



Office of the Police and
Crime Commissioner
STAFFORDSHIRE

The Office of the Police & Crime Commissioner

Budget Handbook

2016/2017

CONTENTS

Page		
1	Police and Crime Commissioner for Staffordshire (PCC) Report to the Police and Crime Panel 1 February 2016	
	Revenue & Capital Budget 2016/17	
2	Provisional Grant Settlement	(Table 1)
3	Council Tax Funding	(Table 2)
6	Draft Revenue Budget 2016/17	(Table 3)
10	Capital Plan	(Table 4)
13-14	Detailed Expenditure Analysis (Appendix 1)	
15	Key Assumptions (Appendix 2)	
16	Precept Demand Schedule (Appendix 3)	
17	PCC Office Costs (Appendix 4)	
18	Capital Programme (Appendix 5)	
19	Reserve Balances (Appendix 6)	
20	Statutory Report (Appendix 7)	
21-22	PCC Controlled Expenditure by Account Code (Appendix 8)	
23-29	Budget Delegated to Chief Constable by Account Code (Appendix 9)	

Police and Crime Panel – 1st February 2016

REVENUE AND CAPITAL BUDGET 2016/17

Report of the Police and Crime Commissioner

1. Introduction

1.1 This report sets out for the Police and Crime Panel (PCP) the final draft revenue and capital budget proposals for 2016/17 for the Police and Crime Commissioner for Staffordshire (PCC), and takes into account of the provisional finance settlement. This includes:

- The overall funding position and draft revenue budget for 2016/17;
- Spending and saving proposals for the revenue budget 2016/17;
- Capital Budget for 2016/17 and capital programme to 2018/19;
- Details of the Medium Term Financial Strategy (MTFS) and savings projections.

1.2 The report details the budget required for 2016/17 to support the vision for transforming policing by 2020 and wider work that will make criminal justice more effective and Staffordshire and even safer place. The PCC believes that given the progress in improving the financial position since 2013 it can be done without a need to raise extra from local people. The Commissioner therefore proposes no increase in the part of council tax he sets for policing and community safety.

1.3 This report aims to inform the Panel of the background to the budget and the main determinants in setting it, including savings within the transformation programme.

1.4 It describes how the budget will support the PCC's strategic objectives and the Chief Constable's operational needs by investing in transformation and policing capability whilst seeking to increase front line officer visibility and capability. The report also identifies the main issues in setting the budget and plans to mitigate them.

2. Provisional Grant Settlement and Council Tax Funding

2.1 The provisional grant settlement was announced on 17 December 2015 by Government. Having established the detailed position it represents, for Staffordshire, a reduction in funding for policing of 0.57% and significantly better than expected and reported to the panel in November 2015. The Final

Settlement is expected on 3 February 2016. Our Medium Term Financial Strategy (MTFS) predicted a total four year reduction of 20% meaning 5% was the 'working' assumed reduction for 2016/17. That would have amounted to £5.529m; the provisional grant reduction of 0.57% equates to £610k, an improvement on the forecast by £4.919m. The funding allocation for Capital grants will not be published until the final settlement in February 2016.

- 2.2 Damping has been applied in a way to ensure every local policing body receives the same percentage reduction in formula funding. The allocations of Police Main Grant and DCLG Formula Funding that were provided to local policing bodies in 2015/16 have been reduced in line with the total overall reduction of these grants streams in 2016/17.
- 2.3 Legacy Council Tax Freeze Grant relating to the 2011/12, 2013/14, 2014/15 and 2015/16 schemes and Local Council Tax Support, will in 2016/17 also be paid to local policing bodies by the Government. The allocation is listed in the table below.
- 2.4 Specific funding will continue to be allocated for counter-terrorism policing over the course of the Spending Review. The provisional settlement did not set out any funding allocation for counter terrorism.
- 2.5 The settlement also announced new funding to incentivise and facilitate transformation in policing to invest in cross-force specialist capabilities, to exploit new technology and to improve the response to changing threats and needs. In Staffordshire, significant investment has already been made in these areas but additional potential Government investment has already been made in these areas but additional potential Government investment is welcome.
- 2.6 The funding from the Government for services to support Victims' is expected to be announced soon although the PCC has already provisionally decided to maintain funding to support victims whatever the settlement nationally.
- 2.7 A summary of the provisional grant settlement is set out below in Table 1.

Table 1 Provisional Grant Settlement 2016/17

	2015/16	2016/17	Difference	
	£000	£000	£000	%
Police Main Grant	66,868	66,487	-381	-0.57%
DCLG Formula Funding	40,166	39,937	-229	-0.57%
Total Core Grant	107,034	106,424	-610	-0.57%
Legacy Council Tax Grants	11,958	11,964	7	0.06%
Total Revenue Funding	118,992	118,389	-603	-0.51%
Capital Grant	1,300	TBA		

The settlement reduces the core revenue grant funding for Staffordshire by £610k (0.57%) on a like for like basis compared to 2015/16.

- 2.8 Funding for the PCC is derived from government grant which makes up about two thirds of income, while, the policing and community safety part of council

tax bills makes up nearly a third, with some income from services generated locally.

- 2.9 Council tax Funding is set out in Table 2 below. This is based upon the latest available collection data. It should be noted that the 2016/17 settlement did not provide for any Council Tax Freeze grant. The Government announced in the settlement that PCCs could increase council tax if considered necessary. The PCC for Staffordshire is setting no increase in the policing part of council tax bills for 2016/17 subject to agreement by the Panel. The PCC has also made a financial planning assumption of no increases throughout the MTFs up to 2019/20 although that could be subject to change at some point.

Table 2 Council Tax Funding

Detail	£000
Council Tax @ Band D (£177.61)	58,599
Local Council Tax Support Grant	8,424
Council Tax Freeze Grant	3,541
Surplus on collection	1,403
Total Funding	71,967

3. Safer, Fairer, United Communities Strategy for Staffordshire

- 3.1 The PCC was working towards a budget reduction of 5% for 2016/17 which would have been challenging to achieve. The grant reduction of 0.57% provides opportunities for enhanced investment in some areas although there are important funding streams from Government, such as the one for victim services, which is expected to reduce considerably. Additional top-slicing is also a possibility. The priority of reform to meet changing crime types and challenges and continued focus on the operating principles as set out in the PCC's strategic plan "Safer, Fairer, United Communities Strategy for Staffordshire" (SFU) remains the priority. This focuses on five operating principles:

- Consistently achieving our purpose and what matters to communities, victims and witnesses
- Understand what causes demand for our service and address the root causes to reduce preventable demand
- Improving the whole system with partners and identify solutions that achieve positive result for all
- Design flexibility into how we respond so we do the right thing first time
- Encourage people's creativity and professionalism, supporting development and sharing what works.

- 3.2 The PCC with the Chief Constable has set up three programme boards to work towards delivering the 2020 vision and the Force Strategic Plan.

- A **Core Operational Policing programme** is redesigning operating processes end-to-end from call to court so that the police focus on what matters to communities, victims and witnesses, understands what causes demand and address the root causes to reduce it.

The prototype phase of this work is almost complete, having taken an iterative approach to service redesign within the force control room, Cannock's local policing team and the Justice Services Department. One of the aims is to tackle "silo working" in the force, and this more joined-up approach is already delivering improved incident attendance and resolution, more timely investigation, better ownership and progress of cases, closer alignment of officers to neighbourhoods, more ownership of local issues and increased visibility. The learning from the prototype will inevitably challenge existing service delivery structures across Staffordshire; the primary challenge now is to redirect the capacity released from new ways of working towards crime prevention activity in conjunction with partner agencies. However, there will also be additional cashable efficiencies in back-office Criminal Justice processes which are achievable in the short term.

The programme is being supported by the County Council's Transformation Support Unit and investment will also be made into organisational development support to ensure the force develops the capability and culture needed to embed the new operating model.

- The **ICT Programme** is replacing unfit for purpose police infrastructure and systems with more appropriate technology to support policing in a digital age. Key to this will be a long-term strategic partnership with a high-profile commercial ICT provider that will greatly increase the force's capacity and capability to deliver the technology that will transform the way the police work internally, do business with partners and engage with the public.

Mobile technology is key to the ICT strategy and the provision of a new generation of mobile devices to front-line officers is almost complete although the full benefit will not be realised for some time as more applications of police processes are being rolled out over this year. As well as increasing officer visibility, the force is already seeing cashable benefits from more efficient transactional processing and that will gain significant further momentum over the next 12 months.

- The **Enablers Programme** is transforming support functions to ensure that they provide the most efficient and effective support to front line operational policing.

Closer partnerships and smarter ways of working supported by new technology continue to reduce the police reliance on a fixed estate.

Penda, the Strategic Property Partnership, brings additional creativity, capability and capacity to ensure that we derive the most benefit from our property assets.

We have also commenced a collaborative approach to fleet management and maintenance with Staffordshire Fire and Rescue Service, with a joint Transport Manager now in place and focused on bringing the two functions together to deliver immediate efficiencies and improve the service provided to both organisations.

In addition to the developments in ICT, Property and Transport, a strategic exercise is taking place to reach a collective vision for the future of support services to policing in the context of a changing operational model and the wider reform of public services across Staffordshire. This has provided a clearer understanding of the scale and nature of the transformation that needs to take place and the support activity needed to help deliver it better integrated services that deliver more effectively and save considerable sums of public money. The project is at the scoping stage and will be broadened to encompass support services provided to Staffordshire Fire and Rescue Service with a view to identifying opportunities for integration.

4. Draft Revenue Budget 2016/17

- 4.1 The 2016/17 budget has been updated based on the provisional settlement, the latest council tax base collection fund estimates, budget pressures and commitments/PCC priorities identified through the budget setting process.
- 4.2 Based on returns from billing authorities there is an increase in the tax base of the authorities of between 0.6% and 2.4% and the authorities are reporting no deficit on the collection fund. This provisional information has been reflected in the budget and is a budgeted increase of 2% on 2015/16 and set out in the Appendix 3.

- 4.3 Table 3 below sets out the Draft Revenue Budget 2016/17 and compares this with the budget for the previous year.

Table 3 – Draft Revenue Budget 2016/17 (Summary)

Delegated from the PCC to Chief Constable	Budget 2015/16 £000	Budget 2016/17 £000
Staff Costs	148,590	146,282
Operating Costs	29,667	29,670
Income	(5,092)	(5,381)
Net Budget	173,165	170,571
Less Transformation Savings Target	(2,800)	(1,099)
Total Operational Delivery Budget	170,365	169,472
Total OPCC Budget	9,030	10,285
Total Police Fund Expenditure	179,395	179,757
Financed by		
Police Grant	107,034	106,424
Council Tax Funding	70,760	71,967
Reserves	1,601	1,366
Total Funding	179,395	179,757

- 4.4 Whilst overall the total budgets for 2015/16 and 2016/17 are similar in value, there are some cost increases between the two years that have been offset by savings.
- 4.5 Budget pressures have arisen primarily as a result of pay awards, the changes by the government to National Insurance contributions, investment in ICT, change programme and investment in the change programme. These increases in cost have been offset by earmarked savings through the transformation programme. As detailed in Table 3 there is £1.099m of transformation saving to be achieved during the 2016/17 financial year and there is confidence that this and more can be achieved without impacting on frontline policing. For example, the current transformation programme will deliver a significant level of the savings needed in the delivery of fleet services and support services as well as through the ongoing development of the improved police operating model for 2016/17 which is under development, in the first instance, in Cannock.
- 4.6 The 2015/16 year end financial position on 31st March 2016 is expected to show a breakeven position. There has been new investment in 2015/16 to deliver the force's transformation programme. This has primarily been financed through earmarked reserves established for this purpose and the reduction to a 'safe minimum' of public money held in reserve.

5. Budget Bridge from 2015/16 to 2016/17

- 5.1 To set the 2016/17 budget a number of cost pressures were identified as mentioned in 4.5 above increasing the operating budget requirement causing a budget gap of £6.426m. The budget gap has been offset through planning savings in premises, transport, and continued refinement of officer/staff mix, budget efficiencies and better management of the overall staffing resource and increased income and transformational savings to be achieved during the year. These movements are summarised below. An analysis by cost type is given in Appendix 1 and detail of the budget assumptions made is provided in Appendix 2.
- 5.2 Within Staffordshire Police, employee costs make up approximately 87% of the operational budget expenditure. Between 2015/16 and 2016/17 total staff costs are expected to fall by £2.3 million after making allowance for a 1% pay award, incremental increases and increased National Insurance contributions and taking account of a vacancy factor. This reduction in cost occurs as a result of: -
- i) a better management of the overall staffing resource and making allowance in the budget for vacancies that occur as well as interim / agency costs that arise;
 - ii) continued refinement of officer / staff mix so that the Force has the right people with the right skills in the right roles;
 - iii) Budget efficiencies in 2015/16 that have a full impact in 2016/17.
- 5.3 Staffordshire Police has in the past had a large number of officers in non-frontline roles, which do not require police powers, skills and experience. There are now a significant range of examples where officers have moved to the frontline and where the role undertaken has been replaced with a police staff member at approximately two thirds of the cost. This efficient approach has had no adverse impact on frontline policing and helped to ensure that the frontline has been protected from the need to deliver major budget savings.
- 5.4 A new intake of police officers occurred in September 2015 and a further two intakes are planned for March 2016 and May 2016 to replace retiring officers and maintain the operating model. The numbers of local and neighbourhood officers and PCSO's will remain the same as 2015/16, with no reduction in this frontline resource.
- 5.5 Non-pay costs are the second largest part of the budget; for 2016/17 no uplifts for general inflation have been allocated reflecting the current low inflation environment. A review of all budgets was carried out as part of the budget setting process and relevant areas have been adjusted to reflect changes in activity levels and prevailing prices to support the achievement of a balanced budget. There has been no increase in the key areas of transport and energy costs. Whilst these areas can be volatile in terms of demand, falling costs have been taken into account in setting the budget. Major variations from 2015/16 to 2016/17 on non-pay budgets are summarised below: -

- The premises budget has reduced by £398k which is mainly due to the contracting of the facilities management function with a Strategic property partner.
- The transport budget has reduced by £330k.
- The ICT budget has increased by £241k.
- There is an overall increase in the budgets for supplies and services and other costs by £490k. This is due to the capacity required to deliver the transformation programme in 2016/17.
- The income budget has increased mainly due to additional income expected to be received through Police led prosecutions.

5.6 As reported previously to the panel the PCC has three ambitious change programmes and savings have been achieved already to support the budget for 2016/17 with at least a further £1 million of savings to be achieved during the year. New programmes are under development to achieve further savings in future years and support the delivery of the vision for Transforming Policing in Staffordshire by 2020. These savings will arise from activity across the full range of cost areas.

5.7 The total budget for the Office of the PCC has increased from £9.030 million to £10.285 million, an increase of £1.255 million. This arises mainly from an increased investment of £500k in domestic abuse services provided in Staffordshire and Stoke-on-Trent, helping to ensure that victims receive the support they need and additional borrowing costs of £557k to support Staffordshire Police deliver the IT improvement and investment required. Technically, the costs of borrowing are always shown within this budget rather than the force budget as the PCC owns all assets. Appendix 4 provides further detail.

5.8 The PCC's Innovation Fund will continue to support new ways of working that deliver transformational change and cost reductions, whilst maintaining or improving outcomes across all organisations that support safer communities.

5.9 The Commissioner's Locality Deal and People Power funding is to 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. The funding of £2.5m will be maintained for 2016/17 to continue to support these objectives.

6. Financial Outlook

6.1 A detailed Medium Term Financial Strategy (MTFS) will be produced for consideration by the Panel in summer / autumn 2016 after final details of the Comprehensive Spending Review outcomes become clear. On 25 November 2015, the Chancellor of the Exchequer announced that overall police spending would be protected in real terms over the spending review period when an increase in precept is taken into account. The provisional one-year settlement for 2016/17 announced a 0.57% reduction in funding for Staffordshire in the

forthcoming year. Whilst there is some uncertainty over precise funding for local police forces from 2017/18 onwards, the assumption is that estimated grant reductions would equate to an amount similar to 2016/17 per year until 2019/20.

- 6.2 Current MTFS estimates suggest a financial gap of approximately £8–9 million by 2019/20 after taking account of cost pressures, other known changes and assumptions. The current assumption in these figures regarding precept is that there will be no increase over the 2017/18 – 2019/20 period, although clearly the PCC will review this position and make a proposal to the Police and Crime Panel in those years.
- 6.3 The financial gap over the next period will require further savings to be delivered to ensure sufficient investment in services and to achieve the vision for transforming policing in Staffordshire by 2020. However, given the settlement for policing these are not at the level originally anticipated and are considered to be achievable without impacting on frontline services. To support this approach to savings, provision has been made in the budget for 2016/17 for resources to support service transformation and deliver a modernised operating model. Long-term efficiencies will be delivered through integrated services e.g. shared support services, joined-up local commissioning, estates and property planning, technology improvement, procurement and transport. These plans will be continuously developed over the medium term to meet the savings required, achieve balanced budgets and deliver the 2020 vision.

7. Capital Budget

- 7.1 The PCC continues investment in information technology to enable and support the transformation of policing; in particular the use of mobile devices and applications are being rolled out and digital recording and cloud based technology are being used to improve IT on the frontline. This will free up officers time to work more hours on the street with the public, and spend less time working in police stations. The new technology will enable new ways of working for both front line and support staff, help address risks such as the rise of cyber crime, improve information and intelligence handling, as well as enabling greater collaboration or integrated working across agencies.
- 7.2 Staffordshire Police's existing IT infrastructure is in need of updating, and requires significant investment to provide hardware infrastructure, software operating systems, devices and equipment, to enable the service to meet the challenges of 21st century policing. A total investment of £26 million is planned in the ICT Transformation project up until 2018/19. Some of this investment will be funded from capital receipts arising from the down sizing and disposal of police assets, as the new technology enables a reduced requirement for building based working. In addition there will be a requirement for additional borrowing to support this, which will be funded from savings made through the transformation of services.

- 7.3 The summary capital plan is shown on Table 4. The total planned expenditure in 2016/17 is £21.695m, with allocations to Property and Estates £5.044m, Transport £1.767m and Information Technology and Equipment £14.884m. This is funded through a number of sources including capital grants, revenue contributions, capital receipts and borrowing.
- 7.4 For 2016/17 there is an external borrowing requirement of £12.445m identified, as not all funding can be met from grant, receipts and internal borrowing. The Government has noted its intention to reduce the capital grant funding which will be detailed in the final settlement in February.

Table 4 – Summary Capital Programme 2015/16 to 2018/19

Detail	2015/16	2016/17	2017/18	2018/19	Total
	£m	£m	£m	£m	£m
Total Expenditure	12.189	21.695	9.584	8.130	51.598
Total Financing (from grants, revenue and sales receipts)	(3.008)	(9.250)	(7.762)	(5.573)	(25.593)
Borrowing requirement	(9.181)	(12.445)	(1.822)	(2.557)	(26.005)
Total Financing	(12.189)	(21.695)	(9.584)	(8.130)	(51.598)

NB. Assumes expected capital receipts of £ 19.205m over the course of the programme from 2015/16 to 2018/19

- 7.5 Appendix 5 sets out in more detail the scheme expenditure and financing plans, including sales receipts. This detailed capital plan will be monitored on a scheme by scheme basis over the financial year and updated as required to support the delivery of the 2020 Vision and SFU.

8. Reserves

- 8.1 The PCC holds a level of reserves forecast to be £15.6m at 31/3/16 after movements in 2015/16. This meets the PCC's policy of minimising the level of public money held in reserve whilst underpinning identified and potential risks. Detail of reserves held is set out in Appendix 6.
- 8.2 In summary, the PCC position on reserves is as follows: -
- Usable Reserves held on the Balance Sheet at 1 April 2015 amount to £20.556m, reducing as result of known commitments to support the delivery of reshaping the future programme and commissioning during the year.
 - The General Fund Reserve of £6.3m amounts to around 3.5% of the Revenue Budget, and in setting the budget and reviewing risks is judged to

be adequate. This Reserve is held as a contingency to cover any unforeseen expenditure or emergencies.

- c) Staffordshire PCC's level of reserves is one of the lowest in England, being 11% of the 2015/16 Net Revenue Budget at the start of the year and forecast to be 10% by the end of 2015/16. However, the PCC's policy is to minimise reserves where possible and considers the reserves to be sufficient to support the risks facing the organisation.

9. Risk Assessment

9.1 Good practice highlights the risks relating to setting a 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,
- Capital Receipts not received when projected.

9.2 To manage risk the PCC has a risk register and strategy in place. In particular 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,
- Along with the expertise of the Finance team and its advisors.

9.3 In setting the budget a series of sensitivity tests have been carried out to understand the financial effects of changes against the projections used. The most significant elements are considered to be as follows:

- Pay: Changes to pay awards for staff are considered a high risk as this is currently subject to an industrial dispute. A variance of 0.5% equates to £0.2m each year.
- Fuel and energy costs have recently fallen significantly and the budget has been set based upon no increase for the year. Any increase of 5% would add a sum of circa £76,000.
- Government Funding forms 2/3rds of income and is considered secure for the period to 2016/17. Risk after that year is addressed in the MTFs and

protected as per the Minister's statement over the period of the Comprehensive Spending Review.

- Council tax makes up about 30% of funding. There is a risk of a shortfall in collection. The District Councils who collect this on the PCC's behalf are responsible for managing this risk and report to us on a quarterly basis. A variance of 1% equates to £586,000.
- If there was a major incident such as terrorist attack, civil unrest or natural disaster the general reserve would provide financial resource to address this risk. In addition the PCC is covered by the Bellwin scheme and would be able to apply for funding from central government for costs above £300,000. For smaller events the costs would probably be managed from day to day operational budgets.

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

9.5 The Chief Finance Officer's report on the robustness of the budget and the level of reserves held is attached as Appendix 7. In summary, her report provides sufficient confidence on these issues, so that the Police and Crime Panel can be assured as to the overall financial position as detailed in the report.

10. Recommendations

10.1 The Police and Crime Panel are asked to:

- i) Note and comment on the PCC budget for 2016/17,
- ii) Note and comment on the proposed freeze in Council Tax for 2016/17.

Matthew Ellis
Police and Crime Commissioner

Contact Officer: Clare Williams
Telephone: Interim Chief Financial Officer
Email: clare.williams@staffordshire.pcc.pnn.gov.uk

APPENDIX 1 – DETAILED DRAFT REVENUE BUDGET 2016/17

Delegated to the Chief Constable	Budget 2015/16 £000	Budget 2016/17 £000
Police Officer Pay	93,271	89,040
PCSO's	8,050	8,571
Police Staff	41,079	42,229
Total Staff Costs	142,400	139,840
Other Employee Costs	2,490	2,742
Pension - ill-health & injury	3,700	3,700
Total Staff costs	148,590	146,282
Premises	5,765	5,367
Transport	4,277	3,947
ICT	7,769	8,010
Supplies & Services	9,066	8,262
Other Costs	2,790	4,084
Income	(5,092)	(5,381)
Net Budget	173,165	170,571
Transformation Savings Target	(2,800)	(1,099)
Operational Delivery Budget	170,365	169,472
OPCC Budget		
Staff Costs (Inc project temp resource)	1,124	1,168
Other Staff	11	11
Ethics Transparency & Audit Panel	36	60
Travel Costs	19	19
ICT	83	58
Supplies & Services	131	141
Estates Management	20	60
Third Party Payments	601	606
Interest on Balances	(30)	(30)
Commissioning Budgets		
Locality Deal	1,042	1,042
Youth Offending Service	235	235
Drug Intervention Programme	310	310
Substance Misuse	198	298
People Power Fund	515	515
Domestic Abuse		500
Innovation Fund	1,000	1,000
Capital Financing	3,735	4,292
Total Net Expenditure OPCC	9,030	10,285
Total Police Fund	179,395	179,757

APPENDIX 1 – DETAILED DRAFT REVENUE BUDGET 2016/17 contd:

Financed by		
Police Grant	107,034	106,424
Council Tax	57,744	58,599
Council Tax Support Grant	8,424	8,424
Council Tax Freeze Grant	3,534	3,541
Surplus on Collection	1,058	1,403
Reserves	1,601	1,366
TOTAL FUNDING	179,395	179,757

APPENDIX 2 – KEY ASSUMPTIONS

In producing this draft budget for 2016/17 the following assumptions have been made:

- Staffing budgets cover the following areas:

1,621 (full time equivalent - FTE)

240 (FTE) Police Community Support Officers (PCSOs)

1,275 (FTE) Police Staff

In order to assist flexibility a budget for agency staffing has been maintained.

- 90% of officers eligible will leave at 30 years' service and the remaining 10% of eligible officers will leave two years later.
- Police staff numbers vary in accordance with plans to modernise workforce practices, whereby some positions are transferred from officers to staff to enable officers to take up a frontline role
- Pay rates will increase by 1% in September 2016. In addition increments are included for staff moving up pay scales
- Unless a service is provided under a contract all budgets are assumed to be cash limited; there is no provision to allow for a general level of inflation. No increase assumed in transport and energy costs.
- Government grant has reduced by 0.57% in 2015/16.
- Council Tax revenue is expected to increase by 2% in 2016/17 - this is an increase in tax base, NOT an increase in council tax rate. The actual increase has not yet been finalised by the local councils.
- Income from football has significantly reduced due to review and revision of methods employed by the clubs for stewarding matches, this has been off -set by increased income from police led prosecutions.

APPENDIX 3 - PRECEPT DEMAND SCHEDULE 2016/17

Precept Demand Schedule 2016/17

Precept Authority	Precept Amount £
Cannock Chase	4,821,934
East Staffordshire	6,244,719
Lichfield	6,502,301
Newcastle	6,407,813
South Staffordshire	6,597,678
Stafford	7,892,632
Staffordshire Moorlands	5,764,864
Tamworth	3,712,758
Stoke on Trent	10,654,734
Total	58,599,432

Surplus/(Deficit)

Precept Authority	Surplus/(Deficit) £
Cannock Chase	18,000
East Staffordshire	158,845
Lichfield	53,540
Newcastle	117,030
South Staffordshire	0
Stafford	66,000
Staffordshire Moorlands	63,377
Tamworth	91,712
Stoke on Trent	834,810
Total	1,403,314

APPENDIX 4 – PCC OFFICE COSTS

Office of Police & Crime Commissioner Costs

	2015/16 Budget	2016/17 Budget
Expenditure Area	£	£
Staff Costs (Inc project temp resource)	1,124	1,168
Other Staff	11	11
Ethics, Transparency and Audit Panel	36	60
Travel Costs	19	19
ICT	83	58
Supplies & Services	131	141
Estates Management	20	60
Third Party Payments	601	606
Interest on Balances	(30)	(30)
Total	1,995	2,093

Variance Analysis

Staff costs have increased due to National Insurance and Pay Awards

Other Staff costs have increased due to changes in the audit committee allowances.

IT & Communications have reduced to reflect actual levels of activity.

Supplies and Service costs have increased to reflect the delivery of the Estates Strategy / Strategic Property Partnership and also include legal fees, subscription and levies, stationery, bank/BACS charges, furniture, printing and publications.

The PCC commissions the County Council to deliver a Treasury Management Service and Internal Audit and in addition other participative budgets, are included within Third Party Payments.

APPENDIX 5 – CAPITAL PROGRAMME

Capital Programme Expenditure	Estimated Outturn 2015/16 As at December £000	Estimated Budget 2016/17 £000
Property and Estates	2,282	5,044
Vehicles	1,200	1,767
Equipment	443	42
IT and Equipment	8,264	14,842
TOTAL CAPITAL PROJECTS	12,189	21,695
Funding for Programme	Estimated Funding 2015/16 As at Dec £000	Estimated Funding 2016/17 £000
Central Government Funding Received (net of cont. to NPAS)	1,300	*1,300
External Grant (Staffordshire County Council) / Innovation	350	0
Revenue Contributions - IT Renewals Fund	50	0
Revenue Contributions - Vehicles	0	0
Funding From Available Receipts	520	7,950
Borrowing Requirement for IT & Equipment	6,899	7,401
Borrowing Requirement for Property and Estates	2,282	5,044
Funding from Reserves	788	0
TOTAL FUNDING FOR PROGRAMME	12,189	21,695
Estimated Capital Receipts Available in year (inc. Estates rationalisation)	520	7,950
Remaining Receipts Carried Forward to fund IT	0	0

* The Government has stated that it intends to reduce the amount available for capital grant purposes. Details are still awaited at this stage.

APPENDIX 6 – RESERVES

	Opening Balance 01/04/2015 £'000	Forecast movement in 2015/16 £'000	Forecast Balance 31/03/2016 £'000	Plan For Use
Pensions Earmarked Reserve	743	(200)	543	Balance is for ill-health retirements.
Net Operational Underspends	539	(539)	0	"Carry Forwards" of unspent budget relating to commitments and slippage of projects.
Capital Reserve	788	(788)	0	Due to slippage in the sale of certain properties, it is likely that this Reserve will be fully used in 2015/16 to fund Capital Expenditure
Insurance Reserve	2,373		2,373	Level of Reserve to be reviewed at year end.
PCC Requests	313	(313)	0	"Carry Forwards" of unspent budget relating to commitments and slippage of projects
Reshaping the Future	9,516	(3,001)	6,515	In 2015/16 £1.6m was allocated to support the revenue budget. In addition £1.4m is being used in 2015/16 to fund the Change Programme. The budget for 2016/17 includes further use of reserves to support the change programme of £1.4m.
Total Earmarked Reserves	14,272	(4,941)	9,331	
General Fund Reserve	6,284		6,284	Held at 3.5% of Net Revenue Budget
Total Usable Reserves	20,556	(4,941)	15,615	

Net Budget 2016/17 £'000s	179,757	179,757
Reserves as %age of Budget	11.5%	8.7%
General Fund as %age of Budget	3.5%	3.5%

APPENDIX 7 – STATUTORY REPORT

Statutory Report of the Chief Finance Officer – Robustness of the Budget and Level of Reserves

The Chief Finance Officer is required under the Local Government Act to report on: -

- a) the robustness of estimates in the budget; and
- b) The adequacy of proposed reserves.

The Chief Finance Officer considers the 2016/17 budget proposals to be robust and the level of reserves to be adequate. There is a requirement to meet a £1 million savings target in 2016/17 as set out in the budget report through transformational savings.

Budget Estimates

The Chief Finance Officer considers the 2016/17 budget proposals as set out in the budget report to be robust. The budget has been set following a budget process taking account of the financial settlement, budget pressures and savings identified through the transformation programme boards.

Adequacy of Reserves

The level of general reserves has been reviewed in setting the budget. The current financial position and risks facing the OPCC and the Police Force have also been considered and the general reserves are judged to be adequate to meet unforeseen costs during 2016/17.

In addition to the general reserve sufficient reserves have been set aside in the reshaping the future reserve to meet costs associated with transformation of the force. There are also specific reserves to cover pensions and insurance claims which have also been reviewed and considered to be adequate.

MTFS

The Budget includes a saving to be achieved in 2016/17 of £1m through programmes currently under development. In addition to this the MTFS reports a budget gap of £8-9 million between 2017/18 – 2019/20. This is an estimate and could increase further once information becomes available on future year's funding and potential changes with the formula review. These savings will need to be planned and achieved in the medium term through transformation of services and general efficiencies.

Clare Williams

Interim Chief Financial Officer (Office of the PCC)

20th January 2016

APPENDIX 8 - PCC Controlled Expenditure

<u>Account Code</u>	<u>Account Code Description</u>	<u>OPCC Budget 2016/17</u>
130101	STAFF SALARIES	946,430
131101	STAFF N.I. BASIC PAY	89,047
131201	STAFF PENSION CONTRIBUTIONS	132,798
	Police Staff Pay Costs Total	1,168,275
176111	EMPLOYEE SUBSISTENCE	1,000
176112	HOTEL & ACCOMMODATION COSTS	1,800
176217	AUDIT COMMITTEE ALLOWANCES	60,000
177101	ADVERTISING VACANCIES	2,000
177311	EXTERNAL TRAINING	4,000
177318	TRAINING EXPENSES	2,000
	Other Employee Costs Total	70,800
326123	EMPLOYEE CASUAL MILEAGE	2,000
326125	AUDIT COMMITTEE MILEAGE	6,000
326200	PARKING & TOLL CHARGES	1,000
326701	EMPLOYEE TRAVEL - FARES	10,000
	Other Travel Costs Total	19,000
423131	COMPUTER HARDWARE PURCHASES	4,000
423132	COMPUTER SOFTWARE PURCHASES	2,000
425013	MOBILE PHONES	2,000
427059	OTHER MEDIA & MARKETING COST	20,000
	Communications & Computers Total	58,000
433100	OFFICE FURNITURE / EQUIPMENT PURCHASE	2,000
434003	STATIONERY	5,000
434004	JOURNALS / REF BOOKS / PUBLICATIONS	2,000
434005	PRINTING	2,000
435001	LEGAL COSTS	20,000
435002	CONSULTANCY FEES	1,560,000
436001	CONFERENCE FEES	8,000
436002	SUBSCRIPTIONS & LEVIES	30,000
436004	CUSTODY VISITOR COSTS	16,000
436005	APCC MEMBERSHIP	39,000
	Administration Total	1,684,000
495021	CATERING CONTRACT	1,000
497002	BANK & BACS CHARGES	15,000
497005	DONATIONS MADE	1,000
	Other Supplies & Services Total	17,000

505101	SCC LEGAL SERVICES	25,000
505103	ENTRUST PROPERTY	7,000
505105	SCC INTERNAL AUDIT CHARGES	50,000
505106	SCC BENEFITS REALISATION TEAM	319,000
505911	EXTERNAL AUDIT CHARGES	55,000
507300	CONTRIBUTIONS TO PARTNERSHIPS	2,650,000
507307	PARTICIPATIVE BUDGETS	150,000
	Third Party Payments Total	3,256,000
667021	OLD DEBT PRINCIPAL PAYMENTS	371,208
667023	OLD DEBT INTEREST PAYMENTS	51,000
667024	PWLB LOAN INTEREST PAYMENTS	1,700,000
667028	DEBT MANAGEMENT EXPENSES	4,000
667080	MRP	2,330,277
	Capital Financing Costs Total	4,456,485
919100	GOVERNMENT GRANTS	(164,326)
919501	POCA	(250,000)
	Grants & Contributions Total	(414,326)
999701	INTEREST ON BALANCES	(30,000)
	Other Income Total	(30,000)
Total PCC Controlled Expenditure		10,285,234

APPENDIX 9 - Budget Delegated to Chief Constable

<u>Account Code</u>	<u>Account Code Description</u>	<u>Force</u>
110101	OFFICER SALARIES	62,181,832
110211	OFFICER VARIABLE OVERTIME	1,380,000
110221	OFFICER BANK HOLIDAY OVERTIME	1,003,325
110311	RENT ALLOWANCE	96,588
110312	HOUSING ALLOWANCE	973,516
110313	COMP ALLOWANCE	3,622
110314	COMP GRANT	37,987
110321	DOG HANDLER ALLOWANCE	47,844
110322	OFFICERS INSTRUCTORS ALLOWANCE	5,586
110342	LONDON WEIGHTING ALLOWANCE	2,325
110402	OFFICER ON CALL BONUS	1,403,350
111101	OFFICER N.I. BASIC PAY	7,081,169
111102	OFFICER N.I. OVERTIME	237,843
111201	OFFICER PENSION CONTRIBUTIONS	14,584,579
	Police Officer Pay Costs Total	89,039,566
120101	PCSO SALARIES	5,451,655
120211	PCSO VARIABLE OVERTIME	17,000
120361	PCSO SHIFT ALLOWANCES	757,535
120362	PCSO WEEKEND WORKING ALLOWANCE	647,793
121101	PCSO N.I. BASIC PAY	679,316
121102	PCSO N.I. OVERTIME	1,700
121201	PCSO PENSION CONTRIBUTIONS	1,016,500
	PCSO Pay Costs Total	8,571,499
130101	STAFF SALARIES	30,845,423
130111	STAFF HONORARIUM	35,101
130113	STAFF MARKET SUPPLEMENT	152,458
130114	STAFF FIRST AID SUPPLEMENT	9,925
130211	STAFF VARIABLE OVERTIME	181,800
130221	STAFF BANK HOLIDAY OVERTIME	120,729
130325	STANDBY ALLOWANCE	150,000
130361	STAFF SHIFT ALLOWANCES	1,480,487
130362	STAFF WEEKEND WKG ALLOWANCE	1,093,320
130363	STAFF ENHANCED HOURS	15,000
131101	STAFF N.I. BASIC PAY	3,331,064
131102	STAFF N.I. OVERTIME	29,773
131201	STAFF PENSION CONTRIBUTIONS	4,783,545
	Police Staff Pay Costs Total	42,228,625

175001	AGENCY STAFF	751,402
176111	EMPLOYEE SUBSISTENCE	51,800
176112	HOTEL & ACCOMMODATION COSTS	76,500
176113	NON STD ACCOMMODATION	2,000
176116	SPECIALS EXPENSES	240,000
176711	CRASH COURSE PAYMENTS	51,600
176721	N.I. CRASH COURSE PAYMENTS	5,200
177101	ADVERTISING VACANCIES	7,000
177102	ASSESSMENT CENTRES	40,000
177104	RELOCATION EXPENSES	2,625
177213	LONG SERVICE AWARDS	10,000
177221	MEDICAL EXAMINATIONS & REPORTS	89,914
177222	FAST TRACKING	5,000
177223	H1 REFERRALS	17,210
177224	PHYSIOTHERAPY	76,000
177225	EYESIGHT TESTS & SPECTACLES	7,898
177291	CHILDCARE VOUCHER SCHEME	14,670
177292	REDEPLOYMENT EXPENSES	208,903
177311	EXTERNAL TRAINING	628,000
177318	TRAINING EXPENSES	31,000
177321	PROFESSIONAL SUBSCRIPTIONS	2,834
177501	PERSONAL ACCIDENT INSURANCE	6,754
177502	FIDELITY GUARENTEE INSURANCE	10,752
177503	EL/PL INSURANCE PREMIUM	240,688
177504	EL/PL CONTRIBUTION TO FUND	100,000
177702	CLASS 1A N.I. CONTRIBUTIONS	30,000
177801	ADDED YEARS	34,359
	Other Employee Costs Total	2,742,109
187111	OFFICER ILL HEALTH CHARGES	800,000
187121	OFFICER INJURY LUMP SUMS	20,000
187122	OFFICER INJURY PENSIONS	2,880,000
	Police Officer Pensions Total	3,700,000
215101	REACTIVE MAINTENANCE	232,384
215102	PLANNED MAINTENANCE	298,000
215103	ANNUAL MAINTENANCE CONTRACTS	400,000
215104	GROUNDS MAINTENANCE	43,321
215107	FIRE / SECURITY EQUIPMENT MAINTENANCE	44,520
215301	ENERGY MANAGEMENT	80,000
	Repairs & Maintenance	1,098,225
222011	ELECTRICITY	960,000
222012	GAS	360,000
222013	HEATING OIL	9,000
222021	LEASED BUILDINGS	565,350
222022	RATES	1,587,700
222023	WATER CHARGES	100,000
222031	WINDOW CLEANING	10,546
222032	CLEANING MATERIALS & EQUIPMENT	41,300
222033	DECONTAMINATION OF CELLS	53,000
222034	CONTRACT CLEANING	524,144
222071	ENGINEERING PLANT / EQT INSURANCE	5,900
222072	MATERIAL DAMAGE INSURANCE	46,000
222091	REMOVAL COSTS	5,000
222092	KEY CUTTING	1,000
	Other Premises Costs	4,268,940
	Premises Total	5,367,165

312111	ANNUAL LEASE RENTAL	30,000
312119	LEASE CONTRIBUTION FROM HIRERS	(20,000)
312121	GENERAL VEHICLE HIRE	104,127
312131	EXCISE LICENCES	1,001
312132	MOTOR VEHICLE INSURANCE PREMIUM	61,955
312133	UNINSURED LOSS PREMIUM	7,000
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	4,496
312242	DECONTAMINATION OF VEHICLES	15,925
312301	PETROL & OIL	1,168,700
312302	TYRES	249,323
313051	BICYCLES & EQUIPMENT	5,000
313052	BICYCLES MAINTENANCE	12,634
317201	MOTOR CONTRIBUTION TO FUND	500,000
317901	WINDSCREEN DAMAGE	13,141
	Vehicle Costs	3,393,302
326111	LEASE CAR MILEAGE CLAIMS	4,209
326121	EMPLOYEE ESSENTIAL VEHICLE ALL	123,975
326122	EMPLOYEE ESSENTIAL MILEAGE	94,319
326123	EMPLOYEE CASUAL MILEAGE	208,502
326125	AUDIT COMMITTEE MILEAGE	3,245
326126	CHIEF OFFICER MILES NT	81
326200	PARKING & TOLL CHARGES	11,777
326701	EMPLOYEE TRAVEL - FARES	104,261
326706	NON EMPLOYEE TRAVEL - FARES	3,016
	Other Travel Costs	553,385
	Transport Total	3,946,687

413101	UNIFORMS	325,000
413102	PROTECTIVE CLOTHING	10,000
413104	EQUIPMENT IN VEHICLES PURCHASE	61,400
413105	SURVEILLANCE EQUIPMENT PURCHASES	140,000
413106	FIREARMS PURCHASES	37,000
413107	OPS & TESTING EQUIPMENT PURCHASES	7,000
413108	FORENSIC EQUIPMENT PURCHASE	12,000
413109	OPS AUDIO / VISUAL EQUIPMENT PURCHASE	45,000
413110	OPERATIONAL EQUIPMENT	15,000
413112	CRIME REDUCTION PURCHASES	14,000
413202	QUALITY STDS FORENSICS	40,000
413203	FORENSIC ANALYSIS	1,400,000
413401	LAUNDRY	32,000
413406	FIREARMS REPAIRS	14,000
413407	OPERATIONAL & TESTING EQUIPMENT MAINTENANCE	23,000
413408	FORENSIC EQUIPMENT MTC	3,000
413409	OPS AUDIO / VISUAL EQUIPMENT MAINTENANCE	20,000
414002	CUSTODY MEALS	30,000
414003	CUSTODY CLOTHING/BEDDING/TOILETRIES	25,000
414004	DOG FOOD & CONSUMABLES	18,000
414006	MISCELLANEOUS 1	127,000
414007	OPS & TESTING CONSUMABLES	10,000
414008	FORENSIC CONSUMABLES	141,500
414009	OPS AUDIO / VISUAL CONSUMABLES	40,800
414010	PROPERTY BAGS	15,000
414011	PROPERTY PROTECTIVE MARKING	14,000
415001	DETENTION OFFICERS	1,733,000
415002	MEDICAL ATTENTION	806,500
415003	PATHOLOGISTS	60,000
415004	INTERPRETERS	151,000
415006	IDENTITY PARADE SERVICES	43,000
415007	EXPERT WITNESSES & REPORTS	138,000
415008	PROSECUTION COSTS	71,000
415009	FORENSIC DIGITAL SERVICES	150,000
415010	OPERATIONAL PROFESSIONAL FEES	48,000
415012	BOARDING UP	20,000
415013	VETS FEES	13,000
415014	POLICE DOG KENNELING	11,000
415016	DOG PURCHASE	8,000
415017	TELEPHONE SUBSCRIBER CHECKS H.Q.	170,000
415020	PUBLIC DOG KENNELING	21,000
415021	MISCELLANEOUS 2	100,000
416001	MISCELLANEOUS 3	70,000
416002	MISCELLANEOUS 4	30,000
416003	REFRESHMENTS - OPERATIONAL	15,000
416004	PUBLIC VEHICLE RECOVERY	66,000
	Operational Supplies & Services	6,344,200

423110	TELECOMS EQUIPMENT PURCHASE	81,000
423120	RADIO EQUIPMENT PURCHASE	35,000
423131	COMPUTER HARDWARE PURCHASES	113,700
423132	COMPUTER SOFTWARE PURCHASES	62,000
423423	RADIO EQUIPMENT MAINTENANCE	17,500
423431	COMPUTER HARDWARE MAINTENANCE	223,999
423432	COMPUTER SOFTWARE MAINTENANCE	2,620,000
423433	ICCS MAINTENANCE	68,000
423434	LAN / WAN MAINTENANCE	63,000
424031	COMPUTER CONSUMABLES	32,000
425011	TELEPHONE RENTAL CHARGES	317,000
425012	TELEPHONE CALL CHARGES	172,400
425013	MOBILE PHONES	252,000
425015	PRIVATE CIRCUITS	467,000
425021	AIRWAVE CHARGES	1,650,000
425031	CENTRAL SERVICES CHARGES	1,401,300
425032	NETWORK SECURITY CHARGES	170,000
425091	POSTAL & CARRIER CHARGES	122,600
427051	MARKET RESEARCH	51,000
427059	OTHER MEDIA & MARKETING COST	70,000
427091	TV LICENCES & SKY CHARGES	6,000
427092	PRS MUSIC LICENCES	15,000
	Communications & Computers Total	8,010,499
433100	OFFICE FURNITURE / EQUIPMENT PURCHASE	82,000
433201	PHOTOCOPIER CHARGES	145,000
433202	PHOTOCOPIER LEASE	121,600
434001	PRINTER CONSUMABLES	41,600
434002	OFFICE SUPPLIES	28,000
434003	STATIONERY	95,000
434004	JOURNALS / REF BOOKS / PUBLICATIONS	50,000
434005	PRINTING	77,000
434006	PAPER	41,600
435001	LEGAL COSTS	200,000
435002	CONSULTANCY FEES	1,659,016
435003	INSURANCE BROKERS	6,500
435004	ARCHIVE SERVICE	20,000
435005	CONTRACTED PROFESSIONAL SUPPORT	266,500
435006	DOCUMENT STORAGE	10,000
435007	DISPOSAL OF WASTE	107,219
435008	WASHROOM SERVICES	32,642
435009	IT HEALTHCHECK	25,000
435010	CASH COLLECTION	5,000
436001	CONFERENCE FEES	61,500
436002	SUBSCRIPTIONS & LEVIES	56,600
436003	HOSPITALITY - NON OPERATIONAL	20,000
436006	ROOM HIRE	16,000
	Administration Total	3,167,777

493110	WORKSHOP EQUIPMENT & PURCHASES	3,000
493120	KITCHEN/CANTEEN EQUIP PURCHASE	2,000
493221	VENDING & DRINKS MACHINE HIRE	10,500
494021	VENDING MACHINE CONSUMABLES	10,000
494041	HEALTH SURVEILLANCE CONSUMABLES	22,000
494042	FIRST AID CONSUMABLES	12,000
494050	HEALTH & SAFETY CONSUMABLES	3,000
494060	TRAINING CONSUMABLES	30,000
497002	BANK & BACS CHARGES	6,600
497005	DONATIONS MADE	2,500
497012	EX GRATIA PAYMENTS	2,000
497014	FORCED ENTRY	12,000
	Other Supplies & Services Total	115,600
505101	SCC LEGAL SERVICES	12,000
505102	SCC PAYROLL SERVICES	20,000
505103	ENTRUST PROPERTY	197,000
505201	MUTUAL AID COST	18,000
505202	AIR SUPPORT	531,000
507201	REGIONAL INITIATIVE CONTRIBUTIONS	1,252,337
507300	CONTRIBUTIONS TO PARTNERSHIPS	687,855
	Third Party Payments Total	2,718,192
919100	GOVERNMENT GRANTS	(536,000)
919210	LOCAL AUTHORITY GRANTS	(42,000)
919700	CONTRIBUTIONS FROM PARTNERSHIP	(695,632)
919701	SAFER ROADS PARTNERSHIP	(911,660)
	Grants & Contributions Total	(2,185,292)

939011	SECONDMENTS	(616,015)
939015	CRB REIMBURSEMENTS	(391,000)
939018	MUTUAL AID INCOME	(200,000)
939023	COLLABORATION COST REIMBURSED	(166,445)
939080	PRIVATE CHARGES PHONE & COPIER	(4,200)
939092	LEGAL FEES RECOVERED	(512,000)
	Reimbursements Total	(1,889,660)
969102	VEHICLE SALES	(100,000)
969301	FEES - LICENCES & CERTIFICATES	(282,646)
969302	FEES - REPORTS & INTERVIEWS	(110,000)
969303	FEES - DATA PROTECTION	(31,000)
969304	VEHICLE RECOVERY INCOME	(140,000)
969305	ALARMS INCOME	(45,500)
969501	FOOTBALL & SPORT EVENT CHARGES	(79,000)
969502	CONCERTS & PUBLIC EVENT CHGS	(195,000)
969503	CUSTODY CHARGES	(82,000)
969504	TRAFFIC MANAGEMENT CHARGES	(50,000)
969507	AERIAL MAST CHARGES	(16,800)
969510	CRASH COURSE INCOME	(174,140)
	Sales, Fees & Charges Total	(1,306,086)
999800	EFFICIENCY TARGET	(1,098,845)
	Other Income Total	(1,098,845)
Total Costs Delegated to Chief Constable		169,472,036