

Report to West Mercia Governance Board

Title of paper:	Money Matters
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Executive Summary:

The annual budget for 2021/22 is £244.838m. Net expenditure to the end of September 2021 was £122.555m, against the profiled year to date budget of £122.766m.

The forecast outturn is £240.926m, this represents an underspend of £3.973m. This represents a reduction of £6.052m in predicted net expenditure. We continue to see pressures on police staff budgets however these are more than offset by reductions in pension costs across both officers and staff as increasing numbers elect not to join the pension scheme.

This forecast also now includes a drawdown from the operational reserve of £0.687m in respect of Op Lincoln as authorised by the Board. The Board were also informed of predicted income in respect of County Lines funding and additional services to Warwickshire Police. These income lines are now included in the forecast.

The movement in the forecast to an underspend position is welcome but caution must be exercised in that this variance represents only 1.6% of the Force budget and there is six months in which expenditure patterns could change.

It is proposed that should this forecast prove accurate the operational reserve should be replenished in anticipation of a continuation of Op Lincoln and any further positive variance is utilised to reduce the borrowing requirement of the capital programme.

Recommendations and Requested Outputs from WMGB:

That the content of this report is noted.

That the revisions to the savings plans are agreed to ensure the force remains within the budget envelope.

Benefits

Financial benefits (savings) are detailed within the savings and each Directorate section.

Vision, Values, Service and Leadership Ethos, and policing priorities.

Money Matters supports the value of ownership by providing insightful information and commentary regarding budget holders' allocated finances. It promotes accountability by providing objective feedback on budget pressures, threats and opportunities to support fair and open decision making around the use of force resources.

Police and Crime Plan

Money Matters aims to provide robust financial information to take the force forward into a more secure future through open and honest commentary and insight into the current and future predicted financial position.

A key enabler to reforming West Mercia and making the force's future more financially secure will be the ability to achieve the savings set out in this report. Our new financial culture is focused on bringing back accountability to local budget holders through devolvment of decision making around pay and a number of supporting budgets. The format of this report and information included within it aims to promote this focus on accountability at a local level.

Report Contents

1. Purpose / key drivers of report

This report presents the financial position to the end of the September 2021, Period 6 of the financial year.

2. Main content

2 a. Overview

The annual budget for 2021/22 is £244.838m. Net expenditure to the end of September 2021 was £122.555m, against the profiled year to date budget of £122.766m. This is the first time that profiling of budgets has been applied and this coupled to the lack of a historic West Mercia cost base to build from means that the profile must be read with a caveat. The profile shows a small underspend to date of £0.211m.

Table 2: Objective Analysis

Business Function	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Budget £m
Crime & Vulnerability	29.686	14.755	14.123	0.632	28.595	1.091
Operations Support	40.627	20.714	20.607	0.107	39.523	1.166
Local Policing	98.417	49.113	50.611	-1.498	97.000	1.417
Business Services	48.325	24.194	24.582	-0.388	48.837	-0.512
Corporate Support	4.185	1.951	1.833	0.118	4.201	-0.016
PCC & YOS	14.373	7.134	5.409	1.725	14.306	0.067
Directorate Total	235.613	117.861	117.165	0.696	232.462	3.213
Corporate Budgets	9.225	4.904	5.390	-0.486	8.464	0.761
Total	244.838	122.765	122.555	0.210	240.926	3.974

The summary subjective analysis reflects the overall position by type of spend rather than budget holder. It should be noted that as some functions are still shared or hosted with and for Warwickshire Police some pay related expenditure is shown against Third Party Payments resulting in variances on both lines.

Subjective Analysis	Annual Budget	Budget Moves	Revised Annual Budget	Budget Year to Date (YTD)	Actual YTD	Variance YTD	Q2 Forecast	Forecast Variance to Budget
	£m	£m	£m		£m	£m	£m	£m
Government Grants	(126.227)	0.000	(126.227)	(57.376)	(63.113)	5.738	(126.227)	0.000
Council Tax Precept	(118.812)	0.000	(118.812)	(53.552)	(59.074)	5.522	(118.812)	0.000
External Funding / Net Budget Requirement	(245.039)	0.000	(245.039)	(110.928)	(122.187)	11.260	(245.039)	0.000
Funding to/from Reserves	0.201	(0.624)	(0.423)	0.201	0.201	(0.000)	(0.517)	0.094
Total Funding	(244.838)	(0.624)	(245.462)	(110.727)	(121.986)	11.260	(245.556)	0.094
Police Officer Pay	125.811	(0.284)	125.527	62.783	61.857	0.927	122.505	3.022
Police Officer Overtime	2.391	0.562	2.953	1.331	1.428	(0.097)	3.102	(0.149)
Police Staff Pay	62.144	5.390	67.533	33.876	35.534	(1.659)	69.396	(1.863)
Police Staff Overtime	0.566	0.123	0.688	0.316	0.304	0.012	0.759	(0.070)
PCSO Pay	7.430	0.000	7.430	3.715	3.461	0.254	6.970	0.461
Injury & Ill Health Pensions	3.776	0.000	3.776	1.443	1.405	0.038	3.624	0.152
Other Employee Expenses	2.025	(0.022)	2.003	0.719	0.626	0.094	2.218	(0.215)
Premises	8.846	0.148	8.994	4.883	4.088	0.795	9.133	(0.138)
Transport	4.136	0.094	4.230	1.870	1.799	0.072	4.251	(0.021)
Supplies & Services	33.459	0.751	34.211	17.645	14.041	3.604	30.261	3.949
Third Party Payments	16.118	(1.801)	14.317	4.320	6.163	(1.843)	14.966	(0.648)
Capital Financing	5.210	0.000	5.210	4.428	3.758	0.671	4.528	0.682
Gross Expenditure	271.911	4.962	276.873	137.329	134.463	2.867	271.712	5.161
Income	(27.073)	(4.338)	(31.412)	(14.563)	(11.908)	(2.655)	(30.129)	(1.283)
Net Operational Budget	244.838	0.624	245.462	122.766	122.555	0.212	241.583	3.879
Net Force & OPCC Budget	(0.000)	0.000	(0.000)	12.040	0.569	11.471	(3.973)	3.973

The key variances above are discussed in the Business Area commentaries, however a continuing theme and one of concern is the reduction of new officers paying into the pension scheme which has resulted in a significant forecast underspend on officer pensions. This is the primary contributing feature of the overall position.

2 b. Savings Plan

The full savings plan is listed below. A small number are proving to be undeliverable as circumstances have changed and alternatives will be required. A number are also identified as being at risk, some are marginal but a number are more significant and contingency plans should be considered.

In developing the 2020/21 plan £5.5m of savings were identified in order to give confidence that £4.8m could be delivered, in 2021/22 it did not prove possible to identify this level of contingency and therefore any slippage in the programme will directly result in an overspend.

Business Area contact	Proposal	Saving 21/22	Apr	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Total
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Richard Muirhead	Phase 2 C&P savings	0.500	0.400	0.033	0.033	0.033									0.500
Simon Bennett	Teleconferencing/remote working	0.139	0.139												0.139
Richard Muirhead	Hosted service costing	0.082							0.014	0.014	0.014	0.014	0.014	0.014	0.082
Helen Danks/Miriam	Cease printing force orders	0.010	0.010												0.010
Richard Muirhead	NAPFM management fee	0.005				0.005									0.005
Chris O'Hara	LED lighting/movement sensors	0.005													
Chris O'Hara	Insourcing of PPL	0.082	0.261												0.261
Beth Bridges	U&E budget review	0.050	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.050
Beth Bridges	NDORS recharging	0.149	0.149												0.149
Beth Bridges	Vehicle recovery and storage	0.075			0.000	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.075
Beth Bridges	Mutual aid deployments	0.020	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.020
Richard Muirhead	CIPFA AFEP Programme	0.015	0.010												0.010
Helen Danks	Paper and print saving	0.020	0.020												0.020
Helen Danks	Pool car reduction	0.050	0.050												0.050
Bal Jacob	Extra' leave purchase	0.010									0.001	0.001	0.001	0.001	0.002
Bal Jacob	Shorter weeks	0.155													
Simon Bennett	Service Desk to the BoC	0.056		0.056											0.056
Beth Bridges	Sell more firearms training	0.017	0.017												0.017
Paul Moxley	Removing PSI support from LP	0.201	0.009	0.009	0.009	0.009	0.041	0.009	0.009	0.009	0.009	0.009	0.009	0.069	0.201
Beth Bridges	Increased income PAS	0.025	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.007	0.030
Bal Jacob	Review on call allowances	0.020								0.004	0.004	0.004	0.004	0.004	0.020
Beth Bridges	Phase 2 SAAB FTE savings	0.283													
Elaine Peberdy	Solicitors statements	0.030	0.030												0.030
Elaine Peberdy	DBS overhead recharge	0.043	0.043												0.043
Andy Perkins	Review supervisory ratios	0.100	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.008	0.100
Matt Stiff	Remove print service post	0.013										0.002	0.002	0.002	0.007
Helen Danks	Cease lunch first day of courses	0.015	0.015												0.015
Beth Bridges	50% front counter cost reduction	0.247												0.021	0.021
Chris O'Hara	Sharie bldgs(PPL insourcing)	0.111	0.004	0.007					0.003			0.009			0.022
Helen Danks	Fleet	0.100									0.005	0.005	0.005	0.005	0.020
Bal Jacob	Delay staff recruitment 1 month	0.375	0.031	0.031	0.031	0.031	0.031	0.031	0.031	0.031	0.031	0.031	0.031	0.031	0.375
Bal Jacob	Delay officer promotion 1 month	0.028	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.028
Bal Jacob	POD Structure	0.011			0.002	0.046									0.048
Bal Jacob	POD structure post hold	0.025				0.020	0.018	0.018							0.056
Bal Jacob	EAP contract saving	0.007	0.007												0.007
Simon Bennett	Remove SIMS non-op iPads	0.004													
Simon Bennett	Mobile phone SIMS tariff	0.080	0.007	0.007	0.007	0.007	0.007	0.007	0.007	0.007	0.007	0.007	0.007	0.007	0.080
Simon Bennett	Capital spend to save FMP	0.045							0.003	0.004	0.004	0.004	0.004	0.004	0.023
Simon Bennett	Early broadband removal	0.036							0.003	0.003	0.003	0.003	0.003	0.003	0.018
Simon Bennett	MS Project & Visio licensing	0.014	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.014
Simon Bennett	Bolster ITSS to deliver savings	-0.012													
Matt Stiff	Delay 1.1 FTE grade E backfill	0.010	0.002	0.002	0.002	0.002	0.002	0.002							0.011
Matt Stiff	Hold recruitment of IPO post	0.013	0.013												0.013
Matt Stiff	Restructure of Staff office	0.023	0.037												0.037
Damian Barratt	Budgetary restraint	0.079	0.079												0.079
Elaine Peberdy	Travel	0.001	0.001												0.001
Elaine Peberdy	Reduction in overtime budget	0.001	0.001												0.001
Elaine Peberdy	solicitor statements (additional)	0.010	0.010												0.010
Becky Love	Delay recruitment Grade B post	0.005													
Becky Love	Remove 1 x Inspector Post	0.030										0.003	0.003	0.003	0.008
Simon Bennett	2 BP vacant for 6 months	0.050	0.007	0.007	0.007	0.007	0.007	0.007	0.005						0.050
Richard Muirhead	No post in C&P re Estates work	0.043	0.043												0.043
Paul Moxley	Remove HAU admin role	0.020	0.020												0.020
Damian Barratt	ROCU 7 officer posts	0.411	0.034	0.034	0.034	0.034	0.034	0.034	0.034	0.034	0.034	0.034	0.034	0.034	0.411
Beth Bridges	Cosford 1 Officer	0.059	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.005	0.059
Bal Jacob	Essential Users c/f from 20/21	0.049										0.008	0.008	0.008	0.025
Simon Bennett	1 person 1 device c/f from 20/21	0.168							0.014	0.014	0.014	0.014	0.014	0.014	0.084
		4.211	1.474	0.211	0.151	0.228	0.173	0.142	0.156	0.153	0.158	0.180	0.171	0.257	3.454

The following areas have been identified as at risk.

The impact of the extension to the age of our vehicles is affecting our ability to reduce spend on maintenance, £0.020m has been identified by contractual savings however price savings may be consumed by the volume being purchased.

The opportunity for staff to buy back leave has been publicised and applications closed at the end of September.

Front Counter consultation is under way, although after consultation and any necessary Management of Change process it is unlikely savings will begin to be achieved until the end of the year.

The admin post in PSD could not be held as it was identified as suitable alternative employment for a member of staff at risk and the reduction of an Inspector post has been delayed due to unsuitable posting for the current incumbent being identified.

Phase 2 of SAAB will not now be delivered.

There are twelve areas at risk totalling £0.946m. These are subject to monthly review, the balance have been achieved or are on track.

Action continues to be taken to minimise the risks on the amber rated savings and opportunities to maximise income are being pursued to address any remaining shortfall.

2 c. Budget moves (Virements)

During the second quarter further budget moves were made to reflect changes in structure, improved information available and other changes.

Detail of these virements is provided at Appendix 1 and a summary in the table below. The figures shown are the gross value of the movements, all virements are net nil i.e. do result in any change to the call on reserves other than the planned contribution to Op Lincoln of £0.624m.

Virement reason	£m
Budget creation - Op Lincoln	4.161
Budget correction	1.824
Budget owner dept. move	1.560
Savings target allocation	0.716
Delegation to lower level	0.143
DCC Contingency allocation	0.008
Total	8.412

The most significant change at £4.161m relates to the creation of a budget for Op Lincoln to work to based on the grant income and internal funding available. Preparation of a formal budget will ensure tight management control of funds spent on this high profile long term investigation.

Budget corrections are higher than would be expected in Q2, however some updates remained from Quarter 1 as the facility to vire funds was not made available until the last week of June after system changes to implement profiled budgeting.

The balance of virements are those which enable budget holders to manage their budgets more effectively, including the allocation of Contracts and Procurements savings to specific contracts.

Further virements will take place in the second quarter to increase the granularity of budgets for budget holders.

3. Directorate Commentary

3 a. Crime and Vulnerability (C&V)

Business Function	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Budget £m
Head of Crime & Vulnerability	0.190	0.099	0.066	0.033	-0.150	0.340
Criminal Justice	3.437	1.762	1.722	0.040	3.500	-0.063
Forensics	5.909	2.616	2.348	0.268	5.932	-0.023
Intelligence & Authorising Officer	4.094	1.975	2.188	-0.213	4.214	-0.120
Investigations	7.596	3.901	3.852	0.049	7.431	0.165
Vulnerability & Safeguarding	1.811	1.085	0.719	0.366	1.724	0.087
OCON	1.449	0.674	1.094	-0.420	0.828	0.621
Regional Special Branch	1.036	0.581	0.558	0.023	0.939	0.097
Regional Organised Crime Unit	4.164	2.062	1.576	0.486	4.177	-0.013
Subtotal	29.686	14.755	14.123	0.632	28.595	1.091

The current Crime and Vulnerability year end expenditure forecast is £28.595m against a current budget of £29.688m. This would result in a £1.091m underspend.

This forecast position has improved from a predicted overspend of £0.058m as at 30 June 2021 and includes additional County Lines funding of £0.291m along with lower than previously anticipated spend against Op Heracles (local Covid response) of £0.185m. It is anticipated that a proportion of the County Lines funding will be transferred to other Directorates to offset savings that have not been achieved in the current year.

Year to date Position

The underspend of £0.638m year to date is primarily due to:

- Vacant officer posts within ROCU, the corresponding pay overspend is being experienced in Local Policing. The variance however is expected to reduce as the year progresses as 13 officers have been identified to move to ROCU in Autumn 21. The force will then receive income to cover actual ROCU expenditure in March 22, therefore removing the variance within C&V at year end.
- Delay in the recruitment of Digital Forensic Transformation posts to align with the Management of Change process, and timing of the payment of non-pay invoices. A higher level of spend is expected over the second half of the year in line with the forecast position.

Significant Impacts on the Year End Forecast

The Directorate currently holds Special Grant income for County Lines of £0.291m and Home Office Covid funding carried forward from the previous year of £0.237m of which has been offset by costs. However, it is no longer anticipated that costs relating to the pandemic will be fully realised and therefore this is making a positive contribution to the overall forecast. Excluding these income streams, the Directorate has a forecasted underspend of £0.045m. It is also estimated that £0.023m of the County Lines funding, to a maximum of £0.075m, may be required to support the additional £0.075m Digital Forensic Outsourcing OCSET backlog submissions.

The anticipated draw on reserves for Op Lincoln is expected to be £0.687m. This is included in the forecast.

Whilst some areas of the Directorate are experiencing lower than expected vacancies, these are offset by underspends within the Directorate.

Whilst the OCON forecasts continues to remain within budget, it should be noted that this is a reactive area of work and therefore it can be unpredictable. Activity levels will also have a direct impact on the Forensic Service Providers outturn. This area of business is also seeing increased demand from other areas of the force where overtime budgets have been reduced. Work is on-going to produce updated clear guidance on the use of this budget subject to approval by Chief Officers.

The forces' contribution to ROCU is currently forecasted to budget, however has the potential to vary significantly as the year progresses due to the vacancy levels across the region.

Savings Contributions

C&V has a savings target of £0.740m, and £0.014m of indexation savings have also been achieved. The following areas have been identified and the necessary budgets have been reduced accordingly:

Description	£m	Saving Type
Mileage	0.030	Permanent
Parking	0.002	Permanent
Public Transport	0.009	Permanent
Subsistence	0.002	Permanent
Overnight Accommodation	0.004	Permanent
CID Expenses	0.007	Permanent
Expert Advisor	0.007	Permanent
Training Courses	0.020	Temporary
Forensics Staff Pay	0.250	Temporary - Identified as a result of the delay in Transition and DF Transformation from April to Sept 21.
ROCU 7 Officer Posts	0.411	Permanent – savings resulting from increased income to the force
Forensic Service Providers	0.014	Temporary – Indexation Savings on Cellmark and Eurofins Contracts
Total	0.754	

3 b. Operations Support

Business Area	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Budget £m
Operations	21.687	10.706	10.184	0.522	19.582	2.105
Road Safety	0.079	0.587	0.489	0.098	-0.031	0.110
Public Contact	16.913	8.465	9.316	-0.851	18.329	-1.416
Head of OS inc U&E	1.948	0.956	0.618	0.338	1.612	0.336
Total	40.627	20.714	20.607	0.107	39.492	1.135
Reserves trf for Road Safety Balance					0.031	0.031
Total	40.627	20.714	20.607	0.107	39.523	1.166

The current overall Operations Support year end forecast is £39.492m against a current budget of £40.627m. This would result in a £1.135m underspend.

Ops Support is showing as £0.107m underspent against the year to date budget.

Of the above, Force Operations (including Road Safety) is currently £0.620m underspent and forecasting to finish the year end £2.215m under budget. Of this, £1.3m is attributed to the vacancies within OPU.

Public Contact is currently showing as being £0.851m overspent, and predicting a £1.415m overspend at the end of the year. This has been caused by the calculation of the budget using averages, which have been found to be less than the actual rates of pay. Low levels of turnover as a result of COVID-19 have also hampered the achievement of the vacancy factor target and although turnover is starting to return to pre-pandemic levels, the gap that exists will not be closed during this financial year.

The unachievable savings within the Public Contact budget are now planned to be offset using a windfall increase in income elsewhere in force, although this has yet to be actioned.

The Additional forecast underspend (£0.336m) at the year-end is due to the Head of Ops Support and Uniform and Equipment budgets.

This forecast is reliant on maintaining current levels of spend and continuing efforts to control expenditure in all areas.

Overtime

The spend on overtime continues to be closely monitored and remains within the year to date budget, however the levels of expenditure have been steadily rising.

Almost £177K of overtime has been generated through Mutual Aid but this money is all reclaimed from the Force requesting the Mutual Aid.

Savings

A number of the savings from Ops Support have already been delivered with the remainder being closely monitored.

The SAAB saving and the Reverse Modernisation saving within the OCC will not be achieved.

Savings from the Vehicle Recovery Contract renegotiation are looking to be much less than the amount originally anticipated, however the shortfall in the budget has already been offset using funding from the sale of seized vehicles which was unusually high last year due to the seizure of a couple of high end vehicles which fetched a good price at auction.

The saving for Front Counters is also now at risk of not being fully delivered due to slippage in the timeline for implementing the change. The Management of Change process will be starting in the near future and a small portion of the savings will be achieved. Options are being explored to offset the shortfall.

3 c. Local Policing

Business Area	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Budget £m
LPA's & Force Leavers	87.348	43.605	45.037	-1.432	86.330	1.018
Custody	7.023	3.486	3.489	-0.003	7.057	-0.034
Problem Solving	4.046	2.022	2.085	-0.063	3.613	0.433
Total	98.417	49.113	50.611	-1.498	97.000	1.417

The current Local Policing forecast is £95.563m against a £97.000m budget, being a £1.417m underspend. Budget and forecast have both changed significantly since the last report following the move of student officer Year 1 budget to People and OD to reflect the budget holder responsibility for management of the initial recruitment, and student intake and training process.

The forecast variance is partly in the officer pay budget which accounts for £0.789m of the forecast underspend. An overspend offsetting vacancies in other areas is compensated for by a significant underspend in officer pensions of £1.619m.

Budgets for OPCC funded initiatives are now in place following the signature of relevant agreements.

The transfer of budgets for the Victims Advice Line to Operations Support has been slightly delayed due to focus on Quarter 2 forecasting, priority Based Planning and preparation of the high level 2022/23 position for the Away Day on 8th October, but will take place shortly.

The pay budget for student officers has now moved to People and OD, to reflect the influence of workforce planning on the budget line rather than operational deployment. Budgets for mileage and allowances will follow, subject to agreement of the levels to be transferred.

Overtime

Spend year to date on general overtime is £0.580m against a year to date budget of £0.638m and continues to be closely scrutinised. Football related continues to be a pressure on budgets as the season progresses, with a new cost centre now in place to separate overtime for operational football officers attending matches to identify the impact this activity has on the budget.

The figures on Bank Holiday overtime remain unchanged from last month with year to date budget being £0.441m and spend currently £0.398m.

Savings

There were two savings to be achieved in Local Policing £0.020m in Harm Assessment which has been achieved and £0.201m relating to Police Staff Investigator posts. Plans are in place to achieve these savings.

3 d. Business Services

The current Business Services forecast is £48.837m against a £48.325m budget, being a £0.512m overspend.

Business Area	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Budget £m
Business Operations	6.984	3.022	3.382	-0.360	7.699	-0.715
Commercial	4.318	2.244	2.151	0.093	4.466	-0.148
People and OD (incl Students)	10.969	5.310	4.784	0.526	11.896	-0.927
SPI	3.827	1.892	1.892	0.000	3.816	0.011
Op Opal	0.000	0.140	0.249	-0.109	0.000	0.000
Digital Services	18.000	10.240	10.947	-0.707	17.313	0.687
Change	4.227	1.346	1.177	0.169	3.647	0.580
Total	48.325	24.194	24.582	-0.388	48.837	-0.512

Business Operations

The **Business Operations Centre** is forecasting an overspend of £0.227m, this is partly due to a low turnover of staff compared to the vacancy factor but also as all teams were built to 69% of the previous structure. Managers and supervisor layers remain at 100%, resulting in a budget pressure at these layers. There are also additional posts in place relating to the Officer Recruitment uplift and McCloud Pension remedy.

Transport has a forecast overspend of £0.271m, this is mainly due to a full establishment, higher maintenance costs as the age of the fleet increases and a reduction in income from third party claim settlements. A small forecast overspend remains on vehicle hire although this is now much reduced to previous years. The introduction of the ULEV fleet has also necessitated spend on some additional equipment which has also resulted in a small overspend on the garage equipment budget.

The above costs are offset by a forecast underspend on vehicle fuel, although should prices continue to rise this estimate may fall by the quarter 3 forecast.

Commercial Services

The variance of £0.148m is primarily due to an increase in claims, premiums and support of specialist counsel/QC in complex legal cases. A full staffing structure has again impacted the ability to fulfil the vacancy factor.

People and OD

The overall projection for POD is £0.927m over which includes student officers.

A further variance of £0.328m is mainly due to the FTC savings of £0.618m from 20/21 being rolled forward into the 2021/22 budget. Work to reduce fixed term appointments has been led by POD and will be seen in pay budgets across the organisation, rather than within POD, however is not expected to reach the full budgeted saving.

PCDA subcontracting income offset against DHEP charges gives a positive variance of £0.150m, which increases to £0.200m when considering savings in overnight accommodation due to digital learning.

The Mental Health Support budget is forecast to overspend which is due to the current climate and the increase in mandatory support and outcome of Psychological risk assessments.

The Student Officer budget has been transferred to POD and is forecast to overspend by £0.600m. The pay budget was predicated on planned recruitment of 205 FTE which has now increased to 231, as numbers are fixed the reasons are now being scrutinised. The student officer pay budget has only recently moved to POD from LP, and further work is required to ensure salaries are coded to the correct cost centre.

There are currently no pressures to report for **SPI**.

Within Digital Services the budget for National IT Charges (including Home Office charges) will overspend by £0.247m due to the charges being updated after the 2021/22 budget was set.

Overall the combined Digital services and ICT shared service forecasts are showing an underspend of £0.687m. Costs continue to be broken out and directly charged to the separate forces and as such standalone spend appears higher compared to the YTD budget, this will even out and is reflected in the forecasting.

The movement from last quarter's reported overspend to an underspend has also been impacted by an extension to the Warwickshire hosting agreement for a further four months.

Should the DS structure achieve a full staffing position in the second half of the year the pay forecast would be over budget based on the new structure from October. The original budget had accounted for a structure decrease by 31% from Jan 2022, however the management of change output has not facilitated this level of reduction. The number of vacancies to date and currently within DS has resulted in a forecast underspend of £0.482m.

Change is forecast to underspend however pay and non pay offset each other in this forecast. The staffing structure is currently forecast to be £0.934m over, this is a result of less resources being capitalised due to a lack of capital projects being

available. A forecast underspend of £1.514m can be seen within non pay reflecting project and programme slippage

3 e. Corporate Support (DCC line management)

The current Corporate Support forecast is £4.201m against a £4.185m budget, being a £0.016m overspend

Business Area	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Actual £m
ARC & DBS	0.971	0.501	0.547	-0.046	0.952	0.019
DCC Budgets	1.611	0.646	0.469	0.177	1.501	0.110
PSD and Vetting	1.603	0.804	0.817	-0.013	1.748	-0.145
Total	4.185	1.951	1.833	0.118	4.201	-0.016

This is mainly due to the Officer saving of £0.081m in PSD which has not been achievable and the pressure of the vacancy factor on staff pay budgets.

The overspend has been largely offset by a forecast underspend on the DCC budget due to Op Elter contributions finishing, plus an increase in forecasted income from Solicitors in the ARC budget.

The YTD variance of £0.118m is a combination of Op Elter and DBS income payments being received one month in arrears.

3 f. OPCC Budgets

Business Area	Current Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Q2 Forecast £m	Forecast Variance to Budget £m
OPCC	4.554	1.321	0.645	0.676	4.537	0.017
OPCC Estates	9.819	5.296	4.424	0.872	9.815	0.004
YOS	0.000	0.517	0.340	0.177	-0.046	0.046
Sub Total	14.373	7.134	5.409	1.725	14.306	0.067

The forecast outturn position for the Office of the PCC is £14.306m against a £14.373m budget. This is an underspend of £0.067m.

The budget for the OPCC is reporting an underspend of 0.017m. There are a range of small under and overspends across employee's, transport and supplies and services which are offsetting each other, none of which are significant. Currently the commissioning budgets are predicted to be on budget in terms of spend, but there is risk that partners are not able to deliver their full service in year. The half year reporting of partner budget positions is not due until the middle of October.

The estates budget underspend is forecast to be £0.004m. There is an overspend on the cost of the estates premises contracts of £0.151m. Several of the contracts relating to annual inspections and maintenance works relating to the current year have been higher than the budget that was originally set. There has also been an impact from lost income as a lessee has withdrawn from renting from the PCC. These overspends have been offset by savings from vacancies in the establishment, which have occurred as the new team has embedded into the OPCC. This has not been significant enough to offset the overspends in other areas. The PCC has approved using £0.070m from the un-utilised budget covering the costs of transfer of the service from PPL to bring the estate service back into being on budget. There remains un-utilised budget available to cover further costs pressures if they should occur, or result in additional savings being reported at year end.

The current position is showing an underspend because the profile of budget spend has not reflected the actual invoicing from suppliers. Additional work is being undertaken to ensure that in future budget profiles provide a more accurate reflection of when spend will be incurred.

3 g. Capital Programme

The capital budget for 2021/22 of £18.870m was approved in February 2021. This included budgeted slippage from 2020/21 of £3.1m. As reported in Money Matters in May the actual slippage was £7.3m higher and this was approved to be carried forward into 2021/22. The revised budget for 21/22 now stands at £26.1m.

The forecast outturn at Quarter 2 is £15.8m: a forecast underspend of £10.3m. This is compared to a forecasted outturn in Q1 of £21.8m with an underspend of £4.3m

The main reasons for this forecasted underspend are as follows:

Delays in the commencement of certain Change Projects due to delays in recruitment of project managers (£0.8m), £0.7m in respect of the TEC1 – In Car Media project being wound down as a project, £0.5m in respect of OCC Saab System testing due to being pushed back to 22/23 and £0.2m slippage of TEC1 – Home Office Biometrics into 22/23.

Digital Services Transformation is expected to underspend by £700k against their £7.56m budget. This compares against a forecasted underspend of £300k in Q1 which is down to delays incurred due to scope of Tech Modernisation being revisited. There is a risk element within Q2 forecast of at least £300k additional underspend pending conclusion of the re-scoping exercise currently underway.

There is also expected to be a £0.5m underspend in respect of ICT equipment (Laptops & Mobile Phones) due to a large purchase order being due to be placed soon, but delivery timescales mean this will not be delivered until next financial year.

Underspend of £4.75m is expected across our estates projects, £1.97m of which is due to Firearms Range project being returned back to options appraisal stage, £1.95m on the Northern Hub Estates project as it is not expected that a land purchase will be required this year, £0.67m on Redditch Police Station due to costs being shared now with HWF&RS.

Finally, the national contract for body armour has now been awarded however purchasing will not begin until next financial year and therefore it will not spend anything against its £980k budget, which will now slip into 22/23.

It should be noted that in Q1, Money Matters narrative suggested there was a downside risk in forecasts that budget managers were submitting of between £3 and £5m due to timing of spend. The movement in forecast is this downside risk coming into play, although it is at the higher range of estimates primarily due to Firearms Range being sent back to options planning phase.

Details of the budget, actual and forecast outturn for each individual project are shown below. The actual plus committed spend of £9.3m includes £6.2m of orders raised but work not yet completed (£4.5m in respect of DST); actual invoices paid amounts to £3.15m.

The proposed capital financing of the 2021/22 capital spend is also set out below and includes external borrowing of £14.2m.

Project	Final Approval (Y)	21/22 Original Approved Budget (including budgeted slippage) £'000	In Year Approvals £'000	Revised 21/22 Budget £'000	21/22 Actuals + Commitments £'000	21/22 Forecast £'000	21/22 Forecast Variance to revised budget £'000
ICT Projects							
DST Phase 1 - Transition							
DST - End User Experience	Y	924	813	1,737	2,481	2,036	(299)
DST - Data & Integration	Y	491	1,503	1,994	859	617	1,377
DST Phase 2 - Simplify							
DST - Tech Modernisation	Y	3,375	89	3,464	2,000	4,185	(721)
DST - Future Operating Model	Y	250	113	363	50	50	313
DST Phase 3 - Rationalise			0	0			0
DST Phase 4 - Realise			0	0			0
Digital Services Transformation	Y	5,040	2,518	7,558	5,390	6,888	670
ICT Transformation Projects							
Programme and Project Management Resourcing - to be allocated to individual projects		1,325	-534	791	0	0	791
BSP Portfolio				0			
Assyst Upgrade Project (ICT MyBOP)	Y	0		0	21	21	(21)
ERP - Finance System residual invoices	Y	0		0	3	3	(3)
TEC1 - In-Car Media		678	23	701	0	0	701
Information Portfolio							
ANPR fixed sites	Y	110		110	80	60	50
Regional Motorways ANPR cameras (Highways England)		0		0	0	0	0
NEP Project Initiation		0	69	69	0	0	69
National IAMS Project Initiation		0	69	69	0	69	0
ITSS Portfolio							
K-COM Transition Project	Y	0		0	18	18	(18)
DCD residual cost	Y	0		0	2	2	(2)
Data Network Replacement (Red Flag)	Y	0		0	0	0	0
PSN Data Network		0		0	15	15	(15)
Operations Portfolio							
Hindlip OCC - ICT Testing	Y	0	310	310	590	0	310
Hindlip OCC - ICT Infrastructure	Y	0	175	175	0	0	175
Hindlip OCC - Saab SAFE Command & Control System	Y	0	611	611	0	611	0
OCC Phase 2 (incl Orlo)		43		43	0	120	(77)
OCC milestone payments (Telephony)	Y	0		0	-2	-2	2
Athena Systems Project - Phase 1	Y	0		0	0	0	0
Emergency Services Network		0	300	300	173	173	127
Airwave Replacement Equipment	Y	38	128	166	0	0	166
Mercury - CT digital capability.		17		17	0	0	17
Apollo - CT system replacing NSPIS/Cluster.		17		17	0	0	17
DVI - Disaster Victim Id		17		17	0	0	17
DPol - NPCC delivery of Digital Policing Standards (2025) - National		17		17	0	0	17
Digital Forensics Transformation		885	168	1,053	269	853	200
Single Online Home		76		76	0	76	0
TEC1 - HO Biometrics.		207		207	0	0	207
Home Office Biometrics Ph 3 - Front line DNA tests (2025) - National		40		40	0	40	0
People Portfolio							
Origin - Upgrades & Enhancements		500	0	500	0	0	500
OH Case Management System		30		30	0	30	0
Learning Management System		75		75	0	75	0
Currently Unallocated							
West Mercia Intranet separation				0	0	0	0
PMS and Archive Sytem upgrade		86		86	0	86	0
CAID4 - Child abuse DB update.		55	0	55	0	0	55
NFLMS - Firearms licencing update.		90	0	90	0	0	90
Regulatory - PSD data Monitoring		0	0	0	0	0	0
Transformation Projects Sub Total		4,306	1,319	5,625	1,169	2,250	3,375

Project	Final Approval (Y)	21/22 Original Approved Budget (including budgeted slippage) £'000	11 Year Approvals £'000	Revised 21/22 Budget £'000	21/22 Actuals + Commitments £'000	21/22 Forecast £'000	21/22 Forecast Variance to revised budget: £'000
ICT Replacement Projects							
KCOM Application Migration (Stabilisation Hardware)	Y	0	0	0	0		0
Desktop Replacement & Growth	Y	400	137	537	88	510	27
Laptops (£127k to be funded from Covid grant)	Y	500	372	572	372	200	772
Mobile Phones	Y	150	0	150	0	400	(250)
Mobile Devices - Covid-related for WFH	Y	0	0	0	0		0
New Recruits Setup - ICT costs	Y	0	131	131	201	210	(79)
Alliance separation - ICT costs	Y	0	0	0	-3	-3	3
Consolidation of Small Systems (combined with SS302)	Y	0	0	0	0		0
Replacement Printers and Scanners	Y	0	0	0	0		0
ICT Equipment / Network Units for Estates projects	Y	20	17	37	16	37	0
Server	Y	0	0	0	13	13	(13)
Network	Y	0	0	0	0		0
SAN / Backup Infrastructure	Y	0	0	0	0		0
Software Upgrades - Core IT Infrastructure software	Y	185	0	185	36	95	90
ICT Replacements Sub Total		1,365	667	2,012	721	1,462	650
Total ICT Projects		10,701	4,494	15,195	7,282	10,003	4,596
Estates Projects							
Hindlip Park Phase 2 Enhancement	Y	0	710	710	556	668	42
Deford Site - Refurbishment	Y	85	0	85	-21	100	(15)
Hindlip Site - Andy Rowsell Building Refurbishment	Y	0	21	21	0	21	0
Hindlip Site - Dog Section Refurbishment	Y	0	107	107	42	128	(31)
Kidderminster Police Station Refurbishment	Y	0	180	180	12	180	0
Refurbishment of Place Pic House for Op Lincoln	Y	20	0	20	0	20	0
Moving OPU base from Shrewsbury to Telford		50	0	50	0	141	(91)
OOD Disaster Recovery / Business Operations Centre	Y	0	665	665	417	450	215
Fleamings Training School / Firearms Range (Subject to Business Case)		1000	0	2,009	26	40	1,969
New Hereford Hub (Subject to Business Case)		165	-65	100	0	100	0
Nottingham Hub		1000	0	2,000	0	50	1,950
Redditch Police Station (Subject to Business Case)		1000	90	1,050	0	383	667
WM Electric Vehicle Charging Points	Y	0	250	250	142	182	68
Telford Alterations - residual invoice	Y	0	0	0	1	1	(1)
Worcester PS Refurb		0	0	0	14	12	(12)
Hindlip Accommodation Block		0	0	0	6	5	(6)
Estates Planned Programme Projects							
Investment in Estates Infrastructure (Planned Programme)		315	60	375	0	375	0
Bridgeforth Roof Replacement	Y		91	91	0	92	(1)
Estates SNT Projects							
Safer Neighbourhood Teams Relocation (Various Sites)	Y	539	-45	494	175	494	0
Redditch A&E Suites	Y		160	160	0	160	0
Tenbury Wells SNT Relocation	Y	0	50	50	0	50	0
Total Estates Projects		6,174	2,248	8,417	1,868	8,663	4,764
Other Capital Projects							
Vehicles Purchase	Y	1000		1,000	225	1,000	0
Road Safety - replacement cameras		0	400	400	365	400	0
Road Safety - replacement vehicles		0	100	100	0	100	0
Road Safety - Public Access System		0	17	17	17	17	0
Dashcams	Y	14	0	14	11	14	0
Body Armour Replacement		981	0	981	0	0	981
Total Other Capital Projects		1,995	517	2,612	628	1,631	981

Capital Financing		Original Approved Budget		Total 2021/22 Budget		2021/22 Forecast
		£'000		£'000		£'000
Capital Receipts	990ZP 313110	570		570		581
Capital Grants (General)	990ZP 224105	200		200		200
Capital Grants (Specific) - COVID Grant	990ZP 224105					127
Capital Grants (Specific) - ESN Grant	990ZP 213101			300		173
Funding from Warwickshire Police	990ZP 224104	0		0		0
Revenue Contributions	990ZP 620096	14		14		14
Revenue Reserves (Road Safety)	8Z00Z 312110	0		517		517
Internal Borrowing		0		0		0
External Borrowing		18,086		24,523		14,182
Total Capital Financing		18,870		26,124		15,794

In order to address issues of slippage, ownership, affordability and to ensure capital expenditure is in line with force priorities, financial accounting has created a capital bidding document which has been sent out to budget managers across West Mercia for completion, which will be used to support 22/23 capital budget. We envisage this will reduce the large movements in capital forecasting between quarters and financial years as only those projects which can feasibly be completed with current resources will be built into the capital budget.

4. Options and/ or Recommendations

It is recommended that:

1. This report is accepted as the quarter 2 forecast.
2. Should the current forecast prove accurate the operational reserve will be replenished in anticipation of a continuation of Op Lincoln and any further positive variance is utilised to reduce the borrowing requirement of the capital programme.
3. The virements included at Appendix 1 are approved.

5. Financial and resource considerations / implications

All considerations are discussed in the body of the report.

6. Risk Assessment

Although the Quarter 2 projection indicates an underspend it is important to recognise that the funding settlement for 2022/23 and beyond is not yet known and may be challenging. It is therefore appropriate that we should consider the current rate of expenditure in the context of these future years. Reserves have diminished

over recent years and there is risk that any overspends in future cannot be funded through the 'inheritance' of the past. The Treasurer recently reiterated that reserves are at the minimum they should be, so this cannot be emphasised strongly enough.

It therefore remains critical that all budget managers continue to grasp spend decisions and manage within force means to ensure the organisation remains viable and successful into the future.

7. Stakeholder Management / Engagement

The Business Partner team are in regular contact with budget holders

8. Equality and Diversity impact assessment

No equality or diversity issues have been identified during the compilation of this report.

Background Papers

None

Disclosure and Sensitivity

No sensitive information included.

Comments of relevant proper officer(s) or person(s) with statutory responsibilities

The financial considerations are contained within the body of the report

Supporting Papers:

Appendix 1:Virements

Period	Temp/ Perm?	Narrative	Value £	Between Business Areas ?	Between Directorates ?	MM category
4	Temp	Allocation of Covid surge fund from Heracles to LPAs to enable budget holders to manage	20,000	N/A	Yes	Delegation to lower level
4	Temp	Move part of OCON 'strategic initiatives' budget to OT to enable budget owners to manage.	172,952	N/A	No	Budget owner dept move
4	Perm	Devolve part of Trng Accommod budget from L&D to Ops	5,000	No	Yes	Budget owner dept move
4	Perm	Moves IOM Mgrs from LP to C&V	90,510	Yes	Yes	Budget owner dept move
4	Temp	Allocates Forensics savings from 'savings' code to budget lines of identified saving	250,000	No	No	Savings target allocation
4	Perm	Allocates HR savings from 'savings' code to budget lines of identified saving	35,875	No	No	Savings target allocation
5	Temp	Allocation of Covid surge fund from Heracles to OSs to enable budget holders to manage	5,000	N/A	Yes	Delegation to lower level
5	Perm	To move disclosure pay budget out of DBS to ARC	114,490	No	No	Budget owner dept move
5	Perm	Allocates SPI savings from 'savings' code to budget lines of identified saving	59,472	No	No	Savings target allocation
5	Perm	Deletes final service delivery Ch Insp in LP and creates new Ch Insp in C&V Criminal Justice	57,269	Yes	Yes	Budget owner dept move
4	Perm	EUA was on the incorrect code so moved to the right place	1,342	No	No	Delegation to lower level
4	Temp	Standby allowance was on the wrong code so moved to the right place	2,600	No	No	Delegation to lower level
4	Temp	Road Safety agreed to fund their bike repairs from their income so created new budget for Opu to manage	4,000	No	No	Budget owner dept move
4	Perm	Allocates LP savings from 'savings' code to budget lines of identified saving	107,239	No	No	Savings target allocation
5	Temp	Corrections to put pay budgets in the correct place as per the agreed establishment for April 2021	559,415	Yes	No	Budget correction
5	Temp	Corrections to put pay budgets in the correct place as per the agreed establishment for April 2021	479,550	Yes	No	Budget correction
5	Temp	Corrections to put pay budgets in the correct place as per the agreed establishment for April 2021	5,936	Yes	No	Budget correction
5	Temp	Separate out the Reverse modernisation saving from the OCC pay budgets to allow for more accurate budget monitoring	208,926	Yes	No	Budget correction
5	Perm	Historically the Cis budgets have been on Duties but the PBP process has identified this as an issue for approvals etc so moved at the Superintendent's request	258,194	No	No	Budget owner dept move
6	Temp	Creation of Op Lincoln non pay budgets in line with request by HoCS	1,313,624	No	Yes	Budget creation
6	Temp	Creation of Op Lincoln staff pay budgets in line with request by HoCS	2,847,458	No	Yes	Budget creation
5	Temp	Movement of Op Lincoln officer pay budgets in line with request by HoCS	712,427	No	Yes	Budget owner dept move
5	Temp	Ops Support - extra overtime for patrols during the 1st lockdown easing	3,750	N/A	Yes	DCC contingency budget
5	Perm	NciP Contribution 2021/22	2,579		Yes	Budget owner dept move
5	Perm	Allocates LP savings from 'savings' code to budget lines of identified saving	218,965	No	No	Savings target allocation
5	Perm	Partial reversal of above	-20,274	No	No	Savings target allocation
5	Perm	Partial reversal of above	-86,965	No	No	Savings target allocation
6	Temp	Historically the Cis budgets have been on Duties but the PBP process has identified this as an issue for approvals etc so moved at the Superintendent's request - missed the EUA from the previous virement	3,717	No	No	Budget owner dept move
6	Temp	Val staff Pay Costs Correction to correct Account Code	436,217	No	No	Budget correction
6	Perm	Custody Laundry budget to Business Support	6,713	No	Yes	Budget owner dept move
6	Temp	Budget on LD11Z Moved to LD01Z	52,249	N/A	No	Budget Correction
6	Perm	Officer Uplift allocation from LP to C&V (part for those in post)	98,784	Yes	Yes	Budget owner dept move
6	Perm	Officer Uplift internal to LPAs to mirror corporate allocation, al in patrol in OB		Yes	no	Budget owner dept move
6	Temp	T Beckett - backfill for J Loxley Clark Apr - June 21. Funded from DCC's Strategic Initiatives	4,542	Yes	Yes	DCC contingency budget
6	Temp	Budget on LB06Z Moved to LPCCF per LP Ch Supt request	5,000	No	No	Budget correction
6	Temp	Op Lincoln budget correction LG12Z TO LG13Z	77,104	NO	NO	Budget Correction
6	Perm	Move part of OT budget from Vetting to PSD	4,019	Yes	No	Budget owner dept move
6	Perm	Move Vetting checks budget from PSD to Vetting	20,700	Yes	No	Budget owner dept move
6	Perm	Move UNISON pay budget from BHAZ to UNISON cost centre BHUSZ	110,739	Yes	No	Delegation to lower level
6	Temp	Budget for 5 x Cellebrite licences from DFT TCU Equip to DS Software (ZN58536)	8,320	No	Yes	Budget owner dept move
6	Perm	Re-align Overtime Budgets to match forecast expenditure	3,474	No	No	Delegation to lower level
6	Temp	C&P savings of £152k to Change/ C&V and Commercial	152,000	No	Yes	Savings target allocation

Appendix 2: Contracts over £10k

Supplier Name	Procurement Type	Analysed Amount	Date Paid
Graham Asset Management Ltd	Local Contract	£249,374.82	28/09/2021
Virgin Media Business Limited	Collaborative Agreement	£191,456.92	16/09/2021
Insight Direct (Uk) Ltd	Collaborative Agreement	£150,579.15	10/06/2021
West Mercia Energy	Collaborative Agreement	£149,910.91	03/08/2021
West Mercia Energy	Collaborative Agreement	£145,755.79	03/08/2021
Noonan Services Group (Uk) Ltd	Local Contract	£144,318.25	11/05/2021
Noonan Services Group (Uk) Ltd	Local Contract	£144,318.25	10/06/2021
Noonan Services Group (Uk) Ltd	Local Contract	£144,318.25	15/07/2021
Noonan Services Group (Uk) Ltd	Local Contract	£144,318.25	12/08/2021
Noonan Services Group (Uk) Ltd	Local Contract	£144,318.25	14/09/2021
West Mercia Energy	Collaborative Agreement	£143,044.15	03/08/2021
Graham Asset Management Ltd	Local Contract	£139,879.80	21/09/2021
Yss	Purchase Order	£137,871.00	20/07/2021
Mopac	Purchase Order	£133,178.52	14/09/2021
West Mercia Energy	Collaborative Agreement	£126,069.41	02/09/2021
Graham Asset Management Ltd	Local Contract	£112,114.87	21/09/2021
Axis Counselling	Local Contract	£111,304.50	15/07/2021
Care And Custody (Health) Limited	Collaborative Agreement	£108,252.11	20/05/2021
Care And Custody (Health) Limited	Collaborative Agreement	£104,897.83	17/06/2021
Care And Custody (Health) Limited	Collaborative Agreement	£104,897.83	20/07/2021
Care And Custody (Health) Limited	Collaborative Agreement	£104,897.83	24/08/2021
Care And Custody (Health) Limited	Collaborative Agreement	£103,826.88	21/09/2021
Solo Service Group	Local Contract	£103,032.88	27/07/2021
Solo Service Group	Local Contract	£103,032.88	12/08/2021
Solo Service Group	Local Contract	£103,032.88	16/09/2021

Insight Direct (Uk) Ltd	Local Contract	£102,739.50	10/06/2021
Solo Service Group	Local Contract	£102,410.38	27/07/2021
Victim Support	Local Contract	£102,086.50	22/06/2021
Victim Support	Local Contract	£102,086.50	23/09/2021
Society Of Merchant Venturers	Purchase Order	£101,594.25	24/08/2021
Society Of Merchant Venturers	Purchase Order	£101,594.25	14/09/2021
Solo Service Group	Local Contract	£101,239.88	27/07/2021
Solo Service Group	Local Contract	£100,825.86	27/07/2021
Graham Asset Management Ltd	Local Contract	£100,141.13	28/09/2021
Solo Service Group	Local Contract	£98,835.99	22/06/2021
Solo Service Group	Local Contract	£98,835.99	27/07/2021
Dhl Supply Chain Limited	Collaborative Agreement	£81,988.85	01/07/2021
Specialist Computer Centres Plc	Local Contract	£76,550.00	29/06/2021
Dhl Supply Chain Limited	Collaborative Agreement	£75,607.23	22/06/2021
Thorlux Lighting	Purchase Order	£70,252.17	02/09/2021
Dhl Supply Chain Limited	Collaborative Agreement	£67,346.25	14/09/2021
British Telecommunications Plc	Local Contract	£65,135.29	28/09/2021
Airwave (D/D Only)	Collaborative Agreement	£64,269.60	29/07/2021
Airwave (D/D Only)	Collaborative Agreement	£64,269.60	29/07/2021
Airwave (D/D Only)	Collaborative Agreement	£64,269.60	
Airwave (D/D Only)	Collaborative Agreement	£64,099.60	23/06/2021
Airwave (D/D Only)	Collaborative Agreement	£63,069.98	05/09/2021
Advanced Business Solutions	Local Contract	£57,688.31	29/06/2021
Insight Direct (Uk) Ltd	Local Contract	£55,618.20	10/06/2021
Gallagher Bassett Int Ltd	Local Contract	£52,875.00	09/09/2021
Senator International Ltd	Collaborative Agreement	£52,861.20	27/07/2021
Allstar Business Solutions Ltd	Collaborative Agreement	£51,498.96	05/09/2021
Allstar Business Solutions Ltd	Collaborative Agreement	£51,079.49	29/07/2021

Dhl Supply Chain Limited	Collaborative Agreement	£50,169.29	27/07/2021
Park Place Technologies Computer Computer Ltd	Purchase Order	£50,168.88	22/07/2021
Orange Cyberdefence Uk Ltd T/A Securedata Eur	Local Contract	£49,504.71	25/05/2021
Allstar Business Solutions Ltd	Collaborative Agreement	£48,791.36	29/07/2021
Ee Ltd (Was Orange Pcs Ltd)	Collaborative Agreement	£47,957.00	17/06/2021
Insight Direct (Uk) Ltd	Local Contract	£45,753.12	10/06/2021
Forensic Analytics Ltd	Purchase Order	£45,000.00	01/07/2021
Wmpf Group Insurance Scheme	Purchase Order	£44,696.00	31/08/2021
Wmpf Group Insurance Scheme	Purchase Order	£44,396.20	27/05/2021
Wmpf Group Insurance Scheme	Purchase Order	£44,073.50	01/07/2021
Wmpf Group Insurance Scheme	Purchase Order	£43,851.10	12/08/2021
Axis Counselling	Local Contract	£43,619.00	11/05/2021
Senator International Ltd	Collaborative Agreement	£42,284.17	28/09/2021
Absolute Water Limited	Purchase Order	£41,788.93	21/09/2021
Staffordshire University	Collaborative Agreement	£37,826.72	25/05/2021
Nec Software Solutions Uk Limited	Collaborative Agreement	£35,970.00	29/06/2021
Diamond Facilities Support Limited	Local Contract	£35,742.17	12/08/2021
Dhl Supply Chain Limited	Collaborative Agreement	£35,266.58	22/06/2021
British Telecommunications Plc	Local Contract	£35,128.81	12/08/2021
Virgin Media Business Limited	Collaborative Agreement	£35,121.84	23/09/2021
Dhl Supply Chain Limited	Collaborative Agreement	£34,035.72	14/09/2021
British Telecommunications Plc	Local Contract	£34,009.44	12/08/2021
Senator International Ltd	Collaborative Agreement	£33,808.37	22/07/2021
Aon Uk Limited	Local Contract	£32,628.96	13/08/2021
Capita Secure Information Solutions Ltd	Local Contract	£32,349.65	08/07/2021
Hsbc Bank Plc	Local Contract	£32,011.67	29/07/2021
Dhl Supply Chain Limited	Collaborative	£32,010.07	27/07/2021

	Agreement		
Hsbc Bank Plc	Local Contract	£31,905.76	23/06/2021
Ricoh Uk Ltd	Local Contract	£31,852.33	12/08/2021
Ricoh Uk Ltd	Local Contract	£31,852.33	12/08/2021
Diamond Facilities Support Limited	Local Contract	£31,059.78	09/09/2021
Specialist Computer Centres Plc	Local Contract	£30,900.87	17/06/2021
Parental Education Growth Support Cic	Purchase Order	£29,532.87	11/05/2021
Hsbc Bank Plc	Local Contract	£29,366.55	23/06/2021
Auto Support Ltd	Local Contract	£28,420.00	21/09/2021
Hsbc Bank Plc	Local Contract	£28,023.80	05/09/2021
Rogers Rescue Ltd	Local Contract	£27,695.00	16/09/2021
Ukas United Kingdom Accreditation Serv	Purchase Order	£27,449.50	22/06/2021
Rogers Rescue Ltd	Local Contract	£27,085.00	09/09/2021
Pcc For South Wales	Purchase Order	£26,928.60	07/09/2021
Auto Support Ltd	Local Contract	£26,900.00	21/09/2021
Hsbc Bank Plc	Local Contract	£26,420.23	21/09/2021
Grayshift, Llc	Purchase Order	£26,316.00	
Power Control Limited	Purchase Order	£25,980.00	07/09/2021
Dhl Supply Chain Limited	Collaborative Agreement	£25,781.10	01/07/2021
Vodafone Limited (Corporate)	Local Contract	£25,738.74	12/08/2021
Yss	Collaborative Agreement	£25,000.00	11/05/2021
Auto Support Ltd	Local Contract	£24,030.00	29/06/2021
Rogers Rescue Ltd	Local Contract	£23,690.00	14/09/2021
Eurofins Forensic Services	Collaborative Agreement	£22,847.46	17/08/2021
Jml Software Solutions Ltd	Local Contract	£22,000.00	25/05/2021
Softcat Ltd	Purchase Order	£22,000.00	22/06/2021
Cleanse	Purchase Order	£21,732.67	12/08/2021
Bmm Energy Solutions Ltd	Purchase Order	£21,520.24	12/08/2021
Eurofins Forensic Services	Collaborative Agreement	£21,170.32	10/06/2021
Diamond Facilities Support Limited	Local Contract	£20,850.44	03/08/2021

Rogers Rescue Ltd	Local Contract	£20,555.00	09/09/2021
Specialist Computer Centres Plc	Local Contract	£20,497.92	15/06/2021
Micro Systemation Ltd	Local Contract	£20,440.87	15/07/2021
Gallagher Bassett Int Ltd	Local Contract	£20,170.71	10/06/2021
Royal Life Saving Society Uk	Purchase Order	£20,000.00	11/05/2021
Reed Specialist Recruitment	Local Contract	£19,722.53	23/09/2021
West Yorkshire Police	Purchase Order	£19,416.60	21/09/2021
Fideliti Ltd	Local Contract	£19,377.50	25/05/2021
Fideliti Ltd	Local Contract	£19,340.50	06/07/2021
Diamond Facilities Support Limited	Local Contract	£19,282.06	29/06/2021
Xps Administration	Local Contract	£18,533.00	20/05/2021
Xps Administration	Local Contract	£18,533.00	17/06/2021
Xps Administration	Local Contract	£18,533.00	03/08/2021
Xps Administration	Local Contract	£18,533.00	12/08/2021
Xps Administration	Local Contract	£18,533.00	23/09/2021
Gmk Ltd	Purchase Order	£18,460.00	23/09/2021
Cintra Translation Ltd	Collaborative Agreement	£18,173.35	15/07/2021
Mopac	Purchase Order	£17,971.38	13/08/2021
Wmpf Discretionary Health Sche	Purchase Order	£17,902.50	12/08/2021
Mehler Vario System Gmbh	Purchase Order	£17,886.00	31/08/2021
Cintra Translation Ltd	Collaborative Agreement	£17,875.35	19/08/2021
Wmpf Discretionary Health Sche	Purchase Order	£17,828.50	27/05/2021
Gmk Ltd	Purchase Order	£17,800.00	23/09/2021
Wmpf Discretionary Health Sche	Purchase Order	£17,766.00	31/08/2021
Jones Lang La Salle	Purchase Order	£17,738.00	03/08/2021
Safelives	Purchase Order	£17,500.00	11/05/2021
Gallagher Bassett Int Ltd	Local Contract	£17,458.50	21/09/2021
Fideliti Ltd	Local Contract	£17,449.66	28/09/2021
Wmpf Discretionary Health Sche	Purchase Order	£17,373.00	01/07/2021
Project Project Limited	Purchase Order	£17,250.00	22/07/2021
Sepura Plc	Collaborative Agreement	£17,160.00	10/06/2021
Gallagher Bassett Int Ltd	Local Contract	£16,976.36	20/05/2021

Cellmark Forensic Services	Local Contract	£16,807.50	15/07/2021
Dacoll Ltd	Local Contract	£16,745.00	15/06/2021
Nec Software Solutions Uk Limited	Collaborative Agreement	£16,500.00	29/06/2021
Mopac	Purchase Order	£16,332.00	
Talent International (Uk) Limited	Local Contract	£16,250.00	17/08/2021
Talent International (Uk) Limited	Local Contract	£16,250.00	12/08/2021
Cintra Translation Ltd	Collaborative Agreement	£16,165.70	23/09/2021
University Hospitals Coventry And Warks	Collaborative Agreement	£16,151.12	05/08/2021
Talent International (Uk) Limited	Local Contract	£16,100.00	03/06/2021
Stourport Manor	Purchase Order	£16,091.24	27/07/2021
Eurofins Forensic Services	Collaborative Agreement	£16,059.65	20/07/2021
Cintra Translation Ltd	Collaborative Agreement	£15,953.70	20/05/2021
Biffa Waste Services Ltd	Local Contract	£15,950.51	27/07/2021
Specialist Computer Centres Plc	Local Contract	£15,869.40	15/06/2021
Cintra Translation Ltd	Collaborative Agreement	£15,863.85	29/06/2021
Charteris	Local Contract	£15,725.00	05/08/2021
Shropshire Homes Ltd	Purchase Order	£15,679.47	
Bmw Group	Collaborative Agreement	£15,651.06	12/08/2021
Bmw Group	Collaborative Agreement	£15,651.06	03/08/2021
Bmw Group	Collaborative Agreement	£15,651.06	12/08/2021
Bmw Group	Collaborative Agreement	£15,651.06	12/08/2021
Dacoll Ltd	Local Contract	£15,462.75	15/07/2021
Staffordshire University	Collaborative Agreement	£15,418.50	14/09/2021
Staffordshire University	Collaborative Agreement	£15,417.98	12/08/2021
Insight Direct (Uk) Ltd	Local Contract	£15,016.20	10/06/2021
Lansdowne Rodway Estates Ltd	Purchase Order	£15,000.00	12/08/2021
Project Project Limited	Local Contract	£15,000.00	10/06/2021

Specialist Computer Centres Plc	Local Contract	£14,879.83	31/08/2021
Bhatt Murphy Solicitors	Purchase Order	£14,802.50	20/05/2021
Staffordshire University	Collaborative Agreement	£14,801.76	12/08/2021
Cellmark Forensic Services	Local Contract	£14,587.50	15/06/2021
Arlingclose Ltd	Local Contract	£14,500.00	29/06/2021
Virgin Media Business Limited	Collaborative Agreement	£14,492.57	10/06/2021
Talent International (Uk) Limited	Local Contract	£14,475.00	12/08/2021
Placecube	Purchase Order	£14,400.00	15/07/2021
Cellebrite Mobile Synchronization Ltd	Local Contract	£14,200.00	06/07/2021
Bhambra Consulting Ltd	Local Contract	£14,175.00	14/09/2021
Geoff Smith Associates	Local Contract	£14,028.21	12/08/2021
Nec Software Solutions Uk Limited	Collaborative Agreement	£13,963.00	16/09/2021
Eurofins Forensic Services	Collaborative Agreement	£13,624.07	23/09/2021
Talent International (Uk) Limited	Local Contract	£13,317.00	03/06/2021
Talent International (Uk) Limited	Local Contract	£13,317.00	03/06/2021
Talent International (Uk) Limited	Local Contract	£13,300.00	10/06/2021
Talent International (Uk) Limited	Local Contract	£13,300.00	15/07/2021
Graham Baker Motors	Local Contract	£13,165.00	15/06/2021
Staffordshire University	Collaborative Agreement	£13,157.12	25/05/2021
Hsbc Bank Plc	Local Contract	£13,139.72	29/07/2021
Reed Specialist Recruitment	Local Contract	£13,110.00	10/06/2021
Talent International (Uk) Limited	Local Contract	£13,000.00	14/09/2021
Fideliti Ltd	Local Contract	£12,994.28	07/09/2021
Peugeot Motor Company Plc	Collaborative Agreement	£12,886.45	22/06/2021
Reed Specialist Recruitment	Local Contract	£12,707.53	10/06/2021
Talent International (Uk) Limited	Local Contract	£12,675.00	15/07/2021
Talent International (Uk) Limited	Local Contract	£12,675.00	14/09/2021
Bhambra Consulting Ltd	Local Contract	£12,600.00	15/07/2021
Talent International (Uk) Limited	Local Contract	£12,581.00	03/06/2021
Talent International (Uk) Limited	Local Contract	£12,581.00	12/08/2021

Autocraft Telford	Local Contract	£12,546.48	10/06/2021
Inva Consulting Limited	Local Contract	£12,540.00	20/05/2021
Skern Lodge	Purchase Order	£12,450.00	06/07/2021
Talent International (Uk) Limited	Local Contract	£12,350.00	10/06/2021
Cleanse	Purchase Order	£12,191.97	27/07/2021
Talent International (Uk) Limited	Local Contract	£12,159.00	14/09/2021
Talent International (Uk) Limited	Local Contract	£12,034.00	12/08/2021
Autocraft Telford	Local Contract	£12,016.40	08/07/2021
Cellmark Forensic Services	Local Contract	£12,002.50	16/09/2021
Griffeye Technologies Ab	Purchase Order	£11,960.00	
Ee Ltd	Collaborative Agreement	£11,648.11	15/07/2021
Ee Ltd	Collaborative Agreement	£11,643.35	26/08/2021
Ee Ltd	Collaborative Agreement	£11,632.73	10/06/2021
Mr Edward Pleeth	Purchase Order	£11,627.60	17/08/2021
Cellmark Forensic Services	Local Contract	£11,610.00	12/08/2021
Talent International (Uk) Limited	Local Contract	£11,580.00	03/06/2021
Talent International (Uk) Limited	Local Contract	£11,580.00	10/06/2021
Talent International (Uk) Limited	Local Contract	£11,580.00	12/08/2021
Tersus Consultancy Limited	Purchase Order	£11,535.01	07/09/2021
Autocraft Telford	Local Contract	£11,511.25	17/08/2021
People Asset Management Ltd	Local Contract	£11,467.50	10/06/2021
Epeli Nakanacagi	Purchase Order	£11,344.00	29/06/2021
Ee Ltd	Collaborative Agreement	£11,286.43	15/07/2021
Cellmark Forensic Services	Local Contract	£11,235.00	21/09/2021
Talent International (Uk) Limited	Local Contract	£11,200.00	12/08/2021
Elected Technologies	Local Contract	£11,178.00	29/06/2021
Ee Ltd	Collaborative Agreement	£11,168.80	26/08/2021
Ricoh Uk Ltd	Local Contract	£11,162.48	21/09/2021
Tersus Consultancy Limited	Purchase Order	£11,106.48	09/09/2021
Carlton Fuels	Collaborative Agreement	£11,104.80	20/07/2021

Specialist Computer Centres Plc	Local Contract	£11,026.18	01/07/2021
Gams Limited	Local Contract	£11,025.00	21/09/2021
Talent International (Uk) Limited	Local Contract	£11,001.00	10/06/2021
Talent International (Uk) Limited	Local Contract	£11,001.00	15/07/2021
Carlton Fuels	Collaborative Agreement	£10,973.00	22/07/2021
Talent International (Uk) Limited	Local Contract	£10,940.00	28/09/2021
Talent International (Uk) Limited	Local Contract	£10,940.00	14/09/2021
Dwf Llp	Purchase Order	£10,926.50	12/08/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	15/06/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	17/06/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	12/08/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	12/08/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	12/08/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	31/08/2021
Reed Specialist Recruitment	Local Contract	£10,925.02	23/09/2021
Hsbc Bank Plc	Local Contract	£10,843.35	23/06/2021
Ee Ltd	Collaborative Agreement	£10,821.90	10/06/2021
Talent International (Uk) Limited	Local Contract	£10,711.50	14/09/2021
Axon Public Safety Uk Ltd (Tactical Safety)	Collaborative Agreement	£10,600.00	17/08/2021
Inva Consulting Limited	Local Contract	£10,587.50	10/06/2021
Inva Consulting Limited	Local Contract	£10,587.50	15/07/2021
Insight Direct (Uk) Ltd	Local Contract	£10,578.27	10/06/2021