

**Police and Crime Board, 5<sup>th</sup> August 2020 13:00 – 17:00**

**Venue: Meeting to be held via Teams**

**Attendees:**

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Deputy Police and Crime Commissioner**
- **Director of People and Organisation Development**
- **OCC CFO**
- **OPCC Interim CEO**
- **OPCC Interim CFO**
- **OPCC Head of Commissioning and Partnerships**
- **OPCC Strategic Planning and Performance Officer**
- **Director of Transformation and Improvement**
- **Governance Manager**

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

**4. Key Organisational Risks and Issues**

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

- a. Performance Overview
- b. Quarterly Vulnerability Assurance Report

**6. People and Organisational Development Update**

**7. Finance:**

- a. Q1 Outturn
- b. MTFP verbal update

**8. Major Projects: Highlight Report**

**9. Professional Standards Department**

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

**10. ICV Annual Report**

**11. A.O.B**

**12. Action Update**

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

**Date of the Next Meeting: 2<sup>nd</sup> September 2020, 13:00 – 17:00**

<b>MEETING:</b> Constabulary Management Board	<b>Date:</b> 23 <sup>rd</sup> July 2020	Agenda No
<b>DEPARTMENT:</b> Finance and Business Services	<b>AUTHORS:</b> Chloe Cornock / Finance Business Partners / Claire Hargreaves	<b>8a</b>
<b>NAME OF PAPER:</b> 20/21 Q1 Financial Performance Report		<b>COG Sponsor:</b> Nick Adams

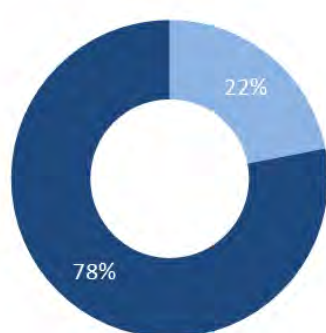
## 1. PURPOSE OF REPORT AND BACKGROUND

The purpose of this report is to provide an update on the revenue budget and capital programme performance against the plan for 2020/21. The attached Appendices A and B includes details of the outturn revenue position as at 30<sup>th</sup> June 2020, 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 **£1.6m underspent at the end of the financial year.**

### 2020/21 REVENUE YTD & Q1 FORECAST



As at the end of Q1 2020/21 we have consumed 22% of the

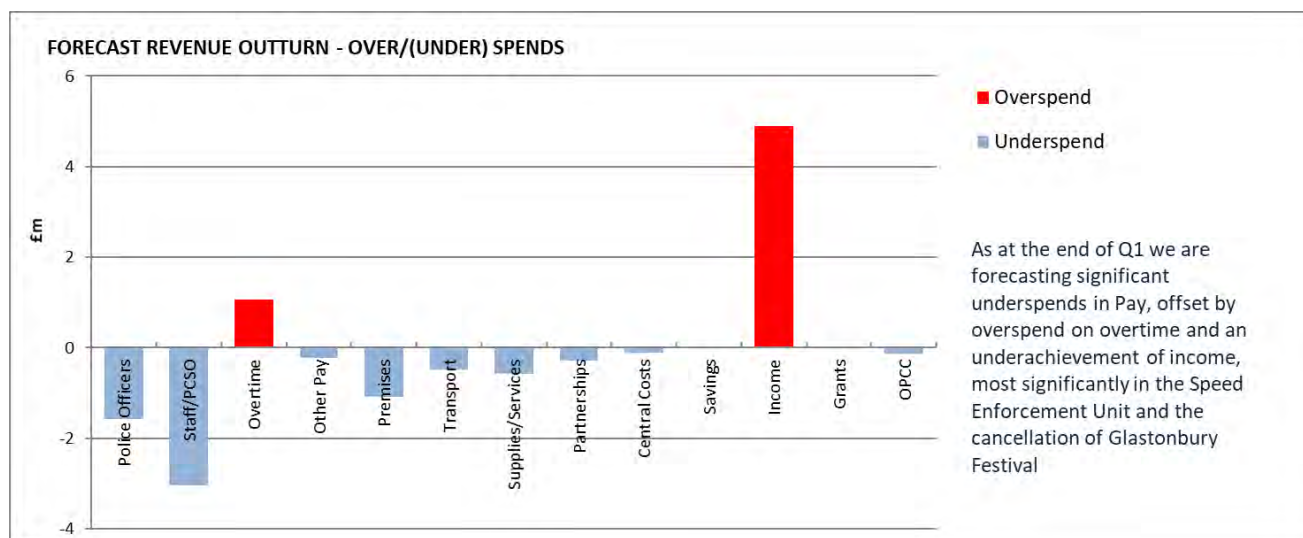
■ Budget consumed  
■ Budget remaining

Forecast Underspend at Q1 20/21

**£1.6m (0.5%)**

The above projected figures have been adjusted for PCDA recruits and include an estimated 2.5% pay award. The projection for the year end also assumes a £1.8m revenue contribution to a reserves to smooth the budgetary position over the short term in response to the Covid pandemic.

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

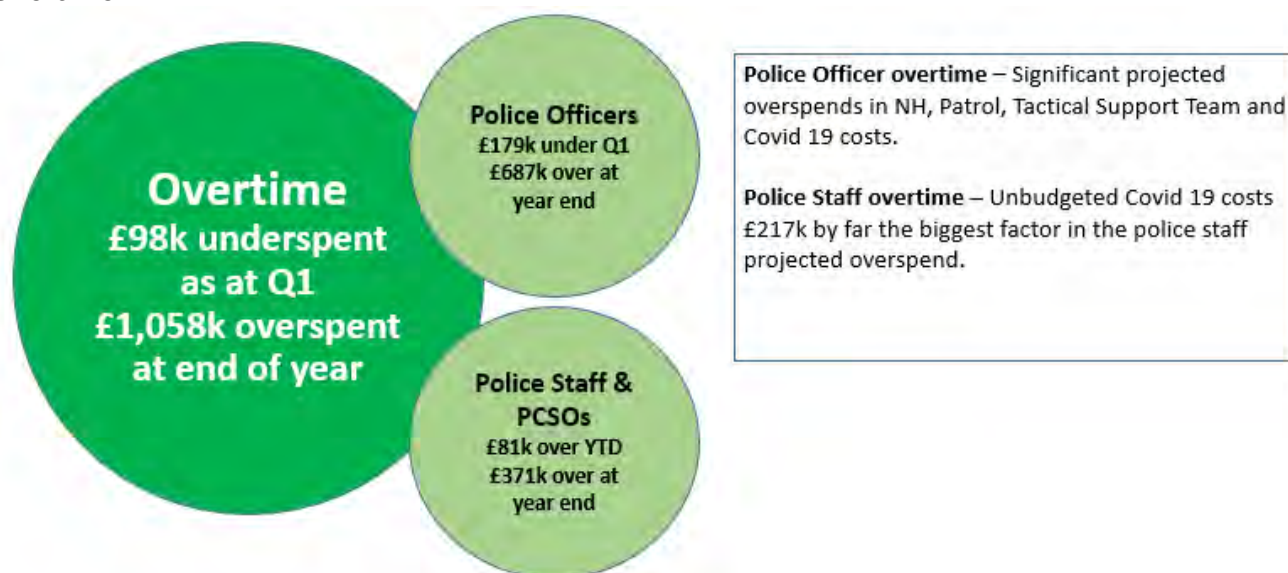


**Police Officer Pay & Allowances** – We are £1.1m/3.1% underspent Year to Date, with a prediction of £1.6m/1.1% underspend at year end. The figures have been adjusted for student officer intakes and average leavers including retirements. The largest area of underspend on police officer pay is in Investigations where we are projecting a £3.3m underspend and Op Remedy £1.4m under spend. PCDA recruitment has been entirely reflected in the Patrol figures which pushes the department to an estimated overspend by the year end of £3.1m.

**Police Staff Pay & Allowances** – £1.6m underspent Year to Date (7.4%), rising to £2.6m (2.9%) by end March. The areas assuming the most significant increase in police staff numbers by the end of the financial year are: Victim & Safeguarding, Command & Control, DIT, Investigation & Learning, in part due to assumptions around recruitment of the new positions generated by the precept increase in 20/21.

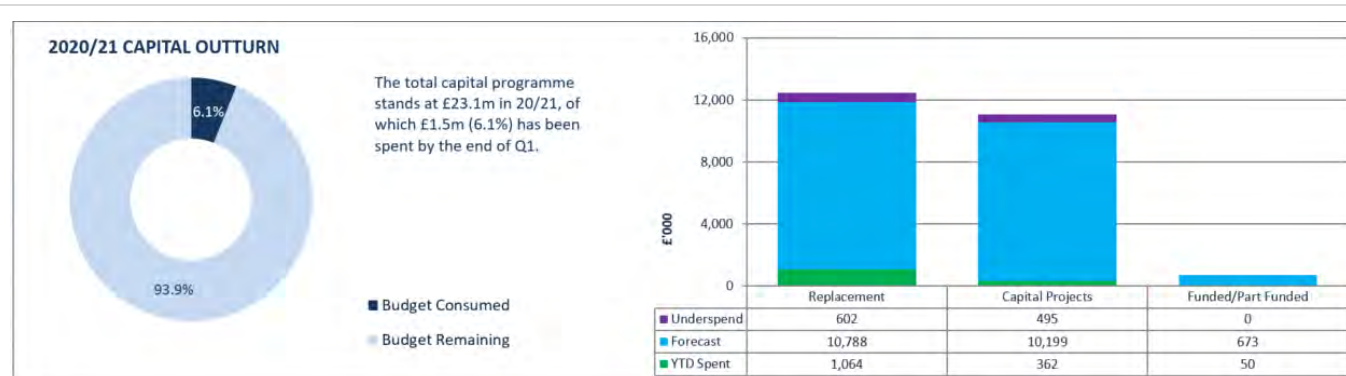
**PCSO Pay & Allowances** – Year to date we are underspent by £272k/9%, with a prediction of £476k/3.9% underspend at year end. The projection has been adjusted to assume intakes of 100 PCSOs and leavers at 5 per month. This sees an overall increase in PCSO numbers of 55 by March 2021 but as the courses are weighted towards the end of the year they do not have a huge impact on the outturn. Projection assumes PCSO Supervisors remain at 9 to the end of the year.

### Overtime



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

### Capital Expenditure



The capital programme is forecasting **£23.4m of expenditure** this financial year, which reflects 96.7% of our plan. Year to Date spend of £1.5m has been incurred to the end of Q1, reflecting further significant capital expenditure expected in the remaining quarters, particularly in relation to Yeovil, Bath and Kenneth Steele House police stations, the replacement of vehicles and body worn video. Over the next few months the capital forecast to the year-end will be reviewed and updated for Q2 results.

### 3. PART ONE – 20/21 REVENUE BUDGET PERFORMANCE

#### NEIGHBOURHOOD & PARTNERSHIPS DIRECTORATE

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Neighbourhood Policing	6,477	7,260	(783)	(10.8%)	29,785	30,152	(367)	(1.2%)
Road Safety	7	65	(58)	(89.2%)	195	199	(4)	(2%)
Offender Management	1,199	1,241	(42)	(3.4%)	4,942	5,036	(94)	(1.9%)
Victims & Safeguarding	1,000	1,079	(79)	(7.3%)	4,508	4,374	134	(3.1%)
Citizens in Policing	95	136	(40)	(29.7%)	510	594	(84)	(14.1%)

**Neighbourhood** – Year To Date under spend (£783k) is mainly as a result of police officer and PCSO vacancies (27.56 FTE). There are also year to date under spends on Supplies and Services which are Covid-related e.g. subscriptions, accommodation and travel costs, however, some expenditure will be deferred to later in the year when business starts to get back to normal. Overtime is slightly over spent, which relates to vacancy cover as well as some ongoing initiatives in Broadmead using Neighbourhood and Patrol officers.

**Forecast** – Underspend of £367k. The forecast includes 17 Police Now officers expected in July 2020 however no other assumptions have been made. Overtime is projecting a large over spend by the year end as a result of vacancies and targeted initiatives. Travel is projecting an under spend which will partially be due to Covid. Hinkley income has been received in full.

**Victims & Safeguarding** – Forecast – £134k overspent. The projected overspend is assuming the current vacancies are filled as well as not achieving the top slice, however this forecast does not assume any leavers. Police staff overtime is projecting an over spend which could be attributed the number of vacancies the unit has had and also additional work being completed because of Covid. Transport remains underspent as Covid has reduced the need to travel.

**RESPONSE DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Command and Control	4,933	4,377	556	12.7%	19,547	17,670	1,877	10.6%
Patrol	13,005	12,927	78	0.6%	56,049	52,644	3,405	6.5%
Detainee Investigation Support	1,658	1,906	(248)	(13.0%)	7,202	7,693	(491)	(6.4%)

**Command & Control** – Year to date over spend £556k. This is mainly due to the over established posts in IAU. At the start of the Covid pandemic officers mainly from the Resolutions team and other directorates were moved over to aid in the demand on the business, however the budget for the officers in the Resolutions Team remained in Patrol.

Forecast to year end is an over spend £1.87m this is due to the budget for IAU not being in place, adjustment was made but large over spend remains. Police staff are also showing an over spend but this is due to the top slice.

**Patrol** - Year to date over spend £78k. The police officers numbers are over the current authorised establishment and this will be updated once the Futures blueprint has been published.

Forecast to year end is an over spend of £3.4m this is forecasting the PCDA officers expected by end of March. Some uplift funding for PCDA's has been allocated to Patrol for this year. In future years, the allocation of this PCDA funding to different departments and Directorates will be determined by the Futures blueprint. Despite there being additional officers in Patrol, they may not have the required skill set as the longer serving officers and so overtime is also forecasting a large overspend. The income for the Mall will be underachieved due to Covid, a 30% reduction has been agreed for 4 months (April-July).

**Detainee Investigation Support** – Year to date under spend of £248k is due to a number of police officer and police staff vacancies. Police staff investigators have been funded but are yet to be recruited with interviews currently in progress.

Forecast to year end is an under spend of £491k. This assumes that the officer vacancies remain at the same level and also the projection for police staff includes a full year budget for the new police staff investigators, with the first course in August 2020. There is currently an over spend on police officer overtime but due to current vacancies this is expected.

**OPERATIONAL SUPPORT DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Projecte d Outturn £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Criminal Justice Delivery	3,545	3,669	(124)	(3.4%)	14,841	15,060	(219)	(1.5%)
Speed Enforcement	880	(17)	896	(5,360%)	901	(1,151)	2,052	(178.3%)

Operations	1,623	1,593	30	1.9%	6,881	6,637	244	3.7%
Operation Remedy	1,321	1,829	(508)	(27.8%)	5,705	6,947	(1,243)	(17.9%)
Serious & Violent Crime	127	285	(158)	(55.4%)	1,130	1,130	0	0
Operations Major Incidents	(6)	44	(52)	(115.3%)	247	247	0	0
Intelligence & Tasking	2,469	2,611	(142)	(5.4%)	9,821	10,585	(764)	(7.2%)
Tactical Support Team	3,354	3,556	(203)	(5.7%)	14,189	14,033	156	1.1%

**Criminal Justice Delivery** – Year to Date – An under spend of £124k which is due to vacancies on the staff establishment. There are seven Sergeant posts which are over the authorised establishment but are necessary for succession-planning and demand-management purposes. At the time of this report, 30% of custody staff were self-isolating which has resulted in an increase in overtime. Where appropriate this overtime is being charged to the Covid cost centre. As a result of Covid, mileage claims have increased where staff are being asked to work from different bases.

Forecast to Year end – an under spend of £219k is being forecast for this financial year. This assumes current working practices will continue throughout the year. Adjustments for officers leaving the Force has been made based on previous trends, but no adjustment has been for any replacements. The assumption is that officers will come from other areas of the Force and are being accounted for in that area.

**Speed Enforcement Unit** — Year to Date – An over spend of £896k has occurred as result of the COVID-19 pandemic. There has been a drastic drop in the income received from NDORS during Q1 as NDORS ceased all education courses during lockdown in March and April. Normal levels of income received from NDORS are c. £170k-200k per month and we have only received £177k for the first quarter of this year against a budget of £982k. NDORS are now running digital courses in order to clear the backlog of people awaiting a course and low level offence detections have resumed. The courts have also resumed with an online presence and although costs recovered are lower than normal, we have seen an increase in the June figures. It is anticipated that a slow but steady increase in the levels of money received each month will ensue in Q2.

Forecast to Year-end – An over spend is being forecast of £2,052k as a result of the ongoing issues highlighted above. This position is being monitored closely and we hope to limit the financial impact on the organisation where possible. In the event that income from NDORS, the Highways Agency and the HM Court Service does not fully cover the costs of the unit, Speed Enforcement will draw down on their £1.1m reserve to help balance the accounts if required at year end. All other plans for the reserves have been put on hold presently.

**Operations Department** – Year to Date – an over spend of £30k however this should be shown between the two activities included in this budget. This includes the Operations Department and any Rechargeable activities they undertake. These activities include summer-time events such as Badminton Horse Trials, Downs Festival and sporting events. Due to Covid-19 these events have been cancelled so there is no opportunity to generate income for the Force.

- The Operations Department has a year to date underspend of £39k which is primarily on non-pay budgets such as course fees and equipment.
- The Rechargeable budget is reporting an over spend of £69k which is the overall income target which cannot currently be achieved.

Forecast to year end -



- The Operations Department has a forecast overspend of £29k which is mainly due to a projected overspend on Police Officer pay.
- The Rechargeable budget has a forecast overspend of £214k which shows the impact Covid-19 has on this area of activities. The forecast is based on current social restrictions.

**Operation Remedy** - Year to Date – The £508k underspend has been created largely from Police Officer Pay (£328k) which is due to vacancies in year so far. At the time of reporting, there were 30 FTE vacancies across all ranks. There is also a year to date underspend of £198k in Supplies & Services which is mainly the £189k innovation fund. This has not been spent as some planned activities have been delayed due to the current situation and there remains a sum still to be allocated.

Forecast to Year-end – Forecasting to underspend by £1.2m. This is almost entirely driven by Police Officer Pay (£1.4m) offset by Officer and Staff Overtime £157k and Supplies & Services £19k.

**Serious & Violent Crime** – Year to Date – This area has a cumulative underspend of £157k due to a number of Officer and PCSO posts not yet being filled. There are currently 3 vacant VRU Sergeant's, 1 PC and 8.36 PCSO's still to be appointed. Interviews have taken place for all posts and offers have been made for the majority of the roles. Hyper-local communication activities have not incurred any spend yet due to the cancellation of an event at The Wave in association with several local schools. An alternative event is being planned for the Autumn. Initiatives and associated costs are being reviewed on a monthly basis and funds will be reassigned to new bids if appropriate.

Forecast to Year-end – We are forecasting to spend the full £1,123k grant. This forecast assumes that all posts will be filled by August/September and that year to date underspends in PCSO and Police Pay posts will be redirected to overtime for additional proactive and cross border operations.

**Intelligence & Tasking** – Year to Date – An under spend of £142k is being reported which is due to vacancies on officer and staff establishment. Some areas of non-pay have reduced significantly in the first quarter of this year which is attributed to working from home and other Covid-related restrictions. These are mileage and travel claims and courses.

Forecast to Year-end – an under spend of £759k is forecast for this financial year. This assumes current working practices will continue throughout the year. Adjustments for officers leaving the Force has been made based on previous trends, but no adjustment has been for any replacements. The assumption is officers will come from other areas of the Force and are being accounted for in that area.

**Tactical Support Team** – Year to Date - An underspend reflects vacancies and equipment bid budget £120K all processed in Month 3, orders have been raised but not spent in M3. The forecast reflects that most vacancies are anticipated to be filled by October 2020. Anticipated overtime spend for abstraction and/or backfill of Firearms officers to attend training is £75k. This was not included in the TST business case paper. Income from CIU reports (£30k) may be unachievable.

## **INVESTIGATIONS DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
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Investigation	6,856	7,704	(848)	(11%)	27,972	31,197	(3,225)	(10.3%)
Investigation Major Incidents	70	292	(222)	(76%)	899	899	0	0%

**Investigations – Year to Date** – An under spend of £848k is due to the number of officer vacancies within the Directorate. In June, the Officer vacancies were 79.3 FTE which represents 17% of the authorised establishment. Most of these vacancies are within Teams 1 to 4 – the PC/DC establishment in Teams 1 – 4 is carrying 74 FTE vacancies which is 24% of the PC/DC establishments (306 FTE).

Forecast to Year end – an under spend of £3.2m is being forecast. The new Precept posts have been incorporated into the budget together with a provisional plan of when these posts will be filled. Recruitment to the posts is currently underway and when complete the provisional plan can be updated with confirmed appointments. In addition to the Precept posts, an allowance for 12 Detective Now officers starting in January has been included. Adjustments for officers leaving the Force has been made based on previous trends, but no adjustment has been for replacements. The assumption is officers will come from other areas of the Force and are accounted for in that area.

**Investigations Major Incidents – Year to Date** – An under spend of £222k is being reported which is due to a relatively low number of operations.

### **COLLABORATIONS**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Scientific Investigation	1,831	2,022	(191)	(9.4%)	8,117	8,113	4	0.1%
Major Crime Investigation	1,158	1,258	(100)	(7.9%)	5,04	5,311	(267)	(5.0%)
South West ROCU	866	866	0	0.0%	3,463	3,463	0	0.0%
Special Branch	284	292	(9)	(3.1%)	1,176	1,183	(6)	(0.5%)
Black Rock	250	320	(70)	(21.9%)	1,110	1,281	(171)	(13.3%)
Counter Terrorism	96	189	(92)	(49.0%)	599	786	(187)	(23.8%)
SWPCP ACC	11	11	0	0.0%	43	43	0	0.0%

**Scientific investigations** – Year to date, an under spend of £191k relates mainly to the 2019/20 carry forward amount still to be spent.

**Major Crime Investigation** – Year to date, an under spend of £100k relates to vacancies in officers (4) and Staff (12) of which 4 PC posts will be filled by Oct, along with 6 staff posts, leaving 6 posts vacant at year end.

**Black Rock** – Forecasting an under spend of £171k at the year-end as a result of posts that are vacant at the quarter end.

**Counter Terrorism Specialist Firearms** – Forecast to year end – It is anticipated that there will be an underspend on this budget as a result of 9 current vacancies of which it is estimated that 6 vacancies will remain at March 2021. Thus is due to a national shortage of SFO officers, lack of course availability and a low pass- rate.

### **INFORMATION TECHNOLOGY DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Technology Services	7,111	7,025	87	1.2%	20,504	20,942	(437)	(2.1%)

Year to Date – overspend of £87k/1.2% relates to additional temporary resourcing in the Data Quality team and Strategic Digital Services. Both areas have agreed approval to sustain temporary budget pressures in order to complete a number of projects.

Forecast to Year end – underspend of £473k/2.1%. The swing between the YTD and forecasted position is steered by savings on support & maintenance costs and mobile telephony.

#### **FINANCE AND BUSINESS SERVICES DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Chief Officer Group	577	536	41	7.6%	1,600	1,627	(26)	(1.6%)
Stores & Evidential Property	545	654	(109)	(16.7%)	2,302	2,615	(313)	(12.0%)
Transport Services	763	1,049	(286)	(27.2%)	4,739	4,726	13	0.3%
Services Hub	990	1,149	(159)	(13.8%)	4,311	4,576	(265)	(5.8%)
Finance	440	484	(44)	(9.1%)	1,976	1,966	11	0.5%
Strategic Procurement	126	133	(7)	(5.3%)	482	542	(60)	(11.1%)
Estates & Facilities	3,229	3,841	(632)	(16.4%)	13,680	14,697	(1,017)	(6.9%)

**Stores & Evidential Property** – Year to Date underspend of £109k/16.7% relates to lower than expected uniform supply costs. This under spend trend is also forecasted to the year-end position. An allowance has been made for additional police officer recruits, however a significant saving is still forecasted on the issue of uniform.

**Transport Services** – Year to Date underspend of £286k/27.2% consisting of savings against fuel, repairs & maintenance and tyre costs. The immediate impact of COVID-19 is being highlighted in the current Year-to-Date position which is generating considerable savings on transport related expenditure.

The forecast for Transport Services is an over spend of £13k/0.3%. The forecast assumes that some of the savings in particular on repairs & maintenance costs will be eroded during the latter half of the financial year. At this stage it is difficult to ascertain whether the short-term fuel saving will be achievable as the economy returns to some form of normality and the impact of this on fuel pricing.

**Services Hub** – Year to Date underspend of £159k/13.8%. The variance is predominantly driven against savings on supplies and services cost in particular postage and stationery. This trend is continued with the forecast as a result of increased home working.

**Estates & Facilities** – Year to Date underspend of £632k/16.4%. The variance is driven by saving against planned & responsive maintenance and utilities. Last financial year it was decided that estates would receive an injection of funds to accelerate the proactive work being under taken on the estates.

However, due to COVID this planned work has stalled and is reflected in the Year to Date position. A number of our key contractors have furloughed staff which has limited the type of estates work being carried out. The decrease in staff footfall at key sites will also have a direct impact on estates usage which consequentially will help reduce our energy cost in the short-term.

Forecast to Year end is an under spend of £1,017k/6.9%. The forecast assumes some claw back on work that has stalled due to COVID, however it is still a significant undertaking to complete work that was planned for the first quarter of this financial year.

#### **PEOPLE AND ORGANISATIONAL DEVELOPMENT DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
HR Operations	1,164	1,229	(65)	(5.3%)	5,172	5,069	103	2.0%
Organisational Development	154	192	(37)	(19.5%)	874	1,008	(134)	(13.3%)
Learning	1,468	1,869	(401)	(21.5%)	6,788	7,191	(403)	(5.6%)
Legal	507	389	117	30.1%	1,979	1,631	348	21.4%
Occupational Health	223	242	(20)	(8.2%)	1,027	970	57	5.9%
Health & Safety	24	26	(2)	(7.4%)	104	104	0	0%

**HR Operations** – Year to date underspend of £65k/5.3%. The year to date underspend is largely due to savings in Supplies & Services where budgets for advertising, professional fees and third party payments have not been spent according to the budget profile due to the current Covid situation.

Forecast to Year-end – Forecast to Year-end overspend of £103k/2%. Variance is driven by overspend on Police Staff Pay £148k and overtime £46k. Under achievement of top slice £144k also contributes to the adverse variance. There are savings in Supplies & Services that offset some of this anticipated overspend.

**Organisational Development** – Forecast to Year-end is an under spend of £134k/13.3%. The variance is driven by an under spend relating to a vacant post and some over-achieved income together with savings against the Diversity and Wellbeing budget. A £21k budget for LGBT is not expected to be spent due to COVID.

**Learning** – Year to date underspend of £401k/21.5%. The year to date underspend is primarily due to number of officer and staff vacancies within the department, particularly trainer assessors and driving trainers. Recruitment is underway and majority of these posts will be filled in Q2 & Q3.

Forecast to Year-end underspend of £403k/5.6%. Variance is driven by Police Officer/Staff Pay due to vacancies earlier in the year and budgetary savings against supplies and services cost e.g. professional fees.

**Legal** – Year to date overspend of £117k/30.1%. The variance relates to an over spend on Legal Costs & Services, Court Application fees and Professional fees. This is expected to continue and is reflected in the forecasted overspend of £348k/21.4%.

#### **TRANSFORMATION & IMPROVEMENT DIRECTORATE**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Project ed Outtur n £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
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					£'000			
Transformation	567	615	(48)	(7.8%)	2,394	2,499	(105)	(4.2%)
Improvement	360	574	(214)	(37.3%)	2,008	2,366	(359)	(15.2%)
Force Crime & Incident Registrar	69	69	1	1.3%	284	278	6	2.1%
Strategic Projects	174	214	(40)	(18.7%)	988	1,046	(58)	(5.6%)
Corporate Communications	199	214	(15)	(7.1%)	892	984	(93)	(9.4%)
Professional Standards	530	601	(71)	(11.8%)	2,443	2,449	(5)	(0.2%)

**Transformation** – Year to date underspend of £48k/7.8% is driven by staff pay and is the result of various vacancies that are ongoing within the department. These are expected to continue and are reflected in the forecasted underspend of £105k/4.2%. It should be noted that the department is likely to be re-structured and the business case is not factored in at this stage.

**Improvement** – Year to date underspend of £214k/37.3% is driven by officer and staff pay and is the result of various vacancies that are ongoing within the department. These vacancies are expected to continue and are reflected in the forecasted underspend of £359k/15.2%. Some officers are currently working in the IAU because of COVID but will be returning to the Improvement team in July 2020. It should be noted that the department is likely to be re-structures and the business case is not factored in at this stage.

## **CENTRAL COSTS**

Department	20/21 YTD Actual £'000	20/21 YTD Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %	20/21 Projected Outturn £'000	20/21 Annual Budget £'000	20/21 (Under) / Over £'000	20/21 (Under) / Over %
Pensions	2,105	2,590	(484)	(18.7%)	10,232	10,346	(114)	(1.1%)
Officer & Staff Allowances	336	695	(359)	(51.6%)	1,744	3,142	(1,398)	(44.5%)
Central Costs	(1,632)	(1,352)	(280)	20.7%	8,240	7,792	448	5.8%
Covid 19	1,071	1	1,070	133,564.6%	1,617	3	1,614	50,440.9%
Central Savings	0	0	0	0.0%	1,838	1,838	0	0.0%
Student Officers	3	0	3	0.0%	3	0	3	0.0%

**Pensions** – The year to date underspend is the result the budget profile not being in line with payments of the pension lump sum (£113k), no Capital Equivalent Payment charges (CECP) to date (£260k) plus an underspend on the Basic Injury pensions paid (£112k).

*(CECP - payment of a charge for each early ill-health retirement as a medical retirement with an early ill-health pension is more expensive for the pension scheme than the cost of that same officer leaving the service with a deferred pension. The capital-equivalent charge is paid for each early ill-health retirement at twice the average pensionable pay. The payment of the charge is made in full in the year in which the retirement occurs.)*

The projection has been adjusted to assume full payment of the LGPS (Local Government Pension Scheme) lump sum and 15 CECP payments, against a budget for 12 generating a £257k overspend

offset by the full year effect of the basic injury pension underspend to date.

**Officer & Staff Allowances** – We have a centrally held budget which was added to cover the cost of National Insurance and pension costs on allowances for police officers (mainly NI on overtime). When overtime is paid the additional charge for NI is coded to the department so this budget needs to be moved out to the departments to cover the cost. This will happen in time for Q2 reporting and is generating the Year to Date underspend.

The under spend at year end is the full year effect of the budget mentioned above for NI on Allowances (£677k). Centrally held contingency for changes to both police staff and police officer budgets (£314k). Holiday Pay on overtime (£410k) and Apprenticeship Levy (£156k) offset by the cost of one direct entry Supt £98k and a Chief Inspector secondment to Bristol City Hall £45k.

## Central Costs -

ANNEX B - Mgt Structure 2020/21 Revenue Outturn June 2020	20/21 YTD Actual £'000	20/21 YTD Budget £'000	Over/ (Under) £'000	Over/ (Under) %	20/21 Projected Outturn £'000	20/21 Annual Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Bristol Airport	273	8	265	3,190.5%	376	(25)	401	(1,606.0%)
Glastonbury Festival	0	(617)	617	(100.0%)	0	(617)	617	(100.0%)
HQ Central	1,683	2,348	(665)	(28.3%)	11,415	11,481	(66)	(0.6%)
Reserves	(3,588)	(3,092)	(497)	16.1%	(3,567)	(3,048)	(520)	17.1%
UC Claims	0	0	0	0.0%	0	0	0	0.0%
Wilfred Fuller	(0)	0	(0)	0.0%	15	0	15	0.0%

**Bristol Airport** – underachievement of income due to reduced service required as a result of Corona Virus pandemic generating an overspend.

**Glastonbury Festival** – cancellation of festival and the resulting impact on income to be received.

**HQ Central** - the Year to Date under spend is due to the Insurance budget and the costs not yet recognized (£593k), also, the interest rate on our borrowing being lower than anticipated (£111k). This is offset by the impact interest rates are having on our interest receivable from dividends £30k. The projection assumes the insurance budget will be fully spent, therefore the estimated under spend at year end is the net impact of the interest payable saving less the interest receivable shortfall.

## Reserves -

Subjective	YTD Actual	YTD Budget	YTD Variance	Projection	Annual Budget	Variance
Police Staff Overtime	0	19	(19)	0	48	(48)
PCSO Overtime	0	9	(9)	21	24	(3)
S&S - Communications and Computing Costs	0	337	(337)	0	337	(337)
S&S - Other costs	521	653	(132)	521	653	(132)
Transfers to/(from) reserves	(4,109)	(4,109)	(0)	(4,109)	(4,109)	(0)
<b>TOTAL</b>	<b>(3,588)</b>	<b>(3,092)</b>	<b>(497)</b>	<b>(3,567)</b>	<b>(3,048)</b>	<b>(520)</b>

**Supplies & Services - Communications & Computing** – provisions for Chronicle, e Recruitment and the National Management Centre costs.

**Supplies & Services - Other** – Remaining balance is the Emerging Issues budget (£100k) and provision from the TASER paper (£31k).

**Transfers to/from reserves** - balance of expenditure funded from reserves this year, departmental carry forwards £1.8M, Meeting Rooms at HQ, Yeovil Decant Costs, Embedding Diversity, Branding in Corporate Communications £756k, Community Trust Donation £200k and Op Remedy £1.3m.

**Central Savings** - £1.8m, this is the budget allocated to date from the 20/21 revenue budget to provide some contingency against the uncertainty brought by the Corona Virus pandemic.

#### 4. PART TWO – 20/21 CAPITAL BUDGET PERFORMANCE

In January 2020 the anticipated new capital plan for 20/21 totalled £19.89m with the addition of carry forwards of capital schemes in progress amounting to £3.92m at the end of 19/20. The capital plan has since been reviewed and schemes have been added, removed or profiled into future years as necessary. These adjustments show a revised capital plan for Avon and Somerset of £24.233m for 20/21.

The table below summarises this movement:

	20/21 Plan	C/Fwd from 19/20	TOTAL Plan	Adjusts	TOTAL Revised Plan
	£'000	£'000	£'000	£'000	£'000
Asset Replacement & Renewal	10,749	1,372	12,121	333	12,454
Digital Projects	1,644	842	2,486	0	2,486
Estate Projects	7,094	1,504	8,598	(428)	8,170
Other projects	400	0	400	0	400
Funded or part funded projects	0	201	201	522	723
<b>TOTAL</b>	<b>19,887</b>	<b>3,919</b>	<b>23,806</b>	<b>427</b>	<b>24,233</b>

#### 20/21 CAPITAL PROGRAMME OUTTURN

	TOTAL Plan	Actual Q1		Forecas t Outturn	Over/(Under)	
	£'000	£'000	%	£'000	£'000	%
Asset Replacement & Renewal	12,454	1,064	8.5%	12,152	(302)	(2.4%)
Digital Projects	1,644	83	5.1%	2,190	(295)	(13.5%)
Estate Projects	8,170	362	4.4%	7,971	(199)	(2.5%)
Other projects	400	0	0	400	0	0
Funded or part funded projects	723	50	6.9%	723	0	0
<b>TOTAL</b>	<b>24,233</b>	<b>1,559</b>	<b>6.4%</b>	<b>23,437</b>	<b>(796)</b>	<b>(3.3%)</b>

At the end of Q1 20/21 £1.559m (6.4%) of the capital programme had been spent, further details of which are included within Annex E. As there are decisions outstanding on a number of projects within the capital plan, it continues to be reviewed and our plans prioritised as we move forward to year-end. The key highlight of the capital plan is as follows:

#### ASSET REPLACEMENT AND RENEWAL

The expenditure at the end of Q1 is £1,064k (8.5% of the plan) with a forecast of £12,152K (97.6%) to the end of the financial year. The key highlights from this element of the plan are:

- IT Renewal and replacements - £865K expenditure incurred to date, mainly on laptops and storage/back up. Expenditure of £7,092K is the forecast outturn position; Mobile phones (£1,639K), Body worn video (£1,290K), Servers & Network (£750K) and Network Security (£450K) are the key areas of spend forecast;
- Estates rolling replacement and renewal – £28K expenditure to date. Expenditure of £1,796K is the forecast outturn position. The main projects being the Admin building refurb £300K, HQ roof covering £300k, upgrades to electrics/lighting, fire precaution and central heating £250K and Wilfred Fuller arena £200k;
- Vehicle replacements - £80K has been spent on replacement vehicles to date with a further £2,358K anticipated to be spent towards the end of year due to lead times on orders, also



there isn't a current national contract to procure against. This had led to the early purchase of vehicles at the end of 19/20. Part of this years forecasted spend relates to the purchase of specialist items including a Horsebox and dive unit. The current level of forecasted spend is being reviewed in relation to the requirement for general purpose vehicles which should lead to future savings against budget.

- Capital Equipment Replacement – Expenditure of £525K is anticipated to be incurred during 20/21, with £91K currently spent on replacement ANPR equipment.

### **DIGITAL PROJECTS**

There has been £83k of expenditure by end of Q1, with a forecast of £2,190K (88% of the plan) for 20/21. The key highlights from this element of the capital plan are as follows:-

- National Systems –we are currently forecasting £720K to be used by year end. We will keep this under close review over the next few months;
- Digital Mobilisation – forecast expenditure for 20/21 is £315K. Mainly on the CCTV project
- Digital Media Analytic - £300k
- ERP - £255k
- Case management - £250K
- Chronicle Platform (Learning) - £263K

### **ESTATES PROJECTS**

In Q1 £362K (4.4% of the plan) was spent on the infrastructure programme, the forecast expenditure in 20/21 is £7,970K (97.5% of the plan). The key highlights of this programme include:

- Somerset East - £4,592K is forecast to be spent by year-end on the redevelopment of Yeovil police station. So far this year £45K has been spent mainly on professional fees. The budget has been adjusted due to stage 3 re-costing of the project. This will continue to be monitored and the forecast adjusted as the project develops
- Mendip/Sedgemoor - £656K is forecast to be spent by year-end. This total includes the refurb of Radstock Enquiry Office (£320K) and Wells base (£289K). There is the final spend of Shepton Mallet forecasted at £42k. So far £30K has been spent this year.
- Bristol/Bath - £2,053K forecast to be spent this year. This figure includes the Kenneth Steele House refurbishment (£962K), Bath Lewis House (£703K) and Broadbury Road (£200k). To date, £253k has been spent, of which £248K is on the Kenneth Steele project;
- Somerset West - £570K forecast to be spent this year. This includes new Williton (£363k) and new Minehead (£206K). No spend has been incurred so far this year due to delays with Covid

Other - £101K is forecast to be spent this year, this figure includes Midsomer Norton workshop (£71K) and Bridgwater workshop (£30K).

### **OTHER PROJECTS**

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

- Airpoint Development – £100K forecast
- Regional Niche - £100k forecast

### **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 £723K will be spent in 20/21 and the key highlights from this element of the capital plan include:

- Counter Terrorism Policing SW (CTPSW) Premises – upgrade boiler and lighting £74K
- CTPSW IT and Equipment – £121K
- SW Regional Organised Crime Unit Vehicles £399K and CTPSW vehicles £130K

**CAPITAL FUNDING**

The level of borrowing is still in line with the agreed amount of £5.06m in the MTFP. The estate projects that the borrowing is set against, are still forecasted to be spent this year.

**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**

This report for Q1 shows a forecasted underspend at the year-end of £1.6m which is 0.6% of the total authorised budget. Total spend during the quarter is 22% of the total budget which is a reflection of Covid-19 slowing the progress of spend in many areas. Whilst there are current underspends due to Covid in many areas, we need to investigate and understand if these underspends will continue to the year-end so that mitigation plans can be introduced if required.

The need to identify savings to both meet this year's MTFP plans and also to cover excess Covid costs is ongoing and detailed scrutiny of budgets and spend will be made over the next quarter to provide an accurate base for 2020/21 MTFP planning.

Capital spend has significantly lagged over the first quarter with several projects on hold. The full effect of this lag on the full year plans will become more apparent over the next couple of months and an updated forecast will be published for the Q2 results.

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

ANNEX A - Subjective Structure 2020/21 Revenue Outturn June 2020	20/21	20/21	Over/	Over/	20/21	20/21	Over/	Over/
	YTD	YTD	(Under)	(Under)	Projected	Annual Budget	(Under)	(Under)
	Actual	Budget			Outturn			
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Police Officer pay and allowances	35,163	36,301	(1,137)	(3.1%)	146,166	147,750	(1,584)	(1.1%)
Police Officer Overtime	1,312	1,491	(179)	(12.0%)	6,195	5,508	687	12.5%
Police Staff pay and allowances	20,115	21,733	(1,618)	(7.4%)	85,507	88,069	(2,562)	(2.9%)
Police Staff Overtime	397	316	81	25.5%	1,670	1,299	371	28.6%
PCSO pay and allowances	2,757	3,029	(272)	(9.0%)	11,773	12,250	(476)	(3.9%)
PCSO Overtime	11	10	1	9.8%	41	28	13	47.5%
Indirect Employee Expenses	331	394	(63)	(15.9%)	1,579	1,690	(111)	(6.5%)
Pensions	1,702	2,073	(371)	(17.9%)	8,172	8,282	(110)	(1.3%)
<b>EMPLOYEE COSTS</b>	<b>61,789</b>	<b>65,347</b>	<b>(3,558)</b>	<b>(5.4%)</b>	<b>261,103</b>	<b>264,875</b>	<b>(3,772)</b>	<b>(1.4%)</b>
<b>PREMISES COSTS</b>	<b>3,257</b>	<b>3,863</b>	<b>(606)</b>	<b>(15.7%)</b>	<b>13,580</b>	<b>14,667</b>	<b>(1,087)</b>	<b>(7.4%)</b>
<b>TRANSPORT COSTS</b>	<b>933</b>	<b>1,228</b>	<b>(295)</b>	<b>(24.0%)</b>	<b>4,658</b>	<b>5,131</b>	<b>(474)</b>	<b>(9.2%)</b>
<b>S&amp;S - COMMUNICATIONS AND COMPUTING COSTS</b>	<b>6,069</b>	<b>6,212</b>	<b>(143)</b>	<b>(2.3%)</b>	<b>15,336</b>	<b>16,021</b>	<b>(685)</b>	<b>(4.3%)</b>
<b>S&amp;S - FORENSICS COSTS</b>	<b>22</b>	<b>28</b>	<b>(6)</b>	<b>(22.4%)</b>	<b>99</b>	<b>102</b>	<b>(3)</b>	<b>(3.2%)</b>
<b>S&amp;S - OTHER COSTS</b>	<b>4,847</b>	<b>6,025</b>	<b>(1,178)</b>	<b>(19.5%)</b>	<b>15,769</b>	<b>15,668</b>	<b>101</b>	<b>0.6%</b>
<b>PARTNERSHIP COSTS (3RD PARTY PAYMENTS)</b>	<b>3,569</b>	<b>3,759</b>	<b>(190)</b>	<b>(5.0%)</b>	<b>13,835</b>	<b>14,123</b>	<b>(288)</b>	<b>(2.0%)</b>
<b>TRANSFERS TO/(FROM) RESERVES</b>	<b>(4,224)</b>	<b>(3,876)</b>	<b>(348)</b>	<b>9.0%</b>	<b>(1,287)</b>	<b>(1,278)</b>	<b>(9)</b>	<b>0.7%</b>
<b>CAPITAL FINANCING COSTS</b>	<b>2,542</b>	<b>2,570</b>	<b>(28)</b>	<b>(1.1%)</b>	<b>17,167</b>	<b>17,277</b>	<b>(111)</b>	<b>(0.6%)</b>
<b>OUTSTANDING SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL CONSTABULARY EXPENDITURE</b>	<b>78,804</b>	<b>85,156</b>	<b>(6,352)</b>	<b>(7.5%)</b>	<b>340,259</b>	<b>346,587</b>	<b>(6,328)</b>	<b>(1.8%)</b>
INCOME - SPECIAL GRANTS	(1,881)	(1,881)	(0)	0.0%	(7,523)	(7,523)	(0)	0.0%
INCOME - OTHER	(2,716)	(4,705)	1,989	(42.3%)	(9,637)	(14,532)	4,894	(33.7%)
<b>TOTAL CONSTABULARY INCOME</b>	<b>(4,596)</b>	<b>(6,586)</b>	<b>1,989</b>	<b>(30.2%)</b>	<b>(17,160)</b>	<b>(22,054)</b>	<b>4,894</b>	<b>(22.2%)</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>74,208</b>	<b>78,571</b>	<b>(4,363)</b>	<b>(5.6%)</b>	<b>323,099</b>	<b>324,532</b>	<b>(1,433)</b>	<b>(0.4%)</b>
MISCELLANEOUS	(15)	(1)	(14)	1,240.3%	0	0	0	0.0%
GRANTS	(321)	(288)	(33)	11.5%	(1,123)	(1,123)	0	0.0%
SECONDEES	0	(5)	5	(101.5%)	0	0	0	0.0%
<b>TOTAL CONSTABULARY</b>	<b>73,872</b>	<b>78,277</b>	<b>(4,404)</b>	<b>(5.6%)</b>	<b>321,976</b>	<b>323,409</b>	<b>(1,433)</b>	<b>(0.4%)</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	308	479	(171)	(35.7%)	1,577	1,555	22	1.4%
COMMISSIONING COSTS	(2,096)	3,488	(5,583)	(160.1%)	3,334	3,488	(153)	(4.4%)
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>(1,788)</b>	<b>3,966</b>	<b>(5,754)</b>	<b>(145.1%)</b>	<b>4,911</b>	<b>5,042</b>	<b>(131)</b>	<b>(2.6%)</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>72,084</b>	<b>82,243</b>	<b>(10,158)</b>	<b>(12.4%)</b>	<b>326,887</b>	<b>328,451</b>	<b>(1,564)</b>	<b>(0.5%)</b>

## OFFICIAL

ANNEX B - Mgt Structure 2020/21 Revenue Outturn June 2020	20/21 YTD Actual £'000	20/21 YTD Budget £'000	Over/ (Under) £'000	Over/ (Under) %	20/21 Projected Outturn £'000	20/21 Annual Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Neighbourhood Policing	6,477	7,260	(783)	(10.8%)	29,785	30,152	(367)	(1.2%)
Road Safety	7	65	(57)	(88.5%)	195	199	(4)	(1.8%)
Offender Management	1,199	1,241	(42)	(3.4%)	4,941	5,036	(95)	(1.9%)
Victims and Safeguarding	1,000	1,079	(79)	(7.3%)	4,508	4,374	134	3.1%
Citizens in Policing	95	136	(40)	(29.7%)	510	594	(84)	(14.1%)
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>8,779</b>	<b>9,780</b>	<b>(1,001)</b>	<b>(10.2%)</b>	<b>39,939</b>	<b>40,355</b>	<b>(415)</b>	<b>(1.0%)</b>
Command and Control	4,933	4,377	556	12.7%	19,547	17,670	1,877	10.6%
Patrol	13,005	12,927	78	0.6%	56,049	52,644	3,405	6.5%
Detainee Investigation Support	1,658	1,906	(248)	(13.0%)	7,202	7,693	(491)	(6.4%)
<b>RESPONSE</b>	<b>19,596</b>	<b>19,209</b>	<b>387</b>	<b>2.0%</b>	<b>82,798</b>	<b>78,007</b>	<b>4,791</b>	<b>6.1%</b>
<i>Criminal Justice</i>	3,545	3,669	(124)	(3.4%)	14,841	15,060	(219)	(1.5%)
<i>Speed Enforcement</i>	880	(17)	896	(5,360.8%)	901	(1,151)	2,052	(178.3%)
Criminal Justice	4,425	3,652	772	21.1%	15,743	13,909	1,833	13.2%
Operations Major Incidents	(7)	44	(51)	(115.3%)	247	247	(0)	(0.0%)
Operations	1,623	1,593	30	1.9%	6,881	6,637	244	3.7%
Operation Remedy	1,321	1,829	(509)	(27.8%)	5,705	6,947	(1,243)	(17.9%)
Serious & Violent Crime	127	285	(158)	(55.4%)	1,130	1,130	(0)	(0.0%)
Intelligence and Tasking	2,469	2,611	(142)	(5.4%)	9,821	10,585	(764)	(7.2%)
Tactical Support Team	3,354	3,556	(203)	(5.7%)	14,189	14,033	156	1.1%
<b>OPERATIONAL SUPPORT</b>	<b>13,311</b>	<b>13,571</b>	<b>(260)</b>	<b>(1.9%)</b>	<b>53,716</b>	<b>53,489</b>	<b>226</b>	<b>0.4%</b>
Investigation	6,856	7,704	(848)	(11.0%)	27,972	31,197	(3,225)	(10.3%)
Investigation Major Incidents	70	292	(222)	(75.9%)	899	899	(0)	(0.0%)
<b>INVESTIGATION</b>	<b>6,926</b>	<b>7,996</b>	<b>(1,070)</b>	<b>(13.4%)</b>	<b>28,871</b>	<b>32,096</b>	<b>(3,225)</b>	<b>(10.0%)</b>
Scientific Investigation	1,831	2,022	(191)	(9.4%)	8,117	8,113	4	0.1%
Major Crime Investigation	1,158	1,258	(100)	(7.9%)	5,043	5,311	(267)	(5.0%)
South West ROCU	866	866	0	0.0%	3,463	3,463	0	0.0%
Special Branch	284	292	(9)	(3.1%)	1,176	1,183	(6)	(0.5%)
Black Rock	250	320	(70)	(21.9%)	1,110	1,281	(171)	(13.3%)
Counter Terrorism Specialist Firearms	96	189	(92)	(49.0%)	599	786	(187)	(23.8%)
SWPCP ACC	11	11	0	0.0%	43	43	0	0.0%
<b>COLLABORATION</b>	<b>4,495</b>	<b>4,958</b>	<b>(463)</b>	<b>(9.3%)</b>	<b>19,553</b>	<b>20,180</b>	<b>(627)</b>	<b>(3.1%)</b>
Technology Services	7,111	7,025	87	1.2%	20,504	20,942	(437)	(2.1%)
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	<b>7,111</b>	<b>7,025</b>	<b>87</b>	<b>1.2%</b>	<b>20,504</b>	<b>20,942</b>	<b>(437)</b>	<b>(2.1%)</b>
Chief Officer Group	577	536	41	7.6%	1,600	1,627	(26)	(1.6%)
Evidential Property & Stores	545	654	(109)	(16.7%)	2,302	2,615	(313)	(12.0%)
Transport Services	763	1,049	(286)	(27.2%)	4,739	4,726	13	0.3%
Services Hub	990	1,149	(159)	(13.8%)	4,311	4,576	(265)	(5.8%)
Finance Department	440	484	(44)	(9.1%)	1,976	1,966	11	0.5%
Strategic Procurement Services	126	133	(7)	(5.3%)	482	542	(60)	(11.1%)
Estates and Facilities Department	3,229	3,861	(632)	(16.4%)	13,680	14,697	(1,017)	(6.9%)
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	<b>6,670</b>	<b>7,866</b>	<b>(1,196)</b>	<b>(15.2%)</b>	<b>29,092</b>	<b>30,748</b>	<b>(1,656)</b>	<b>(5.4%)</b>
HR Operations	1,164	1,229	(65)	(5.3%)	5,172	5,069	103	2.0%
Organisational Development	154	192	(37)	(19.5%)	874	1,008	(134)	(13.3%)
Learning	1,468	1,869	(401)	(21.5%)	6,788	7,191	(403)	(5.6%)
Legal Services	507	389	117	30.1%	1,979	1,631	348	21.4%
Occupational Health	223	242	(20)	(8.2%)	1,027	970	57	5.9%
Health & Safety	24	26	(2)	(7.4%)	104	104	(0)	(0.1%)
<b>PEOPLE &amp; ORG DEVELOPMENT DIRECTORATE</b>	<b>3,538</b>	<b>3,946</b>	<b>(408)</b>	<b>(10.3%)</b>	<b>15,944</b>	<b>15,973</b>	<b>(29)</b>	<b>(0.2%)</b>
Transformation	567	615	(48)	(7.8%)	2,394	2,499	(105)	(4.2%)
Improvement	360	574	(214)	(37.3%)	2,008	2,366	(359)	(15.2%)
Force Crime & Incident Registrar	69	69	1	1.3%	284	278	6	2.1%
Strategic Projects	174	214	(40)	(18.7%)	988	1,046	(58)	(5.6%)
Corporate Communications	199	214	(15)	(7.1%)	892	984	(93)	(9.4%)
Professional Standards Department	530	601	(71)	(11.8%)	2,443	2,449	(5)	(0.2%)
<b>TRANSFORMATION &amp; IMPROVEMENT DIRECTORATE</b>	<b>1,899</b>	<b>2,287</b>	<b>(388)</b>	<b>(17.0%)</b>	<b>9,008</b>	<b>9,622</b>	<b>(614)</b>	<b>(6.4%)</b>
Pensions	2,105	2,590	(484)	(18.7%)	10,232	10,346	(114)	(1.1%)
Officer & Staff Allowances	336	695	(359)	(51.6%)	1,744	3,142	(1,398)	(44.5%)
<i>Bristol Airport</i>	273	8	265	3,190.5%	376	(25)	401	(1,606.0%)
<i>Glastonbury Festival</i>	0	(617)	617	(100.0%)	0	(617)	617	(100.0%)
<i>HQ Central</i>	1,683	2,348	(665)	(28.3%)	11,415	11,481	(66)	(0.6%)
<i>Reserves</i>	(3,588)	(3,092)	(497)	16.1%	(3,567)	(3,048)	(520)	17.1%
<i>UC Claims</i>	0	0	0	0.0%	0	0	0	0.0%
<i>Wilfred Fuller</i>	(0)	0	(0)	0.0%	15	0	15	0.0%
<b>Central Costs</b>	<b>(1,632)</b>	<b>(1,352)</b>	<b>(280)</b>	<b>20.7%</b>	<b>8,240</b>	<b>7,792</b>	<b>448</b>	<b>5.8%</b>
Covid 19	1,071	1	1,070	133,564.6%	1,617	3	1,614	50,440.9%
Central Savings	0	0	0	0.0%	1,838	1,838	0	0.0%
Student Officers	3	0	3	0.0%	3	0	3	0.0%
<b>CENTRAL COSTS</b>	<b>1,883</b>	<b>1,933</b>	<b>(50)</b>	<b>(2.6%)</b>	<b>23,674</b>	<b>23,121</b>	<b>553</b>	<b>2.4%</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>74,208</b>	<b>78,571</b>	<b>(4,363)</b>	<b>(5.6%)</b>	<b>323,099</b>	<b>324,532</b>	<b>(1,433)</b>	<b>(0.4%)</b>
MISCELLANEOUS	(15)	(1)	(14)	1,240.3%	0	0	0	0.0%
GRANTS	(321)	(288)	(33)	11.5%	(1,123)	(1,123)	0	0.0%
SECONDEES	0	(5)	5	(101.5%)	0	0	0	0.0%
<b>TOTAL CONSTABULARY</b>	<b>73,872</b>	<b>78,277</b>	<b>(4,404)</b>	<b>(5.6%)</b>	<b>321,976</b>	<b>323,409</b>	<b>(1,433)</b>	<b>(0.4%)</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	308	479	(171)	(35.7%)	1,577	1,555	22	1.4%
COMMISSIONING COSTS	(2,096)	3,488	(5,583)	(160.1%)	3,334	3,488	(153)	(4.4%)
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>(1,788)</b>	<b>3,966</b>	<b>(5,754)</b>	<b>(145.1%)</b>	<b>4,911</b>	<b>5,042</b>	<b>(131)</b>	<b>(2.6%)</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>72,084</b>	<b>82,243</b>	<b>(10,159)</b>	<b>(12.4%)</b>	<b>326,887</b>	<b>328,451</b>	<b>(1,564)</b>	<b>(0.5%)</b>

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ANNEX C Police Officer Overtime June 2020				TOTAL	YTD Budget	YTD Variance	YTD %	Projection	Annual Budget	(Under) / Over Spent
	Apr-20	May-20	Jun-20							
Neighbourhood Policing	41,706	39,579	44,861	126,145	118,428	7,718		472,356	264,600	207,756
Road Safety	-	-	-	-	-	-		-	-	-
Offender Management	1,496	1,908	3,184	6,588	4,232	2,356		30,048	25,400	4,648
Victims and Safeguarding	-	14	-	14	1,783	- 1,768		86	10,700	- 10,614
Citizens in Policing	-	-	267	267	-	267		1,605	-	1,605
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>43,202</b>	<b>41,501</b>	<b>48,312</b>	<b>133,015</b>	<b>124,442</b>	<b>8,573</b>	<b>6.9%</b>	<b>504,095</b>	<b>300,700</b>	<b>203,395</b>
Command and Control	839	377	2,006	3,223	900	2,323		5,615	5,400	215
Patrol	175,176	173,704	162,986	511,866	484,687	27,179		1,887,897	1,641,600	246,297
Detainee Investigation Support	17,984	10,486	13,179	41,649	21,848	19,800		167,780	69,900	97,880
<b>RESPONSE</b>	<b>193,999</b>	<b>184,567</b>	<b>178,171</b>	<b>556,737</b>	<b>507,435</b>	<b>49,302</b>	<b>9.7%</b>	<b>2,061,292</b>	<b>1,716,900</b>	<b>344,392</b>
Criminal Justice	10,575	20,672	23,108	54,355	38,441	15,914		229,660	125,600	104,060
Operations Major Incidents	- 15,016	81	6,297	- 8,639	27,722	- 36,361		166,400	166,400	0
Operations	- 33,348	10,702	47,304	24,658	49,140	- 24,482		121,376	259,200	- 137,824
Operation Remedy	26,178	30,869	27,819	84,866	58,310	26,556		500,918	350,000	150,918
Serious & Violent Crime	- 75,078	12,106	63,304	332	11,414	- 11,081		255,898	45,600	210,298
Intelligence and Tasking	7,163	6,869	8,582	22,614	14,915	7,698		101,006	50,300	50,706
Tactical Support Team	44,530	38,568	40,621	123,719	85,517	38,202		598,261	410,700	187,561
<b>OPERATIONAL SUPPORT</b>	<b>- 34,996</b>	<b>119,867</b>	<b>217,034</b>	<b>301,905</b>	<b>285,459</b>	<b>16,446</b>	<b>0.0%</b>	<b>1,973,520</b>	<b>1,407,800</b>	<b>565,720</b>
Investigation	2,627	67,271	91,621	161,518	223,559	- 62,041		800,674	977,500	- 176,826
Investigation Major Incidents	16,241	9,537	14,481	40,258	135,192	- 94,934		441,800	441,800	0
<b>INVESTIGATION</b>	<b>18,867</b>	<b>76,808</b>	<b>106,101</b>	<b>201,776</b>	<b>358,751</b>	<b>- 156,975</b>	<b>0.0%</b>	<b>1,242,474</b>	<b>1,419,300</b>	<b>- 176,826</b>
Scientific Investigations	-	-	-	-	-	-		-	-	-
Major Crime Investigations	4,299	1,596	3,850	9,744	10,427	- 682		34,504	35,500	- 996
South West ROCU	-	-	-	-	-	-		-	-	-
Special Branch	- 492	694	23	225	4,093	- 3,868		18,699	18,700	- 1
Black Rock	-	-	-	-	-	-		-	-	-
Counter Terrorism Specialist Firearms	3,085	6,736	6,481	16,302	16,410	- 108		100,083	98,500	1,583
SWPCP ACC	-	-	-	-	-	-		-	-	-
<b>COLLABORATION</b>	<b>6,892</b>	<b>9,025</b>	<b>10,354</b>	<b>26,272</b>	<b>30,930</b>	<b>- 4,659</b>	<b>-15.1%</b>	<b>153,286</b>	<b>152,700</b>	<b>586</b>
HR Operations	0	-	-	0	-	0		1	-	1
Organisational Development	699	-	-	699	50	649		4,194	300	3,894
Learning	- 117	507	591	981	883	98		5,307	5,300	7
<b>PEOPLE &amp; ORGANISATIONAL DEVELOPMENT DIRECTORATE</b>	<b>582</b>	<b>507</b>	<b>591</b>	<b>1,680</b>	<b>933</b>	<b>747</b>	<b>80.1%</b>	<b>9,502</b>	<b>5,600</b>	<b>3,902</b>
Transformation	-	-	-	-	-	-		-	-	-
Improvement	-	137	52	190	983	- 793		5,888	5,900	- 12
Professional Standards Department	678	1,232	730	2,640	300	2,340		13,913	1,800	12,113
<b>TRANSFORMATION &amp; IMPROVEMENT DIRECTORATE</b>	<b>678</b>	<b>1,369</b>	<b>783</b>	<b>2,830</b>	<b>1,283</b>	<b>1,547</b>	<b>120.6%</b>	<b>19,801</b>	<b>7,700</b>	<b>12,101</b>
Pensions	-	-	-	-	-	-		-	-	-
Officer & Staff Allowances	974	995	637	2,605	63,025	- 60,420		10,421	378,300	- 367,879
Central Costs	3,094	1,488	1,469	6,051	118,900	- 112,849		19,730	118,900	- 99,170
Covid 19	19,183	31,042	26,955	77,181	-	77,181		198,466	-	198,466
Student Officers	903	807	587	2,297	-	2,297		2,297	-	2,297
<b>CENTRAL COSTS</b>	<b>24,154</b>	<b>34,332</b>	<b>29,648</b>	<b>88,135</b>	<b>181,925</b>	<b>- 93,790</b>	<b>-51.6%</b>	<b>230,914</b>	<b>497,200</b>	<b>- 266,286</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>253,378</b>	<b>467,976</b>	<b>590,995</b>	<b>1,312,350</b>	<b>1,491,158</b>	<b>- 178,808</b>	<b>-12.0%</b>	<b>6,194,885</b>	<b>5,507,900</b>	<b>686,985</b>
MISCELLANEOUS	-	-	77	77	-	77		-	-	-
GRANTS	- 25,505	5,377	3,322	- 16,805	11,845	- 28,651	<b>-241.9%</b>	71,100	71,100	-
SECONDEES	4,830	679	495	6,004	6,864	- 860	<b>-12.5%</b>	41,200	41,200	-
<b>TOTAL CONSTABULARY</b>	<b>232,703</b>	<b>474,033</b>	<b>594,889</b>	<b>1,301,625</b>	<b>1,509,867</b>	<b>- 208,242</b>	<b>-13.8%</b>	<b>6,307,185</b>	<b>5,620,200</b>	<b>686,985</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	-	-	-	-	-	-		-	-	-
COMMISSIONING COSTS	-	-	-	-	-	-		-	-	-
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>232,703</b>	<b>474,033</b>	<b>594,889</b>	<b>1,301,625</b>	<b>1,509,867</b>	<b>- 208,242</b>	<b>-13.8%</b>	<b>6,307,185</b>	<b>5,620,200</b>	<b>686,985</b>

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ANNEX D Police Staff Overtime June 2020	Apr-20	May-20	Jun-20	TOTAL	YTD Budget	YTD Variance	YTD %	Projection	Annual Budget	(Under) / Over Spent
Neighbourhood Policing	1,127	2,064	4,442	7,634	1,683	5,951		6,103	10,100	3,997
Road Safety	-	-	-	-	-	-	-	-	-	-
Offender Management	1,410	1,366	1,456	4,232	2,816	1,417		18,593	16,900	1,693
Victims and Safeguarding	3,258	4,939	7,301	15,498	5,215	10,282		59,088	22,300	36,788
Citizens in Policing	-	-	132	132	-	132		793	-	793
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>5,795</b>	<b>8,370</b>	<b>13,331</b>	<b>27,496</b>	<b>9,714</b>	<b>17,782</b>	<b>183.1%</b>	<b>84,577</b>	<b>49,300</b>	<b>35,277</b>
Command and Control	20,804	38,492	35,568	94,864	83,703	11,160		315,402	328,700	13,298
Patrol	-	-	-	-	-	-	-	-	-	-
Detainee Investigation Support	3,200	3,692	3,980	10,872	11,182	310		40,280	37,500	2,780
<b>RESPONSE</b>	<b>24,004</b>	<b>42,184</b>	<b>39,548</b>	<b>105,736</b>	<b>94,886</b>	<b>10,850</b>	<b>11.4%</b>	<b>355,682</b>	<b>366,200</b>	<b>10,518</b>
Criminal Justice	11,385	18,828	14,345	44,558	28,066	16,492		188,882	123,100	65,782
Operations	- 3,925	819	3,574	469	650	- 181		2,877	3,900	1,023
Operation Remedy	- 1,735	69	571	- 1,233	-	- 1,233		5,821	-	5,821
Serious & Violent Crime	- 21,544	97	21,599	151	-	- 151		406	-	406
Operations Major Incidents	- 250	-	1,050	800	5,931	5,130		35,600	35,600	0
Intelligence and Tasking	- 602	6,047	12,549	17,994	16,152	1,842		81,441	71,200	10,241
Tactical Support Team	8	418	8	435	1,689	1,253		4,006	6,400	2,394
<b>OPERATIONAL SUPPORT</b>	<b>- 16,662</b>	<b>26,141</b>	<b>53,697</b>	<b>63,175</b>	<b>52,488</b>	<b>10,687</b>	<b>20.4%</b>	<b>319,034</b>	<b>240,200</b>	<b>78,834</b>
Investigation	3,183	4,894	6,619	14,696	3,182	11,514		82,049	19,100	62,949
Investigation Major Incidents	- 1,647	1,316	2,216	1,885	52,841	- 50,956		159,702	159,600	102
<b>INVESTIGATION</b>	<b>1,536</b>	<b>6,210</b>	<b>8,835</b>	<b>16,582</b>	<b>56,024</b>	<b>- 39,442</b>	<b>-70.4%</b>	<b>241,750</b>	<b>178,700</b>	<b>63,050</b>
Scientific Investigations	4,505	4,890	3,334	12,729	13,611	- 882		64,116	81,700	17,584
Major Crime Investigations	3,844	3,708	7,047	14,599	5,016	9,583		31,826	17,700	14,126
South West ROCU	-	-	-	-	-	-		-	-	-
Special Branch	-	-	-	-	167	- 167		1,000	1,000	-
Black Rock	-	-	-	-	-	-		-	-	-
Counter Terrorism Specialist Firearms	-	-	-	-	-	-		-	-	-
Tri Force ACC	-	-	-	-	-	-		-	-	-
<b>COLLABORATION</b>	<b>8,349</b>	<b>8,598</b>	<b>10,381</b>	<b>27,329</b>	<b>18,794</b>	<b>8,535</b>	<b>45.4%</b>	<b>96,942</b>	<b>100,400</b>	<b>3,458</b>
Technology Services	- 1,316	5,036	5,283	9,002	13,328	- 4,326		40,860	80,000	39,140
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	<b>- 1,316</b>	<b>5,036</b>	<b>5,283</b>	<b>9,002</b>	<b>13,328</b>	<b>- 4,326</b>	<b>-32.5%</b>	<b>40,860</b>	<b>80,000</b>	<b>39,140</b>
Chief Officer Group	-	-	-	-	-	-		-	-	-
Stores, Facilities & Evidential Property	- 1,263	154	1,763	654	1,083	- 429		4,887	6,500	1,613
Transport Services	2,428	14,936	10,957	28,320	8,413	19,907		95,747	50,500	45,247
Services Hub	455	3,362	1,999	5,816	3,794	2,022		12,888	15,700	2,812
Finance Department	57	5	5	67	-	67		118	-	118
Strategic Procurement Services	-	-	-	-	-	-		-	-	-
Estates	168	142	730	1,040	2,816	- 1,776		2,916	16,900	13,984
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	<b>1,844</b>	<b>18,599</b>	<b>15,453</b>	<b>35,897</b>	<b>16,106</b>	<b>19,791</b>	<b>122.9%</b>	<b>116,556</b>	<b>89,600</b>	<b>26,956</b>
HR Operations	4,092	2,971	2,353	9,416	1,666	7,750		56,495	10,000	46,495
Organisational Development	-	-	-	-	-	-		-	-	-
Learning	- 822	2,127	1,716	3,021	400	2,621		23,808	2,400	21,408
Legal Services	361	1,024	1,196	2,581	-	2,581		15,485	-	15,485
Occupational Health	-	-	-	-	-	-		-	-	-
Health & Safety	-	-	-	-	-	-		-	-	-
<b>PEOPLE &amp; ORGANISATIONAL DEVELOPMENT DIRECTORATE</b>	<b>3,631</b>	<b>6,122</b>	<b>5,265</b>	<b>15,017</b>	<b>2,066</b>	<b>12,952</b>	<b>626.9%</b>	<b>95,788</b>	<b>12,400</b>	<b>83,388</b>
Transformation	-	276	1,444	1,720	833	887		5,000	5,000	-
Improvement	- 771	2,466	4,244	5,940	6,449	- 509		36,200	36,200	-
Force Crime & Incident Registrar	490	930	1,419	-	-	-		-	-	-
Strategic Projects	1,338	- 145	- 1,193	-	-	-		-	-	-
Corporate Communications	- 621	2,467	2,068	3,914	3,932	- 18		21,116	21,200	84
Professional Standards Department	1,119	2,922	3,039	7,080	433	6,646		41,694	2,600	39,094
<b>TRANSFORMATION &amp; IMPROVEMENT DIRECTORATE</b>	<b>1,555</b>	<b>8,916</b>	<b>8,183</b>	<b>18,654</b>	<b>11,648</b>	<b>7,006</b>	<b>60.2%</b>	<b>104,010</b>	<b>65,000</b>	<b>39,010</b>
Pensions	-	-	-	-	-	-		-	-	-
Officer & Staff Allowances	942	1,418	1,293	3,652	9,813	- 6,160		14,610	58,900	44,290
Central Costs	-	-	-	-	41,754	- 41,754		21,000	86,000	65,000
Covid 19	17,188	31,316	37,133	85,637	-	85,637		220,209	-	220,209
Central Savings	-	-	-	-	-	-		-	-	-
Student Officers	-	-	-	-	-	-		-	-	-
<b>CENTRAL COSTS</b>	<b>18,130</b>	<b>32,734</b>	<b>38,426</b>	<b>89,289</b>	<b>51,567</b>	<b>37,723</b>	<b>73.2%</b>	<b>255,819</b>	<b>144,900</b>	<b>110,919</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>46,866</b>	<b>162,908</b>	<b>198,402</b>	<b>408,177</b>	<b>326,618</b>	<b>81,559</b>	<b>25.0%</b>	<b>1,711,018</b>	<b>1,326,700</b>	<b>384,318</b>
MISCELLANEOUS	-	-	-	-	- 1,100	1,100	-100.0%	-	-	-
GRANTS	593	1,127	1,820	3,540	916	2,624	286.4%	5,500	5,500	-
SECONDEES	-	-	-	-	-	-		-	-	-
<b>TOTAL CONSTABULARY</b>	<b>47,459</b>	<b>164,036</b>	<b>200,223</b>	<b>411,717</b>	<b>326,434</b>	<b>85,283</b>	<b>26.1%</b>	<b>1,716,518</b>	<b>1,332,200</b>	<b>384,318</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	165	-	-	165	833	- 668	-80.2%	2,500	5,000	2,500
COMMISSIONING COSTS	-	-	-	-	-	-		-	-	-
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>165</b>	<b>-</b>	<b>-</b>	<b>165</b>	<b>833</b>	<b>- 668</b>	<b>-80.2%</b>	<b>2,500</b>	<b>5,000</b>	<b>2,500</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>47,624</b>	<b>164,036</b>	<b>200,223</b>	<b>411,882</b>	<b>327,267</b>	<b>84,614</b>	<b>25.9%</b>	<b>1,719,018</b>	<b>1,337,200</b>	<b>381,818</b>



## Annex E – Capital Spend

£000's	Planned Spend									
	MTFP	C/F 1920	Adjs	Total Budget	2021 actual spend	Q2 forecast	Q3 forecast	Q4 forecast	Total project 2021 cost	Over /(Under) spend to 2021 budget
Information and Communication Systems	6,425	497.3	33.0	6,955	865	1,533	2,888	2,107	7,393	437
Estates	1,244	358.8	300.0	1,903	27	545	806	418	1,796	-107
Fleet	2,672	398.0	0.0	3,070	80	462	1,234	661	2,438	-632
Equipment	408	117.6	0.0	526	91	48	25	361	526	0
<b>TOTAL Replacement and Renewal Programme</b>	<b>10,749</b>	<b>1,371.7</b>	<b>333.0</b>	<b>12,454</b>	<b>1,064</b>	<b>2,587</b>	<b>4,953</b>	<b>3,548</b>	<b>12,152</b>	<b>-302</b>
Digital Projects	1,644	841.7	0.0	2,486	83	410	868	830	2,190	-295
Estates Projects	7,094	1,504.3	-428.0	8,170	362	1,605	2,856	3,154	7,971	-199
<b>Total Programme</b>	<b>8,738</b>	<b>2,346.0</b>	<b>-428.0</b>	<b>10,656</b>	<b>445</b>	<b>2,015</b>	<b>3,724</b>	<b>3,984</b>	<b>10,161</b>	<b>-495</b>
Regional Programme	100	0.0	0.0	100	0	50	50	0	100	0
Other Projects	300	0.0	0.0	300	0	75	125	100	300	0
Funded / Part Funded Projects	0	201.8	521.6	723	50	0	438	236	723	0
<b>Total Capital Programmes</b>	<b>19,887</b>	<b>3,919.5</b>	<b>426.6</b>	<b>24,233</b>	<b>1,558</b>	<b>4,727</b>	<b>9,290</b>	<b>7,868</b>	<b>23,437</b>	<b>-796</b>

## **DRAFT Minutes of the Police and Crime Board, 5<sup>th</sup> August 2020**

### **Held via Teams**

#### **Attendees:**

Sue Mountstevens, Police and Crime Commissioner  
Sarah Crew, Deputy Chief Constable  
Mark Simmonds, OPCC Interim CEO  
John Smith, Deputy Police and Crime Commissioner  
Stephen Cullen, Assistant Chief Constable  
Paul Butler, OPCC Interim CFO  
Dan Wood, Director of People and Organisational Development  
Karen Michael-Cox, Deputy Director Transformation and Improvement  
Marc Hole, OPCC Head of Commissioning and Partnerships  
Ben Valentine, OPCC Strategic Planning and Performance Officer  
Alaina Davies, Resources Officer

### **1. Apologies**

Andy Marsh, Chief Constable  
Nick Adams, OCC CFO  
Michael Flay, Governance Manager

### **2. Minutes and Action Update**

The Board agreed the minutes from the Police and Crime Board Meeting held on 1<sup>st</sup> July 2020.

### **3. Deputy Chief Constable's Update**

The Deputy Chief Constable highlighted the following:

- Uncertainty – operating under unique and unprecedented circumstances but the force has responded well and been resilient. Worked well with partners and the community. The speed with which restrictions are being lifted is a challenge in terms of the police response.
- Feeling of polarisation in society – the police should be an impartial voice but are being publically placed in the centre of discussions which are polarising society such as Covid-19 response and the Black Lives Matter movement.
- Expectation and ambition – Covid-19 restrictions have reset expectations regarding ways of working and how this looks for the future. It was noted that, in a recent survey, 41% of the workforce said that they feel more productive since 18<sup>th</sup> March 2020. The Constabulary are launching a force wide piece of work looking at ways of working going forward – consultation began yesterday. Need to ensure productivity is looked at alongside wellbeing.
- Criminal Justice System (CJS) – concerns remain regarding the backlog and the legacy of the Covid-19 impact. Policing is the most visible part of

the CJS. The Covid-19 situation has brought a focus to problems which were already there and highlighted the need for transformation – it was noted that the OPCC have been championing the need for transformation locally and nationally. There is a risk of losing public confidence in the police as a result of a loss of confidence in the CJS as a whole. There are concerns that the number of victims declining to prosecute will increase as a result of backlogs.

#### **4. Key Organisational Risks and Issues**

The Constabulary confirmed that the work being done by the Assurance Team, looking at the increase in the number of 'victim declines', will be reported to September Constabulary Management Board (CMB) and then October Police and Crime Board (PCB).

The OPCC asked how the Constabulary are taking the learning from high performing teams and embedding that into organisational learning. The Constabulary is working on a business case in relation to the Leadership Academy for September CMB. The Constabulary consider everyone in the organisation to be leaders. The business case will look at processes and systems as well as how knowledge is used and how ideas are gathered – process for raising ideas/problems. The Constabulary are looking into funding opportunities in relation to the Leadership Academy in terms of the apprentice scheme and whether the apprenticeship standards could be tailored and used. The Constabulary will be identifying the high performing teams through the Integrated Performance and Quality Report (IPQR) and using the learning to develop and become an outstanding force. The Transformation and Improvement part of this work is moving forward and is looking at formalising communication to reach the whole organisation.

The DPCC commented that this a good model but raised the need to look at what information from the IPQR can be made public and available to the Police and Crime Panel. The PCC would like to see any public facing dashboard in place for at least a year. How are the Constabulary looking at the day to day aspects of improving outcomes such as patrol? The Constabulary is considering ways to replicate what good looks like. There was a roundtable meeting yesterday looking the Police Constable Degree Apprenticeship (PCDA) route and embedding learning from that early stage.

Concerns were raised that as demand increases again timeliness will decrease. Has the peak of demand shifted to the autumn? Demand fell to an unprecedentedly low level for April but has been increasing and in recent days has been higher than usual for this time of year. The Constabulary don't anticipate that the peak of demand will shift to the autumn as the factors that affect demand over the summer will not be there (summer school holidays, summer annual leave, summer events and warm weather). The Constabulary is expecting a spike in safeguarding demand in the autumn as children return to school but this is expected nationally. There are many academic reports predicting what will happen in terms of police demand and they all conclude that it will return to normal levels. As part of the work the Constabulary is doing

on resetting, as a result of Covid-19 challenges, they are revising the Demand Status Plan and it will include a slightly different call grading system. Work has previously been done to improve the way priority standard calls are dealt with but work is now being done to breakdown the priority high calls and look at ways of responding as part of the ongoing continuous improvement work. Proposals will be brought forward later this month and then presented to PCB as they will represent changes to the Service Level Agreement (SLA).

The Board discussed collecting data on self-defined ethnicity. The Director of People and Organisational Development confirmed that he has been discussing tactics for improving this internally with the Head of Communications.

Vulnerability training backlogs as a result of Covid-19 were discussed and the PCC was assured that this does not relate to mandatory training, rather areas that theme leads want to improve knowledge in. The Constabulary has been finding ways to deliver training online. Mental Health Tactical Advisor training has been postponed. There is a Mental Health forum for operational staff to discuss processes as a result of Covid-19 and changes to places of safety.

Data Protection and Information Management Training completion was discussed at the recent Joint Audit Committee meeting – the Constabulary chose to include a test on top of the Mandatory training and it was expected that this would take a year for all staff and officers to complete. Currently the completion rate is 55% but this is monitored weekly and discussed with directorate heads. It was noted that there have been some technical difficulties with completion being properly recorded on the NCALT system in some cases.

The OPCC queried what is driving the higher level of overtime reported for quarter 1 given the reduced demand and increase in officer numbers. This is being driven by vacancies in departments such as investigations, a number of officers are PCDA, some departments have had to isolate and there has also been a need to backfill posts as a results of certain operations.

Longer term demand questions were raised and in particular in relation to tackling County Lines. There are strategic, tactical and operational groups developing the approach to reducing/ managing demand. It is felt that the Avon and Somerset approach is strong with linking to serious violence work and the broader vulnerability work. The Futures Programme is looking to identify key 'pain points' for each directorate in accessing where the uplift investment would be best placed within the organisation – once this work has been validated the OPCC will be consulted.

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

### **a. Performance Overview**

This was discussed above with the Key Organisational Risks and Issues.

## **b. Quarterly Vulnerability Assurance Report**

The Head of Investigations highlighted the following in relation to various vulnerability strands.

### Modern Slavery

The Constabulary managed to successfully run Op Aidant during lockdown which provided significant intelligence – Neighbourhood Teams delivered this.

### Domestic Abuse (DA)

A deep dive paper on DA is due to be discussed at the next meeting of the PCB in September. Had to work differently due to Covid-19 and rejuvenate the partnership working approach.

### Adults at Risk

Some assurance work was carried out which has identified that some relevant partners are missing from some scrutiny groups and the Constabulary are working on rectifying this.

### Child Protection

The Constabulary continue to work on the Independent Inquiry into Child Sexual Abuse (IICSA). The Op Ruby pilot to upskill and professionalise the workforce continues and will be enhanced in readiness for children returning to school in September and the anticipated rise in referrals.

### Child Criminal Exploitation (CCE) – Op Topaz

The agreed increase in staffing has not yet progressed as this needs to be considered and aligned with maximising the work of Neighbourhood teams and the Violence Reduction Units (VRUs) regarding County Lines – there is good activity happening. The Constabulary assured the OPCC that they do anticipate including CCE in Op Topaz as soon as possible once this work has been joined up. The Constabulary are looking at fast track training in this area similar to what they have done with the Child Protection Training. It was noted that an assurance report has been scheduled for April 2021 focusing on County Lines, Op Topaz Learning and Child Exploitation. The PCC emphasized the need to work together and be able to provide evidence on the work of VRUs.

### Female Genital Mutilation (FGM)

The PCC raised concerns regarding the lack of intelligence in this area of business, particularly given the length of time children have been away from school. This is also a concern in relation to Honour Based Abuse (HBA) and Forced Marriage. The Constabulary are looking at joined up work between the leads in these areas and joined up campaigns.

### Mental Health

Many of the challenges the Constabulary face are health based but affect the Constabulary (places of safety being at capacity, changes meaning A&E can no longer be a place of safety and there has been an increase in more extreme and violent calls). The Constabulary did report that where they have used the escalation process this has worked effectively. There is a good relationship

between Mental Health partners and the police. Community based support stopped due to lockdown but will be starting again. Need to clarify when the police role starts and finishes in places of safety. It is anticipated that there will be a rise in cases of depression as a result of Covid-19 impact on jobs etc.

The Constabulary are going to be setting up an internal Mental Health Board to better support high intensity users and link into relevant partners. Mental Health Tactical Advisors will look at putting specific bespoke plans in place for high intensity users.

It was noted that good progress is being made around discussions with AWP on the Mental Health Control Room Triage and the data protection agreement. Need to consider what impact the new number provided to forces for support has on the triage. The triage currently receives around 20 calls per day and feedback has been that calls being received are now more appropriate. It has been positive moving the service from the call centre to a health based setting.

#### Assurance

The National Vulnerability Action Plan will be used as a template for improvement. The Constabulary is looking at the Covid-19 vulnerability tracker, how this aligns with the plan and what the gaps are. This will feed into the IPQR and fully align with the overarching Strategic Performance Framework. This provides a good framework for ongoing assurance and prioritising activity.

### **6. People and Organisational Development Update**

The department is busy with managing different work streams and managing the uplift. The first Degree Holder Entry Programme Cohort will start in February and will bring 30 new detectives – 572 applications were received with 357 of those passing eligibility. There are 64 Police Constable Degree Apprenticeship (PCDA) candidates accepted onto the course starting in September (3 of these were PCSOs and 2 were Specials). The Constabulary reported that they are on track to achieving the required uplift by end of March 2021.

Latest police officer recruitment opened on e-recruitment meaning that phase 2 of this went live on track and on time today. This will help streamline the process and improve the experience of candidates. Aspects of automation are included in the e-recruitment process. Specials and PCSOs will be going live with e-recruitment later in the month then phase 3 will be the promotion boards. The PCC thanked the Director of People and Organisational Development and his team for all their hard work and achievements whilst working from home.

Police Officers – the Constabulary are going to reduce the cohorts back to 60 as the trajectory is now forecasting over establishment. It was noted that there have been fewer officers leaving due to retirement since Covid-19 restriction than was projected – the Constabulary has factored in that there could be a spike in leavers at a later date as a result.



PCSOs – It was noted that the PCSO course delegate numbers have increased in order to achieve establishment by end of March 2021. It was noted that 9 of the vacancies reported are filled with supervisory PCSOs (these are not technically classified as PCSO establishment). The Board discussed the trajectory in the face of possible financial challenges to come. The Constabulary advised that they monitor the trajectory weekly and that it is easier to plan for higher recruitment in terms of planning and capacity – this can be reduced at a later date if necessary. The PCC highlighted the importance of PCSOs to the way the Constabulary conducts neighbourhood policing. The DPCC highlighted that neighbourhood teams are still under resourced and they need to be supported, as such it would not be preferable to alter the trajectory at this stage.

Specials – Two additional course dates have been added for Specials and the trajectory is working toward 350 by end March 2021. There have been recent re-joiners and there were 20 recruits accepted onto the course in July. There are also enough applicants to fill the September and November courses.

Police staff – 1,100 applications were received for the investigator posts and 466 were shortlisted. The Constabulary are close to making offers on these posts. Vacancies reported also now include the posts agreed in recent business cases.

The OPCC queried the effect of recent recruitment activity on workforce representation. There has been a positive shift and a full update will be provided to the PCB following the next Diversity and Inclusion Board. The OPCC was assured that the Constabulary are able to evaluate the effect of the Outreach Workers by detailed tracking down to the individual. The Outreach workers are building good reputations and relationships.

The Board discussed workforce modernisation. Currently the organisation is about 50/50 staff and officers which creates the opportunity to be agile and flexible ensuring the right person in the right role.

Workforce planning was discussed at the recent Joint Audit Committee. The Chronicle system is key to recording and managing skills within the organisation and directly links to the workforce plan.

The DPCC updated on a meeting with UWE yesterday reflecting on the PCDA course content, learning and involvement of community groups over the past year. The Constabulary have a strong relationship with UWE. Need to think more about the community engagement part of the course, in particular need assurance regarding the local placement work.

### Good News

The Constabulary were nominated for 2 Employer Network for Equality and Inclusion awards for Neurodiversity and Inclusive Culture. The Constabulary won the Neurodiversity Award.

The Constabulary have been shortlisted for a CIPD award for their work on the staff survey and Qlik analytics and are preparing a presentation for the judging panel in September. The Constabulary are competing against private as well as public sector for this award.

## **7. Finance:**

### **a. Financial Performance Report Quarter 1**

22% of the revenue has been spent in quarter 1 which is 3% less than expected. Underspends in pay were highlighted. Non-pay underspends reflect the impact of Covid-19 but these are offset by the loss of income from Bristol Airport, The Mall, events such as Glastonbury being cancelled and the loss of speed enforcement income during lockdown. The Constabulary is forecasting a net year-end underspend of £1.6m. It was noted that this forecast underspend is stated after a proposed transfer to reserves of £1.8m and that £840k PPE funding has been announced which is not yet included in the forecast. The full forecast underspend before any transfers is therefore in excess of £4m.

There have been delays in capital projects as a result of Covid-19 and as such only 6.1% of the capital budget has been spent in quarter 1. The Constabulary are currently assessing how much of the work can be caught up on and the results of this work will be presented with the quarter 2 financial performance.

The OPCC CFO highlighted that the 2.5% pay award is included in the projections but this was budgeted at 3%. The uncertainty makes it more difficult to plan and forecast. Challenges are foreseen in terms of council tax collections.

There is risk around the potential for overtime to increase as a result of officers needing to isolate. The OPCC CFO requested a year on year comparison of overtime data.

Consideration is being given to savings to discuss in September.

The OPCC CEO asked what the £1.8m planned transfer to reserve at year-end was for. This is to cover the risk of costs associated with Covid-19 not yet foreseen. It was agreed that increased reserves may be needed but the amount to be transferred to reserves requires PCC approval and will require initial discussion between the PCC and Chief Constable.

The level of vacancies at this point largely reflects the late stage at which posts were agreed in terms of recruitment planning.

The DPCC highlighted the Op Remedy underspend reported and whether consideration should be given to this being used to fund other projects. The vacancies reported are a result of Covid-19 which saw the freezing of transferring officers across the organisation from March – this was to support the 24/7 response to policing the Covid-19 restrictions.

## **b. Medium Term Financial Plan (MTFP) Update**

An MTFP planning document will be submitted for discussion at the September PCB.

## **8. Major Projects: Highlight Report**

There has been an interim reorganisation of the portfolio so that all of the digital work streams under the Futures Programme Board should be dealt with at the Infrastructure and Digital Board. This will allow Futures to be separate and focused.

A decision has been made to purchase a Project Information Management System. This will allow the Constabulary and OPCC to have an overview of project progression and track spend – giving better financial control is a key feature of what the Constabulary are looking to purchase.

SAP replacement – it has been agreed that a technical resource is needed to complete the options appraisal first before the recruitment of a project manager.

Various Estates updates were discussed.

## **9. Professional Standards Department (PSD) Update**

### **a. Quarterly Update**

The Constabulary expected a rising trend in complaints following changes to the regulations which meant more cases should be classed as complaints. More complaints are being resolved at the initial triage stage and PSD focus on the more serious conduct matters and other matters referred to line managers for reflective practice and learning. It was noted that next time the OPCC appeals should be included in the data provided. The DPCC suggested doing a comparison with other forces following the introduction of the new regulations.

It was reported that there are currently 7 people in the organisation suspended. There were a lot of hearings in the last quarter and it was noted that all but two were dismissed which suggests that PSD/IOPC are referring the correct cases to hearing.

Vetting update – the workload tray is now 189 which is a reduction from 576 in January. It was noted that in some cases the Constabulary is waiting on information from partners to be able to progress.

### **b. IOPC Independent Investigations Update**

There are 12 cases with the IOPC (5 from 2019 and 7 from 2020). This is an improvement on timeliness. The emerging theme is abuse of position for sexual purpose.

## **10. ICV Annual Report**

The positive relationship between Independent Custody Visitors (ICV) and custody staff/officers was noted. Visits have continued virtually through lockdown but will be moving back to physical visits and the health and safety is currently being worked through to enable this. The PCB thanked the OPCC Volunteers Management Officer, ICVs and Constabulary team for enabling the scheme to carry on. It is a fundamental role ensuring that detainees are treated fairly and legally. The ICVs have highlighted a number of issues through the year which the Constabulary have responded to.

## **11. A.O.B**

None

## **12. Action Update**

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

- Lighthouse Safeguarding Unit (LSU) Update – a roundtable discussion will take place in the next couple of weeks.

## **13. Publication**

The following items were agreed for publication:

- 1<sup>st</sup> July 2020 Police and Crime Board Agenda
- 1<sup>st</sup> July 2020 Police and Crime Board Minutes

### **Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 2<sup>nd</sup> September 2020**