



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

CAPITAL STRATEGY

2021/22 TO 2024/25

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1 Introduction

- 1.1 This capital strategy provides a high-level overview of how capital expenditure; capital financing and treasury management activity contribute to the provision of policing services in Cambridgeshire along with an overview of how associated risk is managed and the implications for future financial sustainability for the period 2021/22 to 2024/25. It has been produced in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) requirements.
- 1.2 The Acting Police & Crime Commissioner (Acting Commissioner) has developed the capital strategy in consultation with the Chief Constable and Constabulary, who are the primary users of the capital assets.
- 1.3 The Capital Strategy supports planning and corporate working across the two Corporations Sole (PCC and Chief Constable) helping to ensure that assets are used and managed well. The Capital Strategy shows how the capital programme is prioritised, monitored, delivered and evaluated. It provides an overview of how capital expenditure; capital financing and treasury management activity contribute to the delivery of strategic outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability.

2 Governance

Identification of Capital Requirements

- 2.1 The Constabulary uses the Force Management Statement (FMS) self-assessment process and its Strategic Threat and Risk Assessment (STRA) to identify operational requirements to aid decision making around use of estates, ICT and fleet.
- 2.2 The Chief Constable ensures the operational needs for estates and other assets are communicated to the Commissioner in order to develop the capital programme. As part of this the Chief Constable considers a range of factors such as those set out below which is not exhaustive:
 - **Agile working** – the majority of officers and staff have laptops or mobile devices that mean they can work from any location. At key locations there are agile working rooms where staff/officers can work from if required. During the Covid pandemic, many staff have been able to work from home and a review is currently underway to assess the future of agile working in the force.
 - **Partners** – many partner agencies extend a welcome to officers and staff working with them to work from their premises. Where appropriate this is explored further. In addition, the estates principles used within the BCH collaboration are considered on a case-by-case basis, these are outlined further in paragraphs 3.2 – 3.6.
 - **Productivity** – Central Government expect officers and staff to use their time more efficiently and effectively. Productivity is expected to be increased through smarter technology and digital capability, reduction of inappropriate demand, improved demand management and improved use of assets.
 - **Digital** - as new digital capabilities are released, the constabulary will utilise and adapt modern working practices in line with the new capabilities.

- **New officers** (20,000 PM) – the Chief Constable will decide where the officers are required operationally. Additional requirements to accommodate the increase in officers, such as space for lockers and kit and office capacity will be reported to the Commissioner through the Resources Group and subsequent governance processes.

Governance Process

- 2.3 Capital expenditure is where the money is spent on assets, such as property or vehicles that will be used for more than one year. The Acting Commissioner has some discretion on what counts as capital expenditure, for example assets costing less than £10k are not capitalised but are charged to the revenue account in year. This de-minimis value for capital expenditure is defined within the accounting policies.
- 2.4 Governance and decision making relating to the capital programme for both capital expenditure and capital financing is ultimately undertaken by the **Acting Commissioner’s Business Coordination Board (BCB)**. However, there are other meetings in place before the BCB approves the capital programme.
- 2.5 The capital expenditure and financing are approved prior to the start of the financial year through the Medium-Term Financial Strategy (MTFS). The MTFS incorporates this Capital Strategy and the associated Capital Programme, which sets out the capital expenditure and financing plans for the forthcoming budget year and MTFS period.
- 2.6 The development of the Capital Programme is discussed at internal meetings as part of its development each year before presentation and sign off through the MTFS at the BCB:
- **Chief Constable’s Chief Officer Team (COT) and Force Executive Board (FEB)** – consider capital programme requirements from an operational perspective to be put forward to the Resources Board and BCB for consideration;
 - **Resources Board** – an internal OPCC and Chief Constable meeting where key operational requirements and associated capital projects are discussed and where appropriate taken forward to the capital programme for formal decision;
 - **BCH Collaboration Governance** – Joint Chief Officers Board (JCOB) is a meeting in the BCH collaboration of Chief Officers where capital projects and requirements relating to BCH services are considered. Where approved capital projects are then remitted into each Forces internal governance process, as described above, as well as for consideration at the Strategic Alliance Summit (SAS).
- 2.7 Business cases and capital proposals are considered over the course of the year as they emerge. If agreed to progress they are incorporated in to the Capital Programme during the MTFS update each year. The MTFS is key in pulling together all of the capital schemes for consideration in the context of affordability in both capital and revenue terms. This is becoming increasingly important with the lack of capital grant funding available to the Acting Commissioner and the capital demands resulting from the ageing estate.
- 2.8 In addition to the MTFS process there are times when capital expenditure needs to be progressed more urgently. In such situations the capital scheme, expenditure and proposed financing are reported to the Chief Constable’s FEB for approval and subsequently to the BCB for final approval and inclusion in the capital programme.

- 2.9 Major projects that are identified will have their own specific governance arrangements put in place with a Capital Programme Board and workstream leads with regular meetings and reporting. Where Capital Programme Boards are in place regular monitoring and key decisions are taken through the governance process outlined above.

Capital Programme Monitoring

- 2.10 The arrangements for monitoring capital projects and associated expenditure follows the same process as the revenue budget monitoring. The Finance team support capital budget managers with monthly budget forecasts and to obtain project updates. The information is incorporated in to the Revenue and Capital Monitoring Report, produced monthly and signed off by the Chief Finance Officer. The monitoring report is presented to the Chief Constable's FEB for discussion and any required approvals and to the BCB each month for discussion and final decision where requested.

Long Term View of Capital Plans

- 2.11 The long-term view of the capital expenditure over the next 4 years is contained in the Capital Programme of investment contained at Appendix 2. The Capital Programme consists of the major infrastructure works that are due to be carried out over the next four years. It also contains forecast spend for vehicles and ICT programmes along with the Capital Financing for the Programme.
- 2.12 The risk that the Acting Commissioner faces for future years is how to sustain the funding of the capital programme. The Constabulary currently occupies an older estate with only 7% of the assets constructed post 2000. Many of the properties provide poor working conditions with significant refurbishment required. The portfolio is substantially freehold which has led to a culture of remaining on the same site, and making the best of accommodation, even when the location is less than ideal.
- 2.13 Although a rolling maintenance programme exists, there are a number of capital refurbishment projects that are needed to provide operational resilience. With many of the buildings being obsolescent in terms of design, they are difficult to refurbish due to their method of construction and use of materials, which include asbestos. Where feasible grant funding is sought to offset these costs to the programme, such as the government's decarbonisation grant fund.
- 2.14 The financing of the proposed capital programme will see a necessary shift to higher levels of external borrowing (peaking at £43.9m, representing around 60% of the total programme of £73.1m to 2024/25, before falling back down to £28.3m). These are for planned, operationally essential developments, including the relocation of Parkside police station from Cambridge city whilst still maintaining a city centre presence, new training facilities and an armed firing range with our BCH partners as well as further investment in ICT and vehicles. The costs of borrowing will have significant impact on revenue budgets with the risk of future interest rate increases.
- 2.15 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets held by the Acting Commissioner. These are continually under review although the impacts of the covid-19 pandemic may have an impact on the timing of when capital disposals should be undertaken due to the wider economic impacts.
- 2.16 The total of the capital plans over the MTFs period is provided in Appendix 2 and is summarised below. The increasing levels of external borrowing will create ongoing revenue commitments in the form of borrowing costs for the Acting Commissioner which will have to be met over the life of the loans.

£000	2021/22	2022/23	2023/24	2024/25	Total
Totals for All Schemes	21,360	38,292	8,707	4,714	73,073
Capital Financing					
Capital Grants	136	136	136	136	543
RCCO	3,000	3,000	3,000	3,000	12,000
RCCO (from Colloboration Vehicle recharges)	440	440	440	440	1,760
Capital Carry Forward Reserve	602	0	0	0	602
Capital Receipts Forecasts	5,850	1,250	0	16,700	23,800
Use under borrowed cash	6,054	0	0	0	6,054
Borrowing	5,279	33,466	5,132	-15,562	28,315
Total Financing	21,360	38,292	8,707	4,714	73,073

Financial Guarantees and Long-Term Liabilities

- 2.17 The Acting Commissioners exposure to financial guarantees and long-term liabilities are limited in nature. The most significant long-term liability in the Statement of Accounts of the Acting Commissioner is the pension fund liabilities, which are not linked to the capital expenditure and financing contained in this Capital Strategy.
- 2.18 The Acting Commissioner does hold long-term liabilities in respect of the creditors related to external borrowing in order to fund the capital programme.

Advice and Expertise

- 2.19 Section 6 of sets out the knowledge and skills available to the Acting Commissioner for implementing this strategy. In addition, specific skills and knowledge required to manage major projects is provided by Consultants where this cannot be provided in-house.

3 Strategic Financial Principles

- 3.1 The Acting Commissioner works to a set of overarching strategic financial principles which are set out below:

- **Financial Planning** - To ensure that the Constabulary's financial planning processes enable decisions on resource allocation to be aligned to the achievement of the Policing Plan priorities, taking full account of changes brought about through new legislation.
- **Capital Expenditure** - To seek to ensure that capital investment proposals are appraised in a structured and consistent manner so as to ascertain whether the plans are affordable, prudent and sustainable and that they contribute to the delivery of the Policing Plan priorities.
- **Capital Financing** - To maximise the generation of capital resources available to the Commissioner to support the planned investment programmes. The Acting Commissioner aims to minimise external borrowing as far as possible.
- **Financial Management** - To manage the Constabulary's and Commissioner's financial resources in a prudent manner which recognises the requirements of all stakeholders and facilitates the achievement of the Policing Plan objectives.

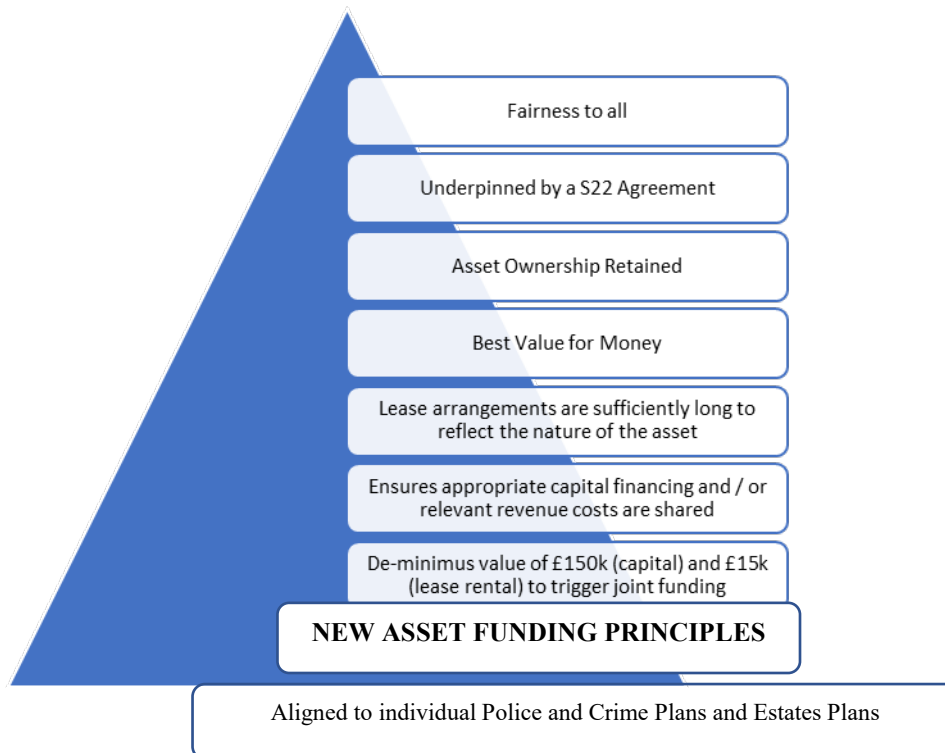
- **Prudential Code** - To set out the framework for the borrowing requirement for the future. The Prudential Code recognises that in making capital investment decisions, authorities must have explicit regard not only to affordability and sustainability but also to the wider issues of value for money, the stewardship of assets, service objectives and practicality. Robust strategic capital planning will therefore also need to identify how those plans are affordable, prudent and sustainable.
- With the Government's continued drive to **reduce carbon emissions**, the Acting PCC will keep under review opportunities to improve the Constabulary's carbon footprint by reducing energy consumption where possible and facilitating initiatives to benefit the environment such as installing electric vehicle charging points and electrification of the fleet where possible. Specific funding sources such as Government grants will be sought where the opportunity exists.

The pandemic has shown that the organisation can work in not only a safer way but one that makes greater use of technology and reduces staff journeys and their own carbon footprint. Continued use of this technology and agile working may also help in rationalising the number of buildings required and eliminating the carbon they require for use and occupation.

- The Commissioners principle for **future disposals** is to obtain best consideration to generate capital receipts to support the financing of the capital programme given the capital programme demands, lack of capital grant funding and to minimise exposure to external borrowing. Disposals will be reviewed on a case-by-case basis and opportunities for revenue generation will be considered if proved to be the best consideration and within the powers of the Acting PCC.
- The Commissioner also aspires to maximise the use of estates, and to look for opportunities to **share buildings with partners**.
- **Investments** - Investment activity covers those investments which arise from the organisation's cash flows and debt management activity. It represents balances which are available for investment until the cash is required for use in the course of business.

Collaboration

- 3.2 Cambridgeshire are in a longstanding collaboration with Bedfordshire Police and Hertfordshire Constabulary (BCH). A set of Estates principles have been drawn up in 2020 and will take effect from 2021. The funding principles are set out in the diagram below and explained below.



- 3.3 The funding model ultimately put in place by BCH must be fair to all partners and be the subject of a formal S22 Agreement as the new asset is jointly funded. This is important in the sense that property assets typically have a useful life of 40 years plus and the rigour must be in place to ensure that the funding arrangements are in place over the life of the asset. The S22 would also be the mechanism by which each Force is protected financially in the event of any external future changes or a change in strategic direction by any one Force.
- 3.4 The funding model must provide best value for money, which may vary based on economic conditions such as interest rates, active markets for leasehold opportunities. Lease agreements between the partners will be developed as appropriate to facilitate the cost sharing arrangement over the life of the asset. This is subject to discussion and agreement by the respective PCCs and their CFOs.
- 3.5 Initial costs relating to feasibility and project costs will be captured and incurred by the force that owns the asset, in this case Cambridgeshire. Any costs incurred will be identified and shared between the tri-force on an NRE basis as the project develops, and costs incurred will also be shared if the project is ceased.
- 3.6 Any BCH projects will follow the governance arrangements of the Joint Chief Officer's Board (JCOB) consisting of Chief Constables, CFOs and Chief Officers and then on to the Strategic Alliance Summit (SAS) led by the BCH PCCs. For Cambridgeshire any discussions on BCH projects follow the same governance route as internal capital projects which is through Resources Board, Force Executive Board and then Business Coordination Board.

Treasury Management

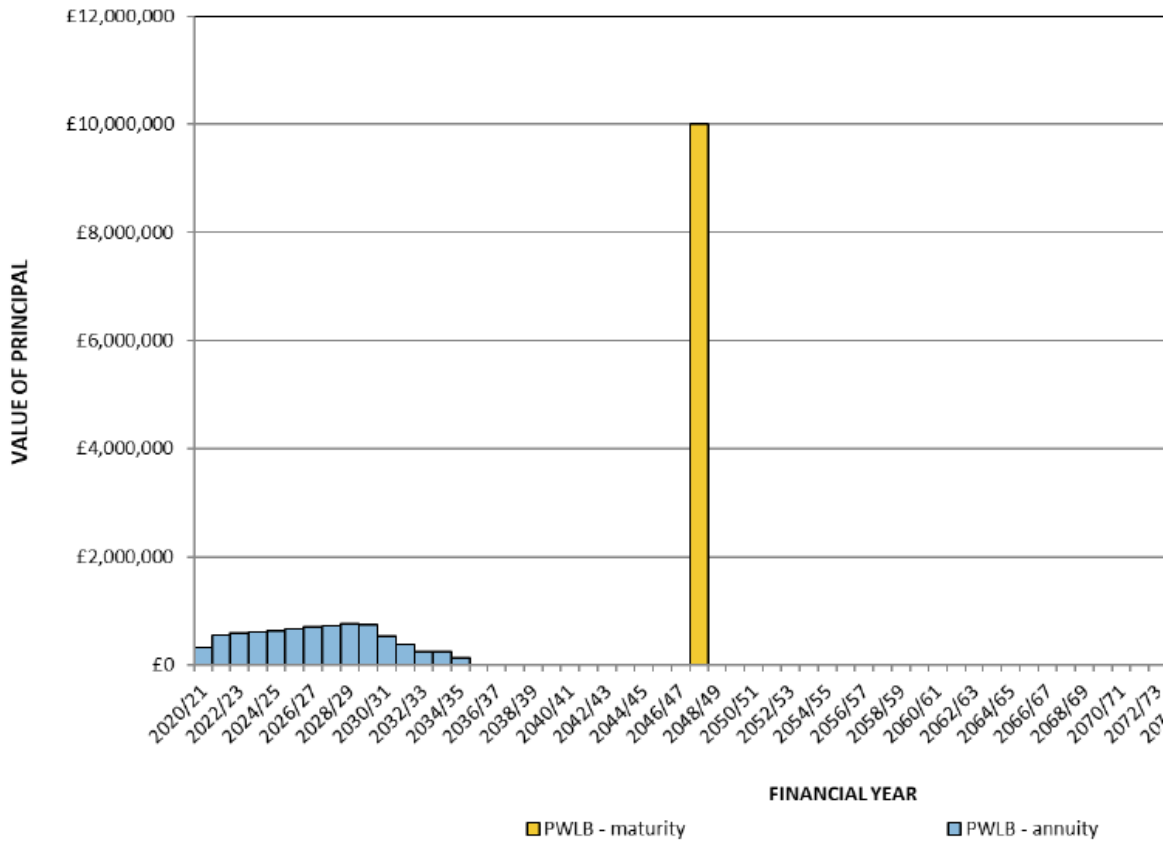
- 3.7 The Commissioner has a duty to operate a balanced budget. Treasury Management ensures that cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Commissioner's risk

appetite, providing adequate security and liquidity before considering investment return.

- 3.8 The second part of Treasury Management is the funding of capital plans and the borrowing need of the Commissioner.
- 3.9 The CIPFA Treasury Management Code recognises that some local authorities are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all Police and Crime Commissioners, Cambridgeshire does not have a General Power of Competence, which gives councils the power to do anything an individual can do provided it is not prohibited by other legislation. As a result, capital expenditure on investment properties and assets will not be considered by the Acting PCC given the legislation, and the Government and CIPFA's guidance in this area of activity.
- 3.10 The current Treasury Management Strategy can be found <https://www.cambridgeshire-pcc.gov.uk/accessing-information/money/budget/investment-strategy-treasury-management-strategy-statement-tmss/>
- 3.11 **Borrowing** – the Acting Commissioner can set their own borrowing levels based on the capital need and ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so the Commissioner needs to ensure the cost of borrowing (repayment and interest costs) are affordable and can be funded.
- 3.12 The cash balances relating to external borrowing at the time of drafting this Capital Strategy is set out below:

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

- 3.13 The maturity profile of the Acting Commissioners debt is provided below and the liability relating to these loans is accounted for through the Minimum Revenue Provision (MRP) budgeted for in the revenue account. The loan book contains a mix of annuity loans and loans payable on maturity. Any further loan financing required to fund the capital programme is set out in the financing of the programme and approved through the governance processes outlined above.



3.14 The cost of the existing loan portfolio is made up of interest costs and capital repayments in the form of MRP. The borrowing cost for the prior year, 2021/22 and for future years is shown in the table below.

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Capital Financing Costs					
Interest	604	579	1,803	1,767	1,730
MRP	686	981	1,148	1,981	2,478

3.15 **Risks** – the approach to investments is security, liquidity and yield. The Acting PCC’s exposure to the markets is limited and risk mitigated as far as possible although it can never be eliminated entirely. The future capital programme requires significant borrowing to meet operational policing requirements. The Minimum Revenue Provision (MRP), in essence the debt repayment, will impact on the revenue budget.

3.16 A long-term view is undertaken for a better management of the risk which includes net present value analysis of funding options to achieve best value for money on major capital projects and consideration of the loan types (annual repayment or maturity) in the context of the maturity profile of loans undertaken.

3.17 In addition, where cash balances allow internal borrowing is undertaken to avoid the need to draw down external borrowing on the basis that the borrowing costs avoided are more beneficial than the potential interest returns from investing cash in the continuing low interest economic environment.

4 Capital Programme

Land and Buildings

- 4.1 The Land and Buildings forming the estate owned by the Acting Commissioner can be seen at Appendix 1.
- 4.2 The Constabulary have developed an Accommodation Strategy which provides an overview of the Estate and operational policing requirements. The Commissioner has an Estates Strategy which outlines the future plans for estates. Further to this the BCH collaboration have in 2020/21 started work to set out the BCH Accommodation Strategy given increasing demand from collaborated units and some assets used by BCH coming to the end of their life. This BCH Accommodation Strategy forms part of the Acting Commissioner's Estate Strategy for Cambridgeshire.
- 4.3 There has been an ongoing programme of disposals of underutilised assets in liaison with the Chief Constable where these are no longer required operationally. This has led to capital receipts generation used towards funding capital projects.
- 4.4 The Capital Programme consists of the major infrastructure works that are due to be carried out over the next four years. It also contains forecast spend for vehicles and ICT programmes. The Capital Programme as set out in the MTFS is included in Appendix 2 along with the current Capital Financing of the Programme.
- 4.5 The risk that the Acting Commissioner faces for future years is how to sustain the funding of the capital programme. The Constabulary currently occupies an older estate with only 7% of the assets constructed post 2000. Many of the properties provide poor working conditions with significant refurbishment required. The portfolio is substantially freehold which has led to a culture of remaining on the same site, and making the best of accommodation, even when the location is less than ideal.
- 4.6 Although a rolling maintenance programme exists, there are a number of capital refurbishment projects that are needed to provide operational resilience. With many of the buildings being obsolescent in terms of design, they are difficult to refurbish due to their method of construction and use of materials, which include asbestos. Where feasible grant funding is sought to offset costs to the programme.
- 4.7 The financing of the proposed capital programme will see a necessary shift to higher levels of external borrowing (peaking at £43.9m, representing around 60% of the total programme of £73.1m to 2024/25, before falling back down to £28.3m). These are for planned, operationally essential developments, including the relocation of Parkside police station from Cambridge city whilst still maintaining a city centre presence as well as further investment in ICT. The costs of higher levels of borrowing will have a significant impact on the revenue budget with the risk of future interest rate increases before borrowing is undertaken.
- 4.8 Other significant schemes under consideration include investment in training facilities for the Joint Protective Services, for public order support units. Also, in respect of BCH capital provision has been included for the Constabulary's contribution towards a new Firing Range facility although this is subject to a final business case and could potentially be a revenue cost rather than capital.

- 4.9 The police station at Thorpe Wood is at capacity and with the uplift programme, is likely to be under strain to accommodate future recruits. The use of Copse Court is therefore being considered as part of the accommodation requirements and Estates Strategy.
- 4.10 Working collaboratively with Cambridgeshire Fire & Rescue Service (CFRS), the Acting Commissioner has agreed co-location with CFRS at the St. Neots Fire Station as a Blue Light Hub providing more visibility of the police for the public as the Fire Stations is in a more prominent location. Surplus funds from the disposals of St Neots and will help fund the Capital Programme.
- 4.11 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets held by the Acting Commissioner as set out in Section 3. These are continually under review although the impacts of the covid-19 pandemic may have an impact on the timing of when capital disposals should be undertaken due to the wider economic impacts.

Fleet

- 4.12 Cambridgeshire is part of the Chiltern Transport Consortium (CTC). This consortium provides competitive buying power and manages the fleet on behalf of the constabulary. So far there has been minimal impact on the fleet from the Uplift Programme to recruit c200 more police officers in Cambridgeshire from 2020/21 to 2022/23. However, with this increase in officers there will be an increase which will need to be considered as the recruitment continues at pace. In order to mitigate this risk in the short term an earmarked reserve has been created which would fund any immediate increases in demand for fleet.
- 4.13 Blue Light Commercial are a national police procurement entity which has been created. One of the supplies that is being procured by Blue Light Commercial is the national supply for fleet vehicles. CTC will manage the Constabulary's requirements with Blue Light Commercial.

ICT

- 4.14 There is a national digital policing portfolio which aims to support the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in. This will deliver nationally consistent digital services to reduce duplication of effort across the country. Many of these systems are software based and are budgeted for within the revenue budget.
- 4.15 There is a BCH ICT programme and the costs shown in the Capital programme are Cambridgeshire's share of these costs. Continued investment is required to ensure systems and capabilities supporting operational policing are effective and reliable.
- 4.16 The Emergency Services Mobile Communication Programme (ESMCP) is the replacement of the 'Airwave' system. There will be significant investment required to implement the new network, devices and configuration requirements. Indications are that the investment could be in the order of £5m over a 1- or 2-year period. This is exacerbated by the fact that the devices would be short life creating a significant burden on the revenue budget. The Constabulary's intention is to plan for this requirement in advance by increasing the revenue contributions to capital to avoid the need to borrowing generating savings on borrowing costs. The revenue contributions to capital also ensure budget provision exists for when the ESMCP implementation ramps up therefore planning in advance for the significant cost that is expected within the Medium Term Financial Strategy.

5 Funding

5.1 The Sources of funding available to the PCC to finance capital expenditure are:

- a) **Capital Grant** – an annual grant is received from the Home Office although this is minimal, for 2021/22 the grant is £0.1m.
- b) **Revenue Budget** – a contribution can be made from the revenue budget to the capital budget. For 2021/22 this will be £3m given the lack of capital grant, the capital programme demands and the strategy to use external borrowing as a last resort.
- c) **Capital reserves** – reserves can be set aside to fund capital projects, and the levels of reserves can be seen in the MTFs. These are currently limited.
- d) **Capital receipts** - there has been an ongoing programme of disposals of underutilised assets in liaison with the Chief Constable. This has led to some capital receipts which will be used to fund capital projects.
- e) **Borrowing** – the Acting PCC has the ability to borrow to fund capital expenditure, provided it is affordable. Borrowing must be within the limits agreed in the Treasury Management Strategy.

6 Knowledge and skills

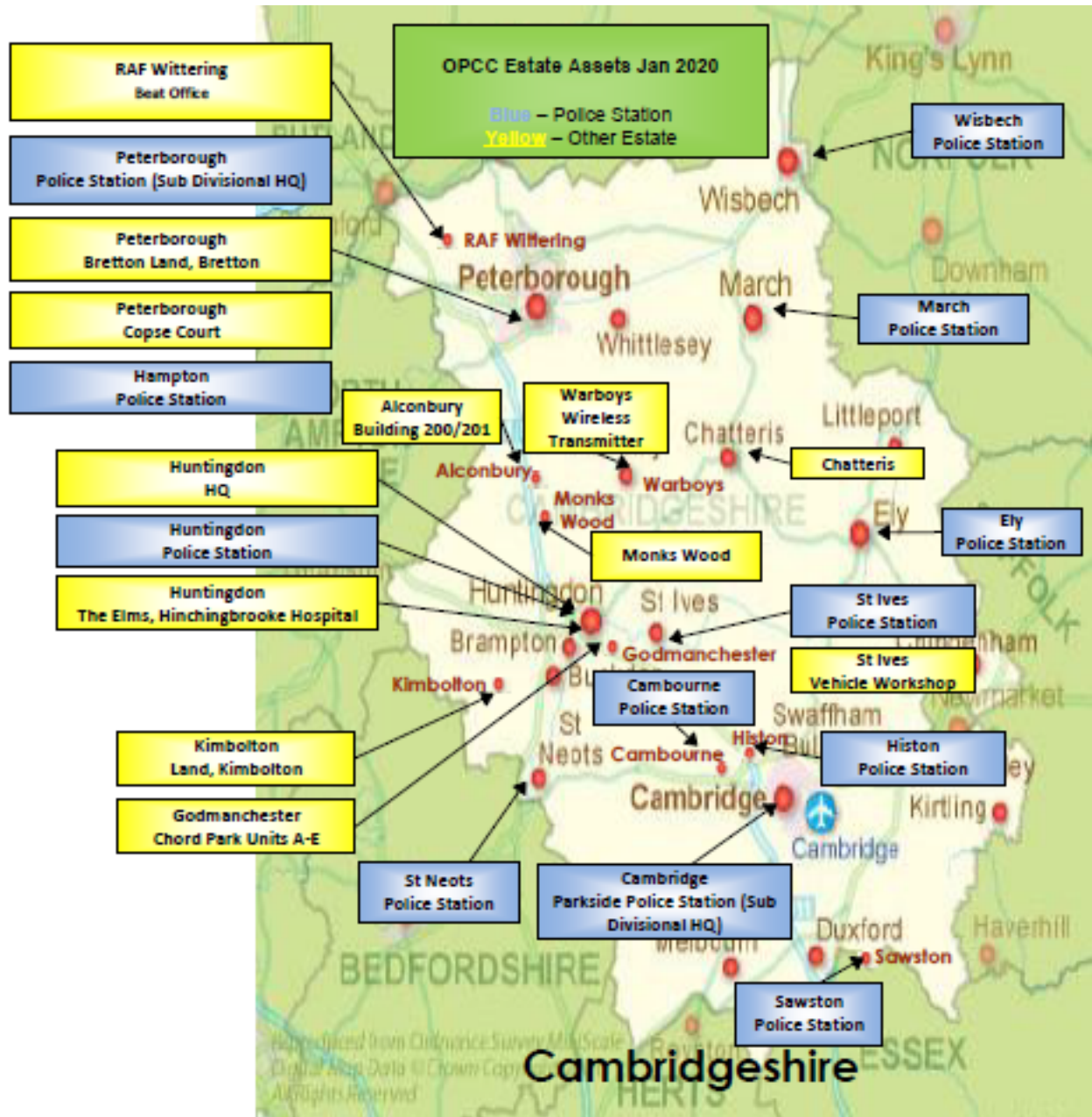
- 6.1 The Acting PCC and Chief Constable both have a Chief Finance Officer that provide financial advice and guidance to the PCC and Chief Constable respectively. The Force Finance Department supports both officers in relation to their individual responsibilities.
- 6.2 The Constabulary also engages Link Asset Services (LAS) to provide treasury management advice to the Acting PCC. This service complements the skills within the organisation by adding more specific expertise in respect of borrowing options, cash investment opportunities, lease advice and economic market updates. LAS also provide technical advice on areas such the minimum revenue provision and technical accounting requirements where necessary relating to treasury management.
- 6.3 For major capital build projects, the Estates Department will manage the projects and where required engage consultants where additional advice and expertise is required. Similarly, the collaborated ICT department operate in a similar way to manage ICT capital projects and upgrades.
- 6.4 This combination of internal and external skills is considered appropriate for the level of risk within the Acting PCC's capital programme which is based on meeting operational requirements. To date there has been no commercial investment activity by the Acting PCC requiring further advice.

7 Associated Documents

The Capital Strategy is part of an integrated set of documents which can be read in conjunction with each other as follows:

- Police and Crime Plan
- Treasury Management Strategy
- Constabulary Accommodation Strategy
- Estates Strategy
- Medium Term Financial Strategy and Plan

Land and Buildings owned by the Commissioner



Appendix 2 - Capital Programme 2021/22 to 2024/25

Capital Programme No.	Description of Bid	Total Project Cost £	Project Spend to Date £	Forecast Programme 2021/22 £	Forecast Programme 2022/23 £	Forecast Programme 2023/24 £	Forecast Programme 2024/25 £
Section A	Projects where Funding Approved in Previous years						
A1	Athena	126,000	0	42,000	42,000	42,000	
Section A Totals		126,000	0	42,000	42,000	42,000	0
Section B	Estate Programme						
B1	Cambridgeshire Southern Police Station	35,000,000	1,486,000	12,514,000	19,000,000	2,000,000	
B2	Cambridge City Centre Police Station	100,000	0	100,000			
B3	Estates Major Repairs Planned inc demand hub	2,370,000	0	585,000	585,000	600,000	600,000
B4	VEU Building HQ	473,000	473,000	0			
B5	Monks Wood - OSU Training Facility	10,101,000	101,000	1,000,000	9,000,000		
B6	Replacement of Door Readers	400,000	40,000	360,000			
B7	Wisbech Police Station Refurbishment	550,000	24,000	526,000			
B8	St Neots Co-location	500,000	0	500,000			
B9	APU Firing Range Contribution to Land Purchase and New Build	3,000,000	0		3,000,000		
B10	Copse Court Refurbishment	450,000	0	450,000			
B11	Remodelling to enable agile working	200,000	0	200,000			
B12	Repairs to Masts	125,000	0	125,000			
B13	HQ Generator Resilience	70,000	0	70,000			
B14	Thorpe Wood CCTV	275,000	0	275,000			
B15	Partside CCTV	90,000	0	90,000			
B16	XRAY Machine	17,000	17,000				
Section B Totals		53,721,000	2,141,000	16,795,000	31,585,000	2,600,000	600,000

Capital Programme No.	Description of Bid	Total Project Cost £	Project Spend to Date £	Forecast Programme 2021/22 £	Forecast Programme 2022/23 £	Forecast Programme 2023/24 £	Forecast Programme 2024/25 £
Section C	Fleet Programme						
C1	Vehicle Replacement Programme	6,370,434	0	1,522,706	1,568,387	1,615,439	1,663,902
	Section C Totals	6,370,434	0	1,522,706	1,568,387	1,615,439	1,663,902
Section D	ICT & Digital Innovation Programme						
D1	ICT Programme 2021/22	2,600,361		2,600,361			
D2	ICT Programme 2022/23	1,396,146	0		1,396,146		
D3	ICT Programme 2023/24	1,200,000	0			1,200,000	
D4	ICT Programme 2024/25	1,200,000	0				1,200,000
D5	ESMCP Devices and Fitting	6,900,000	0		3,300,000	2,800,000	800,000
	Section D Totals	13,296,507	0	2,600,361	4,696,146	4,000,000	2,000,000
Section E	Operational Programme						
E1	JPS General	500,000	0	100,000	100,000	150,000	150,000
E2	Covert Equipmet	45,000					
E3	CED Tasers	29,000					
E4	ANPR						
	Section E Totals	500000	0	100,000	100,000	150,000	150,000
Section F	Chief's Delegated Capital Budget						
	Chief's Delegated Capital Budget	1,200,000		300,000	300,000	300,000	300,000
	Section F Totals	1200000	0	300,000	300,000	300,000	300,000
	Totals for All Schemes	75,213,941	2,141,000	21,360,067	38,291,533	8,707,439	4,713,902

£000	2021/22	2022/23	2023/24	2024/25	Total
Totals for All Schemes	21,360	38,292	8,707	4,714	73,073
Capital Financing					
Capital Grants	136	136	136	136	543
RCCO	3,000	3,000	3,000	3,000	12,000
RCCO (from Colloboration Vehicle recharges)	440	440	440	440	1,760
Capital Carry Forward Reserve	602	0	0	0	602
Capital Receipts Forecasts	5,850	1,250	0	16,700	23,800
Use under borrowed cash	6,054	0	0	0	6,054
Borrowing	5,279	33,466	5,132	-15,562	28,315
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