

**To:** Surrey Police Authority

**Date:** 4 November 2010

**By:** Head of Finance

**Title:** Financial Report Month 6, 2010/11

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**Purpose of Report/Issue:**

This report presents the financial position at September 2010. The paper was reviewed by the Finance and Performance Panel on 1<sup>st</sup> November.

**Summary:**

The revenue budget, net of income and corporate grants is £214.4m.

Forecast total expenditure is currently just above budget.

Total Capital budget is £12.4m plus £5.8m carried forward from prior years, with expenditure year to date of £4.5m and a further £2.6m having been ordered.

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**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.

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**Attachments:        Financial report – Month 6**

### **Contact details –**

**Name:**                    **Brian Sheriff**  
**Job Title:**                **Head of Financial Management**  
**Telephone number:** **01483 634930**  
**Email address:**        [sheriff13786@surrey.pnn.police.uk](mailto:sheriff13786@surrey.pnn.police.uk)

# Financial Report – Month 6

## September 2010



### 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 4).
- Efficiency Plan incorporating the strategic savings graded as red, amber or green (appendix E)
- The Enterprise Programme Financials over the life of the project (appendix D)

## **2 Revenue Position**

- 2.1 The forecast for the year end is a small overspend following a reduction in Home Office grant. The revised budget is £214.35m (from £215.8m).
- 2.2 The period 6 revenue position shows year to date expenditure of £103.1m compared to a budgeted £106.6m, the under spend relates to non payroll costs, staff costs, other payroll costs and additional income, partly offset by higher officer costs and reduced grants.
- 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, and also within Project Enterprise if labour costs cannot be capitalised to the same extent under IFRS as currently planned. 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 85% of the total.
- 2.6 The forecast position indicates an expansion in officer numbers over the year in line with planned increases in constables and budget phasing. At month 6 the budget for 104 officers has been moved into the functional commands. 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 over budget for the year to date with an over spend on supplies and staff costs, reflecting above budget Officer and Staff numbers earlier in the year. This overspend is forecast to reverse into an under spend by year end as police

officer numbers reduce, staff vacancies are being held in the light of current projects including Front Counters Review and Crime Management Unit Review.

- 3.2 Investigation is under budget with reduced supplies spend on forensics, the under spend is forecast to increase as the officer numbers are managed to match the budget.
- 3.3 Neighbourhood is above budget with average year to date officer and staff numbers and salary costs being over budget. This overspend is also reflected in the full year forecast. There are unfunded posts within Neighbourhoods following the OPR restructure and the C/Supt is working with Support Services to rectify.
- 3.4 Tasking is just 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 an 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. The year end forecast also shows an under spend primarily from police officer costs within the probationer budget.
- 3.6 Finance and Services is under budget as a result of reduced staff numbers and payroll costs as vacancies are not filled pending OSR3 reviews plus reduced premises and transport costs, such costs are expected to be incurred later in the year resulting in the full year forecast being just over budget.
- 3.7 ICT is shown as under spent year to date relating to supplies and services. Their full year forecast is also for a small under spend derived from savings in supplies & services.
- 3.8 Strategic Change shows an under spend year to date, but are forecasting a substantial 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.

- 3.9 These year to date variances are shown by type of expenditure in appendix C being officer pay overspend £0.6m, staff under spend £0.8m, agency staff overspend £0.5m, other payroll costs under spend £1.5m and a net non payroll under spend of £2.7m. The full year forecast depicts a small over budget result with overspends on police pay of £1.3m (1.6%), police staff & agency over £0.3m (0.4%) largely offset by under budget non payroll costs of £0.7m (1.7%) and by increased other income £0.9m (3.1%).

#### **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 £18.2m, including £5.8m carried forward from last year, £12.7m for general projects, £2.0m for Salford Custody and £3.5m for Project Enterprise. A summary of the capital expenditure by scheme is in appendix B.
- 5.2 Expenditure to month 6 is £4.5m with a further £2.6m having been ordered representing 39% of the total budget. The capital programme was frozen for two months and therefore the expenditure would be expected to be behind the mid year position. The temporary freeze has been lifted and the budget is anticipated to be fully committed by the year end, noting some risk re the Salfords Custody Suite and Digital Audio Interviewing Facilities slipping into 2011/12.
- 5.3 Capital receipts of £3.2m have been received as at month 6 against a full year target of £4.7m which is expected to be exceeded by year end.
- 5.4 The table below details schemes that span more than one year.

<b>Multi Year Capital Schemes over £0.5m</b>			
Code	Scheme	09/10 Budget £	10/11 Budget £
6311	OSR - HR Programme	573,000	100,000
6321	ANPR Countrywide	666,997	369,000
6326	Extend GFD Custody	1,009,000	0
6364	Mobile data	920,880	909,000
Not including on going replacement schemes or Project Enterprise			

## 6 Balance Sheet

6.1 Useable Reserve balances are £11.7m at month end, including £6.4m in general balances, £0.4m in Local Reserves, £2.5m 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 £640k includes £39k over 90 days old being 6.0% of total debtors, £148k of debt, 23.0% is under 30 days old with £453k, 71.0% being between 30 and 90 days.

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:

<b>Accounts Receivable - Items in Excess of £10k &amp; 90 Days</b>			
£	Invoice Date	Customer	Notes
<b>Commercial Debt</b>			
Nil			
Nil		Sub Total	
<b>Public Sector Debt</b>			
20,164.52	02/01/2010	SPA 210152	HMRC will pay via SCC
20,164.52		Sub Total	
<b>20,164.52</b>		<b>Total</b>	

7.3 No write off actions are currently recommended.

## **8 Accounts payable**

8.1 Accounts payable shows 29 invoices and credit notes under query for more than 120 days and 14 between 61 and 120 days. 36% of invoices held are under 30 days and a further 20% are at 30 to 60 days. In total 98 invoices and credit notes with a net value of £176k were being processed at month end.

## **9 Cash**

9.1 The cash balance at month end was £23.5m compared to £15.0m at the start of the year. The cash balance is forecast to decrease in January due to the precept grant being paid in ten instalments, with no instalments in January and June, it is forecast to reduce to £10.4m by year end after budgeted 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 savings identified to date for the 2008/09 to 2010/11 period are £21.1m, of which £9.3m towards this target has been achieved to date. During 2010/11, substantial efficiency savings of £10.4m are predicted, including £8.9m of savings from the various change programmes.

## **11 Strategic Change Projects Update**

11.1 Shared Services Review – The business case for this review was submitted for consideration by SCB on the 20<sup>th</sup> October with a request to proceed to implementation.

11.2 The Secretariat Review – The business case was submitted to SCB on the 20<sup>th</sup> October with a request that this be progressed to implementation.

11.3 The Senior Leadership Review is in implementation and an update on progress was presented to COG on the 19<sup>th</sup> October.

11.4 Corporate Comms – Following on from the work undertaken as part of the Senior Leadership Review a review of Corporate Comms is being carried out to identify ways for developing a more cost effective approach to meet the Force's business requirements. Initial findings were presented to COG on 2<sup>nd</sup> November.

11.5 Service Quality and Business Improvement Review – A review to identify ways of providing a more efficient, cost effective and joined up approach to business improvement and customer needs is being carried out looking at work flows, structures and roles in the following business areas:

- Strategic Planning,
- Investigation Review & Strategy Unit,
- Audit and Review,
- Information Management,
- Customer Service,
- Investigation Support Team,
- Response Business Development Unit,
- Strategic Change

This review is at the initial scoping stage for roles at Grade I and below. However, in line with the Senior Leaders Review, proposals regarding police staff posts J and above were presented to COG on 19<sup>th</sup> October.

11.6 Further work is also continuing looking at ways of reducing the Force's financial deficit.

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**Attachments:**

- Appendix A:** Financial Overview September 2010
- Appendix B:** Capital Expenditure September 2010
- Appendix C:** Force wide results Month 6
- Appendix D:** Project Enterprise
- Appendix E:** Efficiency Plan



### FINANCIAL OVERVIEW AS AT SEPTEMBER 2010

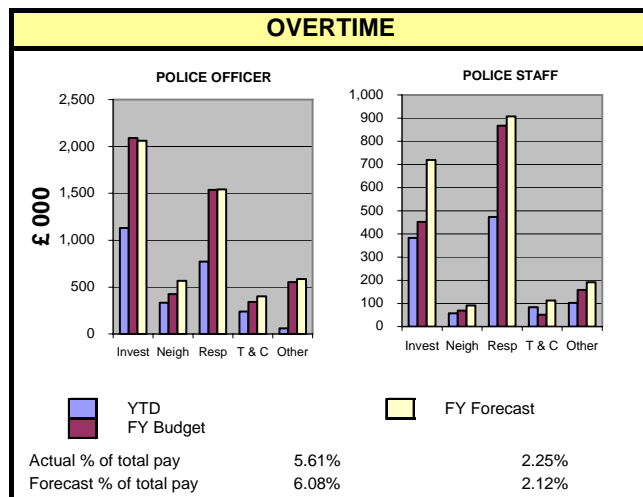
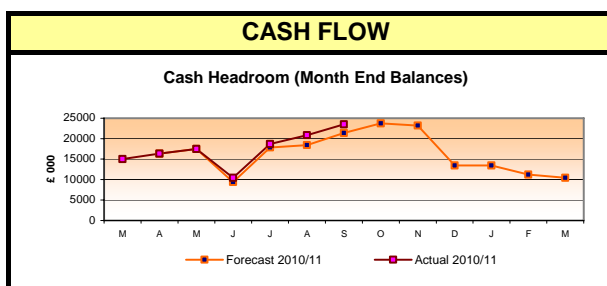
INCOME AND EXPENDITURE						
BUSINESS UNIT VARIANCES						
	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Response	27,155	26,936	(218)	53,773	52,988	784
Investigation	28,139	28,921	783	58,637	57,529	1,109
Neighbourhoods	12,455	11,843	(612)	23,936	25,779	(1,842)
Tasking	9,613	9,634	20	19,511	18,785	727
<b>Sub Total</b>	<b>77,362</b>	<b>77,335</b>	<b>(27)</b>	<b>155,858</b>	<b>155,081</b>	<b>777</b>
ACPO	2,040	1,994	(47)	4,090	4,029	61
PSD	1,025	1,185	161	2,371	2,354	17
Strategic Change	1,387	1,812	424	3,690	6,402	(2,712)
<b>Sub Total</b>	<b>4,453</b>	<b>4,991</b>	<b>538</b>	<b>10,151</b>	<b>12,785</b>	<b>(2,634)</b>
ICT	4,896	5,561	664	11,032	10,986	46
F & S	6,170	7,009	839	13,150	13,350	(201)
HR	7,157	8,382	1,225	17,088	15,841	1,247
CD	86	88	2	176	176	0
Diversity	169	186	16	371	390	(18)
<b>Sub Total</b>	<b>18,478</b>	<b>21,225</b>	<b>2,747</b>	<b>41,816</b>	<b>40,743</b>	<b>1,073</b>
Corporate	2,290	2,422	132	5,061	4,552	509
SPA	510	612	102	1,463	1,281	182
<b>TOTAL</b>	<b>103,093</b>	<b>106,585</b>	<b>3,492</b>	<b>214,350</b>	<b>214,442</b>	<b>(92)</b>

BALANCE SHEET				
BALANCES				
	31/03/10	30/09/10	Planned 31/03/11	Var
	£ 000	£ 000	£ 000	£ 000
Local Reserves	1,098	446	446	(652)
Insurance Reserve	2,097	2,504	2,097	407
Ill Health Reserve	825	1,035	825	210
Healthcare Reserve	290	290	290	0
Olympics Reserve	300	300	300	0
OPR Reserve	782	782	782	0
General Balances	6,523	6,431	6,523	(92)
<b>TOTAL</b>	<b>11,915</b>	<b>11,788</b>	<b>11,263</b>	<b>(127)</b>

CAPITAL EXPENDITURE		£ 000
Approved 10/11 Capital Budget		12,380
c/f Projects		5,832
<b>Total</b>		<b>18,212</b>
Spend to date		4,483
Ordered		2,644
Un committed		11,195
Revenue funded		(110)
<b>Total</b>		<b>18,212</b>

Financing		£ 000
Grant		2,127
Specific Grants		23
Receipts		4,725
Revenue		87
Borrowing		11,250
<b>Total</b>		<b>18,212</b>

MRP £000: 09/10 (456), 10/11 (577), 11/12 (726)

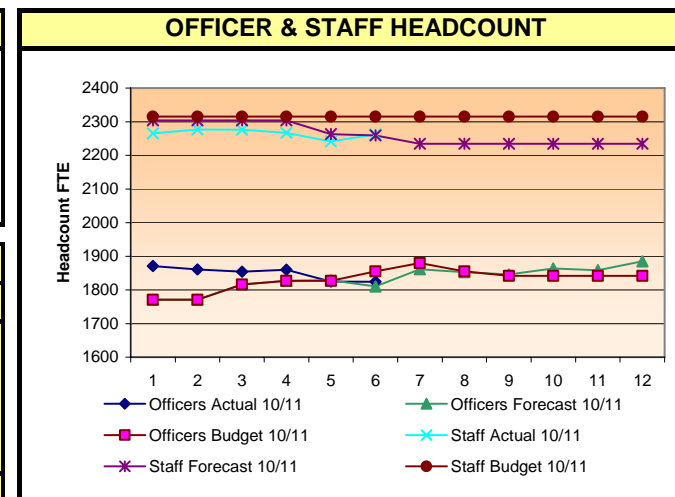


#### ACCOUNTS PAYABLE

	0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
Amount Due £ 000	121.7	68.7	19.7	(34.4)	175.7
% of Total Amount	69.3%	39.1%	11.2%	-19.6%	100.0%
No of Invoices	35	20	14	29	98
% of Total Amount	35.7%	20.4%	14.3%	29.6%	100.0%

#### ACCOUNTS RECEIVABLE

	Jul-10 £ 000	Aug-10 £ 000	Sep-10 £ 000
Not yet due	789	149	116
1 - 30 days overdue	210	896	32
31 - 90 days overdue	21	171	453
Over 90 days overdue	110	105	39
<b>TOTAL</b>	<b>1,130</b>	<b>1,321</b>	<b>640</b>



Month 6 - September 2010

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CAPITAL EXPENDITURE								
Code	Scheme Description	2009-10 b/f	2010-11	Rev Cont/Grants	Total Budget	Expenditure	O/S Purchase Orders	Balance to spend
<b>Refresh &amp; Renewal Schemes</b>								
	IT Infrastructure Renewal	£8,000	£1,373,000	£86,883	£1,467,883	£890,670	£61,960	£515,253
	ICT Business Continuity	£329,000	£350,000	£0	£679,000	£238,455	£222,037	£218,507
	ICT Development	£0	£0	£0	£0	£10,147	£20,309	£10,162
	Voice/Data Network Replacement	£211,000	£460,000	£0	£671,000	£103,112	£200,162	£367,726
6201	Vehicle Replacement	£609,000	£2,168,000	£0	£2,777,000	£1,317,167	£826,393	£633,441
<b>Specific Capital Schemes</b>								
6301	Unallocated Capital Funds	£349,000	£3,584,000		£3,933,000			£3,933,000
6303	Operation Shield	£38,000	£0		£38,000	£28,500	£0	£9,500
6305	Operation Contest	£37,000	£0		£37,000	£2,604	£0	£39,604
6306	Oracle Finance System	£29,000	£0		£29,000	£5,670	£0	£23,330
6311	OSR - HR Programme	£100,000	£0		£100,000	£32,785	£0	£132,785
6312	Card Access System	£182,000	£0		£182,000	£170,461	£52,303	£40,764
6313	Automated Call Distribution	£136,000	£0		£136,000	£65,620	£0	£70,381
6317	WFM Reigate CID	£27,000	£0		£27,000	£0	£0	£27,000
6318	Helicopter Digital Recording	£2,000	£0		£2,000	£0	£0	£2,000
6320	Project Enterprise	£1,661,000	£1,856,000		£3,517,000	£1,197,315	£2,752	£2,316,933
6321	ANPR Countywide - Fixed Sites	£314,000	£55,000		£369,000	£22,695	£213,009	£178,686
6326	Extend GFD Custody	£0	£0		£0	£14,659	£14,659	£0
6329	Scientific Support Case Management (Socrates)	£50,000	£0		£50,000	£13,289	£0	£36,711
6330	Digital CCTV Custody Centres	£0	£0		£0	£793	£1,875	£2,668
6343	Cell Improvements	£0	£0	£11,591	£11,591	£0	£8,940	£2,651
6352	EDRMS Phase II	£6,000	£0		£6,000	£69	£1,840	£4,091
6364	Mobile Data 2009/10	£909,000	£0		£909,000	£28,643	£896,716	£16,359
6365	NABIS Local Clearing House	£86,000	£0		£86,000	£79,448	£0	£6,552
6367	Building Management System	£96,000	£0		£96,000	£94,329	£13,331	£11,660
6368	ANPR In-vehicle laptops	£0	£0		£0	£1,764	£0	£1,764
6369	ANPR Van Upgrade	£37,000	£0		£37,000	£35,670	£35,670	£3,000
6370	CLIO Crisis Management software	£30,000	£0		£30,000	£24,900	£0	£5,100
6371	IT WAN Restructure	£25,000	£262,000		£287,000	£46,459	£72,080	£168,460
6372	Helicopter Re-location to Odiham	£40,000	£0	£11,779	£51,779	£0	£0	£51,779
6373	Hydra training System	£17,000	£0		£17,000	£17,011	£0	£11
6374	Secondary generators at MB and Godstone	£480,000	£0		£480,000	£3,948	£0	£476,052
6375	WFM Guildford/Woking CID 09/10	£18,000	£0		£18,000	£0	£0	£18,000
6377	Salfords Custody Suite	£0	£2,032,000		£2,032,000	£200,823	£0	£1,831,178
6378	Digital Audio Interviewing	£6,000	£0		£6,000	£5,007	£0	£993
6388	Command Bus for Olympics	£0	£100,000		£100,000	£0	£0	£100,000
	<b>Total</b>	<b>£4,675,000</b>	<b>£7,889,000</b>	<b>£23,370</b>	<b>£12,587,370</b>	<b>£1,875,635</b>	<b>£1,313,174</b>	<b>£9,398,560</b>
<b>Capital Finance Leases</b>								
6801	Stonebridge Lease		£100,000		£100,000	£68,444	£0	£31,556
6802	Woking Depot Lease		£40,000		£40,000	£407	£407	£40,000
	<b>Total</b>	<b>£0</b>	<b>£140,000</b>	<b>£0</b>	<b>£140,000</b>	<b>£68,037</b>	<b>£407</b>	<b>£71,556</b>
	<b>TOTAL</b>	<b>£5,832,000</b>	<b>£12,380,000</b>	<b>£110,253</b>	<b>£18,322,253</b>	<b>£4,482,929</b>	<b>£2,644,443</b>	<b>£11,194,881</b>

APPENDIX C

Monthly Budget Holder Report: **Forcewide**  
 Cost Centre Manager **Mark Rowley**  
 Cost Centre No **All**

Current Period **Sep-10**  
 Extract Date **07/10/2010**

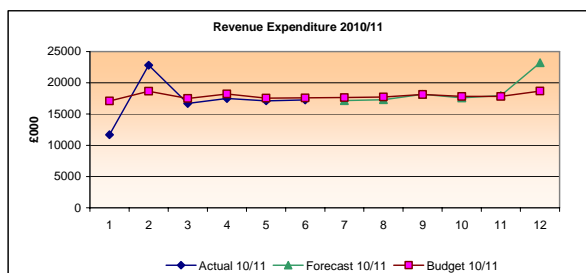


Currency: GBP

All Numbers (£,000)

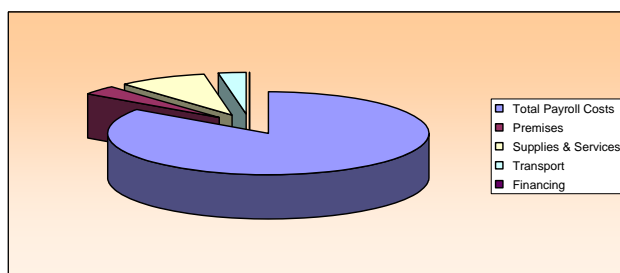
	Month			Year to Date			Year				
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	Annualised Actual	Forecast	Variance Bud to Fc	
<b>Payroll</b>											
<b>Police Payroll</b>											
Police Standard	6,049	6,019	(31)	35,654	35,085	(569)	71,482	71,308	72,724	(1,243)	
Police Overtime	324	414	91	2,535	2,457	(78)	4,951	5,069	5,160	(209)	
Police Allowances	447	471	25	2,697	2,728	31	6,391	5,394	6,287	103	
<b>Staff Payroll</b>											
Staff Basic	5,208	5,231	23	30,857	31,490	633	62,942	61,714	62,970	(28)	
Staff Overtime	173	132	(41)	1,100	807	(293)	1,598	2,200	2,022	(424)	
National Insurance (NI)	388	393	5	2,396	2,337	(58)	4,671	4,791	4,617	54	
Staff - Superann	360	732	372	5,113	5,640	527	9,996	10,227	8,962	1,034	
Agency	165	51	(114)	845	358	(487)	798	1,690	1,759	(961)	
Other Payroll Costs	3,951	3,716	(235)	20,233	21,748	1,515	38,765	40,466	38,806	(40)	
<b>Total Payroll Costs</b>	<b>17,065</b>	<b>17,160</b>	<b>94</b>	<b>101,429</b>	<b>102,651</b>	<b>1,221</b>	<b>201,595</b>	<b>202,859</b>	<b>203,308</b>	<b>(1,713)</b>	
<b>Other Expenses</b>											
Premises	527	816	289	3,502	4,855	1,353	9,657	7,004	9,903	(246)	
Supplies & Services	2,123	2,066	(57)	10,603	11,887	1,284	24,728	21,206	23,948	781	
Transport	481	541	60	3,357	3,545	188	6,582	6,715	6,343	239	
Financing	(12)	11	23	105	22	(83)	891	210	949	(59)	
<b>Total Other Expenses</b>	<b>3,118</b>	<b>3,434</b>	<b>315</b>	<b>17,568</b>	<b>20,309</b>	<b>2,742</b>	<b>41,858</b>	<b>35,135</b>	<b>41,142</b>	<b>716</b>	
<b>Income</b>											
Grants	(1,136)	(1,022)	114	(6,835)	(5,786)	1,048	(11,607)	(13,670)	(13,058)	1,451	
	(1,772)	(1,992)	(220)	(9,069)	(10,589)	(1,520)	(17,496)	(18,138)	(16,950)	(547)	
<b>Grand Total</b>	<b>17,275</b>	<b>17,579</b>	<b>304</b>	<b>103,093</b>	<b>106,585</b>	<b>3,492</b>	<b>214,350</b>	<b>206,186</b>	<b>214,442</b>	<b>(92)</b>	
<b>Headcount Statistics</b>											
Police Officers	1,824	1,858	34	1,825	1,813	(13)	0	0	0	0	
Staff	2,262	2,319	57	2,259	2,319	60	0	0	0	0	
<b>Total Headcount</b>	<b>4,086</b>	<b>4,177</b>	<b>91</b>	<b>4,084</b>	<b>4,132</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

COMPARISON



REVENUE EXPENDITURE

BY TYPE





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

PROJECT	2008/09	In	2009/10	2010/11	2010/11	2010/11	3 Year	20011/12	2012/13	2013/14
	Year	Year	In-Year	2010/11	2010/11	2010/11	Cumulative	Forecast	Forecast	Forecast
	Saving	Saving	Saving	Budgeted	Revised	Variance	Savings	Savings	Savings	
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	£000s	£000s	£000s	£000s
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
GRE for 07/08	188,575.0	188,575.0	188,575.0				188,575.0			
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			
<b>Closed Projects</b>										
4 to 3 BCU									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					
<b>Sub Total Closed Projects</b>			<b>4,242</b>	<b>4,845</b>	<b>603</b>		<b>4,845</b>	<b>10</b>	<b>325</b>	<b>152</b>
<b>Business Support Change</b>										
Ill Health Injury: Costs & Savings			35	35	0					
OSR IT			245	149	(96)			424	249	
COG Savings			211	211	0					
Overtime			500	500	0			565	500	297
Shared Service Centre			0	(433)	(433)			617	41	
Fleet Review			56	165	109			109	27	
Senior Management/Secretariat/Staff Officer			0	(120)	(120)			554		108
Administration Support Non Staff Savings			586	527	(59)					
Non staff costs 2			0	0	0					
Senior Police Staff Leadership Review			0	(250)	(250)			800	250	200
Local Estate Management			0	0	0			363	17	45
Financial Management			0	0	0			23		
Provision against CIP2 Delivery			(400)	0	400					
Estates Strategy (Neighbourhood offices)			31	0	(31)					
OSR3			789	0	(789)			500		
<b>Sub Total</b>			<b>2,053</b>	<b>784</b>	<b>(1,269)</b>		<b>784</b>	<b>3,955</b>	<b>1,084</b>	<b>650</b>
<b>Operational Policing change</b>										
OPR Leadership Savings			3,500	3,025	(475)					
Surplus Officers			(2,689)	(3,045)	(356)			24	(55)	(83)
OPR Implementation costs			0	(350)	(350)			350		
Automated Call Distribution			25	25	0			20		
Functional command savings			0	0	0					
Front Counters			0	(102)	(102)			354		
Crime Management Review			(335)	159	494			467		
Shift Pattern Review			413	0	(413)			333	334	
SO Reviews			750	1,159	409					
CJ Review Costs			1,743	1,219	(524)			50		
Partnership Funding review 2			100	100	0			100	100	
Estates Restructure			(700)	(700)	0			644	1,261	1,481
<b>Sub Total</b>			<b>2,807</b>	<b>1,490</b>	<b>(1,317)</b>		<b>1,490</b>	<b>2,342</b>	<b>1,640</b>	<b>1,398</b>
<b>Operational Development Change</b>										
WFM (CID)			1,793	1,576	(217)			902		
WFM (PSO)			(158)	(54)	104			419		
Enterprise Programme			463	194	(269)			32	617	
Collaboration			500	0	(500)			1,000		
Mobile Data			0	0	0			75	975	1,400
Information Management			0	96	96			96	396	
Impact			0	(21)	(21)			(21)	42	
<b>Sub Total</b>			<b>2,598</b>	<b>1,791</b>	<b>(807)</b>		<b>1,791</b>	<b>2,503</b>	<b>2,030</b>	<b>1,400</b>
<b>Sub Total Cashable</b>	<b>3,618</b>	<b>4,820</b>	<b>11,700</b>	<b>8,910</b>	<b>(2,790)</b>		<b>17,348</b>	<b>8,810</b>	<b>5,079</b>	<b>3,600</b>
<b>Additional Allowable savings:</b>										
Total additional allowable savings achieved - detail available on request	946	445					1,391			
OSC staff savings (linked to ACD)				253	253		253			
<b>Capital Programme Savings:</b>										
Overage on Property Sales	702	203	1,230	1,230			2,135			
<b>Total Efficiency Savings</b>	<b>5,266</b>	<b>5,468</b>	<b>13,183</b>	<b>10,393</b>			<b>21,127</b>			
Net Surplus b/fwd	8,700	7,366	6,234	6,234			8,700			
Less Target	(6,600)	(6,600)	(6,223)	(6,223)			(19,423)			
<b>Excess efficiencies to carry forward (subject to confirmation)</b>	<b>7,366</b>	<b>6,234</b>	<b>13,194</b>				<b>10,404</b>			
Green = on plan & saving will be achieved							<b>12,341</b>	<b>1,358</b>	<b>367</b>	<b>152</b>
Amber = Risk to deadline & risk to saving							<b>339</b>	<b>5,275</b>	<b>1,084</b>	<b>650</b>
Red = Deadline not going to be achieved & saving not achieved or severely altered							<b>(3,770)</b>	<b>2,154</b>	<b>3,628</b>	<b>2,798</b>
							<b>8,910</b>	<b>8,787</b>	<b>5,079</b>	<b>3,600</b>
<b>Difference between budgeted savings and revised forecast</b>								<b>(3,504)</b>	<b>(2,459)</b>	<b>(372)</b>