



To: Business Coordination Board

From: Chief Finance Officer

Date: 16 March 2021

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020/21 MONTH 10

1. Purpose

1.1 The purpose of this report is to set out the budget monitoring for both Cambridgeshire Constabulary (the “Constabulary”) and Office of the Police and Crime Commissioner (OPCC) to the Business Co-ordination Board (the “Board”).

2. Recommendation

2.1 The Board is recommended to note the report and the amendments proposed to fund the CCTV upgrades at Parkside and Thorpe Wood Police Stations.

3. Overview

3.1 This report sets out the budget monitoring for the Constabulary and OPCC for the 2020/21 financial year. The report brings together the revenue and capital budget monitoring into a single report providing the forecast outturn position for both as at period 10 (31st January 2021). Also included are the current balance sheet key performance indicators (KPIs), the Force’s cash flow forecast for the year and the estimated balance on reserves at the end of the year.

3.2 Revenue Budget

3.2.1 The overall outturn forecast on the revenue budget at this reporting period is £738k, a decrease of £125k on the period 9 under spend of £863k.

3.2.2 Within the £125k movement the following are key points to note as set out in the Revenue Summary table at Section 2:

- a) **Local Policing** (including Operations and Investigations and Safeguarding) is reporting an underspend of £80k which is a £91k adverse movement compared to the prior month forecast of £171k.

Investigations and Safeguarding has remained static at £447k forecast underspend.

Local Policing Operations has an increased forecast overspend by £93k which now stands at £367k. This is mainly due to additional allowances related to holiday pay paid to Officers (£127k), the forecast for which in prior months was reported against the Corporate budget. The budget will be moved from corporate to local policing in Period 11 to reflect where the expenditure has been incurred. The £127k is partly offset by a reduction in police staff forecast spend due to the timing of recruitment.

- b) The **Non-Operational** forecast outturn is reporting an underspend of £304k, which is a £102k adverse movement compared to the prior month underspend of £406k. The movement is primarily the result of a £150k insurance settlement and an increase in ill-Health retirement costs of £100k in the Corporate budget. This is partly offset by the additional allowances outlined in (a) above which will move to Local Policing and a reduction in the forecast for Operation overtime.
- c) **Collaboration and Partnerships** have an improved position by £46k with an outturn forecast of £591k under budget compared to £545k over the previous month. This is mainly reductions in spend forecasts on Roads Policing Unit (RPU) and Criminal Justice, part offset by a reduced income forecast on Firearms Licensing. A late budget pressure has been identified at the time of drafting this report which will see an adverse movement on the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) underspend of around £200k related to ERP licenses, this is not yet included in the reported figures.
- d) The **OPCC** forecast overspend has reduced slightly by £22k to a £237k overspend.

3.2.3 Significant changes to the prior month within the above forecast position include:

- Police Officer pay and pensions is reporting an increased forecast overspend of £60k to £1,236k. This is partly due to one officer's back pay of £30k, alongside small increases in allowances.
- A reduction of £57k on Officer overtime. However, it should be noted that there is some ongoing uncertainty around coding on Glide, a lack of information around the spend that has been processed through CARM and a reduction on expected Operational spend.
- Police Staff expenditure forecasts an increased underspend of £41k.
- An ill-health retirement charge, which has increased the forecast outturn from £100k to £200k.
- Insurance claims handling has incurred an increase of £150k due to an approved settlement.
- There is an expected income estimate of £100k for a motor claim, which may be received in year, however further work is required before it can be confirmed whether this can be included in the forecast outturn.
- As mentioned above, there are additional one-off allowances paid in Month 10. These have previously been forecast on Corporate, but have been paid to officer home codes in Local Policing. This has no impact on the overall budget, but results in an equal and opposite over and underspend of £178k, which will be adjusted in Period 11.

- An additional grant of £599k has been received from the Home Office in respect of Covid. Whilst the grant is unconditional the intention of the grant is to support Covid costs and activity. As a result, the impact is net nil on the revenue account as the balance of the grant remaining will be carried forward to 2021/22 for ongoing Covid activity and associated costs.

3.3 Capital Budget and Reserves

- 3.3.1 The capital budget for the year is £10.9m and the outturn forecast on capital spend is now revised to £6.1m at the end of period 10. There are additional proposals for approval totalling £365k to upgrade CCTV at Thorpe Wood and Parkside. The main variances against budget are as reported in prior months and are related to there being no current commitments against the Chief's delegated capital budget of £0.3m and a revised forecast for spend on the Cambridge Southern Police Station to reflect the current timings around the planning process.
- 3.3.2 To allow the start of the refurbishment works at Wisbech Police Station, the use of the adjacent court house has enabled the works to begin in 2020/21 but which will carry over into 2021/22.
- 3.3.3 The Drug Forfeiture Reserve income is forecast to be £68k for the year, which is the same as reported in the previous period, with no expenditure against this reserve planned for the year leaving a forecast yearend balance of £440k. The Asset Incentivisation (POCA) Reserve balance at year end is forecast to reduce to £295k. There is a proposal for an additional £8k to be met from the reserve and revenue spend will outweigh income by £180k during the year.
- 3.3.4 The reported revenue underspend of £738k will provide further resilience to the overall reserves position to meet one off budget pressures and risks in future years, an updated reserves forecast will be included in the final Medium Term Financial Strategy.

3.4 Key Performance Indicators

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

4. Revenue Budget 20/21 and Period 9 Forecast

4.1 Revenue outturn Summary

Chief Constable Revenue Budget Period 10 2020/21									
Year to date				Full Year					
Budget P10 £'000	Actual P10 £'000	Variance P10 £'000		Budget £'000	Year end Forecast P10 £'000	Year end Forecast variance P10 £'000	Year end Forecast variance P9 £'000	Change from prior month P9 £'000	
			LP - Inv & Safeguarding						
1,204	1,352	148	Covert Authorities	1,465	1,633	168	160	8	
4,701	4,781	80	Inv Stds & Devt	6,063	6,204	141	168	-27	
5,087	5,180	93	ISCD	6,348	6,418	70	72	-2	
7,856	7,068	-788	Protecting Vulnerable People	9,551	8,712	-839	-860	21	
109	117	9	Safeguarding & Command	131	143	13	15	-2	
18,957	18,498	-459	Total LP - Inv & Safeguarding	23,558	23,111	-447	-444	-3	
			LP - Ops						
1,111	875	-236	Business Support	1,507	1,250	-257	-233	-24	
1,305	1,558	253	Command	1,634	1,694	60	-37	97	
12,059	11,095	-964	Demand Hub	14,506	13,405	-1,101	-1,055	-46	
20,178	21,219	1,041	Northern Hub	24,273	25,592	1,319	1,317	2	
2,253	2,158	-95	Partner & Ops Support	2,967	2,981	15	4	11	
19,573	19,755	181	Southern Hub	23,632	23,963	331	278	53	
56,479	56,659	180	Total LP - Ops	68,519	68,885	367	273	93	
			Non Operational - in-house						
3,974	4,059	84	Estates	5,170	5,303	133	100	34	
473	467	-6	Finance	573	561	-12	-11	-1	
1,303	1,354	51	Organisational Improvement Centre	1,668	1,753	84	30	54	
1,256	1,364	108	NPCC	1,539	1,642	103	123	-20	
669	594	-75	Corp Comms	811	723	-88	-86	-2	
715	657	-58	Insurance	924	826	-98	-266	168	
6,562	5,937	-625	Corporate	6,229	5,950	-279	-178	-101	
99	453	354	Ops	145	479	334	366	-32	
2,352	1,920	-432	Fleet	2,570	2,088	-482	-480	-3	
-10	-1	9	Non Collab	0	0	0	-5	5	
17,393	16,803	-590	Total Non -Operational	19,630	19,325	-304	-406	102	
			Collaboration and Partnerships						
3,885	3,749	-135	Collaboration - Other	5,030	4,879	-151	-159	7	
29,492	29,036	-456	Collaboration - Tri Force	33,644	33,045	-599	-546	-53	
			CTC To reserves		159	159	159	0	
33,377	32,786	-591	Total Collaborated and Partnerships	38,674	38,083	-591	-545	-46	
			Other Collaboration & Partnerships						
-7	0	7	OPCC Buildings	-9	6	15	15	0	
-1,387	-1,403	-16	OPCC Cap/Grants	826	1,288	462	462	0	
1,066	840	-226	OPCC Office	1,269	1,030	-239	-217	-22	
-328	-563	-235	Total PCC	2,087	2,324	237	259	-22	
125,879	124,183	-1,696	NET BUDGET REQUIREMENT	152,467	151,729	-738	-863	125	
<i>Note: Figures may not cast due to rounding</i>									

4.2 Operational Policing

4.2.1 As a result of the new duty management system the overtime spend for December was running lower than expected. Because we still do not have sufficient reporting tools to be able to analyse the data, this has resulted in concern over current overtime forecasts.

4.2.2 Investigations and Safeguarding

Covert Authorities (£168k over)	The £168k overspend is primarily an expected overspend on Subscriber fees of £82k, offset by a £34k underspend on Informants. With a small overspend on officer and staff pay (£37k and £27k respectively). Staff overtime forecast overspend is expected to be £33k, which is Staff grade 1 and 2 overtime requests. Officer overtime is £7k. Staff pay and allowances overspend appears to be standby allowance.
Investigations Standards and Development (ISD) (£168k over)	Increase from a forecast overspend of £160k in P9, partly due to the additional inspector budget from Covert. Currently forecasting officers as £313k overspend, with the department being 4.66fte over strength in January. Officer Overtime forecast overspend at £36k. Custody likely to overspend due in part to forecast overspend of £30k on Interpreters, £6k on Laundry and £20k under recovery on immigration cost recovery. Underspend of £128k on Staff pay & allowances, recruitment of 1FTE Detention Officer in Custody this month will leave the Area 1.3fte under strength.
Intelligence and Specialist Crime (ISCD) (£70k over)	Currently forecasting an overspend of £170k on Officer pay & allowances. The Department is currently 0.24fte under strength, with 2fte additional officers moving into the Area in Month 10. Officer overtime forecast overspend at £41k. Staff pay and allowances are £151k forecast underspend, mainly due to vacancies in Intel Operatives. A further underspend of £100k is expected from Police Transformation Fund income as a result of an accounting error in 2019/20.
Protecting Vulnerable People (PVP) (£839k over)	Current Officer strength is under by 11.51fte. This is resulting in a forecast £735k underspend on Officers pay and allowances, following budget holder meetings, forecast vacancies will reduce for the year. Officer overtime currently forecast at £95k overspend. Staff are currently 1.98fte under strength, resulting in a forecast underspend of £70k. Recruitment of 1fte Young Person Early Intervention officers is still being processed in January, which is funded by the Acting Commissioner. Non-pay underspend is as a result of a £109k saving on intruder alarms.
Safeguarding and Command (£13k)	This is mainly a £20k forecast for extradition costs.

4.2.3 Local Policing Operational (LP)

Business Support (£257k under)	Work has been carried out to assess non-pay and income required, and budgets have been moved to the relevant areas. An expected underspend of £204k on various non-pay areas (including £60k Office Equipment, £20k of which is earmarked for vehicle upgrades)
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and £40k Staff for 1.3fte Property Officers, 1fte Postroom & Distribution Assistant and 0.5fte Business Support Assistants is expected to be offset by a £37k under recovery of income. LP non-pay and income will continue to be monitored for the rest of the year which will be the basis of the 2021/22 budget.

**Command
(£60k over)**

Increase from a £37k underspend December. This is primarily due to a reduction of expected leavers that is accounted for on Command. This includes unallocated Officer budgets. Officer FTE numbers have been agreed per area, and these posts part offset the current over strength force position. This has been rectified for 2021/22, with work having been carried out to agree numbers for the new financial year. PCSO underspend of £249k relating to vacant posts at the start of the financial year is reported through the Command budget.

**Demand Hub
(£1,101k under)**

An increase in underspend from P9 of £46k. Current forecasts are, underspends of £359k Officers pay and allowances, £809k on Staff pay and allowances (an increase of £15k on P9). These numbers consider recruitment plans for the rest of the year, with Officers currently 15.84fte under strength and Staff 16.63fte under. Current recruitment plans include 13 Call Handlers, all of whom are in pre-employment checks, but only 2 likely to start in 21/22. 5 Investigation Management Unit (IMU) Operators started, the underspend has increased as a result of leavers in January and delays in recruitment due to Criminal Record Bureau (CRB) checks. Officer Overtime is forecast at a £52k overspend and Staff overtime £73k overspend.

**Northern Hub
(£1,319k over)**

Officer pay and allowances currently forecast at £1,027k overspent and 38.99fte over strength. Officer overtime is forecast at £297k overspend. Staff pay is 0.52fte over strength and forecast to overspend by £6k, but this is down to part funding certain posts.

**Partnership &
Operational
Support
(£15k over)**

Officers are forecast at £3k underspent and are currently 0.7fte under strength, which is due in part to an unfunded acting Superintendent post and an expected 1fte over strength Inspector on Partner & Ops support. Underspend on Staff of £3k is mainly due to funding for certain posts only being part year.

**Southern Hub
(£178k over)**

A reduction of £53k from £331k. Officer pay and allowances currently forecast at £143k overspent on a current strength that is 29.21fte over. Officer overtime is forecast at £283k overspend. Staff pay is forecast as £32k under.

4.2.4 NON-OPERATIONAL DEPARTMENTS

Estates (£133k over)

Increase from 100k in P9, primarily as a result of additional Mast repairs around the force, partly offset by a revaluation of utilities based on a mild winter. Overspends include £81k on Covid as a result of additional cleaning required and other Covid secure purchases, £45k corrective work as a result of a water hygiene report, £40k building works which was due to the failure of pumps and extraction units and £45k on Engineering works as a result of

Duct cleaning of Air handling units. This is partly offset by £51k general rates due to a rebate on Sawston police station.

Finance (£12k under) No significant variance to report in this period.

Organisational Improvement Centre (OIC) (£84k over) An increase from £30k in P9. The increase includes the People and Professionalism Department, which is currently being created on the system. A forecast £219k overspend on Legal fees as a result of budget holder expectation of spend. Officer Pay and Pensions are expected to be overspent by £69k. This is offset by a forecast underspend of £220k on staff costs, which are mainly the result of the OIC restructure at the end of 2019/20. Staff is currently 2.75fte understrength.

National Police Chief's Council (NPCC) (£103k over) Subscriptions and Contributions are expected to be in the region of £134k overspent, staff pay £34k over, and £30k over on Officers pay and allowances. This is part offset by expected underspends in other Supplies & Services. A review of the NPCC budget has been completed and will result in some budgets being re-located to Corporate in 2021/22.

Corp Comms (£88k under) Corporate Comms are currently underspent on Staff as a result of maternity leave and a small amount of vacancy offset by acting up arrangements.

Insurance (£98k under) A decrease from £266k forecast under in P9. Forecast underspend is primarily a reduction in the brokers and claims handling fees (Imprest account). There are 2 significant changes in month. An increase for Insurance claims handling of £150k due to a large settlement approved by the Deputy Chief Constable (DCC). There is an expected income of estimated £100k for a motor claim, which may be received in year, but we are currently not accounting for.

Corporate (£279k under) An increase in underspend from £178k in M9. Ill-Health retirement charge has increased by £100k, based on current estimates. One-off allowance of £178k was paid in January on individual Officer home codes, this is forecast on Corporate as we don't have sufficient detail on who gets paid this, so a reduction in forecast in Corporate is offset by an increased forecast on Local. Forecast variances include staff costs being £200k underspent on additional Legal services, a £186k overspend on Officer pay, allowances and pension costs which is a pressure on unbudgeted posts allocated to the Covid job code. An underspend of £89k on Police Now, an expected underspend of £42k on Other Supplies and Services is offset by an overspend of £83k on Home Office IT Charges. The Home Office recently announced an income recovery scheme for losses resulting from the impact of Covid-19, based on the current income forecast a compensation payment of £70k would be expected for Cambs in-house income. Surge funding of £309k has been offset with an expected £309k Officer overtime spend.

Ops (£334k over) An increased forecast from £366k in M9. Primarily an expected under recovery of income from various events including football, Newmarket Races and Burghley horse trials. All these events have been cancelled as a result of Covid meaning the income has not

materialised and is creating a forecast pressure. Spend on Covid is currently £236k on the Operations code, work is currently being carried out to understand whether this is Covid or Surge cost. A reduction in Officer overtime expectation of £50k is under review.

Fleet (£482k under) The forecast underspend is primarily due to Covid through a reduced forecast variance on fuel costs which has created a £318k saving (increased from £237k in P8 due to the announcement of BP free fuel), £100k on hire of vehicles and a reduced forecast of £125k on the cost of the fleet provided by Chiltern Transport Consortium. This is offset by a reduced amount normally recharged to collaborated units for their proportion of these costs. Work is required to review whether the existing fleet can be optimised further.

Non-Collaborated (Net nil) No significant variance to report in this period.

4.2.5 BCH COLLABORATED UNITS

Collaboration – Programme Uplift Board (no variance) The current forecast outturn is expected to be on Budget. This is the cost for the Uplift Programme Director and Project Officer.

Enterprise Resource Planning (ERP) Set up costs (£86k over) Additional costs relating to unbudgeted spend in 2020/21 as the ERP project is finalised.

Athena (£13k under) 3 officers previously covering vacant staff posts have moved, leaving these posts vacant for the rest of the financial year. Superintendent heading the department has been seconded and replaced by a Staff member, creating an additional saving.

Change Team (£22k over) Overspends on Officers relates to an unfunded Assistant Chief Constable (ACC) post and an expected overspend of £35k on consultants for a Technical Project Manager. This is partly offset by a forecast underspend on staff costs relating to 4fte Staff vacancies for part of the year.

General (£27k over) Management accounts are expected to be 1fte below establishment for the remainder of the financial year and the Systems team will also have a vacancy for the whole year. Corporate Comms have a small expected variance due to non-achievement of vacancy factor. This is offset by a £40k collaboration budget reduction which hasn't been assigned to a department.

Armed Policing Unit (APU) (£277k over) 400k relates to expected under recovery of Luton airport income as a result of Covid and travel restrictions. Luton was closed for 2 weeks in April and has been at a reduced capacity since then. The Home Office have recently announced an income recovery scheme to enable forces to be partially compensated for losses resulting from Covid-19, based on the current forecast this compensation would equate to a BCH total of £942k (£280k Cambs). There is also a £135k forecast overspend on Firearms and Ammunition due to the absence of a training cartridge budget relating to taser training and £24k on a legal claim.

Dogs (£67k over)	The forecast overspend is driven by increased Officer allowances due to a training overlap of 3 officers and 1 officer to facilitate a retirement handover. There is also an expected overspend on Essential user lump sum following the outcome of a recent court case.
Major Crime Unit (MCU) (£99k under)	This is due to 6fte vacancies part of the year, plus underspend on Officer overtime mainly due to reduced court attendance during the Covid crisis.
Operational Planning (£38k over)	There is a Small overspend on Officers pay and allowances (£18k) as a result of being 1 Sergeant post over establishment in Protect and Prepare. This is covered by a vacant Sergeant post in the Roads Policing Unit.
Roads Policing Unit (RPU) (£172k under)	Costs relating to Officers are forecast to be £65k underspent, mainly due to vacancies, which are partly offset by additional spend on overtime. Vehicle operating leases and fuel costs are also expected to be underspent and vehicle recovery costs, plus an expected underspend on Drugs/Breath testing equipment, causing a non-pay underspend of in excess of £70k. Forecast increase in underspend from £145k P9.
Scientific Science Unit (SSU) (£115k under)	Underspends on non-pay amount to £60k, which are currently forecast across non-pay budgets such as scene of crime consumables, accreditation and others, an underspend on pay of £26k. There is also a Scenes of Crime Officer (SOCO) recharge to Eastern Region Serious Organised Crime Unit (ERSOU) for £30k.
Protective Services Command (£69k over)	There is a forecast overspend on Pay of £45k due to retention of an ACC to oversee and coordinate BCH units in response to the Covid crisis, a £22k forecast overspend on other non-pay costs, including travel, operational/office equipment and staff welfare packs and costs relating to Luton Hoo firing range.
Force Resilience (£1k under)	A small overspend on Staff pay is forecast with the unit being fully established, therefore this relates to the non-achievement of the vacancy factor in the budget.
Cameras, Tickets & Collisions (CTC) (£159k under)	Historically CTC Income exceeds spend, with the surplus being moved to the Road Casualty Reduction and Support Fund. Due to the reduced income expectation as a result of Covid, an overspend was forecast for 2020/21 due to the inability of courses to be provided. This includes National Driver Offender Retraining Scheme (NDORS) and Courts income, as forces were advised to reduce the processing of speeding offences to courts due to Courts not operating at full capacity. However, the Home Office announced in late 2020 an income recovery scheme for losses resulting from the impact of Covid-19, based on the current income forecast a compensation payment of £0.996 million would be expected for BCH, meaning that a £0.496 million surplus could be returned to BCH Police and Crime Commissioners (PCCs) (£150k for Cambs).
Human Resources & Learning and Development	Phase 2 of the HR transformation was completed in the Autumn. Underspends resulting from reduced external training activity due to Covid-19 (£122k) and further underspends largely due to delays

(HR and L&D) (£183 under)	in recruiting to 2020/21 growth, particularly in Initial Training, Driving School and shared services (£150k). Exit costs resulting from the transformation were expected to be volatile and are expected to exceed the BCH £500k budget by £350k.
Information Management Dept (IMD) (£16 under)	Small underspends on non-pay items.
Payroll (£7k under)	Cambs unbudgeted legacy costs are part offset by an underspend on staff costs due to a vacant post due to maternity leave in addition to a number of new post holders employed at lower grade than budgeted.
Professional Standards (£5k over)	An additional 10fte posts were added in the 2020/21 budget, but have not been fully recruited (Anti Corruption unit), this has been partly offset by Agency.
Firearms Licensing (£33k over)	Change from a net nil forecast in M9, which is mainly down to a reduction in income expectation from Firearms Certificates.
Criminal Justice (CJ) phase 1 & 2 (£20k under)	Change from a forecast overspend of £24k in M9, which was partly down to vetting delays and changes in staffing due to restructure work. 3fte additional Virtual Court officers recruited which has resulted in a £15k pressure alongside an addition £15k pressure on Virtual Courts overtime.
Criminal Justice (CJ) /Custody Senior Management Team (SMT) (£24k over)	£10k pending funding resolution for PA post, £6k DCI in A6 post and £4k vacancy factor not achieved due to are being fully established.
Public Contact (Digital Innovation) (£8k over)	Overspend forecast on staff pay and allowances mainly due to 2fte additional staff following a decision to extend Single online home posts. 2 other posts have been upgraded at a pressure of £7k.
ICT (£286k under)	Various underspends are forecast across non-pay budgets including a reduction on the switch project and savings related to cancelled WAN lines. There have recently been reductions on small applications and infrastructure maintenance contracts. Below the line relates mainly to the Tru up of Microsoft Enterprise Agreements, digital interviewing software maintenance and AMO charges.

4.2.6 OTHER COLLABORATIONS

Procurement (£63k under)	This relates to an average of 5fte vacancies in the unit.
Air Support (no variance)	The annual charge budgeted for in year is not expected to change currently, however work is ongoing nationally and regionally to review the charging basis which may affect future year charges.
Regional Organised Crime Unit/Counter Terrorism Police	Underspends on Officer Pay & allowances, Staff pay, Fuel, Vehicle costs and Operational equipment are partially offset by expected overspends on Officer overtime. We receive quarterly forecast

(ROCU/CTP) (£123k under)	updates on this.
Kings Lynn PIC (£26 under)	Forecast provided by Norfolk/Suffolk suggest a small yearly underspend on running costs.
Regional (£130k under)	This is the result of budgeting for certain schemes that have not taken place in 2020/21.
Athena AMO (£82k over)	This is a result of further investigation for 2021/22 budget prep, which has identified in year spend variance.

4.2.7 Office of the Police and Crime Commissioner

OPCC (£239k under) £187k forecast underspend relates to Staff Pay and allowances. This includes the Chief Executive post being vacant (Deputy Chief Executive acting up). A £32k forecast underspend on running costs includes £32k on the consultant budget, £5k on Agency/Temps and £9k on Training costs. This is partly offset by an expected £21k overspend on subscriptions.

PCC Buildings & Corporate
(£462k over) We have increased the Revenue Contribution to Capital outlay by £500k to cover costs on various capital schemes. There is also an expected overspend on interest receivable, which is forecast to be £69k less than budgeted due to the economic environment and interest rates available on deposits. Premises held are £15k over forecast, which is part income not received as expected, and part cost of premises building works/utilities. Prevention fund is expected to underspend by £138k, the balance of which will be put to reserves.

4.2.8. POLICE OFFICER PAY & ALLOWANCES

Area	Budget		January	Full Year budget	M1-10 profile	M1-10 Actuals	Full year forecast	Full year variance
	FTE	M10 FTE	FTE Variance					
Covert Authorities	14.00	12.71	-1.29	824,687	685,796	719,922	861,658	36,971
Demand Hub	67.50	51.66	-15.84	3,831,515	3,186,223	2,862,383	3,472,937	-358,578
Inv Stds & Development	48.00	52.66	4.66	3,028,623	2,518,552	2,761,259	3,341,726	313,103
ISCD	71.00	70.76	-0.24	4,078,639	3,391,727	3,512,990	4,249,122	170,483
Northern Hub	447.00	485.99	38.99	21,856,664	18,175,634	18,988,921	22,884,024	1,027,360
Partner & Ops Support	34.00	33.30	-0.70	2,107,051	1,752,188	1,738,383	2,110,417	3,366
Protecting Vulnerable People	150.00	138.49	-11.51	8,179,473	6,801,912	6,098,362	7,444,870	-734,603
Safeguarding and Command	1.00	1.00	0.00	130,599	108,604	104,235	125,503	-5,096
Southern Hub	444.00	473.21	29.21	21,371,751	17,772,388	17,814,609	21,514,784	143,033
Local Policing Ops - Command	1.00	1.00	0.00	130,599	107,339	112,174	134,871	4,272
New Recruits		41.00	41.00			1,444,462	1,592,594	1,592,594
Expected Leavers			0.00				-33,000	-33,000
LP Unallocated	35.61		-35.61	1,243,600	1,035,422		0	-1,243,600
Non LP	18.00	22.80	4.80	1,710,484	1,450,704	1,681,983	2,029,312	318,828
Grand Total	1,331.11	1,384.59	53.48	68,493,685	56,986,490	57,839,684	69,728,817	1,235,132

Police Officer pay and allowance variances are reported in the table above with a year-end overspend of £1,235k forecast.

4.2.9 POLICE STAFF PAY & ALLOWANCES

Department/Area	Budget Post FTE	Actual FTE	Budgeted	M1-10 profile	M1-10 Actual	M1-10 variance	Year end forecast	Year end forecast variance
		January 2021	2020-21 Total					
Operational Policing								
Covert Authorities	8.16	8.16	383,587	319,000	343,256	24,256	411,047	27,460
Investigations & Standards Development	56.86	54.56	2,107,075	1,752,290	1,632,941	-119,349	1,978,607	-128,468
Intelligence	50.29	48.16	2,059,283	1,712,546	1,578,281	-134,265	1,908,104	-151,179
Protecting Vulnerable People	25.84	23.86	836,341	695,519	626,266	-69,253	766,464	-69,877
Demand Hub	228.15	211.52	10,408,113	8,655,617	7,948,156	-707,461	9,599,476	-808,637
Northern Hub	13.48	14.00	466,210	387,711	395,981	8,271	472,417	6,207
Southern Hub	6.52	5.05	236,769	196,903	177,702	-19,200	205,119	-31,651
Business Support	28.60	25.78	878,062	730,216	695,948	-34,268	833,849	-44,213
Partnership & Ops Support	20.47	20.81	741,815	606,104	610,982	4,878	732,240	3,419
	438.38	411.91	18,117,255	15,055,906	14,009,514	-1,046,392	16,907,323	-1,196,938
In-House Other								
OIC	27.16	23.51	1,133,290	942,469	752,238	-190,231	914,523	-218,767
Insurance	2.00	2.00	92,407	76,848	79,818	2,970	95,383	2,976
Finance	12.52	12.33	543,039	451,604	446,292	-5,312	536,113	-6,926
NPCC	5.00	5.81	326,385	271,429	299,607	28,177	360,147	33,761
Estates	18.85	18.00	765,115	656,983	628,949	-28,034	756,940	-33,061
Corporate Comms	14.95	15.00	739,295	614,814	552,046	-62,768	665,237	-74,058
Corporate	3.00	4.00	319,002	265,289	118,198	-147,091	119,062	-199,940
Fleet (non Chargeable)	4.25	5.00	113,371	94,282	121,925	27,643	145,906	32,535
Grand total	526.10	497.57	22,149,160	18,429,623	17,008,586	-1,421,037	20,500,636	-1,660,417
PCSO	80.00	69.80	2,967,367	2,467,728	2,223,233	-244,495	2,660,723	-306,644

*May differ with main table due to roundings

An underspend in period 10 on staff costs is forecast forward based on information from budget holders. This table is produced and reviewed at the Strategic Workforce Planning meeting.

4.2.10 OFFICER OVERTIME

Officer overtime is split into 3 areas excluding Collaborated units: 1) Bank Holiday overtime; 2) Local Policing Non-Bank holiday; and 3) Level 2 Operations.

The Payroll system is unable to code overtime national insurance contributions (NIC) to an overtime code (it is automatically coded and reported within Police Officer pay & allowances). Given the current work to identify the pressures on the service and accurately reflect where and why costs are incurred, the Overtime NIC have been moved to the correct code for reporting purposes and this will now be done for each reporting period.

Duty management system (CARM) has affected the flow of overtime spend in the last months. The expectation was that this should start to flatten out in January, but without any reports available, it is difficult to know if overtime is accurate. Forecasts are currently based on Spend trends and discussions with Budget holders. Until the actual hours in January (including all Bank Holidays) are flushed through the system, we will not know for sure the forecast spend.

Bank Holiday Overtime

In prior years, the Bank holiday overtime budget and spend was reported against a corporate code. Due to a change of Payroll system overtime is now automatically coded to the cost centre where the Officer's salary is paid from. The Bank holiday overtime budget has now been allocated to the relevant budget areas based on expected usage per area as part of the Local Policing budget restructure referred to earlier. At the end of Period 10 (January), all Bank holidays have been worked, however it's unclear whether all has been paid.

Operational Policing Officer bank holiday budget/spend to the end of January 2021	Full year budget	April - January actual	Forecast M10	Forecast variance
Covert Authorities	0	1,976	1,976	1,976
Demand Hub	20,936	53,137	53,137	32,201
Inv Stds & Devt	11,964	49,082	49,082	37,118
ISCD	61,479	35,961	35,961	-25,518
Northern Hub	310,055	291,441	317,441	7,386
Partner & Ops Support	7,643	4,188	4,188	-3,455
Protecting Vulnerable People	77,762	76,534	76,534	-1,228
Southern Hub	310,055	255,944	255,944	48,480
Grand Total	799,894	768,264	794,263	96,960

Local Policing Non-Bank Holiday

The table below provides the spend by area, excluding Bank Holiday spend reported in the above table. The current forecast is based on information from meetings with Budget holders. This currently indicates a significant budget pressure of £779k, including Operations, if overtime continues at the same rate. The forecast will be reviewed monthly and refined based on the latest information.

Operational Policing Officer non bank holiday budget/spend to the end of January 2021	Full year budget	April - January actual	Forecast M10	Forecast variance
Command	0	67	67	67
Covert Authorities	4,108	6,895	9,024	4,916
Demand Hub	32,562	39,808	52,123	19,561
Inv Stds & Devt	59,240	42,756	58,418	-822
ISCD	87,944	120,875	154,039	66,095
Northern Hub	250,456	402,863	540,048	289,592
Partner & Ops Support	10,337	19,588	26,472	16,135
Protecting Vulnerable People	113,535	159,051	209,466	95,931
Southern Hub	236,218	429,536	573,486	337,268
*Operations	450,000	301,175	400,000	-50,000
Grand Total	1,244,400	1,522,616	2,023,143	778,743
*excludes Covid/Surge				

The above table includes £15,869 mutual aid overtime.

Covid/Surge overtime spend is not included in the above tables. Covid spend to date is £185k on the ledgers. A forecast of £309k for Surge spend is expected. These figures are caveated as it appears that some Surge spend is being coded to Covid. Costs should be corrected for next month's reporting.

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

Spend relating to specific Operations is also reported below.

Operational spend to the end of January	
Operation	Total
COVID-19	202,520
PESTLE	120,454
PENSHAW - CAMBS LP	32,637
MCU SUPPORT CAMBS	31,617
NEEDHAM	19,956
GLIDE	16,737
MALT	14,595
RUMEX	13,320
LIGHTHOUSE - CAMBS LP	12,433
PRIVATE USE OF POLICE	8,742
SQUIRREL	8,498
ARNSIDE	4,562
CALIBRATOR	3,823
Under £3k	30,537
Total	520,432

4.2.11 STAFF OVERTIME

Staff overtime the end of January.

Police Staff Overtime spend to the end of January 2021				
Department/Area	Full year Budget	Spend to the end of January	Forecast Annual spend	Forecast Variance
Business Support	135	543	1,000	865
Command	0	0	0	0
Covert Authorities	4,268	26,713	36,985	32,717
Demand Hub	111,070	162,554	184,526	73,456
Inv Stds & Devt	23,057	27,956	32,000	8,943
ISCD	22,223	29,778	35,000	12,777
Northern Hub	336	1,792	2,389	2,053
Partner & Ops Support	183	1,046	1,394	1,211
Protecting Vulnerable People	587	4,633	6,000	5,413
Southern Hub	16	190	253	237
LP Total	161,875	255,204	299,547	137,672
Estates	0	89	0	0
Finance	0	162	162	162
OIC	8,000	2,556	3,500	-4,500
Corporate Comms	0	963	1,500	1,500
Corporate	0	597	0	0
Operations	0	52,497	52,497	52,497
Grand Total	169,875	312,068	357,206	187,331

There has been an increase in forecast overtime by £1k from period 10.

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

5. Capital Funding and Budget 2020/21

5.1 The capital spend and financing to the end of January is shown below and includes £1.1m of capital carry forwards for schemes to be completed which brings the total planned capital spend for the year to £6.1m.

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2020/21 Capital Budget	Actual & Committed 2020/21	%	Expected Outturn 2020/21	Expected Outturn % of Revised Capital Budget	Predicted C/Fwd 2020/21	Estimated Year End Position
All figures £'000											
Capital Payments:-											
Land & Buildings	792	4,998	101	365	6,256	1,703	27%	2,006	32%	760	3,490
Fleet	-	1,478	8	-	1,486	1,478	99%	1,486	100%	-	-
IT & Communications	459	2,439	145	(365)	2,678	2,191	82%	2,332	87%	368	-22
Other Collaboration	51	145	29	-	225	230	102%	229	102%	-	-4
Schemes approved subject to further business case	-	300	-	-	300	-	0%	-	0%	-	-
TOTAL	1,302	9,360	283	-	10,945	5,602	51%	6,053	55%	1,128	3,465

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Proposed/new Programme Amendments	Revised 2020/21 Capital Budget	Expected Outturn
All figures £'000						
Capital Financing:-						
Capital Grants	280	136	29	-	445	445
Carry Forward Reserve	1,022	-	-	-	1,022	1,022
Capital Receipts	-	537	-	-	537	537
Estates Reserve	-	862	-2	-	860	860
Asset Incentivisation (POCA) Reserve	-	-	97	-	97	97
RCCO	-	1,440	556	-	1,996	1,996
Borrowing	-	6,385	-397	-	5,988	1,096
TOTAL	1,302	9,360	283	-	10,945	6,053

- 5.1.2 The forecast capital outturn for the 2020/21 Capital Programme is currently £6.1m at period 10 (January 2021). In addition, the purchase of land for the Cambridge Southern Police Station is not anticipated to take place until 2021/22 as it is dependent on the outcome of the planning application which is now being considered at the Planning Committee meeting on the 10th March, due to further consultation on the Highways and Drainage.
- 5.1.3 Forecasts are kept under review as projects progress to identify any slippage in the planned projects. A breakdown of spend and commitments against budget for each project is set out in Appendix 2 and the Medium Term Financial Capital Plan is at Appendix 3.

5.2 CAPITAL PAYMENTS (YEAR TO DATE) AND MAJOR SCHEME UPDATES

- 5.2.1 The Land and Buildings projects have a total actual and committed spend of £2,006 (33%) against a budget (including carry forwards) of £6,166k. The major projects being the Major Repairs project (£442k), the Southern Police Station project (£392k), the Replacement of Door Readers (£342k) and the Copse Court Car Park (£176k). Included in this is a proposal for £365k for CCTV improvements required at Thorpe Wood and Parkside which is proposed to be funded by budget virement relating to underspends against completed ICT projects (Digital Interviewing £199k which was double budgeted and £166k from Telephony).
- 5.2.2 The Fleet projects are managed by Chiltern Transport Consortium and have an actual spend and commitment of £1,486 (100%) against a budget of £1,486k.
- 5.2.3 The total actual and committed spend for the IT and Communications projects is £2,191k (72%) against a budget of £3,043k. The major projects being the PC/Laptop Replacement project (£680k), the Infrastructure Servers/Storage/Backup (£219k) and the Digital Interviewing project (£209k).
- 5.2.4 The remaining Other Collaboration projects have an actual spend and commitment of £230k (102%) against a total budget of £225k.
- 5.2.5 The most significant project in the capital programme in terms of value is the Cambridge Southern Police Station (CSPS) with a value of £35m. This is a project to put in place a new southern police station including modern custody facilities and the provision of other policing services. The planning application currently remains on course with an expected outcome due in March 2021.
- 5.2.6 The additional cost to the Demand Hub building works project is £45k, which will be funded by a reduction to the Major Repairs budget. This was due to significant issues with the flooring and work will need to be carried out of normal working hours. The floor repairs in the Demand Hub have not been able to proceed this year due to unresolved issues with making the workplace a Covid safe place, therefore there will be a carry forward request of £70k.
- 5.2.7 The refurbishment works at Wisbech Police Station are due to commence in mid-March and will cover a 14 week period until June 2021. The total cost to complete this project is £550k against the budget allocation of £440k for this year. The forecast spend in 2020/21 is £200k, resulting in a carry forward request of £240k. The remaining budget balance will have to be requested next year.

- 5.2.8 The Monks Wood Adaptation project for the BCH collaboration for the development of the new Operational Support Unit training facilities shows costs of £101k.
- 5.2.9 The Headquarters Vehicle Examination Unit (HQ VEU) Building project is showing an overspend of £80k, but this should be covered by a further Highways Agency Contribution.
- 5.2.10 The work required in the Clothing Stores office (total cost £22k) on the HQ Lead Decontamination and Prevention project will not be completed before 31st March 2021. This is due to the delay in vetting of the Supplier's staff and the spend to the end of this financial year is expected to be £10k, resulting in an overspend of £3k this year. The remaining £12k budget cost will have to be requested next year in order to complete the work.
- 5.2.11 Due to ICT installation delays, the replacement of door readers project is unlikely to be completed this financial year and there will be a carry forward request expected to be in the region of £360k.
- 5.2.12 There will be an overspend on the BCH Joint Protective Services (JPS) Capital project (£37K) due to the Major Crime Unit (MCU) cold room and Firearms costs from last year, of which Cambridgeshire's share is £4k.
- 5.2.13 There will be slippage of £30k into 2021/22 on the ICT Telephony project due to a delay in the Integrated Communication Control System (ICCS) upgrade to support the Airwave Dispatch Communications (DCS), as a result of the Home Office concerns over the resilience of the upgrade, and also an underspend of £175k due to the rationalisation of Avaya not having happened.
- 5.2.14 On the Digital Interviewing project there will be a carry forward request of £162k as the committed Milestones 4, 5, and 6 will not be delivered until next year. There will be an underspend of £199k which was the carry forward from 2019/20 which was also included in this year's budget.
- 5.2.15 A carry forward of the £173k Emergency Services Mobile Communications Programme (ESMCP) grant will be requested as the project hopes to commence next year.
- 5.2.16 The ERP I-Learn project is forecasted as £91k which will be an overspend of £59k for Cambridgeshire.

5.3 Capital Financing

- 5.3.1 Forecasted Capital Financing is shown below. The Revenue Contribution to Capital has been increased by £556k (a movement of £23k on December for the Body Worn Cameras) and reflected in the revenue forecast of the Office of the Police and Crime Commissioner (OPCC) in order to reduce the borrowing and future Minimum Revenue Provision (MRP) costs. This contribution is included in the Borrowing and Revenue Contributions to Capital lines.
- 5.3.2 Home Office grant of £93,225 which covers the BCH costs for the CED Tasers is included in the funding position.
- 5.3.3 The total capital expenditure forecast for the year and the planned financing of the expenditure is set out in the following table.

	£k
2020/21 Forecast Capital Expenditure	4,751
2020/21 Carry Forward	1,302
	6,053
2020/21 Planned Capital Financing	
Capital Grants	445
Borrowing	1,096
Capital receipts	537
Carry Forward Reserve	1,022
Asset Incentivisation	97
Estates Reserve	860
Revenue Contributions to Capital	1,996
Total Capital Financing	6,053

5.3.4 Currently there is a predicted carry forward to 2021/22 of £1,128k which will need to be approved at year end.

5.4 PROPOSED AMENDMENTS FOR APPROVAL

5.4.1 There is a need to deal with the operational CCTV requirement at Thorpe Wood and Parkside which is not budgeted for. The cost for the Thorpe Wood upgrade is £275k providing a 4k system with audio and for Parkside an upgrade of £90k to ensure the operational requirement can be delivered with the expectation that the Southern Police Station will ultimately provide a completely modern upgrade. It is proposed that the CCTV costs are funded by a budget virement from the ICT underspend on Telephony and Digital interviewing.

6. Sales & Purchase Ledger KPI's

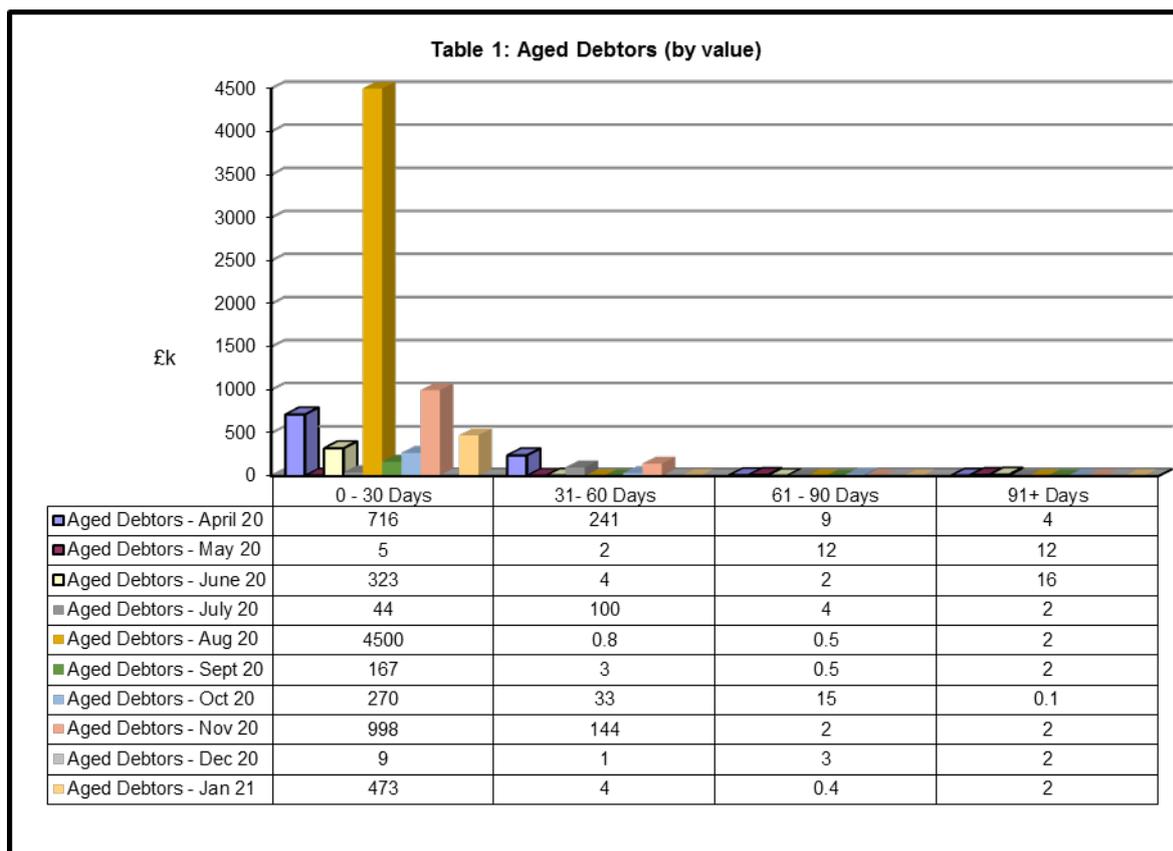
6.1 SALES LEDGER & CREDIT CONTROL KPI

6.1.1 The overall sales ledger balance at 31st January 2021 was £478k; this compares with £16k for the end of December 2020. This is an increase from December 2020.

6.1.2 The difference between December 20 and January 21 has increased slightly. The overall sales ledger balance has also increased between the two months due to a few large invoices being raised in the month of January which should be cleared with the coming month. 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 pay immediately, rather than wait 28 days.

2016/17	2017/18	2018/19	2019/20	2020/21 Ytd
106.3 days	28.3 days	11.4 days	7.08 days	15.4 days

6.1.3 Table 1 shows there was a small amount of outstanding debt at 91+ days for January 2021, which remains the same as December 2020, due to the unresolved queries from the Legal Disclosure Department. Due to Covid-19 the Legal Disclosure Team are all working from home and it is taking a lot longer to get responses on queries.



6.2 PURCHASE LEDGER & SUPPLIER KPI

- 6.2.1 The Police and Crime Commissioner seeks to achieve the prompt payment of invoices within 30 days for all suppliers.
- 6.2.2 97% of invoices were paid within the 30-day target for the 10 months to 31st January 2021, this is against a target of 95%.
- 6.2.3 Covid has not affected the ability to pay invoices on time due to the team working flexibly as required between office and home as some of the processes can only be completed in the office.

	2017/18	2018/19	2019/20	2020/21
Invoices Paid no.	16,419	13,613	13,142	7,796
Paid within 30 days (no)	15,971	13,294	12,730	7,539
Paid within 30 days (%)	97%	98%	97%	97%
Target	95%	95%	95%	95%

7. Cash Position and Reserves

7.1 LOANS

- 7.1.2 The table below shows a summary of our loans and balances outstanding loan balances at 31st January 2021. Repayments and interest are paid quarterly. There are no new loans planned this year.

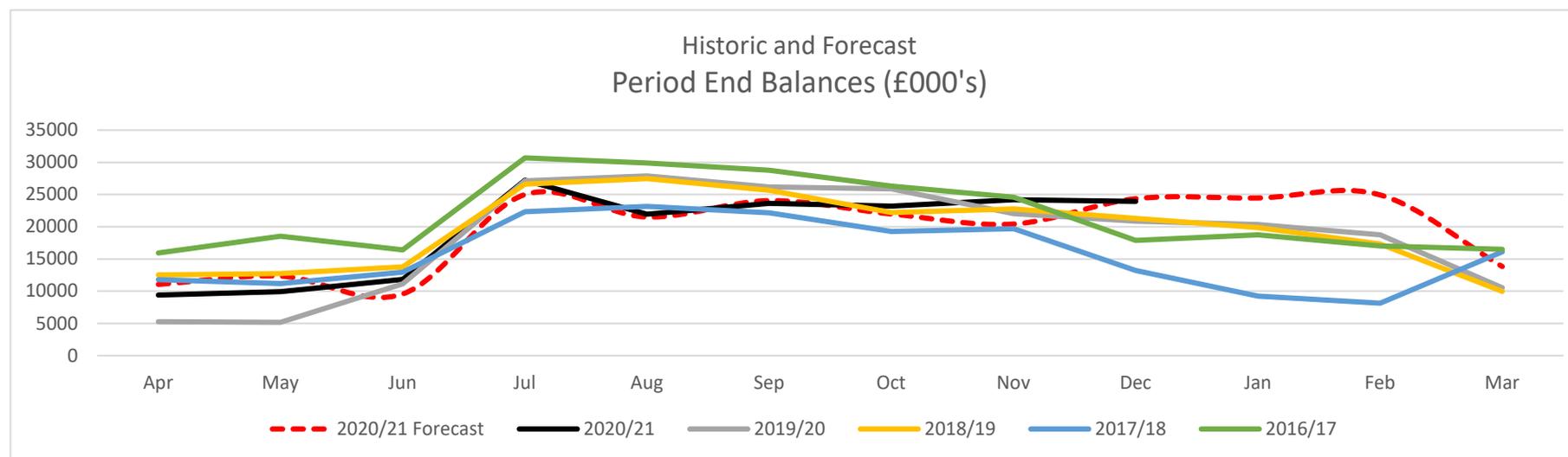
PWLB Loans	Balance as at 31/01/2021	Cash Balance as at 31/01/2021
Loan 1	£813,949.53	£813,949.53
Loan 2	£1,343,034.77	£1,343,034.77
Loan 3	£2,698,339.82	£2,698,339.82
Loan 4	£2,680,107.67	£2,680,107.67
Loan 6	£10,000,000.00	£10,000,000.00
Total	£17,535,431.79	£17,535,431.79

7.2 CASHFLOW FORECAST

7.2.1 The table below shows our cash flow forecasted to 31 March 2021. This has been adjusted to reflect the latest expected Capital spend for the year. The actual spend has been less than expected over the last couple of months (lower supplier payments).

Cash Flow 2020/21

	<i>Actual</i>	<i>Projected</i>	<i>Projected</i>									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cash Flow (£ 000's)												
Cash Balance *	10,872	9,402	9,948	11,832	27,223	21,926	23,624	23,200	24,172	23,920	24,114	24,481
<i>Cash Inflows</i>	17,275	15,086	16,410	30,272	8,597	19,266	14,858	16,698	15,632	14,885	15,834	9,152
<i>Cash Outflows</i>	18,745	14,540	14,526	14,881	13,894	17,568	15,282	15,726	15,884	14,691	15,467	20,366
Net Cash Flow	-1,470	546	1,884	15,391	-5,297	1,698	-424	972	-252	194	367	-11,214
Closing Balance	9,402	9,948	11,832	27,223	21,926	23,624	23,200	24,172	23,920	24,114	24,481	13,267



7.3 RESERVES

7.3.1 Group usable reserves are expected to decrease overall by £1.4m by the end of 2020/21 which is set out in the table below. The expected movement to the Capital Carry Forward reserve is included although this is subject to approval.

	Balance 31 March 2020		Forecast Balance 31 March 2021
	£000	£000	£000
Carry Forward Projects Reserve	1,075	-	1,075
Insurance Reserve	976	-	976
Ill-Health Retirement Reserve	398	-	398
Capital Reserve	-	-	-
Drug Forfeiture (Operational) Reserve	372	68	440
Budget Assistance Reserve	1,887	507	2,394
Uplift Reserve	-	-	-
Capital Carry Forward Reserve	1,464	(336)	1,128
Asset Incentivisation Reserve	466	(126)	340
Road Casualty Reduction & Support Fund	1,050	(163)	887
Collaboration & Commissioning Reserve	564	-	564
ICT Development Reserve	-	-	-
Estates Development Reserve	860	(860)	-
Major Incident Victim Support	-	25	25
Total Earmarked Reserves	9,112	(885)	8,227
General Reserve	7,198	-	7,198
Total General and Earmarked Reserves	16,310	(885)	15,425
Capital Receipts Reserve	537	(537)	-
Unapplied Capital Receipts Reserve	189	-	189
Total Usable Reserves	17,036	(1,422)	15,614

7.3.2 Further analysis is provided in respect of the Drug Forfeiture Reserve and the Asset Incentivisation Reserve. These reserves are available to support operational policing and crime prevention.

Recovered Asset/POCA at the end of January 2021	
	£
Reserves	-466,042.60
Commitments	16,444.59
Spend	262,963.82
Income in year	-153,032.26
Balance available	-339,666.45

Drugs Forfeiture at the end of January 2021	
	£
Reserves	-372,265.56
Commitments	0.00
Spend	0.00
Income in year	-67,599.26
Balance available	-439,864.82

8. Recommendation

- 8.1 The Board is recommended to note the report and the amendments proposed to fund the CCTV upgrades at Parkside and Thorpe Wood Police Stations.

BIBLIOGRAPHY

Source Document	
Contact Officer	Jon Lee, Director of Finance and Resources

Appendix 1

As noted above, all budgets and spend on Operational Policing have been allocated, as well as separating Level 2 spend

Chief Constable Revenue Budget Period 10 2020/21							
Year to date Variance £'000		Full Year Budget £'000	Year to date budget £'000	Year to date actual £'000	Year to date Variance £'000	Year end Forecast £'000	Year end Forecast variance £'000
	LP - Inv& Safeguarding						
119	Covert Authorities	1,465	1,204	1,352	148	1,633	168
73	Inv Stds & Devt	6,063	4,701	4,781	80	6,204	141
25	ISCD	6,348	5,087	5,180	93	6,418	70
-849	Protecting Vulnerable People	9,551	7,856	7,068	-788	8,712	-839
8	Safeguarding & Command	131	109	117	9	143	13
-624	Total LP - Inv& Safeguarding	23,558	18,957	18,498	-459	23,111	-447
	LP - Ops						
-240	Business Support	1,507	1,111	875	-236	1,250	-257
180	Command	1,634	1,305	1,558	253	1,694	60
-914	Demand Hub	14,506	12,059	11,095	-964	13,405	-1,101
782	Northern Hub	24,273	20,178	21,219	1,041	25,592	1,319
-42	Partner & Ops Support	2,967	2,253	2,158	-95	2,981	15
49	Southern Hub	23,632	19,573	19,755	181	23,963	331
-186	Total LP - Ops	68,519	56,479	56,659	180	68,885	367
	Non Operational - in-house						
22	Estates	5,170	3,974	4,059	84	5,303	133
-6	Finance	573	473	467	-6	561	-12
-13	Organisational Improvement Centre	1,668	1,303	1,354	51	1,753	84
97	NPCC	1,539	1,256	1,364	108	1,642	103
-73	Corp Comms	811	669	594	-75	723	-88
-163	Insurance	924	715	657	-58	826	-98
824	Corporate	6,229	6,562	5,937	-625	5,950	-279
323	Ops	145	99	453	354	479	334
-352	Fleet	2,570	2,352	1,920	-432	2,088	-482
-5	Non Collab	0	-10	-1	9	0	0
654	Total Non -Operational	19,630	17,393	16,803	-590	19,325	-304
	Collaboration and Partnerships						
0	Collaboration Set up costs	47	147	147	0	47	0
68	Uplift Programme Board	0	169	239	70	86	86
-10	ERP set up costs	307	218	210	-8	294	-13
68	Athena	135	53	105	53	217	82
22	Athena AMO	220	158	173	15	242	22
23	Change team	296	83	106	23	323	27
	Joint Protective Services						
215	Armed Policing Unit	2,805	2,278	2,485	207	3,083	277
-90	CTP	749	576	496	-80	626	-123
51	Dogs	891	722	766	44	958	67
-76	Major Crime Unit	3,085	2,241	2,158	-83	2,986	-99
26	Operational Planning	366	555	579	24	404	38
-98	RPU	3,860	3,157	3,001	-156	3,689	-172
-91	Scientific Services Unit/Visual Evidence	3,034	2,328	2,244	-84	2,919	-115
46	Protective Services Command	266	292	350	58	335	69
0	Force Resilience	120	133	133	0	119	-1
-271	CTC Expenditure	1,889	274	48	-227	1,575	-314
119	CTC Income	-1,889	-975	-864	110	-1,734	156
	Surplus generated by CTC - to reserves					159	159
	Organisational Support						
-138	HR and L&D	5,475	4,662	4,521	-142	5,292	-183
-15	IMD	1,031	1,089	1,079	-10	1,015	-16
3	Payroll	211	257	252	-5	204	-7
-45	Procurement	380	357	309	-48	318	-63
-3	Professional Standards Unit	1,276	1,123	1,127	4	1,280	5
	Operational Support						
0	Firearms Licensing	212	287	308	22	245	33
17	CJ phase 1&2	790	434	417	-16	771	-20
0	CJ/Custody SMT	171	-13	0	13	195	24
11	Public Contact	356	126	134	8	364	8
-189	ICT	7,696	8,814	8,619	-195	7,410	-286
	LCJB						
	Other Collaboration & Partnerships						
0	Air Support	875	876	875	0	875	0
0	ERSOU	2,419	1,875	1,875	0	2,419	0
-18	Kings Lynn PIC	802	451	433	-18	776	-26
-115	Regional Collaboration	303	197	85	-112	173	-130
-47	SARC	495	433	375	-57	418	-77
-539	Total Collaborated and Partnerships	38,674	33,377	32,786	-591	38,083	-591
	Other Collaboration & Partnerships						
6	OPCC Buildings	-9	-7	0	7	6	15
91	OPCC Cap/Grants	826	-1,387	-1,403	-16	1,288	462
-245	OPCC Office	1,269	1,066	840	-226	1,030	-239
0	Reserves M oves				0		
-148	Total PCC	2,087	-328	-563	-235	2,324	237
-925	NET BUDGET REQUIREMENT	152,467	125,879	124,183	-1,696	151,729	-738
	<i>Note: Figures may not cast due to rounding</i>						

Appendix 2

Scheme Title	Job Code	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Proposed Programme Amendments £'000	Revised Capital Budget 2020/21 £'000	Actual YTD £'000	Commitments YTD £'000	Committed & Spent YTD £'000	Outturn 2020/21 £'000	Variance at year end £'000	Predicted C/Fwd £'000	Estimated (Under)/Over spend £'000
Land & Buildings												
Major Repairs Planned	Various	-	540	-	540	141	301	442	540	-	-	-
Wisbech Police Station Refurb	C8068	440	-	-	440	19	5	24	200	(240)	240	-
HQ Lead Decontamination and Prevention	C8106	7	-	-	7	-	22	22	10	3	-	3
Monks Wood Adaptation	C8108	-	101	-	101	62	45	107	101	-	-	-
Demand Hub - Building Works	C8114	25	45	-	70	-	-	-	-	(70)	70	-
CSPS Southern Police Station	C8121	-	4,000	-	4,000	262	130	392	451	(3,549)	-	(3,549)
HQ Car Park Extension	C8127	4	-	-	4	-	-	-	-	(4)	-	(4)
HQ VEU Building	C8130	-	13	-	13	93	-	93	93	80	-	80
Copse Court Car Park	C8131	176	-	-	176	176	-	176	176	-	-	-
Data Centre UPS	C8132	140	-	-	140	92	13	105	120	(20)	-	(20)
Replacement of Door Readers	C8134	-	400	-	400	9	334	342	40	(360)	360	-
CCTV at Parkside	TBA	-	-	90	90	-	-	-	-	(90)	90	-
CCTV at Thorpe Wood	TBA	-	-	275	275	-	-	-	275	-	-	-
Land & Buildings Total		792	5,099	365	6,256	854	850	1,703	2,006	(4,250)	760	(3,490)
Fleet												
Vehicle Replacement Programme	C8010	-	1,486	-	1,486	1,092	386	1,478	1,486	-	-	-
Fleet Total		-	1,486	-	1,486	1,092	386	1,478	1,486	0	0	0
Non ICT Collaboration												
Covert Equipment Renewal	C8022	28	45	-	73	6	7	13	73	-	-	-
JPS Capital	C8028	-	100	-	100	19	-	19	104	4	-	4
JPS ANPR	C8071	23	-	-	23	18	-	18	23	-	-	-
JPS ERSOU	C8104	-	-	-	-	-	86	86	-	-	-	-
CED Tasers	C8133	-	29	-	29	93	-	93	29	-	-	-
Non ICT Collaboration Total		51	174	-	225	136	93	230	229	0	0	0

Scheme Title	Job Code	Budget B/Fwd	Original Capital Programme as amended*	Proposed Programme Amendments	Revised Capital Budget 2020/21	Actual YTD	Commitments YTD	Committed & Spent YTD	Outturn 2020/21	Variance at year end	Predicted C/Fwd	Estimated (Under)/Over spend
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ICT Collaborated												
Infastr - digital forensics (DFU Storage-Cambs)	C8125	-	149	-	149	49	89	138	149	-	-	-
PC/Laptops Replacement	JC0001	-	670	-	670	372	308	680	680	10	-	10
Printers	JC0002	-	41	-	41	4	16	20	41	-	-	-
Networks	JC0005	-	184	-	184	124	3	127	184	-	-	-
Infrastructure - Servers/Storage/Back up	JC0006/7/8	-	206	-	206	138	81	219	206	-	-	-
Telephony	JC0009	-	289	(166)	123	16	41	58	84	(39)	30	(9)
Mobile Comms - Airwaves	JC0010	-	113	-	113	73	-	73	73	(40)	-	(40)
Mobile Comms - Smartphones	JC0011	-	62	-	62	2	-	2	62	-	-	-
Mobile Comms - BWV (Body Worn Video)	JC0012	-	141	-	141	81	59	140	141	-	-	-
Digital Interviewing	JC0013	199	315	(199)	315	138	71	209	153	(162)	162	-
Storm	JC0014	19	-	-	19	-	-	-	19	-	-	-
Tetra - Covert Airwave Replacement	JC0016	-	90	-	90	85	-	85	90	-	-	-
Service Design - Confidential Network	JC0017	-	32	-	32	-	-	-	32	-	-	-
Service Design - Management Information	JC0018	-	32	-	32	12	18	30	30	(2)	-	(2)
POLICE NOW - Growth	JC0019	-	78	-	78	78	-	78	78	-	-	-
PC Monitor Replacement	JC0020	-	37	-	37	11	-	11	37	-	-	-
Port Replicator Replacement	JC0021	-	33	-	33	33	-	33	33	-	-	-
WAN Replacement	JC0022	-	0	-	-	-	-	-	-	-	-	-
ICT Collaboration Total		218	2,471	(365)	2,324	1217	686	1,903	2,092	-233	192	-41
ICT Other												
ESMCP Devices and Fitting	HC8039	173	-	-	173	-	-	-	-	(173)	176	3
DNSP	BCHCAB	14	-	-	14	-	-	-	14	-	-	-
ESN - ICCS	BCHCAA	-	-	-	-	-	1	1	-	-	-	-
ERP I-Learn (non ICT Budget)	BCHCAG	-	32	-	32	62	30	91	91	59	-	59
Athena	C8035	-	81	-	81	26	30	56	81	-	-	-
Applications - Tuserv (non IT Budget)	JC0003	54	-	-	54	53	86	140	54	-	-	-
ICT Other Total		241	113	-	354	141	147	288	240	-114	176	62
Schemes Approved Subject to Further Business Case												
Delegated Chief's Budget		-	300	-	300	-	-	-	-	-	-	-
Grand Total		1,302	9,643	-	10,945	3440	2,162	5,602	6,053	-4,593	1,128	-3,465

Appendix 3 – Capital Medium Financial Plan

The following table shows the agreed budgeted capital programme. The forecasted budget and funding is shown in section 3 above. Large changes this month include £275k for CCTV at Thorpe Wood and the majority of the Replacement door reader programme will slip into 21/22. There is also an additional £90k forecast for major works required at Parkside in 21/22.

Capital Programme No.	Description of Bid	Budget Programme 2020/21 £	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	81,334	81,334	32,000	42,000	42,000
Section A Totals		81,334	81,334	32,000	42,000	42,000
Section B Estate Programme						
2	Cambridgeshire Southern Police Station	4,000,000	451,000	12,500,000.00	15,000,000	7,051,000
3	Estates Major Repairs Planned inc demand hub	585,000	347,000	585,000	585,000	600,000
4	VEU Building HQ	13,000				
5	Monks Wood		101,000	700,000	7,700,000	
6	Replacement of Door Readers	400,000	40,000	360,000		
	Wisbech Police Station Refurbishment		0	550,000		
7	St Neots		0	0	500,000	
8	CCTV at Thorpe Wood		275,000			
9	Parkside major works		0	90,000		
Section B Totals		4,998,000	1,214,000	14,785,000	23,785,000	7,651,000
Section C Fleet Programme						
6	Vehicle Replacement Programme	1,478,355	1,486,000	1,522,706	1,568,387	1,615,438
Section C Totals		1,478,355	1,486,000	1,522,706	1,568,387	1,615,438
Section D ICT Enabling Programme						
7	ICT Programme 2020/21	2,326,346	1,700,666	1,511,588	1,396,146	1,200,000
16	ERP - i-learn completion	31,000	91,000	0	0	0
Section D Totals		2,357,346	1,791,666	1,511,588	1,396,146	1,200,000
Section E Operational Programme						
19	JPS General	100,000	104,000	100,000	100,000	150,000
	Covert Equipment	45,000	45,000	45,000	45,000	45,000
20	CED Tasers		29,000			
21	Delegated Chief's Budget	300,000	0	300,000	300,000	300,000
Section E Totals		445,000	178,000	445,000	445,000	495,000
Totals for All Schemes		9,360,035	4,751,000	18,296,294	27,236,533	11,003,438
Funding Proposal						
Section D Capital Financing						
	Capital Grants	135,656	164,656	135,656	135,656	135,656
	RCCO	1,000,000	1,556,000	1,000,000	1,000,000	1,000,000
	RCCO (from Collaboration Vehicle recharges)	440,000	440,000	440,000	440,000	440,000
	Asset Incentivisation		97,000			
	Capital Receipts	612,000	537,000		3,500,000	
	Capital Reserves	310,000				
	Estates Development Reserve	862,000	860,000			
	Use under borrowed cash	6,000,379	1,096,344	6,885,656		
**	Borrowing			9,834,982	21,165,018	
	Additional Borrowing				995,859	9,427,782
Total Financing		9,360,035	4,751,000	18,296,294	27,236,533	11,003,438