**Medium Term Financial Strategy**

**2021/22 to 2024/25**

Annual Budget 2021/22

“Investing in Policing and Communities to prevent crime”



|  |
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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 created in April 2017 and continues to be informed by the Peninsula Strategic Assessment. Due to the delay in the PCC elections, the Plan runs until 2021/22 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.

Due to the 12 month delay in PCC elections, now due to be held in May 2021, this is the fifth year of this Plan and it will remain the focus for the financial year 2021/22. The PCC will continue to work closely with the Chief Constable and colleagues across the Peninsula to drive forward progress against these priorities.

During 2020/21 the coronavirus pandemic dominated the nation. This involved significant work across the peninsula to protect the communities.

This MTFS includes the impact for Devon, Cornwall and the Isles of Scilly on the national uplift in officer numbers. The three year programme has been reprofiled to include a national uplift in the second phase of 6,000 and 8,000 officers in the third phase. The second phase of the increase has been announced with an increase of 141 officers for the area. The PCC has provided resources for an additional 40 officers from the precept, making 181 additional officers in total.

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.

As part of the 2021/22 budget process areas of investment have identified which include investment in technology, connectivity, frontline visibility and enhancements to information to safeguard individuals.

Connectivity remains at the heart of the PCCs Police and Crime Plan. It remains vital that the public are able to access and contact the police and improvements in this area, including the 101 service, are included in the investments within this budget.

 **Delivery & accountability**

The Police and Crime Plan will be delivered by the PCC with close co-operation from the Chief Constable and partners and will be 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.

1. **REVENUE STRATEGY**
2. **FUNDING FORECAST**

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 2020/21 |  | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|  | Grant Funding |  |  |  |  |
| 115,993 | Core settlement | 119,267 | 119,267 | 120,459 | 121,664 |
| 63,466 | DCLG Formula | 71,504 | 71,504 | 72,219 | 72,941 |
| 15,461 | Legacy CT Grants | 15,461 | 15,461 | 15,461 | 15,461 |
|  |  |  |  |  |  |
| 194,920 |  | 206,232 | 206,232 | 208,140 | 210,067 |
|  |  |  |  |  |  |
|  | Council Tax |  |  |  |  |
| 135,966 | Precept income | 143,618 | 149,392 | 156,166 | 163,821 |
| 1,391 | Surplus | 0 | 750 | 750 | 750 |
|  | Deficit | (118) | (863) | (863) | 0 |
| 137,357 |  | 143,500 | 149,278 | 156,053 | 164,571 |
|  |  |  |  |  |  |
| **332,277** | **Total Funding** | **349,732** | **355,511** | **364,193** | **374,638** |
|  |  |  |  |  |  |
| 613,456 | Tax base | 607,111 | 613,183 | 622,380 | 631,716 |
|  |  |  |  |  |  |
| 1.46% | Tax base Increase | -1.03% | 1.00% | 1.50% | 1.50% |
|  |  |  |  |  |  |
| 221.64 | Band D | 236.56 | 243.63 | 250.92 | 259.33 |
|  |  |  |  |  |  |
| 4.41% | Council Tax Increase | 6.73% | 2.99% | 2.99% | 3.35% |

1. **MAIN COMPONENTS OF THE REVENUE BUDGET**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **20/21 Agreed Plan £000's** | **Category** | **Description** | **21/22 Draft Plan £000's** | **22/23 MTFS Plan £000's** | **23/24 MTFS Plan £000's** | **24/25 MTFS Plan £000's** |
| 179,687 | Pay & Employment Costs | Police Officer Pay | 186,860 | 196,402 | 207,535 | 213,501 |
| 7,073 |  | Police Officer Overtime | 7,706 | 7,716 | 7,345 | 7,116 |
| 81,787 |  | Police Staff Costs | 86,965 | 90,026 | 89,684 | 91,382 |
| 5,921 |  | PCSO Pay | 5,736 | 5,706 | 5,724 | 5,739 |
| 24 |  | Temporary or Agency Staff | 224 | 170 | 223 | 224 |
| 990 |  | Police Staff Overtime | 1,118 | 1,044 | 1,110 | 1,258 |
| 9 |  | PCSO Overtime | 8 | 8 | 8 | 8 |
| 1,666 |  | Restructure, Training & Conference Costs | 2,081 | 2,008 | 2,156 | 2,156 |
| 2,110 |  | Police Officer Injury/Ill Health/Death Pensions | 2,209 | 2,303 | 2,399 | 2,497 |
| 977 |   | Other Employee Expenses | 934 | 975 | 980 | 949 |
| **280,244** | **Pay & Employment Costs Total** | **293,840** | **306,357** | **317,164** | **324,829** |
| 14,503 | Overheads | Premises Related Expenditure | 14,945 | 15,193 | 14,815 | 15,098 |
| 13,798 |  | Supplies and Services | 16,350 | 15,949 | 15,611 | 15,585 |
| 14,250 |  | Communications and Computing | 16,153 | 17,183 | 17,109 | 17,138 |
| 5,712 |  | Transport Related Expenditure | 5,535 | 5,995 | 5,929 | 5,894 |
| 10,155 |  | Third Party Payments | 11,884 | 11,930 | 11,985 | 12,047 |
| **58,419** | **Overheads Total** |  | **64,867** | **66,250** | **65,449** | **65,763** |
| (9,651) | Grant, Trading & Reimbursement Income | Government & Overseas Funding | (10,581) | (17,218) | (21,944) | (21,970) |
| (242) |  | Interest/ Investment Income | 0 | 0 | 0 | 0 |
| (21) |  | Local Government Specific/Partnership Funding | (6) | (6) | (6) | (6) |
| (184) |  | Reimbursed Services - Other | (209) | (211) | (213) | (215) |
| (1,420) |  | Reimbursed Services - Other Police Forces | (1,388) | (1,401) | (1,415) | (1,429) |
| (6,966) |  | Reimbursed Services - Other Public Bodies | (6,758) | (6,798) | (6,803) | (6,824) |
| (3,820) |  | Sales, Fees, Charges and Rents | (4,507) | (4,515) | (4,540) | (4,550) |
| (485) |   | Special Police Services | (474) | (480) | (481) | (482) |
| **(22,789)** | **Grant, Trading & Reimbursement Income Total** | **(23,921)** | **(30,629)** | **(35,403)** | **(35,476)** |
| 1,619 | Capital Financing and Contributions | Loan Charges | 1,443 | 1,749 | 1,947 | 2,091 |
| 1,567 |  | Minimum Revenue Provision | 2,181 | 2,559 | 3,052 | 3,469 |
| 3,690 |  | Revenue Contribution to Capital | 4,042 | 5,048 | 6,093 | 7,093 |
| **6,876** | **Capital Financing and Contributions Total** | **7,666** | **9,356** | **11,092** | **12,653** |
| 3,994 | Transfers to / (from) Specific Reserves | Transfers to/from Revenue and Capital Reserves | 1,535 | (1,568) | 146 | 1,124 |
| **3,994** | **Transfers to / (from) Reserves Total** | **1,535** | **(1,568)** | **146** | **1,124** |
|  |   |   |  |  |  |  |
| **326,744** | **Total Force** |  | **343,988** | **349,766** | **358,448** | **368,894** |
|  |  |  |  |  |  |  |
| 1,890 | Office of the PCC |  | 2,002 | 2,002 | 2,002 | 2,002 |
| 3,643 | PCC Commissioning |  | 3,743 | 3,743 | 3,743 | 3,743 |
| **5,533** | **Total OPCC** |  | **5,745** | **5,745** | **5,745** | **5,745** |
|  |  |  |  |  |  |  |
| **332,278** | **Net Revenue Expenditure** |  | **349,732** | **355,511** | **364,193** | **374,638** |
|  |  |  |  |  |  |  |
|  | **Funding** |  | **349,732** | **355,511** | **364,193** | **374,638** |

1. **SCHEDULE OF KEY BUDGET ASSUMPTIONS**

This schedule identifies the key assumptions used in the ongoing calculation of the 2021/22 budget and Medium Term Financial Strategy.

* Government Police Grant funding will increase by 4.9% in 2021/22, this includes Devon & Cornwall’s share of the £415m allocated nationally, and includes funding for additional officers. Future years have been assumed at 0%, 1% and 1% (22/23, 23/24, 24/25)
* Capital grant has remained at the previous year’s level of £296k, and thereafter it is expected to continue to remain static.
* Police pension’s specific grant is assumed to continue throughout the MTFS at the same cash level as received in 2021/22.
* Council Tax will increase by £14.92 in 2021/22 for a Band D property, 2.99% 2022/23 and 2023/24 and 3.35% in 24/25.
* The 2021/22 figures for tax base and Council Tax surplus along with future years assumptions are shown below. The previous year figures are included for context.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|   | *2020/21* | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
| Annual increase in tax base  | *1.46%* | **-1.03%** | **1.00%** | **1.50%** | **1.50%** |
| Annual surplus/deficit on Council Tax collection funds  | *£1.4m* | **-£1.8m \*** | **£0.75m** | **£0.75m** | **£0.75m** |

\* 2020/21 element of collection fund deficit to be spread across three years, as per legislation.

* Turnover on police officers takes into account officers leaving at their usual pension date, plus an estimate for ill health retirements, transfers out and resignations.
* A 2.5% pay award was agreed for police officers and police staff from September 2020. As announced by government in the autumn spending review no pay award has been assumed from 1st Sept 2021, The MTFS assumes that a 2% pay award will be applied on 01 September 2022, 1st September 2023, and 1st September 2024 for police officers and police staff.
* Police officer employer pension contributions have been assumed to be paid at 31.0%. A notional £1m has been added into the MTFS from 2023/24 when the results of the next actuarial valuation are expected to be applied.
* Inflation has been applied only to budgets that are subject to inflationary pressures. Actual CPI for November 2020 was 0.3%.
* Due to the current volatility of the markets and on the advice of Treasury Management advisors no investment income has been assumed across the whole MTFS period.
* The employer’s current contribution to the police staff pension scheme, plus agreed contributions to deficit will be as set out below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|   | **20/21** | **21/22** | **22/23** | **23/24** | **24/25** |
| LGPS Base Contribution | 16.30% | 16.30% | 16.30% | 16.30% | 16.30% |
| Plus Repayment of LGPS Deficit (cash lump sum) | £0.522m | £0.522m | £0.522m | £0.522m | £0.522m |
| **Estimated Total Cash Contribution** | **£11.5m** | **£12.2m** | **£12.5m** | **£12.8m** | **£13.0m** |
| % of Staff Pay Budgets | 16.30% | 16.20% | 16.20% | 16.80% | 16.50% |

1. **ANALYSIS OF CHANGES IN THE REVENUE BUDGET BETWEEN 2024/25 AND 2020/21**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **21/22MTFS Plan£000's** | **22/23MTFS Plan£000's** | **23/24MTFS Plan£000's** | **24/25MTFS Plan£000's** |
| 2020/21 Budget |  | **332,277** | **332,277** | **332,277** | **332,277** |
|  |  |  |  |  |  |
| Local Council Tax Support Grants |  | (929) | (929) | (929) | 0 |
|  |  |  |  |  |  |
| Savings |  |  |  |  |  |
| PCSO Reduction Plan |  | (289) | (389) | (489) | (589) |
| Cost Challenge |  | (500) | (700) | (800) | (800) |
| NPAS |  | (234) | (234) | (234) | (234) |
| Other non staff savings |  | (827) | (827) | (827) | (827) |
|  |  |  |  |  |  |
| Pay and Inflation |  |  |  |  |  |
| Provision for Pay Increases |  | 2,153 | 5,565 | 11,170 | 16,947 |
| Police Officer Pay Changes |  | 593 | 1,255 | 2,229 | 3,724 |
| Increments / Officer Turnover |  | 329 | 664 | 1,007 | 1,356 |
| Inflation |  | 2,231 | 3,239 | 2,844 | 3,118 |
| LGPS / Police Pension increase |  | 0 | 0 | 1,500 | 1,500 |
| Other Pay Changes |  | 1,262 | 2,587 | 2,613 | 2,640 |
|  |  |  |  |  |  |
| Changes in Use of reserves |  | 1,118 | 67 | 371 | 420 |
|  |  |  |  |  |  |
| Operation Uplift |  | 4,154 | 1,431 | 1,602 | 1,723 |
|  |  |  |  |  |  |
| Capital Financing |  | (210) | 480 | 1,216 | 1,777 |
|  |  |  |  |  |  |
| Commitments/Budget Assumptions |  |  |  |  |  |
| Staff regradings |  | 340 | 347 | 354 | 361 |
| Reduction in Income |  | 468 | 477 | 487 | 496 |
| Reduced Turnover allowance (Change Jul to Nov) |  | 434 | 434 | 434 | 434 |
| Overtime Costs - additional Bank Holidays  |  | 410 | 410 | 0 | (205) |
| Revenue implication of agreed change projects |  | 227 | 567 | 508 | 520 |
| Microsoft Licences |  | 200 | 204 | 208 | 212 |
| Increase funding of short life capital investments in technology |  | 1,000 | 2,000 | 3,000 | 4,000 |
| Net - additional costs expected from COVID |  | 210 | 0 | 0 | 0 |
| Road Safety - Forensic Collision Investigation Team |  | 59 | 118 | 120 | 123 |
| Emergency Services Network (ESN) |  | 0 | 500 | 500 | 500 |
| Police Education Qualification Framework (PEQF) |  | 30 | 428 | 577 | 577 |
|  |  |  |  |  |  |
| Mitigation of Corporate Risks |  | 333 | 340 | 346 | 353 |
|  |  |  |  |  |  |
| Transfer of National Commitments |  | 867 | 728 | 743 | 758 |
|  |  |  |  |  |  |
| Investment |  |  |  |  |  |
| Contact Centre Investment |  | 626 | 854 | 871 | 889 |
| Police Technology/Drones |  | 300 | 0 | 0 | 0 |
| Investigating crime |  | 1,152 | 1,174 | 415 | 422 |
| Professional Standards  |  | 316 | 322 | 329 | 335 |
| Information Integrity |  | 850 | 450 | 0 | 0 |
| Special Police officer Pilot |  | 80 | 80 | 80 | 80 |
| Blue Light Collaboration |  | 150 | 150 | 150 | 150 |
| Additional Police officers |  | 551 | 1,441 | 1,521 | 1,601 |
|  |  |  |  |  |  |
|  |  | **349,732** | **355,511** | **364,193** | **374,638** |

1. **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.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 20/21 Budget £000's | 21/22 Budget £000's | 22/23 Budget £000's | 23/24 Budget £000's | 24/25 Budget £000's |
| National Driver Offender Retraining Scheme | (1,715) | (2,535) | (2,535) | (2,535) | (2,535) |
| Firearms Certificates | (510) | (471) | (478) | (504) | (514) |
| Rents & Lettings | (330) | (331) | (331) | (331) | (331) |
| Accident Reports | (190) | (210) | (210) | (210) | (210) |
| Sale of Vehicles | (100) | (100) | (100) | (100) | (100) |
| Vehicle Recovery | (158) | (158) | (158) | (158) | (158) |
| Radio Masts and Equipment Hire | (66) | (66) | (66) | (66) | (66) |
| Foreign Nationals Registration / Pedlars | (56) | (36) | (36) | (36) | (36) |
| Stores External Income | (36) | (36) | (36) | (36) | (36) |
| Provision of Vehicle Services | (35) | (35) | (35) | (35) | (35) |
| Other Sales, Fees, Charges and Rents | (624) | (529) | (529) | (529) | (529) |
| **Grand Total** | **(3,820)** | **(4,507)** | **(4,515)** | **(4,540)** | **(4,550)** |

1. **STAFFING ANALYSIS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|   | **2020/21 (FTE)** | **2021/22 (FTE)** | **2022/23 (FTE)** | **2023/24 (FTE)** | **2024/25 (FTE)** |
| **Police Officers** |  |  |  |  |  |
| Opening Balance at 1st April | 3,097 | 3,241 | 3,422 | 3,610 | 3,610 |
| Precept funded change | 50 | 40 | 0 | 0 | 0 |
| Uplift numbers | 94 | 141\* | 188 | 0 | 0 |
| **Closing Balance at 31st March** | **3,241** | **3,422** | **3,610** | **3,610** | **3,610** |
| \* Includes 6 FTE allocated to ROCU. |  |  |  |  |  |
|  |  |  |  |  |  |
| **Police Community Support** |  |  |  |  |  |
| PCSO  | 169 | 150\* | 150 | 150 | 150 |
| Blue Light  | 37 | 43 | 43 | 43 | 43 |
| **Total** | **206** | **193** | **193** | **193** | **193** |
| \* estimated year end numbers |
|  |  |  |  |  |  |
| **Police Staff (Force)** |  |  |  |  |  |
| Opening Balance at 1st April | 2,100 | 2,127 | 2,217 | 2,208 | 2,178 |
| Investment/Uplift | 27 | 90 | -9 | -30 | 0 |
| **Closing Balance at 31st March** | **2,127** | **2,217** | **2,208** | **2,178** | **2,178** |
|  |  |  |  |  |  |
| **Police Staff (OPCC)** |  |  |  |  |  |
| Opening Balance at 1st April | 29 | 29 | 29 | 29 | 29 |
| Change | 0 | 0 | 0 | 0 | 0 |
| **Closing Balance at 31st March** | **29** | **29** | **29** | **29** | **29** |

1. **RESERVES AND BALANCES SUMMARY**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|   |   |  |   |   |
|   | **Estates Development Reserve £000's** | **Capital Financing Reserve £000's** | **ESN Capital Reserve £000's** | **Capital Programme Reserve** | **Budget Management Fund £000's** | **Police and Crime Plan Reserve £000's** | **PEQF Reserve £'000** | **Uplift Reserve £000's** | **Total Earmarked Reserves £000's** | **Total Capital Reserves £000's** | **General Balances £000's** | **Total Reserves and Balances £000's** |
|  **Closing Balance 31/3/2020**  | **792** | **23,119** | **2,520** | **2,749** | **2,114** | **991** | **265** | **0** | **32,550** | **524** | **10,847** | **43,922** |
|  **Closing Balance 31/3/2021**  | **311** | **9,197** | **9,761** | **0** | **360** | **826** | **265** | **3,290** | **24,010** | **0** | **10,098** | **34,109** |
|  **Closing Balance 31/3/2022**  | **(0)** | **1,416** | **8,711** | **0** | **2,219** | **826** | **0** | **1,410** | **14,582** | **0** | **11,481** | **26,064** |
|  **Closing Balance 31/3/2023**  | **(0)** | **0** | **4,954** | **0** | **1,290** | **826** | **0** | **0** | **7,070** | **0** | **11,502** | **18,572** |
|  **Closing Balance 31/3/2024** | **(0)** | **0** | **1,376** | **0** | **360** | **826** | **0** | **0** | **2,562** | **0** | **11,827** | **14,389** |
|  **Closing Balance 31/3/2025** | **(0)** | **0** | **0** | **0** | **360** | **826** | **0** | **0** | **1,186** | **0** | **12,201** | **13,387** |

The above table represents the anticipated balances on reserves at the end of each financial year.  Reserves held for capital purposes will be used to fund the capital programme, while all other reserves support revenue.

1. **COUNCIL TAX INFORMATION AND PRECEPT**



1. **CAPITAL PROGRAMME**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **CAPITAL PROGRAMME** | **Revised 2020/21 £000's** | **2021/22 £000's** | **2022/23 £000's** | **2023/24 £000's** | **2024/25 £000's** |
| Vehicles | 2,343 | 2,852 | 2,087 | 2,039 | 2,368 |
| Minor Building Works | 1,590 | 1,500 | 1,500 | 1,500 | 1,500 |
| Major Building Works |   |   |   |   |   |
| Exeter Police Station | 750 | 0 | 0 | 0 | 0 |
| Bodmin Custody/Cornwall HQ | 0 | 0 | 0 | 0 | 1,000 |
| Camborne | 1,021 | 505 | 0 | 0 | 0 |
| HQ Building Works | 466 | 38 | 0 | 0 | 0 |
| HQ Sports Centre | 300 | 2,168 | 0 | 0 | 0 |
| Plymouth Support Facility | 2,500 | 4,385 | 0 | 0 | 0 |
| Barnstaple | 1,992 | 725 | 0 | 0 | 0 |
| HQ Middlemoor Project  | 700 | 700 | 0 | 0 | 0 |
| South Devon PPU | 0 | 612 | 1,224 | 918 | 306 |
| Exeter & East Devon PPU  | 0 | 3,015 | 0 | 0 | 0 |
| St Ives Relocation | 0 | 300 | 100 | 0 | 0 |
| Police Station appraisals | 0 | 0 | 2,061 | 1,153 | 0 |
| Vehicle Workshops | 0 | 0 | 0 | 307 | 308 |
| North Devon appraisal | 0 | 0 | 0 | 0 | 1,000 |
| TOTAL Major Works | 7,729 | 12,448 | 3,385 | 2,378 | 2,614 |
| ICT |   |   |   |   |   |
| RMS | 831 | 1,348 | 397 | 40 | 0 |
| PRISM | 2,605 | 1,486 | 942 | 342 | 342 |
| National Projects | 200 | 775 | 200 | 100 | 0 |
| ESN | 239 | 1,050 | 3,748 | 3,493 | 1,376 |
| ICT | 4,551 | 2,248 | 4,182 | 3,200 | 3,140 |
| Equipment | 1,060 | 1,009 | 793 | 1,263 | 823 |
| **TOTAL PROGRAMME** | **21,148** | **24,716** | **17,234** | **14,355** | **12,163** |
|   |   |   |   |   |   |
| **CAPITAL FUNDING** | **Revised 2020/21 £000's** | **2021/22 £000's** | **2022/23 £000's** | **2023/24 £000's** | **2024/25 £000's** |
| Grants | 1,092 | 568 | 568 | 459 | 350 |
| Uplift Grant | 562 | 0 | 0 | 0 | 0 |
| Taser Uplift Grant | 101 | 0 | 0 | 0 | 0 |
| TAF Funding & Other Grants | 125 | 0 | 0 | 0 | 0 |
| Capital Financing Reserve  | 7,192 | 8,531 | 2,166 | 750 | 750 |
| Capital Receipts & Asset Disposal | 0 | 0 | 150 | 0 | 0 |
| Revenue Funding | 2,999 | 2,872 | 2,882 | 2,927 | 2,927 |
| Forensic RCCO | 61 | 10 | 0 | 5 | 5 |
| ESN Reserve | 239 | 1,050 | 3,757 | 3,578 | 1,376 |
| Capital Programme Reserve | 2,749 | 0 | 0 | 0 | 0 |
| Borrowing | 6,028 | 11,685 | 7,711 | 6,636 | 6,755 |
| **Total Capital Funding** | **21,148** | **24,716** | **17,234** | **14,355** | **12,163** |