

SUFFOLK MEDIUM TERM FINANCIAL PLAN - 4 YEAR OVERVIEW - OPTION 1						
Precept increase 1.9+%, plus no grant reductions in 2018/19 and 2019/20						
	2018/19	2019/20	2020/21	2021/22		Comments
	£000	£000	£000	£000		
REVENUE FUNDING						
Home Office Grant	-62,701	-62,701	-62,074	-61,454		0% reduction in 18/19 and 19/20, 1% reduction thereafter
Legacy Council Tax Grants	-6,786	-6,786	-6,786	-6,786		
Precept Income	-45,050	-45,951	-47,331	-48,745		2% Precept increase in each year, 1.24% increase in CT base in 18/19, 1% thereafter
TOTAL FUNDING	(114,537)	(115,438)	(116,191)	(116,985)		
BASE REVENUE BUDGET INCLUDING INFLATION:						
Constitutory Revenue Budget before savings	120,791	123,971	126,501	129,082		Excludes Capital and cost of change
PCC Corporate Budget	928	928	928	928		
PCC Commissioning Budget	1,635	1,635	1,635	1,635		
Revenue Funding of Capital, Minimum Revenue Provision and Interest	2,001	2,001	2,001	2,001		
Total Revenue Income inc Specific Grants	-8,457	-8,508	-8,561	-8,615		
NET REVENUE BUDGET BEFORE KNOWN CHANGES AND SAVINGS	116,898	120,027	122,504	125,031		
REVENUE DEFICIT BEFORE KNOWN CHANGES	2,361	4,589	6,313	8,047		
Known / Expected Changes	2,562	3,489	1,870	4,490		Appendix B(i)
Planned use of reserves	-1,711	-606	1,000	-449		Appendix B(i)
REVENUE DEFICIT BEFORE SAVINGS	3,212	7,472	9,184	12,088		
Suffolk Policing Model Savings	-700	-1,400	-1,414	-1,428		Appendix C
Change Programme Savings	-1,649	-2,666	-2,938	-2,996		Appendix C
Total Cumulative Impact of Savings	-2,349	-4,066	-4,352	-4,424		
REVENUE DEFICIT AFTER SAVINGS	863	3,406	4,831	7,663		
SAVINGS TO BE IDENTIFIED	-863	-3,406	-4,831	-7,663		
REVENUE DEFICIT / (SURPLUS)	0	0	0	0		
ABOVE BASED ON FOLLOWING ASSUMPTIONS						
Police Pay awards	1.58%	2.00%	2.00%	2.00%) Impact in each year is a combination of pay
Staff Pay awards	1.58%	2.00%	2.00%	2.00%) awards in previous and current year
Price Inflation	2.50%	2.00%	2.00%	2.00%		Average figure.
General Grants	0.00%	0.00%	-1.00%	-1.00%		As per Provisional Settlement
Freeze Grants	0.00%	0.00%	0.00%	0.00%		
Precept - Tax base increase	1.24%	1.00%	1.00%	1.00%		
Precept - Bill increase	1.985%	1.985%	1.985%	1.968%		

SUFFOLK MEDIUM TERM FINANCIAL PLAN - 4 YEAR OVERVIEW - OPTION 2						
Precept Increase 6.8% (max) plus no grant reductions in 2018/19 and 2019/20						
	2018/19	2019/20	2020/21	2021/22		Comments
	£000	£000	£000	£000		
REVENUE FUNDING						
Home Office Grant	-62,701	-62,701	-62,074	-61,454		0% reduction in 18/19 and 19/20, 1% reduction thereafter
Legacy Council Tax Grants	-6,786	-6,786	-6,786	-6,786		
Precept Income	-47,142	-50,160	-51,667	-53,211		6.8% Precept Increase in 2018/19, 6.3% precept in 2019/20, 2% thereafter, 1.24% increase in CT base in 18/19, 1% thereafter
TOTAL FUNDING	(116,630)	(119,647)	(120,527)	(121,450)		
BASE REVENUE BUDGET INCLUDING INFLATION:						
Constabulary Revenue Budget before savings	120,791	123,971	126,501	129,082		Excludes Capital and cost of change
PCC Corporate Budget	928	928	928	928		
PCC Commissioning Budget	1,635	1,635	1,635	1,635		
Revenue Funding of Capital, Minimum Revenue Provision and Interest	2,001	2,001	2,001	2,001		
Total Revenue Income inc Specific Grants	-8,457	-8,508	-8,561	-8,615		
NET REVENUE BUDGET BEFORE KNOWN CHANGES AND SAVINGS	116,898	120,027	122,504	125,031		
REVENUE DEFICIT BEFORE KNOWN CHANGES	269	380	1,977	3,581		
Known / Expected Changes	3,362	4,292	1,870	4,490		Appendix B(ii)
Planned use of reserves	-1,282	-606	1,000	-449		Appendix B(ii)
REVENUE DEFICIT BEFORE SAVINGS	2,349	4,066	4,848	7,622		
Suffolk Policing Model Savings	-700	-1,400	-1,414	-1,428		Appendix C
Change Programme Savings	-1,649	-2,666	-2,938	-2,996		Appendix C
Total Cumulative Impact of Savings	-2,349	-4,066	-4,352	-4,424		
REVENUE (SURPLUS) / DEFICIT AFTER SAVINGS	0	0	495	3,198		
SURPLUS/(SAVINGS TO BE IDENTIFIED)	0	0	-495	-3,198		
REVENUE DEFICIT / (SURPLUS)	0	0	0	0		
ABOVE BASED ON FOLLOWING ASSUMPTIONS						
Police Pay awards	1.58%	2.00%	2.00%	2.00%) Impact in each year is a combination of pay
Staff Pay awards	1.58%	2.00%	2.00%	2.00%) awards in previous and current year
Price Inflation	2.50%	2.00%	2.00%	2.00%		Average figure.
General Grants	0.00%	0.00%	-1.00%	-1.00%		As per Provisional Settlement
Freeze Grants	0.00%	0.00%	0.00%	0.00%		
Precept - Tax base increase	1.24%	1.00%	1.00%	1.00%		
Precept - Bill increase	6.768%	6.339%	1.985%	1.968%		

PLANNED REVENUE CHANGES - SUFFOLK OPTION 1 - 2018/2022				
	Proposed	Forecast	Forecast	Forecast
	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
STATUTORY CHANGES				
Rent and Housing Allowance Reductions	(150)	(300)	(450)	(600)
Variation in Bank Holiday Numbers (9 in 2017/18 then 7, 8, 9 & 10).	(200)	(100)		200
Non-consolidated pay awards (18/19: 5 months re 17/18 award)	333			
Local Government Pension Scheme increase	50	100	100	100
Firearms Licensing Income	87	52	(32)	(26)
Apprenticeship Levy (change in assumption compared to last MTFP)	100	100	100	100
TOTAL STATUTORY CHANGES	220	(148)	(282)	(226)
SERVICE DEVELOPMENTS				
Reduction in Investment Interest	29	29	29	29
Budgetary Pressures	600	600	600	600
Reinvestment into proactive capability				
Athena Consultancy	17			
Road Casualty Reduction Team	200			
Contractual risk re Airwave			215	215
Civil Parking Enforcement		190		
Contribution to Crime and Disorder Reduction	50			
7 Force Collaboration Contribution	124	124		
TOTAL SERVICE DEVELOPMENTS	1,020	943	844	844
CHANGES SUBJECT TO BUSINESS CASES				
Cost of Change	1,000			
ERP Developments	129			
Taser rollout and upgrade	41	47	130	
TOTAL CHANGES SUBJECT TO BUSINESS CASES	1,171	47	130	
CAPITAL FINANCING				
Minimum Revenue Provision	22	71	125	123
Revenue Funding of Capital	(1,018)		(247)	
Capital Programme Funding - Reserve		1,292		2,449
Interest	15	46	62	62
TOTAL CAPITAL FINANCING	(981)	1,409	(60)	2,634
GROWTH FOLLOWING CHALLENGE PANEL PROCESS REVIEW				
Permanent Growth:				
Pay	69	69	69	69
Non Pay	726	1,169	1,169	1,169
Temporary Growth:				
Pay	337			
TOTAL GROWTH FOLLOWING CHALLENGE PANEL PROCESS	1,132	1,238	1,238	1,238
Total Changes Before Reserve Movement Adjustments	2,562	3,489	1,870	4,490
CONTRIBUTION TO RESERVES				
Budget Reserve				
Capital Financing Reserve		859	700	2,000
Change Reserve		141	300	
Use of Reserves				
7 Force Collaboration Contribution	(124)	(124)		
Capital Funding		(1,292)		(2,449)
Temporary growth (pay)	(337)			
Road Casualty Reduction Team	(200)			
Civil Parking Enforcement		(190)		
Contribution to Crime and Disorder Reduction	(50)			
Cost of Change	(1,000)			
Net Reserve Movements	-1,711	-606	1,000	-449
Total	851	2,883	2,870	4,041

PLANNED REVENUE CHANGES - SUFFOLK OPTION 2 - 2018/2022				
	Proposed	Forecast	Forecast	Forecast
	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
STATUTORY CHANGES				
Rent and Housing Allowance Reductions	(150)	(300)	(450)	(600)
Variation in Bank Holiday Numbers (9 in 2017/18 then 7, 8, 9 & 10).	(200)	(100)		200
Non-consolidated pay awards (18/19: 5 months re 17/18 award)	333			
Local Government Pension Scheme increase	50	100	100	100
Firearms Licensing Income	87	52	(32)	(26)
Apprenticeship Levy (change in assumption compared to last MTFP)	100	100	100	100
TOTAL STATUTORY CHANGES	220	(148)	(282)	(226)
SERVICE DEVELOPMENTS				
Reduction in Investment Interest	29	29	29	29
Budgetary Pressures	600	600	600	600
Reinvestment into proactive capability	800	803		
Athena Consultancy	17			
Road Casualty Reduction Team	200			
Contractual risk re Airwave			215	215
Civil Parking Enforcement		190		
Contribution to Crime and Disorder Reduction	50			
7 Force Collaboration Contribution	124	124		
TOTAL SERVICE DEVELOPMENTS	1,820	1,746	844	844
CHANGES SUBJECT TO BUSINESS CASES				
Cost of Change	1,000			
ERP Developments	129			
Taser rollout and upgrade	41	47	130	
TOTAL CHANGES SUBJECT TO BUSINESS CASES	1,171	47	130	
CAPITAL FINANCING				
Minimum Revenue Provision	22	71	125	123
Revenue Funding of Capital	(1,018)		(247)	
Capital Programme Funding - Reserve		1,292		2,449
Interest	15	46	62	62
TOTAL CAPITAL FINANCING	(981)	1,409	(60)	2,634
GROWTH FOLLOWING CHALLENGE PANEL PROCESS REVIEW				
Permanent Growth:				
Pay	69	69	69	69
Non Pay	726	1,169	1,169	1,169
Temporary Growth:				
Pay	337			
TOTAL GROWTH FOLLOWING CHALLENGE PANEL PROCESS	1,132	1,238	1,238	1,238
Total Changes Before Reserve Movement Adjustments	3,362	4,292	1,870	4,490
CONTRIBUTION TO RESERVES				
Budget Reserve				
Capital Financing Reserve		1,000	1,000	2,000
Change Reserve	429			
Use of Reserves				
7 Force Collaboration Contribution	(124)	(124)		
Capital Funding		(1,292)		(2,449)
Temporary growth (pay)	(337)			
Road Casualty Reduction Team	(200)			
Civil Parking Enforcement		(190)		
Contribution to Crime and Disorder Reduction	(50)			
Cost of Change	(1,000)			
Net Reserve Movements	-1,282	-606	1,000	-449
Total	2,080	3,686	2,870	4,041

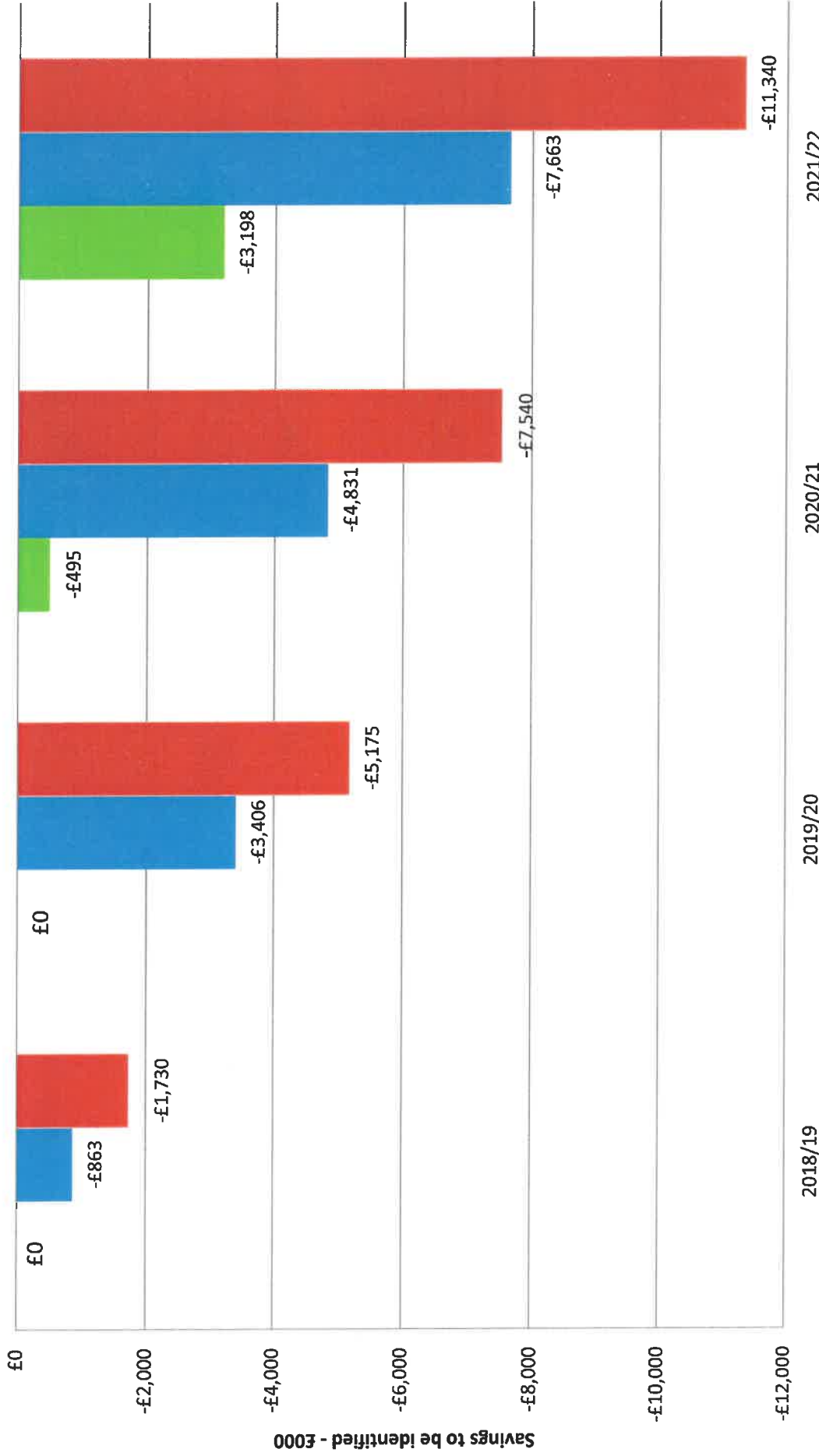
SAVINGS PLAN - SUFFOLK - 2018/2022						
	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22		
	£000	£000	£000	£000		£000
Single Force:						
Suffolk Policing Model	700	1,400	1,414	1,428		
Single Force Savings Savings:	700	1,400	1,414	1,428		
Change and Efficiency Savings:						
As per challenge panels:						
Pay (including inflation)	857	1,611	1,643	1,676		
Non-Pay	542	542	542	542		
Additional Scoping of Change Programme		163	403	428		
Absorb 1% of non-pay inflation each year	250	350	350	350		
Total Change and Efficiency Savings	1,649	2,666	2,938	2,996		
PERMANENT SAVINGS AGAINST 17/18 BASE:	2,349	4,066	4,352	4,424		

CAPITAL - SUFFOLK								
PROJECT	Slippage assumed in 2017/18 monitoring	Additional Requirement in 2018/19	2018-19 Total Requirement			2019-20	2020-21	2021-22
			Table A	Table B	Table C			
Estates Downsizing - Beccles		280,000	280,000			15,000	0	0
Estates Downsizing - Newmarket		100,000	100,000			0	0	0
Estates Downsizing - Stowmarket		440,000	440,000			20,000	0	0
Estates Downsizing - Mildenhall Hub		400,000	400,000			330,000	20,000	0
Estates Downsizing - Sudbury		400,000	400,000			380,000	20,000	0
Estates Downsizing - Leiston		210,000	210,000			5,000	0	0
Estates Downsizing - Haverhill		20,000	20,000			500,000	20,000	0
Estates Downsizing - Hadleigh		25,000	25,000			25,000	0	0
PHQ Security		20,000	20,000			0	0	0
Carbon Management		10,000	10,000			10,000	10,000	10,000
PHQ Site		350,000	350,000			0	0	0
Ipswich NE SNT		250,000	250,000			50,000	0	0
Halesworth Car Park		0	0			145,000	5,000	0
Halesworth Server Room		95,000	95,000			5,000	0	0
		2,600,000	2,600,000	0	0	1,485,000	75,000	10,000
ICT Replacements - Desktop Services	250,000	482,104	732,104			257,904	812,840	699,040
ICT Replacements - Communications		22,000	22,000			22,000	22,000	22,000
ESN (Emergency Services Network)						346,000	545,000	1,440,000
	250,000	504,104	754,104	0	0	625,904	1,379,840	2,161,040
Vehicle Replacements		836,000	836,000			832,500	805,500	766,500
Athena	76,000	282	76,282			0	0	0
	76,000	836,282	912,282	0	0	832,500	805,500	766,500
Total Suffolk Only	326,000	3,940,386	4,266,386	-	-	2,943,404	2,260,340	2,937,540
Suffolk Share of Joint Projects	320,264	1,736,964	815,452	1,241,776	-	1,518,370	822,951	1,211,757
Total Suffolk Capital Programme	646,264	5,677,350	5,081,838	1,241,776	-	4,461,774	3,083,291	4,149,297

PROJECT	Slippage assumed in 2017/18 monitoring	Additional Requirement in 2018/19	2018-19 Total Requirement			2019-20	2020-21	2021-22
			Table A	Table B	Table C			
Replacement Schemes:								
Joint ICT Replacements - Servers		728,000	728,000			713,000	854,000	932,000
Joint ICT Replacements - Communications		26,000	26,000			176,000	26,000	26,000
ICT Replacements - Network		448,000	448,000			588,000	371,000	587,000
Microwave Refresh		69,000	69,000			69,500	73,000	46,500
ANPR Cameras		0	0			500,000	0	0
WAN Contract Renewal		0	0			0	0	200,000
Mobile Device Replacement Programme		100,000	100,000			100,000	100,000	100,000
BWV Device Replacement Programme		70,000	70,000			70,000	70,000	70,000
ANPR Vehicle Kit Refresh		0	0			150,000	0	150,000
Access Control		30,000	30,000			30,000	30,000	0
Projects to be completed								
CCR Telephony	194,809	191	195,000			0	0	0
Digital Strategy (inc Mobile Data)	231,813	-5,813	226,000			0	0	700,000
Business Data Management (BRC)		0	0			780,000	0	0
Projects subject to Business Case								
Video Conferencing	310,000	-160,000		150,000		0	0	0
Digital Recording/Streaming		300,000		300,000		0	0	0
Windows 10		1,350,000		1,350,000		0	0	0
INCA/Telematics		500,000		500,000		0	0	0
Taser Rollout to 150 officers		134,150		134,150		0	0	0
Taser Upgrade - X2s		322,000		322,000		246,400	385,400	0
Genie (Automated Filing Solution)	6,450	13,550		20,000		0	0	0
XRY Kiosks		105,000		105,000				
Protective Monitoring						100,000		
Total Joint Capital Programme	743,072	4,030,078	1,892,000	2,881,150	0	3,522,900	1,909,400	2,811,500
Joint Capital Projects - Norfolk	422,808	2,293,114	1,076,548	1,639,374	0	2,004,530	1,086,449	1,599,748
Joint Capital Projects - Suffolk	320,264	1,736,964	815,452	1,241,776	0	1,518,370	822,951	1,211,757
	743,072	4,030,078	1,892,000	2,881,150	0	3,522,900	1,909,400	2,811,500

CAPITAL FINANCING								
Source					2018-19	2019-20	2020-21	2021-22
Total Grants					400,000	400,000	400,000	400,000
Total Capital Receipts					3,167,000	0	1,565,000	0
Revenue Funding - MTFP					281,614	1,300,000	1,053,291	1,300,000
Capital Financing Reserve						1,291,774		2,449,297
Internal Borrowing (MRP) Long Term Assets					2,475,000	1,470,000	65,000	0
TOTAL					6,323,614	4,461,774	3,083,291	4,149,297

Additional savings to be identified under alternative precept strategies



■ 6.8% Precept increase (18/19), 6.3% Precept increase 19/20, 2% thereafter ■ 2% Precept increase in each year ■ 0% Precept increase in each year

RESERVES SUMMARY - Option 1									
PROJECTION OF RESERVES LEVELS:									
	General £000	Budget £000	Change £000	Capital Financing £000	Specified Purposes Fund £000	Crime and Disorder Reduction Reserve £000	PCC Reserve £000	Total £000	Safecam Reserve £000
31/03/2017 Actual	5,000	2,751	0	1,187	240	366	409	9,953	885
Proposed Changes 2017/18:									
Transfer from Budget Reserve		-1,346	1,346					0	
Constabulary overspend		-1,250			-240			-1,250	
Use of specified purposes fund								-240	
Temporary posts			-593					-593	
Road Casualty Reduction Team		-210						-210	
Contribution to Victims Services						-150		-150	
Cost of Change			-250					-250	
7 Force Collaboration Contribution			-43					-43	
Use of capital financing reserve			1,015	-975				-975	
Transfer from General Reserve	-1,500	105	1,015	380				-975	
31/03/2018 Forecast	3,500	50	1,475	592	0	216	409	6,242	885
Proposed Changes 2018/19:									
Temporary posts			-337					-337	
Road Casualty Reduction Team								0	
Contribution to Crime and Disorder Reduction						-50		-50	
Cost of Change			-1,000					-1,000	
7 Force Collaboration Contribution			-124					-124	
31/03/2019 Forecast	3,500	50	14	592	0	166	409	4,731	685
Proposed Changes 2019/20:									
Contribution to Reserves			300	700				1,000	
Civil Parking Enforcement			-190					-190	
Use of capital financing reserve				-1,292				-1,292	
7 Force Collaboration Contribution			-124					-124	
31/03/2020 Forecast	3,500	50	0	0	0	166	409	4,125	685
Proposed Changes 2020/21:									
Contribution to Reserves				1,000				1,000	
31/03/2021 Forecast	3,500	50	0	1,000	0	166	409	5,125	685
Proposed Changes 2021/22:									
Contribution to Reserves				2,000				2,000	
Use of capital financing reserve				-2,449				-2,449	
31/03/2022 Forecast	3,500	50	0	551	0	166	409	4,676	685

RESERVES SUMMARY - Option 2										
PROJECTION OF RESERVES LEVELS:										
	General £000	Budget £000	Change £000	Capital Financing £000	Specified Purposes Fund £000	Crime and Disorder Reduction Reserve £000	PCC Reserve £000	Total £000	Safecam Reserve £000	
31/03/2017 Actual	5,000	2,751	0	1,187	240	366	409	9,953	885	
Proposed Changes 2017/18:										
Transfer from Budget Reserve		-1,346	1,346					0		
Constabulary overspend		-1,250						-1,250		
Use of specified purposes fund					-240			-240		
Temporary posts			-693					-693		
Road Casualty Reduction Team		-210						-210		
Contribution to Victims Services						-150		-150		
Cost of Change			-250					-250		
7 Force Collaboration Contribution			-43					-43		
Use of capital financing reserve				-975				-975		
Transfer from General Reserve	-1,500	505	915	80				0		
31/03/2018 Forecast	3,500	450	1,375	292	0	216	409	6,242	885	
Proposed Changes 2018/19:										
Contribution to Reserves			429					429		
Temporary posts			-337					-337		
Road Casualty Reduction Team								0		-200
Contribution to Crime and Disorder Reduction						-50		-50		
Cost of Change			-1,000					-1,000		
7 Force Collaboration Contribution			-124					-124		
31/03/2019 Forecast	3,500	450	343	292	0	166	409	5,160	685	
Proposed Changes 2019/20:										
Contribution to Reserves			0	1,000				1,000		
Civil Parking Enforcement			-190					-190		
Use of capital financing reserve				-1,292				-1,292		
7 Force Collaboration Contribution			-124					-124		
31/03/2020 Forecast	3,500	450	29	0	0	166	409	4,554	685	
Proposed Changes 2020/21:										
Contribution to Reserves			29	1,000				1,000		
31/03/2021 Forecast	3,500	450	29	1,000	0	166	409	5,554	685	
Proposed Changes 2021/22:										
Contribution to Reserves				2,000				2,000		
Use of capital financing reserve				-2,449				-2,449		
31/03/2022 Forecast	3,500	450	29	551	0	166	409	5,105	685	

COUNCIL TAX and BUDGET OPTIONS 2018/19				
	1		2	
Options for Percentage Increase in Council Tax Bills:	1.98470%		6.76840%	
2018/19 Recommended Budget Summary:				
	£-p		£-p	
Operational costs before Savings	119,693,436.29		119,693,436.29	
Specific Grants (excluding Council Tax Freeze Grants)	-4,797,480.00		-4,797,480.00	
New Savings from 2018/19	-2,349,000.00		-2,349,000.00	
Savings to be identified	-863,034.33			
Known Changes	2,562,322.00		3,362,322.00	
Revenue Funding of Capital	2,001,420.00		2,001,420.00	
Appropriations to / from (-) Reserves	-1,710,603.84		-1,281,147.29	
Total Budget	114,537,060.13		116,629,551.00	
Budget financed by:				
Police Grant	40,154,673.00		40,154,673.00	
Business Rates	22,546,666.00		22,546,666.00	
Council Tax Freeze Grant (for no precept increase in 2011/12)	1,030,300.00		1,030,300.00	
Council Tax Freeze Grant (for no precept increase in 2012/13)	0.00		0.00	
Council Tax Freeze Grant (for no precept increase in 2013/14)	430,720.00		430,720.00	
Council Tax Freeze Grant (for no precept increase in 2014/15)	433,830.00		433,830.00	
Council Tax Freeze Grant (for no precept increase in 2015/16)	0.00		0.00	
Collection Fund Surplus/Deficit	439,696.00		439,696.00	
CT Support Funding Allocation	4,890,925.00		4,890,925.00	
Council Tax Requirement (based on 247,340 taxbase)	44,610,250.13		46,702,741.00	
	114,537,060.13		116,629,551.00	
Council Tax Rate Bands 18/19 (& increase over 17/18):	Rate	Annual Increase	Rate	Annual Increase
A	120.24	2.34	125.88	7.98
B	140.28	2.73	146.86	9.31
C	160.32	3.12	167.84	10.64
D	180.36	3.51	188.82	11.97
E	220.44	4.29	230.78	14.63
F	260.52	5.07	272.74	17.29
G	300.60	5.85	314.70	19.95
H	360.72	7.02	377.64	23.94

