

# **Report of the Chief Finance Officer of the PCC to the Police and Crime Commissioner**

**17<sup>th</sup> February 2014**

**Executive Officer: Michael Porter, CFO**

**Status: For Approval**

## **Robustness of Estimates and Adequacy of Financial Reserves**

### **1. Purpose of the Report**

- 1.1 The Local Government Act 2003 requires the Chief Financial Officer (CFO) of the Police and Crime Commissioner (PCC) to report formally on the robustness of the budget for consideration immediately prior to setting the Budget. This report aims to ensure that the PCC is aware of the opinion of the CFO of the PCC regarding the robustness of the budget as proposed, including the longer term revenue and capital plans, the affordability of the capital programme when determining prudential indicators and the adequacy of general balances and reserves. The PCC is required to take account of this report when determining its budget.

### **2. Recommendations**

The PCC is asked to:

- 2.1 Note the contents of this report and take them into account when setting the 2014/15 Revenue and Capital Budgets, and when considering the Long Term Financial Plan and Capital Plan.
- 2.2 Approve the policy on reserves as set out in Appendix A.

### 3. Background

3.1 There is a requirement for the PCC's CFO to report formally and specifically on the robustness of estimates and the adequacy of the level of reserves contained within any budget proposals being considered by the PCC.

### 4. Robustness of Estimates

#### 4.1 Financial Strategy

4.2 The PCC has established a framework, whereby the Long Term Financial Plan (LTFP) regime seeks to provide stability and confidence in supporting the achievement of the PCC's priorities and objectives. These are set out in the Police and Crime Plan. The LTFP looks in detail at the forthcoming year and projects forward over the following three years. The forthcoming year is the final year of the 2010 Comprehensive Spending Review (CSR) round (2011-12 to 2014-15).

##### 4.1.1 Available Funding

The £134,253k of funding forecast to be available to the PCC in 2014-15 to support expenditure is expected from the following sources:

	<b>Actual 2013/14</b>	<b>Actual 2014/15</b>
<b>Funding</b>	<u>£000s</u>	<u>£000s</u>
Government Grant	(94,247)	(89,756)
Council Tax Precept	(27,608)	(28,797)
Council Tax Freeze Grant	(800)	(800)
Council Tax Support Grant	(6,848)	(6,868)
<b>Funding for Net Budget Requirement</b>	<b>(129,503)</b>	<b>(126,221)</b>
Specific Grants	(5,594)	(5,619)
Witness and Victims Funding	0	(180)
Partnership Income/Fees and Charges	(2,362)	(2,233)
<b>Total Funding</b>	<b>(137,459)</b>	<b>(134,253)</b>
%age change in Total Funding	0.6%	-2.3%

4.1.2 Both the Government Grant and Specific Grants are based predominantly on national settlement figures with the exception of the Counter Terrorism grant which has yet to be announced. The risks to this source of funding is therefore if an in year funding cut was announced by the Government or if the Counter Terrorism grant is less than assumed. It has been assumed that the Counter Terrorism grant level will remain unchanged as the national budget for this area has remained at the same level as 2013-14.

4.1.3 In addition to these both the Council Tax Freeze Grant and the Council Tax Support Grant are government grants which have been agreed nationally and as such there is no risk attached to the receipt of this funding.

- 4.1.4 As a precepting Authority the PCC receives a proportion of the Council Tax paid within Cleveland based on the Band levels that were proposed and agreed with the Police and Crime Panel. These receipts have generally been a very secure source of income and this shouldn't change for 2014/15. Any shortfall due to lower than expected collection rates or from reductions in the number of properties within Cleveland would not impact on the finances for 2014-15 but would have to be taken into account in 2015-16.
- 4.1.5 Over the last 10 years there have been no instances where Council Tax receipts over the 4 councils collectively have been less than forecast. Now that the changes and responsibilities for administering and collecting council tax have been embedded the changes in relation to the new council tax support scheme is unlikely to change this position.
- 4.1.6 The £2,233k of income that is factored into the 2014-15 budget for Partnership Income and Fees and Charges is made up of various sources of income including secondment income, special services income, speed awareness income and collaboration income. While there are likely to be variances against the budgeted amounts at a specific level, the risk that the income received by the PCC in total from these and other sources being lower than budgeted is very low.
- 4.1.7 The funding that the 2014/15 budget is based upon can therefore be described as very secure and the PCC can take a high level of assurance that the budget is based on robust income assumptions.
- 4.1.8 The same level of assurance cannot be given to the level of funding beyond 2014/15. There are a number of risks and issues that currently make the calculation of accurate funding forecasts difficult. Each of the key issues is set out below. The uncertainty in respect of these areas makes it difficult to provide a high degree of assurance in relation to future funding levels. It is however my opinion that the approach taken within the LTFP is in line with the best information available at this time.
- 4.1.9 Government Funding for 2015/16 and beyond  
From 2015-16 the LTFP is based on indicative funding information and the interpretation and calculation of potential levels of Government funding. The LTFP is based on interpreting and estimating the impact of the announcements made to date for 2015-16. These include the following
- A £272m or 3.2% cut to the Policing Budget announced in June 2013
  - A further £113m cut to the Home Office budget announced in December 2013
  - Top slicing of budgets to fund IPCC and other areas announced as part of the 2014-15 settlement

**Based on the above announcements the 2015-16 forecasts are built on a 5% cash cut to the Government Grant.**

- 4.1.10 Each 1% of further cuts in government funding equates to approximately £900k for Cleveland.
- 4.1.11 Beyond 2015-16 there is very little information about future levels of government grant settlements, especially at a level that would allow accurate grant forecasts.

4.1.12 It is however reasonable to assume that the reductions in government funding levels that have occurred over the last 4 years of the current spending review will continue into both 2015-16 and will then continue into the following review period.

4.1.13 At this stage the LTFP assumes that real reductions in government funding over the years 2016-17 and 2017-18 are as follows:

- 2015/16 – 2.5%
- 2016/17 – 2.5%

4.1.14 There is a significant risk that these assumptions may prove too low and given the significance of this risk, and the likelihood and size of the potential additional pressures that may result from future government grant settlements, any decisions around the level and use of General Reserves and decisions on Precept should be undertaken with this risk in mind.

#### 4.1.15 Precept

Despite the difficult economic situation, and the changes to the levels of Council Tax Support given to individuals, the Councils have collectively managed to collect more Council tax than they had assumed in each of the last 4 years. (This is a trend that goes back at least 10 years).

4.1.16 Despite the above, the levels of allowance for non-collection of Council Tax have increased in 2014-15 from circa 3,300 Band D equivalent properties in 2013-14 to circa 4,200 Band D equivalent properties in 2014-15, across the 4 councils.

4.1.17 The assumption therefore in setting the budget for 2014-15 is that around £850k of the 'Police' element of the council tax will not be collected across Cleveland.

4.1.18 Given the trends and the increased allowance for non-collection there is very little risk that the levels of precept contained within the 2014-15 budget will not be achieved.

#### 4.1.19 Future Precept Increases

The PCC will recall that the government has set certain principles in relation to increases in Council Tax and announced that there would be a legislative requirement to hold a referendum if these principles are breached. For 2014-15 this is 2%. The LTFP for 2015-16 and beyond is based on increases in precept of 2.0% per annum however there is no guarantee that 2.0% will not be in breach of future principles that would trigger a referendum. There is therefore a risk that future levels of council tax increases would need to be lower than currently modelled. If this was to occur further pressures and savings would be required to balance the LTFP.

#### 4.1.20 Damping

The Police Allocation Formula (PAF) is used to distribute Police Grant. It is also incorporated in the police element of the system of complex formulae to distribute Formula Grant. The Formula Grant distribution methodology aims to capture the demographic, economic and social characteristics of authorities providing local services. They also take into account authorities' ability to raise income locally from council tax. In the calculation's final stages the damping mechanism ensures funding allocations face minimum year-on-year changes therefore smoothing any distributional turbulence in allocations caused by data or formula changes.

- 4.1.21 The effects of the damping mechanism provide the PCC for Cleveland with more funding in 2014/15 than the formula calculates that should be received. This is an area of constant review, as is the funding formula itself.
- 4.1.22 The expectation is that both the formula for allocating resources and the damping mechanism will undergo a significant review over the coming years. As and when more information becomes available in relation to this an update will be provided to the PCC. Given the PCC is a recipient of damping the review has the potential to increase the financial pressures in the coming years.
- 4.1.23 Expenditure Plans  
Preparation of the budget, including decisions on key assumptions, while based on the most up to date information and forecasts will always have a degree of uncertainty and risk. This risk is managed by having a robust budget process and having balances and reserves that are set to take into account the financial and operational uncertainty that exists.
- 4.1.24 Office of the PCC Budget  
The aim of the PCC over his first term is to reduce the Office of the PCC's budget from the £1,200k inherited from the Police Authority to £850k by 2016/17. If achieved this would mean the overall budget for the Office of the PCC reducing in Cash terms by £350k (29.2%) and in real terms by £446k (34.4%) over the elected term.
- 4.1.25 The PCC is on track to deliver this with the move to a budget of £885k in 2014/15. There are limited risks to the PCC moving to a budget of £885k in 2014/15 and to £850k in 2015/16 other than reduced resources to fund any external support and advice that may arise, however this will need to be carefully managed as the Office takes on additional responsibilities around Victims and Witnesses and Commissioning of services.
- 4.1.26 PCC Initiatives and Victims and Witnesses Services  
The 2014-15 budget sets aside £1.5m for PCC Initiatives, from which the PCC can commission services, make community safety grants and provide funds to deliver against the Police and Crime Plan. It is likely that there will always be more demand for these funds than the total money available and therefore the challenge is which initiatives to support. As the budget is one where allocations are to be made there is no risk that it will overspend but there will be times when the PCC will be unable to support initiatives due to lack of resources.
- 4.1.27 The area of Victims and Witnesses will be new to the PCC in 2014-15 which will in itself provide risks. These risks are likely to be similar to those when the PCC received the Community Safety grant in 2013-14. There may be an expectation from those currently receiving funding that the PCC will continue to provide them with funds and ultimately there is likely to be more demand for this area than the funds available.
- 4.1.28 Corporate Costs  
The decision made by the PCC to change the way that Capital expenditure is financed and not to take out any additional prudential borrowing except in certain situations should enable the forecast £575k reduction in asset management costs to be delivered over the next 4 years. The risk to the delivery of this comes if the principles to enable this to happen are changed.

4.1.29 The forecast budgets in the remainder of this area are realistic with the PFI contracts increasing in line with contractual requirements. The challenge in this area is how to develop and deliver savings from these PFI contracts so that resources can be focussed on front line services.

4.1.30 Police Force

4.1.31 There are a number of risks in the 2014/15 budget and LTFP, these are set out below:

4.1.32 Pay Awards and Staffing Levels

The LTFP assumes that from September 2014 pay will increase by 1% for the next 2 years. This is in line with current government proposals and therefore the budget is built on the best information available. The LTFP assumes pay awards will be 2% from September 2016.

4.1.33 Given the high proportion of pay and contracts that are linked to pay awards any variation in the above assumptions will have a significant impact on the figures within the LTFP. There will still need to be negotiations with unions in relation to future pay awards and any variation or concessions resulting in higher awards will have a significant impact. A movement from 1% to 1.5%, for instance, would have a recurring impact of around £500k in relation to the costs to the Force.

4.1.34 The Force plans around staffing numbers within the LTFP are as follows:

	Actual	Actual	Forecasts		
	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Employee Numbers (Average per year)</b>	FTEs	FTEs	FTEs	FTEs	FTEs
Police Officers	1,441	1,378	1,349	1,349	1,349
PCSOs	158	145	132	132	132
Police Staff - Police Force	215	184	166	166	166
<b>Totals</b>	<b>1,814</b>	<b>1,707</b>	<b>1,647</b>	<b>1,647</b>	<b>1,647</b>

4.1.35 Police Officer numbers will need to be kept under close review during the year to see if the assumptions around Police Officer retirements, leavers and Medical Retirements will enable some limited Police Officer recruitment within 2014-15 while staying within the budget set for 2014-15.

4.1.36 The risk going forward in terms of Police Officer numbers is that, based on current projections, maintaining 1,349 FTE Police Officers is not sustainable financially in 2016-17 and beyond without significant, and as yet unidentified, savings being developed by the Force or significantly more funding being made available to the Force.

4.1.37 The Police Force is currently implementing a programme of Early Retirements/Voluntary Redundancies in relation to PCSO's. Based on known decisions if no additional leavers/retirements take place during the year then this could result in a small over spend however the risk is small.

4.1.38 By the start of April 2015 the Force is also planning to reduce the number of PCSOs to 132 FTEs. There is therefore the potential and likelihood that exit payments for additional FTEs will be required. Based on the experience of those ER/VRs made in 2013-14, and assuming no leavers will occur other than as a result of ER/VR/CR,

around £400k could be required in 2014-15 for this process. An earmarked reserve has been proposed to cover off the risk as part of the proposed budget for 2014-15.

4.1.39 The Police Force is also implementing a programme of ER/VR's for staff. Based on known decisions if no additional leavers/retirements take place during the year then this could result in a small over spend however the risk is small.

4.1.40 By the start of April 2015 the Force is planning to reduce the number of staff to 166 FTEs. There is therefore the potential and likelihood that exit payments could be required during 2014-15. Based on an assumption that all leavers will be as a result of ER/VR/CR then the cost is estimated to be £475k. An earmarked reserve has been proposed to cover off the risk as part of the proposed budget for 2014-15.

4.1.41 Inflation

The 2014/15 budget allows for specific allocations of inflation where necessary in line with either contractual arrangements or estimates and therefore it is unlikely that any significant financial pressures will arise as a result of the assumptions made.

4.1.42 Savings Requirements

The 2014/15 budget requires the deliver of £7.4m of savings, £45k from the Office of the PCC, £725k from the Corporate Budgets and PCC Initiatives budgets and £6,585k from the Police Force. This is on top of the £25m that have been delivered in the period 2011/12 to 2013/14.

4.1.43 All of the savings proposals for 2014/15 seem robust with the vast majority, £5.1m, of the savings and budget reductions being delivered from the changes to the staffing structures of the Force, deleting vacancies, changes to national terms and conditions and reductions in employers pension contribution rates.

4.1.44 Despite the significant cuts that have taken place over the last 3 years the final outturn for the financial years 2010/11, 2011/12 and 2012/13 have been underspends of £650k, £835k and £421k respectively. While these should be seen in the context of a total budget of £130-140m during this same period, the trend of under spending will continue into 2013/14 as reported throughout the current financial year.

4.1.45 The PCC will see from the Budget and LTFP report that based on the current funding assumptions, as set out in this report, that the budget for 2014/15 will balance providing the above savings plans are delivered. There are limited risks from these savings plans. While the financial estimates are robust the risk is that an under spend will develop during the year, primarily due to reductions in staffing at a quicker rate than expected, and the PCC must guard against this impacting on performance against the Police and Crime Plan.

Future Savings Plans and Future Budget Gaps

4.1.46 The current LTFP is showing a balanced position for 2015/16 however this is built on the assumption of the delivery of £5.6m of further savings for that year. At this stage I would estimate that plans are in place to deliver £3.7m of these needed savings, however significant work is required to identify and deliver the £1.9m of contract/procurement savings that are needed to balance the budget in 2015/16.

4.1.47 This is an area that will need to be kept under review throughout 2014/15 to ensure that plans are in place to deliver these savings for the beginning of 2015/16.

- 4.1.48 Beyond 2015/16 the challenge will continue. Based on current assumptions the following additional savings will be needed to balance the budget:
- 2016/17 - £6.3m
  - 2017/18 - £11.5m (i.e. a further £5.2m if the £6.3m for 16/17 is delivered on a recurring basis)
- 4.1.49 Based on the current assumptions and projections of both income and expenditure, aligned to the current savings plan, then there is a significant challenge for 2016/17 and beyond to enable policing and crime services in Cleveland to continue to be delivered in line with the current plans.
- 4.1.50 Capital Expenditure and Financing  
The capital programme to 2017/18 is based on spending £8.8m over the next 4 years on additional capital schemes. Given the decision recently made by the PCC to change the way that capital is financed, the PCC will have sufficient funding available to fund these current plans.
- 4.1.51 In previous years I have highlighted that there has been a recurring and ultimately unsustainable need to borrow to fund capital given that the PCC only receives around £1.2m of Capital Grant per annum.
- 4.1.52 This has now been addressed and while the current plans assume Supported Capital Borrowing of £3.0m over the next 4 years it is not expected that any actual loans will be taken out, therefore reducing interest payable budgets. There are options to try to reduce this further going forward which would also reduce the budget needed to be set aside to fund capital financing requirements.

## **5. Adequacy of Financial Provisions, Reserves and Balances**

5.1 The adequacy of financial reserves is the second requirement on which the CFO must have confidence. In reality, there is no real difference between the factors that determine both the level of reserves and the estimates themselves. Reserves are simply longer term planning mechanisms to set aside resources for a future use. As such, the section above dealing with robustness of estimates can be fully applied to arriving at a confident statement that reserves are adequate in nature i.e. the Financial Strategy and processes and procedures within the overall budget strategy all culminate in determining the level of reserves required to support the Long Term Financial Plan.

### **5.2 Reserves & Provisions**

The PCC maintains a number of reserves, the largest and most significant of which are the General Fund, and the Insurance Fund.

#### **5.2.1 General Fund**

At the 31<sup>st</sup> March 2013, the General Fund stood at £7,426k, of this £421k is going to support the 2013/14 capital budget, with a further £680k being set aside as part of the 2014-15 budget to contribute towards an Earmarked Reserve for the costs of reducing the work force to the level currently factored into the plans for 2015-16. Therefore prior to the 2013/14 outturn it is expected that the PCC will start 2014/15 with £6,345k in General Reserves, this is the equivalent of 4.7% of the Total Funding available to the PCC in 2014/15.

5.2.2 The PCC's attention is drawn to the fact that while it is expected that there will be £6.3m in general reserves by the start of 2016/17 that 2016/17 does not currently balance by £6.3m and 2017/18 does not currently balance by £11.5m.

5.2.3 The position in terms of the general reserve of the PCC is both adequate and robust for the projected financial position over the next 2 years. This takes into account the risks of exit costs and also the assumed contract/procurement savings that need to be delivered for 2015/16, of £1.9m, to balance the budget in that year. Beyond this period the PCC can't rely on the use of the general fund solely to balance the budget and any use of these reserves should be focussed on delivering structural/organisation changes that will enable the budget to be balanced in future years and not in support of shorter term service delivery.

#### **5.2.4 Insurance Fund**

The PCC maintains an Insurance Fund that covers virtually all insurable risks with a limited amount of external cover for special risk incidents and to cover accumulated losses exceeding an agreed amount depending on risk. The amount at the beginning of 2013/2014 amounted to £1,675k.

5.2.5 This level is consistent with an actuarial review of the fund that took place as at 31<sup>st</sup> March 2013 and therefore can't be reduced.

#### **5.2.6 Further Earmarked Reserves**

In addition to the Insurance Fund the PCC also has earmarked reserves that were £1.7m at the 31<sup>st</sup> March 2013. The level of these reserves is not expected to move significantly over the next 2 years. A full list of the Earmarked Reserves as at 31<sup>st</sup> March 2013 is contained at Appendix B.

### Usable Reserves

- 5.2.7 These reserves are collectively known as 'Usable' Reserves. The definition being reserves that 'can be used to fund expenditure or reduce local taxation'. As at the 31<sup>st</sup> March 2013 the Audited Statement of Accounts for the PCC showed that the organisation had Total Usable Reserves of £11,087k and based on the current plans I do not expect this number to change significantly over the next 2 years.
- 5.2.8 While £11,087k may seem like a significant amount of money I would recommend, based on the rationale contained in this report, that the PCC does not seek to reduce this significantly until there is clarity on the potential exits costs for 2014/15, the contract/procurement savings needed to balance the plan for 2015/16 are firmed up and future funding levels are clearer.

## **6. Chief Finance Officer to the PCC's Statement**

- 6.1 As CFO to the PCC it is my duty to specifically comment on the robustness of the estimates put forward for the PCC's consideration. For the reasons set out in this report and from my own review of the estimates process I am satisfied that the proposed spending plan for 2014/15 is sound and robust.
- 6.2 A review has been undertaken of the PCC's reserves and general balances. The PCC's general balances and reserves are an important part of the PCC's risk management strategy giving the financial flexibility to deal with unforeseen costs or liabilities. Assuming the approval of the plan set out in the budget report, I am satisfied that the PCC would have adequate levels of financial reserves and general balances through 2015/16 provided that service restructuring is delivered and future growth, if any, is managed and funded from sustainable savings.
- 6.3 In 2016/17 and beyond there is a significant amount of risk around future levels of funding and where savings can be found to deliver the current services within the reducing funding levels. As such I recommend that until this uncertainty is resolved the PCC maintains general reserves closer to 5% of the Total Funding available to them than the 4% that is set out as a minimum in the reserves policy that is attached at Appendix A.

## **7. Implications**

### **Finance**

- 7.1 Other than the references made above there are no specific financial or staffing implications in respect of this report.

### **Risk**

- 7.2 There will always be an element of risk that estimates are not fully robust or accurate which may lead to unfunded budget pressures becoming apparent during the year. This report sets out the process and basis for ensuring robustness and minimising the risk of unforeseen problems. As outlined in the report the PCC should ensure that it sets aside sufficient balances to ensure that any problems and liabilities can be dealt with.

## **8. Conclusion**

- 8.1 The PCC's budget setting process has been designed to ensure that estimates brought forward for approval are sound and robust. This report confirms that approach.
- 8.2 Similarly, the PCC's policy is to ensure that it has sufficient levels of reserves and balances to provide for known, anticipated and unforeseen costs and liabilities. I am satisfied that the proposals emerging from the 2014/2015 budget process are clear, soundly based and deliverable, and that the approach to reserves and balances contained therein are appropriate.
- 8.3 In setting a budget for 2014/2015 the PCC will need to continue to have regard to the underlying level of available resources. The budget report requires the PCC to take a robust approach to this issue by agreeing a long term financial plan aimed at maintaining a sustainable position through the Plan period.
- 8.4 While the financial position for both 2014/15 and 2015/16 are challenging, the estimates they are based on are robust. Beyond this period there is a significant risk, given the uncertainty about future cuts in government funding beyond the current CSR period, as to whether the PCC will have sufficient funding to support the current plans of the both the PCC and the Police Force. Given the £32m of savings that have been delivered during the first 4 years of 'Austerity' there is also limited scope from where additional savings can be developed.

# Police and Crime Commissioner for Cleveland

## Reserves Policy

1. Reserves will only be established in accordance with legislation or codes of practice, for defined purposes and only with the approval of the Police and Crime Commissioner as advised by the PCC's CFO. When reviewing the long term financial plan and preparing the annual budget, the PCC shall consider the establishment and maintenance of reserves.
2. These can be held for three main purposes:
  - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing - this forms part of general reserves.
  - A contingency to cushion the impact of unexpected events or emergencies - this also forms part of general reserves.
  - A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.
3. The PCC's general reserve will act as a safety net against the risks of:
  - a) reductions in damping grant,
  - b) in year reductions in budgeted funding
  - c) work force modernisation costs
  - d) delays in delivery of savings plans
  - e) and unforeseen circumstances such as:
    - Expenditure on major incidents that significantly exceed the budgeted provision for such incidents.
    - Levels of inflation that significantly exceed the budgeted provision.
    - Expenditure on "demand-led" lines that significantly exceed the budgeted provision.
4. The appropriate level of the general reserve will be assessed each year when the budget is set. The assessment will have regard to the circumstances and budget for that year, to prospects for future years' budgets, and to any Home Office policy on special grant. The minimum level of the general reserve shall be 4% of the Total Funding available to the PCC.
5. The application of the general reserve will require the specific approval of the PCC as advised by the PCC's CFO. In the normal course of events decisions will be made on the principle that a one-off contribution from the general reserve should be made to support one-off and not continuing expenditure.
6. The position on the general reserve will be monitored in-year by the PCCs CFO as part of the budgetary control process, and proposals brought to deal with any significant adverse movements compared with the budgeted position. The presumption will be that any net underspending on the revenue budget shall flow to the general reserve unless there is an in year decision to utilise this to address performance matters.

**APPENDIX B**

<b>Earmarked Reserves as at 31st March 2013</b>	<b>£000</b>
Direct Revenue Funding of Capital	(105)
Injury Pension Reserve	(16)
PFI Sinking Fund	(247)
Incentivisation Grant	(197)
Neighbourhood Policing	(16)
Specials	(62)
Urlay Nook TTC	(48)
Development Fund	(12)
Invest to Save	(83)
Devolved Budget Carry Forwards	(8)
Accommodation Costs	(48)
PCC Transition Reserve	(292)
Police Property Act Fund	(30)
Risk Reserve	(66)
Revenue Grants Unapplied	(463)
<b>Total</b>	<b>(1,692)</b>