

# Medium Term Financial Strategy 2019/20 to 2022/23

Annual Budget 2019/20

“Communities supporting  
our first steps in the road to  
recovery”



# **The Medium Term Financial Strategy : 2019/20 To 2022/22**

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# 1. POLICE AND CRIME PLAN

## **Relationship between the Medium Term Financial Strategy and the Police and Crime Plan**

The Police and Crime Commissioner (PCC) has a statutory duty to produce a Police and Crime Plan. The Plan must set out the priorities for policing and community safety in Devon, Cornwall and the Isles of Scilly along with the resources that will be provided to the Chief Constable and others in order to meet those objectives. The Plan must be kept under regular review to ensure it remains appropriate to the needs of local people, the police and partners. The Plan is subject to scrutiny by the Police and Crime Panel.

The Police and Crime Plan can be found at:

<http://www.devonandcornwall-pcc.gov.uk/information-hub/key-documents/>

The Medium Term Financial Strategy is created to support delivery of the Police and Crime Plan. It sets out both the funding available and the forecast spending required to deliver the Plan priorities.

## **Police and Crime Plan**

The Police and Crime Plan was refreshed in April 2017 and continues to be informed by the Peninsula Strategic Assessment. The Plan runs until 2020 and sets out the PCC's five priorities for Devon and Cornwall, including:

- ❖ Connecting our communities and the police – through a new Local Policing Promise to ensure policing in the local area is 'Accessible, Responsive, Informative and Supportive'
- ❖ Preventing and deterring crime – so we can stop people becoming victims of crime and help them move on with their lives
- ❖ Protecting people at risk of abuse and those who are vulnerable – safeguarding the vulnerable and keeping them safe from harm
- ❖ Providing high quality and timely support to victims of crime to help them recover and to get justice by improving the criminal justice system
- ❖ Getting the best out of the police – making best use of our resources, supporting and developing our workforce and working well in partnership with others.

The Plan will remain the focus for policing over the coming months and years. The PCC will continue to work closely with the Chief Constable and colleagues across the Peninsula to drive forward progress against these priorities.

During 2018 the PCC and the Chief Constable worked together to develop an enhanced focus in Devon and Cornwall on road safety and this activity will continue in the coming year. The levels of death and serious injury on our roads remains a matter of great concern for the PCC with 63 people killed on our roads and over 700 seriously injured in 2017 (the latest year for

which published data is available). The new Road Safety Strategy for policing will be an important area of focus for the coming year and has been supported by additional investment in 28 new police officers focused on roads policing including the creation of the No Excuse Team focused on proactive and intelligence led enforcement and education.

The Police and Crime Plan places a strong emphasis on protecting the vulnerable in our society. There has been significant progress but the work continues to encourage the reporting of crime and encouraging victims to come forward and seek justice and to ensuring that they receive a high quality service when they do come forward.

The PCC has examined and taken account of the most recent Peninsula Strategic Assessment prepared by the Community Safety Partnerships (CSPs) within Devon and Cornwall which was finalised in December 2018. The latest Assessment identifies the following high level threats which will be a focal point for all CSPs.

- Drug Trafficking**, including County Lines
- Problem Drug Use**, including Drug Related Deaths
- Problem Drinking** and health-related harms
- Domestic Abuse**, including Domestic Homicide
- Child Sexual Exploitation and Abuse**
- Rape and Sexual Assault**
- Modern Slavery**
- Terrorism/Violent Extremism**

These are firmly embedded within the key priorities within the Plan and 2019 will see a further focus on activity relating to drugs in response to growing concerns locally and nationally regarding drug trafficking and its impact on individuals and communities.

The PCC's office is working actively with CSPs to support activity in these areas and provides dedicated funding to each CSP through her Commissioning Intentions Plan to support their work locally.

Connectivity remains at the heart of the PCCs Police and Crime Plan and the introduction of a new connectivity framework in 2018 and a series of 10 minimum standards on connectivity are a key focus. It remains vital that the public are able to access and contact the police and improvements in this area, including the 101 service will continue under the Plan with the introduction of improved ICT systems before summer 2019 alongside continued growth of the new 101 webchat service which was launched in late 2018.

### **Delivery & accountability**

The Police and Crime Plan will be delivered by the PCC with close co-operation from the Chief Constable and partners taken forward through shared action plans and joint projects.

The Plan details how strategic measures and indicators including qualitative surveys will be used to monitor its implementation and successful achievement.

Regular progress reports will be published on the OPCC website.

The Police and Crime Commissioner is required to report regularly to the Police and Crime Panel.

### **Slavery and Human Trafficking compliance statement**

The Police and Crime Commissioner and the Chief Constable are committed to eliminating discrimination and exploitation in all its forms from the workplace and will not knowingly or otherwise be complicit in human rights infringements.

Slavery, servitude, forced or compulsory labour, including child labour and human trafficking and other human rights offences must be identified, tackled and prevented for the future.

The Office of the Police and Crime Commissioner and the Devon and Cornwall Constabulary embrace the obligations placed on organisations under section 54(1) of the Modern Slavery Act 2015 and understands they are vital in tackling and preventing modern slavery and human trafficking.

## 2. REVENUE STRATEGY

### a. FUNDING FORECAST

The funding forecast provides a prediction of the level of funding across the timeframe of the MTF5.

|                      | 2018/19<br>£000's | 2019/20<br>£000's | 2020/21<br>£000's | 2021/22<br>£000's | 2022/23<br>£000's |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Grant Funding        |                   |                   |                   |                   |                   |
| Core settlement      | 101,294           | 103,497           | 105,360           | 107,573           | 109,832           |
| DCLG Formula         | 62,234            | 63,466            | 64,608            | 65,965            | 67,350            |
| Legacy CT Grants     | 15,461            | 15,461            | 15,461            | 15,461            | 15,461            |
|                      | 178,990           | 182,424           | 185,430           | 188,999           | 192,643           |
|                      |                   |                   |                   |                   |                   |
| Council Tax          |                   |                   |                   |                   |                   |
| Precept income       | 112,322           | 128,351           | 134,832           | 141,641           | 148,793           |
| Surplus              | 2,287             | 1,328             | 1,700             | 1,200             | 500               |
|                      | 114,609           | 129,678           | 136,532           | 142,841           | 149,293           |
|                      |                   |                   |                   |                   |                   |
| <b>Total Funding</b> | <b>293,599</b>    | <b>312,103</b>    | <b>321,962</b>    | <b>331,840</b>    | <b>341,937</b>    |
|                      |                   |                   |                   |                   |                   |
|                      |                   |                   |                   |                   |                   |
| Taxbase              | 596,572           | 604,629           | 616,722           | 629,056           | 641,637           |
|                      |                   |                   |                   |                   |                   |
| Taxbase Increase     | 2.1%              | 1.4%              | 2.0%              | 2.0%              | 2.0%              |
|                      |                   |                   |                   |                   |                   |
| <b>Band D</b>        | <b>188.28</b>     | <b>212.28</b>     | <b>218.63</b>     | <b>225.16</b>     | <b>231.90</b>     |
|                      |                   |                   |                   |                   |                   |
| Council Tax Increase | 6.81%             | 12.75%            | 2.99%             | 2.99%             | 2.99%             |

## b. MAIN COMPONENTS OF THE REVENUE BUDGET

|  |   | 19/20<br>£000's | 20/21<br>£000's | 21/22<br>£000's | 22/23<br>£000's |
|--|---|-----------------|-----------------|-----------------|-----------------|
| Pay & Employment Costs                                 | Police Officer Pay                              | 170,240         | 177,498         | 184,854         | 190,155         |
|  | Police Officer Overtime                         | 6,285           | 5,912           | 6,080           | 6,253           |
|  | PCSO Pay  | 6,822           | 5,635           | 5,138           | 4,684           |
|  | PCSO Overtime                                   | 6               | 7               | 7               | 7               |
|  | Police Staff Costs                              | 74,230          | 77,696          | 80,532          | 82,570          |
|  | Police Staff Overtime                           | 856             | 873             | 913             | 956             |
|  | Restructure, Training & Conference Fees         | 1,894           | 1,597           | 1,619           | 1,642           |
|  | Police Officer Injury/III Health/Death Pensions | 1,981           | 2,097           | 2,168           | 2,241           |
|  | Other Employee Expenses                         | 974             | 562             | 562             | 562             |
| <b>Pay &amp; Employment Costs Total</b>                |   | <b>263,288</b>  | <b>271,878</b>  | <b>281,874</b>  | <b>289,071</b>  |
| Overheads  | Premises Related Expenditure                    | 12,349          | 12,921          | 13,193          | 13,094          |
|  | Supplies and Services                           | 27,050          | 27,536          | 27,934          | 28,211          |
|  | Third Party Payments                            | 9,319           | 9,402           | 9,554           | 9,680           |
|  | Transport Related Expenditure                   | 5,158           | 5,283           | 5,413           | 5,549           |
| <b>Overheads Total</b>                                 |   | <b>53,876</b>   | <b>55,141</b>   | <b>56,094</b>   | <b>56,534</b>   |
| Grant, Trading & Reimbursement Income                  | Government & Overseas Funding                   | (5,270)         | (5,110)         | (5,110)         | (4,356)         |
|  | Interest/ Investment Income                     | (383)           | (324)           | (327)           | (327)           |
|  | Local Government Specific/Partnership Funding   | (25)            | (25)            | (30)            | (30)            |
|  | Reimbursed Services - Other                     | (209)           | (209)           | (224)           | (224)           |
|  | Reimbursed Services - Other Police Forces       | (1,669)         | (1,683)         | (1,700)         | (1,710)         |
|  | Reimbursed Services - Other Public Bodies       | (6,514)         | (6,538)         | (6,572)         | (6,573)         |
|  | Sales, Fees, Charges and Rents                  | (2,789)         | (3,025)         | (3,066)         | (3,091)         |
| Special Police Services                                | (440)   | (441)           | (526)           | (527)           |                 |
| <b>Grant, Trading &amp; Reimbursement Income Total</b> |   | <b>(17,298)</b> | <b>(17,356)</b> | <b>(17,555)</b> | <b>(16,838)</b> |
| Capital Financing and Contributions                    | Loan Charges                                    | 2,965           | 3,086           | 3,952           | 4,473           |
|  | Revenue Contribution to Capital                 | 3,605           | 3,293           | 1,800           | 2,900           |
| <b>Capital Financing and Contributions Total</b>       |   | <b>6,570</b>    | <b>6,379</b>    | <b>5,752</b>    | <b>7,373</b>    |
| Transfers to / (from) Reserves                         |   | 513             | 765             | 520             | 642             |
| <b>Transfers to / (from) Reserves Total</b>            |   | <b>513</b>      | <b>765</b>      | <b>520</b>      | <b>642</b>      |
| <b>Total Force</b>                                     |   | <b>306,948</b>  | <b>316,807</b>  | <b>326,685</b>  | <b>336,782</b>  |
| Office of the PCC                                      |   | 1,742           | 1,742           | 1,742           | 1,742           |
| PCC Commissioning                                      |   | 3,413           | 3,413           | 3,413           | 3,413           |
| <b>Total OPCC</b>                                      |   | <b>5,155</b>    | <b>5,155</b>    | <b>5,155</b>    | <b>5,155</b>    |
| <b>Grand Total</b>                                     |   | <b>312,103</b>  | <b>321,962</b>  | <b>331,840</b>  | <b>341,937</b>  |
| Funding Forecast                                       |   | 312,103         | 321,962         | 331,840         | 341,937         |

## **c. SCHEDULE OF KEY BUDGET ASSUMPTIONS**

This schedule identifies the key assumptions used in the ongoing calculation of the 2019/20 budget and Medium Term Financial Strategy.

- Government Police Grant funding will increase by 1.8% in 2020/21 and 2.1% annually thereafter. This is based on the Office for Budget Responsibility's (OBR) forward assumptions on inflation (consumer price index)
- Capital grant will remain static in cash terms in 19/20 and thereafter
- Police Pensions specific grant is assumed to continue throughout the MTFS at the same cash level as expected in 2019/20
- Council Tax will increase by £24.00 in 2019/20 for a Band D property, and 2.99% in each year thereafter. The anticipated collection fund surplus is expected to be £1.7m in 2020/21 but will reduce to £1.2m in 2021/22 and to £0.5m in 2022/23, to reflect forecast changes in collection rates.
- Counter terrorism specific grant will remain at the same level as received in 2018/19 in future years.
- Turnover on police officers takes into account officers leaving at their 30 year service date, plus an estimate for ill health retirements, transfers out and resignation
- A 2% pay award has been agreed for police officers and police staff from September 2018. The 2019/20 base budget requirement assumes that a 2.5% pay award will be applied on 01 September 2019 and 1st September 2020, and a 3% pay award will be made in each subsequent year for police officers and police staff.
- The 2019/20 specific grant towards the cost of police officer pensions is assumed to continue at a flat cash amount of £3,263k per annum.
- Police Officer employer pension contributions have been assumed to be paid at 31.0% throughout MTFS period in line with the guidance following the recent actuarial valuation.
- Inflation has been applied only to budgets that are subject to inflationary pressures at a notional rate of 2.0%, except where individual rates are known, or can be separately estimated due to particular inflationary pressures. Inflation on vehicle fuel and utility costs is expected to be 11%. Actual CPI for October 2018, published on 14 November 2018, was 2.4%
- Future investment income assumes an interest rate achieved of 0.90%. The current actual bank base rate is 0.75%
- The capital programme will be financed by capital grant, capital receipts and revenue financing through direct contributions, use of reserves and borrowing.



- The assumptions used for future taxbase and Council Tax surplus are shown below, along with the previous two years for context.

|  | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--|---------|---------|---------|---------|---------|---------|
| Annual increase in tax base                    | 1.7%    | 2.1%    | 1.4%    | 2.0%    | 2.0%    | 2.0%    |
| Annual surplus on Council Tax collection funds | £2.4m   | £2.3m   | £1.3m   | £1.7m   | £1.2m   | £0.5m   |

- The employer's current contribution to the police staff pension scheme, plus agreed contributions to deficit will be as set out below.

|  | 18/19         | 19/20         | 20/21         | 21/22         |
|--|---------------|---------------|---------------|---------------|
| LGPS Base Contribution                         | 14.10%        | 14.10%        | 14.10%        | 14.10%        |
| Plus Repayment of LGPS Deficit (cash lump sum) | £2.064m       | £2.113m       | £2.163m       | £2.163m       |
| <b>Estimated Total Cash Contribution</b>       | <b>£13.9m</b> | <b>£13.3m</b> | <b>£13.6m</b> | <b>£13.7m</b> |
| % of Staff Pay Budgets                         | 16.6%         | 16.8%         | 16.8%         | 16.7%         |

## d. ANALYSIS OF CHANGES IN THE REVENUE BUDGET BETWEEN 2019/20 AND 2018/19

|  | 19/20<br>£000's | 20/21<br>£000's | 21/22<br>£000's | 22/23<br>£000's |
|--|-----------------|-----------------|-----------------|-----------------|
| <b>2018/19 Budget</b>  | 293,599         | 293,599         | 293,599         | 293,599         |
| Growth from previous years                                     | 3,891           | 3,164           | 2,920           | 2,919           |
| <u>Plus Unavoidable Pay Cost Increases / (Decreases)</u>       |                 |                 |                 |                 |
| Provision for Pay Increases                                    | 5,522           | 11,688          | 18,778          | 26,714          |
| Increments   | 1,633           | 3,268           | 4,947           | 6,676           |
| Police Officer Turnover  | (14)            | (712)           | (1,022)         | (1,436)         |
| Police Officer Recruitment Growth (2,990 to 3,100)             | 2,361           | 4,592           | 6,414           | 6,580           |
| Police Pensions  | 7,649           | 7,878           | 8,115           | 8,358           |
| Police Staff Investigators                                     | 788             | 788             | 788             | 788             |
| Other Pay Changes  | 294             | 1,539           | 1,968           | 2,449           |
|  | 18,233          | 29,041          | 39,988          | 50,131          |
| <u>Plus Unavoidable Non Pay Cost Increases / (Decreases)</u>   |                 |                 |                 |                 |
| Provision for Price Increases                                  | 767             | 1,551           | 2,337           | 3,147           |
| Capital Financing  | 54              | 302             | (328)           | (328)           |
| Use of Reserves  | 182             | 1,070           | 1,396           | 1,396           |
| Forensic Marketplace Risk                                      | 288             | 288             | 288             | 288             |
| Police Education Qualification Framework (PEQF)                | 325             | 132             | 37              | 37              |
| Safeguarding Changes   | 113             | 113             | 113             | 113             |
| National Police Air Service (NPAS) - Additional Charges        | 189             | 195             | 201             | 207             |
| Custody Healthcare Performance Contract                        | 400             | 408             | 416             | 424             |
| Other Changes to Non Staff Costs                               | (1,958)         | (2,349)         | (2,783)         | (3,422)         |
|  | 360             | 1,710           | 1,676           | 1,861           |
| <u>Plus Unavoidable Income Changes Increases / (Decreases)</u> |                 |                 |                 |                 |
| DBS Income   | 432             | 432             | 432             | 432             |
| Security Grant Reduced   | 321             | 321             | 321             | 321             |
| Pensions Grant   | (3,262)         | (3,262)         | (3,262)         | (3,262)         |
|  | (2,509)         | (2,509)         | (2,509)         | (2,509)         |
| <u>Development Opportunities</u>                               |                 |                 |                 |                 |
| Psychological Support  | 100             | 100             | 100             | 100             |
| Baton Rounds   | 225             | 300             | 300             | 300             |
| Tri- and Bi- Service Posts                                     | 204             | 208             | 212             | 216             |
| Other specialist functions                                     | 71              | 72              | 74              | 75              |
|  | 600             | 680             | 686             | 691             |
| <u>Savings</u>   |                 |                 |                 |                 |
| Further Alliance Savings                                       | (141)           | (141)           | (263)           | (346)           |
| Service Area Reviews   | (600)           | (900)           | (900)           | (900)           |
| PCSO Reductions  | (1,329)         | (2,683)         | (3,356)         | (3,508)         |
|  | (2,070)         | (3,724)         | (4,519)         | (4,754)         |
| <b>Total Budget Requirement</b>                                | <b>312,103</b>  | <b>321,962</b>  | <b>331,840</b>  | <b>341,937</b>  |

## e. REVENUE EFFECT OF TRANSFERS TO / (FROM) RESERVES AND BALANCES

|                                | 2018/19<br>Original<br>£000's | 2018/19<br>Revised<br>£000's | 2019/20<br>£000's | 2020/21<br>£000's | 2021/22<br>£000's | 2022/23<br>£000's |
|--------------------------------|-------------------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| Programme and Projects Reserve | (1,166)                       | (1,381)                      | (979)             | 0                 | 0                 | 0                 |
| Estates Development Reserve    | (230)                         | (406)                        | (230)             | (230)             | (230)             | (108)             |
| Capital Financing Reserve      | 750                           | 750                          | 750               | 750               | 750               | 750               |
| ESN Capital Reserve            | 0                             | 0                            | 0                 | 0                 | 0                 | 0                 |
| Merger Related Capital Reserve | 0                             | 0                            | 0                 | 0                 | 0                 | 0                 |
| Strategic Alliance Reserve     | 0                             | 0                            | 0                 | 0                 | 0                 | 0                 |
| Budget Management Fund         | 0                             | (117)                        | 0                 | 0                 | 0                 | 0                 |
| Police and Crime Plan Reserve  | 0                             | 0                            | 0                 | 0                 | 0                 | 0                 |
|                                | (646)                         | (1,154)                      | (459)             | 520               | 520               | 642               |
| General Balances               | (2,919)                       | (3,086)                      | 972               | 245               | 0                 | 0                 |
|                                | (3,565)                       | (4,240)                      | 513               | 765               | 520               | 642               |

### Detail of Earmarked Revenue Reserves

#### Programme and Projects Reserve

This will be brought out over the next two years to support the change programme.

#### Estates Development Reserve

Covers the costs of dilapidations relating to premises sales

#### Capital Financing Reserve

To fund capital programme

#### Emergency Services Network (ESN) Capital Reserve

To fund capital costs associated with the implementation of ESN

#### Strategic Alliance Reserve

To fund costs of programme team / change plus capital costs of replacement Resource Management System (RMS).

#### Budget Management Fund

Carry forwards from previous years are put to this fund before being brought out in the subsequent years.

#### Police and Crime Plan Reserve

For delivery of the Police and Crime Plan priorities

#### General Balances

Not an earmarked reserve. Used to mitigate general financial risks. In the medium term will be used to smooth the effect of budget increases between years.

## f. INCOME FROM SALES, FEES, CHARGES AND RENTS

This analysis details the level of external income generated from sales, fees, charges and rents. The level of income generated is continually reviewed to ensure that all opportunities are optimised.

|  | 19/20<br>Budget<br>£000's | 20/21<br>Budget<br>£000's | 21/22<br>Budget<br>£000's | 22/23<br>Budget<br>£000's |
|--|---------------------------|---------------------------|---------------------------|---------------------------|
| National Driver Offender Retraining Scheme | 1,035                     | 1,069                     | 1,101                     | 1,132                     |
| Firearms Certificates                      | 309                       | 510                       | 477                       | 469                       |
| Rents & Lettings                           | 421                       | 421                       | 421                       | 421                       |
| Accident Reports                           | 169                       | 169                       | 169                       | 169                       |
| Sale of Vehicles                           | 100                       | 100                       | 100                       | 100                       |
| Vehicle Recovery                           | 90                        | 90                        | 90                        | 90                        |
| Radio Masts and Equipment Hire             | 0                         | 0                         | 0                         | 0                         |
| Foreign Nationals Registration / Pedlars   | 65                        | 65                        | 104                       | 104                       |
| Stores External Income                     | 36                        | 36                        | 36                        | 36                        |
| Provision of Vehicle Services              | 25                        | 25                        | 25                        | 25                        |
| Other Sales, Fees, Charges and Rents       | 540                       | 540                       | 544                       | 544                       |
| <b>Grand Total</b>                         | <b>2,789</b>              | <b>3,025</b>              | <b>3,066</b>              | <b>3,091</b>              |

## g. STAFFING ANALYSIS

|                                      | 2019/20<br>(FTE) | 2020/21<br>(FTE) | 2021/22<br>(FTE) | 2022/23<br>(FTE) |
|--------------------------------------|------------------|------------------|------------------|------------------|
| <b>Police Officers</b>               |                  |                  |                  |                  |
| Opening Balance at 1st April         | 2,990            | 3,050            | 3,100            | 3,100            |
| Change                               | 60               | 50               | 0                | 0                |
| <b>Closing Balance at 31st March</b> | <b>3,050</b>     | <b>3,100</b>     | <b>3,100</b>     | <b>3,100</b>     |
| <b>Police Community Support</b>      |                  |                  |                  |                  |
| PCSO                                 | 196              | 150              | 150              | 150              |
| Blue Light                           | 22               | 28               | 28               | 28               |
| Civilian Investigators               | 50               | 50               | 50               | 50               |
| <b>Total</b>                         | <b>268</b>       | <b>228</b>       | <b>228</b>       | <b>228</b>       |
| <b>Police Staff (Force)</b>          |                  |                  |                  |                  |
| Opening Balance at 1st April         | 2,018            | 1,990            | 1,990            | 1,990            |
| Change                               | -28              | 0                | 0                | 0                |
| <b>Closing Balance at 31st March</b> | <b>1,990</b>     | <b>1,990</b>     | <b>1,990</b>     | <b>1,990</b>     |
| <b>Police Staff (PCC)</b>            |                  |                  |                  |                  |
| Opening Balance at 1st April         | 28               | 29               | 29               | 29               |
| Change                               | 1                | 0                | 0                | 0                |
| <b>Closing Balance at 31st March</b> | <b>29</b>        | <b>29</b>        | <b>29</b>        | <b>29</b>        |

|          | 2019/20<br>(HOURS) | 2020/21<br>(HOURS) | 2021/22<br>(HOURS) | 2022/23<br>(HOURS) |
|----------|--------------------|--------------------|--------------------|--------------------|
| Specials | 61,400             | 61,400             | 61,400             | 61,400             |

### Allocation of workforce by category

|                        |               |
|------------------------|---------------|
| Operational            | 60.1%         |
| Operational Support    | 30.9%         |
| Organisational Support | 9.0%          |
|                        | <u>100.0%</u> |

Operational posts are those directly providing front line services, including local policing and crime investigation

Operational Support refers to services directly supporting operational staff, including control rooms, custody, and criminal justice administration

Organisational Support relates to those services necessary to run and support the organisation, but not directly operational in nature. This includes HR, Finance, ICT, Estates, Business Change, Legal and Administration among others.

### 3. RESERVES AND BALANCES SUMMARY

|                           | Earmarked Revenue Reserves     |                             |                           |                     |                             |                        |                               | Total Earmarked Reserves | Total Capital Reserves | General Balances | Total Reserves and Balances |
|---------------------------|--------------------------------|-----------------------------|---------------------------|---------------------|-----------------------------|------------------------|-------------------------------|--------------------------|------------------------|------------------|-----------------------------|
|                           | Programme and Projects Reserve | Estates Development Reserve | Capital Financing Reserve | ESN Capital Reserve | Strategic Alliance Reserves | Budget Management Fund | Police and Crime Plan Reserve |                          |                        |                  |                             |
|                           | £'000                          | £'000                       | £'000                     | £'000               | £'000                       | £'000                  | £'000                         | £'000                    | £'000                  | £'000            | £'000                       |
| Closing Balance 31/3/2018 | 1,584                          | 1,204                       | 23,803                    | 2,520               | 8,214                       | 502                    | 545                           | 38,372                   | 3,758                  | 11,653           | 53,783                      |
| Closing Balance 31/3/2019 | 979                            | 798                         | 14,708                    | 2,520               | 8,014                       | 385                    | 545                           | 27,949                   | 0                      | 8,567            | 36,516                      |
| Closing Balance 31/3/2020 | 0                              | 568                         | 10,660                    | 70                  | 2,749                       | 385                    | 545                           | 14,977                   | 4,948                  | 9,539            | 29,464                      |
| Closing Balance 31/3/2021 | 0                              | 338                         | 11,410                    | 70                  | 1,749                       | 385                    | 545                           | 14,497                   | 1,921                  | 9,784            | 26,202                      |
| Closing Balance 31/3/2022 | 0                              | 108                         | 11,466                    | 70                  | 187                         | 385                    | 545                           | 12,761                   | 430                    | 9,784            | 22,975                      |
| Closing Balance 31/3/2023 | 0                              | 0                           | 9,580                     | 70                  | 187                         | 385                    | 545                           | 10,767                   | 430                    | 9,784            | 20,981                      |

## 4. COUNCIL TAX INFORMATION AND PRECEPT

|  | 2019/20<br>£       | 2018/19<br>£       |
|--|--------------------|--------------------|
| Police Budget to be met from Council Tax                       | 129,678,185        | 114,609,093        |
| Less net surplus on council tax collection from previous years | (1,327,534)        | (2,286,605)        |
| <b>Total precept payable by Billing Authorities</b>            | <b>128,350,650</b> | <b>112,322,488</b> |

| Tax base, collection variations and precepts |                                     |   |                                       |                                |                                     |
|--|-------------------------------------|---|---------------------------------------|--------------------------------|-------------------------------------|
|  | Tax Base<br>declared by<br>Councils | Total Precept<br>collected by<br>Councils | Surplus<br>(Deficit) on<br>collection | Amount<br>due from<br>Councils | % share<br>collected by<br>Councils |
|  | £                                   | £   | £                                     | £                              |                                     |
| East Devon                                   | 59,283.00                           | 12,584,595.24                             | 114,720.00                            | 12,699,315.24                  | 9.80%                               |
| Exeter                                       | 36,988.00                           | 7,851,812.64                              | 120,874.00                            | 7,972,686.64                   | 6.15%                               |
| Mid Devon                                    | 28,596.47                           | 6,070,458.65                              | 53,233.00                             | 6,123,691.65                   | 4.72%                               |
| North Devon                                  | 33,948.44                           | 7,206,574.84                              | 81,216.20                             | 7,287,791.04                   | 5.62%                               |
| Plymouth                                     | 73,192.00                           | 15,537,197.76                             | 211,905.00                            | 15,749,102.76                  | 12.14%                              |
| South Hams                                   | 38,179.72                           | 8,104,790.96                              | 97,000.00                             | 8,201,790.96                   | 6.32%                               |
| Teignbridge                                  | 49,219.00                           | 10,448,209.32                             | 102,607.00                            | 10,550,816.32                  | 8.14%                               |
| Torbay                                       | 45,699.55                           | 9,701,100.47                              | 221,000.00                            | 9,922,100.47                   | 7.65%                               |
| Torridge                                     | 23,767.26                           | 5,045,313.95                              | 34,979.00                             | 5,080,292.95                   | 3.92%                               |
| West Devon                                   | 20,176.57                           | 4,283,082.28                              | 54,000.00                             | 4,337,082.28                   | 3.34%                               |
| Cornwall                                     | 194,262.02                          | 41,237,941.61                             | 236,000.00                            | 41,473,941.61                  | 31.98%                              |
| Isles of Scilly                              | 1,317.00                            | 279,572.76                                | 0.00                                  | 279,572.76                     | 0.22%                               |
|  | <b>604,629.03</b>                   | <b>128,350,650.48</b>                     | <b>1,327,534.20</b>                   | <b>129,678,184.68</b>          | <b>100.0%</b>                       |

| Police element of Council Tax due for each Property Valuation Band |                       |              |                     |         |                      |          |
|--|-----------------------|--------------|---------------------|---------|----------------------|----------|
| Valuation<br>band  | Government multiplier |              | Council Tax by band |         | Increase<br>per week | %        |
|  | Ratio                 |              | 2019/20             | 2018/19 |                      |          |
| A  | 6 / 9                 | 0.667        | £141.52             | £125.52 | + 30.8 p             | } 12.75% |
| B  | 7 / 9                 | 0.778        | £165.11             | £146.44 | + 35.9 p             |          |
| C  | 8 / 9                 | 0.889        | £188.69             | £167.36 | + 41.0 p             |          |
| <b>D</b>   | <b>1</b>              | <b>1.000</b> | <b>£212.28</b>      | £188.28 | + 46.2 p             |          |
| E  | 11 / 9                | 1.222        | £259.45             | £230.12 | + 56.4 p             |          |
| F  | 13 / 9                | 1.444        | £306.63             | £271.96 | + 66.7 p             |          |
| G  | 15 / 9                | 1.667        | £353.80             | £313.80 | + 76.9 p             |          |
| H  | 18 / 9                | 2.000        | £424.56             | £376.56 | + 92.3 p             |          |

## 5. CAPITAL PROGRAMME

| CAPITAL PROGRAMME  | NB:                     | 2019/20                 | 2020/21                 | 2021/22                 | 2022/23                 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|  | 2018/19<br>£000's       | £000's                  | £000's                  | £000's                  | £000's                  |
| <b>ICT</b>   |                         |                         |                         |                         |                         |
| Infrastructure   | 2,624                   | 2,123                   | 2,324                   | 2,165                   | 1,823                   |
| ICT Convergence  | 489                     | 262                     | 350                     | 0                       | 0                       |
| Body Worn Video Force Wide Roll Out                              | 1,761                   | 650                     | 654                     | 664                     | 680                     |
| ISD Tasking  | 425                     | 293                     | 327                     | 160                     | 160                     |
| DEMS Stage 2   | 350                     | 350                     | 58                      | 58                      | 58                      |
| Common future gazetteer and mapping                              | 376                     | 0                       | 0                       | 0                       | 0                       |
| Single shared C&C system   | 50                      | 50                      | 200                     | 0                       | 0                       |
| Single Shared Crime Recording Stop & Search                      | 350                     | 2,750                   | 1,500                   | 100                     | 0                       |
| Single shared duty management system                             | 20                      | 0                       | 0                       | 0                       | 0                       |
| Common digital evidence solution - DEM                           | 60                      | 115                     | 0                       | 0                       | 0                       |
| Contact Management   | 768                     | 290                     | 235                     | 0                       | 0                       |
| Mobile Policing  | 0                       | 2,450                   | 0                       | 0                       | 0                       |
| Genesis  | 67                      | 67                      | 0                       | 0                       | 0                       |
| National Programme   | 60                      | 640                     | 600                     | 500                     | 465                     |
| <b>TOTAL ICT</b>   | <b>7,400</b>            | <b>10,040</b>           | <b>6,248</b>            | <b>3,647</b>            | <b>3,186</b>            |
| <b>Estates</b>   | <b>5,811</b>            | <b>4,059</b>            | <b>3,780</b>            | <b>1,130</b>            | <b>3,830</b>            |
| <b>Exeter Criminal Justice Centre and Strategic Policing Hub</b> | <b>10,350</b>           | <b>15,000</b>           | <b>4,722</b>            | <b>0</b>                | <b>0</b>                |
| <b>Bodmin / Custody Development</b>                              | <b>200</b>              | <b>8,000</b>            | <b>5,000</b>            | <b>0</b>                | <b>0</b>                |
| <b>Vehicle Replacement Programme</b>                             | <b>3,003</b>            | <b>1,653</b>            | <b>2,058</b>            | <b>2,058</b>            | <b>2,058</b>            |
| <b>Total Other Capital</b>                                       | <b>573</b>              | <b>130</b>              | <b>130</b>              | <b>1,030</b>            | <b>130</b>              |
| <b>TOTAL PROGRAMME</b>   | <b>27,337</b>           | <b>38,882</b>           | <b>21,938</b>           | <b>7,865</b>            | <b>9,204</b>            |
| <b>CAPITAL FUNDING</b>   | <b>18-19<br/>£000's</b> | <b>19-20<br/>£000's</b> | <b>20-21<br/>£000's</b> | <b>21-22<br/>£000's</b> | <b>22-23<br/>£000's</b> |
| Grant  | 1,882                   | 1,104                   | 1,468                   | 1,468                   | 1,468                   |
| Earmarked Reserves   | 9,269                   | 12,513                  | 1,000                   | 2,256                   | 2,636                   |
| Revenue Contribution to Capital                                  | 3,343                   | 3,605                   | 3,293                   | 1,800                   | 2,900                   |
| Capital Receipts   | 3,983                   | 4,677                   | 11,177                  | 2,341                   | 2,200                   |
| Borrowing  | 7,200                   | 16,983                  | 5,000                   | 0                       | 0                       |
| South West Collaboration Funding                                 | 1,660                   | 0                       | 0                       | 0                       | 0                       |
| <b>Total Capital Funding</b>                                     | <b>27,337</b>           | <b>38,882</b>           | <b>21,938</b>           | <b>7,865</b>            | <b>9,204</b>            |