

**POLICE AND CRIME COMMISSIONER (PCC) FOR LINCOLNSHIRE
REQUEST FOR DECISION**

REF: 004-2016
DATE: 25 February 2016

SUBJECT		BUDGET REPORT
REPORT BY	CHIEF FINANCE OFFICER	
CONTACT OFFICER	Julie Flint, Chief Finance Officer Telephone 01522 947222	
EXECUTIVE SUMMARY AND PURPOSE OF REPORT		
<p>To propose :</p> <ul style="list-style-type: none"> • A revenue budget and council tax precept for 2016/17 • A medium term financial plan for 2017/18 to 2019/20 • A capital programme for 2016/17 and 2017/18 – 2019/20. <p>The proposals will support delivery of the Police and Crime Plan and are consistent with the Commissioner's Financial Strategy.</p>		
RECOMMENDATIONS	<p>The Police and Crime Commissioner is asked to :</p> <ol style="list-style-type: none"> 1. note the views of the Police and Crime Panel on council tax, summarised at paragraph 2.6 of the report ; 2. note the Chief Finance Officer's statement on robustness of estimates and adequacy of reserves in section 9 of the report; 3. approve the council tax for 2016/17 as set out in Table A and Appendix A ; 4. approve revenue budgets for 2016/17 and medium term financial plan for 2017/18 to 2019/20 as set out in Appendix B ; 5. approve the capital programme and its funding for 2016/17 and 2017/18 – 2019/20 as set out in Table E. 	

POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE

I hereby approve the recommendation above, having considered the content of this report.

Signature: 

Date: 25/02/16

A. NON-CONFIDENTIAL FACTS AND ADVICE TO THE PCC

A1. INTRODUCTION AND BACKGROUND

1. Police Grant Settlement

- 1.1 The Government announced the final Police Grant Settlement for 2016/17 on 4 February 2016 in a written Ministerial Statement. Police Grant is the main source of government funding for local policing bodies. There will be a small cash reduction in Lincolnshire's Police Grant in 2016/17 in common with all English policing bodies.
- 1.2 The Settlement confirmed that no PCC would face a cash reduction in total funding, taking police grant, legacy council tax grants and precept income together, so long as the precept increase is maximised. For Lincolnshire, the maximum allowable precept increase is 2%. However, police grant to Police and Crime Commissioners is reduced by 0.6%. The reduction for Lincolnshire is £0.336 million.
- 1.3 Grant allocations for future years have not been published. Whilst indicative figures for future years have been included in the announcement, details on the components have not been provided and together with the uncertainty around the Funding Formula Review this means a series of assumptions are required.
- 1.4 The MTFP includes provision for an ongoing 0.6% cash cut per annum in total police grant over the years 2016/17 to 2019/20 in order to maintain "flat" cash funding across the medium term. In addition assumptions about the outcome of the formula funding review have been made. The government's own exemplifications indicated that Lincolnshire would receive additional funding of c. £8million per annum once the results of the formula funding review were implemented. On this basis, a prudent assumption of an additional £6 million police grant by the end of the planning period has been included in the MTFP, with the additional funding following a profile of £3m (50%), £4.5m (75%) and £6m (100%) in each of the three years to the end of the MTFP.
- 1.5 The proposed 2016/17 revenue budget and MTFP include provision for Police Innovation Fund bids in respect of the Policing Model Project (£1.2m/£1.3m) and Bluelight Integration (£0.4m/£0.25m) together with capital grant of £2m/£4.8m in respect of bluelight integration. The outcome of these bids will not be known until after the budget is set. Once the outcome is known, the budget will be reviewed to determine whether a call on reserves is required.
- 1.6 Given the above assumptions, calls on reserves of £1.563/£0.321/£1.187/(£0.107) are required over the planning period to deliver a balanced budget.
- 1.7 A Victims' Services Grant has been confirmed and Lincolnshire's allocation will be £0.865 m in 2016/17.
- 1.8 Other Legacy Council tax grants will continue as expected.

2. Council Tax

- 2.1 Details of the council tax base have been received from Lincolnshire district councils. These show a 2.33% increase in the tax base in 2016/17. There is also a surplus on council tax collection funds: the Police and Crime Commissioner's share of this surplus is £1.016 m.

- 2.2 The government has announced that there will not be a Council Tax Freeze Scheme in 2016/17.
- 2.3 The government has set the threshold for council tax increases above which a local referendum would be triggered at 2%. The Commissioner does not wish to trigger a local referendum. It is recommended that the council tax be increased by 1.96% just below the maximum permitted threshold for council tax increases. The budget proposals for 2017/18 – 2019/20 also assume a 2% increase in council tax in line with the Government's planning assumption.
- 2.4 Given the 2.33% increase in Council Tax base experienced in 2015/16 and the Government's policy on house building, it has been assumed that the base will increase by approximately 1% per annum across the medium term plan. This is considered to be a prudent approach, but is above the Government's own assumption of 0.5%.
- 2.5 The details of the council tax requirement are set out in Appendix A and the impact on Lincolnshire council tax payers is summarised in Table A below.

Table A: Council Tax

PROPERTY BAND	ANNUAL AMOUNT 2015/16	ANNUAL AMOUNT 2016/17	INCREASE OVER 2015/16	ANNUAL INCREASE OVER 2015/16	WEEKLY INCREASE OVER 2015/16
	£	£	%	£	£
Band A	131.76	134.34	1.96	2.58	0.05
Band B	153.72	156.73	1.96	3.01	0.06
Band C	175.68	179.12	1.96	3.44	0.07
Band D	197.64	201.51	1.96	3.87	0.07
Band E	241.56	246.29	1.96	4.73	0.09
Band F	285.48	291.07	1.96	5.59	0.11
Band G	329.40	335.85	1.96	6.45	0.12
Band H	395.28	403.02	1.96	7.74	0.15

- 2.6 The Lincolnshire Police and Crime Panel met on 5 February 2016 to consider the proposed council tax increase. The Panel members voted unanimously at the meeting to accept the proposed 1.96% increase to the policing element of the council tax.
- 3. Other Income**
- 3.1 Two bids have been submitted to the Home Office for Police Innovation Fund Grant. Firstly, to assist with the remodelling of the Lincolnshire Policing Model in order to meet the changing requirements of policing in terms of protecting the most vulnerable and meeting the challenge of hi-tech crime. If this bid is successful, this will provide short term net support to the revenue budget of £0.898 m in 2016/17 and £1.050 m in 2017/18.
- 3.2 The second bid relates to a major Blue Light collaboration Project this is a capital project with some early support being assumed in the budget towards the costs of implementation with future debt charges being factored into the budget.

- 3.3 Locally, Lincolnshire County Council has provided financial support to help fund Police Community Support Officers in the county. The County Council has indicated that no further contributions for PCSOs should be assumed.
- 3.4 Leicestershire and Northamptonshire have entered into a contractual arrangement with the Force and G4S to provide Custody Services. In order to account for this arrangement the income and expenditure has been included within the revenue budget; it is important to emphasise that this is a zero net cost on the Lincolnshire budget.
- 3.5 In order to provide for a balanced budget in 2016/17 it will be necessary to utilise £1.563 m from reserves specifically earmarked for supporting the revenue budget through periods of funding uncertainty. Future years budgets are addressed in section 8 below.
- 3.6 Total income is projected over the next four years as shown in Table B below.

Table B: Total Income

INCOME	2015/16 £M	2016/17 £M	2017/18 £M	2018/19 £M	2019/20 £M
Police Grant	59.065	58.728	58.328	57.928	57.528
Police Grant – Formula Review	-	-	3.000	4.500	6.000
Victims’ Services Grant	0.802	0.865	0.865	0.865	0.865
Council Tax Compensation Grant	1.058	1.058	1.058	1.058	1.058
Council Tax Support Grant	5.775	5.775	5.775	5.775	5.775
LCC PCSO funding	1.200	-	-	-	-
Council tax	43.180	45.321	45.663	47.065	48.511
Police Innovation Funding	-	1.600	1.550	-	-
Collaborative Services	-	2.181	2.181	2.181	2.181
Contribution from Reserves	-	1.563	0.321	1.187	(0.107)
Total Income	111.080	117.091	118.741	120.559	121.811

4. Revenue Expenditure

- 4.1 Overall revenue budgets are summarised in Table C below and set out at Appendix B.

Table C: Revenue Budget Totals

REVENUE EXPENDITURE	2015/16 £M	2016/17 £M	2017/18 £M	2018/19 £M	2019/20 £M
Police and Crime Commissioner direct expenditure	27.565	29.885	30.433	31.640	32.210
Joint services	1.406	1.521	1.557	1.564	1.569
Chief Constable	82.109	85.685	86.751	87.355	88.032
Total Expenditure	111.080	117.091	118.741	120.559	121.811

4.2 Budget changes are summarised in Table D.

Table D: Summary of Expenditure Budget Changes

BUDGET CHANGES	2016/17 £M	2017/18 £M	2018/19 £M	2019/20 £M
Base budget	111.080	117.091	118.741	120.559
Cost pressures	4.840	2.082	2.272	1.426
Savings	(1.887)	(0.470)	(0.074)	(0.094)
Income related changes	3.058	0.038	(0.380)	(0.080)
Total expenditure	117.091	118.741	120.559	121.811

5. PCC direct expenditure

5.1 The budget proposals include provision for victim's services expenditure in line with the grant.

5.2 Provision for community safety grants and contributions has been maintained at £0.8 million.

5.3 The budget for strategic partnership contract payments is set in line with the agreed annual schedule of payments and projected increases for contract price indexation.

5.4 At the last triennial valuation of the Local Government Pension Scheme in 2013, the Fund's actuary advised that the share of the Fund deficit could be removed over a period of 20 years by increasing the current employer contribution rate of 19.9% to a contribution rate of 25.8%. The minimum required contribution by the actuary from April 2014 was the current employer contribution rate of 19.9% plus the following supplementary contributions:

2014/15	£0.196m	equivalent rate 20.9%
2015/16	£0.407m	21.9%
2016/17	£0.634m	22.9%

5.5 It is proposed to make these minimum contributions. The contribution rate is likely to increase after 2016/17 and this is reflected in the medium term planning assumptions.

5.6 Capital financing charges usually present a cost pressure as borrowing to fund capital spending creates additional annual repayment and interest costs. However, it is proposed to significantly reduce the capital financing charges budget to reflect:

- changes in the capital programme;
- use of capital receipts from asset sales;
- active treasury management to minimise interest costs;

6. Joint services

6.1 The Finance element of this budget includes organisational costs and has increased to allow for increasing insurance costs and a transfer of shared professional fees from the Chief Constable's budget.

6.2 The communications joint service includes cost pressures in relation to on line crime reporting and national insurance costs together with a transfer of consultation costs from the Chief Constable's budget.

7. Chief Constable

7.1 The Chief Constable's budget makes provision for an overall total strength of 1,100 police officers and 149 PCSOs in 2016/17 and across the MTFP. Police staff numbers have also been budgeted to maintain current levels of staff over the period of the plan.

7.2 Significant cost pressures have occurred in 2016/17 resulting in an increase in the overall budget requirement to £85.7 million in 2016/17.

7.3 Cost pressures add about 5% to the total budget in 2016/17. The main pressures are:

- Increase in the employers National Insurance contribution following the introduction of the single tier state pension (£1.672m).
- Pay awards officers and staff (£0.698 m)
- Police Officer overtime allowance following Bear Scotland ruling on Holiday pay (£0.204m).
- Increased ICT charges including Home Office charges and contractual changes (£0.356m)
- Increased operational costs including officer overtime costs (£0.707m)
- Increased costs from establishing Regional Collaborative arrangements (£0.191m)
- Increased Fleet Operating costs (£0.093m)
- Police officer ill health retirements cost increase (£0.074 m)
- Increased energy costs (£0.047m).

7.4 Savings of nearly £1.4m or 1.7% are proposed. The main savings in 2016/17 are:

- Officer and staff pay profiling of recruitment (£0.892 m)
- Savings on Regional Collaborative arrangements (£0.281m)
- Review of running cost budgets across the Force (£0.181m)

7.5 The budget for 2017/18 allows for cost pressures of just over £1.3 m at this stage. The main cost increases are

- provision for pay awards for police officers and other staff,
- Contract cost increases..

8. Capital Programme

8.1 The capital programme for 2016/17 to 2019/20 and its funding is summarised in Table E below.

8.2 The programme makes provision for capital spending on building maintenance and small building improvement projects. Provision is also made for vehicle replacement requirements.

8.3 In addition, substantial provision is made for projects which will improve performance and productivity, along with a refresh of ICT hardware and software in 2017/18.

Table E: Capital Programme

CAPITAL PROGRAMMES	2016/17 £M	2017/18 £M	2018/19 £M	2019/20 £M
Building maintenance and improvements	1.500	1.500	1.500	1.500
Vehicle replacement	1.000	1.000	0.750	0.700
Blue light Collaboration	4.156	9.698		
ICT projects	0.500	0.500	1.000	0.250
ICT refresh		1.755		
Equipment replacement			0.250	0.250
Total	7.156	14.453	3.500	2.700
Funding :				
Borrowing	2.543	4.298	3.043	2.243
Borrowing PIF	2.078	2.849	-	-
Grants	0.457	0.457	0.457	0.457
Innovation fund Grant	2.078	4.849		
Partner Funding		2.000		
Total	7.156	14.453	3.500	2.700

9. Medium Term Financial Plan

9.1 Forecasting beyond 2016/17 is challenging particularly as future grant allocations are dependent upon the outcome of the Funding Formula review by the Home Office. Current overall forecasts are set out in Table F below:

Table F: Medium Term Financial Plan

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Police Grant	59.065	58.728	58.328	57.928	57.528
Council tax	43.180	45.321	45.663	47.065	48.511
Other income	8.835	13.042	11.429	9.879	9.879
Total income	111.080	117.091	115.420	114.872	115.918
Expenditure	111.080	117.091	118.741	120.559	121.811
Forecast deficit	-	-	3.321	5.687	5.893
Funding Formula Review	-	-	(3.000)	(4.500)	(6.000)
Call on Reserves	-	-	0.321	1.187	(0.107)

9.2 Forecasting assumptions are based on the following:

- Police Grant forecasts for 2017/18 onwards are based on the Home Office assumptions around total funding being at "flat cash". They assume annual reductions of 0.6% for police services. There is therefore a considerable degree of estimating error in the forecasts for 2017/18 onwards. The

government's own exemplifications in respect of the Home Office Funding Formula review in the autumn of 2015 indicated that an increase in grant allocation of approximately £8 million would occur. In order to allow for further refinements to this a figure an assumption of an additional £6m over the MTFP has been included.

- Council Tax is assumed to increase by 2% per annum.
- expenditure forecasts are based on retaining total strength figures of 1,100 police officers and 149 PCSOs.
- costs are forecast to increase as a result of pay awards and price increases e.g. energy price increases.

10. Chief Finance Officer's report under section 25 of the Local Government Act 2003

10.1 The purpose of this section of the report is to provide the Commissioner with information on the robustness of the estimates and the adequacy of reserves, so authoritative advice is available when the budget decision is made.

10.2 The Commissioner is required to decide each year how much should be raised from council tax. This decision is based upon a budget that sets out estimates of spending plans.

10.3 The decision on the level of the council tax is taken before the year begins and it cannot be changed during the year, so allowance for risks and uncertainties that might increase expenditure above that planned, must be made by:

- making prudent allowance in the estimates, and in addition;
- ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient.

10.4 Section 25 of the Local Government Act 2003 requires that the Chief Financial Officer reports to the Police & Crime Commissioner (PCC) as part of the consideration of the budget and council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals. Section 25 also requires the PCC to have regard to the report in making the decision.

Robustness of Estimates

10.5 This report provides details of the revenue budget proposals for 2016/17 together with provisional budgets for 2017/18 to 2019/20. The budget proposals presented herein are based upon delivering the PCC's Police & Crime Plan, including maintaining the current level of police officer numbers in Lincolnshire.

10.6 I am of the view that detailed estimates for 2016/17 have been prepared on a realistic basis and that the savings incorporated in the budget are deliverable. It will be important to maintain strong financial control as budgets are reduced and to secure the planned savings of £1.9m in 2016/17.

Medium Term Financial Plan

10.7 Provisional service budgets are proposed for 2017/18 to 2019/20. The government has yet to set grant allocations for those years. Estimates have been based on prudent assumptions. There remains a risk that grant income will be lower than assumed and that the expected Funding Formula Review will not occur in the timeframe assumed.

- 10.8 There is also uncertainty on the government's future intentions in relation to the limitation of council tax increases.
- 10.9 On current assumptions and without the benefit of additional police grant as a result of the funding formula review, substantial budget gaps are forecast from 2017/18 onwards. The forecast budget gap rises to around 5% of the total budget. This is based on maintaining the existing number of police officers, PCSOs and Police Staff.
- 10.10 Police officer salary costs comprise half of the total budget. Other costs have been reduced substantially over recent years including the savings achieved on back office services through establishing a strategic partnership.
- 10.11 It is clear that, without a more equitable slice of the national police grant, or substantial precept rises in future years, Lincolnshire would see significant degradation of service from 2017 onwards. That would undoubtedly take the form of fewer Police Community Support Officers (PCSOs), police officers and the staff who support them. The continuing challenge is to maintain performance by improving the productivity and effectiveness of police officers e.g. through providing them with improved tools to support their work, for example ICT.
- 10.12 The PEEL Programme already underway and described in the Value for Money Plan 2016/17 will be a key part of this.
- 10.13 Achieving a fairer share of government funding for Lincolnshire will be critical to maintaining acceptable levels of policing.
- 10.14 Success in these areas will be essential to address the difficult financial challenges ahead. The Commissioner and the Chief Constable will wish to give high priority to improving police productivity and achieving a fairer share of government funding for Lincolnshire and ensuring that real progress is made.

Reserves

- 10.15 In November 2008, CIPFA issued updated Guidance on Local Authority Reserves and Balances (LAAP 77). CIPFA's Guidance makes clear that the adequacy of reserves should be assessed in the context of its strategic, operational and financial risks.
- 10.16 The Financial Strategy requires that "general reserves will be maintained around the mid- point of a target range based on the financial risk assessment in respect of residual financial risks."
- 10.17 The current financial risk assessment indicates that general reserves should be maintained at around 5% of total annual expenditure. The amount for 2016/17 is £5.2m. The level of general reserves at 31 March 2015 was £5.663m. There are no plans to use any of the general reserve in 2015/16, 2016/17 and the MTFP. However the PCC has created in previous years a budget equalisation reserve of £3.2 m (which is expected to be further augmented at the end of the current financial year) that is planned to be used over the MTFP to provide for a balanced budget in advance of the full effect of the Funding Formula review being implemented. The unbalanced budgets in the period 2017/18 – 2019/20 will necessitate a review of the Reserves policy if a significant change in funding is not forthcoming. I am however satisfied that at the current time the level of reserves is both adequate and appropriate.

A2. LINKS TO POLICE AND CRIME PLAN AND PCC'S STRATEGIES/PRIORITIES

The revenue budget and capital programme are the financial expression of the Police and Crime Plan and the Commissioner's strategies and is consistent with his Financial Strategy.

B. FINANCIAL CONSIDERATIONS

These have been included in the main report above.

C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS

The Police and Crime Commissioner is required to set a balanced budget, determine the rate of council tax and issue a precept in accordance with the Local Government Finance Act 1992 and the Police Act 1996.

D. PERSONNEL AND EQUALITIES ISSUES

There are no direct personnel, equal opportunities or diversity issues arising from this report.

E. REVIEW ARRANGEMENTS

The revenue budget and capital programme will be monitored monthly at Resource Governance meetings.

F. RISK MANAGEMENT

The risk of a shortfall in funding resulting in severe financial difficulties for the Police and Crime Commissioner and the Police Force is highlighted in both the PCC and Force risk registers. Particular areas of risk around funding levels and spending assumptions are highlighted in the report.

G. PUBLIC ACCESS TO INFORMATION

Information in this form along with any supporting material is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC's website within one working day of approval. However, if release by that date would compromise the implementation of the decision being approved, publication may be deferred. An explanation for any deferment must be provided below, together with a date for publication.

Is the publication of this form to be deferred? No

If Yes, for what reason:

Until what date:

Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate part 2 form.

Is there a part 2 form? No

ORIGINATING OFFICER DECLARATION

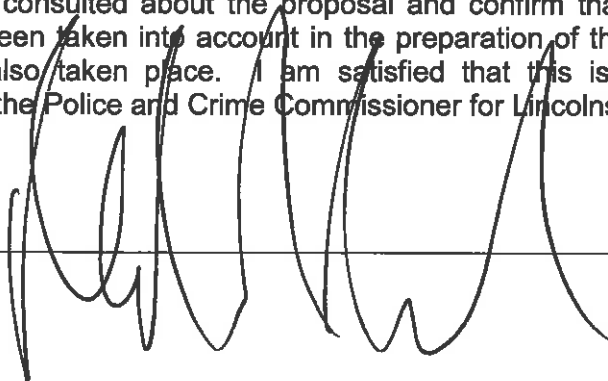
	Initial to confirm
Originating Officer: PCC's Chief Finance Officer recommends this proposal for the reasons outlined above.	JBF
Financial advice: The PCC's Chief Finance Officer has been consulted on this proposal.	JBF
The CC's Chief Finance Officer has been consulted on this proposal.	AT
Monitoring Officer: The PCC's Monitoring Officer has been consulted on this proposal	J
Chief Constable: The Chief Constable has been consulted on this proposal	HR

OFFICER APPROVAL

Chief Executive

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. Consultation outlined above has also taken place. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lincolnshire.

Signature:



Date:

25/2/16

COUNCIL TAX REQUIREMENT 2016/17

A. BUDGET & COUNCIL TAX REQUIREMENT 2015/16		£	£	
TOTAL BUDGET			111,747,042.09	
LESS: Victim Services		864,620.20	864,620.20	
BUDGET REQUIREMENT			110,882,421.89	
Police Specific Grant		58,727,982.00		
Council Tax Support Grant		5,774,887.00		
Council Tax Freeze Grant		1,058,666.00	65,561,535.00	
POLICE AND CRIME COMMISSIONER PRECEPT			45,320,886.89	
LESS: District Council Collection Fund Surplus			1,015,568.33	
COUNCIL TAX REQUIREMENT			44,305,318.57	
B. PCC ELEMENT OF COUNCIL TAX BY PROPERTY BAND				
		Proportion of Band D	Council Tax £	
Band A		6/9	134.34	
Band B		7/9	156.73	
Band C		8/9	179.12	
Band D		9/9	201.51	
Band E		11/9	246.29	
Band F		13/9	291.07	
Band G		15/9	335.85	
Band H		18/9	403.02	
C. PRECEPTS ON DISTRICT COUNCILS	No. of Band D Equivalent Properties	Council Tax Requirement £	Collection Fund Surplus £	LPA Precept £
Lincoln City	23,244.38	4,683,975.01	108,850.00	4,792,825.01
Boston B.C.	17,967.11	3,620,552.34	50,180.00	3,670,732.34
East Lindsey D.C.	42,355.00	8,534,956.05	276,305.87	8,811,261.92
West Lindsey D.C.	28,878.71	5,819,348.85	162,121.62	5,981,470.47
North Kesteven D.C.	35,450.00	7,143,529.50	131,687.00	7,275,216.50
South Kesteven D.C.	45,440.40	9,156,695.00	138,527.29	9,295,222.29
South Holland D.C.	26,531.00	5,346,261.81	147,896.55	5,494,158.36
TOTAL	219,866.60	44,305,318.57	1,015,568.33	45,320,886.89

APPENDIX B

	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's
POLICE AND CRIME COMMISSIONER - INCOME					
Police Grant	(59,065)	(58,728)	(58,328)	(57,928)	(57,528)
Victim's Services Grant	(802)	(865)	(865)	(865)	(865)
Council Tax Compensation Grant	(1,058)	(1,058)	(1,058)	(1,058)	(1,058)
Council Tax Support Grant	(5,775)	(5,775)	(5,775)	(5,775)	(5,775)
LCC PCSO funding	(1,200)	0	0	0	0
Council tax	(43,180)	(45,321)	(45,663)	(47,065)	(48,511)
Custody Contract Leic's & N'ants	0	(2,181)	(2,181)	(2,181)	(2,181)
Innovation - Policing Model	0	(1,200)	(1,300)	0	0
Innovation - Bluelight Integration	0	(400)	(250)	0	0
Funding Formula Review	0	0	(3,000)	(4,500)	(6,000)
Contribution to/(from) Reserves	0	(1,563)	(321)	(1,187)	107
Total Income	(111,080)	(117,091)	(118,741)	(120,559)	(121,811)
POLICE AND CRIME COMMISSIONER - EXPENDITURE					
Police and Crime Commissioner's Office	696	721	732	732	732
Community safety grants and contributions	814	814	814	814	814
Victim's services expenditure	802	865	865	865	865
Strategic partnership contract payments	22,140	22,399	22,586	22,884	23,204
Historic pension costs	407	634	884	1,134	1,384
Capital financing charges	2,781	2,321	2,421	3,080	3,080
Investment income	(75)	(50)	(50)	(50)	(50)
Custody Contract Leic's & N'ants	0	2,181	2,181	2,181	2,181
Total PCC Direct Expenditure	27,565	29,885	30,433	31,640	32,210
CHIEF CONSTABLE					
Police officer salaries	55,772	57,027	57,626	58,372	58,863
Police staff	8,439	8,817	8,899	8,984	9,070
PCSOs	4,485	4,718	4,690	4,762	4,784
Crime	1,304	1,448	1,449	1,450	1,451
Operations	497	444	444	444	444
Local Policing o/t and non staff costs - East	327	394	398	399	399
Local Policing o/t and non staff costs - West	399	552	558	560	561
LRSP - expenditure	149	204	204	204	204
LRSP - income	(936)	(991)	(991)	(991)	(991)
Major incidents	600	600	600	600	600
Regional collaboration	2,563	2,565	2,598	2,624	2,654
Seconded officers - expenditure	593	668	668	668	668
Seconded officers - income	(598)	(553)	(553)	(553)	(553)
Police officer ill health and injury benefit costs	1,245	1,319	1,359	1,399	1,439
Monitored and managed - premises costs	2,349	2,407	2,426	2,421	2,457
Monitored and managed - vehicle costs	1,465	1,495	1,495	1,495	1,495
Monitored and managed - HR and training costs	381	0	0	0	0
Monitored and managed - HR	0	55	55	55	55
Monitored and managed - Training	0	326	326	326	326
Monitored and managed - ICT costs	2,779	3,135	3,185	3,235	3,285
Monitored and managed - other costs	309	342	342	308	308
Strategic Development	72	32	32	32	32
IMU inc DBS	0	10	10	10	10
Legal Services	141	141	141	141	141
Volunteers	101	176	401	401	401
Professional standards	9	16	16	16	16
Central costs	581	534	531	531	531
Police staff recharges and earned income	(1,062)	(1,043)	(923)	(963)	(1,043)
Mutual aid	(50)	(50)	(50)	(50)	(50)
Contingency	195	195	195	195	195
Innovation - Policing Model (Expenditure)	0	302	250	0	0
Innovation - Bluelight Integration (Expenditure)	0	400	370	280	280
Total Chief Constable	82,109	85,685	86,751	87,355	88,032
JOINT SERVICES					
Corporate Finance	793	838	869	871	871
Communications	550	620	625	630	635
Commercial Partnership Team	63	63	63	63	63
Total Joint Services	1,406	1,521	1,557	1,564	1,569
DEFICIT/(SURPLUS)	0	0	0	0	0

