

# Police and Crime Panel

30 June 2017



## Medium Term Financial Plan 2016/17 to 2020/21

### Report of PCVC Chief Finance Officer

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#### Introduction

1. The purpose of this report is to present to the Panel the medium term financial plan for Durham PCVC and Constabulary.

#### Background

2. At their meeting on 10<sup>th</sup> March, the Police and Crime Panel were presented with a report about revenue and capital budgets in 2016-17 and 2017-18. That report set out the PCVC's decisions in respect of:
  - Approving the revised revenue and capital budgets for 2016-17
  - Setting the revenue and capital budgets for 2017-18
  - Issuing the Policing precept for 2017-18
  - Approving the treasury management policy and strategy for 2017-18
  - Considering the robustness of the estimates and the adequacy of reserves.
3. In that report we also notified the panel that work was still ongoing to balance the budget for the three remaining years of the medium term financial plan, and that a separate report would be produced once this is complete. This is that report.
4. The provisional financial settlement for 2017/18 (received 15<sup>th</sup> December 2016) announced a reduction in core Government funding to Police Forces of 1.4% when compared to 2016/17.
5. The Home Office have been reviewing the police funding formula allocation between Forces for 2018/19 onwards. Our understanding, based on previous exemplifications published in 2015, is that Durham could potentially lose up to £10m per annum from the changes. Following the General Election, we do not know whether this review will continue.
6. Whilst recognising the impact of any increase in Council Tax on the finances of households in County Durham and Darlington, in view of the future budgetary challenges referred to above, it is the view of the PCVC that it is more important than ever, so far as is possible, to protect the base budget by increasing the Council Tax, by the maximum allowed without triggering a referendum. There is nothing so far to indicate that this strategy should change throughout the life of this Medium Term Financial Plan, although the PCVC will take decisions in

respect of the precept on an annual basis taking into account the evidence and advice from officers.

**Recommendation**

7. To note the report and to ask any questions regarding the Medium Term Financial Plan.

**Gary Ridley**

PCVC Chief Finance Officer

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## **Appendix 1: Risks and Implications**

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### **Finance**

These are contained in the main body of the report.

### **Staffing**

The budgetary implications for staffing are dealt within the MTFP. Officer, PCSO and staff numbers are budgeted to be broadly static during 2017/18.

### **Equality and Diversity**

N/A

### **Accommodation**

The capital budget has implications for the way in which accommodation will be delivered in the future.

### **Crime and Disorder**

N/A

### **Human Rights**

N/A

### **Children's Act 2004**

N/A

### **Stakeholder/Community Engagement**

A number of public consultation meetings were held to invite views on budget setting and the level of precept.

### **Environment**

N/A

### **Collaboration**

A full and developing programme of collaboration is in place to effectively manage austerity. The Constabulary Programme Boards will oversee VFM and productivity in relation to the delivery of the 2017/18 budget.

### **Value for Money and Productivity**

N/A

### **Other risks**

N/A  
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**Durham Police & Crime Commissioner  
Medium Term Financial Plan  
2016/17 to 2020/21**

**Introduction**

The prevailing national financial climate has transformed the way in which we perceive the delivery of public services. The Policing Service now has an imperative to evidence value for money and deliver a consistently high level of services with shrinking financial resources. The austerity measures are expected to continue until at least 2020.

This plan demonstrates in financial terms how the Police and Crime Commissioner (PCC) will strive to achieve his vision for policing in County Durham and Darlington. The plan provides an outline of the demands and consequential revenue resource requirements of the PCC and Constabulary for the four financial years commencing 1<sup>st</sup> April 2016. The plan also details the proposed five year capital programme and the revenue consequences of that programme.

Durham Constabulary has embraced a corporate scorecard approach called “Plan on a Page”. This strategic financial plan has been compiled in a way which reflects those strategic intentions and has been developed alongside the local Policing Plan.

The plan is owned by both the PCC and Constabulary. Individual and collective responsibility is exercised over the management of performance and resources. Governance arrangements are in place to ensure that the PCC holds the Constabulary to account through regular reporting of issues. Within the Constabulary, internal accountability meetings are regularly held to ensure objectives are met.

**Purpose**

The purpose of this financial planning document is to provide a basis for determining:

- The level of resources which are likely to be available in the future to deliver national and local priorities;
- The future demands upon the revenue budget;
- The impact of external factors;
- The financial implications of partnership working;
- The amount of capital investment which is required to achieve corporate objectives;
- The revenue consequences of such capital investment;
- The future reserve levels of the PCC;
- The impact of additional demands on the level of council tax levied by the Police & Crime Commissioner;
- The main financial risks facing the PCC and Constabulary.

## Strategic Planning Principles

In constructing its financial plans the PCVC benefits from following the principles below:

- *Ensure that finance contributes to improved outcomes by ensuring finance follows priorities.*
- *To ensure overall financial stability.*
- *Set a comprehensive, timely, balanced and realistic budget;*
- *Take into account pay and price inflation, risk management, and achievability of savings targets;*
- *Follow its treasury management policy;*
- *Follow its reserves policy;*
- *Raise awareness of and communicate key financial messages both internally and externally;*

The medium term financial plan has been compiled following the established principles that have been adopted by the PCC and within the following further conditions:

- *Budgets set will be affordable and not jeopardise the financial stability of the PCC in either the short or long term;*
- *Precept increases will be kept to a minimum consistent with the provision of effective and efficient services;*
- *All spending plans will need to demonstrate that they can achieve value for money and support best value principles;*
- *Spending will be agreed only when the necessary funding is identified and approved;*
- *External funding will be sought wherever it can be used in a sustainable manner that does not lead to unforeseen costs to the PCC;*
- *The PCC's finances will be publicised to stakeholders in an open and transparent manner;*
- *Customers and citizens will be involved in the budget process.*

## **Key Strategic Areas & Objectives**

The approach to strategic planning is now shaped by the prevailing drive to demonstrate value for money in a time of reducing resources. The Constabulary has created a strategy map (Plan on a Page) based on a balanced scorecard approach. This has enabled colleagues across the Constabulary to understand how their activities link with and support delivery of the key outcomes required that will help to achieve the PCVC and Constabulary's Visions.

### PCVC Vision

***“County Durham and Darlington are areas where people have confidence in policing and the criminal justice system, victims and vulnerable people feel supported, and all communities are safe.”***

The delivery of this vision is supported by three aims:

- **Inspire confidence in the police and criminal justice system**
- **Support victims and the vulnerable**
- **Tackle crime and keep our communities safe**

### Constabulary Vision

***“Durham Constabulary will deliver excellent policing inspiring confidence in victims and our communities by protecting neighbourhoods, tackling criminals, and solving problems around the clock.”***

There are two key objectives that Durham Constabulary are focussed on delivering for the citizens of County Durham & Darlington:

### **Inspire Confidence in our Communities**

### **Deliver High Satisfaction**

The strategy map is structured into four key areas which enable the Constabulary to identify:

- What we need to be good at (Our Core Deliverables),
- What will help us to do it (Enabling Factors),
- How we will align our Resources,
- Use of Resources.

Each key area describes a number of strategic objectives that informs where the PCC and Constabulary need to focus their attention and resources. The process collects each strategic objective and identifies key linkages ensuring alignment to the corporate vision. The strategic objectives supporting each key area are:

- What we need to be good at (Our Core Deliverables):
  - Protecting Neighbourhoods,
  - Tackling Criminals,
  - Solving Problems,
  
- What will help us to do it (Enabling Factors):
  - Provide effective and efficient response,
  - Manage and use our knowledge,
  - Effective Internal Communication,
  - Working together with others,
  - Reinforce an “Aiming for Excellence Culture”,
  
- How we will align our Resources:
  - Our Staff,
  - Our Staff,
  - Strategic Policing Requirement,
  
- Use of Resources:
  - Our Finance,
  - Continuous Improvement,
  - Performance Management Framework.

The Police, Crime and Victims’ Commissioner is also increasingly looking to work with partners in both the Community Safety Partnerships and the Local Criminal Justice Board, in order to invest in services which support victims, prevent crime in the longer term and reduce demand. Key priorities for investment outside of the core budget for the police force are therefore:

- Supporting Victims
- Reducing Reoffending
- Prevention and Community Safety.

## Revenue Expenditure

### Police Service Funding – 2017/18

Central funding for 2017/18 has been set at £84.668m, a decrease of £1.115m (1.3%) compared with the 2016/17 figures with the main grants reducing by 1.4%. The table shows the PCVC's central government funding next year compared to the current year:

	<b>2016/17 £000</b>	<b>2017/18 £000</b>
Police Grant	42,709	42,112
DCLG General Grant	36,964	36,446
Legacy Council Tax Freeze Grants	6,110	6,110
<b>Central Gov't Funding</b>	<b>85,783</b>	<b>84,668</b>
<b>Reduction in Funding from previous year</b>	<b>457</b>	<b>1,115</b>

As well as general grant, the PCVC will continue to receive other specific grants in 2017/18. PCC's are also allowed to increase the precept by up to 2 % without triggering a referendum.

### Financial Planning Assumptions

The key income planning assumptions have been driven by funding announced in the provisional government figures and have been collated on a table and explained in detail in the previous section on police service funding.

The key expenditure related planning assumptions are reflected in the attached table

	<b>Estimate 2017/18</b>	<b>Estimate 2018/19</b>	<b>Estimate 2019/20</b>	<b>Estimate 2020/21</b>
Officer Pay Inflation (from September each year)	1%	1%	1%	1%
Police Staff Pension Contribution Increase	7.4%	0%	0%	0%
Staff Pay Inflation	1%	1%	1%	1%
Police Officer Vacancy Factor	0%	0%	0%	0%
Police Staff Vacancy Factor	2%	2%	2%	2%
Energy & Fuel Inflation	1%	1%	1%	1%
Other Non-Pay Inflation (except where contractually based)	0%	0%	0%	0%
Council Tax Increase	1.98%	1.98%	1.98%	1.98%
Other Income Inflation	0%	0%	0%	0%



## Work Force Planning

The following table shows expected workforce numbers.

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Officers</b>	1,150	1,158	1,158	1,158	1,158
<b>PCSOs</b>	170	158	158	158	158
<b>Staff</b>	820	840	840	840	840
<b>Total</b>	2,140	2,156	2,156	2,156	2,156

These figures are kept under continuous review. Ongoing recruitment will be needed to ensure service delivery is maintained. Further information is contained within the detailed workforce plan.

A tactical workforce plan, which supplements the Workforce Plan, is produced annually which links financial and workforce planning.

This table considers the impact of all the income and revenue assumptions in the medium term.

Budget Heading	Outturn 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	£'000	£'000	£'000	£'000	£'000
<b>Employees</b>					
Police Officer Pay	60,370	60,991	60,638	60,283	60,827
Police Overtime	2,160	1,987	1,827	1,907	1,987
Police Staff Pay	30,750	32,494	33,300	33,790	34,147
Police Pensions	1,919	2,181	1,806	1,806	1,556
Other Employee Expenses	1,011	761	700	700	700
<b>Total Employees</b>	<b>96,210</b>	<b>98,414</b>	<b>98,271</b>	<b>98,486</b>	<b>99,217</b>
<b>Premises</b>	3,990	4,208	4,296	4,371	4,422
<b>Transport Expenses</b>	2,406	1,983	1,980	2,027	2,068
<b>Supplies &amp; Services</b>					
Equipment	693	914	912	836	837
Stationery	258	232	232	232	229
Uniform	243	252	208	192	192
Doctors	1,467	1,413	1,413	1,413	1,413
Communications	1,906	1,659	1,739	1,926	1,397
Computing	2,405	2,771	2,849	2,609	2,740
Other Supplies	1,983	1,046	1,059	1,046	1,051
<b>Total Supplies &amp; Services</b>	<b>8,955</b>	<b>8,287</b>	<b>8,412</b>	<b>8,254</b>	<b>7,859</b>
Air Support	529	529	459	459	459
Joint & Other Authorities	814	713	828	829	828
Forensic Science Services	1,126	920	890	890	890
<b><i>less</i></b>					
<b>Income</b>					
Customer & Client Receipts	(5,114)	(2,156)	(2,286)	(2,362)	(2,286)
Collaboration income	(1,438)	(1,355)	(1,355)	(1,355)	(1,355)
Secondment Income	(979)	(590)	(519)	(500)	(502)
Interest	(12)	(25)	(25)	(25)	(85)
Special Grants	(1,102)	(919)	(919)	(919)	(919)
<b><i>plus</i></b>					
Contribution To/ From (-) Reserve	3,312	0	0	0	0
Revenue contribution to capital	2,948	258	0	0	0
Capital Financing Costs	671	946	943	934	671
<b>Police Constabulary Costs</b>	<b>112,316</b>	<b>111,213</b>	<b>110,975</b>	<b>111,089</b>	<b>111,267</b>
Victims Commissioning Grant	(551)	(737)	(737)	(737)	(737)
Restorative Justice Grant	(140)	0	0	0	0

PCC commissioning	751	1,173	1,173	1,173	1,173
Community Safety Grant	700	692	667	642	617
<b>PCC Costs</b>	913	952	999	1,012	1,023
<b>Net Expenditure</b>	113,989	113,293	113,077	113,179	113,343
<b>Funded by</b>					
DCLG Grant	(36,964)	(36,446)	(35,936)	(35,433)	(34,937)
Police Grant	(42,709)	(42,112)	(41,523)	(40,942)	(40,369)
Council Tax Support Grant	(6,110)	(6,110)	(6,111)	(6,111)	(6,111)
Council Tax	(28,206)	(28,625)	(29,507)	(30,693)	(31,926)
	(113,989)	(113,293)	(113,077)	(113,179)	(113,343)
<b>(Surplus) / Deficit</b>	0	0	0	0	0

#### Comment:

- The medium term financial plan figures are a best estimate at present due to uncertainties relating to allocation of funding amongst the Forces from 2018/19 onwards.
- The latest HMIC Value for Money Profiles has been used to identify areas for potential efficiency savings.
- A detailed workforce plan has been produced which compliments this plan.
- In relation to reserves, the budget setting report set out all revenue and capital reserves estimated balances until 31 March 2018. Revenue reserves beyond this point are not expected to change given that the table above shows a balanced plan. Capital reserves are expected to reduce based on future capital expenditure plans which will be set at each annual budget process. The PCVC is awaiting the outcome of the funding formula review before deciding on the best use of reserves going forward. (See the table on page 17 for estimated reserves).

#### Scenario planning

The medium term financial plan assumes a 1.4 % grant loss going forward beyond 2017/18. It is important the Constabulary has a contingency plan in place should grant loss be greater than this amount. A separate report has been produced which outlines how a potential £10m grant funding reduction would be financed.

#### Capital Expenditure

The enclosed capital summary sets out proposed expenditure for capital projects for 2016/17 to 2020/21 and the associated funding options. The PCC received £0.584m in 2016/17 and expects to receive £0.496m in 2017/18. In future years it is estimated that £0.496m per annum will be received.

There are a number of options open to the PCC to funding capital expenditure and these include capital receipts, use of reserves or revenue contributions to capital. The

balance of funding would be generated from borrowing which would incur interest charges at prevailing market rates (unless the PCC enters into specific term borrowing arrangements such as fixed interest rates over a fixed borrowing term).

The impact of any capital receipts generated from the sale of land owned by the PCC for development of commercial or housing purposes has been included in the funding at this stage.

### **Revenue Impact of the Capital Programme**

The PCC can determine to meet part of the capital requirement through applying capital receipts, making revenue contributions, applying reserves, and/or (under the provisions of the Prudential Code) borrowing.

The associated future capital financing charges as a result of this provisional programme have been determined based upon the expected lifespan of the asset, generally as follows: Motor Vehicles (4 years); IT Systems (5 years); ANPR Equipment (10 years); Minor Building Work (20 years); Major New Buildings (60 years).

Grant is applied to those assets with the shortest lifespan. The capital receipts arising from the sale of the police headquarters' site have been used to partly fund the capital programme from 2016/17 onwards.

The following table contains a summary of capital expenditure by asset category and by individual scheme. The key areas of expenditure are:

#### Estates

The primary focus for the Estates programme will be the purchase of a new building and the resiting of the radio mast.

There will still be a regular buildings improvement and maintenance programme undertaken for the rest of the Estate.

#### Fleet

The fleet replacement programme is kept under constant review and it is planned to spend a relatively consistent figure each year on vehicles.

#### ICT

The ICT Strategy outlines the capital schemes to be delivered over the period covered by the plan. A large proportion of the ICT expenditure in the capital programme relates to the facilitation of Mobile data. Other key schemes are as follows:

- National requirement: All Forces must upgrade their emergency services communications.
- Business Applications: The primary costs over the next three years will be the continued consolidation of our business applications through the Red Sigma programme and implementation of a new Case & Custody system.

	<b>Outturn 2016/17 £'000</b>	<b>Estimate 2017/18 £'000</b>	<b>Estimate 2018/19 £'000</b>	<b>Estimate 2019/20 £'000</b>	<b>Estimate 2020/21 £'000</b>	<b>Estimate 2021/22 £'000</b>
<b>Expenditure</b>						
Buildings: Major works	3,100	0	0	0	0	0
Buildings: Minor Works	690	150	150	150	150	150
Buildings carry forward from prior year		217				
Vehicles	869	1,000	950	1,100	1,000	1,000
Vehicle carry forward from prior year		306				
ICT	1,209	2,348	1,832	1,955	1,550	1,475
ICT carry forward from prior year		1,886				
Equipment	213	250	250	250	250	250
<b>Total</b>	<b>6,081</b>	<b>6,157</b>	<b>3,182</b>	<b>3,455</b>	<b>2,950</b>	<b>2,875</b>
<b>Funding</b>						
Capital Grant	0	1,913	496	496	496	496
Special Grant	1,633	0	0	0	0	0
Capital Receipts	0	3,849	2,686	2,959	2,454	2,379
Revenue Contribution	2,948	258	0	0	0	0
Strategic Reserve	0	0	0	0	0	0
Self-Financed Borrowing	1,500	137	0	0	0	0
<b>Total</b>	<b>6,081</b>	<b>6,157</b>	<b>3,182</b>	<b>3,455</b>	<b>2,950</b>	<b>2,875</b>
<b>Capital Financing Costs</b>						
Minimum Revenue Provision	647	662	655	647	383	630
Revenue Contribution	0	0	0	0	0	0
Contribution from Reserves	0	0	0	0	0	0
Interest Charges	238	283	288	288	288	288

<b>Total</b>	<b>885</b>	<b>946</b>	<b>943</b>	<b>934</b>	<b>671</b>	<b>918</b>
<b>Property capital carry forward from prior year</b>		<b>217</b>				
<b>Major Works Projects</b>						
New NERSOU building	2,700					
Mast relocation	400					
	<b>3,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Minor Works Projects</b>						
Meadowfield Classroom Extension	130					
Collaboration capital costs	50					
Other works	45					
Accommodation Improvements	354	50	50	50	50	50
Legislative Compliance	111	100	100	100	100	100
<b>Sub total</b>	<b>690</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Motor Vehicles</b>	<b>869</b>	<b>1,000</b>	<b>950</b>	<b>1,100</b>	<b>1,000</b>	<b>1,000</b>
<b>Motor Vehicles carry forward from prior year</b>	<b>0</b>	<b>306</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ICT Capital carry forward from prior year</b>		<b>1,886</b>				
<b>National Requirements</b>						
ESMCP		815	800	50		
Pegasus Replacement				100		
<b>Infrastructure Technology Refresh</b>						
Desktop security			100			
Server & Storage Replacement	150	50		75		100
Custody DVR & CCTV upgrade	75					
Web E-mail Security			100			

Improvements						
ANPR infrastructure		58	82	18	50	75
ANPR Mobile computer/video			175			
LAN Switch Refresh				150		
WAN Hardware	9					750
Review Storage Solution				400		
Review Fibre Tape Libraries					150	
Projector Review/Replace	15			50		
Public service network	30					
ICT training facility	18					
Remote access infrastructure				200		
Switchboard Replacement			75			
Telephone system replacement					500	350
SIP telephone delivery				75		
Identity Management			200			
<b>Digital Evidence</b>						
Central 999 Recorders				100		
Digital Interview Recorders		250				
Digital Witness Statements		75				
Digital Evidence Storage/Archive		300				
CCTV Security Camera replacement		75				
<b>Mobile Working</b>						
Mobile Data	123					
Expand Video Conferencing	25					
<b>Client devices</b>						
Body camera replacement		325				
NIT Phone replacement				22		
Mobile data device replacement				165		

<b>Regional Collaboration</b>						
RIU Move	0	200				
<b>Business Applications</b>						
Red Sigma	60	50				
Microsoft Licence Arrangements		100				
Police Works	215	50				
GIS Upgrade	155					
IT Service Management System	85					
Forensic case management	26					
Sundry	7					
Pegasus Upgrade/replacement	0		300			
Vetting application	13					
Pension system	97					
Protective Monitoring System	50					
Image Transfer project	23					
Cyber Crime	33					
ICCS replacement					750	
Website upgrade					100	
ERDMS						200
Origin / DMS	0			550		
<b>Sub total</b>	<b>1,209</b>	<b>2,348</b>	<b>1,832</b>	<b>1,955</b>	<b>1,550</b>	<b>1,475</b>
<b>Equipment</b>	<b>213</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Grand Total</b>	<b>6,081</b>	<b>6,157</b>	<b>3,182</b>	<b>3,455</b>	<b>2,950</b>	<b>2,875</b>

<b>Equipment</b>						
Equipment	213	250	250	250	250	250
<b>Sub total</b>	<b>213</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>



## Reserves

	Balance at 31 March 2017	Movement 2017/18	Balance at 31 March 2018	Movement 2018/19	Balance at 31 March 2019	Movement 2019/20	Balance at 31 March 2020	Movement 2020/21	Balance at 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Pensions	(676)		(676)		(676)		(676)		(676)
Support Staff Pensions	(1,760)		(1,760)		(1,760)		(1,760)		(1,760)
Capital Modernisation	(5,553)		(5,553)		(5,553)		(5,553)		(5,553)
TTC	(121)		(121)		(121)		(121)		(121)
Revenue Grants Unapplied	(377)		(377)		(377)		(377)		(377)
SARC	(95)		(95)		(95)		(95)		(95)
NERSOU	(2)		(2)		(2)		(2)		(2)
MARAC	(44)		(44)		(44)		(44)		(44)
NDORS	(479)		(479)		(479)		(479)		(479)
Estates	(250)		(250)		(250)		(250)		(250)
LRF	(9)		(9)		(9)		(9)		(9)
Police and Crime Commissioner	(735)		(735)		(735)		(735)		(735)
Community Safety Reserve	(268)		(268)		(268)		(268)		(268)
	(10,369)	0	(10,369)	0	(10,369)	0	(10,369)	0	(10,369)
Usable Capital Reserve	0		0		0		0		0
Capital Grants Unapplied	(1,417)	1,417	0	0	0	0	0	0	0
Capital receipt	(2,900)	-641	(3,541)	(1,534)	(5,075)	(1,261)	(6,336)	(803)	(7,139)
General reserve	(5,666)		(5,666)		(5,666)		(5,666)		(5,666)
<b>Total Reserves</b>	<b>(20,352)</b>	<b>776</b>	<b>(19,576)</b>	<b>-1534</b>	<b>(21,110)</b>	<b>-1261</b>	<b>(22,371)</b>	<b>-803</b>	<b>(23,174)</b>

## Key Medium Term Financial Risks

The following are the key risks contained within the plan:

Risk	Mitigating Action	Person Responsible
Loss of funding due to reallocation between Forces	<ul style="list-style-type: none"> <li>• Workforce planning to reduce officer/staff numbers</li> <li>• Cost reduction plans to be developed and implemented</li> <li>• Maximise precept income</li> </ul>	<ul style="list-style-type: none"> <li>• PCVC Chief Finance Officer</li> </ul>
An ageing estate portfolio putting increased pressure on facilities management budgets	<ul style="list-style-type: none"> <li>• Agree and deliver capital programme time</li> <li>• Effective project planning</li> </ul>	<ul style="list-style-type: none"> <li>• PCVC Chief Finance Officer / PCVC</li> </ul>
Police officer capacity to respond to service demands	<ul style="list-style-type: none"> <li>• Allocating resource to priority activities</li> <li>• Deliver agreed training programme.</li> <li>• Productivity measurement and management</li> <li>• Strategic Assessment agreed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Commanders/Exec</li> </ul>
Flexibility to move police resources to areas of need	<ul style="list-style-type: none"> <li>• Plan on a page promulgated across the organisation</li> <li>• Regular Force threat and risk meetings</li> <li>• Update workforce plan</li> <li>• Targeted reviews to be carried out in CJU, CDSOU, Comms and Intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>• Force Executive / Tasking &amp; Coordination</li> </ul>
Demand continues to rise	<ul style="list-style-type: none"> <li>• Introduction of new Demand Management Command</li> <li>• On-going crime prevention/detection and problem solving initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Heads of Commands</li> </ul>

Risk	Mitigating Action	Person Responsible
	<ul style="list-style-type: none"> <li>• Productivity measurement and management</li> <li>• Deliver agreed training programme</li> <li>• New shift pattern introduced for officers and PCSOs</li> </ul>	
Collaboration may require up-front costs of change	<ul style="list-style-type: none"> <li>• Identify 'invest to save' budget/reserve</li> </ul>	<ul style="list-style-type: none"> <li>• PCVC Chief Finance Officer/Exec/PCVC</li> </ul>
Uncertainty about partners' future budget plans	<ul style="list-style-type: none"> <li>• Enter into early conversations prior to final budget setting so that implications of potential decisions can be considered.</li> </ul>	<ul style="list-style-type: none"> <li>• PCVC Chief Finance Officer / Chief of Staff</li> </ul>

**Monitoring and Review**

This financial plan will be subject to continuous review and forms part of the overall planning processes within the OPCC and Constabulary. This will ensure that an accurate future financial forecast is maintained to give an indication as to the affordability of spending plans which in turn will be fed into the corporate planning process.

The content of this plan will be kept under review as part of normal medium term financial planning procedures.