

Police and Crime Board, 4th August 2021 13:00 – 17:00

Venue: Meeting to be held via Teams

Attendees:

- **Police and Crime Commissioner**
- **Chief Constable**
- **Deputy Chief Constable**
- **Chief Officer – People and Organisational Development**
- **OCC CFO**
- **OPCC Interim CEO**
- **OPCC Interim CFO**
- **OPCC Head of Commissioning and Partnerships**
- **OPCC Strategic Planning and Performance Officer**

To support the carrying out of the PCC's statutory functions including overseeing delivery of the Police and Crime Plan, being the forum for formal decision making by the PCC and otherwise allowing for the PCC to scrutinise the work, performance, key projects and budget of the Constabulary and other partners.

AGENDA

1. Apologies

2. Minutes

3. 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. Integrated Performance and Quality Report
- b. Assurance Report – ASB
- c. Quarterly Vulnerability Report

6. Decisions (to be signed following the meeting)

- a. **2021/008 – Appointment of OPCC Chief of Staff (Chief Executive)**
- b. **2021/009 – Appointment of Deputy Police Crime Commissioner (DPCC)**
- c. **2021/010 – Appointment of OPCC Chief Finance Officer (CFO)**

7. People and Organisational Development Update

8. Finance: Financial Performance Report Quarter 1

9. Major Projects - Highlight Report

10. Professional Standards

- a. Quarterly Update
- b. IOPC Independent Investigations Update
- c. OPCC Complaints Review Data

11. A.O.B

- Regular LSU Update

12. Action Update

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

Date of the Next Meeting: 1st September 2021, 13:00 – 17:00

DRAFT Minutes of the Police and Crime Board, 4th August 2021

Held via Teams

Attendees:

Sarah Crew, Temporary Chief Constable
Paul Butler, OPCC Interim CFO
Dan Wood, Chief Officer – People and Organisational Development
Jon Reilly, Assistant Chief Constable
Ben Moseley, Superintendent (part of the meeting)
Carolyn Belafonte, Chief Superintendent (part of the meeting)
Claire Hargreaves, Head of Finance (part of the meeting)
James Davis, Delivery Manager – Portfolio
Jon Dowey, Head of Performance and Insight (part of the meeting)
Jane Wigmore, Temporary Head of PSD (part of the meeting)
Victoria Caple, Head of Victim Care, Safeguarding and Vulnerability (part of the meeting)
Marc Hole, OPCC Head of Commissioning and Partnerships
Ben Valentine, OPCC Strategic Planning and Performance Officer
Alaina Davies, OPCC Resources Officer

1. Apologies

Mark Shelford, Police and Crime Commissioner
Sally Fox, OPCC Interim CEO
Nikki Watson, Temporary Deputy Chief Constable
Nick Adams, OCC CFO

2. Minutes

The Board agreed the minutes from the Police and Crime Board Meeting held on 7th July 2021.

3. Chief Constable's Update

The Chief Constable raised the following:

- Impact of Covid – balancing the resources available with the summer demand. Some bold decisions taken along with good demand plans have been working. The Chief Constable also reported good take up of the vaccine within the workforce.
- Crime Data Integrity (CDI) and Victims Code of Practice (VCOP) – the new victim services assessment by HMICFRS was discussed and the impact this will have on the overall assessment grade. This will have an impact on public confidence. Progress is being seen in this area of work as monthly focus on it continues but the Constabulary recognise there is still work to be done.
- Rape and Serious Sexual Offences (RASSO) – there is a national spotlight on Avon and Somerset in this area of business. There are

some good examples of cases getting through to court and of improving positive outcomes. There have been positive comments, both internally and externally, on the work being done in Avon and Somerset. Internally the Bluestone banner is being used and there is a sense of pride and ambition which should help attract people into investigations. The work being done will also be helpful in other areas of business such as Domestic Abuse (DA) and Violence against Women and Girls (VAWG).

- Workforce Representation – improvement will take a long term effort but seeing progress in the data of work done to date to drive improvements. It is recognised that as society changes the gap to close will get bigger and this will be demonstrated with the release of the most recent census data shortly. Internal discussions, discussions with the OPCC and an upcoming workshop are all scheduled to discuss further improvements. The Constabulary recognise that some bold decisions will be needed and will need to ask for the support of communities to help make a change. The Constabulary are taking time to build relationships with communities and there is much recruitment outreach work planned. The Constabulary also recognise the importance of having the right inclusive environment and culture in order to retain staff and officers so that there aren't high levels of attrition. It is hoped that the national discussion will reflect the above complexities.
- Performance – still need to make improvements. The Beating Crime Plan was published last week which introduced the scorecard and benchmarking requirements. Need to turn improvement work done to date into outcomes. The OPCC highlighted the perception and presentation issues around CDI and the affect this could have on public confidence – need to be looking at whether victims receive a good service when they report a crime.
- The Chief Constable talked about the convictions last week in relation to the protest in Bristol in March but raised concerns over a term being used “revenge policing”. Communication on why actions have been taken should be shared when possible so communities can understand the reasoning. The Constabulary have also taken learning points from the incident.

4. Key Organisational Risks and Issues

The OPCC asked some questions on the Beating Crime Plan recently published by the Government:

- Is there any clarity on whether the statement about everyone having access to police digitally through a national platform is referring to Single Online Home? This has not been said but the Constabulary accept there will come a time when the force could become isolated if it doesn't join. Joining will be dependent on the service matching the capability Avon and Somerset currently has so that there is no diminution of service to residents. The Constabulary are going to be formally offering insight to other forces and sharing learning.
- Are there concerns that the intention for everyone to have details of their neighbourhood officers so they can contact them directly will mean reports aren't going through the normal channels and what are the plans

to manage this? The Constabulary think this is in line with their current offer and are confident that officers know the processes for recording crime reported directly. The OPCC was assured that Neighbourhood Policing is a strength for the Constabulary and this will be business as usual. This is an opportunity to amplify the message to the public regarding engaging with local policing.

- Given the statement regarding permanently relaxing conditions on the use of section 60 stop and search powers will there be a push to use this and what would the impact be on disproportionality? The use of this in Avon and Somerset has been in very small numbers and the OPCC were assured that where it is used the Constabulary are clear with the community why it is being used and there is good governance around its use. Since 2019 there have been three in place with no searches having been carried out which suggests it acts as a deterrent. Avon and Somerset has a sophisticated approach to the use of section 60 stop and search which is looked at by the scrutiny panel. The Constabulary will confirm to scrutiny groups that nothings with change in their approach.
- Is there an early view on what the impact will be of the Home Office Project ADDER funding in Bristol? It is early and the funding was given at short notice and was originally only for 1 year but has now been extended to 2. The bulk of the funding has gone to the Local Authority to be diverted into treatment and diversionary activities. The Constabulary are confident the funding will make a difference and it is right to focus on a holistic approach and not just arrest numbers. The OPCC are happy to support partner engagement regarding this.
- Is the increase in drug testing on arrest a focus on enforcement rather than treatment and what are the plans to shape this work? This is part of the Project ADDER work and Criminal Justice are also looking at this. This is an important part of the Integrated Offender Management (IOM) work and Reducing Reoffending work which all needs to be joined up in a holistic approach to drugs – this needs to feed into the Police and Crime Plan. The Constabulary can focus Uplift resources on catching and convicting but effective partnership working is needed to focus successfully on prevention.

Organisational learning process – the OPCC sought assurance on where the Constabulary are with an overarching organisational learning approach. The Constabulary are going to be developing an organisational strategy which fits in with the governance process and can be tracked using Verto. The OPCC recognise the scale of the challenge to develop this.

5. Performance against Police and Crime Plan

a. Integrated Performance and Quality Report (IPQR)

The OPCC raised concerns about the percentage of victims reporting a decrease in confidence after reporting a crime.

A good update has been provided on CDI. Training levels have increased by 20% over the last month which is very good. The OPCC noted the role the Outcomes Review Team play and queried whether they could be a key part of the improvements or whether the resource is too limited. They are a small team who currently top-slice the highest risk cases to ensure the approach is correct but the Constabulary will be reviewing to make sure they are getting the best value out of this limited resource – this will be done in the Autumn.

101 abandonment rates were discussed. This is a national problem due to the high demand on 101. Only a small increase in 999 abandonment rates has been seen. The context and background to this increase in 101 abandonment rates has been set out clearly in the report. There has been an impact on call handling due to “pingdemic”. The OPCC supports the constabulary approach to prioritising 999 calls. The work of the Head of Command & Control and her team over the years to drive improvements was recognised and it was noted that some forces have recently had to switch off 101 but this was not the case in Avon and Somerset.

The demand challenges faced by the Professional Standards Department (PSD) are highlighted in the report and the OPCC asked if this has the potential to be a longer term problem following the changes in the definition of complaints and also the risk of growing officer numbers increasing the number of complaints. Some additional resource has been allocated as part of Uplift and more cases are being dealt with as early resolution. Caution has been raised nationally around the risks of corruption with the service as a whole undergoing a large recruitment exercise – forces will need to get vetting right at the front end and ensure they recognise issues and concerning patterns of behaviours in individuals at an early stage.

The spotlight in the report on Young-in-service/Student officers looks at the experience of student officers and the feedback was discussed. The OPCC was assured that student officers must attend a range of incidents in order for their student officer portfolio to be signed off. Patrol as a specialism was discussed and ensuring this is recognised as they are the department that deal with the widest range of incidents. The potential risk associated with the organisation having a high number of those young-in-service were also highlighted in the report.

The Out of Court Disposal (OoCD) tactical group recently commissioned an audit into the use of outcomes. The OPCC highlighted the percentage reported which was not deemed compliant with the policy and in particular those outcomes in relation to the DA policy. The OPCC sought assurance on the level of scrutiny over the usage. As a result of the audit the tactical group will be issuing guidance to staff and to supervisors, in particular so there is greater understanding regarding the level of approval required and ensuring this is recorded correctly. Further audits will be conducted later in the year.

b. Assurance Report – Anti-Social Behaviour (ASB)

The report looks at the key themes of ASB by responding to specific questions posed by the OPCC in scoping meeting.

The report talks about the work to identify repeat victims of ASB and ensure they are offered support from the LSU.

ASB Teams are attached to every Neighbourhood Policing Team across the force in order to hone in on the most vulnerable in communities and those causing the most harm. The team work with partners on prevention work and to devise problem solving plans. Working arrangements with Local Authorities differ across the force area with the approach in Bristol being excellent and the Constabulary sought support from the OPCC in approaching other Local Authorities to make improvements in the approach across the rest of the force area.

A review of the ASB function was completed in 2019 with a number of recommendations and progress against these is included in the paper. The Service Standard needs re-writing over the next couple of months which can then feed into the performance framework piece of work.

The Incident Assessment Unit (IAU) now review all incidents of ASB to make sure recording is correct.

There are recommendations around training and an update on plans was given which will include bite size training on pocketbook.

Criminal Behaviour Orders are low in numbers but there are a high number of lower level early interventions – this would suggest the early interventions are working.

Anyone can raise a Community Trigger which will require a problem solving approach with objectives to be set across different agencies. Bristol City Council Chair these for Bristol and there is good engagement with other agencies – again the approach varies across the force area and the Constabulary sought support from the OPCC in discussions with other Local Authorities about the approach taken across the rest of the force area.

The OPCC asked how the percentage of people reporting a decrease in confidence after reporting a crime breaks down and how much of it relates to ASB.

Capacity of the ASB team was discussed and some loss of investment – this will be looked at as part of the LSU review which is under way. This paper needs to link up with the LSU review and ensure clarity around the service that ASB victims can receive from the LSU – it needs to be clear that it is not the remit of the LSU to stop the ASB rather to support the victim.

Need to do some work and join up on the best way to present a case to Local Authorities for improved partnership approach in relation to ASB, but recognising that the best practise example in Bristol may not be achievable across the whole force area. Opportunity to work with partners regarding ASB which links in with the Police and Crime Plan and the issue of neighbourhood crime in the Beating Crime Plan.

c. Quarterly Vulnerability Report

The national benchmarking self-assessment against the National Vulnerability Action Plan (NVAP) has been done since the last PCB meeting received the Quarterly Vulnerability Report. The 5 areas for improvement include: data collection, voice of the victim, evidence led prosecutions, officer norms and governance.

Adults at risk demand has increased considerably and there will be a deep dive on this area for the next meeting of the CMB & PCB.

It was noted that the Head of Victim Care, Safeguarding and Vulnerability has written to partners to seek assurance on the measures being taken to safeguard children at risk. Concerns due to school closures as a result of Covid meaning children could not make disclosures.

The Independent Inquiry into Child Sexual Abuse (IICSA) and recommendations in response to this are due to be published later this year.

Domestic Abuse (DA) victim declines to prosecute continue to increase as court delays continue – the Constabulary will monitor this and look for RASSO improvements which can be applied to this area of business. The DA Pledge will be launched in the autumn.

The Constabulary have identified that there could be improvements in relation to Hate Crime as currently only 10% are charges and they will look into this.

The OPCC were assured that the Constabulary are looking into the low number of referrals into the LSU from Forced Marriage and Honour Based Violence cases.

6. Decisions

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

2021/008 Appointment of OPCC Chief of Staff (Chief Executive) – Decision to run an appointment process to recruit a permanent Chief of Staff (Chief Executive) and Monitoring Officer. The Decision Notice will be signed and published on the PCC's website.

2021/009 Appointment of Deputy Police Crime Commissioner (DPCC) – Decision to run a recruitment process to appoint a Deputy Police & Crime

Commissioner. The Decision Notice will be signed and published on the PCC's website.

2021/010 Appointment of OPCC Chief Finance Officer (CFO) – Decision to run an appointment process to recruit a permanent Chief Finance Officer and Statutory Section 151 Officer. The Decision Notice will be signed and published on the PCC's website.

7. People and Organisational Development Update

On track and currently overachieving on Police Officer and PCSO recruitment and will be looking at plans to bring this back in line with the trajectory. The staff vacancy gap was closing but this has widened in the last month. Need to be mindful of the financial impact but it was noted that there is now a more accurate picture of the average cost of a Police Officer and more confidence in the recruitment trajectory to assist with the financial planning.

There have been some improvements in diversity against the national picture for female representation and BAME. The Constabulary are preparing for a session with the OPCC on improvements – what can be done to target campaigns, using an evidence base, and give communities a better understanding of the police family.

Transition planning – planning for where the Uplift capability will land. The Constabulary will update the OPCC.

Enterprise Resource Planning (ERP) Project – Programme Director appointed and awaiting start date. Programme until end of 2024 to replace SAP. Need to plan the milestones. Deloitte are helping with the first phase of the work and the OPCC should be included in the briefings. Important to ensure a good understanding of the requirements of the organisation. The OPCC was assured that the learning from previous plans to replace SAP are being considered in the process.

Feedback from the Chats with the Chief around PCDA is being considered and stakeholder sessions are being set up to understand the feedback better and make plans for improvements.

The OPCC have heard national discussions around the difficulty of recruiting IT roles and queried what the Constabulary experience of this was. There have been issues, particularly around development roles, and there has been internal discussion around market pay but it is felt pay should be based on job evaluation and other benefits of joining the Constabulary should be made clear e.g. pension.

The OPCC noted that it is positive that the exit interview e-form has been launched.

8. Finance: Financial Performance Report Quarter 1

The revenue position is forecast to be overspent by £1.3m by the end of the financial year and the factors for this were highlighted which include Police Officer pay in relation to Uplift in line with the recruitment programme and overspend on PCSOs – this is reviewed regularly by the relevant chief officers. One of the other areas of overspend highlighted was Police staff pay for communications and computing. Some of the overspends are offset by forecast underspends in staff pay and central savings initiatives. Income will come from the Home Office to offset overtime spend on Operation ADDER, Covid and G7.

5.3% of the capital budget had been spent by the end of quarter 1 with an expected underspend of £5.7m by the end of the financial year. A list of the projects which will consume some of the budget by the end of the financial year were highlighted. The OPCC CFO was assured that where appropriate any IT costs which have been budgeted for under capital costs can be moved to revenue costs if this is most appropriate when spend commences and that there will be a consistent policy around this.

The Constabulary assured the OPCC that there will be a better idea of the base level for the Medium Term Financial Plan (MTFP) by the time the preparatory work begins in September.

9. Major Projects: Highlight Report

Overall there are 27 projects with ERP now having been added. Updates were given on Estates, Iken replacement, Body Worn Video, Uplift, Anaplan and Workforce Resetting.

Projects in the closure stage include Chronicle and Niche Development.

The Constabulary is starting work on the Verto/Qlik interface.

10. Professional Standards

a. Quarterly Update

Overview of the last 12 months provided. The number of complaints remains high, particularly for Schedule 3 (formal) complaints. Non-Schedule 3 complaints are resolved at first contact and this performance dipped in May/June due to abstractions but expect this to return to normal levels.

Contact within 3 days is important in helping to resolve dissatisfaction – there has been a dip in this due to the number of anonymous complaints in relation to the Bristol protests.

Trying to record ethnicity where possible – the OPCC asked if the unknown number reported could be further broken down by the number of these that are anonymous complainants.

b. IOPC Independent Investigations Update

16 complaints referred to the IOPC. Recent referrals have been as a result of high risk missing persons and death and serious injury following police contact.

c. OPCC Complaint Data Review

The written update provided for the paper was noted.

11.A.O.B

a. Regular Lighthouse Safeguarding Unit (LSU) Update

The LSU has received an increase in referrals of 19.2% over the past year and an increase from May to June 2021 of 7%. Daily incident review meetings are being trialled to review and understand the risk on a daily basis. Tray volumes have reduced across the 3 hubs but evaluation still needs to be done on the victim impact of the text notification service, of the number that are sent the text how many make contact, what support referrals are then needed and has there been an impact on numbers for those support services – the evaluation should look at crime type and thematic area. The Terms of Reference for this evaluation should form part of the LSU Review.

Contact delays have also reduced in all 3 hubs.

The Partnership Liaison Manager has now been recruited. The Recruit for Difference process was used but was unsuccessful so it has been agreed that this process will be used for entry level roles as well to increase diversity.

Assigning a Business Analyst and Project Manager to the LSU review was discussed. There is a meeting at the start of September to move this work forward.

The Constabulary are establishing Victims Packs to send out to victims making clear their rights under VCOP and provide contact information – this supports compliance. The Constabulary will be looking to include some words from the Chief Constable and PCC. Assurance was given that this will be available in different languages.

12.Action Updates

- The Constabulary will share an update with the OPCC on work to clearly present the impact of Op Remedy to the Police and Crime Panel.
- The number of vacancies in neighbourhoods which are as a result of new Uplift posts is now included in the monthly People and Organisational Development Update

13.Publication

The following items were agreed for publication:

- 7th July 2021 Police and Crime Board Agenda
- 7th July 2021 Police and Crime Board Minutes
- 21/22 Q1 Financial Performance Report

Actions List:

See Exempt Actions List

Date of the Next Meeting: 2nd September 2021

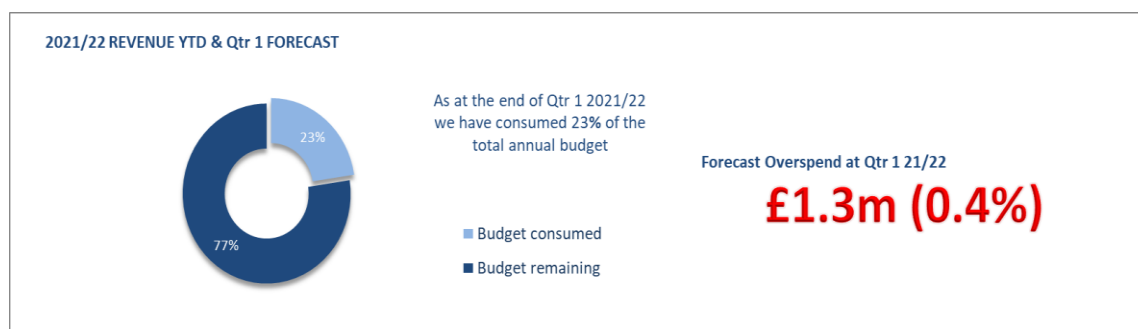
MEETING: Constabulary Management Board	Date: 22 nd July 2021	PCB 8
DEPARTMENT: Finance and Business Services	AUTHORS: Kulbinder Konsal / Emma Snailham / Finance Business Partners	
NAME OF PAPER: 21/22 Q1 Financial Performance Report		COG Sponsor: Nick Adams

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 2021/22. The attached Appendices A and B includes details of the outturn revenue position as at 30th June 2021, and Appendices C and D provide more detailed information about overtime spend against budget, Appendix E provides the forecast position for the capital programme.

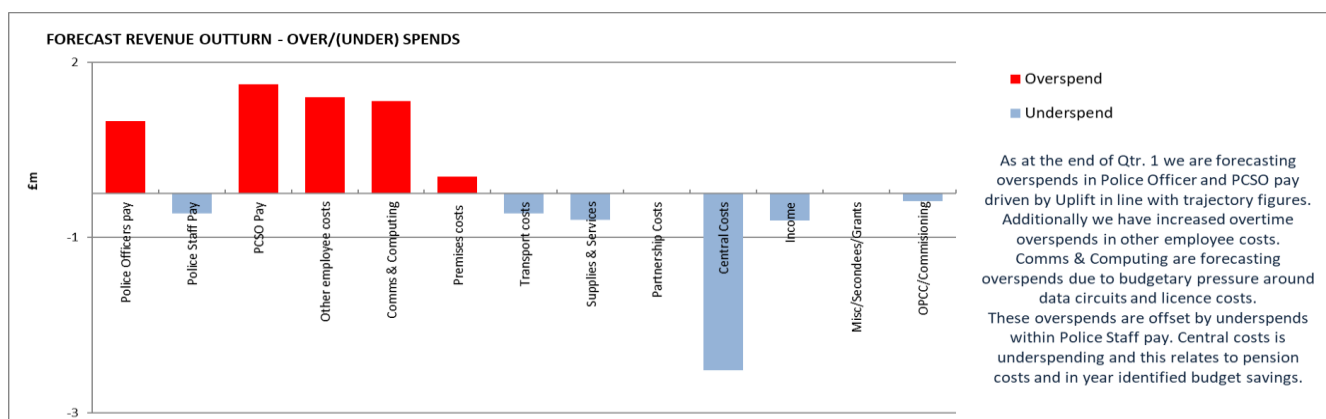
2. EXECUTIVE SUMMARY

The Quarter 1 forecast has been developed during a period of ongoing uncertainty and change for policing. We continue to deliver the rollout of Police Uplift Programme but under the shadows of a continuing pandemic. As it is very early in the year it is almost certain that the financial performance will change as we gain further certainty around costs and income. At this time the revenue position is forecast to be **£1.3m overspent at the end of the financial year**. The primary driver for this overspend is the delivery of the Police Uplift Programme. Currently this reported overspend is within a 1% tolerance of the budget and the aspiration will be to keep it within that tolerance.



The Quarter 1 forecast takes account of the continued intake of PCDA recruitment in line with the our planned trajectory but also now sequences the future profiling of these roles to meet demand within the Constabulary. There is a degree of optimism that we will fill most of our vacancies to achieve our police staff forecast. Movements in future attrition rates and lead times on recruitment could impact on this forecast. We have been prudent with our income forecast as we await confirmation from local and national authorities.

FORECAST REVENUE OUTTURN - OVER/(UNDER) SPENDS

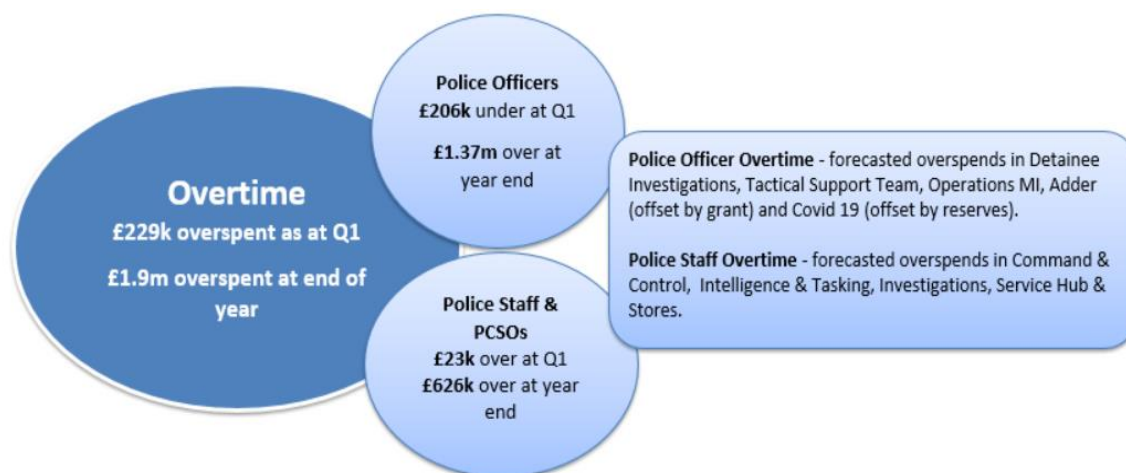


Police Officer Pay & Allowances – £0.8m/2.2% overspend year to date, with a forecasted overspend of £0.8m/0.5% at year-end. The figures have been adjusted for PCDA and DHEP intakes and for known leavers. Due to the sequencing of the Uplift Programme it is difficult to review police officer pay at directorate level as we anticipate significant internal movement between directorates in order to embed the next stage of the Uplift Programme. The forecasted position reduces slightly as we have reallocated circa £13.2m budget set aside for Uplift from July onwards (3/4 part year effect of budget) into areas such as Neighbourhood and Partnership, Response, Operational Support and Investigations to support the future sequencing of Uplift Programme. Even with this injections of budget police officer pay is forecast to overspend.

Police Staff Pay & Allowances – £0.3m/1.5% underspend year to date, decreasing to £0.2m/0.2% by the end of March 2022. We are currently seeing underspends in the following departments, IT Directorate at £1.1m underspend and Performance and Insight at £0.3m underspends. The variances in both areas are driven by implementation of new resourcing structures. These underspends are being offset by overspends in the following departments, Command and Control at £0.4m overspend, Investigations at £0.9m and HR Operations at £0.3m overspend. Overall we are seeing a tightened position around police staff pay forecast largely due to the increase in the vacancy factor and adoption of standard unit costing for certain roles.

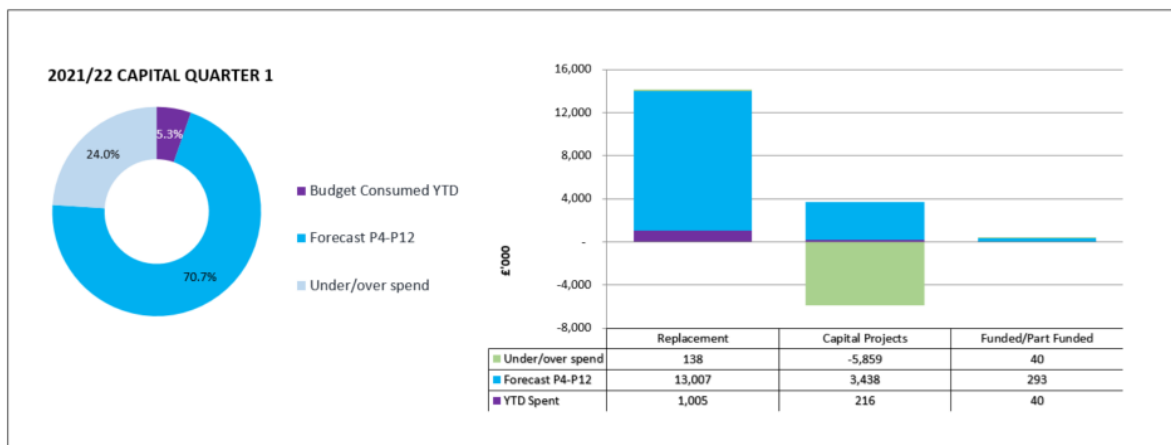
PCSO Pay & Allowances – Year to date we are overspending by £310k/10.2%, with a forecasted overspend of £1.2m/10.2% at year end. The projection has been adjusted in line with PCSO trajectory and includes average leavers. The overall PCSO position continues to be reviewed as part of the weekly uplift meeting. It is recognised that a significant overspend will be difficult to sustain in the medium-term and therefore future recruitment continues to be reviewed in light of this position.

Overtime – Year to date we are overspending by £206k/13.8% against Police Officer overtime, with a forecasted overspend of £1.3m/22.1%. On Police Staff overtime year to date we are overspending by £0.1m/29.2%, with a forecasted overspend of £0.6m/43.2%. A significant proportion of this forecasted overtime overspend is offset by either earmarked funding or reserve movements for example Covid-19 enforcement funding and Project ADDER grant funding.



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

CAPITAL EXPENDITURE



At this stage we are forecasting **£17.9m of capital expenditure** this financial year, which reflects 76% of our plan, and we are expecting to be £5.7m underspent against budget. We have incurred £1.3m spend year to date, with a further £16.7m expected to be spent. The main reason for underspend against budget is the pause on the Yeovil project to review other options and likely carry forward into 22/23.

3. PART ONE – 21/22 REVENUE BUDGET PERFORMANCE

NEIGHBOURHOOD & PARTNERSHIPS DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Neighbourhood Policing	7,929	7,473	455	6.1%	32,348	33,642	(1,295)	(3.8%)
Road Safety	(0)	39	(39)	(100.9%)	158	156	2	1.4%
Offender Management	1,283	1,416	(133)	(9.4%)	5,446	7,048	(1,602)	(22.7%)
Victims & Safeguarding	1,148	1,117	31	2.8%	4,675	4,431	244	5.5%
Citizens in Policing	117	136	(20)	(14.3%)	626	591	35	5.9%
N & P Directorate	10,476	10,181	294	2.9%	43,252	45,868	(2,616)	(5.7%)

Neighbourhood – Year to date overspend of £455k/6.1% is a result of police officers, police staff and PCSO's being over established. Two Superintendents overlap due to retirements and PCSO's are over-established as detailed in the headcount trajectory. Overtime overall is slightly under spent at this point. Supplies and Services are currently under spending however as it is the first quarter the expenditure will catch up.

Forecast to year end is an underspend of £1.3m/3.8%. The forecast has an increase in officer uplift budget for 54 roles, however it is difficult to predict when these officers will land and therefore no adjustments have been made. PCSO's have been forecasted as per the trajectory and will be over spent at the end of the financial year unless adjustments are made to plans. Police staff budgets will not achieve their top slice and therefore will overspend. Overall overtime is projecting an under spend however as new officers join this may further reduce. Travel costs are likely to be under spent which will partially be due to Covid-19. Hinkley income has been received in full, however there is going to be a shortfall in the income achievement relating to Bristol City Council withdrawal of PCSO's funding, some shortfall on the BRI Officer due to sickness and Resolve West due to career break.

Road Safety – Year to date underspend of £39k/100.9% due to overachievement in income specifically

around abnormal loads. Supplies and Services are under spent and this mainly due to the timing of invoices for the maintenance of equipment.

Forecast to year end is a slight overspend of £2k/1.4%. Projected staff costs are slightly over due to non-achievement of the vacancy factor.

Offender Management – Year to date underspend of £133k/9.4%. The reported underspend is mainly due to staff pay and third party payments. Staff pay is under spent due to the transfer of staff to Neighbourhood but the department is still retaining the budget for these staff. Supplies and services are overspending but this is due to an issue with a credit note and will be brought in line for quarter 2.

Forecast to year end is a £1.6m/22.7% underspend. The reported underspend is due to the uplift of 31 officers to IOM. It is difficult to predict when these officers will land and therefore no adjustments have been made in these figures.

Victims & Safeguarding – Year to date overspend of £31k/2.8% due to use of TR (training) posts which mean the department is over established on staff. Supplies and Services is showing an underspend this is due to subscriptions and third party payments are also underspending at this point in time.

Forecast to year end is an overspend of £244k/5.5%. TR posts, maternity cover and non-achievement of the vacancy factor are contributing to the overspend on salaries. Expenditure towards Children and Adult Boards will potentially underspend but a review is taking place. Overtime is projecting an overspend and this is down to backlog and increased demand.

Citizens in Policing – Year to date is an underspend of £20k/14.3%. The variance is mainly due to the full year budget allocation of a vacant Inspector post in CIP which is being used to offset a proportion of costs for a Ch. Insp within Neighborhoods. There are overspends on travel and subsistence this is due to the increased number of Special Constables volunteering for shifts through Covid.

Forecast to year end is an overspend of £35k/5.9%. The overspend variance is being driven by supplies and services and relates to additional travel and subsistence claims for Specials because of Covid demand.

RESPONSE DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Command and Control	5,257	5,192	64	1.2%	21,325	20,750	575	2.8%
Patrol	14,384	12,329	2,055	16.7%	59,869	49,249	10,620	21.6%
Detainee Investigation Support	1,836	1,916	(80)	(4.2%)	7,415	7,641	(226)	(3.0%)
Response Directorate	21,477	19,438	2,039	10.5%	88,608	77,640	10,968	14.1%

Command & Control – Year to date overspend of £64k/1.2% which is mainly due to over established posts in IAU and increased overspend on overtime.

Forecast to year end is an overspend of £575k/2.8% due to additional courses for Call Handlers and Dispatchers. The department has approval for a number of TR posts but the forecast assumes a lower attrition rate therefore the police staff pay budget remains under pressure. Overall overtime is overspending and this is due to increased demand and minimum shift cover.

Patrol - Year to date overspend of £2.0m/16.7%. The reported overspend is predominately on police officer pay and is the result of the current allocation of PCDA officers within Patrol making the department over established against its authorised position.

Forecast to year end is an overspend of £10.6m/21.6%. This is forecasting the PCDA officers expected by end of March 2022 projected in line with the trajectory. The forecast overspend within Patrol is likely to move as police officers transfer over to new areas in the upcoming months as per the sequencing done for

Uplift Programme. For Quarter 1 no adjustments have been made to take account of this movement due to the uncertainty around when placements will happen.

Detainee Investigation Support – Year to date underspend of £80k/4.2% which is due to a number of police officer and police staff vacancies.

Forecast to year end is an underspend of £226k/3.0%. Pay assumptions have been made for the police staff forecast which will mean that at year end the department will be overspending because of non-achievement of the vacancy factor. Overtime is projecting an overspend on both officers and staff. For officers this can be attributed to the vacancy position and for staff the budget has not increased in line with the increase of staff and also demand.

OPERATIONAL SUPPORT DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Criminal Justice Delivery	3,687	3,837	(150)	(3.9%)	15,289	15,524	(235)	(1.5%)
Speed Enforcement	243	(42)	285	(684.1%)	(153)	(1,225)	1,072	(87.5%)
Operations Major Incidents	335	62	273	441.2%	219	247	(28)	(11.4%)
Operations	1,830	1,890	(60)	(3.1%)	7,301	7,401	(100)	(1.4%)
Operation Remedy	1,550	1,909	(359)	(18.8%)	7,135	8,019	(884)	(11.0%)
Serious & Violent Crime	158	159	(1)	(0.9%)	662	662	0	0.0%
Intelligence & Tasking	2,754	2,785	(31)	(1.1%)	10,920	10,769	152	1.4%
Tactical Support Team	3,550	3,630	(81)	(2.2%)	14,615	14,516	100	0.7%
Adder Drugs	13	0	13	0.0%	(0)	0	(0)	0.0%
Ops Support Directorate	14,119	14,230	(111)	(0.8%)	55,988	55,912	76	0.1%

Criminal Justice Delivery – The current year to date position is reporting an underspend of £150k/3.9%. This is as a result of favorable variances within Police Staff Pay at £76k, Supplies & Services other costs at £59k and income at £27k. There are currently 12.43 FTE of vacancies within police staff which is 5% under the authorised establishment. The majority of this underspend sits within Progression and Prosecution (11.5 FTE) and Custody (under established in Period 1 9.0 FTE). Supplies & Services other costs include underspends on interpreter's fees, drug testing and doctor's call out fees within custody. We are currently overachieving on the income target by £27k within the Licensing Bureau, this is the impact of the licensing renewal cycle.

We are projecting the Criminal Justice Unit to be underspent by £235k/1.5 % at the yearend for Q1. We are assuming no changes to the staff pay structure despite the ongoing review as decisions are yet to be finalised. This will result in an underspend of £132k. We are projecting an underspend on Supplies & Services costs of £51k based on current trends with interpreters fees, drug testing and doctors call out fees. The income budget will also be over achieved by £105k due to the current trend of firearm licensing fees received. Underspends will then be offset against overspends in Police Pay as a result of the over established Sgt. Posts that are used to cope with operational demand. There will also be spend on unbudgeted Interview Recording equipment.

Speed Enforcement Unit – Year to date, an overspend of £285k/678.6% is being reported. Levels of income received from NDORS have risen to c. £230k per month and we have received £601k against a budget of £1.1m at the end of Q1. Speed camera thresholds are at national standard as of mid-June so we would

hope to see a steady increase in NDORS cost recovery begin over the next few months. Courts cost recovery has increased steadily back to pre-pandemic levels with c. £64k per month received in Q1. Vacancies in the unit are currently 2.87 FTE which accounts for an YTD underspend in Police Staff Pay of (£23k). The remaining posts have all been recruited to subject to vetting clearance.

Forecast to year end – an overspend is being forecasted of £1.1m/87.5% as a result of the ongoing issues of reduced cost recovery from NDORS highlighted above. This position is being monitored closely and with staff almost at full establishment and national thresholds re-instated, we would hope to see this position start to improve by the end of Q2.

Operations Major Incidents – Year to date is an overspend of £273k/441.2% which is due to the number and nature of protests the Constabulary has policed in recent months. These are now reducing in scale and number which has been reflected in forecast costs. In addition, mutual aid has recently been provided to Devon & Cornwall for the G7 conference. Using estimated overtime costs and income there will be excess income which is also in the forecast position. The other mutual aid operation which is due to take place later this year is COP26, but this has not been included in the forecast figures.

Operations Department – Year to date an underspend of £60k/3.1% is being reported for the two activities included in this budget i.e. Operations Department and Rechargeable operations/events. Due to Covid-19 these events were cancelled throughout 2020, however, a few events are being planned for 2021 which presents some opportunity for income generation. The forecasted position is an underspend of £100k/1.4%.

The Operations Department has a year to date underspend of £77k which is primarily on officer pay budget due to the creation of a Drone Unit where posts are not currently filled. There are also underspends on courses and equipment. The Rechargeable budget is reporting an overspend (or not achieving income targets) of £18k due the lack of external events in this period.

Forecast to year end – the Operations Department has a forecast underspend of £231k which is due to the creation of the Drone Unit (£178k). It is likely officers will be recruited into these roles at some point so their costs will be included here once internal moves are confirmed. There is also a forecast underspend on overtime (£35k). The Rechargeable budget has a forecast overspend of £131k due to a limited number of rechargeable events (£93k) but also the estimated cost associated with policing planned football matches (£115k). This is offset with an anticipated surplus on Op Cobb (£66k) and some mutual aid for BREXIT (£11k). Prior to Covid, Rechargeable events generated excess income which covered the cost of policing football matches.

Operation Remedy – Year to date underspend of £359k/18.8% has been created largely from Police Officer Pay (£333k) and Police Staff Pay (£56k) which is due to vacancies in the year so far. At the time of reporting, there were 22.75 FTE vacancies across PC-Insp ranks and 6.13 FTE police staff roles. There is also a year to date overspend of £27k in Policer Officer overtime. This will be reviewed as some of this may relate to Op Orochi Intensification week which will be paid for via the 2021/22 Grip Fund

Forecast to year end is an underspend by £884k/11.0%. This is almost entirely driven by Police Officer Pay (£802k), Police Staff Pay (£168k) offset by a forecast overspend in Police Overtime £50k, Staff Overtime £15k and hired vehicle costs £8k. Overtime will be monitored closely and costs redirected to the Grip Fund if appropriate.

Serious & Violent Crime (Grip Fund) – Year to date this area has a cumulative underspend of £8k. An Inspector and 3.0 x FTE Analyst posts are being funded via the grant this year and all but 1.0 FTE are in position as at the end Q1. The majority of the funding will be used for operational proactive and county lines working in 2021/22 and this has begun in earnest across most areas in Force during Q1.

Forecast to year end – We are forecasting to spend the full £661k/0.0% grant. Overtime for proactive and county lines operations, youth engagement & prevention projects are underway. Hyper-local communication activities will also continue across Q2 and Q3 with a continuation of the previous years knife crime campaign with advertising on buses, billboards and community radio. Progress of each

initiative is being closely monitored and funding will be reallocated to new bids if appropriate.

Intelligence & Tasking – Year to date an underspend of £31k/1.1% is being reported which is due to underspends in the non-pay budgets. Both the officer and staff pay budgets are reporting small overspends (£7.8k and £10.4k) which is due to non-achievement of the vacancy factor. Both officer and staff are slightly over-establishment with 2.14 FTE and 1.05 FTE respectively which does include maternity cover posts (5.67FTE).

Forecast to Year end – An overspend of £152k/1.4% is forecast for this financial year which assumes current establishment will continue for the remainder of the year. The department is currently undertaking a review of services, but for these forecasting purposes it has been assumed current services and establishment levels will remain the same. The forecast overspend on establishment is £76k which will be due to the vacancy factor which is £347.7k for the year. Overtime is also forecast to overspend which is based on the claims made during the first quarter of the year.

Tactical Support Team – Year to date an underspend of £81k/2.2% which reflects police officer vacancies at £263k and off set by underspends in non-pay areas e.g. training and equipment.

The forecast to year end is an overspend of £100k/0.7% which assumes that there will be 7 vacancies until year end. Anticipated overtime spend for abstraction and/or backfill of Firearms officers to attend training is estimated at £75k which is the largest contributor to the reported forecasted overspend. The reported overspend of £100k is due to a missed allocation of budget (temporary) for overtime uplift for TST.

INVESTIGATIONS DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Investigation	7,934	8,273	(340)	(4.1%)	33,441	35,997	(2,556)	(7.1%)
Investigation Major Incidents	192	305	(113)	(37.2%)	905	905	0	(0%)
Investigations Directorate	8,126	8,578	(453)	(5.3%)	34,346	36,902	(2,556)	(6.9%)

Investigations – An underspend of £340k/4.1% is being reported for the first quarter of this financial year. This is due to the number of officer vacancies within the Directorate. However, this underspend is offset by staff pay where unbudgeted posts were created to support officers. The net balance on establishment is £232k (£459k less £227k). Non-pay budgets are reporting underspends which is a combination of savings due to Covid restrictions e.g. travel and courses and other general underspends/over achievement on income targets.

Forecast to year end – An underspend of £2.6m/7.1% is being forecast which reflects the level of vacancies within the Directorate and the continuation of underspends on some non-pay areas. Budget has been included for Op Bluestone, but the majority of posts are not currently filled. No assumptions have been made around how these posts will be filled and so the forecast is including a £2.6m underspend on this budget alone. As Officers are moved in to Bluestone the forecast underspend will be reduced. At this stage of the year, the underspend is being used to offset overspends within Patrol. Other intakes of officers as part of PCDA and DHEP have been included as per current plans.

Investigations Major Incidents – Year to date an underspend of £113k/37.2% is inflated due to the profiling of budget carried forward from 2020/21. Excluding this budget the variance would be an underspend of £11k. Based on current activity the forecast for the year is break-even.

COLLABORATIONS

Department	21/22 YTD	21/22 YTD	21/22 (Under) /	21/22 (Under) /	21/22 Projected	21/22 Annual	21/22 (Under) /	21/22 (Under) /
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OFFICIAL

	Actual £'000	Budget £'000	Over £'000	Over %	Outturn £'000	Budget £'000	Over £'000	Over %
Scientific Investigation	1,975	1,979	(4)	(0.2%)	7,928	7,943	(15)	(0.2%)
Major Crime Investigation	1,181	1,317	(135)	(10.3%)	5,129	5,361	(232)	(4.3%)
South West ROCU	879	879	0	0.0%	3,689	3,937	(248)	(6.3%)
Special Branch	251	308	(57)	(18.6%)	1,066	1,161	(94)	(8.1%)
Black Rock	271	340	(69)	(20.4%)	1,234	1,362	(128)	(9.4%)
Counter Terrorism	131	188	(57)	(30.3%)	683	789	(105)	(13.3%)
SWPCP ACC	11	11	0	0.0%	44	44	0	0.0%
SWPPS	131	131	0	0.0%	512	512	0	0.0%
Regional Collaboration	55	114	(59)	(51.8%)	190	457	(267)	(58.4%)
Collaborations	4,886	5,269	(383)	(7.3%)	20,476	21,565	(1,090)	(5.1%)

Major Crime Investigation – Year to date is an underspend of £135k/10.3% which relates to vacancies in officers and police staff pay. Forecast to year end is an underspend of £232k/4.3%. The forecast assumes recruitment of police officer and police staff vacancies in the coming months. There is total of 4 vacancies at officer level and several vacancies at police staff level in particular within the Major Crime Investigation Officer role.

South West ROCU – The forecast to year end is an underspend of £248k/6.3% which mainly relates to vacancies. The budget has been increased by £420k to take account of A&S share of SW ROCU officers allocated through the Uplift Programme.

Black Rock – Year to date an underspend of £69k/20.4% which mainly relates to officer and staff instructor vacancies. Forecast to year end is an underspend of £128k/9.4% and is due to fewer applicants for training roles. This remains a focus for the management and governance boards.

Counter Terrorism Specialist Firearms – Year to date is reporting an underspend of £57k/30.3% largely driven by Senior Firearm Officers (SFO) vacancies. Forecasted underspend to year end of £105k/13.3% as a result of vacancies. This is due to a national shortage of SFO officers and a lack of course availability and low pass rates.

INFORMATION TECHNOLOGY DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
IT Directorate	6,012	6,009	3	(0.0%)	23,845	23,906	(61)	(0.3%)

The year to date position for the Information Technology Directorate is £3k/0.0% underspend. Although this paints a positive picture for the directorate, performance is masked by a few contributing factors. There are significant underspends within staff pay totaling £436k as a result of the vacancies being held within the IT restructure which will go live on the 9th August. This variance is set to change as recruitment unfolds over the next few periods. The staff pay underspend is then offset against overspends within communications and computing costs of £488k. Budget pressures are significant within the Data Circuits, Licenses and Support budgets. These overspends indicate overall growth and the need for budgetary review.

We are projecting an underspend of £61k/0.3% at the year end. This reflects the vacancies within staff pay.

We are suggesting that the directorate will not be fully established until Q3 at the latest due to the restructure recruitment process. Therefore we are projecting a staff pay underspend of £1.1m. This may reduce as the directorate will rely on agency cover to fulfil vital roles in the interim. The current YTD trend is reflected within the projection and overspends are set to be £1.0m within communications and computing with additional pressures as a result of the data strategy and digital road map support. Small underspends across the board will then result in the directorate reporting a £61k underspend at the year end.

FINANCE AND BUSINESS SERVICES DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Chief Officer Group	468	455	12	2.7%	1,968	1,816	152	8.4%
Evidential Property	167	168	(0)	(0.2%)	659	674	(15)	(2.2%)
Transport Services	990	1,054	(64)	(6.0%)	4,931	4,773	159	3.3%
Services Hub & Stores	1,551	1,534	17	1.1%	6,199	6,340	(141)	(2.2%)
Finance	481	480	1	0.3%	1,927	1,874	53	2.8%
Strategic Procurement Services	28	22	6	28.5%	48	7	41	590.2%
Estates & Facilities	3,696	3,784	(88)	(2.3%)	13,851	14,139	(288)	(2.0%)
FBS Delivery Programme	95	93	2	2.4%	381	370	10	2.7%
F&BS Directorate	7,476	7,590	(114)	(1.5%)	29,964	29,992	(28)	(0.1%)

Chief Officer Group – Overspend of £12k/2.7% in Q1, mainly due to costs for the unbudgeted Chief Inspector post supporting the DCC's National portfolio. We are projecting the overspend to grow to £152k/8.4% by year end. This is mainly due to continuing costs for the unbudgeted Chief Inspector post. In addition, we are expecting contributions to national programmes to be £64k over budget this year. However, these costs are partly offset by lower conference and meeting expenses.

Evidential Property – The year to date spend is in line with budget. We are projecting to be £14k/2.2% under budget for the full year, mainly due to continuing property clerk vacancies.

Transport Services – Under budget by £64k/6.0% in Q1 mainly due to exceptional higher annual insurance recharge income received in June. We are expecting to be over budget by £159k/3.3% for the full year. The Transport services team is almost fully established, so we are not expecting to achieve the £85.8K budgeted 'top slice' saving on vacancies. In addition, we are projecting overtime costs to be £21k over budget due to cover for sickness absence and COVID isolation. We are monitoring overtime costs and are aiming to reduce in line with budget going forward as much as possible. Unlike last year, we are not expecting a saving on fuel costs in 2021/22, as average petrol prices have increased by over 12% and the BP free fuel offer for emergency services has now ended.

Services Hub & Stores – The overspend of £17k/1.1% in Q1 is driven by exceptional PPE/uniform costs, partly offset by staff vacancies. We are projecting an underspend of £141k/2.2% compared to budget for the full year, mainly due to continuing vacancies on police staff in the Admin Hub and Secretariat. In addition, we are anticipating the savings on stationery and postage costs achieved due to increased working from home to continue. We are forecasting uniform spend in line with budget for the full year, after adjusting for the exceptional PPE costs in Q1.

Strategic Procurement Services – We are projecting an overspend of £41k/590.2% for the full year mainly because staff have moved to South West Police Procurement Services from 1st May 2021, whereas the

budget was moved from 1st April 2021.

Finance – The department's spend is in line with budget year to date, but is projected to be overspent by £53k/2.8% for the full year. This is mainly because we are not expecting to achieve the budgeted 'top slice' saving on vacancies, as the finance team are now fully established.

Estates & Facilities – The department is carrying staff vacancies as it transitions to a new structure estimated to be complete by January 2022. We are also receiving more income in relation to rental agreements at The Bridewell than currently budgeted for. It is estimated this will enable an increase in those budgets of £290k from 22/23. These favourable variances are being offset by pressures on the consultancy and legal fees budgets and repair and maintenance.

FBS Delivery programme – We are £2k/2.4% over budget in Q1 and projected to be £10k/2.7% over budget for the full year due to higher than expected salary costs for a project manager.

PEOPLE AND ORGANISATIONAL DEVELOPMENT DIRECTORATE

Department	21/21 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
HR Operations	1,073	1,081	(8)	(0.7%)	4,666	4,534	132	2.9%
Organisational Development	370	471	(101)	(21.5%)	1,901	2,138	(237)	(11.1%)
Learning	2,033	1,965	68	3.5%	8,030	8,130	(100)	(1.2%)
Occupational Health	197	244	(48)	(19.5%)	965	1,004	(38)	(3.8%)
Health & Safety	26	27	(1)	(2.7%)	107	109	(2)	(2.1%)
Portfolio Management Office	62	86	(24)	(27.4%)	249	343	(94)	(27.4%)
P&OD Directorate	3,761	3,874	(113)	(2.9%)	15,918	16,258	(340)	(2.1%)

HR Operations – Forecast to Year end – The forecast position is overspend of £132k/2.9%. Variance is driven by overspend on Police Staff Pay £121k due to the continuation of approved temporary roles supporting the delivery of our officer uplift. Under achievement of the vacancy factor of £185k and costs associated with reasonable adjustments 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 underspend of £237k/11.1%. The variance is driven by an underspend relating to vacant posts in the Federation and some over-achieved income together with savings against the Wellbeing budget. There is an under spend against the staff pay budget of £80k as result of various vacancies. £24k budget for LGBT is not expected to be fully spent due to the conference being held virtually.

Learning – Year to date overspend of £68k/3.5%. The year to date variance is primarily driven by overspend against DEHP fees for new starters and re-joiners and £31k budget pressure as result of extension hire of the temporary gymnasium for our PCDA and PCSO training due to Covid-19 restrictions and social distancing rules. There is an under spend against Learning pay budget of £110k due to the 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 and Q3.

Forecast to year-end shows an under spend of £100k/1.2%. Variance is driven by Police Officer/Staff Pay due to vacancies earlier in the year offset by overspend on DHEP fees and £67k budget pressure as result of 6 months extension hire of the marquee.

Occupational Health – Year to date underspend of £48k/19.5%. The year to date underspend is primarily due to underspend against the Selected Medical Practitioner reviews budget. There is an under spend

against Occupational Health pay budget of £12k due to staff vacancies within the department. The PSA will be filled in October 2021. Savings in supplies & services budget as result of current COVID-19 restrictions and continued working from home also contributes to this underspend. Forecast to year end is an under spend of £38k/3.8%.

Portfolio Management Office – Year to date underspend of £24k/27.4%. The year to date underspend primarily relates two vacant assistant project manager posts within the department. These two posts were temporarily moved to the Portfolio Management Office when the structure was moved from Transformation & Improvement. They are likely to be moved in the future once a final position is confirmed.

LEGAL & COMPLIANCE DIRECTORATE

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Legal & Compliance Directorate	546	577	(31)	(5.4%)	2,488	2,199	289	13.1%

Legal & Compliance – Year to date underspend of £31k/5.4%. The variance relates to £68k money held from Wiltshire Police for legal work ASC carried out for them which should be adjusted at the end of the month. If this had been adjusted, the year to date position would show an over spend of £36k/6.2% which relates to an over spend on Legal Costs & Services, Court Application fees, Counsel fees and the Contingencies (settlements etc.). This is expected to continue and is reflected in the forecasted overspend of £289k/13.1%.

DIRECTORATE OF THE CHIEF OF STAFF

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Performance & Assurance	420	449	(30)	(6.6%)	1,718	1,809	(92)	(5.1%)
Performance & Insight	314	390	(76)	(19.4%)	1,483	1,788	(304)	(17%)
Force Crime & Incident Registrar	0	(4)	4	(100%)	0	(15)	15	(100%)
Strategic Projects	23	18	5	29.7%	75	72	3	4.1%
Corporate Communications	227	236	(8)	(3.6%)	1,006	969	37	3.8%
Professional Standards	567	625	(57)	(9.2%)	2,434	2,504	(71)	(2.8%)
Directorate of the Chief of Staff	1,551	1,714	(162)	(9.5%)	6,716	7,127	(412)	(5.8%)

Performance & Assurance – Year to date underspend of £30k/6.6%. The budget for police officers and staff pay has been allocated to Performance & Assurance however the posts have not yet been created in the new structure, but this will be resolved for Q2. The pay costs have been transferred to the department. This year to date variance is driven by an under spend in police officer/staff pay of £21k. There are £10k savings in supplies & services which also contribute to the favorable variance. Staff overtime is projecting an over spend of £16k and this is down to a backlog of work within the Crime Data Integrity Team. This has been approved as an agreed budget pressure for the department.

Performance & Insight – Year to date underspend of £76k/19.4%. Funding for staff pay have been allocated to Performance & Insight however the posts have not yet been created in the new structure and will be resolved for Q2. This year to date underspend is primarily driven by staff pay and is the result of various vacancies that are ongoing within the department. The recently approved P&I business case has

added further 7.0 FTE vacancies to the authorised establishment. It is likely that three of these posts will be filled internally and the others will be advertised in August. Recruitment for other vacancies is underway. £27k income for 60 Qlik Licenses charged to National Police Uplift programme also contributes to the favorable variance.

Corporate Communications – Forecast to year-end shows an over spend of £37k/3.8%. Variance is driven by overspend on staff pay due to the department being over established and non-achievement of the vacancy factor of £45k.

Professional Standards – Year to date underspend of £57k/9.2%. The year to date underspend is primarily due to the number of officer and staff vacancies within the department. One officer vacancy is as a result of a chain of internal temporary moves within the department. The team currently has 2.56 FTE staff vacancies which generates £20k underspend. Recruitment is underway and majority of these posts will be filled in Q3.

Forecast to year-end is an under spend of £71k/2.8% which is largely driven by Police Officer/Staff Pay due to vacancies earlier in the year. £9k anticipated savings against the hearings budget also contribute to the favorable variance.

CENTRAL COSTS

Department	21/22 YTD Actual £'000	21/22 YTD Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %	21/22 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 (Under) / Over £'000	21/22 (Under) / Over %
Pensions	(167)	26	(193)	(732.4%)	7,223	8,100	(877)	(10.8%)
Officer & Staff Allowances	(2,047)	(1,855)	(192)	10.3%	(152)	20	(171)	(873.9%)
Central Costs	425	349	76	21.9%	9,662	10,171	(509)	(5.0%)
Covid 19	95	0	95	0.0%	(726)	0	(726)	0.0%
Central Savings	0	595	(595)	(100.0%)	0	595	(595)	(100.0%)
Central Costs	(1,693)	(885)	(808)	91.3%	16,007	18,885	(2,878)	(15.2%)

Pensions – The year to date underspend of £193k/732.4% is the result of underspends on basic injury pensions (£134k), injury gratuities (£26k) and CECP¹ (£21k).

The forecasted year end position is underspend of £877k/7.1%. This is a continuation of the year to date underspend as explained above with savings of £103k on injury gratuities, £393k on recurring basic injury pensions and £322k on CECP. The CECP budget is forecasted for 12 CECP claims but at quarter 1 we are assuming 9 claims. This is one area of the budget where the forecast is likely to move but this is difficult to forecast.

Officer & Staff Allowances – The year to date underspend of £192k/10.3% is driven by savings of £92k on standby allowance and the associated NI on the claim and savings against the apprenticeship levy payment of £97k. The forecasted year end position is underspend of £171k/873.9%. This is a slight improvement when compared to YTD variance due to an improved forecast on income.

Covid-19 costs – A forecasted underspend of £726k is reported at the end of the year. Included within this are direct costs of responding to Covid-19 offset by expected funding to support these costs. This includes:-

¹CECP - 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.

- **Covid-19 Enforcement Grant** – grant funding of £1.3m for Covid-19 enforcement released from reserves. Funding supports additional overtime and supporting costs associated with Covid enforcement.

Central Savings – Year to date and forecasted underspend of £595k/100% relates to the current in year savings achieved. These include £291k on NPAS (National Airport Support), £35k on Police Live Services (IT National system), £10k on Lewis House, £11k on ESN (Emergency Services Network – Airwaves), £112k on the Improvement and Transformation Directorate restructure, £77k on NI threshold amendments, £50k due to a double count cost of LIMA Licenses and £9k of other miscellaneous savings.

Central Costs

ANNEX B - Mgt Structure 2021/22 Revenue Outturn June 2021	21/22 YTD Actual	21/22 YTD Budget	Over/ (Under)	Over/ (Under)	21/21 Projected Outturn	21/22 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Bristol Airport	33	(5)	37	(793.9%)	(10)	(25)	15	(58.7%)
Glastonbury Festival	0	0	0	0.0%	0	0	0	0.0%
HQ Central	2,107	2,098	9	0.4%	11,512	11,505	6	0.1%
Reserves	(1,611)	(1,745)	133	(7.7%)	(1,638)	(1,310)	(329)	25.1%
UC Claims	4	0	4	0.0%	0	0	0	0.0%
Wilfred Fuller	(108)	0	(108)	0.0%	(201)	0	(201)	0.0%
Central Costs	425	349	76	21.9%	9,662	10,171	(509)	(5.0%)

Bristol Airport – underachievement of income due to a continued reduced service provision at the Airport as a result of Covid. This is generating an overall forecasted overspend of £15k/58.7%. The forecast assumes that some form of normality will be achieved by the 3rd quarter of this financial year especially from resourcing profile perspective.

HQ Central – The forecasted position is an overspend of £6k/0.1%. This is largely due to an under achievement on income in areas such as interests on investments, reports and tapes income and fees on holding illegal immigrants. The forecast also makes additional top up provisions to the insurance reserves.

Reserves

Subjective	YTD Actual	YTD Budget	YTD Variance	Projection	Annual Budget	Variance
Police Officer pay and allowances	0	1	(1)	0	(37)	37
Police Staff pay and allowances	0	(134)	134	0	(171)	171
S&S - Other costs	0	0	0	0	509	(509)
Transfers to/(from) reserves	(1,611)	(1,611)	(0)	(1,638)	(1,611)	(27)
TOTAL	(1,611)	(1,745)	133	(1,638)	(1,310)	(329)

Police Officer pay and allowances – The forecasted underspend variance of £37k relates to a top slice adjustment for PC representative force (-£58k). The top slice adjustment is further offset by the remaining funding left for Op Uplift allocation which is another £21k.

Police Staff pay and allowances – The forecasted underspend variance of £171k relates to a top slice adjustment for various in year growth relating to police staff pay. These adjustments will be funded at estimates however as an interim solution an increase to top slice has been applied to reserves in order to transfer budgets to the respective areas.

S&S Other is forecasting an underspend of £509k which relates to surplus budgets for temporary equipment (£308.5k) and training (£200.5k).

Transfers to/from reserves – YTD actuals relates to approved force wide carry forwards from 2020/21 of £1.1m and SW Forensics of £0.5m. The underspend of £27k relates to the grant funding for Council Tax Income Guarantee released from reserves.

Wilfred Fuller – The YTD variance of £108k relates to unbudgeted income from training courses held at

Wilfred Fuller and for the reimbursement of operational equipment storage relating to CBRN. The forecast for year end is £201k and this takes account of further training courses that are scheduled to be held at Wilfred Fuller.

4. PART TWO – 21/22 CAPITAL BUDGET PERFORMANCE

The capital plan for 21/22 totalled £21.3m with the addition of carry forwards of capital schemes in progress amounting to £2.1m at the end of 20/21. 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 £23.7m for 21/22.

The table below summarises this movement:

	21/22 Plan	C/Fwd. from 20/21	TOTAL Plan	Adjusts	TOTAL Revised Plan
	£'000	£'000	£'000	£'000	£'000
Asset Replacement & Renewal	12,635	1,218	13,853	22	13,875
Digital Projects	3,131	427	3,976	0	3,558
Estate Projects	4,746	418	6,250	0	5,164
Other projects	750	0	750	40	790
Funded or part funded projects	0	0	0	293	293
TOTAL	21,262	2,063	23,325	355	23,680

21/22 CAPITAL PROGRAMME OUTTURN

	Total Plan	Actual P1-P3		Forecast Outturn		Over/(Under)	
	£'000	£'000	%	£'000	%	£'000	%
Asset Replacement & Renewal	13,875	1,005	7.2%	14,013	101.0%	138	1.0%
Digital Projects	3,558	(5)	0.14%	2,299	64.4%	(1,260)	(35.4%)
Estate Projects	5,164	136	2.6%	873	16.9%	(4,292)	(83.1%)
Other projects	790	85	10.8%	483	61.1%	(307)	(38.9%)
Funded or part funded projects	293	40	13.7%	333	113.6%	40	13.7%
TOTAL	23,680	1,261	5.3%	17,999	76.0%	(5,681)	(24.0%)

At the end of Quarter 1 21/22 £1.3m (5.3%) of the capital programme had been spent, further details of which are included within Annex E. We are anticipating to be £5.7m underspent against budget by the end of the year. The main reason for the under spend relates to the review of the Yeovil project within Estates and the possibility this will roll in to next year. We will continue to review and refine the plan leading up to year end. The key highlights of the capital plan are as follows:

ASSET REPLACEMENT AND RENEWAL

£1m (7.2% of the plan) has been spent on asset replacement and renewal by the end of Quarter 1. We expect to spend £14.0m (101% of the plan) by the end of the financial year, and we are projecting to be £0.1m overspend against budget

- IT Renewal and replacements - £0.4m expenditure incurred to date, mainly on laptops and body worn video, with a further £8.7m spend planned for the rest of the year. We expect to be £733k over budget by the end of the year: primarily driven by the laptop roll out where an overspend of £2.1m is forecasted. The national Strategic Information Risk Owner (SIRO) have advised that all laptops should be up to date with all security and latest windows requirements, which has consequently meant we have had to incur the overspend in this year, however that has also caused issues with supply which may in turn delay some of this spend. This overspend is offset by

under spends in servers & networks of £1.1m, due to the creation of the infrastructure transformation task force in June still to confirm the project timelines for the rest of the year, and the wi-fi refresh of £0.9m

- Estates rolling replacement and renewal – £224k expenditure to date (19% of plan). We expect to spend a further £946k this year, and we are projecting a £40K under spend against budget. The main areas of expected spend are £242k on mechanical & electrical systems, £188k on building fabric works, £125K on Wilfred Fuller arena works, £100k on electric vehicle charging, £95k on Thornbury police station refurbishment. In addition, there are some final costs (£130K) for new Weston Super Mare Enquiry Office project now completed.
- Vehicle replacements - £382K (10% of plan) has been spent on replacement vehicles in Quarter 1. We anticipate a further £2.8m to be spent this year, £0.6m less than budget, due to push back of some deliveries to 2022/2023. Key areas of spend include £0.7m on Ops Support, £0.5m on Tactical Support team and £0.4m on Response. Some orders have been held up pending the agreement of the national framework for vehicle procurement. In addition, the global semiconductor shortage and the increase in the demand for delivery vehicles during lockdown has created problems with supply. There is a risk that a further £0.6m of deliveries could be re-profiled to next year if lead times are longer than expected.
- Capital Equipment Replacement – Expenditure of £28k incurred so far, mainly on ANPR replacement hardware and we anticipate a further £299k to be incurred during 21/22

DIGITAL PROJECTS

£26k capital spend incurred at end of Quarter 1 for digital projects and credit balance of £(31)k for national projects, resulting in a total credit position of £5k. £2.3m (64% of the plan) is forecast to be incurred in year, and we are projecting to be £1.3m underspent against budget due to delays on National projects;

- ESN forecasting a £962k underspend against budget due to no further communication on the project progress, £135k has been confirmed to be spent in Q2 for DCS upgrade
- National enabling programme forecasting £287k underspend against budget due to delay in the recruitment of engineers to carry out the work.

ESTATES PROJECTS

At the end of Quarter 1 £136K (3% of the plan) had been spent on the Estates programme. We are forecasting expenditure of £0.9m (17% of the plan) for the full year and we are projecting an £4.3m underspend against budget. The main reason for the underspend is the assumption that there will be minimal capital costs on the Yeovil project this year.

- Yeovil police station - £4.0m projected underspend this year. The project is currently under review and options are being considered, so the assumption has been made that the majority of the capital spend will be re-profiled to future years. Depending on the decision made, it is possible that more capital spend will be incurred in 2021-22.
- Bristol Trinity Road - £57k spend forecast for the year, in line with budget, mainly for planning, surveying and architectural fees.
- Broadbury Road - £35K spend forecast for the year, £315K under budget. The £315K underspend will be re-profiled to next year. The business case for the approval to move the project to the next stage is due in Q3. Thus pushing spend in to 22/23
- Bath - Potential co-location with Fire Service – expected to be completed by end of Q2 in line with budget (£35K).
- Bath Neighbourhood base – £365K forecast to be spent this year, the majority in the final quarter. Risk that project expenditure could increase due to IT infrastructure costs, though we

are working to minimise any overspend.

- New Williton police station – £59K remaining spend forecast by the end of Q2, in line with project budget.

OTHER PROJECTS

Other projects are expected to be £307k under budget this year due to no spend on Regional Niche projects and saving on the Pronto implementation project

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 £333k will be spent in 21/22 and the key highlights from this element of the capital plan include:

- Counter Terrorism Policing SW (CTPSW) Premises – £89k
- CTPSW vehicles -£173k
- South West Regional Organised Crime Unit vehicles -£49K

CAPITAL FUNDING

The level of borrowing was forecasted to be £4.0m, however due to the delay in the Yeovil project it is expected that this borrowing will not be required.

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 overspend of £1.3m which is 0.4% of the total authorised budget. We continue to move forward on our delivery plans on the officer uplift which in turn is resulting in the pay overspends as reported. Our forecast on police staff pay is closer to the planned budget and we continue to monitor this closely. There are some reported budgetary pressure that will need to be further scrutinised and these includes overtime, PCSO pay and computing and communication costs. It is highly likely that the forecast will move as we approach Q2 and gain further certainty of costs.

OFFICIAL

ANNEX A - Subjective Structure 2021/22 Revenue Outturn June 2021	21/22 YTD Actual	21/22 YTD Budget	Over/ (Under)	Over/ (Under)	21/22 Projected Outturn	21/22 Annual Budget	Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Police Officer pay and allowances	38,161	37,324	837	2.2%	157,055	156,227	827	0.5%
Police Officer Overtime	1,692	1,486	206	13.8%	7,560	6,193	1,368	22.1%
Police Staff pay and allowances	22,373	22,716	(343)	(1.5%)	91,360	91,585	(225)	(0.2%)
Police Staff Overtime	398	308	90	29.2%	1,889	1,319	570	43.2%
PCSO pay and allowances	3,351	3,041	310	10.2%	13,480	12,230	1,249	10.2%
PCSO Overtime	8	75	(67)	(89.4%)	294	238	56	23.6%
Indirect Employee Expenses	466	581	(115)	(19.8%)	1,870	1,925	(55)	(2.9%)
Pensions	1,926	2,132	(206)	(9.7%)	7,685	8,520	(835)	(9.8%)
EMPLOYEE COSTS	68,375	67,662	713	1.1%	281,192	278,236	2,955	1.1%
PREMISES COSTS	3,816	3,756	60	1.6%	14,194	13,997	198	1.4%
TRANSPORT COSTS	1,122	1,170	(47)	(4.0%)	4,716	4,944	(228)	(4.6%)
S&S - COMMUNICATIONS AND COMPUTING COSTS	4,868	4,475	393	8.8%	17,959	16,901	1,058	6.3%
S&S - FORENSICS COSTS	13	22	(9)	(42.2%)	93	91	2	2.1%
S&S - OTHER COSTS	4,506	4,709	(204)	(4.3%)	15,476	15,780	(303)	(1.9%)
PARTNERSHIP COSTS (3RD PARTY PAYMENTS)	4,253	4,124	130	3.1%	16,055	16,059	(3)	(0.0%)
TRANSFERS TO/(FROM) RESERVES	(2,016)	(1,690)	(326)	19.3%	(3,177)	(1,587)	(1,590)	100.2%
CAPITAL FINANCING COSTS	2,670	2,664	6	0.2%	17,577	17,410	167	1.0%
SAVINGS ACHIEVED	0	595	(595)	0.0%	0	595	(595)	(100.0%)
TOTAL CONSTABULARY EXPENDITURE	87,607	87,487	120	0.1%	364,087	362,426	1,661	0.5%
INCOME - SPECIAL GRANTS	(6,996)	(6,996)	(0)	0.0%	(12,638)	(12,638)	(0)	0.0%
INCOME - OTHER	(3,876)	(3,917)	41	(1.1%)	(13,842)	(13,534)	(308)	2.3%
TOTAL CONSTABULARY INCOME	(10,872)	(10,913)	41	(0.4%)	(26,480)	(26,172)	(308)	1.2%
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	76,735	76,574	161	0.2%	337,607	336,254	1,353	0.4%
MISCELLANEOUS	(1)	0	(1)	0.0%	0	0	0	0.0%
GRANTS	0	(174)	174	(100.2%)	(662)	(662)	(0)	0.1%
SECONDEES	(0)	0	(0)	0.0%	0	0	0	0.0%
TOTAL CONSTABULARY	76,735	76,401	334	0.4%	336,945	335,593	1,353	0.4%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	276	399	(122)	(30.7%)	1,755	1,757	(2)	(0.1%)
COMMISSIONING COSTS	102	1,405	(1,303)	(92.8%)	3,447	3,529	(83)	(2.3%)
TOTAL OPCC AND COMMISSIONING	378	1,804	(1,426)	(79.0%)	5,202	5,287	(85)	(1.6%)
TOTAL REVENUE EXPENDITURE	77,113	78,205	(1,092)	(1.4%)	342,147	340,879	1,268	0.4%

OFFICIAL

ANNEX B - Mgt Structure 2021/22 Revenue Outturn June 2021	21/22 YTD Actual £'000	21/22 YTD Budget £'000	Over/ (Under) £'000	Over/ (Under) %	21/21 Projected Outturn £'000	21/22 Annual Budget £'000	Over/ (Under) £'000	Over/ (Under) %
Neighbourhood Policing	7,929	7,473	455	6.1%	32,348	33,642	(1,295)	(3.8%)
Road Safety	(0)	39	(39)	(100.9%)	158	156	2	1.4%
Offender Management	1,283	1,416	(133)	(9.4%)	5,446	7,048	(1,602)	(22.7%)
Victims and Safeguarding	1,148	1,117	31	2.8%	4,675	4,431	244	5.5%
Citizens in Policing	117	136	(20)	(14.3%)	626	591	35	5.9%
NEIGHBOURHOOD & PARTNERSHIP	10,476	10,181	294	2.9%	43,252	45,868	(2,616)	(5.7%)
Command and Control	5,257	5,192	64	1.2%	21,325	20,750	575	2.8%
Patrol	14,384	12,329	2,055	16.7%	59,869	49,249	10,620	21.6%
Detainee Investigation Support	1,836	1,916	(80)	(4.2%)	7,415	7,641	(226)	(3.0%)
RESPONSE	21,477	19,438	2,039	10.5%	88,608	77,640	10,968	14.1%
Criminal Justice	3,930	3,795	135	3.6%	15,136	14,300	837	5.9%
Operations Major Incidents	335	62	273	441.2%	219	247	(28)	(11.4%)
Operations	1,830	1,890	(60)	(3.1%)	7,301	7,401	(100)	(1.4%)
Operation Remedy	1,550	1,909	(359)	(18.8%)	7,135	8,019	(884)	(11.0%)
Serious & Violent Crime	158	159	(1)	(0.9%)	662	662	0	0.0%
Intelligence and Tasking	2,754	2,785	(31)	(1.1%)	10,920	10,769	152	1.4%
Tactical Support Team	3,550	3,630	(81)	(2.2%)	14,615	14,516	100	0.7%
ADDER Drugs	13	0	13	0.0%	(0)	0	(0)	0.0%
OPERATIONAL SUPPORT	14,119	14,230	(111)	(0.8%)	55,988	55,912	76	0.1%
Investigation	7,934	8,273	(340)	(4.1%)	33,441	35,997	(2,556)	(7.1%)
Investigation Major Incidents	192	305	(113)	(37.2%)	905	905	0	0.0%
INVESTIGATION	8,125	8,578	(453)	(5.3%)	34,346	36,902	(2,556)	(6.9%)
Scientific Investigation	1,975	1,979	(4)	(0.2%)	7,928	7,943	(15)	(0.2%)
Major Crime Investigation	1,181	1,317	(135)	(10.3%)	5,129	5,361	(232)	(4.3%)
South West ROCU	879	879	0	0.0%	3,689	3,937	(248)	(6.3%)
Special Branch	251	308	(57)	(18.6%)	1,066	1,161	(94)	(8.1%)
Black Rock	271	340	(69)	(20.4%)	1,234	1,362	(128)	(9.4%)
Counter Terrorism Specialist Firearms	131	188	(57)	(30.3%)	683	789	(105)	(13.3%)
SWPCP ACC	11	11	0	0.0%	44	44	0	0.0%
SWPPS Collaboration	131	131	0	0.0%	512	512	0	0.0%
Regional Collaboration	55	114	(59)	(51.8%)	190	457	(267)	(58.4%)
COLLABORATION	4,886	5,269	(383)	(7.3%)	20,476	21,565	(1,090)	(5.1%)
Information Technology Directorate	6,012	6,009	3	0.0%	23,845	23,906	(61)	(0.3%)
INFORMATION TECHNOLOGY DIRECTORATE	6,012	6,009	3	0.0%	23,845	23,906	(61)	(0.3%)
Chief Officer Group	468	455	12	2.7%	1,968	1,816	152	8.4%
Evidential Property	167	168	(0)	(0.2%)	659	674	(15)	(2.2%)
Transport Services	990	1,054	(64)	(6.0%)	4,931	4,773	159	3.3%
Services Hub & Stores	1,551	1,534	17	1.1%	6,199	6,340	(141)	(2.2%)
Finance Department	481	480	1	0.3%	1,927	1,874	53	2.8%
Strategic Procurement Services	28	22	6	28.5%	48	7	41	590.2%
Estates and Facilities Department	3,696	3,784	(88)	(2.3%)	13,851	14,139	(288)	(2.0%)
FBS Delivery Programme	95	93	2	2.4%	381	370	10	2.7%
FINANCE & BUSINESS SERVICES DIRECTORATE	7,476	7,590	(114)	(1.5%)	29,964	29,992	(28)	(0.1%)
HR Operations	1,073	1,081	(8)	(0.7%)	4,666	4,534	132	2.9%
Organisational Development	370	471	(101)	(21.5%)	1,901	2,138	(237)	(11.1%)
Learning	2,033	1,965	68	3.5%	8,030	8,130	(100)	(1.2%)
Occupational Health	197	244	(48)	(19.5%)	965	1,004	(38)	(3.8%)
Health & Safety	26	27	(1)	(2.7%)	107	109	(2)	(2.1%)
Portfolio Management Office	62	86	(24)	(27.4%)	249	343	(94)	(27.4%)
PEOPLE & ORG DEVELOPMENT DIRECTORATE	3,761	3,874	(113)	(2.9%)	15,918	16,258	(340)	(2.1%)
Legal & Compliance	546	577	(31)	(5.4%)	2,488	2,199	289	13.1%
LEGAL & COMPLIANCE DIRECTORATE	546	577	(31)	(5.4%)	2,488	2,199	289	13.1%
Performance & Assurance	420	449	(30)	(6.6%)	1,718	1,809	(92)	(5.1%)
Performance & Insight	314	390	(76)	(19.4%)	1,483	1,788	(305)	(17.0%)
Force Crime & Incident Registrar	0	(4)	4	(100.0%)	0	(15)	15	(100.0%)
Strategic Projects	23	18	5	29.7%	75	72	3	4.1%
Corporate Communications	227	236	(8)	(3.6%)	1,006	969	37	3.8%
Professional Standards Department	567	625	(57)	(9.2%)	2,434	2,504	(71)	(2.8%)
DIRECTORATE OF THE CHIEF OF STAFF	1,551	1,713	(162)	(9.4%)	6,715	7,127	(412)	(5.8%)
Pensions	(167)	26	(193)	(732.4%)	7,223	8,100	(877)	(10.8%)
Officer & Staff Allowances	(2,047)	(1,855)	(192)	10.3%	(152)	20	(171)	(873.9%)
Central Costs	425	349	76	21.9%	9,662	10,171	(509)	(5.0%)
Covid 19	95	0	95	0.0%	(726)	0	(726)	0.0%
Central Savings	0	595	(595)	(100.0%)	0	595	(595)	(100.0%)
Student Officers	0	0	0	0.0%	0	0	0	0.0%
CENTRAL COSTS	(1,693)	(885)	(808)	91.3%	16,007	18,885	(2,878)	(15.2%)
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	76,735	76,574	161	0.2%	337,607	336,254	1,353	0.4%
MISCELLANEOUS	(1)	0	(1)	0.0%	0	0	0	0.0%
GRANTS	0	(174)	174	(100.2%)	(662)	(662)	(0)	0.1%
SECONDEES	(0)	0	(0)	0.0%	0	0	0	0.0%
TOTAL CONSTABULARY	76,735	76,401	334	0.4%	336,945	335,593	1,353	0.4%
OFFICE OF THE POLICE AND CRIME COMMISSIONER	276	399	(122)	(30.7%)	1,755	1,757	(2)	(0.1%)
COMMISSIONING COSTS	102	1,405	(1,303)	(92.8%)	3,447	3,529	(83)	(2.3%)
TOTAL OPCC AND COMMISSIONING	378	1,804	(1,426)	(79.0%)	5,202	5,287	(85)	(1.6%)
TOTAL REVENUE EXPENDITURE	77,113	78,205	(1,092)	(1.4%)	342,147	340,879	1,268	0.4%

OFFICIAL

ANNEX C Police Officer Overtime June 2021				TOTAL	YTD Budget	YTD Variance	YTD %	Projection	Annual Budget	(Under) / Over Spent
	Apr-21	May-21	Jun-21							
Neighbourhood Policing	42,831	46,521	32,044	121,395	85,860	35,535		277,129	317,800	- 40,671
Road Safety	- 3,600	-	8,257	4,657	-	4,657		22,940	-	22,940
Offender Management	- 308	3,566	2,957	6,216	5,065	1,151		28,776	30,400	- 1,624
Victims and Safeguarding	711	-	507	1,218	2,132	- 915		7,307	12,800	- 5,493
Citizens in Policing	-	-	-	-	-	-		-	-	-
NEIGHBOURHOOD & PARTNERSHIP	39,634	50,087	43,764	133,486	93,057	40,428	43.4%	336,152	361,000	- 24,848
Command and Control	7,062	8,228	5,856	21,145	1,083	20,062		78,431	6,500	71,931
Patrol	117,497	200,645	165,127	483,269	507,861	- 24,592		2,059,905	1,991,700	68,205
Detainee Investigation Support	16,519	18,408	17,060	51,987	22,698	29,289		232,897	84,900	147,997
RESPONSE	141,078	227,280	188,043	556,401	531,642	24,759	4.7%	2,371,233	2,083,100	288,133
Criminal Justice	16,024	20,523	11,438	47,985	57,156	- 9,171		201,749	255,700	- 53,951
Operations Major Incidents	15,964	85,750	40,737	142,451	41,650	100,801		331,148	166,400	164,748
Operations	8,363	12,578	14,491	35,432	60,330	- 24,898		320,695	331,900	- 11,205
Operation Remedy	24,345	26,251	26,883	77,479	49,980	27,499		350,000	300,000	50,000
Serious & Violent Crime	7,502	10,439	79,890	97,831	109,500	- 11,669		437,081	432,900	4,181
Intelligence and Tasking	2,927	11,923	9,490	24,341	18,930	5,411		92,593	81,100	11,493
Tactical Support Team	31,131	54,997	43,310	129,438	91,292	38,146		567,138	460,700	106,438
ADDER Drugs	-	-	153	153	-	153		450,002	-	450,002
OPERATIONAL SUPPORT	106,256	222,461	226,392	555,109	428,839	126,270	29.4%	2,750,406	2,028,700	721,706
Investigation	46,536	81,893	71,691	200,120	210,748	- 10,627		936,231	1,035,800	- 99,569
Investigation Major Incidents	25,266	39,294	32,435	96,995	180,559	- 83,564		566,527	482,500	84,027
INVESTIGATION	71,802	121,187	104,126	297,115	391,307	- 94,192	-24.1%	1,502,758	1,518,300	- 15,542
Major Crime Investigations	5,571	4,578	2,202	12,351	10,932	1,419		44,966	43,000	1,966
Special Branch	- 384	871	108	594	3,349	- 2,755		16,563	16,600	- 37
Counter Terrorism Specialist Firearms	- 61	30,157	11,723	41,819	18,227	23,592		155,098	105,900	49,198
COLLABORATION	5,125	35,606	14,033	54,764	32,508	22,257	68.5%	216,627	165,500	51,127
Chief Officer Group	1,624	-	350	1,974	-	1,974		1,973	-	1,973
Services Hub	0	-	0	0	-	0		3	-	3
FINANCE & BUSINESS SERVICES DIRECTORATE	1,624	-	351	1,975	-	1,975	0.0%	1,976	-	1,976
Organisational Development	-	-	-	-	83	- 83		500	500	-
Learning	- 134	1,946	3,471	5,283	1,066	4,217		24,840	6,400	18,440
PEOPLE & ORGANISATIONAL DEVELOPMENT DIRECTORATE	- 134	1,946	3,471	5,283	1,150	4,133	359.6%	25,340	6,900	18,440
Performance & Assurance	-	-	2,179	2,179	-	2,179		13,072	-	13,072
Performance & Insight	1,200	131	- 1,324	8	1,183	- 1,175		7,100	7,100	- 0
Professional Standards Department	1,282	2,398	2,353	6,032	367	5,665		21,189	2,200	18,989
DIRECTORATE OF THE CHIEF OF STAFF	2,482	2,529	3,208	8,218	1,549	6,669	430.4%	41,362	9,300	32,062
Officer & Staff Allowances	992	1,109	850	2,951	-	2,951		17,708	-	17,708
Central Costs	3,115	1,601	1,081	5,796	6,300	- 504		19,527	19,700	- 173
Covid 19	- 77,791	74,082	74,594	70,885	-	70,885		276,969	-	276,969
CENTRAL COSTS	- 73,684	76,791	76,525	79,632	6,300	73,332	1164.0%	314,204	19,700	294,504
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	294,183	737,888	659,912	1,691,983	1,486,352	205,632	13.8%	7,560,057	6,192,500	1,367,557
MISCELLANEOUS	-	281	-	281	-	281		-	-	-
GRANTS	- 23,284	20,402	9,101	6,219	11,845	- 5,627	-47.5%	117,025	71,100	45,925
SECONDEES	-	4,823	994	5,816	32,900	- 27,084	-82.3%	32,900	32,900	-
TOTAL CONSTABULARY	270,899	763,393	670,007	1,704,299	1,531,097	173,202	11.3%	7,709,982	6,296,500	1,413,482
OFFICE OF THE POLICE AND CRIME COMMISSIONER	-	-	-	-	-	-		-	-	-
COMMISSIONING COSTS	-	-	-	-	-	-		-	-	-
TOTAL OPCC AND COMMISSIONING	-	-	-	-	-	-		-	-	-
TOTAL REVENUE EXPENDITURE	270,899	763,393	670,007	1,704,299	1,531,097	173,202	11.3%	7,709,982	6,296,500	1,413,482

OFFICIAL

ANNEX D										
Police Staff Overtime										
June 2021	Apr-21	May-21	Jun-21	TOTAL	YTD Budget	YTD Variance	YTD %	Projection	Annual Budget	(Under) / Over Spent
Neighbourhood Policing	527	1,145	1,678	3,351	1,233	2,118		13,975	7,400	6,575
Offender Management	- 6	2,305	1,960	4,259	3,065	1,193		25,551	18,400	7,151
Victims and Safeguarding	78	4,472	4,252	8,802	4,432	4,371		52,158	24,000	28,158
NEIGHBOURHOOD & PARTNERSHIP	600	7,921	7,891	16,412	8,730	7,682	88.0%	91,684	49,800	41,884
Command and Control	41,530	41,036	44,192	126,758	101,852	24,906		520,837	422,300	98,537
Detainee Investigation Support	4,628	6,651	5,798	17,077	11,466	5,611		84,111	43,600	40,511
RESPONSE	46,158	47,687	49,990	143,835	113,318	30,517	26.9%	604,948	465,900	139,048
Criminal Justice	14,499	19,187	12,965	46,651	31,443	15,208		195,165	151,000	44,165
Operations Major Incidents	- 3,497	2,283	3,463	2,249	8,911	- 6,662		4,739	35,600	- 30,861
Operations	1,162	2,405	2,179	5,746	716	5,029		12,967	4,300	8,667
Operation Remedy	1,618	723	1,181	3,522	-	3,522		15,000	-	15,000
Serious & Violent Crime	154	- 87	271	338	-	338		71	-	71
Intelligence and Tasking	5,061	16,504	11,572	33,136	16,863	16,273		159,816	79,700	80,116
Tactical Support Team	374	646	401	1,421	1,583	- 162		5,390	5,700	- 310
OPERATIONAL SUPPORT	19,370	41,660	32,032	93,062	59,516	33,547	56.4%	393,147	276,300	116,847
Investigation	5,238	13,801	10,201	29,240	10,958	18,283		131,135	50,700	80,435
Investigation Major Incidents	- 420	7,465	7,910	14,956	59,342	- 44,386		142,047	165,100	- 23,053
INVESTIGATION	4,818	21,266	18,111	44,196	70,299	- 26,103	-37.1%	273,182	215,800	57,382
Scientific Investigations	-	13,546	4,574	18,120	12,812	5,308		73,012	76,900	- 3,888
Major Crime Investigations	4,499	2,549	1,998	9,046	5,116	3,930		48,176	20,500	27,676
Special Branch	-	-	-	-	183	- 183		1,100	1,100	-
COLLABORATION	4,499	16,094	6,572	27,165	18,111	9,055	50.0%	122,288	98,500	23,788
Technology Services	2,741	5,904	3,030	11,674	11,112	562		70,045	66,700	3,345
INFORMATION TECHNOLOGY DIRECTORATE	2,741	5,904	3,030	11,674	11,112	562	5.1%	70,045	66,700	3,345
Chief Officer Group	-	-	145	145	-	145		145	-	145
Evidential Property	1,489	1,370	1,431	4,289	1,166	3,123		10,353	7,000	3,353
Transport Services	4,344	10,244	6,454	21,041	9,130	11,911		76,164	54,800	21,364
Services Hub & Stores	4,168	4,111	5,849	14,129	2,550	11,579		70,942	9,800	61,142
Finance Department	274	-	-	274	-	274		1,654	-	1,654
Strategic Procurement Services	86	-	-	86	-	86		86	-	86
Estates and Facilities Department	229	28	- 35	221	2,982	- 2,761		1,327	17,900	- 16,573
FINANCE & BUSINESS SERVICES DIRECTORATE	10,589	15,752	13,843	40,185	15,828	24,357	153.9%	160,672	89,500	71,172
HR Operations	1,776	1,998	525	4,299	1,666	2,633		25,795	10,000	15,795
Organisational Development	-	134	-	134	-	134		442	-	442
Learning	- 939	3,126	384	2,572	483	2,088		15,430	2,900	12,530
Occupational Health	257	209	-	466	-	466		2,798	-	2,798
PEOPLE & ORGANISATIONAL DEVELOPMENT DIRECTORATE	1,095	5,468	909	7,472	2,149	5,322	247.7%	44,466	12,900	31,566
Legal & Compliance	827	782	197	1,807	-	1,807		5,476	-	5,476
LEGAL & COMPLIANCE DIRECTORATE	827	782	197	1,807	-	1,807	0.0%	5,476	-	5,476
Performance & Assurance	-	-	4,621	4,621	1,352	3,269		21,210	5,400	15,810
Performance & Insight	944	1,136	17	2,097	451	1,646		12,579	1,800	10,779
Force Crime & Incident Registrar	1,042	878	- 1,920	0	-	0		-	-	-
Strategic Projects	-	-	-	-	-	-		-	-	-
Corporate Communications	- 253	2,161	1,772	3,681	4,299	- 618		22,592	23,200	- 608
Professional Standards Department	36	1,746	1,336	3,118	2,969	149		17,976	12,800	5,176
DIRECTORATE OF THE CHIEF OF STAFF	1,769	5,920	5,827	13,516	9,070	4,446	49.0%	74,358	43,200	31,158
Pensions	-	63	-	63	-	63		63	-	63
Officer & Staff Allowances	2,368	1,564	3,535	7,467	-	7,467		38,871	-	38,871
Covid 19	- 10,253	1,202	430	- 8,621	-	- 8,621		9,654	-	9,654
CENTRAL COSTS	- 7,885	2,829	3,965	- 1,091	-	- 1,091	0.0%	48,588	-	48,588
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	84,580	171,286	142,367	398,233	308,133	90,100	29.2%	1,888,855	1,318,600	570,255
MISCELLANEOUS	-	-	-	-	-	-	0.0%	-	-	-
GRANTS	-	174	-	174	3,729	- 3,555	-95.3%	11,352	14,900	- 3,548
SECONDEES	-	-	-	-	-	-	0.0%	-	-	-
TOTAL CONSTABULARY	84,580	171,460	142,367	398,408	311,863	86,545	27.8%	1,900,207	1,333,500	566,707
OFFICE OF THE POLICE AND CRIME COMMISSIONER	2,024	126	63	2,213	833	1,380	165.7%	2,500	5,000	- 2,500
COMMISSIONING COSTS	-	-	-	-	-	-		-	-	-
TOTAL OPCC AND COMMISSIONING	2,024	126	63	2,213	833	1,380	165.7%	2,500	5,000	- 2,500
TOTAL REVENUE EXPENDITURE	86,604	171,586	142,431	400,621	312,696	87,925	28.1%	1,902,707	1,338,500	564,207

Annex E – Capital Spend

£000's	Planned Spend										
	MTFP	C/F	Adjs	Total Budget	2021 actual spend	Q1 forecast	Q2 forecast	Q3 forecast	Q4 forecast	Total project 2021 cost	Over /(Under) spend to 2021 budget
Information and Communication Systems	7,843	468	0	8,311	371	0	1,946	5,657	1,071	9,045	733
Estates	861	349	0	1,210	224	0	410	268	268	1,170	-40
Fleet	3,523	222	22	3,767	382	0	451	814	1,563	3,210	-557
Equipment	408	178	0	586	28	0	111	94	354	587	1
Total Replacement and Renewal Programme	12,635	1,217.7	22.0	13,875	1,005	0	2,917	6,833	3,257	14,013	138
Digital Projects	3,131	427.0	0.0	3,558	-5	0	815	724	765	2,299	-1,260
Estates Projects	4,746	418	0	5,164	136	0	209	95	433	873	-4,292
Total Programme	7,878	844.7	0.0	8,722	131	0	1,024	819	1,198	3,171	-5,551
Regional Programme	100	0	0	100	0	0	0	0	0	0	-100
Other Projects	650	0	40	690	85	0	48	350	0	483	-207
Funded / Part Funded Projects	0	0	293	293	40	0	128	87	78	333	40
Total Capital Programmes	21,263	2,062.4	355.0	23,680	1,261	0	4,117	8,089	4,532	17,999	-5,681