



Report of the Chief Finance Officer of the PCC to the Police and Crime Commissioner for North Yorkshire

27th September 2016

Status: For Information

Medium Term Financial Plan (MTFP) 2017/18 to 2020/21 and Capital Plans 2017/18 to 2020/21 Update

1. Executive Summary

1.1 Purpose of the Report

This report is to provide the PCC with an update on the delivery of the MTFP Revenue and Capital plans of the organisation based on the plans agreed by the PCC in February 2016 and any significant changes that have taken place since February.

2. Recommendations

The PCC is requested to note:

- 2.1 The current year forecasts are included within this report to acknowledge that delivery within the current year will have an impact on the MTFP both in terms of finances and delivery of services, change and project.
- 2.2 The current year forecast is for a breakeven position against both the Revenue and Capital Programme however much work is needed in both areas. Experience suggests that underspends will materialise against the revenue budget and that Project Managers/Owners are being very optimistic/unrealistic in forecasting that all of the projects will be delivered and the budgets spent within the current financial year.
- 2.3 There is still a significant amount of work required to actually deliver against both the current year plans and those incorporated with the MTFP and this will be monitored through the Affordability Group and progress and updates incorporated into future updates of the MTFP.

- 2.4 The plans rely on assumptions and estimates about what will happen in the future. There are a significant number of unknowns that are outside of the control of the organisation and as such there are a number of significant risks to the organisation. The main risks are set out within the report and will be kept under review.
- 2.5 A further update on the MTFP will be provided during December.

3. Current Year Financial Performance

- 3.1 On the 25th February 2016 the PCC agreed the revenue Budget for 2016/17 which was based on the receipt of income totalling £150,070k. This section is to provide the PCC with an update on all areas of the budget, including forecasts of how much income will actually be received during the year, the progress against the budget to date and forecasts on the expenditure for the remainder of the financial year.
- 3.2 The £150,070k was allocated to the following areas:
- £911k to run the Office of the PCC
 - £27,432k for Corporate Services
 - £121,445k to the Police Force
 - £3,449k to the Capital Programme

Supported by £3,167k from Reserves

- 3.3 The income received and expenditure incurred to the end of August 2016 are included within the table below, along with the forecast outturn across all of the above areas:
- 3.4 The overall forecast outturn at this point in the financial year is for an overall breakeven position against the overall budget. This is shown in the table below. However experience would suggest that underspends will develop as the year progresses. There are some very ambitious recruitment targets required, particularly around police staff roles, to enable this to happen. The sections below consider the main areas of the budget and provide a brief overview of the current position and the projected position as necessary.

	Actual Budget 2016/17	Revised Budget 2016/17	YTD Budget Aug 2016	YTD Actual Aug 2016	YTD Over/(Under) Spend Aug 2016	Year End Forecast Over/(Under) spend
Funding	£000s	£000s	£000s	£000s	£000s	£000s
Funding for Net Budget Requirement	(140,183)	(140,184)	(66,958)	(66,958)	0	0
Specific Grants	(2,908)	(2,838)	(1,182)	(1,187)	(5)	(62)
Partnership Income/Fees and Charges	(6,978)	(7,332)	(3,055)	(2,457)	598	1,732
Total Funding	(150,070)	(150,354)	(71,195)	(70,603)	592	1,670
Office of the PCC Planned Expenditure	£000s	£000s	£000s	£000s	£000s	£000s
Total Planned Expenditure	911	911	376	329	(47)	0
Corporate Costs	£000s	£000s	£000s	£000s	£000s	£000s
Staff Pay	7,922	10,318	3,429	3,295	(134)	(587)
Other Non Salary	579	278	105	291	186	61
Premises	5,215	5,348	2,295	2,162	(133)	(448)
Supplies and Services	12,725	13,314	5,107	4,123	(984)	(231)
Transport	157	159	65	324	259	641
Asset Management	834	926	386	24	(362)	(26)
Total Corporate Costs	27,432	30,343	11,387	10,219	(1,168)	(590)
Police Force Planned Expenditure	£000s	£000s	£000s	£000s	£000s	£000s
Pay						
Police Pay	69,601	69,732	28,928	28,929	1	(32)
Police Overtime	1,427	1,104	324	996	672	1,596
PCSO Pay (incl Overtime)	6,326	6,125	2,500	2,438	(62)	(205)
Staff Pay (incl Overtime)	27,328	27,922	11,445	10,554	(891)	(1,222)
Pay Total	104,682	104,883	43,197	42,917	(280)	137
Non-Pay Budgets						
Other Non Salary	874	923	377	372	(5)	(23)
Injury and Medical Police Pensions	3,168	3,167	1,320	1,164	(156)	33
Premises	79	79	33	19	(14)	21
Supplies and Services	10,419	10,515	4,391	3,524	(867)	(916)
Transport	2,224	2,232	930	754	(176)	(332)
Non-Pay Total	16,763	16,916	7,051	5,833	(1,218)	(1,217)
Total Planned Force Expenditure	121,445	121,799	50,248	48,750	(1,498)	(1,080)
(Surplus)/ Deficit before Reserves/ Capital	£000s	£000s	£000s	£000s	£000s	£000s
(282)	2,699	(9,184)	(11,305)	(2,121)	0	
Planned Transfers to/(from) General Fund	0	0	0	0	0	0
Contribution to Capital Programme	3,449	3,449	862	1,290	428	49
Planned Transfers to/(from) Earmarked Reserves	(3,167)	(6,148)	(1,170)	(795)	375	(49)
Net (Surplus)/Deficit After Reserves	0	0	(9,492)	(10,810)	(1,318)	0

3.5 Income

For many of the income streams, the forecast income remains in line with the budget. Three sources of income are forecasted to under achieve against the budget:

- The income derived from Police Lead Prosecutions is forecast to be less than the budget by £160k. The budget for this income appears to have been over estimated.
- Income from the administration of speed awareness courses is forecast to be £710k less than budgeted. The existing Safety Camera Vans are generating fewer prosecutions than were forecast. Also a delay in the procurement of the new Safety Camera Vans has also had an impact.

The level of income will be monitored and future forecasts adjusted if necessary. The reduction in income will be offset to some extent by the corresponding reduction of administration costs that is causing some of the under spend in the Force's supplies and services line.

- The final area worthy of note is that the secondment income budget included the full year recharge of Forensic staff who have now been transferred to Regional Forensic Science Service under a TUPE agreement from the 1st July. This is therefore showing an under recovery of income of £900k. This is offset by an under spend against the Force staff salary budget by the same amount. The budgets will be adjusted going forward.

3.6 Office of the PCC

The current expectation is that the OPCC budget will breakeven during 2016/17 with the likely costs of a Deputy PCC and the costs of cover for the Chief Executive post being absorbed within the overall £911k budget.

3.7 Corporate Services

Pay related budgets are forecast to underspend by £587k. As with the Force there are a number of staff vacancies within this area that are actively being recruited to and the ability to achieve this will impact significantly on the ability to deliver against the organisations priorities and also the financial forecasts that are provided within the current summaries.

3.8 Non-Salary budgets are now being scrutinised in detail and forecasts reviewed by Budget Holders to reflect spending plans for the remainder of the financial year and the outcome will be reflected in future forecasts.

3.9 Police Force Expenditure

Pay related budgets are forecast to overspend by £137k for the Force. As set out below:

3.10 Police Pay and Overtime

The numbers of police officers fluctuate during the year - officers retire fairly evenly, but recruitment takes place at intervals. The budget was set to assume 1,370 officers by the end of the year. However, as plans have been refined the projected numbers have increased to 1,400 at the 31st March, although the average number of officers during the year is projected to be lower than estimated when the budget was set. Some of the change has been achieved by changing the mix of Transferees and Student Officers, so that the reduction in average numbers is offset by the higher salary costs of transferees, in comparison to student officers.

A number of civilian investigators have been recruited on an Agency basis to fill some officer vacancies/abstractions – costs of these posts are included in the staff costs outturn figures.

Police overtime is forecast to be overspent by £1.6m. This overspend includes overtime of £500k utilised for targeted initiatives to reduce crime and anti-social behaviour across the Force for which the budget is held elsewhere. In addition, overtime is being used to maintain the expected Policing levels within the OPM model as Police Officer numbers have reduced faster than anticipated. Lack of uniformed and Detectives in some areas has resulted in greater than expected overtime and the forecast assumes that recruitment will not have any significant impact until very late in the financial year. The position will be monitored as the year progresses and future forecasts adjusted if necessary.

3.11 PCSO Pay and Overtime

An overall forecast underspend of £220k is anticipated on PCSO pay. The number of PCSOs vacancies at the end of August was 20 and recruitment plans are in place for intakes in October, January and March bringing forecasted numbers to 200 by the end of the year. Planning for PCSO numbers takes account of potential leavers.

3.12 Staff Pay and Overtime

An under spend of £1,222k is forecast on the Force staff pay costs but £900k of this relates to a budget for Forensic staff now TUPE'd to Regional Forensic Science Service from 1st July and is offset by an under recovery of income by the same amount. The budgets will be adjusted. The Force figure is after taking account of Agency Civilian Investigators as discussed above.

3.13 The current year summary is important to understand as it has a knock on impact into the MTFP especially around the ability to deliver the projects, savings plans and changes that underpin the current assumptions. This will be built upon as the year progresses to ensure that the learning and forecasts from 2016-17 are incorporated into the MTFP.

4. Planning and Funding Assumptions

4.1 National Context

There have been some significant changes to the political landscape since the 2016/17 Budget was set by the PCC in February 2016. These include the following:

- There has been a National Budget; this took place on the 16th March 2016.
- On the 23rd June the UK voted to leave the European Union
- David Cameron resigned as Prime Minister
- Theresa May subsequently became leader of the Conservative Party and on the 13th July 2016 she became Prime Minister.

4.2 As you would expect there have been a significant number of changes in terms of ministerial appointments. A summary list of Cabinet ministers and shadow ministers is available at Appendix A.

4.3 In terms of the Home Office, Theresa May appointed Amber Rudd MP as her successor as Secretary of State while Mike Penning remained as the Minister for Policing, Fire and Criminal Justice and Victims.

4.4 In terms of the impact on the PCC finances there is no new information to be able to update the previous forecasts, although the financial landscape within the country appears to have significantly changed. The new Prime Minister has already said that the government would no longer seek to reach a surplus by 2020 and the new Chancellor, Philip Hammond MP, has suggested that he may use the Autumn Statement, which is due to take place on the 23rd November 2016 to "reset" Britain's economic policy.

4.5 As soon as further information is available then updates will be provided. However in the meantime the assumptions in relation to Government Grant forecasts remain as follows:

Assumed Government Grant Reductions		
	Feb 2016 MTFP	Sept 2016 MTFP
	%	%
2017/18	-0.6%	-0.6%
2018/19	-0.6%	-0.6%
2019/20	-0.6%	-0.6%
2020/21	N/A	2.0%

4.6 Funding Formula

There have been some recent developments in relation to the Funding Formula with received from Brandon Lewis MP (the Minister of State for Policing and the Fire Service) to set out the timetable for the next review of the Funding Formula. It is expected that there will be:

- 2 Home Office led Groups (Group 1 - strategic direction. Group 2 - technical reference group). These will convene in early October 2016.
- The groups will include independent views, including from academics.
- The focus will be on the distribution of main police grant.
- It will test a range of scenarios, but the Home Office will not provide a running commentary on potential outcomes.
- Public consultation will commence in Feb 2017
- Aiming for implementation in 2018/19
- High level principles and transitional arrangements to be agreed at outset, before detailed technical work begins.

4.7 There is no allowance within the MTFP, at this stage, for any adverse impact on the funding available to North Yorkshire as a result of the implementation of any New Funding Formula.

4.8 Precept

Around 45% of the Net Budget Requirement within North Yorkshire is funded by the local precept and therefore this will provide more of a cushion to cuts in government grants than in most Police Force areas.

4.9 The assumption throughout this plan, for planning purposes, is that this element will continue to increase at a rate of 1.99% per annum, although this will be subject to an annual decision.

4.10 The Government have informed PCC's that 'You should plan on the basis that the overall referendum limit for police precept will be maintained at 2% over the Spending review period for Police and Crime Commissioners in England.' Therefore the risk in relation to this assumption going forward is manageable locally and subject to local decision and consultation annually.

4.11 DCLG has recently published a technical consultation on the 2017-18 Local Government Finance Settlement. The consultation, which closes on 28 October 2016, includes details of the 2017-18 council tax referendum principles for police.

4.12 The Government's proposals for the council tax referendum principles for 2017/18 are:

- A core principle of 2%. As in 2016/17, this would continue to apply to shire counties, unitary authorities, London boroughs, the Greater London Authority, fire authorities, and Police and Crime Commissioners except those whose Band D precept is in the lower quartile of that category

- Those Police and Crime Commissioners whose Band D precept is in the lowest quartile (this doesn't include North Yorkshire) of that category will be allowed increases of less than 2% or up to and including £5, whichever is higher.
- 4.13 There have therefore been no changes to the assumptions within this area since the February MTFP was approved.
- 4.14 Number of Band D Equivalent Properties and Collection Surplus'
Over the last 3 years there have been significant increases in both the number of calculated Band D properties within North Yorkshire and also significant Collection Surplus' to which the PCC has benefited from.
- 4.15 In line with Government projections and based on historic trends the financial plans now include a 0.5% increase in the underlying tax base on an annual basis and a £150k per annum collection surplus.
- 4.16 In the June MTFP report reference was made to the review that is taking place across each District area within North Yorkshire in relation to Single Person Discounts. Across North Yorkshire, over 86,000 households claim single occupancy discount at the rate of 25% with in excess of £31m being offset against taxpayer bills as a result. This reduction is reflected in the Council Tax base that is reported to us by each local council and that we use to raise the 'Police' precept
- 4.17 In addition to this a number of Councils have reported that they are consulting on changes to the Council Tax Support schemes that currently operate within their areas. Council Tax Support (also known as Council Tax Reduction) is a discount given to Council Tax payers on low income to reduce the amount of Council Tax they have to pay.
- 4.18 These consultations relate to proposed changes to their 'Working Age scheme' and would come into effect from the 1st April 2017. The Council Tax Support scheme for people of pensionable age is prescribed by the Government, unlike the working age scheme, and therefore is not subject to any local discretion.
- 4.19 The proposed changes are focussed on the following areas:
- Family Premium
 - Backdating of claims
 - Temporarily Absence
 - Changes to treatment of Employment and Support Allowance cases
 - Limit the number of dependent children used within the calculation
 - Review of Severe Disability premium in certain circumstances
- 4.20 Should the proposed changes come into effect from the 1st April 2017 then it is expected that the level of Council Tax discounts awarded will reduce and therefore marginally increase the calculated number of band D equivalent

properties within North Yorkshire, which will subsequently increase the amount of precept income received on a recurring basis.

- 4.21 All of the above changes will be factored into the information provided to the PCC by the local councils as part of the precept setting process.
- 4.22 Specific Grants, Other Income and Partnership Fees and Charges
These sources of income and funding are forecast to provide between £9.9m and £11.9m across the life of the plan.
- 4.23 The entire funding therefore expected to be available to the PCC for the next 4 years in comparison to 2016/17 is as follows:

	Actual	Forecasts			
	2016/17	2017/18	2018/19	2019/20	2020/21
Funding	£000s	£000s	£000s	£000s	£000s
Government Grant	(68,723)	(68,311)	(67,901)	(67,493)	(68,843)
Council Tax Precept	(63,563)	(64,306)	(65,909)	(67,553)	(69,237)
Council Tax Freeze Grant	(2,152)	(2,139)	(2,126)	(2,113)	(2,156)
Council Tax Support Grant	(5,746)	(5,712)	(5,677)	(5,643)	(5,756)
Funding for Net Budget Requirement	(140,183)	(140,468)	(141,613)	(142,803)	(145,992)
Specific Grants	(2,908)	(2,660)	(2,429)	(2,420)	(2,420)
Partnership Income/Fees and Charges	(6,978)	(9,243)	(9,258)	(9,375)	(9,463)
Total Funding	(150,070)	(152,371)	(153,300)	(154,598)	(157,875)
%age change in Total Funding	2.1%	1.5%	0.6%	0.8%	2.1%

5. Expenditure Plans

5.1 The forecast expenditure plans have not changed significantly since the MTFP was approved in February 2016 and therefore the detailed plans have not been restated in this update paper. As the financial year develops and changes become necessary and/or apparent these will be factored into the financial plan updates. A summary of the overall position is included below:

	Actual Budget	Forecasts			
	2016/17	2017/18	2018/19	2019/20	2020/21
Funding	£000s	£000s	£000s	£000s	£000s
Total Funding	(150,070)	(152,371)	(153,300)	(154,598)	(157,875)
%age Change in Funding	2.1%	1.5%	0.6%	0.8%	2.1%
Office of the PCC Planned Expenditure	£000s	£000s	£000s	£000s	£000s
Total Planned Expenditure	911	911	911	911	911
Corporate Costs	£000s	£000s	£000s	£000s	£000s
Staff Pay	7,922	8,484	7,298	7,265	7,331
Other Non Salary	579	460	303	306	309
Premises	5,215	4,569	4,406	4,288	4,376
Supplies and Services	12,725	14,258	11,430	11,899	11,834
Transport	157	193	195	199	202
Asset Management	834	867	846	846	846
Total Corporate Costs	27,432	28,830	24,479	24,803	24,900
Police Force Planned Expenditure	£000s	£000s	£000s	£000s	£000s
Pay					
Police Pay	69,601	70,391	70,753	71,573	72,050
Police Overtime	1,427	1,372	1,207	1,223	1,238
PCSO Pay (incl Overtime)	6,326	6,386	6,445	6,505	6,566
Staff Pay (incl Overtime)	27,328	28,506	27,537	27,795	28,059
Pay Total	104,682	106,654	105,941	107,096	107,913
Non-Pay Budgets					
Other Non Salary	874	1,326	1,319	1,332	1,344
Injury and Medical Police Pensions	3,168	3,199	3,231	3,263	3,296
Premises	79	80	81	82	83
Supplies and Services	10,419	10,097	11,719	11,581	11,843
Transport	2,224	2,303	2,381	2,465	2,554
Non-Pay Total	16,763	17,005	18,731	18,723	19,120
Total Planned Force Expenditure	121,445	123,659	124,671	125,819	127,033
%age Change in Expenditure	2.2%	1.8%	0.8%	0.9%	1.0%
(Surplus)/Deficit before Reserves/Capital	£000s	£000s	£000s	£000s	£000s
	(282)	1,030	(3,238)	(3,064)	(5,031)
Planned Transfers to/(from) General Fund	0	(1,364)	(808)	(318)	0
Contribution to Capital Programme	3,449	4,039	4,207	3,513	3,513
Planned Transfers to/(from) Earmarked Reserves	(3,167)	(3,705)	(161)	(130)	1,518
Net (Surplus)/Deficit After Reserves	0	(0)	(0)	0	0
General Reserves	£000s	£000s	£000s	£000s	£000s
General Fund Balance b/f	9,697	9,697	8,333	7,525	7,207
Proposed (Use of)/Contribution to General Fund	0	(1,364)	(808)	(318)	0
General Fund Balance c/f	9,697	8,333	7,525	7,207	7,207
Assumptions					
Police Pay Increases	1.0%	1.0%	1.0%	1.0%	2.0%
Precept Increases	2.0%	2.0%	2.0%	2.0%	2.0%
Government Grant Reductions (Cash Basis)	-0.6%	-0.6%	-0.6%	-0.6%	2.0%

6. Affordability Programme

6.1 Affordability Programme

The Affordability Programme was established during 2015/16 to look at how we can shape the organisation and the operations to deliver the right service to the public of North Yorkshire within the budgetary constraints.

6.2 Significant savings and investment plans resulted from this work and were factored into the MTFP. The delivery of this programme will continue to be monitored through the Affordability Group, along with new areas for delivery of savings which can then enable continued investment in priority areas over the coming years.

6.3 An update on the progress of this work will be included within the next MTFP update.

7. Capital Financing and Expenditure

7.1 The assets owned by the PCC are a vital platform for the delivery of the Police and Crime Plan, with the overall purpose of the capital plan to provide sufficient funding to renew the asset base of the organisation, informed by condition deficiency surveys, 'fit for purpose' reviews, equipment replacement programmes, business continuity requirements and invest to save expenditure. Plans have been drawn up and are being developed for capital investment which would aid the organisation in delivering against the Police and Crime Plan.

7.2 The investment and development programme continues to be significant in terms of scope, ambition and the finances set aside to deliver.

7.3 2015-16 saw both significant slippage and underspending against the Capital and Revenue Development Programme again. The overall programme had a budget of £32.2m for 2015/16, of this £12.2m was spent (38%), £17.6m (55%) was carried forward/slipped into future years and £2.5m was returned as underspends/funds that were no longer needed.

7.4 £13.6m of the £17.6m has now been profiled to be spent in 2016/17 with £3.0m profiled to be spent in 2017/18 and the final £1.0m in 2019/20.

7.5 When this is added to the £10.5m of 'new' schemes included within the 2016/17 budget and then the additional schemes approved during the current year then this provides £24.6m of Capital and Revenue Development schemes for delivery in 2016/17.

7.6 It will be a significant challenge to deliver this level of development and investment in any one year and there will need to be an element of prioritisation of this work.

Current Year – Position to the end of August 2016

- 7.7 The difficulty in delivering these schemes is highlighted by the amount that has been spent in the first 5 months of the 2016/17 financial year – this only totals £3,224k – which is only 13% of the overall total budget.
- 7.8 Despite this Project Managers/Owners are forecasting that all of this £24.6m will be spent in this financial year. Work is continuing around the phasing and timing of expenditure to enable better forecasting of expenditure and this will be kept under review across the rest of the financial year.
- 7.9 It is highly likely that significant slippage will again occur.
- 7.10 Further details around the plans will be developed during the year and incorporated into future updates of the MTFP. However the current projections of funding and expenditure are set out in the summary table below:

SUMMARY	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL from 2016/17 to 2020/21
	£'000	£'000	£'000	£'000	£'000	£'000
Available Reserves Brought forward	14,701	6,752	2,471	4,172	3,366	14,701
Capital Grant	508	508	508	508	518	2,550
Estimated future Capital Receipts from Estates Strategy	4,425	3,205	2,090	-	1,634	11,355
RCCO from Revenue	3,449	4,039	3,645	3,513	3,513	18,159
Transfers from Revenue	55	-	-	-	1,378	1,434
Transfers to/from Earmarked Reserves	125	-	-	-	-	125
Borrowing/Leasing	8,045	-	-	-	-	8,045
Transfer from General Reserve	-	-	562	-	-	562
Projected Funding Available	31,308	14,504	9,276	8,193	10,410	56,930
Capital and Revenue Project Expenditure Plans						
ISD	10,504	5,123	527	2,033	862	19,048
Transport	2,256	1,227	1,524	1,097	1,522	7,625
Other Rolling Programmes	1,170	1,100	1,094	1,080	1,235	5,678
Estimated Estates Strategy	5,400	1,606	760	-	817	8,583
Property and Facilities	1,243	2,181	1,199	618	1,236	6,477
Externally Funded	0	-	-	-	-	0
Other Projects	3,983	797	-	-	-	4,780
	24,556	12,033	5,104	4,827	5,672	52,192
Earmarked & Capital Receipts Carried Fwd	6,752	2,471	4,172	3,366	4,738	4,738

8. Reserves

- 8.1 As at the end of 2015/16 the PCC had Usable Reserves of £28.6m, this is down from £32.4m at the end of 2014/15 and £43.5m at the end of 2013/14. The main reserves currently being held are for the following reasons:
- Capital Reserves - £14.7m
 - General Reserves - £9.7m
 - Force Short Term Reserves - £1.7m
 - PCC Short Term Reserves - £1.8m
 - Insurance Reserve - £0.5m
- 8.2 The expected movements on all reserves held by the PCC will be kept under review in line with the development of the MTFP throughout the year and incorporated into future updates of the plan. A full review of reserves and the robustness of the assumptions within the MTFP will be prepared for consideration by the PCC before the 2017/18 budget is set.

9. Risks

- 9.1 The major risks and unknowns surrounding the figures presented here are:
- Any differences between the future years' actual Government Grant settlements and the estimated figures.
 - The impact of the funding formula review on the Government Grant received in North Yorkshire.
 - That Legacy Council Tax grants are reduced in the future.
 - Variations in future years between the estimated tax base used and the actual declared tax base.
 - Changes in the referendum limits for Precept increases below the currently anticipated 2% pa.
 - Increasing costs of the employers Pension Contribution into the Police Pension Fund.
 - Sensitivity of assumptions, including inflation and borrowing costs.
 - Ability of the organisation to deliver the significant change and investment programme that is currently underway.
 - Ability to deliver the savings outlined within the Affordability Programme within the timeframes set and also to the level needed whilst delivering the required levels of service.

Report Information

Author(s): Michael Porter, PCC Chief Finance Officer.

Date: 27th September 2016

Background Information and Related Documents

MTFP Revenue and Capital Reports (v50) and associated documents

Appendix A

Cabinet Ministers and Shadow Ministers

Listed below are the Cabinet ministers in the Conservative Government, and their respective shadow ministers in the Labour Party. For simplicity, Cabinet members are highlighted in blue, and the Labour MPs shadowing their roles are highlighted in red.

Cabinet Office

Prime Minister, First Lord of the Treasury and Minister for the Civil Service

- [Rt Hon Theresa May MP](#)
- [Rt Hon Jeremy Corbyn MP](#)
- [Tom Watson MP \(Deputy Leader and Shadow Minister for the Cabinet Office\)](#)

Minister for Government policy and Chancellor of the Duchy of Lancaster

- [Rt Hon Patrick McLoughlin MP](#)

Parliamentary Secretary to the Treasury and Chief Whip

- [Chris Skidmore MP](#)
- [Rt Hon Dame Rosie Winterton MP \(Chief Whip\)](#)
- [Rt Hon Lord Bassam of Brighton \(House of Lords Chief Whip\)](#)

Minister for the Cabinet Office

- [Ben Gummer MP](#)
- [Tom Watson MP \(and Deputy Leader\)](#)
- [Cat Smith MP \(Voter Engagement and Youth Affairs\)](#)

Minister without Portfolio

- [Jonathan Ashworth MP](#)

HM Treasury

Chancellor of Exchequer

- [Rt Hon Philip Hammond MP](#)
- [John McDonnell MP](#)

Chief Secretary to the Treasury

- [David Gauke MP](#)
- [Rebecca Long Bailey MP](#)

Home Office

Secretary of State for the Home Department (Home Secretary)

- [Rt Hon Amber Rudd MP](#)
- [Rt Hon Andy Burnham MP](#)
- [Sarah Champion MP \(Preventing Child Abuse and Domestic Violence\)](#)

Department for Communities and Local Government

Secretary of State

- [Rt Hon Sajid Javid MP](#)
- [Grahame Morris MP \(and Shadow Minister for the Constitutional Convention\)](#)

Department for Education

Secretary of State

- [Rt Hon Justine Greening MP \(and Minister for Women and Equalities\)](#)
- [Angela Rayner MP \(and Shadow Minister for Women and Equalities\)](#)

Department of Health

Secretary of State

- [Rt Hon Jeremy Hunt MP](#)
- [Ms Diane Abbott MP](#)

Department for Transport

Secretary of State

- [Rt Hon Chris Grayling MP](#)
- [Andy McDonald MP](#)

Department for Environment, Food and Rural Affairs

Secretary of State

- [Rt Hon Andrea Leadsom MP](#)
- [Rachael Maskell MP](#)

Department for Business, Energy and Industrial Strategy

Secretary of State

- [Rt Hon Greg Clark MP](#)
- [Jon Trickett MP \(Shadow Secretary of State for Business, Innovation and Skills and Shadow Lord President of the Council and Campaigns and Elections chair\)](#)
- [Barry Gardiner MP \(Shadow Secretary of State for Business, Energy and Industrial Strategy\)](#)

Department for Work and Pensions

Secretary of State

- [Rt Hon Damian Green MP](#)
- [Debbie Abrahams MP](#)

Department for Culture, Media and Sport

Secretary of State for Culture, Media and Sport

- [Karen Bradley MP](#)
- [Kelvin Hopkins MP](#)

Ministry of Justice

Lord Chancellor and Secretary of State for Justice

- [Rt Hon Elizabeth Truss MP](#)
- [Richard Burgon MP](#)

Ministry of Defence

Secretary of State:

- [Rt Hon Michael Fallon MP](#)
- [Clive Lewis MP](#)

Foreign and Commonwealth Office

Secretary of State for Foreign and Commonwealth Affairs (Foreign Secretary):

- [Rt Hon Boris Johnson MP](#)
- [Emily Thornberry MP](#)

Minister of State (Foreign and Commonwealth Office):

- [Rt Hon Baroness Anelay of St Johns DBE](#)

Department for Exiting the European Union

Secretary of State for Exiting the European Union:

- [Rt Hon David Davis MP](#)

Department for International Development

Secretary of State:

- [Rt Hon Priti Patel MP](#)
- [Kate Osamor MP](#)

Northern Ireland Office

Secretary of State for Northern Ireland:

- [Rt Hon James Brokenshire MP](#)
- [Mr David Anderson MP](#)

Wales Office

Secretary of State for Wales:

- [Rt Hon Alun Cairns MP](#)
- [Paul Flynn MP \(also Shadow Leader of the House of Commons, and Lord Privy Seal\)](#)

Scotland Office

Secretary of State for Scotland:

- [Rt Hon David Mundell MP](#)
- [Mr David Anderson MP](#)

Office of the Leader of the House of Commons

Leader of the House of Commons, and Lord Privy Seal

- [Rt Hon David Lidington MP \(and Lord President of the Council\)](#)
- [Paul Flynn MP \(also Shadow Secretary of State for Wales\)](#)

Office of the Leader of the House of Lords

Leader of the House of Lords

- [Baroness Evans of Bowes Park](#)
- [Baroness Smith of Basildon](#)

Attorney General's Office

Attorney General:

- [Rt Hon Jeremy Wright QC M](#)