



<b>Meeting</b>	<b>SPA Resources Committee</b>
<b>Date</b>	<b>13 March 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Period 10 Financial Monitoring Report</b>
<b>Presented By</b>	<b>Lynn Brown, Head of Corporate Finance</b>
<b>Recommendation to Members</b>	<b>For Discussion (Appendix A)</b>
<b>Appendix Attached</b>	<b>Yes - Appendix A Period 10 Finance Report</b>

## PURPOSE

The purpose of this report is to provide Members with an update on the financial position of the SPA and Police Scotland for period 10 of the financial year 2023/24.

Members are invited to discuss the contents of the report and appendix.

## 1. BACKGROUND

- 1.1 The Board approved the 2023-24 annual budget on 23 March 2023. This budget sets out the spending plans for Police Scotland, Forensic Services and SPA Corporate regarding revenue, capital, and reform for the coming financial year.
- 1.2 The Authority received a core revenue funding increase of £80m (6.4%) in 2023-24. Although this uplift is not as severe as the flat cash position indicated by the Resource Spending Review, it still represented a real terms reduction in funding when set against the additional cost of 2022/23 pay award (£37.0m), leaving only £43.0m to fund unavoidable pay and non-pay pressures for 2023/24.
- 1.3 In order to live within the budget settlement and deliver a balanced budget, over £50m of savings have been proposed in the 2023/24 budget. Plans included reducing the workforce through a reduction in officer and staff numbers and options to reduce non-pay expenditure.
- 1.4 Pay award budgeting was in line with Public Sector Pay Strategy (PSPS). Pay awards through negotiation at both Police Negotiating Board (PNB) and Trade Unions were agreed in September. As part of the pay negotiations, the additional funding required (£18.3m) to support the process was underwritten by the Scottish Government. A budget adjustment has been approved to reflect this change in the 2023/24 revenue budget.
- 1.5 The Scottish Government (SG) supports the Police Authority in delivering certain initiatives / projects within the Justice Portfolio. These items were not allocated funding by SG in the core grant in aid allocation and was therefore not included as part of the original budget approved on 23 March 2023. SG have now agreed Spring Budget Revisions (SBR) of £6.3m to support these GiA funded initiatives / projects. A budget adjustment has been approved to reflect this change in the 2023/24 revenue budget.
- 1.6 A flat capital funding allocation of £53m (including capital receipts) has been confirmed for 2023-24 and reform funding to support change and the transformation has been baselined at £20m, representing a 20% reduction in reform from previous years. As a result, in the reduction of reform funding from £25m to £20m, it was agreed by the Board to contribute £5m of core revenue budget funding to reform to support change and transformation.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 A number of financial risks were highlighted as part of the budget approval process, some of which have materialised in the first half of the financial year causing significant pressure on the 2023-24 revenue position.
- 2.2 Due to significant financial challenges the Police Authority faced this year, mitigating actions were agreed by Police Scotland Force Executive to bring the revenue and reform budgets collectively back in line with the funded position. These specific actions are monitored on a weekly/fortnightly basis, with regular monthly reporting to the Police Scotland Executive and SPA Resources Committee members, to provide assurance to the Authority of oversight of progress against delivery of the above plans.
- 2.3 The Head of Finance provides the routine finance report which outlines the year to date and forecast position for the revenue, capital, and reform budgets.
- 2.4 Appendix A provides the detailed period 10 (P10) finance report.

### **Revenue**

- Mitigating actions are being delivered through our Policing Our Communities programme to bring forecast spend back into line with the funded position.
- Significant progress continues to be made; however, several risks were identified in terms of delivery of the overall budget. The position at the end of quarter three (Q3) forecast was an anticipated overspend of £5.0m.
- The Chief Executive (CE) of the Scottish Police Authority (SPA) requested additional contingency funding from Scottish Government (SG) to ensure a balanced position could be achieved should further savings or efficiencies not materialise.
- Year to date costs are £1.7m lower than Q3 forecast, mainly within non-pay and police staff costs, some of which are genuine underspends and some of which are designated as timing.
- Any real underspends banked between now and P12 will reduce the need for the £5.0m contingency funding, assuming there

are no unplanned events that will result in a significant cost pressure for Policing.

- The year-to-date actual position versus budget is an overspend of £7.0m.

### **Capital**

- As previously reported, the capital forecast at Q3 is £54.9m, £1.9m (fully funded) over the budget position of £53.0m. Circa 91% of this funding has been spent to date.
- Capital expenditure has required to be slowed for the latter part of the financial year, with a further £1.1m slippage to be identified to deliver the Q3 forecast.
- As a result, **no further commitments to be made in the current financial year** and any slippage that is identified must be notified to Finance and should not be reallocated to other areas of spend.
- The year-to-date actual position versus forecast is an underspend of £0.2m and versus budget is an overspend of £2.9m.
- Capital expenditure that is not yet committed should continue to be progressed, but only for delivery after 1 April 2024.

### **Reform**

- As previously reported, the Q3 forecast of £20.3m is in line with revised funding.
- The revised Q3 forecast continues to highlight that reform funding has reduced by £5.0m. This is due to the decisions and mitigating actions agreed to help balance the 2023/24 revenue position.
- The year-to-date actual position versus forecast is an underspend of £0.4m and versus budget is an underspend of £2.8m.

### **3. FINANCIAL IMPLICATIONS**

3.1 The financial implications are set out in detail within the report.

### **4. PERSONNEL IMPLICATIONS**

4.1 Mitigating actions agreed by Police Scotland Force Executive will impact on police staff recruitment and police officer/staff overtime.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 Failure to control costs may lead to operational or financial consequences likely to harm the reputation of Police Scotland and the SPA.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

### **8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

### **9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

### **10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

## **RECOMMENDATIONS**

Members are invited to discuss the contents of the report and appendix.



**POLICE**  
**SCOTLAND**  
POILEAS ALBA



**SCOTTISH POLICE**  
**AUTHORITY**  
ÙGHDARRAS POILIS NA H-ALBA

**Finance**

Corporate Finance team

# Appendix A

# Finance report

## Period 10 2023/24



# Finance dashboard

P10 2023/24

Year to Jan 2024

Revenue	R	R	R
	Nov	Dec	Jan

- YTD £1.7m under Q3 FC
- YTD £7.0m over budget
- FY Q3 forecast £5.0m over budget – contingency funding request made to SG

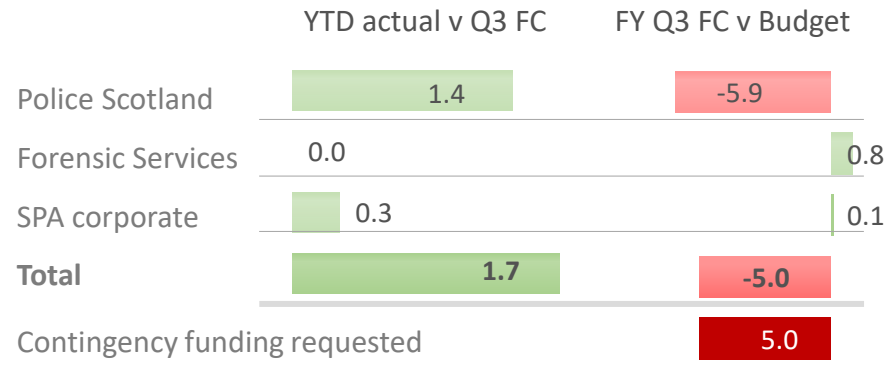
Capital	R	A	A
	Nov	Dec	Jan

- YTD £0.2m under Q3 FC
- No further capital commitments to be made in 2023-24
- FY Q3 forecast requires £1.1m of slippage to be achieved

Reform	A	G	G
	Nov	Dec	Jan

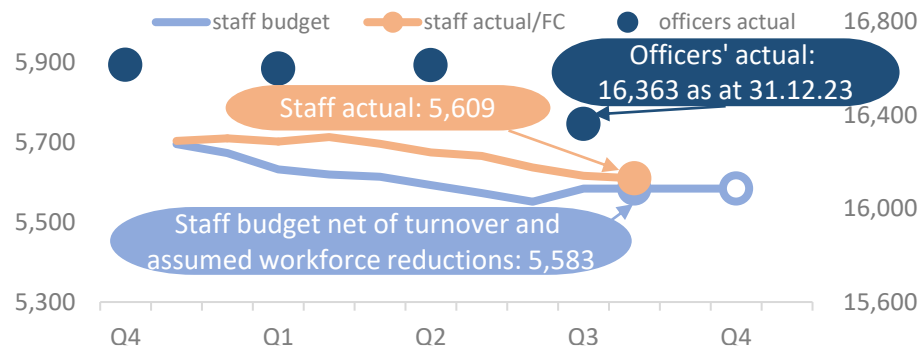
- YTD £0.4m under Q3 FC
- FY Q3 forecast in line with revised funding

## Revenue variance (£m)

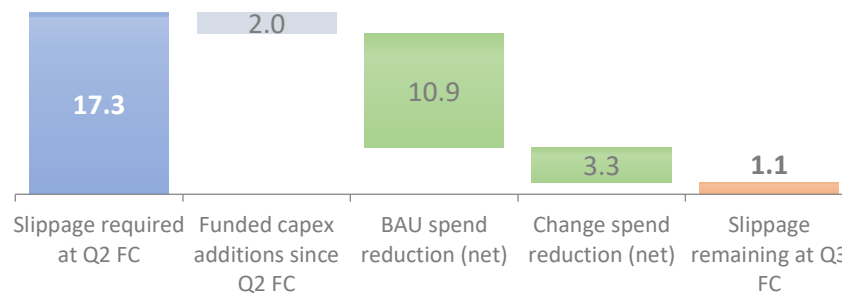


## People numbers (FTE) – Revenue Budget

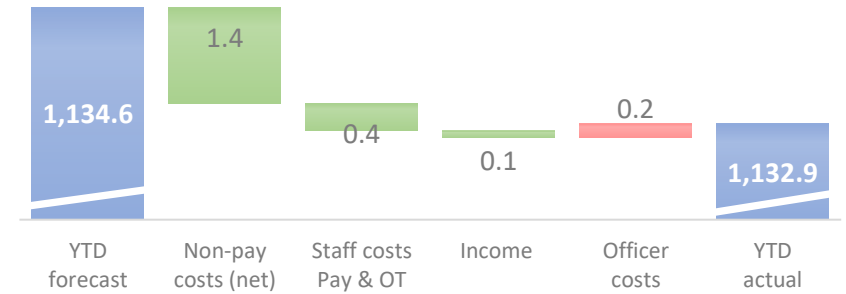
Staff currently running 26 FTE over budgeting assumptions as at P10



## Capital: Q3 FC slippage position (£m)

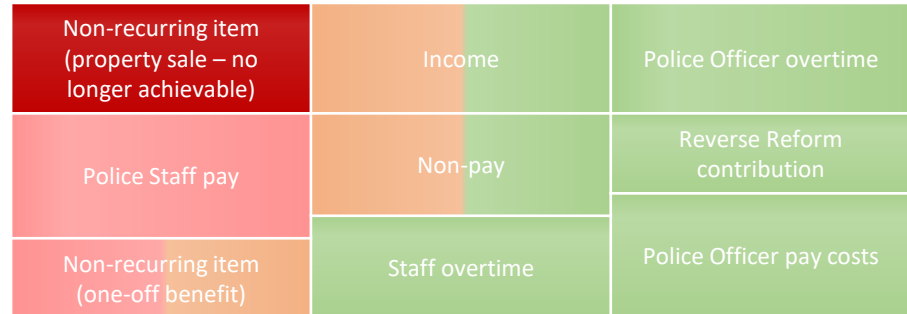


## Revenue: YTD actual v Q3 forecast (£m)



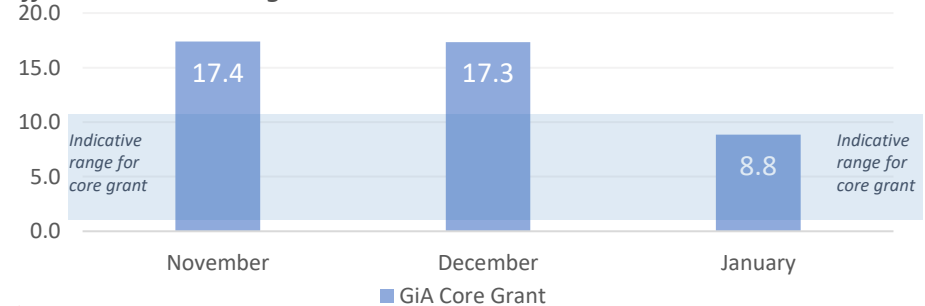
## Q3 FC Mitigating actions tracker

Reductions / Savings must be delivered to ensure an overall balanced forecast position can be maintained



## Cash flow management (£m)

Maintaining cash balances at a moderate level demonstrates effective cash management



# Revenue (service area)

Contingency funding of £5.0m has been requested from SG to help manage the year-end position

Q3 net expenditure forecast £5.0m over budget

Year to date over budget by £7.0m however the key focus for this report is performance versus Q3 full year net expenditure forecast

Year to date under forecast by £1.7m

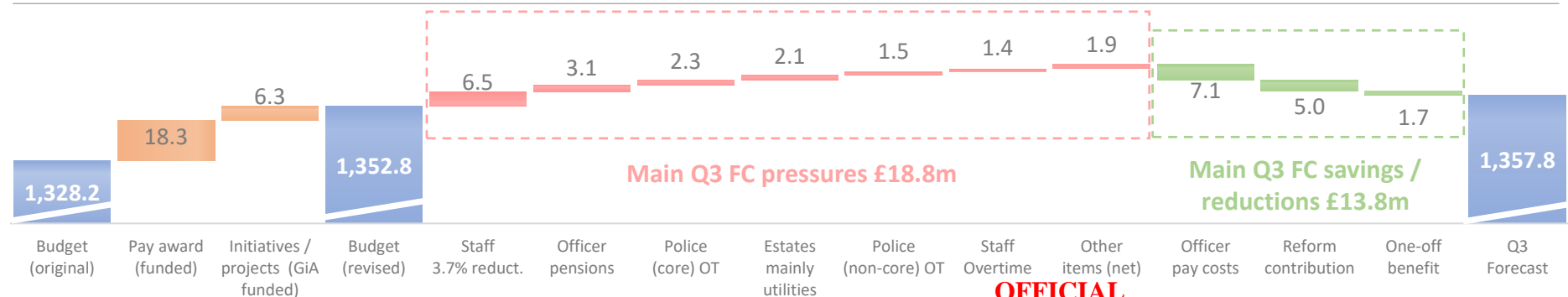
## Q3 forecast position

- Mitigating actions are being delivered through our Policing Our Communities programme to bring forecast spend back into line with the funded position.
- Significant progress continues to be made; however, several risks were identified in terms of delivery of the overall budget. The position at the end of Q3 was an anticipated overspend of £5.0m.
- The Chief Executive (CE) of the Scottish Police Authority (SPA) requested additional contingency funding from Scottish Government (SG) to ensure a balanced position could be achieved should further savings or efficiencies not materialise.
- Year to date costs are £1.7m lower than Q3 FC, mainly within non-pay and police staff costs, some of which are genuine underspends and some of which are designated as timing.
- Any real underspends banked between now and P12 will reduce the need for the £5.0m contingency funding, assuming there are no unplanned events that will result in a significant cost pressure for Policing.

## Revenue variance by area (£m)

	Year to date			Full year		
	Q3 FC £m	Actual £m	Var. £m	Budget £m	Q3 FC £m	Var. £m
Police Scotland	1,093.3	1,091.9	1.4	1,302.5	1,308.4	(5.9)
Forensic Services	37.0	37.0	0.0	45.1	44.3	0.8
SPA Corporate	4.3	4.0	0.3	5.2	5.1	0.1
<b>Total expenditure</b>	<b>1,134.6</b>	<b>1,132.9</b>	<b>1.7</b>	<b>1,352.8</b>	<b>1,357.8</b>	<b>(5.0)</b>
<b>Funding</b>						
GiA – core (original)				1,328.2	1,328.2	0.0
GiA - core (pay award)				18.3	18.3	0.0
GiA - additional ABR/SBR approved				6.3	6.3	0.0
				<b>1,352.8</b>	<b>1,352.8</b>	<b>0.0</b>
<b>GiA - contingency funding requested</b>				<b>0.0</b>	<b>5.0</b>	<b>5.0</b>

## Detailed budget to FY Q3 forecast (£m)





# Revenue

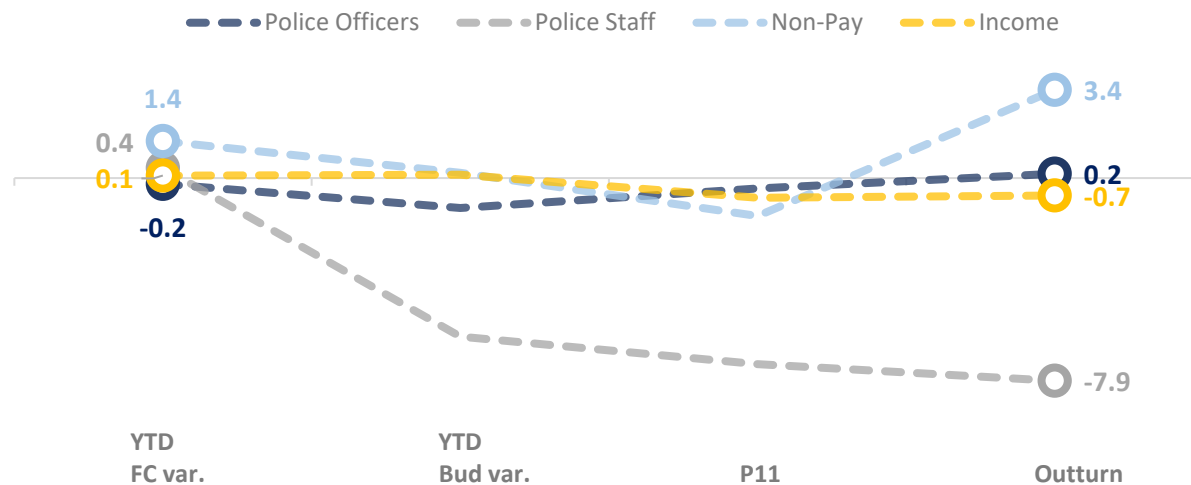
## (service area)

Policing Our Communities programme aim to deliver effective policing within the revenue budget

### Revenue variance by spend type (£m)

	Year to date				Full year			
	Q3 FC £m	Act £m	Var.		Bud £m	Q3 FC £m	Var.	
			£m	%			£m	%
Police officers	756.0	756.2	(0.2)	(0.0%)	902.8	902.6	0.2	0.0%
Police staff	251.7	251.3	0.4	0.2%	294.4	302.3	(7.9)	(2.7%)
Non-pay	165.5	164.1	1.4	0.8%	202.3	198.9	3.4	1.7%
Income	(38.6)	(38.7)	0.1	0.3%	(46.7)	(46.0)	(0.7)	(1.5%)
<b>Total</b>	<b>1,134.6</b>	<b>1,132.9</b>	<b>1.7</b>	<b>0.1%</b>	<b>1,352.8</b>	<b>1,357.8</b>	<b>(5.0)</b>	<b>(0.4%)</b>

### Movement: YTD variance to FY FC variance (£m)



### Revenue variances

- Mitigating savings actions are being managed and delivered through our Policing Our Communities programme, the impact of which has been reflected in the Q3 forecast.
- Additional funding has been requested to support the Q3 FC v budget overspend of £5.0m.

### Revenue variances profile

- Mitigating savings actions have had the impact of steadying budget overspends in police officer and police staff costs highlighted in the first part of the year.
- The forecast overspends in police staff costs will be partly compensated by several one-off items that are profiled to occur at the end of the year through non-pay costs.
- These one-off non-pay items consist of reduction in Reform contribution (£5.0m) and one-off benefit (£1.7m).

# Revenue

(spend type)

## Police officers variance by spend type (£m)

	Q3 FC £m	Year to date		Full year				
		Act £m	Var. £m	Var. %	Bud £m	Q3 FC £m	Var. £m	Var. %
Police officer pay	709.1	709.2	(0.1)	(0.0%)	854.5	847.8	6.7	0.8%
Overtime - core	17.4	17.5	(0.1)	(0.6%)	17.7	20.0	(2.3)	(13.0%)
Overtime – non-core	4.5	4.4	0.1	2.2%	3.8	5.3	(1.5)	(39.5%)
Allowances	4.4	4.4	0.0	0.0%	5.6	5.2	0.4	7.1%
Pensions	20.6	20.7	(0.1)	(0.5%)	21.2	24.3	(3.1)	(14.6%)
<b>Total</b>	<b>756.0</b>	<b>756.2</b>	<b>(0.2)</b>	<b>(0.0%)</b>	<b>902.8</b>	<b>902.6</b>	<b>0.2</b>	<b>0.0%</b>

## Police staff variance by spend type (£m)

	Q3 FC £m	Year to date		Full year				
		Act £m	Var. £m	Var. %	Bud £m	Q3 FC £m	Var. £m	Var. %
Staff pay and allowances	248.7	248.4	0.3	0.1%	291.8	298.3	(6.5)	(2.2%)
Overtime	3.0	2.9	0.1	3.3%	2.3	3.7	(1.4)	(60.9%)
Special constables	0.0	0.0	0.0	0.0%	0.3	0.3	0.0	0.0%
<b>Total</b>	<b>251.7</b>	<b>251.3</b>	<b>0.4</b>	<b>0.2%</b>	<b>294.4</b>	<b>302.3</b>	<b>(7.9)</b>	<b>(2.7%)</b>

## Police officer costs

- Police officers - YTD overspend against Q3 FC; pay (£0.1m), core overtime (£0.1m), pensions (£0.1m) offset by non-core overtime (£0.1m).
- Police officers - FY underspends in officer pay & allowances (£7.1m) offset by overspends in pension costs (£3.1m – primarily injury) core overtime (£2.3m) and non-core overtime (£1.5m).
- Police Officer core overtime FY adverse variances has reduced significantly since Q1 FC, due to the ongoing work led by DCC Speirs under the Policing Our Communities programme.

## Police staff costs

- Police staff - YTD underspend against Q3 FC relates in full to DCCLP (C3 £0.2m and other areas £0.2m). Forecasting assumptions around recruitment plans in DCCLP have not yet materialised.
- Police staff - FY relates to vacancy management savings not achieved (£6.5m) and overspend on staff overtime (£1.4m).

# Revenue

(spend type)

## Non-pay variance by spend type (£m)

	Year to date				Full year			
	Q3 FC £m	Act £m	Var. £m	%	Bud £m	Q3 FC £m	Var. £m	%
Other employee	3.3	3.4	(0.1)	(3.0%)	5.2	4.1	1.1	21.2%
Premises	58.5	58.1	0.4	0.7%	68.6	70.7	(2.1)	(3.1%)
Transport	18.3	18.0	0.3	1.7%	21.4	21.9	(0.5)	(2.3%)
Supplies & Services	32.5	32.4	0.1	0.3%	39.9	38.6	1.3	3.3%
ICT	29.1	29.0	0.1	0.3%	33.8	34.9	(1.1)	(3.3%)
Administration	8.5	8.3	0.2	2.4%	11.3	10.6	0.7	6.2%
Third party payments	12.9	12.5	0.4	3.1%	14.8	16.6	(1.8)	(12.2%)
Other costs	2.4	2.4	0.0	0.0%	7.3	1.5	5.8	79.5%
<b>Total</b>	<b>165.5</b>	<b>164.1</b>	<b>1.4</b>	<b>0.8%</b>	<b>202.3</b>	<b>198.9</b>	<b>3.4</b>	<b>1.7%</b>

## Income variance by type (£m)

	Year to date				Full year			
	Q3 FC £m	Act £m	Var. £m	%	Bud £m	Q3 FC £m	Var. £m	%
Specific grant funding	(6.1)	(6.0)	(0.1)	(1.7%)	(11.0)	(7.5)	(3.5)	(31.8%)
LA funded officers and staff	(5.0)	(5.1)	0.1	2.0%	(4.6)	(6.0)	1.4	30.4%
Public fees	(3.7)	(3.6)	(0.1)	(2.7%)	(4.1)	(4.7)	0.6	14.6%
Rental and hire	(5.9)	(6.0)	0.1	1.7%	(7.2)	(7.1)	(0.1)	1.4%
Mutual aid	(0.7)	(0.7)	0.0	0.0%	(1.6)	(0.8)	(0.8)	(50.0%)
Services of police	(11.2)	(11.2)	0.0	0.0%	(12.4)	(12.6)	0.2	1.6%
Seconded officers	(1.5)	(1.5)	0.0	0.0%	(1.3)	(1.7)	0.4	30.8%
Other income	(4.5)	(4.6)	0.1	2.2%	(4.5)	(5.6)	1.1	24.4%
<b>Total</b>	<b>(38.6)</b>	<b>(38.7)</b>	<b>0.1</b>	<b>0.3%</b>	<b>(46.7)</b>	<b>(46.0)</b>	<b>(0.7)</b>	<b>(1.5%)</b>

## Non-pay

- YTD position against Q3 FC - underspend relates to a mixture of timing and real variances; premises (£0.4m), third party payments (£0.4m), transport (£0.3m), administration costs (£0.2m) and other items (£0.1m, net).
- FY position - reduction in Revenue contribution to Reform (£5.0m) and one-off potential benefit from non-recurring items (£1.7m) offset overspends in premises costs (£2.1m) mainly relating to utilities and other items (£1.2m).

## Income

- YTD against Q3 FC - over-recovery of income (£0.1m) with no material variances.
- FY position - mainly budgeted one-off NCA income not realised (£2.8m) offset by local authority funded officers (£1.4m) and additional income over-recovered (£0.7m net).

OFFICIAL

# Revenue

## (further business area detail)

Q3 Forecast reflects the submissions made by each area that have embedded the savings arising from the actions that have been devolved through our Policing Our Communities programme

\*\*see Page 8 for Forensic Services finance dashboard

### DCC Local Policing

- Underspends in police staff costs (£0.4m), transport costs (£0.1m), supplies & services (£0.1m) and over-recovery of income (£0.1m) offset by overspend in police officer overtime (£0.1m).

	£m	FTE
Q3 Forecast	125.8	2,573.5
Actual	125.2	2,577.1
<b>YTD variance</b>	<b>0.6</b>	<b>(3.6)</b>
<i>FY FC v budget</i>	<i>(4.6)</i>	<i>(6.3)</i>

### Deputy Chief Officer

- Underspends in estates costs, mainly utilities (£0.3m), vehicle hire charges (£0.1m), IT maintenance (£0.1m) and over-recovery of income (£0.1m) offset by overspend in ill health pensions (£0.1m).

	£m	FTE
Q3 Forecast	153.8	1,107.0
Actual	153.3	1,094.1
<b>YTD variance</b>	<b>0.5</b>	<b>12.9</b>
<i>FY FC v budget</i>	<i>(1.0)</i>	<i>33.1</i>

### DCC Crime & Op Support

- No material variances to highlight.

	£m	FTE
Q3 Forecast	45.9	736.5
Actual	45.8	735.7
<b>YTD variance</b>	<b>0.1</b>	<b>0.8</b>
<i>FY FC v budget</i>	<i>(2.3)</i>	<i>32.8</i>

### Corporate centre

- Overspend in police officers pay costs (£0.1m) and other items (£0.1m).

	£m	FTE
Q3 Forecast	733.3	16,391.5
Actual	733.5	16,391.5
<b>YTD variance</b>	<b>(0.2)</b>	<b>0.0</b>
<i>FY FC v budget</i>	<i>3.0</i>	<i>(43.2)</i>

### DCC Professionalism, Strategy and Engagement

- Underspend relates to liability claims (£0.2m), legal costs (£0.1m) and catering costs (£0.1m).

	£m	FTE
Q3 Forecast	34.5	568.2
Actual	34.1	562.5
<b>YTD variance</b>	<b>0.4</b>	<b>5.7</b>
<i>FY FC v budget</i>	<i>(1.0)</i>	<i>4.9</i>

### Forensics services\*\* & SPA corporate

- Forensic Services (in line with forecast) - no material variances to highlight.
- SPA Corporate (£0.3m under) - mainly a timing variance relating to rent & service charges (£0.2m) and other items (£0.1m).

	£m	FTE
Q3 Forecast	41.3	607.5
Actual	41.0	611.5
<b>YTD variance</b>	<b>0.3</b>	<b>(4.0)</b>
<i>FY FC v budget</i>	<i>0.9</i>	<i>38.5</i>

# Forensic Services Finance dashboard

P10 2023/24

Year to Jan 2024

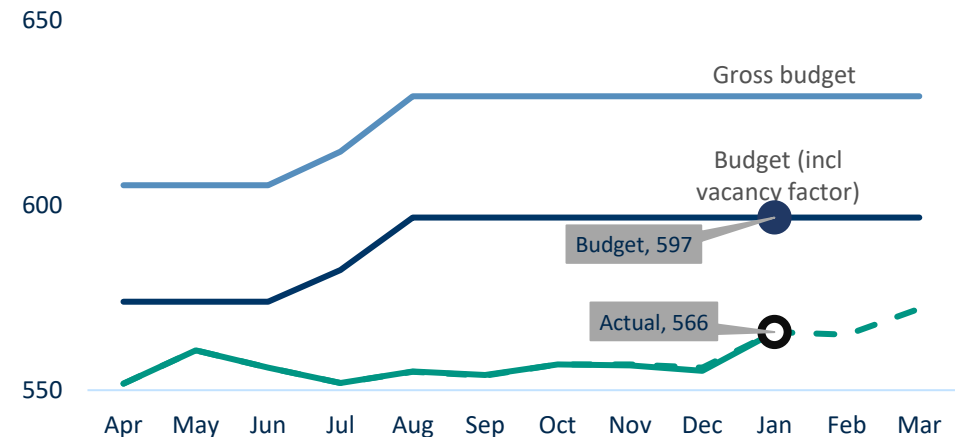
- The year-to-date actual spend is in line with Q3 forecast.
- The year-to-date spend is £0.4m underspent against budget.
- This is expected to grow to £0.8m underspent against budget by year end. This is mainly due to recruitment taking longer than budgeted.

## Revenue Summary

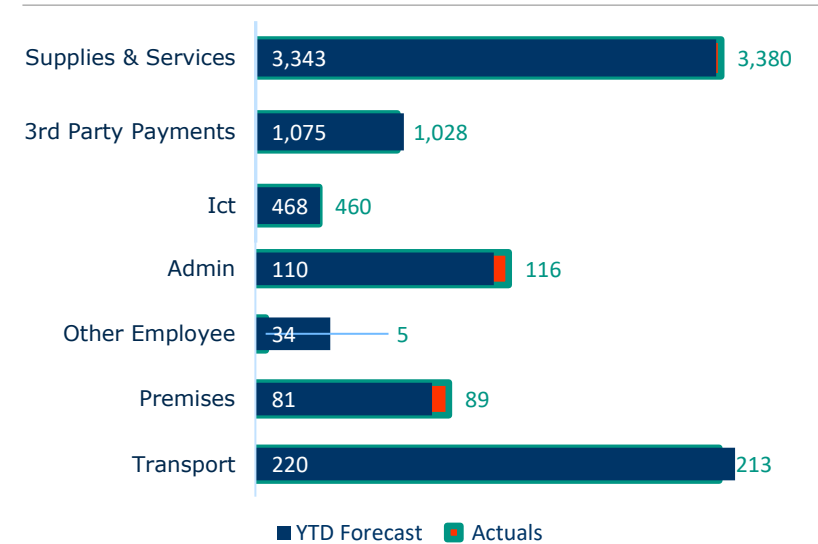
	Year to date				Full Year			
	Q3 FC	Act	Var		Bud	Q3 FC	Var	
	£m	£m	£m	%	£m	£m	£m	%
Pay	31.5	31.5	0.0	0.0%	39.0	37.8	1.2	3.1%
Overtime	0.3	0.3	0.0	0.0%	0.4	0.4	0.0	-
Non-pay	5.3	5.3	0.0	0.0%	5.8	6.3	(0.5)	(8.6%)
Income	(0.1)	(0.1)	0.0	0.0%	(0.1)	(0.2)	0.1	100%
<b>Total</b>	<b>37.0</b>	<b>37.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>45.1</b>	<b>44.3</b>	<b>0.8</b>	<b>1.8%</b>

## Staff Headcount (FTE)

Overall staff numbers are lower than planned reflecting slower recruitment of the new operating structure.



## Non-pay expenditure (Forecast, £000)



## Issues, threats & Opportunities

**Issue:** Efficiency plan slightly behind target (£150k) with Focus on this ahead of budget pressures for 2024/25.

**Issue:** Capital spend delayed into 2024/25 with £114k still yet to be ordered. Proposed budget next year reflects anticipated slippage.

**Threat:** Year-end stock count write down may have the effect of increasing expenditure for 2023/24. Functions have been running stocks down that have built up over Brexit/covid. This won't be known until April when the year-end stock count is conducted.

# Capital

Forecast deliverability status remains at amber

FY Q3 forecast requires £1.1m slippage

Year to date under forecast by £0.2m

Year to date over budget by £2.9m

*Projected IFRS16 technical accounting adjustments of £8.4m supported by equivalent SBR non-cash funding of £8.4m will be included as part of the year-end processes.*

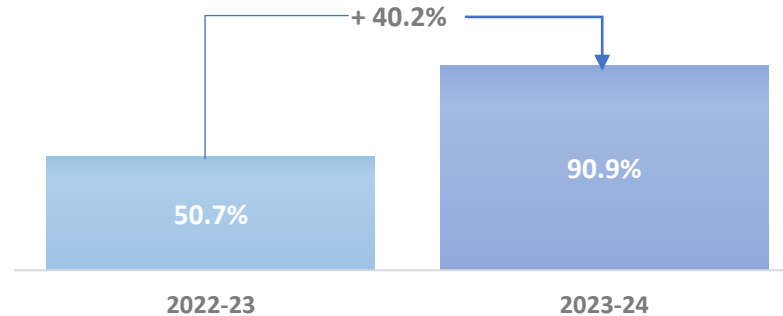
- ① DEPP = Digitally Enabled Policing Programme
- ② DDD = Data Drives Digital
- ③ RJLP = Rights & Justice Legislative Programme
- ④ MC&E = Modern Contact & Engagement

## Q3 forecast position

- Over 91% of funding has been spent to date.
- The Q3 forecast position requires £1.1m slippage to be managed across the remainder of the year.
- Capital expenditure has required to be slowed for the remaining part of the year.
- As a result, **no further commitments to be made in the current financial year**, with £1.1m slippage still required within the committed spend or agreed exceptions category.
- Any slippage identified must be notified to Finance and should not be reallocated to other areas of spend.
- Capital expenditure that is not yet committed should continue to be progressed, but only for delivery after 1 April 2024.

## Year to date : % of forecast spent

*Capital spend shows improvement compared to last year but will need to be managed / prioritised over the rest of the year*



## Capital variance by programme (£m)

	Year to date			Full year		
	Q3 FC £m	Actual £m	Var. £m	Budget £m	Q3 FC £m	Var. £m
Fleet	14.7	14.8	(0.1)	14.5	15.1	(0.6)
Digital Division (ICT)	7.7	7.0	0.7	13.9	8.1	5.8
Estates	9.3	9.3	0.0	12.9	10.5	2.4
EV Infrastructure	2.3	2.1	0.2	5.3	2.7	2.6
SPE	2.3	2.2	0.1	5.0	2.4	2.6
Weaponry	0.5	0.5	0.0	2.2	0.5	1.7
Forensic services	0.5	0.4	0.1	1.8	0.8	1.0
<i>Change: legislative &amp; inflight</i>						
Estates transformation	6.9	7.0	(0.1)	15.0	7.9	7.1
DEPP ①	1.8	1.8	0.0	4.7	2.1	2.6
DDD ②	1.9	2.1	(0.2)	3.0	2.4	0.6
RJLP ③	0.4	0.4	0.0	2.3	0.4	1.9
Policing in a digital world	0.2	0.2	0.0	1.4	0.3	1.1
Digital Division	0.3	0.3	0.0	0.9	0.4	0.5
MC&E ④	1.2	1.3	(0.1)	0.5	1.5	(1.0)
Other projects	0.4	0.5	(0.1)	1.7	0.9	0.8
<b>Total before slippage</b>	<b>50.4</b>	<b>49.9</b>	<b>0.5</b>	<b>85.1</b>	<b>56.0</b>	<b>29.1</b>
Slippage	(0.3)	(0.0)	(0.3)	(32.1)	(1.1)	(31.0)
<b>Total</b>	<b>50.1</b>	<b>49.9</b>	<b>0.2</b>	<b>53.0</b>	<b>54.9</b>	<b>(1.9)</b>
<b>Funding</b>						
GIA - core				50.1	50.2	0.1
Capital receipts				2.9	2.1	(0.8)
Other				0.0	2.6	2.6
<b>Total</b>				<b>53.0</b>	<b>54.9</b>	<b>1.9</b>

# Reform

Forecast deliverability status remains at green

Q3 expenditure forecast is in line with funding

As a result of mitigating actions, the revenue contribution to Reform has reduced by £5.0m

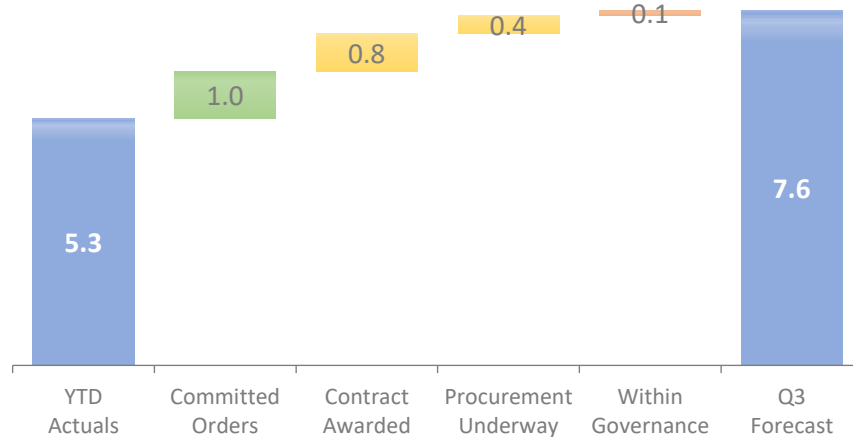
Year to date under forecast by £0.4m

Year to date under budget by £2.8m

## Pay forecast: spend profile overview (£m)



## Non-pay forecast: spend profile (£m)



## Reform variance by work stream (£m)

	Year to date			Full year		
	Q3 FC £m	Actual £m	Var. £m	Budget £m	Q3 FC £m	Var. £m
Transformation resource	10.4	10.4	0.0	17.2	12.7	4.5
Estates transformation	0.7	0.7	0.0	5.0	0.9	4.1
P&D Programme	0.5	0.5	0.0	2.7	0.6	2.1
MC&E ①	1.3	1.3	0.0	1.7	1.5	0.2
Policing in a digital world	0.1	0.1	0.0	1.4	0.2	1.2
Digital Division	0.4	0.4	0.0	1.4	0.6	0.8
VR/VER	0.7	0.6	0.1	1.3	0.8	0.5
EPF ② (incl. Corporate Change)	0.2	0.1	0.1	0.7	0.5	0.2
DDD ③	0.3	0.2	0.1	0.4	0.4	0.0
Other projects	1.5	1.4	0.1	4.6	2.1	2.5
<b>Total before slippage</b>	<b>16.1</b>	<b>15.7</b>	<b>0.4</b>	<b>36.4</b>	<b>20.3</b>	<b>16.1</b>
Slippage	(0.0)	(0.0)	(0.0)	(11.4)	(0.0)	(11.4)
	<b>16.1</b>	<b>15.7</b>	<b>0.4</b>	<b>25.0</b>	<b>20.3</b>	<b>4.7</b>
Contribution from Revenue Budget				(5.0)	(0.0)	(5.0)
<b>Total</b>				<b>20.0</b>	<b>20.3</b>	<b>(0.3)</b>
<b>Funding</b>						
GIA - core				20.0	20.0	0.0
Other grant funding				0.0	0.3	0.3
				<b>20.0</b>	<b>20.3</b>	<b>0.3</b>

① MC&E = Modern Contact & Engagement

② EPF = Enabling Policing for the Future

③ DDD = Data Drives Digital

# Reform

As at Period 10, £18.9m out of £20.3m is spent or committed to date

This leaves £1.4m still to be committed

Natural slippage can be expected within the committed expenditure but unlikely to be of any significant value

## Reform spend / forecast by categorisation of spend timeline and status (£m)

	Year to Date				Category (Pay and Non-pay)					
	Q3 FC	Actuals	Variance	Q3 FY Forecast	Actual	Committed	Contract Awarded	Pay Extensions	Procurement underway	Within Governance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Transformation Resource	10.4	10.4	0.0	12.7	10.4	2.2	0.0	0.1	0.0	0.0
Estates Transformation	0.7	0.7	0.0	0.9	0.7	0.1	0.1	0.0	0.0	0.0
P&D Programme	0.5	0.5	0.0	0.6	0.5	0.0	0.0	0.0	0.0	0.1
MC&E ①	1.3	1.3	0.0	1.5	1.3	0.1	0.1	0.0	0.0	0.0
Policing in a Digital World	0.1	0.1	0.0	0.2	0.1	0.0	0.1	0.0	0.0	0.0
Digital Division	0.4	0.4	0.0	0.6	0.4	0.2	0.0	0.0	0.0	0.0
VR/VER	0.7	0.6	0.1	0.8	0.6	0.2	0.0	0.0	0.0	0.0
EPF ② (incl. Corporate Change)	0.2	0.1	0.1	0.5	0.1	0.2	0.2	0.0	0.0	0.0
DDD ③	0.3	0.2	0.1	0.4	0.2	0.2	0.0	0.0	0.0	0.0
Other Projects	1.5	1.4	0.1	2.1	1.4	0.0	0.3	0.0	0.4	0.0
<b>Total before slippage</b>	<b>16.1</b>	<b>15.7</b>	<b>0.4</b>	<b>20.3</b>	<b>15.7</b>	<b>3.2</b>	<b>0.8</b>	<b>0.1</b>	<b>0.4</b>	<b>0.1</b>
Slippage Management	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
<b>Total</b>	<b>16.1</b>	<b>15.7</b>	<b>0.4</b>	<b>20.3</b>	<b>15.7</b>	<b>3.2</b>	<b>0.8</b>	<b>0.1</b>	<b>0.4</b>	<b>0.1</b>

① MC&E = Modern Contact & Engagement

② EPF = Enabling Policing for the Future

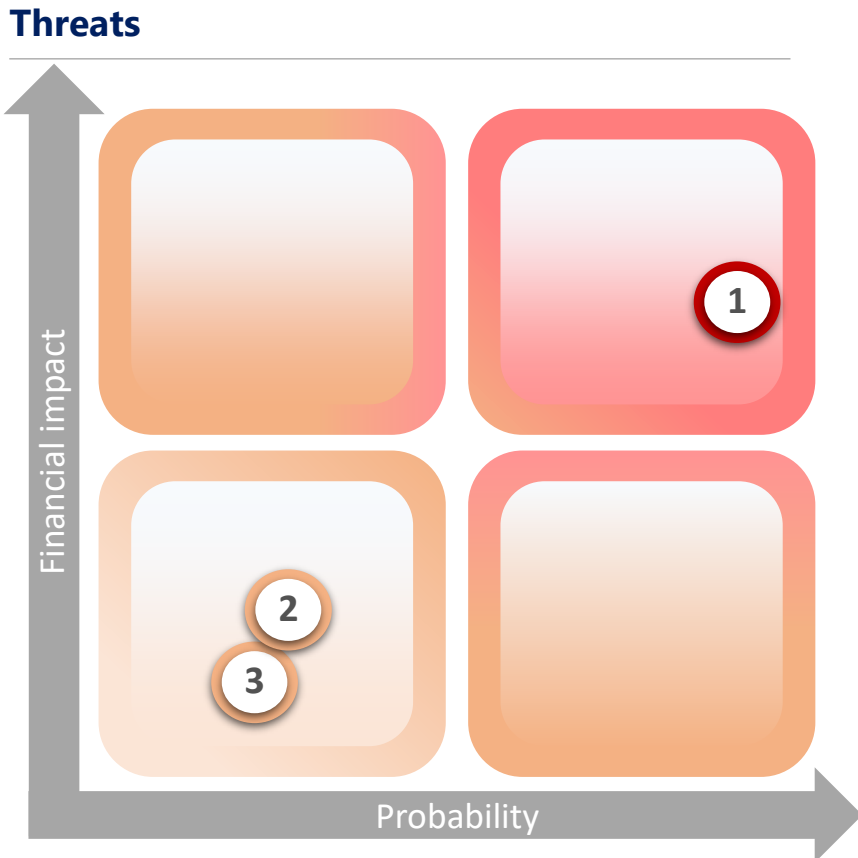
③ DDD = Data Drives Digital



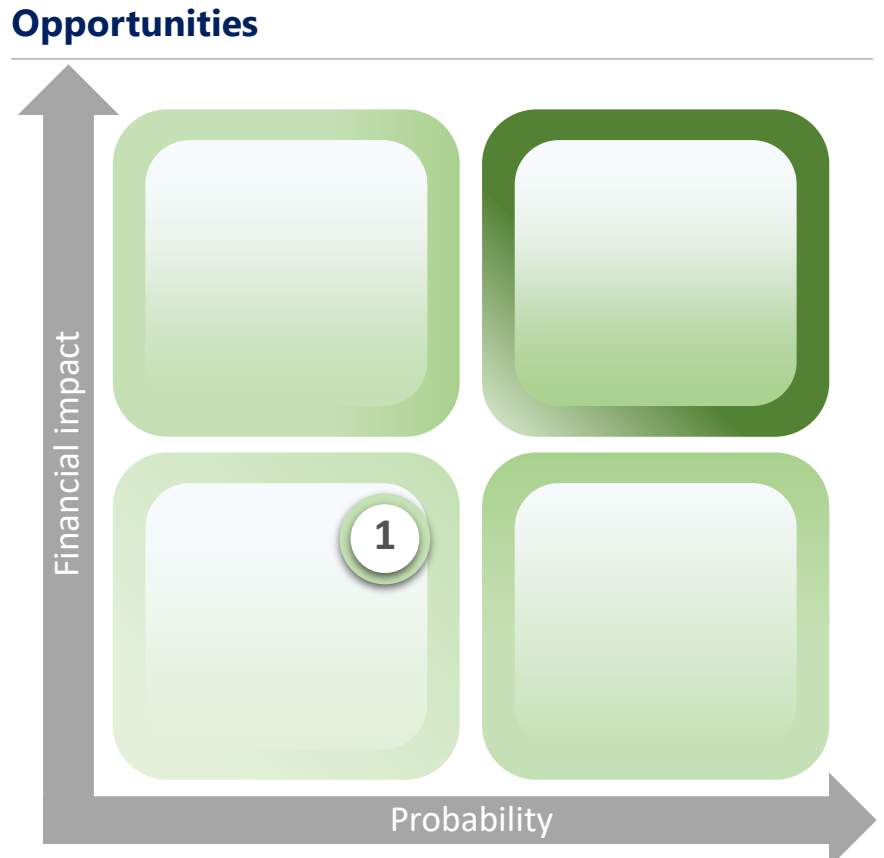
# Risk analysis

The revenue forecast is carrying risks that may materialise, mainly attached to the deliverability of the agreed mitigating actions

Threats and opportunities risks will continue to be monitored on a weekly and monthly basis for the rest of the year



- 1. The Chief Executive of the Scottish Police Authority has requested additional contingency GiA funding of £5.0m to balance the overall position.
- 2. Legal and liability claims - demand led area.
- 3. Other savings included in the forecast will need to be delivered throughout the remaining part of the year.



- 1. Police Scotland along with support from the Scottish Police Authority will continue to drive efficiency and savings where possible.