

# GLA21/6.3 Business Plan and Budget for 2009/10

14 January 2009

**BOARD PAPER REFERENCE – GLA21/6.3 – BUSINESS PLAN AND BUDGET FOR 2009/10**

The business planning process for the financial year 2009/10 has taken into account the (i) experience of 2008/9, and (ii) the recommendations of the Gangmasters Licensing Authority Annual Review 2008 carried out by the University of Liverpool and in particular the Review's recommendations on a Composite Performance Index (CPI) for the GLA.

This has led to the production of a Business Plan for 2009/10 which is focused on process and output measures and indicators, and a 'Scorecard' which will be used to assess the impact of the GLA's activities over the twelve month period to 31<sup>st</sup> March 2010.

The Scorecard (annex 1) is based on the CPI but excludes exogenous factors in the University of Liverpool recommendations.

The Business Plan (annex 2) is meant to be a management tool to control and run the GLA and it will be the basis of the monthly Performance Report which will be the key control and monitoring report used by the GLA executive team. The Performance Report will be reviewed each month at the Executive Management Board. Each quarter a consolidated summary of the Performance Reports will be produced and circulated to board members.

The budget for 2009/10 reflects the reduction of income arising from the changing methodology regarding fees consultation (as a result of agreement with Defra and HMT) and a copy of the budget is attached in annex 3.

**Business Plan 2008/09; Targets 1.4 and 1.5**

One of the observations of the Gangmasters Licensing Authority Annual Review 2008 carried out by the University of Liverpool was that the "commitment to inspect TLWG labour providers" was not the best use of our inspection resources. This supports the view developed internally over the past nine months. We appear to have largely improved the performance of previous TLWG labour providers through our activities. Therefore, we have decided to drop Target 1.4 and use our resources on intelligence led operations as opposed to inspections determine by whether or not a particular labour provider was initially in the TLWG scheme. Similarly, we have dropped the routine target on clearing ALCs (Target 1.5).

**Annex 1**

**SCORECARD FY 09/10**

Foreword

This Annual Scorecard reflects the recommendations of the Gangmasters Licensing Authority Annual Review 2008 carried out by the University of Liverpool and in particular the Review's recommendations on a Composite Performance Index (CPI) for the GLA.

In addition to the CPI measures included in this Scorecard, during the year we will carry out an Agency Worker Survey (Domain D of the CPI proposed in the Review).

At the start of each year a projection is made for the year-end figures. Then, at year-end, these projections are converted to actual and the variance *between years* compared to assess the overall impact of the GLA over the twelve months. The variance between the start of year projection and the end-year actual will be commented upon if necessary.

We will continue to monitor our detailed process and output performance regularly through the Annual Business Plan and this will be reviewed by the Executive Management Board on a monthly basis, with a quarterly Performance Summary being issued to board members.

**Ian Livsey**  
*Chief Executive*

**Indicator 1 – Labour providers****Licensing**

| <i>No. Licences</i>  | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|----------------------|----------------------|------------------------|-----------------|
| No Licences          | 1203                 |                        |                 |
| % Licences with ALCs | 6%                   |                        |                 |
| % Licences Refused   | 4%                   |                        |                 |
| % Licences Ceased    | 24%                  |                        |                 |

**Labour Provider Survey**

| <i>Survey Data</i>                    | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|---------------------------------------|----------------------|------------------------|-----------------|
| % Visited by GLA                      | 48%                  |                        |                 |
| % in favour of<br>licensing           | 79%                  |                        |                 |
| % in favour of<br>extending licensing | 64%                  |                        |                 |

**Shellfish Labour Providers**

| <i>Shellfish Labour<br/>Providers</i>       | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|---|----------------------|------------------------|-----------------|
| Licensed<br>gangmasters as %<br>SFC permits | 0.7%                 |                        |                 |

**Indicator 2 – Intelligence, Compliance, Enforcement, Prosecution****Intelligence**

| <i>Intelligence Data</i>                           | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|--|----------------------|------------------------|-----------------|
| Number of<br>intelligence reports                  | 1485                 |                        |                 |
| % Intelligence<br>linked to unlicensed<br>activity | 28%                  |                        |                 |

**Application and Compliance Inspections**

| <i>Inspections Data</i>      | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|------------------------------|----------------------|------------------------|-----------------|
| <b>Number of inspections</b> | 586                  |                        |                 |

**Enforcement**

| <i>Enforcement Data</i>                  | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|--|----------------------|------------------------|-----------------|
| <b>Total Number of Enforcement Cases</b> | 145                  |                        |                 |

**Revocations**

| <i>Revocations Data</i>                          | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|--|----------------------|------------------------|-----------------|
| <b>Total licence revocations</b>                 | 35                   |                        |                 |
| <b>Licence revocations with immediate effect</b> | 7                    |                        |                 |

**Appeals**

| <i>Appeals Data</i>            | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|--------------------------------|----------------------|------------------------|-----------------|
| <b>Total Number of Appeals</b> | 39                   |                        |                 |
| <b>% Appeals GLA lost</b>      | 3%                   |                        |                 |

**Prosecutions**

| <i>Prosecution Data</i>                | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|--|----------------------|------------------------|-----------------|
| <b>Number of Prosecutions Taken Up</b> | 1                    |                        |                 |
| <b>Number of Prosecutions Won</b>      | 1                    |                        |                 |

**Indicator 3 – Organisational**

| <i>Appeals Data</i>                                 | <i>2008 Baseline</i> | <i>2009 Projection</i> | <i>Variance</i> |
|---|----------------------|------------------------|-----------------|
| <b>Expenditure Budget</b>                           | £3,270,800           |                        |                 |
| <b>Staff</b>  | 55                   |                        |                 |
| <b>Responding to requests for information</b>       | 97%                  |                        |                 |
| <b>Encouraging on-line applications</b>             | 61%                  |                        |                 |
| <b>Licensing decisions within 30 days</b>           | 60%                  |                        |                 |
| <b>95% of intelligence decisions within 10 days</b> | 84%                  |                        |                 |

**Annex 2**

**GLA BUSINESS PLAN FY 09/10**

Foreword

Our activities in FY09/10 will be focused on tackling those who fail to comply with the licensing standards and those who continue to operate outside the law.

The period FY09/10 will see an increasing use of covert techniques, new enforcement activities and highly targeted operations.

We will continue to have a high profile for our work in tackling exploitation through an active media campaign and close working with our partner agencies.

**Ian Livsey**  
*Chief Executive*

## Corporate Plan Objective 1 – Enforcement, Inspections and Compliance

### Business Plan Objectives

|            |   |
|------------|---|
| Target 1.1 | To carry out a series of high profile operational projects and planned enforcement activity which will disrupt and deter non-compliant labour providers. Enforcement activities throughout the year will include road stops, labour user visits and planned operations. |
| Measure    | <b>12 projects in 2009/10</b>   |
| Owner      | Operations Team Leaders   |

|            |  |
|------------|--|
| Target 1.2 | The GLA will make licensing decisions promptly based on evidence from inspections.                                   |
| Measure    | <b>80% of applications requiring a licence decision completed within 3 days of receipt of the inspection report.</b> |
| Owner      | Licensing  |

|            |  |
|------------|--|
| Target 1.3 | A projected number of new licence inspections will be completed. |
| Measure    | <b>150 application inspections completed.</b>                    |
| Owner      | Operations Team Leaders  |

|            |   |
|------------|---|
| Target 1.4 | To inspect licence holders classed as new businesses – those LPs that have the “new business” tag on the public register suggesting that they are not currently trading in the regulated sectors. |
| Measure    | <b>Inspections on 80% of new business inspections</b>   |
| Owner      | Operations Team Leaders   |

|            |   |
|------------|---|
| Target 1.5 | To meet inspection timescales (time from scheduling to inspection report input).                  |
| Measure    | <b>At least 80% of application and compliance inspections carried out within 30 working days.</b> |
| Owner      | Operations Team Leaders   |



|            |   |
|------------|---|
| Target 1.6 | To ensure that inspections are carried out consistently and accurately.   |
| Measure    | <b>10% random review of inspection reports.</b><br><b>100% review of inspections where a concern has been raised.</b> |
| Owner      | Operations Team Leaders   |

|            |   |
|------------|---|
| Target 1.7 | Effective use of intelligence analysis to support field operations.                             |
| Measure    | <b>95% of intelligence systems checks entered into the GLA licensing system within 10 days.</b> |
| Owner      | Intelligence  |

|            |  |
|------------|--|
| Target 1.8 | To meet investigation timescales (from initiation to appropriate conclusion – e.g. appropriate sanction, if offences are proven).  |
| Measure    | <b>90% of labour provider investigations requiring sanction referred to Defra Legal, DARDNI or the Procurator Fiscal (as appropriate) or their agents, for a decision within 3 months of the date of allocation to an investigating officer.</b><br><b>90% of labour user investigations requiring sanction referred to Defra Legal, DARDNI or the Procurator Fiscal (as appropriate) or their agents, for a decision within 6 months of the date of allocation to an investigating officer.</b><br><b>100% of labour provider cases not requiring sanction closed by enforcement management team within 3 months of the date of allocation to the investigating officer.</b><br><b>100% of labour user cases not requiring sanction closed by enforcement management team within 6 months of the date of allocation to the investigating officer.</b> |
| Owner      | Operations Team Leaders  |

|            |  |
|------------|--|
| Target 1.9 | To ensure inspections and operations are intelligence led.   |
| Measure    | <b>80% of tasked inspections result in the identification of serious non-compliance/unlicensed activity that is sanctionable (ALCs, revocation, warning or prosecution).</b> |
| Owner      | Operations Team Leaders/Intelligence   |

## Corporate Plan Objective 2 – Communications

### Business Plan Objectives

|            |  |
|------------|--|
| Target 2.1 | Securing high level media coverage for GLA operations  |
| Measure    | <b>Media plan produced for each operational project. Applicants chose the web as their preferred option due to ease of use, speed and accessibility as evidenced through feedback. Press releases issued for revocations and refusals as part of the “naming and shaming” campaign. Post-operation monitoring and media follow up identifying take-up by types of media.</b> |
| Owner      | Communications/ Operations Team Leaders  |

|            |   |
|------------|---|
| Target 2.2 | Compliance with Application Submission Strategy: applicants choose the web as their preferred option due to ease of use, speed and accessibility as evidenced through feedback. |
| Measure    | <b>75% of renewals for a gangmasters licence made online.</b>   |
| Owner      | Licensing   |

|            |   |
|------------|---|
| Target 2.3 | Providing information to labour providers and labour users  |
| Measure    | <b>Production of Licensing News – quarterly<br/>Production of Labour Users Newsletter – quarterly</b> |
| Owner      | Policy  |

|            |  |
|------------|--|
| Target 2.4 | Meeting response times for public correspondence   |
| Measure    | <b>Draft responses to written PQ’s within 3 working days.<br/>Draft responses to oral PQ’s within agreed deadlines.<br/>Correspondence to ministers and members of the public within 5 working days and a full response within 15 working days. If this is impractical, a letter will be sent within 5 working days setting out the response timeframe.<br/>Freedom of Information and Data Protection enquiries responded to within 20 working days.<br/>Initial response to appeals sent within 5 working days and a full response within 20 working days.<br/>No more than 5% of enquiries result in further correspondence</b> |
| Owner      | Policy   |

## Corporate Plan Objective 3 – Financial Performance

### Business Plan Objectives

|            |   |
|------------|---|
| Target 3.1 | Operate on an effective and efficient basis to ensure that no undue financial burden is imposed on licence payers. Reduce the unit cost of issued licences. |
| Measure    | <b>5% reduction over the 2008/9 costs of processing licences.</b>   |
| Owner      | Deputy Chief Executive and Director of Finance  |

  

|            |  |
|------------|--|
| Target 3.2 | To increase the volumes of waste paper and toner cartridges sent for recycling and monitor the CO2 emissions of GLA business related travel. |
| Measure    | <b>Monthly report on the volume of waste paper recycled, numbers of toner cartridges recycled and CO2 emissions.</b>                         |
| Owner      | Deputy Chief Executive and Director of Finance   |

## Corporate Plan Objective 4 – People

### Business Plan Objectives

|            |   |
|------------|---|
| Target 4.1 | To work towards achieving IiP status in June 2009 |
| Measure    | <b>Quarterly report on progress to EMB</b>        |
| Owner      | Head of Human Resources                           |

|            |   |
|------------|---|
| Target 4.2 | The GLA will seek to deal with 100% of complaints about GLA staff or processes within the agreed timetable.   |
| Measure    | <p><b>90% of all written complaints responded to fully, within either 5 working days or 15 working days (if a full investigation is required).</b></p> <p><b>Monthly report which will show:</b></p> <ul style="list-style-type: none"> <li>• <b>Number of complaints received</b></li> <li>• <b>Target for response</b></li> <li>• <b>Actual response time</b></li> <li>• <b>Number of complaints that required further action/correspondence</b></li> </ul> |
| Owner      | Deputy Chief Executive and Director of Finance  |

|            |  |
|------------|--|
| Target 4.3 | We will continually review our staffing and structure to ensure that the organisation remains fit for purpose as its operations evolve.  |
| Measure    | <ul style="list-style-type: none"> <li>• <b>Analysis of future HR needs to meet business and skills requirements is used to recruit, retain, retrain or redeploy staff.</b></li> </ul> |
| Owner      | Head of Human Resources  |

## Corporate Plan Objective 5 – Strategic Management

### Business Plan Objectives

|            |  |
|------------|--|
| Target 5.1 | <b>Completion of Annual Review of GLA – Worker Survey</b>  |
| Measure    | A survey of workers will be completed by 31 <sup>st</sup> March 2010 as proposed in the Annual Review 2008 carried out by the University of Liverpool. |
| Owner      | Chief Executive/Policy   |

|            |   |
|------------|---|
| Target 5.2 | <b>Governance arrangements improved</b>                             |
| Measure    | Revisions to board processes, structure and membership implemented. |
| Owner      | Chairman and Chief Executive  |

| GLA One Year Plan 2009/10    |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 | Annex 3          |
|------------------------------|----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| GLA Revenue Budget           |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
|                              | Apr            | May             | Jun             | Jul            | Aug             | Sep             | Oct             | Nov             | Dec             | Jan             | Feb             | Mar             | Budget           |
| <b>Income</b>                |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
| Application Inspection Fees  | 36,350         | 16,950          | 22,800          | 42,850         | 25,550          | 29,250          | 29,250          | 13,550          | 17,850          | 17,850          | 7,700           | 28,950          | 288,900          |
| Licence Fees                 | 81,294         | 76,810          | 70,394          | 65,786         | 62,543          | 61,553          | 60,259          | 59,251          | 58,559          | 59,208          | 59,917          | 59,833          | 775,407          |
| <b>Total Income</b>          | <b>117,644</b> | <b>93,760</b>   | <b>93,194</b>   | <b>108,636</b> | <b>88,093</b>   | <b>90,803</b>   | <b>89,509</b>   | <b>72,801</b>   | <b>76,409</b>   | <b>77,058</b>   | <b>67,617</b>   | <b>88,783</b>   | <b>1,064,307</b> |
| <b>Expenditure</b>           |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
| <b>Pay Costs</b>             |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
| Chairman                     | 2,640          | 2,640           | 2,640           | 2,640          | 2,640           | 2,640           | 2,640           | 2,640           | 2,640           | 2,640           | 2,640           | 2,640           | 31,680           |
| Chief Executives Office      | 12,292         | 12,292          | 12,292          | 12,292         | 12,292          | 12,292          | 12,417          | 12,417          | 12,417          | 12,417          | 12,417          | 28,917          | 164,754          |
| Policy & Secretariat         | 15,175         | 15,175          | 15,175          | 15,175         | 15,175          | 15,175          | 15,782          | 15,782          | 15,782          | 15,782          | 15,782          | 15,782          | 185,742          |
| Licensing                    | 18,341         | 18,341          | 18,341          | 18,341         | 18,341          | 18,341          | 19,065          | 19,065          | 19,065          | 19,065          | 19,065          | 19,065          | 224,436          |
| Operations                   | 18,125         | 18,125          | 18,125          | 18,125         | 18,125          | 18,125          | 18,851          | 18,851          | 18,851          | 18,851          | 18,851          | 18,851          | 221,856          |
| Compliance                   | 19,510         | 19,510          | 19,510          | 19,510         | 19,510          | 19,510          | 18,989          | 18,989          | 18,989          | 18,989          | 18,989          | 18,989          | 230,994          |
| Finance & Corporate Services | 29,326         | 29,326          | 29,326          | 29,326         | 29,326          | 29,326          | 30,499          | 30,499          | 30,499          | 30,499          | 30,499          | 30,499          | 358,950          |
| Performance related pay      | 5,000          |                 |                 | 5,000          |                 |                 |                 | 5,000           |                 |                 | 5,000           |                 | 48,535           |
| Temporary Labour             |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 | 0                |
| <b>Total Pay Costs</b>       | <b>120,409</b> | <b>115,409</b>  | <b>115,409</b>  | <b>120,409</b> | <b>115,409</b>  | <b>115,409</b>  | <b>123,243</b>  | <b>118,243</b>  | <b>118,243</b>  | <b>123,243</b>  | <b>118,243</b>  | <b>163,278</b>  | <b>1,466,947</b> |
| <b>Non Pay Costs</b>         |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
| Travel & subsistence         | 8,750          | 8,750           | 8,750           | 8,750          | 8,750           | 8,750           | 8,750           | 8,750           | 8,750           | 8,750           | 8,750           | 8,750           | 105,000          |
| Accommodation                | 4,200          | 4,200           | 4,200           | 4,200          | 4,200           | 4,200           | 4,200           | 4,200           | 4,200           | 4,200           | 4,200           | 4,200           | 50,400           |
| Office machinery             | 250            |                 |                 | 250            |                 |                 | 250             |                 |                 |                 | 250             |                 | 1,000            |
| Telephone                    | 2,100          | 2,100           | 2,100           | 2,100          | 2,100           | 2,100           | 2,100           | 2,100           | 2,100           | 2,100           | 2,100           | 2,100           | 25,200           |
| Stationery/postage           | 1,500          | 1,500           | 1,500           | 1,500          | 1,500           | 1,500           | 1,500           | 1,500           | 1,500           | 1,500           | 1,500           | 1,500           | 18,000           |
| Board expenses               | 1,500          | 1,000           |                 | 1,500          | 1,000           |                 | 1,500           | 1,000           |                 |                 | 1,500           |                 | 10,000           |
| Internal audit               |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 | 20,000           |
| External audit               |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 | 32,000           |
| Annual Report                |                |                 |                 |                |                 |                 |                 |                 |                 |                 |                 |                 | 3,500            |
| Recruitment costs            |                | 5,000           |                 |                |                 | 5,000           |                 |                 |                 |                 |                 |                 | 10,000           |
| Vehicle hire                 | 200            | 200             | 200             | 200            | 200             | 200             | 200             | 200             | 200             | 200             | 200             | 200             | 2,400            |
| Training                     | 2,083          | 2,083           | 2,083           | 2,083          | 2,083           | 2,083           | 2,083           | 2,083           | 2,083           | 2,083           | 2,083           | 2,083           | 25,000           |
| App Opps for LAWS            | 5,691          | 5,691           | 5,691           | 5,691          | 5,691           | 5,691           | 5,691           | 5,691           | 5,691           | 5,691           | 5,691           | 5,691           | 68,292           |
| Desktop Support              | 4,100          | 4,100           | 4,100           | 4,100          | 4,100           | 4,100           | 4,100           | 4,100           | 4,100           | 4,100           | 4,100           | 4,100           | 49,200           |
| Software licenses & Support  | 1,300          | 1,300           | 1,300           | 1,300          | 1,300           | 1,300           | 1,300           | 1,300           | 1,300           | 1,300           | 1,300           | 1,300           | 15,600           |
| Policy & Communications      | 6,833          | 6,833           | 6,833           | 6,833          | 6,833           | 6,833           | 6,833           | 6,833           | 6,833           | 6,833           | 6,833           | 6,833           | 82,000           |
| Miscellaneous                | 375            | 3,775           | 1,275           | 1,275          | 1,275           | 3,775           | 775             | 1,275           | 1,275           | 1,275           | 1,275           | 16,000          | 33,625           |
| Interpreters                 | 1,900          | 1,900           | 1,900           | 1,900          | 1,900           | 1,900           | 1,900           | 1,900           | 1,900           | 1,900           | 1,900           | 1,900           | 22,800           |
| Legal Costs (Appeals)        | 10,416         | 10,416          | 10,416          | 10,416         | 10,416          | 10,416          | 10,416          | 10,416          | 10,416          | 10,416          | 10,416          | 10,424          | 125,000          |
| External Inspections         |                | 2,500           |                 |                | 2,500           |                 |                 | 2,500           |                 |                 | 2,500           |                 | 10,000           |
| Measuring Outcomes           | 10,000         |                 |                 | 10,000         |                 |                 | 10,000          |                 |                 | 10,000          |                 |                 | 40,000           |
| HR Consultancy               |                |                 | 2,500           |                |                 | 2,500           |                 |                 | 2,500           |                 |                 |                 | 10,000           |
| Depreciation                 | 16,000         | 16,000          | 16,000          | 16,000         | 16,000          | 16,000          | 16,000          | 16,000          | 16,000          | 16,000          | 16,000          | 16,000          | 192,000          |
| <b>Total non pay costs</b>   | <b>77,198</b>  | <b>77,348</b>   | <b>68,848</b>   | <b>78,098</b>  | <b>69,848</b>   | <b>76,348</b>   | <b>77,598</b>   | <b>69,848</b>   | <b>68,848</b>   | <b>76,598</b>   | <b>70,348</b>   | <b>140,089</b>  | <b>951,017</b>   |
| <b>Enforcement Transfer</b>  | <b>83,078</b>  | <b>79,308</b>   | <b>77,483</b>   | <b>83,483</b>  | <b>76,683</b>   | <b>80,108</b>   | <b>84,705</b>   | <b>78,130</b>   | <b>78,930</b>   | <b>84,255</b>   | <b>78,355</b>   | <b>129,445</b>  | <b>1,013,959</b> |
| <b>TOTAL EXPENDITURE</b>     | <b>114,529</b> | <b>113,449</b>  | <b>106,774</b>  | <b>115,024</b> | <b>108,574</b>  | <b>111,649</b>  | <b>116,136</b>  | <b>109,961</b>  | <b>108,161</b>  | <b>115,586</b>  | <b>110,236</b>  | <b>173,922</b>  | <b>1,404,005</b> |
| <b>Surplus/Deficit</b>       | <b>3,115</b>   | <b>(19,689)</b> | <b>(13,580)</b> | <b>(6,388)</b> | <b>(20,481)</b> | <b>(20,846)</b> | <b>(26,627)</b> | <b>(37,160)</b> | <b>(31,752)</b> | <b>(38,528)</b> | <b>(42,619)</b> | <b>(85,139)</b> | <b>(339,698)</b> |

| Enforcement One Year Plan 2009/10              |                |                |                |                |                |                |                |                |                |                |                |                | Annex 3          |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>Enforcement Revenue Budget</b>              |                |                |                |                |                |                |                |                |                |                |                |                |                  |
|  | Apr            | May            | Jun            | Jul            | Aug            | Sep            | Oct            | Nov            | Dec            | Jan            | Feb            | Mar            | Budget           |
| <b>Expenditure</b>                             |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| <b>Pay Costs</b>                               |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| Intelligence                                   | 17,478         | 17,478         | 17,478         | 17,478         | 17,478         | 17,478         | 18,177         | 18,177         | 18,177         | 18,177         | 18,177         | 18,177         | 213,930          |
| Enforcement                                    | 43,573         | 43,573         | 43,573         | 52,619         | 52,619         | 52,619         | 53,824         | 53,824         | 53,824         | 54,211         | 54,187         | 54,187         | 612,633          |
| Performance Related Pay                        | 2,000          |                |                | 2,000          |                |                | 2,000          |                |                | 2,000          |                | 20,929         | 28,929           |
| Allowances Contingency                         |                |                |                |                |                |                |                |                |                |                |                |                | 0                |
| Temporary Labour                               | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 1,166          | 13,992           |
| <b>Total Pay Costs</b>                         | <b>64,217</b>  | <b>62,217</b>  | <b>62,217</b>  | <b>73,263</b>  | <b>71,263</b>  | <b>71,263</b>  | <b>75,167</b>  | <b>73,167</b>  | <b>73,167</b>  | <b>75,554</b>  | <b>73,530</b>  | <b>94,459</b>  | <b>869,484</b>   |
| <b>Non Pay Costs</b>                           |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| T&S  | 11,500         | 11,000         | 11,000         | 12,500         | 11,500         | 11,500         | 11,500         | 11,500         | 11,500         | 11,500         | 11,500         | 11,500         | 138,000          |
| Vehicle Hire                                   | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 2,400            |
| Training                                       | 4,000          | 3,741          | 1,391          | 1,391          | 4,000          | 11,500         | 1,400          | 1,395          | 3,000          | 1,391          | 1,391          | 1,400          | 36,000           |
| Interpreters (Witness Statements etc)          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 1,000          | 12,000           |
| Home working equipment                         | 500            | 500            | 100            |                | 200            |                |                | 200            |                |                | 200            |                | 1,700            |
| Telephones/Radio                               | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 2,817          | 33,804           |
| IT Support                                     | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 1,300          | 15,600           |
| IT Enhancements                                | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 200            | 2,400            |
| IT Forensics                                   |                |                |                | 5,000          |                |                |                | 5,000          |                |                | 5,000          |                | 15,000           |
| Business Improvement Opportunities             |                |                |                | 2,500          |                | 2,500          |                |                | 2,500          |                |                | 2,500          | 10,000           |
| Court Attendance for Prosecutions              |                |                |                | 1,250          |                | 1,250          |                |                | 1,250          |                |                | 1,250          | 5,000            |
| Witness care and support                       |                |                |                |                |                |                |                |                |                |                |                |                | 0                |
| Recruitment                                    |                | 5,000          | 5,000          |                |                | 5,000          |                |                |                |                |                |                | 15,000           |
| Miscellaneous                                  | 167            | 167            | 167            | 167            | 167            | 167            | 167            | 167            | 167            | 167            | 167            | 167            | 2,004            |
| Clothing                                       | 500            | 500            |                |                |                |                |                | 250            |                |                |                |                | 1,250            |
| Pool Equipment Costs                           | 3,200          |                |                | 3,200          |                |                | 3,200          |                |                | 3,200          |                |                | 12,800           |
| <b>Total Non Pay Costs</b>                     | <b>25,384</b>  | <b>26,425</b>  | <b>31,925</b>  | <b>22,775</b>  | <b>21,384</b>  | <b>37,434</b>  | <b>26,784</b>  | <b>19,029</b>  | <b>23,934</b>  | <b>26,775</b>  | <b>18,775</b>  | <b>22,334</b>  | <b>302,958</b>   |
| <b>Plus Overhead Transfer From Enforcement</b> | <b>83,078</b>  | <b>79,308</b>  | <b>77,483</b>  | <b>83,483</b>  | <b>76,683</b>  | <b>80,108</b>  | <b>84,705</b>  | <b>78,130</b>  | <b>78,930</b>  | <b>84,255</b>  | <b>78,355</b>  | <b>129,445</b> | <b>1,013,959</b> |
| <b>TOTAL EXPENDITURE</b>                       | <b>172,679</b> | <b>167,950</b> | <b>171,625</b> | <b>179,521</b> | <b>169,330</b> | <b>188,805</b> | <b>186,656</b> | <b>170,326</b> | <b>176,031</b> | <b>186,584</b> | <b>170,660</b> | <b>246,238</b> | <b>2,186,401</b> |
| <b>ENFORCEMENT NORTHERN IRELAND</b>            |                |                |                |                |                |                |                |                |                |                |                |                |                  |
|  | Apr            | May            | Jun            | Jul            | Aug            | Sep            | Oct            | Nov            | Dec            | Jan            | Feb            | Mar            | Budget           |
| Income   | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 8,333          | 100,000          |
| <b>EXPENDITURE</b>                             |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| Pay Costs                                      | 5,930          | 5,930          | 5,930          | 5,930          | 5,930          | 5,930          | 6,168          | 6,168          | 6,168          | 6,168          | 6,168          | 6,168          | 72,588           |
| Performance Related Pay                        |                |                |                |                |                |                |                |                |                |                |                | 2,903          | 2,903            |
| T&S  | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 1,100          | 13,200           |
| Training                                       |                |                |                |                |                |                |                |                |                |                |                |                |                  |
| Interpreters (Witness Statements etc)          | 50             |                | 50             |                |                | 50             |                |                | 50             |                |                | 50             | 250              |
| Equipment                                      |                | 25             | 25             | 25             | 25             |                |                | 25             | 25             | 25             | 25             |                | 200              |
| Miscellaneous                                  | 125            | 125            | 125            | 125            | 125            | 125            | 125            | 125            | 125            | 125            | 125            | 125            | 1,500            |
| <b>TOTAL EXPENDITURE</b>                       | <b>7,205</b>   | <b>7,180</b>   | <b>7,230</b>   | <b>7,180</b>   | <b>7,180</b>   | <b>7,205</b>   | <b>7,393</b>   | <b>7,418</b>   | <b>7,468</b>   | <b>7,418</b>   | <b>7,418</b>   | <b>10,346</b>  | <b>90,641</b>    |
| <b>Surplus/Deficit</b>                         | <b>1,128</b>   | <b>1,153</b>   | <b>1,103</b>   | <b>1,153</b>   | <b>1,153</b>   | <b>1,128</b>   | <b>940</b>     | <b>915</b>     | <b>865</b>     | <b>915</b>     | <b>915</b>     | <b>(2,013)</b> | <b>9,359</b>     |