



Lincolnshire
POLICE & CRIME COMMISSIONER

SAFER TOGETHER

Community Safety, Policing and Criminal Justice Plan for Lincolnshire

April 2017 – March 2021

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Introduction

This plan is vital to setting out the direction for community safety, policing and criminal justice in Lincolnshire for the next four years. These are uncertain and challenging times to be charting our course and the plan sets out objectives with the key issue of sustainable funding from Government unresolved. The detail of the financial challenge and its impact is well understood and much depends on the Government's ongoing review of the police funding formula that is set to be implemented in 2018.

I am confident the new Government understands our case; understands that we are a shining example of innovation and transformation and deliver efficient and effective policing as a result. I have made clear to them the dilemma I face and that it is in their hands to resolve it and, as you might expect, I have offered solutions. Solutions not just for Lincolnshire but for the police service as a whole. I continue to make a compelling and strong evidence-based case for Lincolnshire and the Government is listening. I wait with anticipation for the outcome of the review.

During the election for Police and Crime Commissioner, and since taking office, I have been talking and listening to the people of Lincolnshire. A draft of this plan was published in September 2016 to give the public, partners and the Police and Crime Panel (PCP) the opportunity to have their say. One clear message coming back is "just get on with it!" – long term funding will always be an issue but let's make the best of what we have got right now. I am determined to rise to the challenge and will work with the public, partners and the Force to focus on what we can do straightaway. In this plan I set out the key principles that I will use to guide our efforts over the coming years so that in Lincolnshire we can be 'Safer Together'.

One example where we are already taking action is in working towards more responsive and collaborative working between emergency services in Lincolnshire to better serve the community. A new ambulance, fire and police station for Lincoln, joint working and shared buildings across the county and a shared fire and police HQ are the early projects and I am committed with all emergency service partners to work together to find other ways to improve the service and outcomes for the public.



Lincolnshire is a low crime area and we need to work to keep it that way. Some conventional crimes like theft or burglary may be reducing overall but will not go away and the scourges of anti-social behaviour

and hare coursing across our countryside continue to blight some communities. Crime is changing; growing threats like child sexual abuse, modern day trafficking, organised crime and online fraud and other computer enabled crimes are reaching into our homes and communities posing new types of risk to us and our families.

The changing face of crime means that we must respond in new ways. Neighbourhood policing will remain at the heart of our response but when, for example, the threat to our children can come from online abuse or grooming while we may think they are safe at home we must ensure that Neighbourhood Policing expands to protect us from new threats wherever they originate from. Lincolnshire is a large county with rural and urban communities with differing needs and our response must be to ensure all parts of the community have a say in what the priorities are. Local policing delivered in neighbourhoods but supported by specialist expertise and resources from Lincolnshire, the region and nationally will be at the heart of my approach.

Looking beyond the county borders, meeting our regional and national responsibilities in policing is also a key requirement. Some threats, be they terrorism or flooding, require national and regional responses and we must be up to the job of protecting all communities of the UK as well as our own. Working with others in this way also improves local effectiveness so, for example, sharing resources for roads policing with neighbouring forces gives greater flexibility to respond to incidents effectively and ensures that we can be 'Safer Together'.

The changing face of crime affects us all but we must protect and support the most vulnerable in our society whatever the cause of their vulnerability. Working with partners we must ensure that victims of crime, the young, the old and the vulnerable get help to protect

themselves and to cope and recover if they become a victim. Our society will be judged by how well we safeguard and protect the vulnerable. The criminal justice system, courts, prosecutors, social services, health, police and probation must all play their part.

Responding to crime and other threats is important but I also want to see a strong focus on preventing crime in the first place. In schools we need to support young people to protect themselves and to understand their responsibilities to society and those around them. I want to see consistent and coherent working across community safety services in all organisations so the public get clear advice and support on what they can do to avoid becoming a victim. All organisations also need a single plan to coordinate where they can best focus their action to prevent crime and harm to the public.

Finally I want to make sure through this plan that we drive a sea change in services and attitudes to mental health. Keeping those that are ill out of the criminal justice system to reduce offending and supporting our own officers and staff to deal with a demanding and challenging job are of critical importance.

There is much to do and I will 'get on with it'. I am confident I am already making good progress and I look forward to the next four years working with public and partners in Lincolnshire and one thing I am sure of, if we work in partnership we will all be Safer Together



Marc Jones
Police and Crime Commissioner for Lincolnshire

Key Principles

Community safety and prevention in partnership

I plan to bring all partners together to work to reduce crime. This includes councils, health services, probation, voluntary and community organisations, the courts and the public. Money is tight and the more we do together the safer we all will be. Prevention is critical to success. Spending time and money after a crime is committed and harm has been done is less effective than working to stop crime through good prevention. We need to focus on those crimes and offenders that cause the most harm and reduce their impact.

Listening, responding and being accountable

Everyone deserves a say in what we do and I will listen and respond to voices across the county and will engage with all communities. I have given the Deputy PCC a specific remit to challenge and support on engagement and rural community safety. I will use my role to hold partners as well as the police to account for what they do so that all public money is used wisely to provide effective, responsive services that are not a one size fits all solution. I understand that difficult choices will need to be made and I know that I am directly accountable to the people of Lincolnshire.

Protecting and supporting victims and the vulnerable

No one chooses or wants to be a victim of crime. If you are a victim I will work with other agencies to ensure the best possible service is available to help you cope and to recover from the experience and work with partners in the criminal justice system to meet your needs. The court system should deliver timely justice and support those affected by crime so that trust grows that the criminal justice system is on their side. All involved must work together to ensure that those who are more vulnerable to crime are identified and helped to prevent them from becoming victims in the first place.

Policing that works

Effective enforcement, help and assistance when you need it are critical to policing that works. I will hold the Chief Constable to account for the services he provides and ensure he continues to innovate and transform the service and gives the frontline officers the 'right tools for the job' to respond to the diverse needs of our communities. The welfare of Lincolnshire Police officers and staff is a key concern for me and a continued and meaningful focus must be maintained to ensure the wellbeing, resilience and reputation of the Force. I will continue to fight for a sustainable future for Lincolnshire Police to ensure we have the money to support effective policing and crime prevention in this county.

Community safety and prevention in partnership

Working together to prevent crime

Listening, responsive and accountable

Making sure the people of Lincolnshire have their say in shaping our priorities

Safer Together

Community Safety, Policing and Criminal Justice plan for Lincolnshire

Policing that works

Effective policing, there when you need it and responsive to differing community needs

Protecting and supporting victims and the vulnerable

Making sure the whole criminal justice system works for those that really need it

Community safety and prevention in partnership

Working together to prevent crime

1. Create a single integrated multi agency plan for reducing offending and re-offending including:

- Integrated offender management approach (IOM and ARC) to tackling our most challenging and prolific offenders both adult and children that cause the most harm to society.
- Work with children's services and other partners to reduce school exclusion rates and continue to support intervention with families and young people to help them stay out of the criminal justice system.
- Create a coherent approach to managing offenders released from prison to maximise the chance of rehabilitation and reduce reoffending joining up probation, health, housing, skills and employment interventions.

2. Create a single multi agency crime prevention and community safety plan including

- Co-ordinated approach to community safety advice and messaging using multiple approaches and opportunities that many public services across the county have for getting the message across. Help the public to utilise crime prevention knowledge and feel empowered to help themselves. To include continued support to children and schools so

the youngsters of today are better equipped to protect themselves.

- Integrated working and information sharing between agencies building on the success of others like, for example, the fire service including advice on how to improve our personal safety and to make our homes and other property more secure.
- Support for citizen involvement through volunteers and 'watch' schemes – crime prevention is everybody's business.
- Support and hold to account mental health and substance misuse services which can intervene to keep individuals out of the criminal justice system.

3. Support 'safeguarding' activity across the county for both adults and children including:

- Child sexual abuse is a growing threat to society and protecting children is more effective if abuse is prevented rather than detected after the harm is done. Learning from investigations is that often the signs of abuse were visible but ignored or missed. All those interacting with children must play their part in identifying and preventing abuse.

- Raising awareness of elder abuse and of those with learning difficulties or other vulnerabilities in the home or institutional settings.
- Tackle with partners issues of trafficking, modern day slavery and illegal immigration.
- Work with partners like trading standards and social care to identify and disrupt threats to the vulnerable, for example from targeted 'scamming'.

Listening, responsive and accountable

Making sure the people of Lincolnshire have their say in shaping our priorities

- 1. Engage with the public of Lincolnshire regularly, openly and through multiple 'channels' recognising that 'one size' does not fit all including:**
 - Youth Advisory Group to seek the views of the young from a range of backgrounds including those in care
 - Community Commission to ensure the public voice is heard from across the breadth of the county
 - Attend community meetings of all sorts
 - Active web, social media engagement and online surveys.
 - Hold engagement days for the public to attend.
- 2. As legislation permits take a more active role in handling complaints against the police service to make sure the public are listened to.**
- 3. Seek the public's view on key and emerging issues throughout the year.**
- 4. Work with the Chief Constable to deliver a sustainable police service to protect the people of Lincolnshire**
- 5. Shape services to be responsive to local need including:**
 - Neighbourhood police panels including digital forums
 - Restorative justice in the community
 - Local responses to anti-social behaviour and road safety issues
- 6. Being open and transparent in all that I do to maintain the highest standards of behaviour in public office so that I am visibly accountable and the public understanding of the role of PCC grows.**

Policing that works

Effective policing, there when you need it and responsive to differing community needs

1. **Provide police services that are there when you need them, including:**
 - Neighbourhood policing, backed by specialist support, that work with their communities to identify, prevent and tackle crime.
 - Appropriate response to 999 and 101 calls.
 - Work with partners to supervise offenders released into the community to prevent further offending
 - Work in partnership with Action Fraud at the City of London to share information, co-ordinate response and collaborate in the national battle against the growth of fraud and cybercrime
2. **Provide strong and resilient specialist police support service for major crime, serious and organised crime, forensics and other areas through collaboration with Forces in the east Midland region.**
3. **Play a full part in meeting the Strategic Policing Requirement nationally by working in partnership with regional and national agencies (security services, National Crime Agency etc.) and resourcing appropriate capability locally to provide support to other forces when required.**
4. **Work with the Lincolnshire Road Safety Partnership and local communities to reduce road casualties, and tackle risky driver behaviours such as speeding and being under the influence of alcohol or other drugs.**
 - Continue to focus on Enforcement, Education and Engineering.
 - Seek to involve communities in solutions.
5. **Continue to transform Lincolnshire Police into a modern and innovative force that has the 'right tools for the job' to tackle the changing nature of crime and respond to differing community needs. Including:**
 - Invest in appropriate information and communication technology (ICT) to support modern frontline policing enabling officers to spend less time desk-bound and more time out in the community.
 - Embracing appropriate use of 'agile' working to free up officer/ staff time and improve service.
 - Invest in appropriate equipment to meet the varied needs of policing a large and diverse county.
 - Have a policy of continuous improvement and innovation to optimise efficiency and improve outcomes.

- Relentlessly pursue partnerships and collaboration to improve service and outcomes for residents.
- 6. Work with other Lincolnshire emergency services to explore where closer collaboration and integration will make services to the public better.**
- Establish a shared police and fire headquarters.
 - Establish a fit for purpose, combined police, fire and ambulance station in Lincoln to share resources and to support and enhance their emergency response to the public.
 - Implement an estate review and rationalisation program with emergency service and public sector partners to reduce spending on buildings to concentrate on investment in policing and outcomes for residents.

Protecting and supporting victims and the vulnerable

Making sure the whole criminal justice system works for those that really need it

- 1. Commission with partners a comprehensive and integrated range of services to support victims, including:**
- Maintain “Victims Lincs” as the core to supporting and helping victims to cope and recover but explore how we can do it better with partners.
 - Commission with partners specialist adult services to support victims of sexual crimes and domestic abuse with integrated, compassionate services that support them through the whole criminal justice process and beyond to cope and to recover. Services will also support recovery for those who do not want to engage with the criminal justice system. This includes the Sexual Assault Referral Service (SARC) and Independent Sexual Violence Advocates (ISVAs)
 - Commission with partners specialist children’s services to support victims of sexual crimes building on my existing commissioning to see the provision of a Paediatric Sexual Assault Referral Centre (SARC) and Child ISVAs
 - Work with partners to maintain an integrated approach to preventing and reducing domestic abuse.
 - Continue to develop an integrated approach to restorative justice focussed on helping victims to recover
 - Take a proactive approach to our future strategy for victims in the county including access to services and increased support towards the use of victim’s statements.

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2. **Work with local authority partners, the health service and voluntary and community organisations to identify and support the vulnerable in our communities so that they do not become the victims of crime, bullying or intimidation, for example supporting those on 'sucker lists' of fraudsters, being victims of 'mate' crime or the elderly tricked by doorstep conmen.**
 3. **To work with commissioners of Mental Health services to deliver a sea change in provision in Lincolnshire. Including:**
 - Ensuring mental health crisis services are available and responsive to those in need so that a police cell is no longer required as a 'place of safety' and that police officers are not diverted inappropriately to cover for a lack of provision in other sectors. Those that require mental health services deserve health care and treatment not custody. Adult and Child places of safety as well as rapid intervention services like the 'Triage' car must be supported and expanded to meet need.
 - Ensure 'liaison and diversion' services are commissioned to keep those with mental health needs out of the criminal justice system.
 - Support health partners to integrate mental health pathways and services to those in the criminal justice system either in custody or the community so that re-offending is reduced.
 - Invest in ensuring the police have access to mental health advice and support in the Force control room, in the community and through improved training and awareness for officers and staff.
 4. **Work with partners to identify and support victims of hate crime and to pursue perpetrators to make clear that hate crime is not acceptable.**
 5. **Support and challenge the court system to deliver timely, accessible and appropriate justice in the County.**
 - Maintaining the best possible access to Magistrate and Crown courts
 - Speeding up the judicial process so that justice is swifter and more effective
 - Supporting witnesses at court with effective and integrated support services
 - Have a policy of continual improvement and innovation to optimise efficiency and improve outcomes for residents.

Annex 1 – How will we work?

The plan has been developed and rests upon a number of important foundations.

Evidence-based

The plan is evidence based drawing on the joint police and community safety joint needs assessment. This important piece of work draws together assessed needs in a structured way from across the county and provides compelling evidence to support the priorities. This plan is designed to work in an integrated and supportive way with the Community Safety Partnership (CSP) plan. I will share approaches, teams and delivery structures with partners to get the best outcomes possible. We are not in competition and must work together.

Threat and risk based

The threats facing the people of Lincolnshire are many and varied. A detailed threat and risk assessment is constantly undertaken and refreshed by Lincolnshire Police to inform how we deploy our resources.

Partners

Many organisations and bodies are part of the criminal justice system. This plan both builds on the work they have done and seeks to align all the work across Lincolnshire.

Listening to the people

During and since the election I have talked to individuals and communities up and down Lincolnshire. I will continue to meet as many people as I can and listen to their views and represent them to

the police and other criminal justice organisations. I offer many ways to contact me and my office and have consulted on this plan and my budget proposals.

Equality and diversity

To ensure this plan is fair, equitable and complies with the law in our diverse society it will be subject to an Equality Impact Assessment. I will publish the assessment on my website.

Delivery Plan

For those services I directly fund like the police force I will set clear objectives and targets and hold them to account. The force will develop an operational delivery plan setting out how and what the police force will deliver. As part of that delivery we will set key performance indicators in consultation with the new Chief Constable.

‘Safer Together’ is not just about the police. The plans, objectives and targets of the Community Safety Partnership which involves local councils, probation, health, the police and others are critical to our success. I will work closely with them and the same discipline of objectives, targets and performance is being applied by the Community Safety Partnership so we focus on doing what is required. We will use the same structured and disciplined approach so that the public can see all the effort to improve crime and justice in one place and can see how public money is spent.

Annex 2 - Performance and Accountability

I will assess, support and challenge the overall performance of the Force against the priorities agreed within this Plan. I hold the police to account on behalf of the people in Lincolnshire. The Chief Constable must answer to me in terms of delivering efficient and effective policing, and the way resources and spending are managed.

I meet formally with the Chief Constable or Deputy Chief Constable on a regular basis to specifically monitor and review how well the Force is delivering policing in the county. I make my assessment through a Governance Framework; it covers the main functions of the Force:

- Performance (e.g. levels of crime, anti-social behaviour incidents, solving crimes, confidence in police, road safety)
- Resources (e.g. how money is spent and finances, workforce and human resources, ICT, learning and development, procurement and managing assets)
- Professional Standards (complaint and conduct issues and ethical standards of policing through the embedding and use of the Code of Ethics).

Written briefings are also provided by the force on a regular basis in other areas such as serious crime, counter terrorism, children and young people and equalities; follow up meetings are organised if there are particular concerns or issues.

I draw on information gathered from a variety of sources to form a view about the Force's overall performance, including independent assurances via Her Majesty's Inspectorate of Constabulary (HMIC), internal and external auditors and national databases.

I answer to the public on the delivery and performance of the police service in the county. Local people can find out how we are performing by checking online. Information is published on my website on a quarterly basis. Go to www.lincolnshire-pcc.gov.uk to find out more. Local people are encouraged to get involved and provide feedback on their priorities and issues that they are concerned about – and can do this through the website. Any significant decisions that are made will be published on the site. In addition, an Annual Report will be published each year providing a summary of the year's performance.

The Chief Constable

I have a specific responsibility to personally hold the Chief Constable to account and to monitor his personal (as opposed to the force) performance. I will be conducting annual performance assessments with the Chief Constable. These will be a valuable opportunity to give feedback and develop a shared understanding of the performance and ethical challenges the Chief Constable faces and supplement our ongoing regular dialogue.

The Police and Crime Panel

My work as Commissioner is scrutinised and supported by a Police and Crime Panel (PCP) made up of ten councillors (one from each

of the seven district councils and three from the County Council), together with two independent 'co-opted' members. They have the ability to review my decisions and the opportunity to question me. They have the power of veto over my precept proposal, the choice of a new Chief Constable, and will also be required to review the Police and Crime Plan before it is published. The Panel ensures that information is available to the public so I am accountable for my decisions.

Local Crime Figures

Local crime, policing and criminal justice information for Lincolnshire can be viewed via the 'crime mapper' website - <https://www.police.uk>. This is a nationally run website with street-level crime and outcomes maps and data, and details of local policing teams.

HMIC has developed the 'Crime and Policing Comparator' website that provides comparison data on recorded crime and anti-social behaviour, quality of service, finances and workforce numbers. Go to: www.hmic.gov.uk/crime-and-policing-comparator/ to find out more.

Annex 3 - How success is measured

This plan is broad based across policing, community safety, crime and the performance indicators reflect the range of activities and services that impact on how we can be “safer together”. The indicators below have been selected to provide insight into demand, interventions, outcomes and satisfaction so that together they can provide a more complete and balanced view of performance.

It is important to remember that the indicators in this plan are exactly that – indicators – and are not targets. Recent history has shown that a narrow target focused approach does not always deliver the best outcomes for the public. The Commissioner is focussed on improving outcomes for the public through continuous improvement in service provision and more efficient and effective use of public resources from all partners.

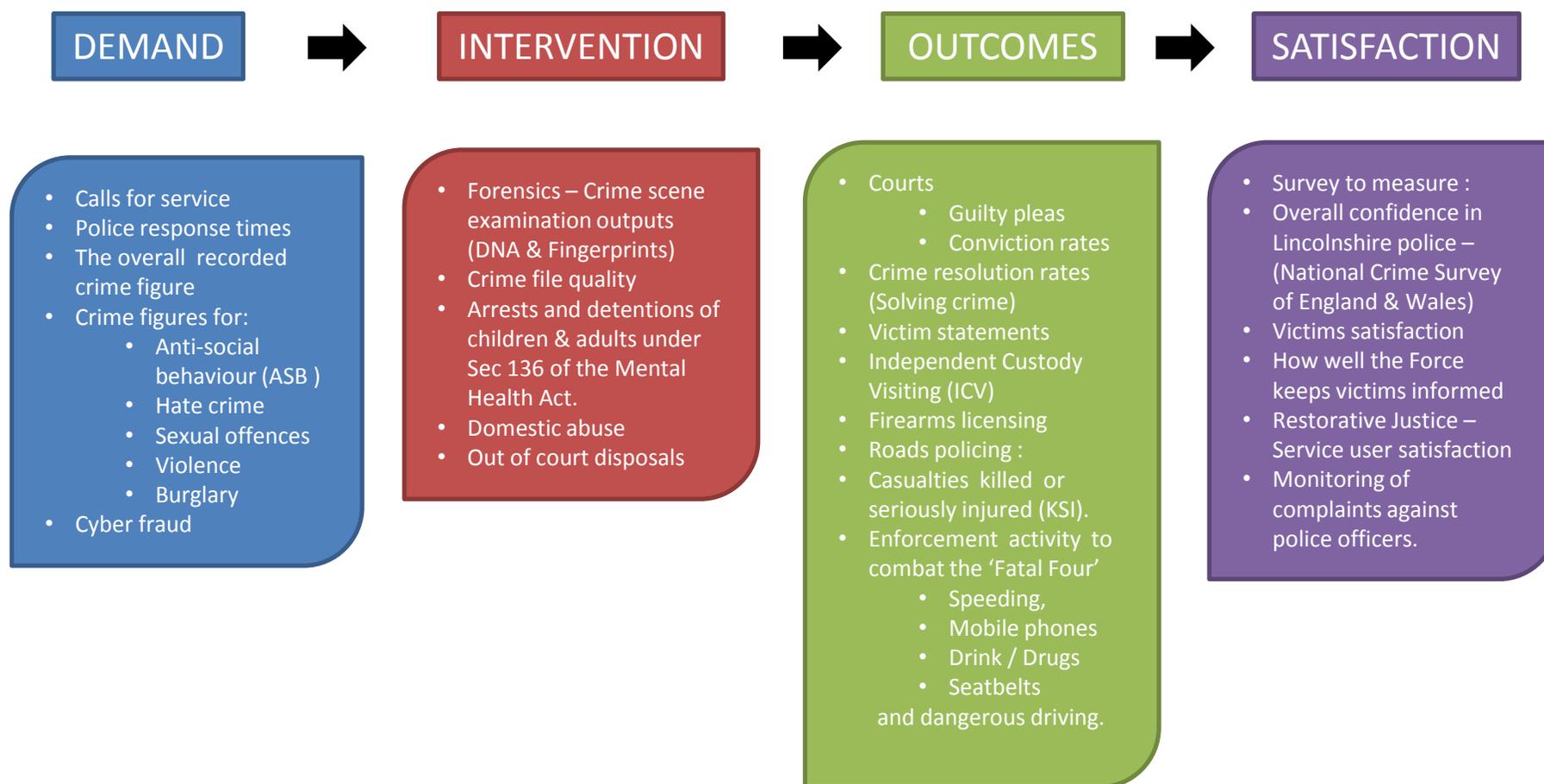
The top level indicators reflect areas of concern that are important to the public. For example, speeding, road safety, burglary, anti-social behaviour, how we treat vulnerable victims of crime and those with mental health issues, our effectiveness in managing firearms licensing so that the public can see how we’re doing on these important issues. Over the life of the plan the top level indicators in this framework may

change to reflect particular issues or concerns but that does not mean that we will take our “eye off the ball”. Performance in these key areas will continue to be monitored and challenged.

The indicators also represent the “tip of the iceberg” and a more detailed tactical and operational approach to performance management is undertaken with the Force and with other partners. It is underpinned by a comprehensive and structured approach to performance meetings, detailed performance information and themed briefings that support a complex and continuous dialogue about performance. Improving outcomes for the public requires such a persistent and sustained approach.

Holding the Chief Constable to account is a vital statutory role. The key indicators include data on crime levels, outcomes and satisfaction with the service that will be combined with financial and other data to support the direct role the Police and Crime Commissioner has in overseeing the work of the Chief Constable and the Force and holding him to account for the delivery of police services to the people of Lincolnshire.

Performance Measurement Framework



Annex 4 - The Local Area and Local Needs

Population

The rate of Lincolnshire's population growth has increased in recent years but latest figures show that it is below the national rate of growth. Projections indicate that by 2039 the population growth of Lincolnshire will be 14 per cent which is below the projected national growth rate of 17 per cent. However, the population in Lincolnshire is projected to increase by approximately 103,000. The trend towards an ageing population profile will continue, with the proportion of people over 75 years of age projected to increase by 95% between 2014 and 2039.

Migration

The latest figures for the movement of people into and out of Lincolnshire (mid-2014 to mid-2015) measured by local authority districts reveals that all the districts, with the exception of Lincoln and Boston saw a net balance increase i.e. more people entered them than left them. The influence of the universities and colleges can be seen in the city with the highest inflow being in the 0-19 age band.

Unemployment

Lincolnshire remains 0.2% below the current national unemployment rate of 5.1% (June 2016).

Housing

During June 2012 the Central Lincoln Planning Unit which includes members from the City of Lincoln and Lincolnshire County Council,

West Lindsey and North Kesteven District Councils announced that over the next 20 years, 42,800 new houses are to be provided of which 41% (17,548) will be in the affordable housing sector. The overall aim is to develop sustainable growth and meet a diverse housing need in both urban and rural locations across the county.

Road Infrastructure

Lincoln is to get an eastern bypass after the Government confirmed it was part of an infrastructure investment programme in November 2011. The bypass will allow traffic from the south of Lincoln to reach the north without travelling through the city centre. The Government has agreed to provide £50m towards the £96m cost of building the new road. The authority said the road could put millions into the local economy. The council hopes to start construction in mid-2017 following the appointment of a contractor in November 2016.

Local needs

Understanding and balancing local needs can be complex and challenging. The evidence used to support this plan is drawn from an analysis of work undertaken by local councils, community safety partnerships the police and a variety of other organisations. We cannot do everything but we have gathered evidence and listened to what the public are saying to us so that we can use the resources at our disposal for maximum impact. We will adapt and change as we have successes and as new threats and challenges emerge but we will do it together and with an unrelenting focus on making Lincolnshire safer and reducing crime.

Annex 5 - Resources

I have set out the resources available for police and crime in my budget. Resources includes people, buildings and other assets like vehicles and technology. The available funding is summarised below.

My spending plans are summarised on the next page and the detail of how it will be spent is in the Lincolnshire Police Delivery Plan.

Funding	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Police and Council Tax Grants	(65.562)	(64.741)	(64.341)	(63.941)
Victims' Services Grant	(0.865)	(0.865)	(0.865)	(0.865)
Innovation Blue Light	(0.400)	(0.250)	-	-
Council Tax	(45.321)	(46.392)	(47.211)	(48.636)
collaborative Services	(2.181)	(2.143)	(2.143)	(2.143)
Funding Formula Review	-	-	(3.000)	(6.000)
Apprentice Levy Clawback	-	-	(0.356)	(0.361)
Contribution from Reserves	(2.461)	(3.868)	(1.161)	1.100
Total	(116.789)	(118.258)	(119.076)	(120.845)

Spending	Base Budget 2016/17	Savings 2017/18	Cost Pressures 2017/18	Income 2017/18	Transfers 2017/18	Proposed Budget 2017/18	Proposed Budget 2018/19	Proposed Budget 2019/20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Police Officers	57.027	(0.222)	0.822	-	-	57.627	58.106	59.275
Police Staff	8.816	(0.267)	0.001	-	(0.415)	8.135	8.221	8.307
OPCC	0.721	-	0.011	-	-	0.732	0.732	0.732
Joint Services	0.901	-	0.020	-	0.292	1.213	1.215	1.215
Corp Communications	0.620	(0.020)	0.025	-	-	0.625	0.630	0.635
Volunteers	0.176	-	0.181	-	(0.093)	0.263	0.263	0.263
Local Policing	5.649	(0.819)	0.016	-	0.040	4.886	4.774	4.868
Crime Command	1.462	(0.016)	0.076	-	(0.054)	1.468	1.469	1.470
Operations Command	0.444	-	-	-	0.160	0.605	0.605	0.605
Regional Collaboration	2.565	(0.195)	0.295	-	0.024	2.689	2.715	2.745
Major Incidents	0.600	-	-	-	-	0.600	0.600	0.600
Strategic Partnership	22.399	(0.403)	0.513	-	-	22.509	22.807	23.127
Lincs Road Safety Partnership	(0.830)	-	-	-	0.020	(0.810)	(0.810)	(0.810)
Victims' Services Expenditure	0.865	-	-	-	-	0.865	0.865	0.865
Community safety grants and contributions	0.814	-	-	-	-	0.814	0.814	0.814
Organisational Support	8.494	(0.206)	0.358	-	-	8.645	8.690	8.742
Capital Financing & Other	3.485	(0.050)	1.116	0.067	0.024	4.642	4.875	4.884
Collaborative Services	2.181	-	-	-	(0.038)	2.143	2.143	2.143
Apprentice Levy	-	-	0.356	-	-	0.356	0.361	0.364
Innovation Blue Light	0.400	-	-	(0.150)	-	0.250	-	-
Grand Total	116.789	(2.199)	3.789	(0.083)	(0.040)	118.258	119.076	120.845