

**Police and Crime Board, 1<sup>st</sup> August 2019 13:00 – 17:00**

**Venue: Avon Room**

**Attendees:**

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Director of People and Organisation Development**
- **OCC CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Head of Commissioning and Partnerships**
- **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**

**3. Finance: Q1 Outturn**

**4. HR:**

- a. HR Data
- b. Workforce Planning Assumptions Presentation
- c. Assurance on Police Officer retirees who rejoin as Police Staff

**5. Performance against Police and Crime Plan**

- a. Assurance Report (Engagement and Partnership, Capacity and Capability)
- b. Performance Overview
- c. Domestic Abuse Update

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

**7. Major Projects:**

- a. Highlight Report
- b. Infrastructure – Bridgwater Workshop (paper); Yeovil, Williton, Bath and timeline for Trinity (verbal)
- c. Service Redesign – CIM Phase 2 - FOI and DP (paper); update on IT Redesign Business Case (verbal update); Digitise Evidence - VHS Tapes (paper)
- d. Digital – update on NEP (verbal update)

## **8. Professional Standards Department**

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

## **9. A.O.B**

- GMP 'failings' following the death of a man in a police shooting in 2012 – assurance that Avon and Somerset Constabulary have appropriate policies and procedures in place to prevent the same failings.

## **10. Action Update**

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

**Date of the Next Meeting: 4<sup>th</sup> September 2019, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 1<sup>st</sup> August 2019**

### **Attendees:**

Sue Mountstevens, Police and Crime Commissioner

Andy Marsh, Chief Constable

Sarah Crew, Deputy Chief Constable

John Smith, OPCC CEO

Mark Simmonds, OPCC CFO

Mark Milton, Director of People and Organisational Development

Ben Valentine, OPCC Strategic Planning and Performance Officer

Nick Ridout, Governance Officer

Alaina Davies, Resources Officer

### **1. Apologies**

Nick Adams, OCC CFO

### **2. Comments from the PCC**

The PCC talked about the changing financial position for policing and making the most of the opportunities. The announcement by the new Prime Minister that the government want extra police officers is welcomed. The PCC sees this as positive but it was noted that some PCCs have raised concerns regarding challenges associated with the recruitment of additional officers.

### **3. Minutes and Action Update**

The Board agreed the minutes from the Police and Crime Board Meeting held on 24<sup>th</sup> July 2019.

### **4. Finance: Quarter 1 Outturn**

The OPCC CFO advised that a number of changes to the wording in the report would be needed before publication next week to ensure clarity. The OPCC CFO will address these with Constabulary Finance leads.

There is currently (at end of Quarter 1) a £10m forecast underspend in 2019/20 and it is unlikely that this will reduce by the end of the financial year. The underspend forecast reflects the timing gap between agreeing an increased establishment and being able to fill the new vacancies. £8m underspend is associated with Police Officer posts and £2m is associated with staff posts. The Constabulary are carrying out a piece of work to better understand and address staff vacancies. Vacancies within victim witness care and speed enforcement were raised as particular areas of concern.

The OPCC CFO advised insurance provision has already been set aside rather than doing this at the year-end.

The high level of vacancies within the Speed Enforcement unit were discussed and what else can be done to attract people to these posts e.g. advertising

targeted at local people. The Constabulary confirmed that they have looked at other similar roles in the local area and consider the salary to be right. The Director of People and Organisation confirmed that advertising for these posts is ongoing but end dates are included in the advert to focus potential candidates on an application submission deadline – once the end date is reached a new advert goes live. Also the Constabulary will be looking at maximising automation in this area. There are concerns about staff retention in this area of business. The Board discussed whether the unit needs to be at one location as this might be putting people off from applying if they don't live locally.

The Constabulary confirmed that they expect Operation Remedy to be fully established by October 2019.

Concerns regarding the level of vacancies in Investigations were discussed. This is a national concern and the PCC was assured that the Constabulary is working on ways to address this issue and attract people to the role, this includes taking part in the Police Detective Now pilot which only 6 forces are taking part in. Discussed whether moving back to specialist teams might attract more people or moving people into the roles on a rotational basis could be another option.

The Constabulary is working on a revised Capital Plan for CFO review in September.

The Board discussed the process for making best use of the forecast underspend. It was agreed that a constructive use of part of the underspend would be a lump sum employers contribution payment to reduce the deficit in the Local Government Pension fund. This will increase the value of assets held in the scheme for Avon & Somerset PCC and so reduce employer contributions in future years. Chief Officer Group (COG) Directorate Heads have been asked to consider what would best make use of the remaining underspend – they have a set of principles to consider when working with their teams. Ideas will be discussed at the COG Team meeting on 30<sup>th</sup> August 2019 and then at the Strategic Planning meeting in September. The following were highlighted for consideration:

- ensuring the right infrastructure to recruit more officers
- accelerate work around the Mission, Vision and Values
- avoid cases for temporary establishment growth
- consider accelerating existing or emerging plans
- look at strategic risks and accelerating progress to mitigate risks

The Board discussed asking leaders in the organisation to put forward more ideas for driving up performance. It was noted that Avon and Somerset Constabulary is much more advanced than many forces in terms of technology. Enabling support ideas which could release more time for front line officers would be helpful. Accelerating the national enabling programme and data science capability would be advantageous. Operation Remedy is doing well and the Board considered whether the ambition for this could increase.

The Constabulary is awaiting clarity from Government with regard to allocation, timing and funding for the “20,000 extra officers” as well as assessing any related extra costs for infrastructure and enabling services to support any uplift in officer numbers. The Constabulary will need to carefully consider the demand picture scientifically and how the new officers will fit into the structure to maximise the benefit – the current operating model is based on demand and the funding which was available.

Partnership working was discussed, in particular current communications with the Crown Prosecution Service (CPS). The OPCC CEO highlighted that the OPCC are currently looking at the next phase of some partnership working and different interventions and may put forward some proposals for the use of underspend – any proposals would be on a partnership match funded basis.

## **5. HR:**

### **a) HR Data**

The June 2019 HR data shows that the Constabulary is 85 FTE short of police officer numbers and 25 short of PCSO numbers – because the numbers were agreed ahead of the recruitment plans for the increase in police officer numbers. The PCC was assured that there is not a large number of vacancies in Neighbourhoods but Response is still under established – the PCC asked for this information to be broken down in the HR report in future.

The PCC will be part of the strategic discussions on the placing of any new officers within the organisational structure – this needs to be scientific and evidence based. Improving response times to 999 calls on a consistent basis was raised by the PCC – good processes in place but austerity has affected performance.

The PCC thanked the Director of People and Organisational Development and his team for all the work to meet establishment targets.

### **b) Workforce Planning Assumptions Presentation**

The Constabulary Director of People and Organisational Development gave a presentation outlining the workforce planning based approach to recruitment. The schedule of recruitment of police officers was included in the presentation and the PCC was assured that the Constabulary are planning to meet the target of taking the establishment to 2751 officers by March 2020 – the plan is based on four new police apprentice cohorts. In addition the Constabulary will be looking at taking transferees and Police Now candidates. The PCC was assured that the Constabulary check the number of leavers on a monthly basis to check that numbers are as expected.

The Constabulary have also started profiling the recruitment of additional officers following the new Prime Minister’s announcement regarding recruitment of more officers. The Constabulary are currently engaging with the university on the number of intakes that can be done per year and the number of officers per

intake. The PCC was informed that if an extra 500 officers were required in ASC, then that would mean recruiting 800-900 officers when accounting for leavers and retirees. The costs associated with extra officers were discussed i.e. laptops, uniform etc. The Constabulary must also continue to focus on investing in technology and not just new officers – automation will maximise the productivity of officers.

PCSO establishment was discussed – 15 additional PCSOs can be added to the establishment number as a result of Serious Violence funding from the Home Office. The MTFP currently assumes this funding is for only one year but the PCC asked that the OPCC and OCC CFO consider building the extra 15 PCSOs into the MTFP for another year. Finance and HR will work together on the PCSO numbers and whether another intake is required – consideration should be given as to whether the Constabulary should aim above the establishment to take into account the number who may leave to become police officers.

### **c) Assurance on Police Officer Retirees who Re-join as Police Staff**

Discussed the national issue regarding officers who took their pensions and lump sum following new legislation and returned to work for the police as staff. The legislation was unclear regarding the tax implications of this and as the HMRC tightened the rules around this affected officers were sent a notice of future tax bill on the lump sum – this is as the HMRC considered coming back as staff immediately to be continuous employment.

Better advice is now given around the rules regarding retired officers returning as staff but as this was not available immediately following new legislation legal advice (following test cases) suggests that liability for payment of the tax in these early cases should sit with the employer. Advice suggests that a retiring officer should leave a gap of one month between retiring and returning to a staff post which is different to the police officer post held or six months if the staff role is similar to the role carried out as an officer. Retired Avon and Somerset officers affected have not yet received notices so the liability is not yet known.

The PCC was assured that retiring officers now receive advice in a leaver's letter regarding possible tax implications of returning as staff.

The PCC was informed that in any cases where an officer retires and then returns as an officer then the salary paid to them is deducted from the pension payments received.

## **6. Performance against the Police and Crime Plan**

### **a) Assurance Report (Engagement and Partnership, Capacity and Capability)**

Devon and Cornwall recently carried out a visit as part of the National Framework around Neighbourhood Policing. Feedback was positive and particularly highlighted the benefits of Qlik Sense, problem solving plans

embedded and the priority and value of Neighbourhood Policing within the organisation. The Constabulary has made the decision to protect Neighbourhood policing during the summer demand period and not move into Response – this is well supported by Response. Abstractions are staying within the required levels.

Information sharing with partners was highlighted, examples include: the Safer Options Team, Schools Demand work, Op Encompass and Mental Health. The One Team approach is working and the Constabulary is working on minimum standards for this.

Now that problem solving plans are embedded the Constabulary will move from focusing on the quantity to quality.

The Citizens and Community Engagement Strategy was discussed. It was confirmed that each Parish/Town Council will have a named PCSO/ Beat manager and it is expected that they attend at least three meetings per year. The positive engagement with the community through Facebook was discussed – this should be encouraged but consideration given to other platforms in areas where Facebook engagement is not as good.

The PCC queried the percentage of time included in the report that officers spend at police stations following the introduction of mobile technology and whether this is right. The Constabulary will look at the profile of movement i.e. how often they expect an officer to return to a police station during a shift. Once this work has been done the Constabulary will advise what good visibility looks like.

The OPCC queried the development of plans in relation to South Bristol. Short terms plans for improvement being put in place and working with the Local Authority on the long term.

The Constabulary continue to take the learning from the Bijan Ebrahimi case and the family have been assured of what is being done.

## **b) Performance Overview**

The format of the report is improved. Progress is being made on agreeing the internal performance measures to be discussed at PCB and what information should be publically available. It was agreed that the format of the report is suitable for discussion at Police and Crime Board (PCB) but that a different shorter quarterly report would be more appropriate for the Police and Crime Panel and for publication on the PCC's website.

The burglary rate is a rolling 12 month picture. The PCC would like to see a separate monthly Op Remedy report on dwelling burglary positive outcome (June was 15%). A monthly report on Op Remedy is required for the Police and Crime Panel. National comparison data for burglary would be useful.

Crime Recording work is ongoing and a report will be presented to Constabulary Management Board.

### **c) Domestic Abuse Update**

The Constabulary have never referred more Domestic Abuse cases to the CPS but there seems to be a mismatch between police data and CPS data. Need to use data to understand the challenge. Fewer cases are getting to court and the CPS and courts are saying there are a low number of cases – victims are disengaging from the process. It was hoped that the CJ Transformation Programme would address some of the issues. Discussed whether Qlik could be used across agencies to ensure transition of data.

The next assurance report will focus on Rape and Serious Sexual Offences (RASSO) and will look at a cross governance end to end review for Avon and Somerset.

The PCC was assured that police bail is increasing in relation to Domestic Abuse and Release Under Investigation (RUI) is reducing.

The PCC queried what the Constabulary do to encourage victims to report again when the case is out of time (over the 6 month limit). Where cases are historic they are referred to Lighthouse. The Constabulary will look at what can be done to encourage victims to report again. Query what good looks like for Domestic Abuse.

## **7. Chief Constable's Update**

The Chief Constable raised the following:

- Community Tensions – lots of positive work has been done.
- Growth – well placed to be able to grow the establishment but have to manage the risk of the organisation shifting the focus too much on growth.

## **8. Major Projects:**

### **a) Highlight Report**

IT – Digital Programme Board has come to an end and this will now be discussed under the Service Re-design Board. National Enabling Programme was discussed and how this is scrutinised – timelines, costs and benefits to PCB. Need a Business Case to support the investment.

Williton update discussed. Yeovil decision to be made at the programme board.

IT Redesign Business Case will be going to the September Programme Board and November Police and Crime Board.

### **b) Infrastructure**



Preferred option in the paper agreed in relation to Transport Services – Bridgwater Workshop. Small capital outlay but PCC assured of the benefits.

### **c) Service Redesign**

Business Case for changes to the FOI Team, Data Protection and Family Disclosure teams and increase in headcount. Need to recruit and retain people in the roles. Rise in demand due to GDPR and risks associated with that. Avon and Somerset resources is less than some forces. This is a cost of compliance. Holding sensitive data and need to be sure this is safe and secure and used legitimately. Preferred option agreed and fully supported by the OPCC.

### **d) Digital**

Storage issue raised with regard to 8,500 VHS tapes which are degrading. The risks have been considered and the Constabulary are recommending digitalisation. This would allow improved indexing, a cloud solution and therefore maybe no requirement for physical storage space. The PCC was assured that this would be a carefully monitored process. The PCC approved this.

## **9. Professional Standards Department:**

### **a) Quarterly Update**

Performance continues to be positive. The OPCC CEO will meet with Professional Standards outside of the meeting to discuss performance in more detail.

### **b) IOPC Independent Investigations Update**

The PCC met with the Director of the IOPC yesterday who was positive about Avon and Somerset Police.

## **10. A.O.B**

Following GMP 'failings' following the death of a man in a police shooting in 2012 the PCC sought assurance that Avon and Somerset Constabulary have appropriate policies and procedures in place to prevent the same failings. The Constabulary confirmed that they have taken the learning – there is a report that addressed each recommendation and the force's compliance with it. The Constabulary will ensure that the PCC has a copy of the report.

## **11. Action Update**

An update was given on the actions from previous Police and Crime Board Meetings as follows:

- Lighthouse Safeguarding Unit (LSU) referrals and backlogs – the PCC was assured that there has been a positive cultural shift in

understanding of officers when they need to make referrals. The Constabulary are now looking at changes to STORM for further improvements. Demand following improvements will be monitored. A proposal for a tiered model is being worked on. The Business Objects search (process for picking up referrals not made) has been switched off – the PCC sought assurance regarding the governance of this and that it would be switched back on. The primary concern is not letting victims down.

- Liberty Report (report on predictive policing and use of algorithms) – the PCC and Chief Constable have already spoken with the Ethics Committee about this being a standing item on the agenda. Governance around this area was discussed. The Constabulary have set out a number of recommendations:
  - Specific focus from the Ethics Committee
  - Public communication and engagement strategy
  - Clear governance and ethical framework
  - Identify additional resource to ensure all necessary outstanding DPIAs are complete
  - Embed the ALGO-CARE framework
  - Regularly review the use of Qlik tools in decision making and tasking
  - Continue targeted work to improve data literacy and data quality standards
- ASB audit – initial findings were reported. A further report will be presented on completion of the audit.
- SAP Replacement – initial plans for the replacement of the current ERP system. A timeline will be scheduled for updates to the Police and Crime Board.

## **12. Publication**

The following items were agreed for publication:

- 4<sup>th</sup> July 2019 Police and Crime Board Agenda
- 4<sup>th</sup> July 2019 Police and Crime Board Minutes

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 4<sup>th</sup> September 2019**

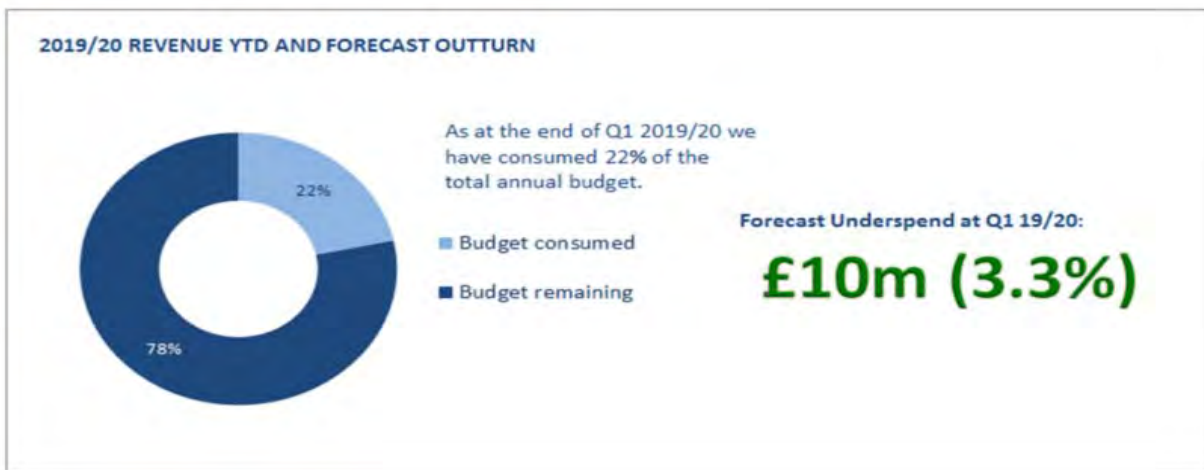
<b>MEETING:</b> Police & Crime Board	<b>Date:</b> 25 <sup>th</sup> July	Agenda No
<b>DEPARTMENT:</b> Finance and Business Services	<b>AUTHOR:</b> Chloë Cornock / Matt Britton / Claire Hargreaves	
<b>NAME OF PAPER:</b> 2019/20 Q1 Financial Performance Report		<b>COG Sponsor:</b> Nick Adams

**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 2019/20. The attached Appendices A and B includes details of the outturn revenue position as at 30<sup>th</sup> June 2019, 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 **£10m underspent at the end of the financial year.**



As the scale of the projected underspend is significant there are a number of options that could be considered in order to mitigate this position by the year end. These could include :

- A lump- sum payment to top up the LGPS pension fund which would reduce future years’ pension payments
- Accelerating some existing plans and projects to achieve earlier benefits
- Procuring some interim assistance in areas where current capacity is stretched e.g. vetting

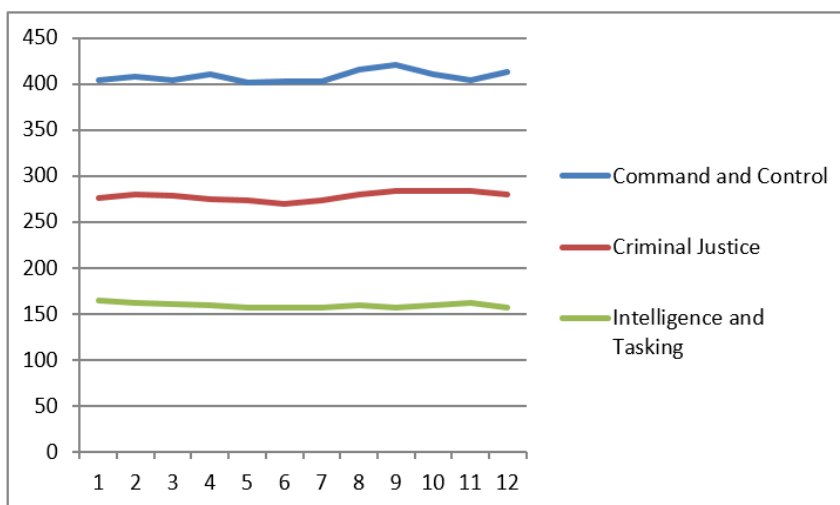
**FORECAST REVENUE OUTTURN - OVER/(UNDER) SPENDS**



**Police Officer Pay & Allowances** – This is £2.3m/6.4% underspent YTD, with prediction of £7.9m/5.5% underspend at year end. The figures have been adjusted for student officer intakes and average leavers including retirements. The budget in Patrol was set for PCs on the average cost of a PC in Oct 18. Since this time leavers from Patrol (both from the organisation and to support Op Remedy) have pushed the average cost down as they are replaced with staff on the lower scale points. The estimated effect of this is a saving of £2m. The projected position assumes the redirection of this saving to support the capital programme.

**Police Staff Pay & Allowances** - £0.9m underspent YTD, rising to £3.7m by end March 2020.

The projection as at Q1 assumes no improvement in the picture for police staffing levels. The reasoning for this is demonstrated in the table below which shows actual FTE over past 12 months for the areas with the largest underspends. As the graph shows the FTE remain relatively constant with the same number of staff leaving as being recruited.



**PCSO Pay & Allowances** – This is £169k/6.1% underspent YTD, with prediction of £93k/0.8% underspend at year end. The projection has been adjusted for intakes of 20 in July, Sept & March.

**Overtime -**

The infographic features a large green circle on the left containing the following text: **Overtime £200k underspent as at Q1 £100k overspent at end of year**. To the right of this circle are two smaller light green circles. The top one is labeled **Police Officers** with **£200k under Q1** and **£60k over year end**. The bottom one is labeled **Police Staff & PCSOs** with **£15k over YTD** and **£47k over year end**. To the right of these circles is a white box with a black border containing two paragraphs of text.

**Police Officer overtime** – budgets were uplifted in 19/20 most significantly in Investigation £396k and Patrol £130k. Operation Remedy also having an impact as £545k of the £2,000k allocated to police overtime.

**Police Staff overtime** – Investigations; Transport Services; Learning and the Services Hub are the main departments over spending. All these departments naming vacancy levels as the driving factor.

Further detail on our overtime spend and forecasts is provided in Appendices C and D at the back of this report.

**Supplies & Services – Other costs** - The report is showing an underspend position of £1.7m YTD which moves to a £1.5m overspend.

Of the YTD position a large amount, £769k, relates to growth built in at 19/20 budget setting not yet utilised:

- £150k National Police Commercial Organisation
- £150k Shared Service Centre of Excellence
- £300k Tri Force Transition
- £169k Forensic Market sustainability growth

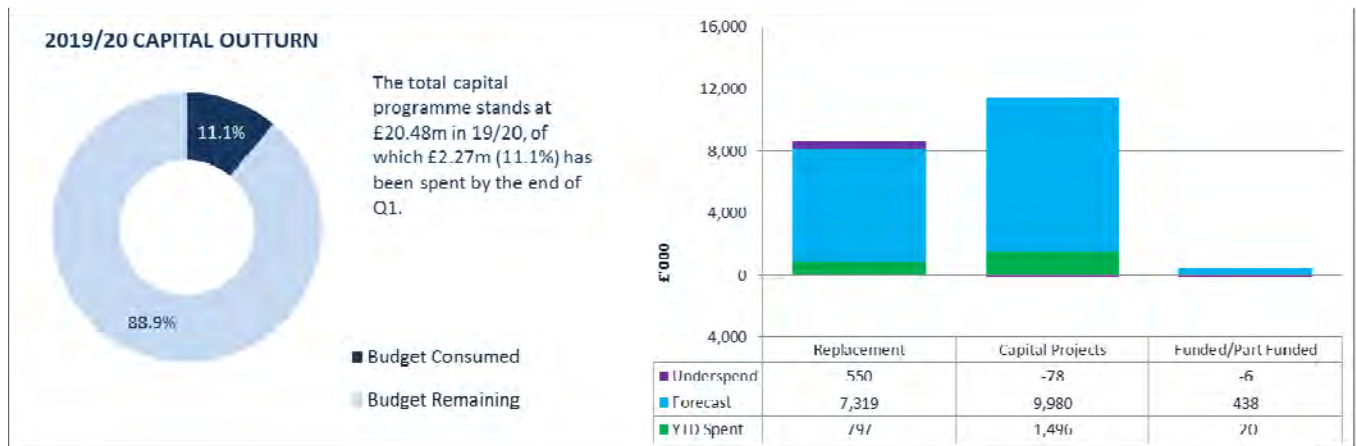
The first two items listed above are not going to happen in this financial year so the budget has been redirected to support the capital programme. The movement to an overspend position at year end is attributable to assuming remaining growth will be used in full, plus a £1.9m top up to the insurance provision will be required – calculated as the average of the top up required at the end of the 17/18 and 18/19 financial years.

**Transfers to / from reserves** – YTD variance relates to a contribution to reserves for insurance that has been replaced by the provision above. The budgets will be realigned going forward to recognise this change in how we account for our insurance liability.

**Income – Other**

The estimated under achievement of income relates in the main to the Speed Enforcement Unit. A large number of vacancies restrict the department’s ability to process the volume of claims we saw in the 18/19 financial year.

**Capital Expenditure**



The capital programme is forecasting **£20.010m of expenditure** this financial year, which reflects 97.7% of our plan. YTD spend of £2.273m has been incurred to the end of Q1, reflecting further capital expenditure of £17.737m forecast in the final three quarters of the year. Particular areas of spend within our forecast are in relation to the refurbishment of Kenneth Steele House, Yeovil and Shepton Mallet police station, and the purchase of replacement vehicles.

### 3. PART ONE – 19/20 REVENUE BUDGET PERFORMANCE

#### NEIGHBOURHOOD & PARTNERSHIPS DIRECTORATE

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD Annual Budget %	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Neighbourhood Policing	28,563	6,760	6,698	-62	-0.92%	-4.37%	23%	27,399	-1,164	-4.08%
Road Safety	170	42	34	-8	-19.78%	6.95%	20%	85	-86	-50.36%
Offender Management	5,165	1,267	1,186	-82	-6.46%	-7.59%	23%	4,831	-334	-6.47%
Victims and Safeguarding	4,106	1,012	1,016	4	0.41%	9.55%	25%	3,841	-265	-6.46%
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>38,005</b>	<b>9,082</b>	<b>8,934</b>	<b>-148</b>	<b>-1.63%</b>	<b>-3.25%</b>	<b>24%</b>	<b>36,155</b>	<b>-1,850</b>	<b>-4.87%</b>

**Neighbourhood** –Year to date - underspend relates to both PCSO's pay and Police Officer pay as a result of the number of vacancies.

Forecast to year-end – underspend continues to relate mainly to PCSO vacancies. There are overspend projections for PCSO Overtime because of the number of vacancies and projections for overspend on Police Overtime. Blueline and Base line are not budgeted for but projected forward will contribute to the overspend.

**Road Safety** – Forecast to year-end - Underspend due to non-budgeted income from the AA and abnormal loads.

**Offender Management** – Year to date – underspend is largely due to the vacant posts on police officer posts and police staff.

Forecast to year-end - As with the monthly variance the underspend is mainly due to police officer and police staff vacant positions as well as an adjustment for the pension increase and supplies and services slightly underspending.

**Victims & Safeguarding** – Currently there are a total of 10.11 fte vacant Police Staff posts and 0.94 fte police officers over established. Adjustments made to show the full year expenditure for the contributions to the safeguarding boards.

#### RESPONSE DIRECTORATE

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Command and Control	16,225	4,041	4,026	-15	-0.38%	-0.71%	25%	16,171	-54	-0.33%
Patrol	50,276	13,125	12,071	-1,054	-8.03%	-10.56%	24%	47,488	-2,788	-5.54%
Detainee Investigation Support	6,577	1,636	1,499	-137	-8.35%	-10.53%	23%	6,003	-574	-8.73%
<b>Response</b>	<b>73,078</b>	<b>18,802</b>	<b>17,596</b>	<b>-1,206</b>	<b>-6.41%</b>	<b>-8.40%</b>	<b>24%</b>	<b>69,662</b>	<b>-3,416</b>	<b>-4.67%</b>

**Patrol** – Year to date – underspend is mainly due to the budgeted average unit charge for PC's, which is set the same regardless of where the officer is in the scale. However new officers are mainly being recruited at junior levels and are costing significantly less.

Forecast to year-end - Underspend is due to the budgeted unit charge as explained above. Adjustments have been made for the assumed intake of 60 FTE and the movement of 18FTE to Operation Remedy. Overtime is projecting an overspend but is significantly less than the same period in 18/19.

**Detainee Investigation Support** – Year to date and forecasted underspends are due to the vacancies of

both Police Officer and Police Staff

### **OPERATIONAL SUPPORT DIRECTORATE**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Criminal Justice excluding SEU	13,894	3,429	3,435	7	0.20%	-2.48%	25%	13,687	-207	-1.49%
SEU	-1,282	-134	438	573	-426.11%	20.73%	-34%	113	1,395	-108.84%
Intel, Tasking, Covert	10,067	2,510	2,349	-161	-6.43%	-4.34%	23%	9,441	-626	-6.22%
Operations	7,025	1,730	1,578	-152	-8.76%	-10.65%	22%	6,890	-135	-1.92%
Operations Major incidents	247	62	9	-52	-84.65%	-96.64%	4%	247	0	0.00%
Tactical Support Team	12,450	3,062	3,017	-45	-1.47%	1.45%	24%	12,534	84	0.67%
<b>Operational Support</b>	<b>42,401</b>	<b>10,658</b>	<b>10,827</b>	<b>169</b>	<b>1.59%</b>		<b>26%</b>	<b>42,912</b>	<b>511</b>	<b>1.21%</b>

### **Speed Enforcement Unit (SEU)**

Year to Date – An overspend of £573k is due to a number of factors but most significantly, it is as a result of :-

- High level of vacancies currently of 25.5 FTE. Vacancies have incurred largely as a result of the relocation of the unit from KSH to Portisfields as many staff did not want to relocate outside of the city. Police Staff Pay is currently underspending by £131k YTD. Interviews are taking place to fill the posts however vetting delays of at least 3 months are having a significant impact on when the unit will be back at full complement.
- Due to the levels of vacancies, the thresholds on the cameras have had to be increased. The impact of this is that fewer offences are detected however this is set to a level that the department are able to process. This has resulted in a significant drop in income being received from NDORS, the Speed Awareness course provider. £631k of income has been received against a budget of £1,233k creating a variance of £602k.

Forecast to Year-end - A significant overspend is being forecast of £1.4m as a result of the ongoing issues highlighted above. It is unlikely that the unit will be back to a full complement of staff until the end of this year.

### **Intelligence, Tasking & Covert**

Year to Date - Intelligence has a £149k total variance in part due to 10.54 FTE vacant staff posts (£72k). Covert £13k YTD total variance mainly due to an officer vacancy 0.69 FTE.

Forecast to Year-end - Underspend of £626k due to predicted officer and staff vacancies, mainly in Intelligence and Tasking.

### **Operations**

Year to Date - Underspend is mainly due to officer (1.95 FTE £60.9k) and staff vacancies (3 FTE £21.4k). In addition there is a £33k variance on supplies and services that is expected to be spent.

Forecast to year-end - Underspend of £135k is due to vacancies within officer and staff establishment.

**OPERATION REMEDY AND SERIOUS VIOLENCE GRANT**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	YTD Over/ (Under) %	Prior Month Variance %	YTD Annual Budget %	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Op Remedy £2m	2,000	497	194	-303	-61.03%	-1.66%	10%	1,212	-788	-39.40%
Op Remedy 100 officers	4,339	851	766	-85	-9.94%	-70.78%	18%	4084	-255	-5.87%
Serious Violence Grant	1,720	114	0	-114	-100.00%	-6.44%	0%	1,576	-144	-8.35%
<b>Op Remedy &amp; Serious Violence</b>	<b>8,059</b>	<b>1,462</b>	<b>960</b>	<b>-502</b>	<b>-34.33%</b>	<b>-2.39%</b>	<b>12%</b>	<b>6,873</b>	<b>-1,186</b>	<b>-14.72%</b>

**Operation Remedy**

Year to Date - Police Officer Pay is underspending by (£103k) due to vacancies and the time taken to fill all posts. As at 30th June there were 82FTE in post and it is anticipated that they will be fully established by October. Police Staff Pay have also underspent (£69k) due to the time taken in filling posts.

Forecast to Year-end - Police Officer Pay is forecasting to underspend by (£328k) and Police Staff Pay by (£216k) by the year end and this is the cumulative effect of the time taken to get to a fully established position.

Other areas currently forecasting to underspend are Detective Expenses (£65k) and course fees. A budget of £100k was allocated against Course Fees for Upgrading skills, TASER refresher training and conferences. £14.5k has been committed so far and further review will be carried out to see what else will be achievable during the year but at present we are forecasting an (£85k) underspend in this area.

**Serious Violence**

Year to Date - Some spend was anticipated in June for Police Staff and Equipment budgets therefore the budget was profiled as such. Unfortunately, it is taking some time to fill posts and initiatives have not yet progressed to see the costs filtering through at the end of Q1.

Forecast to Year-end - Assumptions are that the PCSO's will be in post in September 2019 and that staff will begin in August however there is the possibility of further delays given that forcewide, PCSO's are currently under established. Other initiatives are starting to move forward so full spend in those areas has been assumed within the forecast.

**INVESTIGATIONS DIRECTORATE**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Investigations	29,109	7,343	6,756	-587	-7.99%	-11.78%	23%	26,870	-2,239	-7.69%
Investigations major incidents	832	267	166	-101	-37.91%	-83.05%	20%	832	0	0.00%
	<b>29,941</b>	<b>7,610</b>	<b>6,922</b>	<b>-688</b>	<b>-9.04%</b>		<b>23%</b>	<b>27,702</b>	<b>-2,239</b>	<b>-7.48%</b>

**Investigations**

Year to Date - The majority of the variance is due to the level of officer vacancies in the Investigations teams (54.33 FTE PC posts). Staff posts are over-establishment by 5.98 FTE where temporary staff are engaged to assist with caseloads.

Forecast to Year-end - The forecast underspend is due to the level of officer vacancies within the Investigations teams with further leavers expected throughout the year. Some of the underspend on officer posts will be offset with staff costs where temporary contracts are being organised to assist with caseloads



**Major Incidents**

18/19 carry forwards have been profiled in P1 which has inflated the YTD variance. The forecast outturn at this point in the year is a nil variance.

**COLLABORATIONS**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Scientific Investigations	7,469	1,887	1,806	(81)	(4.3%)	24.2%	7,472	3	0.0%
Major Crime Investigations	5,044	1,253	1,116	(137)	(10.9%)	22.1%	5,077	33	0.7%
SW ROCU	3,220	805	805	0	0.0%	25.0%	3,362	142	4.4%
Special Branch	1,168	311	213	(98)	(31.5%)	18.2%	1,080	(88)	(7.5%)
Blackrock	807	202	-	(202)	(100.0%)	0.0%	848	41	5.1%
CTSFO	819	203	201	(2)	(1.0%)	24.5%	442	(377)	(46.0%)
Tri Force ACC	7	7	5	(2)	(28.6%)	71.4%	5	(2)	(28.6%)
<b>Collaborations</b>	<b>18,534</b>	<b>4,668</b>	<b>4,146</b>	<b>(522)</b>	<b>(11.2%)</b>	<b>22.4%</b>	<b>18,286</b>	<b>(248)</b>	<b>(1.3%)</b>

**Collaborations** – Year to date - Blackrock and SWROCU - currently awaiting information in order to process Q1 charges.

Forecast to year-end - Budgets require updating as they have only recently been confirmed and actual charges input.

**INFORMATION TECHNOLOGY DIRECTORATE**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Technology Services	20,813	5,718	5,518	- 201	-3.51%	-7.93%	27%	20,169	-644	-3.09%
Technology Services	20,813	5,718	5,518	- 201	-3.51%	-7.93%	27%	20,169	-644	-3.09%

Year to Date – An underspend of £201k/3.5% is reported at Quarter 1 mainly relating to the renewal of support & maintenance contracts where there are longer lead times on contract renewal completions.

Forecast to Year-end – Underspend of £644k/3.1%. The forecasted position is seeing an acceleration of savings against pay of £251k. The redesign of the Directorate will have a significant impact on the final outturn position. There are also reported cost savings against data circuits of £168k, support & maintenance of £113k and national IT systems of £82k.

**FINANCE AND BUSINESS SERVICES DIRECTORATE**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Chief Officer Group	1,609	417	471	54	12.90%	29%	1,696	86	5.37%
Estates	11,218	3,096	2,949	- 147	-4.75%	26%	12,130	912	8.13%
Finance	1,230	304	342	38	12.60%	28%	1,222	- 9	-0.69%
Finance and Business SLT	308	76	68	- 8	-10.78%	22%	306	- 2	-0.80%
Services Hub	4,678	1,195	1,011	- 184	-15.36%	22%	4,118	- 560	-11.97%
Stores, Facilities & Evidential Property	3,421	877	762	- 115	-13.10%	22%	3,189	- 232	-6.79%
Strategic Procurement Services	492	122	121	- 1	-0.91%	25%	417	- 75	-15.27%
Transport Services	4,581	953	845	- 108	-11.38%	18%	4,376	- 204	-4.46%
<b>Finance &amp; Business Services</b>	<b>27,537</b>	<b>7,040</b>	<b>6,569</b>	<b>- 471</b>	<b>-6.69%</b>	<b>24%</b>	<b>27,453</b>	<b>- 83</b>	<b>-0.30%</b>

**Chief Officer Group** – Year to date overspend of £54k/12.9% is driven mainly by police officer pay and is an agreed pressure against the budget.

Forecast to Year-end – Overspend of £86k/5.4% due to additional postings against police officer pay. The reported pay pressure may reduce due to future postings.

**Estates** – Year to Date underspend of £146k/4.7% relates to savings against planned maintenance of £58k and utilities costs of £69k.

Forecast to year-end –Overspend of £912k/8.1%. This is a major variance from the reported YTD variance. The factors behind the increased cost include:

- additional expense of £470k for responsive maintenance costs against the planned budget due to our mixed estate where certain buildings requiring more repairs and maintenance. Some work has been completed this year by Integral that was previously scheduled for 2018/19. In addition other flooring and electrical works has been completed that was not anticipated at the beginning of the year. Further investigation into the costs is ongoing and more explanations will be sought before Q2 report.
- cost pressure of £135k for the PFI Sinking fund.
- An underachievement against income of £210k due to rental income no longer being received from the Speed Enforcement Unit as they have moved to Portisfields and the NHS no longer being a tenant at the old Taunton police station.

**Finance Department** – Current overspend of £38k/12.6%. The variance is mainly being driven by pay costs and additional agency requirements. There is also £15k cost towards the national financial excellence in policing programme. However the overspend is not forecasted to remain for the year end.

**Services Hub** – Year to Date – underspend of £183k/15.4%. The variance is predominantly against police staff pay and supplies & services. Against supplies and services cost savings are being generated on postage, stationery and IT consumables.

Forecast to Year-end – an underspend of £560k/12.0%. A variance of £514k is being forecasted against police staff pay for Enquiry Office and the Admin Hub. However, it must be noted that the redesign of the Admin Hub will have a significant impact on the final outturn position for the department. There are also forecasted savings against postage and stationery

**Stores, Facilities & Evidential Property** – Year to Date – underspend of £113k/12.9% which is being driven by police staff pay vacancies at £50k. There is also a saving against supplies & services of £52k and relates to uniform supplies and printing.

Forecast to Year-end – an underspend of £232k/6.8% mainly due to police staff pay and supplies & services. There is risk associated with uniform supplies as A&S looks to increase its police officer intake.

**Transport Services** – Year to Date - an underspend of £108k/11.3% variance which is being generated by police staff vacancies and savings against transport related costs. The department is holding a number of vehicle motor technician vacancies and is actively recruiting.

Forecast to Year-end – an underspend of £204k/4.5% against the planned budget. The forecasted variance is being driven by savings against police staff pay, tyres and insurance costs. The department is also reporting an underachievement of income which is due to reduced capacity to undertake external work.

**Strategic Procurement Services** – Forecast to year-end – underspend of £75k/15.3% against the planned budget. The variance is being driven by police staff pay as the department is holding a number of vacancies. There is also an underachievement of income reported for forensics contract management. Again this relates to a vacancy that the department is holding.

**PEOPLE AND ORGANISATIONAL DEVELOPMENT DIRECTORATE**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Health & Safety	95	24	25	1	4.17%	7.97%	26%	103	8	8.42%
Human Resources	3,588	878	827	-51	-5.81%	-8.53%	23%	3,821	233	6.49%
Learning	4,983	1,298	1,178	-120	-9.24%	-15.84%	24%	4,547	-436	-8.75%
Legal Services	1,014	374	335	-39	-10.43%	-1.37%	33%	939	-75	-7.40%
Occupational Health	813	202	207	5	2.48%	-30.55%	25%	885	72	8.86%
Staff Associations	780	185	130	-55	-29.73%	-6.87%	17%	685	-95	-12.18%
<b>PEOPLE &amp; ORGANISATIONAL DEVELOPMENT</b>	<b>11,273</b>	<b>2,961</b>	<b>2,702</b>	<b>-259</b>	<b>-8.75%</b>	<b>-12.61%</b>	<b>24%</b>	<b>10,980</b>	<b>-293</b>	<b>-2.60%</b>

An underspend of £259K is reported at the end of Q1 for People & Organisational Development Directorate.

**HR Operations** – Year to Date - £51K variance due to a number of factors but mainly as a result of underspend on Supplies and Services offset by adverse variance due to the budget requiring realigning.

Forecast to year-end - An overspend of £233K relating to staff pay due to the implementation of the e-recruitment solution happening later than expected. As a result, the savings initially highlighted cannot happen as soon as anticipated and some savings instead will be delayed into 2020/21. In addition the budget requires realigning to include some roles that were omitted in the initial budgeted figures. This will be rectified for Q2.

**Learning** – Year to date – underspend mainly due to vacancies in the department and underspend on Supplies & Services.

Forecast to year-end - £467K underspend from vacancies offset by £33K under-achievement of income due to other regional forces running their own DC to DI courses and only have to come to ASC for SIO accreditation.

**Staff Associations** – Year to date underspend mainly as a result of a vacant post.

Forecast to year-end – Key underspends are 21K relating to a vacant post and some over-achieved income, £12K from Wellbeing and £11K from Diversity.

**Occupational Health** – Forecast to year-end - £34K from unfunded post (Occupational Health Nurse), £33K from unbudgeted agency staff costs and £11K from overspend on SMP reviews/PMAB reviews.

**TRANSFORMATION & IMPROVEMENT DIRECTORATE**

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	Prior Month Variance %	YTD % Annual Budget	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Corporate Communications	982	227	197	-30	-13.22%	-8.95%	20%	902	-80	-8.15%
Force Crime & Incident Registrar	228	57	54	-3	-5.26%	-6.15%	24%	230	2	0.88%
Improvement	2,297	565	520	-45	-7.96%	-6.91%	23%	1,999	-298	-12.97%
Professional Standards	1,831	450	459	9	2.00%	4.40%	25%	1,793	-38	-2.08%
Strategic Projects	2,886	405	349	-56	-13.83%	8.74%	12%	2,880	-6	-0.21%
Transformation	1,180	317	259	-58	-18.30%	-34.32%	22%	834	-346	-29.32%
<b>TRANSFORMATION &amp; IMPROVEMENT</b>	<b>9,404</b>	<b>2,021</b>	<b>1,838</b>	<b>-183</b>	<b>-9.05%</b>	<b>-5.34%</b>	<b>20%</b>	<b>8,638</b>	<b>-766</b>	<b>-8.15%</b>

**Strategic Projects** – Year to Date - Police Staff Pay is currently underspending by £71K YTD as a result

of the vacancies in the department. However Police Pay is overspending by £16K YTD due to an unfunded SGT post on the Digital Programme.

**Transformation** - Police Staff Pay is currently underspending by £58K as a result of the vacancies in the department (some of these vacancies will be filled by September 2019)

Forecast to year-end - Underspend of £345K is largely due to staff vacancies in the department (£357K) offset by overtime (£10K) offered to cover vacancies.

**Corporate Communications** - Police Staff Pay underspend £55K as a result of the vacancies in the department. £18K underspend on Licences and Advertising.

**Improvement** - The forecast underspend of £298K is largely due to officer and staff vacancies in the department (£341K) offset by the underachievement in income from Troubled Families (£37K).

## CENTRAL COSTS

	Annual Budget £'000	YTD Budget £'000	YTD Actual £'000	Over/ (Under) £'000	Over/ (Under) %	YTD Annual Budget %	Forecast Outturn £'000	Over/ (Under) £'000	Over/ (Under) %
Pensions	10,582	2,501	2,234	-267	-10.67%	21%	10,582	0	0.00%
Officer & Staff Allowances	3113	803	499	-304	-37.83%	16%	2,633	-479	-15.39%
Central Costs	8996	-2,914	-2,840	74	-2.53%	-32%	9,774	778	8.65%
Central Savings	0	0	0	0			0	0	
Student Officers	1,437	582	406	-176	-30.29%	28%	1,439	2	0.17%
<b>CENTRAL COSTS</b>	<b>24,127</b>	<b>972</b>	<b>299</b>	<b>-673</b>	<b>-69.26%</b>	<b>1%</b>	<b>24,429</b>	<b>302</b>	<b>1.25%</b>

**Pensions** - the YTD underspend relates to capital equivalent charge payments in relation to qualifying injuries. We budget for 12 per year, one per month and have not settled any as yet in 19/20.

**Other Staff & Allowances** – Year to Date – underspend relates to standby for police staff and overtime uplift on holiday pay.

Forecast to year-end - the projected underspend relates to overtime uplift on holiday pay and the central contingency reserve held for police officers and staff.

**Student Officers** - This budget is underspending as the numbers and impact of the PCDA courses were not fully known at the time of budget setting. In our forecast we have assumed that the value of the forecast underspend will be re-directed to support capital expenditure.

**Central Costs** – Forecast to year-end - The projected overspend here is broken down by underachievement of in year savings, £1.2m and estimated insurance provision uplift £1.9m offset by the contingency budget (£2.4m) which is also included in this category.

#### 4. PART TWO – 19/20 CAPITAL BUDGET PERFORMANCE

In January 2019 the anticipated new capital plan for 19/20 totalled £18.291m with the addition of carry forwards of capital schemes in progress amounting to £4.029m at the end of 18/19. The capital plan has since been reviewed and schemes have been added, removed or profiled into future years as necessary. The main changes being the removal of the budget for body worn video, digital mobilisation project ending, and the re-profiling of the budget for Yeovil police station. These adjustments show a revised capital plan for Avon and Somerset of £20.476m for 19/20.

The table below summarises this movement:

	19/20 Plan	C/Fwd from 18/19	TOTAL Plan	Adjusts	TOTAL Revised Plan
	£'000	£'000	£'000	£'000	£'000
Asset Replacement & Renewal	8,001	1,080	9,081	(415)	8,666
Digital Programme	3,094	1,769	4,863	(1,796)	3,067
Infrastructure & Assets Programme	7,196	785	7,981	(213)	7,768
Service Workforce and Development programme	0	38	38	426	464
Other projects	0	94	94	5	99
Funded or part funded projects	0	263	263	149	412
<b>TOTAL</b>	<b>18,291</b>	<b>4,029</b>	<b>22,320</b>	<b>(1,844)</b>	<b>20,476</b>

#### 19/20 CAPITAL PROGRAMME OUTTURN

	TOTAL Plan	Actual Q1		Forecast Outturn	Over/(Under)	
	£'000	£'000	%	£'000	£'000	%
Asset Replacement & Renewal	8,666	797	9.2%	8,116	(550)	(6.3%)
Digital Programme	3,067	1,184	38.6%	3,148	81	2.6%
Infrastructure & Assets Programme	7,768	203	2.6%	7,691	(77)	(0.1%)
Service Workforce and Development programme	464	40	8.6%	464	0	0%
Other projects	99	69	69.7%	173	74	74.7%
Funded or part funded projects	412	-20	-4.9%	418	6	1.5%
<b>TOTAL</b>	<b>20,476</b>	<b>2,273</b>	<b>11.1%</b>	<b>20,010</b>	<b>(466)</b>	<b>(2.3%)</b>

At the end of Q1 19/20 £2.273m (11.1%) of the capital programme had been spent; further details of which are included within Annex E. There are decisions outstanding on a number of projects within the capital plan. The capital plan continues to be reviewed and our plans prioritised as we move forward during the year. The key highlight of the capital plan is as follows:

#### ASSET REPLACEMENT AND RENEWAL

The expenditure at the end of Q1 is £797K (9.2% of the plan) with a forecast of £8,116K (93.7%) to the end of the financial year. The key highlights from this element of the plan are:

- IT Renewal and replacements - £229K expenditure incurred to date, mainly on Network security £146K and Site Resilience for VOIP £57K. Expenditure of £3,253K is the forecast outturn position;

- Estates rolling replacement and renewal – £26K expenditure to date. Expenditure of £1,326K is the forecast outturn position. The main projects being the HQ replacement generator £51K and upgrades to electrics/lighting, fire precaution and central heating £306K;
- Vehicle replacements - £527K has been spent to on replacement vehicles to date with a further £2,764K anticipated to be spent in 19/20. The purchasing of 25 response cars has been brought forward from 20/21 because of a procurement break;
- Capital Equipment Replacement – Expenditure of £246K is anticipated to be incurred during 19/20, with £85K currently spent on replacement ANPR equipment.

### **DIGITAL PROGRAMME**

Expenditure in Q1 was £1,184K (38.6% of the plan) with a forecast of £3,148K (102.6% of the plan) for 19/20. The key highlights from this element of the capital plan are as follows:-

- National Systems – very little has been spent to date, although we are currently forecasting for the full budget to be spent (£1,182K) as the budget is profiled in the second half of the year. We will keep this under close review over the next few months;
- Digital Mobilisation – £1,181K expenditure was incurred in Q1 with a forecast expenditure for 19/20 of £1,371K. The expenditure to date was to purchase new laptops and mobile phones;
- Digital Evidence – No spend to date, although we are forecasting £595K to be spent as the budget is profiled in the second half of the year. Further investigations are being made to understand if this full amount is a committed spend as only £11k has been committed to date.

### **INFRASTRUCTURE AND ASSET PROGRAMME**

In Q1 £203K (2.6% of the plan) was spent on the infrastructure programme the forecast expenditure in 19/20 is £7,691K (99.9% of the plan). The key highlights of this programme include:

- Somerset East - £1,080K is forecast to be spent by year-end on the redevelopment of Yeovil police station, which is a project we are expecting to reach decision on soon enabling us to progress towards implementation. So far this year £29K has been spent mainly on professional fees. The budget has been adjusted as expecting more of the works to be carried out in future years, and we will continue to review and refine the budget and forecast in light of decisions to be made;
- Mendip/Sedgemoor - £2,005K is forecast to be spent by year-end. This total includes the new Shepton Mallet site (£1,139K), Wells neighbourhood base (£349K), Street police station (£317K) and Radstock neighbourhood base (£200K). So far £39K has been spent this year, mainly on professional management fees.
- Bristol/Bath - £3,667K forecast to be spent this year. This figure includes the Kenneth Steele House refurbishment (£2,575K), Westgate House (£522K) and Bath Lewis House (£550K). To date, £128K has been spent, of which £123K is on the Kenneth Steele project;
- Somerset West - £568K forecast to be spent this year. This includes New Williton (£225K), New Minehead base (£300K) and outstanding spend relating to the new Taunton police station (£43K). Given the decisions yet to be taken on both Minehead and Williton projects we expect to keep this area of the budget under close review, amending to reflect approved business cases once we've achieved this milestone;
- Other - £272K is forecast to be spent this year, although there has been no spend to date. This includes WAN contingency (£79K), Midsomer Norton workshop (£73K) and Bridgwater workshop (£12K).

**SERVICE WORKFORCE AND DEVELOPMENT**

The forecast expenditure for the service redesign and development for 19/20 is £46K, which includes:

- Pensioner Payroll ERP solution £51K
- E-Recruitment Solution HR £200K
- Chronicle Platform (Learning) £210K

**OTHER PROJECTS**

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

- PFI Proximity Card Implementation - £55K is planned to be spent;
- Voice and Data Communications – £76K is planned to be spent in 19/20 to complete the project;
- LAN Refresh - £42K.

**FUNDED OR PART FUNDED PROJECTS**

There are several projects outside of the immediate control of our capital programme, often reflecting the specific restrictions on the funding and, or the partnership basis of the initiative being supported. It is anticipated that £420K will be spent in 19/20 and the key highlights from this element of the capital plan include:

- CTPSW Premises – upgrade boiler and lighting £40K
- CTPSW IT and Equipment – £53K
- SWROCU Vehicles £251K and CTPSW vehicles £68K

**CAPITAL FUNDING**

The funding of capital projects will be reviewed during quarter 2 and reported on in the Q2 Financial Performance Report.

**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, this report, and our annual financial planning which culminates in the publication of our Medium Term Financial Plan, ensure we are able to maintain a good overview of our financial sustainability. Wider environmental sustainability considerations are also accounted for within the budget and capital programme.

**7. CONCLUSIONS AND RECOMMENDATIONS**

The report sets out a sizeable revenue underspend, reflecting the number of vacancies still across our officer and staff establishment, and time taken to recruit back up to an established position.

We recognise that there are risks inherent within any forecast. For example the current forecast assumes a pay increase of 2% will be made with effect from 1<sup>st</sup> September. If this were to be a 4% increase effective the same date this would add a further £1.9m to the costs forecast.

Given the size of our underspends, we need to consider options for how we might intelligently reduce

this. In so doing we do not want to relinquish the strong financial control within the organisation, but rather identify areas where targeted investment could either:-

- Accelerate our existing planned transformation work; and/or
- Tackle some of our more pressing problems and risks.

We also intend to advance discussions with Somerset County Council to consider whether a one-off investment, of up to £7.5m, into reducing our Local Government Pension Scheme deficit might be an action we look to pursue.

Our capital forecast continues to require refinement. Whilst many of the projects are being progressed, there remains an inherent optimism within our forecasts which we would look to continue to robustly challenge before presentation of a forecast at the end of Q2. This will be important in supporting considerations around capital financing and borrowing which we will look to crystallise during the coming months.

**Members of The Police and Crime Board are invited to review and discuss this financial performance report, and in particular consider areas where targeted investment to procure services should be considered.**



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ANNEX A - Subjective Structure 2019/20 Revenue Outturn June 2019	YTD Actual				19/20 Projected Outturn	19/20 Annual Budget	Over/ (Under)	Over/ (Under)
	19/20 YTD Actual	19/20 YTD Budget	Over/ (Under)	Over/ (Under)				
	£'000	£'000	£'000	%				
Police Officer pay and allowances	33,625	35,905	(2,280)	(6.4%)	135,245	143,107	(7,862)	(5.5%)
Police Officer Overtime	1,186	1,399	(213)	(15.2%)	5,519	5,457	62	1.1%
Police Staff pay and allowances	17,954	18,860	(906)	(4.8%)	73,308	77,050	(3,743)	(4.9%)
Police Staff Overtime	289	280	10	3.4%	1,306	1,286	21	1.6%
PCSO pay and allowances	2,596	2,765	(169)	(6.1%)	11,077	11,171	(93)	(0.8%)
PCSO Overtime	5	1	5	897.2%	30	4	27	767.8%
Indirect Employee Expenses	427	325	102	31.2%	1,363	1,300	63	4.8%
Pensions	1,651	1,929	(278)	(14.4%)	7,684	7,710	(26)	(0.3%)
<b>EMPLOYEE COSTS</b>	<b>57,732</b>	<b>61,464</b>	<b>(3,732)</b>	<b>(6.1%)</b>	<b>235,532</b>	<b>247,085</b>	<b>(11,552)</b>	<b>(4.7%)</b>
<b>PREMISES COSTS</b>	<b>3,244</b>	<b>3,399</b>	<b>(155)</b>	<b>(4.6%)</b>	<b>13,326</b>	<b>12,879</b>	<b>447</b>	<b>3.5%</b>
<b>TRANSPORT COSTS</b>	<b>1,114</b>	<b>1,256</b>	<b>(141)</b>	<b>(11.2%)</b>	<b>5,007</b>	<b>5,271</b>	<b>(264)</b>	<b>(5.0%)</b>
<b>S&amp;S - COMMUNICATIONS AND COMPUTING COSTS</b>	<b>4,316</b>	<b>4,771</b>	<b>(455)</b>	<b>(9.5%)</b>	<b>15,979</b>	<b>16,450</b>	<b>(471)</b>	<b>(2.9%)</b>
<b>S&amp;S - FORENSICS COSTS</b>	<b>1</b>	<b>22</b>	<b>(21)</b>	<b>(95.5%)</b>	<b>69</b>	<b>87</b>	<b>(18)</b>	<b>(20.3%)</b>
<b>S&amp;S - OTHER COSTS</b>	<b>3,564</b>	<b>5,254</b>	<b>(1,690)</b>	<b>(32.2%)</b>	<b>15,518</b>	<b>14,063</b>	<b>1,455</b>	<b>10.3%</b>
<b>PARTNERSHIP COSTS (3RD PARTY PAYMENTS)</b>	<b>2,974</b>	<b>3,152</b>	<b>(178)</b>	<b>(5.6%)</b>	<b>13,503</b>	<b>13,476</b>	<b>28</b>	<b>0.2%</b>
<b>TRANSFERS TO/(FROM) RESERVES</b>	<b>(3,324)</b>	<b>(2,804)</b>	<b>(520)</b>	<b>18.6%</b>	<b>(2,411)</b>	<b>(2,650)</b>	<b>239</b>	<b>(9.0%)</b>
<b>CAPITAL FINANCING COSTS</b>	<b>2,510</b>	<b>2,509</b>	<b>1</b>	<b>0.1%</b>	<b>19,659</b>	<b>19,802</b>	<b>(143)</b>	<b>(0.7%)</b>
<b>OUTSTANDING SAVINGS TARGET</b>	<b>0</b>	<b>(1,472)</b>	<b>1,472</b>	<b>(100.0%)</b>	<b>(2,660)</b>	<b>(1,472)</b>	<b>(1,188)</b>	<b>80.7%</b>
<b>TOTAL CONSTABULARY EXPENDITURE</b>	<b>72,132</b>	<b>77,550</b>	<b>(5,418)</b>	<b>(7.0%)</b>	<b>313,523</b>	<b>324,990</b>	<b>(11,467)</b>	<b>(3.5%)</b>
INCOME - SPECIAL GRANTS	(1,894)	(1,881)	(13)	0.7%	(7,526)	(7,523)	(3)	0.0%
INCOME - OTHER	(3,930)	(4,676)	746	(16.0%)	(12,656)	(14,295)	1,639	(11.5%)
<b>TOTAL CONSTABULARY INCOME</b>	<b>(5,823)</b>	<b>(6,557)</b>	<b>734</b>	<b>(11.2%)</b>	<b>(20,182)</b>	<b>(21,818)</b>	<b>1,636</b>	<b>(7.5%)</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>66,309</b>	<b>70,993</b>	<b>(4,685)</b>	<b>(6.6%)</b>	<b>293,341</b>	<b>303,172</b>	<b>(9,831)</b>	<b>(3.2%)</b>
MISCELLANEOUS	2	(33)	35	(106.4%)	(33)	(33)	0	0.0%
GRANTS	52	(101)	153	(151.2%)	(1,720)	(1,720)	0	
SECONDEES	0	(4)	5		1	1	0	
<b>TOTAL CONSTABULARY</b>	<b>66,363</b>	<b>70,855</b>	<b>(4,491)</b>	<b>(6.3%)</b>	<b>291,589</b>	<b>301,420</b>	<b>(9,831)</b>	<b>(3.3%)</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	305	593	(287)	(48.5%)	1,505	1,479	25	1.7%
COMMISSIONING COSTS	(344)	3,445	(3,789)	(110.0%)	3,221	3,382	(161)	(4.8%)
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>(39)</b>	<b>4,037</b>	<b>(4,077)</b>	<b>(101.0%)</b>	<b>4,726</b>	<b>4,861</b>	<b>(136)</b>	<b>(2.8%)</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>66,324</b>	<b>74,892</b>	<b>(8,568)</b>	<b>(11.4%)</b>	<b>296,314</b>	<b>306,281</b>	<b>(9,966)</b>	<b>(3.3%)</b>

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ANNEX B - Mgt Structure 2019/20 Revenue Outturn June 2019	YTD Actual				19/20 Projected Outturn £'000	19/20 Annual Budget £'000	Over/ (Under) £'000	Over/ (Under) %
	19/20 YTD Actual £'000	19/20 YTD Budget £'000	Over/ (Under) £'000	Over/ (Under) %				
Neighbourhood Policing	6,698	6,760	(62)	(0.9%)	27,399	28,563	(1,164)	(4.1%)
Road Safety	34	42	(8)	(19.2%)	85	170	(86)	(50.4%)
Offender Management	1,186	1,267	(82)	(6.5%)	4,831	5,165	(334)	(6.5%)
Victims and Safeguarding	1,016	1,012	4	0.4%	3,841	4,106	(265)	(6.5%)
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>8,934</b>	<b>9,082</b>	<b>(148)</b>	<b>(1.6%)</b>	<b>36,155</b>	<b>38,005</b>	<b>(1,850)</b>	<b>(4.9%)</b>
Command and Control	4,026	4,041	(15)	(0.4%)	16,171	16,225	(54)	(0.3%)
Patrol	12,071	13,125	(1,054)	(8.0%)	47,488	50,276	(2,788)	(5.5%)
Detainee Investigation Support	1,499	1,636	(137)	(8.4%)	6,003	6,577	(574)	(8.7%)
<b>RESPONSE</b>	<b>17,596</b>	<b>18,802</b>	<b>(1,206)</b>	<b>(6.4%)</b>	<b>69,662</b>	<b>73,078</b>	<b>(3,416)</b>	<b>(4.7%)</b>
Criminal Justice	3,873	3,294	579	17.6%	13,848	12,611	1,237	9.8%
Operations	1,578	1,730	(152)	(8.8%)	6,924	7,025	(101)	(1.4%)
Operation Remedy	960	1,348	(388)	(28.8%)	5,296	6,339	(1,043)	(16.5%)
Serious & Violent Crime	0	114	(114)		1,576	1,720	(144)	
Operations Major Incidents	9	62	(52)	(84.7%)	247	247	0	0.0%
Intelligence and Tasking	2,349	2,510	(161)	(6.4%)	9,441	10,067	(626)	(6.2%)
Tactical Support Team	3,017	3,062	(45)	(1.5%)	12,534	12,450	84	0.7%
<b>OPERATIONAL SUPPORT</b>	<b>11,787</b>	<b>12,120</b>	<b>(333)</b>	<b>(2.7%)</b>	<b>49,867</b>	<b>50,460</b>	<b>(593)</b>	<b>(1.2%)</b>
Investigation	6,756	7,343	(587)	(8.0%)	26,870	29,109	(2,239)	(7.7%)
Investigation Major Incidents	166	267	(101)	(37.9%)	832	832	0	0.0%
<b>INVESTIGATION</b>	<b>6,922</b>	<b>7,610</b>	<b>(688)</b>	<b>(9.0%)</b>	<b>27,701</b>	<b>29,941</b>	<b>(2,239)</b>	<b>(7.5%)</b>
Scientific Investigations	1,806	1,887	(82)	(4.3%)	7,472	7,469	3	0.0%
Major Crime Investigations	1,116	1,253	(137)	(10.9%)	5,077	5,044	33	0.7%
South West ROCU	805	805	0	0.0%	3,362	3,220	142	4.4%
Special Branch	213	311	(97)	(31.3%)	1,080	1,167	(88)	(7.5%)
Black Rock	0	202	(202)	(100.0%)	848	807	40	5.0%
Counter Terrorism Specialist Firearms	201	202	(2)	(0.8%)	442	819	(377)	(46.0%)
Tri Force ACC	5	7	(2)	(32.2%)	5	7	(2)	(32.2%)
<b>COLLABORATION</b>	<b>4,146</b>	<b>4,668</b>	<b>(522)</b>	<b>(11.2%)</b>	<b>18,286</b>	<b>18,534</b>	<b>(248)</b>	<b>(1.3%)</b>
Technology Services	5,518	5,718	(201)	(3.5%)	20,169	20,813	(644)	(3.1%)
SWOne Unitary Charge	0	0	0	#DIV/0!	0	0	0	#DIV/0!
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	<b>5,518</b>	<b>5,718</b>	<b>(201)</b>	<b>(3.5%)</b>	<b>20,169</b>	<b>20,813</b>	<b>(644)</b>	<b>(3.1%)</b>
Chief Officer Group	471	417	54	12.9%	1,696	1,609	86	5.4%
Stores, Facilities & Evidential Property	762	877	(115)	(13.1%)	3,189	3,421	(232)	(6.8%)
Transport Services	846	953	(108)	(11.3%)	4,376	4,581	(204)	(4.5%)
Services Hub	1,011	1,195	(183)	(15.3%)	4,118	4,678	(560)	(12.0%)
Finance Department	410	380	30	7.9%	1,527	1,538	(11)	(0.7%)
Strategic Procurement Services	121	122	(1)	(0.9%)	417	492	(75)	(15.3%)
Estates	2,949	3,096	(148)	(4.8%)	12,130	11,218	912	8.1%
Corporate Information Management	0	0	0	#DIV/0!	0	0	0	#DIV/0!
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	<b>6,569</b>	<b>7,040</b>	<b>(471)</b>	<b>(6.7%)</b>	<b>27,453</b>	<b>27,537</b>	<b>(83)</b>	<b>(0.3%)</b>
Human Resources	827	878	(51)	(5.8%)	3,821	3,588	233	6.5%
Staff Associations	130	185	(55)	(29.9%)	685	780	(95)	(12.2%)
Learning	1,178	1,298	(121)	(9.3%)	4,547	4,983	(435)	(8.7%)
Legal Services	335	374	(39)	(10.5%)	939	1,014	(75)	(7.4%)
Occupational Health	207	202	5	2.3%	885	813	72	8.8%
Health & Safety	25	23	1	4.8%	103	95	7	7.8%
<b>PEOPLE &amp; ORG DEVELOPMENT DIRECTORATE</b>	<b>2,700</b>	<b>2,961</b>	<b>(260)</b>	<b>(8.8%)</b>	<b>10,980</b>	<b>11,273</b>	<b>(293)</b>	<b>(2.6%)</b>
Transformation	259	317	(59)	(18.5%)	834	1,180	(346)	(29.3%)
Improvement	520	565	(45)	(8.0%)	1,999	2,297	(298)	(13.0%)
Force Crime & Incident Registrar	55	56	(2)	(3.3%)	230	228	1	0.6%
Strategic Projects	349	405	(56)	(13.7%)	2,880	2,886	(6)	(0.2%)
Corporate Communications	197	227	(30)	(13.3%)	902	982	(80)	(8.1%)
Professional Standards Department	459	450	9	1.9%	1,794	1,831	(37)	(2.0%)
<b>TRANSFORMATION &amp; IMPROVEMENT DIRECTORATE</b>	<b>1,838</b>	<b>2,021</b>	<b>(183)</b>	<b>(9.1%)</b>	<b>8,638</b>	<b>9,404</b>	<b>(766)</b>	<b>(8.1%)</b>
Pensions	2,234	2,501	(267)	(10.7%)	10,582	10,582	0	0.0%
Officer & Staff Allowances	499	803	(304)	(37.8%)	2,633	3,113	(479)	(15.4%)
Central Costs	(2,840)	(2,914)	74	(2.5%)	9,774	8,996	778	8.7%
Central Savings	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Student Officers	406	582	(176)	(30.3%)	1,439	1,437	2	0.2%
<b>CENTRAL COSTS</b>	<b>299</b>	<b>972</b>	<b>(673)</b>	<b>(69.3%)</b>	<b>24,429</b>	<b>24,127</b>	<b>302</b>	<b>1.3%</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>66,309</b>	<b>70,993</b>	<b>(4,685)</b>	<b>(6.6%)</b>	<b>293,341</b>	<b>303,172</b>	<b>(9,831)</b>	<b>(3.2%)</b>
MISCELLANEOUS	2	(33)	35	(106.4%)	(33)	(33)	0	0.0%
GRANTS	52	(101)	153	(151.2%)	(1,720)	(1,720)	0	
SECONDEES	0	(4)	5		1	1	0	
<b>TOTAL CONSTABULARY</b>	<b>66,363</b>	<b>70,855</b>	<b>(4,491)</b>	<b>(6.3%)</b>	<b>291,589</b>	<b>301,420</b>	<b>(9,831)</b>	<b>(3.3%)</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	305	593	(287)	(48.5%)	1,505	1,479	25	1.7%
COMMISSIONING COSTS	(344)	3,445	(3,789)	(110.0%)	3,221	3,382	(161)	(4.8%)
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>(39)</b>	<b>4,037</b>	<b>(4,077)</b>	<b>(101.0%)</b>	<b>4,726</b>	<b>4,861</b>	<b>(136)</b>	<b>(2.8%)</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>66,324</b>	<b>74,892</b>	<b>(8,568)</b>	<b>(11.4%)</b>	<b>296,314</b>	<b>306,281</b>	<b>(9,966)</b>	<b>(3.3%)</b>

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Police Officer Overtime June 2019	Actual Spend £000			TOTAL	YTD Budget	YTD Variance	YTD %	Annual Budget
	Apr	May	Jun					
Neighbourhood Policing	- 1.2	51.4	35.4	85.6	130.3	- 44.8	-34.3%	199.5
Road Safety	-	-	-	-	-	-	-	-
Offender Management	- 2.4	4.1	3.3	5.0	4.2	0.8	18.2%	25.4
Victims and Safeguarding	- 1.2	-	-	1.2	1.8	- 3.0	-167.3%	10.7
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>- 4.8</b>	<b>55.5</b>	<b>38.6</b>	<b>89.4</b>	<b>136.3</b>	<b>- 47.0</b>	<b>-34.5%</b>	<b>235.6</b>
Command and Control	0.0	- 0.0	- 0.1	0.1	0.9	- 1.0	-111.3%	5.4
Patrol	4.7	296.9	202.5	504.1	473.1	31.0	6.6%	1,415.4
Detainee Investigation Support	- 0.1	14.8	10.8	25.5	21.8	3.7	17.0%	63.8
<b>RESPONSE</b>	<b>4.6</b>	<b>311.7</b>	<b>213.3</b>	<b>529.5</b>	<b>495.8</b>	<b>33.7</b>	<b>6.8%</b>	<b>1,484.6</b>
Criminal Justice	2.0	28.1	31.6	61.6	37.5	24.1	64.4%	115.1
Operations	- 49.4	73.2	39.7	63.4	60.8	2.7	4.4%	253.4
Operation Remedy	8.2	18.0	19.6	45.7	69.6	- 23.8	-34.2%	900.3
Operations Major Incidents	3.3	2.9	0.8	7.0	41.6	- 34.6	-83.2%	166.4
Intelligence and Tasking	- 0.4	6.6	5.3	11.4	14.5	- 3.1	-21.2%	46.4
<b>OPERATIONAL SUPPORT</b>	<b>- 36.4</b>	<b>128.8</b>	<b>96.9</b>	<b>189.2</b>	<b>224.0</b>	<b>- 34.7</b>	<b>-15.5%</b>	<b>1,481.6</b>
Investigation	- 16.7	109.1	83.8	176.3	191.4	- 15.1	-7.9%	873.9
Investigation Major Incidents	- 26.5	21.6	15.5	10.5	113.5	- 103.0	-90.7%	448.6
<b>INVESTIGATION</b>	<b>- 43.2</b>	<b>130.7</b>	<b>99.3</b>	<b>186.8</b>	<b>304.9</b>	<b>- 118.1</b>	<b>-38.7%</b>	<b>1,322.5</b>
Triforce Specialist Operations	12.8	73.5	54.1	140.5	83.6	56.9	68.1%	305.5
Scientific Investigations	-	-	-	-	-	-	-	-
Major Crime Investigations	- 9.2	5.1	1.3	2.8	8.1	- 10.9	-134.1%	27.9
South West ROCU	-	-	-	-	-	-	-	-
Special Branch	- 0.4	0.6	1.2	1.4	2.5	- 1.1	-44.2%	11.4
Black Rock	-	-	-	-	-	-	-	-
Counter Terrorism Specialist Firearms	1.4	1.3	5.1	7.8	2.0	5.8	285.1%	9.9
Tri Force ACC	-	-	-	-	-	-	-	-
<b>COLLABORATION</b>	<b>4.7</b>	<b>80.6</b>	<b>61.7</b>	<b>147.0</b>	<b>96.3</b>	<b>50.6</b>	<b>52.6%</b>	<b>354.7</b>
Technology Services	-	-	-	-	-	-	-	-
SWOne Unitary Charge	-	-	-	-	-	-	-	-
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Chief Officer Group	-	-	-	-	-	-	-	-
Stores, Facilities & Evidential Property	-	-	-	-	-	-	-	-
Transport Services	-	-	-	-	-	-	-	-
Services Hub	0.0	0.0	- 0.0	0.0	-	0.0	-	-
Finance Department	-	-	-	-	-	-	-	-
Strategic Procurement Services	-	-	-	-	-	-	-	-
Estates	-	-	-	-	-	-	-	-
Corporate Information Management	-	-	-	-	-	-	-	-
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	<b>0.0</b>	<b>0.0</b>	<b>- 0.0</b>	<b>0.0</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>-</b>
Human Resources	-	-	-	-	-	-	-	-
Staff Associations	0.2	- 0.0	0.2	0.4	0.0	0.3	679.7%	0.3
Learning	- 0.1	1.3	0.7	1.9	0.9	1.0	110.5%	5.3
Legal Services	-	-	-	-	-	-	-	-
Occupational Health	-	-	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	-	-	-
<b>PEOPLE &amp; ORGANISATIONAL DEVELOPMENT DIRECTORATE</b>	<b>0.1</b>	<b>1.3</b>	<b>0.9</b>	<b>2.2</b>	<b>0.9</b>	<b>1.3</b>	<b>141.0%</b>	<b>5.6</b>
Transformation	-	-	-	-	-	-	-	-
Improvement	0.0	0.2	-	0.2	1.0	- 0.8	-80.9%	5.9
Force Crime & Incident Registrar	-	-	-	-	-	-	-	-
Strategic Projects	1.7	- 1.4	0.2	0.5	-	0.5	-	-
Corporate Communications	-	-	-	-	-	-	-	-
Professional Standards Department	- 0.1	0.1	0.3	0.2	0.3	- 0.1	-29.7%	1.8
<b>TRANSFORMATION &amp; IMPROVEMENT DIRECTORATE</b>	<b>1.5</b>	<b>- 1.1</b>	<b>0.5</b>	<b>0.9</b>	<b>1.3</b>	<b>- 0.3</b>	<b>-26.9%</b>	<b>7.7</b>
Pensions	-	-	-	-	-	-	-	-
Officer & Staff Allowances	- 44.7	47.3	30.3	32.9	130.5	- 97.7	-74.8%	445.8
Central Costs	0.2	4.2	2.7	7.1	8.6	- 1.5	-	118.9
Central Savings	-	-	-	-	-	-	-	-
Student Officers	0.0	0.1	0.4	0.5	-	0.5	-	-
<b>CENTRAL COSTS</b>	<b>- 44.5</b>	<b>51.6</b>	<b>33.4</b>	<b>40.5</b>	<b>139.1</b>	<b>- 98.7</b>	<b>-70.9%</b>	<b>564.7</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>- 118.1</b>	<b>759.1</b>	<b>544.5</b>	<b>1,185.5</b>	<b>1,398.7</b>	<b>- 213.2</b>	<b>-15.2%</b>	<b>5,457.0</b>

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Police Staff Overtime June 2019	Actual Spend £000			TOTAL	YTD Budget	YTD Variance	YTD %	Annual Budget
	Apr	May	Jun					
Neighbourhood Policing	0.5	3.5	1.7	5.8	1.7	4.1	243.6%	10.1
Road Safety	-	-	-	-	-	-	-	-
Offender Management	- 0.7	2.2	1.5	3.0	3.2	- 0.2	-6.8%	16.9
Victims and Safeguarding	0.1	1.0	0.8	1.9	4.1	- 2.2	-53.5%	22.1
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	- 0.1	6.7	4.0	10.7	9.0	1.7	18.6%	49.1
Command and Control	0.5	59.0	31.9	91.4	82.9	8.5	10.3%	311.4
Patrol	-	-	-	-	-	-	-	-
Detainee Investigation Support	- 1.4	4.2	2.1	4.9	11.2	- 6.4	-56.6%	34.5
<b>RESPONSE</b>	- 0.8	63.1	34.0	96.3	94.1	2.2	2.3%	345.9
Criminal Justice	- 1.8	15.9	13.5	27.6	27.6	0.0	0.0%	118.6
Operations	0.3	1.9	1.2	3.5	1.9	1.6	85.3%	5.8
Operation Remedy	0.7	0.5	1.6	2.9	15.5	- 12.7	-81.5%	93.2
Operations Major Incidents	0.6	0.2	0.2	0.9	8.9	- 8.0	-89.7%	35.6
Intelligence and Tasking	1.7	9.0	7.5	18.3	15.9	2.3	14.6%	68.6
<b>OPERATIONAL SUPPORT</b>	1.7	27.5	24.1	53.2	69.9	- 16.7	-23.9%	321.8
Investigation	- 2.1	7.9	8.4	14.2	3.2	11.0	345.5%	19.1
Investigation Major Incidents	8.9	6.5	7.0	22.4	25.5	- 3.1	-12.3%	105.8
<b>INVESTIGATION</b>	6.8	14.4	15.4	36.5	28.7	7.9	27.4%	124.9
Triforce Specialist Operations	0.7	0.0	- 0.0	0.7	0.2	0.4	179.9%	1.4
Scientific Investigations	- 4.4	13.7	8.3	17.6	14.4	3.1	21.6%	86.7
Major Crime Investigations	- 3.7	1.8	1.2	- 0.7	4.8	- 5.5	-114.4%	16.5
South West ROCU	-	-	-	-	-	-	-	-
Special Branch	- - 0.0	-	-	0.0	0.1	- 0.1	-131.1%	0.6
Black Rock	-	-	-	-	-	-	-	-
Counter Terrorism Specialist Firearms	-	-	-	-	-	-	-	-
Tri Force ACC	-	-	-	-	-	-	-	-
<b>COLLABORATION</b>	- 7.4	15.4	9.4	17.5	19.6	- 2.1	-10.7%	105.2
Technology Services	0.7	2.2	4.6	7.6	18.2	- 10.6	-58.4%	109.2
SWOne Unitary Charge	-	-	-	-	-	-	-	-
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	0.7	2.2	4.6	7.6	18.2	- 10.6	-58.4%	109.2
Chief Officer Group	0.2	0.5	-	0.7	3.0	- 2.4	-77.1%	18.3
Stores, Facilities & Evidential Property	- 0.1	4.7	2.6	7.2	3.1	4.1	135.0%	18.4
Transport Services	4.1	8.9	9.4	22.5	8.4	14.0	166.9%	50.5
Services Hub	- 0.7	6.6	5.0	10.9	2.8	8.1	290.5%	10.0
Finance Department	- 2.4	- 0.1	6.0	3.6	-	3.6	-	-
Strategic Procurement Services	-	-	0.1	0.1	-	0.1	-	-
Estates	0.3	- 0.0	-	0.3	-	0.3	-	-
Corporate Information Management	-	-	-	-	-	-	-	-
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	1.4	20.6	23.2	45.2	17.3	27.9	161.0%	97.2
Human Resources	- 0.5	1.9	2.0	3.4	1.0	2.4	243.6%	6.0
Staff Associations	-	-	-	-	-	-	-	-
Learning	1.5	2.3	3.6	7.4	0.4	7.0	1756.3%	2.4
Legal Services	- 0.3	0.2	0.3	0.1	-	0.1	-	-
Occupational Health	-	-	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	-	-	-
<b>PEOPLE &amp; ORGANISATIONAL DEVELOPMENT DIRECTORATE</b>	0.7	4.3	5.9	11.0	1.4	9.6	685.9%	8.4
Transformation	1.0	0.4	1.1	2.5	-	2.5	-	-
Improvement	- 2.1	2.0	5.1	5.0	7.7	- 2.7	-35.2%	31.2
Force Crime & Incident Registrar	-	-	-	-	-	-	-	-
Strategic Projects	0.0	-	0.2	0.2	-	0.2	-	-
Corporate Communications	- 0.7	1.5	1.5	2.4	3.9	- 1.6	-39.7%	21.0
Professional Standards Department	- 0.1	0.0	0.1	- 0.0	0.4	- 0.5	-104.8%	2.6
<b>TRANSFORMATION &amp; IMPROVEMENT DIRECTORATE</b>	- 1.8	3.9	8.0	10.1	12.1	- 2.0	-16.4%	54.8
Pensions	-	-	-	-	-	-	-	-
Officer & Staff Allowances	- 10.4	8.9	8.0	6.5	9.8	- 3.4	-34.1%	58.9
Central Costs	-	-	-	-	-	-	-	13.6
Central Savings	-	-	-	-	-	-	-	-
Student Officers	-	-	-	-	-	-	-	-
<b>CENTRAL COSTS</b>	- 10.4	8.9	8.0	6.5	9.8	- 3.4	-34.1%	72.5
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	- 9.2	167.1	136.7	294.6	280.1	14.4	5.2%	1,289.0

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Annex E Capital Qtr 1 Report 2019/20	Original Plan			Revisions		QTR 1 YTD			FORECAST TO YEAR END		
	Plan as per MTFP	C/Fwd as Per Outturn	TOTAL	Changes	TOTAL - Revised Plan	Qtr 1 Actual	Qtr1 Budget	Qtr 1 Variance	Projected forecast to Year end	Total 19/20 Budget	Over/(Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Information and Communication Systems</b>											
SUB-TOTAL End User Device Replacement	1,545.0	0.0	1,545.0	-684.0	861.1	13.3	0.0	13.3	861.0	861.1	-0.1
SUB-TOTAL ICT Infrastructure Replacement	1,794.0	0.0	1,794.0	221.0	2,015.0	159.3	262.5	-103.2	1,799.3	2,015.0	-215.7
SUB-TOTAL Other Projects	471.0	0.0	471.0	96.2	567.2	57.3	0.0	57.3	592.2	567.2	25.0
<b>TOTAL INFORMATION &amp; COMMUNICATIONS SYSTEMS</b>	<b>3,810.0</b>	<b>0.0</b>	<b>3,810.0</b>	<b>-366.8</b>	<b>3,443.3</b>	<b>229.9</b>	<b>262.5</b>	<b>-32.6</b>	<b>3,252.5</b>	<b>3,443.3</b>	<b>-190.8</b>
<b>Estates</b>											
<b>TOTAL ESTATES</b>	<b>1,501.0</b>	<b>357.0</b>	<b>1,858.0</b>	<b>-448.0</b>	<b>1,410.0</b>	<b>25.6</b>	<b>112.8</b>	<b>-87.1</b>	<b>1,326.1</b>	<b>1,410.0</b>	<b>-83.9</b>
<b>Fleet</b>											
<b>TOTAL FLEET</b>	<b>2,382.0</b>	<b>723.0</b>	<b>3,105.0</b>	<b>400.0</b>	<b>3,505.0</b>	<b>526.6</b>	<b>740.2</b>	<b>-213.6</b>	<b>3,291.4</b>	<b>3,505.0</b>	<b>-213.6</b>
<b>Equipment</b>											
<b>TOTAL Equipment</b>	<b>308.0</b>	<b>0.0</b>	<b>308.0</b>	<b>0.0</b>	<b>308.0</b>	<b>14.8</b>	<b>77.0</b>	<b>-62.2</b>	<b>245.8</b>	<b>308.0</b>	<b>-62.2</b>
<b>TOTAL Replacement and Renewal Programme</b>	<b>8,001.0</b>	<b>1,080.0</b>	<b>9,081.0</b>	<b>-414.8</b>	<b>8,666.3</b>	<b>796.9</b>	<b>1,192.5</b>	<b>-395.5</b>	<b>8,115.8</b>	<b>8,666.3</b>	<b>-550.4</b>
<b>Programmes</b>											
<b>Digital Programme</b>											
SUB-TOTAL National Programme	2,044.0	3.0	2,047.0	-865.0	1,182.0	3.7	0.0	3.7	1,182.0	1,182.0	0.0
SUB-TOTAL Digital Mobilisation	625.0	1,673.0	2,298.0	-1,008.0	1,290.0	1,180.7	1,100.0	80.7	1,370.7	1,290.0	80.7
SUB-TOTAL Digital Evidence	425.0	93.0	518.0	77.0	595.0	0.0	0.0	0.0	595.0	595.0	0.0
<b>TOTAL DIGITAL PROGRAMME</b>	<b>3,094.0</b>	<b>1,769.0</b>	<b>4,863.0</b>	<b>-1,796.0</b>	<b>3,067.0</b>	<b>1,184.4</b>	<b>1,100.0</b>	<b>84.4</b>	<b>3,147.7</b>	<b>3,067.0</b>	<b>80.7</b>
<b>Infrastructure and Assets Programme</b>											
SUB-TOTAL Somerset East (Yeovil) Sites	2,162.0	111.0	2,273.0	-1,173.0	1,100.0	29.6	50.0	-20.4	1,079.6	1,100.0	-20.4
SUB-TOTAL North Somerset Sites	0.0	0.0	0.0	100.0	100.0	0.0	0.0	0.0	100.0	100.0	0.0
SUB-TOTAL Mendip/Sedgemoor Sites	1,192.0	21.0	1,213.0	792.0	2,005.0	39.8	372.0	-332.2	2,005.0	2,005.0	0.0
SUB-TOTAL Bristol/North Sites/Bath	2,488.0	545.0	3,033.0	634.0	3,667.0	127.8	365.4	-237.6	3,667.0	3,667.0	0.0
SUB-TOTAL Somerset West Sites	1,249.0	108.0	1,357.0	-759.0	598.0	6.0	36.5	-30.5	567.5	598.0	-30.5
SUB-TOTAL Other	105.0	0.0	105.0	193.0	298.0	0.0	26.3	-26.3	271.8	298.0	-26.3
<b>TOTAL INFRASTRUCTURE and ASSETS PROGRAMME</b>	<b>7,196.0</b>	<b>785.0</b>	<b>7,981.0</b>	<b>-213.0</b>	<b>7,768.0</b>	<b>203.1</b>	<b>850.2</b>	<b>-647.0</b>	<b>7,690.8</b>	<b>7,768.0</b>	<b>-77.2</b>
<b>Service Workforce and Development Programme</b>											
<b>TOTAL SERVICE WORKFORCE and DEVELOPMENT PROGRAMME</b>	<b>0.0</b>	<b>38.0</b>	<b>38.0</b>	<b>426.0</b>	<b>464.0</b>	<b>39.8</b>	<b>0.0</b>	<b>39.8</b>	<b>464.0</b>	<b>464.0</b>	<b>0.0</b>
<b>Regional Programme</b>											
<b>TOTAL REGIONAL PROGRAMME</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>OTHER PROJECTS</b>											
<b>TOTAL OTHER PROJECTS</b>	<b>0.0</b>	<b>94.0</b>	<b>94.0</b>	<b>5.0</b>	<b>99.0</b>	<b>69.2</b>	<b>0.0</b>	<b>69.2</b>	<b>173.2</b>	<b>99.0</b>	<b>74.2</b>
<b>TOTAL Programmes</b>	<b>10,290.0</b>	<b>2,686.0</b>	<b>12,976.0</b>	<b>-1,578.0</b>	<b>11,398.0</b>	<b>1,496.5</b>	<b>1,950.2</b>	<b>-453.6</b>	<b>11,475.7</b>	<b>11,398.0</b>	<b>77.7</b>
<b>Funded or Part Funded Projects</b>											
<b>TOTAL Funded or Part Funded Projects</b>	<b>0.0</b>	<b>263.0</b>	<b>263.0</b>	<b>148.5</b>	<b>411.5</b>	<b>-20.1</b>	<b>251.0</b>	<b>-271.1</b>	<b>418.1</b>	<b>411.5</b>	<b>6.6</b>
<b>TOTAL CAPITAL PROGRAMMES</b>	<b>18,291.0</b>	<b>4,029.0</b>	<b>22,320.0</b>	<b>-1,844.3</b>	<b>20,475.8</b>	<b>2,273.4</b>	<b>3,393.6</b>	<b>-1,120.2</b>	<b>20,009.6</b>	<b>20,475.8</b>	<b>-466.1</b>

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