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SURREY POLICE

PAPER FOR POLICE AND CRIME COMMISSIONER

Date: 29/3/17

Item:

SURREY POLICE 2017/18 BUDGET PLAN

1. Purpose

- 1.1. This report provides the 2017/18 budget plan of the Chief Constable along with the funding sources and the specific components as follows;
 - 1.1.1. The overall funding position
 - 1.1.2. The revenue budget cost changes and investment plans
 - 1.1.3. The savings plans for the Chief Constables revenue budget
 - 1.1.4. The forecast for reserves and proposed use of reserves
 - 1.1.5. The draft capital plan

- 1.2. In addition the following are to be noted;
 - 1.2.1. The revenue allocations of budget (by operating unit and cost type) within the Force are estimates and are subject to change as the budget build is finalised.
 - 1.2.2. The draft capital programme has been compiled and will receive a further review by Chief Officers that will firm up the annual profiling which will be brought back for the PCC's approval.
 - 1.2.3. This paper sets out a revenue budget proposal based on the approved 1.99% precept increase in 2017/18 and employing reserves to meet the challenging changes in crime, from public places to private place crime.

2. Financial Settlement

- 2.1. The Force produces a medium term financial plan which it regularly reviews by incorporating new information from environmental scanning, attending seminars and from the finance community. The provisional and final financial settlement announced in December 2016 and January 2017 was in line with Chancellors Autumn Statement which was close to our planning assumptions but due to a further increase in the level of top slicing/reallocations the grant will be slightly less. The settlement for all Forces was such that all Forces will have the same cash resources available on the basis that each PCC raises the precept by the maximum permissible without triggering a referendum.
- 2.2. The provisional grant settlement is a reduction of 1.3% from the Home Office but with the increase in precept level permitted by each PCC the cash resources available will be maintained, noting that with inflation (£2.1m) and other cost pressures it remains a real terms reduction in funding.
- 2.3. The planned funding formula review commenced in the run up to last year's financial settlement but was subsequently deferred and not expected to feature until 2018/19, leaving a future risk or opportunity that funding may be affected.
- 2.4. The table below provides the key grants from the Home Office over the last 3 years and the inclusion of the final settlement for 2017/18;

Grants	2014/15	2015/16	2016/17	2017/18
	£m	£m	£m	£m
Home Office Police Grant	66.6	62.5	62.2	61.3
Formula Funding	30.3	29.4	29.2	28.8
Council Tax Support & Freeze Grant	9.2	9.2	9.2	9.2
TOTAL	106.1	101.1	100.6	99.3

2.5. Nationally the Home Office top sliced or made reallocations of the Police allocation by £812.0m in 2017-18, this is an increase of 42% or £240.2m, with the funding being directed to the following;

Top Slicing / Reallocations	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
PFI			73.0	73.0
Innovation Fund	50.0	70.0	55.0	
Police Technology Programmes				417.0
Emergency Services Network			80.0	
Airwaves			204.0	
Arm's Length Bodies				54.0
Independent Police Complaints Commission	18.0	30.0	32.0	
Her Majesties Inspectorate of Constabulary (HMI)	9.4	9.4		
College of Policing/ Direct Entry	2.8	4.6	4.6	
Strengthening Response to Organised Crime				28.0
National Police Co-Ordination Centre	2.0	3.0		
Police Transformation Fund			76.4	175.0
Police Knowledge Fund		5.0		
Police Special Grant		15.0	25.0	50.0
Pre Charge Bail				15.0
Major Programmes		40.0	21.8	
Total	82.2	177.0	571.8	812.0

2.6. The Police Technology Programmes caters for Airwave, the new Emergency Services Network which will provide 4G access to officers that will bring productivity and operational benefits, Home Office Biometrics and National Law Enforcement Police database, and £1m for the Forensic Archive.

2.7. Arms Lengths Bodies includes Independent police Complaints Commission which is to become the Independent Office for Police Conduct, the HMIC PEEL Inspections and the College of Policing Direct Entry scheme. A new allocation of £2m to the Gang Masters Labour and Abuse Authority which will take work away from the police.

2.8. Strengthening Organised Crime - this is funding for the National Crime Agency and Regional Organised Crime Units.

2.9. The Police Transformation Fund - working with the Police Reform and Transformation Board to ensure a sector led approach to use this increase in funding in order to incentivise and facilitate transformation in policing. This will improve the leadership and culture of policing, the diversity of its workforce, protection of vulnerable people, cross-force specialist capabilities, exploitation of new technology and how we respond to changing threats. This fund will continue to fund a national uplift in armed policing capability and capacity to respond to a firearms attack with £32m of specific funding and continue to fund current Police Innovation Fund projects.

- 2.10. As per previous years the national and international city grant has been allocated to the London Metropolitan Force (£174m) and the City of London (£4.5m) in recognition of their additional demands.
- 2.11. Surrey receive 1.3% of the total police grant and if the totality of the top slicing was reallocated this would equate to £10.5m, noting that a certain level meets costs that support all of policing and could not be reallocated.
- 2.12. The detail of the proposed funding for the 2017/18 budget is as follows based on the agreed 1.99% precept increase and a 1.4% tax base increase;

Grants	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Difference £m
Home Office Police Grant	66.6	62.6	62.2	61.3	-0.9
Formula Funding	30.2	29.4	29.2	28.8	-0.4
Total core government grants	96.8	92.0	91.4	90.1	-1.3
Other Specific Grants					
Localising council tax support	9.3	9.2	9.2	9.2	0
Total Funding from Government	106.1	101.2	100.6	99.3	-1.3
Local Funding					
Precept	99.8	103.9	109.0	112.3	3.3
Reserves	1.0	0.6	3.0	1.4	-1.6
Total Budget Funding	206.9	205.7	212.6	213.0	0.4

- 2.13. The Home Secretary wrote to all PCCs setting out the funding settlement and that for planning purposes a 2% precept increase will be used as the referendum trigger.
- 2.14. The PCC continues to receive a new specific grant from the Ministry of Justice for the commissioning of victims services which is included in the PCC budget.
- 2.15. The approved precept increase of 1.99% with tax base and collection fund leads to the total due to be collected of £112.3m.
- 2.16. The collection fund and tax base figures received are provided by the Borough Councils.
- 2.17. A summary of the budget assumptions is provided in appendix D.

3. Revenue Budget Detail for 2017/18

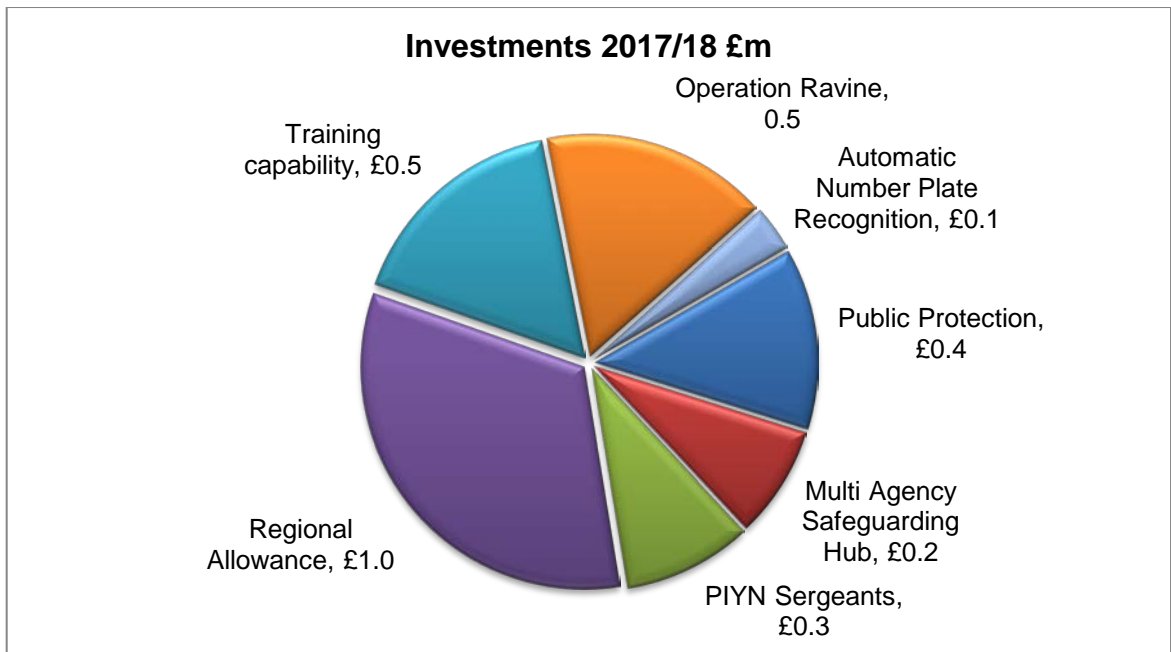
- 3.1. The budget has been prepared to provide the funding to continue to support the strategic objectives of the Police and Crime Plan and the broader force mission of pursuing offenders, protecting the vulnerable and preventing crime and disorder, as well as supporting and enabling our Police Officers and staff to be best they can, by building our workforce capability, by valuing our people and enhancing the employment proposition.
- 3.2. Specifically we are growing our Public Protection capability and have created the Multi Agency Safeguarding Hub. The Force will continue to protect the public, tackle domestic abuse and pursue those who target the elderly and vulnerable in our society.
- 3.3. Employee retention is a significant issue for Force, especially now that our neighbouring forces are recruiting officers, meaning that some who do not live in Surrey are taking the opportunity to transfer to their 'home' force and thereby reduce travelling costs. The limited flexibility provided by the Home Office through the increased but unfunded South East Allowance has allowed us to address this to a point by investing further in our Police Officers. We are also investing in local policing by bolstering the amount of supervision and support to our Constables.
- 3.4. There continues to be investment in the Force's training capacity to ensure officers are equipped to deal with the growing complexity of policing and to be able to fully utilise the capability of equipment issued. It is important that Police officers are well equipped to carry out their duties

more effectively and efficiently, with access to hand operated data terminals that provide up to date operational information, access to body worn video allowing easier collection of evidence that positively impacts on criminals' behaviour when they interact with the police and Taser capability, which allows officers to subdue violent offenders with reduced risk of physical harm to both police officers and the perpetrators of criminal activity.

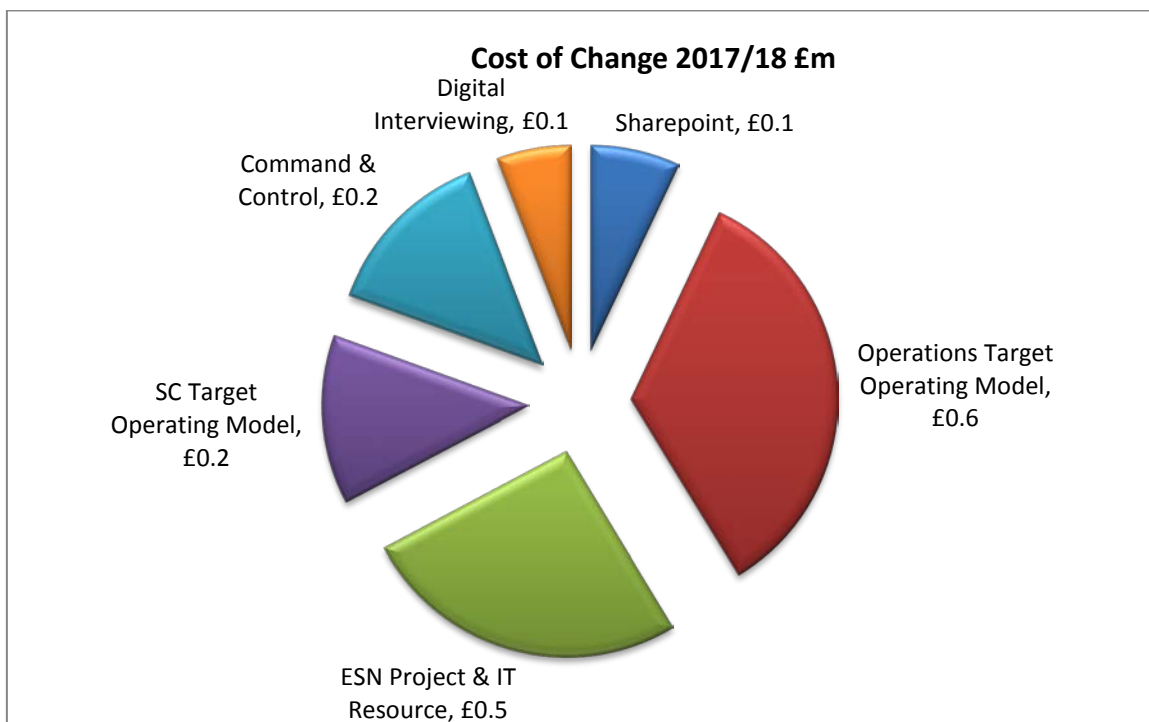
3.5. The Chief Constable Revenue Budget Plan for 2017-18 and the Office of the PCC.

Surrey Police	£m
Base Budget 2016/17	210.5
Savings unachieved in 2016/17	1.9
Inflation	2.1
Additional unavoidable costs	0.0
Cost of Change	-1.7
Employee Retention	0.6
Investments	3.0
Savings plans	-5.5
Police Revenue Budget 2017-18	210.9
PCC Budget	2.1
Total Budget	213.0

- 1.1. The table above is a summary of the changes to the Force budget for 2017-18 which produces a balanced position incorporating the spending plans more detail of which follows;
- 1.2. In formulating the budget, inflation of 1% on pay and only contractual commitments on non-pay has been included.
- 1.3. The additional unavoidable costs are made up of the new apprenticeship levy, business rates revaluation, staff pension fund triennial revaluation, Holiday Pay (Bear Scotland) and these are offset by a police officer pension holiday and pay rate risk variation.
- 1.4. The key growth or revenue investment bids of £3.0m included for 2017/18 are in the following areas;
 - 1.4.1. Regional Allowance – the agreed increase from the current £2,000 Regional Allowance to £2,500 has been incorporated.
 - 1.4.2. Training Capability – the expansion of the Taser deployment requires an ongoing training requirement and additional probationer training resource is required to support the increased turnover of police officers.
 - 1.4.3. Public Protection – this is the full year effect of the investment into additional officers to meet the challenge for an area seeing unprecedented growth in demand and complexity and reflects the changing nature of crime from the public space to the private.
 - 1.4.4. Multi Agency Safeguarding Hub – an investment that commenced in year located at Guildford station to enhance the public protection capability of the Force and associated agencies.
 - 1.4.5. Local Policing – this is the balance of the funding for the uplift of 20 Sergeants as part of the PIYN model that commenced in 2016/17.
 - 1.4.6. Operation Ravine – this is temporary funding for an operation into historical cases.



1.5. In order to achieve the savings planned for the next few years and support the major improvement projects short term investment has been and will be made to cater for the cost of implementing the changes. A number of these investments have come to an end with the notable new additions being Operations implementation team, Share Point Development, Emergency Services Network ESN (Airwave replacement), the Specialist Crime implementation team, Digital Interview Recording and the replacement Command & Control system which will bring alignment with Sussex.



1.6. The savings programme and budget reductions total £5.5m in 2017/18 and reflect the efforts of the Force to meet the financial constraints and provide the capacity to meet the new crime threats in public protection; which includes domestic abuse, child sexual exploitation and vulnerable adults. The investment to meet the opportunities of the digital ways of working but also the threat from the exponential growth in digital crime.

- 1.7. The delivery of savings continues to be a significant area of work for the Force which has seen a slow-down of the delivery in 2016/17. The government have protected police budgets to a greater degree than other public services. It is imperative that the Force uses this period to drive on change and free up resources to improve service delivery to Surrey residents. In addition the government have a savings target of £3.5Bn to find in 2019/20 and we can expect to see this having an impact on the police service.
- 1.8. The savings for 2017/18 consist of the following;

Saving Category	2017/18 Forecast Savings £m
Specialist Crime	0.6
Operations	1.1
Contact & Deployment	0.8
People Services	1.0
Finance & Services	0.6
Corporate Services	1.3
ICT	0.1
Local Policing Surrey	1.8
Other Surrey Savings	-1.8
Total	5.5

- 1.9. The level of savings and change required is at a lower level in 2017/18 and make the delivery more manageable.
- 1.10. The Specialist Crime saving is through the development of a revised operating model with less specialist teams.
- 1.11. Operations are also revising their operating model with a greater multi-disciplinary team arrangement.
- 1.12. Contact and Deployment saving was expected from collaboration with Sussex however the timing of the saving is unachievable in 2017/18 and subject to a revised timeline being agreed at the Change Board.
- 1.13. People Services savings are from a collaborated review of Learning & Development and other adjustments to their structure.
- 1.14. Finance & Services savings are primarily from Estate reductions and capital financing changes.
- 1.15. Corporate Services are reviewing a number of functions, some of which are expected to collaborate with Sussex.
- 1.16. ICT will save from application rationalisation and a review of data centre provision.
- 1.17. This is the second year of planned savings from the Local Policing (Policing in Neighbourhoods) Review which has been the catalyst to consider the policing model following work with KPMG that examined demand and the operational ways of working. The model builds resilience in a contracting workforce which was bolstered by resources from Specialist Crime and ANPR from Operations. There has been a move to more cross skilled officers and Area Policing Team Officers and Neighbourhood Officers will carry an investigative workload while recognising it is important to maintain our strong Neighbourhood Policing ethos.
- 1.18. Based on last year's Chancellors Autumn Statement and the funding settlement it was stated that all Forces will be cash protected if each PCC increased their precept within the maximum allowed before triggering a referendum. A proposed precept increase of 1.99% for 2017-18 is equivalent to the cost of 46 police constables and is one element in a plan to continuously compensate for reduced central funding in order to minimise reducing officer numbers.

2. Reserves

- 2.1. The general reserves strategy for the OPCC is to maintain a balance that does not fall below 3% of the budget. The forecast level of reserves at the beginning of the year (2017/18) is 5.4% and it has been previously agreed to employ £6.4m of reserves over a 4 years period, commencing 2016/17 with £3.0m and £2.0m being used in 2017/18 to maintain the level of service to Surrey residents in line with the PCC priorities. Due to the higher level of collection fund surplus it is proposed that only £1.4m is drawn from general reserves.
- 2.2. There are specific reserves in place to meet known risks and there are no changes proposed to these for 2017/18.

3. Capital 2017/18

- 3.1. The planned capital programme for 2017/18 is provided at appendix H and attention is drawn to the future funding of the capital programme which sees its main funding source fully depleted by 2018/19, at which time to maintain investment in core assets will require borrowing and or revenue funding both of which may impact on frontline service delivery.
- 3.2. The capital programme for 2016/17 was planned over two years with allocations already in place for some schemes, these total £5.3m. The new bids for 2017/18 total £7.0m and include Fleet replacements of £2.8m, ICT Renewals of £1.4m, a further allocation for the new Enterprise Resource Planning system of £0.7m which is due to go live towards the end of the financial year, with a further £0.57m on various smaller schemes which are detailed on the schedule in appendix H.
- 3.3. Significant new projects commencing in 2017/18 are the Emergency Services Network which is the replacement for the current Airwave radio system, the timing of this project is uncertain but a total allocation of £2.5m has been provided with £1.0m in 2017/18. Also planned is the replacement of the Command & Control platform with a requirement for £0.75m of which £0.55m is in 2017/18.
- 3.4. The new Estates Strategy is being developed with a proposal planned for April 2017 and the capital implications will have to be incorporated at that stage.
- 3.5. The capital and revenue implications of the estate Strategy have not been incorporated at this stage but some early indications of likely requirements are forming with revenue costs in the region of £1.0m which is intended to be met from the creation of a specific reserve to fund a project team, costs of transition at the Woking Borough Council and for the associated revenue costs of a joint capital purchase. The likely capital sum required for the potential joint purchase is £6.0m which is all dependent on the strategy being agreed and a suitable site coming available. It is anticipated that the estate strategy will have a net cost, capital receipts from sales will assist the financial planning however it is anticipated that borrowing will be required to achieve the full strategy.
- 3.6. The funding of the capital programme is from grants, capital receipts, revenue budget or borrowing. Based on the proposed capital plan there is no requirement to borrow in 2017/18 however based on the outline plan there will be a borrowing requirement in 2018/19. In addition the capital requirements for the new estate strategy are assumed to be met from borrowing. The PCC currently has no external borrowing but internal borrowing does exist and that route would be considered at the time.

4. Decision[s] Required

- 4.1. The Police and Crime Commissioner is requested:
 - 4.1.1. To note the Force 2017/18 budget plan.

APPENDIX A

Summary of Assumptions 2017/18

Financial Assumptions		December-2016
1	Funding for 2017/18 incorporated as per provisional settlement future years to 2019/20 reduced by 1% including top slicing.	Assumed
2	Funding formula review has been deferred until 2018/19 and assumed has no further impact on allocation over and above the grant reduction scenarios.	Assumed
3	Precept increase of 1.99% for 2017/18 continuing for each of the remaining years in the MTFP period.	Assumed
4	The precept freeze grant has been assumed that the grant is rolled into the main Police Grant.	Assumed
5	Police staff pay inflation 1.0% per year.	Assumed
6	Police officer pay inflation 1.0% per year.	Assumed
7	Bank of England - at 1.6% in 2017/18, 2.1% in 2018/19 and 2.2% for the following years. Limited in 2017/18 to contractual commitments.	Assumed
8	and beyond. Any deficit will be taken to reserves, any surplus only used for one off costs.	Assumed
9	Tax base increase of 0.5% from 2018/19 onwards.	Assumed
10	General reserves are being maintained at a minimum of 3% of Gross Budget over the planning period as part of the strategy on reserves	Assumed
11	Police staff pension fund actuarial review will require an uplift in contributions from 2017/18; estimate of £0.2m included.	Included
12	Apprenticeship Levy commences in 2017/18; included £0.7m.	Included
13	Business rates Review will increase costs in 2017/18 included £0.5m	Included
14	All strategic change programme savings included and adjusted by scenario	Assumed
15	Council tax support grant is a fixed at the same amount each year of the MTFP from 2017/18 onwards.	Assumed
16	Revenue impact of capital programme.	Assumed
17	Increased use of revenue budget to fund capital investment has been included.	Included
18	Estimated receipts from the sale of police buildings are based on current market prices and have been provided by our consultants, Bruton Knowles.	Assumed
19	The inclusion of the Community Safety Fund within Main Police Grant. Neutral impact due to appropriate reduction in budget.	Assumed
20	Identified commitments included as estimates	Included

APPENDIX B

REVENUE BUDGET 2017/18				
	2016/17	2017/18	Variation	
	£m	£m	£m	%
Office Of Police & Crime Commissioner	2.054	2.038	(0.016)	(1%)
	2016/17	2017/18	Variation	
	£m	£m	£m	%
Police Force				
North Division	22.0	22.0	(0.0)	(0%)
East Division	26.2	26.2	(0.0)	(0%)
West Division	28.6	28.6	(0.0)	(0%)
Specialist Crime Local	15.1	15.3	0.2	1%
Specialist Crime	10.5	10.7	0.2	2%
Operations Local	0.8	1.0	0.2	23%
Operations	14.9	14.8	(0.2)	(1%)
Public Protection	7.7	8.4	0.8	10%
Probationers	3.2	3.3	0.1	2%
Contact & Deployment	18.3	18.7	0.4	2%
Criminal Justice	10.9	11.3	0.4	3%
sub total	158.3	160.3	2.0	1%
Chief Officers	1.4	1.5	0.0	2%
DCC	1.1	1.1	0.0	2%
PSD	2.6	2.3	(0.3)	(13%)
Corporate Communications	1.4	1.3	(0.1)	(4%)
Service Quality	2.8	2.2	(0.6)	(22%)
Change Programme	(2.8)	(4.5)	(1.7)	61%
sub total	6.5	3.8	(2.7)	(41%)
ICT	12.2	12.3	0.1	1%
Finance & Services	13.4	13.9	0.6	4%
People Services	10.0	10.0	(0.1)	(1%)
Corporate	10.1	10.6	0.5	5%
sub total	45.7	46.8	1.1	2%
Sub-Total Force	210.6	210.9	0.4	0%
GROSS BUDGET	212.6	213.0	0.4	0%
Grants				
Home Office Police Grant	(62.2)	(61.3)	0.9	(1.4%)
Formula Funding	(29.2)	(28.8)	0.4	(1.4%)
Legacy Council Tax Grant	(9.2)	(9.2)	(0.0)	0.2%
Total Grants	(100.6)	(99.3)	1.3	(1.3%)
Use of Reserves	(3.0)	(1.4)	1.7	
Collection Fund Surplus	(1.8)	(1.5)	0.4	
NET PRECEPT REQUIREMENT	107.2	110.8	3.6	3.4%

* where figures are rounded to 1 decimal place they may not cast correctly

APPENDIX C

REVENUE BUDGET 2016/17				
	2016/17	2017/18	Variation	
	£m	£m	£m	%
EMPLOYEE COSTS				
Police Officer Sals/Pension/NI/Allowances	112.7	114.4	1.7	1%
Police Staff Sals/Pension/NI/Allowances	65.1	63.9	(1.3)	(2%)
Training & Other Employment Cost	4.9	4.9	(0.0)	(0%)
Sub - Total	182.8	183.1	0.4	0%
PREMISES RELATED COSTS	8.1	8.8	0.7	9%
TRANSPORT & TRAVEL COSTS	4.7	4.8	0.1	2%
SUPPLIES & SERVICES	28.1	27.3	(0.8)	(3%)
INCOME	(11.0)	(11.1)	(0.0)	0%
GROSS BUDGET	212.6	213.0	0.4	0%
Grants				
Home Office Police Grant	(62.2)	(61.3)	0.9	(1.4%)
Formula Funding	(29.2)	(28.8)	0.4	(1.4%)
Localising Council Tax Support	(9.2)	(9.2)	(0.0)	0.2%
Total Grants	(100.6)	(99.3)	1.3	(1.3%)
Use of Reserves	(3.0)	(1.4)	1.7	
Collection Fund Surplus	(1.8)	(1.5)	0.4	
NET PRECEPT REQUIREMENT	107.2	110.8	3.6	3.4%

* where figures are rounded to 1 decimal place they may not cast correctly

APPENDIX G

Budget 2017/18 - Summary Causal Track	
	£
2016/17 Budget	212.6
Pay inflation	1.8
Price Inflation	0.3
<u>Commitments</u>	
Police staff pension fund	0.2
Apprenticeship Levy	0.7
Business Rates	0.5
Energy	0.2
Holiday Pay	0.4
Employee vacancy factor	(1.0)
Police pension	(1.0)
<u>Investments</u>	
Employee Retention	0.6
Public Protection	0.6
Local Policing Sergeants	0.3
Multi Agency Safeguarding Hub	0.2
Regional Allowance	1.0
Operation Ravine	0.5
Training capability	0.5
<u>Savings</u>	
Specialist Crime	(0.6)
Operations	(0.6)
People Services	(0.5)
Finance & Services	(0.6)
Local Policing	(1.8)
Corporate Services	(1.3)
2017/2018 Budget	213.0

APPENDIX H
Capital Plan 2017 - 2023

Capital Programme Expenditure	Year 1	Year 2	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
		Prior Year Allocation	New Year Allocation					
DESCRIPTION	2016/2017	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Capital Schemes Brought Forward Estimate			4,200	2,800	3,000	2,300	2,100	2,000
IT Renewal & Upgrades				1,500	1,500	1,500	1,500	1,500
- Microsoft Licence	664	36	628					
- Hardware Refresh Desktop & SD	200	25	516					
- Planned Server Replacement	150							
- Infrastructure & Networks			73					
- Wireless			200					
- Network & Cabling		900		900				
- Netapp Storage Refresh		113						
- Web Proxy	57							
- Wi-Fi Upgrade	50							
- Mobile Phone Replacement	150	50						
- Niche to PND Photo Upload		20						
- Hybrid Body Worn Video Infrastructure		70						
- Digital Enablement 2	228	314						
- Apex Application Migration	74							
- Firewall & Security Devices	135							
- Windows 2003 Refresh (Joint)	90							
- Public Services Network Upgrade (Joint)	52							
- IL4 Remediation (Joint)	68							
- Protective Monitoring of Applications (Joint)	93							
- New Desktop Project (Joint)	248							
- Technical IA Controls	68							
- Lync Federation and Edge Services	34							
- Archive Sharepoint/E-Mail data	68							
- Active Directory	56							
- FISH Replacement	23							
- Mobile Data Terminals - Refresh	1,287							
- Data Centre Back Up	200							
- Sharepoint - Corporate Knowledge	99							
IT Developments				500	500	500	500	500
Fleet	2,607	50	2,763	2,915	2,770	2,495	2,500	2,500
Estate Strategy								
- Divisional Estates Strategy	173	721						
- Air Conditioning	400	50						
- POLIT & DFT Relocation	65	40						
- Former Section House Scheme		172						
- Estates Strategy Environmental	350							
- Estates Strategy Custody Compliance	20	240						
- Estates Strategy Guildford & Staines Custody	30	294						
- ICT Workshop Refit			75					
Other Specific Schemes				1,500	1,500	1,500	1,500	1,500
Integrated Communication Control System (ICCS)	1,467							
Automatic Number Plate Recognition (ANPR)	381							
Roads Policing GIS Survey Equipment	132							
Taser Replacement & Uplift	275	225						
Digital Audio Interviewing (Joint)	151	53						
Contact & Deployment CC6		202						
Apollo Infrastructure	22							
HTCU & POLIT Infrastructure Remediation	250	50						
Digital Forensics	413	109			100			
Emergency Services Network (ESN)								
- Hardware & Infrastructure			500					
- Devices			500	1,500				
Enterprise Resource Planning (ERP Joint)	600	1,400	700					
Altia Data Exploitation (Joint)			45					
Command & Control Replacement (Joint)			550	200				
ANPR Mobile Application (Joint)			32					
Cleartone Connectivity Upgrade (Joint)			36					
Firearms Vehicle Uplift (Joint)			150					
CC6 Soft Vacate			81					
Queue Buster 101			50					
Elmbridge CCTV			100					
Unallocated		180						
Total Proposed Programme	11,430	5,314	7,000	9,015	6,370	5,995	6,000	6,000
Estimated Scheme Slippage	-4,200		-2,800	-3,000	-2,300	-2,100	-2,000	-2,000
Amount of Capital to be Financed	7,230	5,314	8,400	8,815	7,070	6,195	6,100	6,000

Capital Programme Funding	Year 1	Year 2	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
DESCRIPTION	2016/2017	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Capital Income Surplus brought forward	12,175	11,131	5,817	2,341	-3,548	-6,275	-7,127	-8,370
Revenue Contributions brought forward	830	0	0	0	0	0	0	0
Revenue Contributions Received in-year	0	0	150	2,000	3,000	4,000	4,000	4,000
Central Government Grant Received in-year	722	0	613	613	613	613	613	613
Other External Grants / Contributions Received in-year	0	0	0	0	0	0	0	0
Capital Receipts	4,634	0	4,161	313	730	730	244	75
Total Capital Funding Available	18,361	11,131	10,742	5,267	795	-932	-2,270	-3,682

Summary	Year 1	Year 2	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
DESCRIPTION	2016/2017	2017/2018	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Amount of Capital to be Financed	7,230	5,314	8,400	8,815	7,070	6,195	6,100	6,000
Total Capital Funding Available	18,361	11,131	10,742	5,267	795	-932	-2,270	-3,682
Surplus / Deficit (Borrowing Requirement)	11,131	5,817	2,341	-3,548	-6,275	-7,127	-8,370	-9,682