



'Serving the Boroughs of Hartlepool, Middlesbrough,
Redcar and Cleveland and Stockton-on-Tees'

Review of the Overall Budget Strategy

(Task and Finish Group)

**Final Report
January 2021**

Members

Councillor Graham Cutler (Chair)
Councillor Lee Cartwright
Councillor Barrie Cooper
Paul McGrath

Redcar and Cleveland Borough Council
Hartlepool Borough Council
Middlesbrough Borough Council
Non-Political Independent Member

The Group would like to thank the following people for contributing to its work:

- Lisa Oldroyd – Acting Police and Crime Commissioner for Cleveland
- Michael Porter – Chief Finance Officer, Office of the Police and Crime Commissioner
- Julie Butcher – Chief Solicitor / Lawyer, Stockton-on-Tees Borough Council

Contact

Gary Woods
Scrutiny Officer, Stockton-on-Tees Borough Council
gary.woods@stockton.gov.uk

SUMMARY

The Task and Finish Group was established to understand the key issues and financial pressures as part of the budget setting process in order to inform the work of the Cleveland Police and Crime Panel and the Police and Crime Commissioner.

The Group met on the 18th January 2021 to receive information about the Police and Crime Commissioner's overall budget strategy for 2021-2022. Discussion took place about funding and planning assumptions, total funding projections and funding pressures.

The Group reconvened on the 26th January 2021 to receive further updates from the Chief Finance Officer as well as input from the Acting Police and Crime Commissioner.

A final meeting of the Group took place on the 29th January 2021 to consider potential alternative options to the proposed 1.99% precept increase.

This report provides details of the evidence considered and questions that were raised for discussion prior to consideration of the proposals by the Police and Crime Panel on the 2nd February 2021, when the precept will be set for 2021-2022.

Key Findings and Conclusions

- Police settlement for 2021-2022 was a good one, though there was an expectation that certain elements had to be addressed within the 5.3% (£413.6m) core grant increase.
- However, the capital grant remains cash flat, and there will be a need to earmark some funding to support capital requirements around the maintenance of buildings, provision of equipment, etc.
- A significant deficit in Council Tax collections is expected due to the ongoing impact of the COVID-19 pandemic. Coupled with the lack of growth in the underlying tax base, this could lead to a deficit pressure against original plans of around £1.9m.
- Expected that the financial plans will balance based on a 1.99% increase in precept, and that future years will also balance (based on a number of assumptions that carry risk). A 1.99% (£5.19) precept increase (in line with previous plans) would equate to around 10p extra per week for a Band D property in 2021-2022.
- A £15 precept increase (maximum level without triggering a referendum) would equate to around 29p extra per week for a Band D property in 2021-2022 – this would provide £1.5m additional funding (in comparison to a 1.99% increase) to invest in additional policing services on a recurring basis.
- Pay awards can have a significant impact on expenditure – suggested figures noted for the next few years are indicative only as there is no firm information available.
- There are no significant levels of reserves available. Prudent not to go below 3% of Net Budget Requirement – projected to be 3.6% in 2021-2022, so no scope within reserves to provide additional support.

- Close to achieving the required Officer uplift in Cleveland (72) by March 2021. Expect the Government to continue funding the Officer uplift programme as it was a key aspect of their election manifesto.
- OPCC challenged this year in not being able to get out into the community to ascertain what the public is thinking around funding for the Force. Only 181 responses to the online survey, with over 50% supporting an increase in the precept (of 1.99% or more), and around 20% supporting the maximum £15 increase.
- OPCC acknowledge the need to look at the way it conducts the consultation on the precept to ensure more robust representation from across the Cleveland area.
- The plan inherited by the Acting PCC was on the basis of a 1.99% precept increase for 2021-2022. Without having a currently elected PCC, the OPCC are trying to stick to the previous plan.
- Significant current demands on the Force, not just due to COVID-19 but also in response to the agreed actions following the 2019 HMICFRS report.

The Group concluded that Cleveland Police had made very good progress under the current Chief Constable and were keen to support the Force in meeting demand, as well as helping to ensure that service improvements were maintained and further strengthened.

However, concerns remain as to the allocation of resources across the whole of Cleveland, in particular Hartlepool and East Cleveland. The Group strongly urge the Force to ensure, as far as possible, that any additional funding made available through a precept rise benefits all four Local Authority areas, and that the public can see tangible evidence of a return on their investment.

Recommendation

That the proposal of the Police and Crime Commissioner to set the Band D Police Element of the Council Tax within Cleveland for 2021-2022 at £265.73 (an increase of £5.19, or 1.99%, over the 2020-2021 level) should be endorsed.

Part One

1. On the 18th January 2021, the Chief Finance Officer, Michael Porter, from the Office of the Police and Crime Commissioner (OPCC) for Cleveland gave a presentation (supplemented by a draft PCC summary LTFP (Appendix A) and capital plan position (Appendix B)) to the Task and Finish Group on the precept and budget proposals for the forthcoming financial year.
2. Prior to the presentation commencing, Group members were reminded that the information being provided had the usual caveat that the Government had announced a provisional settlement which will not be finalised until later in the month. In addition, the OPCC still had some areas which needed firming-up with local Councils. The Group proceeded to consider the following elements which, although continue to be refined, were not expected to change in any significant way:
3. Financial Background and Context
 - Existing funding levels (and changes since 2013-2014) from both the local precept and central Government were outlined, with attention drawn to the significant and continued shift towards local funding over the last seven-plus years.
 - Funding in cash terms has only just (since 2020-2021) reached the levels of 10 years ago. However, this is still significantly lower in real terms than 2010-2011 (about 12%).
4. 2021/22 Policing Settlement
 - The settlement for 2021-2022 was a good one, though there was an expectation that certain elements had to be addressed within the 5.3% (£413.6m) core grant increase.
 - Coupled with the potential for a £15 precept flexibility for all Police and Crime Commissioners (PCCs), this would aid a significant uplift in Officer levels.
 - However, the capital grant remains cash flat, and there will be a need to earmark some funding to support capital requirements around the maintenance of buildings, provision of equipment, etc.
5. Precept
 - A significant deficit in Council Tax collections is expected due to the ongoing impact of the COVID-19 pandemic. Coupled with the lack of growth in the underlying tax base, this could lead to a deficit pressure against original plans of around £1.9m.
 - Pressure on finances will be alleviated as long as the proposed Local Council Tax Support Grant (£1.4m) for PCCs, plus a grant for 75% of the Council Tax deficits (estimated to be circa £0.9m), are delivered.
6. Impact of 1.99% increase in Precept
 - Combining the provisional Government funding proposal with a 1.99% rise in the precept would bring the total increase in funding to £6.78m (4.7%) – see below graphic.

Overall Government and Local Revenue Funding				
	2021/22	2020/21	(Increase)/Reduction	Year on Year Change
	£000s	£000s	£000s	%age
Government Funding				
Police Grant	(53,582)	(50,148)	(3,434)	
RSG/National Non Domestic Rate	(43,828)	(41,486)	(2,342)	
Office Uplift Grant	(1,199)	(2,015)	816	
Overall Headline Funding Increase	(98,609)	(93,649)	(4,961)	5.3%
Council Tax Freeze Grant	(800)	(800)	0	
Council Tax Support Grant	(8,263)	(6,868)	(1,395)	
Police Pensions Grant	(1,324)	(1,324)	0	
Council Tax Deficit Support Grant	(909)	0	(909)	
Total Government Funding	(109,906)	(102,641)	(7,265)	7.1%
Impact of a £5.19 increase in Band D Precept - 1.99% increase				
Net Deficit on Collection Funds	1,325	(170)	1,494	
Phasing of COVID deficit	(202)	0	(202)	
Council Tax Requirement	(41,482)	(40,675)	(807)	
Total Local Funding	(40,360)	(40,845)	485	-1.2%
Total Government + Local Funding	(150,266)	(143,486)	(6,780)	4.7%

7. Overall Funding Position

- The recently announced freeze on public sector pay (except for certain categories) would offset the lower income forecast for 2021-2022.
- Important to recognise that £2.2m of the income due to be received in 2021-2022, relating to Council Tax Support, is likely to be only received in 2021-2022 (i.e. it is non-recurring).

8. Police Uplift Programme

- Close to achieving the required Officer uplift in Cleveland (72) by March 2021.
- The OPCC is currently working with the Force to ascertain future service demand and the necessary resources required to meet this. The Chief Constable of Cleveland Police is keen to evidence why certain resources are needed in specific areas.

9. £15 increase vs 1.99% increase

- A 1.99% (£5.19) precept increase (in line with previous plans) would equate to around 10p extra per week for a Band D property in 2021-2022.
- A £15 precept increase would equate to around 29p extra per week for a Band D property in 2021-2022 – this would provide £1.5m additional funding (in comparison to a 1.99% increase) to invest in additional policing services on a recurring basis.

10. Precept Consultation

- A consultation with the public via the PCC website to understand their views on possible changes to the precept was undertaken (closed on Friday 15th January 2021). Among the questions posed was the following:

If there was an increase in the police part of your Council Tax bill, do you feel this would be affordable for you? Please choose the statement below which best represents your views:

- I could afford a small increase (for example, 10p per week more - so £5.20 more per year on a Band D property)
- I could afford a moderate increase (for example, between 10p and 20p more per week – so between £5.20 and £10.40 per year on a Band D property)
- I could afford a larger increase (for example, £10.40-£15 per year on a Band D property)
- I do not feel that any increase would be affordable to me
- I'm not sure
- I don't pay Council Tax

- Mindful of the current economic situation for many across Cleveland.
- OPCC challenged this year in not being able to get out into the community to ascertain what the public is thinking around funding for the Force.

11. What does this mean overall?

- Expected that the financial plans will balance based on a 1.99% increase in precept, and that future years will also balance (based on a number of assumptions that carry risk).
- It is not yet clear that there will be sufficient funding to meet the resourcing requirements from the Force (who are currently assessing what resources are needed to meet demand).
- Any increase above 1.99% will help reduce the gap between resources and demand; anything less than 1.99% will make a very difficult position even worse.

12. Future Funding and Planning Assumptions

- Expect the Government to continue funding the Officer uplift programme as it was a key aspect of their election manifesto.
- Pay awards can have a significant impact on expenditure – suggested figures noted for the next few years are indicative only as there is no firm information available.

13. Reserves

- There are no significant levels of reserves available – have always tried to spend the money there is on delivering services for the public.
- Prudent not to go below 3% of Net Budget Requirement – projected to be 3.6% in 2021-2022, so no scope within reserves to provide additional support.

14. The Group's overriding concern was how any proposed increase in the precept would be sold to the public during what is a very difficult climate for many of the region's residents. It would be vital to pitch any such proposition in the most appropriate manner (particularly as previous increases in a non-COVID-19 world have created issues) as some may see even a 1.99% precept rise as a huge burden given the economic difficulties that continue to persist.

15. It was noted that in previous years there has been a tendency to propose the absolute maximum without triggering a referendum, and that given the current situation with the pandemic, it would be right not to take such an approach this time round. The OPCC felt the Force had not (yet) made the case for the maximum £15 rise anyway, and that whilst it could no

doubt spend such increased funding, it may not be able to demonstrate the need at this time. The OPCC confirmed that it was not pushing to charge up to the referendum limit.

16. The Group highlighted that last year's precept increase was sold on the basis of an Officer uplift and were pleased to hear that the expected level of Officer recruitment to the Force was very much on-track for the current year. It was vital to evidence that promises are being achieved and to showcase the excellent work that the Force was doing across the Cleveland area – things appear to be working for the better (which can and should be evidenced / publicised), and it is crucial not to reverse progress.
17. Clarity was sought around who was ultimately responsible for the content of the precept press release. Group members were informed that the OPCC recognise this is a very difficult time, hence the proposal for a 1.99% precept increase (not the £15 option). Much remained dependent on the results of the consultation – if a decision is made to raise the precept, any public message needed to be clear about what this will fund (e.g. additional Officers) and must also link back to the PCCs Police and Crime Plan (which is being stewarded by the Acting PCC until the next PCC election scheduled for May 2021).
18. Responding to a query around the number of people who responded to the precept consultation, the OPCC noted the historical difficulties in getting the public to engage in this process (which had been made even harder due to COVID-19). Also need to be mindful that those who did respond may well be involved with the OPCC in some way themselves.
19. The Group suggested that increased involvement with / input from Ward Councillors to get more information as part of the precept consultation exercise may elicit a better response in the future (rather than just relying on traditional OPCC methods to collect this). The OPCC had indeed reflected on the way in which it goes about seeking resident views, and highlighted the work being done nationally around how OPCCs engage with the public – they were certainly open to consider new ways of collecting future information.
20. A discussion ensued around the proximity of the PCC election (May 2021) and the current position of having an Acting PCC until that point. It was confirmed to the Group that the plan inherited by the Acting PCC was on the basis of a 1.99% precept increase for 2021-2022, and that without having a currently elected PCC, the OPCC are trying to stick to the previous plan. It was also noted that a change in PCC could lead to a change in plan post-May 2021, and that following the election, the new PCC will look to develop their own plan and factor in the required finances to achieve this.
21. Reflecting on the need to consider in more detail the responses from the OPCC consultation exercise, Members agreed that a further meeting of this Task and Finish Group was required (which would include an invite for the current Acting Police and Crime Commissioner to attend).

Part Two

22. On the 26th January 2021, the Acting Police and Crime Commissioner (PCC) for Cleveland, Lisa Oldroyd, and the Chief Finance Officer, Michael Porter, from the Office of the Police and Crime Commissioner (OPCC) for Cleveland attended a Group meeting to provide further information in relation to the precept and budget proposals for 2021-2022. Following evidence presented at the last Group meeting on the 18th January 2021, additional information regarding two key areas was considered:

23. Precept Consultation

- As noted previously, an online survey (face-to-face engagement was not possible due to COVID-19) was used to enable public consultation on the precept, and this resulted in 181 responses.
- Over 50% of those responding supported an increase in the precept (of 1.99% or more). Around 20% supported the maximum £15 increase (referendum limit).
- The OPCC continue to acknowledge the need to look at the way it conducts the consultation on the precept to ensure more robust representation from across the Cleveland area – multiple engagement mechanisms would aid in this pursuit.

24. Force assessment of demand / required resources

- There are significant current demands on the Force (not just due to COVID-19 but also in response to the agreed actions following the 2019 HMICFRS report) and work continues to be undertaken to establish what is required to deliver against this demand. The Force has indicated that more Officers are needed than was originally planned.
- Officer recruitment programme continues to be accelerated – expect to achieve full uplift a year ahead of Government plans and then go beyond this. By next year, the Force are on track for an increase of 250 Officers (20% rise).
- Should be able to meet the level of resourcing currently required by the Force based on a 1.99% precept increase. Once the finances are in place to underpin this, it is then about operational delivery.

25. It was reported by the Group that Hartlepool Councillors are pushing for a Council Tax freeze for 2021-2022, and that it would therefore be useful to know (if this is possible) how any Hartlepool residents had responded to the precept consultation. Advocating a precept rise at the same time as a Council Tax freeze is clearly not consistent.

26. The Group queried what the impact would be on the overarching Force plan if the precept was frozen for 2021-2022. Without the 1.99% increase, there would be an approximate £800,000 shortfall in funding which would affect the level of Officer recruitment. The 1.99% increase would allow the Force to be around 20-30 Officers above the Government target, yet this would still not meet expected demand (nor would it bring the number of Officers to the level of several years ago).

27. Reflecting on the economic difficulties that many residents currently find themselves in, the Group questioned whether it would be more appropriate to focus on meeting rather than exceeding any Government targets, as this might allow for a reduction in the proposed precept increase or even a freeze at the existing level. The OPCC reiterated the Force's desire to accelerate recruitment in the short-term as this gets Officers trained and out into the community doing the job – a more phased approach (which would be needed should the required level of funding not be in place) would naturally impact on Officer visibility. In addition, support is required to continue strengthening the neighbourhood policing focus, as well as investment into Officer equipment and technological capabilities.

28. Probing the notion of freezing the precept, the Group asked if there was scope to use any of the reserves noted during the last meeting. The OPCC highlighted the additional costs already incurred by the Force due to COVID-19 (with extra Government monies only covering PPE costs) which have led to an overspend of around £600,000-£800,000. The Group was also reminded that it was prudent not to go below 3% of Net Budget Requirement (projected to be 3.6% in 2021-2022).

29. The difficulties in asking residents to pay a higher precept if it is not clear what previous funds have been used for was discussed. However, it was also felt that many people would not begrudge paying more (whether this be 1.99% or the maximum £15 increase) if this led to a more visible Police presence in their area. Issues around the lack of Officer visibility in rural areas in East Cleveland were noted – this gave a poor perception of care for such places, and there appeared to be a lot more focus on Middlesbrough, Stockton and Hartlepool (as reflected in social media and the Force’s own online platforms).
30. Developing the theme of assets being in the right places, a suggestion was put forward for the re-opening of Hartlepool custody suite, something which would have significant backing in the locality and would engender acceptance of a precept increase (possibly beyond the proposed 1.99%). Without such tangible change, it was proposed that freezing the precept would be fairer given the ongoing pandemic, offset by Officer recruitment being in line (not beyond) Government targets, coupled with the use of what reserves can be made available to address existing and emerging pressures (if this was achievable).
31. The Acting PCC acknowledged all the points made during the meeting and reflected on the challenges in striking a balance between what is needed by the Force and to what extent the public are asked to support this. The Group subsequently requested that further information be provided summarising the potential impact of the following two options:
 1. Freezing the precept at existing levels
 2. Raising the precept above 1.99%

Part Three

32. A third meeting was held on the 29th January 2021, and again the Group were joined by the Acting Police and Crime Commissioner (PCC) for Cleveland, Lisa Oldroyd, and the Chief Finance Officer, Michael Porter, from the Office of the Police and Crime Commissioner (OPCC) for Cleveland. Consideration was given to the following:
33. Demand Analysis
 - Force has assessed it needs 1,474 FTE Police Officers to meet current demand. This would be over 250 FTE higher than the number of Officers the Force had on 1st April 2019.
 - These increases are planning to be placed almost entirely into Incident Response and Neighbourhoods.
34. Police and Crime Plan
 - Proposals for a 1.99% precept increase align to the priority of the Police and Crime Plan, as agreed by the Panel in July 2020:

Investing in our Police

More local, visible and accessible policing is delivered to the communities of Cleveland

35. Communities Survey
 - Force has undertaken its own survey within the community, the results of which align with proposals for where resources should go:
 - Less than 20% of those surveyed indicated that they were ‘Satisfied’ or ‘Very Satisfied’ with the level of visible patrols in their areas.

- Nearly half of those surveyed indicated that they never see a Police Officer or PCSO patrolling their area.

36. Financial Plan Options

- As requested during the previous Group meeting, a comparison was provided between freezing the precept, increasing it by the 1.99% (the proposed option), and increasing it by the maximum £15:

Option	Impact
Precept Freeze	<ul style="list-style-type: none"> • It would not be possible to provide sufficient funding to the Chief Constable to achieve the required level of resources to meet demand. • There would be a recurring shortfall of 24 Police Officers to meet demand. • There would be gaps within the service provision. <p>From a consultation perspective, less than half of people surveyed voted for a precept freeze.</p>
1.99% Increase	<ul style="list-style-type: none"> • It would be possible to provide sufficient funding to the Chief Constable to achieve the required level of resources to meet demand over the medium-term. • There would be an additional 24 Police Officers to meet demand (in comparison to the Freeze option). <p>From a consultation perspective, more than half of people surveyed voted for a precept increase.</p>
£15 (5.76%) Increase	<ul style="list-style-type: none"> • This would generate an additional £1.5m per year more than the 1.99% increase. • Plans would then need to be drawn up on what to spend this on, in line with the Police and Crime Plan: <ul style="list-style-type: none"> ○ Possibly a Violence Reduction Unit; ○ More Police Officers; ○ Increased / more Commissioned Services in line with the results of the precept survey. <p>From a consultation perspective, only 21% of people surveyed voted for a precept increase of £15.</p>

37. Precept Consultation Results (by Authority)

- An overview of the OPCC consultation responses for each Local Authority was provided (as requested at the last meeting):

Local Authority Area	Willing to pay more Council Tax % (number of people)	Including those who would pay if alternative meant cutting police services % (number of people)
Hartlepool	51.7% (15)	58.6% (17)
Middlesbrough	47.5% (19)	55% (22)
Redcar & Cleveland	51% (25)	55.1% (27)
Stockton	56.5% (35)	62.9% (39)

38. The Group was informed that Government targets around the increase of Officer numbers was not linked to organisational need / demand, and a debate ensued on the value-for-money impact that an additional 24 Officers could make (a result of the proposed 1.99% precept increase) for an extra 10p per week / 40p per month (on a Band D property).
39. Since the OPCCs precept consultation resulted in a low number of responses, it was felt that leaning too heavily on the outcome of this consultation should be avoided. What remained clear was that people need to see what their money is being spent on – without this, any proposed increase is likely to be unpalatable.
40. A key concern of the Group was the placing of additional Officers across the Force patch. Resources have not gone to all areas of Cleveland (recent issues in Hartlepool and East Cleveland were again noted), and there has been, and continues to be, evidence of drift towards certain higher-demand locations. There is no assurance being given that supporting a precept rise on the basis of an increased number of Officers will actually materialise across all parts of the Cleveland Police footprint.
41. The Group had a robust discussion on the financial plan options, and the merits of both a precept freeze and a 1.99% rise were put forward. In terms of the former, some felt a freeze was not only right in the current environment but would still enable the existing Police and Crime Plan to be delivered (without the need to recruit the 24 additional Officers ahead of the Government target) at no extra cost and no requirement for a precept rise. Also, there were areas that had seen very little / no evidence of the impact of previous precept rises and were certainly not getting value-for-money – some residents were even resorting to self-help (e.g. installing their own CCTV to counter crime in their neighbourhoods).

CONCLUSION AND RECOMMENDATION

In view of the information provided and the discussion that subsequently followed, a majority of the Group recommended that the proposal of the Police and Crime Commissioner to set the Band D Police Element of the Council Tax within Cleveland for 2021-2022 at £265.73 (an increase of £5.19, or 1.99%, over the 2020-2021 level) should be endorsed.

The Group felt that Cleveland Police had made very good progress under the current Chief Constable and were keen to support the Force in meeting demand, as well as helping to ensure that service improvements were maintained and further strengthened.

However, concerns remain as to the allocation of resources across the whole of Cleveland, in particular Hartlepool and East Cleveland. The Group strongly urge the Force to ensure, as far as possible, that any additional funding made available through a precept rise benefits all four Local Authority areas, and that the public can see tangible evidence of a return on their investment.

APPENDIX A

Draft PCC Summary LTFP - Jan-21

APPENDIX A

	Actual Budget	Forecast Budget			
	2020/21	2021/22	2022/23	2023/24	2024/25
Funding	£000s	£000s	£000s	£000s	£000s
Government Grant	(91,634)	(97,410)	(97,410)	(97,410)	(99,358)
Council Tax Precept	(40,845)	(40,360)	(43,009)	(44,399)	(45,935)
Council Tax Freeze Grant	(800)	(800)	(800)	(800)	(800)
Council Tax Support Grant	(6,868)	(8,263)	(6,868)	(6,868)	(6,868)
Funding for Net Budget Requirement	(140,146)	(146,833)	(148,087)	(149,477)	(152,961)
%age Change in Net Budgetary Requirement	6.4%	-4.8%	0.9%	0.9%	2.3%
Specific Grants	(7,819)	(7,947)	(10,838)	(10,888)	(10,964)
Witness and Victims Funding	(664)	(674)	(684)	(694)	(704)
Partnership Income/Fees and Charges	(3,316)	(3,146)	(3,251)	(3,161)	(3,242)
Total Core Funding	(151,975)	(158,600)	(162,860)	(164,220)	(167,870)
%age Change in Core Funding	7.1%	-4.4%	2.7%	0.8%	2.2%
Special Grant	(3,500)	(3,500)	0		
Total Overall Funding	(155,475)	(162,100)	(162,860)	(164,220)	(167,870)
Office of the PCC Planned Expenditure	£000s	£000s	£000s	£000s	£000s
Total Planned Expenditure	900	920	940	960	980
Community Safety/Victims and Witness	£000s	£000s	£000s	£000s	£000s
Community Safety Initiatives	966	1,030	1,035	1,045	1,050
Neighbourhood Policing Investment	1,500				
Victims and Witnesses Services	1,269	1,380	1,335	1,360	1,390
Total Planned Expenditure	3,735	2,410	2,370	2,405	2,440
Corporate Services	£000s	£000s	£000s	£000s	£000s
Staff Pay	780	800	810	820	835
Non Pay Expenditure	80	125	125	125	125
PFI Action Stations	5,410	5,755	5,480	5,560	5,610
PFI Urly Nook	1,855	1,865	1,885	1,930	1,980
Asset Management	1,875	1,750	1,750	1,750	1,750
Total Corporate Costs	10,000	10,295	10,050	10,185	10,330
Police Force Planned Expenditure	£000s	£000s	£000s	£000s	£000s
Pay					
Police Pay	75,622	78,819	80,144	81,775	83,835
Police Overtime	1,860	2,103	2,093	1,956	1,904
Police Community Support Officer Pay	3,524	3,748	3,777	3,819	3,952
Staff Pay	24,841	31,256	30,774	31,641	32,737
Pay Total	105,847	115,955	116,788	119,221	122,427
Non-Pay Budgets					
Other Pay and Training	870	947	975	985	1,004
Injury and Medical Police Pensions	3,177	3,577	3,677	3,777	3,817
Premises	3,887	3,938	4,039	4,168	4,253
Supplies and Services	19,622	14,826	14,873	14,838	14,828
Transport	1,514	1,667	1,693	1,729	1,763
External Support	2,887	3,269	3,299	3,332	3,392
Non-Pay Total	31,958	28,225	28,557	28,829	29,088
Total Planned Force Expenditure	137,805	144,180	145,345	148,050	151,515
%age Change in Expenditure	7.5%	-4.6%	0.8%	1.9%	2.3%
(Surplus)/Deficit	£000s	£000s	£000s	£000s	£000s
Contribution to Capital Programme	3,365	4,795	4,330	2,795	2,690
Planned Transfers to/(from) Barmarked Reserve	(330)	(500)	(175)	(175)	(85)
Net (Surplus)/Deficit After Reserves	0	0	(0)	0	(0)
General Reserves	£000s	£000s	£000s	£000s	£000s
General Fund Balance c/f	5,042	5,042	5,042	5,042	5,042
Employee Numbers (Average per year)	FTEs	FTEs	FTEs	FTEs	FTEs
Police Officers	1,340	1,386	1,436	1,436	1,436
Special Grant Funded Police Officers	50	50			
PCSOs	116	106	106	106	106
Police Staff - Police Force	635	869	838	838	838
OPCC Staff	14	13	13	13	13
Corporate/Commissioning Staff	17	16	15	15	15
Assumptions					
Pay Awards	2.5%	0.0%	1.0%	1.5%	2.0%
Non Pay Inflation	2.0%	2.0%	2.0%	2.0%	2.0%
RPI	2.1%	1.5%	1.5%	2.5%	2.5%
Precept Increases	4.0%	2.0%	2.0%	2.0%	2.0%
Core Government Grant Movements	5.1%	7.2%	0.0%	0.0%	2.0%

APPENDIX B

PCC Summary Long Term Capital Plan Position - January 2021				APPENDIX B	
	2020/21	2021/22	2022/ 23	2023/24	2024/25
Future Funding Levels	£000s	£000s	£000s	£000s	£000s
Earmarked Reserve/Funding b/f	4,095	3,711	2,839	3,087	2,068
Capital Grant	176	138	138	138	138
Contribution from Revenue	3,547	4,795	4,330	2,795	2,690
Capital Receipts (from Vehicle sales)	100	100	100	100	100
Capital Receipts (from Property sales)	3,109	200		0	0
New Borrowing	170	723	250	250	250
Projected In-year funding Available	7,102	5,956	4,818	3,283	3,178
Digital Strategy	4,272	4,846	3,140	2,875	3,402
Estates Strategy	1,052	723	250	250	250
Fleet Replacement Programme	813	1,021	1,049	1,046	1,071
Uplift	380				
Other Schemes	969	238	131	131	256
Total Capital Programme	7,485	6,828	4,570	4,302	4,979
Earmarked Capital Reserve/Funding c/f	3,711	2,839	3,087	2,068	267