

Report to West Mercia Governance Board

Title of paper:	Money Matters - 2021/22 Outturn
Meeting Date:	17 th May 2022
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Executive Summary:

The original budget for 2021/22 was £244.838m, which was revised to £245.462m in September 2021 to account for a potential requirement to draw down from reserves for Op Lincoln.

Final net operational expenditure to the end of March 22 was £236.613m, which after a planned contribution to reserves of £0.613m gave a net £7.717m underspend for the year.

The forecast at Quarter 3 was £243.245m, being £6.632m more than the final position.

Although an underspend is welcome in creating opportunities to address budget pressures and enhance the balance sheet it is recognised that the forecasting of revenue spend has not proved to be sufficiently robust. The reasons for the variance from the forecast as well as the variance from the budget are the subject of further investigation.

Capital expenditure for the year was £10.860m, an underspend of £16.255m against budget and £1.093m lower than the forecast at period 10. Further information regarding the outturn, the underspend, and the capital financing for the year is set out in section 3g.

Recommendations and Requested Outputs from WMGB:

It is recommended that:

1. This report is accepted as the outturn for 2021/22 subject to the approval of the reserves statement 31/03/22 report.
2. The virements included at Appendix 1 are noted.
3. Capital slippage of £4.127m is carried forward to 2022/23.
4. The sources of capital financing set out in section 3g are approved subject to the approval of the reserves statement 31/03/22 report.

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.

Report Contents

1. Purpose / key drivers of report

This report presents the final financial position for the 2021/22 financial year.

2. Main content

2 a. Overview

The original budget for 2021/22 was £244.838m, which was revised to £245.462m in September 2021 to account for a potential requirement to draw down from reserves for Op Lincoln.

Final net operational expenditure to the end of March 22 was £236.613m, which after a planned contribution to reserves of £0.613m gave a net £7.717m underspend for the year.

The forecast at Quarter 3 was £243.245m, being £6.632m away from the final position.

Although an underspend is welcome in creating opportunities to address budget pressures and enhance the balance sheet it is recognised that the forecasting of revenue spend has not proved to be sufficiently robust. The reasons for the variance from the forecast as well as the variance from the budget are the subject of further investigation. The recommendation to the PCC is that £3.5m of the underspend will be applied as a revenue contribution to capital to reduce borrowing to fund short life assets. A separate paper for decision on reserves and revenue contribution to capital is included on this agenda addressing the application of this sum to earmarked and

general reserves. This revenue contribution will result in savings in capital financing costs in 2022/23. The additional expenditure is included in the detail below and reduces the transfer to reserves to £4.217m..

Table 2: Objective Analysis

The table below shows spend by Directorate, before reserve funding is accounted for. It should be noted that Local Policing holds the corporate turnover factor for officers leaving during the year and so the objective view should be read alongside the subjective view to understand the full picture.

Business Function	Current Budget £m	Outturn £m	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
Crime & Vulnerability	30.452	29.054	1.398	29.406	-0.352
Operations Support	41.336	39.043	2.293	39.955	-0.912
Local Policing	98.382	100.083	-1.701	98.818	1.265
Business Services	47.437	43.546	3.891	48.558	-5.012
Corporate Support	4.192	3.961	0.231	4.211	-0.250
PCC & YOS	14.437	12.949	1.488	13.837	-0.888
Directorate Total	236.236	228.636	7.600	234.785	-6.149
Corporate Budgets	9.224	11.478	-2.254	8.461	3.017
Adjustment for funding to/from reserves					0.000
Total	245.460	240.114	5.346	243.246	-3.132

Table 3: Subjective Analysis

The summary subjective analysis below shows the overall position by type of spend.

Subjective Analysis	Annual Budget	Budget Moves	Revised Annual Budget	Actual for year	Variance	Q3 Forecast	Actual Variance to Forecast
	£m	£m	£m	£m	£m	£m	£m
Government Grants	(126.227)	0.000	(126.227)	(126.227)	0.000	(126.227)	0.000
Council Tax Precept	(118.812)	0.000	(118.812)	(118.716)	(0.095)	(118.812)	0.096
External Funding / Net Budget Requirement	(245.039)	0.000	(245.039)	(244.943)	(0.095)	(245.039)	0.096
Funding to/from Reserves	0.201	(0.624)	(0.423)	0.613	(1.036)	0.442	0.171
Total Funding	(244.838)	(0.624)	(245.462)	(244.330)	(1.131)	(244.597)	0.267
Police Officer Pay	125.811	(0.284)	125.527	124.957	0.570	124.535	0.422
Police Officer Overtime	2.391	0.582	2.972	3.022	(0.050)	2.972	0.050
Police Officer Overtime Mutual Aid	0.000	0.000	0.000	0.842	(0.842)	0.842	0.000
Police Staff Pay	62.144	5.305	67.449	69.216	(1.767)	69.357	(0.141)
Police Staff Overtime	0.566	0.129	0.695	0.756	(0.062)	0.641	0.115
PCSO Pay	7.430	0.000	7.430	7.158	0.272	7.076	0.083
Injury & Ill Health Pensions	3.776	0.000	3.776	3.202	0.574	3.695	(0.493)
Other Employee Expenses	2.025	(0.021)	2.004	1.942	0.063	1.967	(0.025)
Premises	8.846	0.148	8.994	9.122	(0.127)	9.350	(0.229)
Transport	4.136	0.094	4.230	4.234	(0.004)	4.173	0.061
Supplies & Services	33.459	0.686	34.145	26.507	7.638	31.161	(4.653)
Third Party Payments	16.118	(0.560)	15.558	17.707	(2.149)	15.893	1.815
Capital Financing	5.210	0.000	5.210	8.024	(2.814)	4.453	3.570
Gross Expenditure	271.911	6.079	277.990	276.688	1.303	276.113	0.574
Income	(27.073)	(5.455)	(32.528)	(36.575)	4.046	(32.868)	(3.707)
Net Operational Budget	244.838	0.624	245.462	240.113	5.349	243.245	(3.132)
Net Force & OPCC Budget	(0.000)	0.000	0.000	(4.217)	4.217	(1.352)	(2.865)

During the year some functions were still hosted for Warwickshire Police for longer than had been anticipated when the budget was set. This has resulted in variances across the categories of Staff Pay, Third Party Payments and Income.

The key variances above are discussed in the Business Area commentaries.

2 b. Savings Plan

The full savings plan is listed below showing achievement of £3.237m against the revised target of £4.056m. All unachieved savings are offset by other budget savings.

Business Area contact	Proposal	Saving 21/22	Total	Business Area contact	Proposal	Saving 21/22	Total
		£m	£m			£m	£m
Simon Bennett	Teleconferencing/remote working	0.500	0.500	Bal Jacob	Delay staff recruitment 1 month	0.375	0.375
Simon Bennett	Teleconferencing/remote working	0.139	0.139	Bal Jacob	Delay officer promotion 1 month	0.028	0.028
Richard Muirhead	Hosted service costing	0.082	0.082	Bal Jacob	POD Structure	0.011	0.048
Helen Danks/Matt Stiff	Cease printing force orders	0.010	0.010	Bal Jacob	POD structure post hold	0.025	0.056
Richard Muirhead	NAPFM management fee	0.005	0.005	Bal Jacob	EAP contract saving	0.007	0.007
Chris O'Hara	LED lights/movement sensors (see below)	0.005	0.000	Simon Bennett	Remove SIMS non-op iPads	0.004	0.000
Chris O'Hara	Insourcing of PPL (satisfies above target)	0.082	0.261	Simon Bennett	Mobile phone SIMS tariff	0.080	0.080
Beth Bridges	U&E budget review	0.050	0.050	Simon Bennett	Capital spend to save FMP	0.045	0.023
Beth Bridges	NDORS recharging	0.149	0.149	Simon Bennett	Early broadband removal	0.036	0.018
Beth Bridges	Vehicle recovery and storage	0.075	0.014	Simon Bennett	MS Project & Visio licensing	0.014	0.014
Beth Bridges	Mutual aid deployments	0.020	0.020	Simon Bennett	Bolster ITSS to deliver savings	-0.012	0.000
Richard Muirhead	CIPFA AFEP Programme	0.015	0.010	Matt Stiff	Delay 1.1 FTE grade E backfill	0.010	0.011
Helen Danks	Paper and print saving	0.020	0.020	Matt Stiff	Hold recruitment of IPO post	0.013	0.013
Helen Danks	Pool car reduction	0.050	0.050	Matt Stiff	Restructure of Staff office	0.023	0.037
Bal Jacob	Extra' leave purchase	0.010	0.017	Damian Barratt	Budgetary restraint	0.079	0.079
Bal Jacob	Shorter weeks remo		0.000	Elaine Peberdy	Travel	0.001	0.001
Simon Bennett	Service Desk to the BoC	0.056	0.056	Elaine Peberdy	Reduction in overtime budget	0.001	0.001
Beth Bridges	Sell more firearms training	0.017	0.017	Elaine Peberdy	solicitor statements (additional)	0.010	0.010
Paul Moxley	Removing PSI support from LP	0.201	0.201	Becky Love	Delay recruitment Grade B post	0.005	0.004
Beth Bridges	Increased income PAS	0.025	0.030	Becky Love	Remove 1 x Inspector Post	0.030	0.000
Bal Jacob	Review on call allowances	0.020	0.000	Simon Bennett	2 BP vacant for 6 months	0.050	0.050
Beth Bridges	Phase 2 SAAB FTE savings	0.283	0.000	Richard Muirhead	No post in C&P re Estates work	0.043	0.043
Elaine Peberdy	Solicitors statements	0.030	0.030	Paul Moxley	Remove HAU admin role	0.020	0.020
Elaine Peberdy	DBS overhead recharge	0.043	0.043	Damian Barratt	ROCU 7 officer posts	0.411	0.411
Andy Perkins	Review supervisory ratios	0.100	0.000	Beth Bridges	Cosford 1 Officer	0.059	0.059
Matt Stiff	Remove print service post	0.013	0.005	Bal Jacob	Essential Users c/f from 20/21	0.049	0.000
Helen Danks	Cease lunch first day of courses	0.015	0.015	Simon Bennett	1 person 1 device c/f from 20/21	0.168	0.084
Beth Bridges	50% front counter cost reduction	0.247	0.000			4.056	3.237
Chris O'Hara	Sharie bldgs(PPL insourcing replaces)	0.111	0.022				
Helen Danks	Fleet	0.100	0.020				

To confirm the position stated in the Q3 report, the following areas are unachievable and have been offset by savings elsewhere

- Supervisory Ratios £0.100m
- Phase 2 SAAB £0.283m
- Fleet Savings £0.100m
- Follow me printing £0.045m
- Inspector post PSD £0.030m
- One person, one device £0.168m

In addition

- The saving of £0.075m for vehicle recovery was found to be a 3 year saving and will be achieved once the new contract was embedded. £0.050m has been written back into the budget for 2022/23 with further savings allocated to the future years of the MTFP.

- On call allowances of £0.020m were unable to be reduced without loss of service cover
- Front Counter reduction of £0.247m was cancelled after public consultation.
- Contractual work on essential user allowance will take time to introduce

The saving for a shorter working week was removed from the plan at the Q3 report.

2 c. Budget moves (Virements)

During the final quarter further budget moves were made to reflect changes in structure, enable better budget management and ensure budget was reflected in the correct area. Once again fewer transactions were processed than in previous quarters.

Detail of these virements is provided at Appendix 1 with a summary in the table below. The figures shown are the gross value of the movements, all virements are net nil i.e. do not result in any change to the overall budget.

Category	Value £
Budget Owner Department move	829,485
Savings target allocation	306,520
Underspends	140,128
DCC contingency budget	38,211
Total	1,314,344

The highest value transaction was to move budget back to Local Policing from L&D for student officers. This action was taken after due consideration of the practicality regarding a decision made in 2020/21 which moved the budget away from Local Policing based on the PCDA and DHEP programme. After a prolonged period of teething problems it has been established it is administratively and operationally simpler to operate with the budget in Local Policing. The 2022/23 budget has been prepared this way.

The final allocations of pay savings were also identified and the figure for underspends relates to return of budget to the OPCC for projects which had underspend during the year.

Whilst the highest value of movement is attributed to budget corrections, this reflects the budget built during the autumn and winter of 2020 when the organisation was seeing considerable change. It is of note that no virements were required in the second half of 2021/22 for budget error corrections.

3. Directorate Commentary

3 a. Crime and Vulnerability (C&V)

Business Function	Current Budget £m	Outturn £m	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
Head of Crime & Vulnerability	0.190	-0.297	0.487	-0.251	-0.046
Criminal Justice	3.438	3.496	-0.058	3.484	0.012
Forensics	5.906	5.548	0.358	5.761	-0.213
Intelligence & Authorising Officer	4.094	4.115	-0.021	4.094	0.021
Investigations	7.652	7.600	0.052	7.626	-0.026
Vulnerability & Safeguarding	1.811	1.781	0.030	1.764	0.017
OCN	1.013	1.040	-0.027	0.984	0.056
Regional Special Branch	1.036	0.938	0.098	0.936	0.002
Regional Organised Crime Unit	4.252	4.074	0.178	4.226	-0.152
Subtotal	29.392	28.295	1.097	28.624	-0.329
Op Lincoln	0.436	0.759	-0.323	0.781	-0.022
Total	29.828	29.054	0.774	29.405	-0.351

Crime and Vulnerability, including Op Lincoln, ended the year with spend of £29.054m against a current budget of £29.828m, being a £0.774m underspend.

Key variances affecting the outturn are:

Head of C&V £0.487m under budget – due to successful acquisition of £0.497m County Lines funding which was not anticipated when the budget was set.

Forensics £0.358m under budget - primarily due to additional income to cover overheads as part of the hosted service for Warwickshire Police and also reduced pay costs due to slippage in the recruitment of Digital Forensic Transformation (DFT) posts.

ROCU £0.178m - this is West Mercia's share of the overall WMROCU £1.700m underspend.

Op Lincoln

Op Lincoln	Current Budget £m	Outturn £m	Outturn Variance £m	Q03 Forecast £m	Forecast Outturn variance £m
Home Office Grant	-2.920	-1.503	-1.417	-1.554	-0.050
Funding from Reserves	-0.624	0.000	-0.624	0.000	0.000
Grant Funded Expenditure	3.544	1.503	2.041	1.554	0.051
Grant Associated Costs	0.000	0.000	0.000	0.000	0.000
Force funded Expenditure (DC Posts)	0.436	0.759	-0.323	0.782	0.023
Grand Total	0.436	0.759	-0.323	0.782	0.023

The Force is able to claim grant funding of up to 85% of total costs excluding that of DC posts which are funded by the force. There is an overspend on Officer pay of £0.323m as the budget for these posts sits elsewhere in the Force whilst the costs are attributed to the Operation for transparency. This overspend will be offset by underspend in business as usual areas.

The total grant and reserve funded expenditure accounted for via Op Lincoln for the year is £1.503m against a budget of £3.544m resulting in an underspend of £2.041m against the grant submission.

The Force received £0.275m of grant funding for 20/21 during 21/22 and therefore, with the agreement of the OPCC, this has been used to cover the £0.262m that would have otherwise have been drawn from reserves.

It should also be noted that £0.245m of costs and associated grant income is accounted for within Local Policing to cover PSI backfill posts. The above table and costs relate specifically to resources working solely on Op Lincoln.

Savings Contributions

C&V has achieved its savings target of £0.740m, and £0.014m of indexation savings have also been achieved.

3 b. Operations Support

Business Area	Current Budget	Outturn	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
Operations	21.701	18.939	2.762	19.478	-0.539
Road Safety	0.079	-0.301	0.380	-0.166	-0.135
Public Contact	17.617	18.929	-1.312	18.929	0.000
Head of OS inc U&E	1.939	1.476	0.463	1.714	-0.238
Total	41.336	39.043	2.293	39.955	-0.912
Road Safety transfer to reserves	0.000	0.364	-0.364	0.241	0.123
Total	41.336	39.407	1.929	40.196	-0.789

Operations Support ended the year with spend of £39.407m against a current budget of £41.336m, being a £1.929m underspend. The credit in Road Safety was transferred to the specified Road Safety reserve for spend on future year's initiatives, this is in line with accounting policies.

Key variances affecting the outturn are:

Force Operations £2.762m underspend.

Officer Vacancies during the year account for £1.787m of this total, with overspend in Local Policing netting off the balance. Officer pay overall for the force was £0.570m under budget.

Whilst most areas in Ops Support saw an officer pay underspend this was most visible in the OPU areas where a number of vacancies still remain. There are plans in place to address this issue.

An over achievement of budgeted income accounts for a further £0.566m, with £0.348m in Mutual Aid contributions and £0.188m from Firearms training being further key areas of variance. The balance of underspend is comprised of variances of less than £0.100m across a variety of spend types.

Public Contact £1.302m overspend

Of this sum £0.737m was due to savings targets which were acknowledged to be unachievable during the year. A further £0.613m was due to staff pay primarily caused by low turnover meaning the vacancy factor was not achievable. Overtime was also used in 2021/22 to improve OCC call response times, resulting in a further £0.088m overspend. No vacancy factor has been applied to the OCC in 2022/23 budget following changes in recruitment process to keep numbers steady in recognition of the impact of vacancies on 999 call response times.

Offsetting the overspend was a £0.169m underspend in officer pay due to vacancies, again this is offset elsewhere in force.

Ops Support £0.463m underspend

The under-spend here is primarily due to the uniform and equipment budgets where tight management of kit issue has continued. Whilst grasping the allocation of equipment has been key to reducing spend over the last two years, the supply chain has also been a factor, with delays due to Covid and the post Brexit market meaning long wait times have been experienced.

Savings

The planned savings have been substantially achieved. The unachievable savings within the Public Contact budget are offset by underspends in year and have been rectified within the 2022/23 budget.

3 c. Local Policing

Business Area	Current Budget £m	Outturn £m	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
LPAs & Force Leavers	86.507	87.292	-0.785	86.252	1.040
OPCC funded budgets	0.800	0.803	-0.003	0.844	-0.041
Custody	7.041	7.048	-0.007	7.078	-0.030
Problem Solving	4.034	4.940	-0.906	4.644	0.296
Total	98.382	100.083	-1.701	98.818	1.265

Local Policing ended the year with spend of £100.083m against a current budget of £98.382m, being a £1.701m overspend.

Of this £1.905m was on officer pay which reflects the underspend in other areas as vacancies were not filled in the year and officers were moving more slowly out of Local Policing.

PCSO pay was £0.274m under budget which reflects a high number of vacancies in the earlier part of the year and the difficulty in recruiting to the training courses. Staff pay was £0.378m over budget which reflects low turnover and non-achievement of the vacancy factor.

The final area of difference was the uplift grant for which £0.334m than budget was received.

Savings

There were two savings to be achieved in Local Policing £0.020m in Harm Assessment and £0.201m relating to Police Staff Investigator posts both of which were achieved by the end of the financial year.

3 d. Enabling Directorates

Business Area	Current Budget £m	Outturn £m	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
Business Operations	6.984	7.577	-0.593	7.509	0.068
Digital Services	18.000	14.440	3.560	16.970	-2.530
People and OD	7.843	7.775	0.068	7.997	-0.222
Student Officers within POD	2.257	2.348	-0.091	3.526	-1.178
SPI	3.869	3.902	-0.033	3.876	0.026
Commercial excl Change	4.262	4.357	-0.095	4.505	-0.148
Change	4.222	3.147	1.075	4.175	-1.028
Total	47.437	43.546	3.891	48.558	-5.012

The Enabling areas of Commercial and Business Support ended the year with spend of £43.546m against a current budget of £47.437m, being a £3.891m underspend.

Business Operations

The final position for Business Operations is £7.577m against a budget of £6.984m. A £0.593m overspend.

This is mainly due to under budgeting within Business Support and the Business Operations Centre caused by uncertainty regarding Warwickshire Police's hosting requirements and savings targets.

Business Support

Business Support is overspent by £0.305m.

Of this sum pay accounts for £0.236m, partially due to the vacancies not being as high as usual due to the pandemic and a resulting underachievement of the vacancy factor.

The balance falls mainly within Catering related activity at £0.069m which saw a contract extension, increased provision for student officers and for football match cover.

Transport

Transport is overspent by £0.026m, which contains offset over and under budget items.

Pay accounts for £0.083m predominantly due to low staff turnover impacting the vacancy factor. This is broadly offset by an underspend in accident damage of £0.074m. Reductions in accidents have been seen due to the accident management group intervention and driver sanctions.

The increasing average age of the fleet increases maintenance demands with the vehicle spares budget overspent by £0.178m.

The Fuel Budget underspent by £0.184m due to the low fuel usage during lockdown, however recent price increases meant the Q3 forecast was understated and the budget into 2022/23 is showing a pressure as oil prices increase.

Business Operation Centre

The BOC is overspent by £0.262m, this is largely due to a miscalculation regarding the exit of Warwickshire Police from the service.

People and Organisational Development (POD)

The POD outturn (excluding student officers) is £7.775m against a budget of £7.843m, being an £0.68m underspend.

Reduced spend was seen primarily in L&D where training courses were under budget by £0.273m and Accommodation by £0.107m due to covid and the use of digital learning. There was also an unbudgeted income amount of £0.190m from the Government Apprentice incentive, the budget for 2022/23 has been amended to account for this new income.

These under-spends were offset by the fixed term contract saving which was not achieved.

The large variance compared to Q3 forecast was due to the student officer pay budget. After some difficulties with tracking spend due to postings moving between LP and POD, this budget has been moved back to Local Policing.

Strategy Planning and Insight

The SPI outturn is £3.902m against a £3.869m budget, being an overspend of £0.033m

The overspend is an due to an additional Staff Officer post and pressures on the Corporate Communications staff pay budget due to an unbudgeted uplift post and maternity cover. There are no pressures to report on the supplies and services budgets.

Digital Services

The Digital Services outturn is £14.440m against a budget of £18.000m being a £3.560m underspend. This significant underspend can be broadly attributed to three key areas, Network Infrastructure, Hardware Support & Maintenance and Software Purchase. These are offset by pay savings and other small variances.

Network Infrastructure

This area is underspent by £0.936m.

Ongoing contract negotiations with suppliers have been delayed therefore forecast maintenance spend of £0.281m has also been delayed until April 2022. In addition uncertainty with invoicing has resulted in additional underspends of £0.428m, this uncertainty has now been resolved.

Hardware Support & Maintenance

This area is underspent by £1.299m.

£0.250m of this underspend was due to project slippage and cancellations.

A further £0.528m was included within the strategic initiatives budget for licensing and support costs as a result of the separation from Warwickshire Police, this was not required.

The remaining underspend relates to an unrequired element of the budget for Warwickshire Police of £0.293m.

Software Purchase

This area is underspent by £1.639m, £0.630m of this can be attributed to the Microsoft EA agreement. This was due to a combination of £0.299m relating to Digital Services Transition spend not being required and a saving of £0.330m due to consolidation at renewal of the contract.

The national Airwave replacement programme has been delayed until 2024, this has resulted in the £0.195m budget for SAAB Safe ESN costs not being required. , £0.136m relates to budget duplication. A further £0.137 was carried forward into the budget incorrectly.

The categories of underspend are shown in the table below.

Significant variance by cause	Network Infrastructure £m	Hardware Support & Maintenance £m	Software £m	Total £m
Project slippage	0.100	0.248	0.260	0.608
Contract negotiation	0.281		0.330	0.611
Budget duplication	0.052	0.572	0.272	0.896
Warwickshire hosting	0.078	0.370		0.448
Additional savings		0.092	0.617	0.709
System owner communications	0.428		0.055	0.483
	0.938	1.282	1.534	3.755

Whilst the forecasting for Digital Services is disappointing, the investigation of the causes is developing a greater understanding of the cost drivers and provides a mechanism to avoid, in future, the large swings between forecast and actual that have previously been seen.

Savings

The table below indicates the savings for DS during 2021/22 identified in the annual savings exercise. In addition to this there was a contracts target of £0.288m which has been achieved.

Proposal	Saving 21/22 £m
Teleconferencing/remote working	0.139
Service Desk to the BoC	0.056
Remove SIMS non-op iPads	0.004
Mobile phone SIMS tariff	0.080
Capital spend to save FMP	0.045
Early broadband removal	0.036
MS Project & Visio licensing	0.014
Bolster ITSS to deliver savings	-0.012
2 BP vacant for 6 months	0.050
1 person 1 device c/f from 20/21	0.168
	0.579

All savings were achieved other than the iPad and 1 person 1 device which were delayed due to Covid. Unachievable savings were offset by the under-spends noted above.

Commercial Services

Commercial Services (excluding Change) has an outturn of £4.357m against a £4.262 budget, being a £0.095m overspend. The overspend is broadly due to an increase in claims and compensation paid and support of specialist counsel/QC in complex legal cases. This was not as high as forecast, the settlement of such claims being difficult to predict.

The Change Programme has an outturn of £3.147m against a £4.222m budget, being a £1.075m underspend. The most significant factor was the DST programme failing to recruit resources to deliver the programme as originally planned. An overspend in the central change team pay budget of £0.109m was offset by non-pay underspend on the budget line that caters for feasibility and other pre-project spend.

3 e. Corporate Support (DCC line management)

Business Area	Current Budget £m	Outturn £m	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
ARC & DBS	0.970	0.907	0.063	0.906	0.001
DCC Budgets	1.619	1.271	0.348	1.536	-0.265
PSD and Vetting	1.603	1.783	-0.180	1.769	0.014
Total	4.192	3.961	0.231	4.211	-0.250

Overall the outturn for Corporate Support is £3.961m against a £4.192m budget, being a £0.231m underspend.

The underspend in ARC was due to vacancies within DBS and an overachievement on income from solicitors.

The DCC budget underspend was due to a reduction in payments to other forces and delays in initiatives funded from the contingency budget, these will now fall into next financial year.

The overspend in PSD/Vetting related to pay budget pressures including the reduction of an Inspector post which was not achieved during the year. This post has now been released so there is no budget pressure for 2022/23.

3 f. OPCC Budgets

Business Area	Current Budget £m	Outturn £m	Outturn Variance £m	Q3 Forecast £m	Forecast to Outturn Variance £m
OPCC Governance	4.620	3.564	1.056	2.612	0.952
OPCC Estates	9.817	9.443	0.374	9.809	-0.366
YOS	0.000	-0.058	0.058	-0.106	0.048
Sub Total	14.437	12.949	1.488	12.315	0.634
YOS Contribution to Reserves	0.000	0.058	-0.058	0.000	0.058
OPCC corporate contribution to reserves	0.000	0.904	-0.904	0.000	0.904
OPCC Governance funding from reserves	0.000	-0.885	0.885	0.000	-0.885
Sub Total	14.437	13.026	1.411	12.315	0.711

OPCC Governance budget is underspent by £1.941m including movements to reserves (£1.056m + £0.885m). This is split between

- Overspend on office running costs of £0.040m
- Underspend on Commissioning activity of £1.981m

Operating costs were impacted by one-off events including changes to senior leadership in West Mercia Police and the Office of the PCC. There was sufficient reserves available to call upon if required to support these changes, however

underspends have been realised across a range of budgets including staff vacancies, transport costs and the budget for use of external advisors.

The underspend on commissioning relates to the additional £3.009m of grant funding from central government awarded during the year. The Commissioning team has prioritised utilising this in-year funding to support the commissioning of services, such as for victims of sexual & domestic violence and also in perpetrator programmes. The proposal is to use a proportion of the underspend to extend the funding these programmes into 2022/23.

OPCC Estates budget reported an overall underspend of £0.374m. The majority of the underspend (£0.372m) is related to slippage in the planned maintenance programme projects which are being rolled forward into the 2022/23 financial year.

Within the remaining underspend of £0.010m there were variances which net each other off. There was one unplanned variance within premises costs relating to a power outage at Hindlip Hall.

Other variances were not unexpected, given that this was the first year establishing the in-house estates services. There were variances relating to:-

- Additional cost pressures from the level of reactive maintenance works required
- Savings as a result of time taken to fill vacancies as the new team was established
- The level of energy usage across the estates was lower than predicted.

The overall position was managed by the team as to ensure that the impact on the budget was controlled. The PCC had ensured a contingency was in place to manage the risk that costs would vary from the initial budget set for the new service.

In addition to this the PCC was notified a **one-off grant** funding in 2021.22 of £1.522m. £0.904m has been allocated to reserves in line with the 2021.22 reserves strategy.

The PCC hosts the **Youth Offending Services** on behalf of Local Authority Partners. The budget is set and approved and managed by a Management Board. The year end position is an underspend of £58k which has been transferred into a ring-fenced reserve.

3 g. Capital Programme

The revised capital budget for 2021/22 stands at £27.115m. The final outturn at Quarter 3 is £10.860m: an underspend of £16.255m. This is compared to a forecasted outturn in Q3 of £13.631m (underspend of £13.484m) and a revised forecasted outturn at period 10 of £11.953m (underspend of £15.162m).

Summary Capital

	Budget	Final outturn	under / (over) spend	slippage to c/f to 2022/23
	£m	£m	£m	£m
Change	13,183	5,963	4,941	2,279
ICT Replacement	2,012	996	1,016	0
Estates	8,503	2,737	5,052	714
Fleet	1,905	771	0	1,134
Other	1,512	393	1,119	0
	27,115	10,860	12,128	4,127

The main reasons for the underspend / slippage are as follows:

Digital Services Transformation has underspent by £2.972m against the £7.558m budget. This is mainly due to a lack of resourcing that has caused many of the projects to fall behind. Carry forward of £1.472m is being requested (£0.550m - Data & Integration and £0.922m - Tech Modernisation) to progress these projects in 2022/23.

The remaining underspend in Change (£4.248m, including slippage requested to be carried forward of £0.807m) is due to: delays in the commencement of certain Change Projects due to delays in recruitment of project managers (£0.800m); £0.700m in respect of the In Car Media project being wound down as a project; £0.600m due to delays in the new Origin and Learning Management System projects; £0.585m in relation to Digital Forensics Transformation slipping into 22/23; £0.400m in relation to the rollout of ESN being delayed; £0.399m in respect of OCC Saab System testing due to being pushed back to 22/23; £0.207m in respect of the Home Office Biometrics system being delayed; and £0.329m in respect of various smaller projects that are not now required.

A large underspend of £1.016m has occurred on ICT Replacement projects due to ordering of mobile phones and laptops for the Digital Services Transformation project being delayed until 2022/23. This was not flagged up during the period 10 refresh of the forecasted outturn and has resulted in a large swing in the final outturn figure.

The cost of these devices will be met from the increased 2022/23 budget for ICT Replacement.

Estates projects have underspent by £5.766m (including slippage requested to be carried forward of £0.714m), mainly due to: £1.963m relating to the Firearms Range project that has been returned back to options appraisal / business case stage; £2.000m on the Northern Hub Estates project as it is not expected that a land purchase will be required this year; £0.501m on Redditch Police Station (project now started and included in 2022/23 programme); and £0.252m relating to the BOC being delivered under budget.

A number of smaller projects that were expected to complete in 2021/22 but are still ongoing will require budget to be carried forward into 2022/23, amounting to £0.714m. This includes £0.146m in respect of the Dog Section Refurbishment project where there has been a delay in the project due to changes in planning requirements for the fence. There has been an increase in the price of steel since the project has been delayed which would result in an overspend of £0.070m (this is part of the £0.146m carry forward request); approval is sought for the additional resources to cover this increase in costs (see section 4 below).

The PCC authorised £0.905m of additional funding for Fleet purchases (including £0.356m to be funded from the Insurance reserve for replacement of vehicles that have been written off) on top of the original £1.000m budget. Due to the time delay between new vehicles being ordered and received, it is requested that £1.134m be carried forward to 2022/23 for vehicles that have been ordered but will not be received until the next financial year.

Finally, the national contract for body armour has now been awarded however purchasing will not begin until next financial year. A new capital bid for a revised amount of £0.850m has been included in the 2022/23 budget so no carry forward is required.

Details of the budget, forecast, and final outturn for each individual project are shown below together with the proposed capital financing that includes borrowing of £5.826m.

Project	Revised 21/22 Budget	21/22 Forecast	21/22 Outturn	21/22 Outturn Variance to revised budget: under/(over) spend	Under/(over) spend	Slippage to C/F to 22/23
	£'000	£'000	£'000	£'000	£'000	£'000
Change Projects						
DST Phase 1 - Transition						
DST - End User Experience	1,737	1,440	1,664	73	73	0
DST - Data & Integration	1,994	706	825	1,169	619	550
DST Phase 2 - Simplify						
DST - Tech Modernisation	3,464	1,850	2,043	1,421	499	922
DST - Future Operating Model	363	115	54	309	309	0
Digital Services Transformation sub-total	7,558	4,111	4,586	2,972	1,500	1,472
Programme and Project Management Resourcing - to be allocated to individual projects	791	0	0	791	791	0
BSP Portfolio						
Assyst Upgrade Project (ICT MyBOP)	0	21	20	(20)	(20)	0
ERP - Finance System residual invoices	0	3	0	0	0	0
TEC1 - In-Car Media	701	0	0	701	701	0
Information Portfolio						
ANPR fixed sites	110	60	60	50	50	0
Regional Motorways ANPR cameras (Highways England)	0	0	0	0	0	0
PMS and Archive Sytem upgrade	86	0	30	56	0	56
NEP Project Initiation	69	0	0	69	69	0
National IAMS Project Initiation	69	0	0	69	69	0
ITSS Portfolio						
K-COM Transition Project	0	18	-5	5	5	0
DCD residual cost	0	2	2	(2)	(2)	0
Data Network Replacement (Red Flag)	0	0	2	(2)	(2)	0
PSN Data Network	0	15	0	0	0	0
Operations Portfolio						
Hindlip OCC - ICT Testing	310	0	740	(430)	(430)	0
Hindlip OCC - ICT Infrastructure	175	0		175	175	0
Hindlip OCC - Saab SAFE Command & Control System	611	0		611	611	0
OCC Phase 2 (incl Orlo)	43	265		43	43	0
OCC milestone payments (Telephony)	0	-2	-8	8	8	0
Emergency Services Network	300	65	66	234	234	0
Airwave Replacement Equipment	166	0	0	166	0	166
Mercury – CT digital capability.	17	0	0	17	17	0
Apollo – CT system replacing NSPIS/Cluster.	17	0	0	17	17	0
DVI – Disaster Victim Id	17	0	0	17	17	0
DPol – NPCC delivery of Digital Policing Standards (2025) - National	17	0	0	17	17	0
Digital Forensics Transformation	1,053	558	470	583	(2)	585
Single Online Home	76	0	0	76	76	0
TEC1 – HO Biometrics.	207	0	0	207	207	0
Home Office Biometrics Ph 3 – Front line DNA tests (2025) - National	40	0	0	40	40	0
People Portfolio						
Origin - Upgrades & Enhancements	500	0	0	500	500	0
OH Case Management System	30	0	0	30	30	0
Learning Management System	75	0	0	75	75	0
Currently Unallocated						
CAID4 – Child abuse DB update.	55	0	0	55	55	0
NFLMS – Firearms licencing update.	90	0	0	90	90	0
Other Transformation Projects Sub Total	5,625	1,005	1,377	4,248	3,441	807
Change Projects Total	13,183	5,116	5,963	7,220	4,941	2,279

Project	Revised 21/22 Budget	21/22 Forecast	21/22 Outturn	21/22 Outturn Variance to revised budget: under/(over) spend	Under/(over) spend	Slippage to C/F to 22/23
	£'000	£'000	£'000	£'000	£'000	£'000
ICT Replacement Projects						
KCOM Application Migration (Stabilisation Hardware)	0		0	0	0	0
Desktop Replacement & Growth	537	125	102	435	435	0
Laptops (£127k to be funded from Covid grant)	972	926	585	387	387	0
Mobile Phones	150	535	0	150	150	0
Mobile Devices - Covid-related for WFH	0	0	0	0	0	0
New Recruits Set-up - ICT costs	131	210	249	(118)	(118)	0
Alliance separation - ICT costs	0	-3	-3	3	3	0
Consolidation of Small Systems (combined with 8S30Z)	0	0	0	0	0	0
Replacement Printers and Scanners	0	0	0	0	0	0
ICT Equipment / Network Links for Estates projects	37	37	50	(13)	(13)	0
Server	0	13	13	(13)	(13)	0
Network	0	0	0	0	0	0
SAN / Backup Infrastructure	0	0	0	0	0	0
Software Upgrades - Core IT Infrastructure software	185	95	0	185	185	0
ICT Replacements Sub Total	2,012	1,938	996	1,016	1,016	0
Total ICT Projects	15,195	7,054	6,959	8,236	5,957	2,279

Project	Revised 21/22 Budget	21/22 Forecast	21/22 Outturn	21/22 Outturn Variance to revised budget: under/(over) spend	Under/(over) spend	Slippage to C/F to 22/23
	£'000	£'000	£'000	£'000	£'000	£'000
Estates Projects						
Hindlip Park Phase 2 Enhancement	710	668	549	161	161	0
Defford Site - Refurbishment	85	97	-22	107	0	107
Hindlip Site - Andy Rowsell Building Refurbishment	21	0	0	21	0	21
Hindlip Site - Dog Section Refurbishment	107	96	31	76	(70)	146
Kidderminster Police Station Refurbishment	180	72	-28	208	208	0
Refurbishment of PlacePro House for Op Lincoln	20	0	0	20	20	0
Moving OPU base from Shrewsbury to Telford	136	141	95	41	36	5
OCC Disaster Recovery / Business Operations Centre	665	450	413	252	252	0
Firearms Training School / Firearms Range (Subject to Business Case)	2,009	60	46	1,963	1,963	0
New Hereford Hub (Subject to Business Case)	100	0	0	100	100	0
Northern Hub	2,000	50	0	2,000	2,000	0
Redditch Police Station (Subject to Business Case)	1,050	310	549	501	501	0
WM Electric Vehicle Charging Points	250	182	0	250	233	17
WORCESTER ELECTRIC CHARGERS	0	0	22	(22)	(22)	0
KIDDERMINSTER ELECTRIC CHARGER	0	0	28	(28)	(28)	0
DEFFORD ELECTRIC CHARGERS	0	0	22	(22)	(22)	0
HEREFORD ELECTRIC CHARGERS	0	0	38	(38)	(38)	0
TELFORD ELECTRIC CHARGERS	0	0	26	(26)	(26)	0
Telford Alterations - residual invoice	0	1	14	(14)	(14)	0
Estates Planned Programme Projects						
Investment in Estates Infrastructure (Planned Programme)	375	374	0	375	375	0
HEREFORD ROOF	0	0	78	(78)	(78)	0
HINDLIP REPLACEMENT BOILER	0	0	83	(83)	(83)	0
DEFFORD REPLACEMENT UPS	0	0	81	(81)	(81)	0
SHREWSBURY REPLACEMENT UPS	0	0	16	(16)	(16)	0
Worcester PS Refurb	0	14	201	(201)	(201)	0
Hindlip Accommodation Block	0	6	0	0	0	0
SHREWSBURY POL STN - CAR PARK	0	0	30	(30)	(30)	0
HINDLIP PARK ENHANCEMENTS	0	0	17	(17)	(17)	0
REDDITCH POLICE STATION	0	0	14	(14)	(14)	0
Bridgenorth Roof Replacement	91	92	148	(57)	(57)	0
Estates SNT Projects						
Safer Neighbourhood Teams Relocation (Various Sites)	494	454	156	338	0	338
Redditch ABE Suites	160	160	130	30	0	30
Tenbury Wells SNT Relocation	50	28	0	50	0	50
Total Estates Projects	8,503	3,255	2,737	5,766	5,052	714

Project	Revised 21/22 Budget	21/22 Forecast	21/22 Outturn	21/22 Outturn Variance to revised budget: under/(over) spend	Under/(over) spend	Slippage to C/F to 22/23
	£'000	£'000	£'000	£'000	£'000	£'000
Other Capital Projects						
Vehicles Purchase	1,500	1,130	723	777	(357)	1,134
Vehicle Purchases - Electric Bicycles	49	48	48	1	1	0
Vehicle Purchases - Write Off Reserve (coded to 8G01Z)	356	66	0	356	356	0
Road Safety - replacement cameras	400	369	365	35	35	0
Road Safety - replacement vehicles	100	0	0	100	100	0
Road Safety - Public Access System	17	17	17	0	0	0
Dashcams	14	14	11	3	3	0
Body Armour Replacement	981	0	0	981	981	0
Total Other Capital Projects	3,417	1,644	1,164	2,253	1,119	1,134
Total Capital Projects	27,115	11,953	10,860	16,255	12,128	4,127

Capital Financing / Capital Determinations	Total 2021/22 Budget	2021/22 Forecast	2021/22 Outturn
	£'000	£'000	£'000
Capital Receipts	570	330	204
Capital Grants (General)	200	200	196
Capital Grants (Specific) - COVID Grant (mobile devices)	0	127	127
Capital Grants (Specific) - ESN Grant	300	65	66
Funding from Warwickshire Police (Stabilisation H/W)	0	0	48
Revenue Reserves (Road Safety)	517	386	381
Road Safety Capital Grant	0	0	4
Revenue Reserves (Insurance Reserve - vehicle w/offs)	0	66	356
Revenue Contributions to Capital (including £3.5m approved by the PCC)	0	153	3,653
Internal Borrowing	0	0	0
External Borrowing	25,528	10,626	5,826
Total Capital Financing	27,115	11,953	10,860

In order to address issues of slippage, ownership, affordability and to ensure capital expenditure is in line with force priorities, a capital bidding document was sent out to budget managers across West Mercia for completion during the budget setting process and will now be used to support the 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.

Forecasted slippage from 2021/22 was built into the bids and the slippage requested to be carried forward into 2022/23 in this paper is additional slippage that wasn't forecast at the time the capital bids were prepared.

These capital bidding documents were submitted to the PCC for formal inclusion within the 2022/23 capital programme, subject to a successful business case being provided.

4. Options and/ or Recommendations

It is recommended that, subject to approval of the Reserves Statement 31/03/22 report:

1. This report is accepted as the outturn for 2021/22.
2. The virements included at Appendix 1 are noted.
3. Capital slippage of £4.127m is carried forward to 2022/23.
4. The sources of capital financing set out in section 3g are approved.

5. Financial and resource considerations / implications

All considerations are discussed in the body of the report.

6. Risk Assessment

At the point where inflation is increasing rapidly the underspend and contribution to reserves mitigates some risk of pressure to the 2022/23 budget.

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

Appendix 1: Virements

Table 1: Virements in Q4

Period	Temp/ Perm	Narrative	Value £	MM category
10	Perm	Staff savings target from savings line to relevant teams - DS Customer services	220,770	Savings target allocation
11	Temp	Savings on Staff Pay to Technical Contractors for cover of critical technical roles	100,000	Budget Owner Dept Move
11	Temp	DCC contingency funding to SPI - Differential between Sgt & Insp for 4 months	5,104	DCC contingency budget
11	Temp	DCC contingency funding to SPI - Temp grade A for 3 months.	2,500	DCC contingency budget
11	Temp	DCC contingency funding - Temporary Welfare Officer	16,000	DCC contingency budget
12	Temp	DCC contingency funding to Comrportate Comm Video equipment	3,107	DCC contingency budget
12	Temp	DCC contingency funding to POD - Ex Police Officer Review	1,500	DCC contingency budget
12	Perm	Staff savings target from savings line to relevant teams - DS Business Change	49,991	Savings target allocation
12	Temp	Staff savings target from savings line to relevant teams - SPI	35,759	Savings target allocation
12	Temp	DCC contingency funding to LP - Shift shortfalls vs unresourced BH Overtime	10,000	DCC contingency budget
12	Perm	Student Officer pay budget from POD to LP due to pay costs being coded to LP. Reverses previous decision as proving unworkable.	729,485	Budget owner dept move
13	Temp	Unspent LP OPCC Funding returned	116,227	Underspends
13	Temp	Unspent LP OPCC Funding returned	23,901	Underspends
			1,314,344	

Table 2: Virement Summary for the year

Category	£
Budget correction	4,371,851
Budget creation	4,161,082
Strategic Initiatives allocation	3,185,000
Budget owner move	3,080,085
Cost centre consolidation	1,238,261
Savings target allocation	1,116,062
S22 changes	710,164
Delegation to lower level	541,820
Underspends	140,128
DCC contingency budget	56,503
Account code consolidation	30,474
	18,631,430

Appendix 2: Contract Activity for the year over £10k

Activity Description	Supplier	Procurement Type	Client Area	Value £
Independent Domestic Violence Advisor (IDVA) Service	West Mercia Womens Aid	Local Agreement	OPCC	3,593,070
Energy Supply - Electric & Gas	West Mercia Energy	Collaborative Framework	OPCC - Estates	1,847,808
Building Maintenance - PPM/Reactive (Graham)	CBRE	Local Agreement	OPCC - Estates	1,000,000
10368 Athena	Northgate	Collaborative Framework	BS - IT Shared Service	770,387
M&E/Reactive/PPM Building Maintenance	CBRE	Local Agreement	OPCC - Estates	700,000
IBM I2 (10616)	PDS	Collaborative Framework	BS - Digital Services	265,122
Catering	Cleaver Chefs	Local Agreement	BS - Business Operations	200,000
Facilities Management Services (Igloo)	Igloo	Framework	OPCC - Estates	150,000
10016 Oracle Licenses	Oracle	Framework	BS - IT Shared Service	145,310
10427 Local Extraction Kiosks	Cellebrite	Local Agreement	BS - IT Shared Service	116,799
Grounds Maintenance (UK Landscapes)	UK Landscapes	Local Agreement	OPCC - Estates	100,000
10682 WMWare Bluelight 2018 ELA	PDS	Collaborative Framework	BS - IT Shared Service	92,616
Office Supplies	ACS	Collaborative Framework	BS - Business Operations	80,000
Adobe DC Pro	PDS	Collaborative Framework	BS - Digital Services	42,178
10133 Northgate GIS Mapping Products	Northgate	Local Agreement	BS - IT Shared Service	37,920
Adobe Software Various	PDS	Collaborative Framework	BS - IT Shared Service	31,450
Adobe DC Pro	PDS	Collaborative Framework	BS - IT Shared Service	22,195
CycComms	DEOFF Smith Ass	Framework	BS - Digital Services	16,834
Water Supply	West Mercia Energy	Collaborative Framework	OPCC - Estates	1
West Mercia DFU server/storage platform	Telefonica	Local Agreement	Commercial Services - Change	855,755
M&E/Reactive/PPM Building Maintenance	CBRE	Local Agreement	OPCC - Estates	700,000
Worcester Chiller Replacement	AP Mitchel	Local Agreement	OPCC - Estates	217,000
Business Objects Acuma - 10526	Acuma	Local Agreement	BS - Digital Services	60,805
10718 National Law Enforcement ICT Services Charges	Home office	Collaborative Framework	BS - IT Shared Service	1,673,418
10403 Body Worn Video (Lot 2) Hosted Data Storage	Axon	Framework	BS - IT Shared Service	453,766
10016 Oracle Licenses	Oracle	Local Agreement	BS - IT Shared Service	100,186
LAN Break Fix	VMB	Framework	BS - IT Shared Service	137,628
10427 Local Extraction Kiosks	Cellebrite	Local Agreement	BS - IT Shared Service	116,799
10682 WMWare Bluelight 2018 ELA	PDS	Police framework	BS - IT Shared Service	292,813
10616 IBM I2	PDS	Police framework	BS - IT Shared Service	84,099
Atlantis (HiveIO) Licenses for Xendesktop Citrix	HCL Technologies Ltd	Local Agreement	BS - IT Shared Service	67,380
10728 Intranet Support	SmartMedia	Local Agreement	BS - IT Shared Service	66,000
10654 HPE Maintenance Support Service for 76023BB-GB	Hewlett Packard	Local Agreement	BS - IT Shared Service	N/A
10817 IBM Infosphere Datastage & Quality Designer	DU360	Local Agreement	BS - IT Shared Service	55,130
VARITAS - Symantec and Data Domain - Netbackup + Enterprise	SCC	Local Agreement	BS - IT Shared Service	9,090
10133 Northgate GIS Mapping Products	NEC Ltd	Local Agreement	BS - IT Shared Service	39,437
10753 Overarching WPC Software Packages	WPC Software Ltd	Local Agreement	BS - IT Shared Service	40,257
10760 Police National Legal Database - West Yorkshire PCC	West Yorkshire PCC	Collaborative Framework	BS - IT Shared Service	32,378
Adobe Software Various	SCC	Local Agreement	BS - IT Shared Service	42,178
10022 CoreDMS Firearms, Inn Keeper and COMPACT	WPC Software Ltd	Local Agreement	BS - IT Shared Service	10,549
Adobe DC Pro	PDS	Collaborative Framework	BS - IT Shared Service	42,178
Server Support Contracts DELLS	SCC	Local Agreement	BS - IT Shared Service	19,331
CycComms	Geoff Smith Associates Ltd	Collaborative Framework	BS - Digital Services	15,236
IMAAP Collision Analysis Software	TRL Ltd	Local Agreement	BS - IT Shared Service	16,000
10759 Centurion License and Support	Force Info Systems Ltd	Local Agreement	BS - IT Shared Service	14,587
Egress	Egress Software Technologies	Local Agreement	BS - IT Shared Service	10,238
Hereford Roofing	Absolute Waterproofing Ltd	Local Agreement	OPCC - Estates	155,000
Defford Security Wall & Doors	Abbey & Lyndon Builders Ltd	Local Agreement	OPCC - Estates	100,000
Vehicle Conversion Service	SVS	Local Agreement	BS - Business Operations	56,000
Driver Offender Retraining	TTC	Collaborative Agreement	LP - Operations Support	9,000,000
10288 OLEEO	SCC	Framework	BS - Digital Services	21,061
10821 IT Health Check	CCS	Collaborative Agreement	BS - Digital Services	30,000
10744 DARS	Daetech	Purchase Order	BS - Digital Services	23,938
10683 National Airwave Terminal Framework Agreement Lot 1	PDS	Framework	BS - Digital Services	227,172
10526 Business Objects Upgrade	Acuma	Purchase Order	BS - Digital Services	60,805
10669 Quality Assurance & IT Testing for OCC	CCS	Framework	BS - Digital Services	276,500
10672 CyComms Support	GSA	Local Agreement	BS - Digital Services	14,168
10277 Livelinks	Vodafone	Framework	BS - Digital Services	13,762
10725 Vuelio Support	CCS	Framework	BS - Digital Services	11,000
Cyclops Cycfirearms Licenses	GSA	Local Agreement	BS - Digital Services	19,500
VMWare	Computercenter	Collaborative Agreement	DS - Digital Services	732,033
NetVault	SCC	Framework	DS - Digital Services	249,000
Cleaning Contract	Solo	Local Contract	OPCC - Estates	11,800,000
MICROSOFT EA AGREEMENT	Insight Direct (UK) Ltd	Collaborative Agreement	DS - Digital Services	1,635,712
Annual Airwave Service Charges	Airwave	Collaborative Agreement	DS - Digital Services	1,355,000
Vehicle Hire	Arnold Clark	Local Contract	BS - Business Operations	688,000
HCS - High Speed Connection	Virgin Media Business Limited	Collaborative Agreement	DS - Digital Services	300,000
10371 HR Origin System Software & Support	Capita	Collaborative Agreement	DS - Digital Services	277,506
Public Access System	NEC	Local Contract	DS - Digital Services	262,350
ITSM	CanCom	Collaborative Agreement	DS - Digital Services	250,000
10859 Citrix Endpoint Management On-Prem	SCC	Local Contract	DS - Digital Services	202,752
10653 Assyst License MyBop	Axios	Collaborative Agreement	DS - Digital Services	133,290
Priority Based Planning Consultancy	Project Project	Local Contract	Commercial Services	70,000
Vehicle Recovery Scheme	Various contractors x6	Local Contract	LP - Operations Support	45,000
10444 Fastform	Bramble Hub	Purchase order	DS - Digital Services	42,340
Confidential Waste	Shred It	Local Contract	OPCC - Estates	42,242
10652 Address Server, Atlas Batch & QAS API	Hopewiser	Purchase order	DS - Digital Services	39,750
10050 Exchange Server Support & Maintenance	Proband Ltd	Purchase order	DS - Digital Services	37,000
10764 Fotoware	Medialogix Ltd	Purchase order	DS - Digital Services	36,713
Firearms Range Cleaning (ECC)	EEC	Local Contract	OPCC - Estates	28,000
10755 XRY Licences	MSAB	Purchase order	DS - Digital Services	20,441
10188 Pegasus Force Wide Support	ABM Ltd	Purchase order	DS - Digital Services	17,627
Griffeye Software License DI Pro	Giffeye Ltd	Purchase order	DS - Digital Services	16,445
10815 BLADEWORXX	Placecube	Purchase order	DS - Digital Services	14,400
Software & Licenses Lynx CSG Gateway	Civica UK Ltd	Local Contract	DS - Digital Services	14,400
10647 Tranman License, Support and Maintenance	Civica UK Ltd	Local Contract	DS - Digital Services	10,204
10415 Lexi Nexis Case Management	Lexis Nexis	Local Contract	DS - Digital Services	10,188
Winter Maintenance (Nurture)	Nurture	Local Contract	OPCC - Estates	10,000