



Nottinghamshire

POLICE & CRIME COMMISSIONER

Budget 2018-19



NOTTINGHAMSHIRE
POLICE

PROUD TO SERVE

January 2018

Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. Since 2008-09 efficiency savings have been required to deliver annual balanced budgets, in some years these reductions have proved difficult to deliver resulting on the need to use reserves.

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 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 with a flat cash settlement and increasing core costs (e.g. pay awards and price inflation). We 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. In fact due to a revised policing model and strict monitoring of the efficiencies target a further £1m saving was achieved, creating an underspend in the year meaning that a good start on rebuilding the reserves used in previous years was made.

Additional efficiencies of £5.5m were required in 2017-18, and latest estimates show that this will be achieved, with an additional £2m being made available to repay to reserves due to higher turnover in both staff and officers employed.

In 2018-19 a balanced budget is being delivered, which includes considerable, but very much needed, investment of £3.3m. This will be used to:

- increase the number of front line police officers
- create a Crime Fighting Fund targeting rural and knife crime
- Invest in new purpose built buildings and equipment fit to meet future demands
- Procure a specialist vehicle for rural use

During 2017/8 the PCC commissioned new contracts for the delivery of:

- Independent research (literature review and consultation) into the provision of sexual violence support;
- A Survivor Support Service to provide support for adults who were sexually abused whilst children in institutional care;
- A regional Paediatric Sexual Assault Referral Centre (SARC), in partnership with NHS England and the other East Midlands PCCs. The new service, which was commissioned by NHS England as the lead commissioner, will begin on 1 April 2018;

- Nottinghamshire adult Sexual Assault Referral Centre (SARC) in partnership with NHS England. The new service, which was commissioned by NHS England as the lead commissioner, will begin on 1 April 2018;
- An interim ISVA service, pending publication of an invitation to tender for a bigger service (see below);
- An Independent Sexual Violence Adviser (ISVA) service for adults and children in Nottingham and Nottinghamshire. The new service(s) will begin delivery in July 2018.

This has been done despite considerable budget pressures of over £5.6m, needed to meet growing demands and inflation increases.

To achieve this balanced position the drive for efficiencies continues, with cost reductions of over £5.9m identified in this budget. The maintenance of Central Government Grants is welcomed, although maintaining grants in cash terms is in effect a real term cut as the impact of pay awards and inflation means this insufficient in itself to maintain police officer numbers.

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With the restraint on Government funding savings are still 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 2018-19	2018-19 £m
Core grants & funding	
Police & Crime grant	(124.2)
Council Tax legacy grant	(9.7)
Sub-total core grants	(133.9)
Precept	(61.1)
Collection fund (surplus)/deficit	(0.5)
Contribution to Reserves	2.4
Total funding available	(193.1)

Final confirmation of grant settlement will be laid before Parliament in February 2018.

The Referendum Limit was announced at the same time as the provisional settlement and is set at a maximum increase of £12.00 for a band D property for 2018-19 this equates to a maximum rise of 6.54%. This level of increase has been assumed in the above figures. It has also been announced that a similar level of increase can be expected for 2019-20. Additional funding created as a result of this increase will ensure that officer and staff numbers are not reduced to fund national pay awards. Indeed due to continued efficiencies all additional precept funding (worth £2.8m in 2018-19) is being invested in 80 additional new recruits. With plans being developed to increase the productivity of supervisory, by the end of 2018-19, over 100 additional police officers will be available for deployment in neighbourhoods and local communities.

The PCC also requires that the spending plans of the Force need to provide for the addition to reserves over the medium to long term; reflecting the level of reserves used to support expenditure during the current austerity period; and this requirement remains. However a review of the Reserves Strategy is being undertaken and based upon the continued cash support from central Government, the additional Council Tax freedoms, continued delivery of operational efficiencies and improved budget management plans it is expected that significant reserves will be able to be utilised in the future to support capital expenditure plans that will deliver investment in new efficient buildings that will be fit for the future.

The additional precept funding, as well as further operational efficiencies, have been used to invest £3.1m in front line policing, as well as ensuring the required contribution of £2.0m to reserves, in relation to previous years required usage.

This has enabled the Chief Constable to recruit 200 police officers next year. This recruitment will enable the force to grow to a complement of 1,940 police officers an increase of 80 posts.

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.

1.2 Summary expenditure

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

Expenditure 2018-19	2018-19 £m
Previous expenditure	190.1
In year inflation increases	5.6
Investment	3.3
Sub-total expenditure	199.0
Efficiencies	(5.9)
Total net expenditure	193.1

The changes in year shown above are detailed further in the report.

2. 2018-19 Budget breakdown

Annex 1 details the proposed expenditure budget for 2018-19. The proposed revenue budget is £193.1m.

Net expenditure budget	2018-19 £m	Note
Employee	154.2	2.1
Premises	5.9	2.2
Transport	5.4	2.3
Supplies & services	17.2	2.4
Agency & contract services	16.2	2.5
Pensions	4.7	2.6
Capital financing	4.1	2.7
Income	(14.3)	2.9
Efficiencies	(0.3)	3.2
Net use of reserves	0.0	2.8
Total net expenditure	193.1	Annex 1

An alternative thematic view of the 2018-19 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 recruitment continued throughout 2017-18, the 2018-19 budget provides for continued officer and staff recruitment in order to maintain and effective service. In addition the implementation of the Chief Constables new police officer operating model see police constable numbers rise to 1,940 officers a rise of 80 new front line posts. This is achieved by the continued delivery of efficiencies and the reprioritisation of spend, managed through the Annual Departmental Assessments – a business management programme introduced in 2017-18. 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 2.0% payable from 1st September each year, in addition to this the additional 1% bonus payment to officer and staff awarded as part of the 2% award in 2017-18 has been retained in the budget. Employee expenditure accounts for approximately 80% of the total expenditure budget.

Annex 2 details the budgeted staff movement between the current year and 2018-19. Annex 3 details the budgeted police officer, police staff and PCSO numbers for 2018-19.

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. In addition core maintenance budgets have increased for the remaining stock reflecting the age of the buildings but also ensuring that maintenance standards are reflective of the needs of the workforce.

Capital investment in new building is included in the capital programme, the main investment being a replacement custody suite, as the current operation become increasingly less fit for purpose. It is not expected that this new building will become operational during 2018-19 although future operational efficiencies should be delivered as the purpose built building will have latest maintenance/fuel efficiencies built in and should be designed to deliver other operational efficiencies. These will contribute to future efficiency requirements, identified in the Medium Term Plan, but do not affect the 2018-19 budgets.

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 2018-19 inflation for gas and electricity has been budgeted at 2.0%.

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.

In addition the force has a smaller fleet of owned vehicles, the non-slot fleet, the maintenance these vehicles is also undertaken by the PFI provider, and the capital programme provides for the replacement of these vehicle over the business cycle.

During 2018-19 a new vehicle will be procured with 4x4 off road capabilities to support our investment in rural policing.

2.4 Supplies & services expenditure

This category of expenditure captures most of the remaining items such as insurance, printing, communications, information technology (IT) and equipment. This will provide for the opportunity to react quicker to local issues/hot spots and to provide funding for low value equipment and materials. It is anticipated that this will support initiatives in rural areas as well as offering further support to our innovative knife crime team.

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 2018-19, 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	2018-19 £m
Agency costs	0.1
Collaboration contributions	9.6
Community safety	5.1
Other partnership costs	1.4
Total	16.2

The costs associated with the use of agency staff have been much reduced and their use is carefully managed to ensure this represents good value for money. In year additional agency costs may be incurred as a result of utilising agency staff to cover short term vacancies, especially where departmental restructures are taking place.

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 £9.6m for 2018-19. No savings have been assumed within this budget for collaboration or innovation projects.

Analysis of Collaboration contributions	2018-19 £m
EMSOU	2.9
Major crime	0.3
Tactical surveillance unit	0.6
Forensics	1.3
EMOpSS Air Support	0.5
Learning & development	0.8
Occupational health unit	0.5
Legal	0.4
Multi Force Shared Services (MFSS)	2.3
Total	9.6

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.

The budgeting for medical retirements remains an issue with the number of medical retirements and the associated costs increasing significantly over time the 2018-19 the budget has been increased by £0.3m reflecting the current trend. In addition the police pension scheme is currently under review by GAD and there is a potential risk that employer contributions may increase in future years however this is not expected to affect the 2018-19 budget.

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 2019 and any changes will impact on the 2020-21 budget. Indications are that, due to changes within the scheme then the employer contributions will continue at the same level.

2.7 Capital financing

This relates directly to the value of the capital expenditure requiring loan funding in previous years. The proposed capital programmes for 2018-19 has been prioritised to ensure that schemes included are not only reflective of need but also are realistic in deliverability. The Force has a track record of being over ambitious in estimating both its need and in the pace that capital schemes can be developed, resulting in significant spend being carried forward or ultimately not been required. For this year fewer schemes are proposed, they are more appropriately apportioned over several years in some cases, and all have active delivery plans.

Currently, market rates remain favourable and therefore the cost of borrowing is low, although incremental increases are expected over coming years as we move away from the historically low level of interest rates. Our advisors predict a stable base rate of 0.50% in 2018-19, in line with the Treasury strategy, individual borrowing decisions will be made with the view to minimising future borrowing costs.

2.8 Use of reserves

There are no plans to use significant reserves in 2018-19. To provide for the initial provision of a Crime Fighting Budget in 2018-19, £100,000 will be transferred from reserves.

Strategically it is anticipated that £10.1m will be returned to reserves over the medium term. A review of the Reserves Strategy is being undertaken and based upon the continued cash support from central Government, the additional Council tax freedoms, continued delivery of operational efficiencies and improved budget management plans it is expected that significant reserves will be able to be utilised in the future to support capital expenditure plans that will deliver investment in new efficient buildings that will be fit for the future.

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-imburement 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 2017-18 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 2017-18 and 2018-19.

3. Efficiencies

3.1 2017-18 Efficiencies

As part of the 2017-18 budget the following efficiencies were 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

3.2 The Commissioner is of the view that continually achieving efficiencies is challenging however current indications at the time of producing this report is the Force will achieve its efficiency targets and is likely to underspend against the 2017-18 budget. Any underspend will be used to increase reserves.

3.4 2018-19 Efficiencies

As part of the 2018-19 budget the following efficiencies are required in order to set a balanced budget.

Efficiencies 2018-19	£m
Procurement	0.3
Supplies & Services	0.9
Transport	0.3
Comms & Computing	0.6
Income	0.3
MF Shared Service	0.8
MRP	0.4
Total	3.6
Ongoing staff pay savings	2.3
Total	5.9

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 2018-19, 22 officers and 68 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 39 police officers and 6 staff FTE's seconded out of the organisation in 2018-19. This compares with 44 officers and 6 staff FTE's seconded in 2017-18.

2018-19 Commissioner's Total Budget (£m)

	Force Budget 2018-19 £m	OPCC Budget 2018-19 £m	Total Budget 2018-19 £m
Pay & allowances			
Officer	100.9	0.0	100.9
Staff	39.8	0.8	40.6
PCSO	6.7	0.0	6.7
	147.4	0.8	148.2
Overtime			
Officer	3.4	0.0	3.4
Staff	0.6	0.0	0.6
PCSO	0.1	0.0	0.1
	4.1	0.0	4.1
Other employee expenses	2.0	0.0	2.0
Medical retirements	4.7	0.0	4.7
	158.2	0.8	159.0
Other operating expenses			
Premises related	5.9	0.0	5.9
Transport	5.4	0.0	5.4
Communications & computing	8.2	0.0	8.2
Clothing & uniforms	0.6	0.0	0.6
Other supplies & services	4.7	0.3	5.0
Custody costs & police doctor	1.4	0.0	1.4
Forensic & investigative costs	2.1	0.0	2.1
Partnership payments & grants to external organisations	1.3	5.1	6.4
Collaboration contributions	9.6	0.0	9.6
Capital financing	4.1	0.0	4.1
	43.3	5.4	48.7
Total expenditure	201.5	6.2	207.7
Income			
Seconded officers & staff income	(3.2)	0.0	(3.2)
Externally funded projects income	(4.3)	0.0	(4.3)
PFI grant	(1.9)	0.0	(1.9)
Ministry of Justice (MoJ)	0.0	(1.3)	(1.3)
EMSCU	(0.9)	0.0	(0.9)
Investment interest	(0.1)	0.0	(0.1)

	Force Budget 2018-19 £m	PCC Budget 2018-19 £m	Total Budget 2018-19 £m
Other income	(2.7)	0.0	(2.7)
	(13.0)	(1.3)	(14.3)
Efficiencies – to be realised*			
Procurement	(0.2)	0.0	(0.2)
Forensics	(0.1)	0.0	(0.1)
	(0.3)	0.0	(0.3)
Net use of reserves	0.0	0.0	0.0
Total	188.2	4.9	193.1

*additional efficiencies as a result of specific plans totalling £5.6m have already been removed from the main budgets.

Annex 2

**Workforce Movements 2017-18 Estimated Outturn v
2018-19 Budget**

	2017-18 Estimated Outturn* FTE's	2018-19 Budgeted Total FTE's	Movements FTE's
Core Funded			
Police Officers			
Operational	1,044	1,129	85
Intelligence & Investigations	515	495	(20)
Operational Collaborations	259	241	(18)
Corporate Services	39	34	(5)
	1,857	1,899	42
Police Staff			
Staff	1,151	1,140	(11)
PCSO	199	207	8
	1,350	1,347	(3)
	3,207	3,246	39
Group Total			
Core	3,208	3,246	38
Seconded	50	45	(5)
Externally Funded	91	90	(1)
Force Total	3,349	3,381	32
OPCC	12	12	-
	3,361	3,393	32

* The estimated outturn as at 31st March 2018.

Workforce Plan FTE's

	2018-19				
	Operational FTE's	Intelligence & Investigations FTE's	Operational Collaborations FTE's	Corporate Services FTE's	Core Funded FTE's
Police Officers					
Opening balance*	1,044	515	259	39	1,858
Leavers / restructure	(90)	-	-	-	(90)
Retirement	(23)	(21)	(18)	(5)	(67)
Recruitment	198	-	-	-	198
	1,129	494	241	34	1,898
Police Staff					
Opening balance*	367	249	230	306	1,151
Leavers / restructure	-	-	-	(12)	(12)
Recruitment	-	-	-	-	-
	367	249	230	294	1,139
PCSOs					
Opening balance*	197	2	-	-	199
Leavers / restructure	(28)	-	-	-	(28)
Recruitment	36	-	-	-	36
	205	2	-	-	207
Opening Balance*	1,608	766	490	344	3,208
Movement	93	(21)	(18)	(16)	38
Closing Balance	1,701	745	472	328	3,246

* Opening balance is the estimated outturn as at 31st March 2018.

Workforce Plan FTE's

	2018-19					
	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*	1,858	44	22	1,924	-	1,924
Leavers / restructure	(90)	-	-	(90)	-	(90)
Retirement	(67)	(5)	-	(72)	-	(72)
Recruitment	198	-	-	198	-	198
	1,899	39	22	1,960	-	1,960
Police Staff						
Opening balance*	1,151	6	69	1,226	12	1,238
Leavers / restructure	(12)	-	(1)	(13)	-	(13)
Recruitment	-	-	-	-	-	-
	1,139	6	68	1,213	12	1,225
PCSOs						
Opening balance*	199	-	-	199	-	199
Leavers / restructure	(28)	-	-	(28)	-	(28)
Recruitment	36	-	-	36	-	36
	207	-	-	207	-	207
Opening Balance*	3,208	50	91	3,349	12	3,361
Movement	38	(5)	(1)	32	-	32
Closing Balance	3,245	45	90	3,380	12	3,392

* Opening balance is the estimated outturn as at 31st March 2018.

Variation to the 2018-19 Budget

Police pay & allowances

The £3.0m increase from the 2017-18 budget is largely due to the additional recruits taken into during 2017-18 and the planned recruitment is 198 FTE's in 2018-19 in line with achieving the 1,940 police officer model; pay scale increments; and impact of the 1.0% non-consolidated pay award. This has been partly offset by an increased number of natural leavers that has been occurred during 2017-18 and the full year impact into 2018-19; combined with natural leavers at 90 FTE's and 30 year leavers at 72 FTE's included in the 2017-18 budget.

Police staff pay & allowances

The £0.2m increase from the 2017-18 budget is largely due to the pay awards and increments. This has been partly offset by the impacts to departmental structures following the Annual Departmental Assessments – a business management programme introduced in 2017-18.

PCSO pay & allowances

The £0.1m increase from the 2017-18 budget largely reflects the increased level of natural leavers, either leaving the organisation or seeking to become officers. During 2018-19 there is a planned recruitment of 36 FTE's to offset leavers and achieve the operating model of 200 FTE's.

Overtime

The £0.3m increase from the 2017-18 budget is largely reflective of pay awards.

Other employee expenses

The £0.4m increase from the 2017-18 budget is largely due to increased training fees and recruitment costs for the planned officer recruitment during 2018-19.

Medical retirements

The £0.3m increase from the 2017-18 budget is largely due to the increased number of budgeted retirements. On average it costs the Force c£75k for every Constable medically retired.

Premises related

The £(0.1)m reduction from the 2017-18 budget is largely due to reduction in utility costs.

Transport

The £(0.3)m reduction from the 2017-18 budget is largely due to the continued work to reduce the fleet vehicles provided under the Vensons contract of £0.1m and a reduction in fuel costs £0.2m.

Communications & Computing

The £0.3m increase from the 2017-18 budget is largely due to software licences for Enterprise Service Agreement (ESA).

Other supplies & services

The £1.2m increase from the 2017-18 budget is largely due to latest insurance estimates which indicate an increase of £0.2m. Other changes relate to consultancy fees £0.1m; legal costs £0.1m; operational expenses and consumables £0.3m. However, the year on year movement has been impacted by an efficiency target within suppliers & services which was delivered across other lines of expenditure; licence fees for SAS £0.1m and subsidence £0.1m.

Partnership payments

The £(0.5)m reduction from the 2017-18 budget is largely due to a contingency for costs relating to Tri-Force collaboration no longer being required for 2018-19.

Collaboration contributions

The £(0.2)m reduction from the 2017-18 budget is largely due to reduced payments to the Multi Force Shared Service (MFSS) from reduce operating costs from moving to Oracle Cloud.

Capital financing

The £(0.4)m reduction from the 2017-18 budget largely reflects the latest borrowing position with a reduction in interest payments of £0.1m; and Minimum Revenue Provision (MRP) of £0.3m.

Income

The £0.9m increase from the 2017-18 budget largely reflects increased income property recharges of £0.2m; vehicle recovery of £0.2m; increased combined income from externally funded projects and seconded officers/staff of £0.5m; this increase in income is offset higher costs across a number of expenditure lines and does not increase the overall budget; and police services such as policing football matches and other events of £0.1m.

2018-19 Commissioner's Total Budget – Thematic View (£m)

2018-19									
Operational £m	Intelligence & Investigations £m	Operational Collaborations £m	Corporate Services £m	Seconded £m	Externally Funded £m	Force Total £m	OPCC £m	Total £m	
Pay & allowances									
Officer	51.1	28.2	14.9	2.8	2.8	1.1	-	100.9	
Staff	12.2	7.7	7.0	10.7	0.3	1.9	0.8	40.6	
PCSO	6.6	0.1	-	-	-	-	-	6.7	
	69.9	36.0	21.9	13.5	3.1	3.0	0.8	148.2	
Pay & allowances									
Officer	1.1	1.2	1.0	0.1	-	0.0	-	3.4	
Staff	0.2	0.1	0.2	0.1	-	0.0	0.0	0.6	
PCSO	0.1	-	-	-	-	-	-	0.1	
	1.4	1.3	1.2	0.2	-	0.0	0.0	4.1	
Other employee expenses	0.0	0.0	0.0	2.0	-	0.0	0.0	2.0	
Medical retirements	-	-	-	4.7	-	-	-	4.7	
	71.3	37.3	23.1	20.4	3.1	3.0	0.8	159.0	
Other operating expenses									
Premises related	-	-	0.0	5.7	-	0.2	0.0	5.9	
Transport	0.2	0.2	1.2	3.6	0.1	0.1	0.0	5.4	
Communications & computing	-	-	0.0	7.9	-	0.3	0.0	8.2	
Clothing & uniforms	-	-	0.0	0.6	-	-	0.0	0.6	
Other supplies & services	0.2	0.5	0.4	3.3	-	0.3	0.3	5.0	
Custody costs & police doctor	0.0	0.1	1.3	0.0	-	-	-	1.4	
Forensic & investigative costs	0.0	0.5	1.2	0.4	-	-	-	2.1	
Partnership payments	0.2	0.2	0.3	0.2	-	0.4	5.1	6.4	
Collaboration contributions	-	-	5.6	4.0	-	-	-	9.6	

2018-19									
Operational £m	Intelligence & Investigations £m	Operational Collaborations £m	Corporate Services £m	Seconded £m	Externally Funded £m	Force Total £m	OPCC £m	Total £m	
Capital financing	-	-	-	4.1	-	-	4.1	-	4.1
	0.6	1.5	10.0	29.8	0.1	1.3	43.3	5.4	48.7
Total expenditure	71.9	38.8	33.1	50.2	3.2	4.3	201.5	6.2	207.7
Income	(0.9)	(0.1)	(0.8)	(3.7)	(3.2)	(4.3)	(13.0)	(1.3)	(14.3)
Efficiencies									
Procurement	-	-	-	(0.2)	-	-	(0.2)	-	(0.2)
Forensics	-	-	-	(0.1)	-	-	(0.1)	-	(0.1)
	-	-	-	(0.3)	-	-	(0.3)	-	(0.3)
Net use of reserves	-	-	-	-	-	-	-	-	-
Total	71.0	38.7	32.3	46.2	-	-	188.2	4.9	193.1