

Police and Crime Board, 1st May 2019 13:00 – 17:00

Venue: Somerset Room

Attendees:

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Director of People and Organisation Development**
- **OCC CFO**
- **OPCC CEO**
- **OPCC CFO**
- **OPCC Office and HR Manager**
- **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. Performance against Police and Crime Plan (Focus on Strategic Priority 2 – Strengthen and Improve Local Policing Teams)

- a. Assurance Report (focus on Road Safety)
- b. Performance Overview
- c. Quest – Victim Satisfaction
- d. Performance Reporting against new plan
- e. Operation Remedy Update

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

5. Key Organisational Risks and Issues

6. Finance: 2018/19 Outturn Report

7. Quarterly HR Data

8. Major Projects Update

9. Professional Standards Department:

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

10. A.O.B

11. Action Update

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

Date of the Next Meeting: 5th June 2019, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 1st May 2019

Attendees:

Sue Mountstevens, Police and Crime Commissioner
Andy Marsh, Chief Constable
Stephen Cullen, Assistant Chief Constable (part of the meeting)
John Smith, OPCC CEO
Mark Simmonds, OPCC CFO (part of the meeting)
Nick Adams, OCC CFO
Mark Milton, Director of People and Organisational Development
Angharad Morgan, PCC's Staff Officer
Karin Takel, Strategic Planning and Performance Officer
Ben Valentine, T/Governance Secretariat Manager
Alaina Davies, Resources Officer

1. Apologies

Sarah Crew, Deputy Chief Constable
Veronica Marshall, Deputy Director – Transformation & Improvement
Kate Watson, OPCC Office and HR Manager

2. PCC Update

This has been a busy month and the PCC congratulated the Constabulary on managing the demand (particularly through the Easter period). Policing of the demonstration at the Bear Pit was also managed well.

3. Minutes and Action Update

The Board agreed the minutes from the Police and Crime Board Meeting held on 3rd April 2019.

4. Performance against the Police and Crime Plan

a) Assurance Report (focus on Road Safety)

This assurance report focused on Road Safety. The PCC commented on the good quality of the detail provided in the report. The Constabulary reported that the data picture they have is better than it has ever been in this area of business but they recognise there is still more to do. The PCC has invested in road safety measures such as switching on speed cameras, vans, bikes and Community Speedwatch and Avon and Somerset has seen a bigger reduction in the number of KSIs (Killed Seriously Injured) than seen Nationally. Road Safety is an important part of the Police and Crime Plan.

Discussed partnership working and data sharing. The Constabulary confirmed that at present there are enough static speed cameras on key strategic routes in place and the use of mobile speed cameras is good.

The PCC asked what could be done to reduce the risk posed in relation to older drivers in terms of working with partners to promote education. Where there are concerns regarding the competency of a driver there are roadside tests that the police can carry out but it is recognised that these are not used enough – the Constabulary have asked the Training Department to do some work on this and the Communications Department to promote the use of these competency test where appropriate. The Constabulary will be offering Fitness to Drive assessments to drivers over 70 years old (triggered by a collision where the older driver is at fault and this is an alternative to prosecution) – this is based on the Hampshire model where they saw positive outcomes in drivers recognising issues with their driving. The PCC wants to ensure that any work to be carried out is proactive in helping older drivers whilst still being mindful of the duty of care the police have to the older drivers as well as other road users. Whilst there has been a smaller decrease in the number of collisions involving this age category (over 66 years old) it was noted that they make up a small percentage of the figures.

The Police and Crime Board discussed the use of the Road Safety Fund. The £1.4m of Road Safety reserves at the 2018/19 year-end was discussed. Plans for use of the Road Safety reserve will be shared with the PCC once drafted.

Members of the public are now able to submit Dashcam footage to the Constabulary and assessing the footage to decide if it is intelligence or for prosecution is an increasing area of work. It is thought that the common use of Dashcams is starting to affect driver behaviour positively.

The Constabulary are planning to utilise Specials to support Road safety work and involve them in areas they are interested in e.g. Operation Tonic. Training has been given, in the last 6 months, to Specials who have indicated they are interested in Road Safety work.

It was noted that through partnership working the communications around motorway closures is now much improved.

b) Performance Overview

Avon and Somerset were 17th Nationally for Public Confidence but latest figures show the force is now ranked 12th.

The number of recorded crimes in England and Wales was released last week and shows Avon and Somerset have seen a reduction of 5% - as Avon and Somerset are the only force to see a reduction it is thought the force is much further on with compliance than others. The Predictive model raised a number of cases to review and last week 10% of the cases have subsequently been recorded as crimes. Changes being implemented were highlighted. The PCC would like more assurance regarding crime recording, particularly in relation to serious crime.

The improvement in file quality was noted – failure rate of 35.2% down to 30%.

The number of outstanding warrants has reduced following the new approach whereby the warrants go into Niche and are assigned to a beat manager, meaning there is now greater ownership.

Discussed the appointment system and the impact this is having on the demand picture. There is a general view that the appointment system is working at the pilot locations and other stations have indicated they would like it. The pilot needs to be evaluated.

Allocation rates were discussed. The PCC asked to be informed of the number of calls for service which get allocated for enquiry.

BRAG was discussed at Constabulary Management Board – the use of BRAG has gone up but the Constabulary are introducing a Back to Basics type of compliance for further improvement.

5. HR Data

The PCC referred to the underspend in the 2018-19 Financial Outturn report relating to officer vacancies and sought assurance regarding timescales for recruiting the additional 100 officers in 2019-20.

The Director of People and Organisational Development reported that the Constabulary started the year (April 2019) 20 officers above establishment and at the moment the Constabulary is committed to having recruited 50 more officers by the end of March 2020 (as well as replacing officers leaving). The Constabulary will make every effort to have recruited the outstanding 30 officers by end March 2020 and it will become clearer over the next few months, with the introduction of the PCDA (Police Constable Degree Apprenticeship), whether this ambition can be realised. At the moment the Constabulary expect to have recruited enough officers that the establishment will be 170 higher by the end of March 2020 than it was at the start of April 2018.

There is more of a workforce representation challenge associated with recruiting too quickly. The Constabulary managed the recruitment challenge well over the past year but if the number of recruitment of new officers was to be much higher than being asked for now then all of the infrastructure would need to be looked at. There are 180 officers who have volunteered to tutor the new officers and the Constabulary are going to make sure as many of those as possible are active. Transferees would only account for a small number of additional officers.

6. Finance: 2018/19 Outturn Report

The PCC sought an explanation regarding the underspend reported and the subsequent £4.6m transferred to reserves which is ring-fenced for the Capital

Programme – why was there underspend due to vacancies? The Police Officer establishment was 20 above by the end of March 2019 but most of the year there were vacancies which created an underspend.

The PCC queried the budget set aside for the capital plan given the underspends reported for 2018-19 and in previous years. The programme will be reviewed by December 2019 so costs and timeframes will be looked at. Need to be aware that ESN is coming – this has an uncertain timeframe, is out of the control of the force as it is a national project and will cost the force between £10-12m. The OPCC CFO confirmed that in relation to Estates projects the force borrow against these long life assets as per the policy.

The PCC was assured that Avon and Somerset is not in the top quartile for precept increase and that the force is not an outlier with the amount of reserves held.

It was noted that the Occupational Health plans with a partner agency were not agreed which is why the saving were not achieved in 2018-19. The Budget for Occupational Health was based on the expected savings but this has been adjusted going forward.

The cost of police medical appeals brought by the Police Federation was discussed.

In light of the debt write off reported due to overpayments of salary the PCC sought assurance of the process for identifying overpayment issues and recouping the money.

The PCC asked the Constabulary to confirm what the overspend on the forensics costs related to.

The Overtime Liability reserve was discussed – other forces have adopted an automated system whereby TOIL not taken within 30 days is paid. If Avon and Somerset decided to adopt a similar approach this reserve would be needed to cover TOIL that has been saved up.

The PCC wants to see overtime costs reducing as the vacancies fill so better management of overtime is required.

The cost of transformation is going to move to core funding from 2019-20.

7. Major Projects

Highlight Report

No decisions to be made this month but a number of decisions are coming up. Plans for the disposal of Taunton are ongoing. The roll-out of mobile phones is now complete and the roll-out of laptops is almost complete.

The Constabulary are working on getting a stronger grip on the financial controls of projects - regularly looking at spend against the original agreement

and what has been spent versus what is still to be done. The Finance Department to provide more support to project leads.

A decision regarding Body Worn Video (BWV) cameras will be coming up. The Chief Constable gave a steer that it will be important to look at the DEMS (Digital Evidence Management System) behind the cameras and not just the kit.

The Constabulary are now better sighted on national programmes.

Need to be thinking in good time about replacing the ERP system with a new one or a different option to ERP. SAP (the current ERP system) will continue from April 2019 for 3 years. Report to Police and Crime Board in 3 months on how the planning is going.

Tri-Force return of staff went well and the PCC has requested an update on the use of staff internally and assurance that where they have been deployed to other forces this has been properly recorded and agreed.

Provision of Secondary Communications Centre (disaster recovery)

The Constabulary presented the need for the provision of a secondary communications centre – this is currently Taunton Police station which is being disposed of. After considering many options, including partnership, the recommended proposal put forward was to make this provision at Bridgwater Police Centre. This was agreed by the Police and Crime Board as the best and most cost effective option.

8. Performance against the Police and Crime Plan

c) Operation Remedy Update

Operation Remedy has been active for 1 month. Staff feedback has been excellent. Op Remedy has worked in every Local Authority area so far. Op Remedy has carried out 11 positive warrants, 17 Section 18 and 32 search, 40 people have been arrested, 107 pieces of intelligence received and 37 stop and searches carried out. The team has been visible and has seized weapons, cash and stolen items. 40 positive outcomes for dwelling burglaries through working with CSI.

The Constabulary are currently working on utilising Qlik sense to capture the data from Op Remedy. Recording is on Niche and also recording on an excel spreadsheet is done at the end of a shift. There will be additional communications support over the next couple of weeks to ensure the positive news is in the media.

Issues highlighted include the need for more investigators, investigative training for uniformed officers and ensuring that performance elsewhere in the organisation does not suffer following abstractions.

An update was given on the number of officers currently working on Op Remedy and timescales for further recruitment. There will be a 3 month rotation of new officers starting in July to give them experience.

The PCC queried the use of Specials – they need to be able to independently patrol and not all of them can do this so not a huge number coming forward.

Opportunities to allow the Police and Crime Panel to observe the work of Op Remedy were discussed – the Constabulary will work with the PCC to make sure that this is appropriate. The Constabulary will report to the PCC every 2 weeks on progress.

d) Quest – Victim Satisfaction

This is business as usual now and looked at as part of the Investigative Standards Group and the group that looks at VCOP referrals.

e) Performance Reporting Against New Plan

Discussed the recommendations for reporting against the new plan and agreed option 1 to continue with the current process (accepting the revision to the logic of assigning grading). Tolerances to measure performance against were discussed and the OPCC will work with the Constabulary to agree these – this will help with the work on the Strategic Framework.

9. Chief Constable's Update

The Chief Constable raised the following:

- Concern that the Constabulary should meet the target number of additional Police Officer recruits by the end of March 2020.
- Community confidence is important and working with stakeholders.

10. Key Organisational Risks and Issues

Changes in funding and financial position highlighted. Challenge to make the best use of additional funding and being able to clearly show the benefit different funding streams have had.

11. HR – PCDA (Police Constable Degree Apprenticeship) Update

The first intake of 30 for Police Constable Degree Apprenticeship (PCDA) starts in 2 weeks and it is planned that the following intakes will be 50. The plan for the first year of the degree was presented. The PCC was informed that the abstraction rate for classroom time for year 2 is 23% and 29% for year 3. They will be required to undertake various attachments such as DIT, Neighbourhoods Policing and Road Safety. Need to keep the PCC informed regarding plans for their community engagement training.

12. Professional Standards Department

a) Quarterly Performance Information

It was confirmed that 8% of all complaints are incivility related which is a positive trajectory. Avon and Somerset remain the best performing force in terms of timeliness of investigation – largely as a result of the use of Body Worn Video (BWV) cameras. The use of BWV will be flagged to supervisors on Qlik so that they can challenge any non-use.

b) IOPC Independent Investigations Update

It was reported that there are currently 9 live IOPC cases (2 of these cases relate to one incident). 7 cases were finalised in the last couple of weeks with no conduct issues or formal recommendations, just some organisational learning. The PCC was assured that Avon and Somerset are not an outlier with the number of live IOPC cases. It was noted that IOPC turnaround time is now much improved.

13. A.O.B

N/A

14. Action Update

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

- Unfunded Posts – the PCC was given examples of the reasons for unfunded posts e.g. timing between new person to post needing training before the original post holder has left the organisation. The PCC sought assurance on the monitoring of this and the OCC CFO confirmed that he would receive quarterly reports on unfunded posts to discuss with the Director of People and Organisational Development. The OPCC CFO will be kept updated regarding this.
- Gender Pay Gap – the Director of People and Organisational Development was asked to give a breakdown of the bonuses paid in 2018 because of the median difference between the amounts paid to women and men. Small number of people were paid bonuses. The police officer bonuses were often paid to roles which tend to be occupied by men.

15. Publication

The following items were agreed for publication:

- 3rd April 2019 Police and Crime Board Agenda
- 3rd April 2019 Police and Crime Board Minutes

Actions List:

See Exempt Actions List

Date of the Next Meeting: 5th June 2019

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MEETING: Police and Crime Board	DATE: 1 st May 2019	AGENDA NO: 6
DEPARTMENT: Finance and Business Services	AUTHOR: Claire Hargreaves / Chloe Cornock	COG Sponsor: Nick Adams
NAME OF PAPER: 2018/19 Revenue and Capital Financial Performance Report	PURPOSE OF THE PAPER: Information	OPEN SESSION

1. PURPOSE OF REPORT AND BACKGROUND

The purpose of this report is to provide the revenue budget and capital programme outturn results for 2018/19. The attached Appendices A and B includes details of the outturn revenue position as at 31st March 2019, Appendix C includes information about our reserves and provisions and Appendix D provides the outturn position on our capital programme.

2. EXECUTIVE SUMMARY

Once year-end adjustments have been made we have achieved a **break-even position during 2018/19**. The underlying performance for the revenue budget pre year-end adjustments was an **underspend of £11.4m/4.0%**, of which £10.9m (3.9%) relates to performance against Constabulary managed budgets and £0.5m (12.7%) against PCC managed budgets. From this underspend we have provided for £3.3m in relation to our possible liabilities for insurance, legal claims, redundancy and outstanding contractual liabilities. We have also approved carry forward requests totalling £1.3m. The remaining underspend **£6.9m/2.4%** has been transferred to earmarked reserves to support our 19/20 Change Programme (£2.5m) with the balance (£4.6m) ring-fenced to support our future Capital Programme.

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 £7.3m/5.4%, but officer overtime overspent by £2.1m/62.2% - creating a **combined underspend of £5.1m on police officers**. The underspend on police officer pay is broadly as estimated at Q3, which reflects the significant number of vacancies across the Constabulary during the year. Recruitment continues to reduce this gap, and deliver on our planned uplift of 100 additional officers over the course of 19/20.

Police officer pay underspends are predominantly focussed in Patrol (£3m/6.1%), Investigations (£1.9/8.5%), Central Officer & Staff Allowances (£1.6m/72.5%) and Student Officer costs (£0.6m/21.8%). As is logical, overspend on overtime is high in Patrol and Investigations as a result of vacancies. It is also worthy of note that the overtime overspend in operations includes £1.3m relating to events in Salisbury, the badger cull and policing football which are offset by an overachievement in income received. Tri-force is an area where overspend on overtime is not offset by underspend on police officer pay & allowances.

- Staff pay and allowances are underspent by £5m/6.6%. Staff overtime is overspent by £0.3m/31.9% - creating a **combined underspend of £4.6m/6.1% on staff**. Staff pay underspends are the same as forecast at Q3.

Staff pay includes a number of underspending areas, the most significant of which are Criminal Justice (£755k/8.15%), Intel & Tasking (£595k/9.9%), Victims & Safeguarding (£281k/7.93%), Detainee Investigation Support (£261k/9.2%), Services Hub (£254k/7.7%), HR (£368k/9.9%), Transformation (£267k/26.3%), Strategic Projects (£244k/16.1%), Officer & Staff Allowances (£1,657k).

OFFICIAL

- PCSO pay and allowances are underspent by £1m/8.5% across our Neighbourhood Policing Areas due to consistent vacancies throughout the year. Planned recruitment is closely these vacancies;
- Pensions are underspent (£0.6m/7.7%). This relates to injury pensions. We budget for 12 payments for qualifying injury pensions and only agreed 9 in the 18/19 financial year (£0.3m). The remainder relates to basic injury pensions;
- Communications and Computing Costs have overspent by £1.6m/13%, this is predominantly within our IT Directorate and relates to the extension of SAP and novating contracts from South West one;
- Other Supplies and Services costs underspent by (£1m), however this includes the original budget we had added to pay for MFSS. Once adjustments for provisions have been made this moves to a £2m overspend;
- Capital Financing costs are underspent by (£1m/8.8%). This is as a result of how we account for the PFI properties and less interest on borrowings paid;
- Delivery of savings slipped during the year, recognising the time taken to achieve the savings and the revisions to plans required as a consequence of the decision not to join MFSS;
- Income over achievement relates to the additional income received for special operations as highlighted in the overtime commentary.

The capital programme incurred £11.7m (47.6% of plan) expenditure this financial year. Of the underspend, £4.0m is being carried forward in support projects which have already commenced, leaving an underspend of £8.8m released at the end of the year. We plan to review and represent our capital plan as part of our 19/20 Q1 reporting.

3. PART ONE – 18/19 REVENUE BUDGET PERFORMANCE

A **breakeven position** has been recorded at the end of the 18/19 financial year, with an underspend of (£11.4/4.0%) recorded before carry forward, provisions and final reserve adjustments were made.

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Employee Costs	224,929	235,797	(10,868)	(4.6%)
Non-Employee Costs	77,410	67,780	9,630	14.2%
Savings Target	0	(2,974)	2,974	(100.0%)
Income	(22,627)	(20,880)	(1,747)	8.4%
CONSTABULARY SUB-TOTAL	279,712	279,723	(11)	(0.0%)
Miscellaneous & Grants	14	(33)	47	
CONSTABULARY TOTAL	279,726	279,690	36	(0.0%)
OPCC	1,392	1,428	(36)	(2.5%)
Commissioning	3,368	3,368	0	0.0%
TOTAL	284,486	284,486	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

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Neighbourhood Policing	27,133	27,362	(229)	(0.8%)
Road Safety	98	175	(77)	(44.2%)
Offender Management	4,836	4,864	(28)	(0.6%)
Victims and Safeguarding	3,820	4,055	(235)	(5.8%)
NEIGHBOURHOOD & PARTNERSHIP	35,887	36,456	(569)	(1.6%)

In 18/19 we have underspend by £0.6m/(1.6%) 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 £0.2m/0.8% is reported. This is largely a consequence of underspends on PCSO pay and allowances, partially offset by overspends on Police Officers & Police Staff pay and transport costs.
- **Victims and Safeguarding** – an underspend of £0.2m/5.8% largely reflecting staff vacancies offset by officer pay overspends.

RESPONSE

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Command and Control	17,548	17,657	(108)	(0.6%)
Patrol	46,746	49,520	(2,774)	(5.6%)
Detainee Investigation Support	5,876	6,281	(405)	(6.4%)
RESPONSE	70,170	73,457	(3,287)	(4.5%)

In 18/19 there is an underspend of £3.3m/4.5% against the Response budget. Highlights from this area of the budget include:

- **Command & Control** – an underspend of £0.1m/0.6% due to vacant roles.
- **Patrol** – an underspend of £2.8m/5.6% is due to officer vacancies throughout the year as well as a lower standard unit charge than budgeted as many officers joining are probationers. This underspend is offset by overspends on overtime as a result of vacancies;
- **Detainee Investigations** - an underspend of £0.4m/6.4% is reported. This is as a result of both Police officer and Police Staff vacancies.

OPERATIONAL SUPPORT

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Criminal Justice	11,820	12,042	(223)	(1.8%)
Operations	7,136	7,206	(70)	(1.0%)
Operations Major Incidents	25	194	(169)	(87.3%)
Intelligence and Tasking	11,902	12,359	(457)	(3.7%)
OPERATIONAL SUPPORT	30,882	31,801	(919)	(2.9%)

In 18/19 we have underspent by £0.9m/2.9% against our Operational Support budgets.

Highlights from this area of the budget include:

- **Criminal Justice** – an underspend of £0.2m/1.8% mainly reflects the level of vacancies through the year.
- **Intelligence & Tasking** – an underspend of £0.5m/4.1% is reported. This is mainly due to an underspend on staff vacancies.

INVESTIGATIONS

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Investigation	23,570	24,856	(1,285)	(5.2%)
Investigation Major Incidents	1,115	855	259	30.3%
INVESTIGATION	24,685	25,711	(1,026)	(4.0%)

In 18/19 we have underspent by £1.0m/4.0% against our Investigations budgets; this is approximately in line with the Q3 forecast. This is due to the level of officer vacancies across Investigations. The vacancy level is reducing but a number still remain.

COLLABORATION

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Triforce Specialist Operations	11,566	11,713	(148)	(1.3%)
Scientific Investigations	6,573	6,720	(146)	(2.2%)
Major Crime Investigations	3,015	4,781	(176)	(3.7%)
South West ROCU	3,015	3,015	0	0.0%
Special Branch	950	1,040	(90)	(8.7%)
Black Rock	758	788	(30)	(3.8%)

OFFICIAL

Counter Terrorism Specialist Firearms	564	815	(251)	(30.8%)
Tri Force ACC	98	84	15	17.7%
COLLABORATION	28,129	28,956	(827)	(2.9%)

In 18/19 we have underspent by £0.8m/2.9% against our Collaboration budgets.

Highlights from this area of the budget include:

- **Major Crime Investigation** – an underspend of £0.2m/3.7%. This is the result of police officer and staff vacancies within the unit;
- **Counter Terrorism Specialist Firearms** –The year-end position is underspent by £0.3m/30.8% due to significant vacancies in the team.

INFORMATION TECHNOLOGY DIRECTORATE

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Technology Services	16,598	15,026	1,573	10.5%
SWOne Unitary Charge	1,683	1,660	23	1.4%
INFORMATION TECHNOLOGY DIRECTORATE	18,281	16,686	1,595	9.6%

In 18/19 there is an over spend of £1.6m/9.6% in the Information Technology Directorate. However if the costs associated with the extension of our SAP system are excluded then the revised performance is an under spend is approximately £0.9m. The underspend is as a result of savings in the mobile telephony and technology support costs budget.

FINANCE AND BUSINESS SERVICES DIRECTORATE

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Chief Officer Group	1,851	1,778	74	4.1%
Stores, Facilities & Evidential Property	3,271	3,753	(482)	(12.8%)
Transport Services	4,278	4,510	(233)	(5.2%)
Services Hub	3,878	4,193	(316)	(7.5%)
Finance Department	1,633	1,527	106	6.9%
Strategic Procurement Services	406	507	(100)	(19.8%)
Estates	12,068	11,665	403	3.5%
Corporate Information Management	362	264	98	37.2%
FINANCE & BUSINESS SERVICES DIRECTORATE	27,748	28,198	(450)	(1.6%)

In 18/19 there is an under spend of £0.5m/1.6% in this area. Highlights from this area of the budget include:

- **Stores, Facilities & Evidential Property** – there is a significant variation to Q3 forecast due to

OFFICIAL

continued vacancies in the facilities department and savings achieved from a new managed print services contract which were not previously anticipated.

- **Transport Services** – an underspend is reported which relates to the funding of own vehicle damage repair works against our insurance provision.
- **Services Hub** - The Service Hub has seen a reduction in the under spend from Q3 forecast and the outturn position. This is largely due to payroll corrections and recruitment of new staff in the last quarter. The majority of the under spend reported at Q3 was against the pay budget and this has continued. A saving has been achieved against the stationery budget.
- **Estates** – the overspend in this category relates to increases in utilities costs, high professional fees, an unbudgeted early retirement cost.

PEOPLE AND ORGANISATIONAL DEVELOPMENT DIRECTORATE

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Human Resources	4,532	4,669	(137)	(2.9%)
Staff Associations	769	679	90	13.3%
Learning	4,744	4,767	(22)	(0.5%)
Legal Services	318	856	(538)	(62.9%)
Occupational Health	880	690	190	27.5%
Health & Safety	99	91	8	9.2%
PEOPLE & ORG DEVELOPMENT DIRECTORATE	11,343	11,752	(409)	(3.5%)

In 18/19 there is an underspend of £0.4m/3.5% in this area. Highlights from this area of the budget include:

- **Human Resources** – an underspend of £0.1m due to vacancies in the team through the year offset by an overspend on the cost of outsourcing SEARCH assessment reports.
- **Legal Services** – the outturn underspend of £0.5m is mainly as a result of the release of our legal provision relating to settled cases, where the value of the settlement has been less than was originally provisioned for.
- **Occupational Health** – some anticipated savings were not achieved. The resulting overspend is due to extra employees recruited and an increase in SMP time as a result of an increased number of medical appeals.

TRANSFORMATION AND IMPROVEMENT DIRECTORATE

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Transformation	807	1,037	(230)	(22.1%)
Improvement	1,974	2,121	(147)	(7.0%)
Force Crime & Incident Registrar	246	226	20	8.9%

OFFICIAL

Strategic Projects	2,190	2,881	(690)	(24.0%)
Corporate Communications	828	869	(41)	(4.8%)
Professional Standards Department	1,886	1,760	125	7.1%
TRANSFORMATION & IMPROVEMENT DIRECTORATE	7,931	8,894	(963)	(10.8%)

In 18/19 we have underspent by £0.96m/10.8% in this area. Highlights from this area of the budget include:

- Transformation – the underspend on this cost centre is mainly due to vacancies in the team
- Improvement - underspend mainly due to vacancies not filled during the year.
- Strategic Projects – savings have been made from the contingency budget and also on regional collaboration projects. In addition there is approximately £0.2m saving from vacancies not filled.

CENTRAL COSTS

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
Pensions	9,922	10,489	(566)	(5.4%)
Officer & Staff Allowances	1,135	4,614	(3,480)	(75.4%)
Central Costs	11,365	2,706	8,659	320.0%
Central Savings	0	(2,851)	2,851	(100.0%)
Student Officers	2,235	2,855	(620)	(21.7%)
CENTRAL COSTS	24,657	17,812	6,844	38.4%

In 18/19 we have overspent by £6.8m/38.4% in this area, however this is after we have completed all year-end accounting to take underspend to earmarked reserves. Highlights from this area of the budget include:-

- **Officer and Staff Allowances** – an underspend of (£3.5m/75.4%) is reported. This is made up of:
 - (£1.3m) which is a 1% saving on the Sept 18 pay award. We budgeted on the assumption that the pay award would be 3% in Sept 18 (being a 2% pay rise plus the 1% bonus from Sept 17 being made permanent), however the actual agreed pay increase was 2%.
 - (£1.2m) relates to accruals we did for the pay award for staff and PCSOs at the end of the 17/18 financial year. This adjustment was made because at the end of 17/18 no payment had yet been made to staff in relation to the pay award due Sept 17. This was resolved in July 2018. The cost of the back pay is shown in the departments.
 - (£0.7m) is a centrally calculated budget estimating the NI and pension contributions due on overtime and allowances claims. This budget would be used to top up budgets under pressure as a result of these costs however the level of vacancies has meant it was not required to be allocated out.
- **Central Costs** – There is a significant overspend of £8.6m/320.0% reported. This consists of:
 - +£1.1m net impact provision for outstanding MFSS liabilities;
 - +£1.7m increase in insurance provision;
 - -£1m saving on interest payable and overachievement of interest from investments.

- +£6.8m transferred to earmarked reserve to support our 19/20 change programme and future capital funding 19/20.

MISCELLANEOUS, GRANTS AND SECONDEES

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
MISCELLANEOUS	(0)	(33)	33	(100.0%)
GRANTS	(0)	0	(0)	
SECONDEES	14	0	14	

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

	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,392	1,428	(36)	(2.5%)
COMMISSIONING COSTS	3,368	3,368	0	0.0%

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

YEAR-END ADJUSTMENTS – PROVISIONS AND RESERVES

The table below shows how the £11.4m/4% underspend has been accounted for:

	£000
Devolved Carry Forwards	1,303
Provisions for Legal, Insurance & Redundancy	3,260
Funding the 19/20 Change Programme	2,276
Funding for the Capital Programme	4,588
TOTAL	11,427

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 reviewed these provisions, the significant provision movements are explained by:-

- £0.4m net uplift to our insurance provision (after utilising £1.2m funds in year to pay out against claims, we re-provisioned a further £1.6m for new claims);
- £0.5m decrease on Legal Services provision to reflect the settling of some historic claims.
- £1.8m decrease in the Retirements and Redundancies Provision as most of the anticipated costs associated with the Enabling Services Review are now complete;
- £2.0m new provision for outstanding contractual settlement costs which are still to be confirmed.

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

OFFICIAL

	31/03/2019	31/03/2018
	£'000	£'000
Insurance Provision	11,513	11,101
Legal Services Provision	202	707
Ill-health Retirements & Redundancies Provision	227	2,025
Overtime Provision	2,969	2,969
Pensions – Employment Support Allowance Provision	0	118
Outstanding contractual settlements Provision	2,000	0
TOTAL	16,911	16,921

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

	31/03/2019	31/03/2018
	£'000	£'000
Earmarked revenue reserves - discretionary	6,399	6,535
Earmarked revenue reserves – non-discretionary	6,882	8,035
Earmarked revenue reserves – capital and PFI	12,610	10,755
Capital receipts reserve	3,528	256
General Fund	10,000	10,400
TOTAL USEABLE RESERVES	39,419	35,980

Our useable reserve levels have increased by £3.4m/9.6% over the course of the year. The following points of note are highlighted:-

- Our discretionary reserve levels have decreased by £0.1m reflecting the net effect of a reduction in the Transformation reserve (£0.5m), a reduction in the Buildings and Sustainability reserve (£0.3m) and an increase in the Carry Forward reserve (£0.7m).
- Our non-discretionary reserves have decreased by £1.2m, which is a result of reductions in several reserves including SW ROCU (£0.4m), Road Safety (£0.3m), Proceeds of crime (£0.2m) and others
- Our capital and PFI reserves have increased by £1.8m, which mainly represents the revenue contribution of £4.6m and other increases (£0.8m) net of use of these reserves in the year of £3.6m.
- Our capital receipts reserve has increased by £3.2m reflecting property sales through the year, and the reversal of use of capital receipts in 17/18 for abortive costs which have now been written off to revenue.
- The general fund has reduced by £0.4m, following recent review.

DEBT MANAGEMENT

During 18/19 there have been 15 debt write-offs which totalled £1,721.56, of these 4 were due to overpayment of salaries (£604.71) and 11 relating to supplier invoices (£1,116.85) of which 2 were invoices written off due to the age of the debt and the others were minor amounts due to rounding differences.

The debt provision for 18/19 is £308,565 (17/18 £439,874) which is a decrease from 17/18 by £131,309.

4. PART TWO – 18/19 CAPITAL BUDGET PERFORMANCE

In January 2018 the anticipated new capital plan for 18/19 totalled £20.1m with the addition of carry forwards of capital schemes in progress amounting to £3.6m at the end of 17/18. The capital plan has since been reviewed and schemes have been added, removed or profiled into future years as necessary. Further details of the capital funding are shown later in the report. These adjustments show a revised capital plan for Avon and Somerset of £24.5m for 18/19.

The table below summarises this movement:

18/19 Capital Plan	18/19 Plan	C/Fwd from 17/18	Total Plan	Adjustments	Total Revised Plan
	£'000	£'000	£'000	£'000	£'000
Rolling replacement and renewal	6,102	472	6,574	501	7,075
Other Projects	350	270	620	0	620
Service design and development Prog	3,089	632	3,721	-1,301	2,420
Digital Prog	2,462	1,086	3,548	1,549	5,097
Infrastructure Prog	5,525	249	5,774	41	5,815
TOTAL Avon and Somerset Schemes	17,528	2,709	20,237	790	21,027
Memorandum Items	2,608	893	3,501	34	3,535
TOTAL	20,136	3,602	23,738	824	24,562

18/19 CAPITAL PROGRAMME OUTTURN

18/19 Capital Outturn	TOTAL Plan	Actual Outturn		C/Fwd to 19/20	Over / (Under)	
	£'000	£'000	% of Plan	£'000	£'000	%
Rolling replacement and renewal	7,075	3,580	50.6%	1,078	(2,417)	(34.2%)
Other Projects	620	208	33.5%	94	(318)	(51.3%)
Service design and development Prog	2,420	1,335	55.2%	38	(1,047)	(43.3%)
Digital Prog	5,097	2,047	40.2%	1,769	(1,281)	(25.1%)
Infrastructure Prog	5,815	1,365	23.5%	787	(3,663)	(63.0%)
TOTAL Avon and Somerset Schemes	21,027	8,535	40.6%	3,766	(8,726)	(41.5%)
Memorandum Items	3,535	3,159	89.4%	263	(113)	(3.2%)
TOTAL	24,562	11,694	47.6%	4,029	(8,839)	(36.0%)

At the end of 18/19 £11.7m (47.6%) of the capital programme had been spent, with a further £4.0m carried forward from plan in support of commitments to projects already underway and at various stages of completion at the end of the year. Further details of which are included within Appendix D.

Where the projects have not started or not due to start during 18/19, these schemes have been re-profiled to the new 5 year capital plan for 19/20.

The 19/20 Capital Programme, including the 18/19 carry forwards, will be re-presented in the Q1 Outturn Report.

ROLLING REPLACEMENT AND RENEWAL

At the end of 18/19 £3.6m (50.6%) of the plan had been consumed during the year, with a further £1.1m carried forward. The key highlights from this element of the capital plan are:-

- ICT Replacement – £0.9m was spent on projects including the move of our data centre, infrastructure refresh, network security and storage and back-up work;
- Estates Replacement – £0.7m was spent on projects including the replacement generator at HQ, as well as upgrades to our central heating, electrical systems and security systems. £0.4m is being carried forward in support of the generator project;
- Fleet Replacement – £1.8m was spent on fleet replacement plans, with a further £0.7m of confirmed orders placed for delivery in 19/20 and therefore subject to a carry forward. A small spend on telematics was also incurred, and the contingency budget has been released;
- Capital Equipment Replacement – £1.5m was spent on capital equipment renewal, including £0.09m on replacement ANPR equipment and infrastructure, and the remainder on Tasers and digital forensic workstations.

OTHER PROJECTS

At the end of 18/19 £0.2m (33.5%) of the plan had been consumed. The key highlight from this element of the capital plan are:-

- Voice and Data Communications – £0.1m was spent in year, with a further £0.04m carried forward to into 19/20 to complete the project.

SERVICE REDESIGN AND DEVELOPMENT

At the end of 18/19 £1.3m (55.2%) of the plan had been consumed. The key highlights from this element of the capital plan are:-

- WAN Project - £0.5m, representing substantially all of the plan, was spent by the end of the year to help us realise recurring revenue savings which have been factored into our MTFP;
- Southwest One Exit - £0.8m was spent on procuring the hardware and infrastructure which supports our SAP ERP system.

The funding which had been set aside here to support our on-boarding to the Multi-Force Shared Service (MFSS) has now been released following our decision not to progress joining this partnership.

DIGITAL PROGRAMME

Expenditure in 18/19 was £2.0m (40.2% of the plan), with a further £1.8m being carried forward in support of commitments already made to in-flight projects. The key highlights from this element of the capital plan are as follows:-

- National Systems – very little has been incurred in support of national systems, reflecting the delays to many of these projects (e.g. ESN, National ANPR etc...). The underspend here is substantially released, with new profiles of spend established in our forward capital plan;
- Digital Mobilisation – £1.7m was spent during 18/19, supporting further Wi-Fi capability, the purchase of more laptops and mobile devices, the development of our mobile platform and

work on our Windows 10 and SC suite capabilities. £1.7m is being carried forward in support of further commitments, particularly in relation to desktop and laptop replacement;

- Digital Evidence – £0.3m was spent during 18/19, predominantly on the purchase of additional body worn video cameras for deployment to frontline officers and specials. A small carry forward of £0.1m has been identified in support of the development of our evidence management system and interface of this to our record management system.

INFRASTRUCTURE PROGRAMME

Expenditure in 18/19 was £1.4m (23.5% of the plan), with a further £0.8m being carried forward in support of commitments made for in-flight projects. The key highlights of this programme include:-

- HQ Security and Traffic Management - £0.2m was spent during the year on the changes to the HQ security and traffic management arrangements which were implemented in support of our wider enabling services restructures;
- Somerset East – Small feasibility costs were incurred during the year as we developed our plans for the re-development of our existing site in Yeovil. £0.1m is being carried forward in support of commitments made here, with the project re-profiled in the capital programme to reflect anticipated timescales for delivery;
- Mid-Somerset – Small costs have been incurred in advancing our new response base in Shepton Mallet, with the bulk of expenditure towards the delivery of this project expected to be incurred in the first half of 19/20;
- Bristol - £0.4m was spent on two sites in Bristol;
 - Our new Southmead police station located on the Southmead Hospital site – we expect to be granted access to complete our fit out works early in 19/20, and a carry forward of £0.3m reflects the commitments made here;
 - The re-development of our existing Kenneth Steel House site to create a key response hub for Bristol – we expect this project to continue throughout 19/20, and a carry forward of £0.26m reflects the commitments made here;
- Somerset West - £0.6m has been spent on provisioning our new Taunton police station, a colocation with the local council at Deane House. A carry forward of £0.1m in relation to this site has been made to reflect the further commitments made to complete this project.

FUNDED OR PART FUNDED SCHEMES (Memorandum Items)

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. During the year £3.2m was spent on these projects, with key highlights including:-

- Office for Data Analytics - £1.9m of transformation funding was spent on this collaborative project to develop data sharing and analytical capabilities with partners. 18/19 was the last year of this funding, and this project is now being assimilated into the constabulary to provide a platform upon which we can continue to develop our partnership working;
- CTSFO Estates - £0.6m has been spent on developing our estate to enable us to accommodate the uplift in Counter Terrorism Specialist Firearms Officers (CTSFO) for which additional grant funding has been provided. This scheme is funded through contributions from our partner collaboration;
- Speed Enforcement Unit - £0.3m has been spent on provisioning the new accommodation for our speed enforcement unit, utilising funding from our road safety reserve. This project ensures that valuable space at Kenneth Steele House has been freed up, and that the speed

enforcement unit have a dedicated space the costs and upkeep of which can be managed against the income into this unit;

- Collaborative fleet - £0.2m has been spent securing replacement fleet for both the South West Counter Terrorism Intelligence Unit, and the South West Regional Organised Crime Unit, both of which are hosted by Avon and Somerset. As these are fleet in support of collaborations, for which different funding streams exist, they are managed separately to the Avon and Somerset core fleet.

CAPITAL FUNDING

We have utilised a number of sources of funding in order to support the expenditure incurred during 2018/19 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 19/20
	£'000	£'000	£'000
General purpose capital grant	1,005	1,005	-
Specific purpose capital grant	2,591	1,974	616
Direct revenue contributions	2,155	2,155	-
Capital contributions from partners	196	196	-
Borrowings	2,500	2,048	452
Earmarked capital reserves	519	326	193
General capital reserves	5,706	3,981	1,725
Capital receipts	2,713	-	2,713
TOTAL Funding	17,385	11,685	5,700
Movement in Creditors		9	
TOTAL Capital Programme	17,385	11,694	5,700

New borrowings of £2.5m were taken out during 18/18, with the majority of this applied to capital expenditure incurred during the year. The small residual borrowing will be carried forward to be used to fund projects in future years.

5. EQUALITY ANALYSIS

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

6. SUSTAINABILITY

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

7. CONCLUSIONS AND RECOMMENDATIONS

Our revenue performance is much as we have been forecasting in our financial performance reporting throughout the year. The underspends on pay are well understood, with advanced recruitment plans beginning to close this gap and support the uplift of an additional 100 officers throughout the course of 19/20.

As our vacancy position reduces it will become increasingly important that departments are reducing their expenditure on overtime to ensure that this is managed within budget; 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 PCB are invited to review and discuss this financial performance report.

OFFICIAL

ANNEX A - Subjective Structure 2018/19 Revenue Outturn	Underlying outturn	Provisions	Carry Forwards	Reserves	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Police Officer pay and allowances	128,242	0	0	0	128,242	135,518	(7,275)	(5.4%)
Police Officer Overtime	5,593	0	0	0	5,593	3,448	2,145	62.2%
Police Staff pay and allowances	70,540	0	0	0	70,540	75,504	(4,964)	(6.6%)
Police Staff Overtime	1,335	0	0	0	1,335	1,012	323	31.9%
PCSO pay and allowances	10,414	0	0	0	10,414	11,387	(973)	(8.5%)
PCSO Overtime	25	0	0	0	25	3	22	653.6%
Indirect Employee Expenses	1,562	77	0	0	1,639	1,221	418	34.2%
Pensions	7,110	32	0	0	7,142	7,704	(562)	(7.3%)
EMPLOYEE COSTS	224,820	109	0	0	224,929	235,797	(10,868)	(4.6%)
PREMISES COSTS	12,717	0	0	0	12,717	12,624	93	0.7%
TRANSPORT COSTS	5,090	0	0	0	5,090	4,934	156	3.2%
S&S - COMMUNICATIONS AND COMPUTING COSTS	14,163	201	0	0	14,364	12,535	1,829	14.6%
S&S - FORENSICS COSTS	90	0	0	0	90	46	44	94.7%
S&S - OTHER COSTS	13,715	2,950	0	0	16,664	14,696	1,969	13.4%
PARTNERSHIP COSTS (3RD PARTY PAYMENTS)	13,696	0	0	0	13,696	14,395	(698)	(4.9%)
TRANSFERS TO/(FROM) RESERVES	(3,618)	0	797	6,864	4,043	(3,232)	7,275	(225.1%)
CAPITAL FINANCING COSTS	10,746	0	0	0	10,746	11,781	(1,035)	(8.8%)
OUTSTANDING SAVINGS TARGET	0	0	0	0	0	(2,974)	2,974	(100.0%)
TOTAL CONSTABULARY EXPENDITURE	291,418	3,260	797	6,864	302,339	300,602	1,737	0.6%
INCOME - SPECIAL GRANTS	(6,661)	0	0	0	(6,661)	(7,523)	861	(11.4%)
INCOME - OTHER	(15,966)	0	0	0	(15,966)	(13,357)	(2,609)	19.5%
TOTAL CONSTABULARY INCOME	(22,627)	0	0	0	(22,627)	(20,880)	(1,748)	8.4%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	268,791	3,260	797	6,864	279,712	279,723	(11)	(0.0%)
MISCELLANEOUS	0	0	0	0	0	(33)	33	(100.0%)
GRANTS	(0)	0	0	0	(0)	0	(0)	
SECONDEES	14	0	0	0	14	0	14	
TOTAL CONSTABULARY	268,804	3,260	797	6,864	279,726	279,690	36	0.0%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,367	0	25	0	1,392	1,428	(36)	(2.5%)
COMMISSIONING COSTS	2,887	0	481	0	3,368	3,368	0	0.0%
TOTAL OPCC AND COMMISSIONING	4,254	0	506	0	4,760	4,796	(36)	(0.7%)
TOTAL REVENUE EXPENDITURE	273,058	3,260	1,303	6,864	284,486	284,486	(0)	(0.0%)

OFFICIAL

ANNEX B - Mgt Structure 2018/19 Revenue Outturn	YTD Actual							
	Underlying outturn	Provisions	Carry Forwards	Y/e Reserve Transfer	18/19 Outturn	18/19 Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Neighbourhood Policing	27,084	0	49	0	27,133	27,362	(229)	(0.8%)
Road Safety	98	0	0	0	98	175	(77)	(44.2%)
Offender Management	4,836	0	0	0	4,836	4,864	(28)	(0.6%)
Victims and Safeguarding	3,820	0	0	0	3,820	4,055	(235)	(5.8%)
NEIGHBOURHOOD & PARTNERSHIP	35,838	0	49	0	35,887	36,456	(569)	(1.6%)
Command and Control	17,535	0	13	0	17,548	17,657	(108)	(0.6%)
Patrol	46,726	0	20	0	46,746	49,520	(2,774)	(5.6%)
Detainee Investigation Support	5,876	0	0	0	5,876	6,281	(405)	(6.4%)
RESPONSE	70,137	0	33	0	70,170	73,457	(3,287)	(4.5%)
Criminal Justice	11,765	0	55	0	11,820	12,042	(223)	(1.8%)
Operations	7,103	0	33	0	7,136	7,206	(70)	(1.0%)
Operations Major Incidents	25	0	0	0	25	194	(169)	(87.3%)
Intelligence and Tasking	11,877	0	24	0	11,902	12,359	(457)	(3.7%)
OPERATIONAL SUPPORT	30,770	0	112	0	30,882	31,801	(919)	(2.9%)
Investigation	23,535	0	35	0	23,570	24,856	(1,285)	(5.2%)
Investigation Major Incidents	1,036	0	79	0	1,115	855	259	30.3%
INVESTIGATION	24,571	0	114	0	24,685	25,711	(1,026)	(4.0%)
Triforce Specialist Operations	11,550	0	16	0	11,566	11,713	(148)	(1.3%)
Scientific Investigations	6,345	0	228	0	6,573	6,720	(146)	(2.2%)
Major Crime Investigations	4,600	0	4	0	4,604	4,781	(176)	(3.7%)
South West ROCU	3,015	0	0	0	3,015	3,015	0	0.0%
Special Branch	950	0	0	0	950	1,040	(90)	(8.7%)
Black Rock	758	0	0	0	758	788	(30)	(3.8%)
Counter Terrorism Specialist Firearms	553	0	11	0	564	815	(251)	(30.8%)
Tri Force ACC	98	0	0	0	98	84	15	17.7%
COLLABORATION	27,869	0	260	0	28,129	28,956	(827)	(2.9%)
Technology Services	16,397	201	0	0	16,598	15,026	1,573	10.5%
SWOne Unitary Charge	1,683	0	0	0	1,683	1,660	23	1.4%
INFORMATION TECHNOLOGY DIRECTORATE	18,080	201	0	0	18,281	16,686	1,595	9.6%
Chief Officer Group	1,844	0	8	0	1,852	1,778	74	4.1%
Stores, Facilities & Evidential Property	3,264	0	7	0	3,271	3,753	(482)	(12.8%)
Transport Services	4,278	0	0	0	4,278	4,510	(233)	(5.2%)
Services Hub	3,878	0	0	0	3,878	4,193	(316)	(7.5%)
Finance Department	1,620	0	13	0	1,633	1,527	106	6.9%
Strategic Procurement Services	406	0	0	0	406	507	(100)	(19.8%)
Estates	12,038	0	30	0	12,068	11,665	403	3.5%
Corporate Information Management	362	0	0	0	362	264	98	37.2%
FINANCE & BUSINESS SERVICES DIRECTORATE	27,690	0	58	0	27,748	28,198	(450)	(1.6%)
Human Resources	4,432	0	100	0	4,532	4,669	(137)	(2.9%)
Staff Associations	769	0	0	0	769	679	90	13.3%
Learning	4,727	0	17	0	4,744	4,767	(22)	(0.5%)
Legal Services	793	(481)	5	0	318	856	(538)	(62.9%)
Occupational Health	880	0	0	0	880	690	190	27.5%
Health & Safety	99	0	0	0	99	91	8	9.2%
PEOPLE & ORG DEVELOPMENT DIRECTORATE	11,701	(481)	122	0	11,343	11,752	(409)	(3.5%)
Transformation	787	0	20	0	807	1,037	(230)	(22.1%)
Improvement	1,944	0	30	0	1,974	2,121	(147)	(7.0%)
Force Crime & Incident Registrar	246	0	0	0	246	226	20	8.9%
Strategic Projects	2,190	0	0	0	2,190	2,881	(690)	(24.0%)
Corporate Communications	828	0	0	0	828	869	(41)	(4.8%)
Professional Standards Department	1,886	0	0	0	1,886	1,760	125	7.1%
TRANSFORMATION & IMPROVEMENT DIRECTORATE	7,881	0	50	0	7,931	8,894	(963)	(10.8%)
Pensions	9,890	32	0	0	9,922	10,489	(566)	(5.4%)
Officer & Staff Allowances	1,135	0	0	0	1,135	4,614	(3,480)	(75.4%)
Central Costs	993	3,508	0	6,864	11,365	2,706	8,659	320.0%
Central Savings	0	0	0	0	0	(2,851)	2,851	(100.0%)
Student Officers	2,235	0	0	0	2,235	2,855	(620)	(21.7%)
CENTRAL COSTS	14,253	3,540	0	6,864	24,657	17,812	6,844	38.4%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	268,791	3,260	797	6,864	279,712	279,723	(11)	(0.0%)
MISCELLANEOUS	0	0	0	0	0	(33)	33	(100.0%)
GRANTS	(0)	0	0	0	(0)	0	(0)	#DIV/0!
SECONDEES	14	0	0	0	14	0	14	
TOTAL CONSTABULARY	268,804	3,260	797	6,864	279,726	279,690	36	0.0%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,367	0	25	0	1,392	1,428	(36)	(2.5%)
COMMISSIONING COSTS	2,887	0	481	0	3,368	3,368	0	0.0%
TOTAL OPCC AND COMMISSIONING	4,254	0	506	0	4,760	4,796	(36)	(0.7%)
TOTAL REVENUE EXPENDITURE	273,058	3,260	1,303	6,864	284,486	284,486	0	0.0%

OFFICIAL

APPENDIX C RESERVES AND PROVISIONS		Bal as at 1st April 2018 £'000	Transfers Out During Yr £'000	Transfers in During Yr £'000	Revenue Underspend £'000	Adjusts £'000	Bal as at 31st March 2019 £'000
DISCRETIONARY	1. Carry Forwards - 98503	236	(636)	1,330	0	0	930
	2. Operations reserve - 98526	1,500	0	0	0	0	1,500
	3. Overtime Liability - 98541	1,000	0	0	0	0	1,000
	4. Buildings and sustainability - 98500/98525	789	(340)	0	0	0	449
	5. Transformation reserve - 98515	3,009	(2,805)	40	2,276	0	2,520
	TOTAL Discretionary Earmarked Revenue Reserves	6,535	(3,782)	1,370	2,276	0	6,399
NON-DISCRETIONARY	6. SW ROCU reserve - 98529	2,418	(2,589)	2,170	0	0	1,999
	7. Proceeds of crime reserve - 98523	570	(225)	0	0	0	346
	8. Detained Property reserve - 98508/98509	1,405	(849)	828	0	0	1,385
	9. Grants carried forward - 98527	651	(109)	117	0	0	660
	10. Hinkley Point - 98531	53	0	0	0	0	53
	11. Road Safety - 98530	1,685	(762)	441	0	0	1,363
	12. Local Resilience Forum Reserve - 98533	81	(36)	5	0	0	50
	13. Victims and Commissioning Reserve - 98537	818	(519)	481	0	0	779
	14. Miscellaneous Balances Reserve - 98538	269	(154)	104	0	0	219
	15. Regional Programme Reserve - 98540	86	(57)	0	0	0	29
TOTAL Non-Discretionary Earmarked Revenue Reserves	8,035	(5,300)	4,146	0	0	6,882	
TOTAL Earmarked Revenue Reserves	14,570	(9,082)	5,517	2,276	0	13,280	
CAPITAL/PFI	16. Capital Financing reserve - 98100	5,656	(3,245)	51	4,588	400	7,449
	17. Capital earmarked reserves - 98104	508	(327)	127	0	0	308
	18. PFI Change Reserve - 98539	476	0	1	0	0	477
	19. PFI Sinking Fund Reserve - 98536	4,114	0	260	0	0	4,375
	TOTAL Earmarked Capital and PFI Reserves	10,755	(3,572)	438	4,588	400	12,610
TOTAL EARMARKED RESERVES	25,325	(12,653)	5,955	6,864	400	25,890	
General Fund - 98800	10,400	0	0	0	(400)	10,000	
TOTAL REVENUE RESERVES	35,725	(12,653)	5,955	6,864	0	35,890	
Capital Receipts Reserve - 98106	256	0	3,273	0	0	3,528	
TOTAL USEABLE RESERVES	35,980	(12,653)	9,228	6,864	0	39,419	
PROVISIONS	Insurance Provision	11,101	(1,244)	1,656	0	0	11,513
	Legal Services Provision	707	(506)	0	0	0	202
	Ill-health Retirements & Redundancies Provision	2,025	(2,025)	227	0	0	227
	Overtime Liability	2,969	0	0	0	0	2,969
	Employment Support Allowance	118	(118)	0	0	0	0
	MFSS Provision	0	0	1,799	0	0	1,799
	BT 'One Bill' Provision	0	0	201	0	0	201
	TOTAL PROVISIONS	16,921	(3,893)	3,884	0	0	16,911
TOTAL RESERVES AND PROVISIONS	52,901	(16,547)	13,112	6,864	0	56,330	

OFFICIAL

APPENDIX D 18/19 Capital Programme Final Year-End Outturn	PLANNED EXPENDITURE				ACTUAL EXPENDITURE			
	New £000	B/Fwd £000	Adj's £000	Total £000	Actual £000	Total 18/19 Budget	Carry forward to 2019/20	Over/(Under) £000
ASSET REPLACEMENT AND RENEWAL PROGRAMMES								
ICT								
ICT REPLACEMENT PROGRAMME TOTAL	1,182	0	968	2,150	888	2,150	0	(1,262)
ESTATES								
ESTATES REPLACEMENT PROGRAMME TOTAL	1,249	76	(49)	1,276	741	1,276	355	(180)
FLEET								
Rolling replacement and renewal programme	3,113	385	(168)	3,330	1,775	3,330	723	(832)
PROJECTS - Vehicle Telematics	0	11	0	11	25	11	0	14
Contingency	250	0	(250)	0	0	0	0	0
FLEET REPLACEMENT PROGRAMME TOTAL	3,363	396	(418)	3,341	1,800	3,341	723	(818)
EQUIPMENT								
Rolling replacement and renewal programme - Automatic Number Plate Recognition (A	208	0	0	208	85	208	0	(123)
Rolling replacement and renewal programme - Other	100	0	0	100	66	100	0	(34)
EQUIPMENT REPLACEMENT PROGRAMME TOTAL	308	0	0	308	151	308	0	(157)
ASSET REPLACEMENT AND RENEWAL PROGRAMME TOTAL	6,102	472	501	7,075	3,580	7,075	1,078	(2,417)
CAPITAL PROJECTS								
DIGITAL PROGRAMME								
PROJECTS - National Systems	465	0	268	733	27	733	3	(703)
PROJECTS - Digital Mobilisation	634	950	1,979	3,563	1,677	3,563	1,673	(213)
PROJECTS - Digital Evidencing (DEMS)	1,363	136	(698)	801	343	801	93	(365)
DIGITAL PROGRAMME TOTAL	2,462	1,086	1,549	5,097	2,047	5,097	1,769	(1,281)
INFRASTRUCTURE and ASSETS PROGRAMME								
HQ Sites Sub Total	220	22	(5)	237	216	237	4	(17)
Special Ops and Operational Training Sub Total	0	0	0	0	(27)	0	0	(27)
Somerset East (Yeovil) Sites Sub Total	950	0	0	950	58	950	111	(781)
North Somerset Sites Sub Total	0	20	10	30	0	30	0	(30)
Mendip/Sedgemoor Sites Sub Total	700	125	111	936	75	936	19	(842)
Bristol/North Sites Sub Total	2,720	4	(150)	2,574	420	2,574	545	(1,609)
Somerset West Sites Sub Total	850	78	75	1,003	623	1,003	108	(272)
Other Sub Total	85	0	0	85	0	85	0	(85)
INFRASTRUCTURE and ASSETS PROGRAMME TOTAL	5,525	249	41	5,815	1,365	5,815	787	(3,663)
SERVICE WORKFORCE AND DEVELOPMENT PROGRAMME								
SERVICE WORKFORCE AND DEVELOPMENT PROGRAMME TOTAL	3,089	632	(1,301)	2,420	1,335	2,420	38	(1,047)
REGIONAL PROGRAMME								
REGIONAL PROGRAMME TOTAL	0	0	0	0	0	0	0	0
OTHER PROJECTS								
OTHER PROJECTS TOTAL	350	270	0	620	208	620	94	(318)
CAPITAL PROJECTS TOTAL	11,426	2,237	289	13,952	4,955	13,952	2,688	(6,309)
FUNDED OR PART FUNDED PROJECTS								
INFORMATION AND COMMUNICATIONS SYSTEMS								
ICT FUNDED SCHEMES TOTAL	1,900	73	0	1,973	1,978	1,973	0	5
ESTATES								
ESTATES FUNDED SCHEMES TOTAL	708	785	-268	1,225	902	1,225	263	(60)
FLEET								
FLEET FUNDED SCHEMES TOTAL	0	0	250	250	241	250	0	(9)
EQUIPMENT								
EQUIPMENT FUNDED SCHEMES TOTAL	0	35	52	87	38	87	0	(49)
FUNDED OR PART FUNDED PROJECTS	2,608	893	34	3,535	3,159	3,535	263	(113)
CAPITAL PROGRAMME TOTAL	20,136	3,602	824	24,562	11,694	24,562	4,029	(8,839)