



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

CAMBRIDGESHIRE AND PETERBOROUGH

POLICE AND CRIME COMMISSIONER

DRAFT MEDIUM TERM FINANCIAL STRATEGY

2020/21 TO 2023/24

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1 Overview and Purpose of Strategy

- 1.1 The Medium Term Financial Strategy (MTFS) is the Acting Cambridgeshire Police and Crime Commissioner's (the "Acting Commissioner") key financial planning document for the next four years but which is refreshed annually.
- 1.2 The Acting Commissioner has responsibility for the totality of policing in the Cambridgeshire Constabulary (the "Constabulary") area and has a wider responsibility to promote the effectiveness and efficiency of community safety partnerships and the criminal justice system.
- 1.3 The MTFS aims to draw together the strategic planning priorities, demand and resource forecasts and likely impact of changes in the wider service delivery environment to produce a costed plan which defines the work which needs to be undertaken to achieve long-term financial sustainability.
- 1.4 A precept rise of £9.99 has been agreed, in addition to central funding from government, resulting in a £10.9m increase in available funds for Cambridgeshire.
- 1.5 Against this background the strategy sets out how the Acting Commissioner aims to ensure the Chief Constable has the resources he needs and how the Chief Constable aims to achieve the savings and efficiencies required during the period of the plan to balance the budget, while ensuring reserves are used to provide for future financial resilience.
- 1.6 The strategy forms a pivotal link to translate the organisation's ambitions and constraints into deliverable options.
- 1.7 The MTFS balances the pace of delivery of the Police and Crime Plan (the "Plan") against constraints in resources. It identifies assumptions and risks and/or opportunities and how these affect the financial plan.

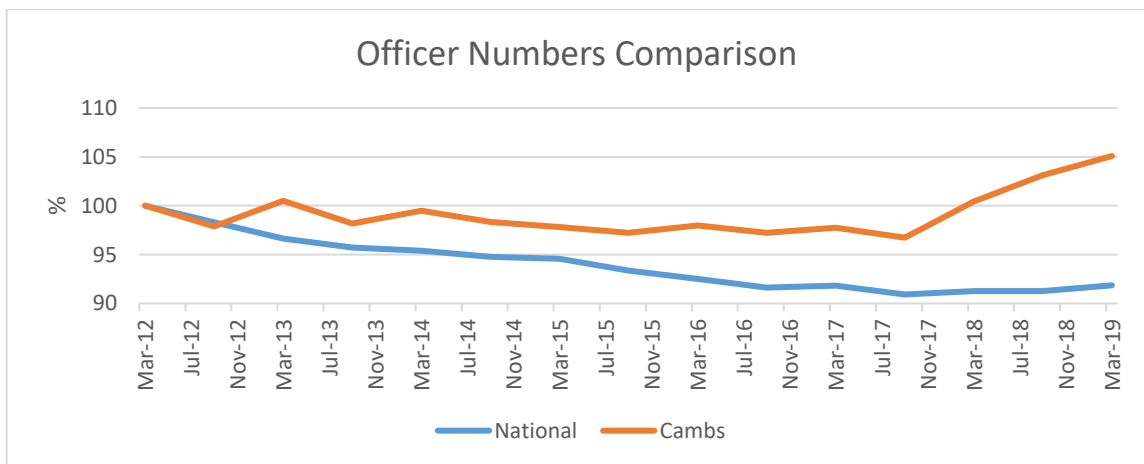
2 Operational context

- 2.1 Cambridgeshire is one of the lowest funded forces per head in the country. In recent years the Home Office's policing grant allocation has not taken into account population growth and the county has suffered from under investment.
- 2.2 The significant economic growth planned for Cambridgeshire and Peterborough will not be sustainable unless public services are resourced adequately to support the new communities and households being created and to mitigate the impact on existing communities in absorbing that growth. This includes its policing services.
- 2.3 Demand across public services is increasing. Without effective partnership working, there is a risk that demand, rather than being dealt with, is shifted between partners, with changes in one organisation having a detrimental impact on another. Effective

partnership working aims to transform how we work together, preventing future demand as well as dealing with present issues.

- 2.4 Significant work has been undertaken within Cambridgeshire to ensure the policing budget is focused on the front line to meet this growing demand. The chart below shows Cambridgeshire at 1,377 officers at March 2012 and the increase to this against this baseline up to March 2019, compared to the national picture of decline over the same time. The rise in precept in 2019/20 helped to fund a further 50 additional officers to take the Constabulary to its highest ever establishment of officers (1,497).

Cambridgeshire % Increase in Officer Numbers Compared to National Trend



- 2.5 The government has recently announced a national uplift of 20,000 officers over the next three years. Out of this Cambridgeshire has been allocated 62 new officers for the period October 2019 to March 2021, which takes the force to an establishment of 1,559 officers.
- 2.6 The additional 62 officers for Cambridgeshire is very welcome and will be used to further support police, including neighbourhood policing. The Government has announced that the funding for the uplift in officers is conditional on existing officer numbers being maintained. The effect of this is to reduce areas within the budget where flexibility exists to control costs.
- 2.7 There is the clearest of steers from the Government funding announcement that a return on investment is required by way of measurable outcomes, which is likely to include an overall reduction in crime.
- 2.8 These commitments by Cambridgeshire Constabulary will complement the existing commitment within the Police and Crime plan set out in Appendix A.

3 Identifying future demand and resources

3.1 In 2019, the Constabulary introduced the Strategic Threat and Risk Assessment (STRA) process that identifies the current and anticipated operational pressures. This model assesses these pressures against the current capacity and capability of the force to manage the expected future demand and risk.

3.2 The STRA forecasts increases in calls for service from 999 calls, domestic abuse reports, incidents relating to mental health, concerns for safety and reports of sexual offences. It is also worth noting that 80% of calls for service are non-crime related.

3.3 The STRA identified priorities for 20/21 as follows:

Force priorities:

- Safeguarding the vulnerable
- Combatting acquisitive crime
- Reducing harm to communities

Organisational areas of focus:

- Improving investigation standards
- Enhancing data quality

3.4 The on-going demand on the wider public sector across Cambridgeshire and growth in the county is likely to continue to create an additional workload for policing and the support needed for vulnerable people.

3.5 Changing demand profiles and technological innovations have informed the Chief Constable through the STRA process in remodelling service delivery both locally and collaboratively. Through these processes the Chief Constable has identified £2.3m savings to ensure that the Constabulary remains both efficient as well as effective.

4 Medium Term Financial Strategy – Key Principles

4.1 This MTFs seeks to establish principles that both the Acting Commissioner and Chief Constable adopt in seeking to deliver a balanced budget, whilst providing a sustainable service for the future.

4.2 Collaboration

4.2.1 Collaboration has been and will continue to be entered into where there are clear benefits to be gained. Collaboration can be a powerful mechanism for enhancing the quality of service provision and improving resilience. The benefits need to be clearly articulated, agreed, tracked and delivered.

4.2.2 It is recognised that the approach to commissioning of services from the Bedfordshire Cambridgeshire and Hertfordshire (BCH) collaboration can be strengthened. More work is being undertaken to ensure that the services delivered through BCH are constantly reviewed and are affordable to the Force within the context of the STRA process.

4.2.3 The immediate opportunities for collaboration continue to be with:

- the tri-force collaboration of Bedfordshire, Cambridgeshire and Hertfordshire (BCH) forces;
- at a seven force level (7F), with 7F Procurement, that includes BCH, Norfolk, Suffolk, Essex and Kent; and
- with Cambridgeshire Fire and Rescue Service.

4.3 **Reducing costs and driving efficiency and decreasing reliance on reserves**

4.3.1 The OPCC built up a budget assistance reserve to allow time for policing to adjust to historical changes in central funding by smoothing the impact of funding gaps. This was a temporary provision and the budget requirement now needs to be fully met by government grant and precept.

4.3.2 The Uplift Programme, whilst welcomed, does introduce some constraints as pay lines relating directly to officers and many of the police staff that support them will have to be maintained at an agreed level before funding for the new officers is released. This locking in of officer numbers is occurring at a time when the budget has been supported by use of reserves.

4.3.3 Organisational reviews, particularly the ongoing STRA process, will examine where the potential for efficiencies can be generated, as follows:

- The removal of duplication, or tackling demand caused by inefficient processes elsewhere within the system. This is also linked to the commissioning of BCH services.
- The benefits of efficiencies from investment in technology being monitored to ensure that resourcing levels remain correctly balanced. Procurement of technology will be taken forward at a 7F level.
- Non-pay elements of the budget scrutinised to establish whether savings can be made from them, for instance areas that have historically been seen as largely ring-fenced in terms of ability to control costs.
- Further non-collaborated savings explored in order to ensure that operational funding requirements are met.

4.4 Minimise borrowing levels for capital projects

- 4.4.1 The funding strategy for the capital programme currently assumes high levels of borrowing with associated interest and capital repayment costs impacting revenue budgets. The OPCC and Constabulary, through its Treasury Management Strategy, will aim to minimise these costs through internal rather than external borrowing when cash balances enable this. This has the effect of avoiding interest costs which typically exceed the returns on investment funds in the ongoing low interest rate environment.
- 4.4.2 The major capital project to build the Cambridgeshire Southern Police Station will seek to minimise the long-term borrowing requirement by maximising the value of the current site within Cambridge.

4.5 Income generation

- 4.5.1 The Constabulary will continue the use of its assets with the aim of rationalising where appropriate. The focus will be on generating the greatest level of return which could be in the form of a capital receipt or regular revenue income stream. Each asset will be evaluated to ensure the return is maximised.
- 4.5.2 The OPCC/Constabulary will continue to pursue available external grant funding through strong partnership arrangements. In addition, if capital grants are available for specific capital projects, these will be explored.

4.6 Prevention

- 4.6.1 A number of factors relate to the expectation of future growth in demand, including significant population growth in Cambridgeshire, the impact of service pressures in other key public services leading to increased police demand (80% of police demand is not crime related), and the changing nature of demand. Current demand must be met, but investment in prevention, and therefore crime reduction, is also required.
- 4.6.2 Investment from the PCC, and the securing of external grants, has been used to promote “industrialisation” of prevention processes and simplification of pathways of support for vulnerable people across Cambridgeshire and Peterborough. Successes include creation of a Victim and Witness Hub providing a seamless pathway of support for victims of crime – which also enables the Acting Commissioner to fulfil his statutory role to support victims of crime to cope and recover. The MTFS protects funding for prevention in order to support work to reduce demand on policing in the future and improve outcomes in the future.

5 Monitoring Budget Performance

- 5.1 The review of the effectiveness of the financial strategies for the organisation are managed through various stakeholder boards.

- 5.2 Revenue and Capital monitoring reports are produced for submissions to the Force Executive Board and joint PCC and Chief Constable Business Co-ordination Board. Commentary is provided to explain variances in the performance against budget for the Constabulary (including Collaboration), PCC, Grants and Corporate costs and a forecast outturn is also provided for each.
- 5.3 The tri-force collaboration budget monitoring reports are presented at each of the lead force quarterly meetings. These are Joint Protective Services (led by Bedfordshire), Operational Support Board (led by Hertfordshire) and Organisational Support Boards (led by Cambridgeshire).
- 5.4 A Resource Group was formed in January 2020 to enable strategic discussions to take place concerning the resourcing requirements for the delivery of the Police and Crime Plan. Senior personnel from the OPCC and Constabulary including Estates, IT, Human Resources & Learning and Development meet monthly to consider commitments to large projects and the resource implications of the capital programme. The Resources Group will review proposed business cases and track associated benefits. The former Estates Sub Group and Finance Working Group have been subsumed into the Resource Group.

6 Assumptions used within the MTFS

2020/21 assumptions

6.1 Expenditure

- 6.1.1 Pay inflation has been included at 2.5% for Cambridgeshire functions and at 2% for the BCH tri-force collaboration.
- 6.1.2 Non-pay inflation is included on a line by line basis for Cambridgeshire functions at 2% and 1% for BCH tri-force collaboration functions.

6.2 Funding

- 6.2.1 There was an additional funding requirement for 20/21 of £10.9m which included the removal of use of reserves of £1.8m, reduction in Council Tax surplus funding, as well as an increase in budget requirement of £8.4m.
- 6.2.2 This increase is made up of £10.7m of increased costs, offset by savings identified for 20/21 totalling £2.3m. This increase included the Cambridgeshire allocation of officers from the national Uplift programme, the pay award of 2.5% for the existing police officers and staff, as well as cost pressures relating to the tri-force and national programmes,

6.2.3 The total budget requirement of the Constabulary for 2020/21 is £156.5m, which when offset by specific grants received of £4.1m (see below), reduces to a Net Budget Requirement of £152.4m.

6.2.4 Specific grants received, included as part of the Net Budget Requirement, are as follows:

- Uplift Grant (ring-fenced) £1.7m
- Pensions Grant £1.4m
- Ministry of Justice Grant £1.0m
£4.1m

6.2.5 The Net Budget Requirement of £152.4m is partly funded by Central grant, as follows:

- Core Grant £78.9m
- Legacy Council Tax Grant £ 6.5m
£85.4m

6.2.6 The remainder of the funding settlement is from Precept which will raise £67.5m. A precept proposal was made to the Police and Crime Panel on February 6th 2020, for a £9.99 increase to a Band D property (4.5%), which was approved.

6.2.7 The total of Precept and Collection funds, including the Collection Fund net deficit of £0.5m is £67.0m.

6.2.8 Council Tax base growth included at 1.88%, reflected the projected increase in properties subject to council tax.

Assumptions for 2021/22 and beyond

6.3 Expenditure

6.3.1 Pay inflation has been included at 2% for Cambridgeshire functions and for the BCH tri-force collaboration.

6.3.2 Non-pay inflation is included on a line by line basis for Cambridgeshire functions at 2% and 1% for BCH tri-force collaboration functions.

6.4 Funding

6.4.1 Central grant funding is assumed with no increase in future years.

6.4.2 Council Tax base growth included at 1%, reflecting the projected increase in properties subject to council tax

6.4.3 Council Tax rate increase assumed at 2%.

7 Capital programme

- 7.1 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.
- 7.2 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.
- 7.3 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.
- 7.4 The financing of the proposed capital programme will see a move to high levels of borrowing (approx. £41m – representing over 75% of the total programme of £52.5m to 23/24). These are for planned, operationally essential developments, including the replacement of Parkside police station in Cambridge and a new police station in Cambridge City centre as well as further investment in ICT. The costs of borrowing will have significant impact on revenue budgets with the risk of future interest rate increases.
- 7.5 Other significant schemes under consideration include investment in training facilities for the Joint Protective Services, for public order support units.
- 7.6 The police station at Thorpe Wood is at capacity and with the uplift programme, is likely to be under strain to accommodate future recruits.
- 7.7 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets. This is currently under review.

8 Treasury management

- 8.1 The Acting Commissioner operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with temporarily surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 8.2 The second main function of the treasury management service is the funding of the Acting Commissioner's capital plans. These capital plans provide a guide to the borrowing need of the Acting Commissioner, essentially the longer term cash flow planning to ensure the Acting Commissioner can meet the capital spending operations.

This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet the Acting Commissioner's risk or cost objectives.

- 8.3 On 9th October 2019, HM Treasury increased the cost of borrowings from the Public Works Loan Board with an interest rate increase on a 50-year new maturity loan, from 1.81% to 2.82% with immediate effect. This rate change adds pressure to the level of interest costs on borrowing included in the MTFP.

9 Risk

- 9.1 There are inherent risks in the preparation of this Medium Term Financial Strategy reflecting the level of various unknown factors, particularly in quantifying cost and uncertainty in future funding levels.

- 9.2 Borrowing and interest costs relating to the capital programme may increase due to delays in the start of major capital projects, in addition to the potential for increased borrowing rates

- 9.3 Additional future liabilities may arise with the cost of police pensions, based on the outcome of the McCloud and Sargeant cases. By way of background, two claims were brought, one against the judges' pension scheme (the McCloud case), the other against the firefighters' pension scheme (the Sargeant case) claiming that transitional arrangements were discriminatory on the basis of age, sex and race. The claims were heard together. The impact of the judgements on these cases, if upheld, will be to give the potential for more officers to retire early, resulting in an increase in the cost of pensions to the force. There is uncertainty as to whether the additional liability, once determined, is funded by government.

- 9.4 The current one year settlement while welcome has not removed the uncertainty over future levels of funding. There is a reluctance to participate in invest to save projects and other significant collaboration initiatives until a three year settlement is in place.

- 9.5 There are a significant number of national and government initiatives where costs are borne by individual forces. A number of the following programmes are included within the Net Budget Requirement, but there are others at an early stage which will become a cost pressure.

- National Police Air Service (NPAS). The costs to Cambridgeshire Constabulary are based upon the shared use of a helicopter and include a fixed and variable element of total running costs.
- Single Online Home is an initiative to get all 43 forces to have a single shared platform to offer the public a consistent way of engaging with their local force and accessing police services online.
- Emergency Services Mobile Communications Programme (ESMCP) is the government's chosen option to replace the Airwave system used for communications between control rooms and the police, fire and ambulance

services. It is intended to save money by sharing an existing commercial 4G network, unlike Airwave, which is fully dedicated to its users.

- The National Law Enforcement Data Storage (NLEDS) programme is replacing the ageing Police National Computer.
- Specialist Capabilities Programme that include 14 strands to create a UK policing network in specialist areas of policing.
- The National Enabling Programme (NEP) which is designed to strategically align policing nationally under the Policing Vision 2025 and will underpin a national digital secure workplace and generate efficiencies.
- New Police conduct regulations will see a rise in the infrastructure needed for Professional Standards services and support needed for front line supervisors.
- The Transforming Forensics programme, is an agenda to modernise forensics services and to become more efficient and effective, taking advantage of leading edge technology and innovation to respond to present and future demands.

10 Reserves

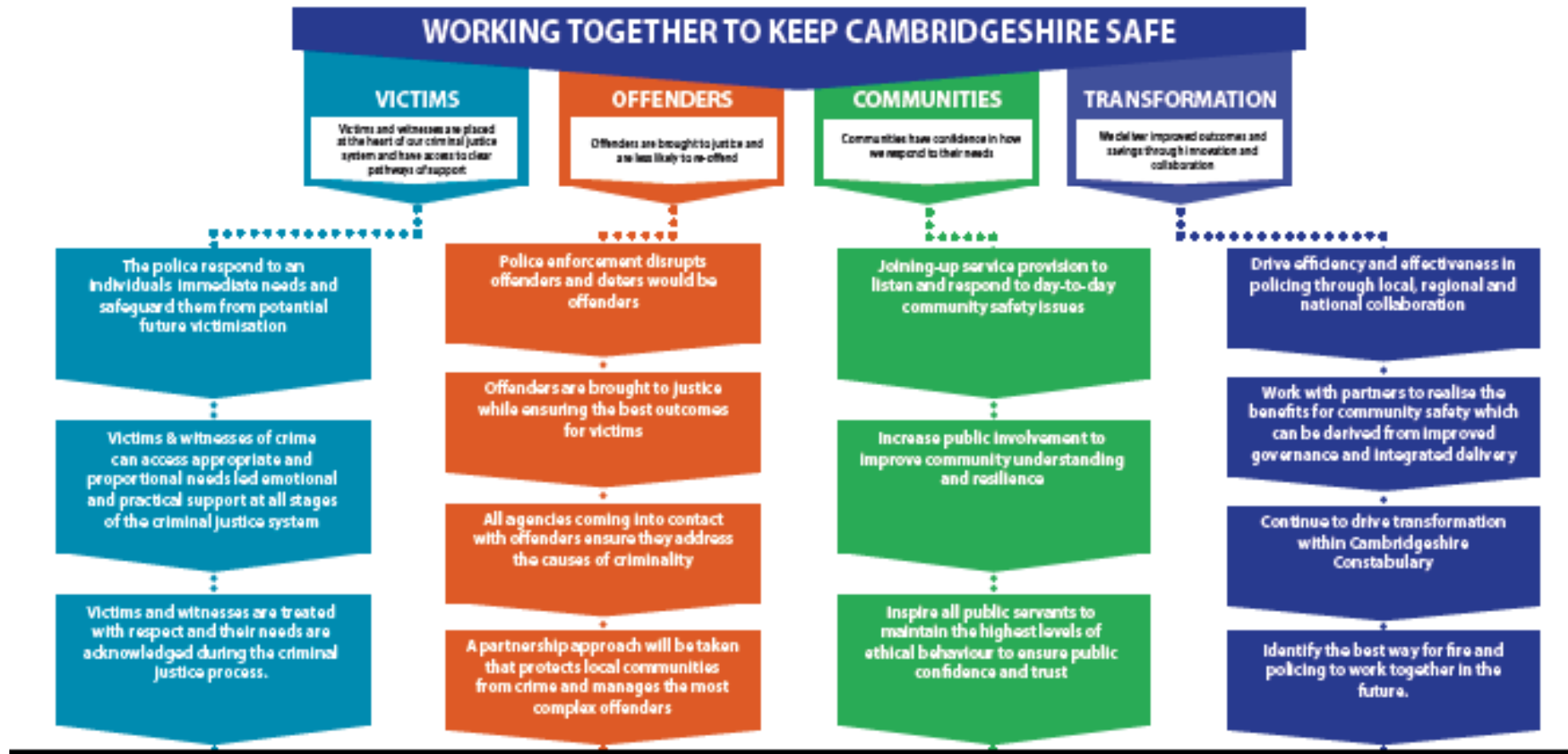
- 10.1 Under Section 25 of the Local Government Act 2003, the Acting Commissioner's Chief Financial Officer (s151) is required to report on the adequacy of the proposed financial reserves as part of budget setting considerations. The Acting Commissioner is required to clearly set out how he intends to use all allocated reserves over the MTFS period.
- 10.2 Where budget underspends exist, the reserves strategy will be to ensure that the general reserve is held at a level that is considered prudent. Once achieved, the creation of a capital investment reserve will become necessary in the context of the major capital schemes being planned for, given the low level of capital grant the constabulary now receives from government. Other reserves planned for are for enterprise and innovation.
- 10.3 The **General Reserve** is a statutory reserve to fund unplanned and emergency expenditure, with a balance of £7.2m. This is currently 4.6% of the Net Budget Requirement, just under the 5% generally considered a prudent level. There is no plan to change it at this time but this will be kept under review.
- 10.4 **Capital Reserve** is to be used for the Capital Programme and will be used during the life of this MTFS.
- 10.5 **Capital Carry Forward Reserve** is a reserve to transfer underspend in the capital programme from one year to another.
- 10.6 **Estates Development Reserve** is used for estate issues that were unknown when setting the Capital Programme. It is anticipated this reserve will be used by the end of this MTFS and will be used for future estate upgrades
- 10.7 **Insurance Reserve** is a contingency reserve based on the actuary report.

- 10.8 **Ill-Health Retirement Reserve** is a contingency reserve set at five retirees averaged at £79.6k per pensioner.
- 10.9 **Drug Forfeiture Reserve** contains funds received from HM Courts and is earmarked for operational activity to disrupt criminal activity involving drug crime. Funds are applied from this fund as operational need requires.
- 10.10 **Budget Assistance Reserve** is available to fund the cost of initiatives which are committed to, but not budgeted for, due to uncertainty of timing or the cost not being quantified at the time the budget process was finalised. The national programmes are examples of this.
- 10.11 **Police Uplift Programme Reserve** is a reserve to support the full 3 year Police Officer Uplift programme and any future costs to the programme not yet known, such as additional infrastructure requirements. In addition the reserve will provide some resilience in the event that officer numbers in future years are not achieved and therefore any shortfall in the ring-fenced grant funding
- 10.12 **Carry Forward Project Reserve** this reflects the timing differences in committed revenue expenditure from one year to another.
- 10.13 **Road Casualty Reduction and Support Fund** contains funds to be used on road casualty reduction activities. Current initiatives include a significant investment in digital speed cameras and a programme of expenditure for 20/21. The Road Safety Partnership are updating their strategy and action plan which will inform the spending
- 10.14 **Collaboration & Commissioning Reserve** is for the Acting Commissioner to fund activities under the Transformation theme of his Police and Crime Plan.
- 10.15 **Capital Receipts Reserve** is made up from receipts from buildings the Acting Commissioner has disposed of as they are no longer required for operational policing. This reserve will be used to help fund the building of a new operational police station.




11 **Robustness of estimates**

- 11.1 Under Section 25 of the Local Government Act 2003, the Acting Commissioner's Chief Financial Officer (s151) is required to report on the robustness of the estimates made for the purposes of the budget calculations.
- 11.2 The Acting Commissioner's Chief Finance Officer has provided assurance to the Acting Commissioner under section 25 of the Local Government Act 2003 in his review of the draft budget under consideration, and believes that the budget proposals set out by the Acting Commissioner are prudent and sustainable. The level of reserves is sufficient to meet the known risks within the budget taking account of the Acting Commissioner's financial management framework.

Appendix A – POLICE AND CRIME PLAN OBJECTIVES



Appendix B - MTFP 2020/21 to 2023/24 as at 13 March 2020

	Final 2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Total In-House Expenditure	88,219	96,351	102,913	108,535	111,000
Net Cost of Police Pensions	15,040	16,128	17,574	18,891	19,344
Total BCH Collaboration	35,860	33,600	34,527	35,353	36,199
Total Other Collaborations	5,240	5,775	5,852	5,969	6,089
Total Income	-1,153	-1,473	-1,473	-1,473	-1,473
Total Constabulary Budget	143,206	150,381	159,394	167,275	171,158
OPCC Office Running Costs	1,215	1,210	1,237	1,264	1,292
Corporate Costs	2,196	2,716	2,903	2,903	2,903
Specific Grants		-4,130	-8,522	-11,822	-12,046
Capital Financing Costs	1,341	2,290	2,732	3,111	3,686
NET BUDGET REQUIREMENT (NBR)	147,958	152,467	157,743	162,730	166,992
Financed by:					
Central Grants	82,297	85,414	85,414	85,414	85,414
Precept and Collection Funds	64,114	67,053	69,510	71,609	73,772
Contribution (-)to / from Reserves	1,547	-	-	-	-
TOTAL FINANCING	147,958	152,467	154,924 	157,023 	159,186
BUDGET GAP	0	0	-2,819	-5,707 	-7,806
BUDGET GAP (AS ABOVE)		0	-2,819	-5,707	-7,806
PLANNED SAVINGS			1,292	938	750
SAVINGS NEEDED TO BE IDENTIFIED			-1,527	-4,769	-7,056
Memo info - Savings identified and included in NBR		2,690	752		

Appendix C - CAPITAL PROGRAMME 2020/21 to 2023/24 as at 13 March 2020

Capital Programme 2018/19 to 2021/22							
Capital Programme No.	Description of Bid	Programme 2018/19 £	Programme 2019/20 Forecast £	Forecast Programme 2020/21 £	Forecast Programme 2021/22 £	Forecast Programme 2022/23 £	Forecast Programme 2023/24 £
Section A	Projects where Funding Approved in Previous years						
1	Athena		130,000	81,334	42,000	42,000	42,000
	Section A Totals	0	130,000	81,334	42,000	42,000	42,000
Section B	Estate Programme						
2	Cambridgeshire Southern Police Station	0	908,000	4,000,000	17,000,000.00	13,000,000	1,000,000
3	Estates Major Repairs Planned	500,000	431,000	585,000	585,000	585,000	600,000
4	VEU Building HQ		380,000				
5	ERSOU Building		999,000				
6	Replacement of Door Readers	0	0	400,000			
7	Copse Court Car Park		498,000				
8	Data Centre UPS		80,000				
	Section B Totals	500,000	3,296,000	4,985,000	17,585,000	13,585,000	1,600,000
Section C	Fleet Programme						
6	Vehicle Replacement Programme	1,300,000	1,478,000	1,478,355	1,522,706	1,568,387	1,615,438
	Section C Totals	1,300,000	1,478,000	1,478,355	1,522,706	1,568,387	1,615,438
Section D	ICT Enabling Programme						
7	ICT Programme 2018/19	707,000	2,484,000	2,326,346	1,511,588	1,396,146	1,200,000
	Rolling replacement	150,000	400,000				
11	CRM - In FBC and will go to JCOB	93,580					
14	ESMCP Devices and Fitting (now part of ICT)	213,500					
15	ANPR 3 Year Investment Strategy	140,000					
16	ERP - i-learn completion		542,000	140,000	0	0	0
	Section D Totals	1,304,080	3,426,000	2,466,346	1,511,588	1,396,146	1,200,000
Section E	Operational Programme						
19	JPS General	95,000	100,000	100,000	100,000	100,000	150,000
	Covert Equipment			45,000	45,000	45,000	45,000
20	Digital Interview Recording Equipment Refresh						
21	Delegated Chiefs Budget	300,000	0	300,000	300,000	300,000	300,000
	Section E Totals	395,000	100,000	445,000	445,000	445,000	495,000
	Totals for All Schemes	3,499,080	8,430,000	9,456,035	21,106,294	17,036,533	4,952,438

Appendix D – FORECAST RESERVES POSITION as at 13 March 2020

Group Usable Reserves

	Balance 31 March 2021
Capital	£000
Capital Reserve	-
Capital Carry Forward Reserve	-
Estates Development Reserve	-
Capital Investment Reserves	-
Revenue	-
Insurance Reserve	862
III-Health Retirement Reserve	398
Drug Forfeiture (Operational) Reserve	177
Budget Assistance Reserve	1,001
Uplift Reserve	1,000
Carry Forward Project Reserve	1,231
Road Casualty Reduction & Support Fund	759
Collaboration & Commissioning Reserve	374
Total Earmarked Reserves	<u>5,802</u>
General Reserve	7,198
Total General and Earmarked Reserves	<u>13,000</u>
Capital Receipts Reserve	-
Total Usable Reserves	<u>13,000</u>

Appendix E – Acronymns listing

7F	The seven forces of Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Kent, Norfolk and Suffolk
ANPR	Automatic Number Plate Recognition
BCH	The Triforce of Bedfordshire, Cambridgeshire and Hertfordshire
CFO	Chief Finance Officer
The Commissioner	Cambridgeshire Police and Crime Commissioner
The Constabulary	Cambridgeshire Constabulary
CSPS	Cambridgeshire Southern Police Station
ERP	Enterprise Resource Planning (business process management software)
ERSOU	Eastern Region Special Operations Unit
ESMCP	Emergency Services Mobile Communications Programme
FBC	Full Business Case
ICT	Information and Communications Technology
JCOB	Joint Chief Officer Board
JPS	Joint Protective Services (BCH)
MTFS	Medium Term Financial Strategy
OPCC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
The Plan	Commissioner's Police and Crime Plan
RCCO	Revenue Contributions to Capital Outlay
STRA	Strategic Threat and Risk Assessment
VEU building	Vehicle Examination Unit