



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Finance Officer

**Date:** 12 October 2021

## **REVENUE AND CAPITAL BUDGET MONITORING REPORT 2021/22 MONTH 5**

### **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 revenue forecast outturn position of £404k underspend at the end of August; and
- To note the proposed Capital amendment to purchase a Digital Van funded by the Chief’s delegated capital budget. This will be added to the capital forecast next month.

### **3. Overview**

3.1 This report sets out the budget position for the Constabulary and OPCC for the 2021/22 financial year. The report also includes Sales Ledger and Purchase Ledger key performance indicators, the cashflow up to the end of August (period 5) and the starting reserve balances are included for information in the report.

**Table 1 – Monitoring Dashboard**

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

**3.2 Revenue Budget**

3.2.1 The tables below show the approved budget, the year end forecast outturn and the forecast outturn variance as at the end of August. The overall outturn forecast underspend on the revenue budget at this reporting period is £404k, an improved position compared to the £301k overspend reported previously.

**Table 2 – Summarised forecast variances by category to the end of August 2021**

	Budget £000	Forecast Outturn £000	Variance £000
Revenue	161,654	161,250	-404*

\*difference due to rounding

Revenue Split	Budget	Forecast	Variance
Officer costs	77,934	79,650	1,716
Staff Costs	25,745	24,134	-1,610
Other Employee costs	355	439	84
Premises	4,554	4,675	120
Transport	2,853	2,380	-473
Supplies & Services	7,225	6,799	-426
Income	-1,974	-2,150	-177
Collaboration	39,883	40,318	435
Chief Corporate	-11	4	16
OPCC	1,215	1,028	-188
OPCC Capital/Grants	3,876	3,973	97
<b>Overall Revenue</b>	<b>161,654</b>	<b>161,250</b>	<b>-404</b>

3.2.2 Within the £404k forecast variance the following are key points to note, further detail is provided on these in Section 2 of the report:

- a) **Local Policing** is reporting an overspend of £597k consisting of a £1,408k forecast overspend for Local Policing Operations, which is offset by a £811k forecast underspend for Investigations and Safeguarding;
- b) **Non-Operational** budgets are forecasting an outturn underspend of £1,346k;
- c) **Collaboration and Partnerships** are forecast to overspend by £436k; and
- d) The **OPCC** is forecasting an underspend of £90k

3.2.3 Significant changes in the forecast since the prior period include:

- a) **Police Officer pay, allowances and pensions** – has seen a reduced overspend forecast from £1,246k to £995k. This includes a reduced intake in September from 20 to 12 new recruits reduced the forecast by around £150k, with the rest being adjustments across the force.
- b) **Police Officer Overtime** – the forecast overspend has increased from £570k to £743k.  
An increase has been as a result of a revision on the numbers adjusted for CARM<sup>1</sup> Operational recodes in Period 4. The expectation is that more cost will be moved from Operational Policing to Operations, as there are still miscodes in CARM. Work is being carried out to try an update these numbers for Period 6 (initial figures suggest this will be in the region of £40k).
- c) **Building Repairs** – the forecast variance has changed from an expected overspend of £131k to £208k. This is partly an increase in Digital Media Investigations forecast and small additional spends across the Estate.
- d) **Transport Costs** overall forecast underspend has increased from £405k to £473k. This is partly a reduction in the expectation of Vehicle hire charges and an increase in some of the recharges to Collaborated units.
- e) **Clothing & Uniforms** – a change from an expected overspend of £3k to an underspend of £47k. This is based on a reduced volume usage in the last couple of months.

<sup>1</sup> CARM – the duties management system across Bedfordshire, Cambridgeshire and Hertfordshire

- f) **BCH Collaboration** – a reduced forecast spend of £447k, which includes underspends on Armed Policing Units (APU) (£46k), Major Crime Unit (MCU) (£112k) and Information and Communication Team (ICT) (£219k).

### 3.2 **Capital Budget and Reserves**

All figures in £000	Budget	Capital changes in year	Adjusted Capital Budget	Forecast	Variance
Estates	16,795	(2,798)	13,999	9,197	(4,802)
IT	2,642	(66)	2,576	2,576	0
Fleet	1,523	46	1,569	1,569	0
Other Projects	100	84	184	184	0
Schemes approved by chief	300	(80)	220	0	(220)
<b>Total</b>	<b>21,360</b>	<b>(2,812)</b>	<b>18,548</b>	<b>13,526</b>	<b>(5,022)</b>

3.3.1 The revised capital budget for the year is £18.55m with current committed spend of £6.0m but a full year forecast of £13.53m resulting in an expected year end variance of £5.02m. This is mainly due to revised forecasts for the timing of expenditure on the Cambridge Southern Police Station and Monks Wood Specialist Training projects.

3.3.2 One capital amendment is proposed to purchase a Digital Van as identified through the Strategic Threat and Risk Assessment (STRA) and funded through the Chief's delegated capital budget (£46k). This amendment is reported to the Board for noting as it is funded from the Chief's delegated capital budget.

### 3.4 **Key Performance Indicators**

3.4.1 Prompt payment of purchases is at 97% against a target of 95%. Debtor days show the average number of days required for a company to receive payment from its customers for invoices issued to them.

## 4. **Revenue Budget 21/22 and Period 5 (August) Forecast**

### 4.1 **Revenue outturn Summary**

4.1.2 A revenue budget of £161.7million has been approved for 2021/22. There are already known pressures for the year such as the financial impact of the expected over achievement of police officers against the Uplift Programme target.

4.1.3 Changes in outturn variance forecasts over £50k are explained in the commentary to this section. As part of the monthly monitoring further variance analysis will be carried out between finance and budget holders to validate the accuracy of forecasts and identify other budget movements and variances.

Chief Constable Revenue Budget Period 5 2021/22									
Year to date				Full Year					
Budget P5 £'000	Actual P5 £'000	Variance P5 £'000		Budget £'000	Year end Outturn P5 £'000	Year end Outturn variance P5 £'000	Year end Outturn variance P4 £'000	Change from prior month P4 £'000	
			<b>LP - Inv&amp; Safeguarding</b>						
734	751	17	Covert Authorities	1,657	1,722	66	68	-2	
2,360	2,289	-70	Inv Stds & Devt	6,452	6,414	-38	-47	9	
3,842	3,565	-277	ISCD	8,851	8,587	-264	-296	32	
4,170	3,695	-475	Protecting Vulnerable People	10,339	9,765	-574	-596	22	
55	55	0	Safeguarding & Command	147	146	-2	-2	0	
<b>11,161</b>	<b>10,355</b>	<b>-806</b>	<b>Total LP - Inv&amp; Safeguarding</b>	<b>27,446</b>	<b>26,634</b>	<b>-811</b>	<b>-872</b>	<b>61</b>	
			<b>LP - Ops</b>						
596	530	-66	Business Support	1,558	1,450	-108	-84	-24	
229	921	692	Command	634	1,748	1,114	704	410	
6,438	5,790	-648	Demand Hub	15,505	14,379	-1,126	-1,067	-59	
9,275	9,937	662	Northern Hub	22,352	23,652	1,300	1,478	-178	
752	722	-30	Operational Support	1,857	1,917	60	48	13	
289	174	-116	Partnerships & Prevention	1,314	1,172	-141	-124	-18	
290	0	-290	Resilience	695	0	-695	-695	0	
9,227	9,739	512	Southern Hub	22,344	23,349	1,005	1,361	-357	
<b>27,096</b>	<b>27,813</b>	<b>717</b>	<b>Total LP - Ops</b>	<b>66,260</b>	<b>67,668</b>	<b>1,408</b>	<b>1,622</b>	<b>-214</b>	
			<b>Non Operational - in-house</b>						
2,654	2,671	18	Estates	5,384	5,447	63	60	3	
278	241	-37	Finance	655	589	-66	-58	-8	
857	674	-183	People & Professionalism	2,067	1,878	-189	-180	-9	
729	659	-70	OIC	1,734	1,536	-198	-130	-67	
447	454	7	NPCC	1,174	1,154	-21	-51	30	
336	310	-25	Corp Comms	805	774	-30	-12	-18	
333	297	-37	Insurance	1,009	966	-43	-83	40	
4,218	3,881	-337	Corporate	7,354	6,498	-856	-604	-252	
0	12	12	Legal	0	122	122	0	122	
48	453	405	Ops	145	443	298	294	4	
1,216	1,040	-176	Fleet	2,556	2,168	-388	-324	-64	
38	30	-8	Non Collab	92	54	-38	-60	22	
<b>11,155</b>	<b>10,724</b>	<b>-431</b>	<b>Total Non -Operational</b>	<b>22,975</b>	<b>21,629</b>	<b>-1,346</b>	<b>-1,149</b>	<b>-197</b>	
			<b>Collaboration and Partnerships</b>						
1,222	1,258	35	Collaboration - Other	5,350	5,471	122	122	0	
15,516	15,531	15	Collaboration - Tri Force	34,533	34,521	-12	446	-458	
		0	CTC To reserves		326	326	315	11	
<b>16,738</b>	<b>16,788</b>	<b>50</b>	<b>Total Collaborated and Partnerships</b>	<b>39,883</b>	<b>40,318</b>	<b>436</b>	<b>882</b>	<b>-447</b>	
<b>66,149</b>	<b>65,680</b>	<b>-470</b>	<b>CHIEFS NET BUDGET REQUIREMENT</b>	<b>156,563</b>	<b>156,249</b>	<b>-314</b>	<b>484</b>	<b>-797</b>	
			<b>Other Collaboration &amp; Partnerships</b>						
522	392	-130	OPCC Office	1,215	1,028	-188	-184	-4	
-1,239	-1,757	-518	Other Corporate costs	3,876	3,973	97	1	96	
<b>-718</b>	<b>-1,365</b>	<b>-647</b>	<b>Total PCC</b>	<b>5,091</b>	<b>5,001</b>	<b>-90</b>	<b>-183</b>	<b>92</b>	
<b>65,431</b>	<b>64,314</b>	<b>-1,117</b>	<b>NET BUDGET REQUIREMENT</b>	<b>161,654</b>	<b>161,250</b>	<b>-404</b>	<b>301</b>	<b>-705</b>	
<i>Note: Figures may not cast due to rounding</i>									

## 4.2 Operational Policing

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

### 4.2.1 Local Policing Operational

#### **Command (£1,114k over)**

An increased forecast of £410k on Officer costs for new recruits offset by expected leavers. Following a review of Officer numbers, an adjustment has been made to take account of a lower expected number of leavers for the rest of the financial year. All new recruits and forecast leavers are currently reported in the Command budget

#### **Demand Hub (£1.126k under)**

An increased underspend of £59k due to small underspend increases across Staff.

Pay and overtime, as well as Officer Pay and overtime. The largest is £40k on Officer overtime due to an over estimate based on CARM re-codes from period 4. This has now been corrected period 5.

#### **Northern Hub (£1.300k over)**

A reduction of £178k, which is primarily Police Officer Pay and allowances (£213k). Officer strength is 3fte lower in Period 5 compared to Period 4. North Response Investigations and Geographic Response forecasts reduced this month, partly offset by an increase in Neighbourhood.

#### **Southern Hub (£1,00k over)**

A reduction of £357k is mainly due to forecast reductions of £353k on Geographic Response and Investigations Constables. This is partly down to new starters not moving over from New Recruits as expected.

### 4.2.2 NON-OPERATIONAL DEPARTMENTS

#### **Organisational Improvement Centre (OIC) (£198k under) and Legal (£122k over)**

A review is currently under way to identify the budget moves from OIC to Legal, which accounts for the majority of the change in under/overspends on these 2 areas. This will be fully reported in period 6.

#### **Fleet (£388k under)**

An increased underspend of £64k, from £405k to £473k. This is partly a reduction in the expectation of Vehicle hire charges and an increase in some of the recharges to Collaborated units.

### 4.2.3 Collaboration

#### **Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Collaboration (£12k under)**

Change in month of £475k due to the following:

- **Armed Policing Unit (APU)** £46k reduced overspend, primarily due to an expected drop in Officer strength;
- **Major Crime Unit (MCU)** £112k increased underspend, with an additional 6fte Officer vacancies in period 6;

- **ICT** £219k underspend as a result of the Eastern Region Special Operations Unit (ERSOU) service wrap pressure previously identified being redirected to capital, reductions in Airwaves excess charges and the Evidence.com contract; and
- **Human Resources (HR) and Learning & Development (L&D)** being forecast as per period 4, this is under review and an updated forecast will be provided in period 6.

#### 4.2.4 Collaboration other (£330k under)

The Regional Collaboration forecast overspend is expected to be net nil, however a £239k budget move to corporate has been made in month to cover a £39k spend on Forensic Collision Investigation Network (FCIN), and £200k for Home Office IT costs. A budget of £213k is held for Digital Asset Management System (DAMS), which is subject to the final business case decision.

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

##### Capital Financing (£97k over)

A £97k increased forecast overspend on Capital Financing is as a result of a review, and subsequent reduction of interest expected on investments.

#### 4.2.6 POLICE OFFICER PAY & ALLOWANCES

The following table presents the current forecast of in-house Police Officer spend. Police Officer pay and allowance variances are reported with a year-end overspend of £995k forecast. These figures do not include Officer FTE's for Collaborated units.

Area	August			Full Year budget	M1-5 profile	M1-5 Actual	Full year forecast	Full year variance
	Budget Post FTE	M5 FTE	FTE Variance					
Inv & Safeguard Command	1.00	1.00	0.00	127,193	52,997	54,693	130,483	3,290
Covert Authorities	13.00	12.58	-0.42	848,773	353,655	351,616	841,347	-7,426
ISCD	100.00	92.81	-7.19	5,999,701	2,499,876	2,271,630	5,702,092	-297,609
Inv Stds & Development	52.00	54.90	2.90	3,350,219	1,395,925	1,433,437	3,480,040	129,821
Protecting Vulnerable People	165.00	151.64	-13.36	9,118,658	3,799,441	3,438,736	8,664,381	-454,277
Local Policing Op - Command	1.00	2.00	1.00	134,271	55,946	78,123	185,655	51,384
Demand Hub	69.00	55.17	-13.83	4,172,953	1,738,729	1,384,575	3,374,649	-798,304
Northern Hub	434.00	455.79	21.79	20,492,519	8,538,550	9,202,021	21,792,061	1,299,542
Southern Hub	436.00	460.08	24.08	20,580,490	8,575,205	9,039,796	21,531,113	950,623
Operational Support	23.00	21.30	-1.70	1,388,543	578,560	559,327	1,433,958	45,415
Partnership & Prevention Support	14.00	10.83	-3.18	942,989	392,912	330,327	868,671	-74,318
People & Professionalism	30.00	23.63	-6.37	1,820,619	758,591	614,632	1,625,129	-195,490
New Recruits	0.00	67.00	67.00	0	0	840,421	2,194,301	2,194,301
Expected Leavers	0.00	0.00	0.00	0	0	0	-632,100	-632,100
Resilience	16.00	0.00	-16.00	694,880	289,533	0	0	-694,880
Non LP	16.00	19.00	3.00	2,479,834	923,270	756,476	1,955,193	-524,641
<b>Grand Total</b>	<b>1370.00</b>	<b>1427.73</b>	<b>57.73</b>	<b>72,151,642</b>	<b>29,953,191</b>	<b>30,355,814</b>	<b>73,146,974</b>	<b>995,332</b>

4.2.7 The following table is the latest recruitment plan for the Force (strength does include Cambs Officers working in Collaborated units). It should be noted that budgeted establishment includes the 61 Officer uplift FTE's and that the uplift target was reached in May 2021. The Officer FTE actual and forecast as at August is reported below.

#### 4.2.8 Officer FTE forecast

In-house Officer predicted strength versus budget 2021-22												
	Actual					Forecast						
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Actual Strength	1,616.10	1,627.01	1,642.59	1,654.34	1,661.34	1,654.24	1,658.24	1,666.24	1,656.64	1,648.64	1,660.64	1,674.04
Intakes	20.00	18.00	19.00	12.00		12.00	16.00			20.00	22.00	
Leavers	-11.00	-3.40	-8.00	-6.90	-7.00	-9.00	-8.00	-9.60	-8.00	-8.00	-8.60	-8.60
Transfer in	1.00		1.00	1.00	1.00	1.00						
Other	0.91	0.98	-0.25	0.90	-1.10							
<b>Month end Strength</b>	<b>1,627.01</b>	<b>1,642.59</b>	<b>1,654.34</b>	<b>1,661.34</b>	<b>1,654.24</b>	<b>1,658.24</b>	<b>1,666.24</b>	<b>1,656.64</b>	<b>1,648.64</b>	<b>1,660.64</b>	<b>1,674.04</b>	<b>1,665.44</b>
<b>Budgeted Establishment</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>	<b>1,631.30</b>
<b>Variance</b>	<b>-4.29</b>	<b>11.29</b>	<b>23.04</b>	<b>30.04</b>	<b>22.94</b>	<b>26.94</b>	<b>34.94</b>	<b>25.34</b>	<b>17.34</b>	<b>29.34</b>	<b>42.74</b>	<b>34.14</b>

#### 4.2.9 POLICE STAFF PAY & ALLOWANCES

The following table presents the current forecast of in-house Police Staff spend. Police Staff pay and allowance variances are reported as a year-end forecast underspend of £1,620k.

Department/Area	Actual FTE		Budgeted				Year end forecast	Year end forecast variance
	Budget Post FTE	August 21/22	2021-22 Total	M1-5 profile	M1-5 Actual	M5 variance		
<b>Operational Policing</b>								
Covert Authorities	9.36	9.36	437,288	182,204	211,537	29,333	504,123	66,835
Investigations & Standards Development	56.86	52.07	2,196,279	915,116	812,357	-102,759	2,059,750	-136,529
Intelligence	61.09	52.95	2,505,758	1,044,065	902,538	-141,527	2,329,125	-176,633
Protecting Vulnerable People	27.03	17.91	904,027	376,677	236,070	-140,607	724,318	-179,709
Demand Hub	248.17	225.81	11,056,029	4,606,552	4,197,215	-409,337	10,454,509	-601,520
Northern Hub	11.48	5.50	381,996	159,164	97,097	-62,067	245,335	-136,661
Southern Hub	7.52	3.70	238,699	99,458	45,856	-53,602	155,739	-82,960
Business Support	29.59	27.59	969,246	403,853	369,302	-34,551	895,395	-73,851
Partnerships & Prevention	9.18	8.48	337,904	140,793	110,168	-30,625	294,712	-43,192
People and Professionalism	5.00	4.00	226,622	94,426	46,939	-47,487	181,992	-44,630
Operational Support	10.31	10.08	350,086	145,869	130,900	-14,969	337,505	-12,581
	<b>475.59</b>	<b>417.44</b>	<b>19,603,934</b>	<b>8,168,178</b>	<b>7,159,980</b>	<b>-1,008,198</b>	<b>18,182,503</b>	<b>-1,421,431</b>
<b>In-House Other</b>								
OIC	27.16	25.22	1,169,010	487,088	443,118	-43,970	1,110,845	-58,165
Insurance	2.00	2.00	94,399	39,333	40,404	1,071	98,481	4,082
Finance	13.52	11.52	605,008	252,087	221,500	-30,587	555,400	-49,608
NPCC	7.81	7.00	428,345	179,317	164,699	-14,617	416,829	-11,516
Estates	19.30	17.80	818,738	341,140	341,677	537	827,564	8,826
Corporate Comms	15.00	14.00	733,210	305,504	296,319	-9,185	723,821	-9,389
Corporate	4.00	2.00	130,845	54,519	71,602	17,083	95,267	-35,578
Non-Collaborated	2.00	1.00	92,111	38,380	17,021	-21,359	40,948	-51,163
Fleet (non Chargeable)	4.25	4.00	115,579	48,158	49,638	1,480	119,227	3,648
<b>Grand total</b>	<b>570.62</b>	<b>501.98</b>	<b>23,791,179</b>	<b>9,913,703</b>	<b>8,805,957</b>	<b>-1,107,745</b>	<b>22,170,885</b>	<b>-1,620,294</b>
PCSO	40.00	35.58	1,743,644	726,518	683,017	-43,501	1,428,515	-315,129



<b>Vacancies as at the end of August 2021</b>				
<b>AREA</b>	<b>DEPARTMENT</b>	<b>FTE</b>	<b>MONTHLY SALARY PER POST</b>	<b>Overall saving/pressure</b>
Corporate		-2.00	-4,701	-46,347
L&D Non Collab		-1.00	-7,676	-92,111
Estates		-1.50	-2,030	-14,466
Finance		-2.00	-6,604	-52,401
Fleet		-0.25	-82	-984
Corporate Comms		-1.00	-2,972	-13,208
Legal		0.00	4,380	23,629
NPCC		-0.81	-2,084	-8,588
OIC		-1.94	-5,805	-68,050
LP	Business Support	-2.00	-5,632	-40,812
	Covert	0.00	0	0
	Demand Hub	-22.35	-77,318	-545,375
	Intelligence	-8.14	-27,158	-231,412
	Investigations & Standards Development	-4.80	-16,024	-59,131
	Northern Hub	-5.98	-16,531	-148,611
	Operational Support	-0.23	214	-13,137
	Partnerships & Prevention	-0.70	-2,072	-24,862
	People & Professionalism	-1.00	-2,612	-13,060
	Protecting Vulnerable People	-9.12	-27,807	-174,050
	Southern Hub	-3.82	-9,406	-66,923
<b>Grand Total</b>		<b>-68.64</b>	<b>-211,920</b>	<b>-1,589,898</b>

#### 4.2.10 OFFICER OVERTIME

##### **Overall Officer Overtime budget/spend**

Work has been carried out to identify and re-code a significant amount of overtime from Departments to Operation codes from Periods 1-4. This is an ongoing process however; additional moves are expected between Operational Departments and Operations for at least the next few months as ongoing review of CARM coding is undertaken.

Work is also underway to try and reduce the number of claims by officers on CARM that are missing Operation codes. Two instructional videos on the use of CARM have been distributed by Business Support, and a request has gone out to Superintendents to ask authorisers to ensure claims are correctly input before authorising.

Overall Overtime to the end of August 2021						
Department	Full year budget	Budget P1-5	Actual P1-5	In year Variance	Forecast	Forecast variance
<b>Operational Policing</b>						
Command	500,000	172,710	1,898	-170,812	0	-500,000
Covert Authorities	8,108	2,702	4,304	1,601	12,000	3,892
Demand Hub	43,498	15,132	41,721	26,589	120,546	77,048
Inv Stds & Devt	71,204	24,095	52,107	28,012	125,000	53,796
ISCD	150,988	52,235	122,749	70,515	285,000	134,012
Northern Hub	560,511	196,213	300,166	103,953	866,549	306,038
Operational Support	16,980	5,717	9,575	3,858	28,331	11,351
Partnerships & Prevention	1,000	333	1,984	1,651	5,659	4,659
People & Professionalism	0	0	5,877	5,877	15,500	15,500
Protecting Vulnerable People	189,732	65,546	117,146	51,600	250,000	60,268
Southern Hub	546,273	191,467	287,182	95,714	828,813	282,540
<b>Operational Policing Total</b>	<b>2,088,294</b>	<b>726,151</b>	<b>944,709</b>	<b>218,557</b>	<b>2,537,398</b>	<b>449,104</b>
Ops	450,000	149,985	266,647	116,662	743,168	293,168
Glide	218,000	218,000	219,249	1,249	218,000	0
<b>Grand Total</b>	<b>2,756,294</b>	<b>1,094,136</b>	<b>1,430,605</b>	<b>336,468</b>	<b>3,498,566</b>	<b>742,272</b>

Officer overtime is split into 3 areas excluding Collaborated units: 1) Bank Holiday overtime; 2) Local Policing Non-Bank holiday; and 3) Level 2 Operations. In overall terms overtime is currently forecast to overspend by £742k despite an increase in the budget of £500k for 2021/22.

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 and 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.

The reporting of hours from the Duty management system (CARM) are still being developed. Until this is resolved, reporting Operations by hours worked will not be available. All Operational overtime is still coded to the individuals home code, which then requires a manual journal to move to Level 2

#### 4.2.12 Bank Holiday Overtime

Due to an additional 3 Police Bank Holidays in 2021-22, an additional £200k was allocated to Operational Policing. This will be allocated in September (Period 6).

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. The total bank holiday forecast costs are expected to marginally overspend by £36k.

Operational Policing Officer Bank Holiday budget/spend to the end of August 2021						
Department	Full year budget	Budget P1-5	Actual P1-5	In year Variance	Forecast	Forecast variance
<b>Operational Policing</b>						
Command	200,000	72,720	0	-72,720	0	-200,000
Covert Authorities		0	1,716	1,716	3,987	3,987
Demand Hub	20,936	7,612	18,465	10,853	50,781	29,845
Inv Stds & Devt	11,964	4,350	22,570	18,220	55,028	43,064
ISCD	61,479	22,354	16,055	-6,299	42,884	-18,595
Northern Hub	310,055	112,736	134,761	22,025	373,447	63,392
Operational Support	1,910	694	1,582	888	4,349	2,439
Partnerships & Prevention		0	1,178	1,178	3,238	3,238
People & Professionalism		0	4,556	4,556	12,172	12,172
Protecting Vulnerable People	77,762	28,274	42,702	14,428	114,947	37,185
Southern Hub	310,055	112,736	127,474	14,738	360,060	50,005
<b>Operational Policing Total</b>	<b>994,161</b>	<b>361,477</b>	<b>371,059</b>	<b>9,582</b>	<b>1,020,893</b>	<b>26,732</b>
Ops	0	0	8,095	8,095	8,095	8,095
Glide	0	0	1,637	1,637	1,637	1,637
<b>Grand Total</b>	<b>994,161</b>	<b>361,477</b>	<b>380,791</b>	<b>19,314</b>	<b>1,030,625</b>	<b>36,464</b>

#### 4.2.13 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 £705k, including Operations.

Operational Policing Officer Non Bank Holiday budget/spend to the end of August 2021						
Department	Full year budget	Budget P1-5	Actual P1-5	In year Variance	Forecast	Forecast variance
<b>Operational Policing</b>						
Command	300,000	99,990	1,898	-98,092	0	-300,000
Covert Authorities	8,108	2,702	2,588	-115	8,013	-95
Demand Hub	22,562	7,520	23,256	15,736	69,765	47,203
Inv Stds & Devt	59,240	19,745	29,537	9,792	69,972	10,732
ISCD	89,509	29,881	106,694	76,814	242,116	152,607
Northern Hub	250,456	83,477	165,405	81,928	493,102	242,646
Operational Support	15,070	5,023	7,993	2,971	23,982	8,912
Partnerships & Prevention	1,000	333	806	473	2,421	1,421
People & Professionalism	0	0	1,321	1,321	3,328	3,328
Protecting Vulnerable People	111,970	37,272	74,444	37,172	135,053	23,083
Southern Hub	236,218	78,731	159,708	80,976	468,753	232,535
<b>Operational Policing Total</b>	<b>1,094,133</b>	<b>364,675</b>	<b>573,650</b>	<b>208,975</b>	<b>1,516,505</b>	<b>422,372</b>
Ops	450,000	149,985	258,552	108,567	735,073	285,073
Glide	218,000	218,000	217,612	-388	216,363	-1,637
<b>Grand Total</b>	<b>1,762,133</b>	<b>732,660</b>	<b>1,049,814</b>	<b>317,155</b>	<b>2,467,941</b>	<b>705,808</b>

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

Spend relating to specific Operations is set out below.

<b>Operational spend to the end of August 2021</b>	
<b>Operation</b>	<b>£</b>
GLIDE	220,016
TRELAWNY	71,383
VOLUS	42,282
VASTUS	33,321
GUARDIAN-CAMBS	18,782
COVID-19	10,983
NEEDHAM	9,145
POOL	8,584
KESWICK	7,786
CROSSGRAIN	7,441
TRANSIENT	7,331
ARNSIDE	6,527
WAVEFORM	5,856
FELIZ	5,442
HIGH JUMP	5,434
TUSK	5,252
ABACOST	4,099
Under £4k	16,090
<b>Total</b>	<b>485,753</b>

#### 4.2.11 STAFF OVERTIME

Staff overtime the end of August 2021 is presented in the following table.

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.

<b>Police Staff Overtime spend to the end of August 2021</b>						
<b>Department</b>	<b>Full year Budget</b>	<b>Budget Month 1-5</b>	<b>Spend Month 1-5</b>	<b>M1-5 Variance</b>	<b>Forecast</b>	
					<b>Annual Spend</b>	<b>Forecast Variance</b>
Business Support	2,000	667	0	-667	0	-2,000
Covert Authorities	44,268	14,755	2,814	-11,941	27,500	-16,768
Demand Hub	111,070	37,020	143,680	106,660	349,979	238,909
Inv Stds & Devt	23,057	7,685	17,244	9,559	37,500	14,443
ISCD	22,810	7,603	22,370	14,768	55,000	32,190
Northern Hub	336	112	846	734	2,529	2,193
Operational Support	183	61	1,496	1,435	4,422	4,239
Protecting Vulnerable People	0	0	3,631	3,631	7,000	7,000
Southern Hub	16	5	0	-5	0	-16
<b>LP Total</b>	<b>203,740</b>	<b>67,907</b>	<b>192,081</b>	<b>124,175</b>	<b>483,930</b>	<b>280,190</b>
NPCC	2,017	840	837	-3	0	-2,017
OIC	4,000	1,333	361	-973	1,481	-2,519
Ops	0	0	4,150	4,150	4,150	4,150
Corporate	0	0	1,209	1,209	1,093	1,093
Estates	0	0	5,256	5,256	5,000	5,000
Finance	0	0	746	746	1,456	1,456
<b>Grand Total</b>	<b>209,757</b>	<b>70,080</b>	<b>204,640</b>	<b>134,559</b>	<b>497,110</b>	<b>287,353</b>

## 5 Capital Funding and Budget 2021/22

5.1 The capital spend and financing to the end of August is presented below.

	Original 2021/22 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2021/22 Capital Budget	Actual & Committed 2021/22	%	Full Year Forecast 2021/22	Expected Outturn % of Revised Capital Budget
All figures £'000								
<b>Capital Payments:-</b>								
Land & Buildings	16,795	-2,796	-	<b>13,999</b>	2,571	18%	9,197	66%
Fleet	1,523	-	46	<b>1,569</b>	1,508	96%	1,569	100%
IT & Communications	2,642	-66	-	<b>2,576</b>	1,825	71%	2,576	100%
Other Projects & Collaboration	100	84	-	<b>184</b>	63	34%	184	100%
Approved subject to further business case	300	-34	-46	<b>220</b>	-	0%	-	0%
<b>TOTAL</b>	<b>21,360</b>	<b>-2,812</b>	<b>-</b>	<b>18,548</b>	<b>5,967</b>	<b>32%</b>	<b>13,526</b>	<b>73%</b>

	Original 2021/22 Capital Programme	Previously Authorised Programme Amendments	Proposed/new Programme Amendments	Revised 2021/22 Capital Budget
All figures £'000				
<b>Capital Financing:-</b>				
Capital Grants	136	-	-	<b>136</b>
Carry Forward Reserve	602	406	-	<b>1,008</b>
Capital Receipts	5,850	233	-	<b>6,083</b>
RCCO	3,440	107	-	<b>3,547</b>
Borrowing	11,332	-3,558	-	<b>7,774</b>
<b>TOTAL</b>	<b>21,360</b>	<b>-2,812</b>	<b>-</b>	<b>18,548</b>

5.1.2 The committed capital spend for the 2021/22 Capital Programme is currently £6.0m at the end of August.

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. Reductions in the forecasts for Cambridgeshire Southern Police Station (CSPS) and Monks Wood have been made as a result of the latest expected timing of expenditure.

## 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 £2,571k (18%) against a budget of £13,999k. The major projects being the Major Repairs project (£481k), the Wisbech Police Station Refurbishment (£580k) and the CSPS project (£917k).

5.2.2 The Fleet projects are managed by Chiltern Transport Consortium and have an actual commitment and a full year forecast of £1,523k (99%) against budget. In addition a further van is proposed to be purchased by the force for £46k

5.2.3 The total actual and committed spend for the IT and Communications projects is £1,825k (71%) against a budget of £2,576k. The major projects being the PC/Laptops Replacement project (£647k) and the Mobile Comms – Body Worn Video project (£422k).

5.2.4 The remaining Other projects have an actual spend and commitment of £63k (34%) against a total budget of £184k.

5.2.5 CSPS is scheduled to come to the Board in December for approval and contract award. If approved the land purchase for £4m is expected to take place in January 2022 and the start on site is expected to commence in February 2022. Work packages are currently going out for quotes which is being managed by the Constabulary's consultants

5.2.6 The forecast spend on Monks Wood has been reduced to just £136k as the planning application for the adaptation of Monks Wood will not be agreed until November 2021 at the earliest. Overall costs of this project over the next few years are currently expected to be £10m overall but will need to be kept under review in the capital programming as part of the Medium Term Financial Statement (MTFS).

## 5.3 Capital Financing

5.3.1 Forecasted full year Capital Financing is shown below. Capital Receipts this year are now expected to be £6.6m subject to receiving £5m for the sale of our HQ Operational Land later in the year. At present £6.1m of these receipts are planned to be used to fund the capital expenditure for the year to avoid the need for additional borrowing during the year.

	£'000
2020/21 Forecast Capital Expenditure	13,526
2020/21 Planned Capital Financing	
Capital Grants	136
Borrowing	2,752
Capital receipts	6,083
Carry Forward Reserve	1,008

Revenue Contributions to Capital	3,547
Total Capital Financing	<b>13,526</b>

#### 5.4 PROPOSED AMENDMENTS FOR APPROVAL

5.4.1 It has been agreed through the Strategic Threat and Risk Assessment (STRA) process that the Constabulary will purchase a force funded Digital van at an estimated cost of £46k. The funding also agreed through the STRA process is to come from the Chiefs Delegated Budget in 2021/22. It is recommended that this is noted by the Board.

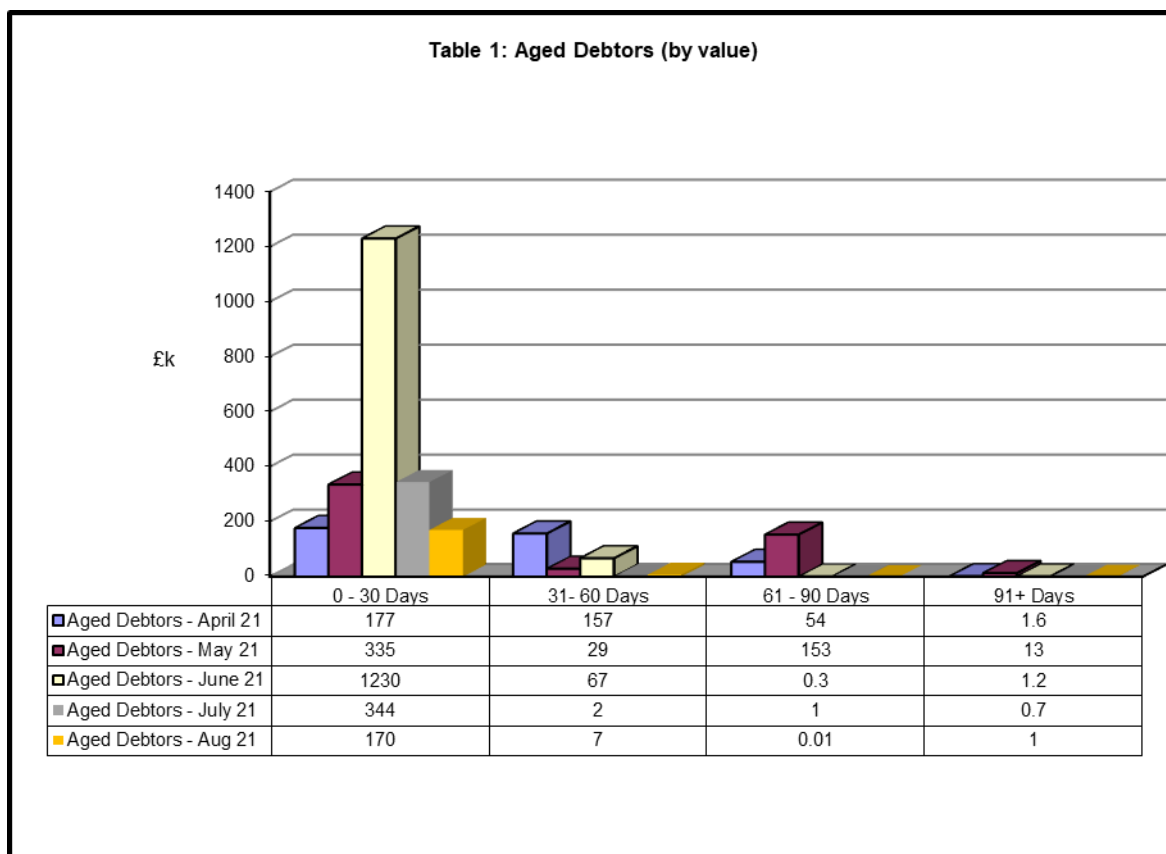
### 6. Sales & Purchase Ledger KPI's

#### 6.1 SALES LEDGER & CREDIT CONTROL KPI

6.1.1 The overall sales ledger balance at 31<sup>st</sup> August was £168k; this compares with £347k for the end of July 2021. This is a decrease from July 2021. The Finance Supervisor's efforts continue on a regular basis to reduce the level of outstanding debt.

<b>2016/17</b>	106.3 days
<b>2017/18</b>	28.3 days
<b>2018/19</b>	11.4 days
<b>2019/20</b>	7.08 days
<b>2020/21</b>	6.3 days
<b>2021/22 Ytd</b>	11.5 days

6.1.2 The following Chart shows there was a small amount of outstanding debt at 91+ days of £1k for August 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 days target for the 5 months to 31st August, this is against a target of 95%
- 6.2.3 KPI's have not been compromised despite the team being down by 1 FTE since April. This has been achieved by focusing on key activities and moving 1 team member across to support the payment processes and our Finance Supervisor working constantly to maintain a full service.

	2017/18	2018/19	2019/20	2020/21	2021/22
Invoices Paid no.	16,419	13,613	13,142	9,723	3,894
Paid within 30 days (no)	15,971	13,294	12,730	9,422	3,782
Paid within 30 days (%)	97%	98%	97%	97%	97%
Target	95%	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 31<sup>th</sup> August 2021. Repayments and interest are paid quarterly

PWLB Loans	Balance as at 31/07/2021	Cash Balance as at 31/07/2021
Loan 1	£775,264.63	£775,264.63
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
Total	£17,262,955.28	£17,262,955.28

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

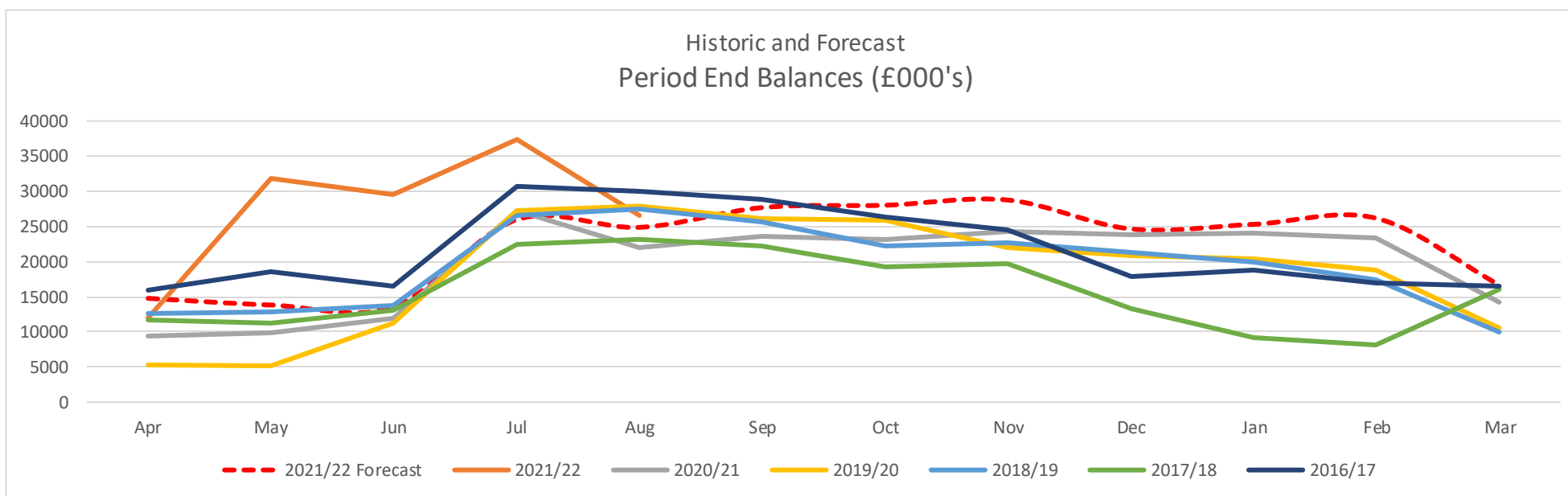


## 7.2 CASHFLOW FORECAST

The table below shows our cash flow forecast as at 31 August 2021. Actual spend has been less than expected over the last couple of months (lower supplier payments). Additional work on the cashflow is planned to more closely reflect expected spend in the year as updated information becomes available.

### Cash Flow 2021/22

	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Cash Flow (£ 000's)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cash Balance *	14,211	11,995	31,776	29,583	37,366	26,492	27,682	28,013	28,755	24,642	25,300	26,152
Cash Inflows	15,255	35,508	17,377	31,806	9,833	17,170	16,444	16,533	16,444	16,389	16,423	9,350
Cash Outflows	17,471	15,727	19,570	24,023	20,707	15,980	16,113	15,791	20,557	15,731	15,571	18,826
Net Cash Flow	-2,216	19,781	-2,193	7,783	-10,874	1,190	331	742	-4,113	658	852	-9,476
Closing Balance	11,995	31,776	29,583	37,366	26,492	27,682	28,013	28,755	24,642	25,300	26,152	16,676



### 7.3 RESERVES

7.3.1 Group usable reserves are expected to decrease overall by £0.5m by the end of 2021/22 with the movements set out in the table below.

#### Group Usable Reserves

	Balance 31 March 2021	Movement	Forecast Balance 30 July 2021
	£000	£000	£000
Carry Forward Projects Reserve	1,158	-	1,158
Insurance Reserve	1,676	-	1,676
Ill-Health Retirement Reserve	398	-	398
Capital Reserve	-	-	-
Drug Forfeiture (Operational) Reserve	398	22	420
Budget Assistance Reserve	1,888	-	1,888
Uplift Reserve	30	-	30
Capital Carry Forward Reserve	1,008	(1,008)	0
Asset Incentivisation Reserve	524	(108)	416
Road Casualty Reduction & Support Fund	1,096	(90)	1,006
Collaboration & Commissioning Reserve	251	188	439
ICT Development Reserve	-	-	-
Estates Development Reserve	-	-	-
Major Incident Victim Support	25	-	25
ERSOU Maintenance Fund	110	-	110
ESMCP Reserve	100	-	100
Pension Reserve (McCloud & Revaluation Smoothing)	75	-	75
Transformation Reserve	-	-	-
<b>Total Earmarked Reserves</b>	<b>8,737</b>	<b>(996)</b>	<b>7,741</b>
General Reserve	7,492	-	7,492
<b>Total General and Earmarked Reserves</b>	<b>16,229</b>	<b>(996)</b>	<b>15,233</b>
Capital Receipts Reserve	-	468	468
Unapplied Capital Receipts Reserve	187	-	187
<b>Total Usable Reserves</b>	<b>16,416</b>	<b>(528)</b>	<b>15,888</b>

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

<b>Recovered Asset/POCA at the end of August 2021</b>	
	<b>£</b>
Reserves	-524,400.81
Spend	207,958.85
Income in year	-100,331.66
<b>Balance available</b>	<b>-416,773.62</b>

<b>Drugs Forfeiture at the end of August 2021</b>	
	<b>£</b>
Reserves	-397,510.04
Spend	2,047.50
Income in year	-24,178.77
<b>Balance available</b>	<b>-419,641.31</b>

## 8 Recommendation

8.1 The Board is recommended to:

- Note the revenue forecast outturn position of £404k underspend at the end of August; and
- To note the proposed Capital amendment to purchase a Digital Van funded by the Chief's delegated capital budget. This will be added to the capital forecast next month

### 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 Period 5 2021/22							
Prior period		Full Year	Year to	Year to	Year to	Year end	Year end
Year to date		Budget	date	date	date	Forecast	Forecast
Variance			budget P5	actual P5	Variance	P5	variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<b>LP - Inv&amp; Safeguarding</b>						
21	Covert Authorities	1,657	734	751	17	1,722	66
-103	Inv Stds & Devt	6,452	2,360	2,289	-70	6,414	-38
-145	ISCD	8,851	3,842	3,565	-277	8,587	-264
-443	Protecting Vulnerable People	10,339	4,170	3,695	-475	9,765	-574
2	Safeguarding & Command	147	55	55	0	146	-2
<b>-667</b>	<b>Total LP - Inv&amp; Safeguarding</b>	<b>27,446</b>	<b>11,161</b>	<b>10,355</b>	<b>-806</b>	<b>26,634</b>	<b>-811</b>
	<b>LP - Ops</b>						
-45	Business Support	1,558	596	530	-66	1,450	-108
505	Command	634	229	921	692	1,748	1,114
-539	Demand Hub	15,505	6,438	5,790	-648	14,379	-1,126
592	Northern Hub	22,352	9,275	9,937	662	23,652	1,300
-32	Operational Support	1,857	752	722	-30	1,917	60
-98	Partnerships & Prevention	1,314	289	174	-116	1,172	-141
-232	Resilience	695	290	0	-290	0	-695
392	Southern Hub	22,344	9,227	9,739	512	23,349	1,005
<b>543</b>	<b>Total LP - Ops</b>	<b>66,260</b>	<b>27,096</b>	<b>27,813</b>	<b>717</b>	<b>67,668</b>	<b>1,408</b>
	<b>Non Operational - in-house</b>						
8	Estates	5,384	2,654	2,671	18	5,447	63
-32	Finance	655	278	241	-37	589	-66
-158	People & Professionalism	2,067	857	674	-183	1,878	-189
-42	OIC	1,734	729	659	-70	1,536	-198
4	NPCC	1,174	447	454	7	1,154	-21
-8	Corp Comms	805	336	310	-25	774	-30
-45	Insurance	1,009	333	297	-37	966	-43
49	Corporate	7,354	4,218	3,881	-337	6,498	-856
	Legal	0	0	12	12	122	122
134	Ops	145	48	453	405	443	298
-118	Fleet	2,556	1,216	1,040	-176	2,168	-388
-8	Non Collab	92	38	30	-8	54	-38
<b>-217</b>	<b>Total Non -Operational</b>	<b>22,975</b>	<b>11,155</b>	<b>10,724</b>	<b>-431</b>	<b>21,629</b>	<b>-1,346</b>
	<b>Collaboration and Partnerships</b>						
	Set up costs						
14	Uplift Programme Board	48	88	88	0	48	0
0	ERP set up costs	0	-578	-578	0	0	0
-6	Athena	310	67	67	0	307	-2
-20	Athena AMO	77	19	-1	-20	28	-49
11	Change team	218	89	97	8	252	34
33	General	246	1	47	46	403	156
	<b>Joint Protective Services</b>						
52	Armed Policing Unit	2,911	1,171	1,211	40	3,062	151
-20	CTP	754	334	311	-23	681	-73
18	Dogs	952	366	387	20	1,014	62
-43	Major Crime Unit	3,055	1,013	931	-82	2,822	-233
5	Operational Planning	369	277	276	0	374	5
-15	RPU	3,955	1,512	1,502	-10	3,920	-36
-19	Scientific Services Unit/Visual Evidence	3,099	1,101	1,073	-28	3,030	-69
32	Protective Services Command	332	96	136	40	440	108
2	Force Resilience	126	68	68	0	129	2
-70	CTC Expenditure	1,914	128	-3	-132	1,614	-300
0	CTC Income	-1,914	-213	-224	-12	-1,940	-26
0	Surplus generated by CTC - to reserves				0	326	326
	<b>Organisational Support</b>						
58	HR and L&D	5,399	2,219	2,371	153	5,591	192
9	IMD	1,060	536	536	0	1,062	1
0	Payroll	225	117	105	-12	195	-30
-11	Procurement	358	163	150	-13	318	-40
69	Professional Standards Unit	1,338	568	611	42	1,458	120
	<b>Operational Support</b>						
0	Firearms Licensing	225	155	155	0	227	2
0	CJ phase 1&2	805	215	211	-4	795	-10
0	CJ/Custody SMT	183	0	0	0	196	13
-10	Public Contact	398	119	116	-3	393	-5
66	ICT	8,167	5,905	5,889	-15	8,130	-37
	<b>Other Collaboration &amp; Partnerships</b>						
14	Air Support	430	216	243	28	486	56
52	ERSOU	2,577	573	620	47	2,741	165
0	Kings Lynn PIC	833	139	139	0	833	0
0	Regional Collaboration	941	60	60	0	941	0
-26	SARC	491	215	196	-19	442	-50
<b>195</b>	<b>Total Collaborated and Partnerships</b>	<b>39,883</b>	<b>16,738</b>	<b>16,788</b>	<b>50</b>	<b>40,318</b>	<b>436</b>
<b>-146</b>	<b>CHIEFS NET BUDGET REQUIREMENT</b>	<b>156,563</b>	<b>66,149</b>	<b>65,680</b>	<b>-470</b>	<b>156,249</b>	<b>-314</b>
	<b>NON-FORCE</b>						
-7	OPCC Buildings	-9	-4	-9	-5	-8	0
0	Capital Financing	4,506	34	78	45	4,603	97
55	OPCC Grants	-622	-1,270	-1,826	-557	-622	0
-112	OPCC Office	1,215	522	392	-130	1,028	-188
<b>-63</b>	<b>Total PCC</b>	<b>5,091</b>	<b>-718</b>	<b>-1,365</b>	<b>-647</b>	<b>5,001</b>	<b>-90</b>
<b>-209</b>	<b>NET BUDGET REQUIREMENT</b>	<b>161,654</b>	<b>65,431</b>	<b>64,314</b>	<b>-1,117</b>	<b>161,250</b>	<b>-404</b>

## Appendix 2

Scheme Title	Job Code	Budget 2021/22	Authorised Programme Amendments	Proposed Programme Amendments	Revised Capital Budget 2021/22	Actual YTD	Commitments YTD	Committed & Spent YTD	Full Year Forecast
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Land &amp; Buildings</b>									
Major Repairs Planned	Various	585	183	-	768	256	225	481	768
Wisbech Police Station Reurb	C8068	526	62	-	588	175	405	580	588
Lead Decontamination and Prevention	C8106	-	-	-	-	1	-	1	-
Monks Wood Adaptation	C8108	1,000	-	-	1,000	27	109	136	136
Demand Hub - Building Works	C8114	-	70	-	70	-	70	70	70
Southern Police Station	C8121	12,514	(3,076)	-	9,438	335	582	917	5,500
HQ VEU Building	C8130	-	-	-	-	-	-	-	-
Data Centre UPS	C8132	-	-	-	-	-	0	0	-
Replacement of Door Readers	C8134	360	25	-	385	19	309	327	385
Thorpe Wood Custody CCTV upgrade	C8135	275	-	-	275	-	-	-	275
Parkside Custody CCTV upgrade	C8136	90	-	-	90	-	-	-	90
Cambridge City Centre Police Stn Bldg Works	C8138	100	-	-	100	-	-	-	100
St Neots Bldg Works	C8139	500	-	-	500	12	47	59	500
Copse Court Refurbishment	C8140	450	-	-	450	-	-	-	450
Remodelling to enable agile working	C8141	200	-	-	200	-	-	-	200
Repairs to Masts	C8142	125	(60)	-	65	-	-	-	65
HQ Generator Resilience	C8143	70	-	-	70	-	-	-	70
<b>Land &amp; Buildings Total</b>		<b>16,795</b>	<b>(2,796)</b>	<b>-</b>	<b>13,999</b>	<b>825</b>	<b>1,746</b>	<b>2,571</b>	<b>9,197</b>
<b>Fleet</b>									
Vehicle Replacement Programme	C8010	1,523	-	46	1,569	373	1,135	1,508	1,569
<b>Fleet Total</b>		<b>1,523</b>	<b>-</b>	<b>46</b>	<b>1,569</b>	<b>373</b>	<b>1,135</b>	<b>1,508</b>	<b>1,569</b>
<b>Non ICT Collaboration</b>									
Covert Equipment Renewal	C8022	-	34	-	34	3	-	3	34
JPS Capital	C8028	100	-	-	100	50	-	50	100
JPS ANPR	C8071	-	50	-	50	-	10	10	50
JPS ERSOU	C8104	-	-	-	-	-	-	-	-
<b>Non ICT Collaboration Total</b>	<b>C8137</b>	<b>100</b>	<b>84</b>	<b>-</b>	<b>184</b>	<b>53</b>	<b>10</b>	<b>63</b>	<b>184</b>

Scheme Title	Job Code	Budget 2021/22	Authorised Programme Amendments	Proposed Programme Amendments	Revised Capital Budget 2021/22	Actual YTD	Commitments YTD	Committed & Spent YTD	Full Year Forecast
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>ICT Collaborated</b>									
Infrastr-digital forensics (DFU Storage-Cambs)	C8125	70	89	-	159	-	139	139	159
PC/Laptops Replacement	JC0001	683	-	-	683	326	320	647	683
Printers	JC0002	-	-	-	-	6	-	6	-
Applications - Tuserv	JC0003	90	-	-	90	5	6	11	90
Networks	JC0005	140	-	-	140	-	130	130	140
Infrastructure - Servers	JC0006	93	-	-	93	21	-	21	93
Infrastructure - Storage	JC0007	233	-	-	233	94	-	94	233
Infrastructure - Back up	JC0008	19	-	-	19	-	-	-	19
Telephony	JC0009	42	-	-	42	10	24	34	42
Mobile Comms - Airwaves	JC0010	31	-	-	31	4	9	13	31
Mobile Comms - BWV (Body Worn Video)	JC0012	420	-	-	420	422	-	422	420
Digital Interviewing	JC0013	162	-	-	162	60	23	83	162
Storm	JC0014	-	-	-	-	14	-	14	-
Tetra - Covert Airwave Replacement	JC0016	-	-	-	-	(2)	2	-	-
POLICE NOW - Growth	JC0019	113	-	-	113	43	-	43	113
PC Monitor Replacement	JC0020	0	-	-	-	4	-	4	-
Port Replicator Replacement (Dock)	JC0021	13	-	-	13	-	13	13	13
Power BI Data Visualisation	JC0023	34	-	-	34	6	25	31	34
RRD Tool	JC0024	93	-	-	93	-	-	-	93
Network - Wireless Infrastructure Replacement	JC0025	152	-	-	152	-	-	-	152
Chronicle Taser Management	JC0026	-	18	-	18	-	-	-	18
FCR Equipment Refresh	JC0027	38	-	-	38	12	27	39	38
ESMCP Devices and Fitting (now part of ICT)	NA	173	(173)	-	-	-	-	-	-
<b>ICT Collaboration Total</b>		<b>2,600</b>	<b>(66)</b>	<b>-</b>	<b>2,534</b>	<b>1027</b>	<b>719</b>	<b>1,746</b>	<b>2,534</b>
<b>ICT Other</b>									
ESN - ICCS	BCHCAA	-	-	-	-	-	-	-	-
DNSP	BCHCAB	-	-	-	-	-	4	4	-
ERP I-Learn (non ICT Budget)	BCHCAG	-	-	-	-	-	39	39	-
Athena	C8035	42	-	-	42	8	28	36	42
<b>ICT Other Total</b>		<b>42</b>	<b>-</b>	<b>-</b>	<b>42</b>	<b>8</b>	<b>71</b>	<b>79</b>	<b>42</b>
<b>Schemes Approved Subject to Further Business Case</b>									
Delegated Chief's Budget		300	(34)	(46)	220	0	-	0	-
<b>Grand Total</b>		<b>21,360</b>	<b>(2,812)</b>	<b>-</b>	<b>18,548</b>	<b>2,286</b>	<b>3,681</b>	<b>5,967</b>	<b>13,526</b>

### Appendix 3 – Budgeted Capital Medium Financial Plan

The capital budget and forecast Medium Term Financial Plan (MTFP) as at 31<sup>st</sup> August 2021 is shown below. The forecast spend to 31/3/22 is £13.5m against a budget of £21.4m. The forecasted spend for the full year on Cambridgeshire Southern Police Station (CSPS) has been reduced to £5.5m in 21/22 providing approval is given in December 2021. This is on the basis that if approved the land will be purchased under our option in January 2022 and building will begin in February 2022.

The Full Business case for Monks Wood is expected to come to December Joint Chief Officer Board. We have reduced the forecast spend to just £136k as the main costs will fall now into next year and will be included in next year's budget.

The table shows the total spend for the large Capital Projects in the final column and includes spend incurred in previous years.

<b>Capital Programme 2020/21 - 2023/24</b>					
Capital Programme No.	Description of Bid	Budget Programme 2021/22 £	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	42,000	42,000	42,000	42,000
	<b>Section A Totals</b>	<b>42,000</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	12,514,000	5,500,000	26,277,044	1,832,495
B2	Cambridge City Centre Police Station	100,000	100,000		
B3	Estates Major Repairs Planned inc demand hub	585,000	768,000	585,000	600,000
B4	VEU Building HQ				
B5	Monks Wood - OSU Training Facility	1,000,000	136,000	9,757,000	
B6	Replacement of Door Readers	360,000	385,000		
B7	Wisbech Police Station Refurbishment	526,000	528,000		
B8	St Neots	500,000	500,000	0	
B9	APU Firing Range Contribution to Land Purchase and New Build			3,000,000	
B10	Copse Court Refurbishment	450,000	450,000		
B11	Remodelling to enable agile working	200,000	200,000		
B12	Repairs to Masts	125,000	125,000		
B13	HQ Generator Resilience	70,000	70,000		
B14	Thorpe Wood CCTV	275,000	275,000		
B15	Parkside CCTC	90,000	90,000		
	Demand Hub		70,000		
	<b>Section B Totals</b>	<b>16,795,000</b>	<b>9,197,000</b>	<b>39,619,044</b>	<b>2,432,495</b>
<b>Section C</b>	<b>Fleet Programme</b>				
C1	Vehicle Replacement Programme	1,522,706	1,522,706	1,568,387	1,615,439
	POCA Van		46,000		
	<b>Section C Totals</b>	<b>1,522,706</b>	<b>1,568,706</b>	<b>1,568,387</b>	<b>1,615,439</b>
	<b>ICT Enabling Programme</b>				
D1 - D4	ICT Programme 2020/21	2,235,361	2,252,362	1,396,146	1,200,000
	Digital interviewing deferred to 21/22	162,000	162,000		
	DFU Computers		88,512		
	Telephony deferred to 21/22	30,000	31,000		
D5	ESMCP Devices and Fitting (now part of ICT)	173,000	0	3,300,000	2,800,000
	<b>Section D Totals</b>	<b>2,600,361</b>	<b>2,533,874</b>	<b>4,696,146</b>	<b>4,000,000</b>
<b>Section E</b>	<b>Operational Programme</b>				
E1	JPS General	100,000	100,000	100,000	150,000
	ERSOU	0			
	ANPR		50,000		
	Covert Equipment		34,000	0	0
	Delegated Chief's Budget	300,000		300,000	300,000
	<b>Section E Totals</b>	<b>400,000</b>	<b>184,000</b>	<b>400,000</b>	<b>450,000</b>
	<b>Totals for All Schemes</b>	<b>21,360,067</b>	<b>13,525,580</b>	<b>46,325,577</b>	<b>8,539,934</b>

Funding Proposal					
Section F	Capital Financing	Budget 2021/22	Forecast 2021/22	2022/23	2023/24
	Capital Grants	135,656	135,656	322,257	135,656
	RCCO	3,000,000	3,000,000	3,000,000	3,000,000
	RCCO Local Policing				
	RCCO POCA Asset Incentivisation Reserve		88,512		
	RCCO Chronicle Taser Management		18,098		
	RCCO (from Colloboration Vehicle recharges)	440,000	440,000	440,000	440,000
	Capital Carry Forward Reserve	602,000	1,008,000		
	Capital Receipts	5,850,000	6,083,000	1,718,000	
	Borrowing Loan 6	6,053,813	2,752,314	4,670,543	
**	Borrowing	5,278,598	0	31,000,000	
	Additional Borrowing			5,174,778	4,964,278
	<b>Total Financing</b>	<b>21,360,067</b>	<b>13,525,580</b>	<b>46,325,578</b>	<b>8,539,934</b>