



Report to: Finance Group and Strategy Group
Agenda item: 3
Date: 27 and 29 November 2012
Subject: BTP Medium Term Financial Plan
Sponsor: Interim Director of Corporate Resources
For: Information

1. PURPOSE OF PAPER

- 1.1 This report presents the refreshed BTP Medium Term Financial Plan (MTFP) based on the MTFP set out in the Chief Executive's paper to Strategy Group on 19 April 2012 and following the review of MTFP assumptions as presented to Strategy Group on 24 October 2012.
- 1.2 The refreshed MTFP and 2013/14 budget will be presented to the BTPA for approval at its meeting on 13 December 2012.

2. BACKGROUND

- 2.1 The approved net budget for BTP for 2012/13 is £252.181m. This is made up of £200.307m for over ground operations and £51.874m for operations on London Underground.
- 2.2 The approved budget for BTP allows for the use of £3.338m from savings previously achieved in order to meet the funding gap which arises from the PSA being lower than the Budget Requirement. After allowing for the use of these savings the resulting 2012/13 PSA for BTP was set at £196.969m, a standstill on the 2011/12 amount which in itself was a reduction of 2.5% on the 2010/11 PSA.
- 2.3 The combined BTP/BTPA PSA Charge for 2012/13 is £198.839m including £1.870m for the BTPA.



2.4 At the Police Authority meeting on 1 November 2012 BTPA proposed a PSA over the medium term as set out in table 1 below.

Table 1 – BTP/BTPA Budget Requirement and Proposed PSA

	2012/13	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m	£m
BTP Net Budget Requirement	200.307	202.092	205.609	212.679	219.113
BTPA Net Budget Requirement	1.870	1.904	1.953	2.020	2.081
Total BTP/BTPA Budget Requirement	202.177	203.996	207.562	214.699	221.194
Release of previously found savings	3.338	1.600	0.000	0.000	0.000
BTPA proposed PSA for BTP	196.969	200.492	205.609	212.679	219.113
BTPA proposed PSA for BTPA	1.870	1.904	1.953	2.020	2.081
BTPA total proposed PSA for BTP/BTPA	198.839	202.396	207.562	214.699	221.194
Increase in PSA over previous year	0.0%	1.8%	2.6%	3.4%	3.0%

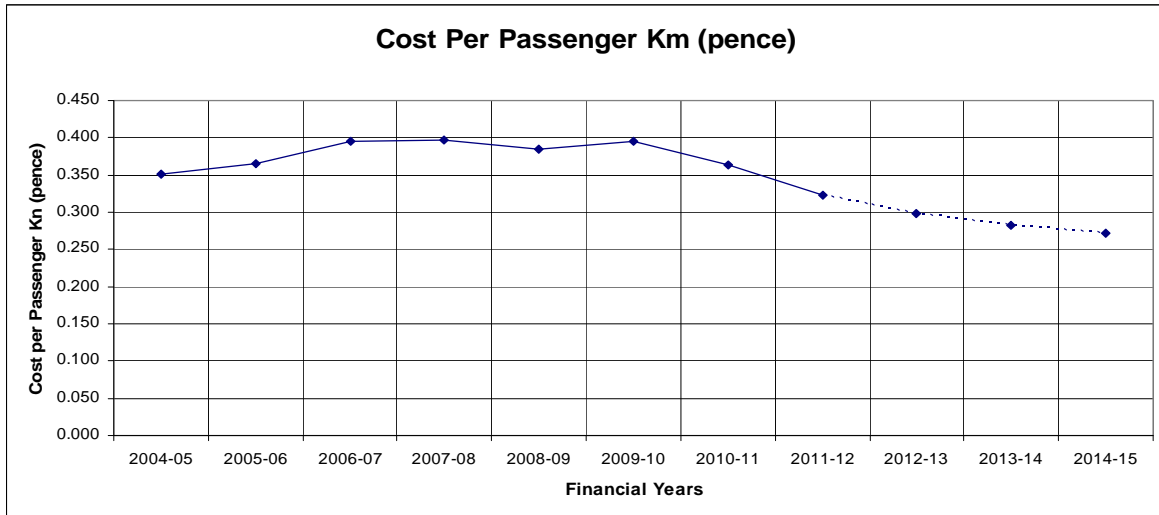
Source: BTPA 1 November 2012 - PSA Charge Paper (extrapolated for 2016/17)

2.5 BTP has worked hard to keep the budget within BTPA's PSA proposal and this is despite a number of significant and unforeseen budget pressures which have been managed by finding further savings. While at the time of writing this report there remains a small funding gap at the above proposed PSA levels, the Chief Constable is confident that this can be managed and that the budget can be set within the PSA proposed by the BTPA.

2.6 As Strategy Group and Finance Group will be aware, this information has been used to inform our planning against the challenges set out in the McNulty review. Table 2 shows the cost per passenger kilometre over the McNulty period. With current budgetary and savings forecast projected to the end of the relevant McNulty period, BTP budget will have reduced costs in real terms by 13.58%. When assessed against the key McNulty metric of cost per passenger kilometre, BTP costs will have reduced by 29.33% over the same period.



Table 2 – Cost Per Passenger KM (pence)



	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
BTP/A Budget (million)	£127.9	£141.6	£169.0	£187.7	£194.6	£201.4	£204.1	£201.8	£201.8	£204.0	£207.6
Inflation adjusted BTP Budget (million)	£147.0	£157.7	£183.8	£194.8	£194.6	£202.2	£196.3	£184.3	£175.0	£170.1	£168.2
Cost per passenger km (pence)	£0.35	£0.36	£0.40	£0.40	£0.38	£0.40	£0.36	£0.33	£0.30	£0.28	£0.27

N.B. The budget figures reflect the BTPA's upper range 1 PSA settlement for BTP together with an estimate of the BTPA budget.

3. OPERATING CONTEXT

3.1 The operating context during the length of the MTFP will continue to be extremely challenging. Since 2007 BTP has focused on strengthening its frontline resource through improving efficiency and effectiveness and reinvesting savings into frontline officers.

3.2 It is envisaged that, wherever possible, efficiency savings achieved by BTP's Futures Programme will be used to strengthen BTP's ability to protect and serve the railway community through an effective operational response and frontline delivery.



- 3.3 The ongoing growth in the railway industry is likely to increase demand on BTP's resources as both passenger numbers and the size of the infrastructure increase. Passenger journeys have increased from 1.1 billion in 2006 to 1.46 billion in 2011-12, while passenger kilometres travelled also rose from 46.2 to 56.9 billion. Total rail revenue has increased to £7.229 billion this year, up 9.2% in the last twelve months. The Rail Command Paper predicts that there will be further growth of 16-20% in passengers and 23-30% in freight by 2019.
- 3.4 This increase in the number of passenger numbers using the network is likely to lead to an increased demand for BTP and a rise in reported crime and antisocial behaviour (ASB). Although crime has reduced considerably over the last eight years, this is unlikely to be sustainable and it is expected that a tipping point will be reached where the increased use of the railways results in rising crime levels. The growing use of social media to report crime is also likely to lead to a rise in reported ASB incidents; the ease of reporting such incidents could reveal significant latent demand.
- 3.5 With a busier railway, the cost and impact of disruption will rise exponentially. For example, at hotspots such as the West Coast Mainline (which is planned to double its capacity) and at strategic locations around London any delay will have knock on effects which, as well as putting passengers in danger, will have severe financial effects for the railway industry and the UK economy generally. BTP's response to these types of incidents will be crucial, and there will be an expectation that resources continue to be deployed and available at critical locations, which can often be outside of urban and easily accessible areas.
- 3.6 Since 2006 there have been a number of major changes in the policing environment. Eleven new criminal justice related Acts have been published in England, Scotland and Wales creating a variety of new offences. The Police Reform and Social Responsibility Act will introduce elected Police and Crime Commissioners in November 2012, which could impact on the strong cooperative relationships BTP currently has with its Home Office colleagues. The police service as a whole is also facing a more demanding, consumer-led culture; a widening wealth divide; an increasingly diverse population; a



greater proportion of elderly people; an increase in drug use and the rapid spread of mobile and internet technology. All of these issues increase the challenges that the police service must meet.

3.7 Protecting the railway infrastructure and those who use it from the threat from international terrorists and other extremist groups will remain BTP's overriding priority. The imperative will be to continue to develop counter-terrorism capability and capacity, together with an enhanced ability to respond to terrorist related incidents. The threat from both Irish Dissident Republicans and from International terrorist organisations continues to be graded as Substantial, meaning that an attack remains a strong possibility.

3.8 In summary, the operating context is likely to become increasingly difficult. Demands on BTP resources will inevitably remain high. In order to continue to respond to the needs of passengers, staff and the railway operators, it will be essential to maintain and, wherever possible, strengthen BTP's frontline capability, capacity and effectiveness.

4. MTFP ASSUMPTIONS OVER THE MEDIUM TERM

4.1 The key assumptions and risks underpinning the MTFP are set out in the following section.

Pay and Inflation

4.2 The MTFP assumes that the two year pay freeze will continue until 2013/14, at that point it is projected that pay costs will rise in line with the amounts set out in the Autumn 2011 Budget Statement ie 1% per annum in 2013/14 and 2014/15. The impact on pay budgets in 2013/14 is a part year effect since the pay award for Police Officers is with effect from 1 September and from 1 July for Police Staff.

4.3 As Members will recall following the introduction of the EPS pay arrangements, Police Staff who achieve their PDR objectives are entitled to a salary point increase of 3% each year until they reach the top of their pay scale. For 2012/13 the cost of this pay progression at £950k can be met within budget, however in future years slower than



expected staff turnover means that the scheme does not become self funded through staff turnover as quickly as was anticipated. This gives rise to a budget pressure of £700k in 2013/14, £550k in 2014/15 and £400k in 2015/16.

- 4.4 The Police Staff pay strategy for 2012/13 includes an increase in London Weighting Allowance (which has been held at its current level since 2008) as a means of helping to ensure that salaries do not become increasingly uncompetitive. Increasing the London Weighting Allowance by 10% a year is reflected in the MTFP at a cost of approximately £300k per annum. The Appointments and Remuneration Committee at its meeting in July 2012 approved the increase in London Weighting Allowance for 2012/13. Consideration needs to be given to increasing this allowance in future years and the MTFP assumes a 10% increase year on year but is subject to BTPA approval each year.
- 4.5 Since the MTFP assumptions were last presented to Strategy Group a new budget pressure has emerged as a result of the unsocial hours provisions of the Winsor Review of Police Officer and Staff Remuneration and Conditions. The full year impact of these additional costs is in the order of £700k per year. There is no provision within the current MTFP for these costs and provision will need to be made in the refreshed MTFP.

Police Officer and Police Staff Numbers

- 4.6 The budgeted establishment for BTP in 2012/13 is shown below in table 3. The establishment for 2013/14 and future years is dependent on the final approved budget and will be determined as part of the People Strategy work which is underway.

Table 3 – 2012/13 Budgeted Establishment

	Police Officers	PCSOs	Police Staff	Total
London North	437	118	103	658
London South	396	51	90	537
London Underground	678	112	232	1,022
North East	271	19	63	353
North West	257	36	58	351
Scotland	218	0	48	266
Wales and Western	250	66	69	385
FHQ Departments	358	0	819	1,177
Total	2,865	402	1,482	4,749



- 4.7 The current number of Police Officers in post is 2,841 only 24 or 0.8% below establishment. Detailed workforce planning is in place to ensure that there is effective management of staff numbers over the medium term. This workforce planning looks at takes into account the patterns of leavers, starters and the timing and size of Police Officer intakes.
- 4.8 Projections for the number of Police Officers based on past patterns of leavers and starters indicates a very small gap between budgeted and projected police officer numbers at about 0.5% to 1% throughout the MTFP period. With the aid of detailed workforce planning and proactive management of centralised recruitment the intention is to further minimise this gap and at times, subject to affordability, go over the establishment number.

Non-pay Inflation

- 4.9 The current MTFP assumptions on the impact of non-pay inflation as set out to Strategy Group by the Chief Executive are shown in table 4. The 2013/14 RPI assumption has been updated to reflect the latest forecast for RPI as published by HM Treasury (Forecast for the UK Economy a comparison of independent forecast – October 2012):

Table 4 – Non-pay inflation assumptions in the current BTP MTFP

	2012/13 %	2013/14 %	2014/15 %	2015/16 %
RPI Range	2.6 - 5.7	1.3 - 4.0	1.9 - 4.0	2.7 - 4.5
RPI based assumption in 2012/13 MTFP	4.0	2.9	3.0	3.5
Proposed RPI based assumption for 2013/14 MTFP		2.5	3.0	3.5
Calculated Inflator	2.9	1.8	1.4	1.3

Source: Paragraph 6 – MTFP for Financial Years 2012/13 to 2015/16 – Strategy Group 19 April 2012

- 4.10 The decision on which non pay inflation assumption to use is largely based on the Authority and Force’s appetite for risk in that the RPI based assumption is less risky than the calculated inflator assumption which makes a number of specific assumptions about inflation impacts on categories of spend. It is proposed to use the revised RPI assumption for 2013/14 of 2.5% rising to 3% in 2014/15 and to 3.5% thereafter.



Budget Increases Included in the Refreshed MTFP

- 4.11 There are a number of emerging budget pressures in addition to the impact of the Winsor pay reforms as mentioned above which have been addressed as part of next year's budget and the MTFP. The full list of budget increases including the newly emerging budget pressures are:
- 4.12 **Airwave Usage Costs** – As is the case for a large number of police forces BTP is subject to escalating costs of using the Airwave radio system. The use of the Airwave network is proactively managed within BTP to ensure that costs are minimised, however each year, as for every other force, the usage costs charged by the Airwave supplier continues to increase. **The MTFP includes a further £200k in 2013/14 to meet this budget pressure.** A further increase is projected for 2014/15 at which point the budget will be held for future years.
- 4.13 **Rent Reviews** – BTP negotiates any proposed increases in rent very robustly however this is an area of budget volatility and pressure. **The MTFP includes £50k to meet known rent increases in 2013/14,** the main properties this relates to are Birmingham and Callaghan Square.
- 4.14 **CCTV Maintenance** – As Members will be aware there has been significant investment funded by Network Rail and the rail industry into BTP's CCTV capacity and capability. This investment which totals over £14m to date, with more being proposed, has enabled the building of a technical CCTV Hub which improves BTP's ability to manage and process CCTV, and respond to live events and incidents, from 14 train operators. To ensure the systems remain operational at all times, maintenance cover is required to ensure all hardware and software is supported. Proactive and reactive maintenance is required, together with additional support for major events e.g. New Years Eve. Previously interim maintenance support was provided and this proved invaluable to BTP for the Jubilee, Notting Hill Carnival, Olympics and Paralympics. **The estimated cost of this maintenance is £500k per annum** which when considered against the significant capital investment which has been funded externally represents good value.



- 4.15 **Frontline Initiative** – During the current financial year BTP has through the process of the 4 weekly Finance Review meetings scrutinised spend and forecast for each Area and Department. This has allowed £700k of budget to be centralised and this together with the forecast under spend of £300k is to be applied to key budget priorities. The Force Executive Board has reviewed a number of options to increase front line resources and has determined to apply this centralised budget to provide much needed front line resources in London South and Scotland. This initiative will initially be funded on a temporary basis by releasing savings achieved in the current financial year to match the spending requirement in 2013/14. The Force Executive Board are resolved to continue to reinforce the front line by reviewing the budget in detail during 2013/14 and redirecting resources to the front line.
- 4.16 **Leadership Academy** – Members will be aware of the proposals to strengthen BTP's Leadership Strategy, **Learning and Development have developed proposals to establish a Leadership Academy at an annual extra cost of £141k.** T/ACC Newton has identified further savings through the review of the Human Resources and Learning and Development Departments to offset the additional cost of this initiative.
- 4.17 **Social Media** – This is an increasingly significant way in which BTP does business. Force Executive Board approved £120k of spending on Social Media in 2012/13 and £100k has been added to the base budget from 2013/14. This amount which is provided for project and development costs does not include any provision for business as usual operating costs such as contact handling and may need to be reconsidered and potentially increased following detailed consideration of the business case for increasing social media capacity. **The refreshed MTFP includes £100k to support the impact of Social Media.**
- 4.18 **NPIA successor bodies increase in charge** – While it is extremely difficult to estimate the likely cost of additional charges falling on BTP following the winding up of the NPIA. **A conservative estimate of a 15% increase in charge from NPIA successor bodies has been included in the MTFP. This amounts to £150k per annum.**



Budget Decreases Included in the Refreshed MTFP

- 4.19 **Reduction in Depreciation** – It is likely that BTP will spend below the original capital delegation of £11.6m in 2012/13. This is for a number of reasons including procurement savings obtained over the purchase of vehicles, revisions to the estates element of the programme to deliver schemes at lower cost and a pause on Technology elements of the programme to allow further consideration of the underlying technology strategy of the Force and ensure compliance to governance requirements. This lower than anticipated capital spend will reduce the capital charges budget in future years through reduced depreciation costs. The final impact of this will not be known until after the capital outturn but it is estimated that a budget reduction of £100k can be factored into next years revenue budget to allow for this.
- 4.20 **Removal of Carbon Reduction Commitment Costs** – Budget provision of £80k was made in 2012/13 for the cost of BTP meeting its Carbon Reduction Commitment. It is now clear that this cost will not fall on BTP and this pressure will be removed from the base budget.

Possible Budget Increases Not Included in the Refreshed MTFP

- 4.21 There are a number of issues which may result in a budget pressure over the medium term but there is significant uncertainty over whether they will lead to a budget pressure and at what level of cost. It is considered prudent not to make provision in the MTFP for these pressures at this time but should they materialise it may be necessary to call on the Contingency Reserve should it not be possible to contain the budget pressure in year. These issues are:
- 4.22 **Additional Police Pension Employers Contribution** - The current MTFP includes an amount of £5m per year indexed to inflation to address the deficit in respect of the British Transport Police Force Superannuation Fund (for Police Officers) which Members will recall stood at £32m at the time of the last valuation. It is possible that following a further valuation of the Fund as at 31 December 2012 (indications are that the deficit may be in the order of £110m) that this level of contribution will need to be increased. However,



no increase has been assumed as part of BTPs MTFP planning assumptions and should an increase in employer's contribution be required from 2014/15, perhaps as part of a package of changes to the contributions, membership and benefits structure of the BTPFSF, it will be necessary to revise upwards the proposed PSA position by an appropriate amount.

4.23 Potential Costs of Pensions Auto Enrolment - Members will be aware that like all employers BTP will in the future need to provide an Automatic Pensions Enrolment facility for all staff. The details of how this facility will be provided are yet to be defined and again there is no assumption in the current MTFP for any additional costs of this provision. The preliminary assessment of the liability for additional employer's contributions in respect of 376 employees who are not current active members of the BTPFSF or BTP Police Section of the Railways Pension Scheme range between £0.5m and £2m pa from 1 May 2013. A range of options on how this funding gap can be addressed have been developed and were subject to initial consideration by the Authority's Pension Sub-Committee on 13 November 2012. In the event that Pensions Auto Enrolment has a financial impact in 2013/14 it will be necessary to call upon the Contingency Reserve until such time that this can be built into budgets going forward.

4.24 VAT Recovery on Business Activities – At present BTP benefits from the ability to recover VAT on EPSAs which are currently deemed by the HMRC to be business activities. At the time this arrangement was agreed with the HMRC it was understood that this was taking advantage of an anomaly in the VAT Code which other Forces benefit from in relation to Football Policing. HMRC have previously indicated that they intend to close off this anomaly for all Forces and there is some prospect that BTP will lose this ability to recover VAT on EPSAs from April 2013, this recovery is worth £500k per annum. Work is in hand with our Tax and VAT advisors to secure agreement from the HMRC to continue with this recovery post April 2013 on the basis that BTP's VAT status is materially different to Home Office forces and while there is some prospect that we will continue to benefit to some extent from this recovery arrangement this cannot be guaranteed. In the event that this budget risk does materialise in 2013/14 it would be necessary for the Authority to meet this cost from the Contingency Reserve.



- 4.25 **VIRGIN Train Passes** – The current franchising process for the West Coast Mainline may result in a medium term budget risk as the current operator provides passes which allow free rail travel. These passes are particularly used between London and Birmingham and the loss of these cards would have a significant financial impact in the region of £400k per annum. The position in respect of the franchising process is very uncertain and it is not considered necessary to make a budget provision at this time but this position may change subject to the outcome of the refranchising process.
- 4.26 **Withdrawal of Metal Theft Taskforce Funding** – The MTFP makes no provision to fund the additional activity which was funded by the £5m of Metal Theft Taskforce funding in 2011/12 and 2012/13. Should BTPA/BTP wish to continue with some of this activity into 2013/14 additional budget provision would need to be made.

5. BUDGET SAVINGS OVER THE MEDIUM TERM

- 5.1 BTP has an impressive track record of delivering savings. In 2010/11 budget savings equal to 2.5% of the budget were delivered these reduced costs by £5m. The 2011/12 budget included a further £8.2m of savings (4% of budget) which have been permanently removed from BTP's budget. These savings related to the 3.5% Savings Exercise (£6.8m), savings resulting from a review of Area Intelligence Bureau (£795k), and the removal of budget provision for the payment of Special Priority Payments (£605k).
- 5.2 A further £4.2m of savings (2% of budget) were delivered to balance the 2012/13 budget and a number of additional savings proposals for 2013/14 have been developed by the Futures Team in order to constrain pressure on the PSA. The additional savings for 2013/14 within the refreshed MTFP stands at £3.1m. In total the savings identified to balance the budget stand at £20.5m, equivalent to a 10% cash reduction in the budget over a four year period.



6. PROPOSED PSA LEVELS AND FUNDING GAP

6.1 At the BTPA proposed level of PSA there remains a small funding gap in 2013/14 of £190k (see appendix 1). The Chief Constable and Force Executive Board are confident that in addition to the effort taken to balance the budget to date further measures can be found to bridge this funding gap and return a balanced budget.

6.2 The PSA position is predicated on releasing savings as follows:

Previously Found Savings – In its meeting on 1 November 2012 the BTPA asked that BTP try to deliver a managed under spend of £1.6m from the 2012/13 budget in order to establish a savings pot to support a lower than otherwise PSA increase. On-going work within the Force had already identified £637k of savings which have been delivered in 2012/13 and this will reduce the call on the previously found savings. Work is in hand to identify opportunities to deliver further savings to establish the full £1.6m savings pot that is required.

Frontline Initiative Savings – During 2012/13 a number of budget savings were centralised through the Finance Review meetings process and these are to be applied to an initiative to increase the number of Police Officers on the front line. In total £1m has been committed to this purpose of this circa £250k will be spent during 2012/13 and the balance will be carried forward to fund the officers for a part year in 2013/14. The Chief Constable and Force Executive Board are resolved to fund these officers on a permanent basis from further efficiencies.

7. LONDON UNDERGROUND AREA BUDGET

7.1 The net budget for L Area for 2012/13 was set at £51.874m and the charge for centrally organised services provided to L Area was set at £9.365m. Discussions will need to be held with London Underground in order to set a budget for L Area for 2013/14.



8. CAPITAL PROGRAMME

8.1 Work is in hand within BTP to update the Capital Programme over the next three years, that work has been brought forward from previous years and incorporated within the Service Improvement Board to ensure there is time to consider and satisfy the authority to spend requirements within the BTPA Corporate Governance Code and Chief Constable's Delegation and Budget Responsibilities Letter.

8.2 Early indications from the Department for Transport indicate that the Capital Delegation will be £11.2m in the next two financial years which is in line with expectations.

9. CONCLUSIONS

9.1 The paper presents the refreshed BTP MTFP. There are a significant number of additional pressures which have emerged since Strategy Group considered the MTFP last year. These additional pressures have been robustly considered by the Force Executive Board and additional savings have been found in order to keep the budget and MTFP within the BTPA proposed PSA.

9.2 A refreshed MTFP and 2013/14 Budget will be presented to the full BTPA for approval at its meeting on the 13 December.



Medium Term Financial Plan - 2013/14 - 2016/17

		2013/14	2014/15	2015/16	2016/17
	para ref	£000	£000	£000	£000
Net Budget approved 2012/13 (excl. BTPA)		200,307	200,307	200,307	200,307
Pay and Inflation					
Police Officer pay award @ 1%, 1%, 2.5%, 2.5% pa	4.2	690	1,880	4,860	7,840
Police Staff pay award @ 1%, 1%, 2.5%, 2.5% pa	4.2	400	930	2,250	3,570
Net Impact of Winsor*	4.5	700	700	700	700
EPS Pay Progression	4.3	700	1,250	1,650	1,650
London Weighting increase of 10%	4.4	291	611	961	1,339
Non-pay Inflation @ 2.5%, 3.0%, 3.5%, 3.5% pa	4.9 - 4.10	1,250	2,950	4,700	6,450
Police Pension Employers Contributions Indexation	4.22	100	300	400	500
Total Pay and Inflation		4,131	8,621	15,521	22,049
Budget Increases/Decreases					
Airwave Usage Costs	4.12	200	400	400	400
Rent Reviews	4.13	50	248	269	269
CCTV Maintenance*	4.14	500	500	500	500
Frontline Initiative*	4.15	750	0	0	0
Leadership Academy*	4.16	141	141	141	141
Social Media*	4.17	100	100	100	100
NPIA successor bodies increase in charge*	4.18	150	150	150	150
Reduced depreciation due to 2012/13 capital spend*	4.19	(100)	(100)	(100)	(100)
Removal of Carbon Reduction Commitment Costs*	4.20	(80)	(80)	(80)	(80)
Total Budget Increases/Decreases		1,711	1,359	1,380	1,380
Budget increased for Pay and Inflation and Budget Increases/Decreases		206,149	210,287	217,208	223,736
Proposed PSA Funding Envelope		200,492	205,609	212,679	219,113
Funding gap (pre savings)		5,657	4,678	4,529	4,623
Futures Savings Proposals					
Corporate Resources	5.2	(693)	(990)	(990)	(990)
Dogs Review	5.2	(544)	(544)	(544)	(544)
Territorial Policing and Crime	5.2	(361)	(808)	(808)	(808)
Workforce Modernisation	5.2	(325)	(325)	(325)	(325)
Wide Area Network	5.2	(261)	(261)	(261)	(261)
Fleet Review	5.2	(223)	(268)	(268)	(268)
Pension Plus	5.2	(223)	(223)	(223)	(223)
ACC & PA posts reduction	5.2	(172)	(172)	(172)	(172)
L&D Savings to fund Leadership Academy	5.2	(141)	(141)	(141)	(141)
Central Operations	5.2	(116)	(268)	(268)	(268)
Central Analysis and Performance	5.2	(58)	(58)	(58)	(58)
Estates Rationalisation	5.2	0	(350)	(350)	(350)
Total Futures Savings Proposals		(3,117)	(4,408)	(4,408)	(4,408)
Funding gap (post savings)		2,540	270	121	215
Release of Savings					
Previously Found Savings	6.1	(1,600)	0	0	0
Frontline Initiative (savings found in 2012/13)	6.2	(750)	0	0	0
Funding Gap (post savings) and after release of savings		190	270	121	215

* indicates new budget increases/decreases since MTFP was approved in 2012/13