



Nottinghamshire

POLICE & CRIME COMMISSIONER

Budget 2017-18



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

January 2017

INTRODUCTION

Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. Over the last five years efficiency savings of £54.6m have been needed to deliver annual balanced budgets.

In 2012-13 and 2013-14 achieving efficiencies was comparatively easy and underspends in other areas also developed. But 2014-15 saw the start of it becoming increasingly difficult to achieve the required savings programme and an additional £2m was used from reserves (total over £4m) to balance the budget by the end of the year.

2015-16 has proved to be the toughest year to date. Efficiency programmes were not been delivered in full and in addition to this errors in the budget were identified during the year. This resulted in £9.3m being required from reserves to balance the budget.

2016-17 was always going to be a challenging year, with the need to deliver £12m of efficiency savings – the largest in year target to date, and increasing core costs (e.g. pay awards and price inflation), we were also faced an estimated £3.5m cost pressure from the change in National Insurance contributions. In creating the budget for 2016-17 additional cost pressures of £11m were identified.

Despite this much has been achieved and continues to be delivered:

- Real progress is being made with the implementation and review of plans to tackle challenging areas of performance
- Reductions continue in key areas such as violence with injury, ASB, drug related offenses, robbery and vehicle crime
- The Force is implementing its far-reaching 'Delivering the Future' change programme, focusing on how it can improve every area of the business to become more efficient and effective
- The Commissioner and Force have been working closely with regional forces and local partners to reduce cost and maintain service provision. Pivotal to this is the development of a Tri-Force collaboration with Leicestershire and Northamptonshire
- Additional Innovation and Transformation funding has resulted in five key projects being successful in securing funding in 2016. These include the Tri-Force alliance; National Business Crime hub; Public Private Partnership Intelligence collaboration; Agile working; and body worn video
- Resources provided to local partners and third sector organisations via the Commissioner's own funding streams are delivering real improvements in the support provided to victims; tackling issues such as domestic abuse, sexual exploitation of young people, hate crime and alcohol-related problems; and the reduction of crime and ASB within our communities

- During 2016-17 the PCC co-commissioned new contracts:
 - The new domestic and sexual abuse support services co-commissioned by the PCC, City Council and Nottingham Clinical Group have begun, providing much more holistic and joined up services for survivors which make more effective use of PCC funding
 - The PCC commissioned an independent review of other victim support services. The review recommended a new delivery model which would allow more victims, particularly those with protected characteristics who do not report crime to be supported, as well as making more efficient use of his victims' funding
 - The PCC has begun work with the County Council and clinical commissioning groups in the county to co-commission a new support service which will be operational from April 2018
- A focus on early intervention and crime prevention is designed to see demand for services reduced
- Rural crime continues to be a priority for the Commissioner and a proactive Rural Crime Team of Special Constables has been established and trained in specialist knowledge on how to tackle wildlife and rural crime issues. The Community Road Safety Programme has been extended to rural areas to tackle speeding problems and Automatic Number Plate Recognition (ANPR) cameras installed in Ashfield and Bassetlaw. The Commissioner has also developed a dedicated rural crime web site to help people who live in rural crime areas. Operations Traverse and Nebraska 3 are dedicated operations to tackling rural crime issues. Furthermore, the Commissioner has introduced rural crime performance measures and police response times so that he can be assured that residents living in rural communities are not disproportionately affected by any changes to police operating response models
- The importance of appropriate care for those in mental health crisis has been acknowledged by a wide range of partners, all of whom have signed up to the Mental Health Concordat. Detainees under the Mental Health Act detained in custody suites is down 94% compared to 2015-16
- Almost two thirds (60%) of all respondents to the Nottinghamshire Residents Satisfaction Survey reported feeling safe (either very or fairly safe) in their local area when outside after dark
- Plans to redesign the police estate to make it more suitable for modern day needs are being implemented, reducing overheads and driving modernisation. In turn this work will increase officer visibility as the adoption of new technology improves working practices

Throughout the year the Commissioner has been out and about throughout the City and the County meeting and listening to members of the public, stakeholders and partners. The feedback from these visits helps to shape the refreshing of the Commissioner's Police and Crime Plan, for which this budget seeks to provide the appropriate resources.

The Commissioner has specifically requested that budget funding is provided in the following areas:

- GPS tagging extend to target knife crime offenders
- Funding to work in Partnership with The Consent Collective in relation to Sexual Violence media campaigns
- Specific work on preventing demand, which the Commissioner and new Chief Constable will co-commission

In 2017-18 a balanced budget is being delivered through over £1.3m in efficiencies identified by the force, which also include savings from regional collaboration, and the transformational change programme 'Delivering the Future'. Improved financial management and reporting confirms that the Force will not only deliver its £12m efficiency target but is likely to be slightly underspent against the 2016-17 budget, and this is despite absorbing additional policing pressures like Operation Kinic and additional payroll projects costs from the MFSS.

1. **BUDGET 2017-18**

The Commissioner welcomed the news that Government is maintaining police spending as set out in the Comprehensive Spending Review 2015 for the duration of this parliament. Following the Provisional Settlement announcement the protection being given to policing by the Chancellor in the Settlement meant that the previously anticipated cuts in funding of 25-40% have not emerged.

However, there is still much to do. A standstill in funding means that savings are required to meet day to day increases in demand and to afford continued investment in assets and technology in order to maintain an effective Nottinghamshire Police Force.

1.1. **Funding levels**

The provisional funding levels have been set by the Home Office and the Department of Communities and Local Government. This anticipated funding is shown below.

Funding 2017-18	2017-18 £m
Core grants & funding	
Police & Crime grant	(124.2)
Council Tax legacy grant	(9.7)
Sub-total core grants	(133.9)
Precept	(56.4)
Transfer to reserves	0.3
Total funding available	(190.1)

Final confirmation of grant settlement will be laid before Parliament in February 2017.

The Referendum Limit was announced at the same time as the provisional settlement and is set at **2.0%** for 2017-18.

No estimate for the use of reserves has been planned for 2017-18, and Collection fund surplus/deficits have yet to be declared by Billing Authorities – it is anticipated that any declared surpluses will be used to increase reserves, reflecting the fact that these were reduced by £9.3m in support of overspends in 2015-16. The PCC requires that the spending plans of the Force need to provide for the addition of £10.1m to reserves over the medium to long term to

replace what has been used in recent years; reflecting the level of reserves used to support expenditure during the current austerity period. The tax base used to calculate the precept amount is based upon December estimates which may vary.

The precept figure above assumes that the Police and Crime Panel support the Commissioners decision to increase precept by 1.95%. The Home Office has assumed that there will be a 0.5% increase in the tax base and a 2.0% increase in the precept in calculating the grant amount.

The Home Office has indicated that further detail on the split between main grant for policing and top slicing will be made available for future years. This will assist greatly in planning further ahead. The Commissioner has led on making representations for multi-year settlements.

The Commissioner is heavily involved in the Home Office review of the Police Funding Formula. The plan is to consult on proposals later this year with the aim of introducing a new formula from April 2018.

1.2 Summary expenditure

The Commissioner is required to set a balanced budget each year, with a reduction in grant income and increased pressures from inflation, pay awards and new demands this inevitable means efficiencies have to be identified and delivered in order to balance the budget.

Expenditure 2017-18	2017-18 £m
Previous expenditure	189.6
In year increases	1.8
Sub-total expenditure	191.4
Efficiencies	(1.3)
Use of reserves	0.0
Total net expenditure	190.1

The recruitment of Police Investigations Officers (PIO) account for and inflation increases account for the in year increases above. This is detailed further in the sections relating to expenditure.

Further detail on expenditure and efficiencies is provided later within this report.

2. 2017-18 Budget breakdown

Annex 1 details the proposed expenditure budget for 2017-18. The proposed revenue budget is £190.0m.

Net expenditure budget	2017-18 £m	Note
Employee	150.4	2.1
Premises	6.0	2.2
Transport	5.7	2.3
Supplies & services	16.1	2.4
Agency & contract services	16.9	2.5
Pensions	4.9	2.6
Capital financing	4.8	2.7
Income	(13.5)	2.9
Efficiencies	(1.3)	3.2
Net use of reserves	0.0	2.8
Total net expenditure	190.1	Annex 1

An alternative thematic view of the 2017-18 budget is also detailed at Annex 5.

2.1 Employee related expenditure

2016-17 saw the Force end its two year recruitment freeze for police officers and the 2017-18 budget provides for continued officer and staff recruitment in order to maintain an effective service. Overall however the implementation of the change programme “Delivering the Future” does see a net reduction in the number of police officers employed in next and future years. This programme becomes key to the way in which we work and in the way in which we will deliver a police service that remains financially stable during the current period of austerity in public sector spending.

A pay award has been included in the budget at 1.0% payable from 1st September each year. Employee expenditure accounts for approximately 80% of the total expenditure budget.

Annex 2 details the budgeted staff movement between the current year and 2017-18. Annex 3 details the budgeted police officer, police staff and PCSO numbers for 2017-18.

2.2 Premises related expenditure

Over the past few years the Commissioners estate has been reduced in order to achieve efficiencies, but also to ensure resources are allocated based upon need and to facilitate planned changes in working arrangements. Such changes will include remote working through better technologies ensuring officers are in the communities and not stations and hot-desking to ensure optimal use of the space available.

Premises related expenditure includes the provision of utility services to those properties and these are elements of the budget that are adversely affected by inflation. For 2017-18 inflation for gas and electricity has been budgeted at nil and 2.0% respectively.

2.3 Transport related expenditure

The Force has in place a Public Finance Initiative (PFI) for the provision of police vehicles. This agreement ensures that there is always the required number of vehicles and driver slots. However, this is an expensive agreement and requires careful management to ensure the most advantageous service is obtained from the supplier. This continues to be monitored and efficiencies delivered.

2.4 Supplies and services expenditure

This category of expenditure captures most of the remaining items such as insurance, printing, communications, information technology (IT) and equipment.

Some of the IT systems that the Force uses are provided through national contracts that the Home Office recharge the Force for. Notification from the Home Office sees the total cost of these systems continuing to increase substantially above the rate of inflation and again and we have been informed that total police grant will be top sliced in future for this expenditure.

For all other expenditure an inflation factor of 2.0% has been applied in 2017-18, unless there was specific contracted inflation.

2.5 Agency & contract services

This category of expenditure includes agency costs for the provision of staff, professional services such as internal and external audit and treasury management, and the costs associated with regional collaboration.

A breakdown of the costs associated with this classification is summarised below:

Analysis of Agency & contracted services	2017-18 £m
Agency costs	0.1
Collaboration contributions	9.8
Community safety grant	4.7
Other partnership costs	2.2
Total	16.9

The costs associated with the use of agency staff have been much reduced and there use is carefully managed to ensure this represents good value for money.

Regional collaboration is shown as a joint authority as this is the basis of the collaboration agreements. The region has been challenged to deliver savings from across those projects already in place. Nottinghamshire's element of the regional budget is £9.8m for 2017-18. No savings have been assumed within this budget for collaboration or Innovation projects.

The most significant area of transformation is the tri-force collaboration. This started initially as a transformation for business services with Northamptonshire and has expanded to include all parts of the service not currently within a collaboration arrangement and now includes Leicestershire.

2.6 Pensions

This category includes the employer contributions to the two Police Pension Schemes in place and to the Local Government Pension Scheme (LGPS) for police staff.

There are two areas of increasing costs in relation to pensions. These are the employer contribution to the LGPS and the increasing number of medical retirements of police officers.

The budgeting for medical retirements remains an issue with the number of medical retirements and the associated costs increasing significantly above the original budget in 2016-17 and for 2017-18 the budget has been increased by £0.4m (after adjusting for the £0.5m efficiency challenge) reflecting the current trend.

Employer contributions in respect of the LGPS scheme are reviewed by the Actuaries on a tri-annual basis and annual contributions are then adjusted. The next revaluation takes place in 2017 and any changes will impact on the

2018-19 budget. Indications are that the employer contributions will increase in future years.

2.7 Capital financing

This relates directly to the value of the capital expenditure requiring loan funding in previous years. The proposed capital programme for 2017-18 has been limited and the 2016-17 programme reduced in year. Priority has been given to projects where collaborative commitment has been made (e.g. Transformation funded projects). This will assist in managing down the capital costs in the future. Slippage from this financial year will also need to be prioritised.

Currently, market rates are favourable and therefore the cost of borrowing is low. Our advisors predict a stable base rate of 0.25% in 2017-18, in line with the Treasury strategy individual borrowing decisions will be made with the view to minimising future borrowing costs.

In 2015-16 we undertook a review of the methodology for calculating MRP charges and this resulted in a significant savings in future years this impact is included within the base budgets, with further efficiencies identified due to anticipated slippage in the overall capital programme.

2.8 Use of reserves

There are no plans to use reserves in 2017-18 and if opportunity exists from the declaration of Council tax collection surpluses then a contribution to reserves will be considered. Strategically it is anticipated that £10.1m will be returned to reserves over the medium to long term.

2.9 Income

This is not a major activity for the Force. Income is currently received from other grants (e.g. PFI and Counter Terrorism), re-imbursement for mutual aid (where the Force has provided officers and resources to other Forces), some fees and charges (such as football matches and other large events that the public pay to attend) and from investment of bank balances short term.

2.10 Variation to 2016-17 budget

A variation of budgets between years arises as a result of a variety of changes e.g. inflationary pressures, efficiency reductions and service demands. Annex 4 details a high level summary of reasons for variations between the original budgets for 2016-17 and 2017-18.

3. Efficiencies

During the last CSR period the force needed to deliver £42.6m in efficiencies. It is estimated that by the end of this financial year £44.7m will have been achieved. As reserves are now significantly low for an organisation of our size it is essential that efficiency targets continue to be achieved.

3.1 2016-17 Efficiencies

As part of the 2016-17 budget the following efficiencies were required in order to set a balanced budget.

Efficiencies 2016-17	£m
MRP	1.0
Reduction of officers and staff	5.0
Non Pay savings	1.7
Overtime reduction	0.3
Reduction of Acting Up	0.5
VR, DTF and shift review	3.5
Total	12.0

3.2 The Commissioner is of the view that continually achieving efficiencies is challenging and following underperformance in 2014-15 and 2015-16 he has mapped out a programme of work and monitoring with the Force, current indications at the time of producing this report is the Force will achieve its efficiency targets and is likely to underspend against the 2016-17 budget. Any underspend will be used to increase reserves.

3.3 If these targets are not met the Commissioner will require the force to provide alternative in year savings plans.

3.4 2017-18 Efficiencies

As part of the 2017-18 budget the following efficiencies are required in order to set a balanced budget.

Efficiencies 2017-18	£m
Procurement	0.3
Medical retirements	0.5
Tri-Force costs savings	0.2
MRP	0.3
Total	1.3
Ongoing pay savings	4.2
Total	5.5

- 3.5** As in the previous year if these targets are not met the Commissioner will require the force to provide alternative in year savings plans. If this is required it is likely that the force will respond by delaying its in-year recruitment plans.

4. External Funding

There is an assessment of the financial risk in respect of external funding currently provided. In 2017-18, 22 officers and 56 staff FTE's are funded externally and are added within the expenditure and workforce plans. This could be an additional pressure in future years as funding pressures mount for partners.

If this external funding was to cease the Chief Constable would consider the necessity for these posts based on operational need and may decide not to fund from the already pressured revenue budgets.

In addition to these we have 47 police officers and 7 staff FTE's seconded out of the organisation in 2017-18. This compares with 51 officers and 7 staff FTE's seconded in 2016-17.

2017-18 Commissioner's Total Budget (£m)

	Total Budget 2017-18 £m
Payroll	
Police pay & allowances	97.8
Police overtime	3.2
Police staff pay & allowances	40.4
Police staff overtime	0.6
PCSO pay & allowances	6.7
PCSO overtime	0.1
Other employee expenses	1.7
	150.4
Other operating expenses	
Premises related	6.0
Transport	5.7
Communications & computing	8.2
Clothing & uniforms	0.5
Office equipment & materials	0.4
Other supplies & services	8.2
Custody costs	0.1
Police doctors & surgeons	1.2
Forensic costs	1.6
Interpreters & translators	0.5
Investigative expenses	0.1
Partnership payments	2.2
Collaboration contributions	9.8
Other third party payments	0.1
Private sector contracts	0.0
Medical retirements	4.9
Capital financing	4.8
	54.4
Total expenditure	204.8
Income	
Seconded officers & staff income	(3.5)
Externally funded projects income	(3.6)
PFI grant	(1.9)
OPCC	(1.3)

	Total Budget 2017-18 £m
EMSCU	(0.7)
Police special services	(0.2)
Investment interest	(0.1)
Fees, reports & charges	(0.3)
Other income	(1.9)
	(13.5)
Efficiencies	(1.3)
Net use of reserves	0.0
Total	190.1
Memo: includes the OPCC expenditure of	4.8

Workforce Movements 2016-17 Estimated Outturn v 2017-18 Budget

	2016-17 Estimated Outturn* FTE's	2017-18 Budgeted Total FTE's	Movements FTE's
Core Funded			
Police Officers			
Operational	904	896	(8)
Intelligence & Investigations	550	526	(24)
Operational Collaborations	271	254	(17)
Corporate Services	47	43	(4)
	1,772	1,719	(53)
Police Staff			
Staff	1,044	1,113	69
PCSO	184	200	16
	1,228	1,313	85
	3,000	3,032	32
Group Total			
Core	3,000	3,032	32
Seconded	58	54	(4)
Externally Funded	80	79	(1)
Force Total	3,137	3,164	27
OPCC	12	12	-
	3,149	3,176	27

* The estimated outturn as at 31st March 2017.

Workforce Plan FTE's

2017-18					
	Operational FTE's	Intelligence & Investigations FTE's	Operational Collaborations FTE's	Corporate Services FTE's	Core Funded FTE's
Police Officers					
Opening balance*	904	550	271	47	1,772
Leavers / restructure	(54)	-	-	-	(54)
Retirement	(18)	(24)	(17)	(4)	(63)
Recruitment	64	-	-	-	64
	896	526	254	43	1,719
Police Staff					
Opening balance*	301	227	217	300	1,044
Leavers / restructure	-	(1)	-	-	(1)
Recruitment	-	64	-	6	70
	301	290	217	306	1,113
PCSOs					
Opening balance*	182	2	-	-	184
Leavers / restructure	-	-	-	-	-
Recruitment	16	-	-	-	16
	198	2	-	-	200
Opening Balance*	1,387	779	488	347	3,000
Movement	8	39	(17)	2	32
Closing Balance	1,395	818	471	349	3,032

* Opening balance is the estimated outturn as at 31st March 2017.

At the 31st March 2017 it is estimated that there will be 36 Police Investigations Officers (PIO's) FTE's with the planned recruitment of 64 in 2017-18.

Workforce Plan FTE's

	2017-18					
	Core Funded FTE's	Seconded FTE's	Externally Funded FTE's	Force Total FTE's	OPCC FTE's	Total FTE's
Police Officers						
Opening balance*	1,772	51	23	1,846	-	1,846
Leavers / restructure	(54)	-	-	(54)	-	(54)
Retirement	(63)	(4)	(1)	(68)	-	(68)
Recruitment	64	-	-	64	-	64
	1,719	47	22	1,788	-	1,788
Police Staff						
Opening balance*	1,044	7	56	1,107	12	1,119
Leavers / restructure	(1)	-	-	(1)	-	(1)
Recruitment	70	-	-	70	-	70
	1,113	7	56	1,176	12	1,188
PCSOs						
Opening balance*	184	-	-	184	-	184
Leavers / restructure	-	-	-	-	-	-
Recruitment	16	-	-	16	-	16
	200	-	-	200	-	200
Opening Balance*	3,000	58	80	3,137	12	3,149
Movement	32	(4)	(1)	27	-	27
Closing Balance	3,032	54	79	3,164	12	3,176

* Opening balance is the estimated outturn as at 31st March 2017.

Variation to the 2016-17 Budget

Police pay & allowances

The £(5.2)m reduction from the 2016-17 budget is largely due to the increased number of natural leavers that has been occurred during 2016-17 and the full year impact into 2017-18; combined with natural leavers at 54 FTE's and 30 year leavers at 68 FTE's included in the 2017-18 budget. This has been partly offset by the recruitment of 64 FTE's during 2017-18.

Police overtime

The £(0.2)m reduction from the 2016-17 budget is largely due to the targeted reduction for 2017-18.

Police staff pay & allowances

The £1.9m increase from the 2016-17 budget is largely due to the recruitment of 16 Police Investigation Officers (PIO) in the latter quarter of 2016-17, which was not in the original budget and 64 during 2017-18 at a cost of c£1.8m (£0.5m full year impact of 2016-17 recruitment and £1.3m for 2017-18 recruitment); with the remainder being pay awards and increments.

PCSO pay & allowances

The £(1.0)m reduction from the 2016-17 budget largely reflects the restructure programme implemented during 2016-17, combined with an increased level of natural leavers.

Other employee expenses

The £0.7m increase from the 2016-17 budget is largely due to the apprenticeship levy at £0.6m introduced for 2017-18 and is 0.5% of the pay costs liable to National Insurance.

Transport

The £(0.8)m reduction from the 2016-17 budget is largely due to the continued work to reduce the fleet vehicles provided under the Vensons contract of £0.4m and the realignment of insurance costs of £0.4m to Other supplies & services.

Communications & Computing

The £0.6m increase from the 2016-17 budget is largely due to costs relating to Agile working.

Other supplies & services

The £3.2m increase from the 2016-17 budget is largely due to latest insurance estimates of £0.4m and transfer of insurance costs of £0.4m from transport; as a result of grossing up budgets there is now £1.3m of victims & witnesses costs in the OPCC which are offset within income from a Ministry of Justice (MOJ) grant; £0.3m of professional and consultancy fees; £0.1m of legal fees;

licences fees of £0.1m within Externally Funded projects (EF) which is offset within income; and £0.5m due to the central efficiency challenge included within the 2016-17 budget the £3.3m increase from the 2016-17 budget is largely due to latest insurance estimates of £0.4m and transfer of insurance costs of £0.4m from transport; as a result of grossing up budgets there is now £1.3m of victims & witnesses costs in the OPCC which are offset within income from a Ministry of Justice (MOJ) grant; £0.3m of professional and consultancy fees; £0.1m of legal fees; licences fees of £0.1m within Externally Funded projects (EF) which is offset within income; and £0.5m due to the central efficiency challenge included within the 2016-17 budget.

Forensics costs

The £(0.5)m reduction from the 2016-17 budget is largely due to reduced costs for the interrogation of electronic devices such as mobile phones; and DNA/sampling costs.

Partnership payments

The £1.5m increase from the 2016-17 budget is largely due to central costs and command fees for EMOpSS of £0.3m and EMCJS of £0.3m; a contingency for costs relating to Tri-Force collaboration of £0.5m; and £0.3m of EF projects which is offset within income. To deliver efficiencies the contingency for Tri-Force activity has been reduced to £0.3m.

Collaboration contributions

The £1.1m increase from the 2016-17 budget is largely due to the increased costs for the payroll project and latest information from Multi Force Shared Service (MFSS) which includes £0.6m as a one-off cost for the Oracle Fusion investment; and Forensics.

Medical retirements

The £0.9m increase from the 2016-17 budget is largely due to the increased number of budgeted retirements. On average it costs the Force c£75k for every Constable medically retired. The efficiency reduction removes some of this increase, but carries a risk of a budget overspend.

Capital financing

The £0.2m increase from the 2016-17 budget is largely reflects the latest borrowing position and MRP. To achieve efficiencies slippage in the 2017-18 capital programme has been assumed based upon past performance.

Income

The £1.1m increase from the 2016-17 budget is largely reflects the grossing up of budgets where a £1.3m MOJ grant within the OPCC offsets against costs in Other supplies & services; increased income in prosecutions of £0.2m; Contact Management £0.1m. This has been partly offset by the reduced combined income from EF projects and seconded officers/staff of £0.5m; this reduction in income is due to lower costs across a number of expenditure lines and does not increase the overall budget.

2017-18 Commissioner's Total Budget – Thematic View (£m)

2017-18								
Operational £m	Intelligence & Investigations £m	Operational Collaborations £m	Corporate Services £m	Seconded £m	Externally Funded £m	Force Total £m	OPCC £m	Total £m
46.0	29.4	15.0	3.1	3.2	1.1	97.8	-	97.8
1.1	1.2	0.8	0.1	-	0.0	3.2	-	3.2
10.7	9.0	6.9	11.5	0.3	1.5	39.7	0.7	40.4
0.2	0.1	0.2	0.1	-	-	0.6	0.0	0.6
6.5	0.2	-	0.0	-	-	6.7	-	6.7
0.1	-	-	-	-	-	0.1	-	0.1
0.0	0.0	0.0	1.7	-	-	1.7	0.0	1.7
64.5	39.8	22.8	16.4	3.5	2.6	149.7	0.7	150.4
-	-	0.0	5.8	-	0.1	6.0	0.0	6.0
-	-	1.0	4.6	-	0.0	5.6	0.0	5.7
-	-	0.0	8.0	-	0.2	8.1	0.0	8.2
-	-	0.0	0.5	-	0.0	0.5	0.0	0.5
-	-	0.0	0.4	-	0.0	0.4	0.0	0.4
0.3	0.3	0.3	2.2	-	0.2	3.2	5.0	8.2
-	-	0.1	-	-	-	0.1	-	0.1
-	-	1.2	0.0	-	-	1.2	-	1.2
-	0.3	1.3	0.0	-	-	1.6	-	1.6
-	-	0.1	0.4	-	-	0.5	-	0.5
0.0	0.1	-	-	-	-	0.1	-	0.1
0.2	0.2	0.6	0.5	-	0.4	1.9	0.3	2.2
-	-	5.5	4.3	-	-	9.8	-	9.8
-	-	-	0.1	-	0.0	0.1	-	0.1

2017-18								
Operational £m	Intelligence & Investigations £m	Operational Collaborations £m	Corporate Services £m	Seconded £m	Externally Funded £m	Force Total £m	OPCC £m	Total £m
Private sector contracts	-	-	0.0	-	-	0.0	-	0.0
Medical retirements	-	-	4.9	-	-	4.9	-	4.9
Capital financing	-	-	4.8	-	-	4.8	-	4.8
	0.5	0.8	10.0	-	0.9	49.0	5.4	54.4
Total expenditure	65.0	40.7	32.9	3.5	3.6	198.7	6.1	204.8
Income	(0.6)	(0.1)	(1.0)	(3.5)	(3.6)	(12.2)	(1.3)	(13.5)
Efficiencies								
Procurement	-	-	(0.3)	-	-	(0.3)	-	(0.3)
Medical retirements	-	-	(0.5)	-	-	(0.5)	-	(0.5)
Tri-Force cost savings	-	-	(0.2)	-	-	(0.2)	-	(0.2)
MRP	-	-	(0.3)	-	-	(0.3)	-	(0.3)
	-	-	(1.3)	-	-	(1.3)	-	(1.3)
Net use of reserves	-	-	-	-	-	-	-	-
Total	64.3	40.6	31.9	-	-	185.3	4.8	190.1