



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

CAPITAL STRATEGY

2024/25 TO 2027/28

Contents: Capital Strategy		Page
1	Introduction	3
2	Governance	3
3	Strategic Financial Principles	7
4	Capital Programme	12
5	Funding	14
6	Knowledge and Skills	14
7	Associated Documents	15
	Appendix 1 Land and Buildings owned by the Commissioner	16
	Appendix 2 Capital Programme 2024/25 to 2027/28	17

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 and delivery of strategic outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability for the period 2024/25 to 2027/28. It has been produced in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) requirements.
- 1.2 The Police & Crime Commissioner (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.

2 Governance

Identification of Capital Requirements

- 2.1 The Constabulary uses the Force Management Statement (FMS) self-assessment process and the Cambridgeshire Strategic Threat and Risk Assessment (CAMSTRA) to identify operational requirements to aid decision making around use of estates, ICT, and fleet.
- 2.2 The Chief Constable ensures the operational need for estates and other assets are communicated to the Commissioner 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** – most officers and staff have personal issue 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.
 - **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 as efficiently and effectively as possible. The Policing Productivity Review was published in October 2023 and the key issues identified include the response to mental health calls, national crime recording, criminal justice processes, technology and data and the workforce. Areas that the Review has recommended for further work include police custody arrangements and advancements in artificial intelligence both of which have some synergy with

the Capital Programme. Productivity is expected to be increased through smarter technology and digital capability, reduction of inappropriate demand, improved demand management and improved use of assets. The new Cambridge Southern Police Station will provide facilities to ensure efficient custody arrangements.

- **Digital** - as new digital capabilities are released, the constabulary will utilise and adapt modern working practices in line with the new capabilities.
- **Maintaining Officer Uplift** – additional requirements on the estate continue through the need to accommodate the increase in officers achieved in recent years.
- **Sustainability** – both in terms of the sustainability of operational models on the estate and the net zero carbon target as part of the Sustainability Strategy.
- **National Guidance and Legislation** – the requirements of any new legislation and / or guidance where they impact on the estate, for example changes to the personal protection and safety training (PPST) requirements which will require additional space within the estate.

Governance Process

- 2.3 Capital expenditure is where the money is spent on assets, such as property, vehicles or ICT that will be used for more than one year. The 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 **Commissioner's Business Coordination Board (BCB)**. However, there are other meetings in place before the BCB approves the capital programme where operational and capital requirements are considered.
- 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, and where appropriate for consideration at the Strategic Alliance Summit (SAS) consisting of the Police and Crime Commissioners from each BCH force.
- 2.7 Business cases and capital proposals are considered over the course of the year as they emerge. If agreed, they are incorporated into the Capital Programme during the MTFS update each year. The MTFS is key in pulling together all capital schemes for consideration in the context of affordability in both capital and revenue terms. This is becoming increasingly important with no capital grant funding provided by government and the capital demands resulting from the ageing estate.
- 2.8 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. Finance representatives are also members of key governance meetings and project teams which supports the capital monitoring. The information is incorporated into the monthly Revenue and Capital Monitoring Report 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 for discussion and final decision where required.

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 estates schemes that are due to be carried out over the next four years. It also contains forecast spend for the vehicle fleet and ICT programmes along with the Capital Financing for the Programme.

- 2.12 The risk that the 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. The estates strategy is to achieve a smaller, better, greener estate to manage the impact of the age of the estate and the affordability impact on the capital programme.
- 2.13 Although a rolling maintenance programme exists, there are 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. The increasing demands from the maintenance programme have necessitated the major works capital budget to increase from £600k in 2023/24 to £950k in 2027/28, which is likely to have to increase further in the years beyond the MTFS.
- 2.14 The financing of the proposed capital programme will see a necessary shift to higher levels of external borrowing (with £72.3m planned across the 4 year MTFS period representing 78% of the total programme of £93.1m to 2027/28). 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, vehicles including ultra-low emission vehicles, and the sustainability agenda across the estate. The costs of higher levels of borrowing are forecast to have a significant impact on the revenue budget with the high interest rate environment continuing with the Bank of England base rate currently at 5.25%. Contract prices for construction projects continue to escalate. Inflation on construction costs and the supply of materials and labour are likely to continue into the future.
- 2.15 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets held by the Commissioner. These are continually under review.
- 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 Commissioner which will have to be met over the life of the loans, and which are included in the revenue MTFS.

Capital Financing	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total Spend 2024/25 2027/28 £000
RCCO	2,300	1,000	1,000	1,000	5,300
ERSOU Capital Grant	200	200	200	200	800
Sustainability Grant	-	1,900	-	-	1,900
RCCO from collaboration vehicle recharges	440	440	440	440	1,760
Community Infrastructure Levy	641				641
Capital Receipts	-	-	6,626	3,771	10,397
Borrowing	36,299	36,009			72,308
Total Financing	39,880	39,549	8,266	5,411	93,106

Financial Guarantees and Long-Term Liabilities

- 2.17 The Commissioner's 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 Commissioner is the pension fund liabilities, which are not linked to the capital expenditure and financing contained in this Capital Strategy.
- 2.18 The Commissioner does hold long-term liabilities in respect of the creditors related to external borrowing to fund the capital programme. As outlined in paragraph 2.14, the long-term liabilities will increase as further borrowing is undertaken to fund the capital programme.

Advice and Expertise

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

3 Strategic Financial Principles

- 3.1 The 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 to ascertain whether the plans are affordable, prudent, and sustainable providing value for money and contributing 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 Commissioner aims to minimise external borrowing as far as possible although this is becoming increasingly difficult.
 - **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.

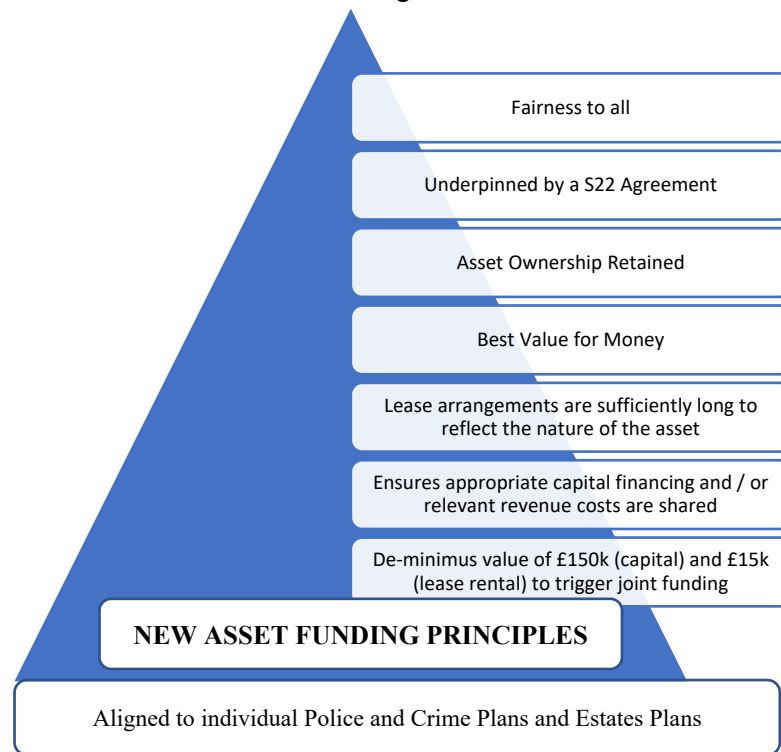
- As part of the **Sustainability Strategy** the Commissioner will keep under review opportunities to improve the Constabulary's carbon footprint by reducing energy consumption where possible and facilitating initiatives to benefit the environment such as installing electric vehicle charging points and electrification of the fleet where possible. Specific funding sources such as Government grants will be sought where the opportunity exists. The MTFS Capital Programme includes capital budget for these purposes.

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 will help in rationalising the number of buildings required and eliminating the carbon they require for use and occupation – driving towards a smaller, better, greener estate.

- The Commissioner's 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 Commissioner.
- 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.

Collaboration

- 3.2 Cambridgeshire are in a longstanding collaboration with Bedfordshire Police and Hertfordshire Constabulary (BCH). A set of Estates principles are in place as set out in the diagram below and explained in the following commentary. These principles continue to be reviewed to ensure strategic fit with BCH collaborated projects.



- 3.3 The funding model ultimately put in place by BCH must be fair to all partners and be the subject of a formal Section 22 (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. Any costs incurred will be identified and shared between the tri-force on a net revenue expenditure (NRE) basis as the project develops, and costs incurred will also be shared if the project is ceased. The NRE apportionment will be reviewed on a periodic basis to ensure force contributions remain fair and equitable.
- 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 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 (GPOC). Capital expenditure on investment properties and assets is considered by the Commissioner under existing legislation, and the Government and CIPFA’s guidance in this area of activity.
- 3.10 The current Treasury Management Strategy is provided below:

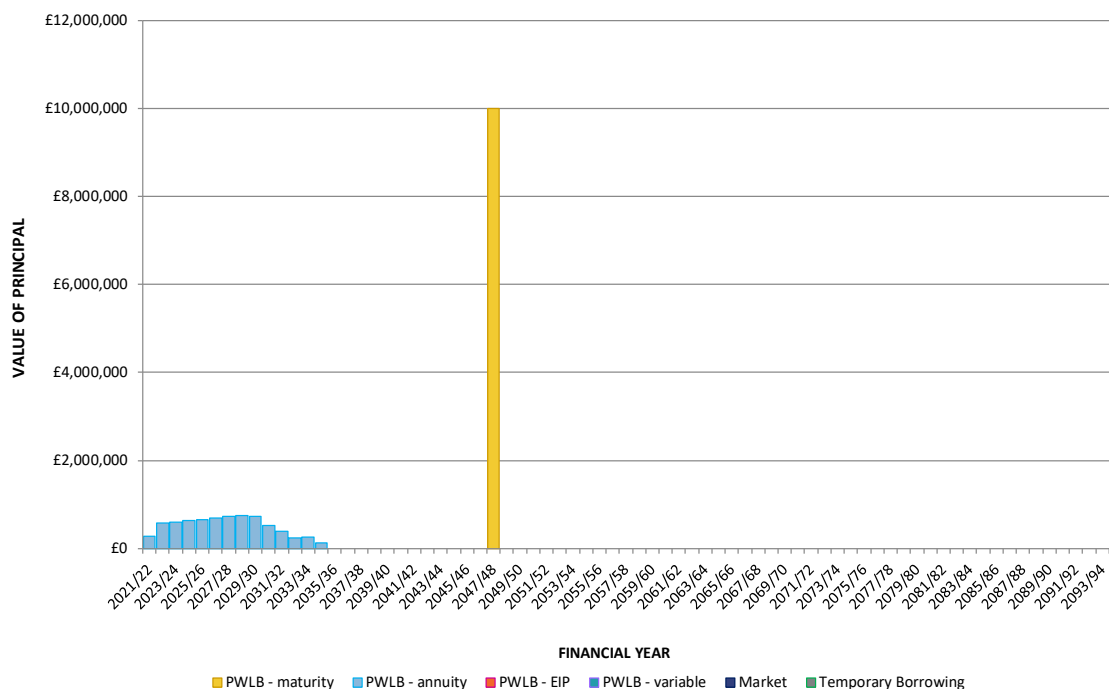


TMSS 2024-25 Final
(BCB 22 Feb 24).docx

- 3.11 **Borrowing** – the 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 in the long-term.
- 3.12 The cash balances relating to external borrowing at the time of drafting this Capital Strategy are set out below:

PWLB Loans	Balance as at 31/01/2024	Cash Balance as at 31/01/2024
Loan 1	£566,219.67	£566,219.67
Loan 2	£984,145.88	£984,145.88
Loan 3	£2,042,123.30	£2,042,123.30
Loan 4	£2,212,604.49	£2,212,604.49
Loan 6	£10,000,000.00	£10,000,000.00
Total	£15,805,093.34	£15,805,093.34

3.13 The maturity profile of the Commissioner's 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, 2023/24 and for future years is shown in the table below, which includes interest from investment income. By the end of the MTFs period the borrowing costs are estimated to be 3.58% of the net budget. This represents an increase from the current 0.55% cost which is due to the capital requirements outlined in this strategy and the need to finance capital expenditure predominantly through external borrowing.

Ratio of Financing Costs		2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Interest cost on existing borrowing		526	498	469	438	406
Interest cost on new borrowing		-	557	2,615	3,495	3,377
Gains/losses on debt rescheduling		-	-	-	-	-
Interest and investment income		(750)	(750)	(750)	(550)	(400)
MRP & VRP		1,198	1,553	1,958	3,335	3,348
Total Financing Costs	(A)	974	1,858	4,292	6,718	6,730
Net Budget Requirement	(B)	178,160	188,667	197,571	203,518	209,376
Ratio of financing costs	(A)/(B)	0.55%	0.98%	2.17%	3.30%	3.21%

- 3.15 **Risks** – the approach to investments is security, liquidity and yield. The Commissioner’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 as demonstrated in the table above.
- 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 Also where cash balances allow, internal borrowing is undertaken to avoid the need to draw down external borrowing on the basis that the borrowing costs are currently at high levels. This approach avoids interest costs.
- 3.18 The Commissioner can review the MRP policy that is applied to external borrowing to ensure it remains appropriate and prudent. The Commissioner will keep the policy under review for future years.

4 Capital Programme

Land and Buildings

- 4.1 The Land and Buildings forming the estate owned by the Commissioner can be seen at Appendix 1.
- 4.2 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 vehicle replacement 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.
- 4.3 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 for the estate. The BCH collaboration also has a 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 Commissioner’s Estate Strategy for Cambridgeshire.
- 4.4 Surplus assets are identified 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. Receipts in recent years have slowed, however the estate is kept under constant review to identify surplus assets for disposal.

- 4.5 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 remains subject to a final business case.
- 4.6 Optimum utilisation of the estate is a key part of the strategy aiming to achieve a smaller, better, greener estate. The capital programme includes budget for net zero carbon initiatives which continue to be kept under review as plans are developed. Achieving net zero carbon will have to be considered in the context of affordability to the Constabulary. Current plans include a feasibility into a solar farm on surplus land at the headquarters to provide self-generated electricity to the site, reducing carbon through existing estate initiatives by modernising lighting, heating and building management systems, and implementing charging infrastructure where possible to support electrification of the fleet.
- 4.7 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets held by the Commissioner as set out in Section 3. These are continually under review.

Fleet

- 4.8 Cambridgeshire is part of the Chiltern Transport Consortium (CTC). This consortium provides competitive buying power and manages the fleet on behalf of the constabulary.
- 4.9 The transition of the fleet to electric vehicles or ultra-low emission vehicles (ULEVS) is being progressed although the Constabulary, like most police forces, are at an early stage to achieve a more carbon neutral fleet. The Constabulary is working with CTC to develop options but it should be noted that vehicle manufacturers also need to rise to the challenge to provide an electric vehicle that meets the specification of high performance response vehicles. An electric vehicle pilot was implemented in 2023/24 with 12 electric administration vehicles used by teams operating from Copse Court. Learning will be taken from the pilot and further electric vehicles brought on to the fleet where possible. Electric charging infrastructure for fleet vehicles will also form part of the new Cambridge Southern Police Station.
- 4.10 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. Blue Light are also supporting the police service in the sustainability agenda relating to fleet vehicles.

ICT

- 4.11 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.

- 4.12 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. The Constabulary and PCC will also have to consider digital developments that may flow from the Policing Productivity Review.
- 4.13 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. The national programme continues to undertake commercial discussions with suppliers with the delivery of ESMCP likely to remain outside of the current MTFS period. This will, however, be a significant capital requirement to plan for in future years.

5 Funding

- 5.1 The Sources of funding available to the Commissioner to finance capital expenditure are:
- a) **Revenue Budget** – a contribution can be made from the revenue budget to the capital budget. For 2024/25 this will be an amount of £2.3m given the lack of capital grant and the capital programme demands. Revenue contributions have the benefit of avoiding future and long-term financing costs.
 - b) **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.
 - c) **Capital receipts** - there has been disposals of underutilised assets in recent years. Capital receipts from future disposals will be used to support the financing of the capital programme.
 - d) **Borrowing** – the Commissioner can borrow to fund capital expenditure, provided it is affordable. Borrowing must be within the limits agreed in the Treasury Management Strategy. Borrowing does incur long-term financing costs in the form of interest and minimum revenue provision costs.

6 Knowledge and skills

- 6.1 The Commissioner 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 Commissioner. This service complements the skills within the organisation by adding more specific expertise in respect of borrowing

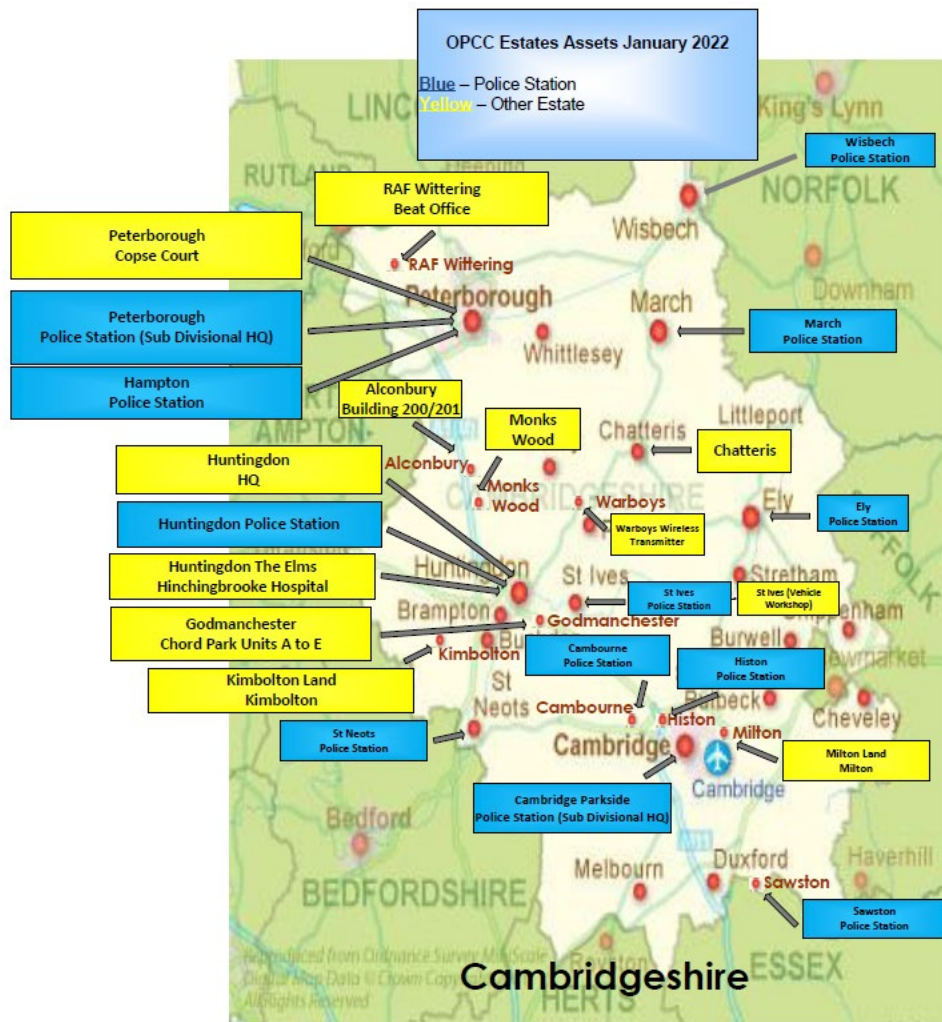
options, cash investment opportunities, lease advice and economic market updates. LAS also provide technical advice on areas such as the minimum revenue provision and technical accounting requirements where necessary relating to treasury management.

- 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 Commissioner's capital programme which is based on meeting operational requirements. To date there has been no commercial investment activity by the Commissioner requiring further advice.

7 Associated Documents

- 7.1 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

Appendix 1 - Land and Buildings owned by the Commissioner



Appendix 2 - Capital Programme 2024/25 to 2027/28

	2024/25	2025/26	2026/27	2027/28	Total Spend 2024/25 to 2027/28
	£000	£000	£000	£000	£000
Estates Programme					
CSPS (Milton)	25,000	12,000	-	-	37,000
Cambridge City Centre Policy Station	-	300	-	-	300
Major Works	834	850	900	950	3,534
Copse Court refurbishment	175	-	-	-	175
Copse Court conference facility	50	-	-	-	50
HQ Generator	90	-	-	-	90
Elms (SARC)	300	-	-	-	300
Custody Improvements	600	-	-	-	600
Thorpe Wood Drainage	350	-	-	-	350
Sustainability Strategy - Building Infrastructure	400	2,500	-	-	2,900
Sustainability Strategy - Vehicle Infrastructure	200	1,260	-	-	1,460
Sustainability Strategy - Solar Farm	100	2,400	-	-	2,500
Total Estate Programme	28,099	19,310	900	950	49,259
Collaborated Schemes					
APU Firing Range	-	2,500	2,500	-	5,000
Monks Wood - Specialist Training Facility	7,000	12,695	-	-	19,695
JPS General	100	100	100	100	400
ERSOU Capital Equipment Replacement	200	200	200	200	800
Total Collaborated Schemes	7,300	15,495	2,800	300	25,895
Fleet					
Vehicle Replacement Programme	2,160	2,268	2,000	2,000	8,428
Sustainability Strategy - Ultra Low Emission Vehicles	400	500	500		1,400
Total Fleet	2,560	2,768	2,500	2,000	9,828
Total ICT Programme	1,720	1,806	1,896	1,991	7,413
Operational Schemes					
ANPR Replacement Programme	101	70	70	70	311
Chiefs Delegated Budget	100	100	100	100	400
Total Operational Schemes	201	170	170	170	711
Total All Schemes	39,880	39,549	8,266	5,411	93,106
Capital Financing					
RCCO	2,300	1,000	1,000	1,000	5,300
ERSOU Capital Grant	200	200	200	200	800
Sustainability Grant	-	1,900	-	-	1,900
RCCO from collaboration vehicle recharges	440	440	440	440	1,760
Community Infrastructure Levy	641				641
Capital Receipts	-	-	6,626	3,771	10,397
Borrowing	36,299	36,009			72,308
Total Financing	39,880	39,549	8,266	5,411	93,106