



**To:** Business Coordination Board

**From:** Director of Finance and Resources

**Date:** 26 May 2021

## REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020/21 MONTH 12

### 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 outturn position and approve the realignment and top up of the reserves in line with the Medium Term Financial Strategy 2021/22.

### 3. Overview

3.1 This report sets out the outturn for the Constabulary and OPCC for the 2020/21 financial year. The report brings together the revenue and capital outturn of spend against its financing as at 31<sup>st</sup> March 2021. Also included are the current balance sheet key performance indicators (KPIs), the Constabulary’s cash flow forecast for the following year and the balance on reserves at the end of the year.

#### 3.2 Revenue Budget

3.2.1 The outturn on the revenue budget is £702k, a reduced underspend of £346k on the period 11 under spend of £1,048k.

3.2.2 Within the £346k 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) has underspent by £474k which is a further £92k underspend compared to the period 11 forecast underspend of £382k.
- **Investigations and Safeguarding** outturn is £628k under budget, a £150k further underspend since the period 11 forecast. This includes reduced spend on Police Surgeons and Interpreter costs of £78k.
  - **Local Policing Operations** has an outturn of £154k over budget which is an increase in the overspend compared to the period 11 forecast of £58k. This includes £104k additional Officer overtime and £36k additional Staff overtime as a result of greater month 12 spend than forecast. This is offset by a £63k further underspend in the Business Support Unit linked to reduced costs for building repairs and operational equipment.
- b) The **Non-Operational** outturn is an overspend of £7k, which has changed by £369k compared to the prior month underspend of £362k. Additional spend of £687k on Redundancy and Pension Strain costs is partly offset by underspends on Building Maintenance (£98k), Transport (£40k), Insurance (£64k) and Operations (£106k).
- c) **Collaboration and Partnerships** have an adverse movement of £45k compared to period 11 with an outturn of £515k under budget compared to £560k forecast in the previous month. Actual spend came in higher than expected on the Uplift Programme, Resource Management Unit (RMU), Scientific Services Unit (SSU) and there was a reporting amendment separating Human Resources/Learning & Development (HR/L&D) set up costs from ongoing revenue spend.
- d) **Chiefs Revenue Contribution to Capital Outlay (RCCO)** £71k final spend, which was not forecast previously. This relates to Body worn camera purchases and an x-ray machine funded from underspends elsewhere in the Chiefs Budget.
- e) The **OPCC** forecast overspend has reduced by £46k to a £210k outturn overspend, the movement in the prior month forecast is due to reduced spend on the Prevention fund.

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

- Police Officer pay and allowances spend decreased by £49k. Year-end adjustments and leavers have resulted in an outturn spend being lower than forecast.
- Police Officer overtime spend increased by £93k. This is primarily down to a larger than expected amount of overtime worked in periods 11 and 12.
- A decrease of £38k on Staff Overtime, again, partly down to larger than expected overtime worked in periods 11 and 12.
- Premises costs report a further underspend of £29k, due to lower than expected spend on Building Maintenance, offset by some overspends on Utilities and Cleaning.
- Vehicle Running costs have under spent by a further £40k. This is down to a revision in the Capital/Revenue split on Fleet vehicles alongside lower than forecast fuel costs.
- Consultancy overspend has reduced by £100k due in part to 2 Employment tribunals being moved to 2021/22 and additional underspends on Corporate and Estates.
- Insurance underspend increased by £71k, which in part was due to an accounting adjustment in the forecast.
- Police Surgeons fees came in £42k less than forecast mainly due to a late rebate.











**Non-Collaborated (£88k over)** An £88k overspend which wasn't forecast in previous months. The main areas being £52k agency costs (reported previously and then moved from Operations); £19k relating to a late Police Medical Appeals Board charge; and £16k on Learning and Development costs.

#### 4.2.4 BCH COLLABORATED UNITS

**Collaboration set up Costs (£339k over)** This is mainly staffing redundancies/pension strains as a result of HR/L&D re-modelling in 2020/21. This has previously been forecast in HR/L&D section below.

**Collaboration – Programme Uplift Board (£41k over)** An increase from a nil forecast variance in M11. This is the cost for the Uplift Programme Director and Project Officer. Budget has been built into 2021/22 to reflect this.

**Enterprise Resource Planning (ERP) Set up costs (£75k over)** Additional costs relating to unbudgeted spend in 2020/21 as the ERP project is finalised. Some costs are expected in 2021/22.

**Athena (£17k over)** 3 officers previously covering vacant staff posts have moved, leaving these posts vacant. Superintendent heading the department has been seconded and replaced by a Staff member, creating an additional saving.

**Change Team (£15k 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 an underspend on staff costs relating to 4fte Staff vacancies for part of the year.

**General (£71k over)** Management accounts are 1fte below establishment and the Systems team have had a vacancy for the whole year. Bedfordshire, Cambridgeshire and Hertfordshire (BCH) 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. Resource Management Unit (RMU) spend came in higher than expected at £100k.

**Armed Policing Unit (APU) (£304k 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 £140k overspend on Firearms and Ammunition due to the absence of a training cartridge budget relating to taser training.

**Dogs (£108k over)** The overspend is driven by increased Officer allowances due to a training overlap of 3 officers and 1 officer to facilitate a retirement



handover. An overspend on Essential user lump sum following the outcome of a recent court case increased £45k in year.

- Major Crime Unit (MCU) (£105k 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 (£31k 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) (£209k under)** Costs relating to Officers are £54k underspent, mainly due to vacancies, which are partly offset by additional spend on overtime. Vehicle operating leases and Fuel costs have all underspent and vehicle recovery costs, allied to an underspend on Drugs/Breath testing equipment, causing a non-pay underspend of £100k.
- Scientific Science Unit (SSU) (£65k under)** A reduced outturn underspend on a previous Month 11 forecast of £131k. This is primarily due to redundancy/pension strain of £60k. Underspends on non-pay amount to £60k across non-pay budgets such as scene of crime consumables, accreditation and others, an underspend on Staff pay of £88k. There is also a Scenes of Crime Office (SOCO) recharge to Eastern Region Special Operations Unit (ERSOU) for £30k.
- Protective Services Command (£60k over)** An overspend on Officer Pay of £36k due to retention of an Assistant Chief Constable (ACC) to oversee and coordinate BCH units in response to the Covid crisis, plus a £22k 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)** Minimal variance.
- Cameras, Tickets & Collisions (CTC) (£251k 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. Cambs share of this amounts to £115k.
- Human Resources & Learning and Development (HR and L&D)** 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 in recruiting to 2020/21 growth, particularly in Initial Training,

<b>(£460k under)</b>	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, this has now been moved to Set up costs.
<b>Information Management Dept (IMD) (£24k under)</b>	Small underspends on non-pay items.
<b>Payroll (£17k under)</b>	Cambs unbudgeted legacy costs are part offset by an underspend on staff costs due to a previously vacant post due to maternity leave in addition to a number of new post holders employed at lower grade than budgeted.
<b>Professional Standards (£3k over)</b>	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.
<b>Firearms Licensing (£8k over)</b>	This is mainly down to a £21k under recovery of income from Firearms Certificates, partly offset by underspends on non pay, mainly travel.
<b>Criminal Justice (CJ) phase 1 &amp; 2 (£48k under)</b>	This is 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.
<b>Criminal Justice (CJ) /Custody Senior Management Team (SMT) (£9k over)</b>	£10k pending funding resolution for PA post, £6k Detective Chief Inspector (DCI) in A6 post and £4k vacancy factor not achieved due to being fully established.
<b>Public Contact (Digital Innovation) (£9k over)</b>	Overspend 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.
<b>ICT (£286k under)</b>	Various underspends 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 Athena Management Organisation (AMO) charges.

#### 4.2.5 OTHER COLLABORATIONS

<b>Procurement (£39k under)</b>	This relates to an average of 5fte vacancies in the unit, offset by higher than expected consultants fees.
<b>Air Support (no variance)</b>	The annual charge budgeted for in year has come in on budget. Work has been carried out nationally and regionally to review the charging basis which will affect future year charges.

<b>Regional Organised Crime Unit/Counter Terrorism Police (ROCU/CTP) (£160k under)</b>	Underspends on Officer Pay & allowances, Staff pay, Fuel, Vehicle costs and Operational equipment are partially offset by overspends on Officer overtime.
<b>Kings Lynn PIC (£30k under)</b>	Final figures provided by Norfolk/Suffolk show a small yearly underspend on running costs.
<b>Regional (£118k under)</b>	This is the result of budgeting for certain schemes that have not taken on running costs.
<b>Athena AMO (£71k over)</b>	This is a result of further investigation for 2021/22 budget prep, which has identified in year spend variance.

#### 4.2.6 Chiefs Capital Financing

<b>Revenue</b>	This relates to £71k final spend, which was not forecast previously.
<b>Contributions to Capital Outlay (RCCO) (£71k over)</b>	This relates to Body worn camera purchases and a post room x ray machine. These are funded from ICT, Partner & Ops support and Business Support Unit (BSU) underspends.

#### 4.2.7 Office of the Police and Crime Commissioner

<b>OPCC (£245k under)</b>	£182k underspend relates to Staff Pay and allowances. This includes the Chief Executive post being vacant (Deputy Chief Executive acting up). A £35k underspend on running costs includes £34k on the consultant budget and £9k on Training costs. This is partly offset by a £21k overspend on subscriptions.
<b>PCC Buildings &amp; Corporate (£455k over)</b>	Due to an increased Revenue Contribution to Capital outlay by £500k to cover costs on various capital schemes. There is also an overspend on interest receivable, which is £60k more than budgeted. Premises held are £5k over forecast, which is part income not received as expected, and part cost of premises building works/utilities. MRP has come in at £36k overspent, and prevention fund has underspent by £146k, the balance of which will be put to reserves.

#### 4.2.8 POLICE OFFICER PAY & ALLOWANCES

Area	Actual			Budgeted		
	Budget Post FTE	FTE March 2021	February FTE Variance	2020-21 Total	M1-12 Actual	M12 variance
Inv & Safeguard Command	1.00	1.00	0.00	130,599	125,800	-4,799
Covert Authorities	14.00	12.71	-1.29	824,687	859,650	34,963
ISCD	71.00	74.90	3.90	4,078,637	4,206,608	127,971
Inv Stds & Development	48.00	52.66	4.66	3,028,623	3,334,976	306,353
Protecting Vulnerable People	150.00	136.14	-13.86	8,179,469	7,383,448	-796,021
Local Policing Op - Command Demand Hub	1.00	1.00	0.00	130,599	134,916	4,317
Demand Hub	67.50	55.66	-11.84	3,831,518	3,438,815	-392,703
Northern Hub	447.00	490.04	43.04	21,856,664	22,893,091	1,036,427
Southern Hub	444.00	472.15	28.15	21,371,749	21,486,398	114,649
Partnership & Ops Support	35.00	33.30	-1.70	2,107,051	2,088,702	-18,349
New Recruits	0.00	37.00	37.00	0	1,679,625	1,679,625
LP Unallocated	35.61		-35.61	1,243,600		-1,243,600
Non LP	18.00	23.91	5.91	1,710,486	2,024,444	313,958
<b>Grand Total</b>	<b>1332.11</b>	<b>1390.46</b>	<b>58.35</b>	<b>68,493,682</b>	<b>69,656,474</b>	<b>1,162,792</b>

Police Officer pay and allowance variances are reported in the table above with a year-end overspend of £1,163k forecast.

#### 4.2.9 POLICE STAFF PAY & ALLOWANCES

Department/Area	Actual		Budgeted		
	Budget Post FTE	FTE March 2021	2020-21 Total	M1-12 Actual	M1-12 variance
<b>Operational Policing</b>					
Covert Authorities	8.16	8.16	383,587	420,172	36,585
Investigations & Standards Development	56.86	54.97	2,107,076	1,964,205	-142,870
Intelligence	50.29	45.90	2,060,284	1,891,262	-169,022
Protecting Vulnerable People	25.84	23.87	836,341	758,571	-77,769
Demand Hub	228.15	212.53	10,408,113	9,584,219	-823,893
Northern Hub	13.48	14.00	466,210	472,418	6,208
Southern Hub	6.52	4.55	236,769	201,250	-35,519
Business Support	28.60	26.59	878,062	836,309	-41,753
Partnership & Ops Support	20.47	19.40	741,815	728,315	-13,499
	<b>438.38</b>	<b>409.97</b>	<b>18,118,256</b>	<b>16,856,723</b>	<b>-1,261,533</b>
<b>In-House Other</b>					
OIC	27.16	23.51	1,133,290	921,922	-211,368
Insurance	2.00	2.00	92,407	97,440	5,033
Finance	12.52	12.52	543,039	535,766	-7,273
NPCC	5.00	5.81	326,385	360,147	33,761
Estates	18.85	18.00	765,115	754,810	-10,305
Corporate Comms	14.95	14.00	739,295	664,834	-74,461
Corporate	3.00	4.00	319,002	149,188	-169,814
Non-Collaborated		1.00		16,351	16,351
Fleet (non Chargeable)	4.25	5.00	113,371	145,907	32,536
<b>Grand total</b>	<b>526.10</b>	<b>495.82</b>	<b>22,150,160</b>	<b>20,503,087</b>	<b>-1,647,073</b>
<b>PCSO</b>	<b>80.00</b>	<b>68.51</b>	<b>2,967,367</b>	<b>2,653,586</b>	<b>-313,781</b>

\*May differ with main table due to roundings

An outturn underspend reported in the above table are £1,647k underspend on Staff and £314k on Police Community Support Officers (PCSO's).

#### 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 few months. Reports are now being produced, but this still requires a significant amount of work to identify and move any incorrect coding. All Operational overtime is still coded to the individuals home code, which then requires a manual journal to move to Level 2.

### Bank Holiday Overtime

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.

Bank holiday is identified on the system as double time. This may include non-bank holiday working, but for the purposes of reporting we have assumed it is all bank holiday. Work is underway to rectify this issue in 2021/22.

<b>Operational Policing Officer Bank Holiday budget/spend full year 2020/21</b>	<b>Full year budget</b>	<b>Full year actual</b>	<b>Variance</b>
Covert Authorities	0	1,976	1,976
Demand Hub	20,936	53,137	32,201
Inv Stds & Devt	11,964	49,990	38,026
ISCD	61,479	36,390	-25,089
Northern Hub	310,055	306,125	-3,930
Partner & Ops Support	7,643	5,144	-2,499
Protecting Vulnerable People	77,762	84,236	6,474
Southern Hub	310,055	274,324	-35,731
<b>Grand Total</b>	<b>799,894</b>	<b>811,322</b>	<b>11,428</b>

### Local Policing Non-Bank Holiday

The table below provides the spend by area, excluding Bank Holiday spend reported in the above table. This identifies a pressure of £593k, including Operations.

<b>Operational Policing Officer Non Bank Holiday budget/spend to the end of March 2021</b>	<b>Full year budget</b>	<b>April - March Actual</b>	<b>Full year variance</b>
Command	0	67	67
Covert Authorities	4,108	7,893	3,785
Demand Hub	32,562	53,197	20,635
Inv Stds & Devt	59,240	56,138	-3,102
ISCD	87,944	176,796	88,852
Northern Hub	250,456	471,296	220,840
Partner & Ops Support	10,337	30,344	20,007
Protecting Vulnerable People	113,535	211,475	97,940
Southern Hub	236,218	502,775	266,557
Operations*	450,000	327,327	-122,673
<b>Grand Total</b>	<b>1,244,400</b>	<b>1,837,309</b>	<b>592,909</b>

Covid/Surge overtime spend is not included in the above tables. Covid spend to date is £219k on the ledgers.

Hours by type is still not available. Reporting has switched from COTS to CARM. There is currently insufficient information available from the system. Reporting will resume once the system reports are available.

Spend relating to specific Operations is also reported below.

<b>Operational Spend to the end of March</b>	
<b>Operation</b>	<b>Total</b>
COVID-19	219,188
PESTLE	120,454
PENSHAW - CAMBS LP	32,637
MCU SUPPORT CAMBS	31,744
NEEDHAM	31,256
ARNSIDE	21,275
MALT	14,595
RUMEX	13,320
LIGHTHOUSE - CAMBS LP	12,433
PRIVATE USE OF POLICE	8,742
GLIDE	8,629
SQUIRREL	8,498
BLYTHE	6,776
Under £5k	43,167
<b>Total</b>	<b>572,715</b>

#### 4.2.11 STAFF OVERTIME

Staff overtime is based on Overtime worked in 2020/21, which includes hours worked in March 2021, paid in April 2021. This cost has been pulled back into 2020/21.

<b>Police Staff overtime spend to the end of March 2021</b>			
<b>Department/Area</b>	<b>Full Year Budget</b>	<b>Spend full year</b>	<b>Year end variance</b>
Business Support	135	1,403	1,268
Covert Authorities	4,268	27,331	23,063
Demand Hub	111,070	211,040	99,970
Inv Stds & Devt	23,057	36,855	13,798
ISCD	22,223	44,367	22,144
Northern Hub	336	1,958	1,622
Partner & Ops Support	183	2,127	1,944
Protecting Vulnerable People	587	6,622	6,035
Southern Hub	16	773	757
<b>LP Total</b>	<b>161,875</b>	<b>332,476</b>	<b>170,601</b>
Estates	0	722	722
Finance	0	628	628
OIC	8,000	3,341	-4,659
Corporate Comms	0	963	963
Corporate	0	19,206	19,206
Operations	0	55,727	55,727
<b>Grand Total</b>	<b>169,875</b>	<b>413,063</b>	<b>243,188</b>

There has been an increase in outturn overtime by £38k from period 11 forecast.

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

## 5. Capital Funding and Budget 2020/21

5.1 The capital spend and financing at the year end is shown below. Project slippage into 2021/22 has been budgeted for and therefore no carry forwards will be required.

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Revised 2020/21 Capital Budget	Outturn 2020/21	Variance to Budget	%
All figures £'000							
<b>Capital Payments:-</b>							
Land & Buildings	792	4,998	560	<b>6,350</b>	1,142	(5,208)	18%
Fleet	-	1,478	8	<b>1,486</b>	1,442	(44)	97%
IT & Communications	459	2,439	-309	<b>2,589</b>	1,963	(626)	76%
Other Projects & Collaboration	51	145	97	<b>293</b>	265	(28)	90%
Schemes approved subject to further business case	-	300	-	<b>300</b>	-	(300)	0%
<b>TOTAL</b>	<b>1,302</b>	<b>9,360</b>	<b>356</b>	<b>11,018</b>	<b>4,812</b>	<b>(6,206)</b>	<b>44%</b>

	B/Fwd from previous years	Original 2020/21 Capital Programme	Previously Authorised Programme Amendments	Revised 2020/21 Capital Budget	Applied
All figures £'000					
<b>Capital Financing:-</b>					
Capital Grants	363	136	123	<b>622</b>	<b>377</b>
Carry Forward Reserve	939	-	-	<b>939</b>	<b>456</b>
Capital Receipts	-	537	-	<b>537</b>	<b>537</b>
Estates Reserve	-	862	-2	<b>860</b>	<b>860</b>
RCCO	-	1,440	583	<b>2,023</b>	<b>2,023</b>
Borrowing	-	6,385	-348	<b>6,037</b>	<b>559</b>
<b>TOTAL</b>	<b>1,302</b>	<b>9,360</b>	<b>356</b>	<b>11,018</b>	<b>4,812</b>

Note: figures may not cast due to roundings

- 5.1.2 The capital outturn for the 2020/21 Capital Programme is £4.8m compared to £5.6m forecast in period 11. This is mainly the result of the Estates outturn moving by £0.50m due to a deferred cost of £183k into 2021/22 on the Major Repairs project and an outturn decrease of £327k on Cambridge Southern Police Station (CSPS). The ICT overall outturn has reduced by £88k due to the deferment of the Body Worn Cameras on the Digital Forensics Unit (DFU) Storage project.
- 5.1.3 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 outturn of £1,157k (18%) against a budget of £6,350k. The major projects being the Major Repairs project (£334k) and the Cambridge Southern Police Station (CSPS) project (£251k). The amended budget includes £365k for the CCTV improvements required at Thorpe Wood and Parkside, £385k for the replacement door readers, £418k for Wisbech Police Station refurbishments and £70k for the Demand Hub building work which will not take place until next year.
- 5.2.2 The Fleet projects are managed by Chiltern Transport Consortium and have an outturn of £1,442k (97%) against a budget of £1,486k.
- 5.2.3 The total outturn for the IT and Communications projects is £1,963k (76%) against a budget of £2,589k. The major projects being the PC/Laptop Replacement project (£679k), the Infrastructure Servers/Storage/Backup (£206k) and the Networks project (£154k).
- 5.2.4 The remaining other projects have an outturn of £265k (90%) against a total budget of £293k.
- 5.2.5 The most significant project in the capital programme in terms of value is the 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 was approved in March 2021 and work on the project continues with the expectation of a start on site in 2021/22.
- 5.2.6 The additional cost to the Demand Hub building works project is £45k, which has been funded by a reduction to the Major Repairs budget. This was due to significant issues with the flooring and work will need to be undertaken out of normal working hours. The floor repairs in the Demand Hub have not been able to proceed this year due to Covid issues and therefore this spend will move into 2021/22.
- 5.2.7 The refurbishment works at Wisbech Police Station commenced in 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 outturn in 2020/21 is £22k, with the remaining £418k being moved into 2021/22 which is budgeted.
- 5.2.8 The Monks Wood Adaptation project for the BCH collaboration for the development of the new Operational Support Unit training facilities shows an outturn of £107k.
- 5.2.9 Due to ICT installation delays, the replacement of door readers project was not completed this financial year and therefore the project and remaining budget of £370k will be moved into 2021/22.



- 5.2.10 The CCTV Custody upgrades at Thorpe Wood and Parkside £365k total will not commence until April and has been budgeted in 2021/22.
- 5.2.11 There is an overspend on the Bedfordshire, Cambridgeshire and Hertfordshire Joint Protective Services (BCH 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 £2k.
- 5.2.12 £30k on the ICT Telephony project is due to a delay in the Integrated Communication Control System (ICCS) upgrade to support the Airwave Dispatch Communication Server (DCS), as a result of the Home Office concerns over the resilience of the upgrade and this has now been budgeted in 2021/22, and also there is an underspend of £80k due to the rationalisation of Avaya not having happened.
- 5.2.13 The Digital Interviewing project has slippage of £162k as the committed Milestones 4, 5, and 6 will not be delivered until next year. The budget for this has therefore moved to 2021/22.
- 5.2.14 The £173k Emergency Services Mobile Communication Programme (ESMCP) grant will remain deferred until 2022/23.
- 5.2.15 The Enterprise Resource Planning (ERP) I-Learn project has an outturn of £68k which has an overspend of £36k for Cambridgeshire.
- 5.2.16 Athena project has an underspend as the Technical Refresh payments circa £42k have been re-categorised as revenue spend.

### 5.3 **Capital Financing**

- 5.3.1 Year end Capital Financing is shown below. Capital Grants have increased by £37k due to additional grant due for the Vehicle Examination Unit (VEU) building. The use of the Capital Carry Forward reserve is due to a handful of major repair projects and data centre UPS completion slipping into 2021/22.
- 5.3.2 The total capital expenditure for the year and the financing of the expenditure is set out in the following table.

	£k
2020/21 Capital Expenditure	4,356
Use of 19/20 Carry Forward	456
	<b>4,812</b>
2020/21 Capital Financing	
Capital Grants	377
Borrowing	559
Capital receipts	537
Carry Forward Reserve	456
Estates Reserve	860
Revenue Contributions to Capital	2,023
Total Capital Financing	<b>4,812</b>

5.3.3 There is a carry forward to 2021/22 of £5.4m of spend that has now been budgeted in 2021/22 of which £3.8m relates to Cambridge Southern Police Station (CSPS).

#### 5.4 PROPOSED AMENDMENTS TO NOTE

5.4.1 The cost of the new x-ray machine in the post room was only £15k (previous proposed addition was £17k), and so there is a reduction of £2k to the Capital Programme which is to be funded by a Revenue Contributions to Capital Outlay (RCCO) from revenue underspend.

### 6. Sales & Purchase Ledger KPI's

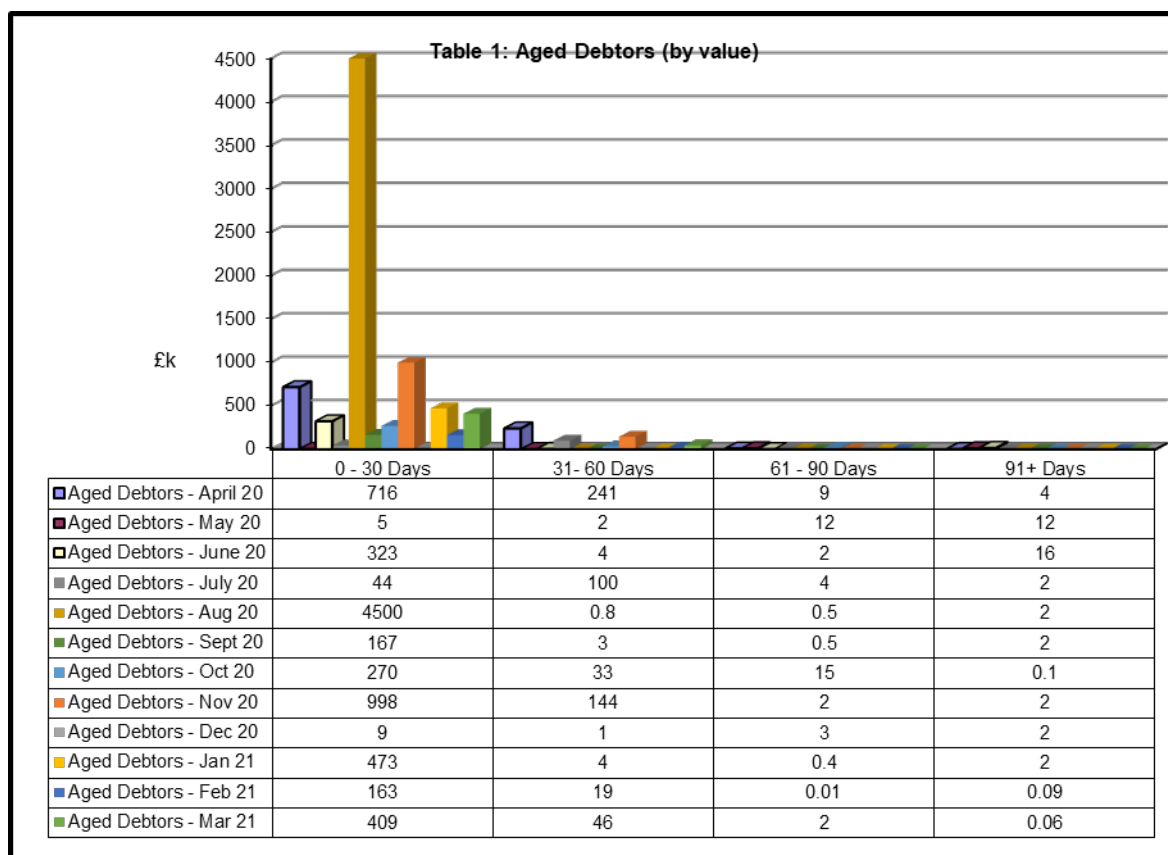
#### 6.1 SALES LEDGER & CREDIT CONTROL KPI

6.1.1 The overall sales ledger balance at 31<sup>st</sup> March 2021 was £459k; this compares with £183k for the end of February 2021.

6.1.2 The difference between February and March 2021 has increased. The overall sales ledger balance has also increased between the two months due to a few large invoices being raised in the month of March which should be cleared by next 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 make immediate payment, rather than wait the 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	16.4 days

6.1.3 Table 1 shows there was a small amount of outstanding debt at 61+ days of £2k for March 21.



## 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 12 months to 31<sup>st</sup> March 2021 against a target of 95% maintaining the Constabulary's excellent track record.

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	9,723
Paid within 30 days (no)	15,971	13,294	12,730	9,422
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 loans and balances outstanding at 31<sup>st</sup> March 2021. Repayments and interest are paid quarterly. There are no new loans being drawn this year.

PWLB Loans	Balance as at 31/03/2021	Cash Balance as at 31/03/2021
Loan 1	£813,949.53	£813,949.53
Loan 2	£1,286,815.47	£1,286,815.47
Loan 3	£2,594,508.03	£2,594,508.03
Loan 4	£2,606,367.15	£2,606,367.15
Loan 6	£10,000,000.00	£10,000,000.00
<b>Total</b>	<b>£17,301,640.18</b>	<b>£17,301,640.18</b>

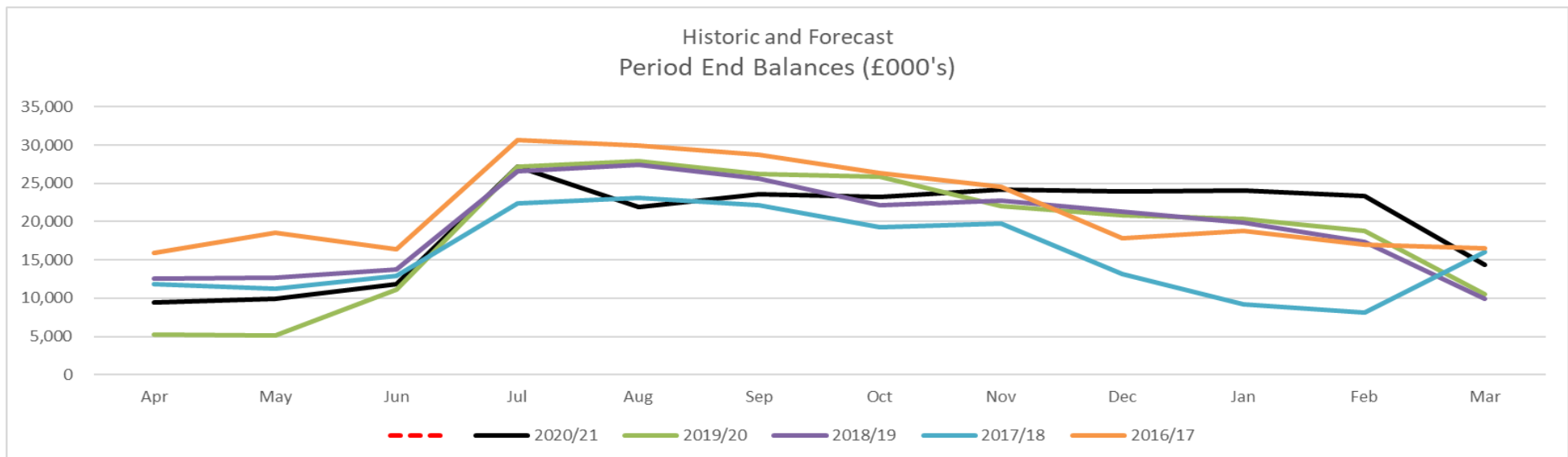
7.1.3 Note that loan 5 was a short-term loan that has already been repaid.

## 7.2 CASHFLOW FORECAST

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

### Cash Flow 2020/21

Cash Flow (£ 000's)	Actual Apr	Actual May	Actual Jun	Actual Jul	Actual Aug	Actual Sep	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Actual Mar
<b>Cash Balance *</b>	<b>10,872</b>	<b>9,402</b>	<b>9,948</b>	<b>11,832</b>	<b>27,223</b>	<b>21,926</b>	<b>23,624</b>	<b>23,200</b>	<b>24,172</b>	<b>23,920</b>	<b>24,119</b>	<b>23,297</b>
<i>Cash Inflows</i>	17,275	15,086	16,410	30,272	8,597	19,266	14,858	16,698	15,632	14,886	14,850	9,133
<i>Cash Outflows</i>	18,745	14,540	14,526	14,881	13,894	17,568	15,282	15,726	15,884	14,687	15,672	18,120
<b>Net Cash Flow</b>	<b>-1,470</b>	<b>546</b>	<b>1,884</b>	<b>15,391</b>	<b>-5,297</b>	<b>1,698</b>	<b>-424</b>	<b>972</b>	<b>-252</b>	<b>199</b>	<b>-822</b>	<b>-8,987</b>
<b>Closing Balance</b>	<b>9,402</b>	<b>9,948</b>	<b>11,832</b>	<b>27,223</b>	<b>21,926</b>	<b>23,624</b>	<b>23,200</b>	<b>24,172</b>	<b>23,920</b>	<b>24,119</b>	<b>23,297</b>	<b>14,310</b>



### **7.3 RESERVES**

- 7.3.1 Group usable reserves have decreased by £656k at the end of 2020/21 from £17,129k to £16,305k as set out below.
- 7.3.2 The main use of reserves has been for the financing of the capital programme through the use of the Capital Carry Forward reserve (£456k), the Estates Development reserve (£860k) and the Capital Receipts reserve (£537k).
- 7.3.3 Movements during March include spend on the Drug Forfeiture Reserve (£53k) for expenditure under Operation Chaplin which has been approved by the Acting Police and Crime Commissioner (the “Acting Commissioner”) and the addition of the ERSOU Property building maintenance fund (£110k) which is Cambs share of the fund. The use of the Capital Carry Forward reserve is less than previously anticipated due to slippage in major repairs projects and the reallocation of Thorpe Wood Grant remaining of £93k to the major repairs work this year from carry forward reserve.
- 7.3.4 The reserves realignment set out in the 2021/22 Medium Term Financial Strategy (MTFS) is built into the year end position. This has seen a reduction in the Collaboration and Commissioning reserve (£313k) which has been used to create new earmarked reserves for the Uplift Programme, the Emergency Services Mobile Communications Programme (ESMCP), the Pensions Reserve (McCloud and Revaluation Smoothing), and the Transformation Reserve. Finally, the £702k revenue underspend has been used to supplement the creation of these reserves as well as increasing the balance of the General Fund in line with the MTFS. BCB is asked to approve these reserve movements.
- 7.3.5 Further analysis is provided in respect of the Drug Forfeiture Reserve and the Asset Incentivisation Reserve (POCA). These reserves are available to support operational policing and crime prevention.

## Group Usable Reserves

	Balance 31 March 2020	Movement	Forecast Balance 31 March 2021
	£000	£000	£000
Carry Forward Projects Reserve	1,075	83	1,158
Insurance Reserve	976	0	976
Ill-Health Retirement Reserve	398	0	398
Capital Reserve	-	0	-
Drug Forfeiture (Operational) Reserve	372	25	397
Budget Assistance Reserve	1,887	0	1,887
Uplift Reserve	-	150	150
Capital Carry Forward Reserve	1,464	(456)	1,008
Asset Incentivisation Reserve	466	58	524
Road Casualty Reduction & Support Fund	1,050	47	1,097
Collaboration & Commissioning Reserve	564	(313)	251
ICT Development Reserve	-	0	-
Estates Development Reserve	860	(860)	-
Major Incident Victim Support	-	25	25
ERSOU Property Maintenance Fund	-	110	110
ESMCP Reserve	-	100	100
Pension Reserve (McCloud & Revaluation Smoothing)	-	271	271
Transformation Reserve	-	200	200
<b>Total Earmarked Reserves</b>	<b>9,112</b>	<b>(559)</b>	<b>8,553</b>
General Reserve	7,198	294	7,492
<b>Total General and Earmarked Reserves</b>	<b>16,310</b>	<b>(265)</b>	<b>16,045</b>
Capital Receipts Reserve	537	(537)	-
Unapplied Capital Receipts Reserve	282	(95)	187
<b>Total Usable Reserves</b>	<b>17,129</b>	<b>(897)</b>	<b>16,232</b>

Recovered Asset/POCA at the end of March 2021	
	£
Reserves	-466,042.60
Spend	194,329.58
Income in year	-252,687.79
<b>Balance available</b>	<b>-524,400.81</b>

Drugs Forfeiture at the end of March 2021	
	£
Reserves	-372,265.56
Spend	53,539.02
Income in year	-78,783.50
<b>Balance available</b>	<b>-397,510.04</b>

**8. Recommendation**

8.1 The Board is recommended to note the outturn position and approve the realignment and top up of the reserves in line with the Medium Term Financial Strategy 2021/22.

**BIBLIOGRAPHY**

<b>Source Document</b>	
<b>Contact Officer</b>	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 Outturn 2020/21						
	Full Year Budget	Year end Outturn	Year end outturn Variance	Year end Forecast P11	Year end Forecast variance	Change from prior month
	£'000	£'000	£'000	£'000	£'000	£'000
<b>LP - Inv&amp; Safeguarding</b>						
Covert Authorities	1,465	1,620	155	1,628	163	-8
Inv Stds & Devt	6,063	6,076	13	6,188	125	-112
ISCD	6,348	6,391	42	6,456	107	-65
Protecting Vulnerable People	9,551	8,705	-846	8,668	-883	37
Safeguarding & Command	131	139	8	141	10	-2
<b>Total LP - Inv&amp; Safeguarding</b>	<b>23,558</b>	<b>22,930</b>	<b>-628</b>	<b>23,080</b>	<b>-478</b>	<b>-150</b>
<b>LP - Ops</b>						
Business Support	1,507	1,198	-308	1,262	-245	-63
Command	1,634	1,816	182	1,818	183	-2
Demand Hub	14,506	13,377	-1,129	13,358	-1,148	18
Northern Hub	24,273	25,509	1,237	25,459	1,186	50
Partner & Ops Support	2,967	2,902	-65	2,904	-63	-1
Southern Hub	23,632	23,870	238	23,814	182	55
<b>Total LP - Ops</b>	<b>68,519</b>	<b>68,672</b>	<b>154</b>	<b>68,615</b>	<b>96</b>	<b>58</b>
<b>Non Operational - in-house</b>						
Estates	5,170	5,160	-10	5,257	87	-98
Finance	573	560	-13	561	-12	-1
Organisational Improvement Centre	1,668	1,709	41	1,758	90	-49
NPCC	1,539	1,609	70	1,633	94	-24
Corp Comms	811	718	-94	718	-93	0
Insurance	924	753	-171	817	-107	-64
Corporate	6,229	6,565	336	5,916	-313	649
Ops	145	395	250	490	345	-95
Fleet	2,570	2,079	-491	2,116	-454	-38
Non Collab	0	88	88	0	0	88
<b>Total Non -Operational</b>	<b>19,630</b>	<b>19,636</b>	<b>7</b>	<b>19,267</b>	<b>-362</b>	<b>369</b>
<b>Collaboration and Partnerships</b>						
Collaboration Set up costs	0	339	339			339
Uplift Programme Board	47	88	41	47	0	41
ERP set up costs	0	75	75	87	87	-12
Athena	307	290	-17	293	-13	-4
Athena AMO	135	206	71	217	82	-11
Change team	220	235	15	239	19	-3
General	296	367	71	323	27	44
<b>Joint Protective Services</b>						
Armed Policing Unit	2,805	3,110	304	3,083	278	26
CTP	749	623	-126	626	-123	-3
Dogs	891	998	108	1,003	112	-4
Major Crime Unit	3,085	2,980	-105	2,976	-110	4
Operational Planning	366	396	31	401	36	-5
RPU	3,860	3,651	-209	3,686	-175	-34
Scientific Services Unit/Visual Evidence	3,034	2,968	-65	2,902	-131	66
Protective Services Command	266	327	60	335	69	-9
Force Resilience	120	119	-1	119	-1	0
CTC Expenditure	1,889	1,530	-359	1,575	-315	-44
CTC Income	-1,889	-1,782	107	-1,733	156	-49
Surplus generated by CTC - to reserves		251	251	159	159	93
<b>Organisational Support</b>						
HR and L&D	5,475	5,015	-460	5,292	-183	-277
IMD	1,031	1,007	-24	1,006	-25	1
Payroll	211	194	-17	205	-6	-12
Procurement	380	342	-39	348	-33	-6
Professional Standards Unit	1,276	1,279	3	1,278	2	1
<b>Operational Support</b>						
Firearms Licensing	212	221	8	245	33	-25
CJ phase 1&2	790	742	-48	771	-20	-29
CJ/Custody SMT	171	180	9	195	24	-15
Public Contact	356	364	9	364	8	0
ICT	7,696	7,410	-286	7,410	-286	0
LCJB						
<b>Other Collaboration &amp; Partnerships</b>						
Air Support	875	875	0	875	0	0
ERSOU	2,419	2,386	-33	2,419	0	-33
Kings Lynn PIC	802	772	-30	776	-26	-4
Regional Collaboration	303	185	-118	173	-130	12
SARC	495	416	-79	419	-76	-3
<b>Total Collaborated and Partnerships</b>	<b>38,674</b>	<b>38,159</b>	<b>-515</b>	<b>38,114</b>	<b>-560</b>	<b>45</b>
RCCO	0	71	71			
<b>CHIEFS NET BUDGET REQUIREMENT</b>	<b>150,381</b>	<b>149,469</b>	<b>-911</b>	<b>149,076</b>	<b>-1,304</b>	<b>393</b>
<b>NON-FORCE</b>						
OPCC Buildings	-9	-4	5	6	15	-10
OPCC Cap/Grants	825	1,275	450	1,315	490	-40
OPCC Office	1,270	1,025	-245	1,022	-248	3
<b>Total PCC</b>	<b>2,087</b>	<b>2,296</b>	<b>210</b>	<b>2,342</b>	<b>256</b>	<b>-46</b>
<b>NET BUDGET REQUIREMENT</b>	<b>152,467</b>	<b>151,766</b>	<b>-702</b>	<b>151,419</b>	<b>-1,048</b>	<b>347</b>

## Appendix 2

Scheme Title	Job Code	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Revised Capital Budget 2020/21 £'000	Outturn 2020/21 £'000	(Under)/Over spend £'000	Spend Deferred to 21/22 budget £'000
<b>Land &amp; Buildings</b>							
Major Repairs Planned	Various	-	525	525	334	(191)	183
Wisbech Police Station Refurb	C8068	440	-	440	22	(418)	418
HQ Lead Decontamination and Prevention	C8106	7	15	22	22	-	-
Monks Wood Adaptation	C8108	-	101	101	107	6	-
Demand Hub - Building Works	C8114	25	45	70	-	(70)	70
CSPS Southern Police Station	C8121	-	4,000	4,000	251	(3,749)	3,749
HQ Car Park Extension	C8127	4	-	4	-	(4)	-
HQ VEU Building	C8130	-	107	107	119	12	-
Copse Court Car Park	C8131	176	-	176	176	-	-
Data Centre UPS	C8132	140	-	140	96	(44)	-
Replacement of Door Readers	C8134	-	400	400	15	(385)	370
Thorpe Wood Custody CCTV Upgrade	C8135	-	275	275	-	(275)	275
Parkside Custody CCTV Upgrade	C8136	-	90	90	-	(90)	90
<b>Land &amp; Buildings Total</b>		<b>792</b>	<b>5,558</b>	<b>6,350</b>	<b>1,142</b>	<b>(5,208)</b>	<b>5,155</b>
<b>Fleet</b>							
Vehicle Replacement Programme	C8010	-	1,486	1,486	1,442	(45)	-
<b>Fleet Total</b>		<b>-</b>	<b>1,486</b>	<b>1,486</b>	<b>1,442</b>	<b>-45</b>	<b>0</b>
<b>Non ICT &amp; Collaboration</b>							
Covert Equipment Renewal	C8022	28	45	73	39	(34)	-
JPS Capital	C8028	-	100	100	102	2	-
JPS ANPR	C8071	23	-	23	18	(5)	-
JPS ERSOU	C8104	-	53	53	62	9	-
CED Tasers	C8133	-	29	29	29	(0)	-
X-Ray Machine for Post Room	C8137	-	15	15	15	(0)	-
<b>Non ICT Collaboration Total</b>		<b>51</b>	<b>242</b>	<b>293</b>	<b>265</b>	<b>(28)</b>	<b>0</b>

Scheme Title	Job Code	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Revised Capital Budget 2020/21 £'000	Outturn 2020/21 £'000	Variance at year end £'000	Spend Deferred to 21/22 budget £'000
<b>ICT Collaborated</b>							
Infrastr - digital forensics (DFU Storage-Cambs)	C8125	-	60	60	49	(11)	-
PC/Laptops Replacement	JC0001	-	670	670	679	9	-
Printers	JC0002	-	41	41	18	(23)	-
Networks	JC0005	-	184	184	154	(30)	-
Infrastructure - Servers/Storage/Back up	JC0006/7/8	-	206	206	206	0	-
Telephony	JC0009	-	123	123	43	(80)	30
Mobile Comms - Airwaves	JC0010	-	113	113	73	(40)	-
Mobile Comms - Smartphones	JC0011	-	62	62	64	2	-
Mobile Comms - BWV (Body Worn Video)	JC0012	-	141	141	140	(1)	-
Digital Interviewing	JC0013	199	116	315	141	(174)	162
Storm	JC0014	19	-	19	-	(19)	-
Tetra - Covert Airwave Replacement	JC0016	-	90	90	85	(5)	-
Service Design - Confidential Network	JC0017	-	32	32	26	(6)	-
Service Design - Management Information	JC0018	-	32	32	30	(2)	-
POLICE NOW - Growth	JC0019	-	78	78	78	(0)	-
PC Monitor Replacement	JC0020	-	37	37	33	(4)	-
Port Replicator Replacement	JC0021	-	33	33	33	(0)	-
WAN Replacement	JC0022	-	0	-	-	-	-
<b>ICT Collaboration Total</b>		<b>218</b>	<b>2,017</b>	<b>2,235</b>	<b>1,851</b>	<b>(384)</b>	<b>192</b>
<b>ICT Other</b>							
ESMCP Devices and Fitting	HC8039	173	-	173	-	(173)	-
DNSP	BCHCAB	14	-	14	-	(14)	-
ESN - ICCS	BCHCAA	-	-	-	-	-	-
ERP I-Learn (non ICT Budget)	BCHCAG	-	32	32	68	36	-
Athena	C8035	-	81	81	(6)	(87)	-
Applications - Tuserv (non IT Budget)	JC0003	54	-	54	49	(5)	-
<b>ICT Other Total</b>		<b>241</b>	<b>113</b>	<b>354</b>	<b>112</b>	<b>(246)</b>	<b>0</b>
<b>Schemes Approved Subject to Further Business Case</b>							
Delegated Chief's Budget		-	300	300	0	(300)	-
<b>Grand Total</b>		<b>1,302</b>	<b>9,716</b>	<b>11,018</b>	<b>4,812</b>	<b>(6,207)</b>	<b>5,347</b>

### Appendix 3 – Capital Medium Financial Plan

The following table shows the actual capital programme spend for 2020/21. The budget for 2021/22 has been set at £21,360,067 and the forecast is £18.3m mainly due to reprofiling of CSPS which is now currently £9.4m against a budget of £12.5m.

Capital Programme 2020/21 - 2023/24					
Capital Programme No.	Description of Bid	Actual Programme 2020/21	Forecast Programme 2021/22 £	Forecast Programme 2022/23 £	Forecast Programme 2023/24 £
<b>Section A</b>	<b>Projects where Funding Approved in Previous years</b>				
A1	Athena	(5,509)	42,000	42,000	42,000
	<b>Section A Totals</b>	<b>(5,509)</b>	<b>42,000</b>	<b>42,000</b>	<b>42,000</b>
<b>Section B</b>	<b>Estate Programme</b>				
B1	Cambridgeshire Southern Police Station	251,461	9,438,028	22,339,016	1,832,495
B2	Cambridge City Centre Police Station		100,000		
B3	Estates Major Repairs Planned inc demand hub	334,000	585,000	585,000	600,000
B4	VEU Building HQ	119,000			
B5	Monks Wood - OSU Training Facility	107,000	1,000,000	9,000,000	
B6	Replacement of Door Readers	15,000	385,000		
B7	Wisbech Police Station Refurbishment	22,000	528,000		
B8	St Neots	0	500,000	0	
B9	APU Firing Range Contribution to Land Purchase and New Build			3,000,000	
B10	Copse Court Refurbishment	176,000	450,000		
B11	Remodelling to enable agile working		200,000		
B12	Repairs to Masts		125,000		
B13	HQ Generator Resilience		70,000		
B14	Thorpe Wood CCTV	0	275,000		
B15	Parkside CCTC	0	90,000		
	Demand Hub	0	70,000		
	UPS Data Centre	96,000			
	HQ Lead Decontamination and HQ car park extension	22,000			
	<b>Section B Totals</b>	<b>1,142,461</b>	<b>13,816,028</b>	<b>34,924,016</b>	<b>2,432,495</b>
<b>Section C</b>	<b>Fleet Programme</b>				
C1	Vehicle Replacement Programme	1,433,544	1,522,706	1,568,387	1,615,438
	Bait Cars	8,000			
	<b>Section C Totals</b>	<b>1,441,544</b>	<b>1,522,706</b>	<b>1,568,387</b>	<b>1,615,438</b>
<b>Section D</b>	<b>ICT Enabling Programme</b>				
D1 - D4	ICT Programme 2020/21	1,900,509	2,235,361	1,396,146	1,200,000
	Digital interviewing deferred to 21/22		162,000		
	DFU Computers		88,512		
	Telephony deferred to 21/22		30,000		
11	CRM - In FBC and will go to JCOB				
D5	ESMCP Devices and Fitting (now part of ICT)		0	3,300,000	2,800,000
	ERP - i-learn completion	68,000	0	0	0
	<b>Section D Totals</b>	<b>1,968,509</b>	<b>2,515,873</b>	<b>4,696,146</b>	<b>4,000,000</b>
<b>Section E</b>	<b>Operational Programme</b>				
E1	JPS General	102,000	100,000	100,000	150,000
	ERSOU	62,000			
	ANPR	18,000			
	Covert Equipment	39,000	0	0	0
	CED Tasers	29,000			
	XRAY Machine	15,000			
	Delegated Chiefs Budget	0	300,000	300,000	300,000
	<b>Section E Totals</b>	<b>265,000</b>	<b>400,000</b>	<b>400,000</b>	<b>450,000</b>
	<b>Totals for All Schemes</b>	<b>4,812,005</b>	<b>18,296,607</b>	<b>41,630,549</b>	<b>8,539,933</b>

Funding Proposal					
Section F	Capital Financing	2020/21	2021/22	2022/23	2023/24
	Capital Grants	376,767	135,656	322,257	135,656
	RCCO	1,500,000	3,000,000	3,000,000	3,000,000
	RCCO Local Policing	15,000			
	RCCO POCA Asset Incentivisation Reserve	8,000	88,512		
	RCCO from ICT Budget	56,000			
	RCCO (from Colloboration Vehicle recharges)	443,889	440,000	440,000	440,000
	Capital Carry Forward Reserve	456,000	1,008,000		
	Capital Receipts	537,206	5,850,000	1,250,000	
	Estates Development Reserve	860,000			
	Use under borrowed cash	559,143	7,422,857		
**	Borrowing		351,582	30,648,418	
	Additional Borrowing			5,969,874	4,964,277
	<b>Total Financing</b>	<b>4,812,005</b>	<b>18,296,607</b>	<b>41,630,549</b>	<b>8,539,933</b>