



Office of the Police and  
Crime Commissioner  
**STAFFORDSHIRE**

# **The Office Of The Police & Crime Commissioner**

## **Budget Handbook**

### **2014/2015**

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## **REVENUE AND CAPITAL BUDGET 2014/15**

### **1. Introduction**

- 1.1 This report is presented to provide details of the proposed revenue and capital budgets for 2014/15 for the Police and Crime Commissioner for Staffordshire (PCC).
- 1.2 The paper includes details of the funding requirements for 2014/15 and the proposed Council Tax precept for the year.
- 1.3 This paper aims to inform the public about the background to the budget, the main drivers addressed in setting the budget, how the budget will support the strategic objectives and outcomes sought, and identify the risks and opportunities within the budget.

### **2. Context**

- 2.1 Over the last 3 years as a part of the Governments public expenditure austerity plans there has been a reduction in funding to the Home Office, and consequently the Police service. Specific grants for Staffordshire have fallen by 5.1%, 6.7% and 5.3% respectively.
- 2.2 Expenditure budgets have reduced in line with these funding reductions, but with good financial management and tight financial control, high quality service delivery has been maintained. Reported crime is down and good progress continues to be made across key performance indicators.
- 2.3 The PCC has set out his strategic plans in the recent Police and Crime Plan - "Safer, Fairer, United Communities for Staffordshire". This will build on, and enhance the existing good work to deliver even better policing, crime reduction and community safety and outcomes, at a lower cost for the people of Staffordshire. This will be achieved by delivering against the four key priorities in the strategy (early intervention, victims, offenders and public confidence), but also by: -

- Increasing joined up working to deliver better value and reduce costs in the delivery of goods and services by public agencies across Staffordshire,
- Transformational change in the way services are delivered, to improve quality for less money,
- Providing local solutions for local problems through both the increased funding for the Commissioner's Community Fund and through local policing.
- New funding to support the recruitment of new frontline Police officers each year and for this to be sustainable,
- Investment in new technology, such as mobile technology and body worn video, through the capital programme, to improve visibility, evidence gathering and transparency,
- Investment in new services and support through commissioning better and to incentivise system-wide change.

### 3. The Proposed Budget

- 3.1 The Budget proposed is derived from the existing budget, the agreed Police Business Plan, service developments and investments. The forecast outturn for 2013/14 is an under spend of £1.042m which is 0.5% of the budget. This sum will be added to reserves at year end and then used to part fund the £2m Innovation Fund in 2014/15 (see below).
- 3.2 Table 1 sets out the expenditure by organisation and sources of funding, showing the forecast outturn for 2013/14, and the proposed budgets for 2014/15 and 2015/16.

**Table 1**

<b>Expenditure</b>	<b>2013/14 Outturn Forecast £000</b>	<b>2014/15 Budget £000</b>	<b>2015/16 Plan £000</b>
Staffordshire Police	183,552	177,144	173,342
PCC (after Stage 2)	1,146	1,887	1,908
Capital Financing	3,945	3,920	3,923
Community Fund	1,350	2,650	2,650
Innovation Fund (plus another £1m to be funded from reserves)	0	1,000	0
Other income	(5,632)	(5,260)	(5,260)
<b>Total</b>	<b>184,361</b>	<b>181,341</b>	<b>176,563</b>

<b>Funding</b>	<b>2013/14 Outturn Forecast £000</b>	<b>2014/15 Budget £000</b>	<b>2015/16 Plan £000</b>
Home Office Grants	118,441	112,798	107,488
Council Tax collection	64,708	65,660	66,270
Council Tax freeze grant	2,238	2,883	2,805
<b>Total</b>	<b>185,387</b>	<b>181,341</b>	<b>176,563</b>
<b>Under Spend</b>	<b>1,026</b>	<b>0</b>	<b>0</b>

3.3 In reaching the 2014/15 proposed budget a number of actions have been taken which are detailed in the expenditure and income bridges shown on Appendix 3.

#### **4. Revenue Budget**

4.1 Details of the budget by cost type are included in Appendix 1 and a list of assumptions is given in Appendix 2.

4.2 Staff costs make up the majority of the budget expenditure, and allowance for a 1% pay award from September and incremental increases is included in the budget. Police officer numbers will fall over the period to 1,739, with PCSO numbers remaining the same. The reduction in police officer numbers planned is mainly due to increased efficiency e.g. ensuring that police officers carrying out roles that could be undertaken by police staff is minimised. The PCC has also ensured that the number of frontline Neighbourhood Police Officers is maintained at 225 FTE and not reduced as originally planned. The balance of police officer numbers is primarily, Local Policing, which in addition to Neighbourhood numbers has 550 FTE officers (and 190 FTE Sergeants / Command), Investigative Services with 487 FTE, Operational Services with 182 FTE and Regional Services with 62 FTE.

4.3 Although regulation A19 has been ended, there are still a significant number of officers who retire at 30 year's service. The PCC has built in funding provision to recruit and train 42 new officers in 2014/15, adding further to the recruitment of 28 new officers in the current financial year.

4.4 Police staff numbers show a small increase, which reflects the effect of ensuring that police officers do not carry out roles that could be undertaken by police staff, supporting the delivery of efficiencies and cost savings.

4.5 Non-pay costs are a significantly smaller part of the budget than pay, but have been the focus of activity to reduce the effect of savings on frontline

operational services. Inflation has been included at 2.7% (8% for energy costs) and a number of savings schemes are underway to reduce costs in the maintenance, transport and IT budgets (see Appendix 3 for more details).

- 4.6 A small level of other income is generated by the Police which amount to £5.3m next year. This includes additional income for Police Led Prosecutions, secondments, and crash course income. This is an area where the PCC is keen to lead further development so that increases in income from services contribute to the costs of front line services.

#### Financial Outlook

- 4.7 The financial outlook remains challenging. A refreshed Medium Term Financial Strategy (MTFS) will be produced in the late spring to reflect the latest grant settlement, which was lower than expected.
- 4.8 The full identification of the savings requirement for 2014/15 demonstrates the strong underlying financial position and the impact of effective planning between the PCC and the Chief Constable. This also means that the financial position going into 2014/15 and also 2015/16 is strong, notwithstanding the need to continue to deliver savings.
- 4.9 The most significant challenge will come from 2016/17 onwards as the Comprehensive Spending Review (CSR) detail, due in 2015 becomes clearer. It is very likely that there will be a requirement to continue to deliver significant savings annually whilst protecting front line policing; the PCC has committed to a whole-system and transformational approach to ensure savings are delivered.
- 4.10 To support this approach, provision has been made in the budget for 2014/15 for resources to support service transformation and to deliver future savings. Investment in local commissioning, estates / property planning, technology, procurement and transport will all generate long term financial efficiencies and savings. The Innovation Fund will also support new ways of working that deliver transformational change across all of those organisations that support safer communities.

#### Commissioner's Community Fund

- 4.11 The budget includes plans to increase the funding set aside for Community Safety from £1.3m to £2.65m per year by redirecting existing funds and through better use of existing budgets. This money will support the objective of tackling the root causes of crime through early intervention, prevention of offending, supporting victims and making communities feel safe and assured.
- 4.12 Funds will be made available to local people and communities through the PCC allocating resources directly to local community safety bodies and

through making available resources that can be bid for at the local level. Details of the application procedure have now been widely circulated.

#### Innovation Fund

- 4.13 The PCC has identified resources of £2 million in 2014/15 that will be allocated for use by the new Safer Staffordshire Board, the first meeting of which took place in January 2014. The funding uses £1 million from within the 2014/15 budget and £1 million from reserves.
- 4.14 Discussions with the Home Secretary and other ministers on incentivising change in this way have shown that there is considerable support for Staffordshire in developing this approach and it is hoped that financial support in addition to that identified by the PCC will become available.
- 4.15 The Incentivising Fund has been developed so that through one-off, short-term funding, permanent and sustainable change in how public sector agencies use their resources to create a safer place and achieve better outcomes for communities and local residents, are possible.

Specifically, the funding provided will: -

- kick-start change proposals that support improvements in community safety and in outcomes for local people and communities
- support 'invest to save and/or improve' proposals, where improved outcomes can be maintained after the one-off funding allocated through the Board is withdrawn
- support initial development work that is likely to result in the development of further proposals to improve or create efficiency.

#### PCC Budget

- 4.16 The budget has increased from £1.161m to £1.887m after the implementation of Stage 2 on 1 April 2014 and is shown in summary on Appendix 7. At this date whilst most police staff will transfer to the Chief Constable, a number of staff will not transfer as their roles most appropriately sit within the PCC, or elsewhere. The current Stage 2 plan, which is being consulted on with staff assumes that 8 FTE posts that currently work to the Chief Constable will in future work for the PCC and that 7 FTE posts that currently work to the Chief Constable will transfer to Staffordshire County Council. The increase in the PCC budget reflects this move of 15 FTE posts and a corresponding reduction of the same amount in the Chief Constable's budget, without there being any overall increase in resources committed.
- 4.17 All PCCs are currently working through this change and changes similar to those being implemented in Staffordshire will take place in every area.

## Funding and Income Budgets

- 4.18 Funding for the PCC is derived from government grant which makes up about two thirds of income, Council Tax making up the other third, with small sums from local service generated income. The Grant funding announced in December was different to that indicated in July in the provisional settlement. Whilst the overall Police budget was in line with those plans there were a number of national top slices imposed that reduced the final grant allocation to £112.798m, which was £1.7m less than expected in the MTFs detailed in the autumn of 2013. This is a reduction of 4.8% in total on the previous year. The £1.7m top slices were for IPCC set up costs, HMIC inspection work, direct entry scheme costs, capital city grant, and the innovation fund. These top slices are expected to continue and are factored into the 2015/16 figures.
- 4.19 Council Tax Funding is set out in table 2 below. The PCC is proposing no increase in the council tax charge for 2014/15.

**Table 2**

<b>Detail</b>	<b>£000</b>
Council Tax @ Band D (£177.61)	56,795
Local Council Tax Support Grant	8,424
Council Tax Freeze Grant	2,883
Surplus on collection	441
<b>Total Funding</b>	<b>68,543</b>

- 4.20 The frozen Council Tax precept of £177.61 at Band D produces income of £56.7m. Full detail of this across precept authorities is shown on Appendix 6.
- 4.21 Other Council Tax funding is from the Local Council Tax Support Grant worth £8.423m and a small surplus on the collection fund of £441,071. The Government has again offered a Council Tax Freeze grant set at 1% of baseline to those bodies who do not increase their Council Tax. This is worth £0.642m and is included in the budget along with the freeze grants from 2010/11, 2011/12 and 2013/14 giving a total freeze grant of £2.883m. The freeze grant of 2012/13 was non-recurrent.

## **5. Capital Budget**

- 5.1 The budget includes provision for a small reduction in capital finance requirements from £3.925m to £3.923m for the year.
- 5.2 The capital plan for 2014/15 is shown on Table 3. The total planned expenditure is £9.425m, with allocations to Property and Estates (£2.627m), Information Technology (£5.118m) and Transport (£1.680m). This is funded through a number of sources including capital grants, revenue contributions,



capital receipts and borrowing. For 2014/15 there is no new external borrowing proposed as funding can be met from grant, receipts and internal borrowing.

**Table 3**

**Capital Programme 2014/15 to 2016/17**

<b>Detail</b>	<b>2014/15 £m</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>Total £m</b>
Total Expenditure	9.425	9.593	7.987	27.005
Total Financing	(9.425)	(9.593)	( 7.987)	(27.005)

5.3 Appendix 4 sets out more detail on the capital plan. The detailed capital plan will be approved on a scheme by scheme basis.

**6. Risk Assessment**

6.1 The main risks relating to setting the budget are considered to be:

- Unidentified liabilities,
- Failure to understand and control budgets,
- Incident costs of a significant size,
- Non-delivery of savings plans,
- Changes in income due to government or other actions,
- Economic changes causing an increase in costs or reduction in income.

6.2 To manage risk the PCC has a risk register and strategy in place. Financial systems and processes are in place to manage financial risks for example:

- the budget process,
- budget monitoring,
- treasury management,
- financial controls and regulations,
- reserves held,
- change management resources,
- the expertise of the Finance team and its advisors.

6.3 In setting the budget a series of sensitivity tests have been carried out to understand the effect of uncertainty on the projections. The main elements of this are:

- Pay: A variance of 0.5% equates to £0.8m each year. If the national agreement are different to those assumed this variance could be managed from the reserves in the short term but would require medium term action.
- Fuel and energy costs: if this rose by 25% more than planned this would cost £0.6m which could be managed in the short term from reserves but would require medium term action
- Government Funding forms 2/3rds of income, and therefore, any changes to this would have significant effects. The sums for the next 2 years are considered secure barring a significant economic shock. Plans for later years are being developed to provide additional comfort if the funding reduces more than planned.

6.4 It is the view of the PCC that sufficient controls are in place to mitigate these main risks.

## **7. Reserves**

7.1 The PCC holds a level of reserves amounting to £14.689m in total, which are shown in detail on Appendix 5.

7.2 A General Reserve is held that totalled £5.4m at 31/3/13. This is in line with the overall historic strategy to hold between 2.5% and 3% of reserves and is considered sufficient to cover unforeseen circumstances such as unrest or a major investigation.

7.3 The Reshaping the Future reserve will increase by a forecast £1m as result of the 13/14 under spend. It is proposed that £1m is then used to fund the Innovation Fund which is being used to transform the delivery of police and crime reduction services.

7.4 The overall level of reserve held is reasonable and in line with historic targets. The PCC is very keen to ensure that reserves are only held at a minimal level in line with assessed risks and uncertainty, and for the purposes of modernising and transforming the delivery of the Police and crime agenda.

<b><u>Summary Budget By Cost and Income Type</u></b>			
	<b><u>Forecast</u></b> <b><u>2013/14</u></b>	<b><u>Budget</u></b> <b><u>2014/15</u></b>	<b><u>Plan</u></b> <b><u>2015/16</u></b>
<b>FTE</b>			
Officer	1,819.0	<b>1,739.0</b>	1,696.0
PCSO	209.0	<b>209.0</b>	209.0
Staff	1,125.0	<b>1,158.0</b>	1,158.0
<b>Total staff numbers</b>	<b>3,153.0</b>	<b>3,117.0</b>	<b>3,074.0</b>
<b><u>Delegated to Chief Constable</u></b>	<b><u>£000</u></b>	<b><u>£000</u></b>	<b><u>£000</u></b>
Officer Pay	96,033	<b>93,237</b>	89,625
PCSO's	6,618	<b>6,944</b>	6,982
Police Staff	37,508	<b>38,709</b>	38,725
<b>Total Pay Costs</b>	<b>140,159</b>	<b>138,890</b>	135,332
Other Employee Costs	5,455	<b>3,165</b>	3,211
Pension - ill-health & injury	6,390	<b>4,517</b>	4,337
<b>Non Pay Costs</b>			
Premises	5,970	<b>5,579</b>	5,805
Transport	4,653	<b>4,801</b>	4,928
Supplies and Services	15,446	<b>15,949</b>	15,392
Third Party Payments	2,333	<b>2,473</b>	2,517
Partnerships	2,160	<b>1,371</b>	1,409
Revenue Contributions to Capital	986	<b>400</b>	411
LESS Income (incl int on balances)	(5,632)	<b>(5,260)</b>	(5,260)
<b>Total Net Expenditure</b>	<b>177,920</b>	<b>171,884</b>	168,082
<b><u>Controlled by PCC</u></b>			
OPCC	1,146	<b>1,887</b>	1,908
Capital Financing	3,945	<b>3,920</b>	3,923
Community Safety	1,350	<b>2,650</b>	2,650
Innovation Fund		<b>1,000</b>	
	<b>6,441</b>	<b>9,457</b>	8,481
<b>Total Expenditure</b>	<b>184,361</b>	<b>181,341</b>	176,563
<b>FUNDED BY</b>			
Police Grant	73,824	<b>112,798</b>	107,489
DCLG Grant (Merged into Police Grant)	43,607	<b>0</b>	0
Community Safety Fund (Merged into Police Grant)	1,010	<b>0</b>	0
Council Tax	56,094	<b>65,219</b>	66,270
LCTB Support Grant (Merged into Council Tax)	8,397	<b>0</b>	0
Council Tax Freeze Grant	2,238	<b>2,883</b>	2,805
Surplus/Deficit on Collection	217	<b>441</b>	0
<b>TOTAL FUNDING</b>	<b>185,387</b>	<b>181,341</b>	176,563
<b>UNDER SPEND</b>	<b>(1,026)</b>	<b>0</b>	0

**Assumptions for 2014-15 Budget**

- 1 Workforce plans for 2014-15 assume that 70% of officers eligible will leave at 30 year's service and the remaining 30% of eligible officers will leave two years later.
- 2 There will be 3 intakes of officer recruits with 14 officers in each intake.
- 3 Staffing levels of PCSO's will remain at 209 throughout the period.
- 4 Police staff numbers vary in accordance with plan to modernise workforce practises, whereby some positions are transferred from officers to staff to enable officers to take up a frontline role.
- 5 Pay rates will increase by 1% in September 2014. In addition increments are included for staff moving up pay scales.
- 6 Government grant will reduce by 3.3% in 14/15. In addition top slicing of the grant has resulted in a further 1.5% or £1.7m reduction. Total reduction 4.8%.
- 7 Council Tax revenue is expected to increase by 1% in 14/15 - this is an increase in tax base, not an increase in council tax rate.
- 8 Council Tax Freeze Grant is included. The value is the same as last year (amounts rolled forward) plus a further 1% on the assumption that the precept will not be increased.
- 9 Charges for football, concerts etc. will remain level, allowing for PCC decision to remove charges from some community events.
- 10 General level of inflation is assumed at 2.7%.
- 11 Fuel inflation is assumed at 8%.
- 12 Police led prosecutions will increase costs (mainly staff) by £185k and income by £285k.

**Income and Expenditure Bridge 2013/14 Outturn to 2014/15 Budget**

<b>Expenditure Forecast</b>	<b>184,361</b>	<b>As above</b>
Pay increases	1,965	Cost of pay increases
Pay grade mix changes	(790)	Effect of leavers/new entrants
Service changes pay	(1,537)	Civilianisation savings
Payroll savings	(5,107)	Staff changes
Non-pay inflation	470	Price uplift
Non-pay savings	(455)	Various schemes
Other service changes	(85)	Various
Community Safety Fund	1,150	See report for details
Innovation Fund	1,000	See report for details
Other income	369	Various minor changes
<b>2014/15 Budget</b>	<b>181,341</b>	
<b>Income and Funding Forecast</b>	<b>185,387</b>	
Grant Reduction	(5,643)	Net 2.9% (4.8% reduction before freeze grant)
Council Tax yield	1,597	Increase in expected council tax income
<b>2014/15 Budget</b>	<b>181,341</b>	

**Savings Schemes 2014/15**

<b>Scheme Name</b>	<b>Details of Saving</b>	<b>Saving expected in 2014/15 £000</b>	<b>Saving in full year £000</b>
Reduction in Staff Management	Reduced Senior management staff	330	341
Operational Budget reviews	Review of budgets and local savings plans	490	490
Local Policing Team Restructure	Reduce number of Support Officers	-	707
Medical Costs	New medical service contract replaces individual contracts	-	97
Forensics Review	Triage referrals to reduce usage.	-	154
Civilianisation - control room, transport,	Move tasks from Officers to staff who are employed at a more economic rate	-	722
<b>Totals</b>		<b>920</b>	<b>2,511</b>

Savings are Full Year Estimates if implemented prior to April 2014.

**Capital Programme 2014/15 to 2016/17**

<b><u>Expenditure</u></b>	2014/15 £m	2015/16 £m	2016/17 £m	Total all years £m
Property and Estates (P&E)	2.627	1.787	1.787	6.201
Information Technology (IT)	5.118	6.406	5.000	16.524
Vehicle Replacement	1.680	1.400	1.200	4.280
<b>Total Expenditure</b>	<b>9.425</b>	<b>9.593</b>	<b>7.987</b>	<b>27.005</b>

<b><u>Financing</u></b>	2014/15 £m	2015/16 £m	2016/17 £m	Total all years £m
Capital Grants	( 1.620)	(1.500)	(1.500)	(4.620)
Contribution from Revenue	(0.487)	(0.487)	(0.487)	(1.461)
Use of Revenue Reserves	(1.131)	(0.400)	(0.400)	(1.931)
Contribution to Reserves	0.400	0.400	0.400	1.200
Capital Receipts from Estate Rationalisation	(7.600)	(7.363)	(4.000)	(18.963)
Unallocated Receipts (if all used in year)	1.013			1.013
Borrowing for Property and Estates	-	(0.243)	(2.000)	(2.243)
<b>Total Financing</b>	<b>(9.425)</b>	<b>(9.593)</b>	<b>(7.987)</b>	<b>(27.005)</b>

**Reserves Balances 2014/15 (projected)**

Reserve Name	Value @ 31/3/13 £000	Projected Value @ 31/3/14 £000
General Reserve	5,375	5,375
Earmarked Reserve for Pensions	743	743
Operational under spends	298	298
Capital Reserve	2,319	2,000
Insurance Reserve	1,861	1,750
Air Operations Unit maintenance	100	100
Reshaping The Future #	3,993	5,000
<b>Total</b>	<b>14,689</b>	<b>15,266</b>

# Part of this reserve will be utilised in 2014/15 with £1m being used to support the Innovation Fund.

**PRECEPT DEMAND SCHEDULE 2014/15**

Precept Authority	Precept Amount £
Cannock Chase	4,690,661
East Staffordshire	5,973,923
Lichfield	6,268,745
Newcastle	6,196,813
South Staffordshire	6,560,839
Stafford	7,630,358
Staffordshire Moorlands	5,646,044
Tamworth	3,621,290
Stoke	10,206,661
<b>Total</b>	<b>56,795,334</b>

**Surplus/Deficit**

Cannock Chase	-208,000
East Staffordshire	70,633
Lichfield	59,430
Newcastle	98,054
South Staffordshire	125,300
Stafford	0
Staffordshire Moorlands	68,760
Tamworth	62,319
Stoke	164,575
<b>Total</b>	<b>441,071</b>



<b>PCC CONTROLLED EXPENDITURE</b>		<b>£</b>
130101	STAFF SALARIES	732,959
131101	STAFF N.I. BASIC PAY	62,177
131201	STAFF PENSION CONTRIBUTIONS	104,612
	<b>STAFF PAY COSTS</b>	<b>899,748</b>
175001	AGENCY STAFF	48,000
176111	EMPLOYEE SUBSISTENCE	1,000
176112	HOTEL & ACCOMODATION COSTS	1,800
176217	AUDIT COMMITTEE ALLOWANCES	6,000
177101	ADVERTISING VACANCIES	2,000
177311	EXTERNAL TRAINING	4,000
177318	TRAINING EXPENSES	2,000
	<b>OTHER EMPLOYEE COSTS</b>	<b>64,800</b>
326123	EMPLOYEE CASUAL MILEAGE	12,000
326200	PARKING & TOLL CHARGES	1,000
326701	EMPLOYEE TRAVEL - FARES	6,000
	<b>TRAVEL COSTS</b>	<b>19,000</b>
423131	COMPUTER HARDWARE PURCHASES	4,000
423132	COMPUTER SOFTWARE PURCHASES	2,000
425013	MOBILE PHONES	2,000
427059	OTHER MEDIA & MARKETING COST	44,580
427060	DISTRIBUTION OF COUNCIL TAX LEAFLETS	30,000
	<b>COMMUNICATIONS &amp; COMPUTERS</b>	<b>82,580</b>
433100	OFFICE FURNITURE / EQUIPMENT PURCHASE	5,000
434003	STATIONERY	5,000
434004	JOURNALS / REF BOOKS / PUBLICATIONS	2,000
434005	PRINTING	2,000
435001	LEGAL COSTS	10,000
435002	CONSULTANCY FEES	5,000
436001	CONFERENCE FEES	8,000
436002	SUBSCRIPTIONS & LEVIES	30,000
436004	CUSTODY VISITOR COSTS	16,000
436005	APA MEMBERSHIP	39,000
	<b>ADMINISTRATION COSTS</b>	<b>122,000</b>
495021	CATERING CONTRACT	1,000
497002	BANK & BACS CHARGES	15,000
497005	DONATIONS MADE	1,000
	<b>OTHER SUPPLIES &amp; SERVICES</b>	<b>17,000</b>
505101	SCC SUPPORT SERVICES CHARGES	25,000
505103	SCC FINANCIAL SERVICES CHARGES	7,000
505105	SCC INTERNAL AUDIT CHARGES	50,000
505,999	SCC Benefits Realisation recharge	400,000
505911	EXTERNAL AUDIT CHARGES	50,000
507307	PARTICIPATIVE BUDGETS	150,000
	<b>THIRD PARTY PAYMENTS</b>	<b>682,000</b>
<b>PCC AFTER STAGE 2</b>		<b>1,887,128</b>

<b>507300</b>	<b>COMMISSIONERS COMMUNITY FUND</b>	<b>2,650,000</b>
	<b>INNOVATION FUND CONTRIBUTION</b>	<b>1,000,000</b>

667021	OLD DEBT PRINCIPAL PAYMENTS	271,208
667023	OLD DEBT INTEREST PAYMENTS	78,000
667024	PWLB LOAN INTEREST PAYMENTS	1,836,000
667028	DEBT MANAGEMENT EXPENSES	4,000
667080	MRP	1,760,000
497099	CONTINGENCY BUDGET	240,000
999701	INTEREST ON BALANCES	-75,000
919100	GOVERNMENT GRANTS	-194,000
	<b>CAPITAL FINANCING</b>	<b>3,920,208</b>

Costs Delegated to Chief Constable

<u>Account Code</u>	<u>Account Code Description</u>	<u>2014/15 Budget</u>
110101	OFFICER SALARIES	64,254,000
110211	OFFICER VARIABLE OVERTIME	1,580,000
110212	OFFICER REST DAY O/TIME	170,000
110221	OFFICER BANK HOLIDAY OVERTIME	1,005,361
110311	RENT ALLOWANCE	180,000
110312	HOUSING ALLOWANCE	1,237,000
110313	COMP ALLOWANCE	5,000
110314	COMP GRANT	55,000
110315	UNSOCIAL HOURS	1,625,000
110316	AWAY FROM HOME	40,000
110321	DOG HANDLER ALLOWANCE	55,000
110322	OFFICERS INSTRUCTORS ALLOWANCE	5,000
110323	SUPERINTENDENTS PRA	20,000
110342	LONDON WEIGHTING ALLOWANCE	5,000
110351	C RTP	557,000
110402	OFFICER ON CALL BONUS	200,000
111101	OFFICER N.I. BASIC PAY	5,845,500
111102	OFFICER N.I. OVERTIME	239,536
111104	OFFICER N.I. BONUS PAYMENTS	170,000
111201	OFFICER PENSION CONTRIBUTIONS	15,988,500
<b>Total Officer Pay Costs</b>		<b>93,236,897</b>

120101	PCSO SALARIES	4,498,000
120211	PCSO VARIABLE OVERTIME	21,000
120361	PCSO SHIFT ALLOWANCES	1,115,000
121101	PCSO N.I. BASIC PAY	425,000
121102	PCSO N.I. OVERTIME	2,000
121201	PCSO PENSION CONTRIBUTIONS	883,000
<b>Total PCSO Pay Costs</b>		<b>6,944,000</b>

130101	STAFF SALARIES	28,660,268
130111	STAFF HONORARIUM	50,000
130113	STAFF MARKET SUPPLEMENT	129,000
130114	STAFF FIRST AID SUPPLEMENT	10,000
130211	STAFF VARIABLE OVERTIME	227,000
130221	STAFF BANK HOLIDAY OVERTIME	137,000
130325	STANDBY ALLOWANCE	136,000
130342	P.STAFF LONDON WEIGHTING ALLOW	4,000
130361	STAFF SHIFT ALLOWANCES	2,233,000
130363	STAFF ENHANCED HOURS	8,000
130404	STAFF TUTOR BONUS	1,000
131101	STAFF N.I. BASIC PAY	2,395,102
131102	STAFF N.I. OVERTIME	38,700
131201	STAFF PENSION CONTRIBUTIONS	4,679,825
<b>Total Police Staff Pay Costs</b>		<b>38,708,895</b>

175001	Agency Staff	1,000,000
176111	EMPLOYEE SUBSISTENCE	48,930
176112	HOTEL & ACCOMODATION COSTS	76,713
176113	NON STD ACCOM	51,400
176116	SPECIALS EXPENSES	350,000
177101	ADVERTISING VACANCIES	4,900
177102	ASSESSMENT CENTRES	13,700
177104	RELOCATION EXPENSES	4,900
177213	LONG SERVICE AWARDS	10,000
177221	MEDICAL EXAMINATIONS & REPORTS	50,350
177222	FAST TRACKING	5,000
177223	H1 REFERRALS	18,000
177224	PHYSIOTHERAPY	90,250
177225	EYESIGHT TESTS & SPECTACLES	9,000
177291	BUSY BEES	20,500
177292	REDEPLOYMENT EXPENSES	173,402
177311	EXTERNAL TRAINING	359,800
177318	TRAINING EXPENSES	31,300
177321	PROFESSIONAL SUBSCRIPTIONS	12,000
177501	PERSONAL ACCIDENT INSURANCE	8,000
177502	FIDELITY GUARENTEE INSURANCE	8,000
177503	EL/PL INSURANCE PREMIUM	200,000
177504	EL/PL CONTRIBUTION TO FUND	100,000
177702	CLASS 1A N.I. CONTRIBUTIONS	18,600
177703	VOLUNTARY EXIT SCHEME	500,000
<b>Total Other Employee Costs</b>		<b>3,164,745</b>

215101	REACTIVE MAINTENANCE	291,000
215102	PLANNED MAINTENANCE	298,000
215103	ANNUAL MAINTENANCE CONTRACTS	465,916
215104	GROUNDS MAINTENANCE	52,000
215107	FIRE / SECURITY EQUIPMENT MAINTENANCE	44,650
215301	ENERGY MANAGEMENT	85,000
222011	ELECTRICITY	972,000
222012	GAS	360,000
222013	HEATING OIL	9,000
222021	LEASED BUILDINGS	612,100
222022	RATES	1,360,000
222023	WATER CHARGES	115,000
222031	WINDOW CLEANING	14,000
222032	CLEANING MATERIALS & EQUIPMENT	53,200
222033	DECONTAMINATION OF CELLS	42,750
222034	CONTRACT CLEANING	670,000
222071	ENGINEERING PLANT / EQT INSURANCE	6,000
222072	MATERIAL DAMAGE INSURANCE	42,000
222091	REMOVAL COSTS	5,000
222092	KEY CUTTING	1,000
222093	MINOR MOVES	80,000
<b>Total Property Costs</b>		<b>5,578,616</b>

312111	ANNUAL LEASE RENTAL	315,000
312119	LEASE CONTRIBUTION FROM HIRERS	(261,000)
312121	GENERAL VEHICLE HIRE	132,000
312132	MOTOR VEHICLE INSURANCE PREMIUM	122,500
312211	SCC FLEET CARE FIXED RATE	920,000
312212	SCC FLEET CARE VARIABLE RATE	300,000
312221	VEHICLE SPARES & REPAIRS	20,000
312241	CAR WASHING	5,000
312242	DECONTAMINATION OF VEHICLES	18,000
312301	PETROL & OIL	1,569,500
312302	TYRES	240,000
313051	BICYCLES & EQUIPMENT	4,000
313052	BICYCLES MAINTENANCE	12,000
317201	MOTOR CONTRIBUTION TO FUND	500,000
317901	WINDSCREEN DAMAGE	14,300
318001	VEHICLE RECHARGE	49,300
326111	LEASE CAR MILEAGE CLAIMS	9,000
326121	EMPLOYEE ESSENTIAL VEHICLE ALL	112,700
326122	EMPLOYEE ESSENTIAL MILEAGE	135,000
326123	EMPLOYEE CASUAL MILEAGE	424,000
326124	EMPLOYEE FORCE TRANSPORT RATE	63,000
326200	PARKING & TOLL CHARGES	10,800
326701	EMPLOYEE TRAVEL - FARES	85,740
<b>Total Transport &amp; Travel Costs</b>		<b>4,800,840</b>

413101	UNIFORMS	314,500
413102	PROTECTIVE CLOTHING	20,000
413104	EQUIPMENT IN VEHICLES PURCHASE	40,000
413105	SURVEILLANCE EQUIPMENT PURCHASES	145,000
413106	FIREARMS PURCHASES	40,000
413107	OPS & TESTING EQUIPMENT PURCHASES	21,000
413108	SCIENTIFIC SUPPORT EQUIPMENT PURCHAS	20,000
413109	OPS AUDIO / VISUAL EQUIPMENT PURCHASE	45,000
413110	OPERATIONAL EQUIPMENT	22,500
413112	CRIME REDUCTION PURCHASES	8,000
413202	QUALITY STDS FORENSICS	50,000
413300	OPERATIONAL EQUIPMENT HIRE	14,500
413401	LAUNDRY	52,000
413406	FIREARMS REPAIRS	15,000
413407	OPERATIONAL & TESTING EQUIPMENT MAINTEN	30,000
413409	OPS AUDIO / VISUAL EQUIPMENT MAINTENANC	20,000
414001	CUSTODY CONSUMABLES	5,000
414002	CUSTODY MEALS	61,700
414003	CUSTODY CLOTHING	43,200
414004	DOG FOOD & CONSUMABLES	19,000
414006	AMMUNITION	111,000
414007	OPS & TESTING CONSUMABLES	8,000
414008	SCIENTIFIC SUPPORT CONSUMABLES	135,000
414009	OPS AUDIO / VISUAL CONSUMABLES	32,000
414010	PROPERTY BAGS	20,000
414011	PROPERTY PROTECTIVE MARKING	20,000
415001	DETENTION OFFICERS	1,860,000
415002	MEDICAL ATTENTION	1,010,000
415003	PATHOLOGISTS	60,000
415004	INTERPRETERS	191,000
415006	IDENTITY PARADE SERVICES	43,400
415007	EXPERT WITNESSES & REPORTS	138,000
415009	MOBILE PHONE EXAMINATIONS	150,000
415010	OPERATIONAL PROFESSIONAL FEES	48,000
415012	BOARDING UP	12,000
415013	VETS FEES	13,000
415014	POLICE DOG KENNELING	12,000
415016	DOG PURCHASE	10,000
415017	TELEPHONE SUBSCRIBER CHECKS H.Q.	205,600
415021	MISCELLANEOUS 1	150,000
416001	MISCELLANEOUS 2	90,000
416002	MISCELLANEOUS 3	30,000
416003	REFRESHMENTS - OPERATIONAL	16,000
416004	PUBLIC VEHICLE RECOVERY	40,000
<b>Total Operational Costs</b>		<b>5,391,400</b>

423110	TELECOMS EQUIPMENT PURCHASE	80,000
423120	RADIO EQUIPMENT PURCHASE	40,000
423131	COMPUTER HARDWARE PURCHASES	107,000
423132	COMPUTER SOFTWARE PURCHASES	60,000
423423	RADIO EQUIPMENT MAINTENANCE	17,500
423431	COMPUTER HARDWARE MAINTENANCE	161,351
423432	COMPUTER SOFTWARE MAINTENANCE	2,367,828
423433	ICCS MAINTENANCE	110,100
423434	LAN / WAN MAINTENANCE	63,000
424031	COMPUTER CONSUMABLES	31,000
425011	TELEPHONE RENTAL CHARGES	316,000
425012	TELEPHONE CALL CHARGES	169,200
425013	MOBILE PHONES	238,000
425015	PRIVATE CIRCUITS	467,000
425021	AIRWAVE CHARGES	1,484,000
425031	CENTRAL SERVICES CHARGES	1,138,000
425032	NETWORK SECURITY CHARGES	171,000
425033	I.T. CONSULTANCY	20,000
425091	POSTAL & CARRIER CHARGES	186,800
427031	IS / IT CHANGE FUND	80,000
427051	MARKET RESEARCH	51,000
427059	OTHER MEDIA & MARKETING COST	48,450
427091	TV LICENCES & SKY CHARGES	6,000
427092	PRS MUSIC LICENCES	17,000
<b>Total Communications &amp; Computers</b>		<b>7,430,229</b>

433100	OFFICE FURNITURE / EQUIPMENT PURCHASE	97,000
433201	PHOTOCOPIER CHARGES	192,000
433202	PHOTOCOPIER LEASE	137,000
434001	PRINTER CONSUMABLES	30,000
434002	OFFICE SUPPLIES	33,250
434003	STATIONERY	100,800
434004	JOURNALS / REF BOOKS / PUBLICATIONS	23,750
434005	PRINTING	96,150
434006	PAPER	40,000
435001	LEGAL COSTS	130,000
435002	CONSULTANCY FEES	310,000
435,997	ICT CHANGES	500,000
435,998	CHANGE FUND	407,456
435,999	STRATEGIC PROPERTY COSTS	250,000
435003	INSURANCE BROKERS	6,500
435004	ARCHIVE SERVICE	20,000
435005	CONTRACTED PROFESSIONAL SUPPORT	228,000
435007	DISPOSAL OF WASTE	115,000
435008	WASHROOM SERVICES	31,000
435009	IT HEALTHCHECK	25,700
436001	CONFERENCE FEES	116,000
436002	SUBSCRIPTIONS & LEVIES	49,000
436003	HOSPITALITY - NON OPERATIONAL	20,000
<b>Total Administration Costs</b>		<b>2,958,606</b>

493110	WORKSHOP EQUIPMENT & PURCHASES	3,000
493120	KITCHEN/CANTEEN EQUIP PURCHASE	2,000
493221	VENDING & DRINKS MACHINE HIRE	10,000
494021	VENDING MACHINE CONSUMABLES	10,000
494041	HEALTH SURVEILLANCE CONSUMABLE	22,000
494042	FIRST AID CONSUMABLES	2,000
494050	HEALTH & SAFETY CONSUMABLES	4,000
494060	TRAINING CONSUMABLES	35,200
495021	CATERING CONTRACT	63,000
497002	BANK & BACS CHARGES	2,100
497005	DONATIONS MADE	1,000
497012	EX GRATIA PAYMENTS	2,000
497014	FORCED ENTRY	12,000
<b>Other Supplies &amp; Services</b>		<b>168,300</b>



505101	SCC SUPPORT SERVICES CHARGES	12,000
505102	SCC PAYROLL SERVICE CHARGES	30,000
505103	SCC PROPERTY ADVICE CHARGES	193,000
505201	MUTUAL AID	202,200
505202	AIR SUPPORT	531,000
505203	FORENSIC ANALYSIS	1,480,000
507201	REGIONAL INITIATIVE CONTRIBUTIONS	761,200
507300	CONTRIBUTIONS TO PARTNERSHIPS	634,500
<b>Total Third Party Payments</b>		<b>3,843,900</b>

667011	REVENUE CONTRIBUTIONS CAPITAL	400,000
<b>Total Capital Financing</b>		<b>400,000</b>

919100	GOVERNMENT GRANTS	(635,000)
919501	POCA	(200,000)
919700	CONTRIBUTIONS FROM PARTNERSHIP	(203,000)
919701	SAFER ROADS PARTNERSHIP	(1,360,300)
<b>Grants &amp; Contributions</b>		<b>(2,398,300)</b>

939011	SECONDMENTS	(891,600)
939015	CRB REIMBURSEMENTS	(351,000)
939080	PRIVATE CHARGES PHONE & COPIER	(5,000)
939092	LEGAL FEES RECOVERED	(80,000)
<b>Reimbursements</b>		<b>(1,327,600)</b>

969102	VEHICLE SALES	(100,000)
969301	FEES - LICENCES & CERTIFICATES	(111,500)
969302	FEES - REPORTS & INTERVIEWS	(125,000)
969303	FEES - DATA PROTECTION	(13,000)
969304	VEHICLE RECOVERY INCOME	(135,000)
969305	ALARMS INCOME	(40,000)
969501	FOOTBALL & SPORT EVENT CHARGES	(380,000)
969502	CONCERTS & PUBLIC EVENT CHGS	(373,900)
969503	CUSTODY CHARGES	(10,000)
969504	TRAFFIC MANAGEMENT CHARGES	(35,000)
969507	AERIAL MAST CHARGES	(40,000)
969509	ADMIN CHARGES	(10,650)
969510	CRASH COURSE INCOME	(120,194)
<b>Sales Fees &amp; Charges</b>		<b>(1,494,244)</b>

999101	DAMAGES & COMPENSATION	(40,000)
<b>Other Income</b>		<b>(40,000)</b>
Total Income		<b>(5,260,144)</b>

<b>Operational Budget</b>		<b>167,371,687</b>
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177801	ADDED YEARS	36,000
177802	ACTUARIAL STRAIN	359,000
187111	OFFICER ILL HEALTH CHARGES	1,200,000
187121	OFFICER INJURY LUMP SUMS	42,000
187122	OFFICER INJURY PENSIONS	2,880,000
<b>Total Pension Budget</b>		<b>4,517,000</b>

<b>Total Force Budget</b>		<b>171,888,687</b>
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