

Summary of Medium Term Plan, 2017/18 to 2021/22

	Budget 2017/18	Inflation or Growth	Savings	Proposed Budget 2018/19	Inflation or Growth	Savings	Forecast 2019/20	Inflation or Growth	Savings	Forecast 2020/21	Inflation or Growth	Savings	Forecast 2021/22
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Expenditure													
Pay (Officers and Staff)	250.7	6.2	-0.2	256.7	7.1	0.0	263.8	7.9	-1.6	270.0	8.1	-1.5	276.6
Overtime	5.3	0.0	0.0	5.3	0.1	0.0	5.4	0.2	0.0	5.6	0.2	0.0	5.8
Premises Related	20.9		-0.3	20.6	0.6	0.0	21.2	0.4	0.0	21.6	0.4	0.0	22.1
Transport	6.5		-0.3	6.2	0.2	0.0	6.4	0.1	0.0	6.5	0.1	0.0	6.6
Other non pay costs including IT, supplies etc.	28.9	5.5	-1.2	33.2	1.7	0.0	34.9	0.7	0.0	35.6	0.7	0.0	36.3
New Horizon		5.8		5.8	0.3		6.1	0.5		6.6	0.4		7.0
Cost of the OPCC	1.5	0.0	-0.2	1.3	0.0	0.0	1.3	0.0	0.0	1.3	0.0	0.0	1.3
Commissioning and Victim Services	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2
Total Gross Spending on Police and Commissioning	318.0	17.5	-2.2	333.3	10.0	0.0	343.3	9.8	-1.6	351.4	9.9	-1.5	359.9
less Income:													
Specific Grant - Victims Funding	2.1	0.0	0.0	2.1	0.0	0.0	2.1	0.0	0.0	2.1	0.0	0.0	2.1
Specific Grants - Counter Terrorism	12.2	0.7	0.0	12.9	0.3	0.0	13.2	0.2	0.0	13.4	0.3	0.0	13.7
Locally Generated Income	17.6	2.4	0.0	20.0	0.6	0.0	20.6	0.3	0.0	20.9	0.1	0.0	21.0
Contribution from Reserves - new policies	5.1	7.9	-5.1	7.9	0.0	-3.8	4.1	0.0	-1.3	2.8	0.0	-1.3	1.5
Net Spending	281.0	6.5	2.9	290.4	9.1	3.8	303.3	9.3	-0.3	312.3	9.5	-0.2	321.6
Savings Required	0.0	0.0	0.0	0.0	0.0	-9.7	-9.7	0.0	-5.8	-15.5	0.0	-5.9	-21.4
Total Net Spending after savings				290.4			293.6			296.8			300.2
Funding:													
General Policy and Legacy Council Tax grants	183.8	0.0	0.0	183.8	0.0	0.0	183.8	0.0	0.0	183.8	0.0	0.0	183.8
Estimated Council Tax Surplus	1.6	-0.1	0.0	1.5	-0.4	0.0	1.1	-0.1	0.0	1.0	0.0	0.0	1.0
Council Tax Precept	95.6	9.5	0.0	105.1	3.7	0.0	108.8	3.3	0.0	112.1	3.4	0.0	115.4
Total Net Financing	281.0	9.4	0.0	290.4	3.3	0.0	293.6	3.2	0.0	296.8	3.4	0.0	300.2
Council Tax Base	608266			621225.0			630543			636849			643217
Band D Precept	157.15			169.15			172.52			175.95			179.45
£ Increase in Precept	5.00			12.0			3.37			3.43			3.50
% Increase in Precept	3.3%			7.6%			2.0%			2.0%			2.0%
% Growth in Tax Base	2.0%			0.0			1.5%			1.0%			1.0%

Summary of Reserves Position

	2017 £m	2018 £m	2019 £m	2020 £m	2021 £m	2022 £m	Reason	Planned Use
General	5.60	8.80	9.10	9.30	9.60	9.60	3% of NRB. Held to mitigate against unknown and unexpected events. Will fund Operation Stack, public order, major investigation costs that are not expected or to fund initial costs of major disruption/ disaster response (i.e. flooding) before applying for Bellwin Scheme	This is the minimum level of reserves we would be expected to hold. Therefore there is no planned use of these reserves. However, the increase in the net budget means this reserve will increase over the medium term.
Funding Volatility	6.00	4.20	0.00	0.00	0.00	0.00	Policing receives one year settlements. This makes it difficult to forecast future spending levels. The last few years have also included the Home Office re-working the funding formula for Police Funding which has yet to be implemented which may impact on our level of funding. There are also unknown costs from national projects that may fall on the policing budget (such as ESN) either as a direct cost or as a top slice from government. This reserve is held to help mitigate any sudden unexpected changes in funding levels.	This reserve is planned to be used during 2018/19 for supporting the budget.
Insurance	3.10	3.10	3.10	3.10	3.10	3.10	This reserve is held to cover our potential liabilities in any insurance claim. In order to keep our insurance premiums at a reasonable level we self insure to a significant degree. This level is suggested by our Insurance advisors as an appropriate amount to keep in reserve should we incur a large insurance claim.	This is the minimum level of reserves we have been advised to hold by our advisors. There is no planned use of this reserve as it mitigates against large insurance claims of which we currently do not have any. Therefore there is no planned use of these reserves over the medium term. This may fluctuate over the medium term depending on our advisors advice
Change Management	17.00	10.79	6.21	3.11	0.11	0.00	With changing demand and resourcing levels the Force are undergoing significant change. This reserve is help to fund projects that will enhance policing in Kent and provide financial savings to the organisation. It helps mitigate the impact of redundancies and ill-health retirements on the ongoing revenue budget. This reserve also funds our partner authorities in their attempts to increaser the tax base and reduce fraud in council tax collection.	This fund will be used over the medium term to cover estimated costs of ill health and redundancies, investment into recruiting new police officers and assisting our partners in increasing the council tax base and reduce fraud,
Investment Reserve	28.90	17.17	20.49	7.76	8.78	1.26	This reserve funds the capital and revenue investment in our investment programme.	This reserve is planned to be used over the medium term. It will fund the investment programme for Kent Police.
Police and Crime Commissioner	0.00	0.00	0.20	0.10	0.00	0.00	This reserve holds funds set aside from the PCCs budget to fund innovative projects to help transform policing and fund local PCC priorities	This is planned to be used on supporting the recruitment of police officers.
POCA	0.90	0.90	0.90	0.90	0.90	0.90	Proceeds of Crime Act reserve is a reserve for the portion of the Proceeds of Crime that Kent Police receive under the act. This can be used to fund our POCA investigators and to fund community projects through the Property Fund.	There are currently no definite plans for this reserve so it has been set aside to cover any shortfall in funding for our POCA investigators
Total Reserves	61.50	44.96	40.00	24.27	22.49	14.86		

Summary of Capital Programme to 2021/22

	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
IT Related					
Athena	2.5	0.0	0.0	0.0	2.5
Emergency Service Network & ICCS	0.8	5.3	0.0	0.0	6.1
Channel Shift Programme	0.1	0.3	0.0	0.0	0.4
Infrastructure Modernisation	3.0	0.3	9.4	3.2	15.8
Mobile Working	1.2	2.5	1.2	0.1	4.9
Back Office systems, MS Office, SAP etc.	0.2	0.0	0.0	0.0	0.3
Specialist Business Systems	0.8	1.3	0.1	0.1	2.2
Multi-media evidence and capture	1.5	0.5	0.2	0.0	2.2
Total IT Related	10.0	10.2	10.9	3.3	34.5
Estates					
Force HQ Renewal Works	0.3	0.0	0.0	0.0	0.4
Site Upgrades incl. DDA	0.4	0.1	0.0	0.0	0.5
Major Build Schemes	0.4	1.4	1.0	1.0	3.7
Security Upgrades	0.4	0.0	0.0	0.0	0.4
Environmental Works	0.3	0.3	0.0	0.0	0.5
Structural Maintenance - emergency provision	0.2	0.0	0.0	0.0	0.2
Total Estates Related	1.9	1.7	1.0	1.0	5.7
Total Vehicle Replacement Programme	1.9	1.6	1.6	1.5	6.6
Total ANPR related*	0.5	0.5	0.5	0.4	1.8
Total Plant & Equipment Replacement	0.7	1.0	1.0	1.0	3.7
Grand Total - New Approvals	15.0	15.0	15.0	7.3	52.3

* Automatic Number Plate Recognition