

Hereford & Worcester Fire Authority: Feb 2024

Capital Programme to 2026/27

Col/ Row		(2) Approved Programme Feb 2023 £	(3) P&R Approved Changes £	(4) Approved Programme Nov 2023 £	(5) New Schemes £	(6) Proposed Realloc -ations £	(7) Balance Available 2024/25 £	(8) Expend- iture to 22/23 £	(9) Approved for Expd to 24/25 £	
Vehicle Programme										
1	Replacement Pumps (5)	20/21	1,332,563			(223,484)	1,109,079	1,109,079	0	
2	Replacement Water Carriers (2)	20/21	412,000			(412,000)	0		0	
3	Replacement RAV (1)	20/21	202,579			728	203,307	203,307	0	
4	Compact Appliance (1)	20/21	202,579			728	203,307	203,307	0	
5	Ancillary Fleet - Cars (2)	20/21	27,800			15,795	43,595		43,595	
6	Ancillary Fleet - Small Vans (2)	21/22	29,000			20,369	49,369		49,369	
7	Ancillary Fleet - Cars (2 now 3)	21/22	29,000			36,392	65,392		65,392	
8	Additional Van - Prevention (EMR)	22/23	26,000			(148)	25,852		25,852	
9	Replacement 4x4 (Pick-ups) (7)	22/23	210,000			(210,000)	0		0	
10	Lease buy out 4x4 (Pick-ups) (7)	23/24				53,540	53,540	53,540	0	
11	Replacement 4x4 (Argocat) (1)	22/23	35,000			(35,000)	0		0	
12	Replacement Response Vehicles (30)	22/23	1,165,000	99,191	1,264,191		1,264,191	1,264,191	0	
13	Incident Welfare Vehicles	22/23	80,000			119	80,119	80,119	0	
14	On-Call Recruitment Vans (EMR)	22/23	75,000			(6,508)	68,492	68,492	0	
15	Replacement Pumps (6)	23/24	1,747,000				1,747,000		1,747,000	
16	Replacement USAR crew-bus (1)	23/24	92,000			(92,000)	0		0	
17	Replacement 4x4 (LR) (2)	23/24	109,000			(109,000)	0		0	
18	Replacement Response Vehicles (6)	23/24	233,000	(99,191)	133,809	(80,329)	53,480		53,480	
19	Ancillary Fleet - BA Maintenance (1)	23/24	95,000				95,000		95,000	
20	Ancillary Fleet - Cars (11)	24/25	0		176,000	110,000	286,000		286,000	
21	Ancillary Fleet - Small Van (1)	24/25	0			26,000	26,000		26,000	
22	Ancillary Fleet - Small Vans (7)	24/25	0		112,000	70,000	182,000		182,000	
			6,102,521	0	6,102,521	288,000	(834,798)	5,555,723	2,982,035	2,573,688
Major Buildings Schemes										
23	Hereford FS - Preliminaries		250,000	335,510	585,510		585,510	337,912	247,598	
24	Wyre Forest Hub		7,273,000	(7,273,000)	0		0		0	
25	Redditch FS - Preliminaries		506,183	(506,183)	0		0		0	
26	Broadway FS		58,947	1,637,053	1,696,000		1,696,000	295,221	1,400,779	
27	North Herefordshire STF - Preliminaries		19,000	122,916	141,916		141,916	103,586	38,330	
			8,107,130	(5,683,704)	2,423,426	0	0	2,423,426	736,719	1,686,707
Major Equipment										
28	C&C Replacement - Residual	18/19	249,911	(249,911)	0		0		0	
29	MDT Replacement (from Reserve)	20/21	340,000	(340,000)	0		0		0	
30	BA Replacement (from Reserve)	23/24	0	1,250,000	1,250,000	50,000	1,300,000		1,300,000	
31			589,911	660,089	1,250,000	0	50,000	1,300,000	0	1,300,000
Minor Schemes (SMB allocation)										
32	Allocated	All	2,437,138	528,783	2,965,921	(53,699)	2,912,222	949,070	1,963,152	
33	Un-allocated	22/23	166,211	(166,211)	0		0		0	
34	Un-allocated	23/24	600,000	(339,442)	260,558	53,699	314,257		314,257	
35	Additional	23/24	115,000	(115,000)	0		0		0	
36	Un-allocated	24/25			0	600,000	600,000		600,000	
37			3,318,349	(91,870)	3,226,479	600,000	0	3,826,479	949,070	2,877,409
Future Buildings Provision: Individual scheme sums approved by Fire Authority, but not currently disclosed as contracts subject to tender etc.										
38	Other Building Schemes		12,757,334	(4,125,396)	8,631,938		8,631,938		8,631,938	
39			12,757,334	(4,125,396)	8,631,938	0	0	8,631,938	0	8,631,938
40	CAPITAL BUDGET		30,875,245	(9,240,881)	21,634,364	888,000	(784,798)	21,737,566	4,667,824	17,069,742
New Schemes 2024/25										
41	Ancillary Fleet - Cars (11)	24/25	176,000		176,000	(176,000)	0		0	
42	Ancillary Fleet - Small Vans (7)	24/25	112,000		112,000	(112,000)	0		0	
43	Un-allocated Minor Schemes	24/25	600,000		600,000	(600,000)	0		0	
			888,000	0	888,000	(888,000)	0		0	
New Schemes 2025/26										
44	Replacement Pumps (3)	25/26	927,000		927,000		927,000			
45	Replacement Pumps (additional 3)	25/26	0		0	927,000	927,000			
46	Replacement Water Carrier (1 now 3)	25/26	253,000		253,000	422,000	675,000			
47	Replacement ISV (1)	25/26	110,000		110,000	(110,000)	0	now 30/31		
48	Replacement EPU (1)	25/26	120,000		120,000		120,000			
49	Ancillary Fleet - Large Van (1)	25/26	30,000		30,000		30,000			
50	Ancillary Fleet - Small Van (1)	25/26	16,000		16,000	(16,000)	0			
51	Ancillary Fleet - Cars (7 now 2)	25/26	114,000		114,000	(58,800)	55,200			
52	Replacement USAR crew-bus (1)	25/26	0		0	97,600	97,600			
53	Replacement 4x4 (Argocat) (1)	25/26	0		0	38,200	38,200			
54	Un-allocated Minor Schemes	25/26	600,000		600,000		600,000			
55			2,170,000	0	2,170,000	0	1,300,000	3,470,000		
New Schemes 2026/27										
56	Ancillary 4x4 (Pick-ups) (7)	26/27				258,500	258,500			
57	Replacement Pumps (3)	26/27				955,000	(955,000)		0	
58	Replacement 4x4 (LR) (2 now 3)	26/27				49,200	98,300		147,500	
59	Ancillary Fleet - Cars (5)	26/27				142,000	142,000			
60	Replacement Response Vehicles (30)	26/27				1,383,800	1,383,800			
61	Replacement Pumps (7)	26/27				2,228,300	2,228,300			
62	Replacement ALPS (2)	26/27				1,792,000	1,792,000			
63	Hydraulic Rescue Equipment	26/27				1,100,000	1,100,000			
64	Un-allocated Minor Schemes	26/27				600,000	600,000			
65			0	0	0	8,108,300	(456,200)	7,652,100	to 24/25 17,069,742	
								25/26 3,470,000		
								26/27 7,652,100		
66	TOTAL APPROVED PROGRAMME		33,933,245	(9,240,881)	24,692,364	8,108,300	59,002	32,859,666		28,191,842

Hereford & Worcester Fire Authority: Feb 2024**Revenue Budget 2024/25**

Col Row	(2)	(3)	(4)	(5)	(6)	(7)	
	Core Budget £	Financing £	from TIG Grant Reserve £	to Capital Projects Reserve £	to/(from) Bud Red. Reserve £	£	
1	2023/24 Approved Feb 2023	39,396,800	(40,114,700)	(46,000)	289,900	474,000	0
2	Adjustment agreed P&R Committee - May 2023 #	575,000	15,300			(590,300)	0
3	2023/24	39,971,800	(40,099,400)	(46,000)	289,900	(116,300)	0
4	Provision for April 2024 pay award	310,600					
5	Full Year Effect of Jul 2023 pay award	285,000					
6	Provison for Jul 2024 pay award (3%) - PYE	630,300					
7	General Inflation Provision	623,400					
8	Impact of new Fire Standards	65,000					
9	Increase in FFPS contribution rates	1,234,700					
10	Revised Audit Fees - new national contract	60,000					
11	Capital Programme	181,000					
12		3,390,000					
13	2023/24 Core Budget	43,361,800					
	Funding						
14	(RSG) Revenue Support Grant	(4,086,410)	to be confirmed				
15	(BRTUG) Business Rate Top Up Grant	(3,537,923)	to be confirmed				
16	S31 - under indexation of multiplier	(1,210,237)	to be confirmed				
17	Services Grant	(36,196)	to be confirmed				
18	Funding Guarantee Grant	(968,516)	to be confirmed				
19	(RSDG) Rural Services Delivery Grant	(148,984)	to be confirmed				
20	S31: 2024/25 Pension Grant	(1,160,000)	to be confirmed				
21	S31: Fire Revenue Grant - New Dimensions	(824,200)	to be confirmed				
22	S31: Fire Revenue Grant - Firelink	(91,000)	to be confirmed				
23	Council Tax Precept - with 3% increase	(28,211,313)					
24	Council Tax Collection Fund	(129,706)					
25	Business Rates baseline	(2,608,900)	awaiting data				
26	Local Forecasts (to NNDR1)	128,600	awaiting data				
27	S31 - Business Rate Reliefs	(671,200)	awaiting data				
28	Business Rate Collection Fund	50,000	awaiting data				
29	2023/24 Core Funding	(43,505,985)					
30	Balance	(144,185)					
31							
32							
33	To/(From) Budget Reduction Reserves	144,185					
34		0					

Adjustment agreed P&R Committee - May 2023 was to meet costs of final pay settlement agreed just after the Authority meeting and to account for late changes to business rate information, also notified after the Authority meeting and some time after the statutory deadline for data to be provided.

Hereford & Worcester Fire Authority: Feb 2024

Revenue Budget Allocation 2024/25

Col. Line	(2) 2023/24 Original Allocation £	(5) 2023/24 P&R May 2023 £	(3) 2023/24 P&R to Nov-23 £	(4) 2023/24 Base Allocation £	(5) 2024/25 Funding Changes £	(6) 2024/25 Appendix 2 Changes £	(7) 2024/25 Total Allocation £
1	14,056,500		1,071,700	15,128,200		942,100	16,070,300
2	4,145,900		435,700	4,581,600		292,600	4,874,200
3	915,700		100,100	1,015,800			1,015,800
4	4,929,000		435,600	5,364,600			5,364,600
5	90,000			90,000			90,000
6	1,035,000			1,035,000			1,035,000
7	25,172,100	0	2,043,100	27,215,200	0	1,234,700	28,449,900
8	107,600		1,100	108,700			108,700
9	55,300		6,900	62,200			62,200
10	41,100		(600)	40,500			40,500
11	47,000		(7,500)	39,500			39,500
12	289,700		700	290,400			290,400
13	679,800		(81,300)	598,500			598,500
14	1,149,300		233,500	1,382,800			1,382,800
15	650,600		32,900	683,500			683,500
16	2,379,100		(117,500)	2,261,600			2,261,600
17	461,500		(7,000)	454,500			454,500
18	(99,700)		1,500	(98,200)			(98,200)
19	2,091,900		128,500	2,220,400			2,220,400
20	81,600		3,300	84,900			84,900
21	48,200		200	48,400			48,400
22	513,400		111,600	625,000		65,000	690,000
23	59,200		(900)	58,300			58,300
24	39,000		700	39,700			39,700
25	447,100		9,500	456,600			456,600
26	140,700		1,000	141,700			141,700
27	88,200		3,400	91,600		60,000	151,600
28	9,270,600	0	320,000	9,590,600	0	125,000	9,715,600
29	2,833,000			2,833,000		181,000	3,014,000
30	2,833,000	0	0	2,833,000	0	181,000	3,014,000
31	281,100		(281,100)	0			0
32	674,800	485,000	(1,159,800)	0			0
33	243,000	90,000		333,000			333,000
34	602,200		(602,200)	0			0
35	0			0		285,000	285,000
36	0			0		310,600	310,600
37	0			0		630,300	630,300
38	320,000		(320,000)	0			0
39	0			0		623,400	623,400
40	2,121,100	575,000	(2,363,100)	333,000	0	1,849,300	2,182,300
41	39,396,800	575,000	0	39,971,800	0	3,390,000	43,361,800
42	(2,361,600)			(2,361,600)	(1,724,810)		(4,086,410)
42	(3,401,700)			(3,401,700)	(136,223)		(3,537,923)
42	(1,005,100)			(1,005,100)	(205,137)		(1,210,237)
42	(220,900)	(9,100)		(230,000)	193,804		(36,196)
42	(114,000)	22,600		(91,400)	(877,116)		(968,516)
42	(114,500)	(13,500)		(128,000)	(20,984)		(148,984)
42	(1,568,000)			(1,568,000)	408,000		(1,160,000)
42	0			0	0		0
42	(820,000)	(4,200)		(824,200)	0		(824,200)
42	(136,500)			(136,500)	45,500		(91,000)
42	(27,216,300)			(27,216,300)	(995,013)		(28,211,313)
42	(29,700)			(29,700)	(100,006)		(129,706)
42	(2,498,800)			(2,498,800)	(110,100)		(2,608,900)
42	101,700	19,700		121,400	7,200		128,600
42	(634,100)	(9,100)		(643,200)	(28,000)		(671,200)
42	(95,200)	8,900		(86,300)	136,300		50,000
58	(40,114,700)	15,300	0	(40,099,400)	(3,406,585)	0	(43,505,985)
59	(717,900)	590,300	0	(127,600)	(3,406,585)	3,390,000	(144,185)
60	(46,000)			(46,000)	46,000		0
61	289,900			289,900	(289,900)		0
62	0			0		144,185	144,185
63	243,900	0	0	243,900	(243,900)	144,185	144,185
64	(474,000)	590,300	0	116,300	(3,650,485)	3,534,185	0

Hereford & Worcester Fire Authority: Feb 2024

Medium Term Financial Forecasts

Col Row	(2) 2024/25 Budget	(3) 2025/26 Forecast	(4) 2026/27 Forecast
1		2.00%	2.00%
2		2.00%	2.00%
3	0.65%	1.06%	1.06%
4	2.99%	1.99%	1.99%
5	£ 39,971,800	£ 39,971,800	£ 39,971,800
6	310,600	310,600	310,600
7		119,200	119,200
8			121,500
9	285,000	285,000	285,000
10	630,300	843,500	847,900
11		324,600	432,800
12			331,100
13	623,400	930,000	1,245,500
14	65,000	65,000	65,000
15	1,234,700	1,259,400	1,284,600
16	60,000	60,000	60,000
17		(40,000)	(40,000)
18	181,000	381,000	581,000
19			170,000
20	43,361,800	44,510,100	45,786,000
	Funding		
21	(4,086,410)	(4,168,100)	(4,251,500)
22	(3,537,923)	(3,608,700)	(3,680,900)
23	(1,210,237)	(1,234,400)	(1,259,100)
24	(36,196)	(36,900)	(37,600)
25	(968,516)	(987,900)	(1,007,700)
26	(148,984)	(152,000)	(155,000)
27	(1,160,000)	(1,160,000)	(1,183,200)
28	(824,200)	(824,200)	(824,200)
29	(91,000)	(46,000)	0
30	(28,211,313)	(29,077,600)	(29,976,500)
31	(129,706)	0	0
32	(2,608,900)	(2,661,100)	(2,714,300)
33	128,600	131,200	133,800
34	(671,200)	(684,600)	(698,300)
35	50,000	50,000	50,000
36	(43,505,985)	(44,460,300)	(45,604,500)
37	(144,185)	49,800	181,500
38	0	0	0
39	(144,185)	49,800	181,500
40	144,185	(49,800)	(181,500)
41	0	0	0

Hereford & Worcester Fire Authority: Feb 2024 Medium Term Financial Forecasts - Potential Impacts

Col Row	(2) 2024/25 Budget £	(3) 2025/26 Forecast £	(4) 2026/27 Forecast £
1	(144,185)	49,800	181,500
	Potential for Investment		
	The MTFP is based on increasing Council Tax by 1.99% in 2025/26 and 2026/27 as was indicated to be the referendum limit. Indications are that this limit will rise to 2.99%		
2		(296,500)	(305,600)
3			(308,600)
4	(144,185)	(246,700)	(432,700)
	But Potential Cost Risks		
5		164,000	390,600
6		59,500	62,600
7	(144,185)	(23,200)	20,500

Hereford & Worcester Fire Authority: Feb 2024 Council Tax Requirement Calculation 2024/25

	2024/25 Expenditure	2024/25 Income	
Core Budget	£43,437,600.00	(£75,800.00)	£43,361,800.00 Core
Less: Formula/Support Grants:			
(RSG) Revenue Support Grant		(£4,086,410.07)	
(BRTUG) Business Rate Top Up Grant		(£3,537,922.77)	
Services Grant		(£36,196.12)	
Funding Guarantee Grant		(£968,516.00)	
S31: Under-indexation of multiplier		(£1,210,231.66)	
Less: Other Grants			
(RSDG) Rural Services Delivery Grant		(£148,984.00)	
S31: Fire Revenue Grant (New Dimensions)		(£824,200.00)	
S31: Fire Revenue Grant (Firelink)		(£91,000.00)	
S31: 2024/25 Pension Grant		(£1,160,000.00)	
Less: Retained Share of Business Rates (1%)			
Business Rates baseline		(£2,602,892.02)	
Local Forecasts (to NNDR1)		£122,592.02	
S31 - Business Rate Reliefs		(£671,200.00)	
Business Rate Collection Fund		£50,000.00	
	£43,437,600.00		£43,437,600.00 S42A (2)(a)
		(£15,240,760.62)	(£15,240,760.62) S42A (3)(a)
Reserves Movements			
to/(from) budget reduction reserve	£144,185.00		<i>Balancing item until final figures known</i>
	£144,185.00		£144,185.00 S42A (2)(c)
		£0.00	£0.00 S42A (3)(b)
GROSS PRECEPT			£28,341,024.38
Less: Collection Fund Deficits/(Surpluses)			
Bromsgrove		(£17,875.34)	
Herefordshire		£0.00	
Malvern Hills		£0.00	
Redditch		(£33,705.20)	
Worcester		(£5,062.00)	
Wychavon		(£106,247.00)	
Wyre Forest		£33,184.00	
Total Collection Fund Deficit/(Surplus)			(£129,705.54) S42A (10)
COUNCIL TAX REQUIREMENT			£28,211,318.84 S42A (4)
Tax-base : Band D Equivalent			
Bromsgrove		37,997.70	
Herefordshire		71,999.97	
Malvern Hills		33,047.15	
Redditch		26,317.10	
Worcester		33,002.00	
Wychavon		52,914.22	
Wyre Forest		34,902.00	290,180.14
Precept - Band D Equivalent			£97.220019
Band D (rounded to 2 decimal places)			£ 97.22 S42B
Equivalent to Tax at Band (Ratio to Band D)	2023/24	increase	2024/25
A 6/9	£ 62.9300	2.99%	£ 64.8100 S47
B 7/9	£ 73.4200	3.00%	£ 75.6200 S47
C 8/9	£ 83.9100	2.99%	£ 86.4200 S47
D 9/9	£ 94.4000	2.99%	£ 97.2200 S47
E 11/9	£ 115.3800	2.98%	£ 118.8200 S47
F 13/9	£ 136.3600	2.98%	£ 140.4300 S47
G 15/9	£ 157.3300	2.99%	£ 162.0300 S47
H 18/9	£ 188.8000	2.99%	£ 194.4400 S47
Total Precept on Billing Authorities S48			
Bromsgrove			£3,694,137.14 S48
Herefordshire			£6,999,838.48 S48
Malvern Hills			£3,212,844.56 S48
Redditch			£2,558,548.97 S48
Worcester			£3,208,455.08 S48
Wychavon			£5,144,321.49 S48
Wyre Forest			£3,393,173.12 S48
			£28,211,318.84
			£0.00

Hereford & Worcester Fire Authority: Feb 2024

Reserves Strategy

Col	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Row		Actual at	Probable	Budget	MTFP	MTFP	MTFP	Estimate at
		31-Mar-23	2023/24	2024/25	2025/26	2026/27	2027/28	31-Mar-28
		£m	£m	£m	£m	£m	£m	£m
	<u>Future Expenditure Reserves</u>							
1	Capital Projects Reserve	3.388	(0.872)	(1.645)	(0.870)			0.001
2	C&C Reserve	1.448	(0.473)	(0.643)				0.332
3	ICT Replacements Reserve	1.239	(0.464)	(0.419)	(0.061)	(0.023)	(0.045)	0.227
4	ESMCP Reserve	1.032					(1.032)	0.000
5	RPE Reserve	1.000	(0.261)	(0.700)	(0.039)			0.000
6	On Call Recruitment Reserve	0.671	(0.463)	(0.090)	(0.090)	(0.025)		0.003
7	Organisational Excellence Reserve	0.558	(0.292)	(0.200)	(0.014)			0.052
8	Property Maintenance Reserve	0.534	(0.090)	(0.148)	(0.148)	(0.148)		0.000
9	Pension Tribunal Reserve	0.400						0.400
10	Development Reserve	0.310	(0.056)	(0.056)				0.198
11	Sustainability Reserve	0.286	(0.286)					0.000
12	Pensions Reserve	0.244	(0.049)	(0.051)	(0.052)	(0.053)	(0.039)	0.000
13	Protection Grants Reserve	0.228	(0.012)	(0.195)	(0.021)			(0.000)
14	Fire Prevention Reserve	0.157	(0.123)	(0.034)				0.000
15	Equipment Reserve	0.189						0.189
16	Safety Initiatives Reserve	0.138			(0.144)	0.006		0.000
17		11.822	(3.441)	(4.181)	(1.439)	(0.243)	(1.116)	1.402
	<u>Other Specific Reserves</u>							
18	Operational Activity Reserve	0.600						0.600
19	Insurance Excess Reserve	0.130						0.130
20		0.730	0.000	0.000	0.000	0.000	0.000	0.730
	<u>Budget Reduction Reserves</u>							
21	Budget Reduction Reserve	1.732	(0.116)					1.616
22	TIG Reserve	0.046	(0.046)					0.000
23		1.778	(0.162)	0.000	0.000	0.000	0.000	1.616
24	Total Earmarked Reserves	14.330	(3.603)	(4.181)	(1.439)	(0.243)	(1.116)	3.748
25	General (Un-earmarked) Reserves	1.538						1.538
26	Total Reserves	15.868	(3.603)	(4.181)	(1.439)	(0.243)	(1.116)	5.286
	<u>Earmarked Reserves</u>	31-Mar-23	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	31-Mar-28	
27	This MTFP	14.330	10.727	6.546	5.107	4.864	3.748	
28	MTFP - Feb 2023	14.142	9.103	4.695	4.622	3.563	n/a	

Hereford & Worcester Fire Authority: Feb 2024

Fees & Charges for 2024/25

		2023/24		
		NET	VAT	TOTAL
Attendance by pumping appliance (inclusive of crew)		£ 275.00	£ 55.00	£ 330.00
Attendance by special appliance (inclusive of crew)		£ 365.83	£ 73.17	£ 439.00
Attendance by ancillary vehicles		£ 92.50	£ 18.50	£ 111.00
High Volume Pump (HVP) deployment and recovery		£ 1,367.50	£ 273.50	£1,641.00
And per hour		£ 430.83	£ 86.17	£ 517.00
Attendance by personnel: (per hour)				
- Firefighter, Crew and Watch Commander		£ 41.67	£ 8.33	£ 50.00
- Station Commander		£ 48.33	£ 9.67	£ 58.00
- Officers above Station Commander		£ 55.83	£ 11.17	£ 67.00
- Others, support staff, mechanics		£ 20.83	£ 4.17	£ 25.00
Interviewing officers x rate of role				
Costs of travel and subsistence incurred		£ 190.83	£ 38.17	£ 229.00

		2024/25		
		NET	VAT	TOTAL
	Increase			
Attendance by pumping appliance (inclusive of crew)	7.0%	£ 294.17	£ 58.83	£ 353.00
Attendance by special appliance (inclusive of crew)	6.8%	£ 390.83	£ 78.17	£ 469.00
Attendance by ancillary vehicles	7.2%	£ 99.17	£ 19.83	£ 119.00
High Volume Pump (HVP) deployment and recovery	7.0%	£1,463.33	£292.67	£1,756.00
And per hour	6.8%	£ 460.00	£ 92.00	£ 552.00
Attendance by personnel: (per hour)				
- Firefighter, Crew and Watch Commander	8.0%	£ 45.00	£ 9.00	£ 54.00
- Station Commander	6.9%	£ 51.67	£ 10.33	£ 62.00
- Officers above Station Commander	6.0%	£ 59.17	£ 11.83	£ 71.00
- Others, support staff, mechanics	8.0%	£ 22.50	£ 4.50	£ 27.00
Interviewing officers x rate of role				
Costs of travel and subsistence incurred	7.0%	£ 204.17	£ 40.83	£ 245.00