



Nottinghamshire

# **POLICE & CRIME COMMISSIONER**

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## **Budget 2021-22**



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NOTTINGHAMSHIRE  
**POLICE**

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**PROUD TO SERVE**

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January 2021

After a significant period of challenging settlements and difficult to deliver annual budgets the budget for 2021-22 looks more promising from the recent settlement and enables the Force to look forward more positively in terms of investing in front line officers, staffing, estates and technology.

Over the past few years the medium term plan forecasting continues to prove insightful for decision making and enabling effective and value for money decisions to be made to provide the best value to the tax payer of Nottinghamshire. It also allows Nottinghamshire Police to be financially sustainable as we look and plan for the future.

In 2019 the government announced a commitment to achieve an uplift of 20,000 police officers over the period to 2022-23. Following the spending review in Nov-20 this is now looking to be by 2023-24. However, Nottinghamshire are well placed in achieving this and ahead of schedule to provide more front line officers in the areas that need it most which is fully supported by both the PCC and Chief Constable.

This accelerated recruitment of officers in advance of the Government's target has allowed the Force to maximise performance grant payments and invest in to achieve a more agile workforce. This has then played a significant part in helping to manage the impact of the pandemic, ensuring we can deploy officers and staff in a more dynamic way resulting in the service being less affected by Covid-19 related absences than it otherwise would have been.

During 2020-21 the PCC continued to fund safe and effective victim support services. He further developed sexual violence support during the year, with specific action including:

- work with clinical commissioning groups and the City and County Councils to secure sustainable funding of nearly £1m pa for sexual violence therapeutic support services;
- work with survivors to co-produce the therapeutic support service;
- co-commissioning a new sexual violence hub and therapy service with Bassetlaw Clinical Commissioning Group, Nottingham and Nottinghamshire Clinical Commissioning Group, Nottingham City Council and Nottinghamshire County Council. The new service began operating on 2 January 2021.

The Covid pandemic and the measures taken to slow its spread have presented a variety of complex challenges for all victim support services, particularly domestic abuse. Whilst lockdown and other restrictions have been necessary, they are widely considered to have exacerbated and escalated the risk of domestic abuse in some situations. The PCC's Independent Sexual Violence Adviser services have faced increased demand from survivors whose court cases are being substantially delayed.

The OPCC has worked closely with local authorities to ensure that all PCC commissioned victim support services responded quickly and well to the Covid pandemic. Support services (with the exception of sexual assault referral centres)

were swiftly adapted to telephone and online support. Sexual assault referral centres adapted services and have remained fully open during Covid. Some victim support initiatives (for example group programmes) have been put on hold, however the vast majority of victims have continued to access support remotely. Support services incurred additional costs in equipping staff and adapting services to work remotely and in meeting additional and changed demand. To help them manage, the PCC successfully secured £954,429 of Ministry of Justice emergency Covid funding for both commissioned and non-commissioned domestic and sexual violence support services.

The PCC extended his contracts for Victim CARE and both sexual assault referral centres. Victim CARE will be recommissioned during 2021 and the SARCs during 2022. The PCC also extended his pilot of non-domestic stalking, as the service was heavily impacted by the March/April lockdown.

During 2020 the PCC published the final consultation draft of his paper “Improving the response to domestic abuse in Nottinghamshire, a whole systems approach”. The final paper, which will include an action plan, will be published in February 2021.

Finally, in line with an action identified in the domestic abuse paper, the PCC began to expand the range of domestic abuse prevention activity in Nottinghamshire. He successfully secured just over £200k of funding from the Home Office to pilot the delivery of domestic abuse perpetrator programmes in Nottinghamshire. The programmes will begin in January/February 2021. They will be independently evaluated and contribute to the national evidence base.

Nottinghamshire were one of 18 areas in the country to receive funding from the Home Office’s Serious Violence Fund in 2020-21 to continue strategic leadership and coordination of violence reduction activity, working with a number of multi-agency partners, including public health, youth justice, Probation, prisons and police.

The Violence Reduction Unit continue to commission and deliver interventions aimed at young people at risk of being impacted by serious violence based on the principle that intervening early to prevent issues emerging is the most effective way to ensure children, young people, and communities in Nottinghamshire remain a safe place to live and work.

During 2020/21 the VRU have commissioned 28 separate projects for children and young people aged 5- 25 years, with 1539 unique individuals having been supported. To date, positive outcomes have been shown with a reduction in violent incidents, increased access to pathways of support and increased emotional resilience and wellbeing. Of the £880,000 budget allocated to the VRU, 30% of funding has been spent on commissioned interventions.

A further 12% of the funding has been spent on evaluation and research to increase the national evidence base to understand what works to tackle serious violence, including assessment of domestic violence perpetrator focussed interventions and the impact of social media on serious violence.

As of the end of Q3 the VRU have spent £499,386 against a forecast spend of £530,132, showing a variance of £30,746. Underspend to date can, in the main, be attributed to delays delivery of activity due to the Covid-19 pandemic, it is anticipated this will be rectified in Q4.

In Nottinghamshire we have ambitious recruitment plans which are delivering at pace alongside some sound and tested plans which continue to deliver savings in the short, medium and long term. The drive for efficiency in support costs, either corporate or policing related will continue. The aim is to ensure our costs in respect of these activities are amongst the most efficient when compared to other police forces, and the latest VFM profiles show that this ambition is being realised.

There are some very sound and tested plans in place to deliver savings in the short, medium and long term. As a consequence of the improved budgeting performance, the introduction of the Annual Departmental Assessment reviews, more certainty of Central Government funding, and greater discretion in the setting of local taxation levels, the finance and operating model of Nottinghamshire Police is considered to be above the minimum standards and is sufficiently robust to be sustainable in the short, medium and long term.

Over the past few years the Force has invested in increasing the number of front line police officers, targeted a reduction in rural and knife crime and invested in new purpose built buildings and equipment to meet the future needs of the business.

2020-21 has seen the Force make the first steps in moving away from a shared service provision for finance, payroll, HR and L&D to enable us to be more efficient in providing a service that benefits the public of Nottinghamshire and allow and staff and officers to work more effectively.

We continue to invest in specialised areas such as cyber crime, fraud, modern slavery and county lines teams to help protect those most vulnerable to this and develop ways in which to combat this in the future.

The activities in respect of 2020-21 detailed above continue to be supported in 2021-22 with appropriate funding being allocated within the base revenue budget.

## **BUDGET 2021-22**

Government funding has increased in order to deliver the priority of increased police numbers. A focus on delivering value for money from the investment placed over the next three years will be maintained and existing efficiency processes remain in place. 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.

<b>Funding 2021-22</b>	<b>2021-22 £m</b>
<b>Core grants &amp; funding</b>	
Police & Crime grant	(145.0)
Council Tax legacy grant	(9.7)
<b>Sub-total core grants</b>	<b>(154.7)</b>
<b>Precept</b>	<b>(78.5)</b>
Collection fund (surplus)/deficit	(0.1)
<b>Contribution to Reserves</b>	0.1
<b>Total funding available</b>	<b>(233.2)</b>

There is also a £1.8m ring fenced grant in relation to the uplift of an extra 20,000 officers nationally, Nottinghamshire's allocation was £3m in 2020-21. This will be based on performance in delivering the additional 107 officers that relate to the Nottinghamshire allocation. This will be paid quarterly in arrears and when achieved will be allocated in year.

As this funding is based on performance throughout the year it will be utilised to recruit officers ahead of the target set by government.

Final confirmation of grant settlement will be laid before Parliament in February 2021.

The Precept Freedom of up to £15.00 for a Band D property (Referendum Limit) was announced early this year as part of the Spending Review. This early announcement was much appreciated as it allowed time for appropriate financial management. This level of increase has been assumed in the above

figures. Additional funding created as a result of this increase will ensure that officer and staff numbers increase in line with government projections.

A review of the Reserves Strategy has been 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 still expected that these reserves will be able to be utilised in the future to support capital expenditure plans. These will deliver investment in new efficient buildings that will be fit for the future, are more energy efficient and will also deliver on-going revenue savings.

## **1.2 Investment in Service**

The increase in precept and government funding will allow Nottinghamshire to meet its budget pressures and allows some further investment in frontline resources, for example having 100 additional officers working on the front line by March 2022. This builds on 350 additional officers (as at 31<sup>st</sup> March 2021) being made available since 2018-19. Therefore by 2023-24 almost 500 additional officers will have been created over a five year period.

In addition £0.9million is being made available to invest in outcomes from the annual departmental assessments (ADAs), which identify changes to demand and improvements to the operational approach to policing. These consist of mobile ANPR, cloud based storage solutions, estate reviews, cyber improvements as well as various software solutions to help the force become more efficient.

Supporting the growth in officers funding has also been identified for staff support, this will include investment in partnership working, front line officer support as well as infrastructure and enabling services. In total an additional 63 staff roles will be recruited during 2021-22.

Further funding of £0.3m has been allocated to support demand and activity changes identified during the year as business cases are developed and where these meet organisational requirements funding will be supplied from within this £0.3m total.

We continue to develop the future strategy for corporate IT services (Op Regain) and this will gather further pace in 2021-22 as we look to implement these new systems by April 2022. This project is to ensure future systems are fit for purpose and provide value for money.

The Commissioner and Chief Constable also have allocated £0.15m to further augment our prevention activity based on in year demand. The PCC already funds a number of bespoke crime prevention initiatives in the community and the Chief Constable has embedded Schools Officers across the force.

We continue to invest in our capital expenditure plans and this year will see the conclusion and delivery of the custody facility as well as further significant progress in a joint Police and Fire headquarters building at Sherwood Lodge. There is also a commitment to sustainability in these new builds and this is further embedded in our core activities with investment in four electric vehicles for operational policing.

### 1.3 Summary expenditure

The Commissioner is required to set a balanced budget each year, with increased pressures from inflation, pay awards, new demands and investment this inevitably means efficiencies have to be identified and delivered in order to balance the budget. In 2021-22 £2.5m cashable efficiencies are identified and have been allocated to specific areas within the base budget.

<b>Expenditure 2021-22</b>	<b>2021-22 £m</b>
Previous expenditure	221.6
Non Pay inflation increases	1.1
Pay increases	9.4
Changes in demand	0.9
Investment	2.7
<b>Sub-total expenditure</b>	<b>235.7</b>
Efficiencies	(2.5)
<b>Total net expenditure</b>	<b>233.2</b>

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

## 2. 2021-22 Budget breakdown

Annex 1 details the proposed expenditure budget for 2021-22. The proposed revenue budget is £232.9m.

<b>Net expenditure budget</b>	<b>Initial 2021-22 £m</b>	<b>Efficiencies £m</b>	<b>Base 2021-22 £m</b>	<b>Note</b>
Employee	152.6	0.6	152.0	2.1
Premises	7.3	0.3	7.0	2.2
Transport	6.7	0.0	6.7	2.3
Comms and Computing	9.7	0.9	8.8	2.4
Supplies & services	10.7	0.2	10.5	2.5
Agency & contract services	22.1	0.0	22.1	2.6
Pensions	37.1	0.0	37.1	2.7
Capital financing	10.2	0.0	10.2	2.8
Income	(20.7)	0.5	(21.2)	2.9
<b>Net Expenditure</b>	<b>235.7</b>	<b>2.5</b>	<b>233.2</b>	<b>Annex 1</b>

An alternative thematic view of the 2021-22 budget is also detailed at Annex 5.

## **2.1 Employee related expenditure**

The 2020-21 budget provided for continued officer and staff recruitment.

In line with the government uplift programme Nottinghamshire will have also recruited an additional 257 officers by March 2021 for deployment in 2021-22. During this year an additional 46 staff members will also be added to the establishment. This increase continues on the good work from last year.

There isn't a pay award for officers and staff factored in to the numbers for 2021-22 following the government announcement at the spending review in November 2020 although those on salaries less than £24,000 have been allocated a £250 uplift. Employee expenditure accounts for approximately 80% of the total expenditure budget.

Annex 2 details the budgeted staff movement between the current year and 2021-22. Annex 3 details the budgeted police officer, police staff and PCSO numbers for 2021-22.

## **2.2 Premises related expenditure**

During the period of austerity the Commissioner's 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 office 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 buildings is included in the capital programme, the main investment being a replacement custody suite, as the current operation becomes increasingly less fit for purpose. This will complete in 2021-22 and be a welcome addition to the estate in providing an effective and efficient environment for officers and staff to operate in.

A new building project commenced in 2020-21 for a joint headquarters building with Fire on the current Police Headquarters site. This should become operational towards the end of 2021-22. Future operational efficiencies should be delivered as the purpose built buildings 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.

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 2021-22 inflation for gas and electricity has been budgeted at 3.0%. In addition costs have increased as a result of uplift numbers.

### **2.3 Transport related expenditure**

During the latter part of 2020-21 the Force mutually agreed the exit from its vehicle PFI contract. This agreement was expensive and required careful management to ensure the most advantageous service from the supplier.

As a result of this change the Force has purchased back all vehicles, along with associated equipment and stock. 17 staff members have TUPE transferred back to Force from the supplier – these staff were all associated with the delivery of the repairs and maintenance elements of the contract.

Due to the timing of the change the financial impact has not been reflected in the detailed budget build; it is not however anticipated that this will have any impact on the net expenditure total for 2021-22.

### **2.4 Comms & Computing expenditure**

This category captures the costs of the computing infrastructure for the force, including hardware, software and licences. Costs of mobile data and investments in agile working provide for a more efficient front line policing presence.

Some of the IT systems that the Force uses are provided through national contracts that the Home Office then recharge costs to the Force. Notification from the Home Office sees the total cost of these systems continuing to increase above the rate of inflation. In addition provision has been made in the ADA funding allocation for the extension of the National Enablers Programme as the Home Office continues to roll out additional services.

The IT/IS service remains critical to the business of the Force and its ability to deliver future efficiencies. Within the ADA funding it is expected that investment in the core activity will be made during 2021-22.

## **2.5 Supplies & services expenditure**

This category of expenditure captures most of the remaining items such as insurance, printing, communications and equipment. There are also some centrally held budgets for unspecified operational demand, this will provide for the opportunity to react quicker to local issues/hot spots, address demand issues and to provide funding for low value equipment and materials.

For all other expenditure an inflation factor of 1.0% has been applied in 2021-22, unless there was specific contracted inflation.

## 2.6 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:

<b>Analysis of Agency &amp; contracted services</b>	<b>2021-22 £m</b>
Agency costs	0.2
Collaboration contributions	11.2
Community safety	5.5
Other partnership costs	5.2
<b>Total</b>	<b>22.1</b>

The £0.2m for agency costs relates to resourcing specific skills to assist in the transition of MFSS back to force as part of Op Regain. 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 £11.2m for 2021-22.

<b>Analysis of Collaboration contributions</b>	<b>2021-22 £m</b>
EMSOU	3.8
Major crime	0.3
Tactical surveillance unit	0.6
Forensics	1.5
EMOpSS Air Support	0.6
EMCJS	0.3
Learning & development	0.6
Occupational health unit	0.5
Legal	0.5
Multi Force Shared Services (MFSS)	2.5
<b>Total</b>	<b>11.2</b>

## 2.7 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 has seen the number of cases and the associated costs increasing over time, the 2020-21 budget was increased by £0.2m reflecting this trend. For 2021-22 a more stable outlook is expected and current budget levels have remained.

Employer contributions in respect of the LGPS scheme are reviewed by the Actuaries on a tri-annual basis and annual contributions are then adjusted. This revaluation took place in 2019 and contributions were increased by 3.1%, this increase has been included within the budget.

A reduction in pension cost has arisen as the number of contributors to the scheme has reduced. This is generally down to either officers reaching the 30 years contribution or due to staff/officers opting out of the pension scheme.

## **2.8 Capital financing**

This relates directly to the value of the capital expenditure requiring loan funding in previous years. The proposed capital programmes for 2021-22 has been prioritised as per 2020-21 to ensure that schemes included are not only reflective of need but also are realistic in deliverability.

In line with this approach schemes proposed in 2021-22 are appropriately apportioned; over several years in some cases. All have active delivery plans that are monitored centrally on a regular basis.

The revenue impact of any capital expenditure is included within this report and the detail financing arrangements are detailed within the Treasury Management Strategy report also on today's agenda.

Significant increases in capital financing cost have arisen due to increased revenue support for the financing of projects. This cost has been funded from uplift as funding has been front loaded to allow forces to put the infrastructure in place to support additional officers and staff.

## **2.9 Income**

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 Use of reserves**

There are no plans to use reserves in 2021-22.

## **2.11 Variation to 2020-21 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 2020-21 and 2021-22.

## **3. Efficiencies**

### 3.1 2020-21 Efficiencies

As part of the 2020-21 budget the following efficiencies were required in order to set a balanced budget.

<b>Efficiencies 2020-21</b>	<b>£m</b>
Procurement	0.2
Pensions	1.2
<b>Total</b>	<b>1.4</b>
Ongoing staff pay savings	0.6
<b>Total</b>	<b>2.0</b>

3.2 The Commissioner is of the view that continually achieving efficiencies remains challenging. However, he appreciates that the level of efficiencies now required each year has reduced significantly and as part of any annual review should be manageable.

### 3.3 2021-22 Efficiencies

As part of the 2021-22 budget the following efficiencies are required in order to set a balanced budget.

<b>Efficiencies 2021-22</b>	<b>£m</b>
Pay savings	0.6
IT	0.9
Estates	0.3
Income	0.5
Covid impact	0.2
<b>Total</b>	<b>2.5</b>

Plans are in place to secure the above efficiencies in the 2021-22 budget and there is a high degree of confidence that these will be fully secured as planned.

- 3.4** 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, or adjusting the plans around the ADA investment options.

The OPCC is not showing any year on year savings (nor any increases), but has absorbed inflation and growth of approximately £0.15m in its flat budget.

- 3.5** There are always risks and there needs to be consideration that these are estimates of spend. We are also awaiting on confirmation on specific grants which could go up, down or stay the same.

From a national project perspective we are aware that these can overrun and therefore create additional expenditure in force where costs are pushed down from the Home Office.

Only having a one year settlement causes issues with longer term planning and certainty and there is a possibility of a further one year CSR next year which will add greater risk to the planning procedure.

## 4. External Funding

There is an assessment of the financial risk in respect of external funding currently provided. In 2021-22, 2 officers and 80 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. In the 2021-22 budget reduced contributions from partners has been absorbed without the need to reduce the core police officer numbers.

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 there are 26 police officers and 8 staff FTE's seconded out of the organisation in 2021-22. This compares with 33 officers and 7 staff FTE's seconded in 2020-21.

## **5. Robustness of the estimates**

The Chief Finance Officer to the Chief Constable and his staff have worked closely with the Budget Officers of the Force and OPCC to obtain assurance on the accuracy of the estimates provided. There have been weekly meetings between the Commissioner, Chief Constable and their professional officers as well as extensive dialogue with the Chief Finance Officer to the Commissioner.

Information provided in the Spending Review and Settlement announcement have been fully factored in to these estimates and the budget proposed within this report represents a balanced budget. To achieve this, the report details the efficiencies and savings that will be delivered in the financial year. There are some inherent risks to the full amount of savings being achieved and of the expenditure and income to be made; this will be monitored monthly, with plans being altered if needed in order that the net budgeted expenditure target can be delivered.

In determining the budgeted figures significant enquires have been made with Budget Officers, risk assessment and professional judgement have been applied where appropriate and challenge has been applied by those charged with governance, it is therefore considered that these figures represent a robust estimate of the Force and OPCC requirements for 2021-22.

**Annex 1**

## 2021-22 Commissioner's Total Budget (£m)

	<b>Force Budget 2021-22 £m</b>	<b>OPCC Budget 2021-22 £m</b>	<b>Total Budget 2021-22 £m</b>
<b>Pay &amp; allowances</b>			
Officer	120.1	0.0	120.1
Staff	50.0	1.0	51.0
PCSO	5.5	0.0	5.5
	<b>175.6</b>	<b>1.0</b>	<b>176.6</b>
<b>Overtime</b>			
Officer	4.5	0.0	4.5
Staff	0.9	0.0	0.9
PCSO	0.1	0.0	0.1
	<b>5.5</b>	<b>0.0</b>	<b>5.5</b>
Other employee expenses	2.2	0.0	2.2
Medical retirements	4.9	0.0	4.9
	<b>188.2</b>	<b>1.0</b>	<b>189.2</b>
<b>Other operating expenses</b>			
Premises related	7.0	0.0	7.0
Transport	6.7	0.0	6.7
Communications & computing	8.8	0.0	8.8
Clothing & uniforms	0.7	0.0	0.7
Other supplies & services	6.0	0.3	6.3
Custody costs & police doctor	1.6	0.0	1.6
Forensic & investigative costs	2.1	0.0	2.1
Partnership payments & grants to external organisations	4.2	6.3	10.5
Collaboration contributions	11.2	0.0	11.2
Capital financing	7.8	2.4	10.2
	<b>56.1</b>	<b>9.1</b>	<b>65.1</b>
<b>Total expenditure</b>	<b>244.3</b>	<b>10.0</b>	<b>254.3</b>
<b>Income</b>			
Seconded officers & staff income	(2.3)	0.0	(2.3)
Externally funded projects income	(3.5)	0.0	(3.5)
PFI grant	(1.9)	0.0	(1.9)
Ministry of Justice (MoJ)	0.0	(2.6)	(2.6)
Investment interest	(0.2)	0.0	(0.2)

<b>Force Budget 2021-22 £m</b>	<b>PCC Budget 2021-22 £m</b>	<b>Total Budget 2021-22 £m</b>
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Pensions grant income	(2.0)	0.0	(2.0)
Uplift performance grant income	(1.8)	0.0	(1.8)
Other income	(4.8)	(2.1)	(6.9)
	<b>(16.5)</b>	<b>(4.7)</b>	<b>(21.2)</b>
<b>Net use of reserves</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<b>227.8</b>	<b>5.4</b>	<b>233.2</b>

Efficiencies as a result of specific plans totalling £2.5m have already been removed from the main budgets.

The above table does not account for the transport PFI exit impact. There will be changes to where costs are located but it is not anticipated that this will have any impact on the net expenditure total for 2021-22.

## Annex 2

### Workforce Movements 2020-21 Estimated Outturn v 2021-22 Budget

	<b>2020-21 Estimated Outturn* FTE's</b>	<b>2021-22 Budgeted Total FTE's</b>	<b>Movements FTE's</b>
<b>Core Funded</b>			
<b>Police Officers</b>			
Operational	1,563	1,663	100
Intelligence & Investigations	473	473	-
Operational Collaborations	94	94	-
Corporate Services	39	39	-
	<b>2,169</b>	<b>2,269</b>	<b>100</b>
<b>Police Staff</b>			
Staff	1,217	1,280	63
PCSO	151	151	-
	<b>1,368</b>	<b>1,431</b>	<b>63</b>
	<b>3,537</b>	<b>3,700</b>	<b>163</b>
<b>Group Total</b>			
Core	3,537	3,700	163
Seconded	34	34	-
Externally Funded	80	82	2
<b>Force Total</b>	<b>3,651</b>	<b>3,816</b>	<b>165</b>
<b>OPCC</b>	<b>16</b>	<b>17</b>	<b>1</b>
	<b>3,667</b>	<b>3,833</b>	<b>166</b>

\* The estimated outturn as at 31<sup>st</sup> March 2021.

## Workforce Plan FTE's

	2021-22				
	Operational FTE's	Intelligence & Investigations FTE's	Operational Collaborations FTE's	Corporate Services FTE's	Core Funded FTE's
<b>Police Officers</b>					
Opening balance*	1,563	473	94	39	2,169
Leavers / restructure	(34)	-	-	-	(34)
Retirement	(23)	(15)	(13)	(3)	(54)
Recruitment	157	15	13	3	188
	<b>1,663</b>	<b>473</b>	<b>94</b>	<b>39</b>	<b>2,269</b>
<b>Police Staff</b>					
Opening balance*	381	276	212	348	1,217
Leavers / restructure	-	-	(1)	-	(1)
Recruitment	9	-	-	55	64
	<b>390</b>	<b>276</b>	<b>211</b>	<b>403</b>	<b>1,280</b>
<b>PCSOs</b>					
Opening balance*	148	3	-	-	151
Leavers / restructure	(24)	-	-	-	(24)
Recruitment	24	-	-	-	24
	<b>148</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>151</b>
Opening Balance*	2,092	752	306	387	3,537
Movement	109	-	(1)	55	163
<b>Closing Balance</b>	<b>2,201</b>	<b>752</b>	<b>305</b>	<b>442</b>	<b>3,700</b>

\* Opening balance is the estimated outturn as at 31<sup>st</sup> March 2021.

## Workforce Plan FTE's

2021-22					
Core Funded FTE's	Seconded FTE's	Externally Funded FTE's	Force Total FTE's	OPCC FTE's	Total FTE's
<b>Police Officers</b>					
Opening balance*	26	2	2,197	-	2,197
Leavers / restructure	-	-	(34)	-	(34)
Retirement	-	-	(54)	-	(54)
Recruitment	-	-	188	-	188
	<b>26</b>	<b>2</b>	<b>2,297</b>	<b>-</b>	<b>2,297</b>
<b>Police Staff</b>					
Opening balance*	8	80	1,305	16	1,321
Leavers / restructure	-	-	-	-	-
Recruitment	-	-	63	1	64
	<b>8</b>	<b>80</b>	<b>1,368</b>	<b>17</b>	<b>1,385</b>
<b>PCSOs</b>					
Opening balance*	-	-	151	-	151
Leavers / restructure	-	-	(24)	-	(24)
Recruitment	-	-	24	-	24
	<b>-</b>	<b>-</b>	<b>151</b>	<b>-</b>	<b>151</b>
Opening Balance*	34	82	3,653	16	3,669
Movement	-	-	163	1	164
<b>Closing Balance</b>	<b>34</b>	<b>82</b>	<b>3,816</b>	<b>17</b>	<b>3,833</b>

\* Opening balance is the estimated outturn as at 31<sup>st</sup> March 2021.

## Variation to the 2020-21 Budget

### Police pay & allowances

The £7.0m increase from the 2020-21 budget is predominantly due to achieving the additional 107 officers for uplift by March 2020 as well as being a year ahead of the government uplift target. Also the increase will have the impact of pay scale increments however the pay award is 0% unless you are earning less than £24,000.

### Police staff pay & allowances

The £3.7m increase from the 2020-21 budget is due to factoring an additional 63 staff members for uplift as well as pay scale increments. Again, the pay award is 0% unless you are earning less than £24,000. The force budgets for a vacancy rate, anticipating that there is a gap between a leaver and a new starter. This is anticipated at 3% for 2021-22 and this gap is similar to 2020-21 as we see the continued impacts of previous changes to departmental structures following the Annual Departmental Assessments – a business management programme introduced in 2017-18.

### PCSO pay & allowances

The costs year on year have decreased by £0.2m for PCSOs. A total of 151 FTEs are budgeted for on average as we have an increase in officer numbers over the past couple of years so therefore have the ability to structure the policing model in a more effective way. Many PCSOs that have left have joined as officers which is pleasing to see.

### Overtime

The £0.4m increase from the 2020-21 budget is due to officer and staff costs rising through increments and also other costs such as mutual aid to increase in 2021-22 which will be offset with increased income.

### Medical retirements

The costs of this are expected to remain flat year on year and the budgeted number reflects that amount of forecasted medical retirements in 2021-22.

### Premises related

There is an increase of £0.9m from the 2020-21 budget which reflects an assessment of planned and reactive maintenance budgets; an increase in the general costs of electricity and running costs for the additions of two major buildings to the estate which will come on line during 2021-22.

**Transport**

The £0.6m increase from the 2020-21 budget is due to a increases in the running costs of additional vehicles due to uplift as well as inflationary cost pressures.

**Communications & Computing**

Overall there is a £0.1m decrease year on year. However, there are some large changes within this as we now have £1.5m included which reflects the transfer of funding for consumable items that were previously classed as capital expenditure. There is also £1.3m that now is shown under partnership payments as it relates to the collaboration between forces and the Home Office in regards to national police IT contracts.

**Clothing & uniform**

There is a £0.1m increase from 2020-21 in relation to additional costs due to the uplift programme and the increase in officers.

**Other supplies & services**

The £0.5m increase is in relation to further investment being put in for the annual ADA process that was conducted in 2020-21 as well as a removal of an efficiency target which is now shown in the areas in which the savings will be made. Also there is an increase in replacement programme costs for CED (Taser) devices.

**Partnership payments**

The £3.0m increase from the 2020-21 budget is partly due to the realignment of budget from communications and computing as stated above for the Home Office IT charges along with an increase in partnership payments to other forces and expected regional ESN charges.

**Collaboration contributions**

The £0.3m decrease in budget from 2020-21 is primarily around a reduction in costs to MFSS as we start to move away and make provision to cater for this in house.

**Capital financing**

The £1.7m increase from the 2020-21 budget is due to an increase in MRP and interest paid charges.

**Income**

This has increased by £5.7m from the 2020-21 budget and the main reason for this is how the pensions grant income and uplift performance income is received and accounted for as it is not part of the core grant. There is also increased income in partnership payments, vehicle recovery and training.

## Variation to the 2020-21 Budget (£m)

	<b>Total Budget 2020-21 £m</b>	<b>Total Budget 2021-22 £m</b>	<b>Variance £m</b>
<b>Pay &amp; allowances</b>			
Officer	113.1	120.1	7.0
Staff	47.3	51.0	3.7
PCSO	5.7	5.5	(0.2)
	<b>166.1</b>	<b>176.6</b>	<b>10.5</b>
<b>Overtime</b>			
Officer	4.2	4.5	0.3
Staff	0.8	0.9	0.1
PCSO	0.1	0.1	0.0
	<b>5.1</b>	<b>5.5</b>	<b>0.4</b>
Other employee expenses	2.2	2.2	0.0
Medical retirements	4.9	4.9	0.0
	<b>178.3</b>	<b>189.2</b>	<b>10.9</b>
<b>Other operating expenses</b>			
Premises related	6.1	7.0	0.9
Transport	6.1	6.7	0.6
Communications & computing	8.9	8.8	(0.1)
Clothing & uniforms	0.6	0.7	0.1
Other supplies & services	5.8	6.3	0.5
Custody costs & police doctor	1.6	1.6	0.0
Forensic & investigative costs	2.1	2.1	0.0
Partnership payments & grants to external organisations	7.5	10.5	3.0
Collaboration contributions	11.5	11.2	(0.3)
Capital financing	8.5	10.2	1.7
	<b>58.7</b>	<b>65.1</b>	<b>6.4</b>
<b>Total expenditure</b>	<b>237.0</b>	<b>254.3</b>	<b>17.3</b>
<b>Income</b>			
Income	(15.5)	(21.2)	(5.7)
	<b>(15.5)</b>	<b>(21.2)</b>	<b>(5.7)</b>
<b>Net use of reserves</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<b>221.6</b>	<b>233.2</b>	<b>11.6</b>

## 2021-22 Commissioner's Total Budget – Thematic View (£m)

2021-22									
Local Policing £m	Crime & Operational Support £m	Operational Collaborations £m	Corporate Services £m	Seconded £m	Externally Funded £m	Force Total £m	OPCC £m	Total £m	
<b>Pay &amp; allowances</b>									
Officer	77.6	28.9	7.1	4.5	1.9	0.2	120.1	-	120.1
Staff	15.3	11.8	7.3	12.7	0.4	2.4	50.0	1.0	51.0
PCSO	5.4	0.1	-	-	-	-	5.5	-	5.5
	<b>98.3</b>	<b>40.8</b>	<b>14.4</b>	<b>17.2</b>	<b>2.3</b>	<b>2.6</b>	<b>175.6</b>	<b>1.0</b>	<b>176.6</b>
<b>Overtime</b>									
Officer	2.4	1.4	0.7	-	-	-	4.5	-	4.5
Staff	0.3	0.3	0.2	0.1	-	-	0.9	-	0.9
PCSO	0.1	-	-	-	-	-	0.1	-	0.1
	<b>2.8</b>	<b>1.7</b>	<b>0.9</b>	<b>0.1</b>	<b>-</b>	<b>-</b>	<b>5.5</b>	<b>-</b>	<b>5.5</b>
Other employee expenses	-	-	-	2.2	-	-	2.2	-	2.2
Medical retirements	-	-	-	4.9	-	-	4.9	-	4.9
	<b>101.1</b>	<b>42.5</b>	<b>15.3</b>	<b>24.4</b>	<b>2.3</b>	<b>2.6</b>	<b>188.2</b>	<b>1.0</b>	<b>189.2</b>
<b>Other operating expenses</b>									
Premises related	-	-	-	6.8	-	0.1	7.0	-	7.0
Transport	0.2	0.1	0.1	6.1	-	0.2	6.7	-	6.7
Communications & computing	-	-	-	8.6	-	0.2	8.8	-	8.8
Clothing & uniforms	-	-	-	0.7	-	-	0.7	-	0.7
Other supplies & services	0.4	1.1	0.5	3.7	-	0.4	6.0	0.3	6.3
Custody costs & police doctor	-	0.3	1.2	0.1	-	-	1.6	-	1.6
Forensic & investigative costs	0.1	0.9	1.1	-	-	-	2.1	-	2.1
Partnership payments	0.2	0.2	0.1	3.1	-	0.6	4.2	6.3	10.5
Collaboration contributions	-	0.7	10.5	-	-	-	11.2	-	11.2

2021-22									
Local Policing £m	Crime & Operational Support £m	Operational Collaborations £m	Corporate Services £m	Seconded £m	Externally Funded £m	Force Total £m	OPCC £m	Total £m	
Capital financing	-	-	-	8.4	-	(0.6)	7.8	2.4	10.2
	0.9	3.3	13.5	37.5	-	0.9	56.1	9.0	65.1
<b>Total expenditure</b>	<b>102.0</b>	<b>45.8</b>	<b>28.8</b>	<b>61.9</b>	<b>2.3</b>	<b>3.5</b>	<b>244.3</b>	<b>10.0</b>	<b>254.3</b>
<b>Income</b>	<b>(0.9)</b>	<b>(1.4)</b>	<b>(0.3)</b>	<b>(8.3)</b>	<b>(2.3)</b>	<b>(3.5)</b>	<b>(16.5)</b>	<b>(4.7)</b>	<b>(21.2)</b>
<b>Net use of reserves</b>	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>101.1</b>	<b>44.4</b>	<b>28.5</b>	<b>53.6</b>	<b>0.0</b>	<b>0.0</b>	<b>227.8</b>	<b>5.4</b>	<b>233.2</b>