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

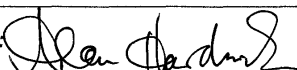
REF: 007/2014  
DATE: 24 February 2014

SUBJECT	
<b>BUDGET REPORT</b>	
REPORT BY	<b>Chief Finance Officer to the Police and Crime Commissioner</b>
CONTACT OFFICER	<b>Julie Flint, Chief Finance Officer Telephone 01522 947222</b>
<b>EXECUTIVE SUMMARY AND PURPOSE OF REPORT</b>	
To propose : <ul style="list-style-type: none"><li>• A revenue budget and council tax precept for 2014/15</li><li>• A provisional revenue budget for 2015/16</li><li>• A capital programme for 2014/15 and 2015/16.</li></ul> The proposals will support delivery of the Police and Crime Plan and are consistent with the Commissioner's Financial Strategy.	
<b>RECOMMENDATIONS</b>	<b>The Police and Crime Commissioner is asked to :</b> <ol style="list-style-type: none"><li>1. note the views of the Police and Crime Panel on council tax, summarised at paragraph 2.5 of the report ;</li><li>2. note the Chief Finance Officer's statement on robustness of estimates and adequacy of reserves at sections 9 to 11 of the report;</li><li>3. approve the council tax for 2014/15 as set out in Table A and Appendix A ;</li><li>4. approve revenue budgets for 2014/15 and 2015/16 as set out in Appendix B ;</li><li>5. approve the capital programme and its funding for 2014/15 and 2015/16 as set out in Table E.</li></ol>

**POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE**

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

Signature:



Date: 24/02/14

## **A. NON-CONFIDENTIAL FACTS AND ADVICE TO THE PCC**

### **A1. INTRODUCTION AND BACKGROUND**

#### **1. Police Grant Settlement**

- 1.1 The Government announced the final Police Grant Settlement for 2014/15 on 5 February 2014. Police Grant is the main source of government funding for local policing bodies. There will be a substantial cash reduction in Lincolnshire's Police Grant in 2014/15 in common with all English police bodies.
- 1.2 The Settlement confirmed a 3.3% reduction in overall police funding for 2014/15 as expected. However, Police Grant to Police and Crime Commissioners will be reduced by 4.8%. The reduction for Lincolnshire is £3.1million.
- 1.3 Indicative grant allocations for 2015/16 have not been published. Overall police funding was planned to reduce by a further 3.2%. This reduction may be increased as a consequence of the Chancellor's Autumn Statement in December 2013. It has been assumed that Police Grant will fall by 3.8% on a similar basis to 2014/15.
- 1.4 The Community Safety Grant introduced in 2013/14 is now subsumed within Police Grant. A new Victims' Services Grant has been introduced: Lincolnshire's allocation will be £0.231m in 2014/15 increasing to £0.772m in the following year.
- 1.5 Other grants will continue as expected.

#### **2. Council Tax**

- 2.1 Details of the council tax base have been received from Lincolnshire district councils. These show a 0.43% increase in the tax base in 2014/15. There is also a surplus on council tax collection funds: the Police and Crime Commissioner's share of this surplus is £0.279m.
- 2.2 The government announced details of its Council Tax Freeze Scheme 2014/15 on 15 January. Any Police and Crime Commissioner who freezes or reduces their council tax in 2014/15 will receive a grant equivalent to a 1% increase in the council tax. This grant will also be paid in 2015/16.
- 2.3 The government has set the threshold for council tax increases above which a local referendum would be triggered at 2%. The Commissioner does not wish to trigger a local referendum. The potential Council Tax Freeze Grant would transfer some costs from local to national taxpayers: it would also reduce the funding available for police and crime services both in 2014/15 and on a longer term basis. Given that the Commissioner's priority is to maintain the number of police officers it is recommended that the council tax be increased by 1.99% just below the maximum permitted threshold for council tax increases. The budget proposals for 2015/16 also assume a 2% increase in council tax.
- 2.4 The details of the council tax requirement are set out in Appendix A and the impact on Lincolnshire council tax payers is summarised in Table A below.

**Table A: Council Tax**

PROPERTY BAND	ANNUAL AMOUNT 2013/14	ANNUAL AMOUNT 2014/15	INCREASE OVER 2013/14	ANNUAL INCREASE OVER 2013/14	WEEKLY INCREASE OVER 2013/14
	£	£	%	£	£
Band A	126.72	129.24	1.99	2.52	0.05
Band B	147.84	150.78	1.99	2.94	0.06
Band C	168.96	172.32	1.99	3.36	0.06
Band D	190.08	193.86	1.99	3.78	0.07
Band E	232.32	236.94	1.99	4.62	0.09
Band F	274.56	280.02	1.99	5.46	0.11
Band G	316.80	323.10	1.99	6.30	0.12
Band H	380.16	387.72	1.99	7.56	0.15

- 2.5 The Lincolnshire Police and Crime Panel met on 6 February to consider the proposed council tax increase. The majority of the Panel members at the meeting agreed with the proposed 1.99% increase to the policing element of the council tax.
- 2.6 Locally, Lincolnshire County Council provides financial support to help fund Police Community Support Officers in the county. Lincolnshire County Council's annual contribution of £1.5m for PCSO is assumed to continue.
- 2.7 Total income is projected to reduce over the next two years as shown in Table B below. There is a 1.5% reduction in 2014/15 despite the increase in council tax.

**Table B: Total Income**

INCOME FROM GRANTS AND COUNCIL TAX	2013/14 £M	2014/15 £M	2015/16 £M
Police Grant	65.359	62.246	59.880
Victims' Services Grant		0.231	0.772
Council Tax Compensation Grant	1.058	1.058	1.058
Council Tax Support Grant	5.575	5.775	5.775
LCC PCSO funding	1.500	1.500	1.500
Council tax	39.996	41.172	41.915
<b>Total income</b>	<b>113.670</b>	<b>111.982</b>	<b>110.900</b>

**3. Revenue expenditure**

- 3.1 Total spending will reduce in line with income so as to maintain a balanced budget. The 2015/16 budget will be balanced with the use of a £1.5m reserve set aside for this purpose.
- 3.2 Overall revenue budgets are summarised in Table C and Table D below and set out at Appendix B.

**Table C: Revenue Budget Totals**

REVENUE EXPENDITURE	2013/14 £M	2014/15 £M	2015/16 £M
Police and Crime Commissioner direct expenditure	29.371	28.736	28.352
Joint services	1.416	1.546	1.598
Chief Constable	82.883	81.700	82.450
<b>Total expenditure</b>	<b>113.670</b>	<b>111.982</b>	<b>112.400</b>

3.3 Budget changes are summarised in Table D and shown by service area in Appendix C.

**Table D: Summary of Budget Changes**

BUDGET CHANGES	2014/15 £M	2015/16 £M
Base budget	113.670	111.982
Cost pressures	0.843	1.081
Savings	-2.531	-0.663
<b>Total expenditure</b>	<b>111.982</b>	<b>112.400</b>

#### 4. PCC direct expenditure

- 4.1 The budget proposals include provision for victim's services expenditure in line with the new grant.
- 4.2 Provision for community safety grants and contributions is maintained at its current level.
- 4.3 The budget for strategic partnership contract payments is set in line with the agreed annual schedule of payments and projected increases for contract price indexation.
- 4.4 It is proposed to reduce the budget for pension costs. There is a deficit on the Lincolnshire Local Government Pension Scheme (LGPS) Fund for Lincolnshire police staff. The deficit is estimated at £24.4m. Most LGPS funds have substantial deficits which can be addressed over a number of years – typically 20 years – reflecting the long term nature of the Fund's liabilities. The Fund has a strong cash position and there is no short term funding problem.
- 4.5 The Fund's actuary advises that the deficit could be removed over a period of 20 years by increasing the current employer contribution rate of 19.9% to a contribution rate of 25.8%. The minimum required contribution as required by the actuary from April 2014 is the current employer contribution rate of 19.9% plus the following supplementary contributions:

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

- 4.6 It is proposed to make these minimum contributions. The contribution rate is likely to increase after 2016/17 and this is reflected in the medium term planning assumptions.
- 4.7 The existing budget includes provision for the employer's contribution rate of 19.9% plus an annual provision of £1.116m for supplementary contributions. There is therefore a substantial budget saving in adopting the minimum requirements.
- 4.8 Capital financing charges usually present a cost pressure as borrowing to fund capital spending creates additional annual repayment and interest costs. However, it is proposed to reduce the capital financing charges budget substantially to reflect:
- proposed reductions in the capital programme;
  - use of capital receipts from asset sales;
  - active treasury management to minimise interest costs;
  - use of £2.2m from the Pension Reserve to reduce borrowing in 2013/14. The Reserve is no longer needed as increased pension contributions can be met from the revenue budget as described above. This will save £0.304m per annum;
  - use of £1.8m of the projected 2013/14 revenue budget underspending to reduce borrowing. This will save £0.225m per annum.

#### **5. Joint services**

- 5.1 Additional provision is made in the Commercial Partnership Team budget to reflect the Commissioner's broader commissioning role. The Finance budget is also increased to allow for increasing insurance costs and to ensure that strong financial management is maintained on a permanent basis.

#### **6. Chief Constable**

- 6.1 The Chief Constable's budget makes provision for 1,100 police officers and 149 PCSOs in both 2014/15 and 2015/16. Major reductions in other areas, including police staff, have been avoided by the proposed savings within the PCC's direct expenditure budgets as set out above.
- 6.2 The overall budget is reduced by 1.4% in 2014/15.
- 6.3 Cost pressures add about 1% to the total budget in 2014/15. The main pressures are:
- new allowances, increments and pay awards for PCSOs (£0.366m in 2014/15)
  - Additional provision for police officer ill health and injury benefit costs in 2014/15 (£0.120m) reflecting experience in the current year
  - Increased police national computer charges (£0.087m) and charge for Airwaves (£0.107m)
  - Ongoing costs of Stage 2 transfers (£0.050m)
  - Increased energy costs (£0.065m).
- 6.4 Savings of nearly £2m or 2.4% are proposed. The main savings in 2014/15 are:
- Monitored and managed budgets (£0.745m) including mobile phones (£0.137m), vehicle recovery contract (£0.138m), training fees (£0.192m) and administrative supplies (£0.173m).

- Increased income from police led prosecutions (£0.175m), mutual aid (£0.150m) and firearms licensing (£0.060m)
  - Savings on regional budgets (£0.148m) including leasing payments for EMSOU HQ, forensics (£0.110m) and regional collaboration on legal services (£0.080m)
  - The review of performance and analysis (£0.150m)
  - Budgeted savings on major incidents (£0.140m) and contingency (£0.065m)
- 6.5 The budget for 2015/16 allows for cost pressures of just under £1m at this stage. The main cost increase is for an assumed 1% pay award for police officers and other staff. A small saving (£0.229m) is required to balance the budget to the total available.

## 7. Capital programme

- 7.1 The capital programme for 2014/15 and 2015/16 and its funding is summarised in Table E below.
- 7.2 The programme makes provision for capital spending on building maintenance and small building improvement projects. Provision is also made for vehicle replacement requirements.
- 7.3 In addition, substantial provision is made for projects which will improve performance and productivity.

**Table E: Capital Programme**

CAPITAL PROGRAMMES	2013/14 £M	2014/15 £M	2015/16 £M
Building maintenance and improvements	1.026	1.420	1.500
Vehicle replacement	1.150	1.120	1.135
Business transformation	5.240	0.608	
Airwave replacement	0.428	0.242	
Body worn cameras		0.100	
Body armour	0.253		
Mobile data	0.274		
EMSOU HQ	0.969		
Performance and productivity projects		0.280	1.000
<b>Total</b>	<b>9.340</b>	<b>3.770</b>	<b>3.635</b>
<b>Funding :</b>			
Borrowing	2.563	2.507	2.835
Grants	1.168	0.923	0.800
Other sources	5.609	0.340	-
<b>Total</b>	<b>9.340</b>	<b>3.770</b>	<b>3.635</b>

## Medium Term Financial Plan

- 7.4 Forecasting beyond 2015/16 is difficult particularly as a General Election is scheduled for 2015. Current overall forecasts are set out in Table F below:

**Table F: Medium Term Financial Plan**

	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
Police Grant	65.4	62.2	59.9	56.9	54.0
Council tax	40.0	41.2	41.9	43.0	44.1
Other income	8.3	8.6	9.1	9.1	9.1
Total income	113.7	112.0	110.9	109.0	107.2
Expenditure	113.7	112.0	112.4	116.0	117.6
<b>Forecast deficit</b>	<b>0</b>	<b>0</b>	<b>1.5</b>	<b>7.0</b>	<b>10.4</b>

7.5 Forecasting assumptions are based on the following:

- Police Grant forecasts for 2016/17 and 2017/18 are based on the Chancellor's fiscal assumptions for government department current expenditure. They assume annual reductions of 5% for police services will be above the average reduction for all government departments. There is therefore a considerable degree of estimating error in the forecasts for 2016/17 and 2017/18.
- the impact of the government's Police Funding review is assumed to be neutral although the aim is to improve Lincolnshire's grant position.
- Council Tax is assumed to increase by 2% per annum.
- expenditure forecasts are based on retaining 1,100 police officers and 149 PCSOs.
- costs are forecast to increase as a result of pay awards and price increases e.g. energy price increases.
- a potential increase in employer's national insurance contributions would be a major cost pressure in 2016/17: this is estimated to cost £1.7m. This could be offset if the government returned the increased tax revenue to the police service through increasing Police Grant.

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

- 8.1 The purpose of this section of the report is to provide the Commissioner with information on the robustness of the estimates and the adequacy of reserves, so authoritative advice is available when the budget decision is made.
- 8.2 The Commissioner is required to decide each year how much should be raised from council tax. This decision is based upon a budget that sets out estimates of spending plans.
- 8.3 The decision on the level of the council tax is taken before the year begins and it cannot be changed during the year, so allowance for risks and uncertainties that might increase expenditure above that planned, must be made by:
- making prudent allowance in the estimates, and in addition;
  - ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient.
- 8.4 Section 25 of the Local Government Act 2003 requires that the Chief Financial Officer reports to the Police & Crime Commissioner (PCC) as part of the

consideration of the budget and council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals. Section 25 also requires the PCC to have regard to the report in making the decision.

#### **9. Robustness of Estimates**

- 9.1 This report provides details of the revenue budget proposals for 2014/15 together with provisional budgets for 2015/16. The budget proposals presented herein are based upon delivering the PCC's Police & Crime Plan, including maintaining the current level of police officer numbers in Lincolnshire.
- 9.2 I am of the view that detailed estimates for 2014/15 have been prepared on a realistic basis and that the savings incorporated in the budget are deliverable. It will be important to maintain strong financial control as budgets are reduced and to secure the planned savings of £2.5m in 2014/15.

#### **10. Medium Term Financial Plan**

- 10.1 Provisional service budgets are proposed for 2015/16. The government has yet to set grant allocations for that year. Estimates have been based on prudent assumptions. There remains a risk that grant income will be lower than assumed. Grant allocations for 2014/15 were lower than expected due to changes announced in the provisional Settlement: Lincolnshire's allocation was some £1m less than projected.
- 10.2 The position after the 2015/16 grant settlement and the subsequent 2015 General Election is more uncertain.
- 10.3 There is also uncertainty on the government's future intentions in relation to the limitation of council tax increases.
- 10.4 On current assumptions, substantial budget deficits are forecast for 2016/17 and 2017/18. The forecast deficit rises to around 10% of the total budget. This is based on maintaining the existing number of police officers.
- 10.5 Police officer salary costs comprise half of the total budget. Other costs have been reduced substantially over recent years including the savings achieved on back office services through establishing a strategic partnership.
- 10.6 Options for reducing forecast deficits must therefore include reducing police officer numbers. The challenge will be to maintain performance by improving the productivity and effectiveness of police officers e.g. through providing them with improved ICT.
- 10.7 The Police Transformation Programme already underway and described in the Value for Money Plan 2014/15 will be a key part of this.
- 10.8 Achieving a fairer share of government funding for Lincolnshire will also be critical to maintaining acceptable levels of policing.
- 10.9 Success in these areas will be essential to address the difficult financial challenges ahead. The Commissioner and the Chief Constable will wish to give high priority to developing these areas and ensuring that real progress is made.

#### **11. Reserves**

- 11.1 In November 2008, CIPFA issued updated Guidance on Local Authority Reserves and Balances (LAAP 77). CIPFA's Guidance makes clear that the adequacy of



reserves should be assessed in the context of its strategic, operational and financial risks.

- 11.2 The Financial Strategy requires that “general reserves will be maintained around the mid- point of a target range based on the financial risk assessment in respect of residual financial risks.”
- 11.3 The current financial risk assessment indicates that general reserves should be maintained at around 5% of total annual expenditure. The amount for 2014/15 is £5.6m. The level of general reserves at 31 March 2013 was £5.663m. There are no plans to use any of the general reserve in 2013/14, 2014//15 or 2015/16. I am therefore satisfied that the level of reserves is both adequate and appropriate.

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

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

### **B. FINANCIAL CONSIDERATIONS**

These have been included in the main report above.

### **C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS**

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

### **D. PERSONNEL AND EQUALITIES ISSUES**

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

### **E. REVIEW ARRANGEMENTS**

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

### **F. RISK MANAGEMENT**

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

**G. PUBLIC ACCESS TO INFORMATION**

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

Is the publication of this form to be deferred? No
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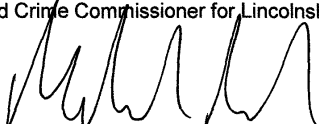
Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate part 2 form.

Is there a part 2 form? No
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**ORIGINATING OFFICER DECLARATION**

	Tick to confirm
Originating Officer: The Chief Finance Officer and the Chief Constable recommend this proposal for the reasons outlined above.	✓
Financial advice: The PCC's Chief Finance Officer has been consulted on this proposal.	✓
The CC's Chief Finance Officer has been consulted on this proposal.	✓
Monitoring Officer: The PCC's Monitoring Officer has been consulted on this proposal	✓
Chief Constable: The Chief Constable has been consulted on this proposal	✓

**OFFICER APPROVAL**

<b>Chief Executive</b>	
I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. Consultation outlined above has also taken place. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lincolnshire.	
Signature: 	Date: 24 <sup>th</sup> Feb 2014

COUNCIL TAX REQUIREMENT

APPENDIX A

A. BUDGET & COUNCIL TAX REQUIREMENT		£	£	
<b>TOTAL BUDGET</b>			<b>111,982,641.93</b>	
LESS:	Lincolnshire County Council	1,500,000.00		
	Council Tax Support Grant	5,774,887.00		
	Council Tax Freeze Grant	1,058,666.00		
	Victims' Services Grant	231,000.00	8,564,553.00	
<b>BUDGET REQUIREMENT</b>			<b>103,418,088.93</b>	
	Police Specific Grant		62,245,417.00	
<b>POLICE AND CRIME COMMISSIONER FOR LINCOLNSHIRE PRECEPT</b>			<b>41,172,671.93</b>	
LESS:	District Council Collection Fund Surplus		279,618.65	
<b>COUNCIL TAX REQUIREMENT</b>			<b>40,893,053.28</b>	
B. PCC ELEMENT OF COUNCIL TAX BY PROPERTY BAND		Proportion of Band D	Council Tax £	
	Band A	6/9	129.24	
	Band B	7/9	150.78	
	Band C	8/9	172.32	
	Band D	9/9	193.86	
	Band E	11/9	236.94	
	Band F	13/9	280.02	
	Band G	15/9	323.10	
	Band H	18/9	387.72	
C. PRECEPTS ON DISTRICT COUNCILS	No. of Band D Equivalent Properties	Council Tax Requirement £	Collection Fund Surplus £	PCC Precept £
Lincoln City	22,110.61	4,286,362.85	113,019.00	4,399,381.85
Boston B.C.	17,385.20	3,370,294.87	0.00	3,370,294.87
East Lindsey D.C.	40,736.00	7,897,080.96	0.00	7,897,080.96
West Lindsey D.C.	27,607.95	5,352,077.19	98,847.00	5,450,924.19
North Kesteven D.C.	34,000.00	6,591,240.00	0.00	6,591,240.00
South Kesteven D.C.	43,522.40	8,437,252.46	24,613.65	8,461,866.11
South Holland D.C.	25,579.00	4,958,744.94	43,139.00	5,001,883.94
<b>TOTAL</b>	<b>210,941.16</b>	<b>40,893,053.28</b>	<b>279,618.65</b>	<b>41,172,671.93</b>

**APPENDIX B**

	2013/14 £000's	2014/15 £000's	2015/16 £000's
<b>POLICE AND CRIME COMMISSIONER - INCOME</b>			
Police Grant	-65,359	-62,246	-59,880
Victim's Services Grant	0	-231	-772
Council Tax Compensation Grant	-1,058	-1,058	-1,058
Council Tax Support Grant	-5,757	-5,775	-5,775
LCC PCSO funding	-1,500	-1,500	-1,500
Council tax	-39,996	-41,172	-41,915
<b>Total income</b>	<b>-113,670</b>	<b>-111,982</b>	<b>-110,900</b>
<b>POLICE AND CRIME COMMISSIONER - EXPENDITURE</b>			
Police and Crime Commissioner's Office	908	887	864
Community safety grants and contributions	1,112	1,114	1,114
Victim's services expenditure	0	231	772
Strategic partnership contract payments	22,546	23,099	22,393
Historic pension costs	1,116	196	407
Capital financing charges	3,789	3,309	2,902
Investment income	-100	-100	-100
<b>Total PCC Direct Expenditure</b>	<b>29,371</b>	<b>28,736</b>	<b>28,352</b>
<b>CHIEF CONSTABLE</b>			
Police officer salaries	56,430	56,315	57,139
Police officer ill health and injury benefit costs	1,245	1,365	1,245
Crime & Operations - support staff	4,791	4,803	4,836
Crime & Operations - other expenditure	2,145	1,710	1,650
Local Policing - PCSO's			
East PCSOs	1,836	1,926	1,944
West PCSOs	2,120	2,396	2,423
Local Policing - other expenditure			
LP Central	113	98	98
LP East	494	476	492
LP West	566	544	560
LRSP - expenditure	506	506	506
LRSP - income	-846	-846	-846
Major incidents	740	600	600
Regional collaboration	2,199	2,051	1,958
Seconded officers - expenditure	959	959	959
Seconded officers - income	-963	-970	-970
Monitored and managed - premises costs	2,638	2,584	2,609
Monitored and managed - vehicle costs	1,540	1,487	1,547
Monitored and managed - HR and training costs	503	398	398
Monitored and managed - ICT costs	1,533	1,397	1,397
Monitored and managed - other costs	674	329	329
Strategic Development	1,668	1,602	1,618
Legal Services	421	353	355
Volunteers	60	60	60
Professional standards	216	235	239
National contributions and central costs	1,095	1,187	1,189
Contingency	200	135	115
<b>Total Chief Constable</b>	<b>82,883</b>	<b>81,700</b>	<b>82,450</b>
<b>JOINT SERVICES</b>			
Finance - retained budget	521	565	610
Communications	530	549	553
Commercial Partnership Team	365	432	435
<b>Total joint services</b>	<b>1,416</b>	<b>1,546</b>	<b>1,598</b>
<b>OVERALL BUDGET DEFICIT</b>	<b>0</b>	<b>0</b>	<b>1,500</b>

APPENDIX C

	Base budget pressures 2013/14 £000's	Cost pressures £000's	Savings £000's	Budget 2014/15 pressures £000's	Cost pressures £000's	Savings £000's	Budget 2015/16 £000's
1 Police officer salaries	56,430	-115		56,315	824		57,139
2 Police officer ill health and injury benefit cost	1,245	120		1,365	-120		1,245
3 Crime & Operations - support staff	4,791	42	-30	4,803	33		4,836
4 Crime & Operations - other expenditure	2,145	-60	-375	1,710		-60	1,650
5 Local Policing PCSOs East	1,836	90		1,926	18		1,944
6 Local Policing PCSOs West	2,120	276		2,396	27		2,423
7 Local Policing East - other exp.	494	8	-26	476	16		492
8 Local Policing West - other exp.	566		-22	544	16		560
9 Local Policing Central	113	-5	-10	98			98
10 LRSP expenditure	506			506			506
11 LRSP - income	-846			-846			-846
12 Major incidents	740		-140	600			600
13 Regional collaboration	2,199		-148	2,051	36	-129	1,958
14 Seconded officers - expenditure	959	0		959			959
15 Seconded officers - income	-963	-7		-970			-970
17 Monitored and managed - premises costs	2,638	37	-91	2,584	45	-20	2,609
18 Monitored and managed - vehicle costs	1,540	45	-98	1,487	60		1,547
19 Monitored and managed - HR and training cc	503		-105	398			398
20 Monitored and managed - ICT costs	1,533	-30	-106	1,397			1,397
21 Monitored and managed - other costs	674		-345	329			329
22 Strategic Development	1,668	84	-150	1,602	16		1,618
24 Legal Services	421	12	-80	353	2		355
25 Volunteers	60			60			60
28 Professional Standards	216	19		235	4		239
29 National contributions and central costs	1,095	259	-167	1,187	2		1,189
33 Contingency	200		-65	135		-20	115
<b>37 Total expenditure</b>	<b>82,883</b>	<b>775</b>	<b>-1,958</b>	<b>81,700</b>	<b>979</b>	<b>-229</b>	<b>82,450</b>