



**Report to:** Finance Committee  
**Agenda item:** 4  
**Date:** 18 March 2014  
**Subject:** BTP Budget 2014/15 – Revenue Budget Overground Final Allocation  
**Sponsor:** Interim Director of Corporate Resources  
**For:** Information

---

**1. PURPOSE OF PAPER**

1.1 This report presents the final budget allocation for 2014/15 for BTP Overground Operations, a separate paper at agenda item 3 covers the final budget allocation for Inner London B Division funded by London Underground. The budget allocation is based on the budget approved by the Police Authority on 12 December 2013.

**2. BACKGROUND**

2.1 The approved net budget for BTP overground operations for the current financial year is £202.092m. In addition the BTPA's budget is £1.870m. Giving a total budget requirement for BTP and BTPA in 2013/14 of £203.962m.

2.2 The current year's PSA settlement allows for the use of £1.600m from savings previously achieved. After allowing for the use of these savings which have been drawn down in-year the resulting 2013/14 PSA for BTP and BTPA is £202.362 (an increase in 1.8% over the 2012/13 amount).

2.3 At the Police Authority meeting on 12 December 2013 the BTPA approved a net budget requirement for the BTPA and BTP combined for 2014/15 of £207.178m, an increase in the budget requirement of 1.6%. This would result in a 2.4% increase in the PSA due to the unwinding of the smoothing reserve applied in 2013/14.



2.4 Table 1 below shows the calculation of the Net Budget Requirement and PSA for 2014/15 and over the medium term based on current assumptions which are set out at Appendix A.

**Table 1 – BTP/BTPA Budget Requirement and Proposed PSA**

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£m	£m	£m	£m	£m	£m
BTP Net Budget Requirement	200.307	202.092	205.259	208.321	213.347	220.973
BTPA Net Budget Requirement	1.870	1.870	1.919	1.970	2.014	2.094
<b>Total BTP/BTPA Budget Requirement</b>	<b>202.177</b>	<b>203.962</b>	<b>207.178</b>	<b>210.291</b>	<b>215.361</b>	<b>223.067</b>
Release of previous found savings	3.338	1.600	0.000	0.000	0.000	0.000
<b>Total BTP/BTPA Budget Requirement less release of savings</b>	<b>198.839</b>	<b>202.362</b>	<b>207.178</b>	<b>210.291</b>	<b>215.361</b>	<b>223.067</b>
BTP proposed PSA for BTP	196.969	200.492	205.259	208.321	213.347	220.973
BTPA proposed PSA for BTP	1.870	1.870	1.919	1.970	2.014	2.094
<b>BTPA total proposed PSA for BTP/BTPA</b>	<b>198.839</b>	<b>202.362</b>	<b>207.178</b>	<b>210.291</b>	<b>215.361</b>	<b>223.067</b>
Increase in PSA over previous year	0%	1.8%	2.4%	1.5%	2.4%	3.6%

2.5 BTPA are considering applying £1.1m of reserves to smooth the increase in the PSA in 2014/15 and a final determination on this will be required before the PSA level can be set and individual PSA charges to the Train Operating Companies can be calculated and issued. This £1.1m of reserves is made up of two amounts which are currently held on the balance sheet, being £600,000 that had been set aside to meet the costs of restructure which is no longer required as a result of the careful management of the restructure project and £500,000 which is the balance remaining in the smoothing reserves which previously stood at £2.1m.



2.6 Table 2 below shows a range of PSA amounts at varying levels of contribution from reserves, if £1.1m of reserves are applied in 2014/15 the PSA would increase by 1.8%.

**Table 2 – Options for smoothing the 2014/15 PSA**

	PSA with no previously found savings applied	PSA with £0.6m of previously found savings applied	PSA with £1.1m of previously found savings applied
	£m	£m	£m
BTP Net Budget Requirement	205.259	205.259	205.259
BTPA Net Budget Requirement	1.919	1.919	1.919
<b>Total BTP/BTPA Budget Requirement</b>	<b>207.178</b>	<b>207.178</b>	<b>207.178</b>
Release of reserves	0.000	0.600	1.100
<b>Total BTP/BTPA Budget Requirement less release of savings</b>	<b>207.178</b>	<b>206.578</b>	<b>206.078</b>
BTP proposed PSA for BTP	205.259	204.659	204.159
BTPA proposed PSA for BTP	1.919	1.919	1.919
<b>2014/15 total PSA for BTP/BTPA</b>	<b>207.178</b>	<b>206.578</b>	<b>206.078</b>
Increase in PSA over 2013/14 level	2.4%	2.1%	1.8%

2.7 Members will be aware that the Force and Authority have taken action to accelerate the Technology Strategy in order to bring forward the operational and cost efficiencies that the smarter use of technology will bring. The capital programme paper presented at agenda item 6 sets out how technology capital spend has been brought forward within the Capital Programme and in addition there is likely to be between £2m and £3m of additional revenue budget required over the next couple of years to deliver the accelerated programme.

2.8 The Acting Chief Constable has given a direction to maximise the year end under spend so that this can be reserved and applied in 2014/15 to support the accelerated roll out of the Technology Strategy. The target under spend for the current financial year is £900k and should this be achieved it is the intention of the Acting Chief Constable to ask for this amount to be placed in a Technology Strategy Reserve to be applied next financial year. In addition to this £900k the Acting Chief Constable has requested that further under spends are delivered and centralised in-year to contribute to the overall revenue costs of the accelerated Technology Strategy.



- 2.9 Based on the above the recommended reserves strategy that BTPA may wish to consider is that:
- £1.1m of reserves made up of the £500k balance of the smoothing reserve and £600k restructure reserves that is no longer required be used to smooth the PSA giving an overall PSA of £206.078 a 1.8% increase.
  - £900k of reserves delivered by savings in 2013/14 (if achieved) be applied to create a Technology Strategy Reserve.
- 2.10 An important consideration is that in order for BTP/BTPA to apply reserves it is necessary to have Revenue DEL cover from the Department for Transport. In anticipation of this requirement the Head of Finance and Authority Financer Director have secured Revenue DEL cover for up to £2m meaning that in total £2m of reserves can be drawn down.

### **3. COST DRIVERS AND PRESSURES**

- 3.1 There have been a number of key cost drivers over the recent years which have placed additional pressures on BTP's budgets and plans.
- 3.2 The key driver of additional cost is the need to increase the number of front line officers giving greater visibility and improved security to our customers. This cost driver has been matched with relevant savings in back office functions, restructuring of the organisation and increased contract savings.
- 3.3 Other key pressures have included pension costs driven through changes in legislation such as Auto Enrolment costing £700k and there remains a risk in 2016/17 of the statutory pension increase. These proposals from Government on changes to Statutory Pensions, mean the ending of Contracted Out National Insurance. The Chancellor announced in the March 2013 Budget that he was accelerating his plan to implement the single-tier State Pension to start in April 2016. This means a risk of £4.3m to the plans ongoing from 2016/17.



- 3.4 Following the delivery of the significant BTP capital programme over the last few years particularly where external funding has provided improved assets the on going operational and maintenance costs (such as CCTV requiring higher revenue costs of £930k per annum) have also provided pressures which have required BTP to identify savings and benefits to meet these higher costs.

#### **4. FORCE RESTRUCTURE**

- 4.1 The fundamental driver for a new structure is the operational requirement to realise the 20-20-10 objectives, a significant amount of qualitative and quantitative analysis has been carried out in order to further inform proposals for the future target operating model. This has included crime, incident, disruption and response capability analysis as well as in depth internal organisational assessment, benchmarking and stakeholder analysis. Some of the most fundamental metrics are the current and expected distribution of crimes, incidents and minutes lost to disruption across the network. This was set out in the Force Strategic Change Programme paper presented to Police Authority on 13 June 2013.
- 4.2 Table 3 below sets out the costs and savings arising from the Force Restructure Project. These costs and savings are reflected in the 2014/15 budget and are profiled according to when additional resources are due to be available.



**Table 3 - Restructure Costs and Savings**

		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Cost of Change	Redundancy	1,700	0	0	0
	Outplacement support, Training & Recruitment	240	200	0	0
	Project Team	575	200	0	0
	Restructure Provision	0	0	0	0
	Contract Savings	(745)	0	0	0
	Smoothing Reserve	0	0	0	0
	Command Savings	(510)	0	0	0
	Estates Rebate	(360)	0	0	0
	Claw back of underspends (balancing)	(900)	0	0	0
	<b>Total Project costs</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>
Savings	Command	0	(1,439)	(1,980)	(1,980)
	Justice	0	(125)	(679)	(740)
	CMU	0	(370)	(390)	(390)
	Intell	0	(1,646)	(1,727)	(1,727)
	Planning **	0	(1,359)	(1,366)	(1,366)
	F&CS **	0	(625)	(625)	(625)
	Premises	0	0	(600)	(600)
	Continuous Improvement Workstream	0	(210)	(1,100)	(1,100)
	Contract Savings	0	(980)	(980)	(980)
<b>Total savings</b>	<b>0</b>	<b>(6,754)</b>	<b>(9,447)</b>	<b>(9,508)</b>	
Reinvestment	Cable	0	0	685	685
	Resilience - Birmingham, Manchester, Leeds	0	1,167	1,305	1,305
	Response - Doncaster, Bristol	0	465	465	465
	Stoke, Wolverhampton, Coventry/Rugby, Leicester/Lincoln, York, Cardiff/Swansea	0	1,162	1,162	1,162
	Gatwick, Croydon	0	749	963	963
	Southampton, Portsmouth, Bournemouth, Guildford	0	754	885	885
	Stevenage	0	635	1277	1277
	Swindon	0	303	460	460
	Route Disruption	0	0	450	450
	Northern Hub (Manchester Victoria)	0	403	745	745
	Bedford/Luton	0	264	400	400
	London Response Hubs	0	0	200	200
	Less LU Savings	0	450	450	450
	<b>Total re-investment</b>	<b>0</b>	<b>6,352</b>	<b>9,447</b>	<b>9,447</b>
	(Surplus)/Deficit	<b>0</b>	<b>0</b>	<b>0</b>	<b>(61)</b>

4.3 One significant aspect of the cost of restructure is the cost of redundancies, these costs will be significantly lower than originally estimated (original estimate £2.5m) and have been fully provided for in the current financial year and therefore are no risk to next year's budget.



**5. CHIEF CONSTABLE'S BUDGET DELEGATION AND RESPONSIBILITIES LETTER**

- 5.1 The Acting Chief Constable issued his Budget Delegation and Responsibilities Letter on the 26 February. This letter is a key part of the Force's Corporate Governance Framework as it sets out in detail the financial rules which must be followed by all budget holders. Copies of the Delegation Letter will be made available at the Finance Committee.

**6. DETAILED BUDGET**

- 6.1 The BTPA asked to be presented with the detailed budget load prior to the start of the financial year. The detailed budget load is presented at Appendix B. The budget for 2014/15 has been fully loaded onto the Forces financial system and checks have been made to ensure that each Divisional and Department budget is accurate and robust.

**7. BUDGETED WORKFORCE TARGET**

- 7.1 As for last year the Force has set staffing budgets on the basis of a budgeted workforce target for each period. Each Division and Department has set a budget which accurately reflects the estimated number of Police Officers and PCSOs that will be in post throughout the year. This will ensure the maximum number of Police Officers and PCSOs that can be afforded from BTP's pay budgets and together with a more proactive approach to workforce planning will ensure that any underspend resulting from a 'vacancy gap' will be minimised and the Force's Police Officer and PCSO budget can better match the numbers employed in each period.
- 7.2 For Police Staff it is considered appropriate for budgets to reflect a small vacancy gap reflecting the likelihood that the churn in Police Staff would result in an underspend if the budget was set at a 100% staffing level.



7.3 The results of this exercise will ensure that budgets and staffing levels will be better aligned and pay budgets will fund the optimum level of employees. Table 4 below shows the combined Budgeted Workforce Target for all Divisions and Departments for each period during 2014/15 and for each category of staff. The average number of Police Officers that will be in post during 2013/14 is 2,921 and the maximum number will be 2,936. In addition the Force Restructure project has resulted in a higher proportion of this increased number being deployed on the frontline.

**Table 4 – 2014/15 Budgeted Workforce Targets for each period and category of staff**

Police Officers (no vacancy factor assumed)

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Annualised
Annualised Budgeted Workforce Target	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921
Period Budgeted Workforce Target	2,863	2,858	2,914	2,929	2,921	2,955	2,916	2,932	2,942	2,931	2,943	2,940	2,936	2,921

PCSOs (no vacancy factor assumed)

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Annualised
Annualised Budgeted Workforce Target	363	363	363	363	363	363	363	363	363	363	363	363	363	363
Period Budgeted Workforce Target	352	355	366	356	362	358	361	365	369	365	375	371	366	363

Police Staff (marginal vacancy factor assumed)

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Annualised
Annualised Budgeted Workforce Target	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417
Period Budgeted Workforce Target	1,346	1,358	1,392	1,402	1,411	1,438	1,441	1,441	1,441	1,439	1,439	1,439	1,439	1,417

## 8. LONDON UNDERGROUND AREA BUDGET

8.1 The net budget for Inner London B Division funded by London Underground for 2014/15 is set at £52.618m and the charge for centrally organised services provided to Inner London B Division is set at £9.759m plus the charge for Docklands Light Railway which increases in line with the overall increase in the PSA. A paper setting out the detailed build for Inner London B Division is presented at agenda item 3.





**9. CAPITAL PROGRAMME**

- 9.1 Capital Planning for 2014/15 and over the following three years has been prepared under the remit of the Service Improvement Board to ensure robust business cases are developed and approved in accordance with the requirements of the BTPA Corporate Governance Code and Chief Constable's Delegation and Budget Responsibilities Letter. A revised Capital Programme following work to bring forward the Technology Strategy elements of the programme is presented at agenda item 6.

**10. CONCLUSIONS**

- 10.1 Members are asked to note the contents of the paper and the final allocation of the 2014/15 over ground budget.



**Appendix A**

**KEY MEDIUM TERM FINANCIAL PLANNING (MTFP) ASSUMPTIONS**

1. The key assumptions and risks underpinning the MTFP are set out below:

**Pay and Inflation**

2. The MTFP assumes that pay costs will rise in line with the amounts set out in the Budget Statement i.e. 1% per annum in 2014/15 and 2015/16. The increase projected for 2016/17 and 2017/18 is 2%.
3. As Members will recall following the introduction of the EPS pay arrangements, Police Staff who achieve their PDR objectives are entitled to a salary point increase of 3% each year until they reach the top of their pay scale. This gives rise to a budget pressure of £500k in 2014/15, £400k in 2015/16, £300k in 2016/17 and £100k in 2017/18.
4. The Police Staff pay strategy for London Weighting Allowance does not include any further provision for London Weighting Allowance to be increased in the plan.

**Non-pay Inflation**

5. In line with the decision last year of the Force Executive Board to manage non-pay inflationary pressure in a more challenging way budget holders will be required to absorb budget increase resulting from inflationary pressure by identifying local efficiency savings. On this basis provision will only be made for contractually committed price increases in large corporate contracts, this reduces the amount required to be held centrally for non-pay inflation to £800k.
6. **Police Pension Employers Contribution Indexation** - The current MTFP includes an amount of £5m per year indexed to inflation to address the deficit in respect of the British Transport Police Force Superannuation Fund (for Police Officers). Provision is made in the budget each year to increase this amount by an agreed indexation level.



**Budget Increases and Decreases included in the Refreshed MTFP**

7. There are a number of emerging budget pressures which have been addressed as part of next year's budget and the MTFP. The full list of budget increases and decreases including the newly emerging budget pressures are:
  
8. **Pensions Auto Enrolment** - Members will be aware that like all employers BTP will in the future need to provide an Automatic Pensions Enrolment facility for all staff.  
**The costs of providing this facility will be £700k per annum.**
  
9. **CCTV Maintenance** – As Members will be aware there been significant investment funded by Network Rail into BTP's CCTV capacity and capability. This investment which totals over £14m to date, with more being proposed, has enabled the building of a technical CCTV Hub which improves BTP's ability to manage and process CCTV, and respond to live events and incidents, from 14 train operators. To ensure the systems remain operational at all times, maintenance cover is required to ensure all hardware and software is supported. Proactive and reactive maintenance is required, together with additional support for major events e.g. New Year's Eve. Previously interim maintenance support was provided and this proved invaluable to BTP for the Jubilee, Notting Hill Carnival, Olympics and Paralympics.  
**With the arrival of the additional Phase 3 externally funded CCTV equipment there is a requirement in 2014/15 for additional £386k and a further £45k in 2015/16 for maintenance.**
  
10. **Custody Healthcare**  
The current arrangements in BTP for the healthcare of detainees in its London Custody suites were provided under a framework agreement with the Metropolitan Police Service (MPS). The original agreement with the MPS was made in 2009 at a cost of £140k pa, which was well below the market value for such a contract and a significantly preferential financial arrangement for BTP. This cost was never increased during the lifetime of the contract. The MPS contacted BTP in late 2012 indicating that they wished to increase the contract cost to £1.25m pa.



There is a requirement for BTP to have a healthcare provision contract in order to cover the period between the end of the MPS arrangements and NHS Commissioning of healthcare until at least April 2015. It is intended that a new contract will be a positive step towards the final NHS healthcare commissioning specification, which also secures the London NHS Commissioners approval.

The contract cost for a new healthcare contract for BTP has now been agreed at £450k per annum with Tascor Medical Services Limited.

**The new Custody Healthcare service contract will cost £450k per annum, an increase of £310k.**

11. **Suicide Prevention and Mental Health Strategic Unit** - Force Executive Board and Network Rail agreed to establish a team of specialist resources dedicated to and with responsibility for the management of:

- Suicide Prevention
- Mental Health intervention
- Vulnerable persons encounters

The approval included development of a strategic team to provide a detailed overview of the policing perspective and response and to provide a 'single point of access' for Network Rail to align the aims and objectives for all organisations, to ensure effective implementation of any measures / improvements and to maximise potential benefits.

This proposal will fund the project manager, senior analyst, inspector and police constable on top of the funding for the strategic lead and researcher agreed to be funded by Network Rail.

**This provision of a Suicide Prevention and Mental Health Strategic Unit will cost £207k per annum.**

12. **E-case and E-custody**

To allow the proper development of e-case and e-custody and manage the issues with the current supplier, funds are required to cover potential legal costs.

**Legal costs associated with E-case and E-custody will cost £200k.**



13. **Information Technology and Digital Information**

As part of the overall Information Technology Strategy a review is being carried out on the opportunities to benefit from digital technology. This funding will be used to review these opportunities, trial potential equipment, develop the strategy and help lead the implementation.

**Additional costs to develop BTP's Information Technology and Digital Information capability will cost £200k per annum.**

14. **Rent Reviews** – BTP negotiates any proposed increases in rent very robustly however this is an area of budget volatility and pressure.

**The MTFP includes £198k to meet known rent increases in 2014/15.**

15. **Contract Savings** – Following a number of contract reviews reductions have been made to the cost of certain contracts yielding a budget reduction of £180k.

16. **Winsor Changes** – the impact if the Winsor Review has now been further evaluated particularly Winsor II with the assumption that 4 more elements will impact the MTFP. These are 1) shorter pay scales for new entrants and reduced pay points 6, 7 and 8 on the scale, 2) abolishing Competence Related Threshold Payments, 3) the introduction of a National On-Call Allowance, and 4) fitness requirements for police officers. The first two elements provide an opportunity for saving and items 3 and 4 additional costs. These are now included in the MTFP. The net savings being £900k in 2014/15 increasing to £1,330k in 2015/16



**17. Budget Savings Included Over the Medium Term**

17.1 BTP has an impressive track record of delivering savings. The table below shows the savings achieved since 2010/11. In addition The Force restructure has also identified further savings to allow an additional 200 police officers to be deployed to the frontline.

	2010/11	2011/12	2012/13	2013/14	2014/15
	£000	£000	£000	£000	£000
Budget savings equal to 2.5% budget	5,000				
3.5% budget reduction		6,800			
Area intelligence review		795			
Removal of special priority payments		605			
F & CS review			445		
Operations - restructuring			73		
HR review (includes HR Director savings)			361		
DCC - SDD/PSD restructuring			341		
VSS savings			1,707		
Video conferencing			77		
Fleet internal hire arrangements			25		
Archiving project			30		
Mobile phones			51		
Utility uniforms			13		
Territorial Policing & Crime			168	290	447
Central Operations				116	152
Corporate Resources			510	764	297
EPCU restructure			391		
ACC & PA posts reduction				172	
Central Analyst & Performance				58	
Dogs review				544	
Fleet review				223	45
Pension Plus				234	
Civilianisation				325	
Estates rationalisation					350
Wide Area Network				261	
L&D Leadership Academy				141	
<b>Savings achieved</b>	<b>5,000</b>	<b>8,200</b>	<b>4,192</b>	<b>3,128</b>	<b>1,291</b>



**2014/15 Detailed Budget Load for Overground Operations**

	<b>2013/14</b>	<b>2014/15</b>
	<b>£</b>	<b>£</b>
<b>Expenditure</b>		
<b>Staff Costs</b>		
<b>Police Officers</b>		
Pay and Allowances	97,823,359	100,887,768
Pensions	20,020,365	21,015,362
Overtime	3,273,525	3,252,950
Rest Day and Bank Holiday Working	1,570,999	1,305,447
	<b>122,688,248</b>	<b>126,461,527</b>
<b>PCSOs</b>		
Pay and Allowances	6,780,838	6,798,255
Pensions	593,643	529,002
Overtime	65,104	29,851
Rest Day and Bank Holiday Working	46,474	5,316
	<b>7,486,059</b>	<b>7,362,424</b>
<b>Police Staff</b>		
Pay and Allowances	41,799,683	42,206,091
Pensions	3,403,948	3,468,497
Overtime	354,761	409,009
Rest Day and Bank Holiday Working	53,384	11,286
	<b>45,611,776</b>	<b>46,094,883</b>
<b>Total Pay</b>	<b>175,786,083</b>	<b>179,918,834</b>
<b>Non Staff Costs</b>		
<b>Supplies and Services</b>		
Recruit and Other Training Costs	1,824,419	2,123,995
Other Supplies And Services	1,724,068	1,914,639
Employee Wellbeing	1,195,070	1,359,808
Postage, Printing, Stationery	882,969	898,927
Forensic Costs	810,609	785,195
Non Pay Inflation Provision	800,000	800,000
Insurance Costs	753,479	752,412
Clothing And Other	609,411	591,499
Library, Media & Marketing	312,411	192,735
Compensations Claims	288,000	272,404
Legal Costs	260,039	269,678
Police Equipment	246,839	381,181
Support Staff Training Costs	208,310	113,761
Mtce Of Non Police Equip	158,478	156,403
Dogs	121,940	118,702
I D Parade Costs	78,471	71,603
Advertising For Vacancies	70,000	70,000
Police Surgeon Fees	67,181	376,573
Recruitment Costs	65,000	65,000
	<b>10,476,694</b>	<b>11,314,515</b>
<b>Premises and Office Costs</b>		
Premises - Other Prem Costs	9,505,317	9,514,229
Service Charges	2,541,375	2,466,086
Premises Mtce And Repair	1,975,367	1,827,901
Insurance Heating And Light	1,167,208	1,154,958
Photocopiers	383,327	390,952
Cost Of Meetings	34,553	49,286
	<b>15,607,147</b>	<b>15,403,412</b>



<b>Sundry Staff Costs</b>		
Temporary Staff	427,100	322,591
Contracted Out CLC	665,656	188,430
Training Staff	220,044	264,471
Professional Fees	3,187	18,186
	<b>1,315,987</b>	<b>793,678</b>
<b>Communications and Computers</b>		
Technology Costs	8,073,094	8,693,408
Telephones	3,982,596	3,702,228
	<b>12,055,690</b>	<b>12,395,636</b>
<b>Transport Costs</b>		
Vehicle Costs	2,487,153	2,614,239
Travel And Hotels	955,577	860,210
	<b>3,442,730</b>	<b>3,474,449</b>
<b>Capital Charges</b>	9,429,243	9,363,997
<b>Total Non Staff Costs</b>	<b>52,327,491</b>	<b>52,745,687</b>
<b>Total Expenditure</b>	<b>228,113,574</b>	<b>232,664,521</b>
<b>Income</b>		
EPSAs	-16,522,662	-17,687,451
Income From LUL	-6,350,931	-6,352,881
Related Party Income	-1,433,788	-1,522,713
Other Income	-1,538,527	-1,597,300
Royal Train Income	-95,500	-105,176
Interest	-80,166	-140,000
<b>Total Income</b>	<b>-26,021,574</b>	<b>-27,405,521</b>
<b>BTPA Net Overground</b>	<b>202,092,000</b>	<b>205,259,000</b>
Less Reserves	1,600,000	
<b>EPSA Funding</b>	<b>200,492,000</b>	<b>205,259,000</b>