



Peter McCall

# Office of the Police and Crime Commissioner Report

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N° 002/ 2018)

TITLE: Approval of the Capital Strategy 2018/19 and Beyond

## Executive Summary:

The purpose of this report is to provide information on the proposed capital programme for 2018/19 and beyond, both in terms of capital expenditure projections and the financing available to fund such expenditure. The capital programme is developed in consultation with the Constabulary who are the primary user of the capital assets under the ownership of the Commissioner.

Local Authorities (including Police and Crime Commissioners) determine their own programmes for capital investment in non-current (fixed) assets that are essential to the delivery of quality public services. The Commissioner is required by regulation to have regard to The Prudential Code when carrying out his duties in England and Wales under part 1 of the Local Government Act 2003. The Prudential Code establishes a framework to support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure: “within a clear framework, that the capital investment plans of local authorities are **affordable, prudent and sustainable**”. To meet these requirements, all schemes within the 4 year medium term capital programme are only approved on the basis that they are fully funded either through capital grants, capital reserves, capital receipts or revenue contributions.

## Recommendation:

- 1.1. The Commissioner is asked to approve the capital strategy for 2018/19 and beyond as part of the overall budget process for 2018/19.

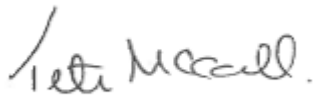
1.2. The Commissioner is asked to approve the status of capital projects as outlined in paragraph 3.12 and as detailed in the appendices 2 to 5.

**Police & Crime Commissioner**

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/~~do not approve~~ the recommendations above

**Police & Crime Commissioner / ~~Chief Executive~~ (delete as appropriate)**



**Signature:**

**Date: 14<sup>th</sup> February 2018**



Peter McCall

# Cumbria Office of the Police and Crime Commissioner

## Title: Capital Strategy 2018/19 & Beyond

Report of the Joint Chief Finance Officer

Originating Officers: Michelle Bellis, Deputy Chief Finance Officer

Lorraine Holme, Principal Financial Services Officer

### 1. Purpose of the Report

1.1. The purpose of this report is to provide information on the proposed capital programme for 2018/19 and beyond, both in terms of capital expenditure projections and the financing available to fund such expenditure. The capital programme is developed in consultation with the Constabulary who are the primary user of the capital assets under the ownership of the Commissioner.

### 2. Recommendations

2.1. The Commissioner is asked to approve the capital strategy for 2018/19 and beyond as part of the overall budget process for 2018/19.

2.2. The Commissioner is asked to approve the status of capital projects as outlined in paragraph 3.12 and as detailed in appendices 2 to 5.

### 3. Capital Funding and Expenditure

3.1. Local Authorities (including Police and Crime Commissioners) determine their own programmes for capital investment in non-current (fixed) assets that are essential to the delivery of quality public services. The Commissioner is required by regulation to have regard to The Prudential Code when carrying out his duties in England and Wales under part 1 of the Local Government Act 2003. The Prudential Code establishes a framework to support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure: “within a clear framework, that the capital investment plans of local authorities are **affordable, prudent and sustainable**”. To meet these requirements, all schemes within the 4-year medium term capital programme are only approved on the basis that they are fully funded either through capital grants, capital reserves, capital receipts or revenue contributions.

3.2. There are three main recurring elements to the Commissioner’s capital programme namely: Fleet Schemes, Estates Schemes and ICT Schemes. In addition to these there are currently a small number of “other schemes” which do not fall into the broad headings above and in particular includes the replacement of portable ballistic protective equipment and business analytics in the short term and replacement of the countywide CCTV system in the longer term.

3.3. The table below provides a high-level summary of the proposed capital programme and associated capital financing over the four-year timeframe of the medium term financial forecast (2018/19 to 2021/2022).

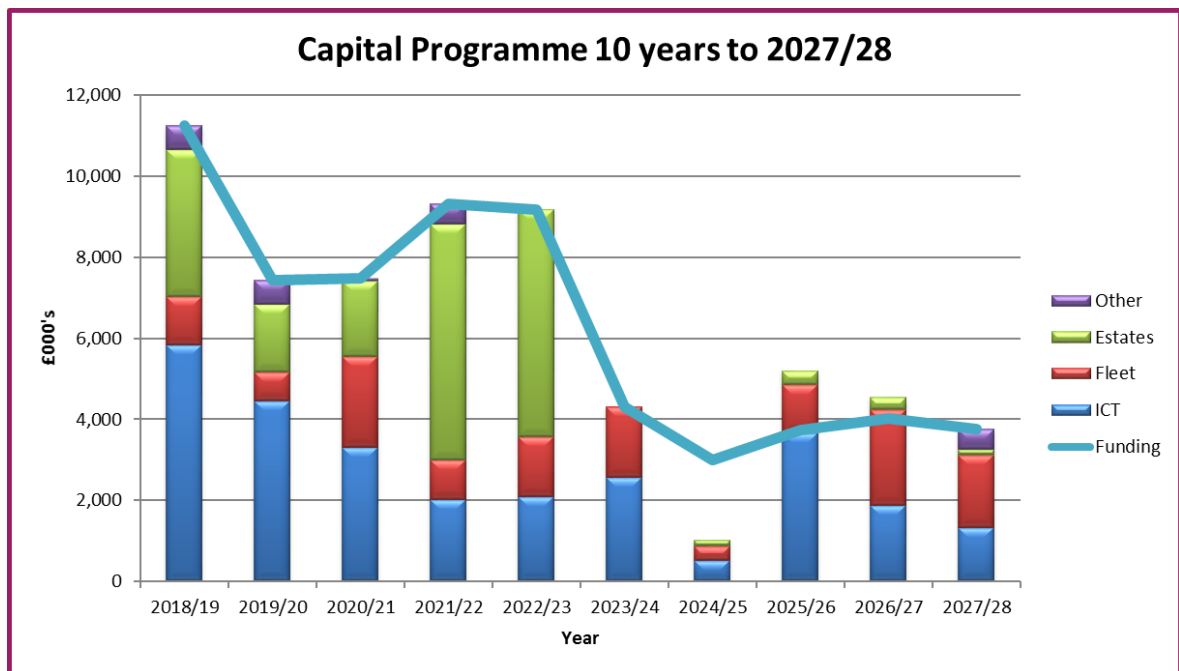
Capital Expenditure & Financing	Yr 1 2018/19 £000's	Yr 2 2019/20 £000's	Yr 3 2020/21 £000's	Yr 4 2021/22 £000's
ICT Schemes	5,826	4,454	3,311	2,006
Fleet Schemes	1,208	705	2,241	996
Estates Schemes	3,633	1,690	1,865	5,825
Other Schemes	594	593	54	500
<b>Total Capital Strategy</b>	<b>11,261</b>	<b>7,442</b>	<b>7,471</b>	<b>9,326</b>
Capital Receipts	0	0	2,023	154
Contributions from Revenue	1,684	1,684	3,132	2,984
Capital Grants	1,105	5,307	1,041	364
Capital Reserves	8,472	451	1,275	2,425
Borrowing	0	0	0	3,400

<b>Total Capital Financing</b>	<b>11,261</b>	<b>7,442</b>	<b>7,471</b>	<b>9,326</b>
<b>Funding Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 3.4. The profile of capital expenditure fluctuates annually. Across the current ten year programme, annual average expenditure typically comprises £1.4m to replace fleet vehicles, £2.0m on estate schemes and around £2.8m for replacement of ICT systems and equipment. ICT Expenditure reflects the Constabulary Strategy to invest in technology along with the national programme to replace the Police Radio System (Airwave) with an Emergency Services Network (ESN).
- 3.5. Funding for the capital programme historically has been largely dependent on capital grants and capital reserves, supported by an annual contribution to capital from the revenue budget of £1.2m per annum. By the end of 2020/21 historic capital grant and general capital reserves will have been fully utilised. This means that the capital programme from 2020/21 is heavily reliant on revenue contributions to fund capital expenditure. Historically the annual contribution from the revenue budget was set at £1.2m. When setting the capital budgets for 2017/18 onwards (PCP Jan 2017) to ensure the stability of the capital programme the annual contributions were increased to £1.7m for 2018/19 and 2019/20 and rising to £3m per annum from 2020/21 as accumulated capital reserves and grant are fully extinguished. The final funding settlement figures announced on 31 January 2018 stated that the capital grant figure of £364k received in 2017/18 would continue for 2018/19. It is assumed in this strategy that the capital grant will remain at this level each year for the full 10 years.
- 3.6. A summary of the 10-year capital programme is provided for information at **Appendix 1**. The appendix shows that the capital programme is fully funded over the ten-year period to 2027/28. The appendix also shows that in years 7-9 of the programme there are some shortfalls and excesses that net to zero. Over the later years of the programme the funding is heavily dependent on revenue contributions with capital grants supporting on average only 16% of the cost of the 10 year programme.
- 3.7. As a result of the majority of capital expenditure being in relation to relatively short lived assets (e.g. ICT and fleet of up to 10 years' life), choices for financing the capital expenditure are fairly limited. Borrowing for short-lived assets is not a viable consideration due to the requirement to set aside funds from revenue for the repayment of debt over the life of the asset. Therefore, any future borrowing would have to be in relation to building projects with a life of 50 years. It can be seen in **Appendix 1** that during 2021/22 and 2022/23 it is estimated that the Commissioner will need to borrow £9m. This is linked to the scheme to improve the Commissioner's estate in the west of the county. No firm

decisions have been made and an options paper would need to be developed and presented for consideration.

The chart below illustrates capital expenditure and funding over the ten-year period:



### 3.8. ICT Schemes

The ICT Capital Programme primarily provides for the cyclical replacement and improvement of the full range of ICT equipment, hardware and application software to meet the strategic and operational needs of the Constabulary. However, over the period of the medium term financial forecast it also supports the Constabulary strategy to invest in technology to modernise the police service that is delivered to our communities. The Policing Vision 2025 issued by the APCC and NPCC seeks to transform the delivery of policing services and positions ICT as a key enabler of change. These plans for the future will be developed and managed locally within the work streams of Cumbria Vision 2025 through significant investment in modernisation will support sustainability of the service over the longer term.

The ICT capital programme is supported by the ICT strategy, an annual refresh of which will be presented to the Commissioner for approval at the Public Accountability Conference in February 2018 as part of the overall budget process for 2018/19.

The ICT Capital Programme also makes provision for 17 national ICT programmes, which include changes of major strategic importance the programme to replace the Police Radio System (Airwave)

with an Emergency Services Network (ESN). The ESN scheme is included in the capital programme at the estimated cost of £2.4m over the four years of the MTF and £5.9m over 10 years. Details of requirements are still emerging and it won't be clear as to the financial commitment needed locally until the Home Office release further information and devices are developed. There is slippage being reported by the national ESN programme and it is likely to be well into 2018 before we get any further clarity. The replacement Airwave handsets will use different technology to the old radios and the Constabulary's control room infrastructure needs to be upgraded if it is to be ready to support the connection to ESN. The current command and control infrastructure in the control room is a large and complex network of ten inherited legacy systems that provide a suite of applications to manage incidents. A business case was recently approved to replace these systems with a single fully integrated solution provided by Saab. The total capital cost of this scheme is £6.4m, of this £2m will be spent in 2017/18, leaving £4.4m presented in this 10 year future programme. This scheme has been financed in the main by using capital reserves although a specific Home Office grant of £575k has also been received that will be applied to scheme in 2018/19.

If these two large schemes are discounted, the programme shows that the ICT capital programme presented remains broadly flat over the 10 years at approximately £1.7m per annum. This provides for the cyclical replacement and improvement of the full range of ICT services: the networks, security and storage data centre capacity that ensures information can be moved securely between the different systems and device end points through which it is entered, processed and stored. It also covers local and mandated national police systems such as the main crime and intelligence system, command and control, forensics management, prisoner information systems, case and custody, including digital files for sharing with Criminal Justice partners and the police national data base that supports the sharing of information between forces.

The Constabulary also maintains a range of ICT systems to manage corporate functions including financial transactions, human resources, payroll, fleet management, estates management, ICT support systems and training and learning systems. Over recent years significant investment in mobile and digital ICT has been undertaken, the capital strategy presented provides for the subsequent replacement of existing mobile devices as they reach end of life. Budgets for devices also provide for the costs of all the different technology used to access systems, including traditional desktop computers, laptops, tablets as well as the smartphones that use application technology (police apps), but importantly provide end user access to all systems and applications.

**Appendix 2** provides a hi-level analysis of the ICT capital programme.

### 3.9. Fleet Schemes

The constabulary fleet replacement programme consists of 304 vehicles. The capital programme provides for the replacement and adaptation of these vehicles on a periodic basis at the end of their useful life. The fleet schemes are supported by the fleet strategy, an annual refresh of which will be presented to the Commissioner for approval at the Public Accountability Conference in February 2018 as part of the overall budget process for 2018/19. The fleet strategy sets out the constabulary fleet requirements over the coming years. The main aim of the fleet strategy is to provide a cost effective fleet service to meet the needs of operational policing. All majority of vehicles are procured through a national framework agreement which ensures value for money is achieved.

The 2017/18 Strategy included a number of demands for additional vehicles to new operational units and dealt with the need to respond in severe weather situations. As part of the budget setting process



for 2017/18 and reiterated as part of the budget star chamber process for 2018/19, a savings target of £1m was set for the fleet programme, in addition to this target, the strategic vehicle group (SVG) were asked to reconsider the requested growth. During 2017/18 a significant piece of work has been undertaken to review the fleet in totality and in particular consider the operational need for the 36 requested growth vehicles.

As a result of this work, a total of 31 vehicles (20 core plus 11 of the growth) have been earmarked for removal from the fleet with savings over the life of the capital programme amounting to £1.5m. The remaining 25 growth vehicles are included in the capital programme (with an estimated cost over the 10 years of £1.1m) however, the procurement of these vehicles and drawdown of this funding will be dependent upon a business case being provided to and approved by the SVG.

For the first time the boat used in the south of the county for activities such as conducting underwater searches has been added into the replacement programme. It has an expected life of 12 years and has been added in for replacement in 2020/21 at a cost of £159k

The 2018/19 capital programme is recommended for approval on a firm basis; the programme for future years is currently indicative and subject to change as the fleet programme develops to meet the changing needs of the organisation and the continual review process.



**Appendix 3** provides a hi-level analysis of the fleet capital programme.

**3.10. Estates Schemes**

The Commissioner’s estate currently consists of 32 premises (including police headquarters, larger police stations/Territorial Policing Area HQ, which include custody suites, smaller police stations, two police houses, leased in and leased out property together with surplus assets subject to disposal). The estates schemes are supported by the estates strategy, an annual refresh of which will be presented to the Commissioner for approval at the Public Accountability Conference in February 2018 as part of the overall budget process for 2018/19. The estates strategy aims to provide a link between the strategic objectives of the organisation and priorities for the estate. The strategy outlines the current and future requirements of the estate and documents the changes that are required to meet these.

The estates capital programme presented in February 2017 included the development of a new Eden



Deployment base and replacement hostel accommodation on the HQ site at Penrith. The budget has been increased in line with approvals made during 2017/18 as a result of specification changes. Work is progressing on this scheme and tenders are currently being evaluated.

This accounts for the vast majority of the estates programme for 2018/19 leaving only a small amount of cyclical replacement schemes e.g heating and ventilation plant at Durranhill and CCTV and voice intercoms in the cell complex also at Durranhill.

Further into the medium term there is budget allocated to provide improved premises in the West of the county in response to major flooding incidents in recent years. Looking further into the 10 year plan the budget reduces significantly once the west scheme is complete to leave on average £185k per year for replacement schemes.

**Appendix 4** provides a hi-level analysis of the estates capital programme.

### 3.11. Other Schemes

Other schemes include cross cutting or operational programmes of work and include the replacement of portable ballistic protective equipment (shields), works to further develop business analytics and replacement of the Countywide CCTV system.

**Appendix 5** provides a hi-level analysis of the 'other' schemes.

3.12. The capital programme proposed is to be approved in three status categories:

- **Firm** – Where a firm scheme is approved, procurement can commence without delay.
- **Delegated** – Where a scheme is approved in principle but there are fine details with regards to procurement and cost that have been delegated to the Joint CFO for final approval.
- **Indicative** – Where a scheme requires a full detailed business case to be submitted to the Commissioner for formal approval.

## 4. Supplementary information

### Attachments

Appendix 1	Capital Expenditure and Financing 10 years 2018/19 to 2027/28
Appendix 2	ICT Schemes
Appendix 3	Fleet Schemes
Appendix 4	Estates Schemes
Appendix 5	Other Schemes
Appendix 6	Analysis of the change in Capital Strategy between February 2017 and February 2018

### Appendix 1 Capital Expenditure and Financing 10 years 2018/19 to 2027/28

Capital Expenditure	Yr 0 2017/18	Yr 1 2018/19	Yr 2 2019/20	Yr 3 2020/21	Yr 4 2021/22	Yr 5 2022/23	Yr 6 2023/24	Yr 7 2024/25	Yr 8 2025/26	Yr 9 2026/27	Yr 10 2027/28	Yr 1-10 Total
	£	£	£	£	£	£	£	£	£	£	£	£
ICT Schemes	3,161,267	5,825,558	4,454,176	3,310,783	2,005,507	2,090,295	2,556,456	520,303	3,673,045	1,869,978	1,312,649	27,618,749
Fleet Schemes	1,747,569	1,208,072	705,016	2,240,958	995,916	1,487,530	1,747,748	347,156	1,172,850	2,376,874	1,809,960	14,092,080
Estates Schemes	1,005,000	3,633,029	1,689,596	1,865,000	5,825,000	5,600,000	0	150,000	350,000	295,000	125,000	19,532,625
Other Schemes	105,349	594,091	593,000	54,000	500,000	0	0	0	0	0	500,000	2,241,091
<b>Total Capital Expenditure</b>	<b>6,019,184</b>	<b>11,260,750</b>	<b>7,441,788</b>	<b>7,470,741</b>	<b>9,326,423</b>	<b>9,177,825</b>	<b>4,304,204</b>	<b>1,017,459</b>	<b>5,195,895</b>	<b>4,541,852</b>	<b>3,747,609</b>	<b>63,484,545</b>
<b>Capital Financing</b>	<b>Yr 0 2017/18</b>	<b>Yr 1 2018/19</b>	<b>Yr 2 2019/20</b>	<b>Yr 3 2020/21</b>	<b>Yr 4 2021/22</b>	<b>Yr 5 2022/23</b>	<b>Yr 6 2023/24</b>	<b>Yr 7 2024/25</b>	<b>Yr 8 2025/26</b>	<b>Yr 9 2026/27</b>	<b>Yr 10 2027/28</b>	<b>Yr 1-10 Total</b>
	£	£	£	£	£	£	£	£	£	£	£	£
Capital Receipts	0	0	0	(2,022,671)	(153,923)	(166,525)	(956,704)	0	0	(545,135)	(400,109)	(4,245,067)
Contributions from Revenue	(1,586,315)	(1,683,727)	(1,683,727)	(3,132,457)	(2,983,727)	(3,047,527)	(2,983,727)	(2,983,727)	(3,017,367)	(3,117,657)	(2,983,727)	(27,617,370)
Capital Grants	0	(1,105,382)	(5,307,463)	(1,040,613)	(363,773)	(363,773)	(363,773)	0	(727,546)	(363,773)	(363,773)	(9,999,869)
Capital Reserves	(4,432,869)	(8,471,641)	(450,598)	(1,275,000)	(2,425,000)	0	0	0	0	0	0	(12,622,239)
Borrowing	0	0	0	0	(3,400,000)	(5,600,000)	0	0	0	0	0	(9,000,000)

<b>Total Capital Financing</b>	<b>(6,019,184)</b>	<b>(11,260,750)</b>	<b>(7,441,788)</b>	<b>(9,326,423)</b>	<b>(9,177,825)</b>	<b>(4,304,204)</b>	<b>(2,983,727)</b>	<b>(3,744,913)</b>	<b>(4,026,565)</b>	<b>(3,747,609)</b>	<b>(63,484,545)</b>			
			<b>(7,470,741)</b>											
<b>Capital Budget (Excess)/Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,966,268)</b>	<b>1,450,982</b>	<b>515,286</b>	<b>0</b>	<b>0</b>	<b>0</b>

A more detailed analysis of capital expenditure is provided at Appendices 2-5.

## ICT Schemes

ICT Summary	Status	Yr 0 2017/18	Yr 1 2018/19	Yr 2 2019/20	Yr 3 2020/21	Yr 4 2021/22	Yr 5 2022/23	Yr 6 2023/24	Yr 7 2024/25	Yr 8 2025/26	Yr 9 2026/27	Yr 10 2027/28	Yr 1-10 Total
		£	£	£	£	£	£	£	£	£	£	£	£
ICT End User Hardware Replacement (002x)		210,875	339,790 4,289,483	634,849	155,599	1,467,849	306,483	856,083	112,397	95,553	1,600,379	222,341	5,791,324
ICT Core Hardware Replacement (003/004x)		2,437,455	310,980 1,885,305	497,740	2,649,782	398,302	517,750	1,233,825	385,860	2,699,766	481,189	759,058	13,912,756
ICT Core Infrastructure Replacement (projects)		329,304		1,998,200	350,000	0	1,494,586	806,000	0	1,409,827	0	408,240	6,777,832
ICT Infrastructure Solution Replacement (Projects)		183,633	0 (1,000,000)	323,386	155,402	139,356	140,351	111,687	113,864	116,084	118,405	154,654	3,258,495
Savings Target - 15% Year 5-10 (linked to ICT tech advances)		0		0	0	0	(368,876)	(451,139)	(91,818)	(648,184)	(329,996)	(231,644)	(2,121,657)
General Prudent Slippage (linked to workloads and staffing levels)		0		1,000,000	0	0	0	0	0	0	0	0	0
<b>Total ICT Summary</b>		<b>3,161,267</b>	<b>5,825,558</b>	<b>4,454,176</b>	<b>3,310,783</b>	<b>2,005,507</b>	<b>2,090,295</b>	<b>2,556,456</b>	<b>520,303</b>	<b>3,673,045</b>	<b>1,869,978</b>	<b>1,312,649</b>	<b>27,618,749</b>

Status - The ICT schemes within the capital programme above consolidate a significant number of complex and interrelated projects. The status of schemes is subject to agreement between the Commissioner and Constabulary. It is recommended that delegated approval is given to the Joint Chief Finance Officer to agree the status of schemes on the basis of the following principles:

### Firm Schemes

- Schemes that are either routine cyclical upgrade of existing systems/hardware/software
- Schemes which have been approved by the Commissioner following submission of a business case/decision report

Delegated Schemes

- Schemes agreed in principle by decision report, where the detail of the financial profile/procurement/implementation plans are still to be developed
- Schemes within the Joint Chief Finance Officer’s virement authorisation limits for which there is a clear business case
- Schemes above the Joint Chief Finance Officer’s virement authorisation limits, but which are nationally mandated and supported by a business case.

Schemes not meeting the principles for firm or delegated schemes will be classed as indicative and will require a business case or decision report to the Commissioner before approval is given to commence with the scheme. The status of schemes applies to the funding for the four years 2018/19 to 2021/22, covering the period for which the capital programme is fully funded.

Appendix 3

Fleet Schemes

Fleet Summary	Number of	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 1-10
Proposed	Vehicles in	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	Category	£	£	£	£	£	£	£	£	£	£	£	£
Covert	13	69,479	121,686	0	27,560	66,096	44,550	141,792	21,318	0	102,896	48,600	574,498
Neighbourhood Policing	93	677,880	306,030	0	1,488,240	0	715,000	440,260	0	24,396	1,656,720	780,000	5,410,646
Specialist Vehicles	29	309,146	348,440	68,224	82,680	164,700	100,320	123,200	195,110	162,400	202,488	294,600	1,742,162
Dog Vehicles	10	0	0	0	286,200	0	0	34,160	0	313,200	0	0	633,560
Motor Cycles	8	129,996	15,300	0	0	0	0	16,800	0	146,160	0	0	178,260
Pool Cars	30	58,866	46,716	22,256	48,018	115,560	16,610	150,976	0	26,680	49,678	51,360	527,854
Protected personnel Carriers	9	0	122,400	0	0	196,020	264,000	0	0	0	141,600	0	724,020
Roads Policing Vehicles	20	367,913	0	520,000	0	399,600	0	560,000	0	429,200	0	600,000	2,508,800
Crime Command	39	66,376	82,500	94,536	0	31,800	0	202,160	130,728	36,594	88,382	35,400	702,100
Crime Scene Investigators	10	0	0	0	0	22,140	282,150	0	0	0	0	0	304,290
Garage	6	0	165,000	0	0	0	0	0	0	0	0	0	165,000
Boat	1	0	0	0	159,000	0	0	0	0	0	0	0	159,000
Chief Officer Pool	2	67,912	0	0	0	0	0	78,400	0	0	0	0	78,400
Above Strength Vehicles	22	0	0	0	0	0	0	0	0	0	0	0	0
Rechargeable Vehicles	12	0	0	0	149,260	0	64,900	0	0	34,220	135,110	0	383,490
													0

<b>Total Fleet Summary</b>	<b>304</b>	<b>1,747,569</b>	<b>1,208,072</b>	<b>705,016</b>	<b>2,240,958</b>	<b>995,916</b>	<b>1,487,530</b>	<b>1,747,748</b>	<b>347,156</b>	<b>1,172,850</b>	<b>2,376,874</b>	<b>1,809,960</b>	<b>14,092,080</b>	
<b>Number of Vehicles Replaced Each Year</b>	<b>64</b>	<b>49</b>	<b>26</b>	<b>78</b>	<b>35</b>	<b>45</b>	<b>68</b>	<b>20</b>	<b>35</b>	<b>81</b>	<b>55</b>			

Status - Fleet Replacement - It is recommended that all fleet replacement schemes are approved as firm for 2018/19 only. This provides authority to procure on the basis of the currently approved fleet strategy. The strategy will be reviewed during 2019/20 to inform the status of the capital programme in future years.

## Appendix 4

### Estates Schemes

Estates Schemes	Ref	Status	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 1-10
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
			£	£	£	£	£	£	£	£	£	£	£	£
<b>Existing Schemes</b>														
Roof Repairs - Various														
- Whitehaven Police Station	a	Firm		0	37,625	0	0	0	0	0	0	0	0	37,625
- Kendal Police Station	b	Firm		0	55,000	0	0	0	0	0	0	120000	0	175,000
Heating, Ventilation & Cooling Plant - Various														
- Police Headquarters				0	0	0	0	0	0	0	300,000	0	0	300,000
UPS Durranshill				0	0	0	0	0	0	150,000	0	0	0	150,000
UPS HQ	c	Firm		0	100,000	0	0	0	0	0	0	0	0	100,000

North Resilience Flood Management - NPT/Hostel	d	Delegated		3,503,029	1,196,971	0	0	0	0	0	0	0	0	4,700,000	
North Resilience Flood Management - Green		Delegated	0	0	0	0	0	0	0	0	0	0	0	0	
Workington - Land Purchase		Firm	0	0	0	0	0	0	0	0	0	0	0	0	
HQ Land Purchase		Firm	0	0	0	0	0	0	0	0	0	0	0	0	
Garage Provision	e	Indicative	303,029	0	0	500,000	0	0	0	0	0	0	0	500,000	
Durranshill - Replacement CCTV system and cell call	f	Firm	96,971	50,000	0	0	0	0	0	0	50,000	0	0	100,000	
West Resilience Flood Management	g	Indicative	300,000	0	300,000	1,275,000	5,825,000	5,600,000	0	0	0			13,000,000	
New Estates Schemes 2017/18			0												
Roof Repairs - HQ Dog section	h	Firm	0	0	0	70,000	0	0	0	0	0	0	0	70,000	
Roof Repairs & Glazing - Durranshill			35,000	0	0	0	0	0	0	0	0	75,000	0	75,000	
Heating, Ventilation & Cooling Plant - Durranshill			50,000	0	0	0	0	0	0	0	0	0	0	0	
HQ Static inverter		Firm	100,000	0	0	0	0	0	0	0	0	0	0	0	
HQ firearms flood defence to ventilation plant		Firm	0	0	0	0	0	0	0	0	0	0	0	0	
HQ window conservation			0	0	0	0	0	0	0	0	0	50,000	0	50,000	
<b>Sub Total Existing Estates Schemes</b>			<b>1,005,000</b>	<b>0</b>	<b>3,553,029</b>	<b>1,689,596</b>	<b>1,845,000</b>	<b>5,825,000</b>	<b>5,600,000</b>	<b>0</b>	<b>150,000</b>	<b>350,000</b>	<b>295,000</b>	<b>0</b>	<b>19,307,625</b>
<b>New Estates Schemes 2018/19</b>															
Durranshill heat and vent plant	i	Firm		50,000	0	0	0	0	0	0	0	0	0	50,000	
Headquarters gas suppression system	j	Firm		30,000	0	0	0	0	0	0	0	0	0	30,000	
Gas suppression cylinder replacements	k	Firm		0	0	20,000	0	0	0	0	0	0	0	20,000	



Barrow HVAC						0	0	0	0	0	0	60,000	60,000				
Kendal CCTV and Cell call						0	0	0	0	0	0	50,000	50,000				
Barrow UPS						0	0	0	0	0	0	15,000	15,000				
<b>Sub Total New Estates Schemes</b>						<b>80,000</b>	<b>0</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>225,000</b>				
<b>Total Estates Schemes</b>						<b>1,005,000</b>	<b>3,633,029</b>	<b>1,689,596</b>	<b>1,865,000</b>	<b>5,825,000</b>	<b>5,600,000</b>	<b>0</b>	<b>150,000</b>	<b>350,000</b>	<b>295,000</b>	<b>125,000</b>	<b>19,532,625</b>

Scheme Status Recommendations\*

1. It is recommended that schemes (a), (b), (c), (f), (h), (i), (j) and (k) be approved as firm, these being routine cyclical replacement and upgrade of existing facilities.
2. It is recommended that enhancements to scheme (d) previously approved by the Commissioner on a firm basis, now be delegated to the Joint CFO for final approval.
3. It is recommended that schemes (e) and (g) be agreed in principle as indicative schemes and subject to a business case being approved by the Commissioner.

\*scheme status applies to the financial profile between 2018/19 and 2021/22 only unless otherwise stated.

Appendix 5

Other Schemes

Other Schemes	Status	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 1-10
2018/19 onwards		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
		£	£	£	£	£	£	£	£	£	£	£	£
CCTV	Firm	3,299	29,041	0	0	500,000	0	0	0	0	0	500,000	1,029,041
Leadership & Skills - Blended learning	Delegated	79,000	0	0	0	0	0	0	0	0	0	0	0
Portable Ballistic Protective Equipment	Indicative	23,050	23,050	0	0	0	0	0	0	0	0	0	23,050
X2 Taser migration	Indicative	0	0	250,000	0	0	0	0	0	0	0	0	250,000
Business Analytics	Indicative		542,000	343,000	54,000	0	0	0	0	0	0	0	939,000
<b>Total Other Schemes</b>		<b>105,349</b>	<b>594,091</b>	<b>593,000</b>	<b>54,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>2,241,091</b>

Scheme Status Recommendations\*

1. It is recommended that the remainder of the original CCTV scheme remains approved as firm, but that the wholesale replacement of the system in 2021/22 be subject to a business case.
2. It is recommended that the Blended learning scheme previously approved by the Commissioner via a business case is delegated to the Joint CFO for final approval.

3. It is recommended that the Portable Ballistic Protective Equipment and Taser replacement schemes be approved on an indicative basis subject to a business case from the Territorial Policing Commander being presented to the Commissioner for approval.
4. It is recommended that the Business analytics be approved on an indicative basis subject to a business case being presented to the Commissioner for approval.

\*scheme status applies to the financial profile between 2018/19 and 2021/22 only unless otherwise stated.

## Appendix 6

## Analysis of the change in Capital Strategy between February 2017 and the February 2018 position.

	Yr 1	Yr 2	Yr 3	Yr 4	MTFF
	2018/19	2019/20	2020/21	2021/22	TOTAL
	£	£	£	£	£
Capital Strategy - February 2017	8,759,903	3,492,676	5,988,534	11,019,223	29,260,335
Capital Strategy - Proposed (February 2018)	11,260,750	7,441,788	7,470,741	9,326,423	35,499,702
Difference (decrease)/Increase	2,500,846	3,949,112	1,482,208	1,692,799	6,239,366
<u>Difference by Type</u>					
- ICT Schemes	482,697	2,610,832	422,970	557,388	2,959,111
- Fleet Schemes	463,224	39,316	260,238	360,411	323,735
- Estates Schemes	983,884	784,596	745,000	775,000	1,738,480
- Other Schemes	571,041	593,000	54,000	-	1,218,041
Difference (decrease)/Increase	2,500,846	3,949,112	1,482,208	1,692,799	6,239,366
<u>Explanation of the Difference by Type</u>					
<u>- ICT Schemes</u>					
Price inc & additional devices	(104,000)	0	0	203,700	99,700
Printers added in	0	0	0	111,265	111,265
SAAB	3,684,538	(1,139,625)	(22,000)	0	2,522,913
ESN Slip 1 yr - regional slippage	(2,460,000)	1,998,200	350,000	(1,272,000)	(1,383,800)
C&C Future Development	91,762	51,000	52,020	53,060	247,842
Re profiled	16,558	708,540	50,378	(30,089)	745,386
Digitisation - remove DAMS	253,840	(7,283)	(7,428)	(75,600)	163,529
Savings Target Removed				452,276	452,276
General Slippage	(1,000,000)	1,000,000			0

<u>- Fleet Schemes</u>					
Change in Costs / Profiles	463,224	(39,316)	82,338	(321,114)	185,132
Vascar removed	0	0	0	(190,000)	(190,000)
Boat added in	0	0	159,000	0	159,000
Reduction in Growth from 17/18 approvals	0	0	18,900	0	18,900
Savings Target from 17/18 approvals	0	0	0	150,703	150,703
Vehicles Removed (15x Tp 5 x Crime)					
<u>- Estates Schemes</u>					
Change in Eden NPT Scheme	1,391,509	1,196,971	0	0	2,588,480
Change in West Scheme	0	(450,000)	225,000	(775,000)	(1,000,000)
Reprofile of the Durranshill Cell Replacement	50,000	0	0	0	50,000
Reprofile of the Garage Provision	(500,000)	0	500,000	0	0
Reprofile of the W'Haven Roof Repairs	(37,625)	37,625	0	0	0
New Schemes Added in	80,000	0	20,000	0	100,000
<u>- Other Schemes</u>					
Slippage from 2016/17 on to 18/19	29,041	0	0	0	29,041
New Schemes Added in - Taser Replacement	0	250,000	0	0	250,000
New Schemes Added in - Business Analytics	542,000	343,000	54,000	0	939,000
Difference (decrease)/Increase	2,500,846	3,949,112	1,482,208	(1,692,799)	6,239,366
<b>Difference left to explain</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>