

To: Surrey Police Authority
Date: 15th December 2011
By: Head of Finance
Title: Financial Report Month 6 - 2011/12

Purpose of Report/Issue:

This report presents the financial position for the Half Year as at September 2011. It was presented to the Finance and Performance Panel on 10th November 2011.

Summary:

The gross revenue budget for the year is £213.2m. Total expenditure for the year to date is currently £2.1m within the phased budget with the forecast outturn being £0.5M within budget.

Total Capital budget is £16.9m including £4.7m re-phased from last year and £2.0m carried forward from last years. Expenditure for the year to date is currently £4.6m.

Recommendation(s) –

The Authority is asked to:

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

- Note the Strategic Change position and update.

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 6 2011/12**

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Financial Report – Month 6

September 2011



1 Introduction

1.1 The report contains the following;

- The actual revenue expenditure year to date, against the 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 5).
- 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 Budget Summary

- 2.1 The year to date actual revenue expenditure of £103.9m is £2.1m (2%) within the phased budget, this has been a consistent trend through the year to date.
- 2.2 The current forecast outturn position is an under spend of £480k which reflects the year to date trend and the effectiveness of the Forces austerity programmes, tempered by caution on the financial impact of public order policing and the need to increase provisions for next year
- 2.3 The Force Summary at Appendix B provides the detail of expenditure against the budget for the cost type, pay, premises, supplies & services, transport and income.
- 2.4 The flexibility levered from the budget allows for financial resources to be targeted by the Force which assist in the achievement of the Local Policing Plan targets.
- 2.5 Police officer costs are within budget in total as officer numbers on the revenue payroll, are within budget which offsets above budget overtime costs following a further cut in the overtime budget £380k this year following a £500k cut last year.
- 2.6 Police staff costs are under spent as a result of the change programmes and posts' being held vacant but this is countered by higher temporary and agency staff costs. Police staff overtime is overspent following a budget cut of £185k.
- 2.7 Non payroll costs are under spent against the year to date budget as a result of reduced Premises and Transport costs.
- 2.8 Income is above budget due to the effects of collaboration recharging between forces and mutual aid recharging.

3 Variances by Command

- 3.1 Following the move of Firearms into Collaboration Command and the Data Bureau into Tasking, Response is on budget year to date with a forecast under spend at year end, due to reduced officer and staff costs. Higher supplies costs on Air collaboration are offset by higher income.

- 3.2 Investigation command underspent by £0.5m with an under spend within the employee budget due to reduced numbers and savings in supplies and services due to lower forensic spend, the same level of under spend is forecast for year end. Major Crime and Scientific Support have now been moved into the Collaboration Command.
- 3.3 Neighbourhood is within budget for the half year but is forecasting an overspend of £467k for the year, largely relating to employment costs of officers and staff as headcount increases
- 3.4 Tasking & Co-Ordination were within budget for the half year a position which is forecast to continue. The Data Bureau with CRB income and costs transferred from Response to Tasking in September with balancing cost and income variances.
- 3.5 Collaboration command is currently recording an under budget position which is forecast to be on budget by year end, however this is dependent on the level of recharges between forces. Major Crime, Firearms and Scientific Support have now been moved into Collaboration but Covert and Air Support have not yet been moved.
- 3.6 Within the DCC directorate ACPO are on budget but forecast being above budget by year end due to additional staff costs in Corporate Comms and staff officer costs, while PSD are within budget but forecast to exceed by year end as a result of legal claims. Force Improvement are currently within budget but are currently forecast to exceed budget by year end due to staff numbers.
- 3.7 Human Resources are over budget due to the number of probationers and are forecast to remain over budget to year end.
- 3.8 Finance and Services are well within budget due to reduced premises costs and are forecasting to be on budget at year end.
- 3.7 ICT are within budget due to reduced supplies costs and are forecasting to remain so.
- 3.8 Corporate is recorded as being overspent year to date due to the creation of additional reserves, the forecast is closer to budget.

4 Virements & Approvals

- 4.1 Virements are used to move budgets during the year in line with operational changes and savings achieved. 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 but it may be noted that Major Crime, Firearms and Scientific Support units have been vired into the Collaboration Command, savings from Catering, Printing, SBSC and Fleet reviews have been vired into Force Improvements and Data Bureau has been vired from Response to Tasking.

5 Capital Position

- 5.1 The total capital budget, at £16.9m includes £4.7m re-phased from last year, £2.0m carried forward from last year and £10.1m budgeted for the current year
- 5.2 Of this £13.8m has been allocated to specific projects, £3.0m has been agreed in principle and £0.4m remains to be allocated as at month 3.
- 5.3 Project Enterprise has a budget of £3.8m, Mobile Data £2.0m and Salford Custody unit £1.8m, Vehicle replacement has a budget of £2.0m. Our last two finance leases have a budget of £64k but as the final payments are due on each an overspend of £29k will occur in year.
- 5.4 Expenditure for the year to date is £4.6m, a further £2.6m is covered by outstanding orders, the rest being uncommitted.
- 5.5 A capital Grant of £1.1m is anticipated as is £2.8m from the sale of Houses and £4.0m from the sale of Police Stations, the remainder of funding being made up of revenue funding and internal borrowing.

6 Balance Sheet

- 6.1 Usable reserves are at £14.4m, £1.6m more than at the start of the year following the move of £1.2m into revenue funding from Local Reserves £0.4m and OPR reserve £0.8m, Local reserves have now been reduced to zero, Insurance reserves are

£2.5m, and Ill health reserves £1.1m. An OPR reserve originally established at the end of 09/10 has been reduced to £0.4m. A health reserve which was re-established in 09/10 stands at £0.3m, the Olympic reserve has been increased to £0.6m and the general reserve has increase to £9.6m.

7 Accounts receivable

- 7.1 Accounts receivable of £2.8m includes £0.1m over 90 days old being 4% of total debtors, 75% 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 have paid SCC who credited SPA in Month 7
14,630	30/04/11	Bedfordshire Police Authority	Dog School training course fees, explosive detection.
34,794		Sub Total	
149,333		Total	

- 7.3 No write off actions are currently recommended.

8 Accounts payable

- 8.1 Accounts payable shows 333 invoices and credit notes being processed at month end of which 52 are for more than 120 days. The total net value of outstanding invoices and credit notes being £1,026k with 54% of this value being held for less than 30 days.

9 Cash

- 9.1 As the level of reserves has been impacted by usage and with the possibility of “borrowing” for the capital programme, close attention to the cash levels will be required.
- 9.2 The cash balance at the half year was £19.6m compared to £14.4m at the start of the year. The cash balance decreased in June due to the precept grant being paid in ten instalments, with no instalments in December and June, the balance recovered in July and is forecast to remain above the opening year position until December when it will again reduce before recovering again.

10 Efficiency Savings

- 10.1 The report at appendix E sets out the current position with respect to the Force’s Efficiency Plan with a planned saving of £13.3m, further narrative is in Section 11.
- 10.2 The report gives the outline of savings forecast in 2011/12 and later years.

11 Strategic Change Projects Update

11.1 Financial Overview

A number of changes have been made to the projected savings across the change programmes. This initially resulted in an expectation of a deficit position across the change programme for this financial year, however subsequent change programmes have rectified this and we are currently anticipating a nil-position or a small surplus. A summary of the changes made follows:

11.1.1 Delayed savings for Shared Business Services, ICT OSR and Estates Reconfiguration – the volume of savings for these reviews is still achievable but there has been some slippage into next financial year.

11.1.2 Reduced savings: the projected savings for the senior leaders review have reduced as a result of alignment with other reviews and subsequent changes at the lower pay grades.

11.1.3 Further non-staff savings have been identified to partially offset the delayed/reduced delivery of savings from these other reviews.

11.1.4 New projects: a number of new projects have been instigated recently, and their set-up costs impact on the budget position for this year, namely the Service Quality phase 2, Diversity and Health & Safety reviews.

11.1.5 Enterprise/Siren – savings re-profiled as discussed at recent Enterprise Boards and the last F&P panel.

11.1.6 Collaboration – previously assumed at zero cost for this year, however current forecast predicts a short delay in savings delivery and subsequent net-cost position for this year.

11.1.7 Closed projects: the cost/savings forecast for a number of older projects has been reviewed and revised. Some anticipated redundancy and relocation costs have been superseded by more recent reviews and therefore updated accordingly.

11.2 ICT OSR Review

Following the recruitment process there are some permanent posts that remain to be filled. Some staff that opted out of the selection process has been asked to stay on for 6 months to de-risk the transition process. External advertisements have been drawn up and in the meantime short term contractors will be recruited to de-risk the back office function.

11.3 Crime Management Review

Following the appointments panel 11 vacancies remain unfilled. The interview process for the outstanding vacancies has been agreed.

11.4 Senior Leaders

A closure report is being presented to the ACO's Change Board in October. It is anticipated that, if approved, this will be submitted to SCB in November.

11.5 Health and Safety

The investment appraisal has been updated to show an increase in savings of an extra £41k for the period 2011/12.

11.6 Collaboration

Following discussions with COG it was decided that we would look to agree the next list of business areas for scoping, identify any operational risks, the business case build and the level of resource required.

11.7 Peer Review

A Peer Review process is currently being developed for reviewing Strategic Change Projects which show differences in the benefits originally forecast in the Business Case, to identify the causes and consider any appropriate action.

Attachments:

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

FINANCIAL OVERVIEW AS AT SEP 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	25,900	25,898	(2)	50,393	50,039	354
Investigation	28,433	28,975	542	54,193	53,701	492
Neighbourhoods	13,032	13,231	199	26,686	27,153	(467)
Tasking	8,778	9,528	749	19,101	18,826	275
Collaborations	1,120	1,509	389	8,625	8,658	(33)
Sub Total	77,263	79,141	1,877	158,998	158,376	622
ACPO	1,737	1,812	75	3,674	3,775	(101)
PSD	1,116	1,185	69	2,369	2,494	(124)
Force Improvement	727	858	131	1,693	1,925	(232)
SBS	1,027	1,001	(26)	2,024	2,011	13
ICT	4,630	5,149	519	10,248	9,947	302
F & S	5,597	6,378	781	12,217	12,222	(5)
HR/Fed	8,528	7,978	(551)	15,909	16,180	(272)
Strategic Planning	92	83	(9)	170	176	(7)
Diversity	103	179	76	364	200	164
Sub Total	23,557	24,623	1,066	48,668	48,931	(263)
Corporate	2,559	1,462	(1,097)	4,126	4,201	(75)
SPA	473	694	221	1,387	1,188	199
TOTAL	103,852	105,920	2,067	213,179	212,696	483

BALANCE SHEET			
BALANCES			
	31/03/11	30/09/11	Var
	£ 000	£ 000	£ 000
Local Reserves	446	0	(446)
Insurance Reserve	2,219	2,485	266
Ill Health Reserve	1,028	1,064	36
Healthcare Reserve	290	290	0
Olympics Reserve	300	600	300
OPR Reserve	1,022	360	(662)
General Balances	7,485	9,552	2,067
TOTAL	12,790	14,351	1,561

CASH FLOW	
Cash Headroom (Month End Balances)	
£ 000	Month
25000	M
20000	A
15000	M
10000	J
5000	J
0	A
	S
	O
	N
	D
	J
	F
	M

Legend: Forecast 2011/12 (Orange line), Actual 2011/12 (Red line)

CAPITAL EXPENDITURE	
Approved 11/12 Capital Budget	£ 000
c/f Projects	14,844
Total	16,873
Spend to date	4,565
Ordered	2,574
Un committed	9,974
Revenue funded	(240)
Total	16,873

Financing	
Grant	1,135
Other funding	534
Receipts	6,823
Underspend forecast	3,030
Borrowing	5,351
Total	16,873

MRP £'000	
10/11	560
11/12	357
12/13	1,149

OVERTIME			
POLICE OFFICER		POLICE STAFF	
£ 000	YTD	YTD	FY Forecast
2,500	Invest	800	Invest
2,000	Neigh	700	Neigh
1,500	Resp	600	Resp
1,000	T & C	500	T & C
500	Other	400	Other
0		300	
		200	
		100	
		0	

Actual % of total pay		Forecast % of total pay	
Police Officer	5.70%	Police Officer	2.23%
Police Staff	4.94%	Police Staff	2.15%

ACCOUNTS PAYABLE					
	0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
Amount Due £ 000	382.6	518.4	35.4	89.9	1,026.3
% of Total Amount	37.3%	50.5%	3.4%	8.8%	100.0%
No of Invoices	180	46	55	52	333
% of Total Amount	54.1%	13.8%	16.5%	15.6%	100.0%

ACCOUNTS RECEIVABLE					
	May-11	Jun-11	Jul-11	Aug-11	Sep-11
	£ 000	£ 000	£ 000	£ 000	£ 000
Not yet due	79	1,766	488	419	1,933
1 - 30 days overdue	451	7	668	284	140
31 - 90 days overdue	91	136	38	431	570
Over 90 days overdue	232	237	161	171	108
TOTAL	853	2,146	1,355	1,305	2,751

OFFICER & STAFF HEADCOUNT	
Headcount FTE	Month
2500	1
2400	2
2300	3
2200	4
2100	5
2000	6
1900	7
1800	8
1700	9
1600	10
	11
	12

Legend: Officers Actual 11/12 (Blue diamonds), Officers Forecast 11/12 (Green triangles), Officers Budget 11/12 (Red squares), Staff Actual 11/12 (Cyan crosses), Staff Forecast 11/12 (Purple asterisks), Staff Budget 11/12 (Red circles)

GLW105

C3 - Capital Report
Month 6 - Sep 11



		Strand	Prior Year Re-Phasing	Prior Year Budget C/f	Current Year Budget 2011/12	Total 11-12 Budget	Rev Cont Sp Grants	Actual Spend YTD Apr-11-Sep-11	Capitalised in Year	O/S Orders	Variance YTD	Bal of Year Forecast Oct-11-Mar-12	Full Year Forecast	Fc to Bud Variance	% Spend	RAG
IT Infrastructure Renewal																
6021	DESKTOP REPLACEMENT PROGRAMME	ICT	0	0	180,000	180,000		14,351		7,913	165,649	165,649	180,000	0		
6022	LAPTOP REPLACEMENT PROGRAMME	ICT	0	0	80,000	80,000		4,536		6,133	75,464	75,464	80,000	0		
6023	ACCRUALS/FORCE SPEND	ICT	0	0	0	0	25,497	19,153		379	6,344	6,344	25,497	0		
6024	NETWORKS/CABLING - ICAD UPGRADE	ICT	0	0	21,000	21,000		2,679		218	18,321	18,321	21,000	0		
6026	IT PERIPHERALS - PRINTERS	ICT	0	0	30,000	30,000		20,138		447	9,862	9,862	30,000	0		
6027	HOMA	ICT	0	0	675,000	675,000		576,273			98,727	98,727	675,000	0		
6032	PLANNED SERVER REPLACEMENT	ICT	0	0	200,000	200,000		49,635		8,060	150,365	150,365	200,000	0		
	Sub-Total		0	0	1,186,000	1,186,000	25,497	686,765	0	23,150	524,732	524,732	1,211,497	0	57	
ICT Business Continuity																
6051	SAN	ICT		0	0	0		0			0	0	0	0		
6052	HARDWARE - FIREWALLS	ICT	0	0	0	0		8,916			-8,916	0	8,916	-8,916		
6055	ICT IMPROVEMENTS	ICT	93,000	0	0	93,000		10,725			82,275	68,060	78,785	14,215		
6084	SYSTEM IMPLEMENTATION	ICT	0	0	0	0		5,299			-5,299	0	5,299	-5,299		
	Sub-Total		93,000	0	0	93,000	0	24,940	0	0	68,060	68,060	93,000	0	27	
Voice/Data Network Replacement																
6101	AIRWAVES UPGRADES	ICT	0	0	60,000	60,000		59,986			14	0	59,986	14		
6102	DATA NETWORKS - VIDEO CONFERENCING	ICT	0	0	0	0		882			-882	0	882	-882		
6105	SPIRE LEASE	ICT	0	0	64,000	64,000		61,672			2,328	30,836	92,508	-28,508		
	Sub-Total		0	0	124,000	124,000	0	122,539	0	0	1,461	30,836	153,375	-29,375	99	
Fleet Annual Replacement Schemes																
6201	VEHICLE REPLACEMENT	F&S	0	550,000	1,400,000	1,950,000		132,919	48,048	592,615	1,769,033	1,769,033	1,950,000	0	9	
Specific Capital Schemes																
6301	UNALLOCATED CAPITAL - BUDGET ONLY		0	0	3,052,000	3,052,000		0			3,052,000	0	3,052,000	0		
6311	E-RECRUITMENT	HR	100,000	0	0	100,000		0			100,000	100,000	100,000	0	0	
6320	PROJECT ENTERPRISE	DCC	800,000	126,600	2,906,000	3,832,600		1,010,345		224,649	2,822,255	2,802,270	3,812,615	19,985	26	
6321	ANPR COUNTYWIDE - FIXED SITES	T&C	0	298,000	0	298,000		181,349		101,174	116,651	116,651	298,000	0	61	
6330	DIGITAL CCTV CUSTODY CENTRES	INV	0	0	0	0	1,766	1,766			0	0	1,766	0		
6352	EDRMS PHASE II	DCC	40,000	5,700	0	45,700		12,602		1,649	33,098	32,273	44,875	825	28	
6364	MOBILE DATA 2009/10	DCC	1,800,000	224,500	0	2,024,500		177,535		1,392,425	1,846,965	1,846,965	2,024,500	0	9	
6367	BUILDING MANAGEMENT SYSTEM 2009-10	F&S	0	0	0	0	10,944	10,944			0	0	10,944	0		
6369	ANPR - VAN UPGRADE 09/10	T&C	0	7,700	0	7,700		0		3,157	7,700	7,700	7,700	0	0	
6371	IT WAN RE-STRUCTURE	F&S	0	150,300	0	150,300		23,262		40,479	127,038	127,038	150,300	0	15	
6372	HELICOPTER RELOCATION TO ODIHAM 09/10	RESP	0	0	0	0		13,712			-13,712	0	13,712	-13,712		
6374	SECONDARY GENERATORS FOR HQ & GODST	F&S	0	100,000	0	100,000		0			100,000	100,000	100,000	0	0	
6377	SALFORD CUSTODY SUITE	F&S	1,816,000	15,000	0	1,831,000		1,825,820			5,180	5,180	1,831,000	0	100	
6378	DIGITAL AUDIO INTERVIEWING EQUIPMENT	INV	0	0	425,000	425,000		0			425,000	425,000	425,000	0	0	
6385	OP SMART	NEIGH	0	0	0	0	315	61	254		0	0	315	0		
6390	OPR ESTATE RESTRUCTURE	DCC	0	201,000	260,000	461,000		134,399		112,775	326,601	326,601	461,000	0	29	
6391	PROJECT MANAGEMENT SOFTWARE	DCC	60,000	0	0	60,000		0			60,000	60,000	60,000	0	0	
6392	MOBILE FRONT COUNTER	RESP	0	28,000	0	28,000		13,917		2,311	14,083	14,083	28,000	0	50	
6393	OLYMPIC GRANT	RESP	0	0	0	0	54,460	32,537		21,923	21,923	21,923	54,460	0	60	
6394	CARBON REDUCTION INITIATIVES	F&S	0	0	40,000	40,000		0		41,053	40,000	40,000	40,000	0	0	
6395	MIDAS MOBILE FINGERPRINT ID	DCC	0	0	27,000	27,000		0			27,000	27,000	27,000	0	0	
6396	SUPPORT SERVICES IT DEVELOPMENTS	SUPP	0	272,000	0	272,000		20,750			251,250	251,250	272,000	0	8	
6397	E-BUSINESS/INTEGRATION TECHNOLOGIES	DCC	0	50,000	200,000	250,000		0		2,100	250,000	250,000	250,000	0	0	
6398	CATERING REFURBISHMENT WORK	F&S	0	0	0	0	147,000	123,519			23,481	23,481	147,000	0	84	
6399	REMOTE ACCESS	DCC	0	0	455,000	455,000		0			455,000	455,000	455,000	0	0	
6400	CARBON REDUCTION INITIATIVES (SOLAR)	F&S	0	0	60,000	60,000		14,975		14,975	45,025	45,025	60,000	0	25	
	Specific Capital Schemes Sub-Total		4,616,000	1,478,800	7,425,000	13,519,800	214,485	3,597,493	254	1,958,670	10,136,538	7,077,440	10,675,187	3,059,098		
	Totals		4,709,000	2,028,800	10,135,000	16,872,800	239,982	4,564,657	48,302	2,574,435	12,499,823	9,470,101	14,083,060	3,029,722		

5% per month =
6.5% per month =
6.5% per month =

Closed
30% < > 120%
39% < > 110%
39% > < 110%



Monthly Cost Centre Report FORCEWIDE
 Department Manager 2604 Rowley
 Department Number A00,-000,-010 Budget REV 11/12
 Current Period Sep-11 Forecast FOR 11/12
 YTD Period Sep-11 Currency GBP
 Period Number 6 Full Year to Adj-12

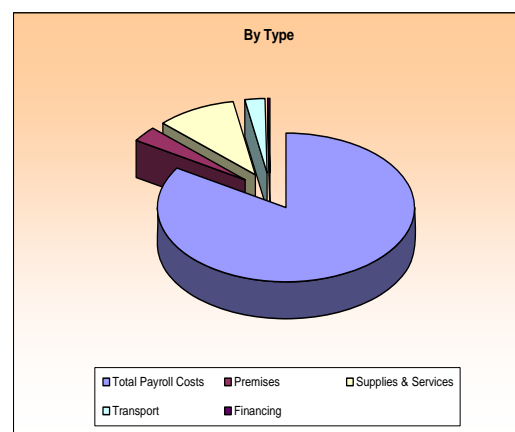
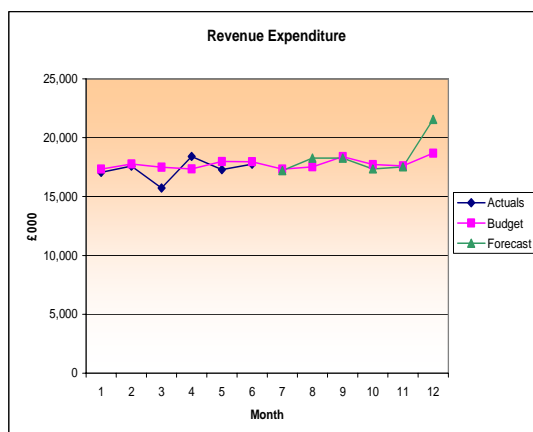


	PTD			YTD			Year			
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	Annualised Actual	Forecast	Variance Budget to Forecast
All Numbers (£,000)										
Payroll										
Police Payroll										
Police Standard	6,262	6,212	(50)	36,987	36,863	(123)	74,618	73,973	75,012	(394)
Police Overtime	934	354	(581)	2,772	2,184	(588)	4,172	5,544	4,777	(605)
Police allowances	450	489	39	2,655	3,036	380	6,544	5,311	6,217	327
Police Staff										
Police Staff Basic	4,993	5,060	67	30,125	30,425	300	60,951	60,250	60,840	111
Police Staff Overtime	142	116	(25)	805	704	(101)	1,408	1,611	1,510	(102)
National Insurance (NI)	393	426	33	2,360	2,563	202	5,135	4,720	4,599	536
Police Staff - Superan	707	606	(101)	3,746	3,640	(106)	7,293	7,491	7,336	(44)
Agency	52	2	(50)	590	12	(578)	23	1,180	685	(661)
Other Payroll Costs	4,088	3,343	(745)	24,490	19,395	(5,096)	40,150	48,981	40,851	(701)
Total Payroll Costs	18,021	16,609	(1,412)	104,531	98,822	(5,709)	200,294	209,062	201,828	(1,534)
Other Expenses										
Premises	716	1,029	313	4,090	4,667	577	8,792	8,179	8,513	279
Supplies & Services	3,266	2,098	(1,168)	12,641	12,683	43	25,671	25,282	27,492	(1,821)
Transport	605	603	(2)	3,270	3,422	153	6,890	6,540	7,115	(225)
Financing	50	14	(37)	200	82	(118)	1,085	400	472	613
Total Other Expenses	4,637	3,743	(894)	20,201	20,855	654	42,438	40,402	43,592	(1,154)
Income	(2,661)	(1,251)	1,410	(7,610)	(6,276)	1,334	(12,691)	(15,221)	(14,401)	1,710
Grants	(2,248)	(1,134)	1,114	(13,269)	(7,481)	5,788	(16,861)	(26,538)	(18,323)	1,462
Grand Total	17,749	17,967	217	103,852	105,920	2,067	213,179	207,705	212,696	483

Headcount Statistics

Police Officers	1912	1923	11	1870	1903	33
Staff	2197	2317	120	2204	2322	118
Total Head Count	4110	4240	130	4074	4225	151

Revenue Expenditure



ENTERPRISE PROGRAMME FINANCIALS OVERVIEW

	Actuals						Current Year		
	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
Item					Design & Build Phase	Design & Build Phase	Design & Build Phase	Implementation & Build Phase	Business As Usual
Capital Budget									
Budget	657	619	910	975	3,620	1,856	3,858	1,084	40
Brought Forward		535	248	492	358	1,661	236	20	-790
Central Budget Adjustments						-800	-262		
Actuals/Forecast	122	906	666	1,109	2,317	2,481	3,812	1,894	
Net position	£535	£248	£492	£358	£1,661	£236	£20	-(£790)	-(£750)

Note 1

					09/10	10/11	11/12	12/13	
Item							Implementation & Roll-out	Implementation & Roll-out	Business As Usual
Revenue "Implementation" Budget									
Budget					315	248	465	555	
Budget Growth/Adjustments						184	90		
Actuals/Forecast					183	413	444	1391	
Net Position					£132	£19	£111	-(£836)	Note 2

Post 12/13 = ICT Business As Usual

	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Item								
GRAND TOTAL Capital + Revenue								
Budget	657	619	910	975	3,935	2,104	4,323	1,639
B/Fwd Budget/Growth	0	535	248	492	358	1,045	64	20
Actuals/Forecast	122	906	666	1,109	2,500	2,894	4,256	3,285
Net position	£535	£248	£492	£358	£1,793	£255	£131	-(£1,626)

Critical Milestones ahead		
21/10/2011	Siren Day 1 Product Delivered to Surrey Police	
24/10/2011	Environments & Application ready for Testing Go/No Go	
03/11/2011	System Acceptance Testing (SAT) Complete	

Capital cost: A high level draft re-plan has been produced and presented at Programme Board, SCB and CSB in July, reflecting the increased capital costs of the re-plan which are forecast to be £750k. A capital growth bid has been submitted, the main drivers include the extended life of the full programme team resources, additional hardware costs associated with the NSPIS Case and Custody contract extension for 12/13, plus the additional hardware / software / consultancy costs related to the remaining system interface development and testing.

Revenue Cost: the original business case made no provision for redundancy costs, these are factored into the revenue profile in 2012/13 (£282k). as a result of the delays, the current support and maintenance contracts for both the crime information system (CIS) and the NSPIS case and custody products will now be extended, these systems had been planned to be decommissioned in 12/13. The programme slippage means the training roll-out will be delayed and a significant proportion of the training costs will now fall into 2012/13 (£134k) The Project team costs include a provision in 12/13 for anticipated additional travel, agency fees, training and equipment costs associated with programme delay, in addition to the following fixed term posts, Resource Manager, Office Manager and Communications Officer.

Closed Projects	2011/12	2012/13	2013/14	2014/15	2015/16	2012/16
4 to 3 BCU	0	103	0	0	0	103
OSR HR	-26	175	1	1	0	177
SSD	36	47	151	0	0	198
Others	0	0	0	0	0	0
Crime Management Review	366	0	0	17	0	17
CJ Review Costs (CJ Model June 2010 v 21)	50	0	0	0	0	0
Estate Management	213	47	61	43	21	172
Local Fleet Management	203	27	0	0	0	27
WFM CID	453	0	0	0	0	0
WFM (PSO)	560	61	0	0	0	61
Front Counters	411	0	0	0	0	0
Total	2,266	460	213	61	21	755
Business Support Change	2011/12	2012/13	2013/14	2014/15	2015/16	2012/16
ICT OSR Review	-45	379	75	76	0	530
Shared Business Services	377	167	0	0	0	167
Senior Management / Secretariat/ Staff Officer Review	839	8	76	11	0	95
Service Quality Review	71	-89	89	2	0	2
<i>SQR - Phase 1</i>	158	0	0	0	0	0
<i>SQR - Phase 2</i>	-87	-89	89	2	-	2
<i>SQR - Phase 3</i>	-	-	-	-	-	0
Non Staff Costs	4,552	1,170	427	100	0	1,697
<i>OSR IT (non staff savings)</i>	180	340	0	0	0	340
<i>Overtime</i>	565	500	297	0	0	797
<i>Non Staff Costs</i>	525	0	0	0	0	0
<i>Non Staff Costs 2</i>	2,142	100	100	100	0	300
<i>Allowances (Officers)</i>	1,140	230	30	0	0	260
Senior Police Staff Leadership Review	3,022	-19	178	0	0	159
Pay & Reward	-	-	-	-	-	0
Corporate Comms	428	0	113	0	0	113
Total: Business Support Change	9,244	1,616	958	189	0	2,763
Operational Policing Change	2011/12	2012/13	2013/14	2014/15	2015/16	2012/16
Surplus Officers	439	600	0	0	0	600
Functional Command Savings	332	250	-16	14	0	248
<i>CJ Integrated Working (Enterprise Savings Brought Forward)</i>	39	25	0	0	0	25
<i>DDO Posts</i>	244	0	0	0	0	0
<i>Vehicle Recovery</i>	88	105	-16	14	0	103
<i>Other</i>	0	145	0	0	0	145
Neighbourhood Command Savings	100	100	0	0	0	100
Estates Reconfiguration: Services & Facilities / Co Location	397	1,133	544	0	-38	1,639
<i>Estates - Red</i>	68	74	243	0	-1	316
<i>Estates - Amber</i>	187	962	271	0	-8	1,225
<i>Estates - Green</i>	142	97	30	0	-29	98
Estates Reconfiguration: Financial Impact	-7	601	483	295	422	1,801
<i>Financial Impact - Red</i>	0	-25	-92	113	422	418
<i>Financial Impact - Amber</i>	-1	640	451	182	0	1,273
<i>Financial Impact - Green</i>	-6	-14	124	0	0	110
CMU - (Enterprise Savings Brought Forward)	-144	619	11	34	15	679
Health & Safety Review	34	63	31	0	0	94
Total: Operational Policing Change	1,295	2,747	1,042	309	384	4,482
Operational Development Change	2011/12	2012/13	2013/14	2014/15	2015/16	2012/16
Enterprise Programme	-48	644	466	654	315	2,079
<i>CMU</i>	-144	619	11	34	15	679
<i>CJ Integrated Working</i>	39	25	0	0	0	25
<i>CIS Support</i>	57	0	0	0	0	0
<i>Other(Enterprise Shortfall / Surplus)</i>	0	0	455	620	300	1,375
Collaboration - BiLateral	-419	898	541	25	0	1,464
Collaboration - Air Support	607	0	0	0	0	0
Impact	4	0	0	0	0	0
BPP (formerly PSP)	0	0	0	0	0	0
Diversity	30	133	1	3	0	137
Total: Operational Development Change	174	1,675	1,008	682	315	3,680
Police Authority	73	83	26	12	0	121
Total Change Programme Savings	2011/12	2012/13	2013/14	2014/15	2015/16	2012/16
Total Change Programme Savings	13,052	6,581	3,247	1,253	720	11,801
Budget Gap	13,284	8,117	4,766	2,389	435	15,707
Unfunded Gap	-232	-1,536	-1,519	-1,136	285	-3,906
Previous Savings Forecast	14,144	7,136	3,800	496	410	11,842
RAG Breakdown	2011/12	2012/13	2013/14	2014/15	2015/16	2012/16
	12,902	970	890	184	-8	2,036
	588	4,341	1,121	309	7	5,778
	-438	1,270	1,236	760	721	3,987