



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

MEDIUM TERM FINANCIAL STRATEGY

2018/19 TO 2021/22

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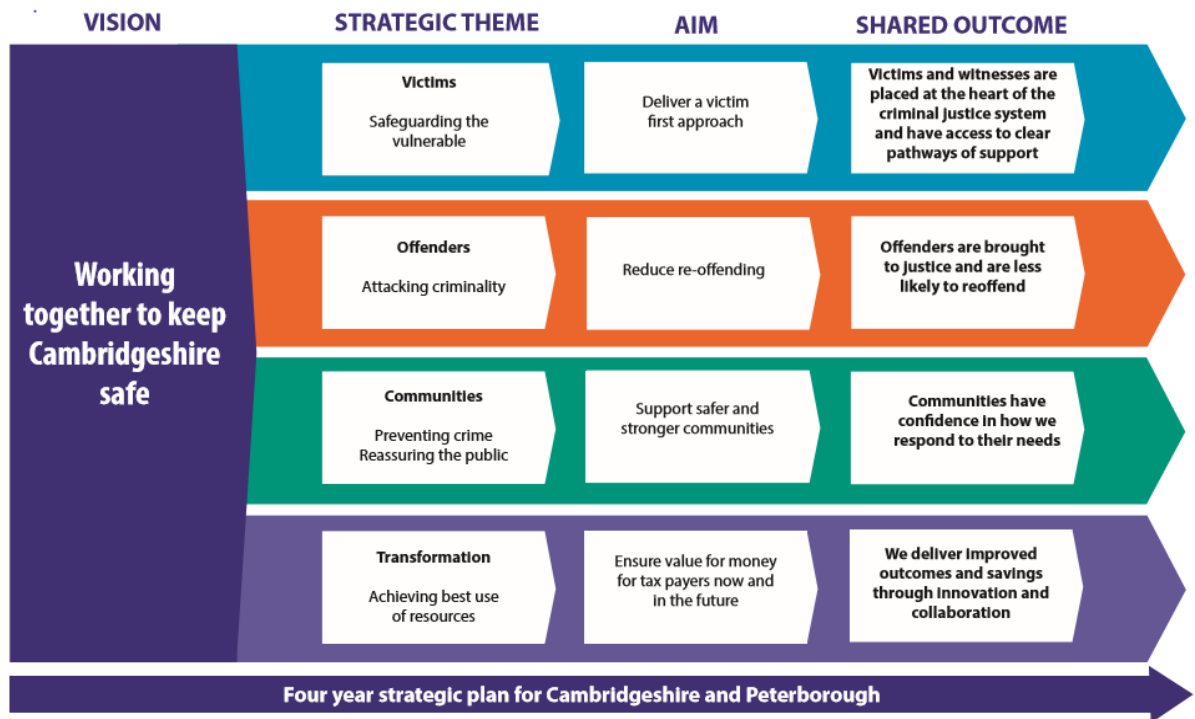
2 Overview and Purpose of Strategy

- 2.1 The Medium Term Financial Strategy (MTFS) is Cambridgeshire Police and Crime Commissioner's (the "Commissioner") key financial planning document.
- 2.2 The Commissioner has responsibility for the totality of policing in the Cambridgeshire Constabulary area and has a wider role in relation to the "and Crime" agenda, which includes the responsibility for commissioning victims' services.
- 2.3 The MTFS identifies the known factors affecting the organisation's financial position. It will balance the objectives of the Commissioner's Police and Crime Plan (the "Plan") against constraints in resources allowing the Commissioner to make informed decisions. It also identifies assumptions and the risks and/or opportunities and how these affect the financial plan.
- 2.4 There are pressures on the plan including pay increases for police officers which were announced recently by Central Government. The Police staff pay award is currently unknown but expected to follow officers.
- 2.5 Demand across all Public Services is increasing and with no additional resources being available there is the risk of an element of demand shift across the sector, as cuts in one organisation can have a detrimental impact on the demand of another organisation.
- 2.6 There are plans to achieve savings but in order to balance the budget reserves will be used. This was anticipated as austerity cuts were implemented in 2010 and has, therefore, been planned for.

3 Police and Crime Plan

3.1 The Plan contains the Commissioner’s objectives under four strategic themes.

Police and Crime Plan – Community Safety and Criminal Justice



3.2 There is a delivery plan to ensure the actions underpinning the aims and outcomes will be delivered. Resource implications have been taken into consideration alongside opportunities and consideration that the Plan will be delivered in conjunction with partner agencies.

Victims

3.3 The **Victims** Strategic Theme is a significant part of the Commissioner’s “and Crime” remit and in the main is for Cambridgeshire Constabulary (the “Constabulary”) and partners to deliver with the Commissioner having a statutory duty to ensure an ‘effective and efficient criminal justice system’ championing the needs of victims within the system

3.4 The Commissioner is responsible for commissioning services for victims and witnesses. He receives a grant from the Ministry of Justice (MoJ) in order to do this. This grant helps a number of initiatives that seek to deliver key outcomes of the Victims workstream, which would be at risk should there be a reduction in the MoJ funding, including:

- The Victim and Witness Hub providing an end to end service for all victims and witnesses of crime.
- Mental Health Nurses to sit alongside staff in the Force Control Room to provide advice and guidance to officers and staff dealing with people in mental health crisis to enable them to receive the right care at the right time.

3.5 A significant area of risk for the duration of this MTFS period is the Criminal Justice System (CJ). We have seen CJ services reducing their resources and this is impacting both on the Victim and Witness Hub and other partners supporting people for longer, as well as short notice duty changes for court appearances impacting on policing.

Offenders

3.6 The **Offenders** Strategic Theme's overarching objective is that offenders are brought to justice and are less likely to re-offend. Tackling and investigating crime is a core policing role. Key to this though is the integrated approach which is required from statutory and voluntary agencies to prevent crime and reduce reoffending, thereby having a positive impact on demand on policing and other services.

3.7 Community Safety Partnerships are key partners in this. Crime and disorder reduction grants will be awarded to them for projects that support this and the Communities strategic theme.

3.8 The Cambridgeshire and Peterborough Combined Authority is now in existence and working across the county. This may present opportunities in areas where the Commissioner can influence but not directly impact such as housing and education but which can have a significant impact on offending.

3.9 A key initiative in the national agenda of CJ is the implementation of virtual courts. This lessens the requirement for a person to sit at Court until called, but will enable them to give their evidence from a location elsewhere via a live link. There is a cost for the implementation of the facilities to enable this to happen but it is an invest to save initiative as it reduces the burden on staff attending court and assists in improving operational efficiencies.

3.10 The Plan has a priority action to contribute to national policing needs as set out in the Government's Strategic Policing Requirement. This includes areas such as Counter-Terrorism and serious and organised crime. Cambridgeshire are part of the Eastern Regional Specialist Operations Unit whose work includes these areas. The Commissioner has to ensure the Chief Constable has the resources and working regionally provides resilience in this area.

Communities

- 3.11 The **Communities** Strategic Theme recognises all public service organisations are facing challenges as budgets reduce and there are often the same people with multiple and complex needs that all agencies come into contact with.
- 3.12 The Constabulary has been undertaking a Local Policing Review (LPR) in 2017/18 to identify a new operating model which more effectively matches resources to current and future demand. This forms a significant element of the savings programme within the budget. It is intended this the review will create a sustainable policing model for Cambridgeshire and Peterborough for the next three to five years. It will support delivery of the Plan and enable the constabulary to provide a more effective and legitimate service to the public while driving continuous improvement and efficiency.
- 3.13 One of the first steps will be to create a Demand Hub, bringing together call handling, dispatch, and crime management in one location, and operating with a “one team” approach. The Hub aims to ensure effective, consistent and robust decision making at the first point of contact, redirecting demand to the most appropriate resource as quickly as possible and reducing inefficiencies. However, the co-location of and recruitment into this team will increase both revenue and capital costs during initial implementation, thus representing an upfront cost before any savings can be realised.
- 3.14 A key risk, both operationally and financially, is the recruitment and retention of police officers. The Constabulary must ensure it retains existing officers, effectively recruits new officers and improves the diversity of the workforce so it is representative of the community it serves. The College of Policing is introducing a graduate scheme and an apprentice scheme, which should help manage this risk, but the full details and cost implications are not fully known/understood at this time.

Transformation

- 3.15 In the face of complex economic and social pressures, we must think and act differently and continue to transform the way we work through collaboration and new technology. In order to achieve this the **Transformation** Strategic Theme brings these strands together.
- 3.16 The MTFS is the document that brings the initiatives under the transformation theme together and demonstrates how they will be delivered.
- 3.17 We have a well-established collaboration with Bedfordshire Police and Hertfordshire Constabulary and any identified areas of risk and potential further savings are included in this plan. Additionally joint collaboration is now established on a Seven Force Basis (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk, and Suffolk) and one of the first areas of business to review is procurement.

- 3.18 A Local Business Case regarding the future governance of Cambridgeshire Fire and Rescue Service was submitted to the Home Secretary in October 2017 containing a proposal for the creation of a new Police, Fire and Crime Commissioner for Cambridgeshire, with the Commissioner assuming responsibility for the governance of the Fire Service. The outcome of this is expected in spring 2018 and if approved will allow for the speeding up of the joint estates working and realise savings within the life of this strategy, as well as revenue savings generated through improved and more streamlined governance arrangements across the two services.

4 Police Funding

- 4.1 There are two principle sources of funding available to the Police and Crime Commissioner for the delivery of his duties: Government Formula Grant and Council Tax. The draft financial settlement was issued by the Home Office on 19 December 2017 and provided details on the Police Grant and Council Tax, both of which are discussed below.

Government Formula Grant

- 4.2 In 2017/18 60% of the funding for the Commissioner was from the Police Grant, paid by the Home Office. In recent years this grant has been reduced, as part of the Government's overall austerity programme.
- 4.3 The draft financial settlement kept the level of police grant at a cash standstill position of £78.411 million. The indication is that this will apply for 2019/20 as well.

Council Tax

- 4.4 The Council Tax is driven by two elements, the Band D equivalent rate and the Council Tax base. The current Band D rate in Cambridgeshire is £186.75 (2017/18). The draft financial settlement included a provision that allows Police and Crime Commissioners to increase their share of the Council Tax by up to £12. The MTFS is based on this £11.97 increase occurring in 2018/19 and 2019/20 and then reverting to a 2% increase per annum. This will increase the Council Tax in 2018/19 to £198.72 (6.4% increase) and generate £3.3m of additional income.
- 4.5 The second element of council tax is the council tax base, which is the total number of Band D equivalent properties in the area. This is calculated by the District Council's and is driven by house building in the area. The council tax base for 2018/19 is 279,882. Due to the anticipated growth across the county, the council tax base will increase by an estimated 1.9% in 2019/20 and 2% in 2020/21 and 2.1% in 2021/22. As a result the Council Tax income will increase by £0.985 million in 2018/19.

5 Demand

- 5.1 The pressures on policing have been widely discussed in the national media. Increases in calls for service and recorded crime have been seen in many forces, and policing is becoming increasingly complex. Forces increasingly have less surge capacity to deal with unforeseen peaks in demand due to reducing workforce numbers.
- 5.2 Some pressures are caused by short term demands, such as seasonal fluctuations in calls for service and responses to incidents of national significance (such as terrorist attacks). Others are the result of longer term changes, such as a growing population and more complex crime types that require more resources to investigate.

Short Term Demands

- 5.3 Demand on policing in Cambridgeshire has grown, which has caused significant strain on frontline resources. Calls for service have increased and crime levels are on an upward trajectory. Some of the increase in crime is due to improved recording standards (which represents improved service delivery for victims), but there are also increases in some crime types that are not affected by improved recording (such as vehicle crime and shoplifting). This in turn places higher demands on a range of policing activities from initial call handling and police response through to investigative processes.
- 5.4 The Constabulary has undertaken a review of its operating model to ensure it is fit for purpose for the future. The new LPR model will support delivery of the Plan and allow the Constabulary to respond effectively to increases in demand. The model has been developed using a strong understanding of baseline demand and wide consultation with the workforce and other stakeholders, supported by experts in police demand management.
- 5.5 In order to effectively manage demand, a Demand Hub will be created which will ensure effective, consistent and robust decision making at the first point of contact, allowing demand to be managed more effectively and redirected to the right service provider when it is appropriate to do so. A realignment of local resources to North and South areas will improve the Constabulary's ability to deploy to priority incidents quickly, and will provide more resilience for investigations.
- 5.6 The Constabulary has launched a new website which facilitates online reporting and provides guidance on and access to services online. This will help the public gain access to the support they need using digital methods.
- 5.7 The LPR model also includes an enhanced approach to neighbourhood policing, with a focus on problem solving. This will help prevent more crime in Cambridgeshire, and will support more effective working with partners and volunteers in local communities.

- 5.8 The intention of the Commissioner is to give all of the additional money raised from the increased Council Tax (above the planned 1.99% increase) to the Chief Constable. This would allow him to resource the increase in demand more adequately and more effectively respond to what the public want through measures that would include the recruitment of additional Police Officers as well as permitting a review of the plans to reduce Police station opening hours.

Long Term Demands

- 5.9 Cambridgeshire continues to be one of the fastest growing counties in terms of population and this is set to continue. However the Constabulary is one of the lowest funded police forces in the country, per head of population, resulting in a constant threat of under resourced policing services.
- 5.10 The recently elected Mayor of Cambridgeshire and Peterborough Combined Authority ambitions include accelerating house building rates and increasing the size of the local economy which in turn could increase demands on policing.
- 5.11 Research shows that over the next 20 years a 23% increase in population is forecast. Of this, the 15-24 age group is expected to increase by 18% and this age group currently accounts for 50% of demand. Current funding and expenditure estimates do not take into account this potential future growth in demand but it represents a significant risk to the future financial stability of the Constabulary.
- 5.12 An ageing population is likely to also increase demand as the elderly tend to be more vulnerable.
- 5.13 Public sector partners are also facing increasing demands on their services alongside reductions in budgets. In some areas of work we are seeing partners shrinking and policing seeing an increase in demand as it becomes the service of last resort.
- 5.14 Increasingly national initiatives are being cascaded at a force level to implement and fund. Examples include the Airwave replacement programme, the College of Policing professionalization programme, and complaints reform. At the same time, no additional funds are forthcoming from central government to implement these, but the police settlement grant gets 'top sliced' to fund national initiatives.
- 5.15 The types of demand the police deal with are changing, with emerging crime types like cyber-crime, and a focus on hidden crime types that involve the vulnerable, such as modern slavery and child sexual exploitation. These require a more specialist response, are costly and time consuming to investigate, and cross traditional policing boundaries, requiring joined up working between police forces.

6 Productivity

- 6.1 It is essential for any organisation to ensure it is as productive as it can be, in order to ensure that the resources it uses to provide a service are being used as efficiently and effectively as possible. This is true for all types of resource, whether they be staff, buildings, or equipment.
- 6.2 Throughout the period of the MTFs, the Commissioner and Chief Constable will be looking to improve the operational and organisational productivity of the Constabulary through the implementation of a Productivity Strategy. This will consider:
- Human Resources – ensuring that the Constabulary has the right people with the rights skills in the right places, and that their wellbeing is supported.
 - ICT – ensuring that the benefits of investment in new technologies can be measured and are realised, through cultural change as well as systems and processes.
 - Fixed Assets – the Commissioner has a clear programme for asset rationalisation, to ensure the effective and efficient use of buildings, working with partners and disposing of redundant buildings.
 - Continuous Improvement – ensuring that the constabulary has an ongoing programme of continuous improvement activity to continue to achieve marginal gains that together represent substantial productivity improvements for the force, both for the frontline and support functions.
- 6.3 Whilst improvements in productivity do not always bring about cashable savings, they are essential to ensuring an efficient and effective organisation that makes best use of public money, and are a key opportunity when managing the increasing pressures of rising demand.

7 Inflation

- 7.1 Current inflation rates are contained within the MTFP (Appendix A) but there is currently a period of growing inflation, Consumer Price Index is 3% in September 2017, which brings about pressure and risks to the budget.
- 7.2 For the past few years the Government has set a public sector pay cap, including police, of 1%, which to date the future year plans have been based on. 2017/18 has seen the Government divert from this approach and currently it is anticipated that future year pay awards will be at least 2%.

8 Savings

- 8.1 The MTFP contains a savings plan in order to bridge the current funding gap over the four-year period. The savings plan comes under three primary headings:

- 8.1.1 Local Policing – this covers savings for those budgets directly under the sole control of the Chief Constable. Savings here include the LPR, the primary savings target, plus supplies and services and transport saving as a result of better procurement outcomes, aided by the 7Force procurement.
- 8.1.2 Estates Strategy – The Commissioner has a clear estates strategy that is looking to dispose of properties no longer required, collaborate with partners, particularly Fire, for joint occupation of buildings and using the estate for income generation through regeneration.
- 8.1.3 Collaboration – as discussed in the transformation section of the Police and Crime Plan, collaboration both across the BCH partnership and 7Forces is key to finding efficiencies across the organisation.

9. Workforce

- 9.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to remain almost level at 1,425 in 2018/19. The LPR has found savings for an additional 50 officers and these have been included in the establishment figures below.
- 9.2 PCSO establishment numbers are budgeted to reduce to 126.
- 9.3 Police Staff budgeted numbers are estimated to remain steady at 873.
- 9.4 The target for Special Constabulary numbers continues to be 300.
- 9.5 The Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources. It is anticipated the total number of resources the Constabulary will have access to will increase as collaboration continues to develop.

Table 1 – Workforce projections (establishment)

	2017/18	2018/19
Police Officers:		
Local Policing	1,047	1,175
Other Policing	302	251
Total Officers	1,349	1,425*
Police Staff:		
Police Staff	803	873
PCSOs	150	126
Total	953	999

*takes account of roundings in calculations

10 Partnership Working

- 10.1 The Commissioner has a Commissioning and Grants Strategy which sets out the approach taken to provide funding for local interventions, innovation, projects and victim support services to deliver the shared outcomes of the Plan.
- 10.2 The Commissioner may award a Crime and Disorder Reduction Grant to any person; for securing, or contributing to securing, crime and disorder reduction. The proposed grants for 2018/19 are awarded to Community Safety Partnerships and other local bodies in support of achieving the Plan objectives.
- 10.3 The MoJ transferred responsibility for commissioning support services for victims of crime to Police and Crime Commissioners. These services are provided using a mixture of grants and commissioning.
- 10.4 The Commissioner also awards grants to deliver casualty reduction and support in the county.
- 10.5 The Commissioner commenced a Youth and Community Fund during 2017/18 and this will continue to support youth and community groups to deliver activities to divert young people away from offending and reduce the vulnerability of young people. Details of the fund can be found on the Commissioner's website.
- 10.6 There is a strong desire from partners in Cambridgeshire to work together; not only to meet people's need but also to prevent problems occurring in the first place. Prevention is a shared priority. However more work is required to understand how investment in prevention can be incentivised.

11. Risks

- 11.1 Key risks associated with this MTFs are discussed throughout this document but are:
 - Funding – both cuts in direct grants and lack of growth in Council Tax.
 - Demand – both short and long term and the changing nature of crime.
 - Cuts elsewhere in the public sector, bringing about demand shift onto the police.
 - Legislative changes bringing more responsibilities without the necessary funding.
 - A significant, currently unquantified risk is the national ICT programme, which whilst providing efficiencies in the medium to long term have short term cost implications.

12 Reserves

- 12.1 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (CFO) to report on the adequacy of the proposed financial reserves as part of budget setting considerations.

12.2 The **General Reserve**, which is a statutory contingency reserve to fund unplanned and emergency expenditure, for example a major operational investigation, stood at £7.197m (5.5% of the Net Budget Requirement (NBR) 2017/18). In 2017/18 there will be a call of £0.263m on the general reserve as a result of the police pay award above the 1% budgeted for, bringing the balance down to £6.934m (5.05% of 2018/19 estimated NBR). A general reserve of 5% of the NBR is considered prudent. This means that as the NBR increases each year a contribution to the General Reserve is required. The estimated position of the General Reserve over each year of the MTFS is shown in **Table 2** below.

Table 2: General Reserve Balance 2018/19 to 2021/22

Heading	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000
Opening Balance	6,934	6,934	7,240	7,497
Transfer (Out)/ In	0	306	257	224
Closing Balance	6,934	7,240	7,497	7,721

12.3 The **Budget Assistance Reserve**, which is intended to be used to even out fluctuations within the MTFS period and is used to bring the General Reserve up to the 5% level, will have the following movements, based on the projected outturn position for 2017/18 and the budget gap figures in Table 2 above.

Table 3: Projected Budget Assistance Reserve

Heading	Budget 2017/18	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22
	£'000	£'000	£'000	£'000	£'000
Opening Balance	8,414	2,766	965	(1,472)	(1,682)
Transfer (Out)/ In	(5,648)	(1,801)	(2,437)	(210)	90
Closing Balance	2,766	965	(1,472)	(1,682)	(1,592)

12.4 Currently the Budget Assistance Reserve is due to go into a negative position in 2019/20. This cannot happen, and even though the overall position of reserves is positive (see Table 5 below) the continued pressure on reducing expenditure, and identifying efficiencies and savings has to continue in order to rectify the reserves position.

12.5 The Commissioner is also required to clearly set out how he intends to use all reserves over the MTF5 period. **Table 4** sets out the estimated balances of the reserves over the period of the MTF5.

Table 4: Estimated Reserves Position 2018/19 to 2021/22

	Home Office Categories ¹	Balance 31 March 2018	Balance 31 March 2019	Balance 31 March 2020	Balance 31 March 2021	Balance 31 March 2022
Earmarked Reserves						
Drug Forfeiture (Operational) Reserve	A	78	78	78	78	78
Budget Assistance Reserve	A	2,766	965	(1,472)	(1,682)	(1,592)
Road Casualty Reduction & Support Fund	A, B	1,348	1,348	1,348	1,348	1,348
Collaboration & Commissioning Reserve	A	270	270	-	-	-
ICT Development Reserve	A	161	-	-	-	-
Estate Development Reserve	A, B	3,439	5,439	-	-	-
Contingency Reserves						
Insurance Reserve	C	996	996	996	996	996
Ill-Health Retirement Reserve	C	398	398	398	398	398
Capital Reserves						
Capital Reserve	A	1,875	845	-	-	-
Capital Receipts Reserve	A	1,888	-	-	-	-
Total Earmarked Reserves		13,219	10,339	1,348	1,138	1,228
General Reserve	C	6,934	6,934	7,240	7,803	8,027
Total Usable Reserves		20,153	17,273	8,588	8,941	9,255

¹ A – Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan.

B – Funding for specific projects and programmes beyond the current planning period.

C – As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance)

- 12.6 The **Drug Forfeiture** Reserve contains funds received from HM Courts and is earmarked for operational activity to disrupt criminal activity involving drug crime. Funds are applied from this fund as operational need requires.
- 12.7 The **Road Casualty Reduction and Support Fund** contains funds to be used on road casualty reduction activities. The PCC is drafting a Strategy which will inform use of this reserve for the remainder of this MTFS and also going forward. This fund will be utilised over the MTFS period but the spend profile is to be determined.
- 12.8 The **Collaboration and Commissioning** Reserve is for the PCC to fund activities under the Transformation theme of his Police and Crime Plan. During 2017/18 funds were applied to pay for consultants used to develop a business case for Police and Fire governance and also to pay the salary of a Watch Co-ordinator in the Constabulary.
- 12.9 The **ICT Development** Reserve is to be used for major ICT programmes that are being implemented nationally through the Police ICT Company. It is anticipated this reserve will be used in the life of this MTFS. During 2017/18 this was used to fund parts of the Athena implementation.
- 12.10 The **Estate Development** Reserve is used for estates issues that were unknown when setting the Capital Programme. Funds applied during 2017/18 included decontamination of lead in the firearms range. It is anticipated this reserve will be used by the end of this MTFS and will be used for future estate upgrades.
- 12.11 **Contingency Reserves** are held for Insurance and Ill-Health retirement. The amount held for insurance is based on the annual actuary report. The ill-health reserve is a contingency set at five retirees averaged at £79.6k per pensioner.
- 12.12 The **Capital Reserve** is to be used for the Capital Programme and will be used during the life of this MTFS.
- 12.13 The **Capital Receipts** Reserve is made up from receipts from buildings the PCC has disposed of as they are no longer required for operational policing. This reserve will be used to help fund the building of a new operational police station in the southern part of the county.

13 Robustness of estimates

- 13.1 Under Section 25 of the Local Government Act 2003, the Commissioner's CFO is required to report on the robustness of the estimates made for the purposes of the budget calculations.
- 13.2 Work on the 2018/19 budget gap started early in 2017/18, as the Constabulary identified savings during the financial year which contribute towards balancing the budgets for the next financial year. This is the established practice, which ensures that the savings and efficiencies are achievable and the Constabulary continually strives to ensure effective and efficient policing.
- 13.3 A sound financial strategy is the key enabler to the achievement of the pledges in the Plan, the objectives of the operational policing strategy and the protection of front-

line policing. One of the best ways to keep people safe and maintain police resources and people's confidence in the police is to place an emphasis on long-term financial and strategic management as a whole. The Commissioner and Constabulary never look at expenditure numbers in isolation.

- 13.4 Analysing and setting the Commissioner's and Constabulary's budgets is an iterative and ongoing process. Initial drafts of the following year's budget are prepared throughout the current year. The budget setting process continues in earnest in September. The known factors including contractual commitments, cost pressures and savings identified during the current financial year, alongside assumptions relating to central government funding. These factors set the financial landscape for the coming year. The Constabulary's Budget Managers are tasked with reviewing their budgets and recommending savings. This work is undertaken in close co-operation with the Constabulary's Finance Team.
- 13.5 The Commissioner's CFO and the Constabulary's Director of Finance and Resources meet regularly from July to consider the draft budget and MTFP, challenging assumptions and analysing savings in order to improve a realistic and sustainable financial plan that enables the Constabulary to bring the operational policing strategy to fruition.

APPENDIX A – MTFP 2018/19 to 2021/22

Cambridgeshire Office of the Police and Crime Commissioner – Medium Term Financial Strategy							
	Budget 2017/18 £'000	Budget 2018/19 £'000	Forecast Budget 2019/20 £'000	Forecast Budget 2020/21 £'000	Forecast Budget 2021/22 £'000	Actual 2016/17 £'000	Forecast Spend 2017/18 £'000
Constabulary Expenditure	127,758	133,830	141,727	146,084	150,621	128,568	129,784
Total Income	-1,421	-1,508	-1,508	-1,508	-1,508	-2,382	-1,722
Total Constabulary Budget	126,337	132,322	140,219	144,576	149,113	126,181	128,062
Office of the Police and Crime Commissioner							
OPCC Office Running Costs							
Police Staff & Commissioner	893	904	925	963	1,004	891	893
Other Employee Expenses	1	1	1	1	1	1	1
Transport Costs	24	12	12	13	13	15	24
Supplies & Services	196	303	312	321	331	293	196
Total OPCC Office Expenditure	1,114	1,220	1,250	1,299	1,349	1,200	1,114
Corporate Costs and Grants							
Non-Operational Estate Held for Investment	0	64	0	0	0	0	0
Police National ICT Company Subscription	60	60	60	60	60	60	60
Community Safety / Crime Reduction Grants	1,276	1,276	1,276	1,276	1,276	1,595	1,276
MoJ Victims Grant	986	987	987	987	987	981	986
Capital Financing Costs							
Revenue Contribution to Capital	0	0	0	0	0	609	0
Interest	413	414	446	773	1,135	455	413
MRP	774	774	744	714	686	805	774
Total Capital Financing Costs	1,187	1,188	1,190	1,487	1,821	1,869	1,187
NET BUDGET REQUIREMENT (NBR)	130,960	137,117	144,982	149,684	154,606	131,891	132,685
Budget -Decrease / +Increase Year on Year	3.6%	4.7%	5.7%	3.2%	3.3%		
Financed by:							
Formula Grant	78,411	78,411	78,411	78,411	79,195	79,435	78,411
Actual Grant Reductions	-1.28%	0.00%	0.00%	0.00%	1.00%		1.28%
MoJ Victims Grant	986	987	987	987	987	981	986
Precept	51,388	55,618	60,096	62,518	65,101	49,682	51,388
Contribution to/-from Reserves	0	1,801	0	0	0	1,383	1,726
Collection Fund - Deficit / +Surplus	174	300	0	0	0	410	174
TOTAL FINANCING	130,960	137,117	139,494	141,916	145,283	131,891	132,685
BUDGET GAP	0	0	-5,488	-7,768	-9,323		
	0	0	-5,488	-2,281	-1,554		
Band D Council Tax £	£186.75	£198.72	£210.72	£214.91	£219.19		

APPENDIX B - CAPITAL PROGRAMME 2018/19 to 2021/22

Capital Programme 2018/19 to 2021/22						
Capital Programme No.	Description of Bid	Programme 2017/18 £	Programme 2018/19 £	Forecast Programme 2019/20 £	Forecast Programme 2020/21 £	Forecast Programme 2021/22 £
Section A	Projects where Funding Approved in Previous years					
1	Athena	161,000				
	Section A Totals	161,000	0	0	0	0
Section B	Estate Programme					
2	Parkside Custody Replacement		3,500,000	10,000,000	4,500,000	
3	Estates Major Repairs Planned	510,000	500,000	500,000	500,000	500,000
	Section B Totals	510,000	4,000,000	10,500,000	5,000,000	500,000
Section C	Fleet Programme					
4	New Vehicle Equipment	400,000	400,000	400,000	400,000	400,000
5	Telematics	189,000				
6	Vehicle Replacement Programme	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
	Section C Totals	1,889,000	1,700,000	1,700,000	1,700,000	1,700,000
Section D	ICT Enabling Programme					
7	ICT Programme 2018/19	350,000	857,000	500,000	200,000	200,000
8	Replacement of SAN (ICT area network)	60,000				
9	Replacement of UPS	70,000				
10	ERP system	247,000				
11	CRM - In FBC and will go to JCOB	93,576	93,580			
12	ICT consolidated work streams	850,000				
13	ESMCP ICCS	263,000				
14	ESMCP Devices and Fitting		213,500		2,000,000	
15	ANPR 3 Year Investment Strategy	140,000	140,000			
16	Website	30,000				
	Section D Totals	2,103,576	1,304,080	500,000	2,200,000	200,000
Section E	Operational Programme					
18	Covert Equipment Renewal	50,000	50,000			
19	JPS General	92,000	95,000	100,000	100,000	100,000
20	Digital Interview Recording Equipment Refresh	42,000				
21	Delegated Chief's Budget	100,000	300,000	300,000	300,000	300,000
	Section E Totals	284,000	445,000	400,000	400,000	400,000
	Totals for All Schemes	4,947,576	7,449,080	13,100,000	9,300,000	2,800,000
Funding Proposal						
Section D	Capital Financing	2017/18	2018/19	2019/20	2020/21	2021/22
	Capital Grants		506,230	506,230	506,230	506,230
	ESMCP Grant		213,500			
	Vehicle Receipts (RCCO)		150,000	150,000	150,000	150,000
	Capital Receipts		1,888,000			
	Capital Reserves		1,030,350	845,000		
	ICT Development Reserve		161,000			
	Estates Development Reserve			5,439,000		
	Borrowing		3,500,000	6,159,770	8,643,770	2,143,770
	Total Financing		7,449,080	13,100,000	9,300,000	2,800,000

* Detailed Funding for the 2016/17 capital programme is provided in the Capital Expenditure Report, made public on a quarterly basis.