



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Finance Officer

Date: 20 January 2021

REVENUE AND CAPITAL BUDGET MONITORING REPORT MONTH 8

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 Capital amendments proposed in Section 5.

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 8 (30th November 2020). Also included are the current balance sheet key performance indicators (KPIs), the Force’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 £1,012k, a decrease of £59k on the period 7 under spend of £1,071k

3.2.2 Within the £59k 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 £293k which is a reduced underspend of £250k compared to the prior month, all being related to Operations;
- b) **Non-operational** forecast outturn is largely static with an underspend of £494k, a reduction of £6k from the prior month;
- c) **Collaboration and Partnerships** have an improved position by £183k with an outturn forecast of £484k under budget compared to £301k over the previous month; and
- d) The **Office of the Police and Crime Commissioner (OPCC)** forecast has marginally changed from the previous month at £260k overspend.

3.2.3 Significant changes to the prior month within the above forecasts include:

- A £392k increase in Officer Pay, Allowances and pensions. The level of expected leavers for the year has always been calculated using Human Resources (HR) estimates, which have been revised downwards in recent months. The Constabulary is currently 52fte over strength with additional recruitment still to come. There are a number of other factors relating to the increase in overspend. These include an increase as a result of a change in Regulations for acting up Sergeants and Inspectors, which will mean adjusted back pay for an estimated 60 Officers, an offset in the increased underspend in Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Officers, with more experienced Officers staying in-house and the number of officers currently in the pension scheme being higher than anticipated.
- Staff pay and allowances increased forecast underspend of £61k to £143k. This is mainly on Demand Hub and is mainly due to delays in recruitment and checks for new starters.
- Athena AMO costs have been reviewed, and a corrected forecast has been included to take account of additional annual costs, in the region of £82k.
- Regional costs similarly have been reviewed, and £88k worth of costs are not expected to be incurred in 2020/21.
- HR and Learning and Development (L&D) forecasts have reduced by £185k, which is due to a lesser expectation of spend on external training and delays in recruiting to some vacant posts.

3.3 **Capital Budget and Reserves**

3.3.1 The capital budget for the year is £10.9m and the outturn forecast on capital spend is now revised to £6.7m at the end of period 8. The main variances against budget are as reported in prior months and are related to there being no current commitments against the Chief Constable's delegated capital budget of £0.3m and a revised forecast for spend on the Cambridge Southern Police Station to reflect the current timings around the planning process.

3.3.2 The £6.7m forecast spend represents a reduction of £0.1m compared to the previous period due to revised expenditure forecasts on IT and Communications capital projects.

3.3.3 The refurbishment works at Wisbech Police Station have been deferred due to a risk to providing a Covid safe decant environment as reported in period 6. Another option has

been identified and is still being considered that may enable the scheme to progress this financial year. Further details will be provided in future month reports.

- 3.3.4 The Drug Forfeiture Reserve income is forecast to be £68k for the year, an increase of £1k compared to period 7 with no expenditure against this reserve planned for the year leaving a forecast year end balance of £440k. The Asset Incentivisation (Proceeds of Crime Act – POCA) Reserve balance at year end is forecast to reduce to £295k, note there is a proposal for capital spend of £88.5k to be met from the reserve and revenue spend will outweigh income by £83k during the year. Large purchases include hardware equipment for £28k and other software of £29k.
- 3.3.5 The revenue underspend reported will provide further resilience to the overall reserves position to meet one off budget pressures and risks in future years, an updated reserves forecast will be included in the Medium Term Financial Strategy.

3.4 Key Performance Indicators

- 3.4.1 Prompt payment has remained consistent at 97% against a target of 95%.

4. Revenue Budget 20/21 and Period 5 Forecast

4.1 Revenue outturn Summary

Chief Constable Revenue Budget Period 8 2020/21								
Year to date				Full Year				
Budget P8 £'000	Actual P8 £'000	Variance P8 £'000		Budget £'000	Year end Forecast P8 £'000	Year end Forecast variance P8 £'000	Year end Forecast variance P7 £'000	Change from prior month P7 £'000
			LP - Inv& Safeguarding					
974	1,059	85	Covert Authorities	1,465	1,621	156	93	63
3,845	3,938	93	Inv Stds & Devt	6,063	6,169	106	199	-93
4,081	3,981	-100	ISCD	6,348	6,401	52	15	37
6,290	5,594	-696	Protecting Vulnerable People	9,551	8,637	-914	-904	-10
87	95	8	Safeguarding & Command	131	151	20	20	0
15,277	14,667	-609	Total LP - Inv& Safeguarding	23,558	22,978	-579	-576	-3
			LP - Ops					
883	708	-175	Business Support	1,507	1,268	-239	-174	-64
1,114	1,293	179	Command	1,634	1,516	-118	-429	311
9,617	8,836	-781	Demand Hub	14,506	13,571	-935	-792	-143
16,065	16,705	641	Northern Hub	24,273	25,631	1,358	1,202	156
1,980	1,621	-359	Partner & Ops Support	2,967	2,942	-25	-20	-5
15,570	15,565	-5	Southern Hub	23,632	23,878	246	247	-1
45,229	44,728	-501	Total LP - Ops	68,519	68,805	286	33	253
			Non Operational - in-house					
13,266	13,985	719	Total Non -Operational	19,630	19,135	-494	-488	-6
			Collaboration and Partnerships					
2,879	2,729	-149	Collaboration - Other	5,030	4,808	-223	-217	-5
24,467	24,230	-237	Collaboration - Tri Force	33,644	33,223	-421	-243	-178
			CTC To reserves		0	159	159	0
27,346	26,960	-386	Total Collaborated and Partnerships	38,674	38,031	-484	-301	-183
			Other Collaboration & Partnerships					
-6	0	6	OPCC Buildings	-9	6	15	14	1
-1,663	-1,572	91	OPCC Cap/Grants	826	1,291	464	464	0
868	623	-245	OPCC Office	1,269	1,050	-218	-216	-2
-801	-948	-148	Total PCC	2,087	2,347	260	262	-1
100,316	99,391	-925	NET BUDGET REQUIREMENT	152,467	151,297	-1,012	-1,071	59
<i>Note: Figures may not cast due to rounding</i>								

4.2 OPERATIONAL POLICING

4.2.1 All previous issues with budgets and reporting of Overtime National Insurance have been resolved. As a result of the new duty management system the overtime spend is still running lower than expected. The expectation is that this will start to correct itself once the January bank holiday overtime has been processed.

4.2.2 INVESTIGATIONS AND SAFEGUARDING

Covert Authorities (£156k over) Increase from a forecast overspend of £93k in P7, mainly due to moving £77k budgeted inspector costs to IS&D.
The £156k overspend is primarily an expected overspend on Subscriber fees of £80k, offset by a £28k underspend on Informants. With a small overspend on officer and staff pay (£36k and £14k respectively). Staff overtime forecast overspend is expected to be 41k, which is Staff grade 1 and 2 overtime requests. Officer overtime is £6k. Staff pay and allowances overspend appears to be standby allowance.

Investigations Standards and Development (ISD) (£106k over) Decrease from a forecast overspend of £199k in P7, partly due to the additional inspector budget from Covert.
Currently forecasting officers as £311k overspend, with the department being 4.44fte over strength in November. Officer Overtime forecast overspend at £34k. Custody likely to overspend due in part to forecast overspend of £30k on Interpreters, £6k on Laundry and £20k under recovery on immigration cost recovery. Underspend of £134k on Staff pay & allowances mainly due to vacancies within Victim & Witness Hub (V&WH). It is expected that V&WH will recruit 3 Managers in December/January.

Intelligence and Specialist Crime (ISCD) (£52k over) Currently forecasting an overspend of £182k on Officer pay & allowances. The Department is currently 2.21fte under strength, however a further 6fte are forecast to move into the department in the coming months. Officer overtime forecast overspend at £41k. Staff pay and allowances are £135k 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 (PVP) (£914k under) Current Officer strength is under by 14.40fte. This is resulting in a forecast £770k underspend on Officers pay and allowances, following budget holder meetings, forecast vacancies will reduce through the year. Officer overtime currently forecast at £95k overspend. Staff are currently 1.98fte under strength, resulting in a forecast underspend of £60k. We are currently recruiting 2fte Young Person Early Intervention officers in December, which is PCC funded. Non-pay underspend is as a result of a £110k saving on intruder alarms.

Safeguarding and Command (£20k over) This is mainly a £25k forecast for extradition costs.

4.2.3 LOCAL POLICING OPERATIONAL (LP)

Business Support (£239k 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 £150k on various non-pay areas (including £60k Office Equipment, £20k of which is earmarked for vehicle upgrades) and £37k Staff for 1.3fte Property Officers, 2fte Business Support Assistants and 1 Receptionist is expected to be offset by a £46k under recovery of income. LP non-pay and income will continue to be monitored for the rest of the year which will be the basis of the 2021/22 budget.
Command (£118k under)	This includes unallocated Officer budgets. Officer FTE numbers have been agreed per area, and these posts part offset the current over strength force position. This has been rectified for 2021/22, with work having been carried out to agree numbers for the new financial year. Police Community Support Officer (PCSO) underspend of £249k relating to vacant posts at the start of the financial year have been moved to Command.
Demand Hub (£935k under)	An increase in underspend from P7 of £143k. Current forecasts are, underspends of £276k Officers pay and allowances, £737k on Staff pay and allowances (an increase of £47k on P7). These numbers consider recruitment plans for the rest of the year, with Officers currently 14.90 fte under strength and Staff 19.14fte under. Current recruitment plans include 4 Call Handlers in the next 3 months, 6 Dispatchers in November, 5 Investigation Management Unit (IMU) Operators in November/December and an IMU Assistant by January, the underspend has increased as a result of 2.22fte net leavers in November and delays in recruitment due to Criminal Records Bureau (CRB) checks. Officer Overtime is forecast at a £56k overspend and Staff overtime £85k overspend.
Northern Hub (£1,358k under)	An increase in overspend from P7 of £156k Officer pay and allowances currently forecast at £1,030k overspent and 45.71fte over strength, following 22 officers having moved over from the new recruits line in October. Officer overtime is forecast at £336k overspend. Staff pay is 0.52fte over strength and forecast to overspend by £8k, but this is down to part funding certain posts.
Partnership & Operational Support (£25k under)	Officers are forecast at £1k overspent and are currently 2.7fte 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 £1k is mainly due to funding for certain posts only being part year.
Southern Hub (£246k over)	Officer pay and allowances currently forecast at £43k overspent on a current strength that is 23.24fte over. Officer overtime is forecast at £274k overspend. Staff pay is forecast as £24k 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 (£11k under) Increased from £89k over in P7. Overspends include £81k on Covid as a result of additional cleaning required and other Covid secure purchases, £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 (£11k under) No significant variance to report in this period.

Organisational Improvement Centre (OIC) (£17k over) A forecast £211k 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 £44k. This is offset by a forecast underspend of £220k on staff costs, (down from £212k in P7) which are mainly the result of the OIC restructure at the end of 2019/20. This includes the recruitment of a Change and Improvement Analyst and 3fte Change and Research Officers in October. Staff is currently 2.75fte understrength.

National Police Chief's Council (NPCC) (£159k over) Subscriptions and Contributions are expected to be in the region of £173k overspent, staff pay £34k over, and £31k over on Officers pay and allowances. This is part offset by expected underspends in other Supplies & Services and £30k on Training. A review of the NPCC budget is being undertaken.

Corp Comms (£79k 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 (£307k under) An increase from £274k forecast under in P7. There have been forecast changes on claims handling fees (reduced) and the annual premiums (which have an October renewal date) came in higher than forecast. Forecast underspend is primarily a reduction in the brokers and claims handling fees (Imprest account).

Corporate (£118k under) Forecast variances include staff costs being £200k underspent on additional Legal services, a £317k overspend on Officer pay, allowances and pension costs which is a pressure on unbudgeted posts allocated to the Covid job code. A underspend of £71k on Police Now, an expected underspend of £32k on Other Supplies and Services is offset by an overspend of £83k on Home Office IT Charges. The Home Office recently announced an income recovery scheme for losses resulting from the impact of Covid-19, based on the current income forecast a compensation payment of £70k would be expected for Cambs in-house income. Surge funding of £309k has been offset with an expected £309k Officer overtime spend.

Ops (£325k over) Primarily an expected under recovery of income from various events including football, Newmarket Races and Burghley horse trials. All these events have been cancelled as a result of Covid meaning the income has not materialised and is creating a forecast pressure. Spend on Covid is currently £209k on the Operations code.

Fleet (£509k under) A reduction from £513k under in Period 7. The forecast underspend is primarily due to Covid through a reduced forecast variance on fuel costs which has created a £237k saving, £100k 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.

4.2.5 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 (£71k over) Additional costs relating to unbudgeted spend in 2020/21 as the ERP project is finalised (increase from £65k P7).

Athena (£44k under) 3 officers previously covering vacant staff posts expected to leave in November, leaving these posts vacant for the rest of the financial year. Superintendent heading the department has been seconded and replaced by a Staff member, creating an additional saving.

Change Team (£37k over) Overspends on Officers relates to an unfunded Assistant Chief Constable (ACC) post and an expected overspend of £35k on consultants for a Technical Project Manager. This is partly offset by a forecast underspend on staff costs relating to 4fte Staff vacancies for part of the year.

General (£27k 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) (£278k over) Overall forecast increased from £236k over in P6. £400k 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. The Home Office have recently announced an income recovery scheme to enable forces to be partially compensated for losses resulting from Covid-19, based on the current forecast this compensation would equate to a BCH

total of £942k (£280k Cams). There is also a £135k forecast overspend on Firearms and Ammunition due to the absence of a training cartridge budget relating to taser training and £24k on a legal claim.

- Dogs (£65k over)** The forecast overspend is driven by increased Officer allowances due to a training overlap of 3 officers and 1 officer to facilitate a retirement handover. There is also an expected overspend on Essential user lump sum following the outcome of a recent court case.
- Major Crime Unit (MCU) (£83k under)** This is due to 4fte vacancies part of the year, plus underspend on Officer overtime mainly due to reduced court attendance during the Covid crisis.
- Operational Planning (£33k 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) (£105k 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, plus an expected underspend on Drugs/Breath testing equipment, causing a non-pay underspend of in excess of £60k.
- Scientific Science Unit (SSU) (£101k under)** Underspends on non-pay amount to £60k, which are currently forecast across non-pay budgets such as scene of crime consumables, accreditation and others. There is also a Scenes of Crime Officers (SOCO) recharge to Eastern Region Special Operations Unit (ERSOU) for £22k.
- Protective Services Command (£67k over)** There is a forecast overspend on Pay of £40k due to retention of an ACC to oversee and coordinate BCH units in response to the Covid crisis, a £18k forecast overspend on other non-pay costs, including travel, operational/office equipment and staff welfare packs.
- Force Resilience (£2k over)** A small overspend on Staff pay 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) (£159k under)** 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 was 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. However, the Home Office recently announced an income recovery scheme for losses resulting from the impact of Covid-19, based on the current income forecast a compensation payment of £0.996 million would be expected for

BCH, meaning that a £0.496 million surplus could be returned to BCH Police and Crime Commissioners (PCCs) (£150k for Cambs).

Human Resources & Learning and Development (HR and L&D) (£225k under)	Increase in underspend by £185k from P7. Phase 2 of the HR transformation is underway, the forecast at Q2 indicates an overall projected underspend across BCH HR and L&D of £121k. Underspends resulting from reduced external training activity due to Covid-19 (£194k) and further underspends largely due to delays in recruiting to 2020/21 growth, particularly in Initial Training (£249k). Exit costs resulting from the transformation were expected to be volatile and are expected to exceed the £500k budget by £350k. The monthly underspend increase is due to a reduced expectation of spend on External training costs and a sizeable reduction in HR contingency code spend. BCH Management accounts are still awaiting a steer on the initial training variances, which will be reflected in P9.
Information Management Dept (IMD) (£22 under)	Small underspends on non-pay items.
Payroll (£19k over)	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 (£6k under)	An additional 10fte posts were added in the 2020/21 budget, but have not been fully recruited (Anti Corruption unit), this has been partly offset by Agency.
Firearms Licensing (no variance)	Minimal forecast variance currently expected.
Criminal Justice (CJ) phase 1 & 2 (£29k over)	3fte additional Virtual Court officers recruited which has resulted in a £15k pressure alongside an addition £15k pressure on Virtual Courts overtime.
Criminal Justice (CJ) /Custody Senior Management Team (SMT) (£14k over)	£10k pending funding resolution for PA post, £6k Detective Chief Inspector (DCI) in A6 post and £4k vacancy factor not achieved due to are being fully established. Forecast revised by £109k due to an accounting adjustment as a result of the de-collaboration of Custody in 2020/21.
Public Contact (Digital Innovation) (£22k 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 £7k.
ICT (£272k under)	Increase from P7 of £112k (from £202k). Various underspends are forecast across non-pay budgets including a reduction on the switch project and savings related to cancelled WAN lines. There have recently been reductions on small applications and infrastructure maintenance contracts. Below the line relates mainly to the Tru up of Microsoft Enterprise Agreements, digital interviewing software maintenance and AMO charges.

4.2.6 OTHER COLLABORATIONS

Procurement (£63k 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 future year charges.
Regional Organised Crime Unit/Counter Terrorism Police (ROCU/CTP) (£64k under)	Underspends on Officer Pay & allowances, Training and Premises are partially offset by expected overspends on Staff overtime, Supplies and services and an under recovery of income.
Kings Lynn PIC (£26k under)	Forecast provided by Norfolk/Suffolk suggest a small yearly underspend on running costs.
Regional (£138k under)	This is an increase in underspend on period 7 of £88k, which is as a result of investigations into cost for 2021/22 budget, which have also reflected 2020/21 in year spend.
Athena AMO (£82k over)	A change from a net nil spend. Again, this is a result of further investigation for 2021/22 budget prep, which has identified in year spend variance

4.2.7 Office of the Police and Crime Commissioner

OPCC (£218k under)	£161k forecast underspend relates to Staff Pay and allowances. This includes the Chief Executive post being vacant (Deputy Chief Executive acting up). Recruitment is under way for 2 new Commissioning and Support roles and a Policy Officer. A £30k forecast underspend on running costs includes £30k on the consultant budget and £5k each on Agency/Temps and Training costs. This is partly offset by an expected £17k overspend on subscriptions.
PCC Buildings & Corporate (£479k over)	We have increased the Revenue Contribution to Capital outlay by £500k to cover costs on various capital schemes. There is also an expected overspend on interest receivable, which is forecast to be £69k less than budgeted due to the economic environment and interest rates available on deposits. Premises held are £14k over forecast, which is part income not received as expected, and part cost of premises building works/utilities. Prevention fund is expected to underspend by £138k, the balance of which will be put to reserves.

4.2.8. POLICE OFFICER PAY & ALLOWANCES

Area	November			Full Year			Full year forecast	Full year variance
	Budget FTE	M8 FTE	Variance	Budget	M1-8 Profile	M1-8 Actuals		
Covert Authorities	14.00	11.71	-2.29	824,687	546,905	571,584	860,191	35,504
Demand Hub	67.50	52.60	-14.90	3,831,515	2,540,932	2,315,504	3,555,820	-275,695
Inv Stds & Development	48.00	53.44	5.44	3,028,623	2,008,481	2,166,168	3,339,164	310,541
ISCD	71.00	68.79	-2.21	4,078,639	2,704,816	2,785,192	4,260,948	182,309
Northern Hub	447.00	492.71	45.71	21,856,664	14,494,603	14,999,307	22,886,235	1,029,571
Partner & Ops Support	35.00	32.30	-2.70	2,107,051	1,397,325	1,362,330	2,108,402	1,351
Protecting Vulnerable People	150.00	135.60	-14.40	8,179,473	5,424,351	4,796,553	7,409,307	-770,166
Safeguarding & Command	1.00	1.00	0.00	130,599	86,609	82,983	125,237	-5,362
Southern Hub	444.00	467.24	23.24	21,371,751	14,173,025	14,088,633	21,414,570	42,819
Local Policing Ops - Command	1.00	1.00	0.00	130,599	97,346	89,439	134,924	4,325
New Recruits	0.00	47.00	47.00			1,202,204	1,675,145	1,675,145
Expected Leavers	0.00	0.00	0.00				-294,000	-294,000
LP Unallocated	35.61	0.00	-35.61	1,243,600	813,976			-1,243,600
Non LP	18.00	20.77	2.77	1,710,484	1,022,923	1,288,875	2,114,196	403,712
Grand Total	1332.11	1384.16	52.05	68,493,685	45,311,293	45,748,771	69,590,139	1,096,454

Police Officer pay and allowance variances are reported in the table above with a year end overspend of £1,096k forecast.

4.2.9 POLICE STAFF PAY & ALLOWANCES

Department/Area	Budget	Actual FTE	Budgeted	M1-8 profile	M1-8 Actual	M1-8 variance	Year end forecast	Year end forecast variance
	Post FTE	November 2020	2020-21 Total					
Operational Policing								
Covert Authorities	8.16	8.16	383,587	254,412	263,255	8,843	397,847	14,260
Investigations & Standards Development	56.86	50.07	2,107,075	1,397,506	1,310,838	-86,668	1,972,699	-134,376
Intelligence	50.29	49.71	2,059,283	1,365,808	1,253,306	-112,502	1,924,649	-134,634
Protecting Vulnerable People	25.84	23.86	836,341	554,698	491,836	-62,862	776,798	-59,543
Demand Hub	228.15	209.01	10,408,113	6,903,122	6,317,656	-585,466	9,671,336	-736,777
Northern Hub	13.48	14.00	466,210	309,211	319,345	10,133	474,115	7,905
Southern Hub	6.52	6.05	236,769	157,036	146,891	-10,145	212,984	-23,786
Business Support	28.60	25.28	878,062	582,370	558,281	-24,088	840,566	-37,496
Partnership & Ops Support	20.47	20.49	728,821	483,387	491,638	8,252	729,827	1,006
	438.38	406.62	18,104,262	12,007,549	11,153,046	-854,503	17,000,821	-1,103,441
In-House Other								
OIC	27.16	24.41	1,133,290	751,648	586,629	-165,019	913,240	-220,050
Insurance	2.00	2.00	92,407	61,289	64,252	2,963	95,362	2,955
Finance	12.52	12.33	543,039	360,168	355,983	-4,185	537,648	-5,391
NPCC	5.00	5.81	326,385	216,473	239,067	22,593	360,083	33,698
Estates	18.85	18.54	790,002	523,964	500,717	-23,247	762,243	-27,759
Corporate Comms	14.95	14.00	739,295	490,333	437,734	-52,599	669,394	-69,901
Corporate	3.00	3.00	319,002	211,576	78,959	-132,617	119,021	-199,981
Fleet (non Chargeable)	4.25	5.00	113,371	75,192	97,015	21,822	143,676	30,305
Grand total	526.10	491.71	22,161,053	14,698,193	13,513,402	-1,184,791	20,601,488	-1,559,565
PCSO	80.00	70.80	2,967,367	1,968,089	1,781,797	-186,292	2,664,284	-303,083

An underspend in period 8 on staff costs is forecast forward based on information from budget holders. This table is produced and reviewed at the Strategic Workforce Planning meeting.

4.2.10 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.

The Payroll system is unable to code overtime national insurance contributions (NIC) to an overtime code (it is automatically coded and reported within Police Officer pay & allowances). Given the current work to identify the pressures on the service and accurately

reflect where and why costs are incurred, the Overtime NIC have been moved to the correct code for reporting purposes and this will now be done for each reporting period.

Duty management system (CARM) has affected the flow of overtime spend in the last months. This should start to flatten out in January.

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 8 (November), 5 Bank Holidays out of the 8 in financial year have been paid.

Operational Policing Officer Bank Holiday budget/spend to the end of November 2020	Full year budget	April - November actual	Forecast M8	Forecast Variance
Covert Authorities	0	724	1,304	1,304
Demand Hub	20,936	29,192	52,547	31,611
Inv Stds & Devt	11,964	27,484	49,472	37,508
ISCD	61,479	23,746	42,742	-18,737
Northern Hub	310,055	175,068	315,123	5,068
Partner & Ops Support	7,643	0	0	-7,643
Protecting Vulnerable People	77,762	46,179	83,122	5,360
Southern Hub	310,055	157,200	283,165	-26,890
Grand Total	799,894	459,593	827,475	27,581

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 £812k, excluding Operations, if overtime continues at the same rate. The forecast will be reviewed monthly and refined based on the latest information.

Operational Policing Officer non Bank Holiday budget/spend to the end of November 2020	Full year budget	April - November actual	Forecast M8	Forecast Variance
Command	0	67	0	0
Covert Authorities	4,108	5,623	8,696	4,588
Demand Hub	32,562	34,176	57,359	24,797
Inv Stds & Devt	59,240	37,925	55,528	-3,712
ISCD	87,944	96,124	147,258	59,314
Northern Hub	250,456	307,261	581,207	330,751
Partner & Ops Support	10,337	9,361	16,693	6,356
Protecting Vulnerable People	113,535	128,905	202,878	89,343
Southern Hub	236,218	298,456	537,171	300,953
*Operations	450,000	289,489	453,960	3,960
Grand Total	1,240,292	1,201,696	2,052,054	811,762

*Excludes Covid Surge

The above table includes £15,869 mutual aid overtime.

Covid/Surge overtime spend is not included in the above tables. Covid spend to date is £172k, with a residual amount of claims still expected. A forecast of £309k for Surge spend is expected.

Hours by type is based on hours up to mid-October. Reporting will now switch from COTS to CARM and will be included in future reporting positions alongside the COTS figures to date.

Using COTS purpose codes, the first 6 months of Officer overtime spend has been categorised below. Bank Holidays are the largest spend by purpose, based on 5 Bank Holidays paid in periods 1 - 8. 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 October	
Purpose	Hours
Bank Holidays	14,019
Prisoner Arrest/Interview	9,847
Operations - Intelligence	5,622
Enquiries - Crime	5,471
Public Order patrols	3,826
Other (please specify)	3,091
Search - General	2,562
Staff Shortages	2,517
Domestic Incidents	1,953
Cover - Departmental	1,801
Public Order Incidents	1,474
Prisoner Escort	1,108
File Preparation	978
Drugs Incident/Enquiry	940
Other	5,643
Grand total	60,851

Operational Spend to the end of November	
Operation	Total £
COVID-19	171,652
PESTLE	120,454
PENSHAW - CAMBS LP	31,798
MCU SUPPORT CAMBS	31,617
C19 SURGE PLAN	15,515
MALT	14,595
NEEDHAM	14,446
LIGHTHOUSE - CAMBS LP	12,433
RUMEX	12,312
PRIVATE USE OF POLICE	8,742
SQUIRREL	8,487
CALIBRATOR	3,823
OPTIMUM	2,461
Other (under £2k)	12,807
Total	461,140

4.2.11 STAFF OVERTIME

Staff overtime the end of November in the first table, followed by hours by purpose in the table below for period 1-6 to Mid-October.

Police Staff overtime spend to the end of November 2020				
Department/Area	Spend to		Forecast	
	Full year budget	the end of November	Annual spend	Forecast Variance
Business Support	135	548	1,000	865
Command	0	0	0	0
Covert Authorities	4,268	26,713	45,520	41,252
Demand Hub	111,070	115,425	196,128	85,058
Inv Stds & Devt	23,057	16,371	19,000	-4,057
ISCD	22,223	18,161	28,500	6,277
Northern Hub	336	1,564	2,681	2,345
Partner & Ops Support	183	903	1,586	1,403
Protecting Vulnerable People	587	4,346	6,500	5,913
Southern Hub	16	34	35	19
LP Total	161,875	184,064	300,950	139,075
Finance	0	162	162	162
OIC	8,000	2,556	3,500	-4,500
Corp Comms	0	963	1,500	1,500
Operations	0	45,929	50,929	50,929
Grand Total	169,875	233,674	357,041	187,166

Staff overtime hours by type to mid October	
Purpose	Hours
Bank Holidays	4,218
Staff Shortages	3,107
Cover - Departmental	2,252
On-call	1,084
Other (please specify)	692
Scenes of Crime	682
Operations - Intelligence	526
Other	308
Grand total	12,870

There has been a decrease in forecast overtime by £13k from period 7.

Hours by type is based on hours up to mid-October. Reporting will now switch from COTS to CARM and will be included in future reporting positions alongside the COTS figures to date.

5. Capital Funding and Budget 2020/21

- 5.1 The capital spend and financing to the end of November 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 £6.7m.

	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	101	-	5,891	1,506	2,314	39%
Fleet	-	1,478	-	-	1,478	1,415	1,478	100%
IT & Communications	459	2,439	-	122	3,020	1,810	2,693	89%
Other Collaboration	51	145	29	-	225	135	229	102%
Schemes approved subject to further business case	-	300	-	-	300	-	-	0%
TOTAL	1,302	9,360	130	122	10,914	4,866	6,714	62%

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Proposed/new 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
Asset Incentivisation (POCA) Reserve	-	-	-	89	89
RCCO	-	1,440	-	533	1,973
Borrowing	-	6,385	103	-500	5,988
TOTAL	1,302	9,360	130	122	10,914

Note: figures may not cast due to roundings

5.1.2 The forecast capital outturn for the 2020/21 Capital Programme is currently £6.7m at period 8 (November 2020). 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 which is underway and outcome anticipated in January 2021.

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 Capital 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 £1,506k (26%) against a budget (including carry forwards) of £5,891k. The major projects being the Replacement of Door Readers (£335k), the Southern Police Station project (£381k), the Major Repairs project (£295k), and the Copse Court Car Park (£176k).

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 £1,810k (60%) against a budget of £3,020k. The major projects being the PC/Laptop Replacement project (£680k), the Digital Interviewing project (£209k), the Networks project (£184k) and the Infrastructure Servers/Storage/Backup (£154k).

5.2.4 The remaining Other Collaboration projects have an actual spend and commitment of £135k (60%) 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 currently remains on course with an expected outcome due in January/February 2021.

5.2.6 The additional cost to the Demand Hub building works project is £45k, which will be funded by a reduction to the Major Repairs budget. This was due to significant issues with the flooring and work will need to be carried out of normal working hours.

5.2.7 As reported previously the refurbishment works at Wisbech Police Station are currently deferred due to the proposed decant arrangements for the local teams not being able to facilitate a Covid safe environment. However, a new relocation option is still being evaluated which could see the work starting at the beginning of 2021. The impact of this is currently being worked through, any amendments to the forecast spend for this project in 2020/21 will be included in future reports. The current quote for the refurbishment is £550k, which is an increase of £110k to the allocated budget for 2020/21.

5.2.8 The Monks Wood Adaptation project for the BCH collaboration for the development of the new Operational Support Unit training facilities shows costs of £101k.

5.2.9 The replacement of Door Readers will be a cost of £335k this year resulting in an underspend of £65k and there is an underspend of £113k on Copse Court Car Park,

however there is other work required within the building itself so the underspend may be able to be utilised subject to agreement.

- 5.2.10 The additional work in the Clothing Stores office will result in an overspend on the HQ Lead Decontamination and Prevention project of £15k.
- 5.2.11 There will be an overspend on the BCH Joint Protective Services (JPS) Capital project (£37K) due to the MCU cold room and Firearms costs from last year, of which Cambridgeshire’s share is £4k.
- 5.2.12 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. A further update on this project will be provided next month.
- 5.2.13 An underspend of £40k on the Mobile Comms – Airwaves project is due to a change in the BCH apportionment, and the £40k on the Tetra Covert Airwave Replacement project is due to a price drop received from Sepura. These underspends, together with other ICT project underspends may possibly be utilised in other areas, which will be proposed later.
- 5.2.14 The ERP I-Learn project is forecasted as £91k which will be an overspend of £59k for Cambridgeshire.

5.3 CAPITAL FINANCING

- 5.3.1 Forecasted Capital Financing is shown below. The Revenue Contribution to Capital has been increased by £500k as reported in the previous month’s report and reflected in the revenue forecast of the OPCC in order to reduce the borrowing and future Minimum Revenue Provision (MRP) costs. This contribution is included in the Borrowing and Revenue Contributions to Capital lines.
- 5.3.2 Home Office grant of £93,225 which covers the BCH costs for the CED Tasers is included in the funding position.
- 5.3.3 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	5,412
2020/21 Carry Forward	1,302
	6,714
2020/21 Planned Capital Financing	
Capital Grants	445

Borrowing	1,787
Capital receipts	537
Carry Forward Reserve	1,022
Asset Incentivisation	90
Estates Reserve	860
Revenue Contributions to Capital	1,973
Total Capital Financing	6,714

5.4 PROPOSED AMENDMENTS FOR APPROVAL

- 5.4.1 An addition to the Mobile Comms – Body Worn Video (BWV) capital project of £33k is proposed for the purchase of body worn cameras for the Special Constables, to be funded by an RCCO from the underspend in Partnership and Operations Department’s revenue budget.
- 5.4.2 The budget for BWV and smartphones within ICT is being reviewed further in terms of the commitments with an update planned to be reported in the month 9 monitoring report.
- 5.4.3 To cover the purchase of specialised computers, an addition to the Cambs DFU Storage project of £88.5k is proposed and will be funded from the Asset Incentivisation (POCA) Reserve. Contract has been awarded and spend approved by ACC Vicki Evans.

6. Sales & Purchase Ledger KPI’s

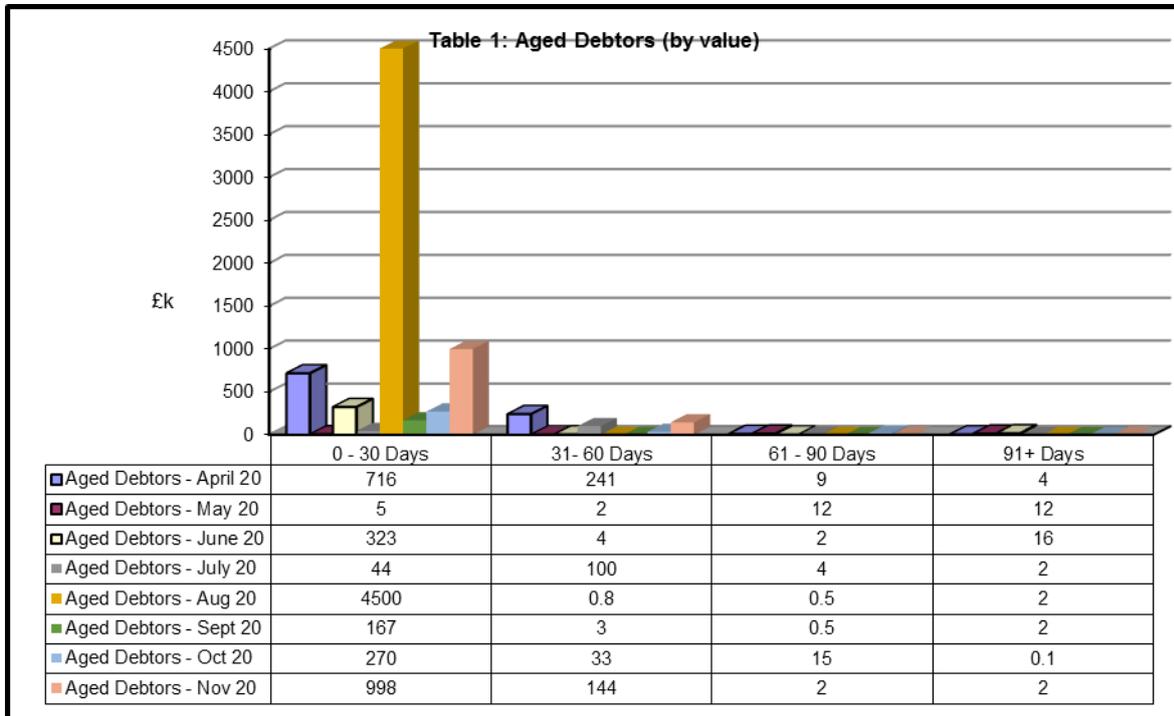
6.1 SALES LEDGER & CREDIT CONTROL KPI

- 6.1.1 The overall sales ledger balance at the end of November 2020 was £1.1m; this compares with £0.3m for the end of October 2020.
- 6.1.2 Debtor Days (per table below) calculated for YTD to November has also increased. The overall sales ledger balance has increased due to the amount of invoices raised during the month of November (£1.3m). The majority of debt outstanding at the end of November (included one overdue invoice totalling £111k) has since been cleared. The debt recovery process continues to be very efficient. 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	31.2 days

- 6.1.3 Table 1 shows there was a small amount of outstanding debt at 91+ days for November 2020 which has increased from October 20, due to the unresolved queries from the

Legal Disclosure Department. Due to Covid-19 the Legal Disclosure Team are all working from home and it is taking a lot longer to get responses on queries. As mentioned before, the increase of £111k for 31-60 days relates to one invoice, which has since been cleared.



6.2 PURCHASE LEDGER & SUPPLIER KPI

- 6.2.1 The Police and Crime 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 8 months to 30 November 2020, this is against a target of 95%.
- 6.2.3 Covid has not affected the ability to pay invoices on time due to the team working flexibly as required between office and home as some of the processes can only be completed in the office.

	2017/18	2018/19	2019/20	2020/21
Invoices Paid no.	16,419	13,613	13,142	6,133
Paid within 30 days (no)	15,971	13,294	12,730	5,954
Paid within 30 days (%)	97%	98%	97%	97%
Target	95%	95%	95%	95%

7. Cash Position and Reserves

7.1 LOANS

- 7.1.2 The table below shows a summary of our loans and balances outstanding loan balances at 30th November 2020. Repayments and interest are paid quarterly. There are no new loans planned this year.

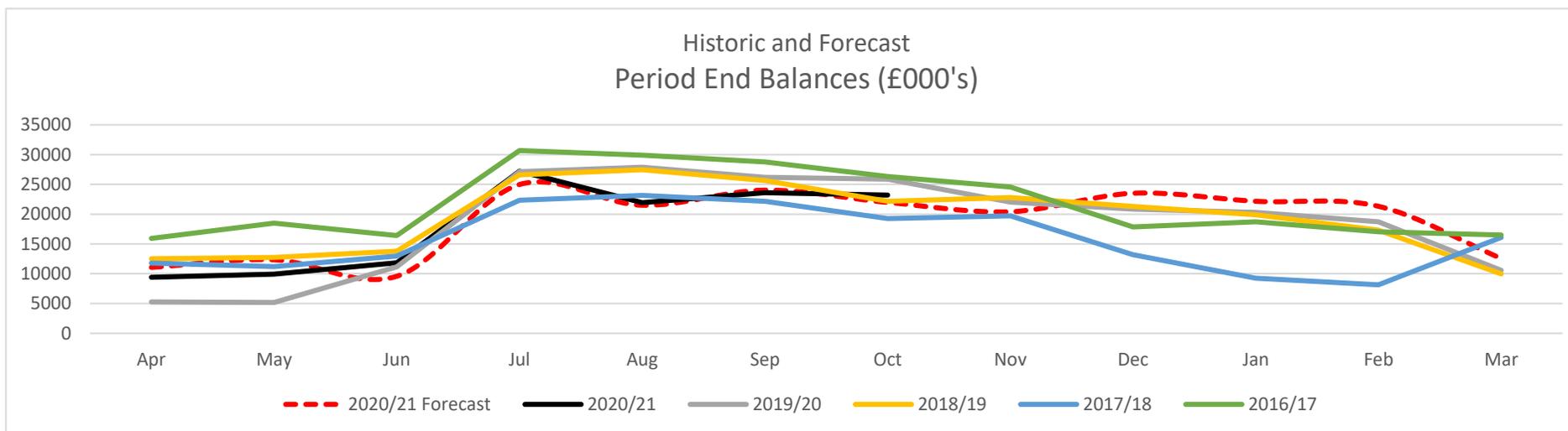
PWLB Loans	Balance as at 30/11/2020	Cash Balance as at 30/11/2020
Loan 1	£813,949.53	£813,949.53
Loan 2	£1,343,034.77	£1,343,034.77
Loan 3	£2,698,339.82	£2,698,339.82
Loan 4	£2,680,107.67	£2,680,107.67
Loan 6	£10,000,000.00	£10,000,000.00
Total	£17,535,431.79	£17,535,431.79

7.2 CASHFLOW FORECAST

The table below shows our cash flow forecasted to 31 March 2021. This has been adjusted to reflect the latest expected Capital spend for the year. The actual spend has been less than expected over the last couple of months (lower supplier payments).

Cash Flow 2020/21

	<i>Actual</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>	<i>Projected</i>							
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	23,200	24,172	23,521	22,168	21,323
<i>Cash Inflows</i>	<i>17,275</i>	<i>15,086</i>	<i>16,410</i>	<i>30,272</i>	<i>8,597</i>	<i>19,266</i>	<i>14,858</i>	<i>16,698</i>	<i>16,376</i>	<i>15,610</i>	<i>15,707</i>	<i>9,148</i>
<i>Cash Outflows</i>	<i>18,745</i>	<i>14,540</i>	<i>14,526</i>	<i>14,881</i>	<i>13,894</i>	<i>17,568</i>	<i>15,282</i>	<i>15,726</i>	<i>17,027</i>	<i>16,963</i>	<i>16,552</i>	<i>17,913</i>
Net Cash Flow	-1,470	546	1,884	15,391	-5,297	1,698	-424	972	-651	-1,353	-845	-8,765
Closing Balance	9,402	9,948	11,832	27,223	21,926	23,624	23,200	24,172	23,521	22,168	21,323	12,558



7.3 RESERVES

7.3.1 Group usable reserves are expected to decrease overall by £1.5m by the end of 2020/21 which is set out in the table below.

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	-		-
Drug Forfeiture (Operational) Reserve	372	68	440
Budget Assistance Reserve	1,887		1,887
Uplift Reserve	-	-	-
Capital Carry Forward Reserve	1,464		1,464
Asset Incentivisation Reserve	466	(171)	295
Road Casualty Reduction & Support Fund	1,050	159	1,209
Collaboration & Commissioning Reserve	564	(115)	449
ICT Development Reserve	-		-
Estates Development Reserve	860	(860)	-
Total Earmarked Reserves	9,112	(919)	8,193
General Reserve	7,198		7,198
Total General and Earmarked Reserves	16,310	(919)	15,391
Capital Receipts Reserve	537	(537)	-
Unapplied Capital Receipts Reserve	189	-	189
Total Usable Reserves	17,036	(1,456)	15,580

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. A funding contribution of £88,512 has been proposed above for the replacement of 16 DFU Computers to come from the Asset Incentivisation Reserve.

Recovered Asset/POCA at the end of November 2020	
	£
Reserves	-466,042.60
Commitments	164,007.74
Spend	101,414.69
Income in year	-94,047.47
Balance available	-294,667.64

Drugs Forfeiture at the end of November 2020	
	£
Reserves	-372,265.56
Commitments	0.00
Spend	0.00
Income in year	-68,073.43
Balance available	-440,338.99

8 Recommendation

8.1 The Board is recommended to:

- (a) Note the report
- (b) Approve the Capital amendments proposed in Section 5.

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.

Chief Constable Revenue Budget Period 8 2020/21							
Year to date Variance £'000		Full Year Budget £'000	Year to date budget £'000	Year to date actual £'000	Year to date Variance £'000	Year end Forecast P8 £'000	Year end Forecast variance £'000
	LP - Inv& Safeguarding						
37	Covert Authorities	1,465	974	1,059	85	1,621	156
93	Inv Stds & Devt	6,063	3,845	3,938	93	6,169	106
-7	ISCD	6,348	4,081	3,981	-100	6,401	52
-596	Protecting Vulnerable People	9,551	6,290	5,594	-696	8,637	-914
-3	Safeguarding & Command	131	87	95	8	151	20
-476	Total LP - Inv& Safeguarding	23,558	15,277	14,667	-609	22,978	-579
	LP - Ops						
-98	Business Support	1,507	883	708	-175	1,268	-239
213	Command	1,634	1,114	1,293	179	1,516	-118
-649	Demand Hub	14,506	9,617	8,836	-781	13,571	-935
494	Northern Hub	24,273	16,065	16,705	641	25,631	1,358
-77	Partner & Ops Support	2,967	1,980	1,621	-359	2,942	-25
-58	Southern Hub	23,632	15,570	15,565	-5	23,878	246
-175	Total LP - Ops	68,519	45,229	44,728	-501	68,805	286
	Non Operational - in-house						
-5	Estates	5,170	3,437	3,395	-43	5,268	98
-4	Finance	573	373	367	-6	562	-11
4	Organisational Improvement Centre	1,668	1,032	1,056	24	1,685	17
63	NPCC	1,539	1,011	1,081	71	1,698	159
-63	Corp Comms	811	538	469	-68	732	-79
-168	Insurance	924	525	332	-193	617	-307
-472	Corporate	6,229	4,275	5,178	903	6,041	-188
312	Ops	145	77	383	306	470	325
-204	Fleet	2,570	1,998	1,731	-268	2,061	-509
0	Non Collab	0	0	-8	-8	0	0
-536	Total Non -Operational	19,630	13,266	13,985	719	19,135	-494
	Collaboration and Partnerships						
	Collaboration Set up costs						
0	Uplift Programme Board	47	111	111	0	47	0
48	ERP set up costs	0	110	154	44	71	71
-12	Athena	307	205	174	-30	263	-44
0	Athena AMO	135	28	65	38	217	82
10	Change team	220	122	140	18	257	37
25	General	296	39	59	20	323	27
	Joint Protective Services						
126	Armed Policing Unit	2,805	1,820	1,954	134	3,083	278
0	CTP	749	534	534	0	749	0
36	Dogs	891	574	609	35	955	65
-50	Major Crime Unit	3,085	1,777	1,723	-54	3,003	-83
17	Operational Planning	366	439	453	15	399	33
-44	RPU	3,860	2,404	2,343	-60	3,755	-105
-43	Scientific Services Unit/Visual Evidence	3,034	1,843	1,792	-50	2,933	-101
36	Protective Services Command	266	258	302	44	334	67
1	Force Resilience	120	105	105	0	121	1
-161	CTC Expenditure	1,889	219	44	-176	1,569	-320
90	CTC Income	-1,889	-580	-482	98	-1,728	161
	Surplus generated by CTC - to reserves					159	159
	Organisational Support						
-24	HR and L&D	5,475	3,650	3,520	-130	5,252	-223
-8	IMD	1,031	847	837	-10	1,009	-22
12	Payroll	211	201	209	9	230	19
-41	Procurement	380	284	254	-30	318	-63
-4	Professional Standards Unit	1,276	977	974	-3	1,270	-6
	Operational Support						
0	Firearms Licensing	212	249	249	0	212	0
14	CJ phase 1&2	790	327	342	15	814	24
0	CJ/Custody SMT	171	0	0	0	185	14
20	Public Contact	356	112	125	13	377	22
-157	ICT	7,696	7,841	7,704	-137	7,424	-272
	LCEB						
	Other Collaboration & Partnerships						
0	Air Support	875	438	438	0	875	0
-37	ERSOU	2,419	1,531	1,487	-44	2,355	-64
-10	Kings Lynn PIC	802	401	391	-10	776	-26
-27	Regional Collaboration	303	152	53	-98	165	-138
-28	SARC	495	330	296	-34	419	-76
-211	Total Collaborated and Partnerships	38,674	27,346	26,960	-386	38,190	-484
-1,398	CHIEFS NET BUDGET REQUIREMENT	150,381	101,117	100,340	-777	149,109	-1,272
	NON-FORCE						
5	OPCC Buildings	-9	-6	0	6	6	15
15	OPCC Cap/Grants	826	-1,663	-1,572	91	1,291	464
-151	OPCC Office	1,269	868	623	-245	1,050	-218
-131	Total PCC	2,087	-801	-948	-148	2,347	260
-1,530	NET BUDGET REQUIREMENT	152,467	100,316	99,391	-925	151,455	-1,012

Appendix 2

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	(45)	540	125	170	295	540
Wisbech Police Station Refurb	C8068	440	-	-	440	5	15	20	550
HQ Lead Decontamination and Prevention	C8106	7	-	-	7	-	16	16	22
Monks Wood Adaptation	C8108	-	101	-	101	19	82	101	101
Demand Hub - Building Works	C8114	25	-	45	70	-	-	-	70
CSPS Southern Police Station	C8121	-	4,000	-	4,000	89	292	381	451
HQ Car Park Extension	C8127	4	-	-	4	-	-	-	-
HQ VEU Building	C8130	-	13	-	13	81	-	81	81
Copse Court Car Park	C8131	176	-	-	176	176	-	176	63
Data Centre UPS	C8132	140	-	-	140	92	9	101	101
Replacement of Door Readers	C8134	-	400	-	400	9	327	335	335
Land & Buildings Total		792	5,099	-	5,891	596	910	1,506	2,314
Fleet									
Vehicle Replacement Programme	C8010	-	1,478	-	1,478	853	562	1,415	1,478
Fleet Total		-	1,478	-	1,478	853	562	1,415	1,478
Non ICT Collaboration									
Covert Equipment Renewal	C8022	28	45	-	73	4	-	4	73
JPS Capital	C8028	-	100	-	100	19	-	19	104
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	135	-	135	229

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
ICT Collaborated									
Infrastr - digital forensics (DFU Storage-Cambs)	C8125	-	60	89	149	9	30	40	149
PC/Laptops Replacement	JC0001	-	658	22	680	372	308	680	680
Printers	JC0002	-	41	-	41	2	2	4	41
Networks	JC0005	-	184	-	184	124	60	184	184
Infrastructure - Servers/Storage/Back up	JC0006/7/8	-	224	-	224	43	111	154	206
Telephony	JC0009	-	289	-	289	1	-	1	9
Mobile Comms - Airwaves	JC0010	-	113	-	113	73	-	73	73
Mobile Comms - Smartphones	JC0011	-	-	-	-	2	-	2	2
Mobile Comms - BWV (Body Worn Video)	JC0012	-	57	33	90	49	-	49	90
Digital Interviewing	JC0013	199	315	-	514	58	151	209	514
Storm	JC0014	19	-	-	19	-	-	-	19
Tetra	JC0016	-	130	-	130	85	-	85	90
Service Design - Confidential Network	JC0017	-	32	-	32	-	-	-	32
Service Design - Management Information	JC0018	-	32	-	32	12	18	30	32
POLICE NOW - Growth	JC0019	-	111	(33)	78	78	-	78	78
PC Monitor Replacement	JC0020	-	37	-	37	11	-	11	37
Port Replicator Replacement	JC0021	-	12	33	45	13	20	33	45
WAN Replacement	JC0022	-	32	(22)	10	-	-	-	-
ICT Collaboration Total		218	2,326	122	2,666	932	701	1,633	2,280
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	52	39	91	91
Athena	C8035	-	81	-	81	(3)	35	32	81
Seven Forces PSD Monitoring System	C8120	-	-	-	-	-	-	-	-
Applications - Tuserv (non IT Budget)	JC0003	54	-	-	54	23	30	53	54
ICT Other Total		241	113	-	354	72	106	177	413
Schemes Approved Subject to Further Business Case									
Delegated Chief's Budget		-	300	-	300	-	-	-	-
Grand Total		1,302	9,490	122	10,914	2587	2,279	4,866	6,714

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

Note: figures may not cast due to roundings

Appendix 3 – Capital Medium Financial Plan

The following table shows the agreed budgeted capital programme. The forecasted budget and funding is shown in section 3 above.

Capital Programme No.	Description of Bid	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	42,000	42,000	42,000
	Section A Totals	81,334	42,000	42,000	42,000
Section B	Estate Programme				
2	Cambridgeshire Southern Police Station	4,000,000	17,000,000	13,000,000	1,000,000
3	Estates Major Repairs Planned	585,000	585,000	585,000	600,000
4	VEU Building HQ	13,000			
5	ERSOU Building				
6	Replacement of Door Readers	400,000			
7	Copse Court Car Park				
8	Data Centre UPS				
	Section B Totals	4,998,000	17,585,000	13,585,000	1,600,000
Section C	Fleet Programme				
6	Vehicle Replacement Programme	1,478,355	1,522,706	1,568,387	1,615,438
	Section C Totals	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	1,511,588	1,396,146	1,200,000
16	ERP - i-learn completion	31,000	0	0	0
	Section D Totals	2,357,346	1,511,588	1,396,146	1,200,000
Section E	Operational Programme				
19	JPS General	100,000	100,000	100,000	150,000
	Covert Equipment	45,000	45,000	45,000	45,000
20	Digital Interview Recording Equipment Refresh				
21	Delegated Chief's Budget	300,000	300,000	300,000	300,000
	Section E Totals	445,000	445,000	445,000	495,000
	Totals for All Schemes	9,360,035	21,106,294	17,036,533	4,952,438

Funding Proposal		2020/21	2021/22	2022/23	2023/24
Section D	Capital Financing				
	Capital Grants	135,656	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
	RCCO (from Colloboration Vehicle recharges)	440,000	440,000	440,000	440,000
	Capital Receipts	612,000	3,500,000	0	
	Capital Reserves	310,000			
	Estates Development Reserve	862,000			
	Use under borrowed cash	6,000,379	1,550,621		
**	Borrowing		14,480,017	15,460,877	1,059,106
	Additional Borrowing				2,317,676
	Total Financing	9,360,035	21,106,294	17,036,533	4,952,438