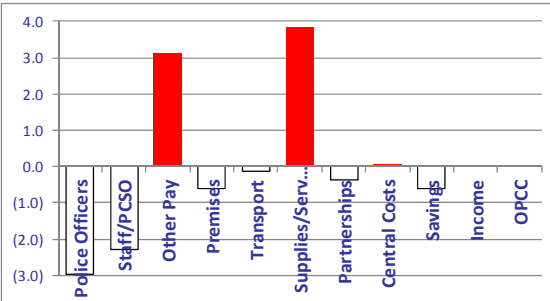


The total capital programme stands at £31.9m in 17/18, of which £19m (60%) has been spent during the year, £3.6m has been carried forward, leaving an underspend of £9.3m.

■ Carried forward
■ Budget spent
■ Underspend



b) REVENUE OUTTURN - OVER/(UNDER) SPENDS

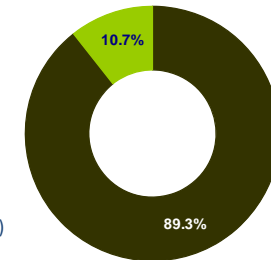


As at end of 2017/18 there are some areas of underspend in officer and staff pay offset by overspends in other pay and supplies and services.

■ Underspend
■ Overspend

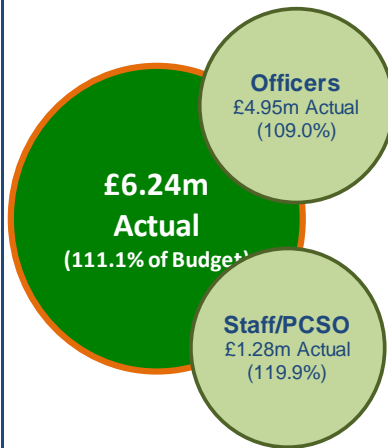
e) 2017/18 SUPPLIER PAYMENTS PERFORMANCE

Our supplier payment performance stands at 89.33% of invoices paid within 30 days from the date of receipt of the invoice at our scanning department (less 2 working days) for the year. For the year 32,147 invoices were processed for payment, and 28,718 were paid within 30 days. Performance has dipped in the latter half of the year due to low resources within the Accounts Payable team with the expectation of MFSS go-live.



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

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



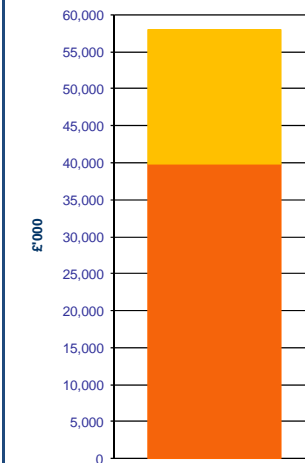
Police Officer Overtime - During the year we **overspent by £0.4m/9.0%**. As there are often delays between overtime being worked and claimed, the profile of our expenditure often follows a delayed pattern across the financial year. This is an improvement on our Q3 forecast which anticipated expenditure of c£5.2m.

Police Staff Overtime - During the year we **overspent by £0.2m/19.9%** and again this is a slight improvement on the Q3 forecast position of an anticipated overspend of £0.3m on staff/PCSO overtime.

Officers
£4.95m Actual (109.0%)

Staff/PCSO
£1.28m Actual (119.9%)

f) BORROWING AND INVESTMENTS



3.88%

The Average Interest rate of interest we've paid on our borrowing during the year.

■ Borrowing Taken (£39.8m)
■ Borrowing approved not taken (£18.2m)

The OPCC held cash on deposit of **£33.1m** as at 31st March 2018.

The Average Interest rate received on our cash on deposit YTD is **0.58%**.

Actual interest earned during the the year was **£355k**.

We have received investment income **£180k over** budget reflecting higher interest rates than expected over the course of the year.

Cash on Deposit
£33.1m

Av. % Interest received
0.58%