

Committee(s) Police Authority Board	Date(s): 27 th February 2020
Subject: CoLP Provisional Revenue and Capital Budget 2020/21	Public
Report of: Commissioner of Police Pol 21-20	For decision
Report author: Cecilie Booth, Chief Operating and Finance Officer	

Summary

This report sets out the provisional revenue budget for 2020/21, for subsequent submission to the Finance Committee.

The Medium Term Financial Plan (MTFP) has been updated during 2019 with joint working between the Police Authority and the Force. The updated MTFP was presented to the Police Authority Board in November 2019, showing a deficit of £0.5m. This budget gap has now been closed for 2020/21, and there are residual deficits of approximately £3m p.a. thereafter over the life of the plan. This includes an increase in resource allocation to accommodate the growth bid of 67 new posts at a cost of £5.4m from the 2020/21 financial year. The position has been updated to reflect the 2020/21 financial settlement position including funding in respect of the national uplift.

During 2019/20, a full deep dive review has been undertaken of all police budget areas, both pay and non-pay. A Full Cost Recovery model is now in place, which will be applied to funded units and commercial / non-core activity wherever possible.

Recommendation(s)

That Members

- 1) note this report and
- 2) approve the provisional 2020/21 revenue budget

Main Report

Background and Current Position

1. The proposed 2020/21 revenue budget funds the key priorities within the Corporate Plan, and the starting point is based on comparable activity and resourcing levels to the 2019/20 budget, with an agreed establishment of:

840 officers
518 staff

2. The above includes 67 new posts as approved in the 2018/19 growth bid, but not the 44 new officers, which is the CoLP share of the 20,000 national police officer uplift. Funding for the 44 national uplift is provided for within the external settlement, as set out below in Table 2. The Force cash envelope has been increased in line with the settlement position, as have detailed budget tables. Determining the allocation of the 44 uplift across the Force will form part of a subsequent report to the Police Authority Board.
3. The City of London Police's Vision is to deliver an 'exceptional policing service'. The Corporate Plan 2018-2023, sets out what exceptional looks like through five detailed ambitions:
 - To make the City of London the safest city area in the world, regarded as a centre of excellence for protective security. We will use state of the art technology to protect the City of London and put us at the forefront of criminal investigation in a rapidly evolving landscape of crime.
 - To deliver a policing service that is valued by those who live, work and visit the City of London.
 - To be a police force with global influence and impact. We will use our expertise internationally through having a physical presence in key international locations to prevent crime, share best practice and thereby benefit the communities of the City of London and the UK.
 - To build new ethical economical partnerships. We will develop innovative public and private partnerships that benefit the City of London and lead to new ways of working.
 - To have an innovative, skilled and agile workforce in a culture that supports and empowers our people. We recognise this is essential and underpins the successful delivery of our ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity. We will support our staff to empowered, innovative leaders.
4. The Transform programme is intrinsically linked to the Corporate Plan as the main vehicle through which these ambitions will be realised.
5. The force currently has 5 directorates:
 - Crime
 - Economic Crime
 - Uniformed Policing
 - Intelligence and Information
 - Business Support
6. The structure of the Force is likely to change as the Transform Programme is implemented.
7. The proposed budget funds both national and local priorities, and the funding is made up as follows:

Funding Type	Amount (£000)	%
Core Grant (inc NICC)	61,132	72%
Business Rates Premium / City Fund*	19,200	22%
Precept grant	3,450	4%
HO Pension Grant	842	1%
CoL Contact Centre	680	1%
Legacy CTax grant	80	0%
Total Funding	85,384	100%

*Including the growth bid of £5.4m. Members are being asked to increase BRP by 0.2p in £ in 2020/21, which would deliver £5m of the £5.4m. The rest would be City Fund reserves.

8. From the above £85.384m funding position, £0.5m has been allocated to funding capital priorities, providing a net cash envelop of £84.884m
9. An update on the Medium Term Financial Plan (MTFP) was presented to the Police Authority Board in November 2019, where Members noted the current financial position.

Latest Revenue Budget for 2019/20 and Projected Outturn

10. The Quarter 3 budget monitoring report projects a year end overspend of approximately £0.6m, which includes the full year effect of the unexpected increase in the employers' contribution to police officers pension to 31%. This also includes full use of the POCA reserve. Work continues to bring the position back within budget by the end of the year. The Q3 summary position is outlined in Table 1 below, with a detailed breakdown in Appendix 1.

Table 1

	2019/20 Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Projected Outturn £m	Projected Variance £m
Total Pay	102.7	77.0	60.2	(16.9)	101.7	(1.1)
Non-Pay	39.7	29.8	20.8	(9.0)	42.8	3.2
Total Expenditure	142.4	106.8	81.0	(25.8)	144.5	2.1
Total Income	(69.0)	(51.7)	(32.0)	19.7	(70.5)	(1.5)
Funding	(73.5)	(55.1)	(36.7)	18.4	(73.5)	0.0
Total	0.0	0.0	12.2	12.3	0.6	0.6

Police Funding Settlement 2020/21

11. On the 22nd January 2020 the police funding settlement was released. This includes additional funding in respect of the officer uplift, which is the main movement from the previous MTFP. The table below summarises the settlement position and movement against assumptions.

Table 2

Funding	19/20 Funding £M	MTFP Funding £M	20/21 Settlement £M	Change from 19/20 and 20/21 Settlement £M	Change from 20/21 MTFP and 20/21 Settlement £M
HO Core Grant	(52.4)	(53.3)	(56.3)	(3.9)	(3.0)
Legacy Council Tax Grant	(0.1)	(0.1)	(0.1)	(0.0)	0.0
NICC	(4.8)	(4.8)	(4.8)	0.0	(0.0)
Precept Grant	(2.7)	(2.7)	(3.5)	(0.8)	(0.8)
HO Pension Grant	(0.8)	(0.8)	(0.8)	(0.0)	(0.0)
Total Revenue	(60.8)	(61.7)	(65.5)	(4.7)	(3.8)
Capital Grant	(0.4)	(0.4)	(0.1)	0.3	0.3
Total Capital	(0.4)	(0.4)	(0.1)	0.3	0.3
Sub-total	(61.2)	(62.1)	(65.6)	(4.4)	(3.5)
Uplift – Ring-fenced Allocation	0.0	0.0	(1.2)	(1.2)	(1.2)
Council Tax Freeze Grant (TBC)	0.0	0.0	(0.2)	(0.2)	(0.2)
Total Funding	(61.2)	(62.1)	(67.0)	(5.9)	(4.9)

12. The increase in core grant includes the additional funding to deliver the 44 officer uplift. In addition to this, ringfenced funding of up to £1.2m has been allocated to reimburse qualifying costs in respect of the uplift. This is not a guaranteed amount in 2020/21 and is to be paid quarterly in arrears, subject to recruitment progress.

13. Capital grant has been reduced due to a reprioritising to national priorities. This results in a reduction of £0.3m to CoLP. However, the increase in precept grant can be used to fund the capital programme if required, and this decision can be made locally.

Latest Revenue Budget 2019/20 and Proposed Revenue Budget for 2020/21

14. The 2020/21 revenue budget is summarised in Table 3 below. Further details are provided in Appendix 2 and 3. Expenditure and adverse variances are presented in brackets.
15. As shown in Appendix 1 and 2, the pay budget has increased from £98m in 2019/20 to £115m in 2020/21. The main reasons for this are:
- Increased workforce – including national uplift
 - Pay awards and pay progression
 - Increased pension costs
 - Vacancy factor of £1.7m across the workforce (£3.7m in 2019/20)
16. There is a movement between Supplies and Services and Third Party Payments, the reason for this is simply the re-allocation of costs between these two budget lines.

Table 3 - Revenue Budget

	Original Budget 2019/20 £m	Proposed Budget 2020/21 £m
Expenditure	(134.1)	(150.8)
Income	61.4	65.9
Total Net Expenditure	(72.7)	(84.9)
Funded by:		
Core Grant	57.1	61.2
Premium	13.0	13.8
Precept Grant	2.7	3.5
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.7
CoL funding of growth	0.0	5.4
Sub-total	72.7	85.4
Capital Priorities Financing	0.0	(0.5)
Resources (Cash Limit)	72.7	84.9
Funding Gap	0.0	0.0
Transfer from Reserves	0.0	0.0
Net Funding Gap (cover required from City Fund)	0.0	0.0

17. The budget does not include annual costs of £242,000 relating to the use of Middlesex Street Car Park as part of the accommodation programme. The Commissioner has written to the Chamberlain to ask for an uplift in the budget to cover these additional costs as referenced at your November Board (See OR /24/2019/P).

Pay Budget

18. The pay budget constitutes 72% of the expenditure budget and good workforce planning is an essential tool for both in managing services and the budget. The current establishment, including 67 growth posts, is 1,358 FTE, comprising 840 Officers and 518 staff. The pay budget has now been increased to reflect the uplift of 44 following release of the settlement.
19. The workforce is managed and monitored through the Force Strategic Workforce Panel, chaired by the Assistant Commissioner. In addition, Finance and HR staff meet regularly to reconcile the workforce baseline and to ensure all internal movements are captured.
20. The actual workforce levels will be reported to members throughout the year, as is current practice.

Non-pay Budget

21. A comprehensive review of the non-pay budget has been undertaken, including Income, to ensure the 2020/21 budget is adequate and fit for purpose, and to ensure budgets are accurately based on trends and outturn. This included analysing the 2018/19 outturn vs 19/20 budgets and 19/20 budgets vs 19/20 forecast.
22. An assessment was made as to whether variances were due to one off in-year events or genuine year on year trends which required correction.
23. The review also considered income budgets where income received against no budget, e.g. mutual aid income, commercial income and cash forfeitures and seized income.
24. Key changes to the non-pay budget includes:
 - Reducing the agency budget by £1m and re-directing the budget to fund all vacant post at top of grade and to create headroom to pay for Capital Financing
 - Increasing the ATOC budget by £0.5m in line with current requirement
 - Building in £5.7m of Transform savings across Pay and Non-Pay
 - Re-aligning budgets between Supplies and Services and Third Party payments
 - Re-alignment of income across the three income categories – Specific Grants, Partnership and Fees and Charges

Income

25. The Force receives income and funding from a range of sources, as set out in Table 4 below. As and when there is a negotiation point in existing contracts or

as and when existing contracts are due to expire, the Full Cost Recovery model will be applied as a starting point for negotiation.

26. Negotiations with external funders may improve some of the funding streams shown below.

27. All the funding streams shown in Table 3 are confirmed for 2020/21 except the Bank of England contract which may be terminated at the end of the 2020 calendar year.

Table 4 - 2020/21 Income and Funding Streams

Income Type	Name	Total £'000
Specific grants	Police Pensions Grant	(23,000)*
	Counter Terrorism Policy Grant	(6,268)
	Action Fraud Managed Service	(5,500)
	National Cyber Security Programme	(5,410)
	Action Fraud National Fraud Intelligence Bureau	(4,000)
	National Lead Force	(2,500)
	Economic Crime Capability Development	(1,472)
	Regional Organised Crime Unit Coordinator	(90)
	Other	(144)
Specific grants Total		(48,384)
Partnership	Insurance Fraud Enforcement Department (IFED)	(4,123)
	Dedicated Card & Payment Crime Unit (DCPCU)	(2,570)
	Police Intellectual Property Crime Unit (PIPCU)	(2,053)
	Police Transport Grant	(1,884)
	Cyber Griffin	(450)
	Lloyd's Partnership	(409)
	Late Night Levy	(300)
	Policing the Bridges	(290)
	London Safety Camera Partnership	(269)
	Economic Crime Victim Care Unit	(210)
	Tower Bridge	(92)
	Volunteer Police Cadets	(5)
Partnership Total		(12,655)
Fees & Charges	Academy Income Budget	(1,204)
	Counter Terrorism - Bank of England	(1,000)
	Proceeds of Crime Act (POCA)	(600)
	Capital - Salaries recharge	(516)
	International Training and Development Team	(450)
	Counter Terrorism	(160)
	Other	(911)
Fees & Charges Total		(4,841)
Grand Total		(65,881)

Note:

*£23m Police Pension grant relates to the contribution to the Officers pension scheme which is fully funded by Home Office grant. This has increased from £20.4m in 2019/20 to £23m in 2020/21. Additionally, the 2020/21 budget incorporates the 2019/20 increase in employer contribution rates for officers to 31% and £1m additional costs will be recharged to funders.

Capital Programme

28. New arrangements for financing the Capital Programme have been introduced from 2020/21. Capital expenditure (excluding Secure City and the Accommodation Programme) will be funded from a loan arrangement between COL and CoLP, with an annual borrowing cap of £5m. The proposed 5 year Capital Programme summary is shown in Table 5 below and the detailed Capital programme can be found in Appendix 4.

Table 5 - Proposed 5 year Capital Programme

	Capital Requirements					Total £'000
	2019/20	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
IT		4,103	2,668	1,961	0	8,732
Equipment		151	0	0	0	151
Fleet		250	250	250	250	1,000
Accommodation		100	50	25	10	185
TOTAL	-	4,605	2,968	2,236	260	10,068
ESMCP 19/20		0	2,440	2,815	1,232	6,486
TOTAL 2020/21 BIDS	-	4,605	5,407	5,051	1,492	16,555

Transform Programme

29. In January 2018 CoLP launched the Transform Programme with a view to design and implement a new operating model for the Force, preparing it to meet the future challenges of policing the Square Mile as well as national responsibilities around economic crime and protective security.

The following high-level benefits were agreed:

- Improved effectiveness
- Improved efficiency
- Improved legitimacy

30. The programme has progressed through six strands of work which collectively encompass the Force's policing services; they are: *Intelligence Services; Contact and Resolution Services; Response Services; Investigation Services; Prevention / Reassurance / Engagement Services (PRE) Services; and Support and Enabling Services.*

31. The financial implications (savings) identified through the Transform Programme have been incorporated in the 2020/21 Savings Tracker (totalling £5.7m), as shown in Appendix 5. A working party has been established to oversee and monitor the Savings Tracker, and regular updates will be presented to Members via the quarterly budget monitoring reports.

Savings Tracker

32. The required budget savings of £5.7m are shown in Appendix 5, and all savings will be delivered through the Transform Programme.

33. A savings working group, chaired by the Chief Operating and Chief Financial Officer Cecilie Booth, has been established. The group meets monthly, and each savings area has been allocated to one accountable person who is responsible for securing the saving. Attendance at the monthly meetings is mandatory. The narrative and action plan for the overall savings tracker is updated at each meeting to reflect progress.

Reserves

34. Police General Reserves were fully utilised in 2018/19.

35. It is anticipated that the Proceeds of Crime Act (POCA) reserve will be fully utilised in 2019/20 to fund the half year effect of the growth bid and if possible, other residual overspends.

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Appendix 1

2019/20 Detailed Revenue Budget and Projected Outturn with Proposed 2020/21 Budget

	19/20 Latest Budget	Budget YTD	Actual (Q3 YTD)	Variance YTD	Forecast	Projected Variance	20/21 Budget
	£m	£m	£m	£m	£m	£m	£m
Pay							
Officers – net	50.7	38.1	39.0	0.9	51.3	0.5	61.0
Staff – net	24.9	18.7	17.0	(1.6)	22.8	(2.1)	25.9
Overtime	2.0	1.5	1.8	0.3	2.9	0.9	2.0
Agency	2.4	1.8	1.3	(0.5)	2.5	0.1	1.3
Indirect employee costs	2.2	1.7	1.1	(0.6)	1.8	(0.4)	2.2
Pensions Contrib.	20.4	15.3	0.0	(15.3)	20.4	0.0	23.0
Total Pay	102.7	77.0	60.2	(16.9)	101.7	(1.1)	115.4
Non-Pay	39.7	29.8	20.8	(9.0)	42.8	3.2	35.4
Total Expenditure	142.4	106.8	81.0	(25.8)	144.5	2.1	150.8
Income							
Specific Grant	(52.2)	(39.2)	(23.5)	15.7	(51.8)	0.4	(48.5)
Partnership	(13.6)	(10.2)	(6.4)	3.8	(14.9)	(1.3)	(12.7)
Fees & Charges	(3.2)	(2.4)	(2.1)	0.2	(3.8)	(0.6)	(4.7)
Total Income	(69.0)	(51.7)	(32.0)	19.7	(70.5)	(1.5)	(65.9)
Funding	(73.5)	(55.1)	(36.7)	18.4	(73.5)	0.0	(84.9)
Underlying Deficit	0.0	0.0	12.2	12.3	0.6	0.6	0.0
Use of reserves	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revised Deficit (pre-mitigation)	0.0	0.0	12.2	12.3	0.6	0.6	0.0

Appendix 2

Revenue Budgets 2019/20 to 2020/21

	Original Budget 2019/20 £m	Proposed Budget 2020/21 £m
Expenditure		
Employees	(98.9)	(115.4)
Premises	(3.6)	(2.6)
Transport	(1.4)	(1.9)
Supplies and Services	(11.0)	(20.7)
Third Party Payments	(20.4)	(8.8)
Revenue Contribution to Capital	0.0	(0.3)
Central Support Services & Capital Charges	(3.6)	(3.5)
Charges across Funds	0.1	0.1
Cashable savings target (Unallocated)	4.6	2.3
Total Expenditure	(134.1)	(150.8)
Income		
Government Grants	46.6	48.5
Other Grants, Reimbursements & Contributions	11.8	12.7
Customer, Client Receipts	3.1	4.7
Total Income	61.4	65.9
Net Expenditure before transfer from Reserves	(72.7)	(84.9)
Funded by:		
Core Grant	57.1	61.2
Business Rates Premium	13.0	13.8
Precept Grant	2.7	3.5
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.7
CoL funding of growth	0.0	5.4
	72.7	85.4
Capital Priorities Financing	0.0	(0.5)
	72.7	84.9
Deficit	0.0	0.0
Transfer from Reserves	0.0	0.0
Total Net Expenditure	0.0	0.0
Estimated General Reserve at 31 March	0.0	0.0

Appendix 3

Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2019/20 £'000	Proposed Budget 2020/21 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	198	135	
Insurance	402	401	
IT Recharges – Chamberlain	427	357	
Capital Charges	5,655	5,655	
Capital Contras	(5,590)	(5,590)	
Notional capital charges	0	0	
Admin Buildings	1,051	1,387	(i)
Support Services	1,412	1,201	(ii)
Total	3,555	3,546	
Recharges Within Fund			
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	18	18	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	90	
Policing the Bridges	(242)	(242)	
Remembrancer's Recharge - Policy & Resources - City's Cash	22	22	
Total	(130)	(130)	
TOTAL POLICE COMMITTEE	3,443	3,434	

Notes:

- (i) Share of Guildhall premises costs based on floor area. Variations reflect the phasing of the cyclical works programme
- (ii) Support Services covers charges from the Chamberlains, Comptroller and City Solicitor, Town Clerk and City Surveyor's departments

Detailed Proposed 5 year Capital Programme

No.	Directorate	Category	Need: Brief Outline of what you want	Capital Requirements					Total
				2019/20	2020/21	2021/22	2022/23	2023/24	
8	I&I	IT	PowerBI – a Forcwide self-service data analytics and performance management tool which would sit over our operational crime data, department, unit and individual officer performance reports		84,000				84,000
9	I&I	IT	NHS Custody link		30,000				30,000
10	Crime	IT	New module for Chronicle system – PIP module to accurately record and monitor PIP status for accredited detective across CoLP.		40,000				40,000
11	Crime	IT	E Discovery tool - forcwide solution for recovery of large volumes of data. Network distribution solution for the force dealing with complex disclosure issues.		300,000				300,000
12	BSD	IT	This is the unfunded value outstanding from 2019/20- I have just split it across three years for the purposes of calculating affordability. See Appendix 3		2,085,000	2,390,000	1,950,000		6,425,000
13	BSD	IT	Oracle 12.2 platform upgrade		119,700	277,500	11,200		408,400
14	UPD	IT	Custody CCTV Upgrade		176,000				176,000
15	BSD	IT	AV Refresh		135,500				135,500
17	I&I	IT	GIS Upgrade		150,000				150,000
20	BSD	IT	Digital Interview Recording Solution		368,788				368,788
21	I&I	IT	Covert Camera System		155,000				155,000
22	Crime	IT	Body Worn Camera		270,481				270,481
22	Crime	IT	Body Worn Camera - growth		188,893				188,893
			TOTAL IT		4,103,362	2,667,500	1,961,200	-	8,732,062
16	UPD	Equipment	Tasers		7,554				7,554
18	I&I	Equipment	Tactical Illuminators		76,000				76,000
19	UPD	Equipment	Positive Lock Baton		67,860				67,860
			TOTAL Equipment		151,414	-	-	-	151,414
4	BSD	Fleet	Vehicle Fleet Replacement Project		250,000	250,000	250,000	250,000	1,000,000
			TOTAL Fleet		250,000	250,000	250,000	250,000	1,000,000
6	BSD	Accommodation	Essential estate / security upgrades		100,000	50,000	25,000	10,000	185,000
			TOTAL Accommodation		100,000	50,000	25,000	10,000	185,000
			TOTAL		4,604,776	2,967,500	2,236,200	260,000	10,068,476
			ESMCP 19/20 Not funded			2,439,899	2,814,977	1,231,567	6,486,443
			TOTAL 2020/21 BIDS		4,604,776	5,407,399	5,051,177	1,491,567	16,554,919

2020/21 Savings Tracker

Ref	Saving Name	Description	Confidence H / M / L	2020/21 £000	Saving Delivery	Action Plan
1	New Target Operating Model (structural element)	Removal of duplicated posts and improved rank / grade ratio. Cessation of non-core activities (eg Coroners service). Reduction in back office costs and administrative functions through expansion of internal self-service facilities incl. overtime / expenses	H	860	G	Saving achieved - Posts held in Holding Branch pending finalisation of Target Operating Model. 2 posts have already been removed from the finance structure due to reduction in transactional processing requirements and 1 from HR. A further post will be removed from HR in 2020/21
2	Enlarging the 'police family' incl. increased use of CSAS powers	Reduction in variable costs (e.g. overtime linked to the policing of major events such as LMS / London Marathon / Christmas Campaign	M	100	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
3	Improved use of existing resources - overtime	Reduction in variable operational costs (e.g. overtime payments) through the introduction of variable shift patterns	H	50	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
4	Improved use of existing resources - annualised hours	Better deployment of officers in support of Operational Orders through introduction of annualised hours shift pattern	M	200	A	Saving to be achieved through reduction in overtime budget. May not achieve full year effect (Q3 and Q4 only), so additional savings may have to be found in other areas. Annualised hours cannot be implemented until the Oracle upgrade and the latest version of Origin HR have been installed and tested. Currently this is unlikely to be until September 2020 at the earliest. If this timeline changes the action will be updated further, but for the foreseeable future there will be no change.
5	Participation in efficiency related national policing programmes - NEP	<ul style="list-style-type: none"> - National Enabling Programme (NEP): provides a central IT spine for policing / cloud computing - Emergency Services Network (ESN): replaces the aging and expensive Airwave communications system - Single Online Home (SOH): provides a common web platform across policing - National Law Enforcement Data 	L	1,300	R	Proposal includes a number of workstreams including the National Enabling Programme, Single Online Home, Emergency Services Network and National Law Enforcement Data Service. Unlikely to realise full saving requirement in 2020/21. Throughout January we have run five business process change workshops together with staff from the NEP and Deloitte. There was one workshop for each of the Use Cases which are: Chief Officer Group Governance, Video Training, Crime Prevention Engagement, Daily Management Meetings, Authorisation for Foreign Travel. Finance were invited along to each of these workshops and attended as required. The next stage is for Deloitte to produce new process maps that can be presented to

		Service (NLEDS): merges duplicated information systems				<p>the business for approval. There will then be a benefits session held for each of the Use Cases so we can identify benefits and efficiencies. These sessions are due to be held before the end of February and finance will be invited to attend these also. On the 5th of February a Financial Deep Dive session took place into IT and Data Management.</p> <p>National Enabling Programme (NEP): MintTulip consultants estimate a revenue saving of £300K pa. Emergency Services Network (ESN): CoLP's estimated share of national revenue savings is £400K pa. National Enabling Programme (NEP): Will deliver a reduction in staffing costs through collaborated service delivery and automated processes (£600K).</p>
6	Participation in efficiency related national policing programmes - NCB	National Commercial Board Programme (NCB): will explore opportunities to enter shared service agreements across policing in areas such as legal services, fleet and procurement	L	-	A	National Commercial Board (NCB) programme predicts savings of £350m across policing. Pro rata, CoLP share would be circa £2m p.a. Recognising the force's existing level of local authority collaboration – expectation is 10 – 20% of this figure. No saving required for 2020/21. Future arrangements to be progressed for 2021/22
7	IT Transformation - Rationalisation of existing systems	Subsuming functionality within the force's existing Record Management System (Niche RMS). Deletion of licencing costs for existing forensic / operational diary solutions	M	-	G	Niche forensic model - time savings in existing forensic systems. Remains on review for 2021/22
8	IT Transformation - Rationalisation of IT hardware	30% reduction in monthly SIM / contract costs	H	20	G	Full review of equipment, devices and lines being undertaken by IT. Review of telephone contracts also underway.
9	Increase in commercial activity and income generation	Development of new income generating commercial services within International Development & Training Unit. Renegotiation of existing contracts already in progress. Review of fees and charges full cost recovery and funded units. Commercial opportunities including sale of merchandise in partnership with	H	950	G	Saving to be delivered through the following arrangements - Sponsorship (£100,000), International training (£100,000), Review of funded Units (£250,000), Review of fees and charges (£50,000), Renegotiation of existing contracts (£200,000). Future year opportunities through the Eastern BID. New income stream from merchandising (£50,000), Driving School (£100,000) and Firing Range (£100,000). Arrangements are being progressed

		MPS, Driving School and Firing Range				
10	Digitisation of external services	Roll-out of on-line payments for fines and linked enforcement activity (e.g. administration process for seized vehicles)	M	100	A	Handheld devices to enable spot fines not currently charged (£50,000). Introduction of online payments (£50,000)
11	Expanding collaborative opportunities (3ES / other public organisations)	Joint service provision of offender management and mental health services	L	-	A	Savings to be identified for 2021/22
12	Average salary reduction through recruitment policy	Bringing in new recruits at the lower end of the pay band as opposed to the higher end	H	400	A	Saving equates to 16 PC vacancies costed at the top of the grade but filled by probationers. Difference between top and bottom of the grade is £25,000. Vacant posts costed at top of the grade. Current workforce predominantly at the top of grade. Vacancy management will increase this further.
13	GYE Estates / FM arrangements	Efficiencies in FM spend at GYE. Linked to the shared services review, aim to eliminate duplication between COL and CoLP	M	170	A	Saving to be delivered from review of 24/7 manned reception and security arrangements at GYE.
14	Support services	Review of support service provision. Clearer alignment between COL and CoLP and reduction in duplication and inefficiency. Including Procurement, Transactions, IT, Corporate Comms. Using HMIC and CIPFA benchmarks.	M	350	A	Savings from duplication between COL and CoLP. Main areas Procurement, FM and IT, followed by Corporate Comms, Project Management, Strategic Unit, Finance and HR. Shared service review progressing jointly between COL and CoLP
15	Asset Recovery	POCA and asset recovery income	H	100	G	A more proactive approach to asset recovery. Identification of all regional grants and funding and shared arrangements with MPS.
16	Roll out of new accommodation, Estates and Fleet	Closure of Snow Hill and Wood Street Police Stations. Rationalisation of existing FM contracts and fleet replacement	M	1,130	A	Saving to be delivered through the closure of Snow Hill (£496k) and Wood Street (£781k). Budgets have been removed as part of detailed budget setting. Saving includes closure of Shakespeare Tower. Delays to closure of Wood Street will put pressure on achieving the full saving in 20/21
				5,730		