



To: Business Coordination Board

From: Chief Finance Officer

Date: 26 May 2022

Overview

This report sets out the final outturn for the Constabulary and OPCC for the 2021/22 financial year. The report also includes Sales Ledger and Purchase Ledger key performance indicators. The cashflow up to the end of March (period 12) and the reserve balances are included for information in the report.

Table 1 – Monitoring Dashboard

	RAG Status	Direction of Travel	Definition
Revenue Budget	Green	↔	Green: budget on target / underspending Amber: budget within £100k overspend Red: budget in excess of £100k overspend
Capital Budget	Green	↔	Green: budget on target / underspending Amber: budget within £100k overspend Red: budget in excess of £100k overspend
Sales Ledger	Green	↔	Green: Aged Debt over 30 days reduced Amber: Aged Debt over 30 days unchanged Red: Aged Debt over 30 days increased
Purchase Ledger	Green	↔	Green: Percentage of invoices paid with 30 days 95% or above. Amber: Percentage of invoices paid with 30 days between 90% and 95% Red: Percentage of invoices paid within 30 days below 90%
Cash Flow	Green	↔	Green: projected year end cash balance in excess of £5m Amber: projected year end cash balance between £0 and £5m Red: projected year end cash balance negative (under £0)
Unplanned Use of Reserves	Green	↔	Green: no unplanned for use of reserves Amber: unplanned for use of reserves up to £500k Red: unplanned for use of reserves in excess of £500k

Revenue Budget

The tables below show the approved budget and outturn as at the end of 2021/22. The overall underspend on the revenue budget is £1,162k, a £228k reduction of underspend compared to the provisional outturn. This was made up of 163k of additional injury pensions to be paid due to the Ashcroft Evans review and 125k final fleet adjustments.

Table 2 – Summarised forecast variances by category to the end of March 2022

	Budget £000	Forecast Outturn £000	Variance £000
Revenue	161,654	160,492	-1,162*

*difference due to rounding

Revenue Split	Budget	Outturn	Variance
Officer costs	77,934	80,349	2,415
Staff Costs	25,745	23,574	-2,171
Other Employee costs	355	483	129
Premises	4,529	4,887	358
Transport	2,853	2,860	7
Supplies & Services	7,250	6,337	-913
Income	-1,974	-2,106	-132
Collaboration	39,883	38,917	-966
Chief Corporate	-11	688	699
OPCC	1,215	1,024	-192
OPCC Capital/Grants	3,876	3,479	-396
Overall Revenue	161,654	160,492	-1,162

Within the £1,162k outturn variance the following are key points to note, further detail is provided on these in Section 2 of the report:

- a) **Local Policing** has underspent by £292k, consisting of a £1,527k overspend on Local Policing Operations, which is offset by a £1,819k underspend for Investigations and Safeguarding;
- b) **Non-Operational** budgets have overspent by £2k;
- c) **Collaboration and Partnerships** budgets have underspent by £965k; and
- d) The **OPCC** has a £588k underspend.

Significant changes to the period 11 forecast within the above outturn position include:

- a) **Premises costs** – a £136k reduced spend at the end of March, which is £199k lower spend than expected on building repairs and maintenance, primarily due to supply chain issues. This is partly offset by an increased overspend of £88k on utilities being £25k on water, heating oil £10k, electricity £17k and gas £25k.
- b) **Transport Costs** – an overall change from £405k underspend to £7k overspend. Two items were adjustments from the CTC year-end report. £235k related to the increase required as a result of the Fleet insurance fund deficit and £200k is the carry forward of underspend for vehicle maintenance by CTC.
- c) **Injury Pensions** – an increase of £162k as a result of late adjustments.

- d) **Collaboration costs** – a £51k spend relates to Cambs share of redundancy and pension strain costs across BCH. A small amount is for supplies & services.
- e) **BCH Criminal Justice** – an increase underspend of £73k is due to an over forecast in P11 on Staff. Further investigation is underway to identify the reasoning behind this.
- f) **Revenue Contributions to Capital Outlay (RCCO)** – an increase of £100k allocated as an addition £24k for Parkside fencing, £23k for Digi Forensics, £7k price increase in Vehicle Kits already approved, £80k of spend reallocated as RCCO from Chief Delegated budget less £18k for Chronicle Taser Management not received by 31/3/22 and a reduction of £16k overall on the Wisbech Refurbishment and Firing range.
- g) **PCC Home Office Grants** – an additional £343k of DCLG grants were received that were unexpected (£98k Council tax reduction compensation and £245k Tax income compensation scheme). Work is ongoing to identify the full reasoning behind these amounts.

Capital Budget and Reserves

All figures in £000	Budget	Capital changes in year	Adjusted Capital Budget	Outturn	Variance
Estates	16,795	(2,424)	14,371	4,023	(10,348)
IT	2,642	26	2,668	2,244	(424)
Fleet	1,523	287	1,810	1,757	(52)
Other Projects	100	224	324	295	(29)
Schemes approved by chief	300	-	300	0	(300)
Total	21,360	(1,887)	19,473	8,319	(11,153)

As previously reported the expenditure on some of the larger Estates projects did not occur in 2021/22 and is now due to take place in later years, which is reflected in the year end position. The final outturn is a year-end underspend of £11.2m against the budget of £19.5m. This has moved from the P11 forecast underspend of £6.0m largely due to the completion of the Milton land purchase happening after the 31 March 2022. Full details are provided in the capital section of the report and one minor capital amendment is proposed.

Key Performance Indicators

Prompt payment of purchases for the year was at 95% against the target of 95% continuing the consistent achievement on this KPI. Debtor days show the average number of days it takes the Constabulary to receive payment from its customers for invoices issued to them.

Recommendations

BCB is recommended to:

- Note the revenue outturn underspend of £1,162k and the capital outturn variance of £11,153k under budget.

- Approve the capital carry forwards of £514k against projects as set out in Appendix 2.
- Approve the previously agreed funding, totalling £167k from the Chief's delegated capital budget for capital amendments, to be funded from the overall underspend as an RCCO instead of borrowing on the following projects:
 - a) Covert Equipment Renewal of £34k for Op Milestone;
 - b) Vehicle Replacement Programme of £46k re funded vans;
 - c) Wisbech Police Station Refurbishment of £63k; and
 - d) Major Repairs at Parkside of £24k for security fencing.

2. Revenue Budget 2021/22 and Outturn

Revenue Outturn Summary

A revenue budget of £161.7million was approved for 2021/22. There have been pressures on some aspects of the budget for the year, such as the financial impact of the expected over achievement of police officers against the Uplift Programme target, which have been offset by areas of underspend.

Changes over £50k between the Period 11 outturn forecast and the outturn are explained in the commentary to this section. Throughout the year further variance analysis has been carried out between finance and budget holders to validate the accuracy of forecasts and identify other budget movements and variances.

The following table provides the budget and outturn at the main budget level. Appendix 1 provides a more detailed version of the table breaking out the collaborated and partnership budgets further.

Chief Constable Revenue Budget Outturn 2021/22									
Year to date				Full Year					
Budget P12 £'000	Actual P12 £'000	Variance P12 £'000		Budget £'000	Year end Outturn £'000	Year end Outturn variance £'000	Period 11 forecast variance £'000	Change from prior month £'000	
			LP - Inv& Safeguarding						
1,660	1,713	53	Covert Authorities	1,660	1,713	53	55	-2	
6,529	6,340	-189	Inv Stds & Devt	6,529	6,340	-189	-122	-67	
9,104	8,455	-649	ISCD	9,104	8,455	-649	-626	-23	
10,581	9,561	-1,020	Protecting Vulnerable People	10,581	9,561	-1,020	-1,065	45	
147	133	-15	Safeguarding & Command	147	133	-15	-13	-1	
28,020	26,201	-1,819	Total LP - Inv& Safeguarding	28,020	26,201	-1,819	-1,772	-48	
			LP - Ops						
1,558	1,409	-149	Business Support	1,558	1,409	-149	-91	-58	
134	1,895	1,761	Command	134	1,895	1,761	1,714	47	
15,523	14,391	-1,131	Demand Hub	15,523	14,391	-1,131	-1,124	-7	
22,868	23,505	636	Northern Hub	22,868	23,505	636	650	-14	
1,967	2,033	66	Operational Support	1,967	2,033	66	65	0	
1,315	1,137	-178	Partnerships & Prevention	1,315	1,137	-178	-166	-12	
124	0	-124	Resilience	124	0	-124	-124	0	
22,808	23,455	646	Southern Hub	22,808	23,455	646	650	-3	
66,298	67,825	1,527	Total LP - Ops	66,298	67,825	1,527	1,573	-47	
			Non Operational - in-house						
5,384	5,678	294	Estates	5,384	5,678	294	228	65	
655	579	-76	Finance	655	579	-76	-76	0	
2,071	1,803	-268	People & Professionalism	2,071	1,803	-268	-246	-22	
1,427	1,317	-110	OIC	1,427	1,317	-110	-94	-15	
1,237	1,171	-65	NPCC	1,237	1,171	-65	-84	18	
805	738	-67	Corp Comms	805	738	-67	-69	2	
1,009	1,205	196	Insurance	1,009	1,205	196	247	-51	
6,674	6,571	-103	Corporate	6,674	6,571	-103	-4	-99	
307	328	22	Legal	307	328	22	22	-1	
145	164	19	Ops	145	164	19	-94	113	
2,556	2,638	82	Fleet	2,556	2,638	82	-335	417	
92	172	79	Non Collab	92	172	79	-19	99	
22,361	22,363	2	Total Non -Operational	22,361	22,363	2	-524	526	
			Collaboration and Partnerships						
6,104	5,154	-950	Collaboration - Other	6,104	5,154	-950	-929	-20	
33,779	33,517	-262	Collaboration - Tri Force	33,779	33,517	-262	-197	-65	
	246	246	CTC To reserves		246	246	190	56	
39,883	38,917	-965	Total Collaborated and Partnerships	39,883	38,917	-965	-936	-30	
	683	683	RCCO		683	683	583	100	
156,563	155,990	-573	CHIEFS NET BUDGET REQUIREMENT	156,563	155,990	-573	-1,075	502	
			Other Collaboration & Partnerships						
1,215	1,024	-192	OPCC Office	1,215	1,024	-192	-160	-32	
3,876	3,479	-396	Other Corporate costs	3,876	3,479	-396	-22	-375	
5,091	4,503	-588	Total PCC	5,091	4,503	-588	-181	-407	
161,654	160,492	-1,161	NET BUDGET REQUIREMENT	161,654	160,492	-1,161	-1,256	95	
<i>Note: Figures may not cast due to rounding</i>									

OPERATIONAL POLICING

Outturn variance movements above £50k from the previous period are set out below.

Local Policing – Investigation & Safeguarding

Investigation Standards & Development (£189k under)

An increased underspend of £67k. Actual spend on Police Surgeons fees came in £19k less than forecast and Interpreters £18k. The balance was spread across the department.

Local Policing – Ops

Business Support (£149k under)

An increased underspend of £58k. This includes £32k Agile furniture forecast in P11, but actual spend has been moved to Corporate. The balance is small movements across the department.

NON-OPERATIONAL DEPARTMENTS

Estates (£294k over)

An increase of £65k since P11. This includes £165k additional furniture cost on the Agile project (partly forecast previously on Business Support) and an increased overspend of £88k on utilities - £25k on water, heating oil £10k, electricity £17k and gas £25k. This is offset by £143k lower spend than forecast on building repairs and maintenance, primarily due to supply chain issues.

Insurance (£196k over)

A reduced overspend of £51k in month. Actual spend on brokers fees ended the year at £191k but had been forecast at £250k previously. This cost is difficult to forecast due to the inconsistent nature of the spend relating to claims being made against the Constabulary.

Corporate (£103k under)

A £99k increased underspend since P11. The change from P11 forecast includes £142k Officer overtime, mainly relating to the move of spend on Op Glide to Operations (see Ops note below). £45k reduction on building repairs and maintenance are various building works not completed. This includes St Ives station and Canteen decommissioning. Underspends also in Forensic Science Services £20k and Clothing and Uniform £22k. There were also 2 late adjustments on Injury Pensions totalling £162k.

Operations (£19k over)

A change from £94k forecast underspend in P11 to outturn overspend of £19k. This is primarily due to spend and the carry forward of spend for Op Glide being paid from Operations, whereas in Month 11 it was forecast in the corporate budget.

Fleet (£82k over)

A change from £335k forecast underspend in P11 to the outturn being £82k over. Two items were adjustments from the Chiltern Transport Consortium (CTC) at year end.

£235k related to the increase required as a result of the Fleet insurance fund deficit and £200k is the carry forward of under spend on the Vehicle maintenance contract.

Non-Collaborated (£79k over)

A change from £19k forecast underspend in P11 to outturn being £79k over. This relates to an £89k carry forward to fund Cambs only PSD costs on Vetting as a corporate priority.

Collaboration

BCH Collaboration (£262k under)

A further underspend from the prior month of £65k due to the following:

- **Criminal Justice** - an increase underspend of £73k appears to be due to an over forecast in P11 on Staff. Further investigation is underway to identify the reasoning behind this.
- **Payroll an increased underspend of £32k**, £29k relating to software licences that were not paid by year end.
- **APU and Dogs, additional costs of £43k and £25k respectively incurred.** For APU this related to under recovery of Airport/Mutual aid income, and for dogs this is spread over Officer pay and allowances, dangerous dogs, and vehicle costs.

RCCO (£683k over)

An increase of £100k allocated as an addition £24k for Parkside fencing, £23k for Digi Forensics, £7k price increase in Vehicle Kits already approved, £80k of spend reallocated as RCCO from Chief Delegated budget less £18k for Chronicle Taser Management not received by 31/3/22 and a reduction of £16k overall on the Wisbech Refurbishment and Firing range.

PCC Corporate Costs (£396k under)

An increased underspend of £375k from £22k forecast underspend P11. The PCC received £343k DLUCH grants that were unexpected (£98k Council tax reduction compensation and £245k Tax income compensation scheme). Work is ongoing to identify the full reasoning behind these amounts.

POLICE OFFICER PAY & ALLOWANCES

The following table presents the final in-house Police Officer spend. Police Officer pay and allowance variances are reported with a year-end overspend of £1,022k. These figures do not include Officer FTE's for Collaborated units.

Area	Budget		March	Full Year budget	M1-12 Actuals
	FTE	M12 FTE	Variance		
Inv & Safeguarding Command	1.00	1.00	0.00	127,193	131,030
Covert Authorities	13.00	13.68	0.68	848,843	847,158
ISCD	105.00	91.98	-13.02	6,203,155	5,504,589
Inv Stds & Development	53.00	52.90	-0.10	3,401,465	3,464,138
Protecting Vulnerable People	168.00	163.39	-4.61	9,320,742	8,516,606
Local Policing Op-Command	1.00	1.50	0.50	134,271	218,282
Demand Hub	69.00	56.91	-12.09	4,154,898	3,447,031
Northern Hub	434.00	443.86	9.86	20,836,055	21,671,890
Southern Hub	436.00	447.55	11.55	20,877,171	21,638,398
Operational Support	25.00	27.60	2.60	1,492,586	1,579,468
Partnerships & Prevention	14.00	13.33	-0.67	944,120	848,434
People & Professionalism	30.00	29.02	-0.98	1,824,606	1,555,920
New Recruits	0.00	44.00	44.00	0	1,668,594
Mutual Aid	0.00	0.00	0.00	0	73,528
Resilience	4.00	0.00	-4.00	123,934	0
Non LP	17.00	19.00	2.00	1,862,605	2,009,080
Grand Total	1,370.00	1,405.72	35.72	72,151,645	73,174,145

*Difference on Forecast rounding

The following table is the latest recruitment plan for the Force (strength does include Cambs Officers working in Collaborated units). It should be noted that budgeted establishment includes the 62 Officer uplift FTE's and that the uplift target was reached in May 2021. The Officer FTE actual and forecast as at March is reported below.

Officer FTE Forecast

Cambs Overall Officer strength versus budget 2021-22												
	Actual											
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Actual Strength	1,616.10	1,627.01	1,642.59	1,654.34	1,661.34	1,655.24	1,653.04	1,655.55	1,645.74	1,632.81	1,645.67	1,651.90
Intakes	20.00	18.00	19.00	12.00	12.00	12.00	11.00			21.00	13.00	
Leavers	-11.00	-3.40	-8.00	-6.90	-7.00	-13.00	-9.00	-12.00	-11.00	-12.00	-9.00	-13.90
Transfer in	1.00		1.00	1.00	1.00	1.00		2.00		3.00	2.00	4.00
Other	0.91	0.98	-0.25	0.90	-0.10	-2.20	0.51	0.19	-1.93	0.86	0.23	-1.83
Month end Strength	1,627.01	1,642.59	1,654.34	1,661.34	1,655.24	1,653.04	1,655.55	1,645.74	1,632.81	1,645.67	1,651.90	1,640.17
Budgeted Establishment	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30	1,632.30
Variance	-5.29	10.29	22.04	29.04	22.94	20.74	23.25	13.44	0.51	13.37	19.60	7.87

*Includes in-house, BCH and Regional

The Constabulary finished the year being 7.87 FTE over the budgeted establishment and 21 officers over against the headcount target. The turnover rate for the year was 7.2%, which was 0.1% higher than the estimated figure and 1.7% higher than the 2020/21 turnover rate.

POLICE STAFF PAY & ALLOWANCES

The following table presents the outturn for Police Staff spend. Police Staff pay and allowance variances are reported as a year-end underspend of £2,233k (excluding PCSO's).

Department/Area	Actual FTE		Budgeted		
	Budget Post FTE	March 21/22	2021-22 Total	M1-12 Actual	M12 variance
Operational Policing					
Covert Authorities	9.36	9.17	437,289	512,447	75,158
Investigations & Standards Development	56.86	53.06	2,196,279	1,918,723	-277,556
Intelligence	61.09	53.94	2,505,756	2,212,011	-293,745
Protecting Vulnerable People	25.30	21.90	882,198	573,130	-309,068
Demand Hub	248.17	237.07	11,077,856	10,356,288	-721,568
Northern Hub	11.48	6.50	381,994	234,847	-147,147
Southern Hub	7.52	3.70	238,700	123,181	-115,519
Business Support	29.59	25.70	969,247	878,232	-91,016
Partnerships & Prevention	9.18	8.49	337,902	295,053	-42,849
People and Professionalism	5.00	5.00	226,622	187,547	-39,075
Operational Support	10.31	10.72	350,087	332,787	-17,300
	473.86	435.24	19,603,931	17,624,245	-1,979,686
In-House Other					
OIC	24.16	19.86	1,032,192	932,664	-99,528
Legal	3.00	3.00	136,818	152,861	16,043
Insurance	2.00	2.00	94,399	99,263	4,864
Finance	13.52	12.61	605,008	542,277	-62,731
NPCC	7.81	7.00	430,360	409,443	-20,917
Estates	19.30	18.00	818,735	813,702	-5,033
Corporate Comms	15.00	11.00	733,211	686,104	-47,107
Corporate	4.00	2.00	130,846	134,421	3,575
Non-Collaborated	2.00	1.00	92,111	40,850	-51,261
Operations				3,375	3,375
Fleet (non Chargeable)	4.25	4.00	115,580	121,277	5,697
Grand total	568.90	515.72	23,793,191	21,560,482	-2,232,710
PCSO	40.00	29.48	1,743,644	1,373,665	-369,979

*May differ with main table due to roundings

Vacancies as at the end of March 2022				
AREA	DEPARTMENT	FTE	MONTHLY	Overall
			SALARY	saving/
			PER POST	pressure
Corporate		-2.00	-4,701	-50,389
L&D Non Collab		-1.00	-3,838	-46,055
Estates		-1.30	-2,045	-24,535
Finance		-0.91	-4,048	-50,474
Fleet		-0.25	-82	19,077
Corporate Comms		-4.00	-10,389	-58,713
Legal		0.00	4,380	19,825
NPCC		-0.81	-2,110	-2,110
OIC		-4.29	-13,487	-100,156
LP	Business Support	-3.90	-12,111	-99,003
	Covert	-0.19	-734	-734
	Demand Hub	-11.10	-43,438	-156,501
	Intelligence	-7.14	-26,857	-160,510
	Investigations & Standards Development	-3.80	-12,413	-97,527
	Northern Hub	-4.98	-13,766	-142,806
	Operational Support	0.41	767	-13,340
	Partnerships & Prevention	-0.70	-2,072	-20,473
	People & Professionalism	0.00	0	0
	Protecting Vulnerable People	-3.40	-2,766	-181,321
	Southern Hub	-3.82	-9,406	-61,728
Grand Total		-53.16	-159,113	-1,227,471

Staff Vacancy Summary monthly comparison	
Period	FTE
6	69.44
7	62.45
8	48.44
9	52.73
10	51.67
11	51.83
12	53.16

Work has been undertaken in February/March, between HR and Finance, to ensure the Budget and Actual FTE's are reconciled, and will be re-visited in April, once the 2022/23 Budget is uploaded.

OFFICER OVERTIME

Overall Officer Overtime Budget/Spend

Work has been carried out to identify and re-code a significant amount of overtime from Departments to Operation codes throughout the year. This is an ongoing process and additional moves are expected in 2022/23 between Operational Departments and Operations.

Overall overtime Full year 2021/22			
Department	Full year Budget	Actual P1-12	In-year variance
Command	0	1,907	1,907
Covert Authorities	11,165	8,809	-2,356
Demand Hub	57,287	116,509	59,222
Inv Stds & Devt	96,558	156,278	59,720
ISCD	200,249	281,935	81,686
Northern Hub	733,178	865,381	132,204
Operational Support	23,144	38,250	15,106
Partnerships & Prevention	1,377	3,092	1,715
People & Professionalism	0	20,406	20,406
Protecting Vulnerable People	251,765	376,398	124,633
Southern Hub	713,572	933,376	219,805
Operational Policing Total	2,088,294	2,802,340	714,046
Ops	450,000	773,609	323,609
Glide	218,000	234,877	16,877
Grand Total	2,756,294	3,810,826	1,054,532

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. In overall terms the overtime overspend is £1,054k despite an increase in the budget of £500k for 2021/22.

The payroll system has been unable to code overtime national insurance contributions (NIC) to an overtime code (it is automatically coded and reported within Police Officer pay and allowances). Throughout the year overtime NIC has been moved to the correct code for reporting purposes.

The reporting of hours from the Duty management system (CARM) continue to be developed. As this has not been fully resolved in 2021/22, reporting Operations by hours worked has not been available all year. All Operational overtime is still coded to the individuals home code, which then requires a manual journal to move to Level 2.

Bank Holiday Overtime

Due to an additional 3 Police Bank Holidays in 2021-22, an additional £200k was allocated to Operational Policing. This has now been moved to Operational Policing on a pro rata basis.

Bank holiday has been identified on the system as double time. This may include non-bank holiday working, but for the purposes of reporting we have assumed it is all bank holiday. Work is underway to rectify this issue in 2022/23. The total bank holiday overtime has overspent by £66k.

Operational Policing Officer Bank Holiday budget/spend full year 2021/22			
Department	Full year Budget	Actual P1-12	In-year variance
Command	0	0	0
Covert Authorities	0	3,299	3,299
Demand Hub	26,219	50,224	24,005
Inv Stds & Devt	14,983	61,896	46,913
ISCD	76,992	43,480	-33,512
Northern Hub	388,293	364,119	-24,174
Operational Support	2,392	13,617	11,225
Partnerships & Prevention	0	2,075	2,075
People & Professionalism	0	11,493	11,493
Protecting Vulnerable People	96,989	117,656	20,667
Southern Hub	388,293	373,044	-15,249
Operational Policing Total	994,161	1,040,901	46,740
Ops	0	12,286	12,286
Glide	0	6,802	6,802
Grand Total	994,161	1,059,989	65,828

Local Policing Non-Bank Holiday

The table below provides the spend by area, excluding Bank Holiday spend reported in the above table. Forecasting throughout the year has been based on information from meetings with Budget holders. The outturn overspend for the year is £988k.

Operational Policing Officer non Bank Holiday budget/spend Full year 2021/22			
Department	Full year Budget	Actual P1-12	In-year variance
Command	0	1,907	1,907
Covert Authorities	11,165	5,510	-5,655
Demand Hub	31,068	66,285	35,217
Inv Stds & Devt	81,575	94,382	12,807
ISCD	123,256	238,455	115,199
Northern Hub	344,885	501,263	156,378
Operational Support	20,752	24,633	3,881
Partnerships & Prevention	1,377	1,017	-360
People & Professionalism	0	8,913	8,913
Protecting Vulnerable People	154,776	258,742	103,966
Southern Hub	325,279	560,332	235,054
Operational Policing Total	1,094,133	1,761,439	667,306
Ops	450,000	761,323	311,323
Glide	218,000	228,075	10,075
Grand Total	1,762,133	2,750,837	988,704

Hours by type of spend is still not available from CARMS. Reporting will resume once the system reports are available.

Spend relating to specific Operations is set out below.

Operational Spend full year to the end of March 2022	
Operation	£
GLIDE	232,735
URRAM	159,435
VASTUS	115,123
TRELAWNY	72,657
VOLUS	52,391
NEEDHAM	47,875
ATMOSPHERE	31,354
ANACONDA	20,515
GUARDIAN-CAMBS	19,965
ARMOUR (CAMBS)	19,020
ANTHEM	18,246
COVID-19	12,398
TRANSIENT	12,146
RELENTLESS	11,649
HAMMER	9,969
EDGESTITCH	9,778
ABACOST	9,655
ARNSIDE	8,837
BACKCLOTH	8,592
POOL	8,364
KESWICK	7,786
LANE	7,750
CROSSGRAIN	7,441
Under £7k	102,660
Total	1,006,343

STAFF OVERTIME

Staff overtime for the full year is presented in the following table.

Hours by type is currently not available due to the reporting issues with CARM.

Police Staff Overtime spend Full year 2021/22			
Department	Full Year budget	Actual spend M1-12	Variance
Business Support	2,000	785	-1,215
Covert Authorities	44,268	11,432	-32,836
Demand Hub	111,070	419,870	308,800
Inv Stds & Devt	23,057	58,284	35,227
ISCD	22,810	54,937	32,127
Northern Hub	336	1,832	1,496
Operational Support	183	2,452	2,269
Protecting Vulnerable People	0	10,991	10,991
Southern Hub	16	0	-16
LP Total	203,740	560,582	356,842
OIC	4,000	1,875	-2,125
Ops	0	16,152	16,152
Corporate	0	1,209	1,209
Estates	0	5,835	5,835
Finance	0	4,917	4,917
	207,740	590,571	382,831

3. Capital Funding

The capital outturn and financing for the year ending 31st March 2022 is provided in the following table.

	Original 2021/22 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2021/22 Capital Budget	Outturn 2021/22	Variance to Budget	%
All figures £'000							
Capital Payments:-							
Land & Buildings	16,795	(2,424)	-	14,371	4,023	(10,348)	28%
Fleet	1,523	287	-	1,810	1,757	(52)	97%
IT & Communications	2,642	26	-	2,668	2,244	(424)	84%
Other Projects & Collaboration	100	150	74	324	295	(29)	91%
Approved subject to further business case	300	(167)	167	300	-	(300)	
TOTAL	21,360	(2,128)	241	19,473	8,319	(11,153)	43%

	Original 2021/22 Capital Programme	Previously Authorised Programme Amendments		Revised 2021/22 Capital Budget	Applied
All figures £'000					
Capital Financing:-					
Capital Grants	136	30		166	166
Carry Forward Reserve	602	406		1,008	612
Capital Receipts	5,850	233		6,083	1,551 *
RCCO/POCA Reserve	3,440	761	241	4,442	4,358
Borrowing	11,332	(3,558)		7,774	1,632
TOTAL	21,360	(2,128)	241	19,473	8,319

The capital outturn spend for the 2021/22 Capital Programme is £8.3m at the year end 31st March 2022 giving a outturn underspend of £11.2m against the revised capital budget. The CSPS Land purchase was completed on 1st April 2022 meaning the expenditure has been incurred in the 2022/23 financial year. This is the main reason for the movement in the outturn position compared to the P11 forecast.

Forecasts were kept under review during the year as projects progressed to identify any slippage in the planned projects. A breakdown of the outturn including the carry forward requests against budget for each project is set out in Appendix 2 and the Medium Term Financial Capital Plan is at Appendix 3. Details of major movements are below.

CAPITAL PAYMENTS (YEAR TO DATE) AND MAJOR SCHEME UPDATES

The Land and Buildings projects have a total outturn of £4,023k (28%) against a budget of £14,378k. The major projects being the Major Repairs project (£862k), the Wisbech Police Station Refurbishment (£810k) and the Southern Police Station project (£1,233k).

The Fleet projects are managed by Chiltern Transport Consortium and have an outturn of £1,757k (97%) against the budget of £1,810k. This includes the purchase of a further 3 vans and a motorcycle by the force for £46k and a SMART Telematics upgrade of £157k.

The total outturn for the IT and Communications projects is £2,244k (84%) against a budget of £2,668k. The major projects being the PC/Laptops Replacement project (£720k) and the Mobile Comms – Body Worn Video project (£422k).

The remaining Other projects have an outturn of £295k (91%) against a total budget of £324k.

The land purchase for the Cambridge Southern Police Station (CSPS) was approved by the PCC at the 5th January BCB meeting and completion of purchase was on 1st April 2022. Work packages have been ongoing regarding the contract price for the scheme and the market conditions following the covid 19 recovery have added increased cost pressures. In addition, further archaeological work is required before the project is able to commence to contract award. The archaeological work will add time and cost to the project. The position will be updated once the outcome from the archaeological works is known.

The spend on Monks Wood Adaptation is £248k to the end of March 2022. Overall costs of this project over the next few years are currently budgeted to be £10.1m overall, but will need to be kept under review in the capital programming as part of the MTFP and as the detailed design progresses.

The Replacement of Door Readers project has been completed, the final costs from the supplier are still awaited and so a carry forward of the £37k remaining budget is requested.

There was a slippage on the Parkside CCTV upgrade as it was unable to start prior to 31st March 2022. A carry forward of £90k is being requested and there will also be an additional spend of £8k required next year.

The decision to proceed with the works on the Cambridge City Centre Police Station was ceased and will now not be made until after the approvals are made on the CSPS project later in 2022/23. The only spend of £4k on surveyors costs have been moved to the CSPS project.

The St Neots Building Works project is awaiting planning consent which has been put back to the end of April 2022 and only £18k for professional fees was paid this year. There is a £1m budget approved for 2022/23.

The spend on the Copse Court Refurbishment project this year was only £11k, as a new lighting framework contract is being put in place. There is a carry forward request of £49k to be added to the previously approved 2022/23 budget of £390k.

As previously mentioned, the CCTV upgrade at Thorpe Wood (£275k) and the HQ Generator Resilience (£70k), as well as the Repairs to Masts (£62k) will take place next year and are included in the 2022/23 approved budget.

The overspend on the Port Replicator Replacement project is only £1k as the increased order for replicators to enable agile working from home was not placed.

The ICT outturn shows a £424k underspend which includes the slippages of £66k on the RRD Tool, £24k on the Telephony and £8k on the Power BI Data Visualisation projects, and the total budgets of £152k on the Network Wireless Infrastructure and £18k on the Chronical Taser Management projects. These have been built into the approved 2022/23 budget or will be a carry forward request. The project workloads have been incredibly challenging over the year, hence the slippages which are mainly due to supplier constraints regarding deliveries.

There is an overspend of £73k on the Wisbech refurbishment project which includes £32k of IT works for the initial preparation works for the use of March police station, which was abandoned, and other major repairs work which were included alongside the work on this project.

There was no capital spend on the remodelling to enable agile working project this year and there is an approved 2022/23 budget of £390k.

Cambridgeshire Constabulary's total share of the Beds Firing Range Refurbishment costs is now £236k (previously approved as £243k) but there was only a spend of £15k this financial year and so a carry forward request of £221k is proposed.

The Digi van and conversion for £83k from Dorset Police and the RCAT ANPR equipment for £14k (previously approved as £15k), both funded from a POCA RCCO, were not received by 31st March 2022. These will come from POCA in 2022/23 and shown as part of the 2022/23 Capital Programme.

The Vehicle Replacement Programme shows an overspend of £31k which relates to a prior year additional adjustment.

CAPITAL FINANCING

The year-end capital financing is provided below. Capital Receipts this year are £1.6m which will be used to fund Estates Capital Expenditure in the year to avoid the need for additional borrowing this year.

	£'000
2021/22 Outturn Capital Expenditure	8,319
2021/22 Planned Capital Financing	
Capital Grants	166
Borrowing	1,632
Capital receipts	1,551
Carry Forward Reserve	612
Revenue Contributions to Capital	4,230
POCA Reserve	128
Total Capital Financing	8,319

PROPOSED AMENDMENTS FOR APPROVAL

All previous approved amendments from the Chief's delegated budget are now proposed to be financed by RCCO's from the overall revenue underspends. This avoids the need to apply borrowing and incur the revenue consequences from this capital spend.

4 Sales & Purchase Ledger KPI's

SALES LEDGER & CREDIT CONTROL KPI

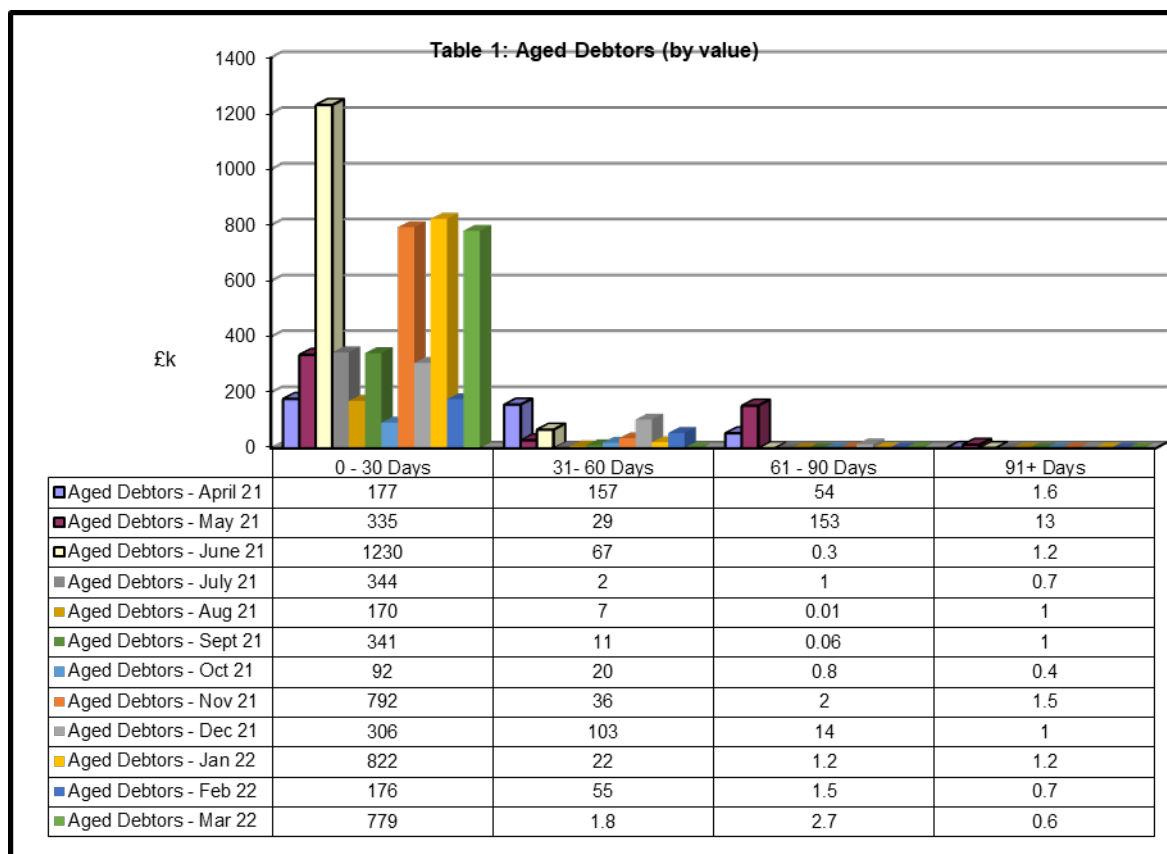
The overall sales ledger balance on 31 March 2022 was £784k, this compares with £234k for the end of February 2022.

This is an increase from February 2022. The difference between February 22 and March 22 has increased due to some large invoices that were raised just before the financial year end and should be cleared in April. 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.

Debtor days is shown in the table below:

Year	Debtor Days
2017/18	28
2018/19	11
2019/20	7
2020/21	6
2021/22	35

The following Chart shows there was a small amount of outstanding debt at 91+ days of £0.6k for March 22.



PURCHASE LEDGER & SUPPLIER KPI

The Police and Crime Commissioner seeks to achieve the prompt payment of invoices within 30 days for all suppliers.

95% of invoices were paid within the 30 days of receipt for the year, against a target of 95%. This has been a great achievement as the team were 1 FTE down for half of the year.

	2017/18	2018/19	2019/20	2020/21	2021/22
Invoices Paid no.	16,419	13,613	13,142	9,723	9,773
Paid within 30 days (no)	15,971	13,294	12,730	9,422	9,313
Paid within 30 days (%)	97%	98%	97%	97%	95%
Target	95%	95%	95%	95%	95%

5 Cash Position and Reserves

LOANS

The table below shows a summary of our loans and balances outstanding loan balances on 31 March 2022. Repayments and interest are paid quarterly.

PWLB Loans	Balance as at 31/03/2022	Cash Balance as at 31/03/2022
Loan 1	£735,573.92	£735,573.92
Loan 2	£1,170,168.15	£1,170,168.15
Loan 3	£2,380,336.22	£2,380,336.22
Loan 4	£2,453,983.55	£2,453,983.55
Loan 6	£10,000,000.00	£10,000,000.00
Total	<u>£16,740,061.84</u>	<u>£16,740,061.84</u>

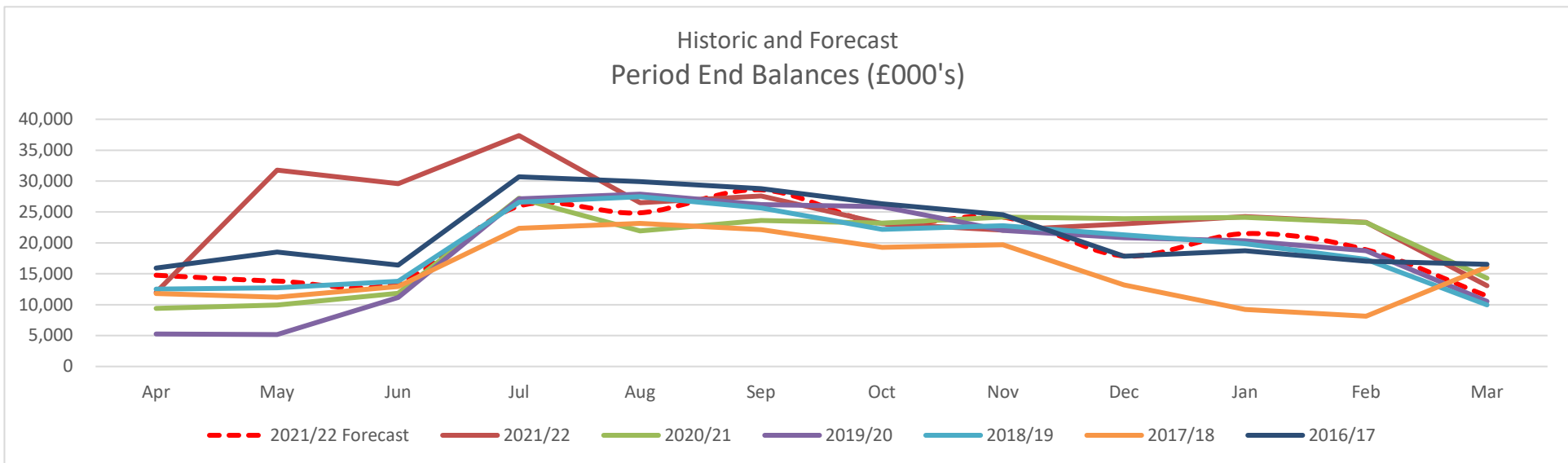
Note that loan 5 was a short-term loan that has already been repaid.

CASHFLOW FORECAST

The table below shows our cash flow forecast as of 28 February 2022. We are expecting the £4.2m to be made in March for the CSPS land purchase.

Cash Flow 2021/22

Cash Flow (£ 000's)	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cash Balance *	14,211	11,995	31,776	29,583	37,366	26,492	27,587	23,121	22,070	23,058	24,274	23,314
<i>Cash Inflows</i>	15,255	35,508	17,377	31,806	9,833	19,398	15,308	16,011	17,089	17,035	16,397	8,817
<i>Cash Outflows</i>	17,471	15,727	19,570	24,023	20,707	18,303	19,774	17,062	16,101	15,819	17,357	19,080
Net Cash Flow	-2,216	19,781	-2,193	7,783	-10,874	1,095	-4,466	-1,051	988	1,216	-960	-10,263
Closing Balance	11,995	31,776	29,583	37,366	26,492	27,587	23,121	22,070	23,058	24,274	23,314	13,051



RESERVES

Group usable reserves are expected to increase overall by £2.3m by the end of 2021/22, which includes the creation of the Prevention Reserve through a £385k transfer from the Prevention revenue budget. The forecast movements are set out in the table below.

The outturn underspend of £1.16m has been included separately below and is mainly used to increase the General Reserve to around 5% of NRE as per the Reserves Strategy in the Medium Term Financial Strategy approved by the BCB in February 2022. It will also enable the creation of two new reserves, the Council Tax Fraud Initiative Reserve which will finance a countywide project and the Agile Working Reserve which will cover the revenue transition costs of the Agile Strategy. The Insurance Reserve decrease has been offset by an increase in the Insurance Provision, which currently is £1.93m.

The main adjustments to other reserves include an £856k move to Capital Receipts to ring fence HQ Land compensation monies from the Highways Agency.

	Balance 31 March 2021	Added to Reserve	Applied	Balance 31 March 2022
	£000	£000	£000	£000
Carry Forward Projects Reserve	1,158	1,655	(1,158)	1,655
Insurance Reserve	1,676	-	(266)	1,410
Ill-Health Retirement Reserve	398	-	-	398
Capital Reserve	-	-	-	0
Drug Forfeiture (Operational) Reserve	398	-	(15)	383
Budget Assistance Reserve	1,888	-	-	1,888
Uplift Reserve	30	-	-	30
Capital Carry Forward Reserve	1,008	-	(514)	494
Asset Incentivisation Reserve	524	-	(35)	489
Road Casualty Reduction & Support Fund	1,096	246	(323)	1,018
Collaboration & Commissioning Reserve	251	192	-	443
ICT Development Reserve	-	-	-	0
Estates Development Reserve	-	-	-	0
Major Incident Victim Support	25	-	-	25
ERSOU Maintenance Fund	110	14	-	124
ESMCP Reserve	100	50	-	150
Pension Reserve (McCloud & Revaluation Smoothin	75	75	-	150
Prevention Reserve	-	385	-	385
Council Tax Fund Initiative Reserve	-	109	-	109
Agile working Reserve	-	165	-	165
Total Earmarked Reserves	8,737	2,890	(2,311)	9,316
General Reserve	7,492	762	-	8,254
Total General and Earmarked Reserves	16,229	3,652	(2,311)	17,570
Capital Receipts Reserve	-	2,483	(1,551)	932
Unapplied Capital Receipts Reserve	187	-	-	187
Total Usable Reserves	16,416	6,135	(3,862)	18,689

Further analysis is provided in respect of the Drug Forfeiture Reserve and the Asset Incentivisation Reserve.

Various movements to the POCA reserve has seen a decrease of £35k. The £83k for the 2 digivan and £14k for the ANPR RCAT vehicle proposed in the Capital spend will move into 2022/23.

Recovered Asset/POCA at the end of March 2022	
	£
Reserves	-524,400.81
Spend	365,215.55
Income in year	-329,941.07
Balance available	-489,126.33

Drugs Forfeiture at the end of March 2022	
	£
Reserves	-397,510.04
Spend	107,707.50
Income in year	-93,021.38
Balance available	-382,823.92

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 12 2021/22					
Prior period Year to date Variance		Year to date		Year to date	
		Full Year Budget	budget P12	actual P12	Year to date Variance
£'000		£'000	£'000	£'000	£'000
	LP - Inv& Safeguarding				
33	Covert Authorities	1,660	1,660	1,713	53
-180	Inv Stds & Dev	6,529	6,529	6,340	-189
-644	ISCD	9,104	9,104	8,455	-649
-1,008	Protecting Vulnerable People	10,581	10,581	9,561	-1,020
-11	Safeguarding & Command	147	147	133	-15
-1,811	Total LP - Inv& Safeguarding	28,020	28,020	26,201	-1,819
	LP - Ops				
-122	Business Support	1,558	1,558	1,409	-149
1,633	Command	134	134	1,895	1,761
-1,056	Demand Hub	15,523	15,523	14,391	-1,131
631	Northern Hub	22,868	22,868	23,505	636
34	Operational Support	1,967	1,967	2,033	66
-179	Partnerships & Prevention	1,315	1,315	1,137	-178
-114	Resilience	124	124	0	-124
603	Southern Hub	22,808	22,808	23,455	646
1,430	Total LP - Ops	66,298	66,298	67,825	1,527
	Non Operational - in-house				
97	Estates	5,384	5,384	5,678	294
-62	Finance	655	655	579	-76
-264	People & Professionalism	2,071	2,071	1,803	-268
-100	OIC	1,427	1,427	1,317	-110
-80	NPCC	1,237	1,237	1,171	-65
-50	Corp Comms	805	805	738	-67
110	Insurance	1,009	1,009	1,205	196
-460	Corporate	6,674	6,674	6,571	-103
12	Legal	307	307	328	22
514	Ops	145	145	164	19
-228	Fleet	2,556	2,556	2,638	82
-15	Non Collab	92	92	172	79
-526	Total Non -Operational	22,361	22,361	22,363	2
	Collaboration and Partnerships				
	Set up costs				
100	Uplift Programme Board	48	48	157	109
0	ERP set up costs	0	0	0	0
1	Athena	0	0	0	0
-59	Athena AMO	77	77	-1	-78
37	Change team	489	489	543	55
8	General	246	246	409	163
	Joint Protective Services				
167	Armed Policing Unit	2,911	2,911	3,149	237
-67	CTP	754	754	655	-99
67	Dogs	952	952	1,053	101
-327	Major Crime Unit	3,055	3,055	2,728	-327
0	Operational Planning	369	369	366	-3
-80	RPU	3,955	3,955	3,845	-110
-100	Scientific Services Unit/Visual Evidence	3,099	3,099	2,991	-108
70	Protective Services Command	332	332	423	91
-2	Force Resilience	126	126	124	-3
-291	CTC Expenditure	1,914	1,914	1,578	-337
106	CTC Income	-1,914	-1,914	-1,823	91
0	Surplus generated by CTC - to reserves			246	246
	Organisational Support				
0	HR and L&D	5,399	5,399	5,427	29
-6	IMD	1,060	1,060	1,038	-22
-5	Payroll	225	225	187	-38
-20	Procurement	358	358	324	-34
111	Professional Standards Unit	1,338	1,338	1,466	128
	Operational Support				
-10	Firearms Licensing	225	225	196	-29
-35	CJ phase 1&2	805	805	695	-110
10	CJ/Custody SMT	183	183	183	0
1	Public Contact	0	0	0	0
-113	ICT	8,603	8,603	8,458	-146
	Other Collaboration & Partnerships				
42	Air Support	430	430	452	22
-30	ERSOU	2,577	2,577	2,522	-55
-22	Kings Lynn PIC	833	833	818	-15
-496	Regional Collaboration	941	941	266	-675
-43	SARC	491	491	442	-49
-989	Total Collaborated and Partnerships	39,883	39,883	38,917	-966
0	RCCO	0	0	683	683
-1,896	CHIEFS NET BUDGET REQUIREMENT	156,563	156,563	155,989	-574
	NON-FORCE				
-13	OPCC Buildings	-9	-9	-11	-2
73	Capital Financing	4,506	4,506	4,571	65
-28	OPCC Grants	-622	-622	-1,081	-459
-193	OPCC Office	1,215	1,215	1,024	-192
-161	Total PCC	5,091	5,091	4,503	-588
-2,057	NET BUDGET REQUIREMENT	161,654	161,654	160,492	-1,162

Appendix 2

Adjustment from provisional outturn is the removal of Digivan £53k and ANPR cameras £14k from carry forwards. These are funded by POCA reserve so no carry forward necessary.

Title	Code	Budget 2021/22	Programme Amendments	Programme Amendments	Capital Budget 2021/22	Carry Forward	Outturn	Over spend
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land & Buildings								
Major Repairs Planned	Various	585	225	-	810	42	862	52
Wisbech Police Station Reurb	C8068	526	211	-	737	-	810	73
Lead Decontamination and Prevention	C8106	-	-	-	0	-	1	1
Monks Wood Adaptation	C8108	1,000	-	-	1,000	-	248	(752)
Demand Hub - Building Works	C8114	-	70	-	70	-	71	1
Southern Police Station	C8121	12,514	(3,076)	-	9,438	-	1,233	(8,205)
HQ VEU Building	C8130	-	-	-	0	-	-	-
Data Centre UPS	C8132	-	-	-	0	-	-	-
Replacement of Door Readers	C8134	360	4	-	364	37	364	-
Thorpe Wood Custody CCTV upgrade	C8135	275	-	-	275	-	-	(275)
Parkside Custody CCTV upgrade	C8136	90	-	-	90	90	90	-
Cambridge City Centre Police Stn Bldg Works	C8138	100	-	-	100	-	-	(100)
St Neots Bldg Works	C8139	500	-	-	500	-	18	(482)
Copse Court Refurbishment	C8140	450	-	-	450	49	60	(390)
Remodelling to enable agile working	C8141	200	-	-	200	-	-	(200)
Repairs to Masts	C8142	125	(125)	-	0	-	-	-
HQ Generator Resilience	C8143	70	-	-	70	-	-	(70)
Vending Machines	C8144	-	31	-	31	-	31	-
Beds Firing Range Refurbishment	BCH013	-	236	-	236	221	235	(1)
Land & Buildings Total		16,795	(2,424)	-	14,371	439	4023	(10,348)
Fleet								
Vehicle Replacement Programme - CTC	C8010	1,523	46	-	1,569	41	1,600	31
Additional Vehicles outside CTC	C8010	-	241	-	241	0	157	(83)
Fleet Total		1,523	287	-	1,810	41	1,757	(52)
Non ICT Collaboration								
Covert Equipment Renewal	C8022	-	34	-	34	2	34	-
JPS Capital	C8028	100	51	-	151	0	144	(7)
JPS ANPR	C8071	-	50	-	50	0	43	(7)
ANPR Equipment	C8071	-	15	-	15	0	-	(15)
JPS ERSOU	C8104	-	-	74	74	0	74	-
Non ICT Collaboration Total	C8137	100	150	74	324	2	295	-29

Scheme Title	Job Code	Budget 2021/22	Authorised Programme Amendments		Revised Capital Budget 2021/22	Proposed Carry Forward	Provisional Outturn	(Under)/Over spend
		£'000	£'000		£'000	£'000	£'000	£'000
ICT Collaborated								
Infrastr-digital forensics (DFU Cambs)	C8125	70	151	-	221	-	215	(6)
Laptops Replacement	JC0001	683	53	-	736	-	720	(16)
Printers	JC0002	-	-	-	0	-	6	6
Applications - Tuserv	JC0003	90	-	-	90	-	61	(29)
Networks	JC0005	140	-	-	140	-	171	31
Infrastructure - Servers	JC0006	93	-	-	93	-	56	(37)
Infrastructure - Storage	JC0007	233	(132)	-	101	-	94	(7)
Infrastructure - Back up	JC0008	19	-	-	19	-	-	(19)
Telephony	JC0009	42	-	-	42	24	38	(4)
Mobile Comms - Airwaves	JC0010	31	6	-	37	-	41	4
Mobile Comms - Smartphones	JC0011	0	12	-	12	-	10	(2)
Mobile Comms - BWV (Body Worn Video)	JC0012	420	-	-	420	-	422	2
Digital Interviewing	JC0013	162	-	-	162	-	83	(79)
Storm	JC0014	-	-	-	0	-	14	14
Tetra - Covert Airwave Replacement	JC0016	-	-	-	0	-	(2)	(2)
POLICE NOW - Growth	JC0019	113	-	-	113	-	109	(4)
PC Monitor Replacement	JC0020	0	3	-	3	-	6	3
Port Replicator Replacement (Dock)	JC0021	13	1	-	14	-	15	1
Power BI Data Visualisation	JC0023	34	-	-	34	8	31	(3)
RRD Tool	JC0024	93	-	-	93	-	21	(72)
Network - Wireless Infrastructure Replacement	JC0025	152	-	-	152	-	-	(152)
Chronicle Taser Management	JC0026	-	18	-	18	-	-	(18)
FCR Equipment Refresh	JC0027	38	-	-	38	-	40	2
Oracle	JC0028	0	57	-	57	-	55	(2)
ESMCP Devices and Fitting (now part of ICT)	NA	173	(173)	-	0	-	-	-
ICT Collaboration Total		2,600	(4)	-	2,596	32	2206	-390
ICT Other								
Digital Innovation	BCHCAE	-	30	-	30	-	30	-
DNSP	BCHCAB	-	-	-	0	-	4	4
ERP I-Learn (non ICT Budget)	BCHCAG	-	-	-	0	-	(16)	(16)
Athena	C8035	42	-	-	42	-	20	(22)
ICT Other Total		42	30	-	72	0	38	-34
Schemes Approved Subject to Further Business Case								
Delegated Chief's Budget		300	(167)	167	300	-	0	(300)
Grand Total		21,360	(2,128)	241	19,473	514	8,319	-11,153

Appendix 3 –Capital Medium Financial Strategy

The capital MTFP at 31 March 2022. The spend to 31/3/22 is £8.3m against a budget of £21.4m which includes in year carry forward spend.

Capital Programme 2021/22 - 2024/25						
Capital Programme No.	Description of Bid	Budget Programme 2021/22 £	Outturn Programme 2021/22 £	Budget Programme 2022/23 £	Forecast Programme 2023/24 £	Forecast Programme 2024/25 £
Section A	Projects where Funding Approved in Previous years					
A1	Athena	42,000	20,000	23,000	2,300	
	Section A Totals	42,000	20,000	23,000	2,300	0
Section B	Estate Programme					
B1	Cambridgeshire Southern Police Station	12,514,000	1,233,000	1,000,000	4,000,000	19,000,000
B2	Cambridge City Centre Police Station	100,000	-	0		200,000
B3	Estates Major Repairs Planned inc demand hub	585,000	862,000	585,000	600,000	600,000
B4	VEU Building HQ					
B5	Monks Wood - OSU Training Facility	1,000,000	248,000	1,065,093	8,668,165	159,564
B6	Replacement of Door Readers	360,000	364,000	58,000		
B7	Wisbech Police Station Refurbishment	526,000	810,000			
B8	St Neots	500,000	18,000	1,000,000		
B9	APU Firing Range Contribution to Land Purchase and New Build		0	250,000	3,025,020	1,637,510
B10	Copse Court Refurbishment	450,000	60,000	390,000		
B11	Remodelling to enable agile working	200,000	0	250,000		
B12	Repairs to Masts	125,000	0	62,000		
B13	HQ Generator Resilience	70,000	0	70,000		
B14	Thorpe Wood CCTV	275,000	0	275,000		
B15	Parkside CCTC	90,000	90,000			
	Demand Hub		71,000	50,000		
	Vending Machines		31,000			
	Elms (Air Conditioning SARC)			90,000		
	Bedfordshire Firing Range		236,000			
	Sustainability Net Zero				1,000,000	1,000,000
	Section B Totals	16,795,000	4,023,000	5,145,093	17,293,185	22,597,074
Section C	Fleet Programme					
C1	Vehicle Replacement Programme	1,522,706	1,554,000	1,568,387	1,615,439	1,663,902
C2	Net carbon zero - Vehicles & infrastructure				1,000,000	2,000,000
C3	POCA Van		46,000			
C4	Smart Telematics Upgrade and RRRP Digi Van Conversion		157,316			
	Section C Totals	1,522,706	1,757,316	1,568,387	2,615,439	3,663,902
	ICT Enabling Programme					
D1 - D4	ICT Programme 2020/21	2,235,361	1,970,800	2,638,028	2,857,303	1,611,186
	Digital interviewing deferred to 21/22	162,000	83,000			
	DFU Computers		128,200			
	Telephony deferred to 21/22	30,000	38,000			
D5	ESMCP Devices and Fitting (now part of ICT)	173,000	4,000		2,800,000	2,000,000
	Section D Totals	2,600,361	2,224,000	2,638,028	5,657,303	3,611,186
Section E	Operational Programme					
E1	JPS General	100,000	144,000	100,000	150,000	150,000
	ERSOU Capital Equipment replacement		74,000	51,968		
	ANPR		43,000			
	Covert Equipment		34,000	45,000	45,000	45,000
	Delegated Chief's Budget	300,000		300,000	300,000	300,000
	Section E Totals	400,000	295,000	496,968	495,000	495,000
	Totals for All Schemes	21,360,067	8,319,316	9,871,476	26,063,227	30,367,161

Funding Proposal						
Section F	Capital Financing	Budget 2021/22	Outturn 2021/22	2022/23	2023/24	2024/25
	Capital Grants	135,656	165,656	186,600	0	0
	RCCO	3,000,000	3,000,000	3,400,000	3,000,000	3,000,000
	RCCO vending machines & JPS ANPR& security fencing		100,000			
	POCA Reserve		128,200			
	Smart Telematics		157,316			
	RCCO Beds Firing Range		236,000			
	Chief Delegated to RCCO		168,000			
	RCCO Chronicle Taser Management		18,098			
	RCCO (from Colloboration Vehicle recharges)	440,000	440,000	440,000	440,000	440,000
	RCCO Polit		22,400			
	Capital Carry Forward Reserve	602,000	514,000			
	Capital Receipts	5,850,000	1,551,000	4,024,980	3,275,020	
	Estates Development Reserve					
	Borrowing Loan 6	6,053,813	1,818,646	1,819,896	3,784,315	
**	Borrowing	5,278,598	0		15,563,892	26,927,161
	Additional Borrowing					0
	Total Financing	21,360,067	8,319,316	9,871,476	26,063,227	30,367,161

Identified Savings

Within the 2021/22 Medium Term Financial Plan, £3.3m worth of savings were identified to be delivered in force. The table below identifies where the savings were identified, and final savings achieved.

Dept	Category	Budgeted Savings	Full year Savings to date	Notes
Investigations & Safeguarding				
Covert	Supplies & Services	15,000	15,000	Reduction of Informants fees
Intell (ISCD)	Transport	5,000	5,000	Essential user lump sum
PVP	Supplies & Services	105,000	105,000	Reduction on Intruder Alarms
PVP	Transport	10,000	0	Casual users Mileage
PVP	Police Staff	26,000	26,000	Civilian Investigator
Investigations & Safeguarding Total		161,000	151,000	
LP- Operations				
Business Support	Police Staff	23,000	23,000	1fte Postroom staff
Business Support	Premises Costs	27,000	0	Reactive Building/Mech Engineering work
Business Support	Supplies & Services	132,000	195,000	Office, Equipt, Clothing, Photographic, Contingency
Business Support	Transport Costs	7,000	7,000	Essential user lump sum
Demand Hub	Police Officer Overtime	10,000	0	Overtime reduction
Demand Hub	Police Staff	151,000	151,000	Call Handler/Dispatch/IMU relocation allowance ending
North/South - PCSO's	PCSO	1,495,000	1,495,000	PCSO reduction from 80 to 40 fte
North/South - Station Enquiry Officers	Police Staff	99,000	99,000	Residual saving on 2020/21 post reductions
Partner & Ops Support	Police Staff	162,000	162,000	RMU - Resource Officer *2, Resource TL *1, EU Exit Plan admin, Head of Specials
LP- Operations Total		2,106,000	2,132,000	
NPCC	Other Employee Expense	30,000	30,000	External Training
	Premises Costs	0	0	Service contracts (£475) not required
	Supplies & Services	29,000	29,000	Conf fees, hospitality, Presentations/Awards, Subscriptions, Consultants, Subsistence, public liability ins
	Total Income	1,000	1,000	CCJB Post
	Transport Costs	10,000	10,000	Casual users Mileage, Essential user lump sum, hire of vehicles
NPCC Total		70,000	70,000	
OIC	Police Staff Overtime	4,000	4,000	Overtime reduction
	Supplies & Services	35,000	0	New legal department reduces budget requirement on Supplies & Services
OIC Total		39,000	4,000	
Corporate	Other Employee Expense	160,000	160,000	Police Now termination of Yr3 contract
	Police Staff	200,000	135,000	Legal budget built in 2020/21, removed 2021/22
Corporate Total		360,000	295,000	
Corporate Comms	Police Staff	17,000	17,000	Re-grade of post and reduction in pension cost
	Supplies & Services	11,000	11,000	Software Licence, Subscriptions and Advertising
Corporate Comms Total		28,000	28,000	
Estates	Premises Costs	48,000	0	Engineering/Building works, Water coolers
	Supplies & Services	25,000	0	CCTV (one year saving)
Estates Total		73,000	0	
Insurance	Supplies & Services	17,000	17,000	Premium Reductions
	Transport Costs	84,000	71,000	Vehicle premium reduction
	Transport Costs	9,000	9,000	Vehicle repairs
Insurance Total		111,000	97,000	
PCC	Supplies & Services	67,970	67,970	
	Transport Costs	2,500	2,500	Transport reductions
PCC Total		70,470	70,470	
Accounting Adjustment*		288,530	0	
Grand Total		3,307,000	2,847,470	
*Accounting Adjustment relates to budget savings that are either unidentifiable or saving taken in one area has caused a pressure in another.				