



Police and Crime Commissioner:
Chief Executive & Monitoring Officer:

Barry Coppinger
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PCC Scrutiny, Delivery & Performance Meeting

Date: Wednesday 19 August 2020

Time: 1300-1600

Venue: Microsoft Teams [Join Microsoft Teams Meeting](#)

Agenda

		Presented by
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting	
4.	Monthly Sopra Steria Monthly Update	Ciaron Irvine - Cleveland Police
5.	Force Control Room (questions attached)	Sandra Kilvington - Cleveland Police
6.	PCC Scrutiny question Ginger Hire – e-scooters What engagement took place with the Force prior to the launch of the Ginger Hire E-Scooters and was the force assured about the safety of the public with regards to the operation of the scheme?	Cleveland Police
7.	Service Improvement Programme Update (to end of July)	John Bent - Cleveland Police
8.	2020/21 Budget Monitoring – Report to the end of June 2020 (attached)	Michael Porter - OPCC

9.	Corporate Financial Monitoring Report to 30th June 2020 (attached)	Jo Gleeson - Cleveland Police
10.	Any Other Business	
11.	Date of next meeting – 21 September 2020	



Scrutiny, Delivery & Performance Meeting

Monday 22 June 2020

14:00

Via Microsoft Teams

Present

- Barry Coppinger – Police & Crime Commissioner for Cleveland
- Michael Porter – Chief Finance Officer, OPCC
- John Wrintmore – Staff Officer to CC Richard Lewis, Cleveland Police
- Elise Pout – Standards & Scrutiny Manager, OPCC
- Lisa Oldroyd – Assistant Chief Executive, OPCC
- Richard Lewis – Chief Constable, Cleveland Police
- Lisa Orchard – Assistant Chief Constable, Cleveland Police
- Jo Gleason – Chief Finance Officer, Cleveland Police
- Lisa Theaker – Chief of Staff, Cleveland Police

Apologies for absence

- Simon Dennis – Chief Executive & Monitoring Officer, OPCC
- Liz Byrne – SIT Programme Manager, Cleveland Police
- Ian Arundale – Deputy Chief Constable, Cleveland Police
- Lynne Swift – HR Director, Cleveland Police

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. 14 May 2020

Financial Updates

- 1) Quarter 1 update OPCC
- 2) Quarter 1 Update Cleveland Police

3. MP covered the OPCC Q1 Update report. It was noted that the report is subject to audit and will be finalised over the next few days in terms of the final statement of account. It was noted that the majority of areas have underspent, mostly due to additional income. It was confirmed that there is nothing unexpected based on the medium and longer term financial plans.
4. Consideration is to be made in relation to the potential impacts of Covid-19 on the 2021 finances, including the impact it may have on council tax for 2021 and 2022. It was noted that the usual starting assumptions are likely to be different to the reality and the impact will be observed over the next couple of years' finances.
5. BC queried whether ongoing housing developments in the area were factored in as revenue for the Force and OPCC. MP noted that it is factored in but the figures are likely to be lower than they have previously been next year.

6. It was noted that an amount of funding has been earmarked for major incidents and BC queried whether this was unusual, MP noted that this is usual practice and is also done in other areas such as North Yorkshire to ensure funding is available when required to resource any major incidents.
7. JG covered the Force's Q1 Update report. It was noted that the Force had an overspend of around £512K which was unusual as it differed by around £40K to the costs forecasted in period 11. The majority of the overspend had been as a result of Covid-19 and the complex major incidents in the area. The costs for the police officer uplift were also included in the outturn to allow for the recruitment of 73 officers.
8. JG noted that there have been savings in respect of PCSO salaries due to the successful move of some PCSOs into PC roles and the delays on further PCSO recruitment. The savings have been used to offset the police officer overtime costs. The report presented is subject to audit which is due to commence next week and is expected to last between 4 and 6 weeks.
9. JG noted that the digital interview recording system, the digital evidence management system and the body worn video programme have been grouped together and orders have been placed to allow for a roll out later this year.
10. JG noted that there is a weekly tally kept on costs associated with Covid-19 and the expected expenditure is around £750K based on the current situation. MP noted that as a result of Covid-19 there has been a change in respect of section 114 reports which would require organisations to liaise with the Government prior to issuing the report.

Covid Recovery Plans

11. The PCC asked the Force the following question
 - Could the Force provide an update on their Covid recovery plan and how will this plan link with the work of other partners and the Local Resilience Forum?
12. JW circulated a note prior to the meeting as an overview and noted that there is a recovery plan in place to return the Force to a new normal. It was noted that Emily Harrison is the tactical delivery owner for the plan and it feeds into the Force Gold structure and the Tactical Coordinating Group meeting structure.
13. LOr noted that the criminal justice backlogs and training delays are currently having the biggest impact locally. It is currently unknown nationally what impact Covid-19 will have and will have already had in respect of vulnerability, domestic abuse and child abuse.
14. LOI noted that point 10 in the recovery plan discusses excessive overtime and queried workforce planning in respect of operation Phoenix and quarantine after periods of annual leave. LOr noted that this is being considered and the Force are trying to gather a strategic overview of annual leave to ensure the Force are able to operate as business as usual. LOr noted that Operation Phoenix will feed into the wider picture and the risk is higher in relation to members of staff cancelling annual leave.
15. MP noted that the general trend in relation to sickness has improved throughout Covid-19 and queried whether the reasoning for this will be evaluated following the current situation. LOr noted that a wellbeing survey has been launched in respect of Covid-19 to gather indications of best practice which can be implemented going forward. LS noted that the shift towards more flexible home working has partially led to a reduction in sickness levels.
16. BC queried whether the workforce is generally adhering to the social distancing requirements. RL noted that LOr had led on work in the Force control room to improve their ability to adhere to social distancing.

Service Improvement Programme Update

17. The PCC asked the force the following question

- The PCC would like a monthly update on the progress of the Service Improvement Programme to include what's working, what isn't, what will be different and by when?
18. LT provided an update on stage 0 and noted that there are 6 work streams in place within the Service Improvement Team, each with a lead at chief officer level and a 'silver' driving the activity. Consideration is now being made in respect of the measures of success and how progress will be evidenced.
 19. Review work in respect of the Multi-Agency Children's Hub (MACH) and North Tees Children's Hub (CHUB) is being focused on as a priority area to understand the demand on the Force along with the Force response to domestic abuse under stage 0. The next stage of vulnerability desk and the Philomena protocol is also to be explored and evidenced linking the work to the causes for concern and AFIs. Inclusion and leadership will then be focused on going forward towards the end of September, working in conjunction with the Equality Diversity and Inclusion (EDI) team.
 20. MP asked how assurances HMICFRS would usually be provided and how they will be received from internal processes. LT noted that Kirsty D'Souza is engaged on a more informal basis from an internal review perspective, reality checking is to be further implemented. LS noted that HMICFRS are not providing formal assurances at present but they are actively participating in progress meetings and providing informal feedback regularly.
 21. RL noted that consultation has also taken place with the College of Policing and South Wales Police on specific areas to receive independent feedback. MP asked whether there is a document relating to the reassurance that has been provided by external organisations which could be shared with external auditors. JW agreed to produce an overview and share with MP.
 22. BC queried whether the force has progressed towards the roll-out of technology that HMICFRS had identified as an Area for Improvement (AFI). LS noted that a large amount of equipment has been rolled out as a result of Covid-19 and this will continue as the workforce has begun moving towards an increase in agile working.

Force Control Room and Impact of the Single Online Home

23. The PCC asked the force the following questions

Since the last update on 8 March 2020 the PCC would like an update on the Force Control Room to include:

- The impact of demand on the control room since the introduction of Covid legislation.
 - We are starting to hear anecdotal evidence of issues with 101, looking at the log there are occasions where call abandonment rates are reaching 20%, could the Force provide an explanation for this?
 - What has been the effect on the Force of the introduction of the Single On Line Home reporting system, has this created additional demand or assisted with the capacity to deal with demand of the 999 and 101 services?
 - It was noted at the last update that the increase in precept for 2018/19 had been utilised by the Control Room but the full establishment of additional 41 staff have not yet been recruited and ongoing training was taking place. Have the posts been filled and what impact has the covid situation had on the ability to be able to recruit and train staff?
24. A written update was provided prior to the meeting in respect of the questions raised by the PCC, JW discussed each of the answers within the meeting.
 25. BC noted that his understanding of abandoned calls was that it is a technical process as opposed to someone putting the phone down to end the call. LOr confirmed that it was partly a technical issue and partly related to the time taken to answer the call resulting in the call being abandoned. The figures refer to any call that has been abandoned, the data is being analysed to gather a true reflection. A post meeting note was to be provided to the PCC in relation to the abandonment of calls.
 26. BC noted that the single online home system hasn't been actively promoted and queried why. RL noted that the system had a soft launch to ensure the processes work as expected before it had been proactively promoted to

the community. LS noted that the system is implemented in phases and communications are progressed accordingly in line with the national programme.

27. MP queried what the fall back FCR would be now that staff are occupying the ordinary fall back space. LS noted that the intelligence staff would vacate the current control room to allow staff to return to their usual place of work.

Action – That a post meeting note be provided to the PCC in relation to the breakdown of categories for the causes of abandonment of 101 calls.

Sopra Steria Update

28. The PCC asked the force the following

- The PCC would like a monthly update on the progress regarding the position with the return of in-house services from Sopra Steria.

29. C/Supt Irvine and Nicola Tranter joined the meeting to provide an update in relation to Sopra Steria. It was noted that the project is progressing as expected, data and information is being collated in relation to staff who are to be TUPE transferred and those who aren't. Engagement is due to start in relation to the consultation period. The FAQ portal is continuing to allow staff to raise any queries they may have, as vacancies arise they are discussed with NT and recruited as Cleveland Police staff as opposed to Sopra Steria to reduce the need to TUPE.

30. MP noted that there is the transfer of contracts in addition to the transfer of staff. Every contract that Sopra Steria currently run has been reviewed to understand what they do, their cost and whether they are required going forward. It was agreed that as of 1 June any contracts due for renewal will be completed by Cleveland Police.

31. It was noted that the overall position in respect of St Mark's House is positive and the main mechanical and electrical work is anticipated to end as planned towards the end of July and the building is beginning to take shape. It is hoped that the building will be prepared for occupation towards the third week in August to allow estates to prepare the building for staff to occupy as soon as they return to Cleveland Police.

32. NT noted that there will be an update to Oracle and the Duty Management system, testing has taken place and there are currently 18 defects remaining which require resolution. It is aimed that the go live date will be the 23rd of July. Once the defects have been resolved, communications will be circulated. It was noted that there will be a gap of around 11 days where Oracle cannot be accessed but this will be communicated to staff.

33. RL expressed his thanks to NT and CI work on the project over recent months.

Neighbourhood Posts Update

34. The PCC asked the following

- Could the Force provide an update on the status of the following PCC funded posts within Communities & Partnerships: 6 Crime Prevention Coordinators, 1 Community Cohesion Officer, 1 Refugee & Asylum Seeker Coordinator, 2 Police Staff Investigators – Hate Crime, 4 Early Intervention Coordinators, 3 School Liaison Officers?

35. SG noted that community safety features within the Service Improvement Team plans. Covid-19 has had an impact in terms of community engagement and youth engagement work which ordinarily takes place. The crime prevention coordinators are continuing their usual work. The equality and diversity officers are now part of the community engagement team and two hate crime investigators continue to work from Middlesbrough. The early intervention coordinators and school liaison workers are also in post but their work is limited as a result of Covid-19.

36. BC raised the current situation locally in respect of the Black Lives Matter (BLM) movement and noted there is an opportunity to reach out to the community and engage positively with the movement.

Any Other Business

37. BC noted that he was concerned some momentum had been lost in relation to positive action in recruitment and asked that the Force put more of a focus on it going forward. RL noted that Lynne Swift is engaging with the Everyone Matters Team to consider how this can be implemented into current and future recruitment processes.

38. RL noted that there is a programme due to air on Radio 4 next week in relation to diversity in the police service and Cleveland may feature. Statistics and a comment from the Force are being pulled together by WG which will be shared with the OPCC.

Force Control Room

Questions

In preparation for the meeting and in order to develop key lines of enquiry and specific questions the PCC sought the following information

1. Statistics for 999 and 101 calls for June 2019-2020
2. Details of repeat caller rate and how they are dealt with
3. A detailed breakdown of the reasons for the abandonment rate in 101 calls from June 2019 – June 2020.
4. A copy of the following documents
 - a. Force Control Room Project Development Plan
 - b. Risk Register
 - c. Business Continuity Plan
 - d. Full staff structure to show filled and vacant posts.
 - e. Details of the new FCR shift pattern and how it will work
 - f. Cost of the control room, funding received from the PCC and send to date

Comprehensive information was received from the Force on the above. The information will highlight where the PCC was assured by the information and additional questions resulting from the information.

1. Statistics for 999 and 101 calls for June 2019-2020

- i. The number of 101 calls received has started to rise again after a dip following the Covid restrictions and the abandonment rates are concerning. There have been a number of improvements that have been identified which have been taken to address this which include: removing duplicated entries, the development of a performance monitoring sheet, spikes related to a specific relief which are being addressed, however the numbers of abandonments are still high, for example 33.8% on 15 July. Are there any issues with the routing of 101s within the control room and have there been any recent staff absences which may have impacted on the ability to answer 101 calls?
- ii. The PCC would like assurance as to when an improvement in the abandonment rate will start to show?
- iii. There are also a number of improvements to be implemented such as: staff taking 101 calls from home, the development of live chat, Net Call, shift patterns and extra staff. The project development plan has a go live date for the shift pattern as January 2021 and no date for the introduction of technological solutions such as net call and live chat. Could the Force provide an explanation as to the reason for the implementation dates and provide assurance that any delay in the introduction of these will not have a detrimental effect on the performance of the FCR.

Staffing Structure

- iv. The PCC would like assurance that the shift pattern and resourcing meet the demand for 101 and that if call handlers are spending longer on calls how this is factored into the planning to meet that demand.
- v. The Single On Line Home (SOH) is in in operation following a 'soft launch' and there has been a notable decline in the number of reports, yet calls to 101 are increasing. Information sent notes that staff will be required to deal with this demand. Does the Force plan to promote the use of the SOH which provides an alternative way for the public to report various issues and how will this workload be planned into the shift pattern structure?

2. Details of repeat caller rate and how they are dealt with

The PCC was assured with the information provided and that a lower threshold suggests that more repeat victims will be picked up.

3. A detailed breakdown of the reasons for the abandonment rate in 101 calls from June 2019 – June 2020.

- i. The PCC is assured that the FCR leadership team is closely monitoring the 101 abandonment rate and that priority incident rate attendance levels have improved. As HMICFRS will be setting new targets for the abandonment rates, how confident is the force in meeting those targets?
- ii. Are the call centre pathways 'customer friendly' and do the pathways contribute to abandonment?

- iii. Has there been any analysis on the numbers of callers on the pathway terminating calls before completing a particular step, thereby producing a 'false abandonment'?
- iv. The following information was provided with regard to the detailed breakdown of the reason for the abandonment rate for 101 calls between June 2019-20. Is it possible to attribute these numbers to a specific reason for abandonment and for how many are resulting from the use of the 'yellow phones', which would assist in ascertaining if this is a new issue which is directly attributed to the closure of the front desk due to Covid restrictions?

v.

		999 Abandoned	101 Abandoned
2019	June	107	1651
2019	July	110	2792
2019	August	103	2259
2019	September	223	1593
2019	October	81	1233
2019	November	136	1713
2019	December	343	1661
2020	January	159	1336
2020	February	149	1760
2020	March	73	1273
2020	April	62	951
2020	May	76	1950
2020	June	99	4433

- vi. How many calls are made on a monthly basis from the 'yellow phones'?
- vii. When will the benchmarking with other forces be completed in respect of assessing the provision of 'yellow phones' be complete and will any public consultation/communication take place as part of that decision?.

Risk Register

- i. Could the Force briefly explain the attached risk register, is it the overall FCR register or a log of the risks to the implementation of the FCR programme? Is there an additional risk register which assesses risks such as covid, the risk to the public in not answering calls, the risk to resources of having to answer calls better directed to other public sector organisations etc.

The HMICFRS Inspection – A call for help

- i. The report was published in July 2020 and contains some 'next steps' for all forces in order to provide the best response to the Public. Recognising there are improvements to be made in the FCR, can the Force provide details for how they will incorporate these steps into their work programme?
- ii. The report makes reference to the police service taking more calls that involve vulnerable people, such as mental health concerns and complex problems and calls that should be dealt with by other organisation such as health, social care, housing and environmental services and that much of the demand on 101 now isn't police work, Lancashire estimate 30 percent of the calls it receives are matters for other organisations. Does the Force analyse the number of calls of this nature and if so what partnership work is taking place to be able to ensure the public are directed to the correct source of assistance.
- iii. The report also makes reference to supporting members of staff who have dealt with distressing incidents in the control room, could the Force confirm what they do to support people under those circumstances?

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

19th August 2020

Status: For Approval

2020/21 Budget Monitoring – Report to the end of June 2020

1. Executive Summary

1.1 Purpose of the Report

On the 17th February 2020 the PCC agreed the revenue Budget for 2020/21 which was based on the receipt of income totalling £155,475k. 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 £900k is expected to underspend by £15k during 2020/21.
- 2.2 The Corporate Services budget of £10,000k is expected to underspend slightly, by £20k, at this point of the financial year.
- 2.3 The £3,735k to support PCC Initiatives and Victims and Witnesses Services, including £1,550k to invest in Neighbourhood Policing is forecast to underspend by £400k at this stage of the financial year.
- 2.4 It is currently forecast that the income received by the PCC will be £300k less than the revised budget.
- 2.5 The Force is currently forecasting to underspend by £750k but have plans in place to re-invest these underspends.
- 2.6 The total forecast outturn at the end of June is that there will be an overall underspend of £885k before the Forces' plans to spend their current forecast underspend are included.

The PCC is recommended to approve:

- 2.7 The Force Control Room has been back under the control of the Force, earlier than planned at the Force's request, for over a year now. In addition to this a significant amount of additional public money has been invested in this area. With this in mind it is recommended that the PCC requests a report from the Force covering the following:
 - Progress in delivering the additional resources
 - The impact on service delivery to the public of this additional investment
 - How the overall costs of the Force Control Room in Cleveland compare, in Value for Money terms, to others within the country.

- 2.8 It is now 6 months since the 2020/21 budget was approved and even longer since the Force set out the need for 24 additional posts to provide resilience in a number of areas highlighted by the HMICFRS review in relation to the most vulnerable in the communities in Cleveland. It is therefore recommended that the PCC ask the Force to provide:
- Details of how many of these crucial posts have been filled.
 - What the plans and timeframes are to fill the remaining posts.
 - What the impact of these roles has been against the initial reasons for the roles being required to provide this Resilience, and
 - What has been the impact of any delays in filling these roles.
- 2.9 The Force have identified the need for 64 FTE growth posts that result from Operation Uplift, As with the 'Resilience' posts it has now been 6 months since the 2020/21 budget was set and therefore this would be an opportune time for the Force to provide an update in terms of recruitment against these 64 FTE posts, including how many have been filled, when the remaining posts will be filled and/or whether some of these posts are now no longer needed and if so why.

3. Reasons

- 3.1 When setting the budget for the financial year 2020/21 the PCC allocated the income forecast to be received during the year, of £155,475k, into the following areas:
- £900k to run the Office of the PCC
 - £3,735k to support PCC Initiatives and Victims and Witnesses Services
 - £10,000k for Corporate Services
 - £137,805k to the Police Force
 - £3,365k to the Capital Programme
 - This will be supported by £330k 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 £155,475k during 2020/21 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 2019/20 is also shown.

2019/20 Budget	In Year Changes	2019/20 Revised Budget	2019/20 Outturn	Variance	Summary of Income to be Received by the PCC	2020/21 Budget	In Year Changes	2020/21 Revised Budget	2020/21 Forecast Outturn	Variance
£000s	£000s	£000s	£000s	£000s	Funding	£000s	£000s	£000s	£000s	£000s
(46,497)	0	(46,497)	(46,497)	(0)	Police Grant	(50,148)	0	(50,148)	(50,148)	0
(38,756)	0	(38,756)	(38,756)	0	RSG/National Non Domestic Rate	(41,486)	0	(41,486)	(41,486)	0
(85,253)	0	(85,253)	(85,253)	0	Government Grants	(91,634)	0	(91,634)	(91,634)	0
(38,784)	0	(38,784)	(38,784)	(0)	Precept	(40,844)	0	(40,844)	(40,844)	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
(46,452)	0	(46,452)	(46,453)	(0)	Precept related funding	(48,513)	0	(48,513)	(48,513)	0
(7,291)	(517)	(7,808)	(8,924)	(1,116)	Specific Grants	(8,513)	0	(8,513)	(8,513)	0
(2,893)	(1,295)	(4,188)	(4,766)	(577)	Partnership Income/Fees and Charges/Misc Income	(3,316)	0	(3,316)	(3,016)	300
(10,184)	(1,812)	(11,996)	(13,689)	(1,693)	Other Funding	(11,829)	0	(11,829)	(11,529)	300
(141,890)	(1,812)	(143,702)	(145,395)	(1,693)	Total	(151,975)	0	(151,975)	(151,675)	300
(3,475)	291	(3,184)	(3,195)	(11)	Special Grant	(3,500)	0	(3,500)	(3,500)	0
(145,365)	(1,521)	(146,886)	(148,590)	(1,704)	Total Overall Funding	(155,475)	0	(155,475)	(155,175)	300

3.3 In Year Changes

No changes have been made to the income budget at this stage of the financial year, however the PCC has been successful in bidding for additional funding of nearly £1.5m for the following areas, this income will be reflected in future reports.

- Safer Streets Fund - £1,035k
- Emergency Funding for Victims Services - £402k

3.4 Income Forecasts

As you would expect, the vast majority of the income the PCC will receive during 2020/21 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.

3.5 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.

3.6 Specific Grants

3.7 At this early stage of the financial year we are not expecting any significant variance against this area. The additional funding referred to above will be added to future reports but all of this money will be spent on new/additional expenditure, in line with the terms of the funding, and therefore is not expected to result in any financial variances.

3.8 Other Income

3.9 As referred to in the report on the Outturn for 2019/20 there are a number of areas in relation to income that have been, and continue to be, impacted by covid-19.

3.10 The estimate is that changes to traffic volumes is likely to impact on driver training courses and other areas of income from traffic related activity, such as accident reports, by circa £275k in the current year.

3.11 Given the current absence of supporters at football matches then there is also an expectation that the funding received from this source, as well as from Horse Racing will be lower than expected. The pressure at this stage is estimated at £100k although this will be kept under review throughout the year.

3.12 In addition to this lower interest rates are expected to reduce the interest received on cash balances by around £36k.

3.13 The above and other small pressures are offset to a certain extent by an expected over recovery of income against the secondment income budget of £150k.

3.14 At this stage therefore an overall pressure of £300k is forecast against income.

3.15 The Office of the PCC

The 2020-21 budget of £900k for the Office of the PCC is split into the following areas:

	Original 2020/21 Budget	Budget YTD	Spend YTD	Over/ (Under) spend YTD	2020-21 Forecast Outturn	2020-21 Forecast Over/(Under)
PCC Budget						
Category of Spend	£000	£000	£000	£000	£000	£000
Staff Pay and Allowances (Incl. NI and Pension)	816	204	178	(26)	816	0
Other Pay and Training	5	1	3	2	5	0
Supplies and Services	229	57	40	(18)	219	(10)
Transport	10	2	0	(2)	5	(5)
Miscellaneous Income	(160)	(40)	(10)	30	(160)	0
Total Budget	900	225	211	(14)	885	(15)

3.16 Position as at the end of June 2020

The table above shows the forecast position for 2020-21. Forecasts show that expenditure for 2020/21 is expected to be slightly below budget primarily as a result of savings from the new ways of working that are expected to result in lower spend on travel, printing, stationery, accommodation and areas of a similar nature.

3.17 At this stage a small underspend of £15k is forecast

3.18 Corporate Services

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

3.19 The Corporate Services budget for 2020/21 was set at £10,000k, as per the table below which also shows the forecast spend and outturn at this stage of the year.

	Original 2020/21 Budget	Revised 2020/21 Budget	Budget YTD	Spend YTD	Over/ (Under) spend YTD	2020/21 Forecast Outturn	2020-21 Forecast Over/ (Under)
Corporate Services Budget							
Category of Spend	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Staff Pay and Allowances (Incl. NI and Pension)	780	780	184	184	0	780	0
Supplies and Services	79	79	30	21	(9)	84	5
Transport	1	1	1	0	(1)	1	0
PFI - Urlay Nook	1,855	1,855	464	464	(0)	1,855	(0)
PFI - Action Stations	5,410	5,410	1,368	1,368	0	5,395	(15)
Asset Management	1,875	1,875	457	472	15	1,865	(10)
Total Budget	10,000	10,000	2,504	2,509	5	9,980	(20)

3.20 A small underspend of £20k is currently forecast in this area is predominantly related to lower than forecast interest payable and slightly smaller forecast costs on one of the PFI schemes due to lower inflation rates.

3.21 PCC Initiatives and Victims and Witnesses Services

The PCC allocated an original budget of £3,735k to support Community Safety and PCC Initiatives, deliver Victims and Witnesses services and invest in Neighbourhood Policing. £1,414k was allocated to the Community Safety and PCC Initiatives budget, £821k to Victims and Witnesses Services, and £1,550k to invest in Neighbourhood Policing. The position as at the end of June is as per the below table:

PCC Initiatives and Victims and Witnesses	Original 2020/21 Budget	Current 2020/21 Budget	Budget YTD	Spend YTD	Over/ (Under) spend YTD	2020/21 Forecast Outturn	2020-21 Forecast Over/ (Under)
Category of Spend	£000s	£000s	£000s	£000s	£000s	£000s	£000s
PCC Initiatives	1,364	1,364	114	24	(90)	1,444	79
Investment in Neighbourhood Policing	1,500	1,500	125	0	(125)	961	(539)
Victims and Witnesses Services	821	821	68	75	6	881	60
Community Safety Fund	50	50	4	0	(4)	0	0
Total Budget	3,735	3,735	311	98	(213)	3,285	(400)

3.22 The Investment in Neighbourhood Policing budget was to fund the following:

- 6 additional Police Officer Roles
- 22 Police Staff Roles
- 15 PCSO roles.

3.23 Currently 5 of the Police Staff Roles are vacant resulting in a forecast underspend. However the largest part of the under spend, on the Neighbourhood Policing line, relates to PCSOs. This funding from the PCC allowed the Force to increase the number of PCSOs from 116 FTEs to 131 FTEs, however the recently completed review of Neighbourhood Policing by the Force indicated that they only needed 106 FTEs. As such the Force do not need this additional funding to pay for the PCSOs that are included within their structures.

3.24 As result of these expected underspend additional investments have been made in the following areas:

- £40k to provide 2 Victim Care and Support workers in the Control Room.
- £24k to establish a Youth Commission in Cleveland.
- £72k additional support to Local Safeguarding Children's Boards

3.25 As a result the current forecast is that this area of budget is forecast to underspend by £400k.

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 £137,805k for 2020/21, this has since increased by £49k, to £137,854k. This is as a result of the release of some funds from the 'Change' Earmarked Reserve to fund some costs of the transformation within the Force Control Room.

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 2020/21 Budget	Revised 2020/21 Budget	Forecast Spend in 2020/21	2020/21 Forecast (Under)/ Overspend
Police Force Planned Expenditure	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Pay				
Police Pay	75,622	75,583	75,295	(288)
Police Overtime	1,860	1,821	1,934	112
Staff Pay	24,841	24,635	23,525	(1,110)
Police Community Support Officer Pay	3,524	3,519	3,457	(62)
Pay Total	105,847	105,558	104,210	(1,348)
Non-Pay Budgets				
Other Pay and Training	870	1,129	1,134	5
Injury and Medical Police Pensions	3,177	3,177	3,217	40
Premises	3,887	3,887	3,837	(50)
Supplies and Services	19,622	19,328	19,944	616
Transport	1,514	1,467	1,404	(63)
External Support	2,887	3,306	3,355	49
Non-Pay Total	31,958	32,295	32,893	598
Total Planned Force Expenditure	137,805	137,854	137,103	(750)

- 4.3 The plans to spend this forecast £750k underspend are included within the report from the Force which is covered in a report from the Force elsewhere on today's agenda.
- 4.4 In setting the budget for 2020/21 I highlighted a number of areas for note with the Force's proposed plans. In terms of Police Staff, which is the area that is forecasting the most significant underspend, these areas were as follows:
- 4.5 *The investment into the Force Control Room (FCR), which was funded through the precept increase in 2019/20, has not yet been fully delivered, it has led to significant levels of Police Officer overtime and abstractions into this area in 2019/20 and it is vital that this is delivered in 2020/21.*
- 4.6 *The addition of 40 FTE staff roles into the Control Room is a significant investment – and represents an increase in the staff establishment in this area of over 30%. When all of the additional roles are filled it will provide in excess of 50,000 extra hours of service delivery per year in comparison to recent previous years.*
- 4.7 *The combined Police Officer and Police Staff establishment that is contained within the Force Budget, for the FCR, has the most resources within the structure that has, most likely, ever been concentrated in this area. The total resources will be 15%, or 28 FTEs, higher than the last time the Control Room was 'in-house' and the overall cost of the Control Room has increased significantly since the return to the Force.*
- 4.8 In addition to the significant increases in resources the development of the Single On-Line Home – which has been reported to reduce demand from those Control Rooms where the system is already live – will also be a significant development during 2020/21.
- 4.9 As a result the level of performance and service delivered from this area should increase significantly and this is an area that should be a core part of the scrutiny programme in the

coming years to ensure that the improvements commensurate with this level of resources and investment is delivered.

- 4.10 Given that the Force Control Room has been back under the control of the Force, earlier than planned at the Force's request, for over a year now and that significant additional public money has been invested in this area then a report should be requested from the Force setting out value for money of the additional investment, whether the improvements expected from the additional resources have been delivered and how the overall costs of the Force Control Room in Cleveland compare, in Value for Money terms, to others within the country.
- 4.11 *As part of the work to address the significant concerns raised by HMICFRS in relation to the service delivered by the Force, especially in relation to those most vulnerable in the communities within Cleveland then the Force have indicated a need for 24 FTE staff posts to provide 'Resilience' in a number of areas. The areas are primarily focused on Domestic Abuse, Safeguarding, Major Incidents and Specialist Crime*
- 4.12 *Both the 2020/21 budget and longer term financial plan provides for all of these resources. The PCC should therefore expect to see significant progress and improvement in these areas and will want regular updates and scrutiny of the progress in this area.*
- 4.13 It is now 6 months since the 2020/21 budget was approved and even longer since the Force set out the need for these additional posts. It is therefore recommended that the PCC ask the Force to provide details of how many of these crucial posts have been filled, what the plans and timeframes are to fill the remaining posts, what the impact of filling these roles has made against the initial reasons for the roles being required to provide this Resilience and most importantly what has been the impact of any delays in filling these roles.
- 4.14 *Much of the focus of Operation Uplift has been on the recruitment of Police Officers and the targets set by the Government however there was also a realisation that additional Police Officers would generate additional work for staff across Policing and would require additional staff roles to enable delivery of the overall increases in Police Officer numbers.*
- 4.15 *The Force have identified the need for 64 FTE growth posts that result from Operation Uplift, these will provide the capacity for managing the additional work loads and also enable the new Officers to be recruited, trained, and provided with kit and equipment. Providing the initial assessment is in line with the reality then the Force has been provided with all of the funding to deliver Operation Uplift.*
- 4.16 *Given the importance of Operation Uplift, both locally and nationally, I would expect that the delivery of this will need regular oversight from the PCC as part of the scrutiny programme.*
- 4.17 As with the 'Resilience' posts it has now been 6 months since the 2020/21 budget was set and therefore this would be an opportune time for the Force to provide an update in terms of recruitment against these 64 FTE posts, including how many have been filled, when the remaining posts will be filled and/or whether some of these posts are now no longer needed and if so why.

4.18 Reserves

The 2020/21 budget was to be supported by £330k from Reserves. This is made up of the following transactions:

- £50k to the PFI Reserve.
- £290k from the Commissioning Reserves
- £900k from the Collaboration Reserve.

4.19 In addition to this, £3,365k was to be used to support the Capital Programme during 2020/21.

4.20 Current forecast for movements on Earmarked and General Reserves to the end of 2020/21 are included within the table below

	Balance at 31 March 2020 £000	Tranfers In 2020/21 £000	Tranfers Out 2020/21 £000	Balance at 31 March 2021 £000
Funding for projects & programmes over the period of the current MTFP				
Direct Revenue Funding of Capital	(2,053)	(3,365)	3,502	(1,916)
Community Safety Initiatives Fund	(114)		91	(23)
PCC Change Reserve	(16)			(16)
Digital Forensics	(245)			(245)
Airwaves Project	(166)			(166)
CP Change Reserve	(1,155)		900	(255)
Commissioning Reserves	(314)		291	(23)
Road Safety Initiatives Fund	(658)		150	(508)
Sub Total	(4,719)	(3,365)	4,934	(3,150)
Funding for projects & programmes beyond the current MTFP				
PFI Sinking Fund	(363)	(75)	25	(413)
Incentivisation Grant	(530)	(80)	80	(530)
Police Property Act Fund	(124)			(124)
Sub Total	(1,017)	(155)	105	(1,067)
General Contingency				
Legal/Insurance Fund	(506)			(506)
Injury Pension Reserve	(162)			(162)
Urley Nook TTC	(81)			(81)
NERSOU	(160)			(160)
Collaboration Reserve	(1,001)		90	(911)
Pay Reserve	(1,000)			(1,000)
Major Incident Reserve	(543)			(543)
Revenue Grants Unapplied	(100)			(100)
Sub Total	(3,553)	0	90	(3,463)
Total Earmarked Reserves	(9,289)	(3,520)	5,129	(7,680)
General Reserves	(5,042)		0	(5,042)
Unapplied Capital Grants	(2,043)	(138)	1,947	(234)
Total Usable Reserves	(16,374)			(12,956)
Capital Receipts Reserve	0	(3,309)	3,309	0

5. Overall Budget Summary

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

	Original 2020/21 Budget	Revised 2020/21 Budget	Forecast Spend in 2020/21	2020/21 Forecast (Under)/ Overspend
Funding	£000s	£000s	£000s	£000s
Government Grant	(91,634)	(91,634)	(91,634)	0
Council Tax Precept	(40,845)	(40,844)	(40,844)	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	(140,146)	(140,146)	(140,146)	0
Specific Grants	(8,513)	(8,513)	(8,513)	0
Partnership Income/Fees and Charges	(3,316)	(3,316)	(3,016)	300
Total Funding	(151,975)	(151,975)	(151,675)	300
Special Grant	(3,500)	(3,500)	(3,500)	0
Total Overall Funding	(155,475)	(155,475)	(155,175)	300
Office of the PCC Planned Expenditure	£000s	£000s	£000s	£000s
Total Planned Expenditure	900	900	885	(15)
PCC Initiatives/Victims and Witness	£000s	£000s	£000s	£000s
PCC Initiatives	2,466	2,914	2,454	(460)
Victims and Witnesses Services	1,269	821	881	60
Total Planned Expenditure	3,735	3,735	3,335	(400)
Corporate Costs	£000s	£000s	£000s	£000s
Staff Pay	780	780	780	0
Non Pay Expenditure	80	80	85	5
PFI's	7,265	7,265	7,250	(15)
Asset Management	1,875	1,875	1,865	(10)
Total Corporate Costs	10,000	10,000	9,980	(20)
Police Force Planned Expenditure	£000s	£000s	£000s	£000s
Pay				
Police Pay	75,622	75,583	75,295	(288)
Police Overtime	1,860	1,821	1,934	112
Staff Pay	24,841	24,635	23,525	(1,110)
Police Community Support Officer Pay	3,524	3,519	3,457	(62)
Pay Total	105,847	105,558	104,210	(1,348)
Non-Pay Budgets				
Other Pay and Training	870	1,129	1,134	5
Injury and Medical Police Pensions	3,177	3,177	3,217	40
Premises	3,887	3,887	3,837	(50)
Supplies and Services	19,622	19,328	19,944	616
Transport	1,514	1,467	1,404	(63)
External Support	2,887	3,306	3,355	49
Non-Pay	31,958	32,295	32,893	598
Total Planned Force Expenditure	137,805	137,854	137,103	(750)
(Surplus)/Deficit	£000s	£000s	£000s	£000s
(3,035)	(2,987)	(3,872)	(885)	
Planned Transfers to/(from) General Fund	0	0	0	0
Contribution to Capital Programme	3,365	3,365	3,365	0
Planned Transfers to/(from) Earmarked Reserves	(330)	(379)	(379)	0
Net (Surplus)/Deficit After Reserves	(0)	0	(885)	(885)

- 5.2 At this stage of the financial year an under spend of £885k is forecast however this is before the plans are taken into account by the Force of how they intend to spend the £750k under spend that they are currently forecasting.

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

- 6.6 The report highlights a number of areas of under spend within the Forces' budget that result from a significant number of staff vacancies. The vacancies themselves are not ultimately the risk however the reason for these roles being funded are closely linked to a number of areas of significant service delivery, such as the Force Control Room, the required Resilience to deliver against the areas of Vulnerability highlighted by HMICFRS and to manage the delivery of the increase in Police Officers and once these Officers are all deployed the additional work that this is likely to produce.

- 6.7 A formal update from the Force on all of these areas is recommended to provide the PCC with the assurance, or otherwise, of the impact of these vacancies and the plans the Force have to deliver against these important service areas.

7 Conclusion

- 7.1 Despite the additional costs relating to Covid-19 the Force are forecasting a significant underspend of £750k at this earlier stage of the financial year. These are being primarily driven by a significant number of staff vacancies within the Force and it is recommended that the PCC seeks a number of assurances around both the recruitment into the posts and the impact that these vacancies are having and will have.
- 7.2 In addition to this the additional funding that the PCC was going to provide, of circa £500k, to fund 15 PCSOs is no longer required by the Force given the assessment of need that the Force has undertaken as part of the Neighbourhood Policing review.
- 7.3 This will allow some pressures that have arisen within the income budgets to be managed without impacting on expenditure plans elsewhere and/or use of reserves.
- 7.4 In overall terms however the total budget available to the PCC for 2020/21 is forecast to underspend by £885k however the Force have plans in place to spend their £750k

underspend, which will reduce the overall forecast underspend to £135k, which is less than 0.1% of the overall budget

Michael Porter
PCC Chief Finance Officer

Agenda Item – 9

Report of the Chief Finance Officer to the Chief Constable

20th July 2020



Corporate Financial Monitoring Report to 30th June 2020

Introduction

This report provides assurance that the revenue and capital plans for 2020/21 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 30th June 2020. The forecast incorporates the impact of actions agreed to deliver financial targets. The projected underspend for the financial year is (£750K).

Revenue	Annual Budget £000s	YTD Budget £000s	YTD Variance £000s	Forecast Outturn		Previous Forecast £000s	Change £000s
				£000s	%		
Pay Budgets							
Police	75,583	18,575	(370)	(288)	(0.4%)	(288)	(0)
Police Overtime	1,821	591	307	112	6.2%	67	45
Staff	24,635	4,979	(279)	(1,110)	(4.5%)	(1,240)	130
PCSO	3,519	880	(59)	(62)	(1.8%)	(62)	0
Total Pay & Allowances	105,558	25,024	(402)	(1,348)	(1.3%)	(1,523)	175
Total Non-Pay Budgets	32,296	10,111	(1,600)	598	1.9%	773	(175)
Total Expenditure	137,854	35,135	(2,002)	(750)	(0.5%)	(750)	(0)

The underspend comprises a forecast underspend on all pay and allowance budgets of (£1,348K) offset by a forecast overspend non pay costs of £598K.

Pay Budgets

A key point to note in relation to the pay budgets is that the Force has ambitious plans to recruit both Officers and Staff in 2020/21 and is prioritising this recruitment to address the areas of greatest need. Covid-19 has and will continue to have an impact on the speed of recruitment and numbers of Officer and Staff we can recruit in the period. Plans are in place to deliver the Police Officer recruitment, however the significant number of staff vacancies in the base budget will present a greater challenge and this is reflected in the forecast underspend on staff pay.

Covid-19

The on-going impact of the Covid-19 pandemic has presented the Force with both financial and operational challenges. The unbudgeted costs incurred to date total £355K, analysed as £37K on Covid-19 related overtime & National Insurance costs and £318K on PPE, hygiene product costs, additional cleaning costs and provision of meals. It is projected that the cost associated with Covid-19 will rise to £750K over the remaining financial reporting period. The increase in the Covid-19 projection of £50K is due to the net increase in costs of CDSOU as a result of a forecast reduction in income, due to the cancellation of income generating events eg: cycling tours / races across the region. Cleveland's share of these costs is forecast as £50K.

It should be noted that the effect of the pandemic will have varying impacts on different areas of the Force. A reduction in the "night time economy" will / may reduce demand, however this may well be offset by the increases in Domestic and neighbourhood related incidents. These trends will require careful analysis to ensure accurate forecasting is maintained and resources flexed where appropriate to mitigate any impact.

Major Incidents

In addition to the financial and operational risks associated with Covid-19, the Force is also facing significant pressures in relation to major incident budgets, as at the end of the reporting period we currently have on-going investigations of Op Brandon, Chesterfield, Chard and new investigations of 2 murders, 2 attempted murders and a child death. The budget is under significant pressure. (See Police overtime section of the report for analysis).

Agreed Investment Plans Update:

Based on the assumptions in the Period 2 CFM report the executive agreed to invest resources in the following areas ie: those areas which have been identified as a significant risk, areas which support the drive for service improvement and those areas of concerns contained in the HMICFRS report.

Operation Phoenix (2); £200K

Finance have provided initial costing's of the proposed operations within Op Phoenix to the Bronze commanders and the associated coding structure has been set up to capture the on-going costs. The Operations began on the 7th July. A monthly updated will be provided within future CFM reports.

Investment in Leadership Training; £200K

Finance has liaised with the SIT project Manager in order to obtain an outline of the programme and initial costs. Work is still on-going to scope the full requirements and a coding structure has been set up to capture planned investment.

Major Incident investigation pressures; £200K

As noted above the Major Incident budget is under significant pressure. Therefore and given the previous year's trends it is felt prudent to allocate an additional £200K to mitigate future risk. The current headroom to fund on-going and future incidents equates to £131K for the remainder of the year. (See Police overtime section of the report for analysis)

Reinstatement of Essential User Allowance (EUA) for Dogs Handlers; £100K

Following the conclusion of a legal challenge in respect of the above, EUA has been reinstated for the Dogs handlers from 2015, the estimated cost plus backdated mileage is £100K. All the costing have been completed and it is planned to make the payments to Officers in the August pay period.

Resilience pressures; £50K

It's anticipated that during the next 6-12 months the force will need to recruit a permanent DCC and as such there will be a need for a handover for a short period of time. This will ensure that all current litigation and disciplinary work is completed. On-going.

Capital investment programme

The current projection for the Capital investment programme is detailed below and it is forecast overspend by £4K in this financial year (a £4K changed from Period 2). This is dependent upon the availability of equipment, fleet vehicles and contractors to undertake the planned programme of work which is currently restricted due to the implications of Covid-19. The full breakdown of capital spend can be seen in Appendix 5.

Capital Monitoring Statement to 30th June 2020

Capital	Annual Budget	YTD Budget	YTD Variance	Forecast Outturn		Previous Forecast	Change
	£000s	£000s	£000s	£000s	%	£000s	£000s
Estates Schemes	1,207	297	(62)	0	0.0%	0	0
Equipment Schemes	404	103	(17)	4	1.0%	0	4
ICT Schemes	4,721	1,084	(22)	0	0.0%	0	0
Fleet Schemes	796	199	(134)	0	0.0%	0	0
Other Schemes	480	120	(120)	0	0.0%	0	0
Total Capital	7,608	1,803	(355)	4	0.1%	0	4

Revenue Budget

On 28th February 2020, the PCC allocated the Force a revenue budget of £137,805k for 2020/21. The revised budget for the year is £137,854 analysis of the movements is detailed in appendix 1. A detailed analysis of expenditure by category 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.
- The organisational and financial impact of Covid-19 continues to be felt by the organisation and is continually reviewed and monitored via the Force Gold Group and the financial impact reported via monthly CFM's.

Police Pay & Allowances

The Police pay and allowances budget represents 55% of the total Force budget and includes the costs associated with employees pay, allowances for example: Dog handler's allowances and expenses. It also covers the costs associated with employing Officers, employer's pension contributions and national insurance contributions.

The table below provides a summary of the current Police Officer numbers on the payroll against the planned establishment as per the Long term financial plan. The Force has budgeted for an average of 1,390 FTE in the financial year, it is anticipated that the position at the end of the financial year will be in excess of this in order to achieve the average of 1,390 through-out the financial period.

Police Officer Attrition	As At 30/06/20	Forecast to March	As At 31/03/2021 Total	To 31/03/21 LTFP	Variance to LTFP
FTE at 1st April	1312		1312	1339	-27
Retirements	-12	-31	-43	-31	-12
Medical Retirements	-2	-6	-8	-8	0
Other Leavers	-8	-25	-33	-12	-21
Other changes	0	1	1	0	1
Recruitment	45	132	177	102	75
Total	1335	71	1406	1390	16

The current projection for Police pay is an underspend of (£288k) unchanged from period 2. The analysis is measured against the baseline budget and the assumptions therein, as such movements in recruitment profiles, change of retirement dates and resignations all impact on the forecasted position.

All though the forecast position remains unaltered from period 2, we need to be mindful of the impact of the movement of Officers between "Core policing" and the Collaborations. These will continue through out the reporting periods but the forecast aims to smooth this impact and project an overall position in respect of police pay.

Police Pay Overtime

The Police overtime budget represents 1.3% of the total Force budget. The overtime budget supports operations across the Force, in areas such as Major incidents, planned operations, and reactive overtime and is categorised as normal and Bank holiday overtime.

The forecast in respect of overtime expenditure is for a overspend of £112k, an increase of £45k from period 2. This comprises a pressure on normal overtime of £112k of which £62k is the projected spend related to Covid-19 and £50k on other operational spend. The resourcing and Policing of the BLM and related protests during period 3 has contributed to the increase in the projected overspend. These protests have continued into July and may have a further impact on forecasted spend but at a reduced level.

We have received plans for the resourcing of Bank Holidays up to and including the August Bank Holiday on this basis we are currently projecting a breakeven position. We will cost up the remaining Bank holidays upon receipt of the plans.

Within the overall Overtime budget is an element set aside to fund overtime in relation to Policing football matches. The position is still unclear at this time as to when the public will be able to attend football matches. Therefore we are ring-fencing this budget in order to fund future demand. If attendance is delayed for a significant period we may be able to release these funds to offset the pressures identified above.

As noted in the summary section of the report a key risk to the forecast is the impact of Major incidents. The 2020/21 Major Incidents budget was £256k with a further £200k allocated in period 2 giving a revised budget of £456k.

The period 3 (YTD) spend on Major Incidents is £325k, this leaves a balance of £131k for the remainder of the financial year to cover the cost of on-going operations and any further incidents. Since last reported there has been a further attempted murder and child death. The majority of the £325k spend relates to Op Chesterfield (£177.4k), Op Warwick (£25k), Op Stalbridge/Allendale (£32k) and Op Amble (£31k).

Police Community Support Officers Pay & Allowances

The Police Community Support Officers and allowances budget represents 2.5% of the total Force budget and includes the costs associated with employees pay, allowances for example: weekend working. It also covers the costs associated with employing PCSO's, employer's pension contributions and national insurance contributions.

The table below provides a summary of the current PCSO Officer numbers on the payroll against the planned establishment as per the Long term financial plan. The Force has budgeted for an average of 101 FTE in the financial year. (With an additional 15 funded by the OPCC).

PCSO Attrition	As At 30/06/20	Forecast to March	As At 31/03/21 Total	To 31/03/21 LTFP	Variance to LTFP
FTE at 1st April	101		101	116	-15
Leavers	-4	-6	-10	0	-10
Other changes	0	1	1	0	1
Recruitment	0	14	14	0	14
Total	97	9	106	116	-10

The current projection for PCSO pay is an underspend of (£62k).

Note: The PCC funding will be released to funded PCSO's recruitment above the core 101 funded in the Force budget.

Police Staff

The Police Staff pay and allowances budget represents 17.8% of the total Force budget and includes the costs associated with employees pay, allowances for example: shift allowances and expenses. It also covers the costs associated with employing Police Staff, employer's pension contributions and national insurance contributions.

The staff pay budget in the LTFP was set based on 634 FTE police staff. This includes additional posts for uplift and resilience in order to support frontline policing and the growth in Police Officer numbers.

It should be noted that in the budget planning process it was anticipated that recruiting to this level of Police support staff would be a challenge. Therefore the base line budget for the year was set including a 10% vacancy factor. As at the end of June the Force employed 504 staff and had plans in place for net recruitment into a further 51 positions (71 new roles less 20 leavers). A further 79 posts remain vacant and this is driving the projected underspend of (£1,237K). This is consistent with period 2, however a budget virement of £127K has been required to offset cost previously reported in respect of temporary contract staff and additional apprentice levy costs, this reduces the reported underspend to (£1,110K), as per Revenue summary table above.

Non-Pay Budgets

The Non-pay budget represents 23.4% of the total Force budget and is forecast to overspend by £598K a summary of the overspend is detailed in the table below and in the supporting narrative below the table.

Non Pay Analysis of Forecast outturn	Forecast as at Period 2	Forecast as at Period 3	Movement from Prior Period £000s
OTHER PAY & TRAINING			
<i>Temporary / Contract Costs</i>	77	0	(77)
<i>Apprentice Levy - Staff</i>	50	0	(50)
<i>PCSO / Staff Overtime</i>	5	5	0
POLICE PENSIONS	40	40	0
PREMISES	0	(100)	(100)
SUPPLIES & SERVICES			
<i>Cov-id 19 Expenditure</i>	627	677	50
<i>General Equipment / Supplies / Professional Fees</i>	(31)	23	54
TRANSPORT			
<i>Petrol</i>	(5)	(57)	(52)
<i>General Travel</i>	(5)	(5)	0
EXTERNAL SUPPORT			
<i>NEFB</i>	38	38	0
<i>Home Office ICT Charges</i>	11	11	0
STERIA CONTRACT	0		0
CUSTODY CONTRACT	(34)	(34)	0
Total	773	598	(175)

Other pay & Training – £5K overspend – movement of (£127K)

Other pay & Training expenditure represents 3.3% of the Non-pay budget and includes PCSO and Staff Overtime, Apprentice levy costs, training related expenses and other employee related costs.

The reduction in the overspend is as a result of a budget adjustment from Staff pay budgets to offset the costs of additional staff related Apprentice levy of £50K and the cost associated with temporary employment costs of £77K.

Police Pensions - £40K overspend - unchanged

Police Pensions expenditure represents 9.9% of the Non-pay budget and includes the costs of Injury on duty pensions, injury awards and the contributions required by the Force to supplement the pension fund in respect of the above.

The forecast overspend relates to the additional cost of backdated pensions, incurred in the first three months of the year.

Premises – (£100K) underspend - movement of (£100K)

Premises expenditure represents 12.0% of the Non-pay budget and includes the costs of running and maintaining the Force estate.

There are no pressures identified at present within the planned and re-active maintenance budgets and all current plans are on schedule. However, further analysis of the current costs of utilities i.e.: Gas, electricity and water charges, indicate that there will be savings of £100K against the current budgets.

Supplies & Services - £700K overspend - movement of £104K

Supplies & Services expenditure represents 28.4% of the Non-pay budget. This encompasses items such as uniforms, forensics, ICT and telecommunications, insurance costs, professional fees and office equipment.

The forecast overspend comprises the unbudgeted cost of Covid-19 related supplies of £677K and a overspend across supplies and services of £23K. The forecast overspend has increased by £104K from the position reported at period 2. The £104K can be analysed as follows:-

- CDSOU has reported that there is in all probability likely to be a reduction in the income received by the unit for policing events for example: motorcycle out-riders for cycling events etc. This will have an impact on the overall running costs of the unit and Cleveland's share is forecast to be £50K.
- The remaining £54K comprises net movements across all items of Supplies & Services, in particular professional fees £25K and maintenance agreements £29K.

Transport – (£62K) underspend - movement of (£52K)

Transport expenditure represents 4.8% of the Non-pay budget and includes the costs of running and maintaining the Force fleet of vehicles, vehicle hire and general travel costs.

The underspend comprises forecast savings on petrol (£57K), it should be noted that petrol budgets have been reduced as a result of the benefit of lower fuel prices and the benefit of the "Free fuel" provided by BP. This reduction has been reallocated to offset pressures across Home Office ICT charges. It is also forecast for a general underspend on general travel costs (£5K).

External Support – £49K overspend - unchanged

External Support expenditure represents 10.0% of the Non-pay budget and includes the costs of National mandated Home Office ICT charges, North East Fingerprint Bureau, Mutual aid costs and contributions to collaborations.

The forecast overspend remains unaltered from period 2 and comprises a forecast overspend of £38K in relation to the North East Finger Print Bureau costs based on contribution levels. These will be kept under review and forecast adjusted accordingly.

There is also a pressure of £11K on Home Office ICT charges, of which a proportion has been partly mitigated by a contribution from change and contingency funds and reduction in petrol budget. It should be noted that we still await the actual detail charges in respect of these fees but anticipate these will be in line with the draft charges received following the setting of the 2020/21 budget.

Sopra Steria Contract – Breakeven – unchanged

Sopra Steria expenditure represents 23.7% of the Non-pay budget and is the contractual cost of Sopra Steria delivering a range of services on behalf of the Force. This budget is based on a 6 month charge as the services return to the Force on the 1st October 2020.

Custody Contract – (£34K) underspend –unchanged

Custody contract expenditure represents 7.8% of the Non-pay budget and is the contractual cost of delivering the Custody services. The forecast remains unaltered from period 2.

Collaborations

Cleveland Durham Specialist Operations Unit (CDSOU)

The Cleveland budget for the joint unit is £5,154k. The forecasted year-end position is a £50K overspend.

Cleveland and North Yorkshire Major Incident Team (CNYMIT)

The Cleveland budget for the joint unit is £1,854k. The forecasted year-end position is to breakeven.

North East Region Specialist Operations Unit (NERSOU)

The Cleveland budget for NERSOU is £2,332k. The forecasted year-end position for NERSOU is to breakeven.

National Police Air Services (NPAS)

The Cleveland budget for NPAS is £910k. The forecasted year-end position for NPAS is to breakeven.

Capital Budget

On 28th February 2020, the PCC allocated the Force a capital budget of £5,549k for 2020/21 plus £1,018k of schemes that were deferred from 2019/20 for a total approved in the LTFP of £6,567k. In addition, schemes totalling £1,214k were brought forward from 2019/20 bringing the approved 2020/21 budget to £7,781k. Changes approved by the PCC (or the Chief Constable's CFO under delegated authority) in year are set out at Appendix 4, with a full breakdown of schemes shown at Appendix 5 and reduce the budget by £173k to £7,608k.

Key Risks

There are 2 key risk to delivery of the capital programme. The first risk is general 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. The second risk is the impact that the current restrictions due to Covid-19 are placing on the ability for contractors to undertake work and to be able to source the required equipment and vehicles.

Estates Schemes

Cleveland Community Safety Hub (CCSH) – Total budget of £96k

Building works for the CCSH commenced in March 2017 and the building became operational in July 2018. The final retention payments are currently being made with payments totalling £26k made to the end of June 2020. The budget will be fully spent by the end of the financial year.

St Marks House – Budget £716k

St Marks House was purchased in December 2019 and is currently being refurbished. Expenditure totalling £190k has been made to date. The refurbishment is still on target to be completed by October 2020 and within budget.

Emergency Lighting and Fire Alarms – Budget £20k

Work has commenced and £1k has been spent to date on the scheme. The budget will be fully spent by the end of the financial year.

Replacement Flooring- Budget £10k

The original budget of £80k has been reduced to £10k with £70K being returned to the PCC. The restriction on moving staff around the estate due to Covid-19 and the difficulties in securing design and delivery services from contractors means that most of the work planned will not be able to be carried out. This will be kept under review and bids will be made for future years funding if required and if the work is deliverable.

Furniture and Chair replacements – Budget £103k

Orders have been placed for replacement of furniture and chairs but there are worldwide shortages and supply chain issues being experienced. In light of this, the scheme has been reassessed and £80k of the original £183k budget has been returned to the PCC as this will not be able to be delivered in the financial year. The replacement programme will be kept under review and bids will be made for future years funding if required. Payments totalling £9k have been made to date.

Security Cameras LDC – Budget £18k

The order has been placed for the security cameras and installation has commenced. To date, £7k has been spent and the full budget will be spent by the end of the financial year.

Additional Storage at Billingham- Budget £15k

Additional storage units have been sourced and work has commenced to fit these. To date, £2k has been spent with the remaining budget already being committed to be spent in the next quarter.

Equipment Scheme

ANPR Replacement Programme – Budget £224k

Equipment totalling £13k has been paid for and orders have been placed for an additional £5k. There is an ongoing procurement exercise which is administered by Durham Police and the confirmation of the date of completion is still awaited but is expected to be in late 2020.

Taser – Budget £81k

Grant funding of £38k has been awarded from the Home Office for the purchase of Tasers in 2020-21 which has been added to the original £43k budget. Equipment totalling £67k has been delivered and additional orders will be placed during the year for the remaining £14k budget.

Occupational Health Case Management System – Budget £40k

The procurement of the case management system has been completed and the order placed but the system has yet to be delivered. The cost of the system is £44k which is an overspending of £4k.

ICT schemes

As in previous years the complexities involved with the ICT requirements including the availability of equipment will have an effect on the delivery and timing of the key ICT schemes.

Monitor refresh – Budget £100k and Hardware refresh- Budget £102k

There are plans for the full utilisation of these budgets in 2020/21 and to date, orders totalling £10k have been delivered. This is due to the current world-wide shortage caused by the impact of Covid-19. This will continue to be monitored closely.

Backup Architecture Consultancy- Budget £10k

Consultancy totalling £7k has been provided and the additional work will be carried out in the next quarter.

Data Warehouse (SOLAR refresh) – Budget £120k

Work is due to commence in July 2020 on the full scoping of this refresh and work will link with the Service Improvement Team.

Covert Radio replacement – Budget £96k

Equipment totalling £54k has been ordered but none has been delivered to date.

NEP (National Enabling Programme)- Budget £235k

Work has commenced on the NEP with expenditure to date of £57k and the project will be fully delivered in the financial year.

ERP discovery, procurement & mobilisation – Budget £964k

This is currently on-going and the contract has been signed and was partly delivered in 2019/20. £527k has been spent by 30 June 2020 and the scheme will be fully delivered by October 2020 with the budget expecting to be fully spent.

Body Worn Video – Budget £200k

The order for Body Worn Video has been placed and £19k spent in 2020/21. Stage payments are being made and the equipment is expected to be fully operational and deployed by September 2020.

ICT Capital Resource – Budget £169k

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.

Agile 1 and 2 – Budgets totalling £558k

Work is currently underway to determine the requirements of the remainder of the scheme. Laptops and smartphones that had been purchased in March 2020 were deployed to those who needed them under the revised home working arrangements following for Covid-19 rather than in the sequence that had been identified under the Agile programme. To date £335k has been spent and orders will be placed for the remaining budget in the next 2 months. There is expected to be a delay in the receiving of the equipment due to worldwide shortages but the scheme is still on target to be completed by the end of the financial year.

Digital Evidence Asset Management System (DEAMS) – Budget £580k

The procurement of the contract has been completed and the order placed for the system. Stage payments are due to be made and the budget will be fully spent in the financial year.

Digital Interview Recording Equipment – Budget £478k

The scheme has been fully scoped and the procurement has been undertaken. Payments totalling £55k have been made to date and the remaining stage payments as required under the contract terms will be made by September 2020.

Microsoft Licencing Windows 10 (W10) requirements – Budget £47k

Testing continues across the full estate to ensure full compatibility with W10 and £1k has been spent to date to upgrade existing software to run on the W10 platform.

Networked CCTV Solution – Budget £3k

The solution was procured and implemented in 2019/20 and a £3k budget carried forward into 2020/21. IT equipment totalling £2k has been ordered and delivered and the remaining £1k will be spent before the end of Q2.

ACESO Upgrade – Budget £89k

4 new ACESO kiosks have been delivered and installed at a cost of £38k. Additional kiosks will be purchased and the budget fully spent in 2020/21.

DFU Servers – Budget £5k

Work has commenced on replacing the DFU Servers and £2k of the budget has been spent to date. The remaining budget will be spent by the end of the financial year.

National Identity Access Management - Budget £104k

This is the NEP security scheme and is dependent upon the National NEP scheme. Orders totalling £89k have been placed and £9k spent to date. The scheme is expected to be delivered in the next quarter.

Data Management Tool – Budget £40k and Data Insight Tool – Budget £110k

The specifications for these schemes are currently being written with the intention of going out to tender in July 2020.

Understanding Demand package and support - Budget £250k

Orders totalling £247k were placed at the end of June and delivery is expected in the next quarter. The remaining budget will be fully spent by the end of the financial year.

Fleet schemes

Fleet Replacement – Budget £743k

A total of £52k has been spent to date on orders that were placed but not delivered in 2019/20. There may be a delay in the procurement of vehicles as the national vehicle procurement contracts have already been delayed by 12 months. The national contracts team are looking to allow direct awards for Forces in this interim 12 month period. Non volume vehicles are currently being specified with orders being placed for them over the next few weeks. The volume vehicles will not be ordered until the national team confirm a compliant route to market.

Chief Finance Officer
20th July 2020.

Appendix 1

Changes to Revenue Funding	Month Added	Change
		£000s
Initial Funding Allocation		137,805
Reserves release : Employee related costs	Jun-20	49
Funding allocation at 30th June 2020		137,854

Budget monitoring Statement as at 30th June 2020

	Annual Budget £000's	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Forecast £000's
A: POLICE PAY & ALLOWANCES	75,583	18,575	18,205	(370)	(288)
B: POLICE OVERTIME	1,821	591	898	307	112
C: STAFF PAY & ALLOWANCES	24,635	4,979	4,699	(279)	(1,110)
D: PCSO PAY & ALLOWANCES	3,519	880	820	(59)	(62)
E: OTHER PAY & TRAINING	1,129	409	381	(28)	5
F: POLICE PENSIONS	3,177	794	825	31	40
G: PREMISES	3,887	971	855	(116)	(50)
H: SUPPLIES & SERVICES	9,165	2,291	2,280	(11)	650
I: TRANSPORT	1,467	367	257	(110)	(63)
J: EXTERNAL SUPPORT	3,306	827	231	(596)	49
S: STERIA CONTRACT	7,642	3,821	3,076	(745)	0
T: CUSTODY CONTRACT	2,521	630	604	(26)	(34)
Total	137,854	35,135	33,132	(2,002)	(750)

Long Term Financial Plan (LTFP) 2020/21 to 2023/24 – Assessment of Risks

Risk	Detail	Mitigation
Changes to the future funding formulas for Police Forces.	<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 next 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>
Future year's funding is lower than forecast.	<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.</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>
Pay awards are higher than those assumed in the LTFP.	<p>The LTFP assumes that pay will rise by 2.5% from September 2020.</p> <p>A movement of 1% would have an impact on pay and contracts of approximately £1.1m over a full financial year.</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>
A higher than forecast level of costly major incidents.	<p>The number and cost of major incidents in any one year is 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.</p> <p>The PCC may absorb any additional costs in total or part through the use of reserves or other income.</p> <p>A small reserve has been established in order to reduce the</p>

Risk	Detail	Mitigation
		financial impact of numerous major incidents in a 12 month period.
The continued acceleration of Police Officer and PCSO leavers above the planned profile outstripping our ability to recruit.	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.	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.
National mandation.	In recent years there has been national mandation of systems e.g. Pentip, resulting in unplanned costs to the Force.	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. The PCC may absorb any additional costs in total or part through the use of reserves or other income.
Police Pension scheme 2015.	The Police Pension 2015 scheme has been found to be discriminatory. Work is underway to ascertain the remedies required to eliminate this discrimination. At this time the cost and magnitude of remedy is unknown but they could pose a significant financial risk to the force.	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. However it is anticipated that the changes needed to eliminate the discriminatory element of these new pensions will have to be funded centrally.
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.
Historic Case Review	Further work will take place in 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.

Risk	Detail	Mitigation
Future of collaborations	Following the dissolution of the ISDU there is a risk that other collaborations may cease to be viable as forces withdraw. This may pose a financial risk to the force if the collaborative function had a cost saving element to them.	More radical options will be developed including further reductions in officers, PCSO and staff numbers
Type Transfer of staff from Sopra Steria to Cleveland Police	On the 1 st October the remaining elements of the outsourced functions with Sopra Steria will return to the Force following the expiry of the contract. The return is being managed under the name of Operation Fusion and is a joint project with the OPCC and the Force. All risks are highlighted at the governance board. The Chief Constable has raised his level of concern over the operation and has instigated further oversight to ensure a smooth transfer.	The planned return has been costed and a dedicated resource has carried out further due diligence to identify movements that have taken place since the initial decision to return the service to the Force. Further governance and oversight is taking place. Any changes to the initial business case to bring the service back into Force will be fed into the governance structures and should there be further costs than anticipated the use of reserves/contingency would need to be requested.

Appendix 4

Changes to Capital Funding	Month Added	£000s
Funding Allocation in LTFP		5,549
Schemes deferred from 2019/20		1,018
Schemes carried forward from 2019/20		1,214
Total Capital funding at 1/4/2020		7,781
Movement in year		
Guisbrough Lighting and Controls	May-20	9
Wet weather drone facility- budget not required	May-20	(70)
Flooring (part budget not required)	Jun-20	(70)
Furniture and Chair replacement (part budget not required)	Jun-20	(80)
Tasers- additional funding from government grant	Jun-20	38
Funding allocation at Month 3		7,608

Capital Monitoring Statement to 30 June 2020

	Annual Budget £000s	Budget to Date £000s	Actual to Date £000s	Variance to Date £000s	Forecast Outturn £000s
Estates Schemes					
Emergency lighting & fire alarms	20	1	1	0	0
Car park refurbishments	15	0	0	0	0
Fixed wire testing	20	0	0	0	0
Carbon reduction	7	0	0	0	0
Stockton rewire	90	0	0	0	0
Box key replacement	10	2	0	-2	0
Flooring	10	7	0	-7	0
Furniture and chair replacement	103	30	9	-21	0
Kitchens	13	3	0	-3	0
Welfare facilities	15	5	0	-5	0
Security cameras LDC	18	7	7	0	0
Guisbrough Lighting and Controls	9	0	0	0	0
Community Safety Hub	96	26	26	0	0
St Marks House	716	200	190	-10	0
Drying room - North Ormesby	50	12	0	-12	0
Additional storage - Billingham	15	4	2	-2	0
TOTAL ESTATES SCHEMES	1,207	297	235	-62	0
Equipment					
NERSOU TSU	25	6	6	0	0
ANPR	224	20	13	-7	0
Contingency for equipment	34	0	0	0	0
TASER	81	67	67	0	0
Occupational Health Case Management system	40	10	0	-10	4
TOTAL EQUIPMENT SCHEMES	404	103	86	-17	4
ICT schemes					
iPatrol development	50	0	0	0	0
Monitor refresh	100	25	10	-15	0
Hardware refresh	102	25	0	-25	0
IL4 confidential host refresh	25	7	0	-7	0
Backup architecture consultancy	10	4	7	3	0
Non-microsoft patching solution	47	0	0	0	0
Protective monitoring service	60	0	0	0	0
Data warehouse (SOLAR refresh)	120	0	0	0	0
Covert radio replacement	96	24	0	-24	0
Application upgrade	50	0	0	0	0
NEP	235	59	57	-2	0
ERP discovery, procurement & mobilisation	964	527	527	0	0
Body worn video	200	50	19	-31	0
Resource requirement for ERP, Oracle, Microsoft, DEMS, DETS and Storm	169	0	0	0	0
Replacement laptops and desktops	100	25	0	-25	0
Control room router and firewall for ESMCP	60	0	0	0	0
Agile 1	211	50	42	-8	0
Agile 2/3	347	86	293	207	0
DEAMS	580	0	0	0	0
Web based mapping	25	0	0	0	0
Digital Interview Recording	478	120	55	-65	0
Windows Server Upgrade	25	0	0	0	0
Intelligent Call Handling	4	0	0	0	0
Microsoft Licencing W10 requirements	47	12	1	-11	0
Network CCTV Solution	3	2	2	0	0
ACESO replacment	89	40	38	-2	0
DFU Servers	5	2	2	0	0
Replacement DCS system	15	0	0	0	0
NIAM	104	26	9	-17	0
Data management tool	40	0	0	0	0
Data insight tool	110	0	0	0	0
Understanding demand package and support	250	0	0	0	0
TOTAL ICT SCHEMES	4,721	1,084	1,062	-22	0
Fleet Schemes					
Fleet replacement Programme	743	186	52	-134	0
NERSOU	53	13	13	0	0
TOTAL FLEET SCHEMES	796	199	65	-134	0
Other Schemes					
Development fund	100	25	0	-25	0
Uplift schemes	380	95	0	-95	0
TOTAL OTHER SCHEMES	480	120	0	-120	0
TOTAL	7,608	1,803	1,448	-355	4

