

**Item No. 5a on Agenda**

**Report to the Police Fire and Crime Panel – 31st January 2022**

**Police and Crime Budget Report for 2022/23**

**(Including Medium Term Financial Strategy)**

Report of the Staffordshire Commissioner

## **Introduction**

The purpose of this report is to set out the proposed budget and precept proposal for the Police and Crime element of the Staffordshire Commissioner's portfolio for 2022/23. This is the Commissioners first budget in office and delivers one of his key responsibilities under the Police Reform and Social Responsibility Act 2011.

The report sets out the following:

- Net police and crime budget requirement for 2022/23
- Proposed precept for the police and crime element of the council tax 2022/23
- Proposed Policing Medium-Term Financial Strategy (MTFS)
- Outline Policing Capital Budget

The report should be read in conjunction with the accompanying:

- Treasury Management Strategy
- Reserves Strategy
- Capital Strategy

## **Recommendations**

The Police, Fire and Crime Panel is asked to:

- Examine the information presented in this report, including:
  - The Total 2022/23 net revenue budget requirement of £233.072m (**Appendix 1**), including
  - A council tax requirement for 2022/23 of £88.267m before the collection fund surplus is considered (**see Appendix 5**)
- Support the proposal to increase the 2022/23 precept for the policing element of the council tax bill by 4.19% (£10.00 per annum) which is equivalent to 19p per week, increasing the council tax to £248.57 for a Band D Property (**see Appendix 5**).

- Note that the Council Tax base has increased to 355,100 band D equivalent properties, equivalent to an increase of 1.83% **(see Appendix 4)**. The Council Tax collection fund has also been finalised delivering a surplus of £0.879m after government support **(see Appendix 3)**.
- Note that the Budget and MTFS fully support and include the investment required to deliver the Officer Uplift of 120 by 31 March 2023 in line with the Ring-Fenced Grant of £2.035m. This takes officer numbers to 1,942.5fte.
- Note the use of £1.262m of revenue reserves to support the capital programme in 2022/23 and a net use of reserves over the four year planning period to support the revenue budget totalling £2.611m.
- Note the MTFS summary financials **(Appendix 6)** and MTFS assumptions **(see paragraph 8.2)**
- Note an overall balanced budget position for 2022/23 is presented and that the MTFS is balanced over each year of the 4-year planning period.
- Support the delegation to the Director of Finance for the Staffordshire Commissioners Office and the Chief Finance Officer of Staffordshire Police to make any necessary adjustments to the budget as a result of late changes to central government funding (including changes due to the final funding settlement being announced) via an appropriation to or from the general fund reserve
- Support the proposed four year Capital Investment Programme **(see section 12)** totalling £63.254m and the Capital Strategy and Capital Programme Paper
- Note the outcome of The Staffordshire Commissioner's budget consultation within the Commissioners foreword which included a survey regarding the proposed level of precept for 2022/23 (see Appendix 9).

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## Commissioners Foreword



This is my first budget and council tax precept proposal as Staffordshire Police, Fire & Crime Commissioner. Since my election in May 2021, I have been hugely impressed by the professionalism and commitment of our police officers and staff. I would like to thank them for this and particularly for the extra effort they have made to keep us safe during the Covid19 pandemic.

Due to careful financial planning and central government support Staffordshire Police has not seen an impact on its core funding due to Covid19, but the financial impact of the pandemic on public services, business and taxpayers, will be felt for years to come. This 2022/23 budget and Medium-Term Financial Strategy (MTFS) is set against this

backdrop.

I have worked with Staffordshire Police to address future years' budget gaps, present a four-year budget and to find the financial headroom to invest in emerging areas of public concern, which this year have included:

- An increase of 15 staff into call handling, to improve the response time to public contact via 999 and 101.
- An increase in IT staff, to ensure that Staffordshire police continue to keep pace in this fast-moving environment.
- An increase of 5 staff into crime recording, so victims of crime receive a faster referral into specialist support services.

Crucially this MTFS will allow us to take full advantage of the continuing investment in additional police officers which will see the number of Staffordshire police officers climb by 375 from 1,567 in March 2019, to 1,942 by March 2023.

In December 2021 I published my local Police & Crime Plan which sets out priorities and service expectations on behalf of Staffordshire residents. These include improved contact centre performance, quicker response to emergency and urgent incidents, safer roads, more effective criminal justice and reduced anti-social behaviour.

The MTFS will ensure that the Chief Constable has the resources needed to deliver on the local plan and national government priorities. With this, and inflation and wage pressures in mind, I have concluded that the 2022/23 police & crime council tax precept should increase by 4.19%, equivalent to £10 per year or 19p per week for a band D property.

The proposed increase in the police & crime council tax precept over the four year period of this MTFS is lower than the forecast cumulative rate of inflation and wage growth. I will always aim to keep council tax as low as possible without compromising safety.

I am acutely aware that household budgets are tight, so I expect every pound of taxpayer's money invested in policing to be spent wisely and for Staffordshire Police to continually seek efficiencies. To balance this MTFS, without using reserves, a further £2.148m of additional savings will be required by 2026. This will be challenging but given a good record of making savings, smarter use of technology and plans to share more buildings and back-office costs with Staffordshire Fire & Rescue Service, I believe this is achievable.

We have seen crime levels drop in Staffordshire over a number of successive years. Staffordshire Police have performed well compared to other forces. With your support and the continued investment set out in this MTFS it is my expectation that our new Chief Constable, Chris Noble, will deliver a more local and responsive service and continue to keep us safe.

[Police and Crime Plan 2021-24 - Staffordshire Commissioner \(staffordshire-pfcc.gov.uk\)](https://staffordshire-pfcc.gov.uk)

## 1. Executive Summary

- 1.1 This report, and the Council Tax precept proposal within it considers public and stakeholder consultation, demand for Policing services as well as key government announcements.
- 1.2 Following the announcement of the council tax referendum levels and Police Grant settlement by Government, the Commissioner has considered; current and future funding requirements, together with the factors included within his Police and Crime Plan, the results of the survey with local residents, as well as actual and expected cost pressures and expected efficiency savings available to the Force and to his own office.
- 1.3 The budget considers the current and emerging operational challenges, both nationally, regionally and locally, with particular reference to those areas included within the Force's Strategic Assessment.
- 1.4 Staffordshire Police continues to deliver Value for Money. In the latest HMICFRS Value for Money profiles Staffordshire Police is the 6<sup>th</sup> lowest funded Force in England and Wales on a per head of population basis but continues to be one of the safest places to live, work and visit in the United Kingdom.
- 1.5 This low funding position, relative to other areas, means that the scope for efficiencies is arguably lower than in other areas without impacting on the Policing model.
- 1.6 The current Covid-19 pandemic, whilst rightfully seen as public health emergency, is having a significant economic impact. The financial impact of the pandemic will likely set the scene for the decade to come in relation to public spending, with an impact already being seen on the financial position of Policing within Staffordshire.
- 1.7 The impact of the Covid-19 pandemic was strongly evidenced in the 2021/22 budget via a reduction in the tax base (driven by an increase in the means tested benefit Local Council Tax Support schemes) and a deficit on the collection fund. We have seen a return to growth in the council tax base for 2022/23, however the degradation on the base seen due to the pandemic has not been fully recovered, reducing the ongoing base to what was forecast pre-pandemic.
- 1.8 The MTFS contains £2.948m of identified savings, of which £2.692m are required to be delivered in 2022/23. In addition to this compared to the 2020/21 MTFS there is a reduction of £0.691m in the revenue costs of capital financing for the 2022/23 MTFS. This is the main driver behind the closure of the budget gap precepted to panel in the MTFS update report.

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
<b>October 21 position - gap/(surplus)</b>	<b>1.8</b>	<b>4.2</b>	<b>4.9</b>	<b>4.9</b>
<i>Movement</i>	<i>(3.1)</i>	<i>3.9</i>	<i>3.4</i>	<i>2.8</i>
<i>Revised Position - gap/(surplus)</i>	<i>(1.3)</i>	<i>0.3</i>	<i>1.5</i>	<i>2.1</i>
<i>Reserve Movements</i>	<i>1.3</i>	<i>(0.3)</i>	<i>(1.5)</i>	<i>(2.1)</i>
<b>MTFS Position - gap/(surplus)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 1.9 The Commissioner has considered the adequacy and level of reserves and the impacting of future financial challenges and opportunities in the MTFS. The MTFS assumes a net drawn on reserves of £2.611m to support the MTFS revenue budget over the four years and an additional net drawn on reserve of £2.805m to support the capital programme. This paper is accompanied by a revised Reserves Strategy.
- 1.10 2021/22 represented the second full year of Central Governments uplift programme which will see an additional 20,000 Police officers recruited by the end of 2022/23.
- The first year of this programme has seen Staffordshire receive an additional 90 officers – this is a net growth of 90 once accounting for retirees and leavers (meaning actual recruitment was in excess of 200 officers). The national recruitment target was 6,000 for 2020/21
  - The 2020/21 spending review announced that the programme would now be funded to deliver 6,000 new officers in year 2 (2021/22). This is down from the 8,000 previously announced (with the 8,000 now being delivered in the final year 2022/23). The revised numbers will see Staffordshire having to recruit an additional 89 officers again as part of this programme in 2021/22 (and c.120 in the final year)
- 1.11 The spending review presented to Parliament on the 27<sup>th</sup> October 2021 covered a three-year period. A spending review sets out allocations to government departments as opposed to allocations to local public bodies. It is welcome after a number of one-year spending reviews to see a multiyear spending review.
- 1.12 This spending review is front loaded, that is to say the cash increase available to the Home Office predominantly comes in year one (2022/23). The years 2023/24 and 2024/25 see a real terms reduction in funding for the Home Office.
- 1.13 The draft policing settlement was published on 16th December 2021. The Home Office has provided a one-year local settlement only, despite receiving a three-year settlement itself. This pattern is in line with the one-year local settlements received by strategic partners in Fire and Councils.
- 1.14 The MTFS makes assumptions about the level of Home Office funding for years 2 to 4 based on the cash increases between years in the Home Office settlement. This means that years 2 to 4 of the MTFS see a real terms reduction in government funding in line with the Spending Review settlement for the Home Office.
- 1.15 After consideration of all of these aspects the Commissioner is proposing a precept increase of 19 pence per week from April 2022. The proposed precept enables the Commissioner to provide an increase in funding raised from the precept of £3.487m in 2022/23 (excluding the collection fund positions and council tax base changes) in order to; maintain and safeguard policing and community safety services across Staffordshire and Stoke on Trent, to make targeted additional investment in his Police and Crime Plan as well provide some degree of medium-term financial stability in light of uncertainty around Central Government support from 2023/24.
- 1.16 The Commissioner and Chief Constable will make the following headline investments into Policing and Crime over the course of the MTFS, above and beyond those provided for by Central Government in:

- Increasing control room numbers by 15fte, equivalent to a rise of 9% in staffing numbers. Compared to a pre-pandemic level 999 calls are currently 7% higher (approved by the commissioner in 2021/22).
- Increasing transformation capability to deliver change across the organisation as well as deliver future efficiencies,
- A significant investment, via the capital programme, in Police IT,
- A modern and fit for purpose Policing Estate,
- A modern fit for purpose Police fleet

Further detail is contained in section 6.

- 1.17 The Commissioner will continue to support the Chief Constables transformation programme and has committed to ensuring that the scope of the capital programme and achievement of capital receipts will support this, through new IT platforms and estate. This paper is accompanied by a Capital Strategy and Treasury Management Strategy which explain how this investment will be afforded. Further detail on the proposed capital investment is contained in section 11.
- 1.18 The Commissioner is in the process of reviewing the costs of his office and has already delivered a base budget saving of around £0.2m from the office costs which is reflected within the budget and MTFS.
- 1.19 The budget for the Commissioner's Office includes £8.3m of Commissioned Services of which £3.1m is funded from government grants, partnership income and carry-forward reserves. A net cost of c.£6.4m for Commissioned Services is included per year within the MTFS (excluding the impact of inflation). Commissioned Services support, for example, victims of crime, those impacted by domestic, or sexual abuse, those that are vulnerable and others, working alongside police officers, social workers and other professionals to mitigate and manage harm. These services account for around 80% of the total budget for the Staffordshire Commissioner shown below.
- 1.20 If the proposals in this document are supported then the Staffordshire Commissioner will have the following funding available in 2022/23:

Table 1 Net Budget Requirement Comparison 2021/22 to 2022/23

	2021/22	2022/23	Change
Funding	£'000	£'000	£'000
Home Office Police Grant	122,417	129,410	6,993
Police Pension Grant	1,825	1,825	0
Uplift Ringfenced Grant	1,507	2,035	528
Revenue Support Grant	8,423	8,423	0
Council Tax Freeze Grant	3,541	3,541	0
Precept	83,197	88,267	5,070
Local Council Tax Support Grant	1,365	0	(1,365)
Reserves	0	(1,308)	(1,308)

Council Tax Fund Surplus/(Deficit)	(200)	879	1,079
<b>Total Funding</b>	<b>222,075</b>	<b>233,072</b>	<b>10,997</b>

<b>Funding</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Staffordshire Commissioner	8,195	8,078	(117)
Staffordshire Police	203,959	216,514	12,555
Capital Financing & Revenue Contribution to Capital	9,921*	8,480	(1,441)
<b>Total Spend</b>	<b>222,075</b>	<b>233,072</b>	<b>10,997</b>

\*takes account on one off uplift, precept investment revenue contributions to capital and match funding.

The detailed budgets are shown in Appendix 1

## 2. The Budget Process

- 2.1 The 2022/23 budgeting round continues to use a risk-based approach to budget setting which has sought to align the budget process with identified strategic operational priorities and risks, making strategic investments where funding allows in line with the Commissioners Police and Crime Plan.
- 2.2 Underpinning the budget and MTFS process are the principles of setting a good and balanced budget. Whilst setting a balanced budget is a legal requirement, significant focus is spent on ensuring it is a 'good budget'

A **Balanced Budget** means that:

- Income equals expenditure
- Cost reduction targets and investment proposals are credible and achievable, and:
- Key assumptions are 'stress tested'



A **Good Budget** means that:

- It has a medium term focus, supporting the Policing Plan
- Resources are focused on our priority outcomes
- It is not driven by short term fixes
- It demonstrates how we have listened to our communities through consultation
- It is transparent and well scrutinised
- It is integrated with the capital programme; and
- It maintains financial stability

- 2.3 The Commissioner and Staffordshire Police have considered key corporate risks when setting the budget. Essentially these risks are operational and organisational around managing people, infrastructure assets, information, commissioning etc.
- 2.4 The Force continues to identify its Strategic Operational Risks as part of the Force Management Statement (a requirement of Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service). This has been used to inform resourcing strategies at both Directorate and Departmental Level.
- 2.5 The latest MTFS and, in particular, the 2022/23 budget contained within this report aligns the Force and Commissioner's financial resources to areas of greatest risk and therefore is fundamental to the performance management of Staffordshire Police and the Staffordshire Commissioners Office.
- 2.6 Both Chief Finance Officers have worked closely with the wider finance team throughout the year during the budget monitoring process and in preparation of the



revenue and capital budgets for 2022/23. In respect of the budget, this has included (but was not limited to), the identification and agreement of assumptions and methodology and challenge and scrutiny of the budget workings across both the Staffordshire Commissioners Office (SCO) and Staffordshire Police.

- 2.7 The Commissioner and his management team have held regular discussions with the Chief Constable and his Chief Officers throughout the year on the MTFS. The Force has presented an initial efficiency plan to the Commissioner. Whilst savings from this are not included in this MTFS (excluding savings in relation to capital financing costs), areas of further exploration have been agreed upon with the expectation this will allow for further reinvestment in years 2 to 4 of the MTFS.
- 2.8 These discussions have culminated in a number of full and robust discussions of the budget requirement, the right sizing and funding of the capital programme, national and local operational and financial challenges, the precept options available to the Commissioner and a review of the MTFS and associated risks.
- 2.9 Furthermore, there has been a significant degree of scrutiny and challenge undertaken by the Commissioner and his team, prior to, during and post the Strategic Governance Board on the 18th January, culminating in final discussions on the policing budget and decision on precept by the Commissioner. The decision around precept is taken by the Commissioner applying his judgement based upon the above budget process.
- 2.10 The approach taken to the MTFS is one where we continually seek to be a well-run organisation, scrutinising areas of spend as well as containing pressures. The overall approach to the MTFS process, in the order below, is:

**1. Well run**

- Containment of pressures,
- Identifying and achieving savings which involve no change to the operating model or incurring redundancy costs,
- Spending every £ wisely

**2. Commercially astute**

- Income generation
- Asset sales
- Balance sheet management
- Procurement and purchasing efficiencies

**3. Transformation**

- Changing the way we do things
- Leveraging capital investment to support changes to our staffing model
- Right sourcing of services and support

### **3. Precept Strategy and 2022/23 Proposal**

- 3.1 The 2022/23 proposed precept increase is 4.19%. This is below the forecast rate of inflation for 2022/23 of 5% and wage growth of 4.6%. The table below benchmarks the precept proposals in the 4-year MTFS against the forecasts from HM Treasury and the Office of Budgetary Responsibility.

	2022/23	2023/24	2024/25	2025/26	Cumulative
RPI Inflation	5.0%	3.4%	2.8%	2.8%	<b>14.0%</b>
Wage Growth	4.6%	3.7%	2.2%	3.0%	<b>13.5%</b>
Precept Estimates	4.19%	2.99%	2.99%	2.99%	<b>13.16%</b>

- 3.2 The increases locally since Police and Crime Commissioners first took office have been the third lowest nationally, based on publicly available information.
- 3.3 The Council Tax Referendum Principles for 2022/23 state that PCCs can increase the policing element of Council Tax before a referendum by £10 per annum.
- 3.4 The Commissioner has engaged with local residents and stakeholders on a wide range of matters. In relation to the precept, the recent consultation showed that 68% of all respondents support an increase in the police and crime precept.
- 3.5 The Commissioner has listened to this feedback and outlined his intention to increase funding in the coming year by £3.487m in 2022/23 (excluding the collection fund positions and council tax base changes) from the precept, which will provide some additional investment to Policing as well as ensuring that material cost pressures are met for the budget year 2022/23. Importantly this increase provides additional protection to services into the medium term.
- 3.6 The Covid-19 pandemic has seen a significant change in the assumptions on the council tax base as well as the Commissioners share of any surplus or deficit on collection funds. The 2020/21 MTFS assumed an ongoing increase in the council tax base of 1.5% per annum as well as surpluses on the collection fund. These assumptions were revised for the 2021/22 MTFS in light of the pandemic but showed a significant impact and loss of income compared to the 2020/21 MTFS.
- 3.7 We have seen a return to growth in the tax base for the 2022/23 MTFS. This growth has not, and is not, forecast to catch up with the pre-pandemic position. The ongoing impact on the council tax base is 9,360 band D equivalents, equating to an annual loss compared to a pre-pandemic position of £2.326m.
- 3.8 The table below illustrates the financial impact of the precept changes on the Council Band D rate and increase in funding for Police and Crime in Staffordshire.

Council Tax (Police & Crime Element)	2021/22	2022/23
Band D Council Tax Proposed	£238.57	£248.57
Increase on Prior Year	£13.48	£10.00
Percentage increase on Prior Year	5.99%	4.19%
Council Tax Increase*	£3,784,456	£5,068,658
Total Precept Levied	£83,197,213	£88,265,871
Weekly Increase	£0.26	£0.19

*\*This includes changes in the tax base as well as precept rate changes*

- 3.9 The increase in Council Tax funding also takes into account the actual tax base increase for 2022/23 (1.83%) for Staffordshire and Stoke on Trent when calculating the financial impact of the precept flexibility. The proposed Council Tax increase by banding is shown in **Appendix 5**

#### **4. National Picture, Grant Settlement and Officer Uplift**

- 4.1 On the 16th December 2021, the Government laid before parliament the provisional 2022/23 Police Finance Settlement. At the time of publicising this report the final settlement has yet to be received.
- 4.2 In relation to the Police funding formula, there has been no change to this, however the Home Office has launched a programme to review the funding formula during 2022/23. It is currently unknown if Staffordshire would have any net gain or loss from this potential review given it has not yet started, and as such can be seen as a risk or an opportunity for future years. The MTFS assumes no impact from any potential changes to the funding formula.
- 4.3 In addition to the change in precept principles, the Minister confirmed an increase for the main Police Grant of £550m. Staffordshire's share is £7.3m (a 5.3% increase) however this has to cover the ongoing cost of the additional uplift officers recruited in 2021/22 and excluding the cost of these officers represents, at best, an inflationary uplift.
- 4.4 As of 2022/23, funding for 'Special Branch' functions in local policing bodies is being transferred out of the Police Main Grant to the Counter-Terrorism Policing Grant. In total, £43.9m is being transferred out of the Police Main Grant, with costs met via the Counter-Terrorism Policing Grant. Each policing body has seen their Police Main Grant reduced by the amount they budgeted on their 'Special Branch' function in 2021/22. This adjustment, and the force level breakdown of 2021/22 budget, is not being made public for security reasons.
- 4.5 In addition to the above core policing grant a ring-fenced grant for Officer Uplift has been introduced. Nationally this is £135m, of which Staffordshire share is £2.035m. The Commissioner and Chief Constable have not yet received the grant determination letter setting out the conditions of use; what is known is that this grant is dependent upon the delivery of the increase in Officer numbers (for Staffordshire this is an additional 120 Officers by the 31<sup>st</sup> March 2023).
- 4.6 The above grant is insufficient on its own to pay for the uplifted Officer numbers. However, the uplift in the non-ring-fenced core policing grant is anticipated to provide the additional funding required to deliver the 120 alongside local decisions on savings and precept. This is welcome given the additional flexibility of non-ring-fenced grant compared to ring-fenced grant.
- 4.7 The Police Pensions grant received in 2021/22 has been confirmed again for 2022/23, in line with the previous MTFS assumptions. Nationally this grant is £153m of which Staffordshire's share is £1.825m. The MTFS assumes this grant is held cash flat over the life of the MTFS, resulting in a real terms reduction in this funding stream.

- 4.8 The capital grant paid to Commissioners has been ended resulting in a pressure into the capital programme. The MTFS fully funds this loss of grant of £0.184m via a revenue contribution to the capital programme.
- 4.9 Since 2014/15, Commissioners have received their core policing funding from the Home Office which subsumed the former DCLG grants (including previous funding from Business Rates).
- 4.10 Previous Council Tax freeze grants have been maintained within the funding settlement at a cash flat value and have not been inflated in line with inflation, resulting in a real term cut.
- 4.11 National reallocations (top slicing) have increased from the 2021/22 reallocations total of £1.033bn to £1.374bn. Whilst these national reallocations reduce the allocations to Police and Crime Commissioners from the overall Home Office settlement, Commissioners are supportive overall of these services being provided at a national level.
- 4.12 The key issues in relation to the settlement and top slice elements include the following:
- The majority of Counter Terrorism (CT) funding is negotiated separately to the police settlement, therefore, increases do not impact on the rest of the Police settlement.
  - The Police Technology Programme has a budget for 2022/23 of £607m, which is a £122m increase on the 2021/22 funding.
  - Police Technology Programmes include ESN, existing Airwave System, Home Office Biometrics and the National Law Enforcement Database.
  - Arms-Length Bodies including Her Majesty's Inspectorate (HMI), Gangmasters and the Independent Office for Police Conduct.
  - Central Home Office programmes such as Uplift, Forensics and Fraud.
- 4.13 Whilst the total value of the national reallocations for 2022/23 is known, there does remain a level of uncertainty about the impact on the Police Grant of top slices over the life time of the MTFS (which are anticipated to increase). This presents risks to the future funding, materially in the case of future funding for ROCUs and the ESN (Emergency Services Network) programme.
- 4.14 In addition to these national top slices additional pressures have been incorporated into the budget for national recharges. These have increased year on year, and remain an area of concern for Forces nationally. Home Office IT recharges are not yet known and any variation to budget will be managed through the IT reserve.

## 5. Officer Uplift

- 5.1 The announced uplift in Police Officer numbers is welcomed by the Commissioner and Chief Constable. For Staffordshire this uplift in 2022/23 is 120 Officers.
- 5.2 For the purposes of reconciliation between budget reports the Force indicated it would aim to recruit 30 of the above 120 officers early in 2021/22.
- 5.3 The allocation methodology used by the Home Office is based on the share of core policing grant. For 2022/23 the methodology has stayed the same; however, a 'top slice' of the national figures has been made for Regional Organised Crime Units.
- 5.4 The following table reconciles uplift numbers:

	National	Staffordshire
Formula Allocation	8,000	120
Minus: ROCU	425	6
Total uplift to individual forces	7,575	114

*N.B. ROCU Officers are employed by each local Force within the West Midlands. As such the actual growth of Officer numbers in Staffordshire is 120*

- 5.5 This uplift is in addition to the uplift as a result of previous precept increases by the Commissioner in 2018/19 and 2019/20. These Officer numbers are in the Home Office Baseline and will need to be sustained to access the uplift funding.
- 5.6 The government has been clear that the amount provided via the settlement for each new uplift officer will reduce between 2021/22 and 2022/23. The additional funding in 2021/22 covered elements of capital spend which has been removed as part of the CSR. The Commissioner holds an uplift reserve to cover off the capital requirement in 2022/23.
- 5.7 The Force is currently reviewing its operating model as a result of the appointment of Chief Constable Noble. The additional impact of uplift numbers will support the implementation of the new model over the coming years.
- 5.8 The table below shows the year end full time equivalent officer numbers and forecast to the end of the uplift programme.

Year End (31st March)	Operating Model/Budget	Actual	Variance	Change – Year on Year
2018/19	1,585.5	1,567	(18.5)	
2019/20	1,660.5	1,672	11.5	105
2020/21	1,729.5	1,759	29.5	87
2021/22 (planned)	1,820.5	1,841.3	20.8	82.3
2022/23 (planned)	1,940.5	1942.5	2	101.2

## 6. Local Investments in Policing

- 6.1 The Commissioner, in reaching a decision to increase the Policing precept, has considered the need to balance increases in local taxation against the investments required in local policing to continue building back in capability and capacity, as well as enabling Staffordshire Police to respond to new and emerging threats.
- 6.2 These investments have been designed to balance and complement the investment in Police Officer numbers as a result of the government investment in Policing. The government's focus has been on increasing Officer numbers and the infrastructure directly related to increasing Officer numbers. The government's investment does not focus, at a local level, on increasing technological innovation, specialist Police staff roles, volunteer roles both in relation to revenue spend through pay costs or capital investment in infrastructure. These areas are becoming increasingly important to Policing in terms of meeting future demand.
- 6.3 The increase proposed is lower than the forecast rate of inflation. The increase coupled with the identified savings allows for investments that the Commissioner would not be in a position to make without this increase in precept.
- 6.4 Whilst there is a strong rationale for further investment and enhanced medium term stability that an increase up to the maximum under legislation allows for over the life of the MTFS, the Commissioner is minded to balance these needs against the ability of the local taxpayer to afford increases in precept. The precept proposals over the life of the MTFS are lower than both the cumulative forecast Retail Prices Inflation rate as well as forecast average earnings growth compared to the estimates included in the October 2021 budget and Comprehensive Spending Review.
- 6.5 The MTFS contains the following investments across the revenue and capital programme. The substantial capital programme that this report describes in section 11 will require a significant increased commitment from the revenue budget over the medium-term and the Commissioner will ensure that a prudent approach is taken to prioritise this. All investment decisions for 2022/23 will be subject to further detailed review by the Commissioner before the start of the financial year:
- **Technology & Digital Capability** – the investment in technology and digital capability covers investment in both infrastructure, software and devices. This builds on the commissioner's desire for Staffordshire Police being the most technologically enabled Force and build on the benefits of bringing Technology Services in house during 2020/21. The outcomes expected are:
- A more stable network, including for remote working
  - Continual upgrading in devices including mobile technology
  - Upgrading software
  - National Technology Programmes
  - The Emergency Services Network

- **Modern and fit for purpose Estate** – The Commissioner is committed to investing in Estate to ensure the Force has access to modern, fit for purpose Estate that meets the needs of a 21<sup>st</sup> Century Police Force. Whilst a significant element of this commitment will be delivered via sharing estate with Staffordshire Fire and Rescue Service the Commissioner is committed to also invest in the estate that will be retained. The outcomes expected are:
  - Modern fit for purpose neighbourhood and response bases,
  - A programme of investment in communal areas and energy efficient heating
  - An operations hub and firearms range to meet the evolving needs of the Force, in light of the changing nature of policing
  - The creation of shared modern estates with Staffordshire Fire and Rescue Service to generate significant revenue savings.
- **Modern and fit for purpose fleet** – the Commissioner is committed to ensuring the fleet requirements of Staffordshire Police are met through a rolling replacement programme. The outcomes expected are:
  - A modern fit for purpose fleet. The average age of vehicles being replaced are 7 years old
  - New vehicles reduce revenue running costs and time spent off the road
  - Newer vehicles typically have lower emissions. The Force is currently in the process of adding a number of electric vehicles to its fleet
- **Contact Services** – an increase of 15 call handlers are being recruited to meet current demand. The outcomes expected are:
  - Reduced 999 wait times
  - Reduced 101 wait times
  - Increased staff wellbeing and resilience
- **IT Capacity** – the increasing IT capital programme requires additional maintenance support from staffing as the Force continues to increase its digital footprint. The outcomes expected are:
  - Increased front line support via the service desk
  - Increasing throughput and speeding up software upgrades
  - Eliminating single points of failure
- **Change and Transformation** – over the coming years there will need to be further investment in change capacity to both address future funding gaps as well as deliver on the change programme. The expected areas for investment are:
  - Increased pace in delivery of change programmes
  - Reductions in future financial gaps and deliver financial headroom to reinvest back into policing
  - Reductions in interim spend on change and transformation capacity

6.6 The Commissioner will continue to hold Staffordshire Police to account for the impact on outcomes of these investments. The Commissioner will have particular interest in how the local investment into Policing complements and enhances the national investment in Police Officer numbers.

## 7. The Medium-Term Financial Strategy

The Medium-Term Financial Strategy has been updated as follows and is shown in detail in Appendix 6:

- 7.1 The MTFS is an important document in the overall financial framework of the Commissioner's and Staffordshire Police's planning. It builds on the budget for 2021/22 and incorporates plans to meet changes in available financing with the need to meet current and future commitments.
- 7.2 It is a requirement that the Police and Crime Plan must cover the period until the end of the financial year however it is prudent to prepare a medium-term financial strategy over a longer period than this and therefore the report focusses on a four year timeline.
- 7.3 The MTFS update presented to the Police and Crime Panel in October 2021 identified a funding gap over the MTFS period. Those gaps were:
- £1.8m in 2022/23, growing to;
  - £4.2m in 2023/24, growing to;
  - £4.9m in 2025/25,
- 7.4 The above gaps were predicated on an annual pay award of 2.5%, a cash flat core policing grant, a 2.99% annual precept increase and an assumption that the Officer Uplift would be fully funded. They also took account of the impact, based on information from billing authorities during October 2021, on council tax base and collection rates.
- 7.5 The latest MTFS position for the period to 2022/23 indicates that this funding gap has been resolved for the coming budget year. The main drivers of this improvement are the increased precept opportunity, new savings identified and treasury management savings. There has been a partially offsetting increase to this from additional pay and non-pay inflation growth. There are small future funding gaps representing less than 1% of the net revenue budget; the commissioner expects this gap to be closed via new efficiencies however for the purposes of planning these are closed via the use of the budget support reserve. The assumptions used are in line with those used by other Commissioners and Forces.
- 7.6 The MTFS is based on full delivery of a number of savings relating to the Force Efficiency and Change Programme, as included in **appendix 7**. The recent internal audit on the Change Programme controls and governance arrangements provided a 'positive assurance', along with strong focus in both the Commissioner and Force senior management team to ensure timely delivery.
- 7.7 As part of the 2021/22 MTFS review savings in the current MTFS have been reviewed. This has resulted in certain savings being re-profiled or removed from the 2022/23 MTFS. The revised savings programme is set out in **appendix 7**
- 7.8 New savings proposals from Staffordshire Police totalling £2.948m have been included and are in addition to the savings already assumed in the MTFS. These include savings that arise from the Commissioner's strategic plans e.g. Estates,



have been presented to the Commissioner and have been 'stress tested' for deliverability. The revised savings programme is set out in **appendix 7**

- 7.9 Additional savings from Treasury management, compared to the October PFCP paper, are now included. This saving has been delivered by improved cash balances and cash management (leading to lower external borrowing and interest costs), additional capital receipts from the disposal of surplus assets and a detailed review of the capital programme. The revenue budget savings compared to the 2021/22 MTFS for the 2022/23 budget year are £0.691m.
- 7.10 The MTFS includes a number of key assumptions covering likely funding levels, inflationary increases and expenditure items. These include the following:
- That the core policing grant beyond 2022/23 rises in line with the overall Home Office CSR allocations in percentage terms. No local settlement has been received beyond 2022/23 despite departments having a three year settlement.
  - That the council tax base grows at 1.25% per annum in 2023/24 and 1.5% thereafter. Previously before the pandemic this had been set at 1.5%. Growth in the base recovers over the period based upon an assessment of the economic recovery from the pandemic but does not recover the degradation in base seen during the pandemic.
  - A pay award of 4% in 2022/23, 2.5% in 2023/24 and 2% thereafter in line with Consumer Prices Index (CPI) inflation rates. Pay awards run from September in each year, thus only 7/12ths of this is awarded in a financial year.
  - Non-staff inflation is based upon known contract or specific inflation where known (e.g. business rates). Where inflation is unknown the rate of inflation included is 4% in 2022/23, 2.5% in 2023/24 and 2% thereafter in line with Consumer Prices Index (CPI) inflation rates. Inflation remains a significant risk over the short and medium term to financial planning but can be managed through reserves in the short term.

## 8. Assumptions

8.1 All assumptions in the MTFS are subject to change however they are useful in establishing the general size of the underlying pressures in the budget.

8.2 The MTFS presented has been constructed using the following assumptions:

Table 4: Assumptions

	2022/23	2023/24	2024/25	2025/26
Description	Budget	Estimate	Estimate	Estimate
<u>Police Officers</u>				
Pay Award	4.0%	2.5%	2.0%	2.0%
Incremental uplift	0.0%	1.0%	1.0%	1.0%
Pension Contribution	31.0%	31.0%	31.0%	31.0%
<u>Police Staff</u>				
Pay Award	4.0%	2.5%	2.0%	2.0%
Incremental uplift	0.0%	1.0%	1.0%	1.0%
Pension Contribution	15.5%	15.5%	15.5%	15.5%
<u>Non Staff Inflation</u>				
General (Including Rates)	4.0%	2.5%	2.0%	2.0%
Utilities - Gas/Electric	10.0%	2.5%	2.0%	2.0%
Fuel	10.0%	2.5%	2.0%	2.0%
Insurances	30.0%	2.5%	2.0%	2.0%
<u>Funding</u>				
Government Funding	5.5%	3.0%	1.5%	2.2%
Council Tax Base Increase	1.83%	1.25%	1.50%	1.50%
Variable Income Charges	2.0%	2.0%	2.0%	2.0%
Council Tax Precept Increase	4.19%	2.99%	2.99%	2.99%

8.3 This does not commit the Commissioner to any course of action however these assumptions must be viewed as being more likely than any others which is why they have been selected.

8.4 Assumptions on inflation have been cross-referenced with other Policing and local public sector organisations and believe they are consistent. Panel should note however that in relation to inflation this is significantly more difficult to forecast than in future years.

8.5 The tax base forecasts are based upon economic growth forecasts from the Office for Budgetary Responsibility (OBR) blended with local insight and knowledge from billing authorities. However, whilst the tax base has seen growth in 2021/22 at a level experienced pre-pandemic the degradation seen due to the pandemic has not been recovered.

8.6 Police Officer pension costs remain a significant risk over the medium term, in particular in light of the McCloud judgement on pension's age discrimination. To offset this risk the Commissioner has established a pensions reserve, however the impact of this could amount to a significant multi million-pound annual cost.

## 9. Risks and Sensitivity Analysis

- 9.1 In reflecting on where and whether investments are appropriate in 2022/23 the Commissioner will also reflect on the development of risks within the environment and respond to the monitoring of those risks.
- 9.2 Whilst the uplift in funding for Policing is welcome the Commissioner is cognisant of the ongoing pressures on other local partners and national agencies. These pressures will have an impact on the performance of local policing and crime services.

Table 5: Sensitivity Analysis on Assumptions

Cost Area	Change	£'000
Police Pay	1%	1,119
PCSO/Police Staff	1%	683
Utilities	1%	47
Vehicle costs	1%	36
Supplies & Services	1%	99
Police Pension Contribution	1%	1,119
Police Core Grant Funding	1%	1,294
Precept	£1	88
Council Taxbase	1%	883

- 9.3 Inflationary pressures remain a significant concern both over the short and medium term and are more likely than not, in the short term, to present a significant challenge around non-pay spend.

## 10. Reserves Position

- 10.1 The MTFs for both 2019/20 and 2020/21 included proposals to replace and strengthen the reserves position alongside investing in service delivery. This work has been fully completed with reserves now in line with the reserves policy.
- 10.2 The Commissioners reserve strategy sets this out the minimum general fund reserve to be 3% of the net revenue budget, with the general fund reserve currently at 3.2%
- 10.3 A number of earmarked reserves are included within the overall reserves position. A number of these reserves exist to cover increased risks in the external environment such as pensions and Covid-19.
- 10.4 Overall one revenue reserve is being drawn on in setting the 2022/23 budget. This is for £1.262m to support capital investment in lieu of borrowing, providing savings in borrowing costs to the taxpayer.
- 10.5 If the proposals in this report are adopted then the reserves position will be as shown in **Appendix 2**. These reserves are from the audited accounts reserves for the year ending 2020/21.

## **11. Capital Programme 2022/23 to 2025/26**

- 11.1 The Capital Programme is set out at 11.12 (Table 6 below). The revenue consequences of the proposed programme have been considered in the development of the revenue budget and the required prudential indicators are set out in the accompanying Treasury Management Strategy.
- 11.2 The core Capital Programme was considered by both the Commissioner and the Force at the Strategic Governance Board meeting in January 2022. The Programme includes investment on operational areas of premises, IT and vehicle fleet, together with assumptions for Capital Receipts and timings of work. The Commissioner provided scrutiny and oversight given the size of the expected spend.
- 11.3 Over recent years the Force has seen significant investment through the capital programme into Digital Technology. The capital programme for 2022/23 to 2025/26 will continue to focus investment on the shared priority of Digital Technology, with an increased focus on maximising the opportunities for sharing estate both with Staffordshire Fire and Rescue service as well as other public sector partners to drive value for the taxpayer and allow for the prioritisation of investment in Digital Technology.
- 11.4 The capital programme will see debt repayment costs as a percentage of the net revenue budget increase throughout the period of the MTFS, however net debt will rise until 2024/25 before falling thereafter. On this metric the affordability of the capital programme will continue to consume a greater percentage of revenue spend over the MTFS period. However, compared to other organisations locally the relative size and crucially the repayment cost as a percentage of overall income remains low.
- 11.5 The Commissioner has been able to increase the capital programme investment compared to the programme previously proposed due to a number of factors. These include; increased capital receipts, direct revenue financing of the capital programme, a stronger internal cash position.
- 11.6 As part of his 2022/23 budget proposals the commissioner set a revenue contribution to capital spend of £2.257m. This continues throughout the MTFS period and supports both capital investments, but crucially lowers the capital financing requirement (accumulated debt) compared to not including this. By contributing revenue to capital, the commissioner is supporting longer term financial sustainability thus allowing for more funding for service provision over the medium term as opposed to funding being required for debt repayment. This strikes a fair balance between the need for investment and the burden left to future taxpayers to service these investments.
- 11.7 Digital Technology investment is proposed to maintain the improvements in capability seen due to previous investments, to improve core infrastructure, build on the benefits from insourcing Technology Services and for improvements in digital

capabilities to be leveraged. The main proposed investments in the four year programme are:

- £1.610m on network infrastructure to improve network resilience and support increased off site working,
- £3.000m for an upgrade and replacement of the current ERP solution driving everything from finance, payroll, HR and shift resourcing,
- £5.000m for device refresh including mobile technology over the life of the MTFS
- £8.390m for the assumed local costs of the Emergency Services Network within the capital programme. Whilst work is ongoing to ensure the costs passed to Forces and Commissioners is minimised this is included as a planning assumption based on the latest Home Office ESN funding model.
- £3.200m for upgrade to the Force's control room and command and control capabilities

11.8 The vehicle replacement programme does not see an increase in the number of vehicles the Force operates outside of the uplift programme. An investment of £2.065m will allow for the replacement of c.80 vehicles, with the vehicles proposed for replacement being on average 7 years old.

11.9 The estates programme focusses on the costs of maintaining the current estate. Whilst a joint Estates strategy is being developed by the Commissioner with Staffordshire Police and Staffordshire Fire and Rescue Service, it is envisaged that this strategy will see a number of projects within this maintenance programme not being undertaken due to Staffordshire Police taking advantage of the modern PFI facilities offered by the Fire service under this joint estate's strategy. However, for prudence whilst the strategy is being developed at a site by site basis provision has been made for these projects.

11.10 Alongside the ability to work and operate from modern facilities contained within the estate operated by the Fire Service is the ability to generate capital receipts and ongoing revenue savings from the disposal of surplus estate. These receipts have been reinvested back into the capital programme and the revenue savings are used to support the revenue budget. The main proposed investments in the four year programme is:

- A rolling refurbishment programme on the current Police Estate on a county wide basis. This also includes provision to accommodate nationally mandated changes (an increase) in Officer Personal Safety Training (OPST).
- A provision of £18m for a firearms training range, included for planning purposes only and subject to a future business case.
- A programme of mechanical, electrical, fire and security upgrades. This will also include investment in modern energy efficient and environmentally friendly heating.

11.11 Additional capital spend in year to support the uplift programme will be required and will be added to the capital programme for the costs of the uplift in Officer numbers. This is to be funded via revenue contributions from the ring-fenced uplift grant and is not yet shown in the capital programme.

11.12 The table below details the Capital Programme Projects and spend over the MTFS period with the expected funding of the programme.

Table 6: Capital Programme Spending

Department	2022/23	2023/24	2024/25	2025/26
	Budget	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
IT	11,990	7,070	6,890	1,250
Estates and Facilities	5,856	8,263	12,100	600
Transport	2,065	2,000	2,050	2,100
Operational Equipment	210	150	340	320
OPCC	0	0	0	0
<b>Capital Programme</b>	<b>20,121</b>	<b>17,483</b>	<b>21,380</b>	<b>4,270</b>

Funding				
Capital Receipts	(2,230)	(350)	0	0
Deferred Capital Receipt	(59)	(20)	0	0
Capital Grants	0	0	0	0
Capital Specific Grants	0	0	(331)	0
Revenue Contribution to Capital	(2,257)	(2,257)	(2,257)	(2,257)
Earmarked Reserves	(1,262)	0	(1,543)	0
Borrowing Requirement	(14,313)	(14,856)	(17,249)	(2,013)
<b>Total Funding</b>	<b>(20,121)</b>	<b>(17,483)</b>	<b>(21,380)</b>	<b>(4,270)</b>

11.13 The impact of capital investment at a level detailed in the table above on the revenue budget is significant, creating additional financial pressures into the medium-term, because of financing costs, or because revenue funding is used directly to meet capital costs. The Chief Constable's plans in this area, will continue to be scrutinised and subject to the approval of the Commissioner.

## **12. Statement of the Commissioner CFO on the robustness of the Budget and adequacy of the proposed financial reserves**

- 12.1 The Local Government Act 2003, Part 2, Section 25, as amended by the Police Reform and Social Responsibility Act 2013, requires the Commissioner's CFO to report on the robustness of the estimates used for the budget and the adequacy of the proposed financial reserves. The Commissioner is required to have regard to the report of the CFO and the report must be given to the Police and Crime Panel.
- 12.2 It is noted that the budget years 2022/23 onwards are planned with more certainty than has been the case in recent years, in relation to the impact of Covid-19 on both Central government finances as well as locally raised taxation.

I conclude, therefore, that the budget for 2022/23:

- Has been prepared on a robust basis,
- Is accompanied by a Capital, Treasury Management and Reserves Strategy
- Includes the funding for the required uplift in Officer numbers

**David Greensmith**

**Director of Finance / S151 Officer for the Staffordshire Commissioner's Office**

## Appendix 1

### Revenue Budget 2022/23

	Budget 2021/22 £'000	Budget 2022/23 £'000	Year on Year Change £'000
<b>Pay</b>			
Police Officer Pay Costs	104,792	111,864	7,072
Pcso Pay Costs	8,324	8,739	415
Police Staff Pay Costs	55,845	59,579	3,735
Other Employee Costs	5,662	5,632	(30)
Police Officer Pensions	5,583	5,433	(150)
<b>Total Pay</b>	<b>180,205</b>	<b>191,247</b>	<b>11,041</b>
<b>Non Pay</b>			
Repairs & Maintenance	30	30	0
Other Premises Costs	4,284	4,663	379
Vehicle Costs	3,365	3,566	201
Other Travel Costs	489	452	(38)
Operational Supplies & Service	6,344	6,349	5
Communications & Computers	7,484	13,974	6,490
Administration	1,882	3,103	1,221
Other Supplies & Services	548	469	(79)
<b>Total Non Pay</b>	<b>24,427</b>	<b>32,606</b>	<b>8,179</b>
<b>Contracted</b>			
Third Party Payments	24,344	13,544	(10,800)
<b>Total Contracted</b>	<b>24,344</b>	<b>13,544</b>	<b>(10,800)</b>
<b>Capital Financing Cost</b>			
Capital Financing Costs	8,098	6,223	(1,875)
Revenue Contribution to Capital	2,073	2,257	184
<b>Total Capital Financing Cost</b>	<b>10,171</b>	<b>8,480</b>	<b>(1,691)</b>
<b>Reserve Transfers</b>			
Reserve Transfers	0	(385)	(385)
<b>Total Reserve Transfers</b>	<b>0</b>	<b>(385)</b>	<b>(385)</b>
<b>Income</b>			
Grants & Contributions	(10,176)	(6,642)	3,534
Reimbursements	(5,256)	(4,747)	509
Sales, Fees & Charges	(982)	(976)	6
Other Income	(70)	(55)	16
<b>Total Other Income</b>	<b>(16,484)</b>	<b>(12,420)</b>	<b>4,065</b>
<b>Unallocated Savings</b>			
Unallocated Savings	(588)	0	588
<b>Total Unallocated Savings</b>	<b>(588)</b>	<b>0</b>	<b>588</b>
Transformation Support	0	0	0
<b>Total Revenue Budget</b>	<b>222,075</b>	<b>233,072</b>	<b>10,997</b>
<b>Financed By:</b>			
Home Office Funding	137,713	145,234	7,521
Movements in Reserves	0	(1,307)	(1,307)
LCTS Grant	1,365	0	(1,365)
Council Tax Funding	82,997	89,145	6,148
<b>Total Financing</b>	<b>222,075</b>	<b>233,072</b>	<b>10,997</b>



## Appendix 2

### Useable Reserves Statement

Balance at 31 March 2020 £'000		Balance at 31 March 2021 £'000
6,350	<b>General Fund</b>	7,162
3,150	<b>Capital receipt reserve</b>	0
331	<b>Capital grants unapplied</b>	331
1,011	Reshaping the Future	2,264
2,205	IT Transformation Reserve	2,618
348	Insurance Reserve	1,201
1,314	Pension Reserve	2,562
250	Collaboration Reserve	705
1,286	Capital Reserve	1,574
617	ESN Reserve	780
478	Covid-19	2,197
2,636	Operational Reserves	6,712
10,145	<b>Total Earmarked Reserves</b>	20,613
<b>19,976</b>	<b>Total Usable Reserves</b>	<b>28,106</b>

### Useable Reserves Forecast

	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
<b>General Fund</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>
<b>Capital receipt reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital grants unapplied</b>	<b>331</b>	<b>331</b>	<b>0</b>	<b>0</b>
Reshaping the Future	2,185	2,185	2,185	2,185
IT Transformation Reserve	2,417	2,417	2,417	2,417
Insurance Reserve	2,001	2,001	2,001	2,001
Pension Reserve	3,589	3,589	3,589	3,589
Collaboration Reserve	783	783	783	783
Capital Reserve	136	136	136	136
ESN Reserve	1,543	1,543	0	0
Uplift Reserve	3,964	3,964	3,964	3,964
Budget Support	3,918	3,620	2,148	0
Operational Reserves	4,489	4,489	4,489	4,489
<b>Total Earmarked Reserves</b>	<b>25,025</b>	<b>24,727</b>	<b>21,712</b>	<b>19,564</b>
<b>Total Usable Reserves</b>	<b>32,518</b>	<b>32,220</b>	<b>28,874</b>	<b>26,726</b>

## Appendix 3

### Council Tax Report 2022/23

#### Council Tax Surplus / (Deficit) by Billing Authority

	2021/22 £000's	2022/23 £000's*	Change £000's
Cannock Chase	(34)	341	375
East Staffordshire	36	147	111
Lichfield	(37)	(43)	(6)
Newcastle	(54)	36	90
South Staffordshire	(44)	161	205
Stafford	(52)	68	120
Staffordshire Moorlands	(79)	69	148
Tamworth	75	96	21
Stoke City Council	(11)	4	15
<b>Total</b>	<b>(200)</b>	<b>879</b>	<b>1,079</b>

\*Note these figures are after the application of the 75% Treasury contribution towards Covid-19 deficits and after the 3 year spreading of the locally funded 25% deficit. Confirmation of how the support grant is to be paid and its exact amount are awaited from HM Treasury, thus potentially may change these figures.

## Appendix 4

### Council Tax Report 2022/23

#### Council Tax base by Billing Authority

	2021/22 (Band D Equivalent)	2022/23 (Band D Equivalent)	Change (Band D Equivalent)
Cannock Chase	29,137	29,458	321
East Staffordshire	37,875	39,059	1,184
Lichfield	38,891	39,695	804
Newcastle	37,087	37,668	581
South Staffordshire	38,664	39,066	402
Stafford	47,994	48,490	496
Staffordshire Moorlands	33,260	33,510	250
Tamworth	22,366	22,968	602
Stoke City Council	63,459	65,185	1,726
<b>Total</b>	<b>348,733</b>	<b>355,100</b>	<b>6,367</b>

*\*n.b. figures are rounded to the nearest whole Band D equivalent*

## Appendix 5

### Council Tax Report 2022/23

#### Council Bands for Each Band and Billing Authority Precepts

#### Based upon a Band D Increase of 4.19%

Band	2021/22 £	2022/23 £	Annual Increase £	Increase per week £
A	159.05	165.71	6.67	0.13
B	185.55	193.33	7.78	0.15
C	212.06	220.95	8.89	0.17
D	238.57	248.57	10.00	0.19
E	291.59	303.81	12.22	0.24
F	344.6	359.05	14.44	0.28
G	397.62	414.28	16.67	0.32
H	477.14	497.14	20.00	0.38

	2021/22 £	2022/23 £	Change £
Cannock Chase	6,951,171	7,322,412	371,241
East Staffordshire	9,035,839	9,708,945	673,107
Lichfield	9,278,226	9,867,011	588,785
Newcastle	8,847,846	9,363,135	515,289
South Staffordshire	9,224,142	9,710,680	486,538
Stafford	11,449,952	12,053,256	603,304
Staffordshire Moorlands	7,934,838	8,329,581	394,742
Tamworth	5,335,857	5,709,156	373,299
Stoke City Council	15,139,342	16,203,085	1,063,743
<b>Total</b>	<b>83,197,213</b>	<b>88,267,262</b>	<b>5,070,049</b>

## Appendix 6

### MTFS Summary Financials to 2025/26

	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000
<b>Pay</b>				
Police Officer Pay Costs	111,864	115,731	119,062	122,492
PCSO Pay Costs	8,739	9,046	9,318	9,598
Police Staff Pay Costs	59,579	61,679	63,548	65,472
Other Employee Costs	5,632	5,776	5,855	5,936
Police Officer Pensions	5,433	5,433	5,433	5,433
<b>Total Pay</b>	<b>191,247</b>	<b>197,664</b>	<b>203,215</b>	<b>208,931</b>
<b>Non Pay</b>				
Repairs & Maintenance	30	31	31	32
Other Premises Costs	4,663	4,638	4,613	4,988
Vehicle Costs	3,566	3,673	3,761	3,851
Other Travel Costs	452	466	477	488
Operational Supplies & Service	6,349	6,512	6,646	6,783
Communications & Computers	13,974	15,363	15,868	16,373
Administration	3,103	3,289	3,468	3,681
Other Supplies & Services	469	499	523	547
<b>Total Non Pay</b>	<b>32,606</b>	<b>34,471</b>	<b>35,388</b>	<b>36,744</b>
<b>Contracted</b>				
Third Party Payments	13,544	13,680	13,792	13,905
<b>Total Contracted</b>	<b>13,544</b>	<b>13,680</b>	<b>13,792</b>	<b>13,905</b>
<b>Capital Financing Cost</b>				
Capital Financing Costs	6,223	6,471	7,764	9,082
Revenue Contribution to Capital	2,257	2,257	2,257	2,257
<b>Total Capital Financing Cost</b>	<b>8,480</b>	<b>8,728</b>	<b>10,021</b>	<b>11,339</b>
<b>Reserve Transfers</b>				
Reserve Transfers	(385)	(385)	(385)	(385)
<b>Total Reserve Transfers</b>	<b>(385)</b>	<b>(385)</b>	<b>(385)</b>	<b>(385)</b>
<b>Income</b>				
Grants & Contributions	(6,642)	(6,642)	(6,642)	(6,642)
Reimbursements	(4,747)	(4,775)	(4,775)	(4,775)
Sales, Fees & Charges	(976)	(931)	(977)	(1,040)
Other Income	(55)	(55)	(55)	(55)
<b>Total Other Income</b>	<b>(12,420)</b>	<b>(12,403)</b>	<b>(12,448)</b>	<b>(12,511)</b>
<b>Unallocated Savings</b>				
Unallocated Savings	0	(46)	(46)	(46)
<b>Total Unallocated Savings</b>	<b>0</b>	<b>(46)</b>	<b>(46)</b>	<b>(46)</b>
Transformation Support/(Requirement)	0	0	0	0
<b>Total Revenue Budget</b>	<b>233,072</b>	<b>241,709</b>	<b>249,537</b>	<b>257,977</b>

<b>Financed By:</b>				
<b>Settlement Funding</b>				
Home Office Police Grant (inc. Uplift Ringfenced Grant)	131,444	135,791	138,060	141,461
Police Pension Grant	1,825	1,825	1,825	1,825
Revenue Support Grant	8,423	8,423	8,423	8,423
Council Tax Freeze Grant	3,541	3,541	3,541	3,541
<b>Total Settlement Funding</b>	<b>145,234</b>	<b>149,581</b>	<b>151,850</b>	<b>155,250</b>
LCTS Grant	0	90	0	0
Council Tax	89,145	91,740	96,215	100,578
Use of Reserves	(1,307)	298	1,472	2,148
<b>Total Financing</b>	<b>233,072</b>	<b>241,709</b>	<b>249,537</b>	<b>257,977</b>

## Appendix 7 – Saving & Efficiencies

Savings Theme - Estates	Description	Directorate	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	Total £000's
Estates	<b>Self-generation of energy</b> - the capital programme £250k for investment in 3 sites identified for self-generation of electricity. This is the reduction in grid bought electricity rather than feed in tariff payments	Enabling Services	0	(25)	(25)	(25)	(75)
Estates	<b>Business Rates Valuations</b> - Work has been undertaken to reduce the business rates liabilities during 2021/22.	Enabling Services	(50)	0	0	0	(50)
Estates	<b>Catering Contract</b> - Savings have been made as a result of the decommissioning of vending machines at Headquarters and the replacement with a new offer for staff working outside core office hours	Enabling Services	(3)	0	0	0	(3)
Estates	<b>Postal Charges</b> - Long term trend reduction in postal charges as methods of communication become increasingly electronic based	Enabling Services	(16)	0	0	0	(16)
Estates	<b>Disposals</b> - Budgeted reduction in headline estates costs due to the ongoing collaboration with SFRS around shared estates	Enabling Services	(312)	0	0	0	(312)
Estates	<b>Additional Income</b> - Income generated from recovering costs associated with hosting third parties on our estate	Enabling Services	(50)	0	0	0	(50)
<b>Total - Estates</b>			<b>(431)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(506)</b>

Savings Theme - Income Generation	Description	Directorate	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	Total £000's
Income Generation	<b>Enabling Services</b> - Additional cost recovery from third parties for services provided by Enabling Services	Central & Associated	(66)	0	0	0	(66)
Income Generation	<b>Cyber Crime funding</b> - Funding received to support cybercrime activity within Staffordshire Police. This baselines into the budget this funding stream	Central & Associated	(93)	0	0	0	(93)
Income Generation	<b>Alarm Monitoring</b> - The force control room has secured additional income for the monitoring of third-party alarm systems	Contact and Response	(15)	0	0	0	(15)
Income Generation	<b>Fees for reports</b> - Anticipated increase in paid for requests for reports based on increase in the trajectory of requests into the central disclosure unit	DCC	(30)	0	0	0	(30)
Income Generation	<b>Sub-contracting Income</b> - The additional income generation from the current PEQF arrangements with Staffordshire University with the work being absorbed from within existing resource	Enabling Services	(100)	(28)	0	0	(128)
Income Generation	<b>National Fees &amp; Charges Inflation</b> - Anticipated increases in income caused by inflation on nationally prescribed fees and charges	Various	(72)	(22)	(22)	(22)	(138)
<b>Total - Income Generation</b>			<b>(377)</b>	<b>(50)</b>	<b>(22)</b>	<b>(22)</b>	<b>(470)</b>

Savings Theme - General Efficiency, Funding & Procurement	Description	Directorate	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	Total £000's
General Efficiency, Funding & Procurement	<b>LGPS Deficit Repair</b> - By paying the LGPS deficit repair in advance (through holding sufficient cash balances), additional investment returns are generated thus reducing the headline deficit repair sum required	Central & Associated	(152)	0	0	0	<b>(152)</b>
General Efficiency, Funding & Procurement	<b>Pensions Costs</b> - Savings on centrally held historic service pension costs	Central & Associated	(150)	0	0	0	<b>(150)</b>
General Efficiency, Funding & Procurement	<b>ESN</b> - The force held a central budget for ESN revenue costs. Due to slippage in the national programme coupled with the establishment of an ESN revenue reserve this budget can be removed	Contact and Response	(241)	0	0	0	<b>(241)</b>
General Efficiency, Funding & Procurement	<b>Hospitality</b> - A review has been undertaken on hospitality spend for corporately held events	DCC	(5)	0	0	0	<b>(5)</b>
General Efficiency, Funding & Procurement	<b>Paper</b> - Savings on paper spend due to a reduction in printing as a result of new IT devices being rolled out	DCC & Operational Support	(16)	0	0	0	<b>(16)</b>
General Efficiency, Funding & Procurement	<b>Subscriptions</b> - a review of subscriptions has been undertaken within corporate communications and a small saving made on an ongoing basis	Enabling Services	(3)	0	0	0	<b>(3)</b>
General Efficiency, Funding & Procurement	<b>Collaboration</b> - Savings made on budgets held within Finance and Commercial services to fund collaboration projects	Enabling Services	(50)	0	0	0	<b>(50)</b>
General Efficiency, Funding & Procurement	<b>Damages &amp; Compensation Insurance Claims</b> - A reduction in budget based on recent and forecast claims experience	Enabling Services	(7)	0	0	0	<b>(7)</b>
General Efficiency, Funding & Procurement	<b>Historic Pensions Costs</b> - A reduction in charges from historic 'Added Years' pension charges as the number of individuals receiving payment decreases	Enabling Services	(3)	0	0	0	<b>(3)</b>
General Efficiency, Funding & Procurement	<b>Stationery</b> - review of stationary spend and continual controls on stock levels within Finance and Commercial Services	Enabling Services	(1)	0	0	0	<b>(1)</b>
General Efficiency, Funding & Procurement	<b>Subscriptions</b> - a review of subscriptions has been undertaken within Finance and Commercial Services and a small saving made on an ongoing basis	Enabling Services	(11)	0	0	0	<b>(11)</b>
General Efficiency, Funding & Procurement	<b>Vehicle hire</b> - A reduction in the use of hire vehicles	Enabling Services	(11)	0	0	0	<b>(11)</b>
General Efficiency, Funding & Procurement	<b>People &amp; OD</b> - Non-pay efficiencies across People and OD	Enabling Services	(16)	0	0	0	<b>(16)</b>
General Efficiency, Funding & Procurement	<b>IT</b> - Commercial Services have reviewed a number of IT contracts and identified areas for contractual efficiencies	Enabling Services	(81)	0	0	0	<b>(81)</b>

General Efficiency, Funding & Procurement	<b>IT</b> - A reduction in the cost of running the Core Network Upgrade Programme based on capital investment in 2021/22	Enabling Services	(81)	0	0	0	<b>(81)</b>
General Efficiency, Funding & Procurement	<b>IT</b> - In line with the capital programme item of relocating the secondary data centre savings are anticipated in Data Centre Charges as a result of this	Enabling Services	0	(100)	0	0	<b>(100)</b>
General Efficiency, Funding & Procurement	<b>IT</b> - IT and Commercial service have identified a legacy system that can be decommissioned, in part due to the upgrade to Windows 10 as part of the National Enabling Programme (NEP)	Enabling Services	(65)	0	0	0	<b>(65)</b>
General Efficiency, Funding & Procurement	<b>MFD Usage</b> - Savings on printing 'click charges' spend due to a reduction in printing as a result of new IT devices being rolled out	Enabling Services	(5)	0	0	0	<b>(5)</b>
General Efficiency, Funding & Procurement	<b>Evidence Based Practice</b> - Budget reduction based on trend spend analysis	Neighbourhood and Partnerships	(5)	0	0	0	<b>(5)</b>
General Efficiency, Funding & Procurement	<b>Archives</b> - Reduction in budget held for external off premise archiving	Operational Support	(10)	0	0	0	<b>(10)</b>
General Efficiency, Funding & Procurement	<b>Budget adjustments</b> - Removal of a budget line within operational support no longer required due to partnership arrangements	Operational Support	(85)	0	0	0	<b>(85)</b>
General Efficiency, Funding & Procurement	<b>Dog Kennelling</b> - A reduction in usage of external dog kennelling in relation to seized animals	Operational Support	(10)	0	0	0	<b>(10)</b>
General Efficiency, Funding & Procurement	<b>Subscriptions</b> - A reduction in subscriptions within Operational support relating to Elter	Operational Support	(58)	0	0	0	<b>(58)</b>
General Efficiency, Funding & Procurement	<b>Forensic Vehicle Recovery</b> - A reduction in identified budgetary requirement	Operational Support	(10)	0	0	0	<b>(10)</b>
General Efficiency, Funding & Procurement	<b>Mobile Crash</b> - A reduction in cost of the Mobile Crash system	Operational Support	(11)	0	0	0	<b>(11)</b>
General Efficiency, Funding & Procurement	<b>Stationery</b> - review of stationary spend and continual controls on stock levels	Operational Support	(4)	0	0	0	<b>(4)</b>
General Efficiency, Funding & Procurement	<b>Testing equipment and vehicle recovery</b> - A reduction in forecast spend, partially achieved by capital investment in 2021/22 and 2022/23 in new equipment reducing ongoing maintenance spend	Operational Support	(49)	0	0	0	<b>(49)</b>
General Efficiency, Funding & Procurement	<b>Reduction in travel</b> - As a result of the roll out of new IT platforms and learning from the pandemic a targeted reduction of c.30% in budgeted spend on travel claims through payroll will be sought	Various	(100)	0	0	0	<b>(100)</b>
<b>Total - General Efficiency, Funding &amp; Procurement</b>			<b>(1,240)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>(1,340)</b>



Savings Theme - Staffing	Description	Directorate	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	Total £000's
Staffing	<b>Vacancy Management</b> - The vacancy factor on Police Staff roles will be increased by 1%. This does not apply to public contact or PCSO roles where no vacancy factor is set	Various	(495)	0	0	0	<b>(495)</b>
Staffing	<b>Contact Services</b> - Removal of Switchboard posts to create a Quality Assurance post in light of the uplift in numbers by 15fte of contact handlers	Contact and Response	(10)	0	0	0	<b>(10)</b>
Staffing	<b>Senior Management Review</b> - The removal of a vacant senior management post was undertaken in 2021/22 with workload apportioned across the remainder of the team	Operational Support	(67)	0	0	0	<b>(67)</b>
Staffing	<b>Special Expenses</b> - a budget review has been undertaken to align the budget amount with current turnover and recruitment rates. There is no impact on service delivery or recruitment plans	Neighbourhood and Partnerships	(50)	12	0	0	<b>(38)</b>
Staffing	<b>MASH Principal Officers</b> - a review of senior officers within the MASH was undertaken across the MASH partnership resulting in savings of which this is the share due to Staffordshire Police as a result of that restructure	Neighbourhood and Partnerships	(22)	0	0	0	<b>(22)</b>
<b>Total - Staffing</b>			<b>(644)</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>(632)</b>

<b>TOTAL STAFFORDSHIRE POLICE SAVINGS</b>		<b>(2,692)</b>	<b>(163)</b>	<b>(47)</b>	<b>(47)</b>	<b>(2,948)</b>
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## Appendix 8 – Capital Programme

### Estates Capital Programme

Investment Area	Business Benefit & Narrative	2022/23	2023/24	2024/25	2025/26
Major Projects		£000's	£000's	£000's	£000's
Burslem Police Station	Major overhaul and refurbishment of site, works are in addition to BAU upgrades and assumes that no viable co-location opportunities exist under the joint estate (i.e. Burslem and Sandyford Community Fire stations).	350	0	0	
Burton Police Station	Phase Two refurbishment to areas of the site not addressed under Phase One works which focussed on Response hub needs. Will also enable better use of available space on site, i.e. L&D etc.	150	0	0	
Cannock Police Station	Internal and Externals Fabrication improvements	100	0	0	
HQ Blocks 8&9	Major investment into both blocks to address backlog issues over environment, degradation of internal finishes, limitation of under floor power systems and to re-desk/improve work environments to support additional technology and business culture investments.	775	0	0	
HQ Block 1	Improvements to office and work environments maximise and make efficient use of space, includes furniture replacements, space planning and redesign	300	0	0	
HQ Block 5	Replacement of windows and security enhancements	150	0	0	
HQ Block 6	Major investment to address backlog issues over environment, degradation of internal finishes and to re-desk/improve work environments to support additional technology and business culture investment.	50	450	0	
HQ External Areas	Improvements to perimeter security, lighting security systems and upgrades to security gates and barrier systems to improve site access and alternative access arrangements	200	0	0	
Leek Police Station	Major investment to address backlog issues over environment, degradation of internal finishes and to re-desk/improve work environments to support additional technology and business culture investment.	0	350	0	
Longton Police Station	Major investment to address backlog issues over environment, degradation of internal finishes and to re-desk/improve work environments to support additional technology and business culture investment.	500	0	0	

NACF	Investment (on a rolling programme) to ensure custody environments continue to meet operational needs - both detention and as a workplace. Also, external security upgrades.	615	0	0	
Watling CF	Investment (on a rolling programme) to ensure custody environments continue to meet operational needs - both detention and as a workplace. Also, external security upgrades.	276	63	0	
Range*	New indoor range facility to replaced existing leased outdoor range	150	6,350	11,500	
Stafford Police Station	Capital investment needed to support either site relocation or site redevelopment	50	450	0	
Learning and Development Provision	Provision of new and permanently located Learning and development team	500	0	0	
Sustainability initiatives	Provision to support self-generation of electricity. This links into the savings option around self-generation of electricity	250	0	0	
<b>Total Major Projects</b>		<b>4,416</b>	<b>7,663</b>	<b>11,500</b>	<b>-</b>

Minor Projects		£000's	£000's	£000's	£000's
Lindum House	Improvements to communal areas and to improve the ground floor working environments and replace generator	30			
Uttoxeter	Investment needed to adapt a Community fire station as a joint location	80			
Rugeley	Investment needed to adapt a Community fire station as a joint location	80			
Kidsgrove	Investment needed to adapt a Community fire station as a joint location	80			
Stone	Investment needed to adapt a Community fire station as a joint location	80			
Burton Police Station	Replace generator, heating system, Ventilation system and cooling replacement and Renew automatic doors & External doors	260			
Longton	Rear carpark resurfacing works and line marking	40			
<b>Total Minor Projects</b>		<b>650</b>	<b>-</b>	<b>-</b>	<b>-</b>

Business as usual		£000's	£000's	£000's	£000's
Refreshments and rest area replacements programme	Rolling programme force wide to ensure all refs/rest areas meet required standards	100	100	100	100
Heating and Ventilation replacement programme	Boiler upgrades/AC improvements based upon PPM regimes	180	180	180	180
Security Upgrades	Door access control systems and physical security and general improvements	100	100	100	100

Fixed Plant - mechanical equipment, M&E services	Modernisation and plant and equipment replacements across the estate.	60	60	60	60
CCTV upgrade various sites	Various sites – CCTV upgrade works (Stafford, Longton, Burton, Burslem, Cheadle)	50	0	0	0
Internal and External Building Fabric Improvements	Includes new roofs, window replacements, works to redecorate and replace building finishes and to raise standard of condition	100	100	100	100
Fire Detection and Fire Safety	Essential upgrades to FD and FS systems based upon rolling PPM outcomes and inspections	200	60	60	60
<b>Total Business as Usual</b>		<b>790</b>	<b>600</b>	<b>600</b>	<b>600</b>

<b>Total Estates Programme</b>	<b>5,856</b>	<b>8,263</b>	<b>12,100</b>	<b>600</b>
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### IT and Digital Capital Programme

Investment Area	Business Benefit & Narrative	2022/23	2023/24	2024/25	2025/26
<b>Network Infrastructure</b>		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Active system monitoring	To provide real-time server and infrastructure monitoring of core systems, allowing improved response or pro-active intervention to reduce outages	80			
Core network upgrade	Replace core network switches, to prevent recurring failures by removing end of life equipment	20			
SDWAN Policy/PoC	Proof of concept work needed to implement new network solution and policy, prior to new network architecture	50			
WiFi Implementation	Deployment of new WP080 hardware across estate, offering improved connectivity	235			
SDWAN Implementation	Implementation of new WP080 network hardware across estate with new circuits where required, to improve resilience and readiness for M365 and collaboration with partners	310			
Azure Express Route	Improved connectivity to cloud hosted environments within Azure	220			
ISE Certificate Based authentication	Improvements to agile working capability, maintaining security whilst offering onsite connectivity without VPN	65			
<b>Total Network Infrastructure</b>		<b>980</b>	<b>-</b>	<b>-</b>	<b>-</b>

Storage & Hosting		£000's	£000's	£000's	£000's
Application Streaming (AVD solution)	Implement a replacement for Citrix Apps to allow migration away from end of life HyperV, and ensure ongoing availability of streamed applications (such as Niche)	150			
Secondary DC relocation	Transfer secondary datacentre to a more cost-effective solution/location, benefiting from increased resilience and failover capability	380			
Migrate Oracle DBs to Oracle 19c	Transfer of force databases into new improved environment	100			
<b>Total Storage &amp; Hosting</b>		<b>630</b>	<b>-</b>	<b>-</b>	<b>-</b>

Business Systems		£000's	£000's	£000's	£000's
ERP replacement	Essential software upgrade, needed to maintain support contract for a critical business system	2,500	500		
Niche 2021 Drop	Continued development of new RMS system	100			
Niche 2022 Drop	Continued development of new RMS system	50			
Fleet Management System	New system, which will allow a more comprehensive approach to managing the fleet	150			
<b>Total Business Systems</b>		<b>2,800</b>	<b>500</b>	<b>-</b>	<b>-</b>

Operational Systems		£000's	£000's	£000's	£000's
Compass	To assess an either upgrade or alternative mapping solution	80			
Gazetteer & XC mapping	Part of approved Control Room upgrade, to support underlying mapping solution in data accuracy	120			
Digital Interview Recording	To allow recording of interviews in digital format, compatible with courtroom evidence. Current equipment is now failing	380			
Digital Asset Management	To meet the demand to effectively track our digital resources	125	125		
Asset tracking Armed Policing - Airbox	Increased awareness of available armed resources beyond existing force boundaries, whilst also addressing current barriers preventing control rooms from tracking and monitoring visiting Armed Response Vehicles (ARV's) in their own force areas.	150			
Digital Forensics (Infrastructure)	Overall solution needed for digital forensics, but needs vision and scope developing in more detail first	700			
Digital Forensics Case Management	Overall solution needed for digital forensics, to manage cases more effectively	50			
Vehicle Telematics	The ability to trace vehicle movements in real-time and report on performance data	45	45		

Dashcams	The ability to record and upload video content from response vehicles, alongside BWV	300	300		
<b>Total Operational Systems</b>		<b>1,950</b>	<b>470</b>	<b>-</b>	<b>-</b>

Device Replacement		£000's	£000's	£000's	£000's
Mobile device refresh	Essential investment into end of life user devices capable of supporting current OS and applications	250	500	500	500
End user device replacement	Essential investment into end of life user devices capable of supporting current OS and applications	1,755	250	250	250
NEP Intune Mobile Devices	Essential for NEP implementation, following rollout later in 2021	122			
Extension mobility	To allow port mobility across telephones, allowing hot desk culture and reduction in estate	68			
Body Worn Video	Replacement of body worn video on a personal issue basis to officers	300	320	0	0
<b>Total Device Replacement</b>		<b>2,495</b>	<b>1,070</b>	<b>750</b>	<b>750</b>

Data Driven Policing		£000's	£000's	£000's	£000's
Data warehousing platform	Underlying infrastructure to offer a Data Visualisation platform that will allow Improved decision making and access to force data	354			
CRM Call Assist	Improved call management within Control Room based on a relationship management solution, to provide improved public experience	241			
Tasking & Briefing	Improved decision making and access to data	400			
Business Intelligence (Power BI)	A rich data-driven user experience, with accessible data across numerous devices	140	40	40	
<b>Total Data Driven Policing</b>		<b>1,135</b>	<b>40</b>	<b>40</b>	<b>-</b>

National Systems & Projects		£000's	£000's	£000's	£000's
ESN Programme	Current national airwave system is due to be decommissioned, and this is a mandatory change to adopt the new Emergency Services Network	300	2,490	5,600	
Control Room upgrade	Requisite local technology upgrades, in particular within the control room, to accept ESN technology - 'ESN Readiness'	1,200	2,000		
Operational Contingency	Budget allowance to capture all national programmes not yet approved or national funding to be allocated	500	500	500	500
<b>Total National Systems &amp; Projects</b>		<b>2,000</b>	<b>4,990</b>	<b>6,100</b>	<b>500</b>

<b>Total Digital Programme</b>		<b>11,990</b>	<b>7,070</b>	<b>6,890</b>	<b>1,250</b>
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## Fleet Capital Programme

Investment Area	Business Benefit & Narrative	2022/23	2023/24	2024/25	2025/26
<b>Fleet Refresh Programme</b>		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Replacement Programme	The replacement of vehicles selected through a process of evaluation, considering the age, mileage and condition of every vehicle. These have been identified as critical for replacement due to either excessive mileage, age or being no longer operationally fit.	1,950	2,000	2,050	2,100
Welfare Van	New welfare van - the current welfare van is over 10 years old and does not have sanitation facilities. The worth of the van has been demonstrated for use at major sporting events, scenes of crime and protest events in providing an area for officers to take breaks and receive refreshments.	90	0	0	0
Smart Key Cabinet	Smart key cabinets are great tools for improving security, reducing administration, and enabling visibility of the possession of keys and assets. Real time ability to audit who is, or has been, in possession of a vehicle can help better allocate and track organisational assets by date and time	25	0	0	0
<b>Total Transport Programme</b>		<b>2,065</b>	<b>2,000</b>	<b>2,050</b>	<b>2,100</b>

## Equipment Capital Programme

Investment Area	Business Benefit & Narrative	2022/23	2023/24	2024/25	2025/26
<b>Equipment Refresh Programme</b>		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Replacement Programme	Ensuring that Staffordshire Police has a modern and fit for purpose equipment provision. This provision includes tactical body armour, ANPR replacement as well as specialist forensics and investigative equipment	150	150	150	150
ANPR Vehicle Programme	Ensuring that Staffordshire Police has a modern and fit for purpose Vehicle ANPR replacement programme.	60	0	190	0
ANPR Static Programme	Ensuring that Staffordshire Police has a modern and fit for purpose ANPR static replacement programme.	0	0	0	170
<b>Total Equipment Refresh Programme</b>		<b>210</b>	<b>150</b>	<b>340</b>	<b>320</b>

<b>TOTAL STAFFORDSHIRE POLICE CAPITAL PROGRAMME</b>	<b>20,121</b>	<b>17,483</b>	<b>21,380</b>	<b>4,270</b>
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## Appendix 9

### Precept consultation outcomes

#### Purpose of report

This report is a summary of the results obtained from the public and stakeholder consultation undertaken to seek views on the amount of council tax the people of Staffordshire are willing to pay towards their police and fire & rescue services.

#### Background

Funding for police and fire & rescue services is made up of a mix of central government grants, combined with the 'precept' – the contribution residents make as part of their annual council tax.

The Staffordshire Commissioner is responsible for setting the budget for Staffordshire Police, and Staffordshire Fire & Rescue Service, including the amount of council tax used for both services.

It is the Commissioner's responsibility to ensure policing, fire & rescue and community safety is properly funded in 2022/23 to provide the services expected by those who live, work and visit Staffordshire.

A formal consultation took place between 14 December and 11 January. A range of methods were used to encourage participation, resulting in responses from 964 people from Staffordshire and Stoke-on-Trent.

The views from this consultation will help the Commissioner arrive at his proposals for the setting of the 2022/23 budgets. This will happen at the end of January 2022 for policing and mid-way through February 2022 for fire & rescue services.

#### How we did it

We used a range of methods to promote the consultation including:

- **Social media** – Multiple social media posts were issued from the Staffordshire Commissioner's Office (SCO), Staffordshire Police, Staffordshire Fire & Rescue and partners
- **Media** – A press release issued to inform local media of the importance of the consultation
- **Stakeholders** – Emails sent from the Commissioner requesting key partners' involvement
- **Smart Alert** – Multiple messages issued to over 13,000 people via Staffordshire Smart Alert
- **Internal** – Multiple internal messages sent to police and fire staff to encourage participation
- **SCO Newsletter Subscribers** – Multiple messages issued via the SCO newsletter subscriber list of 1,214 people
- **Nextdoor app** – The Nextdoor app is a hyperlocal social networking service for neighbourhoods. Unlike other social media platforms, when joining the site, you are automatically connected to your entire network. The Staffordshire network currently has over 126,000 people registered. We utilised this platform to share messages promoting the consultation to everyone in the Staffordshire network.

#### Consultation foreword

My role as Staffordshire Commissioner is to oversee the work of the Police and Fire & Rescue services across Staffordshire and Stoke-on-Trent and commission services to support victims and prevent crime and anti-social behaviour. I do this by setting out a strategic direction in the local plans for [Staffordshire Police](#) and [Staffordshire Fire & Rescue](#).



Funding for the police and fire & rescue services is made up of a mix of central government grants combined with the contribution that residents make as part of their annual council tax. I am responsible for setting the budgets for both services and the level of this council tax precept.

Budgeting for the coming year is challenging because of uncertainty related to Covid-19, inflation and the likelihood of pay increases. Officers and staff have worked throughout the pandemic and pay rises are deserved and to be expected. The Government issued a provisional three-year settlement in December 2021, which helps financial planning in these difficult times.

As part of setting the budget I require the services, and my office, to consider where they can make savings and I will consider all options, such as making better use of technology or sharing buildings.

I will always try to keep your council tax low and I will only ask for more if I believe it is necessary to maintain or improve the services we receive. This coming year, I believe some additional investment is required to protect our services in these uncertain times and a little more will help our new Chief Constable and Chief Fire Officer to implement the local plans sooner and keep us safe.

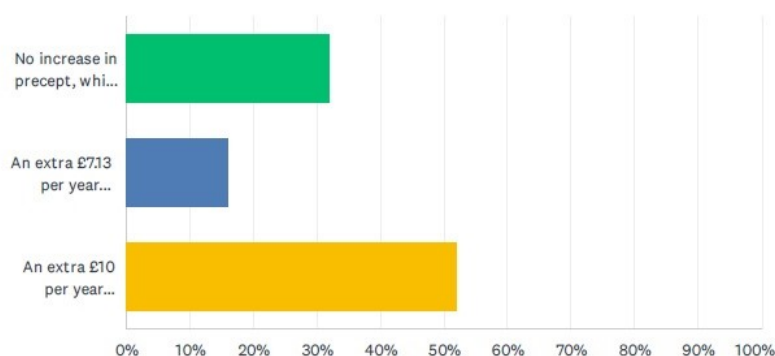
I would therefore welcome your thoughts on the following options.

Ben Adams  
Police, Fire & Rescue and Crime Commissioner for Staffordshire

## **The results**

Q1 The following options are based on a Band D property currently paying £238.57 each year for Police services. How much more would you be prepared to pay per year for your Police services?

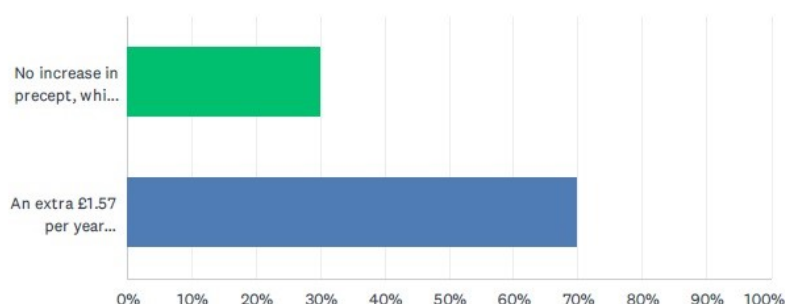
Answered: 944 Skipped: 20



ANSWER CHOICES	RESPONSES	
No increase in precept, which would lead to a reduction in policing services	31.99%	302
An extra £7.13 per year (2.99%), which would offer some protection for existing services	16.00%	151
An extra £10 per year (4.19%), which would protect existing services and help to fund improvements.	52.01%	491
TOTAL		944

Q2 The following options are based on a Band D property currently paying £78.78 each year for Fire services. How much more would you be prepared to pay per year for your Fire & Rescue services?

Answered: 940 Skipped: 24



ANSWER CHOICES	RESPONSES	
No increase in precept, which would lead to reductions in fire and rescue services	30.11%	283
An extra £1.57 per year (1.99%), which would help protect existing services	69.89%	657
TOTAL		940

### Common themes from the precept consultation

523 respondents provided comments in the question 3 free text box which asked 'If you have any additional comments, please include these in the box below'. The following sections include key themes from the responses.

ask believe S around inflation roads make mean level ensure local police officers  
 officers don't feel offer government required even provide also increase precept  
 police service current now live cuts look reduced receive already  
 know rising protect tax staff years reduction go increase council tax  
 council tax keep people way funding put need  
 improve police streets increase budget  
 services crime pay stop will really money given  
 see community much amount better extra used willing pay think  
 None police fire service However area enough public improvements  
 work Staffordshire less savings us pensions support police fire cost pay extra  
 spent value money want additional fire service seems higher come time village say  
 top take help

## **Police and Crime**

A number of comments were focused on the lack of visible policing with 'no bobbies on the beat'. The specific areas mentioned included Biddulph, Tamworth, Codsall, Audley, Lichfield, Penkridge, Uttoxeter, Wombourne, Cannock and Gnosall. Respondents also criticised the number of high-paid officers/executive when their salary could be spent on officers.

*'We don't see any police now so it could not get worse than what it is now.'*

*'How sacking expensive senior officers (pen pushers) and employing more officers to deal with the 'low level' crime that affects the most number of people such as burglary, car crime and anti-social behaviour; crime that Staffordshire Police Service doesn't appear to be interested in!'*

*'We are so sad not to see Police on the beat like we used to, and the closure of local stations is dreadful.'*

*'I think it is shocking that the police service was reduced a few years ago. Crime is increasing and officer numbers need to increase to reflect this. Also to reduce pressure on the current workforce.'*

*'Importance of getting more police or PCSO into community to combat antisocial behaviour, drug dealing and other criminal activities.'*

## **Fire and Rescue**

Minimal feedback was received about the Staffordshire Fire & Rescue service but included questions around reduced staffing levels but also the perception that fire fighters have 'more capacity'.

*'Fire & rescue services are already stretched too thin. With the projected growth in housing and population for the moorlands, we need more fire cover, not less.'*

*'Why should we keep paying more money to the Fire service when they have cut staffing levels year on year to a dangerously low level so much so they have been unable to sustain their current response model for a number of years now. Where has those previous years funding been spent?? Oh yes spent propping up a failing retained section.'*

*'There is so much more capacity with firefighters that could be utilised. Or I think more on call arrangements during night time hours should be considered for those areas with the lowest demand. The fact they often get 3-4 hours' sleep on a night shift is not the best use of money.'*

*'Fire service already don't do very much in way of fire related activities so in my mind should be reduced dramatically. They have shown they have surplus staff by administering vaccines to people.'*

## **Supporting an increase**

A number of comments explained the reasons why they would support an increase in council tax as long as the money went to frontline services.

*'Both police and fire service are seriously underfunded and I am more than happy to see council tax go up if it means better protection for communities. Thank you for all the hard work our emergency services do.'*

*'Would gladly pay more if Mr Adams would make Staffordshire a drug free county. Introduce severe penalties for dealers and users. Illegal drugs are the cause of most of the anti-social behaviour, within the county. This policy of soft on drugs and make drugs legal doesn't wash with most of the population. Get the drugs off the streets, send the dealers to prison for a very long time and cease their assets.'*

*'I have no issues paying extra for our under funded emergency services, as long as that is where the increases go.'*

*'We need to pay for a properly funded police and fire service in Staffordshire. We can't keep expecting the same levels of provision without paying for it. I am in favour of the largest rises being considered as long as the money goes to frontline services and value for money and the further eradication of waste is a priority.'*

*'These are vital services that need the full support of the people and should be funded appropriately. I'm happy to pay more council tax.'*

*'I think to help ensure that we have a police and fire service able to deal with expected and unexpected situations we need to invest in them.'*

*'A small rise in taxation is fair to improve the services we receive. But I would like this to be open and honest. I would like to see exactly where this rise goes to. And also exactly where the previous taxation goes to. I believe if this information is shared freely and openly then people would be willing to pay even more. My belief and I think most working people at the moment believe that money just gets swallowed up by more levels of management rather than frontline services where the money should go.'*

### **Not supporting an increase**

The majority of additional comments were against an increase in council tax with rising energy and other bills being a factor. A significant amount of responses alluded to the respondent being a pensioner and unable to afford the increase.

*'I fully sympathise with your problem but as pensioners we are limited to a 3.1% rise and to be honest with energy price rises and all the other planned rises anything above 3% will cause possible problems I know this is for central government to solve but hope you will take it into account when setting your budget.'*

*'In the current economic climate and all utility bills rising paying any extra would cripple families even further ...to be honest I would rather put food on the table and have a warm house.'*

*'As a senior citizen I value these services but as with all other bills, they increase every year but our pensions do not increase in line with all these increases.'*

*'People at this moment cannot afford increases on top of everything else that's rising. Government has to realise that pensioners etc are on the breadline.'*

*'I am 86. My pension increases a little over £4 in April. Police precept last year increased 6%. How much more do you think I can afford?'*

*'At a time when everyone is feeling the pinch in respect of fuel prices, energy etc there is no way that I would be willing to pay more when the wasteful manner in which our taxpayer money is spent is so evident.'*

*'As this year is bringing additional household expenditure with rising Gas & Electric prices together with higher petrol prices I think the increase should this year be minimal to help families meet these increases.'*

*'The current cost of my council tax is already too much for me to afford so any increase would mean us doing without heating and or food.'*

*'The rise to maintain current existing services for both organisations is higher than my annual pay increase this year, however I am expected to maintain my personal domestic existing services on this lesser percentage increase amount.'*

## **Commissioner's Office**

A number of responses specifically mentioned the cost of the Commissioner and his office, feeling the money of salaries was better spent on frontline officers.

*'There should not be a commissioner. It adds an extra layer of admin that sucks money from the system. The money should be spent on extra police and firefighters, not penpushers.'*

*'We pay more than enough for little or no service on crime. Money could be saved by abolishing Police and Crime Commissioners and all their associated office costs.'*

*'I personally do not agree with a Police and Fire commissioner. We should return to a Police committee, which is non-political, and leave the running of the Police Force to a Chief Constable!'*

## **Evidence**

An importance was put upon the publication of results of the public's investment.

*'The improvements promised would have to be evident to justify additional payments.'*

*'It would be good to see a breakdown of what our money is spent on.'*

## **Consultation questions**

Negative feedback was received about the questions being leading and lacking in detail about how services would be lost if additional funding was not received.

*'Great to have consultation but questions you've asked are too vague to be meaningful – what services would be lost/protected/gained?'*

*'I think the question's a little misleading, as I think a correct use of management, and independent scrutiny of priorities would ensure correct a correct level of policing/fire services with no additional levy.'*

*'The challenge with these questions is that they fail to offer any information about what would be reduced should no increase be selected. There is no option to address reductions in unnecessary activities or to refocus resources.'*

## **Additional comments**

*'Increasing income isn't the only solution. You should also be looking to reduce excess unnecessary expenses, wastage and excessively high costs.'*

*'We urgently require higher police numbers out and about on the streets of our towns and cities, and the fire service needs to be fully manned and trained to cope with all types of emergency.'*

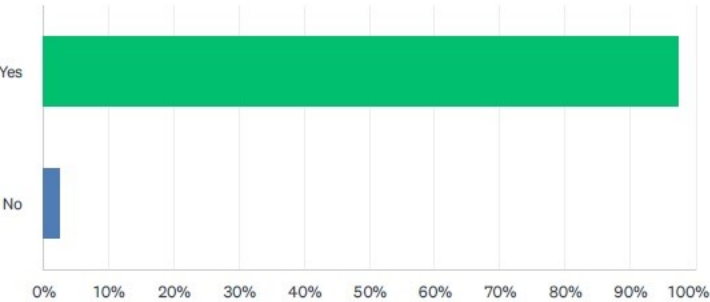
*'Savings need to be done without frontline services being cut, reduce overheads including high salary staff, cuts need to be fair and proportionate.'*

*'I'm sure you will, but please take into account that not all of us are receiving pay rises at the moment so any increases in existing bills hurts a lot.'*

**Demographic – Precept consultation**

Q4 Are you responsible for paying council tax?

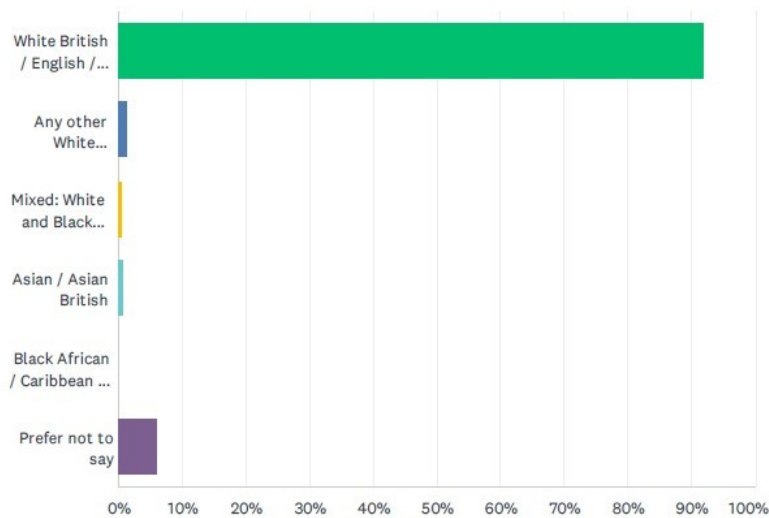
Answered: 934 Skipped: 30



ANSWER CHOICES	RESPONSES	
Yes	97.43%	910
No	2.57%	24
TOTAL		934

Q6 What is your ethnic origin?

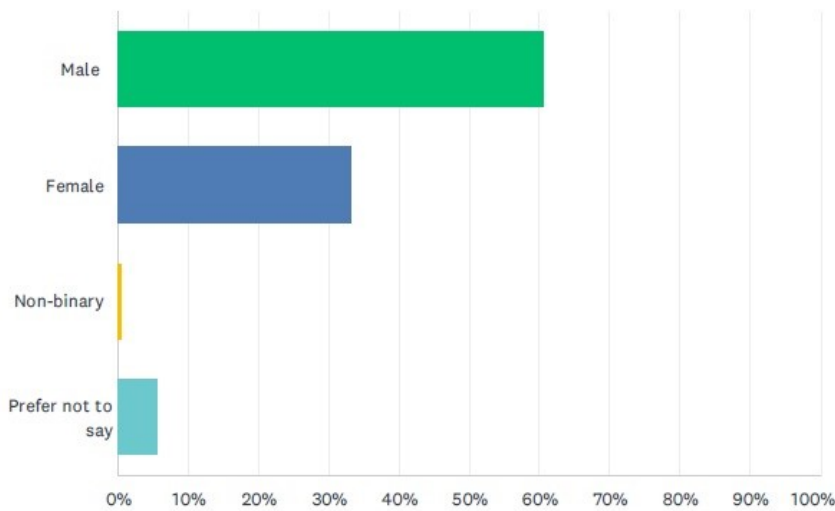
Answered: 920 Skipped: 44



ANSWER CHOICES	RESPONSES	
White British / English / Welsh / Scottish / Northern Irish / Irish	91.96%	846
Any other White background	1.20%	11
Mixed: White and Black Caribbean / African / Asian	0.33%	3
Asian / Asian British	0.54%	5
Black African / Caribbean / Black British	0.00%	0
Prefer not to say	5.98%	55
TOTAL		920

Q7 Which gender identity do you identify as?

Answered: 931 Skipped: 33

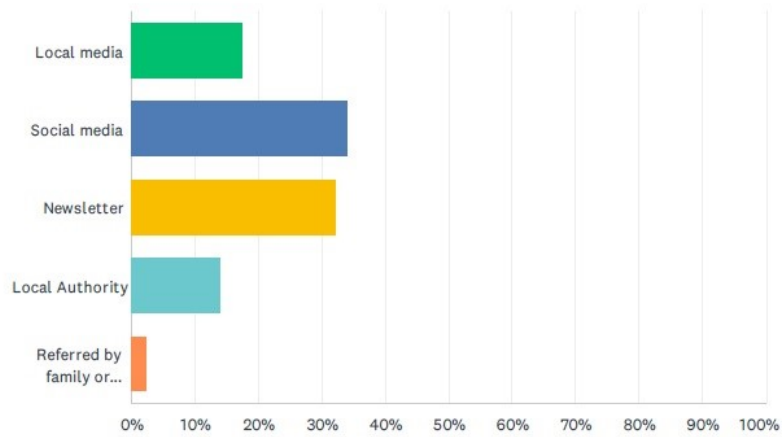


ANSWER CHOICES	RESPONSES	
Male	60.79%	566
Female	33.30%	310
Non-binary	0.32%	3
Prefer not to say	5.59%	52
TOTAL		931

75 or older	14.93%	140
Prefer not to say	2.88%	27
TOTAL		938

## Q8 Where did you hear about this consultation?

Answered: 750 Skipped: 214

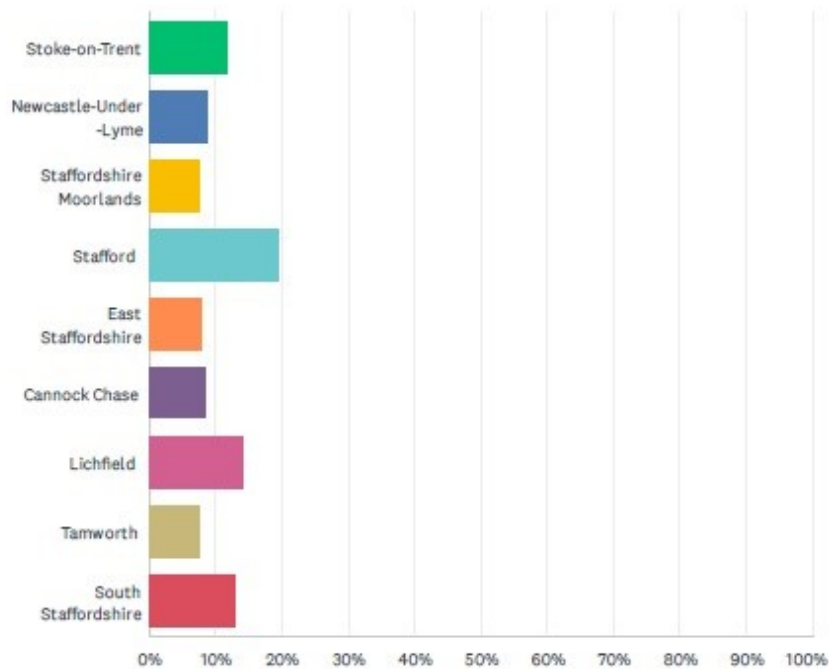


ANSWER CHOICES	RESPONSES	
Local media	17.47%	131
Social media	34.13%	256
Newsletter	32.13%	241
Local Authority	14.00%	105
Referred by family or friend	2.27%	17
<b>TOTAL</b>		<b>750</b>



## Q9 Which area of Staffordshire or Stoke-on-Trent do you live in?

Answered: 938 Skipped: 26



ANSWER CHOICES	RESPONSES	
Stoke-on-Trent	11.94%	112
Newcastle-Under-Lyme	8.85%	83
Staffordshire Moorlands	7.78%	73
Stafford	19.72%	185
East Staffordshire	8.00%	75
Cannock Chase	8.64%	81
Lichfield	14.29%	134
Tamworth	7.78%	73
South Staffordshire	13.01%	122
TOTAL		938

## Q10 If you would like to receive updates about the work of the Commissioner, please enter your name and email address below:

Answered: 330 Skipped: 634

ANSWER CHOICES	RESPONSES	
Name	99.70%	329
Email address	99.09%	327