



Nottinghamshire

**POLICE & CRIME COMMISSIONER**

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**Budget 2019-20**



NOTTINGHAMSHIRE  
**POLICE**  
PROUD TO SERVE

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January 2019

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. 2015-16 proved to be the toughest year with efficiency programmes not being delivered and budget omissions being identified during the year. This resulted in £9.3m being required from reserves.

Therefore 2016-17 was always going to be a challenging year, with the need to deliver £12m of efficiency savings. 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 was made.

Efficiencies of £5.5m were achieved in 2017-18 and coupled with additional savings an additional £2m was made available to repay to reserves.

In 2018-19 a balanced budget was set, which included considerable, but very much needed, investment of £3.3m 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

In addition a £2.4 million contribution to replenish reserves was anticipated, this was supported by an efficiency programme of £5.9million.

Budget pressures in the year, especially from externally managed collaboration services (MFSS), and from an increased number of knife crime related incidents identified that the cost of policing would exceed budget. Latest projections suggest that the amount of funding available to contribute to reserves will be much less than expected, and the PCC has already agreed £1.4million of extra support to meet these pressures.

However, with improved medium term budgeting continued efficiency drives and additional funding the outlook remains positive and further investment in front line policing can be achieved alongside rebuilding reserves.

During 2018-9 the PCC has continued to fund safe and effective victim support services. Areas he has developed further during the year have been sexual violence support and non-domestic stalking. Specifically this includes:

- Collaboration with the NHS for new adult and paediatric sexual assault referral centres.
- Co-commissioning an Independent Sexual Violence Advisor to work with survivors of sexual violence and abuse.
- Driving forward work with Clinical Commissioning Groups (CCGs) and local authorities to improve mental health support services for sexual violence survivors. Including ensuring and advising on a specialist sexual violence pathway.
- Successfully bidding to be a Ministry of Justice (MoJ) pilot for devolution of its rape support fund. The MoJ gave recognition to the PCC led work in the development of local therapeutic services.

In 2019-20 the work with CCGs on mental health will continue and it is anticipated that a pilot will be developed to understand further the needs of survivors of non-domestic stalking.

The PCC will be co-commissioning a new substance misuse support service in the City and County following the independent review he has commissioned.

## **BUDGET 2019-20**

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.

| <b>Funding 2019-20</b>            | <b>2019-20<br/>£m</b> |
|-----------------------------------|-----------------------|
| <b>Core grants &amp; funding</b>  |                       |
| Police & Crime grant              | (126.9)               |
| Council Tax legacy grant          | (9.7)                 |
| Pensions grant                    | (2.0)                 |
| <b>Sub-total core grants</b>      | <b>(138.6)</b>        |
| <b>Precept</b>                    | <b>(69.5)</b>         |
| Collection fund (surplus)/deficit | (0.0)                 |
| <b>Contribution to Reserves</b>   | 1.8                   |
| <b>Total funding available</b>    | <b>(206.3)</b>        |

Final confirmation of grant settlement will be laid before Parliament in February 2019.

The Referendum Limit was announced at the same time as the provisional settlement and is set at a maximum increase of £24.00 for a band D property for 2018-19 this equates to a maximum rise of 12.28%. 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 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 the cost of the 80 additional police officers in 2018-19, and a further 40 additional officers in 2019/20.

Along with plans being developed to increase the productivity of supervisory roles and creating more front line Constables, by the end of 2019-20, over 140

additional police officers will have been made 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. The medium term spending plans of the Force show that this will be achieved within the current medium term planning period.

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 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, be more energy efficient and will also deliver on-going revenue savings.

## **1.2 Investment in Service**

The increase in precept funding will allow Nottinghamshire to invest further in frontline resources, for example having 40 additional officers working on the front line. This builds on the existing schools early intervention officers, dedicated burglary, robbery and knife crime teams, and working in local neighbourhoods.

In addition £0.5million 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. This includes refreshing IT and technical equipment, investment in drone technology and in our Oracle Cloud solution in conjunction with Multi Force Shared Service (MFSS).

Overall this will enable the Chief Constable to recruit up to 1,980 FTE police officers in 2019-20. This will be an increase of 40 extra officers in comparison to 2018-19, and increases the establishment of uniformed officers to over 2,025 individuals.

This will deliver an additional 33 officers into Neighbourhood Policing which provides more local, visible, reassuring resources across all Nottinghamshire. Successive public surveys have pointed to such a need and there is a determination to place as many affordable resources as we can to bolster this area of service delivery. Local Neighbourhood officers patrol, problem solve, investigate crimes and ASB in their area. The specific increase will bolster our responsiveness and the public will see more officers on the beat.

An additional 7 officers will form a force robbery team. Following on from the success of our burglary and knife crime teams, the new robbery team will work closely with the knife crime team. The benefits are to be found in the investigative techniques, surveillance and targeting of those who cause most harm to the public. This new team will operate across the force, responding to intelligence whilst seeking to utilise some of our most intrusive policing techniques.

The Commissioner and Chief Constable also have allocated £150,000 to further augment our knife and hate crime prevention activity aimed at younger people, particularly those who are transitioning from primary to secondary education. 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. The intention is to widen this preventative approach by working with local schools and the third sector at a time when both are under considerable strain. This is a longer term investment aimed at enabling younger people to make good choices as they continue to be over-represented as both victims and offenders in knife related crimes.

### 1.3 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.

| <b>Expenditure 2019-20</b>   | <b>2019-20<br/>£m</b> |
|------------------------------|-----------------------|
| Previous expenditure         | 193.1                 |
| Non Pay inflation increases  | 0.6                   |
| Pay increases                | 6.7                   |
| Pension increases            | 5.6                   |
| Changes in demand            | 2.6                   |
| Investment                   | 1.0                   |
| <b>Sub-total expenditure</b> | <b>209.6</b>          |
| Efficiencies                 | (3.3)                 |
| <b>Total net expenditure</b> | <b>206.3</b>          |

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

## 2. 2019-20 Budget breakdown

Annex 1 details the proposed expenditure budget for 2019-20. The proposed revenue budget is £206.3m.

| <b>Net expenditure budget</b> | <b>2019-20<br/>£m</b> | <b>Efficiencies<br/>£m</b> | <b>2019-20<br/>£m</b> | <b>Note</b>    |
|-------------------------------|-----------------------|----------------------------|-----------------------|----------------|
| Employee                      | 137.5                 | 2.0                        | 135.5                 | 2.1            |
| Premises                      | 5.8                   | 0.0                        | 5.8                   | 2.2            |
| Transport                     | 5.7                   | 0.0                        | 5.7                   | 2.3            |
| Comms and Computing           | 9.0                   | 0.3                        | 8.7                   | 2.4            |
| Supplies & services           | 10.6                  | 0.5                        | 10.1                  | 2.5            |
| Agency & contract services    | 16.9                  | 0.0                        | 16.9                  | 2.6            |
| Pensions                      | 33.9                  | 0.0                        | 33.9                  | 2.7            |
| Capital financing             | 4.6                   | 0.3                        | 4.3                   | 2.8            |
| Income                        | (14.4)                | 0.2                        | (14.6)                | 2.9            |
| <b>Net Expenditure</b>        | <b>209.6</b>          | <b>3.3</b>                 | <b>206.3</b>          | <b>Annex 1</b> |

An alternative thematic view of the 2019-20 budget is also detailed at Annex 5.

### 2.1 Employee related expenditure

Over the last two years the Force has been actively recruiting police officers with 2018-19 moving to a position of 1,940 FTE officers, with an equivalent headcount of over 2,000. The 2019-20 budget provides for continued officer and staff recruitment in order to maintain an effective service. In addition the implementation of the Chief Constables new police officer operating model see police constable numbers rise to 1,980 officers a rise of 40 new front line posts.

This follows on from an increase of 80 new front line posts in 2018-19. This is achieved by the continued delivery of efficiencies and the use of precept freedoms invested by the PCC. The reprioritisation of spend, managed through the Annual Departmental Assessments – a business management programme introduced in 2017-18 ensures that new and reprioritised resources meet the Policing Plan. 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 1<sup>st</sup> 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 2019-20. Annex 3 details the budgeted police officer, police staff and PCSO numbers for 2019-20.

## **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 become increasingly less fit for purpose. The land has been purchased and building works are expected to commence towards the latter part of 2019-20. A new building project is due to commence for a joint headquarters building with Fire on the current Police Headquarters site. It is not expected that either new buildings will become operational during 2019-20 although 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, but do not affect the 2019-20 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 2019-20 inflation for gas and electricity has been budgeted at 5.0%.

### **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 of these vehicles is also undertaken by the PFI provider, and the capital programme provides for the replacement of these vehicles over the business cycle.

### **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 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 for the extension of this 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 2019-20.

### **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 2.0% has been applied in 2019-20, 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>2019-20<br/>£m</b> |
|---|-----------------------|
| Agency costs  | 0.0                   |
| Collaboration contributions                         | 10.2                  |
| Community safety                                    | 5.1                   |
| Other partnership costs                             | 1.6                   |
| <b>Total</b>  | <b>16.9</b>           |

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 £10.2m for 2019-20. There have been additional cost pressures in this area from the reduction of government grants that EMSOU receive, especially within Serious and Organised Crime. No savings have been assumed within this budget for collaboration or innovation projects.

| <b>Analysis of Collaboration contributions</b> | <b>2019-20<br/>£m</b> |
|--|-----------------------|
| EMSOU  | 3.3                   |
| Major crime                                    | 0.3                   |
| Tactical surveillance unit                     | 0.6                   |
| Forensics                                      | 1.4                   |
| EMOpSS Air Support                             | 0.5                   |
| Learning & development                         | 0.8                   |
| Occupational health unit                       | 0.5                   |
| Legal  | 0.4                   |
| Multi Force Shared Services (MFSS)             | 2.2                   |
| ESN  | 0.2                   |

|              |             |
|--------------|-------------|
| <b>Total</b> | <b>10.2</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 medical retirements and the associated costs increasing over time, the 2019-20 budget has been increased by £0.2m reflecting the current trend.

The police pension scheme has been reviewed by the Central Government Actuaries, GAD, which has resulted in an increase in cost of over 8% of the Police Officer salaries budget - an increase of £5.6m to the 2019-20 budget. This has been partially off-set by additional core funding of £2.7million and a specific grant of £2.0million. The additional £0.9m has been absorbed by efficiencies elsewhere in the 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 are unlikely to rise.

## 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 2019-20 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 need and in the pace that capital schemes can be developed. This has resulted in significant spend being carried forward or ultimately not been required - indications for 2018-19 show that changes made to prioritisation and monitoring are beginning to have an impact.

In line with the new approach fewer schemes are proposed in 2019-20, and they are more 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.

## **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 significant reserves in 2019-20.

Strategically it is anticipated that £11.5m will be returned to reserves over the medium term, with £4.0million already achieved. The remainder amount is forecast to be repaid within the current medium term planning period, as shown in the Medium Term Financial Strategy.

## **2.11 Variation to 2018-19 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 2018-19 and 2019-20.

### 3. Efficiencies

#### 3.1 2018-19 Efficiencies

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

| <b>Efficiencies 2018-19</b> | <b>£m</b>  |
|-----------------------------|------------|
| 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        |
| <b>Total</b>                | <b>3.6</b> |
| Ongoing staff pay savings   | 2.3        |
| <b>Total</b>                | <b>5.9</b> |

**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 for the 2018-19 budget. However due to delays in implementing system changes by MFSS and reduced attrition rates of Officers/Staff coupled with operational demand the Force is likely to overspend its operational budget. This will result in a reduced contribution to be reserves being made available in year, with the PCC already agreeing to a £1.4m reduction in contribution to support the additional MFSS costs.

The Medium Term Financial Strategy of the PCC will be adjusted to reflect the lower level of contribution in 2018-19, this will therefore require increased levels of contribution in the later years of the Strategic Plan.



### 3.3 2019-20 Efficiencies

As part of the 2019-20 budget the following efficiencies are required in order to set a balanced budget.

| <b>Efficiencies 2019-20</b> | <b>£m</b>  |
|-----------------------------|------------|
| Procurement                 | 0.3        |
| Supplies & Services         | 0.2        |
| Overtime                    | 0.5        |
| Comms & Computing           | 0.3        |
| Income                      | 0.2        |
| Capital financing           | 0.3        |
| <b>Total</b>                | <b>1.8</b> |
| Ongoing staff pay savings   | 1.5        |
| <b>Total</b>                | <b>3.3</b> |

- 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 period of contribution to reserves.

## 4. External Funding

There is an assessment of the financial risk in respect of external funding currently provided. In 2019-20, 11 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. In the 2019-20 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 we have 31 police officers and 7 staff FTE's seconded out of the organisation in 2019-20. This compares with 39 officers and 6 staff FTE's seconded in 2018-19. Overall the impact of changing partner



contributions and the return of seconded officers allows for up to 20 additional officers to be redeployed to the front line priorities.

## Annex 1

### 2019-20 Commissioner's Total Budget (£m)

|   | <b>Force<br/>Budget<br/>2019-20<br/>£m</b> | <b>OPCC<br/>Budget<br/>2019-20<br/>£m</b> | <b>Total<br/>Budget<br/>2019-20<br/>£m</b> |
|---|--|---|--|
| <b>Pay &amp; allowances</b>                             |  |   |  |
| Officer   | 107.9                                      | 0.0                                       | 107.9                                      |
| Staff   | 43.2                                       | 0.8                                       | 44.0                                       |
| PCSO  | 5.7  | 0.0                                       | 5.7  |
|   | <b>156.8</b>                               | <b>0.8</b>                                | <b>157.6</b>                               |
| <b>Overtime</b>   |  |   |  |
| Officer   | 4.0  | 0.0                                       | 4.0  |
| Staff   | 0.7  | 0.0                                       | 0.7  |
| PCSO  | 0.1  | 0.0                                       | 0.1  |
|   | <b>4.8</b>                                 | <b>0.0</b>                                | <b>4.8</b>                                 |
| Other employee expenses                                 | 2.2  | 0.0                                       | 2.2  |
| Medical retirements                                     | 4.9  | 0.0                                       | 4.9  |
|   | <b>168.7</b>                               | <b>0.8</b>                                | <b>169.5</b>                               |
| <b>Other operating expenses</b>                         |  |   |  |
| Premises related  | 5.8  | 0.0                                       | 5.8  |
| Transport   | 5.7  | 0.0                                       | 5.7  |
| Communications & computing                              | 8.7  | 0.0                                       | 8.7  |
| Clothing & uniforms                                     | 0.5  | 0.0                                       | 0.5  |
| Other supplies & services                               | 5.6  | 0.3                                       | 5.9  |
| Custody costs & police doctor                           | 1.5  | 0.0                                       | 1.5  |
| Forensic & investigative costs                          | 2.2  | 0.0                                       | 2.2  |
| Partnership payments & grants to external organisations | 1.8  | 4.9                                       | 6.7  |
| Collaboration contributions                             | 10.2                                       | 0.0                                       | 10.2                                       |
| Capital financing                                       | 4.3  | 0.0                                       | 4.3  |
|   | <b>46.3</b>                                | <b>5.2</b>                                | <b>51.5</b>                                |
| <b>Total expenditure</b>                                | <b>215.0</b>                               | <b>6.0</b>                                | <b>221.9</b>                               |
| <b>Income</b>   |  |   |  |
| Seconded officers & staff income                        | (2.5)                                      | 0.0                                       | (2.5)                                      |
| Externally funded projects income                       | (3.9)                                      | 0.0                                       | (3.9)                                      |

|                            |  |  |  |
|----------------------------|--|--|--|
| 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        | (0.2)                                      | 0.0                                      | (0.2)                                      |
|                            | <b>Force<br/>Budget<br/>2019-20<br/>£m</b> | <b>PCC<br/>Budget<br/>2019-20<br/>£m</b> | <b>Total<br/>Budget<br/>2019-20<br/>£m</b> |
| Other income               | (4.0)                                      | 0.0                                      | (4.0)                                      |
|                            | <b>(13.3)</b>                              | <b>(1.3)</b>                             | <b>(14.6)</b>                              |
| <b>Net use of reserves</b> | <b>0.0</b>                                 | <b>0.0</b>                               | <b>0.0</b>                                 |
| <b>Total</b>               | <b>201.6</b>                               | <b>4.7</b>                               | <b>206.3</b>                               |

Efficiencies as a result of specific plans totalling £3.3m have already been removed from the main budgets.

## Annex 2

## Workforce Movements 2018-19 Estimated Outturn v 2019-20 Budget

|                               | 2018-19<br>Estimated<br>Outturn*<br>FTE's | 2019-20<br>Budgeted<br>Total<br>FTE's | Movements<br>FTE's |
|-------------------------------|---|---------------------------------------|--------------------|
| <b>Core Funded</b>            |   |                                       |                    |
| <b>Police Officers</b>        |   |                                       |                    |
| Operational                   | 1,212                                     | 1,306                                 | 94                 |
| Intelligence & Investigations | 531                                       | 500                                   | (31)               |
| Operational Collaborations    | 114                                       | 106                                   | (8)                |
| Corporate Services            | 35  | 30                                    | (5)                |
|                               | <b>1,892</b>                              | <b>1,942</b>                          | <b>50</b>          |
| <b>Police Staff</b>           |   |                                       |                    |
| Staff                         | 1,156                                     | 1,156                                 | 0                  |
| PCSO                          | 172                                       | 185                                   | 13                 |
|                               | <b>1,328</b>                              | <b>1,341</b>                          | <b>13</b>          |
|                               | <b>3,220</b>                              | <b>3,283</b>                          | <b>63</b>          |
| <b>Group Total</b>            |   |                                       |                    |
| <b>Core</b>                   | 3,220                                     | 3,283                                 | 63                 |
| <b>Police Officers</b>        |   |                                       |                    |
| -Seconded                     | 33  | 29                                    | (4)                |
| -Externally Funded            | 11  | 10                                    | (1)                |
| <b>Staff</b>                  |   |                                       |                    |
| -Seconded                     | 7   | 7                                     | -                  |
| -Externally Funded            | 67  | 67                                    | -                  |
| <b>Force Total</b>            | <b>3,338</b>                              | <b>3,396</b>                          | <b>58</b>          |
| <b>OPCC</b>                   | <b>14</b>                                 | <b>15</b>                             | <b>1</b>           |
|                               | <b>3,352</b>                              | <b>3,411</b>                          | <b>59</b>          |

\* The estimated outturn as at 31<sup>st</sup> March 2019.



## Annex 3(i)

## Core Funded - Workforce Plan FTE's

|                        | 2019-20              |   |  |                                |                         |
|------------------------|----------------------|---|--|--------------------------------|-------------------------|
|                        | Operational<br>FTE's | Intelligence &<br>Investigations<br>FTE's | Operational<br>Collaborations<br>FTE's | Corporate<br>Services<br>FTE's | Core<br>Funded<br>FTE's |
| <b>Police Officers</b> |                      |   |  |                                |                         |
| Opening balance*       | 1,212                | 531                                       | 114                                    | 35                             | 1,892                   |
| Leavers / restructure  | (72)                 | -   | -                                      | -                              | (72)                    |
| Retirement             | (19)                 | (31)                                      | (8)                                    | (5)                            | (63)                    |
| Recruitment            | 185                  | -   | -                                      | -                              | 185                     |
|                        | <b>1,306</b>         | <b>500</b>                                | <b>106</b>                             | <b>30</b>                      | <b>1,942</b>            |
| <b>Police Staff</b>    |                      |   |  |                                |                         |
| Opening balance*       | 385                  | 271                                       | 214                                    | 286                            | 1,156                   |
| Leavers / restructure  | -                    | -   | -                                      | -                              | -                       |
| Recruitment            | -                    | -   | -                                      | -                              | -                       |
|                        | <b>385</b>           | <b>271</b>                                | <b>214</b>                             | <b>286</b>                     | <b>1,156</b>            |
| <b>PCSOs</b>           |                      |   |  |                                |                         |
| Opening balance*       | 169                  | 3   | -                                      | -                              | 172                     |
| Leavers / restructure  | (24)                 | -   | -                                      | -                              | (24)                    |
| Recruitment            | 37                   | -   | -                                      | -                              | 37                      |
|                        | <b>182</b>           | <b>3</b>                                  | <b>-</b>                               | <b>-</b>                       | <b>185</b>              |
| Opening Balance*       | 1,766                | 805                                       | 328                                    | 320                            | 3,220                   |
| Movement               | 107                  | (31)                                      | (8)                                    | (5)                            | 63                      |
| <b>Closing Balance</b> | <b>1,874</b>         | <b>774</b>                                | <b>320</b>                             | <b>315</b>                     | <b>3,283</b>            |

\* Opening balance is the estimated outturn as at 31<sup>st</sup> March 2019.

## Annex 3(ii)

## Group (All Funding) - Workforce Plan FTE's

|                        | 2019-20                 |                   |                               |                         |               |                |
|------------------------|-------------------------|-------------------|-------------------------------|-------------------------|---------------|----------------|
|                        | Core<br>Funded<br>FTE's | Seconded<br>FTE's | Externally<br>Funded<br>FTE's | Force<br>Total<br>FTE's | OPCC<br>FTE's | Total<br>FTE's |
| <b>Police Officers</b> |                         |                   |                               |                         |               |                |
| Opening balance*       | 1,892                   | 33                | 11                            | 1,935                   | -             | 1,935          |
| Leavers / restructure  | (72)                    | -                 | -                             | (72)                    | -             | (72)           |
| Retirement             | (63)                    | (4)               | (1)                           | (68)                    | -             | (68)           |
| Recruitment            | 185                     | -                 | -                             | 185                     | -             | 185            |
|                        | <b>1,942</b>            | <b>29</b>         | <b>10</b>                     | <b>1,980</b>            | <b>-</b>      | <b>1,980</b>   |
| <b>Police Staff</b>    |                         |                   |                               |                         |               |                |
| Opening balance*       | 1,156                   | 7                 | 68                            | 1,231                   | 14            | 1,245          |
| Leavers / restructure  | -                       | -                 | -                             | -                       | -             | -              |
| Recruitment            | -                       | -                 | -                             | -                       | 1             | 1              |
|                        | <b>1,156</b>            | <b>7</b>          | <b>68</b>                     | <b>1,231</b>            | <b>15</b>     | <b>1,246</b>   |
| <b>PCSOs</b>           |                         |                   |                               |                         |               |                |
| Opening balance*       | 172                     | -                 | -                             | 172                     | -             | 172            |
| Leavers / restructure  | (24)                    | -                 | -                             | (24)                    | -             | (24)           |
| Recruitment            | 37                      | -                 | -                             | 37                      | -             | 37             |
|                        | <b>185</b>              | <b>-</b>          | <b>-</b>                      | <b>185</b>              | <b>-</b>      | <b>185</b>     |
| Opening Balance*       | 3,220                   | 39                | 79                            | 3,338                   | 14            | 3,352          |
| Movement               | 63                      | (4)               | (1)                           | 58                      | 1             | 59             |
| <b>Closing Balance</b> | <b>3,283</b>            | <b>35</b>         | <b>78</b>                     | <b>3,397</b>            | <b>15</b>     | <b>3,411</b>   |

\* Opening balance is the estimated outturn as at 31<sup>st</sup> March 2019.

**Annex 4****Variation to the 2018-19 Budget****Police pay & allowances**

The £9.4m increase from the 2018-19 budget is largely due to the additional recruits taken in during 2018-19 and the planned recruitment is 185 FTE's in 2019-20 in line with achieving the 1,980 police officer model; pay scale increments; impact of the 2.0% pay award; and the pension contribution change. This has been partly offset by an increased number of natural leavers that has been occurred during 2018-19 and the full year impact into 2019-20; combined with natural leavers at 72 FTE's and 30 year leavers at 63 FTE's included in the 2019-20 budget.

**Police staff pay & allowances**

The £4.5m increase from the 2018-19 budget largely due to pay awards and increments. The force budgets for a vacancy rate, anticipating that there is a gap between a leaver and a new starter, this gap is now much shorter due to the impacts of changes to departmental structures following the Annual Departmental Assessments – a business management programme introduced in 2017-18.

**PCSO pay & allowances**

The £0.9m decrease from the 2018-19 budget largely reflects the increased level of natural leavers, either leaving the organisation or seeking to become officers. During 2019-20 there is a planned recruitment of 37 FTE's to offset leavers and achieve the operating model of 185 FTE's.

**Overtime**

The £0.7m increase from the 2018-19 budget is due to recognition of the current 2018-19 demand whilst also imposing a £0.5m efficiency challenge around this as we see our officer workforce grow and have more resource available.

**Medical retirements**

The £0.2m increase from the 2018-19 budget is largely due to the increased cost of Police injury pensions.

**Premises related**

There is a reduction in business rates of £0.1m due to rationalisation of the estate.

**Transport**

The £0.4m increase from the 2018-19 budget is largely due to the increased contractual charges from the fleet vehicles provided under the Vensons contract of £0.2m and an increase in insurance costs £0.2m.

**Communications & Computing**

Delays in the ESN project mean that the budget will be re-phased when more information is available, creating a £0.5m reduction. Increases of £0.1m Network Services; £0.5m for mobile information services and £0.1m for software purchases, off-set by efficiency savings £0.2m on other IT costs.

**Other supplies & services**

£0.6m relates to increases in consultants fees for the implementation of the Command and Control system and to support Information Services with developments expected as part of the roll out of the National Enabling Programme. £0.1m reflects an increase in costs for recovery of vehicles, which will be off-set by a respective increase in income. £0.1m to cover the replacement cycle of tasers and CS gas.

**Partnership payments**

The £0.1m reduction from 2018-19 budget is due to the cessation of payments to Northamptonshire Police in respect of joint oversight of the MFSS Oracle Cloud project.

**Collaboration contributions**

The £0.5m increase from the 2018-19 budget is due to increased payments to regional collaborative teams, mainly EMSOU, in light of reduced government funding received and the increased cost of Police Officer pensions.

**Capital financing**

The £0.2m increase from the 2018-19 budget largely reflects the latest borrowing position with an increase in interest payments of £0.3m; and Minimum Revenue Provision (MRP) of £0.2m offset by an efficiency challenge of £0.3m.

**Income**

The £0.4m increase from the 2018-19 budget largely reflects £0.3m anticipated ARV income; £0.1m income from property recharges; £0.2m anticipated income from mutual aid; £0.2m income generation training officers



under the apprenticeship scheme; £0.1m income from the increase in number of vehicles recovered; £0.1m increase in investment interest. Offset by £0.4m decrease in income from officer/staff secondments and a decrease of £0.5m from external funding.

## 2019-20 Commissioner's Total Budget – Thematic View (£m)

|                                 | 2019-20              |                                   |                                  |                          |                |                         |                   |            |              |
|---------------------------------|----------------------|-----------------------------------|----------------------------------|--------------------------|----------------|-------------------------|-------------------|------------|--------------|
|                                 | Local Policing<br>£m | Crime & Operational Support<br>£m | Operational Collaborations<br>£m | Corporate Services<br>£m | Seconded<br>£m | Externally Funded<br>£m | Force Total<br>£m | OPCC<br>£m | Total<br>£m  |
| <b>Pay &amp; allowances</b>     |                      |                                   |                                  |                          |                |                         |                   |            |              |
| Officer                         | 63.8                 | 31.2                              | 7.3                              | 2.8                      | 2.2            | 0.7                     | 107.9             | -          | 107.9        |
| Staff                           | 14.3                 | 8.4                               | 6.8                              | 11.4                     | 0.3            | 2.0                     | 43.2              | 0.8        | 44.0         |
| PCSO                            | 5.6                  | 0.1                               | -                                | -                        | -              | -                       | 5.7               | -          | 5.7          |
|                                 | <b>83.7</b>          | <b>39.7</b>                       | <b>14.1</b>                      | <b>14.2</b>              | <b>2.5</b>     | <b>2.7</b>              | <b>156.8</b>      | <b>0.8</b> | <b>157.6</b> |
| <b>Overtime</b>                 |                      |                                   |                                  |                          |                |                         |                   |            |              |
| Officer                         | 1.4                  | 2.1                               | 0.9                              | (0.3)                    | -              | -                       | 4.1               | -          | 4.1          |
| Staff                           | 0.2                  | 0.2                               | 0.2                              | 0.1                      | -              | -                       | 0.7               | -          | 0.7          |
| PCSO                            | 0.1                  | -                                 | -                                | -                        | -              | -                       | 0.1               | -          | 0.1          |
|                                 | <b>1.7</b>           | <b>2.3</b>                        | <b>1.1</b>                       | <b>(0.2)</b>             | <b>-</b>       | <b>-</b>                | <b>4.9</b>        | <b>-</b>   | <b>4.9</b>   |
| Other employee expenses         | -                    | -                                 | -                                | 2.2                      | -              | -                       | 2.2               | -          | 2.2          |
| Medical retirements             | -                    | -                                 | -                                | 4.9                      | -              | -                       | 4.9               | -          | 4.9          |
|                                 | <b>85.9</b>          | <b>42.3</b>                       | <b>15.2</b>                      | <b>21.1</b>              | <b>2.5</b>     | <b>2.7</b>              | <b>168.7</b>      | <b>0.8</b> | <b>169.5</b> |
| <b>Other operating expenses</b> |                      |                                   |                                  |                          |                |                         |                   |            |              |
| Premises related                | -                    | -                                 | -                                | 5.7                      | -              | 0.1                     | 5.8               | -          | 5.8          |
| Transport                       | 0.2                  | 0.2                               | 0.4                              | 4.8                      | -              | -                       | 5.7               | -          | 5.7          |
| Communications & computing      | -                    | -                                 | -                                | 8.3                      | -              | 0.3                     | 8.7               | -          | 8.7          |
| Clothing & uniforms             | -                    | -                                 | -                                | 0.5                      | -              | -                       | 0.5               | -          | 0.5          |
| Other supplies & services       | 0.3                  | 1.0                               | 0.2                              | 4.1                      | -              | 0.3                     | 5.9               | 5.1        | 11.0         |
| Custody costs & police doctor   | -                    | 0.3                               | 1.1                              | -                        | -              | -                       | 1.5               | -          | 1.5          |
| Forensic & investigative costs  | -                    | 0.5                               | 1.3                              | 0.3                      | -              | -                       | 2.1               | -          | 2.1          |
| Partnership payments            | 0.2                  | 0.3                               | 0.3                              | -                        | -              | 0.6                     | 1.3               | 0.3        | 1.6          |

|                             |                              |   |  |                                  |                        |                                 |                           |                    |                     |
|-----------------------------|------------------------------|---|--|----------------------------------|------------------------|---------------------------------|---------------------------|--------------------|---------------------|
| Collaboration contributions | -                            | 0.6   | 5.5                                      | 4.2                              | -                      | -                               | 10.2                      | -                  | 10.2                |
| <b>2019-20</b>              |                              |   |  |                                  |                        |                                 |                           |                    |                     |
|                             | <b>Local Policing<br/>£m</b> | <b>Crime &amp; Operational Support<br/>£m</b> | <b>Operational Collaborations<br/>£m</b> | <b>Corporate Services<br/>£m</b> | <b>Seconded<br/>£m</b> | <b>Externally Funded<br/>£m</b> | <b>Force Total<br/>£m</b> | <b>OPCC<br/>£m</b> | <b>Total<br/>£m</b> |
| Capital financing           | -                            | -   | -  | 4.3                              | -                      | -                               | 4.3                       | -                  | 4.3                 |
|                             | 0.7                          | 2.9   | 8.7                                      | 32.3                             | -                      | 1.3                             | 45.9                      | 5.4                | 51.4                |
| <b>Total expenditure</b>    | <b>86.1</b>                  | <b>45.0</b>                                   | <b>23.9</b>                              | <b>53.3</b>                      | <b>2.5</b>             | <b>4.0</b>                      | <b>214.6</b>              | <b>6.3</b>         | <b>220.9</b>        |
| <b>Income</b>               | <b>(0.6)</b>                 | <b>(1.1)</b>                                  | <b>(1.0)</b>                             | <b>(4.2)</b>                     | <b>(2.5)</b>           | <b>(3.9)</b>                    | <b>(13.3)</b>             | <b>(1.3)</b>       | <b>(14.6)</b>       |
| <b>Net use of reserves</b>  | -                            | -   | -  | -                                | -                      | -                               | -                         | -                  | -                   |
| <b>Total</b>                | <b>85.5</b>                  | <b>43.9</b>                                   | <b>22.8</b>                              | <b>49.1</b>                      | <b>0.0</b>             | <b>0.1</b>                      | <b>201.3</b>              | <b>5.0</b>         | <b>206.3</b>        |