



**To:** Business Coordination Board

**From:** Chief Finance Officer

**Date:** 11 February 2021

## **REVENUE AND CAPITAL BUDGET MONITORING REPORT MONTH 9 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 Capital proposals.

### **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 9 (31<sup>st</sup> December 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 £863k, a decrease of £149k on the period 8 under spend of £1,012k.
- 3.2.2 Within the £149k 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 £171k which is a reduced underspend of £122k compared to the prior month;
  - b) **Non-operational** forecast outturn is reporting an underspend of £406k, which is £88k less than the prior month;
  - c) **Collaboration and Partnerships** have an improved position by £61k with an outturn forecast of £545k under budget compared to £484k over the previous month; and
  - d) The **OPCC** forecast has marginally changed from the previous month at £259k overspend.
- 3.2.3 Significant changes to the prior month within the above forecasts include:
- Staff pay and allowances increased forecast underspend of £62k to £1,605k. This is mainly on Demand Hub and is mainly due to delays in recruitment and checks for new starters.
  - An £81k reduction in Fuel forecast as a result of the free fuel deal with BP is largely offset by additional costs of road safety.
  - Supplies & Services have increased forecast costs by £84k, with small increases across all areas, including a £30k increase in Insurance on Claims Handling fees
  - An £80k reduction on Income includes a reduction in expected Prevention fund income.

### 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 £7m at the end of period 9. The main variances against budget are as reported in prior months and are related to there being no current commitments against the Chief'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 To allow the start of the refurbishment works at Wisbech Police Station, the use of the adjacent court house is feasible and ICT are developing a temporary station scheme. Works will run into next financial year, but a start in February/March is anticipated.
- 3.3.3 The Drug Forfeiture Reserve income is forecast to be £68k for the year, which is the same as reported in the previous period, with no expenditure against this reserve planned for the year leaving a forecast year end balance of £440k. The Asset Incentivisation (POCA) Reserve balance at year end is forecast to reduce to £295k, note there is a proposal for an additional £8k to be met from the reserve and revenue spend will outweigh income by £180k during the year.
- 3.3.4 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.

3.3.5 There are two recommended amendments to the capital programme in Section 3 which are:

1. To replace smartphones and body worn camera equipment totalling £113k funded through underspends on other ICT capital projects and a revenue contribution to capital from the ICT budget; and
2. The use of £8k from the POCA to part fund, alongside revenue contributions, two additional trap vehicles.

#### 3.4 Key Performance Indicators

3.4.1 Prompt payment has remained consistent at 97% against a target of 95% whilst aged debt remains low.

### 4. Revenue Budget 20/21 and Period 9 Forecast

#### 4.1 Revenue outturn Summary

| Chief Constable Revenue Budget Period 9 2020/21   |                    |                      |   |                 |                               |  |  |                                     |
|---|--------------------|----------------------|---|-----------------|-------------------------------|--|--|-------------------------------------|
| Year to date                                      |                    |                      |   | Full Year       |                               |  |  |                                     |
| Budget P9<br>£'000                                | Actual P9<br>£'000 | Variance P9<br>£'000 |   | Budget<br>£'000 | Year end Forecast P9<br>£'000 | Year end Forecast variance P9<br>£'000 | Year end Forecast variance P8<br>£'000 | Change from prior month P8<br>£'000 |
|   |                    |                      | <b>LP - Inv &amp; Safeguarding</b>            |                 |                               |  |  |                                     |
| 1,103   | 1,221              | 119                  | Covert Authorities                            | 1,465           | 1,625                         | 160                                    | 156                                    | 5                                   |
| 4,478   | 4,552              | 73                   | Inv Stds & Devt                               | 6,063           | 6,231                         | 168                                    | 106                                    | 62                                  |
| 4,518   | 4,543              | 25                   | ISCD  | 6,348           | 6,421                         | 72                                     | 52                                     | 20                                  |
| 7,165   | 6,316              | -849                 | Protecting Vulnerable People                  | 9,551           | 8,691                         | -860                                   | -914                                   | 54                                  |
| 98  | 106                | 8                    | Safeguarding & Command                        | 131             | 146                           | 15                                     | 20                                     | -5                                  |
| <b>17,361</b>                                     | <b>16,737</b>      | <b>-624</b>          | <b>Total LP - Inv &amp; Safeguarding</b>      | <b>23,558</b>   | <b>23,114</b>                 | <b>-444</b>                            | <b>-579</b>                            | <b>135</b>                          |
|   |                    |                      | <b>LP - Ops</b>                               |                 |                               |  |  |                                     |
| 1,026   | 786                | -240                 | Business Support                              | 1,507           | 1,273                         | -233                                   | -239                                   | 5                                   |
| 1,251   | 1,431              | 180                  | Command                                       | 1,634           | 1,597                         | -37                                    | -118                                   | 81                                  |
| 10,837  | 9,923              | -914                 | Demand Hub                                    | 14,506          | 13,451                        | -1,055                                 | -935                                   | -120                                |
| 18,082  | 18,864             | 782                  | Northern Hub                                  | 24,273          | 25,590                        | 1,317                                  | 1,358                                  | -41                                 |
| 1,914   | 1,871              | -42                  | Partner & Ops Support                         | 2,967           | 2,970                         | 4                                      | -25                                    | 29                                  |
| 17,524  | 17,573             | 49                   | Southern Hub                                  | 23,632          | 23,910                        | 278                                    | 246                                    | 33                                  |
| <b>50,634</b>                                     | <b>50,448</b>      | <b>-186</b>          | <b>Total LP - Ops</b>                         | <b>68,519</b>   | <b>68,792</b>                 | <b>273</b>                             | <b>286</b>                             | <b>-13</b>                          |
| <b>14,866</b>                                     | <b>15,520</b>      | <b>654</b>           | <b>Non Operational - in-house</b>             | <b>19,630</b>   | <b>19,223</b>                 | <b>-406</b>                            | <b>-494</b>                            | <b>88</b>                           |
|   |                    |                      | <b>Collaboration and Partnerships</b>         |                 |                               |  |  |                                     |
| 3,232   | 3,119              | -113                 | Collaboration - Other                         | 5,030           | 4,872                         | -159                                   | -223                                   | 64                                  |
| 27,293  | 26,867             | -426                 | Collaboration - Tri Force                     | 33,644          | 33,098                        | -546                                   | -421                                   | -125                                |
|   |                    |                      | CTC To reserves                               |                 | 159                           | 159                                    | 159                                    | 0                                   |
| <b>30,525</b>                                     | <b>29,986</b>      | <b>-539</b>          | <b>Total Collaborated and Partnerships</b>    | <b>38,674</b>   | <b>38,129</b>                 | <b>-545</b>                            | <b>-484</b>                            | <b>-61</b>                          |
|   |                    |                      | <b>Other Collaboration &amp; Partnerships</b> |                 |                               |  |  |                                     |
| -7  | 0                  | 6                    | OPCC Buildings                                | -9              | 6                             | 15                                     | 15                                     | 0                                   |
| -1,426  | -1,441             | -15                  | OPCC Cap/Grants                               | 826             | 1,288                         | 462                                    | 464                                    | -2                                  |
| 967   | 760                | -207                 | OPCC Office                                   | 1,269           | 1,052                         | -217                                   | -218                                   | 1                                   |
| <b>-466</b>                                       | <b>-681</b>        | <b>-215</b>          | <b>Total PCC</b>                              | <b>2,087</b>    | <b>2,346</b>                  | <b>259</b>                             | <b>260</b>                             | <b>-1</b>                           |
| <b>112,920</b>                                    | <b>112,011</b>     | <b>-910</b>          | <b>NET BUDGET REQUIREMENT</b>                 | <b>152,467</b>  | <b>151,604</b>                | <b>-863</b>                            | <b>-1,012</b>                          | <b>149</b>                          |
| <i>Note: Figures may not cast due to rounding</i> |                    |                      |   |                 |                               |  |  |                                     |

## 4.2 Operational Policing

4.2.1 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 (£160K over)** The £160k overspend is primarily an expected overspend on Subscriber fees of £82k, offset by a £34k underspend on Informants. With a small overspend on officer and staff pay (£34k and £19k respectively). Staff overtime forecast overspend is expected to be 42k, which is Staff grade 1 and 2 overtime requests. Officer overtime is £3k. Staff pay and allowances overspend appears to be standby allowance.

**Investigations Standards and Development (ISD) (£168k over)** Increase from a forecast overspend of £106k in P8, partly due to the additional inspector budget from Covert. Currently forecasting officers as £311k overspend, with the department being 6.44fte over strength in December. Officer Overtime forecast overspend at £29k. 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 £125k 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. A reduction on income forecast partly as a result of a prevention fund forecast.

**Intelligence and Specialist Crime (ISCD) (£72 over)** Currently forecasting an overspend of £159k 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 £136k 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) (£860k under)** Current Officer strength is under by 13.41fte. This is resulting in a forecast £755k underspend on Officers pay and allowances, following budget holder meetings, forecast vacancies will reduce for the year. Officer overtime currently forecast at £95k overspend. Staff are currently 0.98fte under strength, resulting in a forecast underspend of £68k. Recruitment of 2fte Young Person Early Intervention officers is underway in December, which is funded by the Acting Commissioner. Non-pay underspend is as a result of a £109k saving on intruder alarms.

**Safeguarding and Command (£15k over)** This is mainly a £20k forecast for extradition costs.

### 4.2.3 Local Policing Operational (LP)

**Business Support** Work has been carried out to assess non-pay and income required,

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| <b>(£233k under)</b>  | and budgets have been moved to the relevant areas. An expected underspend of £194k on various non-pay areas (including £60k Office Equipment, £20k of which is earmarked for vehicle upgrades) and £40k Staff for 1.3fte Property Officers, 2fte Business Support Assistants and 1 Receptionist (January start) is expected to be offset by a £37k 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.   |
| <b>Command<br/>(£37k under)</b>                                     | Reduction from £118k underspend November. This is primarily due to a reduction of expected leavers that is accounted for on Command. 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 and Community Support Officers (PCSO) underspend of £249k relating to vacant posts at the start of the financial year is reported through the Command budget.  |
| <b>Demand Hub<br/>(£1,055k under)</b>                               | An increase in underspend from P8 of £120k. Current forecasts are, underspends of £345k Officers pay and allowances, £794k on Staff pay and allowances (an increase of £57k on P8). These numbers consider recruitment plans for the rest of the year, with Officers currently 13.32 fte under strength and Staff 15.07fte under. Current recruitment plans include 3 Call Handlers in the next 3 months, 5 Investigation Management Unit (IMU) Operators in January and a further 3 in March, the underspend has increased as a result of leavers in December and delays in recruitment due to Criminal Record Bureau (CRB) checks. Officer Overtime is forecast at a £56k overspend and Staff overtime £80k overspend. |
| <b>Northern Hub<br/>(£1,317k under)</b>                             | A decrease in overspend from P8 of £41k. Officer pay and allowances currently forecast at £1,008k overspent and 39.82fte over strength. Officer overtime is forecast at £316k overspend. Staff pay is 0.52fte over strength and forecast to overspend by £6k, but this is down to part funding certain posts.  |
| <b>Partnership &amp;<br/>Operational<br/>Support<br/>(£4k over)</b> | Officers are forecast at £5k underspent and are currently 1.7fte under strength, which is due in part to an unfunded acting Superintendent post and an expected 1fte over strength Inspector on Partner & Ops support.<br>Underspend on Staff of £7k is mainly due to funding for certain posts only being part year.  |
| <b>Southern Hub<br/>(£278k over)</b>                                | Officer pay and allowances currently forecast at £84k overspent on a current strength that is 21.27fte over. Officer overtime is forecast at £298k overspend. Staff pay is forecast as £32k 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

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| <b>Estates (£100k over)</b>                                | 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.  |
| <b>Finance (£11k under)</b>                                | No significant variance to report in this period.   |
| <b>Organisational Improvement Centre (OIC) (£20k over)</b> | A forecast £219k 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 £69k. This is offset by a forecast underspend of £220k on staff costs, which are mainly the result of the OIC restructure at the end of 2019/20. Staff is currently 2.75fte understrength.  |
| <b>National Police Chief's Council (NPCC) (£123k over)</b> | Subscriptions and Contributions are expected to be in the region of £134k overspent, staff pay £34k over, and £30k over on Officers pay and allowances. This is part offset by expected underspends in other Supplies & Services. A review of the NPCC budget is being undertaken.  |
| <b>Corp Comms (£86k under)</b>                             | Corporate Comms are currently underspent on Staff as a result of maternity leave and a small amount of vacancy offset by acting up arrangements.  |
| <b>Insurance (£26k under)</b>                              | A decrease from £307k forecast under in P8. Forecast underspend is primarily a reduction in the brokers and claims handling fees (Imprest account). Claims Handling has increased by £30k.  |
| <b>Corporate (£178k under)</b>                             | Forecast variances include staff costs being £200k underspent on additional Legal services, a £369k overspend on Officer pay, allowances and pension costs which is a pressure on unbudgeted posts allocated to the Covid job code. An underspend of £89k on Police Now, an expected underspend of £31k 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. |
| <b>Ops (£366k over)</b>                                    | 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 £236k on the Operations code, work is currently being carried out to understand whether this is Covid or Surge cost.   |
| <b>Fleet (£480k under)</b>                                 | A reduction from £509k under in Period 8. The forecast underspend is primarily due to Covid through a reduced forecast variance on fuel   |

costs which has created a £318k saving (increased from £237k in P8 due to the announcement of BP free fuel), £100k on hire of vehicles and a reduced forecast of £125k 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 (£5k under)** 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 (£88k over)** Additional costs relating to unbudgeted spend in 2020/21 as the project is finalised (increase from £71k P8).

**Athena (£14k under)** Underspend forecast reduced from £44k under P8. 3 officers previously covering vacant staff posts have moved, 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 (£27k 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) (£279k over)** £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 Cambs). 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 (£67k 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.

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| <b>Major Crime Unit (MCU) (£97k over)</b>                    | Increase in underspend from £83k under in P8. This is due to 6fte vacancies part of the year, plus underspend on Officer overtime mainly due to reduced court attendance during the Covid crisis.   |
| <b>Operational Planning (£33k over)</b>                      | 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.  |
| <b>Roads Policing Unit (RPU) (£1459 under)</b>               | Costs relating to Officers are forecast to be £65k 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 £70k. Forecast increase in underspend from £105k P8.  |
| <b>Scientific Science Unit (SSU) (£118k under)</b>           | Underspends on non-pay amount to £60k, which are currently forecast underspent and vehicle recovery costs, plus an expected underspend on Drugs/Breath testing equipment, causing a non-pay underspend of in excess of £70k. Forecast increase in underspend from £105k P8.   |
| <b>Protective Services Command (£67k over)</b>               | There is a forecast overspend on Pay of £45k due to retention of an ACC to oversee and coordinate BCH units in response to the Covid crisis, a £22k forecast overspend on other non-pay costs, including travel, operational/office equipment and staff welfare packs and costs relating to Luton Hoo firing range.   |
| <b>Force Resilience (£2k under)</b>                          | 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.  |
| <b>Cameras, Tickets &amp; Collisions (CTC) (£159k under)</b> | 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 announced in late 2020 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 (£150k for Cambs). |
| <b>Human Resources &amp; Learning and</b>                    | Reduction in underspend from £223k P8. Phase 2 of the HR transformation was completed in the Autumn. Underspends  |



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| <b>Development (HR and L&amp;D) (£179k under)</b>                              | resulting from reduced external training activity due to Covid-19 (£122k) and further underspends largely due to delays in recruiting to 2020/21 growth, particularly in Initial Training, Driving School and shared services (£150k). Exit costs resulting from the transformation were expected to be volatile and are expected to exceed the BCH £500k budget by £350k.  |
| <b>Information Management Dept (IMD) (£29 Under)</b>                           | Small underspends on non-pay items.   |
| <b>Payroll (£19k over)</b>   | Cambus unbudgeted legacy costs are part offset by 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.   |
| <b>Professional Standards (£6k under)</b>                                      | 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.  |
| <b>Firearms Licensing (nil spend)</b>  | Minimal forecast variance currently expected.   |
| <b>Criminal Justice (CJ) phase 1 &amp; 2 (£24k over)</b>                       | 3fte additional Virtual Court officers recruited which has resulted in a 15k pressure alongside an addition £15k pressure on Virtual Courts overtime.   |
| <b>Criminal Justice (CJ) /Custody Senior Management Team (SMT) (£14k over)</b> | £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.   |
| <b>Public Contact (Digital Innovation) (£22k over)</b>                         | Overspend forecast on staff pay and allowances mainly due to 2fte additional staff following a decision to extend Single online home posts.<br>2 other posts have been upgraded at a pressure of £7k.   |
| <b>ICT (£283k under)</b>   | Increase from P8 of £11k (from £272k). 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

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|----------------------------------|--|
| <b>Procurement (£63k under)</b>  | This relates to an average of 5fte vacancies in the unit.  |
| <b>Air Support (no variance)</b> | 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. |
| <b>Regional Organised</b>        | Underspends on Officer Pay & allowances, Staff pay, Fuel, Vehicle  |

**Crime Unit/Counter Terrorism Police (ROCU/CTP) (£123k under)** costs and Operational equipment are partially offset by expected overspends on Officer overtime. This is an increased forecast underspend from £64k in P8. We receive quarterly forecast updates on this.

**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 8 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 (£217k under)** £170k forecast underspend relates to Staff Pay and allowances. This includes the Chief Executive post being vacant (Deputy Chief Executive acting up). A £22k forecast underspend on running costs includes £32k on the consultant budget and £5k each on Agency/Temps and Training costs. This is partly offset by an expected £21k overspend on subscriptions.

**PCC Buildings & Corporate (£462k over)** We have increased the Revenue Contribution to Capital outlay by £500k to cover costs on various capital schemes. There is also an 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 £15k 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                         | December        |                 |              | Full Year budget  | M1-9 profile      | M1-9 Actuals      | Full year forecast | Full year variance |
|------------------------------|-----------------|-----------------|--------------|-------------------|-------------------|-------------------|--------------------|--------------------|
|                              | Budget FTE      | M9 FTE          | FTE Variance |                   |                   |                   |                    |                    |
| Covert Authorities           | 14.00           | 13.71           | -0.29        | 824,687           | 616,350           | 646,738           | 859,063            | 34,376             |
| Demand Hub                   | 67.50           | 54.18           | -13.32       | 3,831,515         | 2,863,578         | 2,578,331         | 3,486,416          | -345,099           |
| Inv Stds & Development       | 48.00           | 54.44           | 6.44         | 3,028,623         | 2,263,516         | 2,460,227         | 3,339,529          | 310,906            |
| ISCD                         | 71.00           | 68.79           | -2.21        | 4,078,639         | 3,048,272         | 3,135,730         | 4,237,299          | 158,660            |
| Northern Hub                 | 447.00          | 486.82          | 39.82        | 21,856,664        | 16,335,119        | 16,962,632        | 22,864,756         | 1,008,092          |
| Partner & Ops Support        | 34.00           | 32.30           | -1.70        | 2,107,051         | 1,574,757         | 1,539,496         | 2,101,598          | -5,453             |
| Protecting Vulnerable People | 150.00          | 136.59          | -13.41       | 8,179,473         | 6,113,132         | 5,431,022         | 7,424,669          | -754,804           |
| Safeguarding and Command     | 1.00            | 1.00            | 0.00         | 130,599           | 97,606            | 93,535            | 125,366            | -5,233             |
| Southern Hub                 | 444.00          | 465.27          | 21.27        | 21,371,751        | 15,972,707        | 15,909,706        | 21,455,390         | 83,639             |
| Local Policing Ops - Command | 1.00            | 1.00            | 0.00         | 130,599           | 97,606            | 100,787           | 134,833            | 4,234              |
| New Recruits                 |                 | 47.00           | 47.00        |                   |                   | 1,329,020         | 1,588,587          | 1,588,587          |
| Expected Leavers             |                 |                 | 0.00         |                   |                   |                   | -126,000           | -126,000           |
| LP Unallocated               | 35.61           |                 | -35.61       | 1,243,600         | 929,436           |                   | 0                  | -1,243,600         |
| Non LP                       | 18.00           | 23.77           | 5.77         | 1,710,484         | 1,152,814         | 1,482,751         | 2,178,056          | 467,572            |
| <b>Grand Total</b>           | <b>1,331.11</b> | <b>1,384.87</b> | <b>53.76</b> | <b>68,493,685</b> | <b>51,064,891</b> | <b>51,669,976</b> | <b>69,669,562</b>  | <b>1,175,877</b>   |

Police Officer pay and allowance variances are reported in the table above with a year-end overspend of £1,176k forecast.

#### 4.2.9 POLICE STAFF PAY & ALLOWANCES

| Department/Area                        | Budget Post FTE | Actual FTE December 2020 | Budgeted 2020-21 Total | M1-9 profile      | M1-9 Actual       | M1-9 variance     | Year end forecast | Year end forecast variance |
|--|-----------------|--------------------------|------------------------|-------------------|-------------------|-------------------|-------------------|----------------------------|
| <b>Operational Policing</b>            |                 |                          |                        |                   |                   |                   |                   |                            |
| Covert Authorities                     | 8.16            | 8.16                     | 383,586                | 286,682           | 302,162           | 15,480            | 402,263           | 18,677                     |
| Investigations & Standards Development | 56.86           | 50.06                    | 2,107,075              | 1,574,775         | 1,464,373         | -110,402          | 1,981,669         | -125,406                   |
| Intelligence                           | 50.29           | 48.71                    | 2,060,284              | 1,539,807         | 1,420,909         | -118,898          | 1,923,989         | -136,295                   |
| Protecting Vulnerable People           | 25.84           | 24.86                    | 836,340                | 625,059           | 558,297           | -66,763           | 768,521           | -67,819                    |
| Demand Hub                             | 228.15          | 213.08                   | 10,408,114             | 7,779,195         | 7,128,007         | -651,188          | 9,614,151         | -793,963                   |
| Northern Hub                           | 13.48           | 14.00                    | 466,213                | 348,436           | 357,530           | 9,094             | 472,184           | 5,971                      |
| Southern Hub                           | 6.52            | 6.05                     | 236,770                | 176,956           | 163,070           | -13,886           | 204,685           | -32,085                    |
| Business Support                       | 28.60           | 25.28                    | 878,062                | 656,241           | 626,320           | -29,921           | 837,589           | -40,473                    |
| Partnership & Ops Support              | 20.47           | 20.81                    | 741,815                | 554,420           | 550,820           | -3,600            | 734,768           | -7,047                     |
|  | <b>438.38</b>   | <b>411.01</b>            | <b>18,118,259</b>      | <b>13,541,571</b> | <b>12,571,486</b> | <b>-970,085</b>   | <b>16,939,819</b> | <b>-1,178,440</b>          |
| <b>In-House Other</b>                  |                 |                          |                        |                   |                   |                   |                   |                            |
| OIC                                    | 27.16           | 24.41                    | 1,133,290              | 846,992           | 670,261           | -176,731          | 913,714           | -219,576                   |
| Insurance                              | 2.00            | 2.00                     | 92,407                 | 69,063            | 72,036            | 2,973             | 95,384            | 2,977                      |
| Finance                                | 12.52           | 12.33                    | 543,039                | 405,854           | 401,250           | -4,604            | 536,994           | -6,045                     |
| NPCC                                   | 5.00            | 5.81                     | 326,385                | 243,932           | 269,336           | 25,404            | 360,146           | 33,761                     |
| Estates                                | 18.85           | 18.00                    | 765,115                | 571,828           | 563,243           | -8,585            | 762,034           | -3,081                     |
| Corporate Comms                        | 14.95           | 14.00                    | 739,295                | 552,530           | 494,685           | -57,845           | 663,328           | -75,967                    |
| Corporate                              | 3.00            | 4.00                     | 319,002                | 238,414           | 100,892           | -137,522          | 119,061           | -199,941                   |
| Fleet (non Chargeable)                 | 4.25            | 5.00                     | 113,370                | 84,730            | 109,932           | 25,202            | 148,684           | 35,314                     |
| Non Collaborated                       |                 |                          |                        |                   | 6,473             | 6,473             |                   | 0                          |
| <b>Grand total</b>                     | <b>526.10</b>   | <b>496.56</b>            | <b>22,150,162</b>      | <b>16,554,913</b> | <b>15,259,594</b> | <b>-1,295,319</b> | <b>20,539,164</b> | <b>-1,610,998</b>          |
| <b>PCSO</b>                            | <b>80.00</b>    | <b>70.80</b>             | <b>2,967,367</b>       | <b>2,217,909</b>  | <b>2,000,033</b>  | <b>-217,876</b>   | <b>2,662,803</b>  | <b>-304,564</b>            |

An underspend in period 9 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. Forecasts are currently based on Spend trends and discussions with Budget holders. Until the actual hours in December (including Bank Holidays) are flushed through the system, we will not know for sure the forecast spend.

##### 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 9 (December), all Bank holidays have been worked, however 5 Bank Holidays out of the 8 in financial year have been paid.

| <b>Operational Policing Officer bank holiday budget/spend to the end of December 2020</b> | <b>Full year budget</b> | <b>April - December Actual</b> | <b>Forecast M9</b> | <b>Forecast variance</b> |
|---|-------------------------|--------------------------------|--------------------|--------------------------|
| Covert Authorities  | 0                       | 724                            | 1,304              | 580                      |
| Demand Hub  | 20,936                  | 29,193                         | 52,547             | 23,355                   |
| Inv Stds & Devt   | 11,964                  | 28,745                         | 49,472             | 20,727                   |
| ISCD  | 61,479                  | 24,104                         | 42,742             | 18,638                   |
| Northern Hub  | 310,055                 | 175,851                        | 316,531            | 140,680                  |
| Partner & Ops Support   | 7,643                   | 359                            | 359                | 0                        |
| Protecting Vulnerable People  | 77,762                  | 46,551                         | 83,122             | 36,571                   |
| Southern Hub  | 310,055                 | 158,610                        | 285,499            | 126,889                  |
| <b>Grand Total</b>  | <b>799,894</b>          | <b>464,137</b>                 | <b>831,576</b>     | <b>367,439</b>           |

### 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 £799k, excluding Operations, if overtime continues at the same rate. The forecast will be reviewed monthly and refined based on the latest information.

| <b>Operational Policing officer non Bank Holiday budget/spend to the end of December 2020</b> | <b>Full year budget</b> | <b>April - December actual</b> | <b>Forecast M9</b> | <b>Forecast Variance</b> |
|---|-------------------------|--------------------------------|--------------------|--------------------------|
| Command   | 0                       | 67                             | 0                  | 0                        |
| Covert Authorities  | 4,108                   | 6,314                          | 10,000             | 5,892                    |
| Demand Hub  | 32,562                  | 37,978                         | 56,968             | 24,406                   |
| Inv Stds & Devt   | 59,240                  | 40,294                         | 50,528             | -8,712                   |
| ISCD  | 87,944                  | 111,250                        | 147,258            | 59,314                   |
| Northern Hub  | 250,456                 | 342,576                        | 566,656            | 316,200                  |
| Partner & Ops Support   | 10,337                  | 16,725                         | 25,266             | 14,929                   |
| Protecting Vulnerable People  | 113,535                 | 145,609                        | 202,878            | 89,343                   |
| Southern Hub  | 236,218                 | 356,395                        | 534,227            | 298,009                  |
| *Operations   | 450,000                 | 300,094                        | 450,000            | 0                        |
| <b>Grand Total</b>  | <b>1,244,400</b>        | <b>1,357,302</b>               | <b>2,043,781</b>   | <b>799,381</b>           |
| <b>*Excludes Covid/Surge</b>  |                         |                                |                    |                          |

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 £185k on the ledgers. A forecast of £309k for Surge spend is expected. These figures are caveated as it appears that some Surge spend is being coded to Covid. Costs should be corrected for next month's reporting.

Hours by type is still not available. Reporting has switched from COTS to Carm. There is currently no information available from the system. We will start to report again once the reporting is available.

Spend relating to specific Operations is also reported below.

| Operational spend to the end of December |                |
|--|----------------|
| Operation                                | Total £        |
| COVID-19                                 | 184,950        |
| PESTLE                                   | 120,454        |
| PENSHAW - CAMBS LP                       | 31,979         |
| MCU SUPPORT CAMBS                        | 31,617         |
| NEEDHAM                                  | 16,401         |
| GLIDE                                    | 16,348         |
| MALT                                     | 14,595         |
| RUMEX                                    | 13,320         |
| LIGHTHOUSE - CAMBS LP                    | 12,433         |
| PRIVATE USE OF POLICE                    | 8,742          |
| SQUIRREL                                 | 8,487          |
| CALIBRATOR                               | 3,823          |
| ARNSIDE                                  | 3,292          |
| OPTIMUM                                  | 2,461          |
| PENSHAW                                  | 2,085          |
| Under £2k                                | 14,057         |
| <b>Total</b>                             | <b>485,045</b> |

#### 4.2.11 STAFF OVERTIME

Staff overtime the end of December.

| Police staff overtime spend to the end of December 2020 |                  |                              |                |                   |
|---|------------------|------------------------------|----------------|-------------------|
| Department/Area   | Full year budget | Spend to the end of December | Forecast       |                   |
|   |                  |                              | Annual Spend   | Forecast Variance |
| Business Support  | 135              | 543                          | 1,000          | 865               |
| Covert Authorities                                      | 4,268            | 26,713                       | 45,520         | 41,252            |
| Demand Hub  | 111,070          | 125,510                      | 190,636        | 79,566            |
| Inv Stds & Devt   | 23,057           | 19,935                       | 22,250         | -807              |
| ISCD  | 22,223           | 22,369                       | 30,000         | 7,777             |
| Northern Hub  | 336              | 1,564                        | 2,346          | 2,010             |
| Partner & Ops Support                                   | 183              | 857                          | 1,469          | 1,286             |
| Protecting Vulnerable People                            | 587              | 4,423                        | 6,500          | 5,913             |
| Southern Hub  | 16               | 169                          | 225            | 209               |
| <b>LP Total</b>   | <b>161,875</b>   | <b>202,082</b>               | <b>299,946</b> | <b>138,071</b>    |
| Finance   | 0                | 162                          | 162            | 162               |
| OIC   | 8,000            | 2,556                        | 3,500          | -4,500            |
| Corp Comms  | 0                | 963                          | 1,500          | 1,500             |
| Operations  | 0                | 50,276                       | 50,276         | 50,276            |
| <b>Grand Total</b>                                      | <b>169,875</b>   | <b>256,038</b>               | <b>355,383</b> | <b>185,508</b>    |

There has been a decrease in forecast overtime by £2k from period 9.

Hours by type is currently not available due to the reporting issues with Carm. Forecast estimates are based on trends in previous months alongside discussions with Budget holders.

## 5. Capital Funding and Budget 2020/21

5.1 The capital spend and financing to the end of December 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 £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 | %          | Expected Outturn 2020/21 | Expected Outturn % of Revised Capital Budget | Predicted C/Fwd 2020/21 | Estimated Year End Position |
|---|---------------------------|------------------------------------|--|-------------------------------|--------------------------------|----------------------------|------------|--------------------------|--|-------------------------|-----------------------------|
| All figures £'000                                 |                           |                                    |  |                               |                                |                            |            |                          |  |                         |                             |
| <b>Capital Payments:-</b>                         |                           |                                    |  |                               |                                |                            |            |                          |  |                         |                             |
| Land & Buildings                                  | 792                       | 4,998                              | 101  | -                             | 5,891                          | 1,607                      | 27%        | 2,423                    | 151%   | 100                     | -916                        |
| Fleet   | -                         | 1,478                              | -  | 8                             | 1,486                          | 1,486                      | 100%       | 1,486                    | 100%   | -                       | -                           |
| IT & Communications                               | 459                       | 2,439                              | 122  | 23                            | 3,043                          | 1,997                      | 66%        | 2,831                    | 142%   | -                       | -833                        |
| Other Collaboration                               | 51                        | 145                                | 29   | -                             | 225                            | 136                        | 61%        | 229                      | 168%   | -                       | -93                         |
| Schemes approved subject to further business case | -                         | 300                                | -  | -                             | 300                            | -                          | 0%         | -                        | 0%   | -                       | -                           |
| <b>TOTAL</b>                                      | <b>1,302</b>              | <b>9,360</b>                       | <b>252</b>                                 | <b>31</b>                     | <b>10,945</b>                  | <b>5,226</b>               | <b>48%</b> | <b>6,969</b>             | <b>133%</b>                                  | <b>100</b>              | <b>-1,842</b>               |

|                                      | 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                    |                           |                                    |  |                                   |                                |
| <b>Capital Financing:-</b>           |                           |                                    |  |                                   |                                |
| 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  | 31                                | 2,004                          |
| Borrowing                            | -                         | 6,385                              | -397                                       | -                                 | 5,988                          |
| <b>TOTAL</b>                         | <b>1,302</b>              | <b>9,360</b>                       | <b>252</b>                                 | <b>31</b>                         | <b>10,945</b>                  |

Note: figures may not cast due to roundings

5.1.2 The forecast capital outturn for the 2020/21 Capital Programme is currently £7m at period 9 (December 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 due to be considered at the Planning Committee meeting on the 10th March 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 £1,607k (27%) against a budget (including carry forwards) of £5,891k. The major projects being the Southern Police Station project (£386k), the Major Repairs project (£372k), the Replacement of Door Readers (£335k) 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 £1,486 (100%) against a budget of £1,486k.

5.2.3 The total actual and committed spend for the IT and Communications projects is £1,997k (66%) against a budget of £3,043k. The major projects being the PC/Laptop Replacement project (£680k), the Digital Interviewing project (£209k), the Networks project (£127k) and the Infrastructure Servers/Storage/Backup (£236k).

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 currently remains on course with an expected outcome due in March 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 option of utilising the adjacent court house is feasible, with ICT now developing a temporary station scheme, which could see the refurbishment work starting in February/March 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 HQ Vehicle Examination Unit (VEU) Building project is showing an overspend of £80k, but this should be covered by a further Highways Agency Contribution.

- 5.2.10 The additional work required in the Clothing Stores office will result in an overspend on the HQ Lead Decontamination and Prevention project of £15k.
- 5.2.11 Due to ICT installation delays, the replacement of door readers project is unlikely to be completed this financial year and there will be a carry forward request of possibly £100k.
- 5.2.12 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.
- 5.2.13 There will be a slippage of £47k into 2021/22 on the ICT Telephony project due to a delay in the Integrates Communication Control Server (ICCS) upgrade to support the Airwave Dispatch Communication Server (DCS), as a result of the Home Office concerns over the resilience of the upgrade. A final update on this project is hoped to be provided next month.
- 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 £533k 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. We are requesting an approval below for an additional £23k RCCO to come from ICT underspend for Body Worn Cameras. 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 Conducted energy device (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 | 5,667        |
| 2020/21 Carry Forward                | 1,302        |
|                                      | <b>6,969</b> |
| 2020/21 Planned Capital Financing    |              |
| Capital Grants                       | 445          |
| Borrowing                            | 2,012        |
| Capital receipts                     | 537          |



|                                  |              |
|----------------------------------|--------------|
| Carry Forward Reserve            | 1,022        |
| Asset Incentivisation            | 97           |
| Estates Reserve                  | 860          |
| Revenue Contributions to Capital | 1,996        |
|                                  |              |
| <b>Total Capital Financing</b>   | <b>6,969</b> |

#### 5.4 PROPOSED AMENDMENTS FOR APPROVAL

5.4.1 Amendments to the ICT capital projects are required to cover the purchase of replacement of smartphones (£62k) and body worn cameras (£51). This will mostly be provided by transfers from ICT project underspends to the Mobile Comms – Smartphones and the Mobile Comms – Body Worn Video capital projects, but a further £23k is proposed to be funded by a Revenue contribution to capital outlay (RCCO) from the ICT underspend on revenue. This is a retrospective proposal, as on the basis of the virements and a small RCCO, it has been verbally agreed by the Chief Finance Officer (CFO) ahead of this Board meeting, to expediate the purchase of these replacements.

5.4.2 An addition of £8k is proposed to the Vehicle Replacement Programme to cover the purchase of 2 trap vehicles, to be funded by an RCCO from the POCA funds.

### 6. Sales & Purchase Ledger KPI's

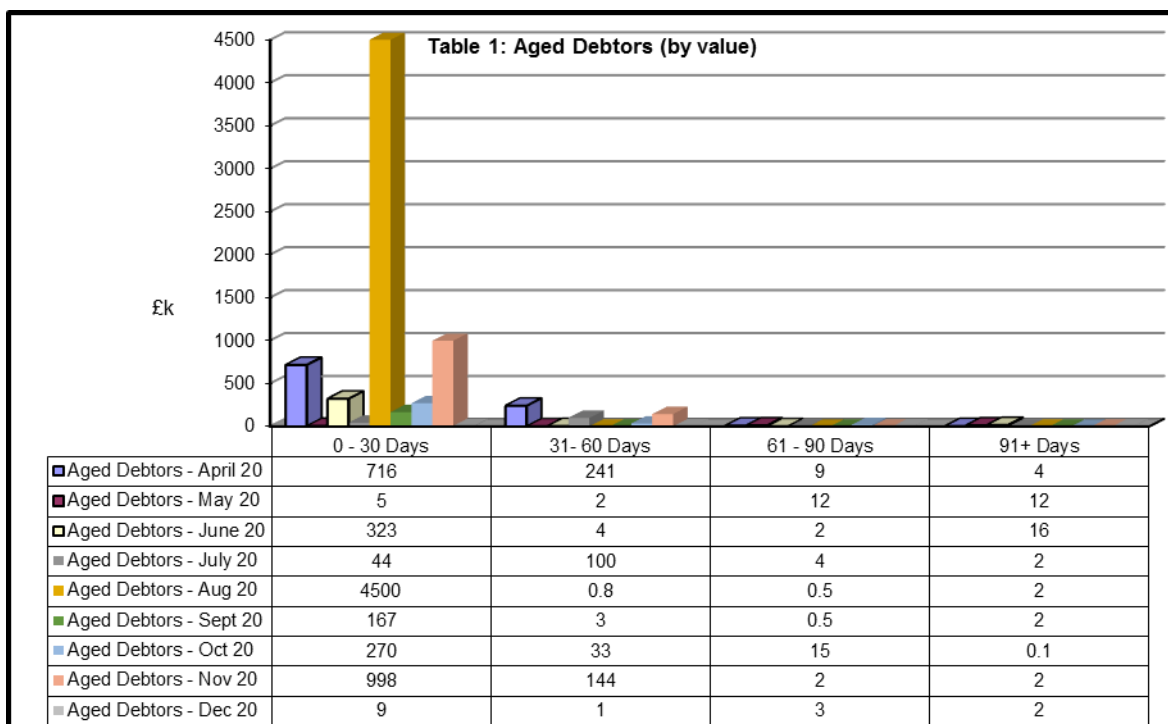
#### 6.1 SALES LEDGER & CREDIT CONTROL KPI

6.1.1 The overall sales ledger balance at the end of December 2020 was £16k; this compares with £1.1m for the end of November 2020.

6.1.2 Debtor Days (per table below) calculated for YTD to December has also decreased. The difference between November and December 2020 has decreased, as the overall sales ledger balance has also decreased due to the larger invoices which were raised in October (£1.3m) having now been cleared and the debt outstanding at the end of December having also decreased. 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 | 0.5         |

6.1.3 Table 1 shows there was a small amount of outstanding debt at 91+ days for December 2020, which remains the same as November 2020, 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.



## 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 9 months to 31<sup>st</sup> December 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  | 6,659   |
| Paid within 30 days (no) | 15,971  | 13,294  | 12,730  | 6,453   |
| 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 31st December 2020. Repayments and interest are paid quarterly. There are no new loans planned this year.

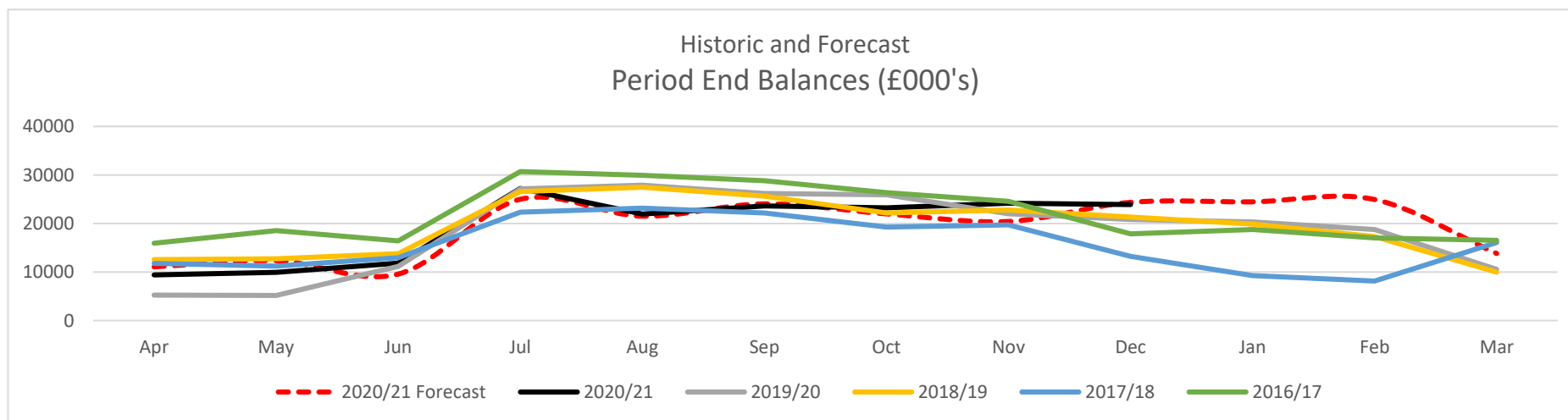
| PWLB Loans | Balance as at<br>31/12/2020 | Cash Balance as at<br>31/12/2020 |
|------------|-----------------------------|----------------------------------|
| Loan 1     | £813,949.53                 | £813,949.53                      |
| Loan 2     | £1,343,034.77               | £1,343,034.77                    |
| 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

7.2.1 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>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Projected</i> | <i>Projected</i> | <i>Projected</i> |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------------|------------------|------------------|
| <b>Cash Flow (£ 000's)</b> | <b>Apr</b>    | <b>May</b>    | <b>Jun</b>    | <b>Jul</b>    | <b>Aug</b>    | <b>Sep</b>    | <b>Oct</b>    | <b>Nov</b>    | <b>Dec</b>    | <b>Jan</b>       | <b>Feb</b>       | <b>Mar</b>       |
| <b>Cash Balance *</b>      | <b>10,872</b> | <b>9,402</b>  | <b>9,948</b>  | <b>11,832</b> | <b>27,223</b> | <b>21,926</b> | <b>23,624</b> | <b>23,200</b> | <b>24,172</b> | <b>23,921</b>    | <b>24,458</b>    | <b>24,933</b>    |
| <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>15,632</i> | <i>15,400</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>15,883</i> | <i>14,863</i>    | <i>15,232</i>    | <i>20,261</i>    |
| <b>Net Cash Flow</b>       | <b>-1,470</b> | <b>546</b>    | <b>1,884</b>  | <b>15,391</b> | <b>-5,297</b> | <b>1,698</b>  | <b>-424</b>   | <b>972</b>    | <b>-251</b>   | <b>537</b>       | <b>475</b>       | <b>-11,113</b>   |
| <b>Closing Balance</b>     | <b>9,402</b>  | <b>9,948</b>  | <b>11,832</b> | <b>27,223</b> | <b>21,926</b> | <b>23,624</b> | <b>23,200</b> | <b>24,172</b> | <b>23,921</b> | <b>24,458</b>    | <b>24,933</b>    | <b>13,820</b>    |



### 7.3 RESERVES

7.3.1 Group usable reserves are expected to decrease overall by £1m by the end of 2020/21 which is set out in the table below. The underspend will be put to reserves at the year end alongside transactions to realign the reserves to meet current financial risks.

|   | Balance<br>31 March<br>2020 | Forecast<br>Forecast | Forecast<br>Balance<br>31 March<br>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                       | 507                  | 2,394                                   |
| Uplift Reserve                              | -                           | -                    | -                                       |
| Capital Carry Forward Reserve               | 1,464                       | -                    | 1,464                                   |
| Asset Incentivisation Reserve               | 466                         | (172)                | 294                                     |
| Road Casualty Reduction & Support Fund      | 1,050                       | (163)                | 887                                     |
| Collaboration & Commissioning Reserve       | 564                         |                      | 564                                     |
| ICT Development Reserve                     | -                           |                      | -                                       |
| Estates Development Reserve                 | 860                         | (860)                | -                                       |
| Major Incident Victim Support               |                             | 25                   | 25                                      |
| <b>Total Earmarked Reserves</b>             | <b>9,112</b>                | <b>(595)</b>         | <b>8,517</b>                            |
| General Reserve                             | 7,198                       | -                    | 7,198                                   |
| <b>Total General and Earmarked Reserves</b> | <b>16,310</b>               | <b>(595)</b>         | <b>15,715</b>                           |
| Capital Receipts Reserve                    | 537                         | (537)                | -                                       |
| Unapplied Capital Receipts Reserve          | 189                         | -                    | 189                                     |
| <b>Total Usable Reserves</b>                | <b>17,036</b>               | <b>(1,132)</b>       | <b>15,904</b>                           |

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 December 2020 |                    |
|--|--------------------|
|  | £                  |
| Reserves   | -466,042.60        |
| Commitments                                      | 151,180.92         |
| Spend  | 114,426.46         |
| Income in year                                   | -94,047.47         |
| <b>Balance available</b>                         | <b>-294,482.69</b> |

| Drugs Forfeiture at the end of December 2020 |                    |
|--|--------------------|
|  | £                  |
| Reserves                                     | -372,265.56        |
| Commitments                                  | 0.00               |
| Spend  | 0.00               |
| Income in year                               | -68,073.43         |
| <b>Balance available</b>                     | <b>-440,338.99</b> |

## 8. Recommendation

8.1 The Board is recommended to:

- (a) Note the report
- (b) Approve the Capital proposals.

### BIBLIOGRAPHY

|                        |  |
|------------------------|--|
| <b>Source Document</b> |  |
| <b>Contact Officer</b> | 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 9 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 P9 £'000 | Year end Forecast variance £'000 |
|   | <b>LP - Inv &amp; Safeguarding</b>            |                        |                           |                           |                             |                            |                                  |
| 85  | Covert Authorities                            | 1,465                  | 1,103                     | 1,221                     | 119                         | 1,625                      | 160                              |
| 93  | Inv Stds & Devt                               | 6,063                  | 4,478                     | 4,552                     | 73                          | 6,231                      | 168                              |
| -100  | ISCD  | 6,348                  | 4,518                     | 4,543                     | 25                          | 6,421                      | 72                               |
| -696  | Protecting Vulnerable People                  | 9,551                  | 7,165                     | 6,316                     | -849                        | 8,691                      | -860                             |
| 8   | Safeguarding & Command                        | 131                    | 98                        | 106                       | 8                           | 146                        | 15                               |
| <b>-609</b>                                     | <b>Total LP - Inv &amp; Safeguarding</b>      | <b>23,558</b>          | <b>17,361</b>             | <b>16,737</b>             | <b>-624</b>                 | <b>23,114</b>              | <b>-444</b>                      |
|   | <b>LP - Ops</b>                               |                        |                           |                           |                             |                            |                                  |
| -175  | Business Support                              | 1,507                  | 1,026                     | 786                       | -240                        | 1,273                      | -233                             |
| 179   | Command                                       | 1,634                  | 1,251                     | 1,431                     | 180                         | 1,597                      | -37                              |
| -781  | Demand Hub                                    | 14,506                 | 10,837                    | 9,923                     | -914                        | 13,451                     | -1,055                           |
| 641   | Northern Hub                                  | 24,273                 | 18,082                    | 18,864                    | 782                         | 25,590                     | 1,317                            |
| -359  | Partner & Ops Support                         | 2,967                  | 1,914                     | 1,871                     | -42                         | 2,970                      | 4                                |
| -5  | Southern Hub                                  | 23,632                 | 17,524                    | 17,573                    | 49                          | 23,910                     | 278                              |
| <b>-501</b>                                     | <b>Total LP - Ops</b>                         | <b>68,519</b>          | <b>50,634</b>             | <b>50,448</b>             | <b>-186</b>                 | <b>68,792</b>              | <b>273</b>                       |
|   | <b>Non Operational - in-house</b>             |                        |                           |                           |                             |                            |                                  |
| -43   | Estates                                       | 5,170                  | 3,712                     | 3,734                     | 22                          | 5,270                      | 100                              |
| -6  | Finance                                       | 573                    | 427                       | 422                       | -6                          | 562                        | -11                              |
| 24  | Organisational Improvement Centre             | 1,668                  | 1,193                     | 1,180                     | -13                         | 1,698                      | 30                               |
| 71  | NPCC  | 1,539                  | 1,140                     | 1,237                     | 97                          | 1,662                      | 123                              |
| -68   | Corp Comms                                    | 811                    | 606                       | 533                       | -73                         | 725                        | -86                              |
| -193  | Insurance                                     | 924                    | 760                       | 597                       | -163                        | 658                        | -266                             |
| 903   | Corporate                                     | 6,229                  | 4,739                     | 5,563                     | 824                         | 6,051                      | -178                             |
| 306   | Ops   | 145                    | 89                        | 413                       | 323                         | 511                        | 366                              |
| -268  | Fleet   | 2,570                  | 2,200                     | 1,848                     | -352                        | 2,090                      | -480                             |
| -8  | Non Collab                                    | 0                      | 0                         | -5                        | -5                          | -5                         | -5                               |
| <b>719</b>                                      | <b>Total Non -Operational</b>                 | <b>19,630</b>          | <b>14,866</b>             | <b>15,520</b>             | <b>654</b>                  | <b>19,223</b>              | <b>-406</b>                      |
|   | <b>Collaboration and Partnerships</b>         |                        |                           |                           |                             |                            |                                  |
|   | Collaboration Set up costs                    |                        |                           |                           |                             |                            |                                  |
| 0   | Uplift Programme Board                        | 47                     | 129                       | 129                       | 0                           | 47                         | 0                                |
| 44  | ERP set up costs                              | 0                      | 150                       | 218                       | 68                          | 88                         | 88                               |
| -30   | Athena  | 307                    | 203                       | 193                       | -10                         | 293                        | -14                              |
| 38  | Athena AMO                                    | 135                    | 38                        | 105                       | 68                          | 217                        | 82                               |
| 18  | Change team                                   | 220                    | 135                       | 157                       | 22                          | 247                        | 27                               |
| 20  | General                                       | 296                    | 74                        | 97                        | 23                          | 323                        | 27                               |
|   | <b>Joint Protective Services</b>              |                        |                           |                           |                             |                            |                                  |
| 134   | Armed Policing Unit                           | 2,805                  | 1,984                     | 2,199                     | 215                         | 3,084                      | 279                              |
| 0   | CTP   | 749                    | 752                       | 661                       | -90                         | 626                        | -123                             |
| 35  | Dogs  | 891                    | 633                       | 684                       | 51                          | 958                        | 67                               |
| -54   | Major Crime Unit                              | 3,085                  | 2,004                     | 1,928                     | -76                         | 2,988                      | -97                              |
| 15  | Operational Planning                          | 366                    | 494                       | 520                       | 26                          | 398                        | 33                               |
| -60   | RPU   | 3,860                  | 2,755                     | 2,657                     | -98                         | 3,716                      | -145                             |
| -50   | Scientific Services Unit/Visual Evidence      | 3,034                  | 2,115                     | 2,024                     | -91                         | 2,916                      | -118                             |
| 44  | Protective Services Command                   | 266                    | 280                       | 326                       | 46                          | 334                        | 67                               |
| 0   | Force Resilience                              | 120                    | 119                       | 119                       | 0                           | 118                        | -2                               |
| -176  | CTC Expenditure                               | 1,889                  | 317                       | 46                        | -271                        | 1,574                      | -315                             |
| 98  | CTC Income                                    | -1,889                 | -717                      | -598                      | 119                         | -1,733                     | 157                              |
|   | Surplus generated by CTC - to reserves        |                        |                           |                           |                             | 159                        | 159                              |
|   | <b>Organisational Support</b>                 |                        |                           |                           |                             |                            |                                  |
| -130  | HR and L&D                                    | 5,475                  | 4,176                     | 4,038                     | -138                        | 5,296                      | -179                             |
| -10   | IMD   | 1,031                  | 993                       | 978                       | -15                         | 1,006                      | -24                              |
| 9   | Payroll                                       | 211                    | 228                       | 231                       | 3                           | 230                        | 19                               |
| -30   | Procurement                                   | 380                    | 325                       | 280                       | -45                         | 318                        | -63                              |
| -3  | Professional Standards Unit                   | 1,276                  | 1,032                     | 1,029                     | -3                          | 1,270                      | -6                               |
|   | <b>Operational Support</b>                    |                        |                           |                           |                             |                            |                                  |
| 0   | Firearms Licensing                            | 212                    | 279                       | 279                       | 0                           | 212                        | 0                                |
| 15  | CJ phase 1&2                                  | 790                    | 363                       | 380                       | 17                          | 814                        | 24                               |
| 0   | CJ/Custody SMT                                | 171                    | 0                         | 0                         | 0                           | 185                        | 14                               |
| 13  | Public Contact                                | 356                    | 97                        | 108                       | 11                          | 378                        | 22                               |
| -137  | ICT   | 7,696                  | 8,372                     | 8,183                     | -189                        | 7,414                      | -283                             |
|   | LCJB  |                        |                           |                           |                             |                            |                                  |
|   | <b>Other Collaboration &amp; Partnerships</b> |                        |                           |                           |                             |                            |                                  |
| 0   | Air Support                                   | 875                    | 438                       | 438                       | 0                           | 875                        | 0                                |
| -44   | ERSOU   | 2,419                  | 1,699                     | 1,699                     | 0                           | 2,419                      | 0                                |
| -10   | Kings Lynn PIC                                | 802                    | 409                       | 391                       | -18                         | 776                        | -26                              |
| -98   | Regional Collaboration                        | 303                    | 197                       | 82                        | -115                        | 165                        | -138                             |
| -34   | SARC  | 495                    | 451                       | 404                       | -47                         | 419                        | -76                              |
| <b>-386</b>                                     | <b>Total Collaborated and Partnerships</b>    | <b>38,674</b>          | <b>30,525</b>             | <b>29,986</b>             | <b>-539</b>                 | <b>38,129</b>              | <b>-546</b>                      |
| <b>-777</b>                                     | <b>CHIEFS NET BUDGET REQUIREMENT</b>          | <b>150,381</b>         | <b>113,386</b>            | <b>112,691</b>            | <b>-695</b>                 | <b>149,258</b>             | <b>-1,123</b>                    |
|   | <b>NON-FORCE</b>                              |                        |                           |                           |                             |                            |                                  |
| 6   | OPCC Buildings                                | -9                     | -7                        | 0                         | 6                           | 6                          | 15                               |
| 91  | OPCC Cap/Grants                               | 826                    | -1,426                    | -1,441                    | -15                         | 1,288                      | 462                              |
| -245  | OPCC Office                                   | 1,269                  | 967                       | 760                       | -207                        | 1,052                      | -217                             |
| <b>-148</b>                                     | <b>Total PCC</b>                              | <b>2,087</b>           | <b>-466</b>               | <b>-681</b>               | <b>-215</b>                 | <b>2,346</b>               | <b>259</b>                       |
| <b>-925</b>                                     | <b>NET BUDGET REQUIREMENT</b>                 | <b>152,467</b>         | <b>112,920</b>            | <b>112,011</b>            | <b>-910</b>                 | <b>151,604</b>             | <b>-863</b>                      |

## Appendix 2

| 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 | Outturn 2020/21 | Variance at year end | Predicted C/Fwd | Estimated (Under)/Over spend |
|--|----------|--------------|--|-------------------------------|--------------------------------|-------------|-----------------|-----------------------|-----------------|----------------------|-----------------|------------------------------|
|  |          | £'000        | £'000                                  | £'000                         | £'000                          | £'000       | £'000           | £'000                 | £'000           | £'000                | £'000           | £'000                        |
| <b>Land &amp; Buildings</b>            |          |              |  |                               |                                |             |                 |                       |                 |                      |                 |                              |
| Major Repairs Planned                  | Various  | -            | 540                                    | -                             | 540                            | 138         | 234             | 372                   | 540             | -                    | -               | -                            |
| Wisbech Police Station Refurb          | C8068    | 440          | -                                      | -                             | 440                            | 5           | 15              | 20                    | 550             | 110                  | -               | 110                          |
| HQ Lead Decontamination and Prevention | C8106    | 7            | -                                      | -                             | 7                              | -           | 16              | 16                    | 22              | 15                   | -               | 15                           |
| Monks Wood Adaptation                  | C8108    | -            | 101                                    | -                             | 101                            | 40          | 67              | 107                   | 101             | -                    | -               | -                            |
| Demand Hub - Building Works            | C8114    | 25           | 45                                     | -                             | 70                             | -           | -               | -                     | 70              | -                    | -               | -                            |
| CSPS Southern Police Station           | C8121    | -            | 4,000                                  | -                             | 4,000                          | 100         | 286             | 386                   | 451             | (3,549)              | -               | (3,549)                      |
| HQ Car Park Extension                  | C8127    | 4            | -                                      | -                             | 4                              | -           | -               | -                     | -               | (4)                  | -               | (4)                          |
| HQ VEU Building                        | C8130    | -            | 13                                     | -                             | 13                             | 93          | -               | 93                    | 93              | 80                   | -               | 80                           |
| Copse Court Car Park                   | C8131    | 176          | -                                      | -                             | 176                            | 176         | -               | 176                   | 176             | -                    | -               | -                            |
| Data Centre UPS                        | C8132    | 140          | -                                      | -                             | 140                            | 92          | 9               | 101                   | 120             | (20)                 | -               | (20)                         |
| Replacement of Door Readers            | C8134    | -            | 400                                    | -                             | 400                            | 9           | 327             | 335                   | 300             | (100)                | 100             | -                            |
| <b>Land &amp; Buildings Total</b>      |          | <b>792</b>   | <b>5,099</b>                           | <b>-</b>                      | <b>5,891</b>                   | <b>653</b>  | <b>954</b>      | <b>1,607</b>          | <b>2,423</b>    | <b>-3,468</b>        | <b>100</b>      | <b>-3,368</b>                |
| <b>Fleet</b>                           |          |              |  |                               |                                |             |                 |                       |                 |                      |                 |                              |
| Vehicle Replacement Programme          | C8010    | -            | 1,478                                  | 8                             | 1,486                          | 1,100       | 386             | 1,486                 | 1,486           | -                    | -               | -                            |
| <b>Fleet Total</b>                     |          | <b>-</b>     | <b>1,478</b>                           | <b>8</b>                      | <b>1,486</b>                   | <b>1100</b> | <b>386</b>      | <b>1,486</b>          | <b>1,486</b>    | <b>0</b>             | <b>0</b>        | <b>0</b>                     |
| <b>Non ICT Collaboration</b>           |          |              |  |                               |                                |             |                 |                       |                 |                      |                 |                              |
| Covert Equipment Renewal               | C8022    | 28           | 45                                     | -                             | 73                             | 6           | 0               | 6                     | 73              | -                    | -               | -                            |
| JPS Capital                            | C8028    | -            | 100                                    | -                             | 100                            | 19          | -               | 19                    | 104             | 4                    | -               | 4                            |
| JPS ANPR                               | C8071    | 23           | -                                      | -                             | 23                             | 18          | -               | 18                    | 23              | -                    | -               | -                            |
| JPS ERSOU                              | C8104    | -            | -                                      | -                             | -                              | -           | -               | -                     | -               | -                    | -               | -                            |
| CED Tasers                             | C8133    | -            | 29                                     | -                             | 29                             | 93          | -               | 93                    | 29              | -                    | -               | -                            |
| <b>Non ICT Collaboration Total</b>     |          | <b>51</b>    | <b>174</b>                             | <b>-</b>                      | <b>225</b>                     | <b>136</b>  | <b>0</b>        | <b>136</b>            | <b>229</b>      | <b>0</b>             | <b>0</b>        | <b>0</b>                     |

| 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 | Outturn 2020/21 | Variance at year end | Predicted C/Fwd | Estimated (Under)/Over spend |
|--|------------|--------------|--|-------------------------------|--------------------------------|-------------|-----------------|-----------------------|-----------------|----------------------|-----------------|------------------------------|
|  |            | £'000        | £'000                                  | £'000                         | £'000                          | £'000       | £'000           | £'000                 | £'000           | £'000                | £'000           | £'000                        |
| <b>ICT Collaborated</b>                                  |            |              |  |                               |                                |             |                 |                       |                 |                      |                 |                              |
| Infrastr - digital forensics (DFU Storage-Cambs)         | C8125      | -            | 149                                    | -                             | 149                            | 40          | 89              | 128                   | 149             | -                    | -               | -                            |
| PC/Laptops Replacement                                   | JC0001     | -            | 658                                    | 12                            | 670                            | 372         | 308             | 680                   | 680             | 10                   | -               | 10                           |
| Printers   | JC0002     | -            | 41                                     | -                             | 41                             | 4           | -               | 4                     | 41              | -                    | -               | -                            |
| Networks   | JC0005     | -            | 184                                    | -                             | 184                            | 124         | 3               | 127                   | 184             | -                    | -               | -                            |
| Infrastructure - Servers/Storage/Back up                 | JC0006/7/8 | -            | 224                                    | (18)                          | 206                            | 155         | 81              | 236                   | 206             | -                    | -               | -                            |
| Telephony  | JC0009     | -            | 289                                    | -                             | 289                            | 1           | 50              | 50                    | 9               | (280)                | -               | (280)                        |
| Mobile Comms - Airwaves                                  | JC0010     | -            | 113                                    | -                             | 113                            | 73          | -               | 73                    | 113             | -                    | -               | -                            |
| Mobile Comms - Smartphones                               | JC0011     | -            | -                                      | 62                            | 62                             | 2           | -               | 2                     | 62              | -                    | -               | -                            |
| Mobile Comms - BWV (Body Worn Video)                     | JC0012     | -            | 90                                     | 51                            | 141                            | 49          | -               | 49                    | 141             | -                    | -               | -                            |
| Digital Interviewing                                     | JC0013     | 199          | 315                                    | -                             | 514                            | 138         | 71              | 209                   | 514             | -                    | -               | -                            |
| Storm  | JC0014     | 19           | -                                      | -                             | 19                             | -           | -               | -                     | 19              | -                    | -               | -                            |
| Tetra - Covert Airwave Replacement                       | JC0016     | -            | 130                                    | (40)                          | 90                             | 85          | -               | 85                    | 90              | -                    | -               | -                            |
| Service Design - Confidential Network                    | JC0017     | -            | 32                                     | -                             | 32                             | -           | -               | -                     | 32              | -                    | -               | -                            |
| Service Design - Management Information                  | JC0018     | -            | 32                                     | -                             | 32                             | 12          | 18              | 30                    | 30              | (2)                  | -               | (2)                          |
| POLICE NOW - Growth                                      | JC0019     | -            | 111                                    | (33)                          | 78                             | 78          | -               | 78                    | 78              | -                    | -               | -                            |
| PC Monitor Replacement                                   | JC0020     | -            | 37                                     | -                             | 37                             | 11          | -               | 11                    | 37              | -                    | -               | -                            |
| Port Replicator Replacement                              | JC0021     | -            | 12                                     | 21                            | 33                             | 33          | -               | 33                    | 33              | -                    | -               | -                            |
| WAN Replacement  | JC0022     | -            | 32                                     | (32)                          | -                              | -           | -               | -                     | -               | -                    | -               | -                            |
| <b>ICT Collaboration Total</b>                           |            | <b>218</b>   | <b>2,448</b>                           | <b>23</b>                     | <b>2,689</b>                   | <b>1177</b> | <b>619</b>      | <b>1,796</b>          | <b>2,418</b>    | <b>-2</b>            | <b>0</b>        | <b>-2</b>                    |
| <b>ICT Other</b>   |            |              |  |                               |                                |             |                 |                       |                 |                      |                 |                              |
| 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                             | 61          | 30              | 91                    | 91              | 59                   | -               | 59                           |
| Athena   | C8035      | -            | 81                                     | -                             | 81                             | 26          | 30              | 56                    | 81              | -                    | -               | -                            |
| Seven Forces PSD Monitoring System                       | C8120      | -            | -                                      | -                             | -                              | -           | -               | -                     | -               | -                    | -               | -                            |
| Applications - Tuserv (non IT Budget)                    | JC0003     | 54           | -                                      | -                             | 54                             | 23          | 30              | 53                    | 54              | -                    | -               | -                            |
| <b>ICT Other Total</b>                                   |            | <b>241</b>   | <b>113</b>                             | <b>-</b>                      | <b>354</b>                     | <b>110</b>  | <b>91</b>       | <b>201</b>            | <b>413</b>      | <b>59</b>            | <b>0</b>        | <b>59</b>                    |
| <b>Schemes Approved Subject to Further Business Case</b> |            |              |  |                               |                                |             |                 |                       |                 |                      |                 |                              |
| Delegated Chief's Budget                                 |            | -            | 300                                    | -                             | 300                            | -           | -               | -                     | -               | -                    | -               | -                            |
| <b>Grand Total</b>                                       |            | <b>1,302</b> | <b>9,612</b>                           | <b>31</b>                     | <b>10,945</b>                  | <b>3176</b> | <b>2,050</b>    | <b>5,226</b>          | <b>6,969</b>    | <b>59</b>            | <b>0</b>        | <b>59</b>                    |

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

**Note: figures may not cast due to roundings**



### Appendix 3 – Budgeted 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 £ |
|-----------------------|--|------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Section A</b>      | <b>Projects where Funding Approved in Previous years</b> |                              |                              |                              |                              |
| 1                     | Athena   | 81,334                       | 42,000                       | 42,000                       | 42,000                       |
|                       | <b>Section A Totals</b>                                  | <b>81,334</b>                | <b>42,000</b>                | <b>42,000</b>                | <b>42,000</b>                |
| <b>Section B</b>      | <b>Estate Programme</b>                                  |                              |                              |                              |                              |
| 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  |                              |                              |                              |                              |
|                       | <b>Section B Totals</b>                                  | <b>4,998,000</b>             | <b>17,585,000</b>            | <b>13,585,000</b>            | <b>1,600,000</b>             |
| <b>Section C</b>      | <b>Fleet Programme</b>                                   |                              |                              |                              |                              |
| 6                     | Vehicle Replacement Programme                            | 1,478,355                    | 1,522,706                    | 1,568,387                    | 1,615,438                    |
|                       | <b>Section C Totals</b>                                  | <b>1,478,355</b>             | <b>1,522,706</b>             | <b>1,568,387</b>             | <b>1,615,438</b>             |
| <b>Section D</b>      | <b>ICT Enabling Programme</b>                            |                              |                              |                              |                              |
| 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                            |
|                       | <b>Section D Totals</b>                                  | <b>2,357,346</b>             | <b>1,511,588</b>             | <b>1,396,146</b>             | <b>1,200,000</b>             |
| <b>Section E</b>      | <b>Operational Programme</b>                             |                              |                              |                              |                              |
| 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                      |
|                       | <b>Section E Totals</b>                                  | <b>445,000</b>               | <b>445,000</b>               | <b>445,000</b>               | <b>495,000</b>               |
|                       | <b>Totals for All Schemes</b>                            | <b>9,360,035</b>             | <b>21,106,294</b>            | <b>17,036,533</b>            | <b>4,952,438</b>             |

| Funding Proposal |   |                  |                   |                   |                  |
|------------------|---|------------------|-------------------|-------------------|------------------|
| Section D        | Capital Financing                           | 2020/21          | 2021/22           | 2022/23           | 2023/24          |
|                  | 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        |
|                  | <b>Total Financing</b>                      | <b>9,360,035</b> | <b>21,106,294</b> | <b>17,036,533</b> | <b>4,952,438</b> |