



Report to: Finance Group
Date: 16 January 2013
Agenda Item: 3
Subject: Revenue Budget and Capital Programme 2012/13
Monitoring and Forecast report – (Quarter 3 - Period 9)
Sponsor: Interim Director of Corporate Resources
Author: Head of Finance
For: Information

1 PURPOSE OF PAPER

- 1.1 This report provides the monitoring and forecast position for the revenue and capital budget as well as the Balance Sheet and cash flow for 2012/13 as at Period 9 (Quarter 3).
- 1.2 Appendices A and B set out the position on the revenue budget for the British Transport Police (BTP) and shows the forecast outturn position to be an under spend of £137k or 0.1% under the approved net budget of £248.8m.
- 1.3 Appendix C sets out the position for each scheme in the capital programme (including contingency) at Period 9 the capital outturn forecast is £9.9m which is under the original budget delegation of £11.6m for reasons set out in the report.
- 1.4 Appendix D shows the establishment (budgeted staff numbers) and the actual numbers in post as at Period 9 for Areas and FHQ Departments. The Service is 157 FTEs or 3.3% below the overall establishment of 4,723 FTEs as at Period 9.
- 1.5 Appendix E shows the balance sheet position as at the end of the second quarter (Period 9).
- 1.6 Appendix F is the 2012/13 cash flow forecast as at Period 9.

2 REVENUE BUDGET

- 2.1 The forecast outturn at Period 9 indicates an under spend of £137k or 0.1% under the approved budget for net expenditure. This is very close to the overall forecast as reported to the Finance Group at Quarter 2. The Period 9 position includes the impact of ring fencing some of the budget to fund an initiative to further strengthen the front line. This initiative utilises £700k of



Area and Departmental under spends which have been centralised through the Finance Review meetings and also utilises the £300k forecast under spend that was identified at Period 5.

- 2.2 The intention is to fund a number of police officers for a period of 12 months while remaining within our overall establishment. It is likely that a significant part of the £1m which has been set aside for this initiative will be used to create a balance sheet reserve to ensure continued funding into the next financial year.
- 2.3 The forecast also includes £1.6m of permanent and temporary savings that have been found in-year in order to protect the balance sheet reserve which is used to smooth the PSA, this will enable £1.6m of this reserve to be used to reduce the PSA in 2013/14 as requested by the Authority.
- 2.4 The year to date position as at Period 9 shows an overall under spend of £781k or 0.5% against the year to date budget. Area and Departmental budget holders are rigorously challenged at each period's Finance Review meeting on their year to date variances and confidence of achieving their year-end forecast. Budget holders are required to demonstrate in detail how they will achieve their forecast position in order to provide assurance to the Interim Director of Corporate Resources that the year to date and full year forecast positions are realistic.

Analysis by Department and Area

- 2.5 Appendix A sets out the forecast position by FHQ Departments and Areas, as at Period 9 all parts of BTP are forecasting to be very close to budget by year end.

Analysis by Expenditure and Income

- 2.6 Appendix B sets out the forecast position by expenditure and income classification. All forecast variances are within the 5% tolerance set out in the Chief Constable's Budget Responsibilities and Delegation Letter.

Emerging Budget Risks

- 2.7 There are no specific emerging budget risks which are not included within the Period 9 financial position:



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3 BTP ESTABLISHMENT AND ACTUALS IN POST

- 3.1 Appendix D shows the establishment and actuals in post position for BTP. At Period 9 BTP was 157 FTEs or 3.3% below the overall establishment of 4,723 FTEs (Police Officers – 38 FTEs (1.3%) below establishment, Police Staff 86 FTEs (5.8%) below establishment, PCSOs – 34 FTEs (8.4%) below establishment.
- 3.2 The process to reconcile staff numbers between Human Resources, Finance and Business Areas is now routine. Human Resources and Finance colleagues have agreed the counting rules and terminology to be used when calculating people numbers. This is improving the understanding and accuracy of budgeted establishment and actuals across the Force.
- 3.3 Detailed workforce planning is in place to ensure that there is effective management of staff numbers over a three year timeframe. This workforce planning looks at anticipated patterns of leavers, starters and the timing and size of Police Officer and PCSO intakes. This workforce planning is intended to minimise the gap between the budget and actual position and it is intended that the actual numbers in post will be very close to budget by year end.

4 IN-YEAR BUDGET MOVEMENTS

- 4.1 As last year BTP has been taking a very proactive approach to identify any in-year savings and centralise these in order to provide financial resilience and optimum use of the budget. So far this year £637k of permanent savings have been identified and centralised. In addition to these permanent savings a further £963k of temporary savings have been identified as requested by the Authority in order to protect £1.6m of the reserve used to smooth PSA increase. These additional savings have been found by holding police staff vacancies in the FHQ Departments and by applying the mobile data handset revenue provision of £400k within Corporate Resources.
- 4.2 As a result of these in-year savings BTP is forecasting that only £1,738k of the £3,338k contribution from previously found savings will be required in 2012/13.
- 4.3 The budget also reflects the movement of £700k made up of under spends which have been centralised from across BTP as part of the Finance Review Meetings process into a ring fenced line for the initiative to strengthen the front line as mentioned above.



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5 DfT FUNDED OLYMPICS EXPENDITURE

5.1 Table 1 below summarises the position for the DfT Olympics expenditure as at Period 9. The forecast for DfT Funded Olympics expenditure is currently £2.0m under budget. This position has resulted from lower than expected costs from BTP and the other forces who provided support for the Olympic policing, due to the success of both the Games and BTP's operations leading to a consequent reduction in the hours worked.

5.2 The DCC is exploring options with the DfT for this under spend to be retained by BTP to replace the Metal Theft Task Force which ceases at the end of the current financial year.

Table 1 – DfT Funded Olympics Expenditure Budget Summary as at Period 9

Revenue Budget for the 2013 Financial Year	YTD Position as at Period 9				Forecast Position as at Period 9					
	Approved Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
Expenditure										
Staff Costs	6,346	6,346	0	0.0 %	10,186	628	10,814	8,758	2,056	19.0 %
Non Staff Costs	966	966	0	0.0 %	732	1,238	1,970	1,990	(20)	(1.0%)
Total Expenditure:	7,312	7,312	0	0.0 %	10,918	1,866	12,784	10,748	2,037	15.9 %
Total Income:	(7,312)	(7,312)	0	0.0 %	(10,918)	(1,866)	(12,784)	(12,784)	0	0.0 %
Net Dft Funded Expenditure	0	0	0	0.0 %	0	0	0	2,037	2,037	

6 CAPITAL PROGRAMME

6.1 Table 2 below shows the Capital Programme in summary and appendix C shows the detailed programme by individual scheme.

Table 2 – Summary 2012/13 Capital Programme at Period 9

Scheme	Original 2012/13 Budget	2012/13 Revised Budget P9	P9 YTD Spend plus Commitment	Forecast Spend for Period 10	Forecast Spend for Period 11	Forecast Spend for Period 12	Forecast Spend for Period 13	P9 Full Year Forecast-2012/13	Variance to Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Estates	5,220	3,525	739	163	263	373	1,889	3,427	98
Technology	2,500	1,969	1,272	20	85	85	527	1,989	(20)
CCTV	199	650	0	0	185	140	325	650	1
Fleet	2,750	2,750	2,317	0	0	0	433	2,750	0
Other equipment etc	444	712	394	42	43	37	204	720	(8)
Contingency	487	413	0	0	0	0	413	413	0
TOTAL BTP FUNDED CAPITAL PROGRAMME	11,600	10,019	4,722	225	576	635	3,791	9,949	71



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- 6.2 The overall forecast for capital spend is £9.949k at period 9, including £413k for contingency which may not be required, which compares to the revised budget of £10,019k. The detail of the Capital Programme listing each scheme is shown at Appendix C.
- 6.3 There have been a number of revisions to the programme in-year most significantly in the Estates element of the programme as the Force Executive Board has reconsidered the proposed work on the Force Headquarters building. A number of new in-year schemes have been progressed in order to utilise the capital delegation released by the reduction in the Estates Rationalisation scheme. There have also been a number of changes to the Technology element of the Capital Programme to reflect the review of Technology requirements in BTP and also to ensure that proper approvals to spend are in place in accordance with the BTPA Scheme of Delegation.
- 6.4 Appendix C provides a column to show the approval status of each scheme within the revised capital programme, great care has been taken to ensure that all requirements of the BTPA Corporate Governance Code have been satisfied in seeking approval to spend for all capital schemes including seeking the Chief Executives approval to a number of schemes in line with the Authority's Scheme of Delegation.

7 BALANCE SHEET

- 7.1 The BTPA/BTP balance sheet is presented at Appendix E as at the end of the third quarter (Period 9). The bank balance as at Period 9 is £26.3m and current assets exceed current liabilities by £39.6m.

8 CASH FLOW FORECAST

- 8.1 The BTP cashflow is presented in Appendix F as the end of Period 9. The cash flow forecast is based on known timings for income and expenditure for ongoing revenue and Olympics expenditure. The cash balance as at the end of P9 is £27.6m. The difference in the cash flow position and bank balance results from timing difference most notably unrepresented cheques which are not included within the cash flow however the two positions have been reconciled.
- 8.2 There has been some slippage on the payment of invoices regarding the Olympics, both for mutual aid and the accommodation costs at the University of Hertfordshire. These have now been factored into Period 11 and 12. However the Olympics under spend may still need to be



repaid to the DfT. This has not been factored in to the cash flow. There is very likely to be an increase in cash payments towards the year end and a spike in payments at the end of April, as the invoices relating to accruals at 31 March are paid.

8.3 The projected cash position as at 31 March is £34.3m compared with a cash balance of £23.4m as at 31 March 2012 is due to the under spend on Olympics and the expected cash under spend on capital and revenue along with the net working capital position.

9 RECOMMENDATION

9.1 It is recommended that the forecast for the BTP Revenue and Capital budget and DfT funded Olympics expenditure and cash flow forecast as at Period 9 is noted.


APPENDIX A – SUMMARY BY AREA AND DEPARTMENT

	YTD Position as at Period 9				Forecast Position as at Period 9					
	Revised Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
FHQ Departments										
Deputy Chief Constable	4,763	4,759	5	0.1	7,950	(335)	7,615	7,519	96	1.3
Territorial Policing & Crime	12,218	12,199	19	0.2	19,450	(264)	19,186	19,126	60	0.3
Central Operations	9,594	9,441	153	1.6	14,745	147	14,892	14,844	49	0.3
Corporate Resources	18,299	18,097	201	1.1	43,929	(520)	43,409	43,321	88	0.2
Total FHQ Departments:	44,874	44,496	378	0.8	86,074	(972)	85,102	84,810	293	0.3
Areas										
London North	15,331	15,159	172	1.1	24,812	(838)	23,974	23,896	78	0.3
London South	16,507	16,398	109	0.7	25,973	(298)	25,675	25,634	42	0.2
North East	10,884	10,856	29	0.3	17,088	(185)	16,903	16,841	62	0.4
North West	10,844	10,763	82	0.8	16,770	(57)	16,713	16,694	19	0.1
Wales and Western	11,225	11,155	70	0.6	17,295	14	17,309	17,302	7	0.0
Scotland	7,987	8,090	(103)	-1.3	12,294	35	12,329	12,394	(65)	-0.5
L Area	35,415	35,371	44	0.1	51,876	0	51,876	51,874	2	0.0
Total Areas:	108,193	107,791	403	3.3	166,108	(1,328)	164,779	164,634	145	0.1
Front Line Initiative	0	0	0		0	700	700	1,000	(300)	
Savings Identified	0	0	0		0	1,600	1,600	0	1,600	
Total Net BTP	153,067	152,287	781	0.5	252,182	(0)	252,181	250,444	1,737	0.7
Cont. from previously identified savings	0	0	0		(3,338)	0	(3,338)	(1,738)	(1,600)	
Total Net BTP Budget	153,067	152,287	781	0.5	248,844	(0)	248,844	248,706	137	0.1

**APPENDIX B – SUMMARY BY EXPENDITURE AND INCOME**

	YTD Position at Period 9					Forecast Position as at Period 9				
	Revised Budget	Actual	Variance		Original Budget	Budget Movements	Revised Budget	Forecast	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%
Expenditure										
Staff Costs										
Police Officer Pay	99,249	99,089	160	0.2	151,391	319	151,711	151,394	317	0.2
Police Officer Overtime	4,751	4,741	10	0.2	6,632	605	7,237	7,445	(208)	-2.9
PCSO Pay	6,723	6,672	50	0.7	9,883	369	10,252	10,029	223	2.2
PCSO Overtime	166	152	14	8.7	150	41	191	183	8	4.2
Police Staff Pay	32,214	31,799	415	1.3	51,028	14	51,042	50,621	421	0.8
Police Staff Overtime	527	571	(44)	-8.3	383	427	810	827	(17)	-2.1
Non Staff Costs										
Premises	12,409	12,507	(98)	-0.8	19,736	53	19,789	19,395	394	2.0
Communications and Computers	7,729	7,629	100	1.3	12,531	(85)	12,446	12,520	(74)	-0.6
Vehicle Costs	2,596	2,778	(182)	-7.0	3,620	165	3,785	3,937	(152)	-4.0
Travel and Hotels	899	796	103	11.4	1,454	48	1,502	1,559	(57)	-3.8
Supplies and Services	10,081	10,141	(60)	-0.6	15,942	3,551	19,493	19,982	(489)	-2.5
Capital Charges etc.	(253)	(389)	136	-53.7	9,127	48	9,175	9,203	(28)	-0.3
Total expenditure:	177,090	176,485	605	0.3	281,878	5,555	287,434	287,095	339	0.1
Income										
Enhanced PSA	(12,783)	(12,727)	(56)	0.4	(19,076)	(417)	(19,492)	(19,418)	(74)	0.4
Grants	(1,592)	(1,592)	(0)	0.0	(305)	(4,003)	(4,309)	(4,309)	0	0.0
Other Income	(9,648)	(9,880)	232	-2.4	(10,315)	(3,435)	(13,750)	(13,922)	172	-1.2
Total income:	(24,023)	(24,199)	176	-0.7	(29,696)	(7,855)	(37,551)	(37,649)	98	-0.3
Front Line Initiative	0	0	0		0	700	700	1,000	(300)	
Savings Identified (In-year)	0	0	0		0	1,600	1,600	0	1,600	
Total Net BTP Budget:	153,067	152,286	781	0.5	252,182	(0)	252,182	250,446	1,737	0.7
Contribution from previously found savings	0	0	0		(3,338)	0	(3,338)	(1,738)	(1,600)	
Total Net BTP Budget	153,067	152,287	781	0.5	248,844	(0)	248,844	248,706	137	0.1



APPENDIX C – CAPITAL BUDGET

Estates										
Programme	Approval Status	Original 2012/13 Budget	2012/13 Revised Budget P9	Period 9 YTD Spend and Commitment	Forecast Spend for Period 10	Forecast Spend for Period 11	Forecast Spend for Period 12	Forecast Spend for Period 13	P9 Full Year Forecast 2012/13	Full Year Variance to Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000
Estate Rationalisation Programme*	Approved by Chief Exec (£300k to fall in 13/14)	2,300	500	61	86	86	86	181	500	0
Edinburgh Custody	Not required	365	0	0	0	0	0	0	0	0
Reading	Approved by Chief Exec	300	350	24	42	42	42	200	350	0
Southampton Refurbishment	Deferred 13/14	300	0	0	0	0	0	0	0	0
Cambridge	Deferred 13/14	270	0	0	0	0	0	0	0	0
N London Custody	Deferred 13/14	262	0	0	0	0	0	0	0	0
Security	Approved by FEB	250	250	37	0	0	75	90	202	48
Birmingham New St Station*	Approved by FEB	243	200	54	0	10	0	136	200	0
Ashford	Approval required by SIB	230	160	23	0	0	0	87	110	50
Minor Works Projects	Approved by Property Board (schemes < £25K)	200	360	209	5	30	75	41	360	0
Air Conditioning System Upgrades	Approved by Chief Exec	100	175	2	10	25	25	113	175	0
CRC Cardiff	Approved by Chief Exec	75	145	129	0	0	0	16	145	0
Capitalised Staff Costs	Approved by RAP/SIB	75	75	0	0	25	25	25	75	0
Nottingham	Approved by Prop Board	55	10	9	0	0	0	1	10	0
Gloucester	Approved by Chief Exec	50	75	0	0	25	25	25	75	0
Stratford	Deferred 14/15 and 15/16	50	0	0	0	0	0	0	0	0
Other schemes - Retentions	Not required	50	50	0	0	0	0	50	50	0
FCRL Relocation* Stamp Duty	Approved by SIB	45	45	27	0	0	0	18	45	0
New Schemes in Year										
Inverness	Approved by SIB	0	39	39	0	0	0	0	39	0
Special Branch Office Blundell Street	Approved by SIB	0	82	82	0	0	0	0	82	0
Bangor	Approved by SIB	0	42	42	0	0	0	0	42	0
Lewisham	Approved by SIB	0	75	0	0	0	0	75	75	0
Portsmouth	Approved by SIB	0	90	1	0	0	0	89	90	0
Ebury - addition of Duplex UPS	Approved by SIB	0	40	0	20	0	0	20	40	0
FHQ Server Room - Fire safety system	Approved by SIB	0	40	0	0	20	20	0	40	0
FHQ Meeting Room Management	Approved by SIB	0	38	0	0	0	0	38	38	0
Brighton - Relocation costs	Approved by SIB	0	10	0	0	0	0	10	10	0
Edinburgh Ventilation	Approved by SIB	0	50	0	0	0	0	50	50	0
AHQ Glasgow, Lighting system	Approved by SIB	0	50	0	0	0	0	50	50	0
Callaghan Square Improvement Works*	Approved by SIB	0	169	0	0	0	0	169	169	0
Guildford Toilets*	Approved by SIB	0	75	0	0	0	0	75	75	0
Signage	Approved by SIB	0	25	0	0	0	0	25	25	0
HRBC - Improvements (Restructure)*	Approved by Chief Exec (some spend to fall in 13/14)	0	270	0	0	0	0	270	270	0
Blundell Street Taser Unit	Approved by SIB	0	35	0	0	0	0	35	35	0
Total Estates		5,220	3,525	739	163	263	373	1,889	3,427	98

* some expenditure may fall in 2013./14 for these schemes



APPENDIX C – CAPITAL BUDGET

Technology										
Programme	Approval Status	Original 2012/13 Budget	2012/13 Revised Budget P9	P9 YTD Spend and Commitment	Forecast Spend for Period 10	Forecast Spend for Period 11	Forecast Spend for Period 12	Forecast Spend for Period 13	P9 Full Year Forecast 2012/13	Full Year Variance to Budget
		£000	'£000	£000	£000	£000	£000	£000	£000	£000
Airwave Replacement&Upgrade	Approved by SIB	650	450	336	0	0	0	114	450	0
Server& Desktop Cyclical Replacement	Approved by SIB	500	500	349	0	65	65	10	489	11
Data Centralisation	Approved by SIB	350	194	14	0	0	0	180	194	0
50 Desktops GIS	Approved by SIB	0	50	0	0	0	0	50	50	0
Minor Projects	Approved by SIB	400	200	196	0	0	0	4	200	0
Iccs System Upgrade	Approved by SIB	200	89	120	0	0	0	0	120	(31)
Disaster Recovery Expansion	Approval required by Chief Exec	0	70	0	0	0	0	70	70	0
Cyclic Replace Prog-Laptops	Approved by SIB	100	76	12	12	12	12	28	76	(0)
Disaster Recovery Investment	Approved by SIB	100	140	145	0	0	0	0	145	(5)
Information Management Systems	Approved by SIB	100	100	68	0	0	0	31	99	1
Minor Equipment Replacement	Approval by Tech Board	100	100	32	8	8	8	40	96	4
Total Technology		2,500	1,969	1,272	20	85	85	527	1,989	(20)

CCTV										
Programme	Approval Status	Original Budget 2012/13	2012/13 Revised Budget P9	P9 YTD spend and Commitment	Forecast Spend for Period 10	Forecast Spend for Period 11	Forecast Spend for Period 12	Forecast Spend for Period 13	P9 Full Year Forecast- 2012/13	Full Year Variance to Budget
		£000	'£000	£000	£000	£000	£000	£000	£000	£000
Arriva Trains Connection To FRCB	Approved by Chief Exec	89	168	0	0	65	40	63	168	0
CCTV Processing Units at 7 locations	Approved by SIB	0	0	0	0	0	0	0	0	0
Retrieval Cadre Equipment	Approved by SIB	16	16	0	0	0	0	16	16	0
Siraview Software)	Approved by SIB	16	16	0	0	0	0	16	16	0
Scottish Events Room and Scot Rail	Approved by Chief Exec	0	372	0	0	120	100	152	372	0
Improvements to Out of London NR CCTV	Approved by SIB	78	78	0	0	0	0	78	78	0
Total CCTV		199	650	0	0	185	140	325	650	0



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APPENDIX C – CAPITAL BUDGET

Fleet										
Scheme	Approval Status	Original 2012/13 Budget	2012/13 Revised Budget P9	Period 9 YTD Spend and Commitment	Forecast Spend for Period 10	Forecast Spend for Period 11	Forecast Spend for Period 12	Forecast Spend for Period 13	P9 Full Year Forecast 2012/13	Full Year Variance to Budget
Fleet Replacement Programme	Approved by SIB	£000	'£000	£000	£000	£000	£000	£000	£000	£000
Unplanned insurance write off provision	Approved by SIB	2,750	2,684	2,317	0	0	0	367	2,684	0
		0	66	0	0	0	0	66	66	0
Total Fleet		2,750	2,750	2,317	0	0	0	433	2,750	0
Other Equipment										
Scheme	Approval Status	Original 2012/13 Budget	2012/13 Revised Budget P9	Period 9 YTD Spend and Commitment	Forecast Spend for Period 10	Forecast Spend for Period 11	Forecast Spend for Period 12	Forecast Spend for Period 13	P9 Full Year Forecast 2012/13	Full Year Variance to Budget
Deputy Chief Constables		£000	'£000	£000	£000	£000	£000	£000	£000	£000
Portable Video Interview Equipment	Approved by SIB	7	7	0	7	0	0	0	7	0
Secure Wireless Microphone System	Approved by SIB	5	5	0	5	0	0	0	5	0
Social Media and Marketing	Approved by SIB	0	78	7	17	17	17	20	78	0
Central Operations										
Dm Mobile Explosive Trace Equipment	Approved by SIB	22	22	26	0	0	0	0	26	(4)
Rapid DNA Profiling Equipment	Deferred to 13/14	20	0	0	0	0	0	0	0	0
Lab Services Iso Accreditation	Approved by SIB	30	30	0	13	0	0	17	30	0
Hazardous Material Identification System	Scheme not required	102	0	0	0	0	0	0	0	0
Crime - Case & Custody	Approved by SIB	0	177	137	0	0	0	40	177	(0)
HE Crime Lights - Replacement	Approved by SIB	0	6	0	0	6	0	0	6	0
HE Lift SP2 Photographic System	Approved by SIB	0	6	6	0	0	0	0	6	0
SRU Equipment										
Photo ionization detection (PID) systems	Approved by SIB	0	16	0	0	0	0	16	16	0
Merlin Radio Spectrum Analyzer	Approved by SIB	0	14	0	0	0	0	14	14	0
Search Light ECM GSM Detection System	Approved by SIB	0	35	0	0	0	0	35	35	0
Thermal imaging cameras - GPD Section	Approved by SIB	0	32	0	0	0	0	32	32	0
Territorial Policing & Crime										
TP ANPR New Cameras	Approved by SIB	90	54	54	0	0	0	0	54	0
TP Covert ANPR Equipment	Approved by SIB	60	60	58	0	0	0	2	60	0
TP Covert Datong Equipment	Approved by SIB	44	44	44	0	0	0	0	44	0
Upgrade Q Electronics Equipment	Approved by SIB	35	35	39	0	0	0	0	39	(4)
TP Initiative Mobile ID	Approved by SIB	0	40	0	0	20	20	0	40	0
Crime update theft report	Approval required by Tech	0	18	0	0	0	0	18	18	0
Fusion Cell IT equipment	Approval required by Tech	0	10	0	0	0	0	10	10	0
Corp Res - Finance & Procurement										
E-Financials 4.1 Upgrade	Completed	29	23	23	0	0	0	0	23	0
Total Other Equipment		444	712	394	42	43	37	204	720	(8)



APPENDIX D – ESTABLISHMENT POSITION AS AT PERIOD 9

Table 1: BTP Establishment by Area	Police Officers			Police Staff			PCSOs			Total Employees		
	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)
London North	437	411	-26	104	99	-5	118	102	-16	659	612	-47
London South	396	376	-20	90	86	-4	51	47	-4	537	509	-28
London Underground	678	679	2	232	203	-29	112	108	-4	1,022	990	-32
North East	271	261	-10	63	62	-1	19	17	-2	354	340	-14
North West	257	255	-2	58	56	-2	36	29	-7	351	340	-11
Scotland	218	211	-7	48	46	-2	No PCSOs in Scotland			267	257	-10
Wales & Western	250	249	-1	69	67	-2	66	64	-2	385	380	-5
Area Sub-Total	2,508	2,442	-66	664	619	-45	402	367	-35	3,574	3,428	-146
Absent Substantive Area Employees	0	19	19	0	6	6	0	1	1	0	26	26
Total Areas	2,508	2,461	-47	664	625	-40	402	368	-34	3,574	3,454	-120

Table 2: BTP Establishment by FHQ Department	Police Officers			Police Staff			PCSOs			Total Employees		
	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)
Central Operations	155	158	3	120	112	-8				275	270	-5
Corporate Resources	29	30	1	282	271	-11				311	301	-10
Olympics	2	2	0	2	2	0				4	4	0
DCC Group	21	23	2	106	104	-2				127	127	0
TP & Crime	128	122	-6	304	276	-28				432	398	-34
Absent Substantive FHQ Employees	0	9	9	0	2	3				0	11	12
Total FHQ Departments	335	344	9	814	767	-46				1,149	1,111	-37

Table 3: BTP Overall Establishment Data	Police Officers			Police Staff			PCSOs			Total Employees		
	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)	Total Est. (FTE)	Actual in Post (FTE)	Net Vacancies (FTE)
	2,843	2,805	-38	1,478	1,392	-86	402	368	-34	4,723	4,565	-157



APPENDIX E - BALANCE SHEET AS AT PERIOD 9)

Statement of Financial Position as at		Period 9
		£
Intangible Non Current Assets		
Software and Licences		8,373,014
Tangible Non Current Assets Assets		
Land & Buildings	32,591,991	
Plant & Machinery	6,126,342	
Motor Vehicles	6,082,287	
Fixtures & Fittings	821,032	
Information Technology	8,131,971	
	<u>53,753,623</u>	
Total Non-Current Assets		<u>62,126,637</u>
Current Assets		
Inventories		711,822
Receivables		
- Accounts Receivable	30,780,246	
- Other Receivables	3,833,368	
- Income Accruals	4,916,790	
- Prepayments	3,273,135	
	<u>42,803,540</u>	
Cash and cash equivalents		
- Bank	26,367,477	
- Petty Cash	25,897	
	<u>26,393,373</u>	
Current Liabilities		
Trade Payables		(2,750,672)
Accruals		(8,035,911)
Payroll Payables		(18,679,390)
Other Payables		(777,529)
Net Current Assets/(Liabilities)		<u>39,665,233</u>
Total Assets less Current Liabilities		101,791,870
Add:		
Non Current Receivables		0
Less:		
Payables falling due after more than one year		(1,134,286)
Provisions for liabilities and charges		(593,790)
Net assets excluding pension liability		<u>100,063,793</u>
Pension liability		(306,270,000)
TOTAL ASSETS LESS LIABILITIES		<u>(206,206,207)</u>
FINANCED BY:		
General Reserve		95,793,606
Revaluation Reserve		4,270,187
Pension Reserve		(306,270,000)
		<u>(206,206,207)</u>



APPENDIX F - CASHFLOW FORECAST AS AT PERIOD 9

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bfwd	25,654	29,924	24,212	26,572	37,480	42,398	43,151	42,328	30,106	27,601	35,901	35,090	33,612
Expenditure													
Pay	-8	-9,027	-9,025	-9,225	-9,413	-9,329	-10,334	-9,824	-8,961	-9,100	-8,900	-9,000	-17,600
Tax / NI /Pensions	-3,428	-7,610	-7,486	-7,435	-8,244	-7,094	-8,261	-12,736	-7,658	-7,800	-8,100	-7,400	-8,000
AP	-2,299	-5,847	-3,536	-4,602	-3,575	-3,153	-3,530	-5,192	-1,396	-4,300	-3,000	-6,400	-6,900
Capex	-2,518	-1,182	-916	-983	-1,462	-405	-427	-155	-436	-900	-900	-1,000	-1,000
Total Expenditure	-8,253	-23,666	-20,963	-22,245	-22,694	-19,981	-22,552	-27,907	-18,451	-22,100	-20,900	-23,800	-33,500
Income													
Income from TOC's	12,488	17,908	20,183	17,857	27,560	20,707	21,675	13,966	15,875	30,200	20,034	19,862	34,155
DfT		0	3,109	15,206	0	0	0	1,643	0	0	0	2,400	0
Other	35	46	31	90	52	27	54	76	71	200	55	60	60
Total Income	12,523	17,954	23,323	33,153	27,612	20,734	21,729	15,685	15,946	30,400	20,089	22,322	34,215
C/fwd at period end	29,924	24,212	26,572	37,480	42,398	43,151	42,328	30,106	27,601	35,901	35,090	33,612	34,327

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Lowest point of the Period	18,000	15,000	20,500	31,100	37,160	34,267	31,842	29,578	25,610	25,700	32,200	28,200	27,100