

# **SURREY POLICE AND CRIME PANEL**

## **SURREY POLICE GROUP FINANCIAL REPORT FOR THE FINANCIAL YEAR 2013/14**

**09 September 2014**

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### **SUMMARY:**

This report informs the Police & Crime Panel of the Surrey Police Group (i.e. PCC and Chief Constable finances) financial position for the 2013/14 financial year. The report compares the expenditure and income incurred by both Surrey Police and the Office of the Surrey Police & Crime Commissioner, against the financial plan approved by the PCC in January 2013 for the financial year 2013/14, together with other relevant financial information.

### **RECOMMENDATIONS:**

The Police & Crime Panel is invited to note and comment on the Surrey Police Group Financial Report for the Financial Year 2013/14.

### **EQUALITIES & DIVERSITY IMPLICATIONS:**

None arising.

**Lead Officer:** Ian Perkin, Treasurer & Chief Finance Officer

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## 1. Introduction

- 1.1. The year-end out-turn position was a small underspend of £310k, on a gross revenue budget of £207.7m. This welcome outcome was achieved despite the gross revenue budget having been set £1.1m lower than the 2012/13 budget and despite Surrey Police having absorbed unbudgeted revenue costs, arising from the cancellation by the PCC of the (Siren), Crime, Intelligence, Case and Custody System.
- 1.2. The net capital budget for the year was set at £17.4m, which included a £6.4m carry forward from the previous year. Expenditure for the year at £13.4m remained well within budget and a substantial amount of funding has been carried forward to finance the 2014/15 capital programme.

## 2. Individual Significant Revenue Budget Variances

- 2.1. Detailed at Appendix A is a table that provides the Sussex Police Group budget, split by function, as per the new Force structure that was implemented on the 1st October 2013. The structure re-coding work was not completed until after the end of the financial year, so that although this section of the report provides some narrative on individual budget headings, there remained until the end of the financial year inherent mismatching of expenditures and budgets at a functional level. However, Panel members will want to note that police officer numbers and pay are not managed at a functional level but are in fact managed at whole Force level.
- 2.2. North Division, East Division and West Division: Overall these budgets were overspent by £647k. This overspending arose primarily as a result of Surrey Police having to cope with the widespread and extensive flooding that affected Surrey during the early months of the year, resulting in the need for additional overtime to be worked and additional expenditure being incurred in relation to flood related issues.
- 2.3. Operations: This budget was overspent by £558k at the year-end. The function is shared with Sussex Police and has been under the command of a Sussex Police Assistant Chief Constable since October 2013. As with other functions additional overtime was incurred in response to the flooding crisis, plus additional flood related expenditure was incurred as a result of receiving mutual aid from other police forces and from having to hire additional vehicles, catering equipment and other flood related items.
- 2.4. Specialist Crime: This function which was underspent by £996k at the year-end is shared with Sussex Police and since October 2013 has been under the command of a Surrey Police Assistant Chief Constable. The under spend is primarily due to police officer pay being underspent by £381k, police officer overtime under spending the

- budget by £46k and police staff pay being underspent by £381k. In addition the Income budget was over achieved, with additional income arising from the Immigration Service and within Criminal Justice.
- 2.5. ACPO: This budget delivered an under spend against budget of £77k at the year-end. This budget covers both the ACPO Team and Corporate Communications.
  - 2.6. PSD: The Professional Standards Department came in under budget by £140k, predominantly from vacancies in police staff.
  - 2.7. Service Quality: Delivered an under spending against budget of £219k, which arose primarily from police staff vacancies, savings on postage and equipment, plus additional income from the Data Bureau.
  - 2.8. Force Improvement: Achieved a year-end underspend against budget of £329k, due to the over achievement of budgeted savings.
  - 2.9. Contact & Deployment: Ended the year £278k above the budget. Police officer expenditure was within budget but police staff expenditure was overspent by £200k as a result of additional expenditure being incurred in the Contact Centre and the Force Control Room. Additional non-staff costs were incurred as the result of a vehicle recovery contractor ceasing to trade. An increasing problem of dealing with stray horses in the County led to additional expenditure of £23k being incurred to help manage these events.
  - 2.10. Central Neighbourhoods: The year-end position is an over spend of £197k. This department needs to be seen alongside the three divisions, as it has elements that will be discontinued in 2014/15 following the restructure and review.
  - 2.11. Shared Business Services: The budget was underspent at the year-end by £113k, due to police staff vacancies throughout the year.
  - 2.12. Finance and Services: The budget was overspent by £452k at the year-end due to the estates improvement plan being delivered earlier than expected and because of historic billing of gas and electricity that related to previous years. The Joint Transport Service (Sussex and Surrey fleet) commenced half way through the year and is operating at a lower cost than was the case in the first six months of the year. There were underspends within the Joint Insurance Service, the Finance Department and the Joint Procurement Service (Surrey & Sussex).
  - 2.13. Human Resources: HR achieved an under spend of £772k, arising from having fewer probationers and as a result of a significant saving being achieved within the Learning and Development budget following a review which generated a number of vacancies and a reduction in non-employee costs.

- 2.14. Corporate/Suspense: Overspent £423k at the year-end primarily as a result of injury benefit payments to police officers. The number of injuries and amounts paid have gone up over the last few years so it may be necessary to review the adequacy of the current budget being set to cover these cases.

### **3. Capital Position**

- 3.1. The approved capital programme for 2013/14 of £17.4m is detailed in Appendix B.
- 3.2. The most significant capital projects were Salfords Custody Suite, Niche RMS, the current vehicle replacement programme, and the ICT infrastructure renewal. The Salfords Custody Suite opened for operational use in November 2013. The first stage of Niche went live in November 2013 with the second stage successfully implemented in February 2014.
- 3.3. Expenditure for the year was £13.4m with orders committed for a further £2.7m at the year end. The year-end programme variance of £4m was reviewed by the Capital Strategy Board, which approved, where appropriate, the carry forward of capital budget to finance on-going capital schemes.
- 3.4. Funding for the 2012/14 capital programme was derived from; Home Office Grants £1.4m and Capital Receipts £22.4m (£10.5m above budget).

### **4. Reserves**

- 4.1. At the start of the year general reserves stood at £9.3m and specific reserves stood at £8.2m. The budget incorporated a movement of £1.5m into the general reserve. General reserves at the year-end are £11.2m, with some minor movements on the specific reserves which stand at £8.1m.

### **5. Accounts Receivable**

- 5.1. Accounts receivable balance at the year-end was £0.7m; this includes £0.2m over 90 days old, being 23% of total debtors. 64% are under 30 days old.

### **6. Accounts Payable**

- 6.1. Accounts payable held 396 invoices and credit notes under query at the year-end of which 210 are more than 120 days old and another 23 are over 60 days old. The total net value of outstanding invoices and credit notes is £642k, of which £554k are not due for payment. 86% of invoices have been held for less than 30 days with a further 11% held for less than 60 days.

### **7. Cash**

- 7.1. With capital receipts significantly exceeding capital expenditure during the year the cash balance at the 31<sup>st</sup> March 2014 was £26.5m.

**8. Efficiency Savings**

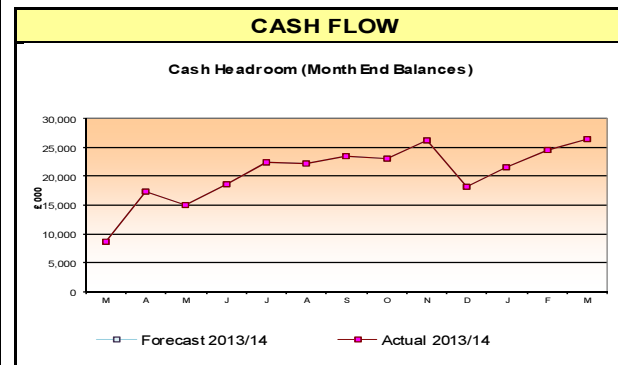
- 8.1. The report at Appendix C sets out the year-end position with respect to the Force's Efficiency Plan which shows that achieved savings exceeded the savings target of £3.7m by £0.5m.
  
- 8.2. A few savings plans that were not in the budget were initiated in year, for example the Criminal Investigation Department, Custody and Human Resources Reviews, which delivered more savings than the schemes that slipped in the year and the additional cost associated with the implementation of the recent Divisional restructure.



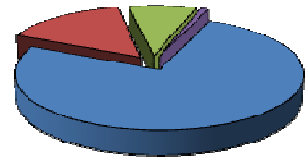
FINANCIAL OVERVIEW AS AT MARCH 2014

INCOME AND EXPENDITURE						
BUSINESS UNIT VARIANCES						
	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
North Division	22,467	22,630	164	22,630	22,467	164
East Division	22,776	22,118	(658)	22,118	22,776	(658)
West Division	30,230	30,077	(153)	30,077	30,230	(153)
Operations	16,555	15,997	(558)	15,997	16,555	(558)
Specialist Crime	48,684	49,649	966	49,649	48,684	966
<b>Sub Total</b>	<b>140,711</b>	<b>140,471</b>	<b>(239)</b>	<b>140,471</b>	<b>140,711</b>	<b>(239)</b>
ACPO	3,854	3,931	77	3,931	3,854	77
PSD	2,222	2,363	140	2,363	2,222	140
Strategic Planning	147	162	15	162	147	15
Diversity	201	214	13	214	201	13
Service Quality	1,950	2,169	219	2,169	1,950	219
Force Improvement	2,052	2,380	329	2,380	2,052	329
<b>Sub Total</b>	<b>10,427</b>	<b>11,219</b>	<b>793</b>	<b>11,219</b>	<b>10,427</b>	<b>793</b>
Contact & Deployment	14,421	14,144	(278)	14,144	14,421	(278)
Central Neighbourhoods	2,048	1,851	(197)	1,851	2,048	(197)
<b>Sub Total</b>	<b>16,469</b>	<b>15,995</b>	<b>(474)</b>	<b>15,995</b>	<b>16,469</b>	<b>(474)</b>
SBS	1,995	2,108	113	2,108	1,995	113
ICT	11,151	11,131	(20)	11,131	11,151	(20)
F & S	12,439	11,987	(452)	11,987	12,439	(452)
HR/Fed	9,937	10,708	772	10,708	9,937	772
<b>Sub Total</b>	<b>35,522</b>	<b>35,934</b>	<b>414</b>	<b>35,934</b>	<b>35,522</b>	<b>414</b>
Corporate/Suspense	2,540	2,115	(423)	2,115	2,540	(423)
PCC	1,700	1,940	240	1,940	1,700	240
<b>Sub Total</b>	<b>4,240</b>	<b>4,055</b>	<b>(183)</b>	<b>4,055</b>	<b>4,240</b>	<b>(183)</b>
<b>TOTAL</b>	<b>207,369</b>	<b>207,674</b>	<b>310</b>	<b>207,674</b>	<b>207,369</b>	<b>310</b>

BALANCE SHEET			
BALANCES			
	31/03/13	31/01/14	VAR
	£ 000	£ 000	£ 000
Police Staff Pension Reserve	2,080	2,080	0
Insurance Reserve	2,832	2,970	138
Ill Health Reserve	1,648	1,673	25
Healthcare Reserve	290	290	0
OPR Reserve	460	0	(460)
Employee Retention Reserve	900	900	0
General Balances	9,340	11,193	1,854
<b>TOTAL</b>	<b>17,550</b>	<b>19,106</b>	<b>1,557</b>



CAPITAL EXPENDITURE	
Approved 13/14 Capital Budget	£ 000 10,720
Projects carried forward	6,647
<b>Total</b>	<b>17,367</b>
Spend to date	13,431
Ordered	2,667
Un committed	1,438
Revenue funded	(169)
<b>Total</b>	<b>17,367</b>

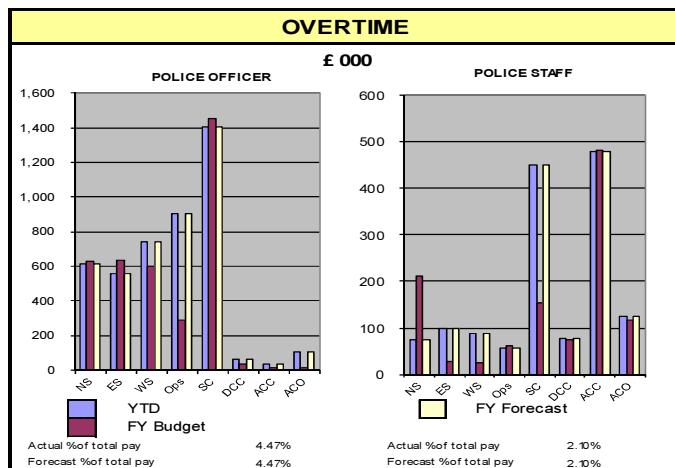


Financing

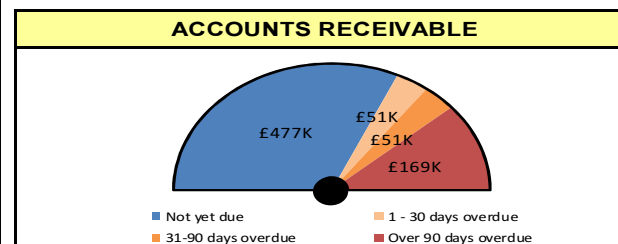
Grant	1,416
Other funding	0
Receipts	22,366
Underspend	4,112
Borrowing	(10,527)
<b>Total</b>	<b>17,367</b>

MRP £'000

11/12	12/13	13/14	14/15
357	719	706	693



	£ 000	0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
		days	days	days	days	
Amount Due	554.4	73.2	4.7	10.2	642.5	
%of Total Amount		86.3%	11.4%	0.7%	1.6%	100.0%
No of Invoices	121	42	23	210	396	
%of Total Amount		30.6%	10.6%	5.8%	53.0%	100.0%



	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Police Payroll	98,076	98,635	558	98,635	98,076	558
Unsocial Hours	1,116	1,260	144	1,260	1,116	144
Police Overtime	4,432	3,671	(761)	3,671	4,432	(761)
Staff Payroll	68,882	70,149	1,267	70,149	68,882	1,267
Staff Overtime	1,449	1,154	(295)	1,154	1,449	(295)
Agency	1,146	349	(797)	349	1,146	(797)
Other Payroll Costs	4,683	4,154	(530)	4,154	4,683	(530)
<b>Sub Total</b>	<b>179,785</b>	<b>179,371</b>	<b>(414)</b>	<b>179,371</b>	<b>179,785</b>	<b>(414)</b>
Premises	8,826	7,893	(933)	7,893	8,826	(933)
Supplies & Services	25,997	25,390	(607)	25,390	25,997	(607)
Transport	4,796	4,935	139	4,935	4,796	139
Financing	767	781	14	781	767	14
<b>Sub Total</b>	<b>40,386</b>	<b>38,999</b>	<b>(1,387)</b>	<b>38,999</b>	<b>40,386</b>	<b>(1,387)</b>
Income	(9,884)	(8,593)	1,292	(8,593)	(9,884)	1,292
Grants	(2,923)	(2,103)	820	(2,103)	(2,923)	820
<b>Sub Total</b>	<b>(12,807)</b>	<b>(10,695)</b>	<b>2,112</b>	<b>(10,695)</b>	<b>(12,807)</b>	<b>2,112</b>
<b>TOTAL</b>	<b>207,363</b>	<b>207,674</b>	<b>310</b>	<b>207,674</b>	<b>207,363</b>	<b>310</b>







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C3 - Capital Report  
Month 12 - Mar -14

		Strand	Prior Year Re-Phasing C/f	Current Year Budget 2013/14	Total 13-14 Budget	Rev Cont Sp Grants	Actual Spend YTD (Excl. capitalised) Apr-13-Mar-14	Capitalised in Year	Variance YTD	O/S Orders	Actual Spend YTD plus O/S Orders	Bal of Year Forecast Mar-14-Mar-14	Full Year Forecast	Fc to Bud Variance	% Spend	RAG
Code		<b>ICT Infrastructure Renewal / Business Continuity</b>														
6021	DESKTOP REPLACEMENT PROGRAMME	ACO	0	225,000	225,000	38,867	43,375	220,297	195	413	264,086	0	263,673	196	130.83	
6022	LAPTOP REPLACEMENT PROGRAMME	ACO	0	0	0	2,502	-2,463	25,767	-20,802	9,103	32,407	0	23,304	-20,802		
6023	ACCRUALS/FORCE SPEND	ACO	0	0	0	0	-7,150	6,955	194	0	-194	0	-194	194		
6024	NETWORKS/CABLING - ICAD UPGRADE	ACO	0	0	0	0	11,203	23,850	-35,052	791	35,843	0	35,052	-35,052		
6025	IP PHONES	ACO	0	0	0	0	3,271	5,111	-8,382	1,291	9,673	0	8,382	-8,382		
6026	IT PERIPHERALS - PRINTERS	ACO	0	0	0	73,399	22,157	76,042	-24,800	6,335	104,534	0	98,199	-24,800		
6027	HOMA	ACO	0	700,000	700,000	0	4,770	823,667	-128,437	710,260	1,538,697	0	828,437	-128,437	118.35	
6028	HTCU/POLIT	ACO	0	0	0	0	0	2,603	-2,603	0	2,603	0	2,603	-2,603		
6029	ICCS	ACO	0	0	0	0	0	0	0	0	0	0	0	0		
6032	PLANNED SERVER REPLACEMENT	ACO	0	310,000	310,000	0	20,668	63,363	225,969	12,213	96,244	0	84,031	225,969	27.11	
6052	HARDWARE - FIREWALLS	ACO	0	0	0	0	0	13,500	-13,500	0	13,500	0	13,500	-13,500		
6055	ICT IMPROVEMENTS	ACO	0	500,000	500,000	0	321,880	64,578	113,543	716,588	1,103,046	0	386,457	113,543	78.13	
6083	PROJECT SUPPORT COSTS	ACO	0	0	0	0	0	4,200	-4,200	0	4,200	0	4,200	-4,200		
<b>Sub-Total</b>			<b>0</b>	<b>1,735,000</b>	<b>1,735,000</b>	<b>114,768</b>	<b>417,711</b>	<b>1,329,933</b>	<b>102,124</b>	<b>1,466,994</b>	<b>3,204,638</b>	<b>0</b>	<b>1,747,644</b>	<b>102,124</b>	<b>94.48</b>	
Code		<b>Fleet Annual Replacement Schemes</b>														
6201	VEHICLE REPLACEMENT	JTS	553,143	1,711,815	2,264,958	28,468	1,592,754	668,883	31,789	875,738	3,137,375	0	2,261,637	31,789	98.61	
Code		<b>Specific Capital Schemes</b>														
6301	UNALLOCA TED - BUDGET ONLY		0	906,609	906,609	0	0	0	906,609	0	0	0	0	906,609		
6364	MOBILE DATA 2009/10	DCC	315,001	0	315,001	0	32,222	0	282,779	200	32,422	0	32,222	282,779	10.23	
6371	ENABLING NEIGHBOURHOOD POLICING BASES	DCC	0	83,741	83,741	0	48,320	0	35,421	0	48,320	0	48,320	35,421	57.70	
6377	SALFORD CUSTODY SUITE	DCC	4,559,177	0	4,559,177	0	4,522,764	0	36,413	0	4,522,764	0	4,522,764	36,413	99.20	
6378	DIGITAL AUDIO INTERVIEWING EQUIPMENT	ACC SC	425,000	0	425,000	0	23,375	0	401,625	7,791	31,166	0	23,375	401,625	5.50	
6390	OPR ESTATE RESTRUCTURE	DCC	43,719	0	43,719	0	27,956	0	15,763	6,786	34,742	0	27,956	16,763	63.94	
6395	MIDAS MOBILE FINGERPRINT ID	DCC	6,600	0	6,600	0	6,600	0	0	0	6,600	0	6,600	0	100.00	
6396	SUPPORT SERVICES IT DEVELOPMENTS	ACO	119,181	0	119,181	0	117,525	0	1,656	100	117,625	0	117,625	1,656	98.61	
6397	E-Business/Integration Technologies	DCC	57,060	0	57,060	0	164,757	0	-107,697	0	164,757	0	164,757	-107,697	288.74	
6399	Remote Access	DCC	107,988	0	107,988	0	100,000	0	7,988	0	100,000	0	100,000	7,988	92.60	
6404	Firearms Licensing Scanning	ACC Op	75,149	0	75,149	0	17,446	0	57,703	4,723	22,169	0	17,446	57,703	23.22	
6405	Police National Database	DCC	35,130	0	35,130	0	7,463	0	27,668	0	7,463	0	7,463	27,668	21.24	
6407	Internet Cafe	ACO	0	0	0	26,000	15,520	0	10,480	0	15,520	0	15,520	10,480	59.69	
6408	Niche RMS	DCC	0	4,118,528	4,118,528	0	3,909,504	0	209,024	32,403	3,941,907	0	3,909,504	209,024	94.92	
6409	Generator for Business Continuity	ACO	0	232,360	232,360	0	181,859	0	50,501	18,553	200,412	0	181,859	50,501	78.27	
6410	Reigate Custody Refurbishment	ACO	250,000	0	250,000	0	0	0	250,000	0	0	0	0	250,000	0.00	
6411	Steria Storm Command & Control System	ACC LP	0	1,054,850	1,054,850	0	0	0	1,054,850	0	0	0	0	1,054,850	0.00	July
6412	CHC Voice Recording	ACC LP	0	86,000	86,000	0	0	0	86,000	0	0	0	0	86,000	0.00	July
6413	Burpham TFU Base	ACC Op	0	78,428	78,428	0	79,693	0	-1,265	36,616	116,309	0	79,693	-1,265	101.61	Oct
6414	Information Architecture	ACO	0	350,000	350,000	0	23,750	0	326,250	101,350	125,100	0	23,750	326,250	6.79	Oct
6415	Virtual Desktop Infrastructure	ACO	0	152,525	152,525	0	0	0	152,525	0	0	0	0	152,525	0.00	Oct
6416	Apex application Migration	ACO	0	209,866	209,866	0	106,205	0	103,661	125,866	232,071	0	106,205	103,661	50.61	Oct
6418	eRecruitment	ACO	100,000	0	100,000	0	36,321	0	63,679	0	36,321	0	36,321	63,679	36.32	
<b>Specific Capital Schemes Sub-Total</b>			<b>6,094,005</b>	<b>7,272,907</b>	<b>13,366,912</b>	<b>26,000</b>	<b>9,421,279</b>	<b>0</b>	<b>3,971,633</b>	<b>334,388</b>	<b>9,755,667</b>	<b>0</b>	<b>9,421,279</b>	<b>3,971,633</b>		
<b>Totals</b>			<b>6,647,148</b>	<b>10,719,722</b>	<b>17,366,870</b>	<b>169,236</b>	<b>11,431,744</b>	<b>1,998,816</b>	<b>4,105,546</b>	<b>2,667,120</b>	<b>16,097,680</b>	<b>0</b>	<b>13,430,559</b>	<b>4,105,546</b>		



**March 2014**  
**STRATEGIC CHANGE / SAVINGS PLAN**  
**2013/14 TO 2017/18**

L & D    ICT    Comms    Finance    HR    FIT

MONTH 12		2013/14 In-Year Budgeted Saving	2013/14 In-Year Revised Forecast	2013/14 In-Year Variance	2014/15 Forecast Savings	2015/16 Forecast Savings	2016/17 Forecast Savings	2017/18 Forecast Savings	5 Year Forecast	4 Year Forecast																																								
PROJECT	View	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s	Full Year £000s																																								
<b>Closed Projects</b>																																																		
SSD Main Review	Y	0	82	82	4	0	0	0	86	4																																								
Crime Management Review	C	0	0	0	17	32	0	0	49	49																																								
Estate Management	Y	61	25	(36)	34	104	0	0	163	138																																								
Corporate Communications 2011	Y	70	70	0	15	0	0	0	85	15																																								
Senior Police Staff Leadership Review	Y	25	25	0	0	0	0	0	25	0																																								
Health and Safety Review	Y	30	30	0	0	0	0	0	30	0																																								
Diversity Review	C	1	0	(1)	0	0	0	0	0	0																																								
Secretariat Review	C	41	28	(13)	0	5	0	0	33	5																																								
ICT OSR review	Y	57	57	0	55	0	0	0	112	55																																								
Enterprise Programme - CMU	Y	9	9	0	18	21	43	0	91	82																																								
Functional Command Savings - Vehicle Recovery	Y	(15)	(15)	0	15	0	0	0	0	15																																								
Functional Command Savings - Offender Management	Y	16	16	0	5	0	0	0	21	5																																								
Functional Command Savings - Switchboard	Y	25	25	0	0	0	0	0	25	0																																								
Service Quality Review Phase 3	Y	19	(29)	(48)	0	0	0	0	(29)	0																																								
National Collaboration Air Support	Y	200	200	0	0	0	0	0	200	0																																								
SBSC Structural & Skills Review	Y	0	32	32	21	1	3	0	57	25																																								
Functional Command - Force Control Room	Y	191	240	49	43	0	0	0	283	43																																								
Joint Procurement	Y	16	47	31	21	1	0	0	69	22																																								
Specials Review	C	0	(12)	(12)	11	0	0	0	(1)	11																																								
Secretariat 2013	C	0	1	1	1	0	0	0	2	1																																								
Divisional Implementation 2013	C	0	(225)	(225)	0	0	0	0	(225)	0																																								
Saifords	C	0	0	0	0	0	0	0	0	0																																								
COG Initiative - CID Project 2013	Y	0	355	355	1,755	78	392	0	2,580	2,225																																								
<b>Closed Projects Total</b>		<b>746</b>	<b>961</b>	<b>215</b>	<b>2,015</b>	<b>242</b>	<b>438</b>	<b>0</b>	<b>3,656</b>	<b>2,696</b>																																								
<b>Operational Performance</b>																																																		
COG Initiative - Resource to Demand	C	0	0	0	0	0	0	0	0	0																																								
COG Initiative - Productivity	C	0	0	0	0	0	0	0	0	0																																								
Proactive Review Cashable Savings	C	0	0	0	35	0	45	0	80	80																																								
COG Initiative - Neighbourhood Review	C	0	0	0	1,261	1,742	0	0	3,003	3,003																																								
Neighbourhood Reinvestment	C	0	0	0	(897)	(897)	0	0	(1,794)	(1,794)																																								
COG Initiative - Custody	Y	0	409	409	553	0	0	14	976	567																																								
<b>Operational Policing Total</b>		<b>0</b>	<b>409</b>	<b>409</b>	<b>4,867</b>	<b>845</b>	<b>45</b>	<b>14</b>	<b>6,170</b>	<b>6,761</b>																																								
<b>Partnering</b>																																																		
Support Services Transformation	C	0	0	0	0	0	0	0	0	0																																								
Emergency Services Collaboration Programme	C	0	(45)	(45)	0	0	0	0	(45)	0																																								
<b>Partnering Total</b>		<b>0</b>	<b>(45)</b>	<b>(45)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(45)</b>	<b>0</b>																																								
<b>Police Collaboration</b>																																																		
Bilateral Collaboration Programme	C	0	0	0	45	0	0	0	45	45																																								
Major Crime	C	386	0	(386)	0	0	0	0	0	0																																								
Tactical Firearms	C	132	0	(132)	0	0	0	0	0	0																																								
Forensics Investigation	Y	487	588	101	0	0	0	0	588	0																																								
Joint Transport Service	Y	44	(40)	(84)	149	45	6	0	160	200																																								
Joint Insurance	-	16	16	0	14	0	0	0	30	14																																								
Joint Procurement Contract Saves	Y	0	19	19	485	0	0	0	504	485																																								
Mobile Data (MDT)	C	0	0	0	0	0	0	0	0	0																																								
Contact - Surrey	C	0	(72)	(72)	48	497	13	72	558	630																																								
<b>Police Collaboration Total</b>		<b>1,065</b>	<b>511</b>	<b>(554)</b>	<b>741</b>	<b>542</b>	<b>19</b>	<b>72</b>	<b>1,885</b>	<b>1,374</b>																																								
<b>Continuous Improvement</b>																																																		
<b>Estates Reconfiguration: Services Facilities &amp; Co-location</b>	-	0	0	0	0	0	0	0	0	0																																								
Estates Reconfiguration: Red	-	20	0	(20)	31	206	18	0	255	255																																								
Estates Reconfiguration: Amber	-	386	130	(256)	349	184	(18)	18	663	533																																								
Estates Reconfiguration: Green	-	319	545	226	15	(17)	(42)	(18)	483	(62)																																								
ACO 10 percent non staff saves	Y	342	342	0	177	0	0	0	519	177																																								
ACC 10 percent non staff saves	Y	317	317	0	211	0	0	0	528	211																																								
DCC 10 percent non staff saves	Y	46	46	0	20	0	0	0	66	20																																								
Support Services Continuous Improvement Programme	Y	115	76	(39)	1	0	0	0	77	1																																								
Non staff costs - Overtime	Y	297	297	0	0	0	0	0	297	0																																								
Learning and Development Review	-	0	298	298	677	0	36	0	1,011	713																																								
HR Savings Plan (incl Occupational Health Savings)	Y	0	251	251	83	178	15	0	527	276																																								
of which Occupational Health Contribution	C	0	0	0	90	0	0	0	90	90																																								
Finance Savings Plan	Y	0	37	37	261	1	0	0	299	262																																								
ICT Savings Plan	C	0	0	0	671	0	0	0	671	671																																								
Corporate Comms Saving Plan	C	0	0	0	81	0	0	0	81	81																																								
Non staff costs - Officer Allowances	Y	30	30	0	0	0	0	0	30	0																																								
<b>Continuous Improvement Total</b>		<b>1,872</b>	<b>2,369</b>	<b>497</b>	<b>2,577</b>	<b>552</b>	<b>9</b>	<b>0</b>	<b>5,507</b>	<b>3,138</b>																																								
<b>Total Savings</b>		<b>3,683</b>	<b>4,205</b>	<b>522</b>	<b>10,190</b>	<b>2,181</b>	<b>511</b>	<b>86</b>	<b>17,173</b>	<b>12,968</b>																																								
<p><b>Financial Confidence RAG</b>  <b>Green</b> = on plan &amp; saving will be achieved  <b>Amber</b> = Some movement to deadline or saving possible  <b>Red</b> = Saving figure or timing likely to be subject to change</p> <table border="1"> <tr> <td>3,174</td> <td>2,824</td> <td>226</td> <td>396</td> <td>(18)</td> <td>6,700</td> <td>3,521</td> </tr> <tr> <td>1,104</td> <td>3,282</td> <td>1,253</td> <td>84</td> <td>32</td> <td>5,755</td> <td>4,651</td> </tr> <tr> <td>(72)</td> <td>79</td> <td>703</td> <td>31</td> <td>72</td> <td>813</td> <td>88</td> </tr> <tr> <td><b>4,205</b></td> <td><b>6,285</b></td> <td><b>2,181</b></td> <td><b>511</b></td> <td><b>86</b></td> <td><b>13,268</b></td> <td><b>9,063</b></td> </tr> </table> <p><b>Total Savings Plan</b>  <b>Surplus / Deficit brought forward</b>  <b>Total Savings Plan including previous year's variance</b></p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>6,285</td> <td>2,181</td> <td>511</td> <td>86</td> </tr> <tr> <td>6,285</td> <td>2,181</td> <td>511</td> <td>86</td> </tr> </table>											3,174	2,824	226	396	(18)	6,700	3,521	1,104	3,282	1,253	84	32	5,755	4,651	(72)	79	703	31	72	813	88	<b>4,205</b>	<b>6,285</b>	<b>2,181</b>	<b>511</b>	<b>86</b>	<b>13,268</b>	<b>9,063</b>	0	0	0	0	6,285	2,181	511	86	6,285	2,181	511	86
3,174	2,824	226	396	(18)	6,700	3,521																																												
1,104	3,282	1,253	84	32	5,755	4,651																																												
(72)	79	703	31	72	813	88																																												
<b>4,205</b>	<b>6,285</b>	<b>2,181</b>	<b>511</b>	<b>86</b>	<b>13,268</b>	<b>9,063</b>																																												
0	0	0	0																																															
6,285	2,181	511	86																																															
6,285	2,181	511	86																																															
Previous Forecast	0	4,283	6,298	2,093	511	86	13,271	8,988																																										
Movement from previous month		(78)	(13)	88	0	0	(3)	75																																										
<b>MTFP Period 11</b>																																																		
<b>Savings Target MTFP</b>	0	3,681	6,938	5,003	8,441	3606	27,669	23,988																																										
<b>Variance between Savings Target &amp; Savings Plan</b>		<b>524</b>	<b>(653)</b>	<b>(2,822)</b>	<b>(7,930)</b>	<b>(3,520)</b>	<b>(14,401)</b>	<b>(14,925)</b>																																										

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