



**Police and Crime Board, 2<sup>nd</sup> February 2022 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 Chief of Staff**
- **OPCC Deputy Chief of Staff**
- **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 – Serious Violence
- c. Quarterly Vulnerability

**6. People and Organisational Development Update**

**7. Finance:**

- a. MTFP
- b. Q3 Financial Performance Report

**8. Major Projects:** Highlight Report

**9. Professional Standards Department**

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

**10. A.O.B**

**11. Action Update**

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

**Date of the Next Meeting: 2<sup>nd</sup> March 2022, 13:00 – 17:00**

## **DRAFT Minutes of the Police and Crime Board, 2<sup>nd</sup> February 2022**

### **Held via Teams**

#### **Attendees:**

Mark Shelford, Police and Crime Commissioner  
Nikki Watson, Deputy Chief Constable  
Alice Ripley, OPCC Chief of Staff  
Sally Fox, OPCC Deputy Chief of Staff  
Paul Butler, OPCC Interim CFO  
Nick Adams, OCC CFO  
Dan Wood, Chief Officer – People and Organisational Development  
James Davis, Delivery Manager – Portfolio  
James Raphael, Detective Superintendent (part of the meeting)  
Ed Yaxley, Superintendent (part of the meeting)  
Ben Moseley, Superintendent (part of the meeting)  
Jon Dowey, Head of Performance and Insight (part of the meeting)  
Ben Valentine, OPCC Strategic Planning and Performance Officer  
Alaina Davies, OPCC Resources Officer

### **1. Apologies**

Sarah Crew, Chief Constable  
Marc Hole, OPCC Head of Commissioning and Partnerships

### **2. Minutes**

The Board agreed the minutes from the Police and Crime Board (PCB) Meeting held on 5<sup>th</sup> January 2022.

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

The Deputy Chief Constable raised the following:

- Delighted that the proposed increase in the council tax precept was agreed by the Police and Crime Panel yesterday and thanks to everyone that worked on this. This enables the continuation of plans for investment, recruitment of officers, growing the organisation, building capabilities and developing culture (earning and building trust with communities).
- Public confidence – highlighted the Violence Against Women and Girls (VAWG) work. National issues affect public confidence locally but the Constabulary can influence the culture of its own organisation. The Constabulary recognise the work to be done locally on misconduct relating to abuse of power for sexual gain. Work continues on tackling racism and sexism within the culture of policing. The response to the Lammy review has been published (Identifying Disproportionality report) and there is lots of work to be done as a result.

- Keeping pace with changing demand and public expectation – will need to invest in capability. Going forward savings will be required to balance the budget and the Constabulary CFO is leading on the planning work for this. The Constabulary will engage with the OPCC as part of the savings planning work.
- Higher number of officer leavers than expected is an emerging risk. This has the potential to impact on uplift targets and so the Constabulary are analysing the data with a view to addressing the issues causing this.

The PCC highlighted the huge team effort yesterday in presenting the Medium Term Financial Plan and precept proposal to the Police and Crime Panel, which included a great presentation from the Chief Constable.

The PCC reiterated the importance of addressing cultural issues through leadership work, particularly in relation to abuse of position for sexual gain. The link between cultural improvements and the leadership piece needs to be strong.

The PCC requested that work in response to the Identifying Disproportionality report be a standing item on future PCB agendas.

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

The language used in the precept survey around public confidence in the police and PCC was the same as the telephone survey to ensure consistency. The OPCC suggested including these questions in the internal survey going forward (using the same language) to track improvement. This was agreed by the Constabulary.

Given the results, the OPCC asked what the Constabulary can do to build confidence in the police and PCC within the workforce. As the survey is anonymous the Constabulary are intending to run focus groups to understand what might have driven the responses. Some of the responses may have been influenced by the short term “growing pains” being felt by the organisation.

Work is being done to publicise the Police and Crime Plan and the work of the PCC. The PCC spends much time visiting the workforce which is positive and the Constabulary are happy to facilitate this. It was suggested that a joint reward and recognition process may be worth exploring.

The PCC highlighted the importance of engagement and how the Constabulary launch the plan. This is particularly important around the local plans.

#### **5. Finance:**

##### **a. Medium Term Financial Plan (MTFP)**

The Police and Crime Panel met yesterday and agreed the increase in the council tax precept as proposed.

Concerns over inflationary factors moving forward were discussed and the significant pressure they potentially represent.

The PCC approved the 2022/23 budget and capital plan, and confirmed the 2022/23 policing precept would be £144.839m, which equates to a council tax band D of £251.20.

## **b. Quarter 3 Financial Performance Report**

The overall underspend reported for quarter 3 is consistent with quarter 2 but the movement within this was highlighted. Higher than anticipated officer leaver numbers as discussed under the DCC update. Difficulties in filling staffing vacancies were also highlighted, particularly in relation to IT posts where the market place is highly competitive. These areas of underspend have been offset by increases in non-pay spend on fuel, pensions – the medical retirements number has been higher, and increase in provision for an undercover liability. The PCC requested that the Constabulary ensure that there is a one team approach for serving and retired officers – retired officers should have a presence at some events.

Capital spend was discussed, in particular the challenges in relation to vehicle replacements which are due to supply chain issues. The PCC asked what penalties the provider faces as a result of the delays – a national gold group is coordinating the response which the Constabulary is linked into. Need to ensure that vehicles most in need of replacing come first and then assess the additional costs being incurred by forces.

The Board discussed the various different officer entry routes and potential new routes. Uplift is monitored on a weekly basis. The PCC was assured that a number of actions are already underway to improve retention, including what can be done on a personalised basis for those coming up to retirement or resigning. There will be a spotlight on leavers at the next People Committee. Pay was also discussed and this is going to be looked at on a national level.

The OPCC raised concerns regarding the staffing underspend and length of time this has been an issue. The Constabulary are considering what can be done. It was noted that the areas with staff recruitment issues shifts and is not one particular area with long standing difficulties.

The PCC was assured that workforce planning and recruitment strategy is discussed on a monthly basis at the People Committee. A representative from the OPCC attends this. The OPCC asked for a report on time to hire and the number dropping out of the process.

The OPCC asked what the risk factors for quarter 4 are. There is robust forecasting around pay. Other provisions need to be considered but these will be accounting adjustments rather than budgetary. The OPCC highlighted the focus that will be on the quarter 4 outturn against the backdrop of the precept increase having been approved.

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

### **a. Integrated Performance and Quality Report (IPQR)**

The Constabulary reported being 35<sup>th</sup> nationally with regard to the positive outcomes rate – the OPCC asked what is causing the low rate compared to other forces. The Constabulary highlighted a range of issues which includes the differences in crime recording compliance across the different forces. Demand being sat in the right areas of the organisation is also a factor. It was also noted that the lower rates are in areas which have seen the largest improvement in Crime Data Integrity (CDI) so there may be a link. Due to demand pressure the Constabulary also have a backlog of positive outcomes to input which they are working on.

The PCC raised concerns of the effect which low positive outcomes, response timeliness and decreasing victim satisfaction have on public confidence. The quarterly public confidence rate is the lowest it has been for 8 years and the PCC asked the Constabulary what is being done to address this. The Constabulary are trying to ascertain how big of an impact national issues are having on this rate versus local issues – the lack of the National Crime Survey is making this difficult.

The turnover of staff within command and control has been higher than normal and the OPCC asked what the plans were to mitigate the risk of this deteriorating further. Overall demand went up 6% with abandonment rates for 101 increasing but 999 performance was maintained. Following the staff survey results senior leaders are engaging with staff to address areas of concern – the organisation is listening, hearing and doing something to address issues raised. The OPCC also highlighted the need to ensure the salaries within command and control are attractive to compete with the private sector.

Individual Performance Reviews (IPRs) were discussed and the historical issues with these not being used as a management and quality tool. The Chief Officer – People and Organisational Development is accountable for the systems and process but line managers are responsible for making sure IPRs are complete. There have been improvements following work done on the back of the South West Audit Partnership (SWAP) audit. This will be part of the leadership academy and it needs to be clear that IPRs are an ongoing performance conversation. The PCC wants to ensure that the organisation is getting IPRs right from the top and right the way through the structure. Internal communications were discussed.

The PCC was disappointed with the responses to the staff survey from tutors and asked what is being done to understand the issues and support tutors. Responses come against the backdrop of the huge uplift programme. The PCC was assured that the wellbeing of tutors is very important and that they are a really valued resource. The Constabulary will report to the PCC on the main issues being reported by tutors.

### **b. Assurance Report – Serious Violence**

The OPCC supports recommendation 1 for dedicated performance and crime analytical support to be aligned to inform governance and performance management across the multi-agency landscape. This is key from a strategic Violence Reduction Unit (VRU) perspective to support the serious violence work. The ambition is to have 1 regular meeting with an overall dataset presented which can identify issues in each area.

The OPCC is concerned that the Constabulary does not have a mechanism for identifying positive outcomes for high harm offenders and asked what work is being done to adjust this. Business intelligence is critical. The Constabulary have the same issues with serious crime prevention orders as these are held by the CPS – need to look at how to track these through. The Police and Crime Plan prevention piece pivots on how the Constabulary can demonstrate prevention.

Ongoing challenges regarding recording ethnicity were discussed. Given the disproportionality in this area of business the OPCC asked what is being done to improve this. The Data Quality Working Group is looking at this.

The OPCC queried the data provided on school engagement as the Somerset West engagement seems significantly higher than Bristol East; this is more concerning given the different demographics of the two areas. There have been issues with the mechanism for capturing the data so less disparity is anticipated going forward. Capturing the huge amount of serious violence work is a challenge.

The PCC asked for examples of any issues with data sharing so that this can be discussed with the Information Commissioner and separately with the Police and Crime Panel. It is thought that the issues centre around staff confidence in sharing the data rather than the agreements themselves. Need to make sure the right people are at the right meetings and they feel empowered to share data in a timely manner.

It has taken a number of years to arrange sharing A&E data but this is now in place with all but one of the hospitals in the area. There have also been challenges around the ambulance data to overcome. There has been a national push around the sharing of hospital data. The work Donna King and Charlotte Pritchard from the OPCC have done to push this forward was noted.

The OPCC highlighted the National Crime and Police Measure around under 25 year olds hospital admissions due to sharp objects. Work is ongoing to progress this in local areas.

The PCC thanked D/Supt James Raphael and his team for their work.

### **c. Quarterly Vulnerability Report**

There are two recommendations in the report. The first is to have clear governance to facilitate progress in both vulnerability and VAWG theme

strands; to create clarity and keep duplication to a minimum. The second recommendation is to identify a replacement vulnerability lead.

Updates were highlighted on all the vulnerability areas in the report.

The PCC sought assurance that the Constabulary have the right legal framework to operate in with regard to Child Criminal Exploitation (CCE). The Constabulary should flag anything that they would like to PCC to raise.

The PCC highlighted the high number of Domestic Abuse (DA) crimes recorded over the past 12 months (23,048) and asked if there are any underlying reasons for the high number, any specific locations of concern and are the public educated on how high the number is. This is a large proportion of all recorded crime. In most cases victims suffer a lot of abuse before coming forward to report it. The Constabulary regularly publish data, put messaging out to encourage confidence in reporting and regularly do problem profiles. It was noted that a big piece of training on DA for all frontline staff is planned for the Autumn. The PCC is particularly interested in prevention and education.

The Hate Crime update was discussed and the PCC reiterated the importance of continuing to record both sex and gender.

Under the sex work update the PCC asked what is being done to close down brothels, particularly in Bristol. The Constabulary is working with the Bristol Women's Commissioner and working with local authorities to close brothels down – the importance of considering what happens to the sex workers when these premises are shut down was highlighted and ensuring no further harm comes to them. The biggest national threat in this area of business is pop-up brothels.

The OPCC raised concerns regarding the number of unallocated Rape and Serious Sexual Offences (RASSO) cases and asked how long they are unallocated and how the Constabulary ensures appropriate priority is given to these cases. This is a rolling backlog due to capacity issues, detectives with relevant experience need to be allocated to these cases. These cases are reviewed daily and the Bluestone team engagement officers make initial contact to support victims. The Constabulary accept that this is not good enough and needs to improve.

The PCC asked about the level of service offered to victims of fraud or cyber crime. They are given support and if it is a vulnerable victim they are offered enhanced support. The Economic Crime Team is part of the CID directorate and they deal with prevention as they have specialist knowledge.

Due to timing a number of other OPCC questions on the vulnerability report will be emailed to Superintendent Yaxley to respond to outside of the meeting.

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



A Home Office gold group representation meeting is scheduled next week to share learning and issues on underrepresentation and diversity.

The Constabulary have just run a highly competitive process to appoint a Deputy Chief Constable and will shortly be running a process to appoint an Assistant Chief Constable.

It was noted that senior leaders recently took part in the Inclusion Confidence in Policing Programme which was in liaison with local organisations. The benefits and evaluation from this programme will be reported shortly.

The PCC asked for a regular update under this item on culture, training and particularly the leadership academy.

The use of Oleo and the data available from it was discussed. The Constabulary are working with the system provider on further improvements and this will be shared with the OPCC CFO.

The Police and Crime Plan includes the local uplift target and so the OPCC asked that this also be included in reporting going forward. It was noted the Constabulary will not meet the local recruitment target for the end of March 2022.

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

Updates were given on estates, Pronto – briefing note submitted to PCC, Case Management System, Body Worn Video, Open Source Browser, Facial Recognition – briefing note submitted to PCC and business case to March Strategic Planning Meeting (SPM), Legacy Police Pension Scheme, Workforce Resetting, ERP – full business case ready for June and Origins.

A review of the governance framework has commenced using external consultants.

Working with South West procurement to ensure standardised skills and approach.

The PCC highlighted the need to be clear on the communications regarding facial recognition that this is business as usual to allay any ethical concerns.

The PCC suggested approaching Norfolk regarding Beyond the Line of Sight as they ran a similar project. As work progresses contact should be made with the rest of the South West forces to see if they are interested.

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

### **a. Quarterly Update**

2,133 complaints have been recorded in the last 12 month, 77% of these are from April 21 onwards and influenced by national issues.

Performance has gone down in relation to contacting complainants within 3 working days. The OPCC asked if this is still achievable considering the significant increase in complaints the Constabulary are dealing with. The Constabulary will report back on the reasons for complainants not being contacted within 3 working days.

The Constabulary reported that they are working to improve the ethnicity data.

Learning the lessons was discussed and the importance of this. Most cases are individual learning but some are organisational. The individual learning is also promulgated for organisational learning.

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

There are currently 16 IOPC independent investigations with the oldest of these being from January 2020.

#### **c. OPCC Complaint Review Data**

There is still limited data around complaint reviews. The most common reason for upheld complaints is insufficient information being provided to the complainant or lack of contact with the complainant. This is something that could easily be improved.

The OPCC Deputy Chief of Staff recognised the work of the Review Manager in dealing with significant volumes and achieving 100% compliance in the recent audit reported to the Joint Audit Committee (JAC).

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

None.

### **11.Action Updates**

- Response times – report provided on the response times SLA and whether this needs to be reviewed. The PCC will discuss this further with the Chief Constable.
- Quarterly Serious Violence report due at May 2022 PCB.
- Developing a performance dashboard to be reported to PCB to measure delivery against the new Police and Crime Plan. The work has been allocated to an experienced developer and an update on progress will be provided at the next PCB.
- Discussed what was done to improve the response rate from the police family to the precept survey and what lessons can be learned. The email from the PCC had the biggest impact on the most recent survey.

### **12.Publication**

The following items were agreed for publication:

- 5<sup>th</sup> January 2022 Police and Crime Board Agenda
- 5<sup>th</sup> January 2022 Police and Crime Board Minutes

- Medium Term Financial Plan
- Quarter 3 Financial Performance Report

**Actions List:**

See Exempt Actions List

**Date of the Next Meeting: 2<sup>nd</sup> March 2022**



# **Avon & Somerset Police & Crime Commissioner**

## **Medium Term Financial Plan**

**2022/23 – 2026/27**

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## Executive Summary

The Medium Term Financial Plan (MTFP) provides the financial outlook, context and resourcing principles for the annual budget setting process. It outlines, in broad terms, the specific service and funding issues over the 5-year period and how the PCC will, within these financial constraints, fund priorities and ensure financial sustainability and resilience. The MTFP needs to be responsive to changing national and local conditions and is therefore a living document subject to annual review, with the next period covering 2022/23 – 2026/27.

The Chancellor of the Exchequer announced the outcome of the Spending Review in October 2021. This announcement provided a high level, three year horizon, for police funding in which we will see estimated cumulative increases to government grant of £550m in 2022/23, £650m in 2023/24, and £800m in 2024/25. It was also announced that PCCs would have the flexibility to increase the policing element of local council tax by £10 p.a. for an average band D property, in each of the next three years. These two announcements provide police forces with the means to recruit the full 20,000 officer uplift by March 2023 and to maintain this new officer establishment for the duration of the spending review.

	Forecast				
	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Budget requirement	358,707	370,838	381,993	392,914	402,500
Less; Total funding	-355,707	-365,479	-377,006	-383,978	-390,925
<b>(Surplus)/Deficit before savings</b>	<b>3,000</b>	<b>5,359</b>	<b>4,987</b>	<b>8,936</b>	<b>11,575</b>
Less; Savings	-3,000	-3,179	-3,245	-3,312	-3,379
Planned use of reserves	-	-	-	-	-
<b>(Surplus)/Deficit after savings</b>	<b>-</b>	<b>2,180</b>	<b>1,742</b>	<b>5,624</b>	<b>8,196</b>

The funding increases enable Avon and Somerset to plan for the final phase of the ambitious uplift programme, embedding this investment into the Force to increase operational capacity. Through this investment the Chief Constable and her team are **building a force fit for the future**, capable of successfully delivering both the Government's national '**Beating Crime Plan**' and the PCC's '**Police and Crime Plan**' for Avon and Somerset. Once planned savings of £3.0m have been accounted for, a balanced budget position is achieved in 2022/23. The forecasts show continued need to identify and deliver further savings, with a target of £2.2m in 2023/24, rising to £8.2m by 2026/27, required to balance the revenue budget over the medium term.

The final officer uplift target for delivery in 2022/23 was confirmed in December 2021. The national officer uplift target to be achieved by March 2023 is 20,000, which is an additional 8,000 officers to be delivered during 2022/23. Locally this equates to a further 183 officers, which when added to previous allocations, is a cumulative uplift target of 456, increasing target officer headcount to 3,291 by March 2023.

Officer Uplift	Forecast		
	By March 2021	By March 2022	By March 2023
National Officer Uplift Target	6,000	12,000	20,000
A&S Officer Uplift Target	137	273	456
<b>A&amp;S Targeted Officer Headcount</b>	<b>2,972</b>	<b>3,108</b>	<b>3,291</b>

This MTFP reflects a **proposed increase in council tax of £10/4.1% in 2022/23** for average Band D properties. The proposal to increase the precept by £10 is reflective of:-

- The need to complete the delivery of the officer uplift programme which will see Avon and Somerset achieve the target of **3,291 officers by March 2023**;
- The need to sustainably **maintain the increase in police officers** for the medium term, recognising the incremental increase in costs of doing this as pay progression, pay inflation and pensions changes gradually move officer costs upwards;
- The need to provision for a reasonable **pay award to officers and staff** (proposed +3.5%/+£5.2m in 2022/23, +£8.9m full year effect).

The key assumptions that follow from this forecast position are:-

- Revenue **funding is forecast to grow by £51.0m/15.0% p.a.** by 2026/27, driven by:-
  - Increases to **core police grant funding** of £11.7m/6.2% in 2022/23 to support the further delivery of uplift, rising to £21.7m/11.5% by 2026/27 to maintain uplift and support forecast inflationary increases to pay;
  - Removal of the one-off **council tax support and income guarantee funding** of £2.4m, provided in 2021/22 to offset the losses in council tax funding seen as result of the global Covid-19 pandemic;
  - Increases in **council tax funding** £7.4m/5.4% in 2022/23 rising to an increase of £32.8m/24.0% by 2026/27, which is achieved through both increases to the precept and tax base (1.0% in 2022/23) in line with forecasts being made across our local authorities.
- Revenue **budget requirement is forecast to increase by £57.9m/17.2% p.a.** by 2026/27, driven by factors such as:-
  - Inflationary adjustments to **officer and staff pay** of 3.5% in 2022/23, 2.5% in 2023/24 and annual increases of 2.0% p.a. thereafter – an increase in cost of £5.2m in 2022/23 rising to £32.0m p.a. by 2026/27;
  - Increases to budgets in support of **delivering and sustaining the uplift in officer numbers** in line with the target headcount of 3,291 to be achieved by March 2023 – generating budget growth of £7.8m in 2022/23, increasing to £11.5m by 2026/27;
  - Increases to **pensions costs** to provide for current and anticipated future deficits in staff and officer pension schemes, as well as inflationary increases for injury pensions – an increase in cost of £0.2m in 2022/23, increasing to £6.5m by 2026/27;
  - Increases to **national insurance** costs to provide for the uplift in employer national insurance rates with effect from April 2022 in support of the Government's social care levy – an increase in cost of £1.9m in each year of the MTFP;
- Inflationary increases to **non-pay costs** reflective of **specific and acute pressures** including:-
  - Increases to electricity costs estimated at 26.1% or +£0.7m in 2022/23;
  - Increases to gas costs estimated at 24.1% or £0.2m in 2022/23;
  - Increases to fuel costs estimated at 9.8% or £0.3m in 2022/23;
  - Provision for increases to custody healthcare costs of 45% or £0.3m in 2022/23 (£0.6m full year effect from 2023/24);
  - Provision for increases to forensic services costs of 20% or £0.3m in 2022/23;
- Inflationary increases to **non-pay costs** reflective of **general inflationary pressures**. Inflation is currently running ahead of the Government's target of 2.0% p.a. Recognising the wider challenges

of affordability presented here, a general inflationary factor of 1.5% in 2022/23 has been applied rising to 1.75% in 2023/24 and 2.0% p.a. thereafter – an increase in cost of £0.6m in 2022/23 rising to £3.4m by 2026/27;

- **Growth and commitments** of £2.6m in 2022/23 rising to £3.4m by 2026/27 – largely reflecting continued investment in IT tools to support frontline officer efficiency and effectiveness;
- Increases in the costs of **partnerships**, recognising increases into these collaborations reflective of pay and inflation assumptions outlined by directly managed budgets as well as enabling investment into SWROCU in line with their uplift allocations – an increase of £1.5m in 2022/23, rising to £3.3m in 2026/27;
- Increase to the **ring-fenced grant funding** to support police officer uplift delivery funding of £0.8m/35.0% in 2022/23 and thereafter maintained at this level to sustain new officer numbers;
- Realisation of new **revenue savings** of £3.0m in 2022/23 rising to £3.4m by 2026/27. These reflect savings achieved through non-pay budgets, including savings from premises budgets (rent and business rates), savings in fleet budgets (fleet reductions and travel reductions), stationery and postage savings and numerous procurement savings arising through collaboration with south west police forces for procurement services. There are savings in relation to partnership costs, reflecting adjustments to regional contributions. There are also some pay savings included here, which are reflective of adjustments to allowances for officers and staff, overtime reductions, and some small headcount reductions arising from restructures within enabling services functions;
- **Adjustments** to budgets are also included and these have the effect of reducing the budget by £3.1m in 2022/23 and £2.6m by 2026/27. These adjustments reflect the removal of budgets for Special Branch which as of April 2022 will be transferred into the management of Counter-Terrorism policing. The adjustments also reflect the lower average cost of police officers over the next few years in recognition of the age and experience profile of the workforce after the period of intensive recruitment to deliver officer uplift. Towards the end of this MTFP period, and into future years this adjustment is expected to reverse as the workforce becomes more experienced, and incrementally more expensive to maintain.

The forecast position presents challenges. Over five years these projections suggest that increases in costs will outstrip funding growth, requiring further savings from 2023/24 onwards. In total, based on the assumptions made, it is forecast at this stage that new, recurring savings of £8.2m will be required by 2026/27.

The need for savings and efficiencies alongside delivering officer uplift has been reinforced by the Policing Minister. He has set out to both PCCs and CCs an expectation of cashable savings of £100m p.a. for each of the next 3 years being delivered across policing in England and Wales. Based on current funding profiles, Avon and Somerset would notionally account for approximately £2.3m of these savings, a target that has already been exceeded within these current plans in 2022/23. However, it is recognised more will need to be done not just in releasing cashable savings, but also in the delivery of non-cashable efficiencies which help to create capacity to meet current and future demand pressures. This remains a priority area for Avon and Somerset's change initiatives and investment plans.

The delivery of an uplift in officer numbers is a key focus of Avon and Somerset's recruitment activity, but it is not the end of these plans. Ensuring best use is made of these new officers, delivering the visible improvements expected by the communities across Avon and Somerset, remains a key focus. In 22/23, the Chief Constable and her team intend to focus on:-

- Instilling a **relentless focus on the perpetrators of crime**, including investment into Investigations as part of Operation Bluestone and Operation Ruby, investment into the Internet Child Abuse Team



(ICAT), investment into proactive and tactical support capabilities, and collaborative investment into the SW Regional Organised Crime Unit (SWROCU). Through these investments the Force will:-

- Tackle high harm crime through increases in county line and organised crime group disruptions;
- Target burglary and knife crime offenders;
- Deliver high quality, timely and successful investigations for Rape and Serious Sexual Offences (RASSO), cyber-crime and financial crime.
- Increasing the focus on **crime prevention**, including investments into Integrated Offender Management, violence reduction and early intervention, rural affairs, as well as growing and refocussing existing proactive capabilities, embedding this capability within local policing teams. Through these investments the Constabulary will:-
  - Establish and utilise effective diversions and interventions for emerging offenders;
  - Improve the monitoring, management and rehabilitation of high-harm offenders, in conjunction with partners;
  - Prevent and reduce neighbourhood crime, ASB and rural crime – protecting the most isolated and vulnerable communities, making them feel safer;
- Grasping the **organisational opportunities** brought about by the growth in officer numbers and through the post pandemic resetting work, ensuring that the Force remains efficient and effective, it is well led with a culture that commands the trust and confidence of all of the communities it serves and is able to secure the growth in specialist capabilities that will deliver a force fit for the future.
- Realising the existing **savings** plans and continue to identify new opportunities for delivering services more efficiently, enabling future budgets to be balanced and supporting the investment in those services which the communities in Avon and Somerset rely upon.

Avon and Somerset's continued transformation also requires capital investment. Investments in **digital transformation**, as well as **across the estates and fleet**, require funding to implement. Capital funding is increasingly under pressure to provide for this ambition, at the same time as maintaining and replacing existing asset base. These plans therefore make forward provision for capital funding, maintaining the increased direct revenue contributions budgeted for in recent years, as well as planning for the use of borrowing in support of specific estates projects. These plans present a residual capital funding shortfall of £4.3m at this stage of development, and more work will be undertaken to identify opportunities to close this gap.

Useable **reserve levels** stood at £57.1m at the end of March 2021, and are forecast to decrease to £51.9m by March 2022. By the end of March 2027 the forecast projects that useable reserves will stand at £23.1m, representing the recurring prudent level beyond which they are unlikely to drop much further.

## Introduction

This is the first MTFP set by this PCC since his election in May 2021. It has been developed in collaboration between the Office of the PCC and the Constabulary, and is underpinned by the principles that it is progressive, modernising and financially sustainable. The MTFP is being set in a context of growth for policing. In Avon and Somerset we are due to deliver 456 (2.3%) extra officers as part of Avon and Somerset's share of the 20,000 national target, by March 2023. To enable this net growth the Force will have recruited nearly 1,300 new officers into the service in just four years.

This growth in officer numbers drives wider cost increases for the Force as officers are provided with the training, tools and infrastructure that enable them to perform their roles. Alongside this the Force continues to innovate, building on its ground breaking data insight capabilities and investing in new tools and capabilities that help further improve its efficiency and effectiveness.

In 2022/23 we will continue to see significant change. This plan commits Avon and Somerset to using the funds available through both government grant and council tax precept growth to:-

- Fund the final delivery of uplift in officer numbers (+183 additional officers in 2022/23 taking the cumulative total to +456 by March 2023), sustaining these increases throughout the duration of the Spending Review;
- Fund a reasonable pay award for officers and staff, following a year in which pay was frozen for all but the lowest earners. This plan assumes +3.5% from September 2022, in line with emerging national position. This increase to pay is not only important for the retention and morale of existing staff, but also to ensure policing remains attractive to new entrants as uplift targets are delivered and maintained;
- Fund increases to national insurance costs to provide for the uplift in employer national insurance rates with effect from April 2022 in support of the Government's social care levy – an increase in cost of £1.9m in each year of the MTFP;
- Fund inflationary cost pressures, including a number of specific and acute pressures driven by market conditions (e.g. utilities, forensics, custody healthcare) and provision for general inflationary pressures in the economy;
- Fund increases in the costs of partnerships, accounting for their growth brought about by pay and general inflation, as well as enabling investment into SWROCU in line with their officer uplift allocations;
- Fund a small number of other growth and commitments, reflecting existing contractual commitments and investment in areas that support continued efficiency and effectiveness;
- Support the adjustments required to transfer Special Branch into the management of Counter-Terrorism policing as of April 2022;
- Deliver the existing savings plans, and commence planning for further savings across the medium term that will not only enable the balancing of the revenue budget, but also support further re-investment into priority areas;
- Fund the ongoing replacement of existing assets as they reach the end of their useful lives, as well as support new investment in both national and local IT projects, and in the police estate across Avon and Somerset.

It is in this national and local context that this MTFP has been prepared.

## Revenue Funding

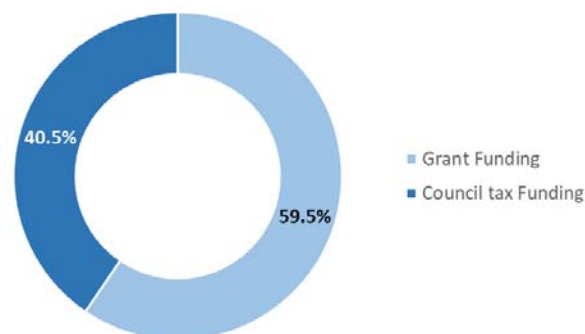
The PCC receives two main sources of funding:-

- Government grant funding; and
- Council tax funding.

Currently the profile of funding is that 59.5% of total funds are received through grant and 40.5% is received through council tax.

Over the medium term total funding is forecast to **increase by £51.0m/15.0% by the 2026/27** financial year. This increase occurs in both grant and council tax funding.

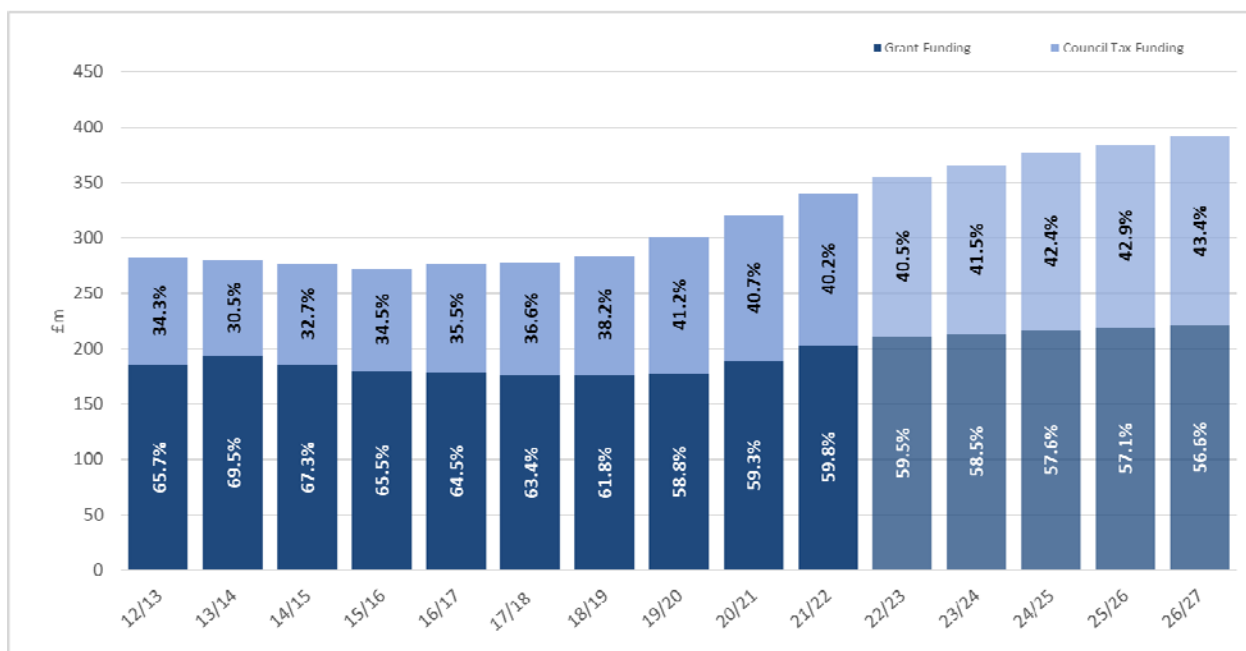
Figure 1: 22/23 Profile of funding



	Current	Forecast				
	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Grant funding (for budget requirement)	203,145	211,619	213,972	217,293	219,319	221,365
Council tax funding	136,734	144,089	151,507	159,713	164,659	169,560
<b>TOTAL funding</b>	<b>339,879</b>	<b>355,708</b>	<b>365,479</b>	<b>377,006</b>	<b>383,978</b>	<b>390,925</b>

Over the course of this plan the ratio between grant funding and council tax funding is forecast to continue to change, with incremental increases to that ratio of funding which is supported by council tax compared to that which is supported by grant. This reflects a continuation of the long-term trend of more and more of police funding being generated through council tax and not from grant funding.

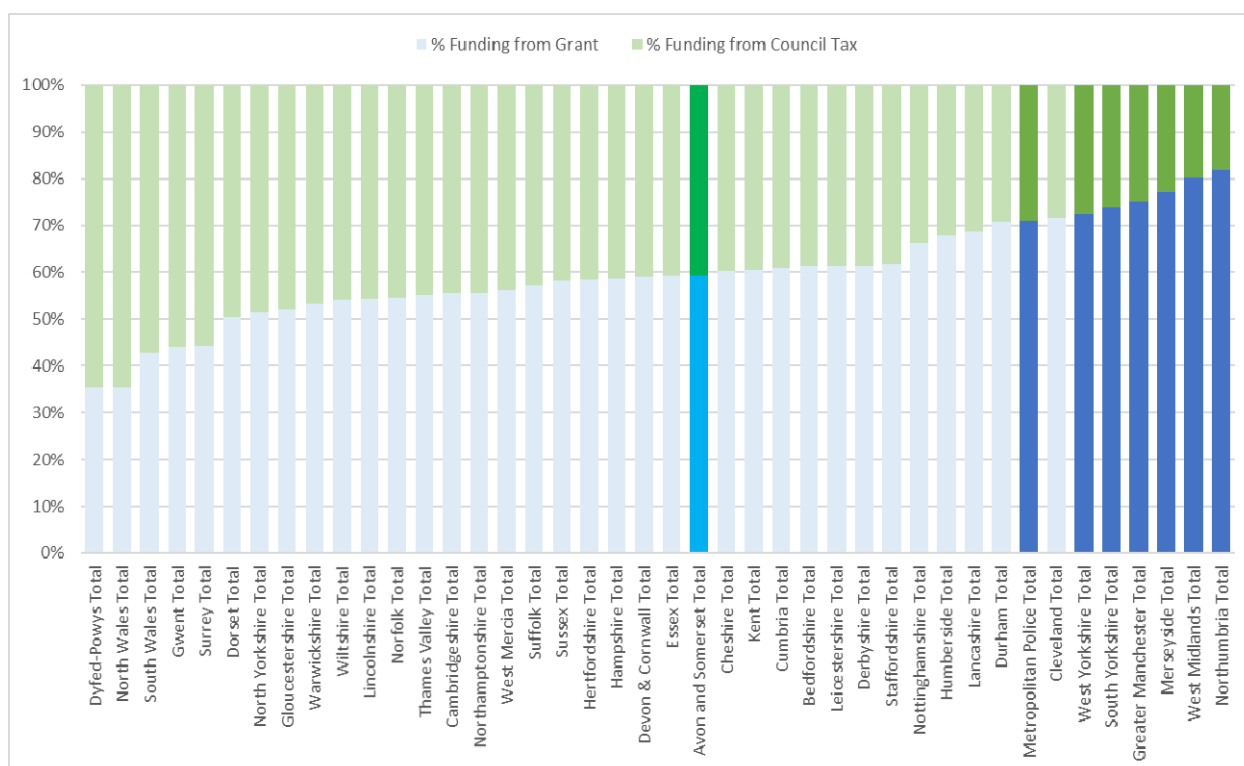
Figure 2: Avon and Somerset actual and forecast profile of total funding



The ratio of grant funding to council tax funding differs significantly across the country. The reasons for these differences are historic, reflecting the underlying variation in the way in which grant funding is

distributed to police forces across the country, and the local council tax decisions in the context of relative funding levels:-

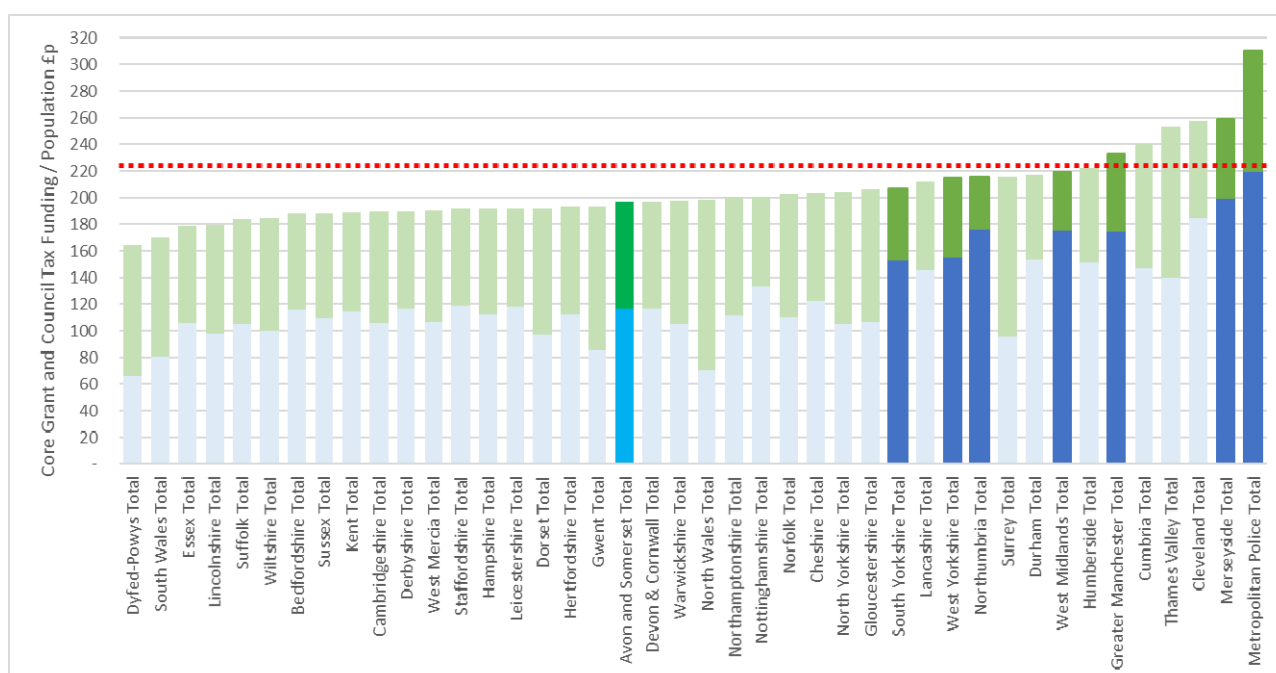
**Figure 3: 2021/22 ratio of grant to council tax funding for PCCs in England and Wales**



As the above graph shows, the funding ratio position in Avon and Somerset reflects an average position when compared to forces nationally. However, highlighted in darker colours are those other forces who have one of the eight largest cities, demonstrating that in all cases they receive significantly more of their funding through grant compared to council tax.

On a funding per head of population across the country, it remains the case that Avon and Somerset is under-funded both against the national average and those forces with the larger cities.

**Figure 4: 2021/22 funding per head of population showing grant and council tax breakdown by PCC in England and Wales**



## Grant Funding

The forecasts for future grant funding focus on these areas:-

- Core grant funding;
- Officer uplift grant funding;
- Legacy council tax grant funding;
- Council Tax support grant;
- Council Tax income guarantee grant;
- Victims grant funding; and
- Pensions Grant.

There are other sources of grant funding (e.g. Counter Terrorism grant funding) but these are all passed straight through to the Chief Constable to support specific activity within the Constabulary.

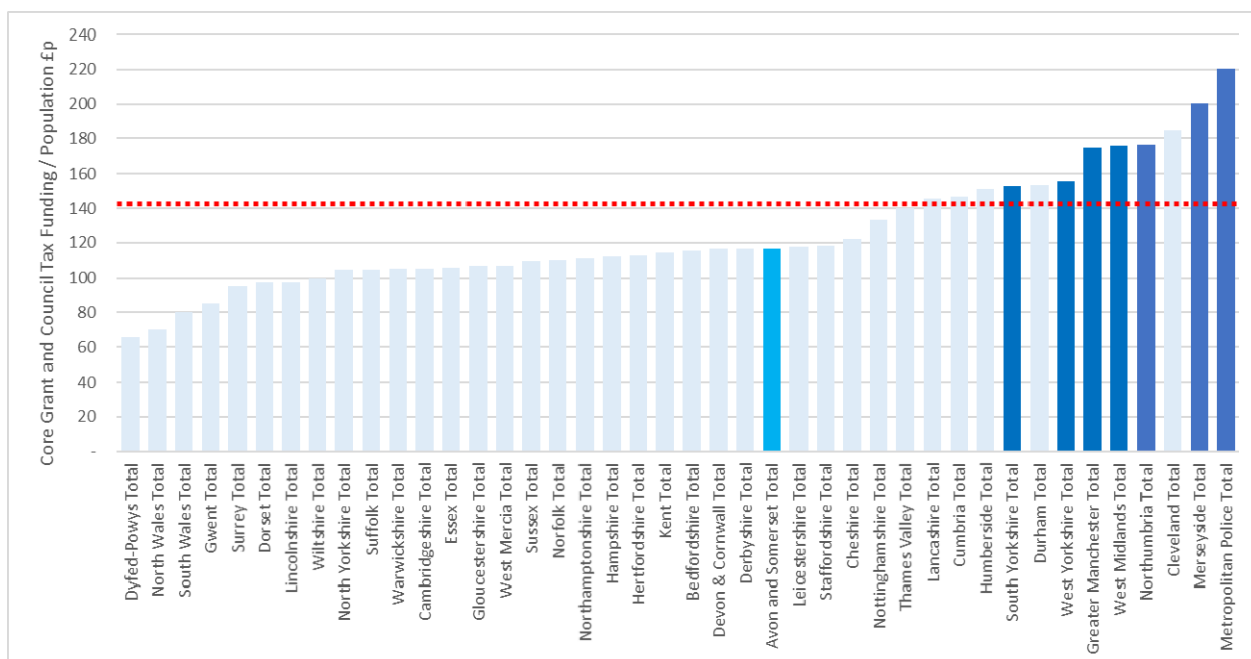
	Current	Forecast				
	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Home Office – Pensions grant	2,828	2,828	2,828	2,828	2,828	2,828
Home Office – Uplift grant	2,287	3,088	3,088	3,088	3,088	3,088
MoJ – Victims commissioning grant	2,001	2,001	2,001	2,001	2,001	2,001
<b>Accounted for within Budget Requirement</b>	<b>7,116</b>	<b>7,916</b>	<b>7,916</b>	<b>7,916</b>	<b>7,916</b>	<b>7,916</b>
Home Office - Core Police grant	185,784	196,702	199,055	202,584	204,610	206,656
Home Office - Legacy council tax grant	14,709	14,709	14,709	14,709	14,709	14,709
MHCLG - Council tax support grant	2,265	-	-	-	-	-
MHCLG - Council tax income guarantee grant	387	208	208	-	-	-
<b>Accounted for in funding to Budget Requirement</b>	<b>203,145</b>	<b>211,619</b>	<b>213,972</b>	<b>217,293</b>	<b>219,319</b>	<b>221,365</b>
<b>TOTAL Grant Funding</b>	<b>210,261</b>	<b>219,535</b>	<b>221,888</b>	<b>225,209</b>	<b>227,235</b>	<b>229,281</b>

**Core police grant funding** – Core police grant funding is the term used to describe the combined value of the Home Office police main grant, and the formula grant element which was historically distributed by the Department for Communities and Local Government but is now controlled by the Home Office.

The distribution of this grant funding to individual PCCs is the result of a historic formula. Under the changes to this formula proposed many years ago, Avon and Somerset was identified as being under-funded by circa. £10m p.a. However, as a result of transitional arrangements (also known as “damping”) this revised formula was never implemented. Since 2010/11 the distribution of this funding to PCCs has been done on the same ratios, in effect locking in the 2009/10 funding distribution. This remains in place for the 2022/23 settlement.

Avon and Somerset has therefore never seen the increases in grant funding which an application of the funding formula would have realised. Consequently Avon and Somerset continues to be relatively under-funded compared to its need, a position which is particularly apparent when compared to those forces with the eight largest cities in England and Wales:-

**Figure 5: 2021/22 grant funding per head of population by PCC in England and Wales**



The Government has reconfirmed its commitment to review the funding formula for the distribution of police grant. It is expected that this will begin to report later in 2022 for Ministerial consideration. This plan does not recognise any change to grant funding value as a consequence of this review as it remains too difficult to predict what this might conclude at this stage.

The funding settlement confirmed that core grant funding will increase in 2022/23 by £10.9m/5.9%. The announcements that accompanied this settlement confirmed that this growth in grant funding, alongside local council tax funding growth, was expected to be used to:-

- Deliver police officer uplift;
- Fund a reasonable pay award;
- Absorb the cost of the national insurance increase.

Beyond 2022/23 the plan assumes grant funding will continue to grow, initially until 2024/25 in line with the Spending Review headlines for policing, and thereafter at +1.0% p.a.

**Officer uplift grant funding** – The funding settlement announcements also confirmed the amount that would be ring-fenced and paid in arrears upon delivery of officer uplift in 2022/23 is £3.1m, an increase of £0.8m on this funding in 2021/22. The plan assumes the same value of grant to be retained as ring-fenced funding for each year thereafter, as an incentive to sustain officer numbers at this new level over the course of the plan;

**Legacy council tax grant funding** – This grant funding, which is included in the annual police grant report, but which is analysed separately from the main grant funding, is the combination of:-

- Funding that is paid in recognition of historic council tax freezes (therefore only payable to those PCCs who froze council tax in relevant years); and
- Funding which reflects the abolition of council tax benefit and the replacement of this with local council tax discount schemes (payable to all PCCs to replace funds previously paid through as council tax income).

The confirmed 2022/23 value of this funding is £14.7m, reflecting a continued freeze at historic levels. We have assumed this continues to remain frozen for the duration of the MTFP.

**Council tax support grant** – This grant funding, received in 2021/22, was a one-off grant to support the loss of council tax funding as a consequence of the Covid-19 pandemic. The funding has been removed, and therefore does not feature across these forward plans;

**Council tax income guarantee grant** – This was a one-off grant for 2021/22 from MHCLG in response to the short & medium term impact of the Covid-19 pandemic. This grant will cover 75% of 2020/21 irrecoverable local tax losses which will be adjusted for over a three year period. The plan identifies a third of this funding will be released in each of the next two years in line with Government's expectations;

**Victims grant funding** – This grant is awarded to PCCs annually from the Ministry of Justice to support the commissioning of victims services, including a pass through of some of these funds to the Chief Constable to partially support the Lighthouse Safeguarding Unit, with the remainder retained by the PCC to support the commissioning of wider victims' services. The plan forecasts that this will remain frozen and will continue across the MTFP period;

**Police Pensions Grant** - this was introduced in 2019/20 to help forces manage the large increase in employer contributions for police pensions resulting from the 2018 valuation exercise (24% to 31%). The continuation of this grant funding was confirmed in the 2022/23 settlement, and we have assumed this will continue for the duration of the MTFP, frozen at its historic value.

## Council Tax Funding

The value of council tax income received in any one year is determined by three key factors:-

- The value of the **precept** set by the Police and Crime Commissioner;
- The **tax base** (no. and profile of properties) from which council tax will be collected;
- Effectiveness of collection in previous year generating a **surplus or deficit on the collection fund**.

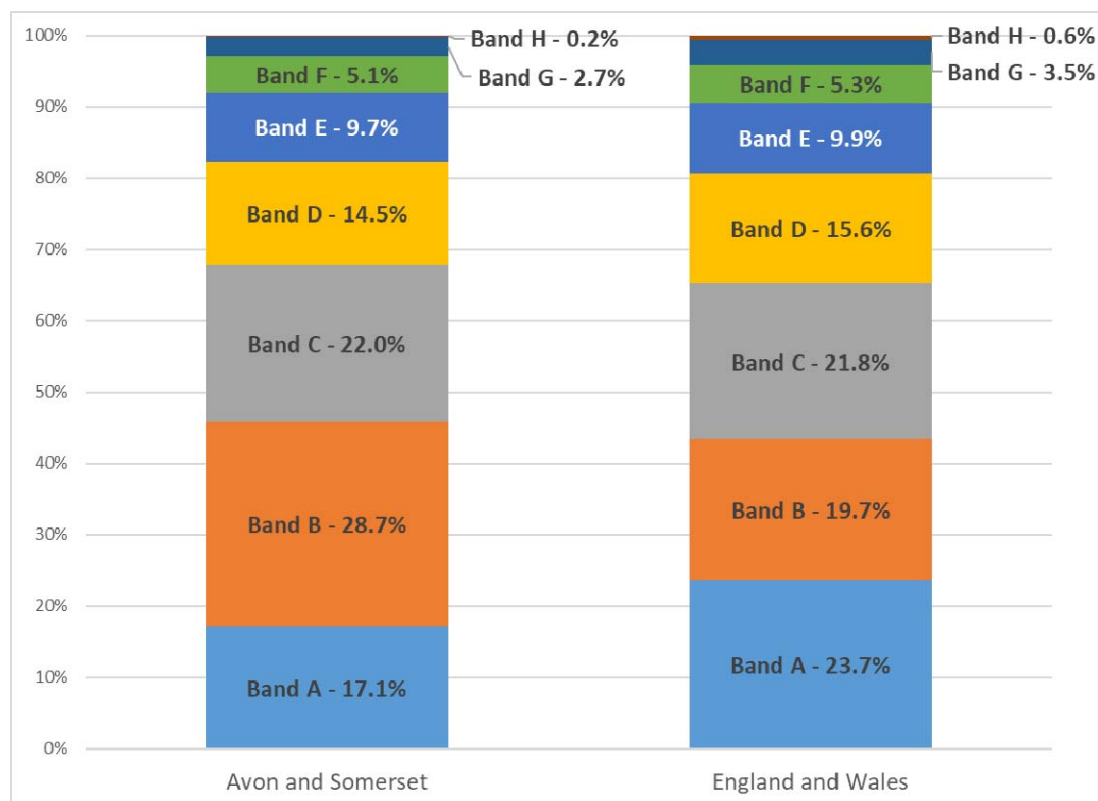
As a result of the assumptions made in this plan across these three factors it is forecast that **council tax funding will increase by £32.8m/24% over the next five years**.

	Current	Forecast				
	21/22	22/23	23/24	24/25	25/26	26/27
Precept (£p)	£241.20p	£251.20p	£261.20p	£271.20p	£276.60p	£282.10p
Tax base (No.)	570,875	576,588	582,588	588,914	595,303	601,062
<b>Precept Income (£'000)</b>	<b>137,695</b>	<b>144,839</b>	<b>152,172</b>	<b>159,714</b>	<b>164,659</b>	<b>169,560</b>
Surplus/(Deficit) (£'000)	(962)	(750)	(665)	-	-	-
<b>Total Council Tax (£'000)</b>	<b>136,733</b>	<b>144,089</b>	<b>151,507</b>	<b>159,714</b>	<b>164,659</b>	<b>169,560</b>

**Precept** – The value of the precept is defined by the rate applicable to an average band D property. In February 2021 the then PCC approved the 2021/22 revenue budget and capital plan, confirming an average band D precept of £241.20, an increase of £13.39/5.9% per household on the previous year.

The precept is expressed at the value for a band D equivalent property. There are 8 council tax bands in total (A – H), and each property is placed into a band based on the value of the property as at April 1991.

**Figure 6: 2021/22 % of properties by band Avon and Somerset compared to England and Wales**

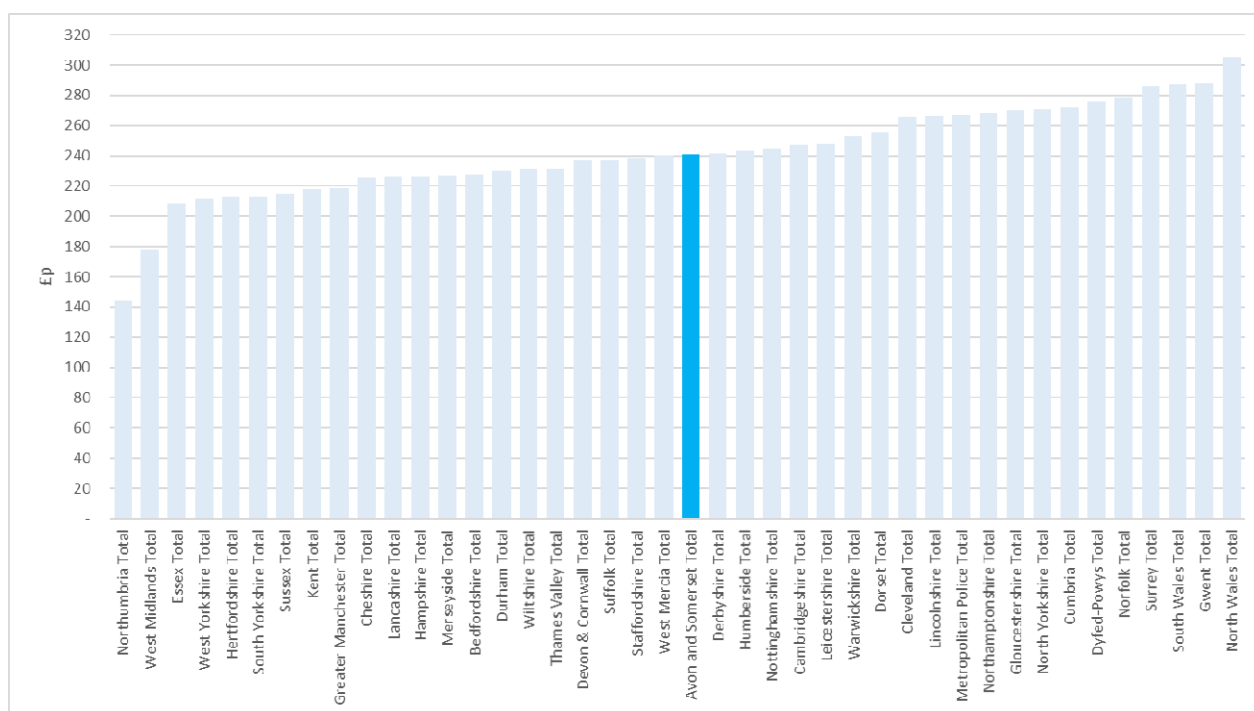




Overall there are more properties weighted towards the lower council tax bands in Avon and Somerset than compared to the national position. In total there are 67.8% of properties in bands A-C, and 32.2% of properties in bands D-H in Avon and Somerset. This compares to 65.2% of properties in bands A-C, and 34.9% of properties in bands D-H nationally. This position means while we express the precept as an average band D, the majority of properties in our area are in lower bandings than this. This is why many of our local authorities now express their council tax position as band B in their budget discussions as that is often the most common banding for properties in Avon and Somerset.

Avon and Somerset's 2021/22 precept is the median across England and Wales.

**Figure 7: 2021/22 Average Band D precept value by PCC in England and Wales**



The funding settlement announcements made by the Government confirmed the referendum principles for consideration when setting the precept in 2022/23.

*“Police and Crime Commissioners in England will retain the flexibility to increase their precept income by £10 annually. Based on current forecasts, if all PCCs in England and Wales utilised this flexibility in full an additional £774m would be raised in 2024/25. This means that, over the three years of this Spending Review, police forces will have up to an additional £1.6bn by 2024/25 should all PCCs utilise their full precept flexibility.”*

In considering the level of precept to set for 2022/23 the PCC has made consideration of:-

- The views of the public, as expressed through a range of ongoing public engagement activity;
- The views and opinions of the Chief Constable, set out in writing to the PCC;
- The national context which continues to see Avon and Somerset underfunded compared to relative need; and
- The expectation of Government that their investment in policing continues to be matched through ongoing local investment through the precept.

After due consideration, this plan has been drafted on basis that **the PCC will increase the average Band D policing precept by £10.00p in 2022/23** and the following two years, thereafter we have assumed annual increases of 2.0%.

	Current	Forecast				
	21/22 £p	22/23 £p	23/24 £p	24/25 £p	25/26 £p	26/27 £p
Av. Band D Precept	£241.20p	£251.20p	£261.20p	£271.20p	£276.60p	£282.10p
Annual Increase %		+4.1%	+4.0%	+3.8%	+2.0%	+2.0%
Annual Increase £		+£10.00p	+£10.00p	+£10.00p	+£5.40p	+£5.50p

An increase of £10 in an average band D property, generates the following amounts of council tax for the various bands:-

Council Tax Band	£p	% of Properties
A	£167.47	17.1%
B	£195.38	28.7%
C	£223.29	22.0%
D	£251.20	14.5%
E	£307.02	9.7%
F	£362.84	5.1%
G	£418.67	2.7%
H	£502.40	0.2%

The precept increases assumed for future years remain a planning assumption at this stage. They will continue to be subject to ongoing consideration and consultation, and an annual decision making process including the presentation of a proposal to the Police and Crime Panel will be required.

**Tax base** – This is the number of properties against which tax can be collected, expressed as a weighted average at Band D, and adjusted for a collection rate.

In Avon and Somerset we have eight billing authorities, with our tax base being the aggregate value of them all. There are a number of factors which can affect the growth of this figure, with both volume of new house building and entitlement to council tax discount under locally designed schemes being two significant factors.

Although we have seen growth in the local tax base over recent years, the impact of the Covid-19 pandemic temporarily halted this progress. However, forecasts for 2022/23 are showing a return to increases in tax base across six of the eight authorities with a confirmed total position of 576,588 which is a 5,713 (1.0%) increase from 2021/22:-

	21/22 No.	22/23 No.	Change No.	Change %
Bath & North East Somerset	66,712	67,854	+1,142	+1.7%
Bristol	127,950	127,917	-33	-0.0%
North Somerset	78,739	79,927	+1,188	+1.5%
South Gloucestershire	98,044	100,143	+2,099	+2.1%
<b>Unitary ("Avon") authorities</b>	<b>371,445</b>	<b>375,841</b>	<b>+4,396</b>	<b>+1.18%</b>

Mendip DC	41,338	41,544	+206	+0.5%
Sedgemoor DC	40,991	41,910	+919	+2.2%
South Somerset DC	61,153	60,644	-509	-0.8%
West Somerset & Taunton	55,948	56,649	+701	+1.3%
<b>District ("Somerset") authorities</b>	<b>199,430</b>	<b>200,747</b>	<b>+1,317</b>	<b>+0.7%</b>
<b>TOTAL Tax Base</b>	<b>570,875</b>	<b>576,588</b>	<b>+5,713</b>	<b>1.0%</b>

As the above table shows, the forecast shows some variation in tax bases across our billing authorities. The forecast position estimates a 2.2% increase in Sedgemoor DC, compared with a 0.8% decrease in South Somerset DC.

The MTFP forecasts changes to the tax base across the plan are based on our local authorities own estimates where these have been supplied. Where they have not been provided we have used an average of those received as an assumption at this stage. This has resulted in the following forecasts of tax base growth across the period of the plan:-

	22/23	23/24	24/25	25/26	26/27
Change in tax base	+1.00%	+1.04%	+1.09%	+1.08%	+1.00%

**Collection fund surplus or deficit** – This represents the PCC's share of any surplus or deficit on the collection fund as calculated by our eight collecting authorities. Historically, all of the local collecting authorities have largely generated surpluses, however, the economic impact of the Covid-19 pandemic and as a result the non-recovery of council tax, resulted in deficits from all 8 authorities in 2021/22. Under rules implemented by the government in 2020/21, the recovery of any deficit relating to the 2020/21 financial year can be spread over a three year period.

The impact of these deficits are mitigated to some extent by the provision of the Council Tax income guarantee grant in 2021/22. This grant was payable where loss of council tax was deemed by our collecting authorities to be irrecoverable (i.e. it is as a consequence of lost tax base growth or as a result of greater eligibility to local discount schemes). The MTFP releases a third of this funding in each of the next two years to help offset the pressure created by this deficit.

The final collection fund surpluses or deficits forecast for 2022/23 will be confirmed very shortly, however, current forecasts from the collecting authorities demonstrates a range from one authority showing a deficit of £1.1m to another showing a surplus of £287k. Overall, the plan forecasts a **2022/23 deficit of £750k** after adjusting for the spread over three years (2021/22 deficit £962k).

Predicting with any accuracy the collection fund deficit figures going forward will be particularly difficult given current uncertainties. For the purposes of planning beyond 2022/23 the assumption is **that there will continue to be a deficit in 2023/24 of £665k and thereafter a net zero surplus/deficit position.**

## The Revenue budget requirement

The budget requirement accounts for how the PCC will commit expenditure that enables the provision of policing and community safety across Avon & Somerset.

### Budget Requirement (before savings)

	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
PCC's Office budget requirement	1,906	1,964	2,024	2,083	2,143
PCC's Commissioning budget requirement	3,507	3,507	3,507	3,507	3,507
PCC's MOJ – Victims Commissioning Grant	(2,001)	(2,001)	(2,001)	(2,001)	(2,001)
Chief Constables budget requirement	355,295	367,368	378,463	389,325	398,851
<b>TOTAL budget requirement</b>	<b>358,707</b>	<b>370,838</b>	<b>381,993</b>	<b>392,914</b>	<b>402,500</b>

### PCC's Office budget requirement

This budget reflects the costs of the PCC and his immediate office that enables and supports the fulfilment of the full range of duties of the Police and Crime Commissioner.

	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Base budget	1,791	1,791	1,791	1,791	1,791
Pay Award and Adjustments	+32	+90	+150	+209	+269
Growth and Commitments	+83	+83	+83	+83	+83
<b>OPCC Budget Requirement</b>	<b>1,906</b>	<b>1,964</b>	<b>2,024</b>	<b>2,083</b>	<b>2,143</b>

**2022/23 Base Budget** – This budget supports the PCC, and a team of 25 FTE (full time equivalent) staff who support the PCC in a range of activities undertaken in the fulfilment of their statutory duties. The PCC's budget has consistently operated below the average national level.

**Pay and inflationary adjustments** – Applying the same assumptions to the OPCC budgets as those used for the Chief Constables budgets (see below for more detail) identifies an inflationary pressure over the MTFP period. This predominantly relates to increased costs for both pay and non-pay items.

**Growth** – The budget includes growth recognising the potential consequences of the planned OPCC office review and an increase in the training budget to better reflect the size of the team.

### PCC's commissioning budget requirement

This budget supports the commissioning of services from external organisations.

	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Base budget	3,529	3,529	3,529	3,529	3,529
Adjustments	-22	-22	-22	-22	-22
<b>Annual budget requirement</b>	<b>3,507</b>	<b>3,507</b>	<b>3,507</b>	<b>3,507</b>	<b>3,507</b>

We have assumed no change in the Commissioning budgets after the minimal 2022/23 adjustments.

This budget is used by the PCC to commission core services across the following areas:-

	<b>2022/23 £'000</b>
Drug and alcohol referral services	553
Victims services (inc SARC, but excluding those within Constabulary)	1,755
MOJ grant top-slice to support OPCC grants process	50
Appropriate adult services	63
Appropriate adult services reallocation	25
Mental health triage service in A&S call centre	122
Restorative justice services	179
Police & Crime Grants (community safety & YOT)	740
Police and crime grants for community safety and other 3 <sup>rd</sup> party work	20
<b>TOTAL</b>	<b>3,507</b>

The commissioning budget provisions for victims' services commissioned from organisations other than the Constabulary. The funding provided to the Chief Constable for the provision of the Lighthouse victims services (£906k - 2022/23), is accounted for within the Chief Constable's budget requirement set out below.

### Chief Constable's budget requirement

This budget reflects the majority of the overall budget requirement, providing funds to support the Chief Constable and the Force in the provision of policing to the communities of Avon and Somerset.

<b>Budget pre-savings</b>	<b>Base</b>	<b>MTFP</b>				
	<b>21/22 £'000</b>	<b>22/23 £'000</b>	<b>23/24 £'000</b>	<b>24/25 £'000</b>	<b>25/26 £'000</b>	<b>26/27 £'000</b>
Police Officer Costs	169,467	178,097	183,519	190,203	195,534	201,750
PCSO and Staff Pay	107,624	111,268	114,402	116,693	119,114	121,548
Other Pay and Pensions	10,239	9,730	11,515	11,893	12,261	12,639
Non-Pay (inc partnerships)	67,758	75,053	77,189	78,608	80,232	81,903
Contribution to/(from) reserve	138	213	85	85	85	85
Capital Financing	17,317	16,448	16,452	16,838	17,418	17,314
Savings Achieved	509	509	509	509	509	509
Less; Income and Specific Grants	-35,494	-36,024	-36,304	-36,366	-35,830	-36,897
<b>Total</b>	<b>337,559</b>	<b>355,295</b>	<b>367,368</b>	<b>378,463</b>	<b>389,325</b>	<b>398,851</b>

This base budget makes provision to increase the establishment, which at end of March 2023 will be:-

<b>Budgeted Establishment</b>	<b>Core Funded FTE</b>	<b>External Funding FTE</b>	<b>Collaboration FTE</b>	<b>TOTAL FTE</b>
Police Officers	3,011	29	162	<b>3,202</b>
Police Community Support Officers	342	3	-	<b>345</b>
Police Staff	2,704	57	323	<b>3,084</b>

<b>TOTAL Budgeted establishment</b>	<b>6,057</b>	<b>89</b>	<b>485</b>	<b>6,631</b>
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**Police Officer Costs** – represents the single biggest area of spend for the Force. In the final year of the government’s officer uplift target, pay will continue to increase in both value and relative size of budget. Before accounting for savings and adjustments the plan forecasts that costs will increase by £32.3m/19.0% over the course of the MTFP. The key movements in this budget forecast are:-

- Growth (national uplift delivery) – The plan provides for £6.9m growth in officer salary costs to reflect the increases to officer numbers both delivered (the full-year effect of these costs) and expected to be delivered throughout 2022/23 financial year. Thereafter the plan forecasts that these costs will continue to rise, with £10.2m of growth in costs by 2026/27. This will enable the Force to achieve the target head count of 3,291 officers by March 2023;
- Pay awards – The budget assumes an inflationary pay increase of a 3.5% with effect from September 2022, increasing costs by £3.5m in 2022/23. The assumption of 3.5% mirrors the emerging national consensus on pay, albeit this will only be confirmed by Government decision following a recommendation made by the independent pay review board. In 2023/24 an increase of 2.5% is estimated thereafter the plan assumes a 2% pay award, increasing costs to £19.7m by 2026/27.
- National Insurance – The plan also accounts for increases to national insurance costs with effect from April 2022, in line with the Government’s social care levy. This is an increase in cost of +£1.2m for police officers in each year of the MTFP;
- Adjustments – The budget reflects adjustments to Police Officer costs both to remove the budgets for Special Branch Officers (as they transfer into counter terrorism policing with effect from April 2022), and in recognition of reduction in the average cost of an officer in recognition of the scale of recruitment and therefore the relatively inexperienced workforce at this time. These adjustments total £3.3m in 2022/23, but will reduce to £2.7m by 2026/27 in recognition that the average cost will have started to increase by this time in our plans;
- Allowances and Overtime – The plan accounts for increases to officer allowances (e.g. unsocial hours allowance and standby allowances) and overtime budgets (both general overtime and bank holiday overtime) reflecting both the uplift in officer numbers as well as other factors (e.g. changes in number of bank holidays dependent on when Christmas and Easter fall). These costs account for £0.4m growth across the MTFP period.
- Police Officer Pensions – The MTFP includes an increase of £3.5m in expectation of additional officer pension costs. This represents an estimate of the potential increases to costs resulting from the valuation exercise that will set employer contribution rates with effect from April 2024. We expect that these costs will increase as a result of increases to employer contribution rates, however this will not actually be confirmed until much closer to its implementation.

**PCSO and Staff Pay** – Budgets for PCSO and police staff pay are forecast to increase by £13.9m/12.9% over the course of the MTFP. The key movements in this budget forecast are:-

- Growth and commitments – There is £0.6m in growth and commitments p.a. over the course of the MTFP. This includes small increases in support of delivering and sustaining the uplift in officer numbers, as well as an introduction of market factor changes to the pay for Intelligence Analysts in light of recent retention challenges and benchmarking of regional pay;
- Pay awards – The increase of 3.5% with effect from September 2022 increases costs by £1.7m in 2022/23. In 2023/24 an increase of 2.5% is forecasted and thereafter the plan provisions for a 2.0% pay award p.a., increasing costs by £12.6m across the MTFP period.

- Adjustments – The budget reflects adjustments that recognise the increase in average cost of staff and particularly PCSOs as we forecast more of these incrementally moving up the pay scale. Costs are forecast to increase by £0.6m in 2022/23, but this is expected to reduce to £0.3m by the end of the MTFP;
- National Insurance – The plan includes increases to national insurance costs in support of the Government's social care levy, which add £0.7m in costs across the MTFP period.

**Other Pay and Pensions** – The budgets here are forecast to increase by £2.4m/23.4% over the course of the MTFP. The key movement in this budget forecast are:-

- Injury pensions – The forecasts include provisions for the costs of new officers retiring on medical grounds with injury awards as well as inflation increases for the existing injury awards. Over the course of the MTFP we forecast this to add £0.8m in costs;
- LGPS Pensions and inflation – The valuation of the Somerset County Council Pension fund is expected to complete during 2022. This will set employer rates with effect from April 2023. In light of fund performance and wider economic challenges the plan reflects an expected increase in employer contributions of £1.6m with effect from 2023/24.

**Non-Pay** – Budgets for non-pay costs, before adjustments for savings, are forecast to increase by £14.1m/20.8% over the course of the MTFP. The key movements in this budget forecast are:-

- Premises – There are specific and acute inflationary pressures including increases to electricity costs estimated at £0.7m/26.1% and increases to gas costs estimated at £0.2m/24.1% in 2022/23. In addition to this there is further inflationary pressure for business rates, and inflationary across all other aspects of premises costs. By the end of the MTFP forecast an extra £2.9m is accounted for here before savings;
- Transport – Over the course of the MTFP there is forecast growth of £1.0m in transport and travel costs. The key factor in this growth is the inflationary factors assumed for both fuel and travel costs, as well as inflation for vehicle repairs and maintenance costs. In 2022/23 we are estimating fuel costs increases of £0.3m/9.8%, reflecting the increases in prices already being experienced. In addition there is also some growth in budgets to support the increase in the fleet in recognition of those extra vehicles required for the uplift in officer numbers;
- Supplies and Services – The plan is forecasting growth in these budgets of £6.9m over the course of the MTFP. Of this:-
  - £4.0m is as a direct consequence of assumptions around inflation across all areas of non-pay budgets, with particular pressures recognised around insurance, national IT systems and custody health care provision;
  - £1.6m increases to IT costs, recognising some growth and ongoing contractual commitments. Some of this is reflective of our increased size and therefore increased consumption of licences and services. There is also provision for some growth here in support of new services to further enhance frontline effectiveness and efficiency – including further digitalisation of historic evidence and increasing our use of robotic process automation to release capacity across the organisation;
  - £0.8m increase to support the direct and ongoing delivery of uplift. This includes additional fees (£0.6m) for the Degree Holder Entry Programme (DHEP) enabling the delivery of new officers on a fast track into detective roles, as well as uplifts to equipment and training budgets;

- £0.3m for firearms and surveillance asset tracking. Following a series of national reviews and recommendations, work has been progressed nationally to identify new capabilities to support the tactical deployment of firearms and surveillance officers;
- £0.2m increase relating to small areas of growth across all areas of devolved budget.
- Partnerships – The MTFP forecasts growth of £3.4m by 2026/27 driven by inflation, linked predominantly to assumptions around pay awards. This reflects the fact that the majority of our partnership budgets support our collaborations (e.g. South West Forensics, Major Crime Investigation, South West Regional Organised Crime Unit) into which are officers and staff are seconded to work alongside those from other forces.

**Capital Financing** – Growth in capital financing costs of £0.1m are included in the forecasts over the course of the MTFP. This reflects adjustments in accordance with our PFI financing model;

**Income** – The plan forecasts growth of £0.6m in income budgets over the course of the MTFP, reflecting inflationary adjustments where appropriate, which are offset by forecast reductions in some funding, the most significant of which is a forecast reduction of £0.4m in relation to the policing provision at Hinkley Point as this construction project nears completion.



## Revenue savings requirement and plans

### Savings requirement

After having made all of the assumptions around both funding and pay outlined above, the following overall position is established:-

	Forecast				
	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
Total Funding Forecast	355,707	365,479	377,006	383,978	390,925
Less; PCC's Office budget	-1,906	-1,964	-2,024	-2,083	-2,143
Less; PCC's Commissioning budget	-3,507	-3,507	-3,507	-3,507	-3,507
Plus: MoJ – Victims commissioning grant	+2,001	+2,001	+2,001	+2,001	+2,001
<b>Funding left to support Chief Constable</b>	<b>352,295</b>	<b>362,009</b>	<b>373,476</b>	<b>380,389</b>	<b>387,276</b>
Less; Chief Constable budget requirement	355,295	367,368	378,463	389,325	398,851
<b>Standstill Deficit</b>	<b>3,000</b>	<b>5,359</b>	<b>4,987</b>	<b>8,936</b>	<b>11,575</b>

### Accounting for identified savings

Against this the Force has identified initial savings, however even with the inclusions of these savings/adjustments we continue to forecast a deficit budgetary position in 2023/24 and onwards:

	Forecast				
	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000
<b>Standstill Deficit</b>	<b>3,000</b>	<b>5,359</b>	<b>4,987</b>	<b>8,936</b>	<b>11,575</b>
Officer Pay and Allowances savings	-235	-301	-368	-434	-500
Staff Pay and Allowances savings	-282	-282	-282	-282	-282
Premises cost savings	-553	-553	-553	-553	-553
Transport cost savings	-311	-311	-311	-311	-311
Supplies and service cost savings	-234	-234	-234	-234	-234
Partnership cost savings	-120	-229	-229	-229	-229
Income	-757	-757	-757	-757	-757
Central savings	-508	-512	-512	-512	-513
<b>Revised Deficit</b>	<b>-</b>	<b>2,180</b>	<b>1,742</b>	<b>5,624</b>	<b>8,196</b>

As the above demonstrates, the identified savings enable a balanced budget to be set for 2022/23. Thereafter there is a forecasted **deficit of circa. £2.2m in 2023/24 and rising to circa. £8.2m in 2026/27**. Our current profiling on savings highlights that in 2024/25 there will a decrease in the savings required to balance the budget however, this is a direct consequence of increased funding around core police grant and the removal of council tax deficits. Thereafter the savings profile increases in light of ongoing inflationary pressures.

These savings identified include the following:-

- Officer pay and allowance savings – Recurring savings of £0.2m in 2022/23 rising to £0.5m by the end of this plan, largely reflecting the gradual reduction in historic allowances that have ceased as a consequence of changes to terms and conditions and are therefore increasingly payable to fewer and fewer officers over time;
- Staff pay and allowances savings – Recurring savings of £0.3m identified through adjustments to staff headcount in a small number of enabling services, as well as reductions to overtime budgets across numerous areas of the budget;
- Premises savings – Premises budgets have identified £0.5m in recurring savings, reflecting increases in the sharing of costs with partners, savings on business rates following successful reviews, as well as reductions to our estate footprint and ongoing work to realise energy efficiency savings as a consequence of our work to improve our energy consumption;
- Transport savings – Savings of £0.3m have been identified in transport and travel budgets across the Force. These include savings in central fuel budgets as a consequence of planned reductions to our fleet, as well as the benefits of more fuel efficient vehicles. Also included are procurement savings in our contract for tyres. There have also been reductions to devolved travel and transport budgets reflective of new ways of working not requiring as much travel as previously;
- Supplies and services savings – Savings of £0.2m have been identified across all our supplies and services budgets throughout the Force, of which half are from enabling services budgets and half are from operational budgets.
- Income savings – Savings of £0.8m generated through additional income have also been identified, including income received through court cost recovery procedures, rental income from partners in our property and enhancing our cost recovery under special policing arrangements;
- Central cost savings – we have identified £0.6m of savings which we have adjusted for throughout 2021/22 and which we can release permanently from budget in 2022/23. These savings have occurred through adjustments in numerous areas of the budget, including savings realised through some reduction in staff headcount in enabling services, and further estates savings and a saving against national IT charges.

The application of these savings against our budgets results in the following:-

<b>Budget <u>post-savings</u></b>	<b>Base</b>	<b>MTFP</b>				
	<b>21/22 £'000</b>	<b>22/23 £'000</b>	<b>23/24 £'000</b>	<b>24/25 £'000</b>	<b>25/26 £'000</b>	<b>26/27 £'000</b>
Police Officer Pay	163,173	177,862	183,218	189,835	195,101	201,250
PCSO and Staff Pay	105,459	110,987	114,121	116,413	118,833	121,266
Other Pay and Pensions	10,312	9,730	11,515	11,893	12,261	12,639
Non-Pay	71,086	73,835	75,861	77,281	78,905	80,576
Contribution to/(from) reserve	384	213	85	85	85	85
Capital Financing	17,817	16,448	16,452	16,837	17,417	17,313
Savings Achieved	-	-	-	-	-	-
Less; Income and Specific Grants	(30,636)	(36,781)	(37,063)	(37,125)	(36,590)	(37,658)
<b>Total</b>	<b>337,595</b>	<b>352,294</b>	<b>364,189</b>	<b>375,219</b>	<b>386,012</b>	<b>395,471</b>

## Residual savings requirement

In 2023/24 and 2024/25 the savings required to balance the budget remain at a level where it is hoped they can be achieved without significantly impacting on frontline service delivery. However, the savings required in the final two years of the plan are substantially more significant, and it is unlikely that savings of that magnitude could be achieved without having some impact on the servicing of public demand for policing services.

Beyond the immediate savings plans it is recognise that there will be further opportunities to improve productivity, efficiency and realise savings, providing potential to close the residual budget gap. Options are being progressed across the following areas:-

- Opportunities arising from the Force's **re-setting** for a post Covid-19 pandemic working environment, which are expected to include estates and fleet considerations as well as wider ways of working;
- Introducing further **automation** and digitalisation across both operational and corporate processes and ways of operating to realise efficiencies and opportunities for savings;
- Review channels for **public contact** to continue to ensure that the Force are providing the right means and capabilities for this contact to happen in the most efficient and effective way;
- Opportunities across our **enabling services** to improve transactional processes, our integrated planning and realise the opportunities and benefits of investments in new corporate systems;
- Continuing to **benchmark** budgets and areas of spend against other police forces to consider opportunities this presents to learn from others;
- Consider opportunities across current **collaborations**, as well as identifying opportunities for new collaborations with supporting and like-minded partners;
- Ongoing **procurement savings** which may enable avoidance of some of the forecast uplift in costs through commercial or collaborative deals struck.

Some of the above will release savings which can be used support the balancing of our budget and to enable wider financial capacity to support prioritised investment. Equally some areas will enable productivity gains that provide capacity within the Force to focus more on servicing policing demand more effectively.

## Capital Programme and Funding

The Medium Term Financial Plan recognises the importance and complexity of capital planning, and how integral this is in the context of our wider financial planning. The section sets out the context and framework within which these capital plans have been prepared, and in so doing fulfils the requirements of a capital strategy as introduced in the revised CIPFA Prudential code.

Our assets are essential to the provision of an effective policing service. In order to sustain this service, and meet the objectives and ambitions set out in the Police and Crime Plan it is important that we set out how we intend to maintain and develop our assets, identifying investments we plan to make. These are required to both support the refresh of existing assets and infrastructure, as well as to invest in new transformative initiatives which will help to realise improvements in operational efficiency and effectiveness.

Capital plans are, by their nature, complex and require detailed planning and forecasting. This requires support and understanding of colleagues across the organisation. It also requires a large degree of wider environmental scanning in order to assess the impact of national projects and initiatives which will require support to implement locally.

The capital funding position is also complicated, relying on multiple sources of funding in order to be able to support planned expenditure. Forecasting our funding is therefore based on a large number of assumptions and inter-dependencies which are subject to ongoing change both in value and timing.

The COVID-19 pandemic has had implications in the delivery of the capital plan during 2021/22. For example the fleet plans have been impacted by the lead times for vehicle manufacture and delivery, a situation reflective of global challenges within the supply chain. We expect the uncertainty caused by the COVID-19 pandemic to continue in the short term and we will continue to work to refine our cost projections and funding considerations over the coming months.

## Developing the Capital Programme

Assets are integral to the delivery of efficient policing services. Maintaining the optimum use of resources whilst securing best value in relation to both cost and quality are key considerations. This is done by following best practice in relation to procurement, sales and construction, taking external legal and professional advice where required.

Our assets fall into four broad categories:-

- Buildings – all buildings are owned by the PCC, and the PCC's office retain responsibility for key decisions around the purchase and disposal of buildings, maintaining close oversight of the estate management and planning in order to fulfil this role. The day to day management of the estate is undertaken by the Force's estates department, within the Finance and Business Services directorate;
- Information and communication technology – all ICT assets are managed and maintained through the Force's IT Directorate. Forward planning of these assets is informed by considerations of longevity and optimum replacement cycle. This enables effective planning of renewal and replacement activity to be considered alongside new transformative initiatives and projects, either local or national, that may see the type and nature of our assets continue to change;
- Fleet – all vehicles are maintained through the Force's transport services department within the Finance and Business Services directorate. All fleet assets are maintained and managed through

the fleet management system, which provides information that enables effective optimisation of the usage of our fleet as well as planning around replacement activity;

- Capital equipment – This will include equipment in use across the Force, where the responsibility for its management and maintenance rests with the responsible department of the Constabulary.

The capital programme is developed to consider all requirements for maintenance and investment across these categories of assets. The programme produced therefore is reflective of a mixture of:-

- Asset replacement and renewal – recognising the optimum operating life for all assets, and where necessary, ensuring that plans provision for the replacement of them;
- New initiatives and projects – recognising new investments in order to realise the priorities of the Police and Crime Plan and meet the objectives of the Force.

The programme is developed jointly between the PCC and the Force, and is realised through wide stakeholder engagement. The finalised programme reflects a list of anticipated and recommended projects that enables high level planning across a medium term horizon. The programme, and the approval of it through the medium term financial plan, reflects approval for the next 12 months replacement and renewal activity, but recognises individual business cases are still required to progress new initiatives and projects.

These business cases, all of which will be approved in accordance with the PCC's scheme of governance, will be delivered using a prescribed format, and will cover:-

- Clear definition of the objectives of the proposal;
- Baseline assessment of the "as is" position, and how this compares with user specifications and force standards;
- Consideration, assessment and appraisal of possible options – including alternative ways of procuring assets (e.g. leasing, partnership arrangements) where these are viable options;
- Financial appraisal of the options, to include identification of capital funding source and consideration of whole life costs and ongoing impact on revenue budgets;
- Risk appraisal, enabling decision makers to reach a decision informed by a clear understanding of the risk and allowing these to be clearly included on risk registers for management as appropriate;

The delivery of capital projects will be overseen either by the department responsible, or in the case of larger projects, through our change programme boards. In monitoring the delivery of capital projects particular focus is placed on:-

- Delivery is on time and achievement of the intended outcome/s;
- The overall use of capital and revenue funding is as close as possible to original plans; and
- When the above factors are not achieved, variations are reported appropriately.

Progress against the capital programme, including considerations of capital financing, is reported quarterly to our Finance and Assets Committee, to the Constabulary Management Board and to the Police and Crime Board. The quarterly finance performance paper, which includes the reporting of performance against our capital plan, is published on the PCC's website once it has been reviewed at PCB.

Upon completion of a capital project, consideration will be given to the use of a Post Implementation Review (PIR). This review will provide a check against the performance compared to the original proposal. It will focus on the outcomes achieved, the extent to which the benefits claimed are being realised, and the actual costs both revenue and capital. Through the use of these types of review we would look to capture learning that can inform our future projects and programmes for the better.

The table below summarises the current capital forecast and our forward 5 year capital plan:-

	Current	MTFP					Total
	21/22	22/23	23/24	24/25	25/26	26/27	
	£'000	£'000	£'000	£'000	£'000	£'000	
Capital Expenditure	11,163	15,913	24,770	24,900	15,802	6,912	99,459
Less; Capital Funding	(11,163)	(15,913)	(24,770)	(24,900)	(9,903)	(6,912)	(95,134)
<b>Deficit</b>	-	-	-	-	<b>4,286</b>	-	<b>4,286</b>

## Capital Expenditure

The emerging picture identifies that the current year (2021/22) of capital spend, plus the planned spend over the next five years (through until 2026/27) totals £99.5m. Against this we have identified and forecast funding sources of £95.1m, thereby leaving a residual deficit in capital funding of £4.3m over the next 5 year period.

	Current	MTFP					Total
	21/22	22/23	23/24	24/25	25/26	26/27	
	£'000	£'000	£'000	£'000	£'000	£'000	
Asset replacement	8,681	9,473	9,403	11,007	8,760	5,964	<b>53,286</b>
Capital projects	1,578	6,440	15,368	13,892	7,042	948	<b>45,268</b>
<b>TOTAL</b>	<b>11,163</b>	<b>15,913</b>	<b>24,770</b>	<b>24,900</b>	<b>15,802</b>	<b>6,912</b>	<b>99,459</b>

Asset replacement – Our asset replacement plans total £53.3m, accounting for 54% of our capital plan spend. This provides for the ongoing maintenance, replacement and renewal of our existing assets:-

	Current	MTFP					Total
	21/22	22/23	23/24	24/25	25/26	26/27	
	£'000	£'000	£'000	£'000	£'000	£'000	
ICT replacement	5,366	5,422	3,259	6,554	5,189	2,758	<b>28,547</b>
Estates replacement	717	853	957	498	495	128	<b>3,648</b>
Fleet replacement	2,280	2,693	2,584	3,088	2,808	2,809	<b>16,262</b>
Equipment replacement	318	505	2,603	868	268	268	<b>4,829</b>
<b>TOTAL</b>	<b>8,681</b>	<b>9,473</b>	<b>9,403</b>	<b>11,007</b>	<b>8,760</b>	<b>5,964</b>	<b>53,286</b>

**ICT replacement** – The plan assumes the following renewal and replacement activity:-

- End User Devices (£13.3m) – the number of end user devices has increased in recent years, and we would expect all devices to need at least one replacement during the life of this plan. The plan includes:-
  - replacement and new issue of laptop devices and monitors - £8.4m;
  - replacement and new issue of mobile phones - £2.6m;
  - replacement and new issue of body worn video cameras - £1.8m.
- Infrastructure (£9.9m) – over the course of the plan we have made provision for replacement and enhancements to our IT infrastructure, including:-
  - Storage and back-up requirements - £1.5m;
  - Servers and networks - £7.8m;

- Video conferencing capability - £0.5m.

**Estates replacement** – The plans predict £2.9m will need to be spent on the replacement and repair of our estate, including the following areas of activity:-

- Electrical, fire and central heating systems (£1.4m) – This is informed through building condition surveys as well as the requirements of our wider plans;
- Repairs and maintenance of our buildings (£1.5m) – This includes chiller and lift replacement within HQ operation building, Staple Hill roof repair and LED lighting replacement;

**Fleet replacement** – The fleet replacement plan currently reflects the activity required to both maintain our current fleet numbers as well as supporting the anticipated uplift of officer numbers. Our plans predict we will need to spend £14m on the replacement of our fleet. This includes the replacement of response fleet (£3.1m); the replacement of road policing and specialist response fleet (£7.5m); the replacement of neighbourhood fleet (£3.0m); and the replacement of bikes, drones and telematics (£0.4m). The total expenditure will remain dependent upon the ongoing review of our fleet to further rationalise and identify savings where appropriate.

**Equipment replacement** – The plan for the replacement of capital equipment is as follows:-

- Automatic Number Plate Recognition (ANPR) (£0.8m) – over the course of the plan to both maintain and replace the current ANPR asset estate;
- Taser replacement in 23/24 (£2.3m) – this is the direct replacement of tasers currently used by the Force;
- Carbines (£0.6m) – replacement due in 24/25 once we have agreed on a common model in the region;
- Provision (£0.5m) – an annual provision is included in the plan to provide for the rolling replacement of a large number of smaller value assets which when purchased in aggregate are more suitable to be funded through capital than through our revenue equipment budgets.

**Capital projects** - The planned capital projects total £45.3m, accounting for 46% of our total capital plan spend:-

	Current	MTFP					Total
	21/22	22/23	23/24	24/25	25/26	26/27	
	£'000	£'000	£'000	£'000	£'000	£'000	
Digital Projects	925	5,209	6,733	5,027	6,971	876	25,741
Estates Projects	653	1,231	8,634	8,865	71	72	19,527
<b>TOTAL</b>	<b>1,578</b>	<b>6,440</b>	<b>15,368</b>	<b>13,892</b>	<b>7,042</b>	<b>948</b>	<b>45,268</b>

**Digital Projects** – The digital projects largely fall into three categories as follows:-

	Current	MTFP					Total
	21/22	22/23	23/24	24/25	25/26	26/27	
	£'000	£'000	£'000	£'000	£'000	£'000	
National Projects	611	1,105	1,100	3,000	6,700	600	13,116
Regional Projects	0	51	52	53	54	55	265
Local Projects	314	4,053	5,581	1,974	216	221	12,359
<b>TOTAL Digital Projects</b>	<b>925</b>	<b>5,209</b>	<b>6,733</b>	<b>5,027</b>	<b>6,971</b>	<b>876</b>	<b>25,741</b>

- **National Projects** – These plans predict that we will need to spend £12.5m enabling the implementation of national programmes locally within Avon and Somerset. This relates to two national projects:-
  - Emergency Services Network Programme (ESN) will see all emergency services replace the existing airwave radio system with a new digital solution using 5G technology. It is currently forecast to cost £11.5m over the next five years. This national project continues to prove difficult to predict with accuracy. National airwave contracts require emergency services to have transitioned to the new solution by the end of 2024, but the final business case for the national programme remains under review and is yet to receive ministerial approval. These projected costs are based on local modelling to interpret the national business case, but will need to be subject to further refinement as the national position crystallises;
  - National Enabling Programme (NEP), which will see all police forces and agencies introduce the latest cloud based productivity tools (Microsoft O365), increasing effectiveness and improving service delivery by enhancing communications and facilitating interaction with other forces, partner organisations and the public. Improved identity access management into policing systems and networks and national infrastructure and asset information security monitoring services will also be delivered. The cost of implementing this within Avon and Somerset will be £1m over the next year.
- **Regional Projects** – The provision of £0.3m within the capital plan for regional projects reflects the ongoing work around niche system:-
  - Crime, Case, Custody and Intelligence records management system (Niche) – Work is continuing with four of our regional neighbours in the shared development of our separate instances of the same Niche system. Over the course of the next 5 years £0.3m has been identified to support this the continuation of this work;
- **Local Projects** – These plans predict that the implementation of local projects over the course of the plan will require £12m of investment. This includes:-
  - Corporate Systems – The plans are developing for the improvement of our corporate HR, finance and operational capabilities, enabling continued improvements in many of our key corporate processes. An Outline Business Case for this work was approved by the PCC in November, and we are now progressing towards the presentation of a Full Business Case later in 2022. At this stage the capital plan includes £10.9m in support of this over the next three years;

**Estates Projects** – our estates projects largely fall into three categories as follows:-

	Current	MTFP					Total
	20/21	21/22	22/23	23/24	24/25	25/26	
	£'000	£'000	£'000	£'000	£'000	£'000	
Somerset Projects	0	0	5,669	2,529	0	0	<b>8,197</b>
Bristol Projects	100	812	2,275	0	0	0	<b>3,187</b>
BANES Projects	321	77	624	6,268	0	0	<b>7,290</b>
Other	233	342	66	69	71	72	<b>853</b>
<b>TOTAL Estates Projects</b>	<b>653</b>	<b>1,231</b>	<b>8,634</b>	<b>8,865</b>	<b>71</b>	<b>72</b>	<b>19,527</b>

- **Somerset Projects** – The capital plan includes £8.2m over the next three years to progress estates projects in Somerset. This supports:-



- South Somerset - £7.3m has been included to progress our estates plans in south Somerset, which are predicted to fall in the 23/24 and 24/25 financial years at this stage;
- Frome police station - £0.5m is included within our plan for 23/24 to develop our police station in Frome;
- Minehead – £0.3m is included within our plan for 23/24 to develop a new plan for our future police station in west Somerset;
- **Bristol Projects** – our capital plan includes £3.1m over the next two years to progress two estates projects in Bristol. This supports:-
  - Trinity Road police station (Old Market) – the work to progress the redevelopment of our current Trinity Road police station site has continued throughout 2021. We have now sold the site to a social housing developer subject to planning permission, with the intention of securing a neighbourhood base on the ground floor of the redeveloped site. £1.5m over the next two years has been included in the plan to support this;
  - Broadbury Road police station (Knowle West) – our plans include £1.5m over the next two years for the redevelopment of our existing police station site.
- **Bath and North East Somerset Projects** – our capital plan includes £7.0m over the next three years in support of both an enhanced neighbourhood and enquiry office presence in the city centre (£0.1m), as well as the longer-term development of a new response base (£6.9m).

## Capital Funding

Under the provisions of the Prudential Code, the PCC can invest in a capital programme so long as its capital spending plans are “affordable, prudent and sustainable”.

The capital programme is reflected in the PCC’s Treasury Management Strategy, which is presented annually to the Police and Crime Board, and regularly reviewed by the PCC’s Chief Finance Officer. This sets out the prudential indicators, which determine the limits set against the requirements of affordability, prudence and sustainability.

The PCC, in consultation with the Chief Constable, will identify available sources of funding in support of the capital programme. This will include the identification of potential capital receipts from the disposal of property.

The sources of capital funding available are detailed below.

	Current	MTFP					Total
	21/22	22/23	23/24	24/25	25/26	26/27	
	£’000	£’000	£’000	£’000	£’000	£’000	
Home Office Grant	269	0	0	0	0	0	269
ESN Grant Funding	0	100	768		0	0	868
Revenue Contribution	7,000	7,000	7,000	7,000	7,000	7,000	42,000
General Capital Reserve	2,594	7,513	8,102	650	0	-288	18,571
Capital Receipts (Estate)	0	0	0	9,350	4,316	0	13,666
Capital Receipts (Other)	200	200	200	200	200	200	1,267
Previous Borrowing	49	0	1,046	0	0	0	1,095
New Borrowing	0	1,100	7,654	7,700	0	0	16,454
<b>TOTAL</b>	<b>11,163</b>	<b>15,913</b>	<b>24,770</b>	<b>24,900</b>	<b>11,516</b>	<b>6,912</b>	<b>95,174</b>

- Home Office capital grant funding – The value of this grant is £0.3m in 2021/22. However, it was confirmed in the police settlement announcements in December 2021 that this funding would cease in future years. The plan therefore reflects no further capital grant funding will be received;
- ESN Grant Funding – This reflects the funding made available to us to support the necessary upgrades to our control room infrastructure to enable the transition away from Airwave radio devices to this new capability;
- Revenue contribution – Over the course of the last few years our revenue contributions to support capital have been increased. The reason for doing this was in recognition of:-
  - Reductions to other sources of capital funding;
  - Increasing volume of personal issue assets (e.g. laptops, mobile phones, body worn video cameras etc...) which would need replacing on a regular life-cycle;
  - Gradual transition of our IT services into the cloud will see a transition from capital to revenue funding, thereby creating some capacity for us to manage this through reallocation of capital funding rather than creating an unsustainable pressure on revenue budgets.

The revenue contribution is maintained at £7m p.a. across the duration of this plan at this stage;

- General capital reserve – This represents historic and ongoing funds which have been set aside to support general capital investment. The above plan shows we intend to fully exhaust these by the end of 2024/25;
- Capital receipts (Estate) – Over the course of the period covered by the plan it is anticipated we will sell a number of our buildings. Over the next 4 years the plan identifies a potential capital receipt of £8.1m. There remains risk over those receipts not yet received both in terms of the value (subject to market factors at the point at which the asset is sold) and the timing (subject to us being in a position to release the asset from operational use) which will continue to be monitored;
- Capital receipts (Other) – Over the course of the plan it is assumed some receipts will be generated from the sale of vehicles and other assets that have reached the end of their useful life. On average we expect to generate £0.2m p.a.;
- New borrowing – this reflects the current assumed profile of borrowing which will be taken in support of capital expenditure. The final value and profile of our borrowing will be subject to consideration and approval by the PCC. The timing of when borrowing is taken will be managed as part of wider treasury management considerations.

The general principle applied when allocating funding in support of the capital plan is that for shorter-life assets, sources of funding other than borrowing will be used. Borrowing is planned to be used only against longer-life assets, where the revenue provision needed to set aside for the repayment of the borrowing (known as the “Minimum Revenue Provision” or “MRP”) can be taken over a longer timeframe, thereby reducing the annual cost to our revenue budgets. All borrowing undertaken can only be done with the approval of the PCC, and must be prudent, affordable and sustainable.

All of the revenue implications of the capital programme, including those costs which are either as a consequence of the direct funding or in order to service our borrowing (both interest and MRP) have been fully reflected in our revenue budget plans as set out earlier in our MTFP.

## Reserves and Risk

### Reserves

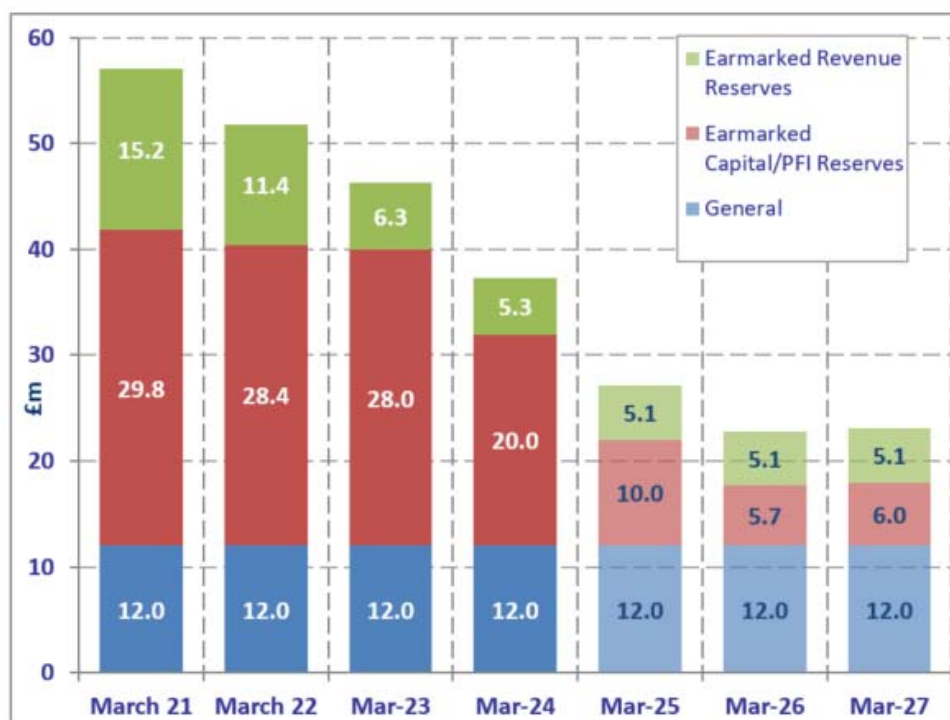
The PCC holds reserves in order to:-

- Support capital and revenue investment to continue our further transformation and change;
- Manage uncertainty and risk in our future; and
- Comply with accounting practice and convention.

As reported in the financial statements at the end of March 2021 the PCC had total usable reserves of £57.1m. This reflected an increase of £8.1m/16.5% compared to the balance held 12 months previously, mainly due to increases in our capital reserves and discretionary reserves. Our useable reserve levels are forecast to stand at £51.9m by the end of the 2021/22 financial year (a decrease of £5.2m).

The current projections estimate a £5.6m decrease in reserves during the 2022/23 financial year, with further reductions of £9.0m to March 2024. The main reasons for the reduction over this period are the consumption of our capital reserves in line with our capital plans, and the reduction in our discretionary earmarked reserves. As the graph demonstrates, from 2025/26 financial year we expect the reserves level to stabilise, with reserves standing at £23.0m by the end of the MTFP period (March 2027). This reflects a projection only at this stage, and will therefore be subject to ongoing review and refinement as our plans crystalize.

Figure 8: Useable reserve projections over the life of the MTFP



The reserves largely fall into the following categories:-

- The **general fund** is set annually by the PCC's Chief Finance Officer in consultation with the Chief Constable's Chief Finance Officer, and after a consideration of all risks facing the PCC and the Force. We are proposing to keep the fund at £12m. The risk level, and our appetite for the financial provision needed to assure ourselves, may change over the medium term enabling some reductions in this reserve – however, it is prudent to maintain a reasonable provision here and **the proposed general fund balance (£12.0m) represents only 3.4% of 22/23 Net Revenue budget;**

- The **PFI reserves** are used to equalise the phasing of our income (in the form of PFI credits) to our forecast expenditure. In the early years of the contract we generate a surplus which the accounting model requires us to put into reserves, in order to be released against the annual deficit in funding forecast in the later years of the contract. By so doing the financial impact on the revenue budget is smoothed over the life of these assets. By March 2027 it is forecast that our PFI reserves will stand at **£5.7m**. Our financial model forecasts that the reserves will begin to gradually reduce as we use the funds to help top-up our revenue budgets. Our modelling identifies that this reserve will not fully unwind until the 2038/39 financial year which will coincide with the end of our PFI contracts;
- The **capital reserves** consists of both the capital financing reserve and the capital receipts reserve. The general capital reserve represents historic and ongoing funds which have been set aside to support general capital investment. It is expected that we will have fully utilise the capital financing reserve by the end of 2024/25 in line with our capital plans. The capital receipts reserve holds receipts from the sale of assets, mainly buildings. It is expected we will fully exhaust this reserve by the end of 2025/26 in line with our capital plans;
- The remainder of the reserves have been earmarked for specific purposes. The earmarked reserves are expected to decrease by £5.0m between March 2022 and March 2023. The remaining reserves reflect lots of smaller annual amounts projected to be held at any given year-end which relate to ring-fenced activity. This includes the value on our non-returnable detained property fund, specific grants and ring-fenced receipts of funding unspent at any given year-end, as well as an ongoing road safety reserve generated through income received from speed awareness course referrals.

## Risk

Given the extent of the modelling and assumptions required across the development of our MTFP, it is important that we have consideration of risks and the potential impact these could have on these forecasts and plans. The table below highlights some of the key risks identified:-

Risk	Potential scale	Mitigation
<b>Grant Funding Value</b> – the value of future grant levels is higher or lower than currently forecast owing to decisions made by the Government about the overall funding available to provide to PCCs.	1.0% of total grant funding is £2.2m p.a.	Grant funding is expected to increase each year for 3 years in line with the headline announcements made under the Spending Review (SR). As such we have a high degree of confidence as to the value of future grant funding.  Beyond the SR period we have made an assumption of annual increases to grant funding of 1.0%, however we are unlikely to know the true value of this until the Autumn of 2024, when we would expect the next SR announcements to be made. We will therefore continue to track our assumptions against that being made by other forces across the country.
<b>Grant Funding Distribution</b> – the value of future grant levels is higher or lower than current forecast owing to decisions made by the Government about how to distribute overall funding available to PCCs.	1.0% of formula grant funding is £2.0m p.a.	Engage with and monitor the work of the Home Office as they consult on proposals to change the current formula for distribution expected as part of Spending Review work.
<b>Council Tax Base</b> – the increase in council tax base currently forecast is higher or lower than current forecast (1.00% growth in 22/23, +1.04% 2023/24, +1.09% 2024/25).	1.0% of council tax income is £1.4m p.a.	Ensure our forecasts for council tax base are adjusted regularly and reflect those forecasts being made by local authorities themselves.
<b>Council Tax Deficits</b> – the current forecasts by the local authority are higher or lower than current forecast (£0.75m deficit 2022/23, £0.7m deficit 2023/24, and net zero position thereafter)	10% of deficit is £0.1m p.a.	Forward plan from local authorities assumes a certain level of council tax recovery following the Covid-19 pandemic. Continue to update our forecasts in line with local authorities' expectations.
<b>Council Tax Precept</b> – the referendum cap is set at a lower level than that which is planned within our forward projections.	1.0% of council tax income is £1.4m p.a.	The SR announcements confirmed the 3 year principles for PCC precept setting, and therefore we have a high degree of certainty around this for the foreseeable future.  Thereafter our assumption brings precept growth back in line with the Bank of England's long-term projection for inflation at 2.0%.  We will continue to monitor this closely, and seek intelligence through the PCC as to any potential changes to the principles within which the policing precept will be expected to be considered.

Risk	Potential scale	Mitigation
<b>Pay Inflation</b> – the increase in pay is higher or lower than currently forecast (3.5% increase in 2022/23, 2.5% in 2023/24 and thereafter 2.0% increase p.a.).	1.0% of officer and staff pay is £2.9m p.a.	Benchmarking of our assumptions for future pay awards against other forces to ensure that we are not an outlier. Monitor Government, and emerging sector statements regarding future public sector pay.
<b>Officer Pensions</b> – the MTFP reflects the increase from the last valuation, which saw employer contributions increase to 31% with effect from April 2019. The MTFP recognises the ongoing risk and a provision for £3.5m has been included from 2024/25 as an estimate of growth in employer contribution rate at next valuation date (April 2024). However, there is a high level of uncertainty and any increase would need a sector wide response in consultation with the Government.	1.0% change in employer contribution is £2.2m p.a.	We do not expect the rate to change until it next comes under review. Experience of the 2018 valuation has meant service and Home Office have agreed to work more closely on monitoring arrangements – thereby ensuring any potential swings in future rates are forecast in a more timely manner.
<b>Staff Pensions</b> – the MTFP reflects the increase from the 2019 valuation exercise, which is a rise of employer contributions to 16.3% with effect from April 2020. The MTFP recognises the ongoing risk, and includes further provision of £1.5m from 23/24 (movement from 16.3% to 18.3%), to coincide with the timing of the next planned pension valuation.	Additional 1.0% contribution is £0.9m p.a. for Staff pay.	Monitor the ongoing position of actuarial reviews, engaging with this process through representation of the SCC LGPS Scheme Board.
<b>Inflation</b> – the UK economic and political position carries a lot of uncertainty and risk at present which could lead to fluctuations in inflation. Our assumptions for non-pay inflationary provisions, might not be appropriate to keep pace with increases in price.	Additional 1.0% on non-pay budgets is £0.6m p.a.	Continue to monitor emerging picture and determine if any adjustment needs to assumptions already factored in across the MTFP.
<b>Capital Affordability</b> – Our capital plans set out our ambitions in relation to both local and national projects and plans. They include a share of maintaining and replacing existing capabilities and infrastructure, with enhancements to support the realisation of the vision of providing outstanding policing in Avon and Somerset. However, we recognise the affordability challenges of our current plan in the latter years, particularly exacerbated by the forecast cost of the ESN and ERP projects. Failure to close this gap will lead to us having to reduce the scope of our plans and/or identify alternative funding sources with resultant impacts on our revenue budgets.	Currently the deficit in our capital plan stands at £4.3m over the next five years.	Continue to review and refine plans, ensuring scrutiny of business cases as they are brought forward for consideration. Take opportunistic approach to ring-fencing revenue underspends to bolster capital funding options. Look to identify alternative sources of funding wherever possible to support our projects and plans (e.g. use of Salix loans, specific purpose grant funding). Consider further increases to the recurring revenue contributions to capital, raising this beyond the current £7.0m p.a.

## Appendix A – MTFP

### APPENDIX 1 - 2022/23 - 2026/27 Medium Term Financial Plan - Revenue

		Current Yr 2021/22 £'000	MTFP Period				
			2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>Constabulary Budgets</b>							
Police officer costs	169,467		177,862	183,218	189,835	195,101	201,250
Police community support officer costs	12,258		12,956	13,394	13,489	13,784	14,082
Polices staff costs	95,366		98,030	100,726	102,923	105,048	107,185
Other current and former employee costs	10,239		9,730	11,515	11,893	12,261	12,639
Premises costs	14,201		15,139	15,467	15,821	16,180	16,551
Transport costs	5,283		5,447	5,553	5,674	5,788	5,922
Supplies and services costs	32,704		36,140	37,187	37,778	38,566	39,363
Partnership costs	15,571		17,108	17,654	18,009	18,371	18,740
<i>Plus</i>							
Contribution to/(from) reserve	138		213	85	85	85	85
Capital financing costs	17,317		16,448	16,452	16,837	17,417	17,313
Outstanding savings target	509		-	-	-	-	-
<i>Less</i>							
Income (inc Specific Grants)	- 30,379	-	30,865	31,147	31,209	30,674	31,743
<b>Constabulary costs before specific grants</b>	<b>342,674</b>		<b>358,209</b>	<b>370,105</b>	<b>381,134</b>	<b>391,927</b>	<b>401,387</b>
<i>Less</i>							
Home Office - Pensions grant	- 2,828	-	2,828	2,828	2,828	2,828	2,828
Home Office - Uplift grant	- 2,287	-	3,088	3,088	3,088	3,088	3,088
<b>TOTAL constabulary costs</b>	<b>337,559</b>		<b>352,294</b>	<b>364,189</b>	<b>375,219</b>	<b>386,012</b>	<b>395,471</b>
<b>OPCC Budgets</b>							
PCC commissioning costs	3,529		3,507	3,507	3,507	3,507	3,507
Office of the PCC costs	1,791		1,906	1,964	2,024	2,083	2,143
<i>Less</i>							
Ministry of Justice - Victims commissioning grant	- 2,001	-	2,001	2,001	2,001	2,001	2,001
<b>TOTAL OPCC costs</b>	<b>3,320</b>		<b>3,412</b>	<b>3,470</b>	<b>3,530</b>	<b>3,590</b>	<b>3,650</b>
<b>Net Revenue Expenditure</b>	<b>340,879</b>		<b>355,707</b>	<b>367,658</b>	<b>378,749</b>	<b>389,602</b>	<b>399,121</b>
<i>Funded by:</i>							
Home Office - Core police grant	- 185,784	-	196,702	199,055	202,584	204,610	206,656
Home Office - Legacy council tax grant	- 14,709	-	14,709	14,709	14,709	14,709	14,709
MHCLG - Council tax support grant	- 2,265	-	-	-	-	-	-
MHCLG - Council tax income guarantee grant	- 387	-	208	208	-	-	-
Council Tax - Precept	- 137,695	-	144,839	152,172	159,714	164,659	169,560
Council Tax - (Surplus)/Deficit	962		750	665	-	-	-
<b>TOTAL Revenue Funding</b>	<b>- 339,879</b>	-	<b>355,707</b>	<b>365,479</b>	<b>377,006</b>	<b>383,978</b>	<b>390,925</b>
<b>Surplus (-) / Deficit (+) before use of reserves</b>	<b>1,000</b>		<b>-</b>	<b>2,180</b>	<b>1,742</b>	<b>5,624</b>	<b>8,196</b>
Planned Use of Reserves for general funding	- 1,000	-	-	-	-	-	-
<b>Surplus (-) / Deficit (+) after use of reserves</b>	<b>-</b>		<b>-</b>	<b>2,180</b>	<b>1,742</b>	<b>5,624</b>	<b>8,196</b>

## Appendix B – Planned Savings

PLANNED SAVINGS	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
<i>Police Officer Pay and Allowances - Savings</i>	- 235	- 301	- 368	- 434	- 500
<i>PCSO Pay and Allowances - Savings</i>	-	-	-	-	-
<i>Staff Pay and Allowances - Savings</i>	- 282	- 282	- 282	- 282	- 282
<i>Other Pay and Pensions - Savings</i>	-	-	-	-	-
<i>Premises - Savings</i>	- 553	- 553	- 553	- 553	- 553
<i>Transport - Savings</i>	- 311	- 311	- 311	- 311	- 311
<i>Supplies and Services - Savings</i>	- 234	- 234	- 234	- 234	- 234
<i>Partnership Cost - Savings</i>	- 120	- 229	- 229	- 229	- 229
<i>Income - Savings</i>	- 757	- 757	- 757	- 757	- 757
<i>Central Cost - Savings</i>	- 508	- 512	- 512	- 512	- 513
<b>TOTAL Savings</b>	- <b>3,000</b>	- <b>3,179</b>	- <b>3,246</b>	- <b>3,312</b>	- <b>3,379</b>



## Appendix C – Capital Programme

Capital Plan	Current Yr	MTFP Period					5 Yr Plan
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000

CAPITAL PLAN EXPENDITURE							
Information and Communication Technology	5,366	5,422	3,259	6,554	5,189	2,758	28,547
Estates	717	853	957	498	495	128	3,648
Fleet	2,280	2,693	2,584	3,088	2,808	2,809	16,262
Equipment	318	505	2,603	868	268	268	4,829
<b>TOTAL Maintenance and Replacement</b>	<b>8,681</b>	<b>9,473</b>	<b>9,403</b>	<b>11,007</b>	<b>8,760</b>	<b>5,964</b>	<b>53,286</b>
National Projects	611	1,105	1,110	3,000	6,700	600	13,126
Regional Projects	-	51	52	53	54	55	265
Local Projects	314	4,053	5,571	1,974	216	221	12,350
<b>Digital Projects</b>	<b>925</b>	<b>5,209</b>	<b>6,733</b>	<b>5,027</b>	<b>6,971</b>	<b>876</b>	<b>25,741</b>
Somerset Projects	-	-	5,669	2,529	-	-	8,198
Bristol Projects	100	812	2,275	-	-	-	3,187
BANES Projects	321	77	624	6,268	-	-	7,290
Other Projects	233	342	66	69	71	72	853
<b>Estates Projects</b>	<b>653</b>	<b>1,231</b>	<b>8,635</b>	<b>8,865</b>	<b>71</b>	<b>72</b>	<b>19,528</b>
<b>Funded projects</b>	<b>904</b>						<b>904</b>
<b>TOTAL Capital Plan</b>	<b>11,163</b>	<b>15,913</b>	<b>24,770</b>	<b>24,900</b>	<b>15,802</b>	<b>6,912</b>	<b>99,460</b>

CAPITAL PLAN FUNDING							
Partner contributions	- 887						- 887
General Capital Grant Funding	- 269	-	-	-	-	-	- 269
Specific Capital Grant Funding	- 164	- 100	- 768	-	-	-	- 1,032
Direct Revenue Funding	- 7,000	- 7,000	- 7,000	- 7,000	- 7,000	- 7,000	- 42,000
Capital Reserves	- 2,594	- 7,513	- 8,102	- 650	-	288	- 18,571
Capital Receipts	- 200	- 200	- 200	- 9,550	- 4,516	- 200	- 14,866
Borrowing	- 49	- 1,100	- 8,700	- 7,700	-	-	- 17,549
<b>TOTAL Grant Funding</b>	<b>- 11,163</b>	<b>- 15,913</b>	<b>- 24,770</b>	<b>- 24,901</b>	<b>- 11,516</b>	<b>- 6,912</b>	<b>- 95,174</b>

## Appendix D – Reserves Forecast

	ACTUAL	FORECAST					
	Bal as at 31st March 2021	Bal as at 31st March 2022	Bal as at 31st March 2023	Bal as at 31st March 2024	Bal as at 31st March 2025	Bal as at 31st March 2026	Bal as at 31st March 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Carry Forwards	1,172	500	500	500	500	500	500
Operations reserve	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Overtime - liability for AURORA Switch on	1,000	1,000	0	0	0	0	0
Buildings and sustainability	290	290	249	0	0	0	0
Transformation reserve	194	194	0	0	0	0	0
Covid Enforcement Reserve	1,327	622	0	0	0	0	0
Budget Support Reserve	1,000	1,000	0	0	0	0	0
New PCC Fund	1,000	1,000	0	0	0	0	0
<b>DISCRETIONARY RESERVES</b>	<b>7,483</b>	<b>6,106</b>	<b>2,249</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
SW ROCU (ASP Share)	352	104	104	104	104	104	104
Proceeds of Crime	938	938	938	938	938	938	938
DPR Reserves	385	357	357	357	357	357	357
Specific revenue grants	621	423	300	17	18	19	0
Council Tax income guarantee	414	208	208	0	0	0	0
Hinkley Point	521	530	357	204	0	0	0
Road Safety	1,004	1,004	1,004	1,004	1,004	1,004	1,004
LRF Reserve	290	316	57	13	0	0	0
Victims and Commissioning	2,091	992	666	610	610	610	610
Miscellaneous Reserve	149	99	88	92	96	100	104
Regional Programme Reserve	991	287	0	0	0	0	0
<b>NON-DISCRETIONARY RESERVES</b>	<b>7,756</b>	<b>5,258</b>	<b>4,079</b>	<b>3,339</b>	<b>3,127</b>	<b>3,132</b>	<b>3,117</b>
Capital Financing reserve	18,859	16,265	8,752	650	0	0	288
Capital earmarked reserves	96	0	0	0	0	0	0
PFI Change Reserve	457	457	457	457	457	457	457
PFI Interest Smoothing Account	0	0	0	0	0	0	0
PFI Sinking Fund Reserve	4,804	4,969	5,099	5,191	5,243	5,253	5,218
Capital Receipts Reserve	5,602	6,738	13,666	13,666	4,316	0	0
<b>CAPITAL AND PFI RESERVES</b>	<b>29,818</b>	<b>28,429</b>	<b>27,974</b>	<b>19,964</b>	<b>10,016</b>	<b>5,710</b>	<b>5,963</b>
Pension Fund McCloud	0	88	0	0	0	0	0
General Fund	12,000	12,000	12,000	12,000	12,000	12,000	12,000
<b>TOTAL Useable Reserves</b>	<b>57,057</b>	<b>51,881</b>	<b>46,302</b>	<b>37,303</b>	<b>27,143</b>	<b>22,842</b>	<b>23,080</b>

<b>MEETING:</b> Constabulary Management Board	<b>Date:</b> 27/01/2022	Agenda No
<b>DEPARTMENT:</b> Finance and Business Services	<b>AUTHORS:</b> Kulbinder Konsal / Emma Snailham / Finance Business Partners	Item 7b
<b>NAME OF PAPER:</b> 21/22 Q3 Financial Performance Report		<b>COG Sponsor:</b> Nick Adams

## 1. PURPOSE OF REPORT AND BACKGROUND

The purpose of this report is to provide an update on the revenue budget and capital programme performance against the plan for 2021/22. The attached Appendices A and B includes details of the outturn revenue position as at 31<sup>st</sup> December 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.

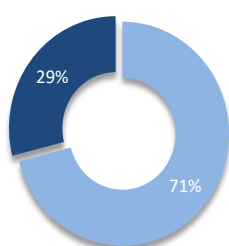
## 2. EXECUTIVE SUMMARY

Quarter 3 revenue position is forecasting **an under spend of £4.4m (1.3%)** against the planned budget. The forecast is broadly in line with the previous quarter where a £4.4m (1.3%) underspend was reported. We continue to move forward with our recruitment plans to achieve the national uplift target however, this brings some challenges in presenting a robust forecast around police officer pay. From quarter 2 the police officer pay underspend has increased as a result of more leavers than originally expected. We recognise there is planned recruitment for further intakes for both PCDA and DHEP in the final quarter but based on current leaver data we anticipate this growth will be partially offset by further officer leavers over the final quarter.

We have revised our forecast around police staff pay and now recognise that the under spend here has increased from that reported at the end of quarter 2. Vacancies in our IT directorate continue to be the single biggest factor behind our staff pay underspends.

Other notable movements include; increased transport costs largely a consequence of higher fuel prices; an increase to premises costs driven by energy prices and higher costs on maintenance and remedial work; an increase to provisions to support historic claims and a continuing over achievement in our forecasted income position (mutual aid income in support of G7 and COP26 but offset by overtime costs).

### 2021/22 REVENUE YTD & Qtr. 3 FORECAST



As at the end of Qtr. 3  
2021/22 we have consumed  
71% of the  
total annual budget

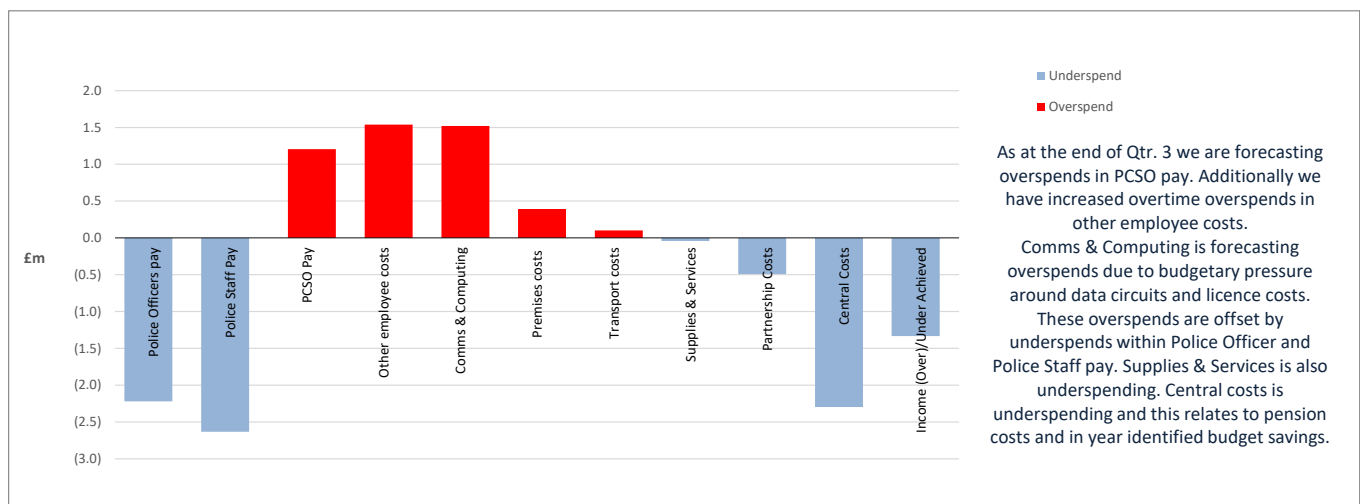
■ Budget consumed  
■ Budget remaining

Forecast Underspend at Qtr. 3 21/22

**£4.4m (1.3%)**

At this stage in our development cycle, against the continued challenges of a global pandemic, and the wider workforce attraction and retention challenges being seen in the wider economy, an underspend of 1.3% is considered to represent good financial performance. As previously reported the level of underspend presents some opportunity to accelerate initiatives that support our ongoing priorities without committing us to long-term recurring costs. We will continue to identify and progress these opportunities throughout the final quarter of the year.

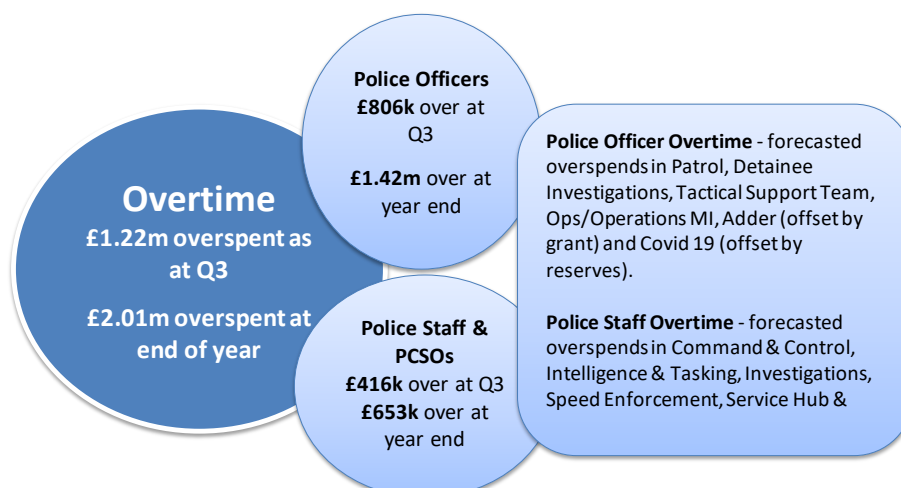
## FORECAST REVENUE OUTTURN - OVER/(UNDER) SPENDS



**Police Officer Pay & Allowances** – £1.1m/1.0% underspend year to date, with a forecasted underspend of £2.2m/1.4%. The figures have been adjusted for Q4 PCDA and DHEP intakes and for estimated number of leavers based on current trends. Due to sequencing of the Uplift Programme it is difficult to review police officer pay at directorate level. Once internal movement between directorates occurs to embed our future operating model as part of our Uplift plans this will become more meaningful. At quarter 3 we have assumed an increase to the forecasted underspend which reflects the estimated increased number of leavers.

**Police Staff Pay & Allowances** – £1.9m/2.8% underspend year to date, increasing to £2.6m/2.9% by the end of March 2022. We continue to see forecasted underspends in the following departments; IT Directorate at £2.1m, Performance & Insight at £0.4m, Criminal Justice at £0.3m, Op Remedy at £0.3m, and Service Hub at £0.2m. The under spend in the IT Directorate and Performance & Insight is driven by the implementation of new resourcing structures and recruitment challenges. These forecasted underspends are being offset by overspends in the following departments; Investigations at £0.8m, HR Operations at £0.2m and Neighbourhood Policing at £0.1m.

**PCSO Pay & Allowances** – Year to date we are overspending by £0.9m/9.9%, with a forecasted overspend of £1.2m/9.9% at year end. The projection has been adjusted in line with PCSO trajectory and includes estimates for 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 £0.8m/19.3% against Police Officer overtime, with a forecasted overspend of £1.4m/21.0%. The over spend on police officer overtime is in light of planned operational deployments to G7, COP26 and ongoing COVID enforcement (offset by ring fenced grant income). The overtime expenditure incurred on these deployments will be offset by mutual aid income. On Police Staff & PCSO overtime year to date we are overspending by £0.4m/49.3%, with a forecasted overspend of £0.7m/47.9%. A significant proportion of this forecasted overtime overspend is offset by either earmarked funding or reserve movements for example Covid-19 enforcement funding, mutual aid for COP26 & G7 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.

**Premises Costs** – Year to date we are overspending by £0.5m/4.2% against premises costs, with a forecasted overspend of £0.4m/2.8%. The over spend is a result of increased planned maintenance and remedial work costs and an increase in energy costs. Some of this forecasted overspend is also driven by price and supplier availability, which will need to be closely monitored in light of wider inflationary pressures.

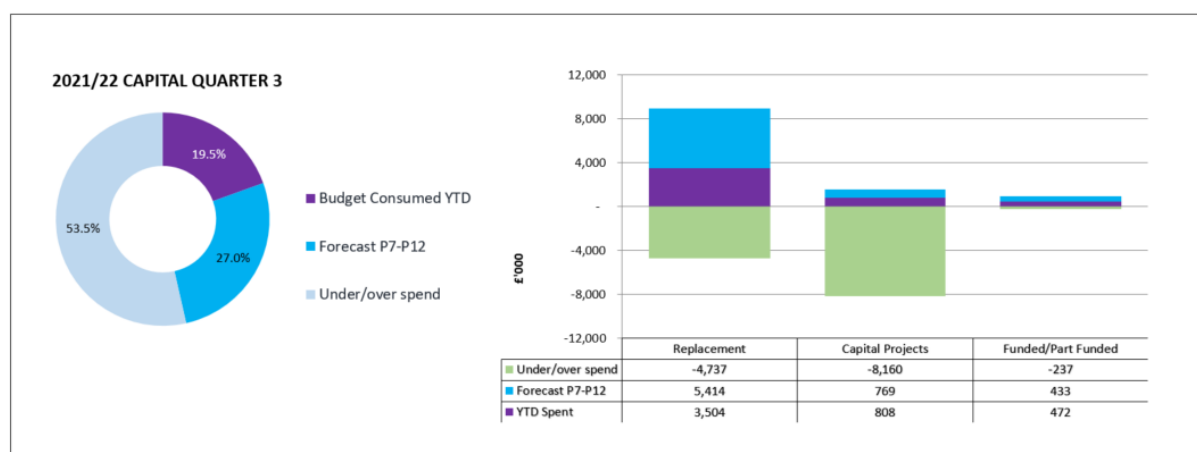
**Transport Costs** – Year to date we are overspending by £0.1m/2.8% against transport costs with a forecasted overspend of £0.1m/2.0%. We continue to see substantial increases in fuel costs which are offsetting in-year savings against general travel expenditure.

**Communications and Computing** – Year to date we are overspending by £1.9m/15.2% against communication and computing costs, with a forecasted overspend of £1.5m/9.0%. The over spend here is driven by increased expenditure around license costs in support of NEP, uplift and process automation. It also includes budget pressures around private circuit lines. The forecast also takes account of movement between expenditure that was originally earmarked as capital but has now been reclassified as revenue expenditure.

**Supplies and Services** – Year to date we are underspending by £1.5m/12.7% against supplies & services, with a forecasted underspend of £7k/0.0%. The swing between the YTD and forecasted position is largely driven by increased provision to support under cover claims. Without this additional provision we continue to show large underspends against training, uniform supply, interpreter fees, innovation funding and equipment budgets across the force.

**Income** – Year to date we are overachieving by £2.6m/25.9% against income with a forecasted overachievement of £2.0m/14.4% by year end. The overachievement in income relates to Operations Major Incidents and includes mutual aid reimbursement for COP26 and G7, which will offset the reported overspends on police officer overtime. There is also an improved position on fines income within Speed Enforcement.

## CAPITAL EXPENDITURE



At this stage we are forecasting **£11.4m of capital expenditure** this financial year, which reflects 45% of our plan, and we are expecting to be £13.1m underspent against budget at year end. We have incurred £4.8m spend year to date, with a further £6.6m expected to be spent. The main reason for underspend against budget is the cancellation of the Yeovil project to be part of a wider South Somerset review, re-profiling of the ESN project and the development of the Infrastructure Transformation Project.

### 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	24,477	24,811	(335)	(1.3%)	33,057	33,718	(661)	(2.0%)
Road Safety	5	117	(112)	(95.6%)	144	156	(13)	(8.1%)
Offender Management	4,101	5,140	(1,039)	(20.2%)	5,685	7,049	(1,364)	(19.4%)
Victims & Safeguarding	3,337	3,341	(4)	(0.1%)	4,409	4,434	(25)	(0.6%)
Citizens in Policing	381	432	(50)	(11.7%)	554	592	(38)	(6.4%)
<b>N &amp; P Directorate</b>	<b>32,300</b>	<b>33,841</b>	<b>(1,540)</b>	<b>(4.6%)</b>	<b>43,849</b>	<b>45,949</b>	<b>(2,100)</b>	<b>(4.6%)</b>

**Neighbourhood** – Year to date underspend of £335k/1.3%. Police staff and PCSO's are over established but this is being offset by the police officer uplift posts as yet remaining unfilled. PCSO's are over established as detailed in the PCSO's trajectory. Overtime is slightly under spent at this point which is due to an increase in budget. Income is under achieving – this is due to the write off of the Bristol City Council invoice for 5 PCSO's.

Forecast to year end is an under spend of £661k/2.0%. PCSO costs are forecasted in line with the trajectory and will be over spent at the end of the financial year. Police staff budgets are also forecast to overspend. There are also some posts that have been moved from IOM to Neighbourhood, whereas the budget has remained in IOM, however, this will be rectified in the new financial year. Travel costs are likely to be under spent which will partially be due to Covid-19. There is an under achievement of income mainly due to Bristol City Council's withdrawal of PCSO's funding, some shortfall on the BRI officer due to sickness and shortfall of income from Resolve West due to a career break.

**Road Safety** – Year to date underspend of £112k/95.6% due to an overachievement of income from policing abnormal loads. Supplies and Services are under spent and this is mainly due to the timing of invoices relating to equipment maintenance.

Forecast to year end is an under spend of £13k/8.1%. Projected staff costs are forecast to be slightly over spent reflecting little turnover in staff in this area. It is expected that income will continue to over achieve to year end.

**Offender Management** – Year to date underspend of £1.0m/20.2% mainly due to officer, 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. Officer Pay is also underspent as the uplift officer posts are yet to be filled. Third party payments are under spending year to date due to invoices not yet being received for Ascend.

Forecast to year end is a £1.4m/19.4% under spend due to the budgeted uplift of 31 officers to IOM, however it is difficult to predict when these officers will be allocated and therefore no adjustments have been made in these figures.

**Victims & Safeguarding** – Year to date under spend of £4.0k/0.1%. An overspend of staff pay is due to training posts being offset by £94k of grant income from the Home Office to fund the backlog of cases due to COVID. Supplies and Services is an under spend due to subscriptions costs being lower than the allocated budget. There are also underspend on travel which is mainly due to increased home working.

Forecast to year end is an under spend of £25k/0.6%. Training posts and maternity cover are forecast to remain as pressures to the year end. Expenditure for the Children and Adult Boards will underspend. Overtime is projecting an over spend and this is due to backlog and increased demand. For supplies and services, subscriptions will continue to under spend. All of this along with the income means that the projection to the year end is a slight underspend.

**Citizens in Policing** – Year to date is an under spend of £50k/11.7%. The variance is mainly due to the full year budget allocation of a vacant Inspector post 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 under spend of £38k/6.4%. The under spend variance is being driven by the vacancy held for the Inspector post offset by the over spend on supplies and services, an adjustment has been made for the purchase of Mini-Police equipment. Travel and subsistence continue to overspend which has been reported throughout the year.

## **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	15,548	15,538	10	0.1%	20,883	20,843	41	0.2%
Patrol	42,394	36,522	5,872	16.1%	56,646	49,249	7,396	15.0%
Detainee Investigation Support	5,490	5,707	(216)	(3.8%)	7,419	7,648	(228)	(3.0%)
<b>Response Directorate</b>	<b>63,432</b>	<b>57,766</b>	<b>5,666</b>	<b>9.8%</b>	<b>84,948</b>	<b>77,739</b>	<b>7,209</b>	<b>9.3%</b>

**Command & Control** – Year to date overspend of £10k/0.1%. This is a net effect of pay underspends offset by overtime worked to cover vacant posts in the department. IAU is overspent by £188k, in officer and staff pay and overtime which is due to minimal officer overtime budget, OE staff training posts and top slice. Call handler and dispatch in total are £222k underspent. This is a reflection of a number of leavers throughout the year.

Forecast to year end is an over spend of £41k/0.2% due to additional courses for Call Handlers, Dispatchers and IAU in Q4. The department has approval for a number of training 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. Mileage claims will continue to be overspent while we operate two communication hubs.

**Patrol** - Year to date overspend of £5.9m/16.1%. The reported overspend is predominately due to police officer pay at £5.6m 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 over spend of £7.4m/15.0%. This is mainly due to the cost of new PCDA officers expected by the end of March 2022 projected in line with the police officer trajectory. The forecast overspend within Patrol is likely to change as police officers transfer over to new areas in future months in line with Uplift sequencing. For Q4 we have included 30 PCDA officers joining in January and 30 joining at the end of March 22, which is offset by an average of 17 leavers each month. Costs associated with the maintenance of seized dogs is expected to be overspent by £120k based on current spend.

**Detainee Investigation Support** – Year to date underspend of £216k/3.8% is as a result of approximately 9



FTE vacant officer posts and approximately 6 FTE police staff vacancies.

Forecast to year-end is an under spend of £228k/3.0%. It is expected that officer pay will be underspent by £411k and police staff pay will be £22k overspent. Overtime is projecting an over spend on both officers (£135k) and staff (£27k) as a result in part due to officer vacancies.

### **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	11,022	11,474	(451)	(3.9%)	14,954	15,566	(612)	(3.9%)
Speed Enforcement	(439)	(810)	370	(45.7%)	(843)	(1,225)	382	(31.2%)
Operations Major Incidents	(536)	185	(721)	(389.1%)	(146)	247	(393)	(158.9%)
Operations	5,130	5,559	(428)	(7.7%)	7,237	7,193	44	0.6%
Operation Remedy	4,887	6,061	(1,174)	(19.4%)	6,645	8,019	(1,374)	(17.1%)
Serious & Violent Crime	586	590	(4)	(0.7%)	752	774	(22)	(2.9%)
Intelligence & Tasking	7,903	8,070	(167)	(2.1%)	10,484	10,782	(298)	(2.8%)
Tactical Support Team	10,590	10,987	(397)	(3.6%)	14,507	14,725	(219)	(1.5%)
Adder Drugs	547	494	54	10.9%	690	690	(0)	(0.0%)
<b>Ops Support Directorate</b>	<b>39,691</b>	<b>42,610</b>	<b>(2,919)</b>	<b>(6.9%)</b>	<b>54,279</b>	<b>56,771</b>	<b>(2,492)</b>	<b>(4.4%)</b>

**Criminal Justice Delivery** – The current year to date position is reporting an under spend of £451k/3.9%. This is as a result of underspends within police staff pay of £255k, supplies & services at £124k and income of £109k. There are currently 18.65 FTE of vacancies within police staff contributing to the under spend and the majority of these sit within Progression and Prosecution (15.68 FTE) and are as a result of recruitment and vetting constraints.

Supplies & Services include underspends in Custody on the G4S contract due to increased service credits and lower bonus payments. Interpreter's fees, drug testing, doctor's call out fees, laundry and equipment underspends have also had an impact on the current position. The income position is also increasing the overall underspend as we are currently overachieving on our income target by £109k within the Licensing Bureau, this is the impact of the firearms licensing renewal cycle being at its highest point.

We are projecting the Criminal Justice Unit to be underspent by £612k/3.9% at the year-end for Q3. We assume no major changes to the staff pay position at this point due to the time scales involved with recruitment and vetting but support will probably be needed to cover vacancies. Therefore we are expecting an under spend at the year-end of £334k in this area. The current trends within supplies and services and income are also driving this projected underspend as we predict supplies & services to come in under budget by £203k and the Licensing Bureau to over achieve their income target by £145k. Police overtime will also come in under budget at £83k and overspends in police pay £98k (5 approved OE Sgt) staff overtime £26k and communications and computing of £21k will offset the overall position.

**Speed Enforcement Unit** – Year to date, an adverse variance of £370k/45.7% is being reported. There are a few factors driving this position. NDORS Cost Recovery is currently under budget by £781k and we believe this is down to COVID restrictions, the movement in national speed thresholds and vacancies within the team resulting in less offences being processed. This is offset by cost recovery received from the Highways Agency and HM Courts both producing favorable variances of £58k and £264k respectively. Other areas contributing to the final position are police staff pay underspends of £69k offset against police



overtime of £40k due to vacancies carried out at the start of the year. Underspends on equipment and training totaling £60k also reducing the overall adverse position.

Forecast – an adverse position is projected at the year-end of £382k/31.2%. Most current YTD trends will continue with NDORS cost recovery improving to pre pandemic levels based on the income received over the past few months. We will see additional expenditure on premises (£43k on the Wilfred Fuller storage facility) and additional expenditure on one off purchases including letter inserters and handheld cameras.

**Operations Major Incidents** – The YTD position is showing a large under spend of £721k/389.1% which is being generated by the reimbursement claimed for the G7 and COP26 policing. The reason this generates an excess of income over cost is because claims include duty time, other allowances and non-pay costs that are not captured against the major incident code. Despite the release of additional budget to the year end this overachievement of income reduces to £393k. This is due to the inclusion of estimated costs still to be claimed for COP 26 and G7 (mainly overtime).

**Operations Department** – £428k/7.7% underspent as at end of December, moving to £44k over by end of the financial year. There are two distinct elements to this line:

Operations	YTD Actual £000	YTD Budget £000	YTD Variance £000	Over/ (Under) %	Projected to year end £000	Annual Budget £000	(Under) / Over as at 31st March £000	Over/ (Under) %
Ops Department	5,363	5,456	(93)	(1.7%)	7,307	7,322	(16)	(0.2%)
Ops Rechargeable	(233)	103	(336)	(327.0%)	(69)	(129)	60	(46.2%)
<b>Operations TOTAL</b>	<b>5,130</b>	<b>5,559</b>	<b>(429)</b>	<b>(7.7%)</b>	<b>7,237</b>	<b>7,193</b>	<b>44</b>	<b>0.6%</b>

*Ops Department* – the year to date includes underspends on training and equipment that we are projecting we will utilise by the end of the year.

*Ops Rechargeable* – the year to date position includes the entire claim for the Badger Cull when some of the costs are yet to filter through. The projected position includes these costs. The overspend at the end of the year is generated because the budget assumes events in the summer take place and we therefore get this excess of income over costs discussed in the major incident section above. The majority of these events did not take place due to Covid.

**Operation Remedy** – Year to date underspend of £1.2m/19.4% has been created largely from Police Officer Pay £756k and Police Staff Pay £185k which are due to vacancies in the year so far. In addition the department is yet to utilise the innovation funding of £288k. This position represents little change from that presented at Q2 and the projection has not been adjusted to assume any additional staff.

**Serious & Violent Crime (Grip Fund)** – Year to date is being driven by the budget allocated to overtime. Hotspot patrols are being carried out in normal duty time, resulting in underspends against overtime here.

Forecast to year end – We are forecasting to spend the full £662k/0.0% grant. Overtime for proactive and county lines operations, youth engagement & prevention projects will be offered widely. Hyper-local communication activities will also continue across Q4 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 underspend of £167k/2.1% rising to £298k/2.8% at year end. The Q3 figures represent a significant worsening (£382k) of the under spend position from that estimated at Q2. The reasons for this are detailed as following; police officer pay underspend increased by £68k due to maternity leave, retiree in Source Handling and transfer of PC to SW ROCU. Police staff pay underspend increased by £43k as the Intelligence and Tasking department is currently negotiating a significant change programme. The projected staff costs are similar to those of Q2 indicating attrition has been low. Communications and computing costs has seen an increase of £196k against the reported underspend and this is in relation to the Telephone Enquiry Service costs in the CAB. There was a financial adjustment from 19/20 of £160k and a refund in Q3 due to the Home Office identifying 'a number of savings related to Cost Recovery activities'.

**Tactical Support Team** – Year to date underspend of £397k/3.6% reducing to £219k/1.5% by the end of the

financial year. Themes remain similar to Q2. Underspending on police officer pay due to vacancies £299k, offset by police overtime £97k of which £38k has been directly attributed to the issue of firearms training being required on rest days which should be resolved with the implementation of the new shift pattern. Underspend in training and equipment budgets and over achievement of income relating to RPU & Collision reports and horse sales. The projection assumes we will spend the equipment and course fees budgets based on commitments to date.

**Adder** – Project ADDER (Addiction, Disruption, Diversion, Enforcement and Recovery) is a joint Home Office and DHSC programme to combat drug misuse in hardest hit areas of England and Wales. Bristol is one of nine project areas involved in the ADDER and Accelerator programme. We have been allocated a grant of £690k. The money is given with the aim of reducing drug-related deaths, prevalence and offending. A significant amount of the funding £354k has been spent in Q3 and plans are in place to use the full allocation by the end of the financial year.

### **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	24,399	26,629	(2,229)	(8.4%)	33,390	35,988	(2,597)	(7.2%)
Investigation Major Incidents	585	678	(93)	(13.7%)	905	905	0	0.0%
<b>Investigations Directorate</b>	<b>24,984</b>	<b>27,307</b>	<b>(2,322)</b>	<b>(8.5%)</b>	<b>34,295</b>	<b>36,893</b>	<b>(2,597)</b>	<b>(7.0%)</b>

**Investigations** – An under spend of £2.2m/8.4% is being reported for the nine months of this financial year. This is due to the number of officer vacancies within the Directorate. At the end of December officer vacancies of 38.63 FTE are reported which has resulted in an under spend of £2.6m. The vacancy figure is a reduction of 14.2 FTE from September. It should be noted there are 88 DHEP students included in the establishment who are currently in phase one of training and not yet operational. Offsetting some of this underspend is the staff pay where unbudgeted posts have been created to support officers. There are 10.8 FTE over the authorised establishment creating an over spend of £665k. The over-establishment figure has reduced by 6.1 FTE from September. Non-pay budgets are reporting underspends which is a combination of savings due to the effect of COVID restrictions in the first part of the year e.g. travel, timing of spend and other general underspends/over achievement on income targets.

Forecast to year end – An under spend of £2.6m/7.2% is forecast which reflects the level of vacancies within the Directorate and the continuation of underspends on some non-pay areas. Adjustments have been made for planned PCDA, DHEP and Detective Now cohorts and by the end of the year they should be at full establishment.

**Investigations Major Incidents** – Year to date an under spend of £93k/13.7%. Based on current activity the forecast for the year is break-even after allowing for requests to carry forward commitments against on-going operations.

### **COLLABORATIONS**

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 %
Scientific Investigation	6,053	5,951	102	1.7%	7,939	7,943	(4)	(0.1%)
Major Crime Investigation	3,830	4,000	(170)	(4.2%)	5,213	5,363	(150)	(2.8%)
South West ROCU	2,504	2,638	(134)	5.1%	3,289	3,937	(648)	(16.5%)

## OFFICIAL

Special Branch	709	868	(160)	(18.4%)	1,005	1,161	(156)	(13.5%)
Black Rock	737	938	(201)	(21.4%)	982	1,250	(268)	(21.4%)
Counter Terrorism (CTSFO)	423	581	(158)	(27.2%)	913	789	124	15.7%
SWPCP ACC	41	33	8	23.7%	54	44	10	23.7%
SWPPS	330	344	(14)	4.2%	440	471	(31)	6.6%
Regional Collaboration	459	343	(116)	(33.9%)	357	457	(100)	(21.9%)
<b>Collaborations</b>	<b>15,085</b>	<b>15,696</b>	<b>(611)</b>	<b>(3.9%)</b>	<b>20,193</b>	<b>21,416</b>	<b>(1,224)</b>	<b>(5.7%)</b>

**Major Crime Investigation** – Year to date is an under spend of £170k/4.2% which relates to vacancies in officers and police staff pay. Forecast to year end is an under spend of £150k/2.8%. The forecast assumes recruitment of some police officer and police staff vacancies in the last quarter.

**South West ROCU** – Year to date is an under spend of £134k/5.1%. The forecast to year end is an under spend of £648k/16.5% which is mainly driven by vacancies and associated delays in releasing officers to support Uplift growth within the collaboration.

**Special Branch** – Year to date is an under spend of £160k/18.4%. The forecast to year end is an under spend of £156k/13.5%. Largely the underspend is driven by police pay and staff pay vacancies and under achievement of income in respect to foreign national registrations.

**Black Rock** – Year to date an under spend of £201k/21.4% which mainly relates to officer and staff instructor vacancies. Forecast to year end is an under spend of £268k/21.4% and is due to fewer applicants applying for training roles. This remains a focus for the management and governance boards.

**Counter Terrorism (CTSFO)** – Year to date an under spend of £158k/27.2% is reported. The forecast to year end is an over spend of £124k/15.7%. There are a number of firearms vacancies which is driving the under spend. It is assumed that these vacancies will continue and therefore further work is required around the forecasted position which is currently estimated to be forecasted overspend.

**Regional Collaboration** – Year to date an under spend of £116k/33.9% is reported. The forecast to year end is an under spend of £100k/21.9%. The under spend is currently driven by a recruitment freeze as the Regional Collaboration is under review.

### **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	18,526	18,068	458	2.5%	23,580	24,036	(456)	(1.9%)

The year to date position for the IT Directorate is overspend of £458k/2.5% but this position is over stated by £300k due to invoices and accruals being processed simultaneously on the last day of the month. The Directorate is reporting an under spend on staff pay variances of £1.5m which is due vacancies as a result of the restructure, recruitment and vetting has been the directorates main constraint. The £1.5m is then offset against communication and computing costs of £2.1m. Spend in this area is mostly due to organisational growth including costs relating to NEP, transitioning to a cloud environment and high data circuits, license and support costs. Infrastructure Transformation projects are active and are set to address these costs and realise future benefits.

We are projecting an under spend position of £456k/1.9% at the year end. This reflects the vacancies within staff pay and the current position of communication and computing costs where we will project an under spend of £2.1m and over spend by £1.6m respectively. £404k of communications and computing costs relate to projects that transitioned from capital to revenue. We will also see additional spend in Q4

on Process Automation that will realise future benefits.

## **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	1,437	1,363	73	5.4%	1,929	1,816	113	6.2%
Evidential Property	494	506	(12)	(2.3%)	648	677	(28)	(4.2%)
Transport Services	3,739	3,498	241	6.9%	5,115	4,774	341	7.2%
Services Hub & Stores	4,297	4,746	(449)	(9.5%)	5,894	6,361	(466)	(7.3%)
Finance	1,425	1,409	16	1.1%	1,885	1,875	10	0.5%
Strategic Procurement Services	41	52	(11)	(21.9%)	41	48	(7)	(14.0%)
Estates & Facilities	11,226	11,291	(66)	(0.6%)	14,185	14,145	40	0.3%
FBS Delivery Programme	281	263	18	6.7%	363	351	12	3.5%
<b>F&amp;BS Directorate</b>	<b>22,938</b>	<b>23,128</b>	<b>(190)</b>	<b>(0.8%)</b>	<b>30,061</b>	<b>30,046</b>	<b>16</b>	<b>0.1%</b>

**Chief Officer Group** – Overspend of £73k/5.4% year to date, mainly due to costs for two unbudgeted police officer roles. We are projecting the over spend to grow to £113k/6.2% by year end, mainly due to continuing unbudgeted pay costs. In addition, we are expecting contributions to national programmes to be £41k over budget this year. However, these costs are partly offset by lower conference and meeting expenses.

**Transport Services** – We are over budget by £241k/6.9% year to date and are expecting to be over budget by £341k/7.2% for the full year. The main reason for the over spend is higher fuel prices (we are forecast to be overspent by £305k on fuel). In addition, the Transport services team is stable with little staff turnover at present, thereby the vacancy topslice applied to pay budgets is generating a pressure here.

**Services Hub & Stores** – The under spend of £449k/9.5% year to date is driven by staff vacancies and an exceptional reversal of PPE/uniform costs. We are projecting this underspend to grow to £466k/7.3% for the full year, mainly due to continuing vacancies on police staff in the Admin Hub. In addition, we are anticipating the savings on stationery and postage costs achieved due to increased working from home to continue.

**Estates & Facilities** – We are £66k/0.6% under budget year to date but projecting a £40k/0.3% overspend for the full year. The department is carrying staff vacancies as it transitions to a new structure estimated to be complete by April 2022. We have also received more income in relation to rental agreements at HQ and the Bridewell than currently budgeted. These favourable variances are being offset by pressures on the repair & maintenance budget, with spend on Kenneth Steele House, Wilfred Fuller training centre and Cabot Park Vehicle Workshop. We are also incurring £39k for Yeovil Portacabin costs, initially budgeted as project spend, but now transferred to revenue expenditure. In addition, we are forecasting an over spend on energy costs of £72k due to gas and electricity price rises.

## **PEOPLE AND ORGANISATIONAL DEVELOPMENT 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 %
HR Operations	3,336	3,377	(41)	(1.2%)	4,555	4,533	22	0.5%

# OFFICIAL

Organisational Development	1,215	1,645	(430)	(26.1%)	1,646	2,136	(490)	(23.0%)
Learning	5,620	5,876	(256)	(4.4%)	8,051	8,130	(79)	(1.0%)
Occupational Health	694	749	(56)	(7.4%)	964	1,004	(40)	(4.0%)
Health & Safety	79	81	(3)	(3.5%)	105	109	(3)	(3.1%)
Portfolio Management Office	196	253	(57)	(22.5%)	265	341	(76)	(22.3%)
<b>P&amp;OD Directorate</b>	<b>11,138</b>	<b>11,981</b>	<b>(843)</b>	<b>(7.0%)</b>	<b>15,586</b>	<b>16,253</b>	<b>(666)</b>	<b>(4.1%)</b>

**HR Operations** – Year to date underspend of £41k/1.2% is largely due to savings in supplies & services where budgets for advertising, professional fees and course fees have not been spent according to the budget profile due to rolling out of Oleo and the current COVID situation. Underspend against assessment center's budget also contributes to the favorable variance.

**Forecast to Year end** – The forecast position is an over spend of £22k/0.5%. Police Staff Pay is expected to be overspent by £240k due to the continuation of approved temporary roles supporting the delivery of our officer uplift. £185k budgeted 'top slice' saving on vacancies is not expected to be achieved as the department has been over established. Reasonable adjustments budget is expected to be overspent by £22k. There are savings in supplies & savings that offset some of this anticipated overspend. A revised £88k forecasted underspend against assessment centres planned for 2021/22 has increased the amount available to offset the over spend in staff pay.

**Organisational Development** – Year to date underspend of £430k/26.1%. Forecast to year-end is an under spend of £490k/23.0%. The variance is driven by an underspend relating to vacant posts in the Federation, Organisational Development and Diversity and Inclusion teams. Police pay projected underspend £119k and staff underspend £169k. CMB has agreed the removal of 2 outreach worker posts but £63k budget for the vacant posts still remains in 2021/22. Some over-achieved income together with savings against the Wellbeing budget also contribute to the favorable variance. £21k of the budget for LGBT is not expected to be spent due to the conference being held virtually. 3 fixed term contract roles were approved for 18 months by the Leadership Academy business case however only two posts have been recruited (1 x Sc6 started in August 2021 and 1 x SO2 will start in January 2022). A request will be made for underspend against the Leadership Academy budget to be carried forward to 2022/23 to ensure that all three posts are funded to the full term.

**Learning** – Year to date underspend of £256k/4.4%. The year to date variance is primarily driven by an under spend against Learning pay budget of £212k 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 over next three months. The underspend is offset by an overspend against DHEP fees and £139k 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.

**Forecast to Year end** - The forecast position is an under spend of £79k/0.9%. Overspend against DHEP fees and £139k budget pressure as result of extension hire of the temporary gymnasium for our PCDA and PCSO training is offset by the underspend on Police Officer pay due to the number of officer vacancies within the department. Recruitment for police staff has taken place for the majority of the vacant roles and staff levels are now at establishment but are expected to increase over next three months.

**Occupational Health** – Year to date underspend of £56k/7.4%. The variance is primarily driven by an under spend of £31k relating to vacant posts within the department. The PSA and Occupational Health Nurse posts are not expected to be filled in this financial year due to delays in the regrading process on both posts and notice periods required. Savings in supplies & services budget as result of current COVID-19 restrictions and continued working from home also contributes to this under spend variance. The forecast position is an under spend of £40k/4%.

**Portfolio Management Office** – Year to date underspend of £57k/22.5%. The year to date underspend primarily relates to two vacant assistant project manager posts within the department. These two posts were temporarily placed to the Portfolio Management Office when the structure was moved from Transformation & Improvement. Funding for these posts are likely to be moved in the future to create additional Project Manager posts once formal consultation with the existing APM cohort is concluded and a final position is confirmed. The forecast position is an under spend of £76k/22.3%.

#### **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	1,734	1,658	75	4.6%	2,367	2,200	167	7.6%

**Legal & Compliance** – Year to date over spend of £75k/4.6%. The over spend relates in the main to the legal costs & services, court application fees, counsel fees and the contingencies (settlements etc.). Some of this over spend is being offset by the income for disclosures and equipment software.

Projection to year end is an over spend of £167k/7.6% The over spend is expected to continue due to legal costs & services and contingencies.

#### **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	1,279	1,416	(136)	(9.6%)	1,718	1,888	(170)	(9.0%)
Performance & Insight	836	1,227	(391)	(31.9%)	1,298	1,758	(460)	(26.2%)
Force Crime & Incident Registrar	0	0	0	0.0%	0	0	0	0.0%
Strategic Projects	141	54	87	162.4%	157	72	85	118.7%
Corporate Communications	708	715	(6)	(0.9%)	969	968	0	0.0%
Professional Standards	1,767	1,877	(110)	(5.9%)	2,449	2,507	(58)	(2.3%)
<b>Directorate of the Chief of Staff</b>	<b>4,731</b>	<b>5,288</b>	<b>(556)</b>	<b>(10.5%)</b>	<b>6,591</b>	<b>7,194</b>	<b>(603)</b>	<b>(8.4%)</b>

**Performance & Assurance** – Year to date underspend of £136k/9.6% is primarily driven by an under spend in police officer/staff pay of £129k which reflects the level of vacancies within the department. Recruitment is underway. Two PO6-9 Improvement Consultant vacancies will be filled over the next couple of months. There are £17k savings in supplies & services which also contribute to the under spend variance. Staff overtime is projecting an over spend of £20k and this is down to a backlog of work within the Crime Data Integrity Team. This has been approved by the DCC as an agreed budget pressure for the department. Forecast to year end is an under spend of £170k/9.0%.

**Performance & Insight** – Year to date underspend of £391k/31.9%. The 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. Four posts including Senior Data Scientist, Data Scientist, Multi Agency BI Developer and Performance Analyst have been filled but start dates are pending vetting. Recruitment for other vacancies is underway. £27k income for 60 Qlik Licenses charged to National Police Uplift program together with £25k income from Data Accelerator Project also contribute to the under spend variance. Forecast to year end is an under spend of £460k/26.2%.

**Strategic Projects** – Year to date overspend of £87k/162.4%. The year to date overspend is primarily



driven by staff pay and is the result of unbudgeted temporary ERP Program Director post approved by COG until Mar 24 to oversee the implementation of the new ERP system. Forecast to year end is an over spend of £85k/118.7%.

**Professional Standards** – Year to date underspend of £110k/5.9%. The year to date underspend is primarily due to the number of officer and staff vacancies within the department. The team currently has 3.36 FTE staff vacancies and 1.0 FTE officer vacancy from April to October which generates £115k underspend. Recruitment is underway and three vetting researchers will be joining the department in January 2022.

Forecast to year-end is an under spend of £58k/2.3% which is largely driven by Police Officer/Staff Pay due to vacancies earlier in the year. £17k anticipated savings against the hearings budget also contribute to the under spend 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	5,058	5,410	(351)	(6.5%)	7,722	8,102	(379)	(4.7%)
Officer & Staff Allowances	(1,610)	(1,015)	(595)	58.6%	(1,487)	(491)	(996)	202.7%
Central Costs	2,371	2,302	69	3.0%	10,812	10,171	642	6.3%
Covid 19	456	0	456	0.0%	0	0	(0)	0.0%
Central Savings	0	780	(780)	(100.0%)	0	780	(780)	(100.0%)
<b>Central Costs</b>	<b>6,276</b>	<b>7,478</b>	<b>(1,202)</b>	<b>(16.1%)</b>	<b>17,047</b>	<b>18,562</b>	<b>(1,514)</b>	<b>(8.2%)</b>

**Pensions** – The year to date underspend of £351k/6.5% is the result of savings on recurring basic injury pensions, injury gratuities and CECP<sup>1</sup>, this continues to year end where there is a forecasted position showing an under spend of £379k/4.7%. This area has been reviewed for budget setting and we have rebased the budget to reflect current spend patterns.

**Officer & Staff Allowances** – The year to date underspend of £595k/58.6% is driven by savings on standby allowance and the associated NI and savings against apprenticeship levy (funding set aside for co-investment once apprenticeship levy pot has been exhausted). The forecasted year end position is an under spend of £996k/202.7%. This forecasted figure includes an adjustment catering for an increase in police officer leavers. Due to the complexities around our police officer pay forecast we have added this global factor to central budgets to ensure that we are in line with our current run rate on police officer underspends.

**Covid-19 costs** – Year to date overspend of £456k and a break even position is reported for the end of the year. Included within this are direct costs of responding to Covid-19 offset by earmarked funding to support these costs. This includes:-

- **Covid-19 Enforcement Grant** – grant funding of £705k for Covid-19 enforcement released from reserves to match actual enforcement costs incurred. This funding supports additional overtime and other supporting costs associated with COVID enforcement.

**Central Savings** – Year to date and forecasted underspend of £780k/100%. This relates to in year savings that have been identified. These include £291k on NPAS (National Policing Airport Support); £35k on Police

<sup>1</sup>CECP - payment of a charge for each early ill-health retirement as a medical retirement with an early ill-health pension is more expensive for the pension scheme than the cost of that same officer leaving the service with a deferred pension. The capital-equivalent charge is paid for each early ill-health retirement at twice the average pensionable pay. The payment of the charge is made in full in the year in which the retirement occurs.

Live Services (IT National system); £10k on Lewis House; £11k on ESN (Emergency Services Network – Airwaves); £112k on the Improvement & Transformation Directorate restructure; £111k for correction to Black Rock contribution; £95k on NI threshold amendments; £55k for pay awards savings; £50k due to a double counting of cost for LIMA licenses and £9k of other miscellaneous savings.

### Central Costs

ANNEX B - Mgt Structure 2021/22 Revenue Outturn December 2021	21/22 YTD Actual	21/22 YTD Budget	Over/ (Under)	Over/ (Under)	21/21 Q3 Projected Outturn	21/22 Annual Budget	21/22 Projected Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Bristol Airport	(16)	(25)	8	(33.3%)	(20)	(25)	5	(21.0%)
Glastonbury Festival	0	0	0	0.0%	0	0	0	0.0%
HQ Central	4,177	4,119	58	1.4%	11,541	11,505	36	0.3%
Reserves	(1,611)	(1,792)	181	(10.1%)	(1,611)	(1,310)	(302)	23.0%
UC Claims	0	0	0	0.0%	1,132	0	1,132	0.0%
Wilfred Fuller	(179)	0	(179)	0.0%	(230)	0	(230)	0.0%
<b>Central Costs</b>	<b>2,371</b>	<b>2,302</b>	<b>69</b>	<b>3.0%</b>	<b>10,812</b>	<b>10,171</b>	<b>642</b>	<b>6.3%</b>

HQ Central – a year to date over spend of £58k/1.4% which is forecasted to drop to £36.0/0.3% by year end. 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	(22)	22	0	(37)	37
Police Staff pay and allowances	0	(158)	158	0	(171)	171
S&S - Other costs	0	0	0	0	509	(509)
Transfers to/(from) reserves	(1,611)	(1,611)	0	(1,611)	(1,611)	(0)
<b>TOTAL</b>	<b>(1,611)</b>	<b>(1,791)</b>	<b>180</b>	<b>(1,611)</b>	<b>(1,310)</b>	<b>(301)</b>

*Police Officer pay and allowances* – the forecasted underspend of £37k relates to a top slice adjustment for PC representative force (£58k). The top slice adjustment is further offset by the surplus funding 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 budget setting however, as an interim solution an increase to top slice has been applied to reserves in order to transfer budgets to the respective areas.

*Supplies & Services other costs* – is forecasting an under spend of £509k which relates to surplus budgets for temporary equipment (£309k) and training (£201k) yet to be fully utilized.

*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.

*Wilfred Fuller* – The year to date variance of £179k 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 £230k overachievement in income and this takes account of further training courses that are scheduled to be held at Wilfred Fuller. The overachievement in income offsets premises related expenditure that is being incurred at Wilfred Fuller and accounted for under estates.



#### 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 £24.5m 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	12,460	1,168	13,628	27	13,655
Digital Projects	3,131	427	3,558	0	3,558
Estate Projects	4,921	468	5,389	0	5,389
Other projects	750	0	750	40	790
Funded or part funded projects	0	0	0	1,142	1,142
<b>TOTAL</b>	<b>21,262</b>	<b>2,063</b>	<b>23,325</b>	<b>1,209</b>	<b>24,534</b>

#### 21/22 CAPITAL PROGRAMME OUTTURN

	Total Plan	Actual P1-P9		Forecast Outturn		Over/(Under)	
	£'000	£'000	%	£'000	%	£'000	%
Asset Replacement & Renewal	13,654	3,504	25.66%	5,414	40%	(4,737)	(34.7%)
Digital Projects	3,558	307	8.62%	361	10%	(2,891)	(81.2%)
Estate Projects	5,389	244	4.53%	408	8%	(4,737)	(87.9%)
Other projects	790	258	32.60%	0	0%	(532)	(67.4%)
Funded or part funded projects	1,142	472	41.34%	433	38%	(237)	(20.8%)
<b>TOTAL</b>	<b>24,534</b>	<b>4,784</b>	<b>19.50%</b>	<b>6,615</b>	<b>27%</b>	<b>(13,134)</b>	<b>(53.5%)</b>

At the end of Quarter 3 21/22 £4.8m (19.5%) of the capital programme had been spent, further details of which are included within Annex E. We are anticipating to be £13.1m underspent against budget by the end of the year. The main reason for the under spend relates to the closure of the Yeovil project within Estates (as it has been superseded by the wider South Somerset review) and several digital programmes not able to be completed this 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

£3.5m (26% of the plan) has been spent on asset replacement and renewal by the end of Quarter 3. We expect to spend £8.9m (65% of the plan) by the end of the financial year, and we are projecting to be £4.7m underspend against budget

- IT Renewal and replacements - £1.6m expenditure incurred to date, mainly on laptops, mobiles and airwave handsets, with a further £3.7m spend planned for the rest of the year. We expect to be £2.9k under budget by the end of the year: primarily driven by the laptop roll out where an over spend of £2.4m 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 £3.6m, due to the creation of the infrastructure transformation task force in June still to confirm business case and be fully resourced, and the contact centre design of £175k due to resourcing so will be reallocated into next year

- Estates rolling replacement and renewal – £528k expenditure to date (54% of plan). We expect to spend a further £188k this year, and we are projecting a £269k under spend against budget. The main areas of spend are £252k Wincanton, £180k mechanical & electrical system (3 boiler replacements) and £125k Weston Super Mare enquiry office.
- Vehicle replacements - £1.3m (33.4% of plan) has been spent on replacement vehicles in Quarter 3. We anticipate a further £1.0m to be spent this year, £1.5m less than budget, due to push back of some deliveries to 2022/2023. Key areas of spend include £0.6m on Ops Support, £0.7m on Tactical Support team and £0.2m on Neighbourhood. The agreement of the national framework for vehicle procurement has been completed, all orders have now been placed. 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 £87k incurred so far, mainly on ANPR replacement hardware and we anticipate a further £230k to be incurred during 21/22

### DIGITAL PROJECTS

£307k capital spend was incurred to the end of Quarter 3 for digital projects. £0.7m (19% of the plan) is forecast to be incurred in the year, and we are projecting to be £2.9m underspent against budget mainly due to delays on National projects;

- ESN forecasting a £1m underspend against budget due to further delays
- National enabling programme forecasting £502k underspend against budget due to delay in the recruitment of engineers to carry out the work.

### ESTATES PROJECTS

At the end of Quarter 3 £244k (5% of the plan) had been spent on the Estates programme. We are forecasting expenditure of £0.7m (13% of the plan) for the full year and we are projecting an £4.7m underspend against budget. The main reason for the under spend is the deferral of the Yeovil project and the assumption that there will be minimal capital costs on the project during this year.

- Yeovil police station - £4.2m projected underspend this year. The current project has ended and options are being considered under a wider project to review South Somerset; only revenue costs are being incurred on this project this year.
- Bristol Trinity Road - £5k spend forecast for the year, objections to planning permission raised by council and arts council. This has resulted in the project being pushed back and only planning and consultant fees being incurred this year.
- Broadbury Road - £10k spend forecast for the year, £340k under budget. The £340k 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 March 22. Forecasted spend to cover surveys expected Q4.
- Bath - Potential co-location with Fire Service – has been completed in line with budget (£34k) no further spend expected.
- Bath Neighbourhood base – £287k forecast to be spent this year, £38k spent so far. Project expected to be 90% complete by the end of March.
- New Williton police station – £28k remaining spend forecast by the end of Q4, in line with project budget.

### OTHER PROJECTS

Other projects are expected to be £433k under budget this year due to no spend on Regional Niche projects and costs for the Pronto implementation project included within revenue expenditure

### 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 £904k will be spent in 21/22 and the key highlights from this element of the capital plan include:

- Counter Terrorism Policing SW (CTPSW) Premises – £61k
- CTPSW vehicles -£183k
- South West Regional Organised Crime Unit vehicles -£172k

### CAPITAL FUNDING

The level of borrowing was forecasted to be £4.0m, however due to the pause on 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**

The Quarter 3 report highlights a forecasted year end underspend of *£4.4m* which is *1.3%* of the total planned revenue budget. In comparison to the forecasted position at Q2 the forecast at Q3 has only marginally moved however, overall there are significant underlying movements that are explained in the report. In the Q3 report there is a tightening up of our forecast around police and staff pay and supplies & services. As we approach the final quarter we will continue to monitor pay and explore other opportunities that could help reduce the current forecasted gap.

The capital forecast has become more committed over Q3 and the forecast now totals *£11.4m* which is *46.5%* of the total planned capital budget. We are looking to deliver £6.6m of forecasted cost in the last quarter which remains an ambitious target to spend by year end. The plan is to continue working closely with Directorates and look for opportunities to unlock some of the organisational blockers and possibly bring forward and accelerate initiatives that can be delivered by year end.

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

ANNEX A - Subjective Structure 2021/22 Revenue Outturn December 2021	21/22 YTD Actual	21/22 YTD Budget	Over/ (Under)	Over/ (Under)	21/21 Q3 Projected Outturn	21/22 Annual Budget	21/22 Projected Over/ (Under)	Over/ (Under)
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
Police Officer pay and allowances	115,318	116,452	(1,134)	(1.0%)	154,036	156,258	(2,221)	(1.4%)
Police Officer Overtime	4,977	4,171	806	19.3%	8,188	6,764	1,423	21.0%
Police Staff pay and allowances	66,797	68,718	(1,921)	(2.8%)	89,105	91,737	(2,632)	(2.9%)
Police Staff Overtime	1,203	831	372	44.7%	1,909	1,327	583	43.9%
PCSO pay and allowances	10,062	9,154	907	9.9%	13,428	12,222	1,206	9.9%
PCSO Overtime	63	17	46	278.3%	105	35	70	200.2%
Indirect Employee Expenses	1,325	1,474	(149)	(10.1%)	1,740	1,925	(185)	(9.6%)
Pensions	6,057	6,392	(335)	(5.2%)	8,167	8,520	(353)	(4.1%)
<b>EMPLOYEE COSTS</b>	<b>205,801</b>	<b>207,209</b>	<b>(1,407)</b>	<b>(0.7%)</b>	<b>276,678</b>	<b>278,788</b>	<b>(2,110)</b>	<b>(0.8%)</b>
<b>PREMISES COSTS</b>	<b>11,644</b>	<b>11,175</b>	<b>469</b>	<b>4.2%</b>	<b>14,389</b>	<b>13,997</b>	<b>392</b>	<b>2.8%</b>
<b>TRANSPORT COSTS</b>	<b>3,706</b>	<b>3,604</b>	<b>102</b>	<b>2.8%</b>	<b>5,044</b>	<b>4,944</b>	<b>100</b>	<b>2.0%</b>
<b>S&amp;S - COMMUNICATIONS AND COMPUTING COSTS</b>	<b>14,680</b>	<b>12,748</b>	<b>1,932</b>	<b>15.2%</b>	<b>18,421</b>	<b>16,901</b>	<b>1,519</b>	<b>9.0%</b>
<b>S&amp;S - FORENSICS COSTS</b>	<b>42</b>	<b>67</b>	<b>(25)</b>	<b>(37.6%)</b>	<b>56</b>	<b>91</b>	<b>(35)</b>	<b>(38.7%)</b>
<b>S&amp;S - OTHER COSTS</b>	<b>9,965</b>	<b>11,419</b>	<b>(1,454)</b>	<b>(12.7%)</b>	<b>15,638</b>	<b>15,644</b>	<b>(7)</b>	<b>(0.0%)</b>
<b>PARTNERSHIP COSTS (3RD PARTY PAYMENTS)</b>	<b>12,023</b>	<b>11,857</b>	<b>166</b>	<b>1.4%</b>	<b>15,622</b>	<b>16,113</b>	<b>(492)</b>	<b>(3.1%)</b>
<b>TRANSFERS TO/(FROM) RESERVES</b>	<b>(1,665)</b>	<b>(1,475)</b>	<b>(191)</b>	<b>12.9%</b>	<b>(2,123)</b>	<b>(1,440)</b>	<b>(683)</b>	<b>47.4%</b>
<b>CAPITAL FINANCING COSTS</b>	<b>8,336</b>	<b>8,266</b>	<b>70</b>	<b>0.8%</b>	<b>16,642</b>	<b>17,475</b>	<b>(833)</b>	<b>(4.8%)</b>
<b>SAVINGS ACHIEVED</b>	<b>0</b>	<b>780</b>	<b>(780)</b>	<b>0.0%</b>	<b>0</b>	<b>780</b>	<b>(780)</b>	<b>(100.0%)</b>
<b>TOTAL CONSTABULARY EXPENDITURE</b>	<b>264,532</b>	<b>265,650</b>	<b>(1,118)</b>	<b>(0.4%)</b>	<b>360,365</b>	<b>363,293</b>	<b>(2,928)</b>	<b>(0.8%)</b>
INCOME - SPECIAL GRANTS	(11,010)	(10,757)	(253)	2.4%	(12,006)	(12,638)	632	(5.0%)
INCOME - OTHER	(12,685)	(10,073)	(2,612)	25.9%	(15,563)	(13,599)	(1,964)	14.4%
<b>TOTAL CONSTABULARY INCOME</b>	<b>(23,696)</b>	<b>(20,830)</b>	<b>(2,865)</b>	<b>13.8%</b>	<b>(27,570)</b>	<b>(26,237)</b>	<b>(1,333)</b>	<b>5.1%</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>240,836</b>	<b>244,820</b>	<b>(3,983)</b>	<b>(1.6%)</b>	<b>332,796</b>	<b>337,057</b>	<b>(4,261)</b>	<b>(1.3%)</b>
MISCELLANEOUS	9	0	9	0.0%	0	0	0	0.0%
GRANTS	(1,184)	(1,078)	(106)	9.9%	(1,464)	(1,464)	0	(0.0%)
SECONDEES	(0)	0	(0)	0.0%	0	0	0	0.0%
<b>TOTAL CONSTABULARY</b>	<b>239,661</b>	<b>243,742</b>	<b>(4,081)</b>	<b>(1.7%)</b>	<b>331,332</b>	<b>335,593</b>	<b>(4,261)</b>	<b>(1.3%)</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,166	1,297	(131)	(10.1%)	1,719	1,757	(38)	(2.2%)
COMMISSIONING COSTS	1,313	2,723	(1,410)	(51.8%)	3,403	3,529	(126)	(3.6%)
<b>TOTAL OPCC AND COMMISSIONING</b>	<b>2,479</b>	<b>4,020</b>	<b>(1,540)</b>	<b>(38.3%)</b>	<b>5,122</b>	<b>5,287</b>	<b>(165)</b>	<b>(3.1%)</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>242,140</b>	<b>247,761</b>	<b>(5,621)</b>	<b>(2.3%)</b>	<b>336,453</b>	<b>340,879</b>	<b>(4,426)</b>	<b>(1.3%)</b>



# OFFICIAL

ANNEX B - Mgt Structure 2021/22 Revenue Outturn December 2021	21/22 YTD Actual £'000	21/22 YTD Budget £'000	Over/ (Under) £'000	Over/ (Under) %	21/21 Q3 Projected Outturn £'000	21/22 Annual Budget £'000	21/22 Projected Over/ (Under) £'000	Over/ (Under) %
Neighbourhood Policing	24,477	24,811	(335)	(1.3%)	33,057	33,718	(661)	(2.0%)
Road Safety	5	117	(112)	(95.6%)	144	156	(13)	(8.1%)
Offender Management	4,101	5,140	(1,039)	(20.2%)	5,685	7,049	(1,364)	(19.4%)
Victims and Safeguarding	3,337	3,341	(4)	(0.1%)	4,409	4,434	(25)	(0.6%)
Citizens in Policing	381	432	(50)	(11.7%)	554	592	(38)	(6.4%)
<b>NEIGHBOURHOOD &amp; PARTNERSHIP</b>	<b>32,300</b>	<b>33,841</b>	<b>(1,540)</b>	<b>(4.6%)</b>	<b>43,849</b>	<b>45,949</b>	<b>(2,100)</b>	<b>(4.6%)</b>
Command and Control	15,548	15,538	10	0.1%	20,883	20,843	41	0.2%
Patrol	42,394	36,522	5,872	16.1%	56,646	49,249	7,396	15.0%
Detainee Investigation Support	5,490	5,707	(216)	(3.8%)	7,419	7,648	(228)	(3.0%)
<b>RESPONSE</b>	<b>63,432</b>	<b>57,766</b>	<b>5,666</b>	<b>9.8%</b>	<b>84,948</b>	<b>77,739</b>	<b>7,209</b>	<b>9.3%</b>
Criminal Justice	10,583	10,664	(81)	(0.8%)	14,110	14,341	(231)	(1.6%)
Operations Major Incidents	(536)	185	(721)	(389.1%)	(146)	247	(393)	(158.9%)
Operations	5,130	5,559	(428)	(7.7%)	7,237	7,193	44	0.6%
Operation Remedy	4,887	6,061	(1,174)	(19.4%)	6,645	8,019	(1,374)	(17.1%)
Serious & Violent Crime	586	590	(4)	(0.7%)	752	774	(22)	(2.9%)
Intelligence and Tasking	7,903	8,070	(167)	(2.1%)	10,484	10,782	(298)	(2.8%)
Tactical Support Team	10,590	10,987	(397)	(3.6%)	14,507	14,725	(219)	(1.5%)
ADDER Drugs	547	494	54	10.9%	690	690	(0)	(0.0%)
<b>OPERATIONAL SUPPORT</b>	<b>39,691</b>	<b>42,610</b>	<b>(2,919)</b>	<b>(6.9%)</b>	<b>54,279</b>	<b>56,771</b>	<b>(2,492)</b>	<b>(4.4%)</b>
Investigation	24,399	26,629	(2,229)	(8.4%)	33,390	35,988	(2,597)	(7.2%)
Investigation Major Incidents	585	678	(93)	(13.7%)	905	905	0	0.0%
<b>INVESTIGATION</b>	<b>24,984</b>	<b>27,306</b>	<b>(2,322)</b>	<b>(8.5%)</b>	<b>34,295</b>	<b>36,893</b>	<b>(2,597)</b>	<b>(7.0%)</b>
Scientific Investigation	6,053	5,951	102	1.7%	7,939	7,943	(4)	(0.1%)
Major Crime Investigation	3,830	4,000	(170)	(4.2%)	5,213	5,363	(150)	(2.8%)
South West ROCU	2,504	2,638	(134)	(5.1%)	3,289	3,937	(648)	(16.5%)
Special Branch	709	868	(160)	(18.4%)	1,005	1,161	(156)	(13.5%)
Black Rock	737	938	(201)	(21.4%)	982	1,250	(268)	(21.4%)
Counter Terrorism Specialist Firearms	423	581	(158)	(27.2%)	913	789	124	15.7%
SWPCP ACC	41	33	8	23.7%	54	44	10	23.7%
SWPPS Collaboration	330	344	(14)	(4.2%)	440	471	(31)	(6.6%)
Regional Collaboration	459	343	116	33.9%	357	457	(100)	(21.9%)
<b>COLLABORATION</b>	<b>15,085</b>	<b>15,696</b>	<b>(611)</b>	<b>(3.9%)</b>	<b>20,193</b>	<b>21,416</b>	<b>(1,224)</b>	<b>(5.7%)</b>
Information Technology Directorate	18,526	18,068	458	2.5%	23,580	24,036	(456)	(1.9%)
<b>INFORMATION TECHNOLOGY DIRECTORATE</b>	<b>18,526</b>	<b>18,068</b>	<b>458</b>	<b>2.5%</b>	<b>23,580</b>	<b>24,036</b>	<b>(456)</b>	<b>(1.9%)</b>
Chief Officer Group	1,437	1,363	73	5.4%	1,929	1,816	113	6.2%
Evidential Property	494	506	(12)	(2.3%)	648	677	(28)	(4.2%)
Transport Services	3,739	3,498	241	6.9%	5,115	4,774	341	7.2%
Services Hub & Stores	4,297	4,746	(449)	(9.5%)	5,894	6,361	(466)	(7.3%)
Finance Department	1,425	1,409	16	1.1%	1,885	1,875	10	0.5%
Strategic Procurement Services	41	52	(11)	(21.9%)	41	48	(7)	(14.0%)
Estates and Facilities Department	11,226	11,291	(66)	(0.6%)	14,185	14,145	40	0.3%
FBS Delivery Programme	281	263	18	6.7%	363	351	12	3.5%
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	<b>22,938</b>	<b>23,128</b>	<b>(190)</b>	<b>(0.8%)</b>	<b>30,061</b>	<b>30,046</b>	<b>16</b>	<b>0.1%</b>
HR Operations	3,336	3,377	(41)	(1.2%)	4,555	4,533	22	0.5%
Organisational Development	1,215	1,645	(430)	(26.1%)	1,646	2,136	(490)	(23.0%)
Learning	5,620	5,876	(256)	(4.4%)	8,051	8,130	(79)	(1.0%)
Occupational Health	694	749	(56)	(7.4%)	964	1,004	(40)	(4.0%)
Health & Safety	79	81	(3)	(3.5%)	105	109	(3)	(3.1%)
Portfolio Management Office	196	253	(57)	(22.5%)	265	341	(76)	(22.3%)
<b>PEOPLE &amp; ORG DEVELOPMENT DIRECTORATE</b>	<b>11,138</b>	<b>11,981</b>	<b>(843)</b>	<b>(7.0%)</b>	<b>15,586</b>	<b>16,253</b>	<b>(666)</b>	<b>(4.1%)</b>
Legal & Compliance	1,734	1,658	76	4.6%	2,367	2,200	167	7.6%
<b>LEGAL &amp; COMPLIANCE DIRECTORATE</b>	<b>1,734</b>	<b>1,658</b>	<b>76</b>	<b>4.6%</b>	<b>2,367</b>	<b>2,200</b>	<b>167</b>	<b>7.6%</b>
Performance & Assurance	1,279	1,416	(136)	(9.6%)	1,718	1,888	(170)	(9.0%)
Performance & Insight	836	1,227	(391)	(31.9%)	1,298	1,758	(460)	(26.2%)
Force Crime & Incident Registrar	0	0	0	0.0%	0	0	0	0.0%
Strategic Projects	141	54	87	162.4%	157	72	85	118.7%
Corporate Communications	708	715	(6)	(0.9%)	969	968	0	0.0%
Professional Standards Department	1,767	1,877	(110)	(5.9%)	2,449	2,507	(58)	(2.3%)
<b>DIRECTORATE OF THE CHIEF OF STAFF</b>	<b>4,731</b>	<b>5,288</b>	<b>(556)</b>	<b>(10.5%)</b>	<b>6,591</b>	<b>7,194</b>	<b>(603)</b>	<b>(8.4%)</b>
Pensions	5,058	5,410	(351)	(6.5%)	7,722	8,102	(379)	(4.7%)
Officer & Staff Allowances	(1,610)	(1,015)	(595)	58.6%	(1,487)	(491)	(996)	202.7%
<b>Central Costs</b>	<b>2,371</b>	<b>2,302</b>	<b>69</b>	<b>3.0%</b>	<b>10,812</b>	<b>10,171</b>	<b>642</b>	<b>6.3%</b>
Covid 19	456	0	456	0.0%	0	0	0	0.0%
Central Savings	0	780	(780)	(100.0%)	0	780	(780)	(100.0%)
Student Officers	0	0	0	0.0%	0	0	0	0.0%
<b>CENTRAL COSTS</b>	<b>6,276</b>	<b>7,478</b>	<b>(1,202)</b>	<b>(16.1%)</b>	<b>17,047</b>	<b>18,562</b>	<b>(1,514)</b>	<b>(8.2%)</b>
<b>TOTAL CONSTABULARY (exc Misc/Grants/Secondees)</b>	<b>240,836</b>	<b>244,820</b>	<b>(3,983)</b>	<b>(1.6%)</b>	<b>332,796</b>	<b>337,057</b>	<b>(4,261)</b>	<b>(1.3%)</b>
MISCELLANEOUS	9	0	9	0.0%	0	0	0	0.0%
GRANTS	(1,184)	(1,078)	(106)	9.9%	(1,464)	(1,464)	0	(0.0%)
SECONDEES	(0)	0	(0)	0.0%	0	0	0	0.0%
<b>TOTAL CONSTABULARY</b>	<b>239,661</b>	<b>243,742</b>	<b>(4,081)</b>	<b>(1.7%)</b>	<b>331,332</b>	<b>335,593</b>	<b>(4,261)</b>	<b>(1.3%)</b>
OFFICE OF THE POLICE AND CRIME COMMISSIONER	1,166	1,297	(131)	(10.1%)	1,719	1,757	(38)	(2.2%)
COMMISSIONING COSTS	1,313	2,723	(1,410)	(51.8%)	3,403	3,529	(126)	(3.6%)
<b>TOTAL OPCS AND COMMISSIONING</b>	<b>2,479</b>	<b>4,020</b>	<b>(1,540)</b>	<b>(38.3%)</b>	<b>5,122</b>	<b>5,287</b>	<b>(165)</b>	<b>(3.1%)</b>
<b>TOTAL REVENUE EXPENDITURE</b>	<b>242,140</b>	<b>247,761</b>	<b>(5,621)</b>	<b>(2.3%)</b>	<b>336,453</b>	<b>340,879</b>	<b>(4,426)</b>	<b>(1.3%)</b>

ANNEX C																
Police Officer Overtime December 2021																
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL	YTD Budget	YTD Variance	YTD %	Projection	Annual Budget	(Under) / Over Spent
Neighbourhood Policing	42,831	46,521	32,044	23,385	13,734	32,858	20,107	18,585	16,078	246,143	257,753	- 11,610		455,655	317,800	137,855
Road Safety	- 3,600	-	8,257	1,764	2,226	3,848	1,927	3,344	2,038	19,803	-	19,803		29,704	-	29,704
Offender Management	- 308	3,566	2,957	2,958	4,328	8,273	6,255	6,330	5,061	39,421	20,259	19,162		59,364	30,400	28,964
Victims and Safeguarding	711	-	507	-	598	296	-	-	623	2,735	8,530	- 5,795		4,102	12,800	- 8,698
Citizens in Policing	-	-	-	-	-	83	- 83	-	-	-	-	-		-	-	-
NEIGHBOURHOOD & PARTNERSHIP	39,634	50,087	43,764	28,108	20,884	45,359	28,206	28,259	23,800	308,101	286,542	21,559	7.5%	548,825	361,000	187,825
Command and Control	7,062	8,228	5,856	3,375	3,290	9,234	2,920	3,094	5,438	48,496	4,332	44,165		90,913	6,500	84,413
Patrol	117,497	200,645	165,127	115,925	108,367	173,767	130,741	107,892	104,464	1,224,425	1,081,345	143,080		2,166,475	1,991,700	174,775
Detainee Investigation Support	16,519	18,408	17,060	18,926	9,217	17,812	9,785	7,625	11,865	127,217	44,592	82,625		219,758	84,900	134,858
RESPONSE	141,078	227,280	188,043	138,226	120,874	200,813	143,447	118,611	121,767	1,400,138	1,130,269	269,869	23.9%	2,477,146	2,083,100	394,046
Criminal Justice	16,024	20,523	11,438	7,120	3,253	13,144	7,399	7,317	7,024	93,243	150,024	- 56,781		172,642	255,700	- 83,058
Operations Major Incidents	15,964	85,750	40,737	149,122	6,915	10,687	- 866	15,543	198,124	521,976	124,817	397,159		753,312	166,400	586,912
Operations	8,363	12,578	14,491	28,085	21,775	35,693	82,195	61,480	27,016	291,675	214,220	77,455		503,494	331,900	171,594
Operation Remedy	24,345	26,251	26,883	29,869	20,848	20,519	37,088	27,196	28,117	241,115	199,920	41,195		352,115	300,000	52,115
Serious & Violent Crime	7,502	10,439	79,890	- 14,751	34,942	38,248	44,193	45,780	58,779	305,021	410,134	- 105,112		418,194	432,900	- 14,706
Intelligence and Tasking	2,927	11,923	9,490	5,212	9,042	4,741	4,254	4,434	4,976	57,000	46,421	10,579		95,957	81,100	14,857
Tactical Support Team	31,131	54,997	43,310	36,519	38,437	57,003	36,509	46,219	40,022	384,147	287,069	97,078		642,852	460,700	182,152
ADDER Drugs	-	-	153	-	1,833	956	1,209	2,085	559	6,794	200,802	- 194,008		41,366	-	41,366
OPERATIONAL SUPPORT	106,256	222,461	226,392	241,175	137,044	180,990	211,982	210,054	364,616	1,900,972	1,633,407	267,565	16.4%	2,979,932	2,028,700	951,232
Investigation	46,536	81,893	71,691	56,521	57,762	69,719	80,190	68,701	80,671	613,683	637,091	- 23,407		1,027,891	1,035,800	- 7,909
Investigation Major Incidents	25,266	39,294	32,435	22,925	29,453	23,789	40,225	45,234	53,935	312,556	360,037	- 47,481		473,072	482,500	- 9,428
INVESTIGATION	71,802	121,187	104,126	79,446	87,215	93,508	120,414	113,935	134,606	926,239	997,127	- 70,888	-7.1%	1,500,962	1,518,300	- 17,338
Major Crime Investigations	5,571	4,578	2,202	2,221	2,413	3,299	7,031	9,200	7,137	43,653	23,328	20,325		73,259	43,000	30,259
Special Branch	- 384	871	108	1,314	1,723	345	214	333	2,267	6,792	10,396	- 3,605		14,236	16,600	- 2,364
Counter Terrorism Specialist Firearms	- 61	30,157	11,723	21,731	- 38,735	48,882	4,925	15,456	- 126	93,952	69,806	24,146		142,190	105,900	36,290
COLLABORATION	5,125	35,606	14,033	25,267	- 34,598	52,526	12,170	24,989	9,278	144,397	103,531	40,866	39.5%	229,685	165,500	64,185
Chief Officer Group	1,624	-	350	343	-	-	-	-	-	2,317	-	2,317		2,317	-	2,317
Services Hub	0	-	0	-	288	539	591	724	1,734	3,876	-	3,876		5,685	-	5,685
FINANCE & BUSINESS SERVICES DIRECTORATE	1,624	-	351	343	288	539	591	724	1,734	6,193	-	6,193	0.0%	8,002	-	8,002
Organisational Development	-	-	-	-	-	-	623	-	1	624	333	291		936	500	436
Learning	- 134	1,946	3,471	- 1,892	176	36	1,104	396	2,605	7,708	4,265	3,443		11,562	6,400	5,162
PEOPLE & ORGANISATIONAL DEVELOPMENT DIRECTORATE	- 134	1,946	3,471	- 1,892	176	36	1,727	396	2,606	8,332	4,598	3,734	81.2%	12,498	6,900	5,598
Performance & Assurance	-	-	2,179	852	-	201	361	0	347	3,940	4,731	- 791		4,908	-	4,908
Performance & Insight	1,200	131	- 1,324	- 8	-	-	-	-	-	0	-	0		-	7,100	- 7,100
Professional Standards Department	1,282	2,398	2,353	704	801	1,244	1,631	1,659	5,510	17,581	1,466	16,115		26,372	2,200	24,172
DIRECTORATE OF THE CHIEF OF STAFF	2,482	2,529	3,208	1,549	801	1,445	1,991	1,659	5,857	21,521	6,198	15,324	247.3%	31,279	9,300	21,979
Officer & Staff Allowances	992	1,109	850	1,066	1,103	902	921	995	1,299	9,237	-	9,237		12,316	-	12,316
Central Costs	3,115	1,601	1,081	102	7,106	4,123	1,933	579	- 350	19,290	9,000	10,290		19,595	19,700	- 105
Covid 19	- 77,791	74,082	74,594	62,951	49,602	34,100	7,344	5,205	2,099	232,186	-	232,186		367,566	-	367,566
CENTRAL COSTS	- 73,684	76,791	76,525	64,119	57,812	39,124	10,198	6,991	3,260	261,137	9,000	252,137	2801.5%	399,477	19,700	379,777
TOTAL CONSTABULARY (exc Misc/Grants/Secondees)	294,183	737,888	659,912	576,340	390,496	614,341	530,726	505,619	667,524	4,977,030	4,170,672	806,358	19.3%	8,187,806	6,192,500	1,995,306
MISCELLANEOUS	-	281	-	-	-	-	-	-	-	281	-	281		-	-	-
GRANTS	- 23,284	20,402	9,101	-	-	31,475	6,703	14,017	21,979	80,394	47,381	33,013		119,692	71,100	48,592
SECONDEES	-	4,823	994	-	-	154	856	4,460	174	11,460	32,900	- 21,440		-	32,900	- 32,900
TOTAL CONSTABULARY	270,899	763,393	670,007	576,340	390,496	645,971	538,286	524,097	689,677	5,069,165	4,250,953	818,212	19.2%	8,307,498	6,296,500	2,010,998
OFFICE OF THE POLICE AND CRIME COMMISSIONER	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-
COMMISSIONING COSTS	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-
TOTAL OPCC AND COMMISSIONING	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-
TOTAL REVENUE EXPENDITURE	270,899	763,393	670,007	576,340	390,496	645,971	538,286	524,097	689,677	5,069,165	4,250,953	818,212	19.2%	8,307,498	6,296,500	2,010,998

# OFFICIAL

ANNEX D																	
Police Staff Overtime																	
December 2021	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL	YTD Budget	YTD Variance	YTD %	Projection	Annual Budget	(Under) / Over Spent	
Neighbourhood Policing	527	1,145	1,678	1,752	2,307	2,558	1,239	1,343	1,317	13,867	4,931	8,936		20,865	7,400	13,465	
Offender Management	-	6	2,305	1,960	1,492	1,105	2,283	1,582	1,532	2,291	14,542	12,262	2,281	23,576	18,400	5,176	
Victims and Safeguarding	78	4,472	4,252	3,939	3,521	3,335	3,451	4,055	2,307	29,410	15,628	13,782		46,366	24,000	22,366	
NEIGHBOURHOOD & PARTNERSHIP	600	7,921	7,891	7,183	6,933	8,176	6,272	6,929	5,915	57,819	32,821	24,999	76.2%	90,807	49,800	41,007	
Command and Control	41,530	41,036	44,192	27,362	32,723	43,590	24,257	27,530	27,691	309,910	237,609	72,301		537,580	422,300	115,280	
Patrol	-	-	-	-	206	43	-	-	-	248	-	248		248	-	248	
Detainee Investigation Support	4,628	6,651	5,798	4,632	5,203	6,288	4,985	2,432	3,029	43,645	23,362	20,283		70,489	43,600	26,889	
RESPONSE	46,158	47,687	49,990	31,994	38,131	49,920	29,241	29,962	30,721	353,804	260,972	92,833	35.6%	608,317	465,900	142,417	
Criminal Justice	14,499	19,187	12,965	13,504	13,197	21,405	16,031	19,448	17,793	148,028	91,771	56,257		237,969	151,000	86,969	
Operations Major Incidents	-	3,497	2,283	3,463	3,220	837	146	66	187	7,529	26,704	- 19,175		9,984	35,600	- 25,616	
Operations	1,162	2,405	2,179	862	908	1,797	2,082	5,278	2,425	19,098	2,866	16,233		33,413	4,300	29,113	
Operation Remedy	1,618	723	1,181	1,002	911	1,472	853	915	843	9,518	-	9,518		14,277	-	14,277	
Serious & Violent Crime	154	-	87	271	1,093	479	354	549	24	3,410	-	3,410		5,115	-	5,115	
Intelligence and Tasking	5,061	16,504	11,572	12,149	12,004	12,213	7,007	10,728	5,587	92,825	48,152	44,673		147,454	79,700	67,754	
Tactical Support Team	374	646	401	85	1,198	288	568	-	396	3,957	3,033	924		6,893	5,700	1,193	
ADDER Drugs	-	-	-	-	-	510	284	199	863	1,855	-	1,855		2,783	-	2,783	
OPERATIONAL SUPPORT	19,370	41,660	32,032	31,915	29,534	38,185	27,439	36,779	29,306	286,220	172,524	113,695	65.9%	457,887	276,300	181,587	
Investigation	5,238	13,801	10,201	9,039	11,537	11,769	11,295	11,140	16,319	100,338	36,297	64,040		158,258	50,700	107,558	
Investigation Major Incidents	-	420	7,465	7,910	3,538	4,103	3,821	8,922	9,646	24,323	69,309	121,766	- 52,458	105,011	165,100	- 60,089	
INVESTIGATION	4,818	21,266	18,111	12,577	15,639	15,590	20,217	20,786	40,642	169,646	158,064	11,583	7.3%	263,269	215,800	47,469	
Scientific Investigations	-	13,546	4,574	6,251	4,868	4,110	9,198	5,996	7,180	55,722	51,246	4,476		87,583	76,900	10,683	
Major Crime Investigations	4,499	2,549	1,998	1,261	1,488	3,544	7,868	10,288	7,251	40,746	11,264	29,481		63,456	20,500	42,956	
Special Branch	-	-	-	-	-	-	-	-	-	-	733	- 733		-	1,100	- 1,100	
COLLABORATION	4,499	16,094	6,572	7,512	6,356	7,654	17,066	16,284	14,431	96,468	63,243	33,225	52.5%	151,039	98,500	52,539	
Technology Services	2,741	5,904	3,030	2,485	1,565	1,272	3,154	2,013	2,563	24,727	44,449	- 19,722		26,084	66,700	- 40,616	
INFORMATION TECHNOLOGY DIRECTORATE	2,741	5,904	3,030	2,485	1,565	1,272	3,154	2,013	2,563	24,727	44,449	- 19,722	-44.4%	26,084	66,700	- 40,616	
Chief Officer Group	-	-	145	95	-	-	-	-	169	409	-	409		409	-	409	
Evidential Property	1,489	1,370	1,431	851	140	372	699	2,069	816	9,236	4,665	4,571		11,731	7,000	4,731	
Transport Services	4,344	10,244	6,454	5,700	4,088	5,638	4,598	3,647	6,205	50,917	36,519	14,399		67,600	54,800	12,800	
Services Hub & Stores	4,168	4,111	5,849	3,911	4,607	5,105	4,582	4,281	4,133	40,747	5,099	35,648		63,430	9,800	53,630	
Finance Department	274	-	-	-	942	-	-	580	-	1,797	-	1,797		1,797	-	1,797	
Strategic Procurement Services	86	-	-	-	-	-	-	-	-	86	-	86		86	-	86	
Estates and Facilities Department	229	28	35	588	149	359	66	28	320	1,730	11,929	- 10,199		2,595	17,900	- 15,305	
FINANCE & BUSINESS SERVICES DIRECTORATE	10,589	15,752	13,843	11,144	9,926	11,474	9,945	10,605	11,642	104,922	58,211	46,711	80.2%	147,647	89,500	58,147	
HR Operations	1,776	1,998	525	4,969	4,216	2,403	3,590	3,532	2,639	25,647	6,664	18,983		38,471	10,000	28,471	
Organisational Development	-	134	-	-	-	-	-	77	-	211	-	211		406	-	406	
Learning	-	939	3,126	384	2,060	1,660	769	1,523	2,269	17,549	1,933	15,617		25,448	2,900	22,548	
Occupational Health	257	209	-	181	-	91	-	-	-	738	-	738		1,107	-	1,107	
PEOPLE & ORGANISATIONAL DEVELOPMENT DIRECTORATE	1,095	5,468	909	7,209	5,877	3,263	5,113	5,878	9,335	44,146	8,597	35,549	413.5%	65,432	12,900	52,532	
Legal & Compliance	827	782	197	-	532	418	220	521	48	3,546	-	3,546		4,873	-	4,873	
LEGAL & COMPLIANCE DIRECTORATE	827	782	197	-	532	418	220	521	48	3,546	-	3,546	0.0%	4,873	-	4,873	
Performance & Assurance	-	-	4,621	1,109	4,591	1,698	1,921	1,347	1,411	16,698	4,051	12,647		25,351	5,400	19,951	
Performance & Insight	944	1,136	17	625	2,482	-	104	300	-	643	3,650	- 3,007		1,055	1,800	- 745	
Force Crime & Incident Registrar	1,042	878	1,920	-	-	-	-	-	-	0	-	0		-	-	-	
Strategic Projects	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	
Corporate Communications	-	253	2,161	1,772	598	842	1,335	1,494	901	10,851	15,094	- 4,243		17,040	23,200	- 6,160	
Professional Standards Department	36	1,746	1,336	2,290	1,573	1,215	4,414	2,934	3,077	18,621	9,367	9,254		28,110	12,800	15,310	
DIRECTORATE OF THE CHIEF OF STAFF	1,769	5,920	5,827	4,622	4,525	4,247	7,933	5,481	6,488	46,812	32,162	14,650	45.6%	71,556	43,200	28,356	
Pensions	-	63	-	-	-	-	81	-	413	557	-	557		835	-	835	
Officer & Staff Allowances	2,368	1,564	3,535	3,692	2,159	2,400	2,200	1,856	2,738	22,511	-	22,511		30,197	-	30,197	
Covid 19	-	10,253	1,202	430	-	-	-	-	13	8,608	-	8,608		8,610	-	8,610	
CENTRAL COSTS	-	7,885	2,829	3,965	3,692	2,159	2,400	2,280	1,856	3,163	14,460	-	0.0%	22,422	-	22,422	
TOTAL CONSTABULARY (exc Misc/Grants/Secondes)	84,580	171,286	142,367	120,332	121,178	142,599	128,880	137,094	154,254	1,202,570	831,042	371,527	44.7%	1,909,333	1,318,600	590,733	
MISCELLANEOUS	-	-	-	-	100	-	-	-	-	100	-	100	0.0%	-	-	-	
GRANTS	-	174	-	-	-	-	253	-	485	913	11,176	- 10,264	-91.8%	1,369	14,900	- 13,531	
SECONDEES	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	
TOTAL CONSTABULARY	84,580	171,460	142,367	120,332	121,278	142,599	129,134	137,094	154,738	1,203,583	842,219	361,364	42.9%	1,910,702	1,333,500	577,202	
OFFICE OF THE POLICE AND CRIME COMMISSIONER	2,024	126	63	-	-	101	63	840	2,671	5,888	3,332	2,556	76.7%	9,340	5,000	4,340	
COMMISSIONING COSTS	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	
TOTAL OPCC AND COMMISSIONING	2,024	126	63	-	-	101	63	840	2,671	5,888	3,332	2,556	76.7%	9,340	5,000	4,340	
TOTAL REVENUE EXPENDITURE	86,604	171,586	142,431	120,332	121,278	142,700	129,197	137,933	157,409	1,209,470	845,551	363,920	43.0%	1,920,042	1,338,500	581,542	



## Annex E – Capital Outturn

	MTFP	C/F	Adjs	Total Budget	2021 actual spend	Q3 forecast	Q4 forecast	Total project 2021 cost	Over /(Under) spend to 2021 budget
<b>Information and Communication Systems</b>	7,843	468	0	8,311	1,628	0	3,738	5,366	-2,945
<b>Estates</b>	861	349	0	985	528	0	188	716	-269
<b>Fleet</b>	3,523	222	27	3,772	1,260	0	1,021	2,280	-1,491
<b>Equipment</b>	408	178	0	586	87	0	467	555	-32
<b>Total Replacement and Renewal Programme</b>	12,635	1,218	27	13,654	3,504	0	5,414	8,917	-4,737
<b>Digital Projects</b>	3,131	427	0	3,558	307	0	361	667	-2,891
<b>Estates Projects</b>	4,921	468	0	5,389	244	0	408	652	-4,737
<b>Total Programme</b>	8,053	895	0	8,947	551	0	769	1,319	-7,628
<b>Regional Programme</b>	100	0	0	100	0	0	0	0	-100
<b>Other Projects</b>	650	0	40	690	258	0	0	258	-432
<b>Funded / Part Funded Projects</b>	0	0	1,142	1,142	472	0	433	905	-237
<b>Total Capital Programmes</b>	21,438	2,112	1,209	24,534	4,784	0	6,615	11,399	-13,134