

5.	HMICFRS Inspection Update - Crime Data Integrity	Cleveland Police
6.	Coronavirus Update	Cleveland Police
7.	Any Other Business	
8.	Date of next meeting – 6 April 2020	



Scrutiny, Delivery & Performance Meeting

10 February 2020

13:00

Cleveland Room 2

Present

Barry Coppinger - Police and Crime Commissioner
Richard Lewis – Chief Constable, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Liz Byrne – Assistant Chief Executive, OPCC
John Wrintmore – Staff Officer to Chief Constable, Cleveland Police
Elise Pout – Standards and Scrutiny Manager, OPCC
Jeremy Collins – Service Improvement Team, Cleveland Police
Will Green – Head of Communications, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Charlotte Rumins – Community Hub Advisor, OPCC

Apologies for absence

Simon Dennis – Chief Executive & Monitoring Officer, OPCC

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

1. None declared.

Notes of the Previous Meeting

2. The notes of the following meeting were approved for publication.
 - i. 13 January 2020

Police and Crime Plan Objective - Victims

3. The PCC put the following questions to the Force prior to the meeting:

- i. Is the Performance Framework for Victims available which includes*
 - A clear meeting structure*
 - Clear terms of reference for each meeting, attendees, responsibilities*
 - Framework of measures - data and information that feeds into each meeting*
 - Clear linkages made to the Police and Crime Plan*

Det. Supt. Downes provided a written update prior to the meeting which JC discussed in more detail. It was confirmed that the Victims and Witnesses Group now has a clear meeting structure in place with Terms of Reference linking to the PCC's Police & Crime Plan objective. This group has developed the Victims and Witness Strategy, the Performance Management Framework and will now form the core of the newly formed Victims and Witnesses Tactical Delivery Group.

The VCOP performance data and portal is being developed and is to be introduced in the near future by the PQR team, at present the current data isn't sufficiently accurate enough in order to form part of a credible performance framework as it only recognises VCOP compliance if an officer completes the VCOP form on NICHE. Officers can comply with VCOP and record within NICHE on the OEL and therefore not use the VCOP form, this isn't captured as VCOP compliance by the automated system. Work is currently ongoing to develop a more accurate set of data. However difficulties in this area have been identified on a national basis.

It was noted that a New Victims and Witness strategy has been developed in line with the NPCC plan which aims to address all key needs of the victims and witness from initial police contact to the conclusion of the Criminal Justice process, this is aligned to the outcomes set out in section 2 of the Police and Crime Plan.

ii. Operation Encompass

Has there been a clearance of backlogs?

Are children consistently and accurately being flagged on Niche?

Are the staffing issues resolved?

It was noted that recent backlogs with Op Encompass have now been cleared. There had previously been a lack of secure email addresses for schools and issues within school holidays which had impacted upon the backlog, these issues are also now resolved. Children are now consistently and accurately being flagged on Niche and current PPN compliance is at 99%. There are now two FTE Op Encompass officers based at the North CHUB and South MACH.

iii. Internal Victims of Domestic Abuse

Update on what the Force are doing in relation to internal victims, their wellbeing and improving confidence of people coming forward.

The Domestic Abuse employee policy is now with HR for final feedback. The proposed policy was presented at the Safeguarding and Vulnerability Delivery Group on 28 January 2020 and further amendments were identified. The policy requires an Equality Impact Assessment and will be circulated for a 4 week consultation period once a final draft is reached. At present it is unclear how success of the approach will be measured as reporting is often discrete.

iv. VCOP

In November it was noted that improvements are still required although it has been recognised that the force have put in place the means by which they will understand compliance as well as raising investigative standards. It was to be reviewed again at the end of the financial year, with a target of 85%, is compliance on track?

Discussions took place in relation to the incoming changes to VCOP and it was noted that no timescales have been given for the implementation of the changes. This has been discussed at the Victim and Witness Strategy Working Group and RK is currently trying to ascertain the timescales as it is believed that the changes may not be in the near future. When this information is clarified then the reintroduction of VCOP guidance and performance management will be reassessed and therefore may be reintroduced prior to the changes to VCOP being made. Current compliance based on the data capture is between 45-53%.

v. Victims Right to Review (VRR)

Confirmation of which department is leading on VRR and assurance that it is running effectively and adhering to the 2015 ACPO guidance?

An explanation of the Force's VRR process and how it is measured?

How many VRRs have been received and how many have been overturned – broken down by crime type.

It was noted that DSE are leading on the VRR process, when a request is received they are checked for compliance to ensure they are appropriate for VRR then a NICHE tasking is initiated to a DCI within the relevant area for review. Once tasked to the command a reminder is sent after 30 working days, when the review is complete and returned to DSE, a letter is sent updating the victim. Over the last 12 months, 16 VRRs have been

conducted in respect of sexual offences, 1 for assault, 3 for domestic assault, 2 for theft, 2 for harassment and 1 for criminal damage.

vi. Vulnerability Desk

Update on the impact of the implementation of the desk and if there have been any impact of the increased demand on Domestic Abuse partners?

How do you know that victims are receiving a better service?

The vulnerability desk consists of 4 PCs and a Sergeant and had initially focused on domestic abuse cases. The desk conduct research prior to officer attendance with a focus on an initial review of the STORM event and the control room call for potential lines of enquiry, the desk gather a snapshot of the static risk and are able to provide potential safety advice to the officer attending so they are able to arrive on site with a greater picture of the incident. Since the introduction of the desk the force have seen an increase in the number of DVPNs and arrest rates have also increased. In the longer term, success will be evaluated by considering victim withdrawal rates and evidence led prosecution figures.

vii. Operation Phoenix

Update on the implementation of the recommendations and what has been adopted as core business?

Progress in respect of each of the recommendations was discussed. It was noted that a new process of allocation has been developed and implemented in the Intelligence Hub which tasks managing warrants, prison recalls and Breach of Bail to teams with capacity for the work, this will be further reviewed following the upcoming changes to working models. All Sergeants have received training inputs in relation to Crime Management standards and an agreement has been reached to increase supervisor ratios in the new IRT model to allow Sergeants and Inspectors time to supervise investigations and add meaningful reviews.

A piece of work is ongoing to understand investigative demands placed upon the force and since the introduction of the suite of Power Bi performance products the Force are now in an improved position in relation to understanding incoming demand and monitoring the workloads of departments, teams and individuals. As part of the work around Crime Data Integrity a process is to be developed to prevent the incorrect closure of tasks.

New National Guidance is due to be published in respect of the Victim's Charter and when it is this will be launched in Cleveland and shared with all officers clearly explaining their roles and expectations within the process, a new performance management framework has been developed to monitor adherence to the Charter.

The Domestic Abuse Support Cars will be continued to be utilised until 31 March 2020, the support provided by the IDVAs was generally well received by the engaged victims and the feedback for the IDVAs was that their time had been well spent and they were keen to continue the process.

New processes are now implemented in respect of Claire's Law and Sarah's Law disclosure which will prevent the previous increases in outstanding work when key individuals are away from work. Queues have remained low since the process has been implemented.

Operation Hornet is to be launched in relation to retail crime, this will be undertaken by Supt Cooney. Training has been provided to all of the Special Constabulary around Domestic Abuse and recognising vulnerability. The role of the Special Constabulary is currently under review and will form part of the future Local Policing Model.

viii. Evaluation of the Philomena Protocol

Can the PCC receive an update on the effects of the implementation of the protocol? What has been the impact so far?

It was noted that the Protocol was implemented in 2019. The Terms of Reference (ToR) has been drafted and requires final sign off, once signed off the ToR will allow the Force to accurately measure the success of the protocol. Reality testing is currently taking place in care homes and the control room and a meeting has been

scheduled to consider its impact following this. This item will be revisited within a future Scrutiny, Delivery and Performance Meeting.

ix. No Further Action (NFA) in Sexual Offences

Due to the increase in NFA in sexual offence cases, can the Force Assure the PCC that sexual offence cases are being dealt with thoroughly and effectively.

Rape investigations are reviewed by the relevant Detective Sergeant at the outset of the investigation and an initial PIP set, prior to allocation to the appropriate resource. All rape investigations are reviewed by a Detective Inspector prior to the case being finalised. This gives an additional oversight to ensure that all enquires have been exhausted and that the case does not meet the threshold for CPS referral if the case is to be closed. 20 rape investigations from Safeguarding are reviewed on a quarterly basis by a DI from CID and vice versa, the reviews are fed back into the Sexual Violence Meeting and key themes identified are disseminated.

All officers that investigate rape offences either have or are working towards the required level of training, officers that are detectives and those dealing with rape or sexual offences will have or will be working towards Serious Sexual Assault Investigator's Development Portfolio (SSAIDP). A CPD event is arranged for March with inputs from CPS Rape and Serious Sexual Offences (RASSO) lawyers aimed specifically at supervisors and will provide guidance on decisions made in relation to RASSO cases.

Cases are also reviewed at the key attrition points in the criminal justice process to identify themes, this includes CPS providing information on cases that are referred to them that they NFA and of cases that CPS have authorised charge for but have not been convicted at court. Police attend the PCC's Rape Scrutiny Panel where recent cases are discussed with professionals from other agencies. A DI/DCI attends the panel and provides and input in relation to the rape cases but also receives and disseminates any relevant feedback. It was noted that work is ongoing around feedback obtained from victims via the Sexual Assault Referral Centre.

Operation Magnolia

4. The PCC has recently received a briefing from the officers working on Operation Magnolia. As a result of the update the PCC would like to seek assurance from the force that the Operation is being properly resourced and seek information about how the victims are being looked after.
5. LO provided an update in relation to Op Magnolia and it was noted that DCI Sarah Robinson is the SIO. At the point of reporting all victims receive a letter outlining the process and details of various support agencies are included within this correspondence so they are able to access support if required. The victims are also asked how they would like to be contacted and when and it was noted that the majority of victims are happy to be updated only when there are significant events such as the death of officers, CPS decisions, arrests and charges.
6. In some occasions, a personal visit to the victims may be appropriate and this has been conducted when required. All the victims are also given the contact number for Operation Magnolia so they can ring at any time and if they leave a message they are re-contacted.
7. Whilst managing many competing demands, the force confirmed that there was a small team who remain dedicated to push forward with the investigation and get justice for the many victims.

Neighbourhood Survey

8. WG delivered a presentation in respect of the Neighbourhood Survey. The 'Our Conversation' brand had been used for the survey and will be extended into other workforce communication – Kim Walker and Amy Ridden had worked on the Neighbourhood Survey and its branding.
9. The survey had been widely promoted on social media and online, paper copies had also been made available in libraries, schools etc. as they had been shared by Fay Cole in paper format. A total of 4,736 responses were received to the survey, burglary had been identified as a top priority across all 4 local authority areas. The Force

are able to break down the survey responses to ward level and this can be used as a starting point under the new Neighbourhood Policing structure.

10. Analysis is ongoing by Louise Drummond and the performance team in respect of the answers to open questions in which respondents were able to provide a free text answer to what they want from Cleveland Police. 2555 people provided their views to the free text questions and 200 responses have been analysed so far. It was noted that the public want visible local police officers, mobile patrols, and beat officers dealing with local issues to prevent crime and be proactive in solving crime. They also want improved mechanisms for contacting the police and want to be able to raise concerns with neighbourhood officers directly.

Any Other Business

11. Discussions took place in relation to the Coronavirus, the force receive updates on the national picture and Public Health England have been identified as the lead body. Guidance has been provided for first responders outlining what the virus is, how it is spread, preventative measures etc. The pandemics staff absence plan has been updated. Engagement is also taking place locally with Teesside University.

Public Questions

12. Public questions were received on 3 areas which were to be answered outside the meeting.



Agenda Item 4 - Police and Crime Plan - Investing in Our Police

1. **Budget Monitoring Reports** – quarterly financial information
 - a. **OPCC 2019/20 Budget Monitoring – Report to the end of January 2020**
(See Appendix A)
 - b. **Cleveland Police – Budget Monitoring – Report to the end of January 2020**
(See Appendix B)
2. **Workforce Modernisation and Transformation** – questions arising from the latest LTFP Report
 - a. There are risks in being able to attract, train, retain people with the right skills and this presents a significant challenge, how is this being managed?
 - b. Investment in to the control room – can the force provide an update to the PCC on whether the developments/improvements have been commensurate with the level of resources and investment
 - c. Can the Force provide a regular update on the wholesale force re-structure and required staffing model?
3. **National Policing Digital Strategy 2020-2030** – the strategy has been published, could the force provide an update about adoption of the strategy, how it intends to deliver against the strategy and how the Force Strategy links into this? Could the force also provide details of the financial plans that underpin this work?
4. **Estates Strategy** – as discussed at the last scrutiny meeting, an audit of facilities owned to be provided which could be overlaid with the demand map and could that information be used to consider future provision?
5. **Risk Register** – At the August meeting the following questions were submitted, the PCC would like an update on those questions.
 - a. The PCC has been assured that there is a corporate risk plan and process in place. How does this the process take into account and make best use of information such as the performance data, workforce plans, horizon scanning and scrutiny to ensure the right risks are on the register?
 - b. What assurances are in place to ensure activities are evidenced before a risk or action is closed?
 - c. How does the risk process link to project risk?
 - d. Could the PCC be provided with the latest copy?
 - e. How does the Force ensure that they are picking up the right risks?

- f. What is currently working and what requires development?

Force Control Room Project –

- a. Presentation on the original project scope and the benefits the Force were looking for, to include a copy of the latest set of project reports?
- b. What has been delivered and how does the Force know what has worked.
- c. What is the next phase of development and will this link with the work being planned through Service Improvement.

Public Communications

- a. The PCC would like to understand the recent work in progress to develop Communication Strategies.
- b. What are the strategies and how will these seek to improve the Force communications with the public?
- c. The PCC Strategic Direction confirmed that community engagement will be a complementary process with the PCC. Whilst potential themes and events may differ, the tools and methods would be the same. What are the options in developing this approach further?
- d. What are the opportunities and barriers in being able to deliver improvements in meaningful engagement internally and externally?

Agenda Item 5 - Crime Data Integrity – HMICFRS Inspection Update

1. Could the force provide an assurance to the PCC that the Crime Data Integrity Gold Group will ensure the Force's preparedness for the forthcoming crime data integrity inspection?

Agenda Item 6 – Coronavirus update

1. Could the force provide an update on the current position regarding the coronavirus, including details of potential risk and confirmation of the national and local arrangements?

Report of the Chief Finance Officer of the PCC To the Police and Crime Commissioner for Cleveland

9th March 2020

Status: For Approval

2019/20 Budget Monitoring – Report to the end of January 2020

1. Executive Summary

1.1 Purpose of the Report

On the 20th February 2019 the PCC agreed the revenue Budget for 2019/20 which was based on the receipt of income totalling £145,365k. This report is to provide the PCC with an update on all areas of the budget, including forecasts of how much income will actually be received during the year, the progress against the budget to date and forecasts on the expenditure for the remainder of the financial year.

2. Recommendations

The PCC is asked to note:

- 2.1 The Office of the PCC's budget of £880k is expected to underspend by £60k during 2019/20.
- 2.2 The Corporate Services budget of £9,920k is expected to underspend slightly, by £80k, at this point of the financial year.
- 2.3 The £5,440k to support PCC Initiatives and Victims and Witnesses Services, including £1,430k to invest in Neighbourhood Policing and £1,000k to increase the Police Officer Establishment is forecast to underspend by £360k at this stage of the financial year; which includes the costs of Operation Phoenix.
- 2.4 It is currently forecast that the income received by the PCC will be £1,365k more than the revised budget.
- 2.5 The Force is currently forecasting to overspend by £375k.
- 2.6 The total forecast outturn at the end of January is that there will be an overall underspend of £340k.

3. Reasons

- 3.1 When setting the budget for the financial year 2019/20 the PCC allocated the income forecast to be received during the year, of £145,365k, into the following areas:
 - £880k to run the Office of the PCC

- £5,440k to support PCC Initiatives and Victims and Witnesses Services
- £9,920k for Corporate Services
- £128,215k to the Police Force
- £2,120k to the Capital Programme
- This will be supported by £950k from General Reserves and £260k from Earmarked Reserves.

The following sections will look at the above areas in more detail and provide updates and forecasts for each area, including any changes that have been made since the original budget was approved and set.

3.2 Income and Funding

The PCC set the budget based on receiving income and funding of £145,365k during 2019/20 from the areas summarised in the table below, the in-year changes, the actual levels of income forecast to be received and variances are shown below. In addition to current year figures the comparator figures for 2018/19 is also shown.

2018/19 Budget	In Year Changes	2018/19 Revised Budget	2018/19 Outturn	Variance	Summary of Income to be Received by the PCC	2019/20 Budget	In Year Changes	2019/20 Revised Budget	2019/20 Forecast Outturn	Variance
£000s	£000s	£000s	£000s	£000s	Funding	£000s	£000s	£000s	£000s	£000s
(45,508)	0	(45,508)	(45,508)	(0)	Police Grant	(46,497)	0	(46,497)	(46,497)	0
(37,992)	0	(37,992)	(37,992)	0	RSG/National Non Domestic Rate	(38,756)	0	(38,756)	(38,756)	0
(83,500)	0	(83,500)	(83,500)	(0)	Government Grants	(85,253)	0	(85,253)	(85,253)	0
(34,582)	0	(34,582)	(34,582)	0	Precept	(38,784)	0	(38,784)	(38,784)	0
(800)	0	(800)	(800)	0	Council Tax Freeze Grant	(800)	0	(800)	(800)	0
(6,868)	0	(6,868)	(6,868)	0	Council Tax Support Grant	(6,868)	0	(6,868)	(6,868)	0
(42,251)	0	(42,251)	(42,251)	0	Precept related funding	(46,452)	0	(46,452)	(46,452)	0
(6,157)	(2,643)	(8,800)	(9,743)	(943)	Specific Grants	(7,291)	(345)	(7,636)	(8,741)	(1,105)
(2,737)	(934)	(3,671)	(4,247)	(576)	Partnership Income/Fees and Charges/Misc Income	(2,893)	(573)	(3,466)	(3,726)	(260)
(8,894)	(3,577)	(12,471)	(13,989)	(1,518)	Other Funding	(10,184)	(918)	(11,102)	(12,467)	(1,365)
(134,644)	(3,577)	(138,222)	(139,740)	(1,518)	Total	(141,890)	(918)	(142,808)	(144,173)	(1,365)
					Special Grant	(3,475)	0	(3,475)	(3,475)	0
					Total Overall Funding	(145,365)	(918)	(146,283)	(147,648)	(1,365)

3.3 In Year Changes

Prior to this update only minor changes to the core budget, totalling £425k, had been made to the income budget, resulting primarily from an increase of £59k, relating to the Driver Training Income to set the non-pay budget for this area of work and £350k in relation to Secondment income.

3.4 In terms of the secondment income, the budget assumes, from a financial perspective that £352k of income will be received from Police Officers who are on secondment and this would equate to around 6/7 FTEs. The report from the Force shows that there are currently 15 Police Officers on secondment.

- 3.5 While the additional income from the Secondments is being made available to the Force to support back fill of those secondments it is perhaps worth the PCC understanding why secondments are at this level, given the resource challenges and vacancies that currently exist within the Force.
- 3.6 Since then the PCC has received notification of the Uplift Grant for 2019/20 of £345k with a further £211k of income being received from the provision of Mutual Aid.
- 3.7 The budget available to the Force for 2019/20 has therefore increased by £965k to reflect these income changes.
- 3.8 Income Forecasts
As you would expect, the vast majority of the income the PCC will receive during 2019/20 has already been agreed and little or no variances will be expected against the originally budgeted figures for Government Grant funding or Precept related funding.
- 3.9 The areas where variances may occur will predominantly be in relation to Partnership Funding, Fees and Charges and Miscellaneous Income with some variances possible against Specific Grants.
- 3.10 Specific Grants
- 3.11 There is a large forecast over recovery of income in this area of £1.1m and therefore it is important to understand this further:
- 3.12 Loan Charges Grant – the PCC receives a Loan Charges grant that relates to debt incurred before 1990. In setting the budget for 2019/20 it was assumed that £100k would be received in this year, which would be the penultimate year of this grant. With the final grant payment to be received in 2020/21 of £1.1m. We now know that the final payment of £1.213m will be received during 2020/21, in cash terms, but is applicable to 2019/20 in accounting terms.
- 3.13 In accounting terms the PCC will record £1m more income in 2019/20 than expected but will have £1m less than expected in 2020/21. This will be 'smoothed' across the financial year through the movements on General Fund.
- 3.14 Notification after setting the 2019/20 has been received that grants for Prevent - £54k and Heroin and Crack action grant - £44k will be received. These grant generate a further underspend of £98k in total.
- 3.15 There is also a timing difference of £213k relating to the receipt of the Youth Intervention Fund. The budget assumed £437k would be received in 2019/20 however £213k of this was received last year and therefore an overspend is being recorded in this area.
- 3.16 The £213k received last year however has been earmarked and will be released from Reserves so that the full project will be delivered in line with the bid and award of funding.

3.17 In addition to the above overall underspend on Specific Grants there is a small forecast over recovery on other income of £260k. This is after increasing the income budget for those areas referred to earlier in this report.

3.18 The Office of the PCC

The 2019-20 budget of £880k for the Office of the PCC is split into the following areas:

PCC Budget	Revised 2019/20 Budget	Budget YTD	Spend YTD	Over/ (Under) spend YTD	2019-20 Forecast Outturn	2019-20 Forecast Over/(Under)
Category of Spend	£000	£000	£000	£000	£000	£000
Staff Pay and Allowances (Incl. NI and Pension)	781	651	665	14	781	0
Other Pay and Training	89	75	92	17	94	5
Supplies and Services	202	168	135	(33)	180	(22)
Transport	10	8	5	(4)	8	(2)
Miscellaneous Income	(119)	(99)	(131)	(31)	(159)	(40)
Total Budget	963	803	766	(37)	903	(60)

3.19 Position as at the end of January 2020

The table above shows the forecast position for 2019-20. Forecasts show that expenditure for 2019-20 is expected to be slightly below budget primarily as a result of the secondment, on a part time basis, of the Chief Executive to support the PFCC in North Yorkshire.

3.20 At this stage a small underspend of £60k is forecast

3.21 Corporate Services

Corporate Services budgets include the costs of the PFI contracts, strategic contract management, asset management costs, treasury management and planning.

3.22 The Corporate Services budget for 2019/20 was set at £9,920k, as per the table below which also shows the forecast spend and outturn at this stage of the year.

Original 2018/19 Budget	Revised 2018/19 Budget	2018/19 Actual Spend	2018-19 Over/ (Under)	Corporate Services Budget	Original 2019/20 Budget	Revised 2019/20 Budget	Budget YTD	Spend YTD	Over/ (Under) spend YTD	2019/20 Forecast Outturn	2019-20 Forecast Over/ (Under)
£000s	£000s	£000s	£000s	Category of Spend	£000s	£000s	£000s	£000s	£000s	£000s	£000s
465	584	565	(19)	Staff Pay and Allowances (Incl. NI and Pension)	600	694	578	494	(85)	629	(65)
94	94	1,014	920	Supplies and Services	114	114	95	136	40	154	40
1	1	12	11	Transport	1	1	1	10	9	12	11
1,820	577	563	(14)	PFI - Urlay Nook	1,830	1,830	1,525	1,513	(12)	1,817	(13)
5,240	1,654	1,509	(145)	PFI - Action Stations	5,325	5,325	4,438	4,445	8	5,319	(7)
1,855	6,414	6,399	(15)	Asset Management	2,050	2,050	1,708	1,609	(100)	2,004	(46)
9,475	9,324	10,062	737	Total Budget	9,920	10,014	8,345	8,207	(138)	9,934	(80)

3.23 A small underspend of £80k is currently forecast in this area is predominantly related to lower than forecast interest payable and a couple of staff vacancies.

3.24 In terms of the interest payable underspend this relates to higher cash balances that forecast as a result of the underspend from 2018/19, along with delays in the delivery of

some of the capital programme from 2018/19. As a result this means that the loan forecast to be needed to support the Capital programme in 2019/20 will no longer need to be taken out in the current year, although it is still expected to be needed in future years.

3.25 PCC Initiatives and Victims and Witnesses Services

The PCC allocated an original budget of £5,440k to support Community Safety and PCC Initiatives, deliver Victims and Witnesses services, invest in Neighbourhood Policing and increase the Police Officer establishment during 2019/20. £1,823k was allocated to the Community Safety and PCC Initiatives budget, £1,087k to Victims and Witnesses Services, £1,430k to invest in Neighbourhood Policing and £1m to increase the Police Officer establishment. The position as at the end of January is as per the below table:

PCC Initiatives and Victims and Witnesses	Original 2019/20 Budget	Current 2019/20 Budget	Budget YTD	Spend YTD	Over/ (Under) spend YTD	2019/20 Forecast Outturn	2019-20 Forecast Over/ (Under)
Category of Spend	£000s	£000s	£000s	£000s	£000s	£000s	£000s
PCC Initiatives	1,823	1,823	1,519	1,006	(514)	1,709	(114)
Investment in Neighbourhood Policing	2,430	946	788	0	(788)	889	(57)
Victims and Witnesses Services	1,087	1,087	906	838	(68)	1,098	11
Community Safety Fund	100	100	83	45	(38)	100	0
Total Budget	5,440	3,956	3,297	1,889	(1,408)	3,796	(160)

3.26 The Force originally put plans in place to increase the Police Officer Establishment by 24 FTEs during the current year – however by the time that the recruitment takes place the forecast cost of these new recruits in 2019/20 was expected to be circa £600k.

3.27 The Force then started work on Operation Phoenix which was described as a 'major campaign focused on protecting the vulnerable, targeting criminals and tackling serious violence.'

3.28 'Operation Phoenix will see an improved public service, more help for vulnerable people; such as those suffering domestic abuse and more officers tackling serious violence.'

3.29 The Operation is 'about working smarter and focussing on certain key areas – such as vulnerability, violent crime and outstanding workloads –providing additional resources to get the job done.'

3.30 As a result of this a further £220k has been allocated to the Force to support this Operation.

3.31 Finally the PCC has provided the Force with a further £660k, inclusive of the £345k Uplift Grant from the Government, to accelerate the recruitment of a further 72 FTE Police Officers by the end of March 2020. This should bring the total 'employed' by the Force to 1,335 FTEs by the end of the current financial year.

3.32 Overall this area of budget is forecast to underspend by £160k, this results from a number of vacancies within the Neighbourhood Policing Investment Fund that have not been filled.

4. Police Force

- 4.1 The vast majority of the funding available to the PCC has been provided to the Police Force. The Force was initially allocated a budget of £128,215k for 2019/20, this has since increased by £2,371k, to £130,586k. This is as a result of setting the expenditure budget for costs associated with the additional income referred to in 3.7 plus the additional budget made available to the Force to fund Operation Phoenix, the accelerated recruitment of Police Officers and funding for the Neighbourhood Policing investment.
- 4.2 The summary of how this is forecast to be spent, including forecast outturns are included in the table below:

Police Force Financial Summary	Original 2019/ 20 Budget	Revised 2019/ 20 Budget	Forecast Spend in 2019/ 20	2019/ 20 Forecast (Under)/ Overspend
Police Force Planned Expenditure	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Pay				
Police Pay	67,662	70,033	70,029	(4)
Police Overtime	1,468	1,977	3,385	1,408
Staff Pay	14,550	18,163	17,264	(899)
Police Community Support Officer Pay	4,055	4,050	3,580	(470)
Pay Total	87,735	94,223	94,258	35
Major Contracts				
Outsourcing Contract	18,490	14,554	14,432	(122)
Custody and Medical Contract	2,491	2,471	2,405	(66)
Major Contracts Total	20,981	17,025	16,837	(188)
Non-Pay Budgets				
Other Pay and Training	744	908	957	49
Injury and Medical Police Pensions	2,993	2,997	3,278	281
Premises	3,501	3,498	3,673	175
Supplies and Services	7,534	7,844	8,171	327
Transport	1,471	1,461	1,404	(57)
External Support	3,257	2,629	2,382	(247)
Non-Pay Total	19,498	19,337	19,866	528
Total Planned Force Expenditure	128,215	130,586	130,961	375

- 4.3 An overspend of £375k is forecast by the Force at this stage of the financial year, which is covered in a report from the Force elsewhere on today's agenda.
- 4.4 It is important to recognise that these forecasts include the impact of the Pay Award settlements for 2019/20, for both Police and Staff at 2.5% versus a budget of 2%.
- 4.5 This higher than expected pay award creates around £200k of this forecast overspend.
- 4.6 The PCC has a Pay Reserve, which was set up to manage this type of scenario, totalling £1m. This reserve will be released, as needed this year, to support these additional costs.

4.7 Reserves

The 2019/20 budget was to be supported by £1,210k from Reserves. This is made up of the following transactions:

- £75k to the PFI Reserve.
- £75k to the Insurance/Legal Reserve
- £150k from the Community Safety Fund
- £260k from the Commissioning Reserves
- £950k from the General Fund.

4.8 In addition to this, £2,120k was to be used to support the Capital Programme during 2019/20.

4.9 Current forecast for movements on Earmarked and General Reserves to the end of 2019/20 are included within the table below, this includes not using the £950k from General Reserve in the current year and transferring this to the change reserve, the release of the additional Commissioning Reserves for the Youth Intervention Fund and the release of other specific earmarked reserves in line with the use they were intended for.

	Balance at 31 March 2019 £000	Tranfers In 2019/20 £000	Tranfers Out 2019/20 £000	Balance at 31 March 2020 £000
Funding for projects & programmes over the period of the current MTFP				
Direct Revenue Funding of Capital	(3,659)	(2,359)	5,881	(137)
Community Safety Initiatives Fund	(241)		150	(91)
PCC Change Reserve	(100)		84	(16)
Digital Forensics	(245)		245	0
Airwaves Project	(166)		166	0
CP Change Reserve	(500)	(950)	245	(1,205)
Commissioning Reserves	(569)		279	(291)
Road Safety Initiatives Fund	(658)		0	(658)
Sub Total	(6,137)	(3,309)	7,324	(2,122)
Funding for projects & programmes beyond the current MTFP				
PFI Sinking Fund	(288)	(75)		(363)
Incentivisation Grant	(512)	(80)	80	(512)
Police Property Act Fund	(63)			(63)
Sub Total	(863)	(155)	80	(938)
General Contingency				
Legal/Insurance Fund	(431)	(75)		(506)
Injury Pension Reserve	(245)			(245)
Uray Nook TTC	(81)			(81)
NERSOU	(146)			(146)
Collaboration Reserve	(1,036)			(1,036)
Pay Reserve	(1,000)			(1,000)
Revenue Grants Unapplied	(137)		28	(109)
Sub Total	(3,076)	(75)	28	(3,123)
	0			0
Total Earmarked Reserves	(10,077)	(3,539)	7,432	(6,183)
General Reserves	(5,992)		950	(5,042)
Unapplied Capital Grants	(1,517)	(526)		(2,043)
Total Usable Reserves	(17,586)			(13,268)
Capital Receipts Reserve				0

5. Overall Budget Summary

5.1 At the end of January 2020 the follow table summarises the finances of the PCC, including forecasts of the expected outturn in each area.

	Original 2019/ 20 Budget	Revised 2019/ 20 Budget	Forecast Spend in 2019/ 20	2019/ 20 Forecast (Under)/ Overspend
Funding	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Government Grant	(85,253)	(85,253)	(85,253)	0
Council Tax Precept	(38,784)	(38,784)	(38,784)	0
Council Tax Freeze Grant	(800)	(800)	(800)	0
Council Tax Support Grant	(6,868)	(6,868)	(6,868)	0
Funding for Net Budget Requirement	(131,706)	(131,706)	(131,706)	0
Specific Grants	(7,291)	(7,636)	(8,741)	(1,105)
Partnership Income/Fees and Charges	(2,893)	(3,466)	(3,726)	(260)
Total Funding	(141,890)	(142,808)	(144,173)	(1,365)
Special Grant	(3,475)	(3,475)	(3,475)	0
Total Overall Funding	(145,365)	(146,283)	(147,648)	(1,365)
Office of the PCC Planned Expenditure	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Total Planned Expenditure	880	963	903	(60)
PCC Initiatives/Victims and Witness	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
PCC Initiatives	3,576	2,869	2,698	(171)
Victims and Witnesses Services	1,864	1,087	1,098	11
Total Planned Expenditure	5,440	3,956	3,796	(160)
Corporate Costs	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Staff Pay	600	694	624	(70)
Non Pay Expenditure	115	115	171	56
PFI's	7,155	7,155	7,136	(19)
Asset Management	2,050	2,050	2,004	(46)
Total Corporate Costs	9,920	10,014	9,934	(80)
Police Force Planned Expenditure	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Pay				
Police Pay	67,662	70,033	70,029	(4)
Police Overtime	1,468	1,977	3,385	1,408
Staff Pay	14,550	18,163	17,264	(899)
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Pay Total	87,735	94,223	94,258	35
Major Contracts Total	20,981	17,025	16,837	(188)
Non-Pay Budgets				
Other Pay and Training	744	908	957	49
Injury and Medical Police Pensions	2,993	2,997	3,278	281
Premises	3,501	3,498	3,673	175
Supplies and Services	7,534	7,844	8,171	327
Transport	1,471	1,461	1,404	(57)
External Support	3,257	2,629	2,382	(247)
Non-Pay	19,498	19,337	19,866	528
Total Planned Force Expenditure	128,215	130,586	130,961	375
(Surplus)/ Deficit	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
(910)	(764)	(2,053)	(1,290)	
Planned Transfers to/(from) General Fund	(950)	910	1,860	950
Contribution to Capital Programme	2,120	2,120	2,120	0
Planned Transfers to/(from) Earmarked Reserves	(260)	(260)	(260)	0
Net (Surplus)/Deficit After Reserves	(0)	2,006	1,667	(340)

5.2 At this stage of the financial year an under spend of £340k is forecast.

6. Implications

6.1 Finance

There are no financial implications other than those mentioned above.

6.2 Diversity & Equal Opportunities

There are no issues arising from this report to bring to the attention of the PCC.

6.3 Human Rights Act

There are no Human Rights Act implications arising from this report.

6.4 Sustainability

This report is part of the process to establish sustainable annual and medium term financial plans and maintain prudent financial management.

6.5 Risk

The expenditure budgets are very tight and are being actively managed to deliver against the priorities and plans whilst staying within budget. The capacity to absorb unexpected costs and pressures, such as the recently announced higher than expected Police Pay Awards is therefore very limited, especially on a recurring basis.

7. Conclusion

7.1 Small underspends have begun to develop in many areas, most of which couldn't have been predicted when setting the 2019/20 budget and many of which will ultimately have little impact on service delivery for the public.

7.2 However filling PCSO vacancies and increasing the establishment of Police Officers will have an impact if these are not achieved.

7.3 Plans are now in place to deliver both an accelerated recruitment of Police Officers and higher levels in both the current and future years. It will be vital that these plans are delivered and updates on progress will need to be provided to the PCC on a regular basis.

7.4 The area of the overall budget seeing the most pressure relates to Police overtime, which is forecast to significantly overspend. There are a number of factors driving this, some are demand related from Major Incidents however some of this overspend results from the time that is and has been taken to recruit into vacancies within the control room.

7.5 In overall terms however the total budget available to the PCC for 2019/20 is forecast to underspend by £340k which is around 0.2% of the overall budget.

Michael Porter
PCC Chief Finance Officer

Report of the Chief Finance Officer to the Chief Constable

13th February 2020



Corporate Financial Monitoring Report to 31st January 2020

Introduction

This report provides assurance that the revenue and capital plans for 2019/20 are being delivered, that financial risks to the plan are being monitored and managed, and that remedial action is being taken where necessary.

Summary Headlines

The tables below set out the forecast outturn position as at 31st January 2020. The forecast incorporates the impact of actions agreed to deliver financial targets. The projected overspend is £375K and factors contributing to this position have been discussed with the OPCC. The Force will endeavour to address this position over the coming two months, but it is recognised by the OPCC that the unprecedented demand in respect of Major incidents has had a significant impact on the financial position of the Force and as a result limits the options to deliver a breakeven position.

Budget Monitoring Summaries to 31st January 2020

The year-end forecast position is for an overspend of £375k, unchanged from the Period 9 report.

Revenue	Annual Budget	Forecast Outturn		Previous Forecast	Change
	£000s	£000s	%	£000s	£000s
Pay Budgets					
Police	72,011	1,404	1.9%	1,266	138
PCSO	4,055	(473)	(11.7%)	(466)	(7)
Staff	18,298	(881)	(4.8%)	(697)	(184)
Total Pay & Allowances	94,363	50	0.1%	103	(53)
Total Non-Pay Budgets	36,222	325	0.9%	272	53
Total Expenditure	130,586	375	0.3%	375	0

The overspend on Police pay and allowances of £1,404k comprises a (£4K) underspend on Police pay, mainly relating to the additional 0.5% on the core police pay rise offset set by additional unbudgeted leavers and retirements.

The pressure on Police overtime has increased to £1,408k, an increase of £47k from period 9. This primarily relates to the continued costs incurred on major incidents. The forecast will cover the costs of the on-going incidents, a request contribution to North Yorkshire for additional costs incurred to support the significant demand in relation to Major Incidents in Cleveland (£50K), the on-going costs associated with 5 additional incidents in December (£160K) and the cost associated with deployment of Officer time on Major incidents which was previously funded by Special grant (£90K).

As at period 9 we reported, that we had included in the forecast outturn an estimate to help mitigate the continuing level of demand; in spite of the uncertainty / volatile nature associated with Major Incidents. As at period 10 there remains a small amount of headroom within the forecast to address this risk should it arise in the remaining months of this financial year.

As noted in previous reports the overspend also contains costs in relation to the Teesport Protests, specialist operations for local policing, continued CNYMIT operations undertaken by our officers and the use of Police Officers to support the Force Control room operations due to the delay in recruitment into the 41 vacant staff posts.

The delay in recruitment within the Force control room has resulted in Police Officers supporting the Force control operations on overtime. It was anticipated that the overtime costs would reduce as the new staff became operational, the delays in recruitment in the final quarter of the year have meant this forecast has been revised to £200K this is consistent with the period 9 forecast.

The (£470k) underspend on PCSO's relates to delays in the recruitment to the vacant posts, the decision not to undertake any recruitment for the remainder of this financial year and the movement of PCSO's into Police office roles. Plus a (£3K) underspend on overtime.

Staff pay and allowances is forecast to underspend by (£881k) due in the main to the revised recruitment profile within the Force Control room. The savings resulting for these delays (currently – (£780K) have been utilised to offset the pressures incurred from the increase in the pay rise (Police and Staff), for overtime incurred in the continuation of the work on the previous year's CNYMIT operations where Cleveland Police Officers were used due to capacity issues within the unit and on Staff / Police overtime relating to the Force Control Room operations.

The forecast overspend on Non-Pay budgets is £325k and is detailed further in this report. The main overspends comprise of an increase in costs for premises relating to the contract cleaning in-line with the revised living wage rise, an increase in the utilities charges across the estate and the rates charge for the CSH amounting to £175k in total, pension costs of £281k, comprising the impact of medical retirements and a back dated claim for an injury pension. In addition an £80k increase in the cost of the insurance premiums following the return to the Force of the Control Room staff and the change in the policy excess on the motor insurance, an increase in the workload of Forensics forecast pressure £100k, Communications & Computing & National IT charges £55K and general pressures on Professional fees and other £108K. These are offset with savings identified against External Support relating to the NERSOU Police Transformation Project (£186k), (£21k) for the North East Fingerprint Bureau and (£17K) on other external support. Additional savings on Custody (£66k), Sopra Steria (£122k), Transport (£57K) and Surgeons & medical of (£5K).

In summary the Force is facing some significant pressures in relation to the cost of Major incidents and back dated pension awards which by their nature are difficult to predict and forecast. These pressures are being partly mitigated by the underspends on pay budgets. The forecast now includes projections to cover the cost of known on-going incidents of which there are currently 18 and an estimate for future incidents. This in itself presents a financial risk to the Force. It is essential therefore that we continue to closely monitor and evaluate expenditure across all areas of the Force in order to ensure we continue to maintain the financial stability of the Force.

In addition the forecast also includes costs associated with the Governments agenda to increase the number of Police Officers by 20,000 nationwide. This uplift programme within Cleveland has been accelerated with the support of the OPCC to ensure that the benefit to the Force and impact

on communities is delivered as soon as is practicable. This will result in an additional 72 Officers, growth in support staff and associated non pay costs to facilitate front line policing. The cost of this uplift is projected to be £660K for Police Officers and this funding will be provided by the OPCC. Other costs are excluded as they are forecast to be cost neutral.

Capital Monitoring Statement to 31st January 2020

Capital	Annual Budget	Forecast Outturn		Previous Forecast	Change
	£000s	£000s	%	£000s	£000s
Estates Schemes	1,787	3	0.2%	3	0
Equipment Replacement	448	4	0.9%	4	0
ICT Schemes	3,444	(9)	(0.3%)	(9)	0
Fleet Replacement	807	0	0.0%	0	0
Total Capital	6,486	(2)	(0.0%)	(2)	0

The 2019/20 capital budget has been reduced by £2,346k following the changes to several schemes as outlined in Appendix 4. ICT reviewed their capital programme and returned a total of £1,492k across four schemes. £950k of the original £1,000k budget from the Workforce Agility Phase 2 &3 has been returned to the OPCC to cover the revenue costs of the Microsoft Licences which have now been purchased. £200k from Digital Evidence Transfer, Digital First and National Law enforcement Database Programme (NLEDP), £300k of the ICT capital resource budget and £42k for the ESMCP project have been returned to the OPCC as these are no longer required. The Single On-line Home budget of £50k has also been returned to the OPCC as the scheme has been completed and no capital expenditure was required. The £40k capital budget for the Stockton HQ rewire has been deferred to the 2020/21 capital programme as has £400k capital budget for the new office accommodation, £100k for the NIAM project, £478k for the Digital Interview Recording and £25k for the Web based mapping scheme. Further Capital funding has been approved from the Proceeds of Crime Act for a CMP upgrade with a budget of £40k and £5k for Phones for the Force Intelligence function as part of the Workforce Agility Phase 1. The SAN disc refresh has been added to the capital programme at a cost of £138k and an increase of £56k has been made to the Investigate Analytical software project, both are being funded from revenue contributions.

As can be seen from the table above the capital expenditure programme is forecast to underspend by (£2k), which has not changed since December 2019. This relates to the savings identified against the Automated PDR scheme (£9k) offset against the cost of refurbishment of the Learning Development Centre £2k, additional requirements within the Occupational Health Case Management system £4k and the Replacement Windows £1k.

Revenue Budget

On 20th February 2019, the PCC allocated the Force a revenue budget of £128,215k for 2019/20. Changes to the budget are set out at Appendix 1 resulting in a revised budget of £130,586. A detailed analysis of expenditure for the year is given at Appendix 2.

Key Risks

The key risks to the delivery of a balanced revenue budget were set out in the LTFP and are restated at Appendix 3. These risks will be monitored at least monthly throughout the year. The major risks are:

- The Chief Constable of Cleveland currently has 95 claims lodged against him with the Central London Employment Tribunal in respect of the challenge to the Police Pension Scheme 2015.

These cases were brought due to changes to public sector pensions in 2015, which also affected other public sector schemes including the police pension scheme. The Government appealed to the Supreme Court against this decision, but this was unsuccessful and we are awaiting further details of the financial implications of this ruling.

- The number and cost of historic case reviews in any one year is unpredictable.
- A recent decision at the court of appeal in regards to Evans & Ashcroft V CC of South Wales Police will affect injury retired officers who may have had their injury pensions over deducted since 2010. Our pension administrators, XPS, are currently completing the force's assessment and have identified 214 affected officers. Their initial indication in terms of financial magnitude is that this judgement could cost the force in the region of £100k although this is subject to change as the full assessment is not as yet completed. As this is only an indicative cost this report does not include any provision for this nor does it include any predictions for future costs associated with this judgement. As further information is made available the CFM will be updated.
- A decision by the DCC's overseeing the CNYMIT unit has resulted in cross border support being temporarily suspended in order to cope with the current demand experienced by the unit. The financial impact of this decision is difficult to quantify. However it will result in any additional costs associated with a new incidents that are not covered by the unit being retained by the home Force.

Police Pay & Allowances

The forecast year-end position against the police pay and allowances is for an overspend of £1,404K (£1,266k in Period 9) due to a £1,408k pressure on overtime and a underspend of (£4k) on Police pay. The change of £138k from Period 9's report is primarily due to a decrease of £91k in savings identified on police pay. The overtime pressure has increased by £47K with the costs associated with on-going and new Major Incidents and Police Officers supporting the operational need within the Force control room.

The year-end forecast for Police Officer pay is (£4k) underspend, with £155k relating to the increase in pay rise, an increase of £100k in national insurance costs on Unsocial hours and Overtime, a £280k pressure from Promotions, Temporary Promotions and Acting, £40k additional requirements within the executive team during the period of transition, an under achievement of sickness and maternity pay of £125k and a movement of officers from collaborative posts to the Core policing of £190k. This has been offset with savings of (£519k) from early retirements, (£360k) through resignations and medical retirements and (£15k) from changes to the recruitment profile.

The year-end forecast for police overtime is for a £1,408k overspend as a result of the Teesport protests £110k, specialist operations for local policing of £150k, overtime to be incurred during the transition / implementation of the new processes within the Force Control Room of £200k, and £921k on Major incidents and £27K general overtime. This does not include any overtime costs associated with Operation Phoenix which is being funded separately by the OPCC.

Police Pay breakdown

Description	Full Year Amount £000s	Change from period 9 to 10 £000s
Overtime	1,408	47
Acting & Temporary promotion	280	20
Additional 0.5% pay rise	155	0
Movement of Officers between Core & Collaboration roles	190	45
Maternity/Sickness Savings	125	6
Increase in Unsocial & NI on overtime	100	0
Backfill DCC/ACC	40	0
Early retirement	-519	20
Leavers/Medical	-360	0
Recruitment Profile	-15	0
Total	1404	138

The budget was set on the basis of having an average of 1,233 FTE police officers throughout the year with a changing number each month in accordance with the leaver and recruitment profiles. Further funding has been confirmed from the PCC for an additional 6 posts to bring the total budget to 1239 FTE. The PCC has agreed to fund an additional 24 officers in year giving a revised total of 1263. The revised budget comprises 1046 FTE in Core Policing, 149 in collaborations, 49 in Home Office Special Grant funded posts, 13 on secondment and 6 in PCC funded posts. As at the 31st January the total number of officers in post is 1,311 FTE with 1,118 FTE in Core Policing (including the 30 funded by the OPCC), 139 FTE in collaborations, 43 FTE in Home Office Special Grant Funded posts and 11 on secondments.

Police Officer Attrition	As At 31/01/20	Forecast to March	As At 31/03/20 Total	To 31/03/20 LTFP	Variance to LTFP
FTE at 1st April	1209		1209	1239	-30
Additional PCC Funding	24	0	24	24	0
Retirements	-46	-3	-49	-31	-18
Medical Retirements	-10	0	-10	-8	-2
Other Leavers	-31	-2	-33	-12	-21
Other changes	-7	0	-7	0	-7
Recruitment	172	21	193	51	142
Total	1311	16	1327	1263	64

It is forecast that we will recruit 193 Police officers (of which 20 are transfers) by the year end (172 have been recruited to date). This will result in a forecasted year-end establishment of 1,327 officers this is inclusive of the 24 officers that the PCC has funded.

Police Community Support Officers Pay & Allowances

The forecast year-end position against the PCSO pay and allowances is for an underspend of (£470k) a change (£7k) from period 9. As detailed below:-

PCSO Pay Breakdown

Description	Full Year Amount £000s	Change from period 9 to 10 £000s
Overtime	(3)	0
Police Office Recruitment	(328)	0
Leaver	(39)	(7)
Vacant post	(55)	0
Shift Allowance	(10)	0
PCSO Recruitment	0	0
Other	(35)	0
Total	(470)	(7)

The budget was set on the basis of having an average of 116 FTE PCSOs (plus an additional 15 FTE funded by the PCC) throughout the year with a changing number each month in accordance with the leaver and recruitment profiles. The actual number of PCSOs in post as at 31st January was 103 FTE, with 95 in core posts and 8 in the OPCC funded posts.

PCSO Attrition	As At 31/01/20	Forecast to March	As At 31/03/20 Total	To 31/03/20 LTFP	Variance to LTFP
FTE at 1st April	126		126	131	-5
Leavers	-21	-1	-22	0	-22
Other changes	-2	0	-2	0	-2
Recruitment	0	0	0	0	0
Total	103	-1	102	131	-29

It is anticipated that there will be no further recruitment of PCSO's in this financial year and the savings have been released to support the pressures across the Force.

Police Staff

The forecast year-end position against the police staff and allowances is for an underspend of (£881k), a change of (£184k) from period 9. Delays in the recruitment of additional staff into the Force Control Room have resulted in this saving. However the saving is being released to help mitigate pressures noted within this report. The (£881K) underspend comprises (£899K) underspend on staff pay and a £18k pressure on Staff overtime relating to the forecasted overtime costs within the Force Control Room. The budget has been increased by £3,936k for the return of the Force Control Room staff from Sopra Steria. The budget has been re-allocated from the Sopra Steria contract charges line in Non-Pay.

The staff pay budget in the LTFP was set based on having 423 FTE police staff in post at the 1st April. This has now increased by 129 FTE for the Force Control Room staff giving a total FTE of 552. The budgeted FTE split is 465 FTE in core policing, 30 FTE in collaborations, 31 FTE in HIU and 26 FTE funded by the PCC for the enhancement of Neighbourhood Policing. As at the 31st January FTE in

post were 488, with 415 FTE in core staff posts, 28 FTE in collaborations, 26 FTE in HIU and 19 FTE in the PCC funded Neighbourhood roles.

The recruitment for the other vacant posts identified in the 2019/20 budget are underway with 17 Force Control staff and 5 other staff planned before the financial year end. The impact of this recruitment is built into the current projections.

Non-Pay Budgets

The forecast year-end position against the non-pay budget is an overspending of £325k, an increase of £53k from Period 9.

The major variances are set out below:

Non-Pay Summary

Description	Full Year Amount £000s	Change from period 9 to 10 £000s
Steria Charges	(122)	0
Premises	175	19
Custody	(66)	0
Other Police Pension Costs	281	27
Transport	(57)	0
External Support	(224)	(33)
National IT Charges	12	0
Insurance	80	0
Change and Contingency	4	(17)
Communications	14	(20)
Forensics	100	(30)
Maintenance Agreements	2	5
Computing	29	21
Surgeons & Medical Costs	(5)	(43)
Professional Fees	17	64
Other Equipment & Furniture	0	0
External Training, Seminars	8	11
Agency Staff	4	0
Other	73	49
Uniforms	0	0
Total	325	53

Steria Charges – (£122k) underspend

The forecasted year-end position for Steria charges is for an underspend of (£122k), (unchanged from period 9) this primarily relates to income/ recharge to SopraSteria for disputed contract costs in period 9, and savings on the 50:50 shared costs offsetting the procurement of additional Oracle database and software Licences following the return to the force of the control room staff. The budget has been reduced by £3,936k following the return of the Control Room staff to the Force.

Premises - £175k overspend

The forecasted year-end position for premises is for an overspend of £175k, (£19K increase from period 9), the increase relates to £17K of backdated charges in relation works completed at the PFI buildings. As previously reported the increase in costs of the utility charges at M8 and CSH, the contract cleaning in-line with the revised living wage rise and the rates charge for the CSH have contributed to the overspend. In addition the estates re-active maintenance budgets have seen significant costs in the first ten months, which will limit the available resources across the remainder of the financial year. Significant costs in respect of the Learning and Development Centre floor & roof and the failure of gates at RPU & Covert site has meant that we have had to review our expenditure plans to ensure we limit the level of overspend across the estates function for this financial year.

The impact of the above means that we have allocated £25K to support re-active costs over the remaining two months of the year (this is within the forecast position). The estates team will proactively manage this budget to deliver only essential works or projects whilst maintaining a small reserve for possible major failures. This position will be reviewed regularly to ensure the remaining budget is used as effectively as possible.

Custody – (£66k) underspend

The forecasted year-end position for Custody is for an underspend of (£66k), (unchanged from Period 9) as a result of the revised contract price that came into effect from July 2019 and additional credits in prior period.

Other Police Pension - £281k overspend

The year-end forecasted position for Other Police Pension is for a £281k overspend, (increase of £27K from period 9), due to the increased contribution to the Ill-Health Pension Capital Equivalent for the officers that have been medically retired in this financial year and a backdated injury pension awards of £20K in the period and the associated impact on pensions for the remaining quarter of the year. Reserves are available to be released by the PCC if required at year end to fund the projected overspend.

Transport – (£57) underspend

The forecasted year-end position for Transport is for an underspend of (£57k), (unchanged from period 9).

External Support – (£224k) underspend

The forecasted year-end position for External Support is for an underspend of (£224k), (a £33K increase from period 9), relating to savings identified against the NERSOU Police Transformation Project (£186k), (£21k) for the North East Fingerprint Bureau and (£23K) on other External support. Offset by a pressures on South & North Tees CHUB of £6K.

National IT Charges - £12k overspend

The forecasted year-end position for National IT charges is for an overspend of £12k (unchanged from period 9), as a result of increased charges relating to Minerva and NABIS.

Insurance - £80k overspend

The forecasted year-end position for Insurance is for an overspend of £80k, (unchanged from period 9), as a result of an increase in the cost of the premiums following the return to the Force of the Control Room staff and the change in the policy excess on the motor Insurance.

Communications - £14k overspend

The forecasted year-end position for Communications is for an overspend of £14k, (a £20k decrease from period 9), relating to reduction in Landline telephone, airwaves usage charges and alarms costs.

Forensics - £100k overspend

The forecasted year-end position for Forensics is for an overspend of £100k (a £30K decrease from period 9), due to the higher levels of usage relating to Major incidents and the costs associated with "Drug driving tests" offset by decrease in the contract price for the remainder of the year and the receipt of a back-dated credit following the review of costs.

Maintenance Agreements – £2k overspend

The forecasted year-end position is for an overspend of £2k, (a £5K increase from period 9) relating to savings identified against the charges for the ICCS system, offsetting an increase in the charges for the Text-burst system and the costs of Idea-drop agreement.

Computing - £29k overspend

The forecasted year-end position for Computing is for an overspend of £29k, (an increase of £21K from period 9) relating general ICT costs and additional revenue costs associated with capital schemes.

Surgeons and Medicals – (£5k) underspend

The forecasted year-end position for Surgeons & Medicals is for an underspend of (£5k) (a decrease of £43K from period 9) due to a review of occupational health and counselling commitments and revision of forecast for the remainder of the year. The increase in recruitment will create a pressure on the medical costs and has the potential to reduce underspend.

Professional Fees – £17k overspend

The forecasted year-end position for Professional Fees is for a £17k overspend (a increase of £64K from period 9) due to a pressure on legal advice and associated barristers fees a proportion of which will be funded by amounts previously set aside in the insurance reserve/ provision, £20K for recruitment expenses; £8k for a training skills audit and £7k in HR through medical and injury on duty reports.

Other Equipment & Furniture – Breakeven

The forecasted year-end position for Other Equipment and Furniture is for a breakeven position (Unchanged from period 9).

External Training – £8k overspend

The forecasted year-end position for External Training is £8k overspend (a change of £11K from period 9). Any further training requirements will have to be requested on an individual approval basis.

Agency Staff - £4k overspend

The forecasted year-end position for Agency Staff is for a £4k overspend, (unchanged from period 9) due to the temporary reception staff at the CSH.

Other – £73k overspend

The forecasted year-end position for Other is for an overspend of £73k, (an increase of £49k from period 9) due to a £85k pressure on interpreter fees, Relocation fees and subsistence fees £48K offset with (£25k) savings identified against the Development fund, (£10k) on damage to property Claims and (£25k) savings on refreshments and hospitality.

Uniform – Breakeven

Uniforms is projected to breakeven over the period of the budget, unchanged from period 8

Collaborations

Cleveland, Durham and North Yorkshire Dogs Unit (CDNYDU)

The Cleveland budget for the joint unit is £879k. The forecasted year-end position is to breakeven.

Cleveland Durham Specialist Operations Unit (CDSOU)

The Cleveland budget for the joint unit is £5,279k. The forecasted year-end position is to breakeven.

Cleveland and North Yorkshire Major Incident Team (CNYMIT)

The Cleveland budget for the joint unit is £1,825k. The forecasted year-end position is to breakeven.

North East Region Specialist Operations Unit (NERSOU)

The Cleveland budget for NERSOU is £1,950k. The forecasted year-end position for NERSOU is to breakeven.

National Police Air Services (NPAS)

The Cleveland budget for NPAS is £822k. The forecasted year-end position for NPAS is to breakeven.

Capital Budget

On 20th February 2019, the PCC allocated the Force a capital budget of £6,134k for 2019/20 plus £811k of schemes that were deferred from 2018/19 for a total approved in the LTFP of £6,945k. In addition, a further scheme was deferred at the 2018/19 year-end for £150k and schemes totalling £1,737k were brought forward from 2018/19 bringing the approved 2019/20 budget to £8,832k. Changes approved by the PCC (or the Chief Constable's CFO under delegated authority) in year resulting in a revised capital budget of £6,486k are set out at Appendix 4, with a full breakdown of schemes shown at Appendix 5.

Key Risk

The key risk to delivery of the capital programme has been slippage against the delivery plan. Although funding is earmarked for each scheme and can be re-provided the following year, the resources required to deliver the schemes in the new financial year places a greater burden on the delivery teams.

Update on Key Schemes

Points to note are:

Cleveland Community Safety Hub (CCSH) – Total budget of £316k

Building works for the CCSH commenced in March 2017 and the building became operational in July 2018. The budget is closely monitored by the Project Board and expenditure follows contractual obligations which were re-phased to mirror the changes in the scope of the scheme. The majority of the work on the Community Safety Hub was completed in 2018/19 with the final

contract payments and the removal of the excess soil scheduled during 2019/20. A total of £20k has been spent to date on additional works and contractual payments to 31 December 2019 and the work to remove the excess soil have now been completed but are yet to be paid for.

Other Estates Schemes

Learning and Development Centre – Budget £15k

The work on the Learning Development Centre refurbishment has been completed with a £2k overspend on the £15k budget due to minor price changes.

Billingham station rewire – Budget £51k

The work rewiring Billingham Police Station has been completed but final invoices are still to be paid. Payments totalling £50k have been made to date and the rewiring is expected to be within budget.

Estates Replacement Windows – Budget £25k

The schemes is now complete and payments totalling £26k have been made for the replacement windows. This has resulted in a £1k overspend.

Emergency Lighting and Fire Alarms – Budget £20k

Work on the Emergency Lighting and Fire Alarms commenced in December 2019 and payments totalling £15k have been made. The remaining £5k will be spent by the year end.

Car park refurbishments – Budget £10k

The estates team are waiting to see the extent of any damage caused over the winter months and spend this capital budget accordingly.

Proposed new building for Office Accommodation – Budget £1,350k

A new Office Accommodation building has been procured and expenditure to date totals £1,002k. The remaining budget of £348k will be utilised to refurbish the building starting in February 2020 and will be closely controlled by the project team. £400k of the original budget of £1,750k has been deferred into 2020-21 for the continued refurbishment.

Equipment Scheme

ANPR Replacement Programme – Budget £230k

There has been £10k spent in the year to date. The procurement exercise is being administered by Durham Police and the confirmation of the date of completion is still awaited but is expected to be May 2020. When this is confirmed, a request will be made to carry the budget forward into 2020/21.

Taser – Budget £57k

There has been £51k spent to date and additional orders will be placed to fully spend the budget. Most of the Tasers have been delivered and are being utilised throughout the Force.

Investigate Analytical Software – Budget £96k

The budget for this scheme has been increased by £56k which is being financed from revenue contributions and has been fully spent. The software has been delivered and is operational.

Occupational Health Case Management System – Budget £40k

There is a forecasted £4k overspend on the Occupational Health Case Management System as a result of additional MI Database requirement and delays in the scheme. The order has now been placed and delivery is expected to be in March 2020.

ICT schemes

As in previous years the complexities involved with the ICT requirements will have an effect on the delivery and timing of the key ICT schemes. The schemes that have commenced to date are:

EMSCP – Budget £24k

The national scheme is not expected to be progressed until 2024. The only costs in year are for resourcing and the remainder of the budget (£42k) has been returned to the OPCC.

Microsoft Licensing – Budget £78k

The SCCM licence has been received and the full budget spent for this scheme.

Corevet – Budget £12k

The budget has been fully spent and the Corevet system is now fully operational.

Intelligent Call Handling – Budget £4k

This budget was carried forward from 2018/19 and is part of the upgrade in the Control Room which is on-going. This is expected to be spent in the final quarter of the financial year.

Digital Interview Recording Equipment – Budget £22k

The scheme has been fully scoped and the procurement has been undertaken. The order is expected to be placed in February 2020 with delivery in the new financial year. £478k of the original budget has been requested to be carried forward into 2020/21 and an underspending of £22k will result in year which will be used to offset the Body Worn Video expenditure.

Body Worn Video – Budget £0k

The order for Body Worn Video is expected to be placed in February 2020 and £22k is expected to be spent by the year end. There is a budget of £200k for this scheme in 2020/21 and it has been agreed by the OPCC that this expenditure can be incurred in 2019/20 and offset against the underspending on the Digital Interview Recording Equipment.

Networked CCTV Solution – Budget £150k

The solution has been procured and is being implemented. The full budget is expected to be spent by the year end.

Windows Server Upgrade – Budget £25k

The order for the NEP server licence will be placed in March 2020 once the upgrade to Windows 10 has completed. The budget will be fully spent.

ACESO Upgrade – Budget £103k

Due to the delays with the national procurement, a decision has been taken to purchase outside of this national exercise. Delivery of 2 kiosks totalling £14k has taken place and the remainder of the scheme is being fully scoped. Orders will be placed as soon as possible.

Web Based Mapping/Gazetteer Service – Budget £0k

The original budget of £25k has been requested to be carried forward into 2020/21. Orders totalling £25k had been placed but these have been cancelled and the upgrading of the service will not now be possible in the current financial year.

Automated PDR – Budget £11k

A total of £2k has been spent on the ICT resourcing elements of this scheme and the scheme is now complete resulting in a (£9k) underspend.

Workforce Agility Project Phase 1 – Budget £890k

A total of 390 laptops and 630 mobile phones have been distributed to Officers under Phase 1 of the Agile project. The development of the apps is ongoing and will be complete by the end of the financial year. The budget will be fully spent.

DFU Servers – Budget £8k

Costs of £3k have been incurred at the end of October with additional tapes to be purchased before the end of the financial year.

Replacement DCS System – Budget £100k

Orders for £84k have been placed with delivery expected by the end of the year. The budget will be fully spent.

Power BI Professional Desktop – Budget £31k

Procurement is currently taking place and a temporary licence is in place until the end of February to allow for the continued use of the system following a successful trial period. The order for the licences will be placed in February 2020 and the budget will be fully spent.

ERP discovery, procurement & mobilisation – Budget £750k

This is currently on-going and the contract has been signed. The scheme will be delivered by October 2020, with £870k budget allocated in 2020/21 and the first stage payments has been made totalling £243k

Workforce Agility Phase 2 & 3 – Budget £461k

The project to deliver the additional Laptops and Mobile phones commenced in December 2019 and orders have been placed. A phased delivery of this hardware has been planned.

Digital Evidence Management System (DEMS) – Budget £507k

Phase 1 of DEMS is to be delivered in 2019/20 but there may be some slippage into 2020/21. The budget includes IT staff resources for the implementation of the project. The procurement exercise has completed and the tender is expected to be awarded in February 2020. The DEMS system should be technologically capable of including the DETS and Digital First requirements.

Single on-line Home – Budget £0k

The website went live in November 2019 and no capital expenditure was incurred in the development of the website. The £50k budget is no longer required and has been returned to the OPCC.

National Identity Access Management - Budget £10k

This is the NEP security scheme and is dependent upon the National NEP scheme which has slipped in 2019/20 and £100k of the original budget is requested to be carried forward in to 2020/21.

ICT Capital Resource – Budget £80k

This budget is being utilised across the ICT capital programme and is to provide the required IT staff resources to deliver the Digital Capital Programme. The budget is allocated to individual capital schemes upon approval of a business case. Of the original budget, £300k has now been returned to the OPCC as it is no longer required.

CMP Upgrade/Refresh – Budget £40k

An additional scheme for the upgrade of the CMP equipment has been approved by the OPCC with funding provided from Proceed of Crime Act Income. This has been fully delivered.

SAN disk refresh- Budget £138k

An additional scheme has been approved to purchase additional storage which is to be funded from revenue contributions. This has been fully delivered.

Fleet schemes

Write-Offs/Uneconomical Repairs – Budget £181k

A total of £134k has been spent on 6 vehicles as at the end of January 2020 with orders being raised for a further 4 vehicles with a total value of £47k with delivery anticipated by the end of the 2019/20 financial year.

Black Box Replacement – Budget £10k

The scheme has been completed in line with the budget.

Fleet Replacement – Budget £580k

From the Fleet Replacement capital programme a total of £510k has been spent at the end of January 2020. 33 vehicles have been delivered to date and the budget will be fully spent by the financial year end.

Joanne Gleeson
Chief Finance Officer
13th February 2020.

Appendix 1

Changes to Revenue Funding	Month Added	Change
		£000s
Initial Funding Allocation		128,215
Camera Enforcement Unit	Apr-19	59
Additional Police Officers	May-19	594
Secondment Police Officer Contribution	May-19	350
Staff Roles Transferring to PCC	Sep-19	(82)
Rose Awards contributiion	Sep-19	3
Development Fund	Sep-19	1
OPCC Funding Opertion Op Phoenix	Nov-19	220
OPCC Police Officer	Nov-19	355
Uplift Police Officer Costs	Nov-19	660
Mutual Aid	Jan-20	211
Funding allocation at Month 10		130,586

Budget Monitoring Statement to 31st January 2020

	Annual Budget	Budget to Date	Actual to date	Variance to Date	Forecast Outturn
	£000s	£000s	£000s	£000s	£000s
Pay Budgets					
Police Pay & Allowances	70,033	58,457	57,540	(917)	(4)
Police Overtime	1,978	1,762	3,089	1,328	1,408
Total Police Pay & Allowances	72,011	60,218	60,629	410	1,404
PCSO Pay & Allowances	4,050	3,375	3,425	49	(470)
PCSO Overtime	5	4	1	(3)	(3)
Total PCSO Pay & Allowances	4,055	3,379	3,425	46	(473)
Staff Pay & Allowances	18,163	15,136	14,314	(821)	(899)
Staff Overtime	134	113	189	76	18
Total Staff Pay & Allowances	18,298	15,248	14,503	(745)	(881)
Total Pay & Allowances	94,363	78,846	78,557	(288)	50
Non Pay Budgets					
Sterial Charges	14,554	12,128	11,866	(263)	(122)
Premises	3,498	2,918	3,098	179	175
Custody	2,491	2,076	2,017	(59)	(66)
Other Police Pension Costs	3,022	2,518	3,001	483	281
Transport	1,461	1,217	1,344	126	(57)
External Support	1,424	1,186	1,001	(185)	(224)
National IT Charges	903	753	746	(6)	12
Insurance	1,099	916	1,532	615	80
Change & Contingency	336	283	426	143	4
Communications	969	808	835	28	14
National Police Air Service	347	289	261	(28)	0
Forensics	972	810	925	115	100
Maintenance Agreements	461	384	387	3	2
Computing	938	781	995	214	29
Surgeons & Medical Costs	382	318	391	73	(5)
Professional Fees	707	588	931	342	17
Other Equipment & Furniture	865	721	796	75	0
External Training, Seminars	753	626	707	81	8
Office Equipment & Expenses	231	192	182	(10)	0
Agency Staff	35	29	72	43	4
Other	442	368	440	72	73
Uniform	331	276	217	(58)	0
Total Non-Pay	36,222	30,188	32,172	1,984	325
Total Expenditure	130,586	109,033	110,729	1,696	375
Memo Information					
CDNYD	879	735	801	66	0
CDSOU	5,279	4,416	4,464	48	0
CNYMIT	1,825	1,522	1,488	(34)	0
NERSOU	1,950	1,628	1,720	92	0
NPAS	822	682	667	(15)	0

Long Term Financial Plan (LTFP) 2019/20 to 2022/23 – Assessment of Risks

Risk	Detail	Mitigation
<p>Changes to the future funding formulas for Police Forces.</p>	<p>The Policing Minister is committed to reforming the police funding formula and will bring forward proposals for public consultation.</p> <p>The current assumptions do not factor in any adverse impact as a result of a revised formula.</p> <p>Based on what is currently known of the proposals, this is a prudent assumption; however, it does present a potential risk.</p> <p>Current indications are that no changes will be made before the new CSR which is due in 2020.</p>	<p>More radical options will be developed including further reductions in officer, PCSO and staff numbers, inter-force collaboration and blue light collaboration.</p>
<p>Future year's funding is lower than forecast.</p>	<p>The Police settlement was for a one year period. This presents a potential risk if funding was to change dramatically as a result of external issues such as Brexit.</p>	<p>More radical options will be developed including further reductions in officer, PCSO and staff numbers, inter-force collaboration and blue light collaboration.</p>
<p>A higher than forecast level of major incidents.</p>	<p>The number and cost of major incidents in any one year in unpredictable.</p>	<p>There is sufficient flexibility in the plan to absorb some additional costs depending on the magnitude and the time of year the issue becomes known.</p> <p>The Joint CNYMIT has introduced additional resilience into the system. The PCC may absorb any additional costs in total or part through the use of reserves or other income.</p> <p>A decisions by the DCC's overseeing the unit has resulted in cross border support being temporally suspended in order to cope with the current demand experienced by the unit.</p>
<p>The continued acceleration of Police Officer and PCSO leavers above the planned profile outstripping our ability to recruit.</p>	<p>Pay budgets have been set based on assumptions in respect of officers and staff leaving and additional recruits being brought in. Should the number of leavers outstrip our ability to recruit this could result in capacity gaps and generate a material underspending.</p>	<p>Should a capacity gap emerge, service levels will be delivered through targeted overtime and the continued employment of police staff investigators along with a further recruitment of transferee Police Officers.</p>

Risk	Detail	Mitigation
National mandation.	In recent years there has been national mandation of systems e.g. Pentip, resulting in unplanned costs to the Force.	<p>There is sufficient flexibility in the plan to absorb some additional costs depending on the magnitude and the time of year the issue becomes known.</p> <p>The PCC may absorb any additional costs in total or part through the use of reserves or other income.</p>
Police Pension Scheme 2015.	<p>Test case on new pension scheme with risk due to Gender/Race inequality. The case is in respect of alleged unlawful discrimination arising from the Transitional Provisions in the Police Pension Regulations 2015. The court of Appeal ruled in December 2018 that the Government's changes to pension with regard to judges and fire fighters were discriminatory on the grounds of age. These cases were brought due to changes to public sector pensions in 2015, which also affected other public sector schemes including the police pension scheme. The Government's appeal to the Supreme Court was unsuccessful and this ruling could have significant implications however costs and funding implications are as yet unknown.</p>	<p>Cleveland has contributed to the NPCC legal defence of this case. Cleveland has at present 95 claims from Police Officers. No further detail is available on the impact to the Chief Constable but should there be a financial impact, more radical options will be developed including further reductions in officer, PCSO and staff numbers, inter-force collaboration and blue light collaboration.</p>
Evans & Ashcroft V the Chief Constable of South Wales	<p>A recent decision at the court of appeal in regards to Evans & Ashcroft V CC of South Wales Police will affect injury retired officers who may have had their injury pensions over deducted since 2010. Our pension administrators, XPS, are currently completing the force's assessment and have identified 214 affected officers. Their initial indication in terms of financial magnitude is that this judgement could cost the force in the region of £100k although this is subject to change as the full assessment is not yet completed. As this is only an indicative cost a provision has not been made</p>	<p>More radical options will be developed including further reductions in officer, PCSO and staff numbers, inter-force collaboration and blue light collaboration or the use of reserves.</p>

Risk	Detail	Mitigation
Employment Tribunals.	An earmarked reserve has been set up to cover the cost of implementation.	More radical options will be developed including further reductions in officer, PCSO and staff numbers, inter-force collaboration and blue light collaboration.
Allard V the Chief Constable of Cornwall.	A court determination in the case of Allard v the Chief Constable of Cornwall in respect of historic on-call payments for specific staff groups has created a significant financial pressure for forces nationally. A Provision has been created to mitigate the force against the costs that the Allard judgement made this determination on.	More radical options will be developed including further reductions in officer, PCSO and staff numbers, inter-force collaboration and blue light collaboration.
Historic Case Review	Further work will take place with regards to historic case reviews following the establishment of the Cold Case Unit within the CNYMIT.	More radical options will be developed including further reductions in officers, PCSO and staff numbers and the use of further inter-force collaborations.

Changes to Capital Funding	Month Added	Change £000s
2019-20 Capital Programme		6,134
Schemes deferred from 2018/19		811
Funding Allocation in LTFP		6,945
Additional Scheme deferred from 2018/19		150
Schemes carried forward from 2018/19		1,737
Total Capital funding		8,832
CMP Upgrade/Refresh	Jun-19	40
Stockton Rewire- deferred	Jun-19	(40)
Workforce agility phase 2 and 3	Jul-19	(950)
Digital evidence transfer (DETS)	Jul-19	(50)
Digital First	Jul-19	(100)
National law enforcement database programme (NLEDP)	Jul-19	(50)
Mobile Agility Project Phase 1	Jul-19	5
San Disk refresh- funding from revenue	Sep-19	138
revenue	Sep-19	56
St Marks House- deferred	Dec-19	(400)
Single On-line Home	Jan-20	(50)
ICT Capital resource	Jan-20	(300)
Digital Interview Recording Equipment- deferred	Jan-20	(478)
National identity access management (NIAM)	Jan-20	(100)
Web Based Mapping/Gazatter Service-deferred	Jan-20	(25)
ESMCP	Jan-20	(42)
Funding allocation at Month 10		6,486

Capital Monitoring Statement to 31 January 2020					Appendix 5
	Annual Budget £000s	Budget to Date £000s	Actual to Date £000s	Variance to Date £000s	Forecast Outturn £000s
Estates Schemes					
Cleveland Community Safety Hub	316	20	20	0	0
Learning and Development Centre	15	15	17	2	2
Billingham Station Rewire	51	51	50	-1	0
Estates Replacement Windows	25	25	26	1	1
Emergency lighting & Fire alarms	20	17	15	-2	0
Car park refurbishments	10	8	0	-8	0
Proposed new building for office accomodation	1,350	1,002	1,002	0	0
Total Estates Schemes	1,787	1,138	1,130	-8	3
Equipment Replacement					
ANPR Replacement Programme	230	192	10	-182	0
TASER	57	51	51	0	0
NERSOU TSU	25	21	19	-2	0
Investigate Analytical Software	96	96	96	0	0
Occupational Health Case Management System	40	40	0	-40	4
Total Equipment Schemes	448	400	176	-224	4
ICT Schemes					
EMSCP	24	20	20	0	0
Microsoft Licensing	78	78	78	0	0
Corvet	12	12	12	0	0
Intelligent Call Handling	4	4	0	-4	0
Digital Interview Recording Equipment	22	0	0	0	-22
Body Worn Video	0	0	0	0	22
Networked CCTV Solution	150	147	147	0	0
Windows Server Upgrade	25	21	0	-21	0
ACESO Replacement	103	86	14	-72	0
Automated PDR	11	11	2	-9	-9
Workforce Agility Project Phase 1	890	742	518	-224	0
DFU Servers	8	7	3	-4	0
Replacement DCS system	100	84	1	-83	0
Power BI Professional Desktop Client/Report Server	31	26	0	0	0
ERP discovery, procurement & mobilisation	750	625	243	-382	0
Workforce Agility Phase 2 & 3	461	384	47	-337	0
Digital evidence management (DEMS)	507	423	0	-423	0
National identity access management (NIAM)	10	0	0	0	0
ICT Capital Resource	80	0	0	0	0
CMP Upgrade/Refresh	40	40	40	0	0
SAN disk refresh	138	138	138	0	0
Total ICT Schemes	3,444	2,848	1,263	-1,585	-9
Fleet Replacement					
Write off / Uneconomical Repairs	181	151	134	-17	0
Black Box Replacement	10	10	10	0	0
Fleet Replacement	580	483	510	27	0
NERSOU vehicles	36	30	30	0	0
Total Fleet Replacement	807	674	684	10	0
TOTAL CAPITAL	6,486	5,060	3,253	-1,807	-2



Scrutiny, Delivery & Performance Meeting **Monday 9 March 2020**

Agenda Item 4 - Police and Crime Plan - Investing in Our Police

Budget Monitoring Report – CFO Joanne Gleeson

Workforce Modernisation and Transformation

1) Risks in being able to attract, train, retain people with the right skills and this presents a significant challenge.

The Resourcing Team have been delivering against the enhanced recruitment plan in order to facilitate the additional numbers required for Police Officers. This initiative has been in addition to the BAU delivery plan and to date, the resource hasn't been increased formally (with the exception of a PCSO who has been placed on adjusted duties within the team to offer additional administrative support). Although this has presented an unprecedented volume of work the team have delivered against the Operation Uplift Plan.

Additional resource has now been approved by the Force and as such, we are advertising to recruit a Full Time Resourcing Specialist and two additional FTC Resourcing Assistants. Once they are in post this will alleviate the pressure within the Team to deliver against the Op Uplift plan as well as being prepared for the upcoming PCSO recruitment activity, uplift to enabling services, Fusion and the larger promotion processes being presented.

2) Investment in to the control room

Presentation delivered by Supt Emily Harrison

Supporting reference documents



performance
framework (3).pptx



Monthly Operational
Performance C relief.c



FCR Project Plan for
circulation.xlsx

3) Public Communications

Presentation delivered by Will Green, Head of Corporate Communications

4) Can the Force provide a regular update on the wholesale force re-structure and required staffing model?

The development of the required Force staffing model is underpinned by the need to undertake a comprehensive assessment of the demand faced by the Force and identify the level and type of resource to deal with it.

In order to fulfil this requirement and address the associated cause of concern issued by HMICFRS in the Forces' 2019 IPA inspection, the Force has established an understanding demand project which has the following objectives:

- To produce and agree a plan of demand modelling to cover an initial 2 year period including:
 - Maintaining and refining the demand model for incident response
 - Supporting other work streams in developing demand led models for neighbourhood policing, problem solving and engagement, investigation and domestic abuse
 - Enabling services
 - Supporting decision making on the deployment of resources
- To produce validated demand models that enable informed decisions to be made in respect of resource allocation aligned to the plan
- To work with other areas to ensure that data definitions used for demand analysis are aligned to those already in use and that acceptable tolerance levels are agreed
- To support the development of tools, expertise and technology required to underpin the use of demand analysis information in planning, decision making and governance processes
- To identify key partners to confirm availability of community data and how this can be developed and maximised for each respective public sector agency
- To identify and implement an incremental approach to force wide duties management including the establishment of a duties management team

This project is scheduled to run for a two year period during which time work will be undertaken to establish a business as usual approach to demand analysis in line with the Force planning cycle, which is resourced and sustainable over the long term.

To date three initial pieces of demand analysis have been completed to inform the required operating model within the Force Control Room, Incident Response Teams and Neighbourhood Policing. Work is currently underway to implement these new resource models and procure demand analysis software and consultancy support to both validate the work already undertaken and assist in developing the Force's future approach. The next key area of analysis is to understand the investigative demand placed upon the Force and this work is scheduled to commence in April 2020.

Based on the demand analysis undertaken to date and the areas of growth identified by individual business areas as part of the 2020/21 budget setting process (e.g. missing from home and domestic violence), the overall resource requirement is likely to exceed the police officer establishment available for 2020/21 and a level of prioritisation will be required until the establishment increases further in line with Uplift. Work is currently underway to profile this in order to inform Force resourcing decisions and this work, together with the required operating model, will be updated dynamically as further demand analysis is completed.

5) National Policing Digital Strategy 2020-2030

Each year, Sopra Steria work with the force to define the next financial year's capital ICT requirements and bid for funding from the Office of the Police and Crime Commissioner. This relates predominately to IT project requirements aligned to upgrade and refresh schedules, and department specific IT solution requirements. However, in 2018 Sopra Steria, as strategic delivery partner for Cleveland Police ICT, considered the challenges presented to Cleveland Police in the Policing Vision 2025, which states that, "By 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system."

Source: <https://www.npcc.police.uk/documents/Policing%20Vision.pdf>

This is with the context of an ambitious National Police ICT agenda, led by the National Police Technology Council and complex local policing delivery requirements. The National ICT landscape was mapped with the Local Cleveland Police and Crime Commissioners Crime Plan, and the requirements of the Policing Vision 2025 to produce a new Digital Policing Strategy for Cleveland Police. The strategy is set out in three sections. The first describes the strategic vision and the business context for Digital Policing in Cleveland, the second describes the technological platform that will deliver the strategic vision, and the third section describes the practices and approaches we will need to adopt in order to deliver the Digital Platform and by extension the Strategic Vision. Finally the appendices show the key ICT changes that are being driven at a National level and how Cleveland will need to respond to these changes.

The strategy was agreed by both the Senior Executive Leadership of the Force and the Office of the Police and Crime Commissioner. Significant budget was agreed to support an ambitious digital transformation programme driven by the strategy, and outcomes and benefits mapped to the strategic themes of the crime plan.

The Digital Transformation programme underway at Cleveland Police is driven from the Digital Policing Strategy. It is a multi-million pound transformation programme defining,

implementing, supporting, and deriving the benefits from new technology led improvements in how the force is enabled. Specific examples include:

- Mobility and agility programme equipping all officers with mobile laptop and smartphone assets with innovative new app technology, removing the need for them to be in police buildings and increasing officer presence and visibility in communities.
- Digital Evidence Management platform, enabling seamless interfacing with the CPS and partners for the digital submission and management of digital assets involved in the criminal justice lifecycle.
- Body Worn Video roll out to every operational officer with innovative Bluetooth technology and sync functionality to enable remote connectivity, viewing and group camera operation.
- A new web presence with public transactional portal functionality for digital transactions with the public.
- As part of the National Enabling Programme, piloting new Office 365 cloud platform including teams unified comms and IM presence.
- ERP transition to cloud infrastructure. Moving the legacy ERP platform for Payroll, HR, Duty Management, and finance to new cloud infrastructure.

The delivery is managed through a PMO and Programme Management function that is fully embedded for governance within the force. Benefits realisation and culture shift is achieved through a partnership delivery model with Sopra Steria, the force and the OPCC, which shared accountability and responsibility for success.

The release of the National Policing Digital Strategy is currently being assessed against the local Cleveland Police Digital Policing strategy and a gap analysis exercise will be conducted by the end of April 2020. This will further inform the ICT work programme is going forward and the work to transition the ICT service from Sopra Steria to Cleveland Police at the end of the Sopra Steria contract in October 2020.

6) Estates Strategy

Cleveland Police currently has 17 owned buildings within its estate, which will soon reduce to 16 with the disposal of the former Thornaby Police Station. These are listed below (1 venue not disclosed for security reasons).

Community Safety Hub	Stockton	Coulby Newham
Hartlepool	St Marks House	Eston
Roads Policing Wynyard	Thornaby (awaiting disposal)	Learning & Development Ctr
Covert Site	Thornaby Fire Station	Guisborough
Billingham	North Ormesby	Saltburn (Occ Health Unit)
		Loftus

In addition, there are a further 4 buildings operated under PFI arrangements for which the Estates Department has some responsibility. These are located at Middlesbrough, South Bank, Redcar (Kirkleatham and Redcar (Town)). The Estates Team also provides support for radio masts at discreet locations across the force area. In addition, there are multiple drop in venues for the purpose of local neighbourhood surgeries.

The existing Estates Strategy, locally known as the Estates Blueprint has seen a focus in recent years on the force exiting from a number of rented and leased buildings and disposal of sites, which were no longer fit for purpose or in keeping with the operational requirements of the force. This also reflected the reduction in workforce size under austerity and the need to realise savings in order to better support operational delivery. This has enabled some investment into those buildings that have been retained and opportunities to work in partnership (notably with Cleveland Fire Brigade) in order to most effectively meet the needs of the force. Work under the Estates Blueprint will conclude with the disposal of the former police station on Martinet Road, Thornaby which is imminent.

During the course of this work, the force has moved its headquarters into the Community Safety Hub at Hemlington with a much smaller footprint than the previous HQ on Ladgate Lane, but with improved accommodation for staff.

The Estates Team has developed a plan to improve existing accommodation within an overall 10 year plan and this has been fully funded as part of the force budget, separate to the significant capital investment agreed for the purchase and refurbishment of St Marks House aligned to the return of staff from the Sopra Steria contract. This venue will accommodate all returning staff and have capacity to flex significantly as and when required by the force.

In terms of occupation, the Estates Team conducts a regular exercise of spatial audits, the last update to this being in December 2019. Within the police owned estate there is space for 40 staff and 123 staff across the PFI estate, the bulk of which is at Hartlepool (owned) with 12 and Middlehaven (PFI) with 84. However, some of this space is not readily accessible so the overall number of usable desk spaces may be lower than this, subject to a needs assessment. (These numbers fluctuate regularly and the number at Middlehaven needs to be considered against any expansion required for major investigations.)

The accommodation within each building is of variable quality subject to a number of factors (age of building, flexibility of design, access, etc). However, the Estates Team is working to create a corporate standard, look and feel as it works through renovations. In particular and aligned to the Police Uplift Programme, office accommodation is being updated to take account of agile working with reduced footprint bench desking and slimmer profile ICT/storage equipment. An example of this is the Neighbourhood Policing Office at Billingham where the previous arrangement of 5 desks across 2 rooms has been replaced by desk facilities across those rooms that will now accommodate up to 11 staff. Equally, Coulby Newham now has 14 surplus spaces where previously it was at capacity prior to refurbishment work.

Moving forward, the estate remains tight at the main sites, but the smaller sub-divisional venues have some capacity. This is likely to be of benefit as neighbourhood teams begin to expand in accordance with the Chief Constable's plan to return officers into these roles as they will be able to be located more closely within communities. This will

in turn release space at the main sites for newly recruited officers coming onto response teams. However, further pressure will come through the Police Uplift Programme. The Head of Estates and Chief Supt Irvine are both engaged with local partners in respect of any opportunities that might arise to co-locate, share or independently utilise fallow space.

7) Risk Register

Quarterly meetings with the Force nominated risk champions (of which there is one nominated from each Force business area) promotes the discussion of risk not only with the immediate attendees but also the wider department/ SMT's. If a new risk were flagged then this may lead to the investigation of other areas of data collation (performance data, planning, etc). It would be expected that an adverse outcome in performance, planning would be communicated as a risk to be documented and tracked. Horizon scanning is carried out with other Forces periodically and a fortnightly document is produced by West Yorkshire Police, of which the Force Risk and Insurance Manager is on the automatic mailing list. Scrutiny features throughout the risk process, within the quarterly risk meetings in each business area; at the bi-monthly Risk and Governance Board and the twice yearly Joint Audit Committee. Additionally risk has also been subject to internal audit (with substantial assurance gained).

A risk can only be closed if all actions are either closed or implemented. For a risk action to be marked as closed or implemented, this would ordinarily come from the risk owner/ champion/ SME from the line of business. A secondary form of assurance would be sought and this could be in the form of: secondary acknowledgement from a third party, physical sight of mitigation, External Inspection, External Audit, Positive Press, Internal Audit, Computer Auditor, QA Audit, Meeting Minutes, Management Reports, Performance Indicators, Policy, Strategy, Plan Testing, Budget Monitoring, Appraisal & Training Records, Relevant Documents, Structure, Communications, Procedure Notes, Meeting Notes, Diary Dates and Management Assurance. It does not follow that a risk will be closed following the closure/ implementation of all risk actions, they may become risk mitigation and warrant a rescore of the risk, but other actions may ensue.

The Force Risk and Insurance Manager meets regularly with the two main project leads from Corporate Services to discuss any risks that need elevating from the project risk registers and to view the highest scoring project risks. Corporate Services ensure that appropriate governance is in place for Force projects and a fundamental part of this is to formulate and maintain project risk registers, with a defined line of reporting for high scoring risks.

The process in place, is recognised, understood and has stood scrutiny, but where it can waver is that it is only facilitated by one person. In times of absence or other work pressures (namely the Force insurance renewal/ tender) the risk work may be temporarily delayed.

Agenda Item 5 - Crime Data Integrity – HMICFRS Inspection Update

In 2018 HMICFRS completed a Crime Data Integrity inspection which concluded that “Cleveland Police officers and staff too often fail to make correct crime recording decisions at the first opportunity when dealing with reports of violent crime, especially in cases of domestic abuse”. As a result the Force was assessed as being ‘inadequate’ which HMIC put down to “deficiencies in the force’s crime-recording processes, insufficient understanding of crime-recording requirements, and limited supervision to correct the decisions of officers and staff and improve standards from the outset”.

Following introduction of a revised governance and accountability framework, the matter of CDI compliance has once again been highlighted as a performance threat and in January 2020 under the direction of ACC Orchard, a Gold meeting structure was established. Meeting on a fortnightly basis, the Gold Group have reviewed the previous action plan and a new programme of improvement activity has commenced. Progress to date includes:

- The introduction of new processes within the Control Room aimed at increasing compliance and ensuring all crimes are recorded within 24hr.
- The provision of additional training for operational staff which focuses on the identification and recording of stalking, serious sexual offences and domestic incidents
- The introduction of improved performance products which allow us to monitor and manage performance more effectively
- A revised communications strategy with a clear and visible Chief Officer lead including a video message from ACC Orchard entitled ‘Understanding the Victim’ (due to be rolled out this month).
- Compulsory CDI assessments have been implemented within the Control Room to test staff knowledge and understanding
- Introduction of a new THRIVE assessment matrix for use by Control Room staff and an associated quality assurance audit.
- More robust reporting processes in relation to audit findings which will capture learning around themes, points of failure, recommended improvements.
- CDI surgeries carried out by the Force Crime Registrar and Dedicated Decision Maker to support the decision making and improve the knowledge of frontline officers.
- Daily performance accountability within the Control Room in relation to the accurate and timely validation and disposal of crime.

According to our most recent internal audit, there are some early indications of an improvement in compliance. For example, in January 2020, 90.8% of recorded audited were assessed as being NCRS compliant whilst this figure rose to 98.7% in the case of domestic abuse. HMIC have indicated that they will review our current CDI compliance as part of their planned inspection activity this summer, which will involve a desk top file review. Whilst this will provide us with an opportunity demonstrate the changes we have made and the associated impact, it is highly likely that the crime file review will include some (if not all) cases dealt with prior to the implementation of the improvement activity described above.

Agenda Item 6 - Coronavirus update

Members will appreciate that the situation is rapidly evolving and that the latest information is accessible and updated daily by HM Government¹.

National

Based on the World Health Organization's declaration that this is a public health emergency of international concern, the [UK Chief Medical Officers have raised the risk to the public from low to moderate](#)². This permits the government to plan for all eventualities. The risk to individuals remains low. As members will have seen in the media the UK Government has been working in close collaboration with international colleagues and the World Health Organization to monitor the situation in China and around the world.

A coronavirus is a type of virus. As a group, coronaviruses are common across the world. Typical symptoms of coronavirus include fever and a cough that may progress to a severe pneumonia causing shortness of breath and breathing difficulties. Generally, coronavirus can cause more severe symptoms in people with weakened immune systems, older people, and those with long-term conditions like diabetes, cancer and chronic lung disease. Novel coronavirus (COVID-19) is a new strain of coronavirus first identified in Wuhan City, China.

Following the declaration HM Government has been undertaking a range of activities to ensure a national capability including briefings to sectors, provision of advice and assurance of local capability.

Local

As a category one responder under the Civil Contingencies Act 2004, Cleveland Police has a duty to risk assess and prepare for emergencies, this includes novel virus' such as Coronavirus 19. This preparation includes our role as an emergency responder and as part of our day to day policing in the community.

Force Business Continuity

Regardless of an outbreak, policing will be maintained using a combination of the Forces Business Continuity arrangements and specific considerations reference coronavirus (e.g. emphasising basic hygiene messages, use of PPE in specific circumstances). The force is engaged nationally with the National Police Chiefs Council.

Risk assessments have been conducted for staff based on national advice.

Communities

Whilst there have been a number of reports in national media relating to other force areas, the Cleveland force has not received any reports of specific communities or

¹ <https://www.gov.uk/guidance/wuhan-novel-coronavirus-information-for-the-public>

² <https://www.gov.uk/government/news/statement-from-the-four-uk-chief-medical-officers-on-novel-coronavirus>

individuals being targeted as a result of the coronavirus outbreak. Monitoring will continue and actioned as required.

Specific contingency planning

Contingency planning is undertaken in partnership with the other members of the Cleveland Local Resilience Forum (LRF) this planning aims to be precautionary, proportional to the risk and flexible enough to meet a range of issues.

The LRF is a stakeholder in a tri-LRF framework that brings together health partners, councils, emergency services, utilities, military, local government and others to manage the consequences of an outbreak. The framework is based on the following phases: detection, assessment, treatment, escalation and recovery.

The framework is not about the management of the incident which is primarily a health matter led by experts from Public Health England but addresses the multi-agency consequence management of a pandemic and the interface between the local responders and the medical specialists. The force is engaged in a number of channels of communication through which it is receiving situational updates and direction.

Members can be assured that the framework has been benchmarked against good and leading practice and tested on a number of occasions with full debriefs and learning incorporated into updates. As per UK doctrine, should it be required a Strategic Coordinating Group will be convened to manage the consequences of an outbreak in the Cleveland Force Area.

Update from 5 March 2020

Staff are monitoring information being issued via Public Health England (PHE) and this is being actioned by the Force Wellbeing Team as and when it is issued.

Staff are engaged with the Local Resilience Forum (LRF) and all Partners in an effort to manage any local issues (if or when they arise). ACC Graham as the Vice Chair of the LRF Strategic Board dials in to weekly PHE teleconferencing with Regional Partners and with the other 2 LRF areas – Northumbria and Durham & Darlington

ACC Graham has called and chaired a Force “Gold Group” meeting, that will be held weekly or as required, that has resulted in a number of actions such as;

1. Reviewing all Business Continuity Plans to reflect the information coming from Central Government in relation to the worst case scenarios to ensure the Force are fit for purpose moving forward;
2. Reviewing the Forces process for Moving to Critical and what that looks like for the Force should the need arise to implement the plan;
3. Issuing of current guidance supplied via PHE on steps to be taken to help prevent the spread of the Virus – this is taking the form of notices, screen saver information to name but 2;
4. Proactively reviewing current PPE provision and assessing whether there is a need to escalate PPE across the Force;
5. Media messages are being utilised via Corporate Communications Team in line with national guidance;

6. Sickness and staff absence is being managed by HR and reviewed daily to identify trends. In addition, the Force's recording systems (ORACLE) is to be reviewed to add a source of sickness to the drop down list to assist in targeting the Virus.

Conclusion

The force has implemented a range of proportionate planning activities based on the expert advice from HM Government. We will continue to develop our response to ensure that the welfare of our communities and staff are supported and that the multi-agency response to an outbreak of coronavirus is supported.

