

To: Surrey Police Authority
Date: 28 March 2011
By: Head of Finance
Title: Financial Report Month 10, 2010/11

Purpose of Report/Issue:

This report presents the financial position at January 2011.

Summary:

The revenue budget, net of income and corporate grants is £214.35m.

Forecast total expenditure is currently £1,199k within budget.

Total Capital budget is £12.6m including £5.3m carried forward from prior years, with expenditure year to date of £7.8m and a further £1.9m having been ordered.

Recommendation(s) –

The Authority is asked to:

- Note the revenue outturn position
- Note the capital expenditure position including details of the receipts.
- Note the position on the balance sheet items within the report.
- Note the position with regards to Accounts Payable and Accounts Receivable.

Equalities Implications

The contents of the report have been considered for any potential equality implications and none arise.

Risk

The contents of the report have been considered for any potential risks and none arise.

Human Rights

The contents of this report have been considered for any human rights implications and none arise.

Attachments: Financial report – Month 10

Contact details –

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Financial Report – Month 10

January 2011



1 Introduction

1.1 The report contains the following;

- The actual revenue expenditure year to date, against the phased annual budget (appendix A & C).
- Overtime analysis for officers and staff (appendix A).
- The movement on the general balances and specific reserves (appendix A).
- Employee numbers for police officer and police staff (appendix A).
- The capital expenditure against the annual budget (appendix A & B).
- The balance sheet items that are termed as working capital, such as the cash position, accounts receivable and payable performance (appendix A).
- Virement position (Page 6).
- Efficiency Plan incorporating the strategic savings graded as red, amber or green (appendix E)
- Strategic Change Project Update (Page 8).
- The Enterprise Programme Financials over the life of the project (appendix D)

2 Revenue Position

- 2.1 The forecast for the year end is now an under spend of £1,199k, which incorporates the results of the forces austerity drive plus the release of the remaining Council Tax rebilling provision £580k decided in December. The revised budget is £214.35m after Government cuts of £1.45m from the original £215.8m.
- 2.2 The year to date revenue position shows expenditure of £173.7m compared to a budgeted £178.7m, the under spend relates to non payroll costs £2.3m and additional income £3.6m, partly offset by higher payroll costs (0.9) m.
- 2.3 The forecast is made based on the current position and is subject to change as operational risks come to light and expenditure assumptions change.
- 2.4 Risk exists within the Strategic Change programme if forecast savings, which were in some cases estimates and therefore carry inherent risk, cannot be achieved within the timescales predicted in business cases. Some of the saving reduction is due to timing and will be achieved in a future year as opposed to a reduction to the quantum saving.
- 2.5 The chart in appendix C shows the split of expenditure year to date into their main categories, with payroll expenditure accounting for 84% of the total.
- 2.6 The forecast position indicates an expansion in officer numbers over the year in line with planned increases in constables. Officer numbers are currently above budget as a result of the OPR budget reduction in senior posts.
- 2.7 A continuing planned shortfall in Police Staff numbers is also shown primarily due to the reviews within Strategic Change including the Senior Leaders Review, Front Counters, Secretariat and Shared Business Services.

3 Variances by Command

- 3.1 Response is just under budget for the year to date after incurring higher costs over the winter period due to officer and staff overtime working during the bad weather in December which impacted on TPT and Roads Policing as well as the Force Control Centre and Contact Centre. The highly successful Operation Hydrogen also

resulted in additional overtime expenditure, moving the year end forecast to an on budget position despite staff vacancies being held open in the light of current projects including Front Counters Review and Crime Management Unit Review.

- 3.2 Investigation remains under budget with reduced supplies spend on forensics, the under spend is forecast to reduce as the officer numbers are managed to match the budget.
- 3.3 Neighbourhood remains above budget with average year to date officer and staff numbers and salary costs being over budget in pursuit of preventative policing initiatives. This overspend is forecast to increase further by year end.
- 3.4 Tasking and Co-ordination remains under budget due to an increase in private hire income relating to attendance at sporting events and roadside census plus overtime recharges to other forces and local resilience forum. The year end forecast is for a slightly increased under spend relating to increased Olympics income and reduced staff costs
- 3.5 Human Resources are shown as being under budget year to date following the move of the probationer budgets into HR with current actual costs being lower than budget, they are also now receiving income for secondees which is above budget expectations. The year end forecast also shows an under spend primarily from police officer costs within the probationer budget and income for secondees.
- 3.6 Finance and Services is under budget as a result of reduced premises and transport costs, more costs are expected to be incurred later in the year resulting in the full year forecast being closer to budget.
- 3.7 ICT is shown as being on budget year to date as a result of reduced expenditure on supplies offsetting expenditure on agency staff. The full year forecast shows an overspend resulting from the use of agency staff.
- 3.8 Strategic Change shows an under spend year to date, but are forecasting substantial staff redundancy costs before year end, resulting in an over spend by year end in relation to under achievement against save programmes due to original estimated saves being too optimistic in terms of size and timing. One of the causes for the

variance is the slower turnover in officers in ranks Inspector and above to reach the expected numbers for the new functional command structure.

4 Virements & Approvals

- 4.1 Virements are a part of financial management. Financial Regulations state that any virement exceeding 0.2% of the value of the annual Net Budget Requirement (NBR) requires the approval of the Police Authority.
- 4.2 There are no virements requiring approval since the last meeting.

5 Capital Position

- 5.1 Total Capital budget is £12.6m, including £5.3m carried forward from last year, £5.8m for general projects, £2.8 is for Vehicle replacement, £1.3m for Mobile Data and £2.7m for Project Enterprise. A summary of the capital expenditure by scheme is in appendix B.
- 5.2 Expenditure to month 10 is £7.8m with a further £1.9m having been ordered representing 77% of the total budget. The capital programme was frozen for two months and therefore the expenditure would be expected to be behind schedule. The temporary freeze has been lifted and it is currently forecast that £10.6m will be spent by year end with the Salford Custody Suite and Mobile Data largely slipping into 2011/12.
- 5.3 Capital receipts of £3.9m have been received from house sales and home loan repayments as at month 10 against a full year target of £5.6m.
- 5.4 The table below details schemes that span more than one year.

Multi Year Capital Schemes over £0.5m			
Code	Scheme	09/10 Budget £	10/11 Budget £
6311	OSR - HR Programme	573,000	
6321	ANPR Countrywide	666,997	205,000
6326	Extend GFD Custody	1,009,000	0
6364	Mobile data	920,880	125,000
Not including on going replacement schemes or Project Enterprise			

6 Balance Sheet

6.1 Useable Reserve balances are £12.9m at month end, including £7.7m in general balances, £0.5m in Local Reserves, £2.3m in Insurance reserve, £1.0m in the Ill health reserve, £0.3m in Healthcare reserve, £0.8m in the OPR reserve and £0.3m in the Olympics reserve.

7 Accounts receivable

7.1 Accounts receivable of £2,120k includes £73k over 90 days old being 3.5% of total debtors, 93.5% is under 30 days old.

7.2 Financial regulations sets out the authority limits for the write off of debt and these have been used, as the guide on the risk areas. Any individual debtor above £10k will require the Head of Finance, the Treasurer or the SPA to approve the write off of the debt. Using this framework places the debt in the following groups along with the status of the debt:

Accounts Receivable - Items in Excess of £10k & 90 Days			
£	Invoice Date	Customer	Notes
Commercial Debt			
Nil			
Nil		Sub Total	
Public Sector Debt			
20,164	02/01/10	SPA 210152	HMRC will pay via SCC
14,881	08/10/10	Metropolitan Police Authority	Secondment costs
35,045		Sub Total	
35,045		Total	

7.3 No write off actions are currently recommended.

8 Accounts payable

8.1 Accounts payable shows 69 invoices and credit notes under query for more than 120 days, 18 of these being credit notes and 51 being invoices, there are 28 between 61 and 120 days and 32 between 31 and 60 days. 85 invoices held are under 30 days. In total 214 invoices and credit notes with a net value of £226k were being processed at month end. Credit balances are either awaiting invoices to come in and clear them or we have applied to the companies for refunds if we do not anticipate ongoing use.

9 Cash

9.1 The cash balance at month end was £15.9m compared to £15.0m at the start of the year. The cash balance decreased in December due to the precept grant being paid in ten instalments, with no instalments in December and June, it is forecast to reduce to £11.0m by year end based on forecast income and revenue expenditure and anticipated capital expenditure.

10 Efficiency Savings

10.1 The report at appendix E sets out the current position with respect to the Force's Efficiency Plan.

10.2 The report gives the outline of savings made in 2008/09 and 2009/10 and the budget/forecast savings for 2010/11 and the two subsequent years.

10.3 The Force is well on track to meet the current Home Office 3 year target 2008/09 to 2010/11 of £19.4m and the LPP 3 year target of £28.2m 2010/11 to 2012/13. The forecast savings identified to date for the 2008/09 to 2010/11 period are £22.5m. During 2010/11, substantial efficiency savings of £11.5m are predicted, of which £10.7m towards this target has been achieved to date.

11 Strategic Change Projects Update

11.1 Corporate Comms Review – The business case was approved by SCB in January and work is progressing towards implementation in April 2011.

11.2 Service Quality and Business Improvement Review –

- The implementation of Audit Review and Policy and Operational Support Management will be run in one combined phase.
- The target timescales for phase 2 are: Presentation of the preferred option business case to be submitted to SCB on 31st March and for implementation of the new structure to be effected between June and September 2011.
- The collective consultation has now been completed and recruitment will take place during March. The project is on track to go-live in April 2011.

11.3 Pay and Reward Review – COG approved the Reward Policy and Governance paper, together with transition proposals for Band 1 and 2 employees appointed through the Senior Leaders review, on the 21st January. Revised contracts have been drafted and approved by the legal department. Formal talks with UNISON are to commence from the 1st April for the next phase of the review.

11.4 Non-Staff Savings – The Change Programme is anticipating the realisation of the following non-staff savings:-

	2010/11	2011/12	2012/13	2013/14	2014/15
Initial Savings made & Taken	527	0	0	0	0
Vehicle recovery	35	25	0	0	0
Furniture	50	0	0	0	0
Non Staff Savings from Functional Commands	0	500	0	0	0
Non Staff 2 *		2,000	100	100	100
Overtime	500	565	500	297	0
OSR IT Non Staff	262	180	340	0	0
Allowances	0	1,140	230	30	0
Incremental	1,374	4,410	1,170	427	100
Non staff 2 savings include:					
<ul style="list-style-type: none"> • £914 from healthcare, furniture, POCA income, Printers, Vehicles and development budgets. • £420 from Support (supplies and services) • £95k Neighbourhoods • £321k Investigations • £168k Response • £89k Tasking 					

11.5 Air Support Regional Collaboration – Continued engagement with the National Police Air Service has been endorsed by the SEASU Management Board and will be flagged to the SEASU Executive Board.

11.6 Surrey/Sussex Bi-lateral Collaboration – Following the findings of the Challenge Panel on the 16th December a consolidated scoping paper was presented to and approved by the Programme Board on the 13th January. The paper summarised the results of the scoping exercise and presented potential collaboration models that could be adopted for further progression. Approval to commence business case development in the areas of Scientific Support, Major Crime and Tactical Firearms was given by the Oversight Board and the Chief Officers of Surrey and Sussex. Further business cases would be developed for Special Branch (CT), Major Crime Review, Driver Training and Dogs Training in September 2011 unless there was a change of circumstances. Other specialist crime and operational areas identified as having potential for collaboration would be revisited after the 2012 Olympics.

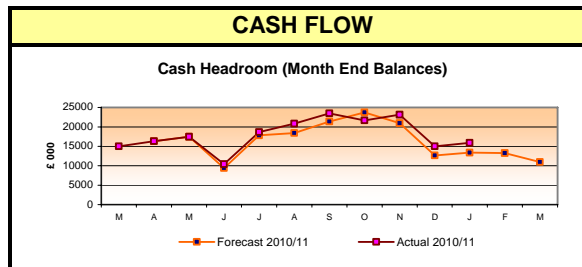
Attachments:

- Appendix A:** Financial Overview January 2011
- Appendix B:** Capital Expenditure January 2011
- Appendix C:** Force wide results Month 10
- Appendix D:** Project Enterprise
- Appendix E:** Efficiency Plan

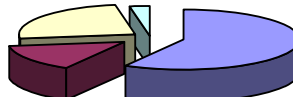
FINANCIAL OVERVIEW AS AT JANUARY 2011

INCOME AND EXPENDITURE						
BUSINESS UNIT VARIANCES						
	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Response	44,633	44,740	108	53,574	53,579	(5)
Investigation	47,626	48,530	904	58,360	57,768	593
Neighbourhoods	21,100	19,929	(1,171)	23,966	25,679	(1,714)
Tasking	16,173	16,312	139	19,652	19,227	425
Sub Total	129,531	129,512	(20)	155,551	156,253	(701)
ACPO	3,388	3,398	10	4,152	4,201	(48)
PSD	1,987	1,893	(94)	2,272	2,323	(51)
Strategic Change	2,849	3,237	387	4,185	5,392	(1,207)
Sub Total	8,225	8,528	303	10,609	11,915	(1,306)
ICT	8,939	8,999	60	10,789	11,034	(246)
F & S	10,533	11,306	773	13,538	13,131	407
HR	12,686	14,179	1,493	17,080	15,234	1,846
CD	144	147	2	176	171	5
Diversity	286	309	22	371	348	22
Sub Total	32,589	34,940	2,351	41,954	39,919	2,035
Corporate	2,594	4,568	1,974	4,773	3,974	798
SPA	808	1,188	379	1,463	1,090	373
TOTAL	173,748	178,735	4,987	214,350	213,151	1,199

BALANCE SHEET				
BALANCES				
	31/03/10	31/01/11	Planned 31/03/11	Var
	£ 000	£ 000	£ 000	£ 000
Local Reserves	1,098	446	446	(652)
Insurance Reserve	2,097	2,331	2,097	234
Ill Health Reserve	825	1,033	825	208
Healthcare Reserve	290	290	290	0
Olympics Reserve	300	300	300	0
OPR Reserve	782	782	782	0
General Balances	6,523	7,722	6,523	1,199
TOTAL	11,915	12,904	11,263	989



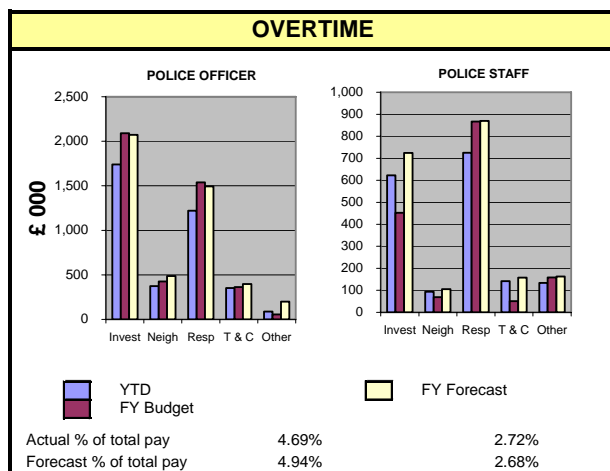
CAPITAL EXPENDITURE		£ 000
Approved 10/11 Capital Budget		7,264
c/f Projects		5,290
Total		12,554
Spent to date		7,764
Ordered		1,925
Un committed		3,251
Revenue funded		(386)
Total		12,554



■ Spent to date ■ Ordered
■ Un committed ■ Revenue funded

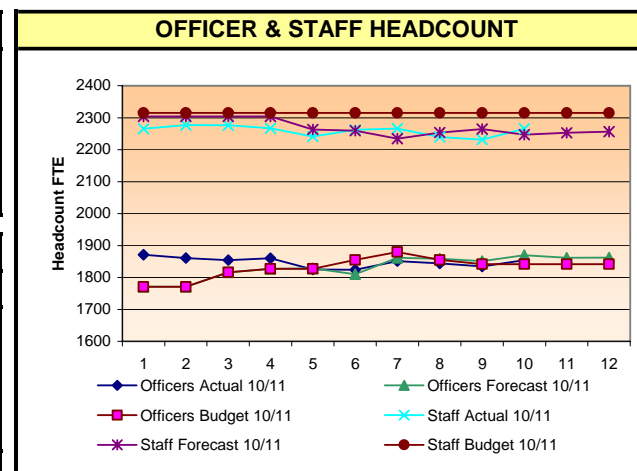
Financing	£ 000
Grant	2,127
Other funding	386
Receipts	4,657
Underspend forecast	2,386
Borrowing	2,998
Total	12,554

MRP £'000 09/10 10/11 11/12
456 560 1,787



ACCOUNTS PAYABLE						
		0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
Amount Due	£ 000	350.5	16.9	37.3	(178.3)	226.4
% of Total Amount		154.8%	7.5%	16.5%	-78.8%	100.0%
No of Invoices		85	32	28	69	214
% of Total Amount		39.7%	15.0%	13.1%	32.2%	100.0%

ACCOUNTS RECEIVABLE			
	Nov-10 £ 000	Dec-10 £ 000	Jan-11 £ 000
Not yet due	568	316	1,804
1 - 30 days overdue	55	351	177
31 - 90 days overdue	25	76	66
Over 90 days overdue	181	90	76
TOTAL	829	833	2,123



Month 10 - January 2011

C3



Code	IT Infrastructure Renewal	Prior Year Budget 2009/10	Current Year Budget 2010/11	Rev Cont Sp Grants	Actual Spend YTD Apr-10-Jan-11	Outstanding orders	Variance YTD	Bal of Year Forecast Feb-11-Mar-11	Full Year Forecast	Fc to Bud Variance
	Sub-Total	8,000	1,373,000	113,301	1,138,290	253,357	356,010	245,000	1,383,290	111,010
	ICT Business Continuity									
	Sub-Total	236,000	200,000	146,876	435,891	136,085	146,985	88,000	523,891	58,985
	ICT Development									
	Sub-Total	0	0	0	10,162	0	-10,162	0	10,162	-10,162
	Voice/Data Network Replacement									
	Sub-Total	211,000	460,000	0	359,210	32,736	311,790	62,736	421,946	249,054
	Fleet Annual Replacement Schemes									
6201	VEHICLE REPLACEMENT	609,000	2,168,000	12,552	1,928,414	406,444	861,138	360,000	2,288,414	501,138
	Specific Capital Schemes									
6301	UNALLOCATED CAPITAL - BUDGET ONLY	0	50,000		0		50,000	0	0	50,000
6303	OPERATION SHIELD	38,000	0		28,500		9,500	0	28,500	9,500
6305	OPERATION CONTEST	37,000	0		10,394		26,606	0	10,394	26,606
6306	ORACLE FINANCE SYSTEM	29,000	0		5,670		23,330	0	5,670	23,330
6311	OSR - HR PROGRAMME	0	0		-32,785		32,785	0	-32,785	32,785
6312	FORCEWIDE CARD ACCESS SYSTEM	182,000	0		222,764	0	-40,764	0	222,764	40,764
6313	AUTOMATED CALL DISTRIBUTION	136,000	0		65,620		70,381	0	65,620	70,381
6317	DO NOT USE - WFM REIGATE CID	27,000	0		0		27,000	0	0	27,000
6318	HELICOPTER DIGITAL RECORDING	2,000	0		0		2,000	0	0	2,000
6320	PROJECT ENTERPRISE	1,661,000	1,056,000		2,184,899	70,778	532,101	443,000	2,627,899	89,101
6321	ANPR COUNTYWIDE - FIXED SITES	314,000	205,000		214,080	94,369	304,920	91,052	305,132	213,868
6326	EXTEND GFD CUSTODY	0	0		0	0	0	0	0	0
6329	SCIENTIFIC SUPPORT CASE MANAGEMENT	50,000	0		26,578		23,422	0	26,578	23,422
6330	DIGITAL CCTV CUSTODY CENTRES	0	0		2,668	396	-2,668	396	3,064	-3,064
6343	CELL IMPROVEMENTS REQUESTED BY HMI	0	0	25,657	25,280	0	377	0	25,280	377
6352	EDRMS PHASE II	6,000	20,000		6,916	0	19,084	13,000	19,916	6,084
6364	MOBILE DATA 2009/10	909,000	125,000		477,120	398,543	556,880	342,023	819,143	214,857
6365	NABIS LOCAL BALLISTICS CLEARING HOUSE	86,000	0		79,448		6,552	0	79,448	6,552
6367	BUILDING MANAGEMENT SYSTEM 2009-10	96,000	0		104,323	10,944	-8,323	13,331	117,654	-21,654
6368	ANPR IN-VEHICLE LAPTOPS 09/10	0	0		1,764		-1,764	0	1,764	-1,764
6369	ANPR - VAN UPGRADE 09/10	37,000	23,000		0	0	60,000	0	0	60,000
6370	CLI02 - CRISIS MANAGEMENT SYSTEM 09/10	30,000	0		49,800		-19,800	0	49,800	-19,800
6371	IT WAN RE-STRUCTURE	25,000	262,000		101,863	48,838	185,137	112,839	214,702	72,298
6372	HELICOPTER RELOCATION TO ODIHAM 09/10	40,000	0	11,779	9,448		42,331	0	9,448	42,331
6373	HYDRA TRAINING SYSTEM (L&D) 09/10	17,000	0		45,904		-28,904	0	45,904	-28,904
6374	SECONDARY GENERATORS FOR HQ & GODS	480,000	0		3,948		476,052	466,604	470,552	9,448
6375	WFM GUILDFORD/WOKING CID	18,000	0		0		18,000	0	0	18,000
6377	SALFORD CUSTODY SUITE	0	215,900		200,823		15,078	0	200,823	15,078
6378	DIGITAL AUDIO INTERVIEWING EQUIPMENT	6,000	0		5,007		993	0	5,007	993
6388	COMMAND BUS	0	100,000		0	102,870	100,000	102,870	102,870	-2,870
6390	OPR ESTATE RESTRUCTURE	0	498,000		25,834	203,777	472,166	230,000	255,834	242,166
6391	PROJECT MANAGEMENT SOFTWARE	0	0		0		0	0	0	0
6392	MOBILE FRONT COUNTER	0	45,000		0		45,000	35,000	35,000	10,000
6393	OLYMPIC GRANT	0	0	76,246	21,786	54,460	54,460	0	21,786	54,460
6394	CARBON REDUCTION INITIATIVES	0	91,000		0	90,603	91,000	91,000	91,000	0
6395	MIDAS MOBILE FINGERPRINT ID	0	20,000		0		20,000	20,000	20,000	0
6396	SHARED SERVICE CENTRE	0	352,000		80,150	20,750	271,850	20,750	100,900	251,100
	Sub-Total	4,226,000	3,062,900	113,682	3,959,002	1,096,328	3,443,580	2,034,168	5,993,170	1,409,412
	Totals	5,290,000	7,263,900	386,411	7,764,177	1,924,950	5,176,134	2,789,904	10,554,081	2,386,230

Under IFRS Stonebridge & Woking Leases become a revenue cost so all budget (£140,000) and expenditure have been removed.

The 2010/2011 Capital Budget Allocation has been reduced by this amount from £12,380,000 to £12,240,000

The 2010/2011 and 2009/10 Capital Budget allocation has been reduced in accordance with savings/carry forwards agreed at January CSB.

APPENDIX C

Monthly Cost Centre Report FORGEWIDE
 Department Manager 2604 Rowley
 Department Number A00-000-010
 Current Period Jan-11
 Period Number 10
 Currency GBP
 Full Year to Adj-11

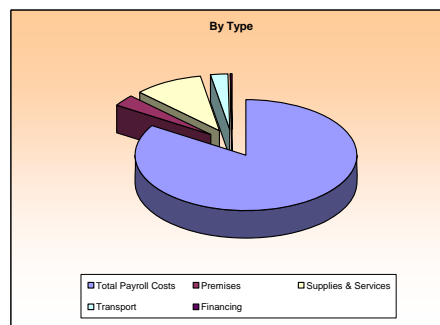
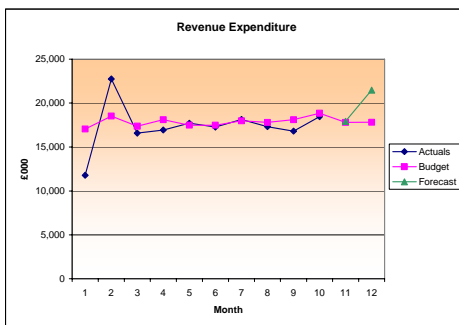


	PTD			YTD			Year			
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	Annualised Actual	Forecast	Variance Budget to Forecast
All Numbers (£,000)										
Payroll										
Police Payroll										
Police Standard	6,113	6,063	(50)	60,115	59,194	(922)	71,233	72,138	71,830	(597)
Police Overtime	527	376	(152)	3,771	3,692	(79)	4,471	4,526	4,646	(175)
Police allowances	449	548	99	5,091	5,432	341	6,601	6,109	6,196	405
Police Staff										
Police Staff Basic	5,107	5,284	176	51,444	52,872	1,428	63,468	61,732	61,517	1,951
Police Staff Overtime	203	132	(71)	1,719	1,334	(384)	1,598	2,062	2,021	(422)
National Insurance (NI)	401	389	(12)	4,016	3,898	(118)	4,676	4,819	4,778	(102)
Police Staff - Superann	646	665	19	7,764	7,940	175	9,269	9,317	9,104	165
Agency	314	57	(257)	1,624	536	(1,088)	656	1,949	1,898	(1,241)
Other Payroll Costs	3,343	3,097	(247)	34,155	33,884	(272)	39,292	40,986	43,436	(4,143)
Total Payroll Costs	17,103	16,610	(494)	169,700	168,781	(919)	201,265	203,640	205,425	(4,160)
Other Expenses										
Premises	613	743	130	6,808	7,748	940	9,233	8,169	9,297	(65)
Supplies & Services	3,649	3,036	(614)	20,207	21,045	838	25,366	24,249	24,360	1,005
Transport	605	482	(123)	5,428	5,483	55	6,502	6,514	6,545	(43)
Financing	(462)	0	462	(1,402)	33	435	891	(482)	717	174
Total Other Expenses	4,405	4,261	(144)	32,041	34,310	2,269	41,992	38,449	40,920	1,072
Income Grants	(1,790)	(869)	921	(12,283)	(9,497)	2,786	(11,421)	(14,740)	(14,659)	3,238
Grand Total	18,461	18,847	386	173,748	178,735	4,987	214,350	208,498	213,151	1,199

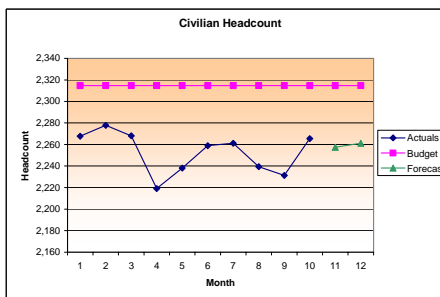
Headcount Statistics

Police Officers	1854	1843	-12	1832	1829	-3
Staff	2266	2315	49	2253	2315	62
Total Head Count	4120	4157	37	4085	4144	59

Revenue Expenditure



Employee Numbers



ENTERPRISE PROGRAMME FINANCIALS OVERVIEW

	Item	Actuals					Current Year	FORECAST			Totals
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
Capital Budget	Budget	657	600	910	975	3,620	3,478	1,906	490	164	12,800
	Revenue Contributions		19								19
	Budget Rephasing Adjustments						-2,039	1,569	595	-125	0
	De-capitalised salary budget						-383	-347	-265	-45	-1,040
	Brought Forward		535	248	492	358	1,661	249	412	301	
	Actuals/Forecast		122	906	666	1,109	2,317	2,468	2,965	931	295
	Net position	£535	£248	£492	£358	£1,661	£249	£412	£301	£0	

Note 2

Note 1

	Item				09/10	10/11	11/12	12/13
Revenue "Implementation" Budget	Budget				315	248	465	383
	Budget Growth/Adjustments					100		
	Actuals/Forecast				183	696	836	884
	Net Position				£132	-(£348)	-(£371)	-(£501)

Post 12/13 = Business As Usual

Note 3

	Item	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
GRAND TOTAL Capital + Revenue	Budget	657	619	910	975	3,935	3,726	2,371	873
	B/Fwd Budget/Growth	0	535	248	492	358	-278	1,818	1,007
	Actuals/Forecast	122	906	666	1,109	2,500	3,164	3,801	1,815
	Net position	£535	£248	£492	£358	£1,793	£284	£388	£65

Milestones		
01/12/2010	Custody User Acceptance Testing	
31/01/2011	Delivery of Acceptance Manual	
28/01/2011	Build 14 Delivered (Memex)	

Notes	Area	Explanation of Variances
1	Capital Cost Growth	* The Capital forecast now reflects a balanced budget outturn. This represents a significant reduction (£420k) on previous months forecasts, which arises following the completion of a comprehensive review of Enterprise resource requirements by the Progra
2	Re-Classification of Enterprise Staff costs	* Following Audit review and guidance, it has been agreed that support roles within Enterprise need to be re-classified as revenue costs. As a result of this several posts within Enterprise are expected to be removed from the Capital budget and posted to
3	Revenue Cost	* The original Business Case financials made no allowance for redundancy costs and these have been factored into the revenue profile over implementation and roll-out. * ICT have provided an ICT resource model which forecasts a net increase in System Admin

NET EFFICIENCY SAVINGS (2008/09 - 2010/11)

PROJECT	2008/09	2009/10	2010/11	In-	2010/11	2010/11	3 Year	2011/12	2012/13	2013/14
	In Year	In-Year	Year	Year	In-Year	In-Year	Cumulative	Forecast	Forecast	Forecast
	Saving	Saving	Budgeted	Revised	Variance	Forecast	Savings	Savings	Savings	Savings
			Full Year	Full Year	Full Year					
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
GRE for 07/08	188,575	188,575	188,575				188,575			
Annual Efficiency Target % (as approved by SPA)	3.5%	3.5%	3.3%				10.3%			
Annual Efficiency Target £'000 (as approved by SPA)	6,600	6,600	6,223				19,423.2			
Total cashable achieved - detail available on request	3,618	4,820					8,438			
Closed Projects										
4 to 3 BCU			0	0	0				103	
OSR Human Resources			1,861	1,580	(281)			(26)	175	1
OSR Finance			668	523	(145)					
SSD Main Review			522	566	44			36	47	151
Communications and Marketing			190	11	(179)					
Intelligence Review			203	85	(118)					
Others			798	2,080	1,282			23		
Sub Total Closed Projects			4,242	4,845	603	4,845		33	325	152
Business Support Change										
Ill Health Injury: Costs & Savings			35	0	(35)					
OSR IT (non-staff savings)			245	262	17			155	340	14
ICT OSR review			0	0	0			343	160	
COG Savings			211	211	0					
Overtime			500	500	0			565	500	297
Shared Service Centre			0	(408)	(408)			654	93	
Fleet Review			56	165	109			109	27	
Senior Management/Secretariat/Staff Officer			0	(110)	(110)			691		76
Administration Support Non Staff Savings			586	612	26			25		
Non staff costs 2			0	0	0			2,000	100	100
Senior Police Staff Leadership Review			0	(1,397)	(1,397)			2,866	(19)	469
Local Estate Management			0	0	0			97	122	40
Provision against CIP2 Delivery			(400)	0	400					
Estates Strategy (Neighbourhood offices)			31	0	(31)					
OSR3			789	0	(789)				557	378
Sub Total			2,053	(165)	(2,218)	-165		7,505	1,880	1,374
Operational Policing change										
OPR Leadership Savings			3,500	3,025	(475)					
Surplus Officers			(2,689)	(1,324)	1,365			724	600	
Automated Call Distribution			25	0	(25)					
Functional command savings			0	0	0			750	250	
Allowances			0	0	0			1,140	230	30
Front Counters			0	(162)	(162)			414		
Crime Management Review			(335)	211	546			373		
Shift Pattern Review			413	0	(413)					
SO Reviews			750	1,159	409					
CJ Review Costs			1,743	1,434	(309)			(165)		
Partnership Funding review 2			100	100	0			100	100	
Estates Restructure			(700)	(581)	119			549	955	1,056
Miscellaneous savings			0	99	99					
Sub Total			2,807	3,961	1,154	3,961		3,885	2,135	1,086
Operational Development Change										
WFM (CID)			1,793	1,875	82			603		
WFM (PSO)			(158)	(122)	36			426	61	
Enterprise Programme			463	(83)	(546)			192	617	
Collaboration			500	132	(368)			468	500	500
Mobile Data			0	0	0				1,125	1,325
Information Management - Service Quality review			0	96	96			96	396	
Impact			0	(4)	(4)			4		
Sub Total			2,598	1,894	(704)	1,894		1,789	2,699	1,825
Police Authority			0	0	0			200	200	
Sub Total Cashable	3,618	4,820	11,700	10,535	(1,165)	18,973		13,412	7,239	4,437
Additional Allowable savings:										
Total additional allowable savings achieved - detail available on request		946	445							1,391
Capital Programme Savings:										
Overage on Property Sales		702	203	1,230	933					2,135
Total Efficiency Savings	5,266	5,468	12,930	11,468		22,499				
Net Surplus b/fwd	8,700	7,366	6,234			8,700				
Less Target	(6,600)	(6,600)	(6,223)			(19,423)				
Excess efficiencies to carry forward (subject to confirmation)	7,366	6,234	12,941			11,776				
Green = on plan & saving will be achieved								1,299	386	152
Amber = Risk to deadline & risk to saving								3,496	1,242	427
Red = Deadline not going to be achieved & saving not achieved or severley altered								8,617	5,611	3,858
								13,412	7,239	4,437
Difference between budgeted savings and revised forecast				(1,165)				(14)	(234)	326

Updated from Budget Gap 11 to 15 v 45.5 Dec 10

SSD 2010-11 Q3 update
 Full year 2010-11 11,468
 Less Capital savings forecast Q4 (753)
 Progress to date for 2010-11 year 10,715