



To: Business Coordination Board

From: Chief Finance Officer

Date: 28 October 2020

REVENUE AND CAPITAL BUDGET MONITORING REPORT MONTH 5 2020/21

1. Purpose

1.1 The purpose of this report is to set out the budget monitoring for both Cambridgeshire Constabulary (the “Constabulary”) and Office of the Police and Crime Commissioner (OPCC) to the Business Co-ordination Board (the “Board”).

2. Recommendation

2.1 The Board is recommended to:

- a) Note the report
- b) Approve the proposed amendment to the Capital Programme of £101k for the feasibility costs relating to the development of the outline business case for Bedfordshire, Cambridgeshire and Hertfordshire (BCH) training facilities at Monks Wood, noting that this will be jointly funded by the BCH Forces.

3. Overview

3.1 This report sets out the budget monitoring for the Constabulary and OPCC for the 2020/21 financial year. The report brings together the revenue and capital budget monitoring into a single report providing the forecast outturn position for both as at period 5 (31st August 2020). Also included are the current balance sheet key performance indicators (KPIs), the Constabulary’s cash flow forecast for the year and the estimated balance on reserves at the end of the year.

3.2 **Revenue Budget**

3.2.1 The overall outturn forecast on the revenue budget at this reporting period is £930k, an increase of £205k on the period 4 under spend of £725k.

3.2.2 Within the £930k under spend the following are key points to note as set out in the Revenue Summary table at Section 2:

- a) Local Policing (including Operations and Investigations and Safeguarding) is reporting an underspend of £985k which is a further underspend of £196k compared to the prior month;
- b) Non-operational budgets are reporting an under spend of £341k, a reduction of £132k;
- c) Collaboration and Partnerships are also reporting an improved position by £144k with an outturn forecast of £318k over budget compared to £462k over the previous month; and
- d) The OPCC forecast remains stable at £76k overspend.

3.2.3 Bank holiday overtime and support staff overtime budgets have been moved from Command to the appropriate budget areas in August. This has resulted in a reduction in the underspend in Command offset by corresponding reductions in overspend or increases in underspend in other budget areas. Throughout the year to date there have been regular budget adjustments as a result of the Local Policing restructure and the delegation of budgets and financial management. Some Officer budget issues remain which will be resolved by end of September reporting. This will enable consistency in the comparison of monthly forecasts and provide the starting point for 2021/22 budget preparation.

3.2.4 Significant changes month on month within the above figures include:

- £138k increase in Officer pay and pensions, primarily due to a reduction in the number of expected leavers to the end of the year;
- £160k reduction in police staff forecast on Demand Hub which is as a result of a scaled back expectation on recruitment (allied to an expectation of leavers in year);
- £100k increase in transport due to an increase in expected fuel costs to the end of the year, reduced expectation of income coming back from collaboration for fuel and fleet charges and an increase in other vehicle costs;
- £54k increase in Legal fees in the Organisational Improvement Centre (OIC) for 3 tribunals;
- £149k income on mutual aid for Op Steam; and
- £142k reduction of forecast spend on BCH Collaboration in Major Crime Unit (MCU) (£50k), Information and Communications Technology (ICT) (£66k), Procurement (£72k), offset by an increase of £89k in Armed Policing Unit (APU).

3.2.5 An announcement is expected by government imminently that will enable the recovery of lost income as a result of Covid 19. This will enable the reimbursement of 75p in every £1 for lost income in excess of 5% of planned income. This will apply to collaborated units for Armed Policing at Luton airport, Cameras Tickets Collisions and in force for policing football matches, Newmarket Nights and the Burghley Horse trials. It should be noted that this is not currently reflected in the forecast.

3.3 **Capital Budget and Reserves**

3.3.1 The capital budget for the year is £10.7m and the outturn forecast on capital spend is now revised down to £6.8m at the end of period 5. The variance against budget is explained by:

- a) There being no current commitments against the Chief's delegated capital budget of £0.3m; and
- b) A revised forecast for spend on the Cambridge Southern Police Station (CSPS). The expectation is that the planning outcome will be known sometime around February 2021, as a result, it is not expected that the land purchase will be executed this financial year. The forecast outturn spend for CSPS for the year is therefore £0.5m (previously forecast at £4m).

3.3.2 Section 3 of the report on page 13 sets out a proposal for an addition to the 2020/21 capital programme for the initial feasibility for the development of the outline Business Case (OBC) for BCH training facilities at Monks Wood. The initial feasibility costs are £101k which will be funded by each of the BCH forces. It is recommended that this is an addition to the 2020/21 capital programme for approval by the Acting Police and Crime Commissioner (Acting Commissioner), for which the Constabulary's share would be £31k.

3.3.3 The Drug Forfeiture Reserve and the Asset Incentivisation Reserve are included in the reserves section. Currently there has been limited spend funded from these reserves which the Assistant Chief Constable (ACC) continues to review for potentially eligible schemes and projects. Further information will be reported in future months as projects are agreed.

3.3.4 Following the Resources Board held on 30 September a review of reserves is being undertaken especially in respect of the new financial risks presented by Covid 19. The underspend reported will help to add further resilience to the reserves position.

3.5 **Key Performance Indicators**

3.5.1 The cash flow position for the year has been strengthened with the expected deferral of the CSPS land purchase to 2021/22.

3.5.2 Prompt payment has previously been reported as being below target. The performance is actually above the 95% target at 97% and has been consistent all year. The notes in Section 4 set provide the explanation as to the change in the performance against this metric which was to do with an inconsistency in the basis of the calculation.

4. Revenue Budget 20/21 and Period 5 Forecast

4.1 Revenue outturn Summary

Chief Constable Revenue Budget Period 5 2020/21								
Year to date				Full Year				
Budget P5 £'000	Actual P5 £'000	Variance P5 £'000		Budget £'000	Year end Forecast P5 £'000	Year end Forecast variance P5 £'000	Year end Forecast variance P4 £'000	Change from prior month P4 £'000
			LP - Inv& Safeguarding					
652	680	28	Covert Authorities	1,544	1,609	65	42	23
2,178	2,206	28	Inv Stds & Devt	6,000	6,208	208	187	20
2,437	2,430	-7	I SCD	6,280	6,292	12	150	-137
3,979	3,526	-453	Protecting Vulnerable People	9,566	8,691	-875	-792	-83
54	52	-2	Safeguarding & Command	131	127	-3	-3	0
9,300	8,895	-405	Total LP - Inv& Safeguarding	23,521	22,928	-594	-416	-177
			LP - Ops					
396	338	-58	Business Support	1,507	1,504	-3	-3	0
738	817	79	Command	1,723	1,527	-196	-522	326
5,989	5,483	-506	Demand Hub	14,598	13,815	-783	-769	-13
9,844	10,204	360	Northern Hub	23,954	24,843	888	900	-12
1,114	1,027	-87	Partner & Ops Support	2,964	3,056	92	211	-119
9,819	9,636	-183	Southern Hub	23,897	23,508	-390	-191	-199
27,901	27,506	-394	Total LP - Ops	68,643	68,252	-391	-373	-17
9,892	9,953	61	Total Non -Operational	19,542	19,201	-341	-473	132
			Collaboration and Partnerships					
1,586	1,565	-21	Collaboration - Other	5,030	4,951	-79	-79	0
18,213	18,370	157	Collaboration - Tri Force	33,644	34,041	397	541	-144
19,799	19,935	136	Total Collaborated and Partnerships	38,674	38,992	318	462	-144
			Other Collaboration & Partnerships					
-4	-5	-1	OPCC Buildings	-9	0	8	7	1
-1,691	-1,699	-8	OPCC Cap/Grants	826	895	68	68	0
548	462	-87	OPCC Office	1,269	1,126	-143	-144	2
0	0	0	Reserves Moves		143	143	144	-2
-1,146	-1,242	-95	Total PCC	2,087	2,163	77	76	1
65,745	65,047	-698	NET BUDGET REQUIREMENT	152,467	151,536	-931	-725	-206
<i>Note: Figures may not cast due to rounding</i>								

4.2 Operational Policing

4.2.1 Police Officer bank holiday overtime and staff overtime budgets have now been allocated to individual areas. Finance are reviewing how the officer budget has been allocated as there are some areas that have a variance that is not in line with expectation. The aim is to complete this work for end of September reporting.

4.2.2 Investigations and Safeguarding

Covert Authorities (£65k over) This is primarily an expected overspend on Subscriber fees of £80k, offset by a £27k underspend on Informants. With a small underspend on Officer pay & allowances offsetting an overspend on staff pay and overtime. Staff pay and allowances overspend appears to be standby allowance, further work is being carried out to understand the reasoning behind this.

Investigations Currently forecasting officers as £213k overspend, despite the

Standards and Development (£208k over)	department being 2.44fte over strength in July. This is currently under investigation. Custody likely to overspend due in part to forecast overspend of £30k on Interpreters and £25k under recovery on immigration cost recovery. Underspend of £101k on Staff pay & allowances mainly due to vacancies within Victim & Witness Hub.
Intelligence and Specialist Crime (£12k over)	Currently forecasting an overspend of £284k on Officer pay & allowances. This figure is currently under review as the area are only 0.79fte over establishment in August. Staff pay and allowances are £154k forecast underspend, mainly due to vacancies in Intel Operatives. A further underspend of £100k is expected from Police Transformation Fund income as a result of an accounting error in 2019/20.
Protecting Vulnerable People (£875k Under)	Current Officer strength is under by 21.23fte. This is resulting in a forecast £722k underspend on Officers pay and allowances, following budget holder meetings, we have forecast vacancies will reduce through the year (at least 10fte by the end October). This is part offset by a forecast overtime spend of £39k. Staff strength is currently 2.98fte under strength, resulting in a forecast underspend of £96k. Non-pay underspend is as a result of a £100k saving on intruder alarms.
Safeguarding and Command (£3k under)	Small underspend on the Chief Superintendent budget.

4.2.3 Local Policing Operational

Business Support (£3k under)	Work has been carried out to assess non-pay and income required, and budgets have been moved to the relevant areas. An expected underspend of £60k on various non-pay areas and £18k Staff for 2 Property Officers (expected recruitment November) is expected to be offset by a £74k under recovery of income. Local Policing non-pay and income will continue to be monitored for the rest of the year and we will look to use this as the basis of the 2021/22 budget.
Command (£196k Under)	This includes unallocated Officer budgets, work is currently ongoing to understand the reasoning/requirement for these posts. PCSO underspend of £249k relating to vacant posts at the start of the financial year have been moved to Command. Bank holiday overtime budget has now been allocated to the relevant area
Demand Hub (£783k under)	Overall underspend has not changed significantly month on month bottom line, but this has been distorted by the addition of £21k in the bank holiday officer overtime budget and £111k support staff overtime budgets in August. Current forecasts are, underspends of £163k Officers pay and allowances (an increase of £190k on P4), £659k on Staff pay and allowances (a reduction of £123k on P4). These numbers consider recruitment plans for the rest of the year, with Officers currently 13fte under strength and Staff 16fte under. As a guide to the difficulty Demand Hub has of maintaining an establishment, there have been 18fte staff leavers in the last 12 months. Officer Overtime is forecast at a £36k overspend and Staff overtime £58k overspend.
Northern Hub	Officer pay and allowances currently forecast at £679k overspent

(£888k over)	and 15.66fte over strength. This is currently under review as the budgets need a re-alignment. Officer overtime is forecast at £205k overspend, and Staff pay is 1.52fte over strength and forecast to overspend by £22k, but this is down to part funding certain posts.
Partnership and Operational Support (£92k over)	Officers are forecast at £75k overspent and are currently 3.7fte under strength, which is due in part to an unfunded acting Superintendent post and an expected 1fte over strength Inspector on Partner & Ops support. Overspend on Staff of £36k is mainly due to funding for certain posts only being part year.
Southern Hub (£390k under)	Officer pay and allowances currently forecast at £521k underspent on a current strength that is 13.48fte over. This is currently under review as the budgets need a re-alignment. Officer overtime is forecast at £178k overspend and Staff pay is £18k under.

4.2.4 NON-OPERATIONAL DEPARTMENTS

The following is a summary of forecast outturn variances identified to date. As part of the monthly monitoring further variance analysis will be carried out between finance and budget holders to identify other budget movements and variances.

Estates (£119k Over) Overspends include £89k on Covid as a result of purchase of Force Control Room screens and additional cleaning required, £45k corrective work as a result of a water hygiene report, £40k building works which was due to the failure of pumps and extraction units and £45k on Engineering works as a result of Duct cleaning of Air handling units. This is partly offset by £51k general rates due to a rebate on Sawston police station.

Finance (£12k under) No significant variance to report in this period.

Organisational Improvement Centre (OIC) (£22k over) A forecast £210k overspend on Legal fees as a result of budget holder expectation of spend (including 3 Employment tribunals). Officer Pay and Pensions are expected to be overspent by £42k. This is offset by a forecast underspend of £218k on staff costs, which are mainly the result of the OIC restructure at the end of 2019/20.

National Police Chief's Council (NPCC) (£111k over) Subscriptions and Contributions are expected to be in the region of £171k overspent, staff pay £34k over, partly offset by £30k on Officers pay and allowances. A review of the NPCC budget is being undertaken

Corp Comms (£67k under) Corporate Comms are currently underspent on Staff as a result of maternity leave and a small amount of vacancy offset by acting up arrangements.

Insurance (£227k under) Insurance renewals are due in October, which poses a risk as this has adversely affected forecasts in previous years. Forecast underspend is primarily a reduction in the Brokers & Claims handling fees (Imprest account).

Corporate (£66k under) Forecast variances include staff costs being £200k underspent on additional Legal services, a £330k overspend on Officer pay, allowances and pension costs which is a pressure on unbudgeted posts allocated to the Covid job code. A reduced forecast of £60k

on Police Now (down from £160k), an expected underspend of £65k on Other Supplies & Services is offset by an overspend of £83k on Home Office IT Charges.

Ops (£341k over) Primarily an expected under recovery of income from various events including football, Newmarket Races and Burghley horse trials alongside overtime spend on Covid. All these events have been cancelled as a result of Covid meaning the income has not materialised and is creating a forecast pressure.

Fleet (£562k under) The forecast underspend is primarily due to Covid through a reduced forecast variance on fuel costs which has created a £345k saving, £90k on hire of vehicles and a reduced forecast of £120k on the cost of the fleet provided by Chiltern Transport Consortium. This is offset by a reduced amount normally recharged to collaborated units for their proportion of these costs. Work is required to review whether the existing fleet can be optimised further.

Non-Collaborated (net nil) No significant variance to report in this period.

4.3 BCH COLLABORATED UNITS

Collaboration – Programme Uplift Board (no variance) The current forecast outturn is expected to be on Budget. This is the cost for the Uplift Programme Director and Project Officer.

Enterprise Resource Planning (ERP) Set up costs (£51k over) Additional costs relating to unbudgeted spend in 2020/21 as the ERP project is finalised.

Athena (£3k under) The result of forecast Officer overspend of £42k a proportion of which relates to an unfunded ACC post for 4 months offset by staff underspends of £24k, £10k Agency and £11k Travel.

Change Team (£8k over) There is a forecast underspend on staff costs relating to 4fte Staff vacancies for part of the year. The underspend is offset however by an expected overspend of £35k on consultants for a Technical Project Manager.

General (£30k over) Management accounts are expected to be 1fte below establishment for the remainder of the financial year and the Systems team will also have a vacancy for the whole year. Corporate Comms have a small expected variance due to non-achievement of vacancy factor. This is offset by a £40k collaboration budget reduction which hasn't been assigned to a department.

Armed Policing Unit (APU) (£452k Over) £330k relates to expected under recovery of Luton airport income as a result of Covid and travel restrictions. Luton was closed for 2 weeks in April and has been at a reduced capacity since then. There is also a £97k forecast overspend on Firearms & Ammunition due to the absence of a training cartridge budget relating to taser training and £24k on a legal claim.

Dogs (£58k Over)	The forecast overspend is driven by increased Officer allowances due to a training overlap of 3 officers and Essential user lump sum following the outcome of a recent court case.
Major Crime Unit (MCU) (£75k Under)	This is due to 7fte vacancies part of the year, plus underspend on Officer overtime mainly due to reduced court attendance during the Covid crisis.
Operational Planning (£22k Over)	There is a Small overspend on Officers pay and allowances (£18k) as a result of being 1 Sergeant post over establishment in Protect and Prepare. This is covered by a vacant Sergeant post in the Roads Policing Unit.
Roads Policing Unit (RPU) (£86k Under)	Costs relating to Officers are forecast to be £30k underspent, mainly due to vacancies, which are partly offset by additional spend on overtime. Vehicle operating leases and Fuel costs are also expected to be underspent and vehicle recovery costs, causing a non-pay underspend of £49k.
Scientific Support (SSU) (£84k Under)	Police Staff pay is forecast to underspend by £22k due to the department carrying 4fte vacancies which is part offset by an expected overspend on Staff overtime and agency costs. Underspends on non-pay amount to £60k, which are currently forecast across non-pay budgets such as scene of crime consumables, accreditation and others.
Protective Services Command (£64k Over)	There is a forecast overspend on Pay of £45k due to retention of an Assistant Chief Constable (ACC) to oversee and coordinate BCH units in response to the Covid crisis, a £16k forecast overspend on other non-pay costs, including travel, operational/office equipment and staff welfare packs.
Force Resilience (£5k Over)	A small overspend on Staff pay £5k is forecast with the unit being fully established, therefore this relates to the non-achievement of the vacancy factor in the budget.
Cameras, Tickets & Collisions (CTC) (£120k Over)	Historically CTC Income exceeds spend, with the surplus being moved to the Road Casualty Reduction and Support Fund. Due to the reduced income expectation as a result of Covid, an overspend is forecast for 2020/21 due to the inability of courses to be provided. This includes National Driver Offender Retraining Scheme (NDORS) and Courts income, as forces were advised to reduce the processing of speeding offences to courts due to Courts not operating at full capacity.
Human Resources and Learning & Development (HR and L&D) (£38k Under)	Phase 2 of the HR transformation is underway, underspends are forecast on areas including staff (£7k), officers (£146k) and training course costs (£80k), but these are offset by additional agency costs of £130k and an expected overspend on redundancies (£108k).
Information Management Unit (IMD) (£10k Under)	Underspend on IT health checks and training, partially offset by a small underspend on staff

Payroll (£22k Under)	An underspend on staff costs due to a vacant post due to maternity leave in addition to a number of new post holders employed at lower grade than budgeted
Professional Standards (£19k Under)	Includes £62k forecast underspend on Officer costs which relates to delays recruiting to new posts in the Anti-Corruption unit. This is partially offset by £35k agency costs.
Firearms Licensing (£2k over)	Minimal forecast variance currently expected
CJ phase 1 & 2 (£29k over)	£12k overspend on additional overtime as a result of digital submissions required during the Covid crisis. 4fte additional Virtual Court officers recruited which has resulted in a £15k pressure
CJ/Custody SMT (£120k Over)	A forecast overspend due to Officer costs including a Chief Inspector covering a staff vacancy and seniority of officers in post against the budget for the post.
Public Contact (Digital Innovation) (£35k Over)	Overspend forecast on staff pay and allowances mainly due to 2fte additional staff following a decision to extend Single online home posts. 2 other posts have been upgraded at a pressure of £6k
ICT (£195k Under)	Various underspends are forecast across non-pay budgets including a reduction on the switch project and savings related to cancelled WAN lines. Below the line relates mainly to the True up of Microsoft Enterprise Agreements, digital interviewing software maintenance and AMO charges.

4.2.5 OTHER COLLABORATIONS

Procurement (£68k under)	This relates to an average of 5fte vacancies in the unit.
Air Support (no variance)	The annual charge budgeted for in year is not expected to change currently, however work is ongoing nationally and regionally to review the charging basis which may affect the forecast once concluded.
Regional Organised Crime Unit/Counter Terrorism Prevent (ROCU/CTP) (no variance)	No forecast figures have been provided yet. Based on prior years, the budget should be close to breakeven.
Kings Lynn PIC (no variance)	No forecast numbers are provided from Norfolk/Suffolk yet. In previous years forecast variances have typically been due to Officer and staff vacancies
Regional (no variance)	No forecast figures at the current time.
Athena AMO (no variance)	No forecast figures at the current time.

4.2.6 POLICE OFFICER PAY & ALLOWANCES

	Budget FTE	M5 FTE	August Var FTE	Full Year Budget	M1-5 Profile	M1-5 Actual	Full year forecast	Full Year Variance
Inv & Safeguarding Command	1.00	1.00	0.00	130,599	53,634	51,552	127,064	-3,535
Covert Authorities	14.00	13.71	-0.29	904,054	371,275	347,496	871,240	-32,814
ISCD	71.00	71.79	0.79	4,010,162	1,646,884	1,776,874	4,294,018	283,856
Inv Stds & Development	48.00	50.44	2.44	2,966,315	1,218,199	1,282,509	3,219,999	253,684
Protecting Vulnerable People	150.00	128.77	-21.23	8,194,296	3,365,214	2,979,731	7,487,474	-706,822
Local Policing Op Command	1.00	1.00	0.00	130,599	53,634	55,279	136,238	5,639
Demand Hub	71.50	58.47	-13.03	3,923,208	1,611,174	1,465,290	3,760,071	-163,137
Northern Hub	447.00	462.66	15.66	21,537,903	8,845,135	9,144,490	22,217,170	679,267
Southern Hub	444.00	457.48	13.48	21,637,132	8,885,886	8,653,016	21,116,205	-520,927
Partnership & Ops Support	35.00	31.30	-3.70	2,104,734	864,079	829,424	2,180,038	75,304
New Recruits	-	61.00	61.00			762,140	2,650,780	2,650,780
Expected Leavers			0.00				-1,260,000	-1,260,000
Non LP	14.00	22.89	8.89	1,622,729	666,367	852,479	2,016,382	393,653
LP Unallocated	35.61	0.00	-35.61	1,331,957	547,005	0	0	-1,331,957
Grand Total	1,332.11	1,360.49	28.38	68,493,688	28,128,485	28,200,279	68,816,678	322,990

Finance and HR are currently working to ensure the FTE numbers reported are accurate for Officers. This data should be aligned, but currently both HR and Finance are aware that data has slightly differing numbers. Work is ongoing to resolve this before Strategic Workforce Planning in October

4.2.7 POLICE STAFF PAY & ALLOWANCES

LP Dept New	Actual FTE			Budgeted 2020/21 Total	M1-5 Budget Profile	M1-5 Actual	M1-5 variance	Forecast spend 2020/21	Year end forecast variance
	Budget Post FTE	August 2020	August FTE variance						
Local Policing									
Covert Authorities	8.16	8.16	0.00	383,586	157,478	162,514	5,036	398,662	15,076
Inv Stds & Devt	56.86	55.27	-1.59	2,107,075	865,041	829,343	-35,697	2,006,394	-100,681
ISCD	50.29	47.20	-3.09	2,060,284	845,837	772,443	-73,395	1,906,124	-154,160
Protecting Vulnerable People	25.84	22.86	-2.98	836,340	343,352	303,684	-39,668	739,943	-96,397
Demand Hub	228.15	211.76	-16.39	10,408,114	4,273,969	3,910,936	-363,032	9,748,969	-659,145
Northern Hub	13.48	15.00	1.52	466,213	191,400	200,823	9,424	488,017	21,804
Southern Hub	6.52	7.05	0.53	236,770	97,204	92,642	-4,562	218,931	-17,839
Business Support	28.60	26.47	-2.13	878,062	360,481	351,603	-8,878	860,014	-18,048
Command	0.54	0.00	-0.54	10,994	4,513	0	-4,513	0	-10,994
Partner & Ops Support	19.93	22.03	2.10	730,821	300,044	311,278	11,233	766,411	35,590
Grand Total	438.37	415.80	-22.57	18,118,259	7,439,318	6,935,266	-504,052	17,133,464	-984,795
In-House other									
OIC	28.16	20.16	-8.00	1,133,290	465,262	347,003	-118,259	915,037	-218,253
Insurance	2.00	2.00	0.00	92,407	37,937	40,906	2,969	95,346	2,939
Finance	12.52	12.33	-0.19	543,039	222,940	220,151	-2,789	536,447	-6,592
NPCC	5.00	5.81	0.81	326,385	133,994	148,142	14,147	359,922	33,537
Estates	18.85	17.85	-1.00	765,115	314,111	307,318	-6,793	779,478	14,363
Corp Comms	14.95	15.78	0.83	739,295	303,511	261,326	-42,185	675,210	-64,085
Corporate	3.00	3.00	0.00	119,002	48,871	49,273	401	118,989	-13
Corporate - Legal	0.00	0.00	0.00	200,000	82,092	0	-82,092	0	-200,000
Fleet (Non-Chargeable)	4.25	5.00	0.75	113,370	46,543	61,965	15,422	148,543	35,173
Grand Total	527.10	497.73	-29.37	22,150,162	9,094,580	8,371,349	-723,231	20,762,436	-1,387,726

An underspend in period 5 on staff costs is forecast forward based on information from budget holders. This table is produced and reviewed at the Strategic Workforce Planning meeting. Further work is being carried out to identify the reasoning for vacancies, the

length of the vacancy, and the realistic likelihood of the post continuing to be being required.

4.2.8 OFFICER OVERTIME

Officer overtime is split into 3 areas excluding Collaborated units: 1) Bank Holiday overtime; 2) Local Policing Non-Bank holiday; and 3) Level 2 Operations.

Bank Holiday Overtime

In prior years, the Bank holiday overtime budget and spend was reported against a corporate code. Due to a change of Payroll system overtime is now automatically coded to the cost centre where the Officer's salary is paid from. The Bank holiday overtime budget has now been allocated to the relevant budget areas based on expected usage per area as part of the Local Policing budget restructure referred to earlier. At the end of Period 5 (August), 4 Bank Holidays out of the 8 in financial year have been paid.

Officer Bank holiday				
Budget/Spend to the end of August	Full year Budget	August actual	Forecast M5	Forecast variance
Covert Authorities	0	388	788	788
Demand Hub	20,936	19,388	39,676	18,740
Inv Stds & Dev't	11,964	16,474	32,948	20,984
ISCD	61,479	13,043	26,086	-35,393
Northern Hub	310,055	125,152	250,306	-59,749
Partner & Ops Support	7,643	6,688	13,376	5,733
Protecting Vulnerable People	77,762	34,714	69,428	-8,334
Southern Hub	310,055	112,075	224,151	-85,904
Grand Total	799,894	327,922	656,759	-143,135

Local Policing Non-Bank Holiday

The table below provides the spend by area, excluding Bank Holiday spend reported in the above table. The current forecast is based on information from meetings with Budget holders. This currently indicates a significant budget pressure of £607k if overtime continues at the same rate. The forecast will be reviewed monthly and refined based on the latest information.

LP non Bank holiday				
Budget/Spend to the end of August	Full year Budget	August actual	Forecast M5	Forecast variance
Covert Authorities	4,108	2,592	7,000	2,892
Demand Hub	32,562	17,271	49,820	17,258
Inv Stds & Dev't	59,240	16,784	38,256	-20,984
ISCD	87,944	48,754	123,337	35,393
Northern Hub	250,456	173,369	514,865	264,409
Partner & Ops Support	10,337	0	6,688	-3,649
Protecting Vulnerable People	113,535	61,340	160,572	47,037
Southern Hub	236,218	170,784	500,864	264,646
Grand Total	794,400	490,894	1,401,402	607,002

Using COTS purpose codes, the first 5 months of Officer overtime spend has been categorised below. Bank Holidays are the largest spend by purpose, based on 4 Bank

Holidays paid in periods 1 - 5. Prisoner Arrest/Interview and Operations – Intelligence are the next 2 largest spends. Spend relating to specific Operations is also reported below.

Officer overtime hours by type to mid September	
Purpose	Hours
Bank Holidays	13,809
Prisoner Arrest/Interview	8,331
Operations - Intelligence	5,132
Enquiries - Crime	4,519
Public Order patrols	3,751
Staff Shortages	2,167
Domestic Incidents	1,755
Cover - Departmental	1,596
Search - General	1,240
Public Order Incidents	1,195
Prisoner Escort	1,023
File Preparation	837
Drugs Incident/Enquiry	824
Other	7,429
Grand total	53,606

Operational spend to the end of August	
Operation	Total
COVID-19	165,587
PESTLE	119,528
LIGHTHOUSE - CAMBS LP	12,024
MCU SUPPORT CAMBS	6,813
NEEDHAM	6,462
SQUIRREL	5,222
STEAM	1,947
LAYSAN	1,894
Other	2,116
Total	321,593

4.2.9 STAFF OVERTIME

Staff overtime by purpose is provided in the table below for period 1-5 to Mid-September.

Police Staff Overtime spend to the end of August 2020				
Department/Area	Spend to		Forecast	
	Full year budget	end of August	Annual Spend	Forecast variance
Local Policing				
Business Support	135	364	500	365
Command	0	0	0	0
Demand Hub	111,070	58,118	169,289	58,219
Northern Hub	336	825	2,474	2,138
Partner & Ops Support	183	629	1,509	1,326
Southern Hub	16	30	70	54
Covert Authorities	4,268	11,935	24,000	19,732
Inv Stds & Devt	23,057	7,841	23,457	400
ISCD	22,223	9,328	22,223	0
Protecting Vulnerable People	587	1,381	2,500	1,913
LP Total	161,875	90,451	246,022	84,147
OIC	8,000	2,556	3,500	-4,500
Corporate Comms	0	963	1,500	1,500
Operations	0	36,996	58,218	58,218
Grand Total	169,875	130,966	309,240	139,365

Staff overtime hours by type to mid September	
Purpose	Hours
Bank Holidays	4,176
Staff Shortages	2,482
Cover - Departmental	1,894
On-call	853
Scenes of Crime	572
Operations - Intelligence	463
Training - Ops	126
Other	602
Grand total	11,166

5. Capital Funding and Budget 2020/21

5.1.1 The capital spend and financing to the end of August is shown below and includes £1.3m of capital carry forwards for schemes to be completed which brings the total planned capital spend for the year to £6.8m.

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2020/21 Capital Budget	Actual & Committed 2020/21	Forecast 2020/21	%
All figures £'000								
Capital Payments:-								
Land & Buildings	792	4,998	-	-	5,790	916	2,239	39%
Fleet	-	1,478	-	-	1,478	1,415	1,478	100%
IT & Communications	459	2,439	-	-	2,898	984	2,851	98%
Other Collaboration	51	145	29	-	225	136	225	100%
Schemes approved subject to further business case	-	300	-	-	300	-	-	0%
TOTAL	1,302	9,360	29	-	10,691	3,451	6,793	64%

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2020/21 Capital Budget
All figures £'000					
Capital Financing:-					
Capital Grants	280	136	29	-	445
Carry Forward Reserve	1,022	-	-	-	1,022
Capital Receipts	-	537	-	-	537
Estates Reserve	-	862	-2	-	860
RCCO	-	1,440	-	-	1,440
Borrowing	-	6,385	2	-	6,387
TOTAL	1,302	9,360	29	-	10,691

5.1.2 The forecast capital outturn for the 2020/21 Capital Programme is currently £6.8m at period 5 (August 2020) as none of the Chiefs delegated budget has been used to date. In addition the purchase of land for the Cambridge Southern Police Station is not anticipated to take place until 2021/22 as it is dependent on the outcome of the planning application and subsequent stages in the process.

5.1.3 Forecasts are kept under review as projects progress to identify any slippage in the planned projects. A breakdown of spend and commitments against budget for each project is set out in Appendix 2 and the Medium Term Financial Plan is at Appendix 3.

5.2 CAPITAL PAYMENTS (YEAR TO DATE) AND MAJOR SCHEME UPDATES

5.2.1 The Land and Buildings projects have a total actual and committed spend of £916k (16%) against a budget (including carry forwards) of £5,790k. The major projects being the Major Repairs project (£156k), the Southern Police Station project (£379k), and the Copse Court Car Park (£163k).

5.2.2 The Fleet projects are managed by Chiltern Transport Consortium and have an actual spend and commitment of £1,415 (96%) against a budget of £1,478k.

5.2.3 The total actual and committed spend for the IT and Communications projects is £984k (34%) against a budget of £2,898k. The major projects being the PC/Laptop Replacement project (£371k) and the Networks project (£126k).

5.2.4 The remaining Other Collaboration projects have an actual spend and commitment of £136k (61%) against a total budget of £225k.

5.2.5 The most significant project in the capital programme in terms of value is the Cambridge Southern Police Station (CSPS) with a value of £35m. This is a project to put in place a new southern police station including modern custody facilities and the provision of other policing services. The planning application was submitted for the project in September and is now with the planning authority for consideration. Work will continue to support and brief stakeholders as required by the planning authority and it is expected that the planning outcome will be notified to the Constabulary sometime around January/February 2021.

5.2.6 There will be a slippage of £47k into 2021/22 on the ICT Telephony project due to a delay in the ICCS upgrade to support the Airwave DCS, as a result of the Home Office concerns over the resilience of the upgrade.

5.3 CAPITAL FINANCING

5.3.1 Capital Financing is on track at present with the exception of the CSPS Land purchase.

5.3.2 The total capital expenditure forecast for the year and the planned financing of the expenditure is set out in the following table.

	£k
2020/21 Forecast Capital Expenditure	5,491
2020/21 Carry Forward	1,302
	6,793
2020/21 Planned Capital Financing	
Capital Grants	445
Borrowing	2,489
Capital receipts	537
Carry Forward Reserve	1,022
Estates Reserve	860
Revenue Contributions to Capital	1,440
Total Capital Financing	6,793

5.4 PROPOSED AMENDMENTS FOR APPROVAL

5.4.1 The BCH collaboration are currently undertaking work to develop the Outline Business Case (OBC) for the development of new Operational Support Unit training facilities. The Strategic Outline case has identified Monks Wood as a potential option. As the Acting Commissioner owns the Monks Wood site the Constabulary is the lead force in the development of the scheme working with the BCH Change Management Office. As part of the OBC development there is a need to undertake due diligence, feasibility and initial design and cost work. Consultants have been identified from a public sector framework contract to provide this support which would cost in the region of £0.7m if the whole project proceeds to construction. The initial feasibility costs are £101k which will be funded by each of the BCH forces. Therefore it is proposed that an addition to the 2020/21 capital programme is made in order to undertake the feasibility work required for the OBC at a cost of £101k, for which the Constabulary's share would be £31k.

6. Sales & Purchase Ledger KPI's

6.1 SALES LEDGER & CREDIT CONTROL KPI

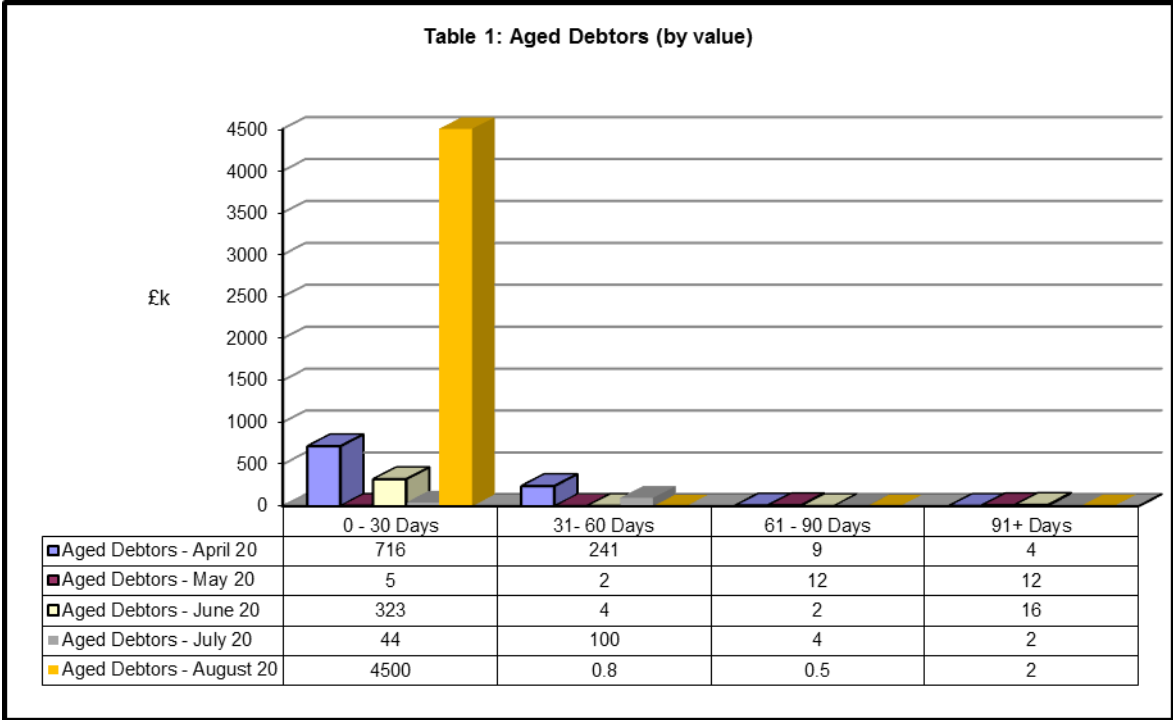
6.1.1 The overall sales ledger balance at 31st August 2020 was £4.5m; this compares with £150k for the end of July 2020. The Finance Officer and Supervisors efforts continue on a regular basis to reduce the level of outstanding debt.

6.1.2 The outstanding debt days between June and July 2020 decreased as the overall sales ledger balance decreased significantly to £150k due to the debt recovery process being very efficient. This figure has then increased again between July and August due to the value of invoices being raised. In the month of August alone, the value of invoices raised came to just over £5.1 million. This therefore has a big impact on the average debtor days below. In comparison the debtor days for the month of August itself is 26.11 days.

6.1.3 The ability to accept card payments continues to aid with debt recovery. This often encourages customers to make immediate payment, rather than waiting the 28 days.

2016/17	2017/18	2018/19	2019/20	2020/21 Ytd
106.3 days	28.3 days	11.4 days	7.08 days	97.8 days

6.1.4 Table 1 shows there was a small amount of outstanding debt at 91+ days for August 2020 which has decreased from July as customers are becoming easier to contact with lockdown having eased over recent months.



6.2 PURCHASE LEDGER & SUPPLIER KPI

- 6.2.1 The Acting Commissioner seeks to achieve the prompt payment of invoices within 30 days for all suppliers.
- 6.2.2 97% of invoices were paid within the 30 day target for the 5 months to 31 August 2020. Prior month results showing KPI below target were based incorrectly on the number of invoices paid within 30 days from invoice date rather than from the date the Constabulary received the invoice. This has now been corrected and the KPI updated accordingly.
- 6.2.3 Covid has not affected the ability to pay invoices on time. The Purchase Ledger Team has worked flexibly between home and office, ensuring that when required to come into the office to scan invoices or produce Bacs run staff did so in a Covid secure way. This arrangement continues under the current operating environment.
- 6.2.4 Covid has had more of an impact on a number of suppliers issuing their invoices to the Constabulary, particularly during the full lockdown period. There is now an increase in invoices being sent to the Constabulary with a number of them going back to services/goods provided months before, which is as expected with the impact of Covid 19.

	2017/18	2018/19	2019/20	2020/21
Invoices Paid no.	16,419	13,613	13,142	3,520
Paid within 30 days (no)	15,971	13,294	12,730	3,423
Paid within 30 days (%)	97%	98%	97%	97%
Target	95%	95%	95%	95%

7. Cash Position and Reserves

7.1 LOANS

- 7.1.1 The table below shows a summary of our loans and balances outstanding loan balances at 31st August 2020. Repayments and interest are paid quarterly. There are no new loans planned this year.

PWLB Loans	Balance as at 31/08/2020	Cash Balance as at 31/08/2020
Loan 1	£851,654.11	£851,654.11
Loan 2	£1,397,896.25	£1,397,896.25
Loan 3	£2,800,060.90	£2,800,060.90
Loan 4	£2,752,260.82	£2,752,260.82
Loan 6	£10,000,000.00	£10,000,000.00
Total	£17,801,872.08	£17,801,872.08

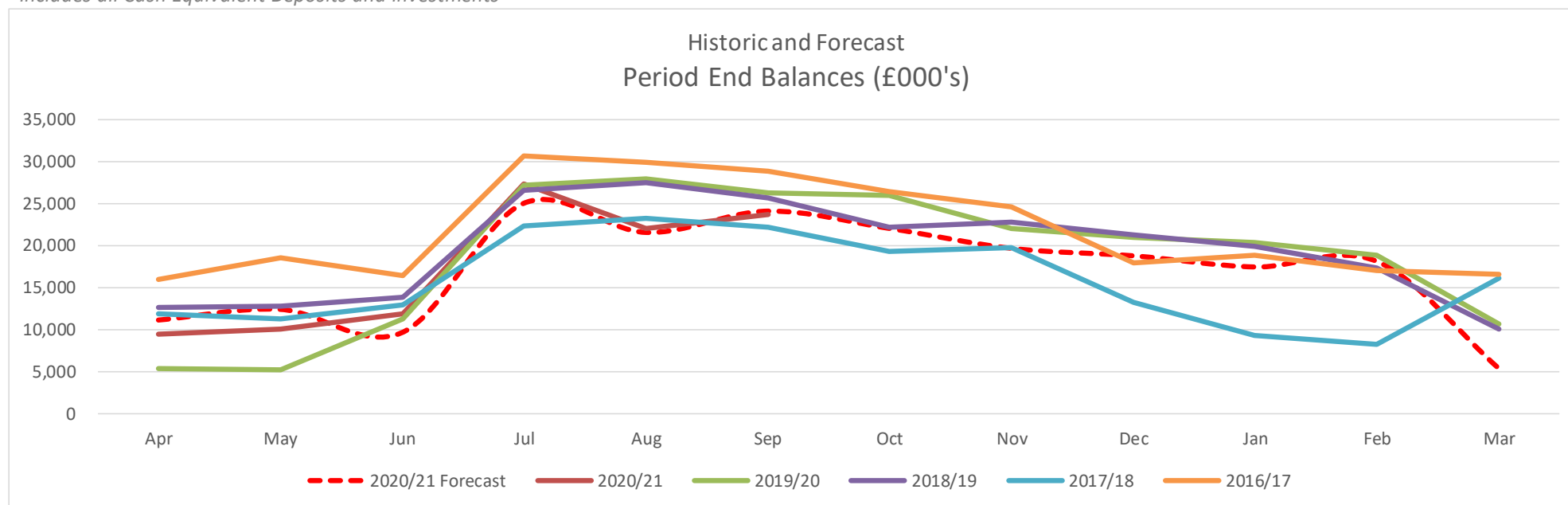
7.2 CASHFLOW FORECAST

The table below shows our cash flow forecasted to 31 March 2021. Included in this is the £4.0m if spend on CSPS Land is purchased, however following meetings this week the Land is now expected to be spent during Summer 2021. Therefore, we will adjust cashflow accordingly next month. The inflows are low in March as we do not receive precept in this month.

Cash Flow 2020/21

	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Cash Flow (£ 000's)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cash Balance *	10,872	9,402	9,948	11,832	27,223	21,926	23,624	22,146	19,604	18,714	17,384	18,039
Cash Inflows	17,275	15,086	16,410	30,272	8,597	19,266	16,626	15,517	15,983	15,483	17,207	9,148
Cash Outflows	18,745	14,540	14,526	14,881	13,894	17,568	18,104	18,059	16,873	16,813	16,552	21,913
Net Cash Flow	-1,470	546	1,884	15,391	-5,297	1,698	-1,478	-2,542	-890	-1,330	655	-12,765
Closing Balance	9,402	9,948	11,832	27,223	21,926	23,624	22,146	19,604	18,714	17,384	18,039	5,274
2019/20												
Period Closing Balance	5,253	5,168	11,152	27,146	27,892	26,194	25,880	22,009	20,850	20,330	18,742	10,552

* Includes all Cash Equivalent Deposits and Investments



7.3 RESERVES

7.3.1 Group usable reserves are expected to decrease overall by £1.3m by the end of 2020/21 which is set out in the table below. The main movements are in the planned application of the Estates Development Reserve (£860k) and the use of capital receipts from the Capital Receipts Reserve (£537k).

Group Usable Reserves

	Balance 31 March 2020	Forecast Forecast	Forecast Balance 31 March 2021
	£000	£000	£000
Carry Forward Projects Reserve	1,075		1,075
Insurance Reserve	976		976
Ill-Health Retirement Reserve	398		398
Capital Reserve	0		0
Drug Forfeiture (Operational) Reserve	372	56	428
Budget Assistance Reserve	1,887		1,887
			0
Capital Carry Forward Reserve	1,464		1,464
Asset Incentivisation Reserve	466	(93)	373
Road Casualty Reduction & Support Fund	1,050		1,050
Collaboration & Commissioning Reserve	564	143	707
ICT Development Reserve	0		0
Estates Development Reserve	860	(860)	0
Total Earmarked Reserves	9,112	(754)	8,359
General Reserve	7,198		7,198
Total General and Earmarked Reserves	16,310	(754)	15,557
Capital Receipts Reserve	537	(537)	0
Unapplied Capital Receipts Reserve	189		189
Total Usable Reserves	17,036	(1,291)	15,746

7.3.2 Further analysis is provided in respect of the Drug Forfeiture Reserve and the Asset Incentivisation Reserve. These reserves are available to support operational policing and crime prevention. To date there has been limited applications for contributions from these reserves, which the ACC is keeping under review with the Senior Leadership Team to identify eligible schemes that can be funded from these reserves.

Recovered Asset/POCA at the end of September 2020	
	£
Reserves	-466,042.60
Spend	84,737.14
Income in year	-77,221.29
Balance available	-458,526.75

Drugs Forfeiture at the end of September 2020	
	£
Reserves	-372,265.56
Spend	
Income in year	-55,491.99
Balance available	-427,757.55

8 Recommendation

8.1 The Board is recommended to:

- (a) Note the report
- (b) Approve the proposed amendment to the Capital Programme of £101k for the feasibility costs relating to the development of the outline business case for BCH training facilities at Monks Wood, noting that this will be jointly funded by the BCH Forces.

BIBLIOGRAPHY

Source Document	
Contact Officer	Jon Lee, Director of Finance and Resources

Appendix 1

As noted above, all budgets and spend on Operational Policing have been allocated, as well as separating Level 2 spend. This work to assess and re-code Officer budgets will be completed by the end of September monthly reporting.

Chief Constable Revenue Budget Period 5 2020/21								
Prior Month Variance £'000		Full Year Budget £'000	Year to date budget £'000	Year to date actual £'000	Year to date Variance £'000	Year end Forecast £'000	Year end Forecast variance £'000	Previous month Year end Forecast £'000
	LP - Inv& Safeguarding							
9	Covert Authorities	1,544	652	680	28	1,609	65	42
36	Inv Stds & Devt	6,000	2,178	2,206	28	6,208	208	187
21	ISCD	6,280	2,437	2,430	-7	6,292	12	150
-321	Protecting Vulnerable People	9,566	3,979	3,526	-453	8,691	-875	-792
-2	Safeguarding & Command	131	54	52	-2	127	-3	-3
-256	Total LP - Inv& Safeguarding	23,521	9,300	8,895	-405	22,928	-594	-416
	LP - Ops							
-26	Business Support	1,507	396	338	-58	1,504	-3	-3
-309	Command	1,723	738	817	79	1,527	-196	-522
-364	Demand Hub	14,598	5,989	5,483	-506	13,815	-783	-769
403	Northern Hub	23,954	9,844	10,204	360	24,843	888	900
-29	Partner & Ops Support	2,964	1,114	1,027	-87	3,056	92	211
-3	Southern Hub	23,897	9,819	9,636	-183	23,508	-390	-191
-328	Total LP - Ops	68,643	27,901	27,506	-394	68,252	-391	-373
	Non Operational - in-house							
43	Estates	5,170	2,521	2,558	37	5,289	119	124
0	Finance	573	228	226	-2	561	-12	-11
-32	Organisational Improvement Centre	1,671	672	643	-29	1,693	22	42
51	NPCC	1,451	595	646	51	1,562	111	168
-33	Corp Comms	811	329	280	-49	745	-67	-74
-97	Insurance	924	321	219	-102	697	-227	-227
-36	Corporate	6,226	4,166	4,266	101	6,160	-66	-384
322	Ops	145	11	238	228	486	341	530
-229	Fleet	2,570	1,063	890	-173	2,008	-562	-642
0	Non Collab	0	-12	-12	0	0	0	0
-10	Total Non -Operational	19,542	9,892	9,953	61	19,201	-341	-473
	Collaboration and Partnerships							
	Collaboration Set up costs							
0	Uplift Programme Board	47	67	66	0	47	0	0
16	ERP set up costs	0	160	180	20	51	51	51
9	Athena	307	103	107	4	304	-3	22
0	Athena AMO	135	26	26	0	135	0	0
-5	Change team	220	39	42	3	228	8	-7
-3	General	296	-367	-367	0	326	30	30
	Joint Protective Services							
124	Armed Policing Unit	2,805	1,079	1,233	154	3,258	452	373
0	CTP	749	539	539	0	749	0	0
20	Dogs	891	387	407	20	949	58	58
-14	Major Crime Unit	3,085	636	605	-31	3,010	-75	-24
11	Operational Planning	366	557	564	7	388	22	25
-25	RPU	3,860	1,599	1,565	-34	3,774	-86	-77
-30	Scientific Services Unit/Visual Evidence	3,034	884	851	-33	2,950	-84	-73
23	Protective Services Command	266	446	473	27	330	64	83
2	Force Resilience	120	98	104	6	125	5	5
-97	CTC Expenditure	1,889	-363	-490	-127	1,584	-305	-305
137	CTC Income	-1,889	-387	-188	199	-1,464	426	426
	Surplus generated by CTC - to reserves							
	Organisational Support							
-10	HR and L&D	5,475	3,075	3,059	-16	5,437	-38	-30
-7	IMD	1,031	755	752	-3	1,021	-10	-21
-11	Payroll	211	378	370	-8	189	-22	-22
3	Procurement	380	329	304	-24	312	-68	4
-3	Professional Standards Unit	1,276	626	618	-9	1,257	-19	-13
	Operational Support							
0	Firearms Licensing	212	245	247	2	214	2	-1
3	CJ phase 1&2	790	-111	-100	10	819	29	12
34	CJ/Custody SMT	171	-169	-129	40	291	120	120
13	Public Contact	356	-237	-224	13	391	35	34
-35	ICT	7,696	7,847	7,785	-62	7,501	-195	-129
-1	LCJB	0	0	-1	-1	0	0	0
	Other Collaboration & Partnerships							
0	Air Support	875	219	219	0	875	0	0
0	ERSOU	2,419	890	890	0	2,419	0	0
0	Kings Lynn PIC	802	170	170	0	802	0	0
0	Regional Collaboration	303	20	25	5	303	0	0
-27	SARC	495	261	235	-26	417	-78	-78
126	Total Collaborated and Partnerships	38,674	19,799	19,935	136	38,992	318	462
-469	CHIEFS NET BUDGET REQUIREMENT	150,381	66,891	66,288	-603	149,373	-1,008	-801
	NON-FORCE							
-2	OPCC Buildings	-9	-4	-5	-1	0	8	7
-22	OPCC Cap/Grants	826	-1,691	-1,699	-8	895	68	68
-55	OPCC Office	1,269	548	462	-87	1,126	-143	-144
0	Reserves Moves				0	143	143	144
-79	Total PCC	2,087	-1,146	-1,242	-95	2,163	77	76
-548	NET BUDGET REQUIREMENT	152,467	65,745	65,047	-698	151,536	-931	-725

Appendix 2

Notes at Para.	Scheme Title	Job Code	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Proposed Programme Amendments £'000	Revised Capital Budget 2020/21 £'000	Actual YTD £'000	Commitments YTD £'000	Committed & Spent YTD £'000	Full Year Forecast £'000
	Land & Buildings									
	Major Repairs Planned	Various	-	585	-	585	115	41	156	585
	Wisbech Police Station Refurb	C8068	440	-	-	440	5	-	5	440
	HQ Lead Decontamination and Prevention	C8106	7	-	-	7	-	16	16	7
	Monks Wood Adaptation	C8108	-	-	-	-	-	-	-	-
	Demand Hub - Building Works	C8114	25	-	-	25	-	-	-	25
	CSPS Southern Police Station	C8121	-	4,000	-	4,000	64	315	379	449
	HQ Car Park Extension	C8127	4	-	-	4	-	5	5	4
	Exercise Yard at Thorpe Wood	C8128	-	-	-	-	-	2	2	-
	HQ VEU Building	C8130	-	13	-	13	80	1	80	13
	Copse Court Car Park	C8131	176	-	-	176	61	102	163	176
	Data Centre UPS	C8132	140	-	-	140	92	9	101	140
	Replacement of Door Readers	C8134	-	400	-	400	9	-	9	400
	Land & Buildings Total		792	4,998	-	5,790	426	491	916	2,239
	Fleet									
	Vehicle Replacement Programme	C8010	-	1,478	-	1,478	491	924	1,415	1,478
	Fleet Total		-	1,478	-	1,478	491	924	1,415	1,478
	Non ICT Collaboration									
	Covert Equipment Renewal	C8022	28	45	-	73	4	-	4	73
	JPS Capital	C8028	-	100	-	100	-	21	21	100
	JPS ANPR	C8071	23	-	-	23	-	18	18	23
	JPS ERSOU	C8104	-	-	-	-	-	-	-	-
	CED Tasers	C8133	-	29	-	29	93	-	93	29
	Non ICT Collaboration Total		51	174	-	225	98	39	136	225

Notes at Para.	Scheme Title	Job Code	Budget B/Fwd	Original Capital Programme as amended*	Proposed Programme Amendments	Revised Capital Budget 2020/21	Actual YTD	Commitments YTD	Committed & Spent YTD	Full Year Forecast
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	ICT Collaborated									
	Infrastr - digital forensics (DFU Storage-Cam)	C8125	-	60	-	60	1	6	6	60
	PC/Laptops Replacement	JC0001	-	658	-	658	371	0	371	658
	Printers	JC0002	-	41	-	41	2	-	2	41
	Networks	JC0005	-	184	-	184	-	126	126	184
	Infrastructure - Servers	JC0006	-	19	-	19	4	-	4	19
	Infrastructure - Storage	JC0007	-	173	-	173	4	-	4	173
	Infrastructure - Back up	JC0008	-	32	-	32	5	-	5	32
	Telephony	JC0009	-	289	-	289	1	-	1	242
	Mobile Comms - Airwaves	JC0010	-	113	-	113	-	74	74	113
	Mobile Comms - Smartphones	JC0011	-	0	-	-	2	-	2	-
	Mobile Comms - BWV (Body Worn Video)	JC0012	-	57	-	57	49	-	49	57
	Digital Interviewing	JC0013	199	315	-	514	-	-	-	514
	Storm	JC0014	19	0	-	19	-	-	-	19
	Tetra	JC0016	-	130	-	130	63	23	85	130
	Service Design - Confidential Network	JC0017	-	32	-	32	-	-	-	32
	Service Design - Management Information	JC0018	-	32	-	32	-	-	-	32
	POLICE NOW - Growth	JC0019	-	111	-	111	42	36	78	111
	PC Monitor Replacement	JC0020	-	37	-	37	-	-	-	37
	Port Replicator Replacement	JC0021	-	12	-	12	-	-	-	12
	WAN Replacement	JC0022	-	32	-	32	-	-	-	32
	ICT Collaboration Total		218	2,326	-	2,544	542	264	807	2,497
	ICT Other									
	ESMCP Devices and Fitting	HC8039	173	-	-	173	-	-	-	173
	DNSP	BCHCAB	14	-	-	14	-	-	-	14
	ESN - ICCS	BCHCAA	-	-	-	-	-	1	1	-
	ERP I-Learn (non ICT Budget)	BCHCAG	-	32	-	32	41	46	88	32
	Athena	C8035	-	81	-	81	0	35	35	81
	Seven Forces PSD Monitoring System	C8120	-	-	-	-	-	-	-	-
	Applications - Tuserv (non IT Budget)	JC0003	54	-	-	54	5	49	53	54
	ICT Other Total		241	113	-	354	46	131	177	354
	Schemes Approved Subject to Further Business Case									
	Delegated Chief's Budget		-	300	-	300	-	-	-	-
	Grand Total		1,302	9,389	-	10,691	1602	1,849	3,451	6,793

*Approved Capital Programme + / - previously authorised additions, deletions & virements

Note: figures may not cast due to roundings

Appendix 3 – Capital Medium Financial Plan

Capital Programme 2020/21 - 2023/24						
Capital Programme No.	Description of Bid	Budget Programme 2020/21 £	Forecast Programme 2020/21 £	Forecast Programme 2021/22 £	Forecast Programme 2022/23 £	Forecast Programme 2023/24 £
Section A	Projects where Funding Approved in Previous years					
1	Athena	81,334	81,334	42,000	42,000	42,000
	Section A Totals	81,334	81,334	42,000	42,000	42,000
Section B	Estate Programme					
2	Cambridgeshire Southern Police Station	4,000,000	449,000	12,500,000.00	15,000,000	7,051,000
3	Estates Major Repairs Planned	585,000	585,000	585,000	585,000	600,000
4	VEU Building HQ	13,000	13,000			
5	Monks Wood			8,400,000		
6	Replacement of Door Readers	400,000	400,000			
7	St Neots			500,000		
8	St Ives					
	Section B Totals	4,998,000	1,447,000	21,485,000	15,585,000	7,651,000
Section C	Fleet Programme					
6	Vehicle Replacement Programme	1,478,355	1,478,355	1,522,706	1,568,387	1,615,438
	Section C Totals	1,478,355	1,478,355	1,522,706	1,568,387	1,615,438
Section D	ICT Enabling Programme					
7	ICT Programme 2018/19	2,326,346	2,229,666	1,511,588	1,396,146	1,200,000
16	ERP - i-learn completion	31,000	81,000	0	0	0
	Section D Totals	2,357,346	2,310,666	1,511,588	1,396,146	1,200,000
Section E	Operational Programme					
19	JPS General	100,000	100,000	100,000	100,000	150,000
	Covert Equipment	45,000	45,000	45,000	45,000	45,000
20	CED Tasers		29,000			
21	Delegated Chief's Budget	300,000	0	300,000	300,000	300,000
	Section E Totals	445,000	174,000	445,000	445,000	495,000
	Totals for All Schemes	9,360,035	5,491,355	25,006,294	19,036,533	11,003,438

Funding Proposal						
Section D	Capital Financing	2020/21	2020/21	2021/22	2022/23	2023/24
	Capital Grants	135,656	164,656	135,656	135,656	135,656
	Highways Agency Grant (VEU Building)	0				
	RCCO	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	RCCO (from Colloboration Vehicle recharges)	440,000	440,000	440,000	440,000	440,000
	Capital Receipts	612,000	537,000	3,500,000	0	
	Capital Reserves	310,000				
	Estates Development Reserve	862,000	860,000			
	Use under borrowed cash	6,000,379	2,489,699	5,061,301		
**	Borrowing			14,869,337	16,130,663	
	Additional Borrowing				1,330,214	9,427,782
	Total Financing	9,360,035	5,491,355	25,006,294	19,036,533	11,003,438

Adjustments have been made to reflect current cost phasing of the CSPA project with the land purchase moving to next year and have included estimated costs for Monks Wood and Cambs contribution to St Neots Fire Station additional floors.

