



Cumbria Office of the Police and Crime Commissioner

Title: Capital Programme 2021/22 & Beyond

Public Accountability Conference: 19th February 2021

Report of the Joint Chief Finance Officer

Originating Officers: Michelle Bellis, Deputy Chief Finance Officer
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1. Purpose of the Report

1.1. The purpose of this report is to provide information on the proposed capital programme for 2021/22 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

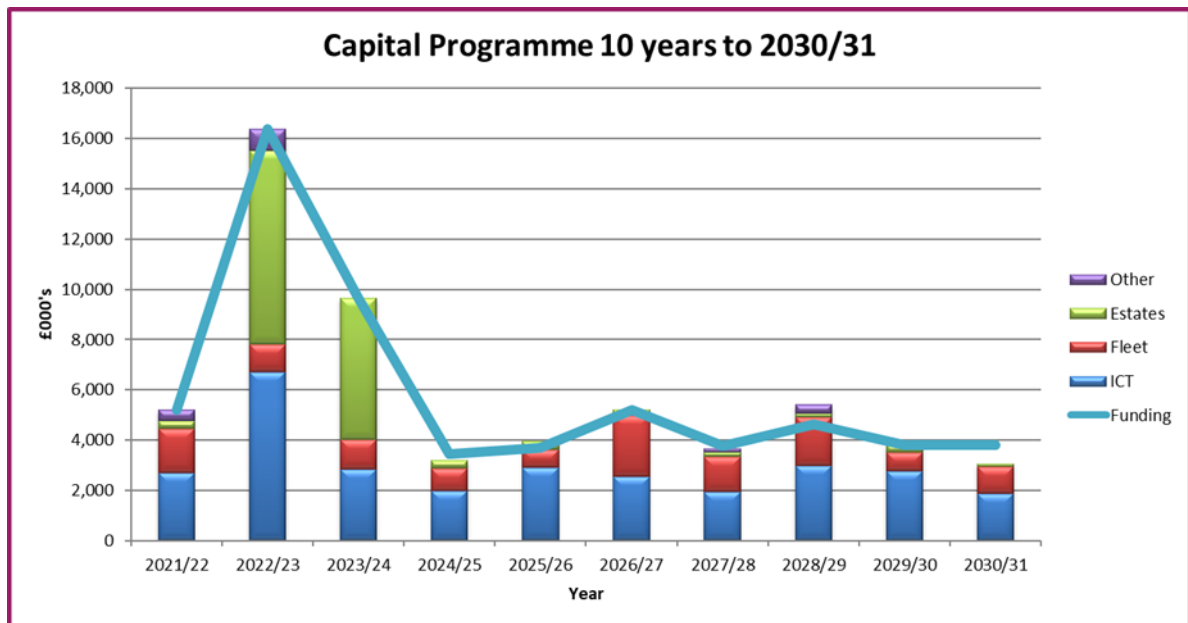
- 2.1. Police and Crime commissioner is asked to note the proposed capital programme for 2021/22 and beyond as part of the overall budget process for 2021/22.
- 2.2. The Commissioner is asked to approve the status of capital projects as detailed in appendices 2 to 5.

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, revenue contributions or planned borrowing.
- 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 include the replacement of the countywide CCTV system and resources set aside to support the additional officers recruited through Operation Uplift.
- 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 (2021/22 to 2024/25).

Capital Expenditure	Yr 0 2020/21 £	Yr 1 2021/22 £	Yr 2 2022/23 £	Yr 3 2023/24 £	Yr 4 2024/25 £
ICT Schemes	2,029,816	2,692,539	6,721,276	2,850,369	1,987,939
Fleet Schemes	2,096,670	1,768,374	1,085,280	1,185,600	897,184
Estates Schemes	311,794	300,000	7,710,000	5,600,000	310,000
Other Schemes	468,307	450,000	850,000	0	0
Total Capital Expenditure	4,906,587	5,210,913	16,366,556	9,635,969	3,195,123
Capital Receipts	0	0	(2,437,945)	(532,606)	0
Contributions from Revenue	(2,885,527)	(3,796,427)	(3,908,862)	(3,405,881)	(3,461,459)
Capital Grants	(2,021,060)	(1,164,486)	(2,869,749)	(97,482)	0
Capital Reserves	0	(250,000)	(3,750,000)	0	0
Borrowing	0	0	(3,400,000)	(5,600,000)	0
Total Capital Financing	(4,906,587)	(5,210,913)	(16,366,556)	(9,635,969)	(3,461,459)
(Excess)/Shortfall	0	(0)	(0)	0	(266,336)

3.4. The profile of capital expenditure fluctuates annually. Across the current ten-year programme, annual average expenditure typically comprises £1.3m to replace fleet vehicles and around £3.0m for replacement of ICT systems and equipment. The profile of Estates schemes is more ‘lumpy’, with peaks of expenditure when major buildings are replaced. ICT Expenditure reflects the Constabulary Strategy to invest in digital technology and the national programme to replace the Police Radio System (Airwave) with an Emergency Services Network (ESN). The diagram below shows the make up of the capital programme over 10 years.



3.5. 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 medium-term four-year period to 2024/25. The appendix also shows that in years 5-10 of the programme there are some shortfalls and deficits, but overall the budget is balanced. This has been achieved through an increase in revenue contributions from year 5 (see paragraph 3.8). The estimates for 5-10 years are built on a number of assumptions, which, particularly in rapidly changing sectors such as ICT, are difficult to accurately predict. This means that project costs in the later years of the capital programme become increasingly indicative and should be treated with caution.

3.6. In relation to the financing of the capital programme, the Government’s grant settlements for 2020/21 and 2021/22 both included a reduced level of specific capital grant funding of £97k pa. However, additional funding for the recruitment of 20,000 additional Police Officers, known as Operation Uplift was integral to the settlement. The Policing Minister’s statement, which accompanied the settlement, made it clear that the additional revenue funding for Operation Uplift included a capital element to

support the infrastructure costs required to equip the additional officers in their roles. The money was deliberately directed to the revenue budget to provide forces with maximum flexibility to decide upon the most appropriate balance between officers and equipment to support Operation Uplift. A scheme totaling £800k (£300k 2021/22 and £500k 2022/23) for Operation Uplift has now been included in the programme, funded from the revenue budget. The detailed allocation of this budget will be decided during 2021/22, with a significant proportion likely to be allocated to vehicles.

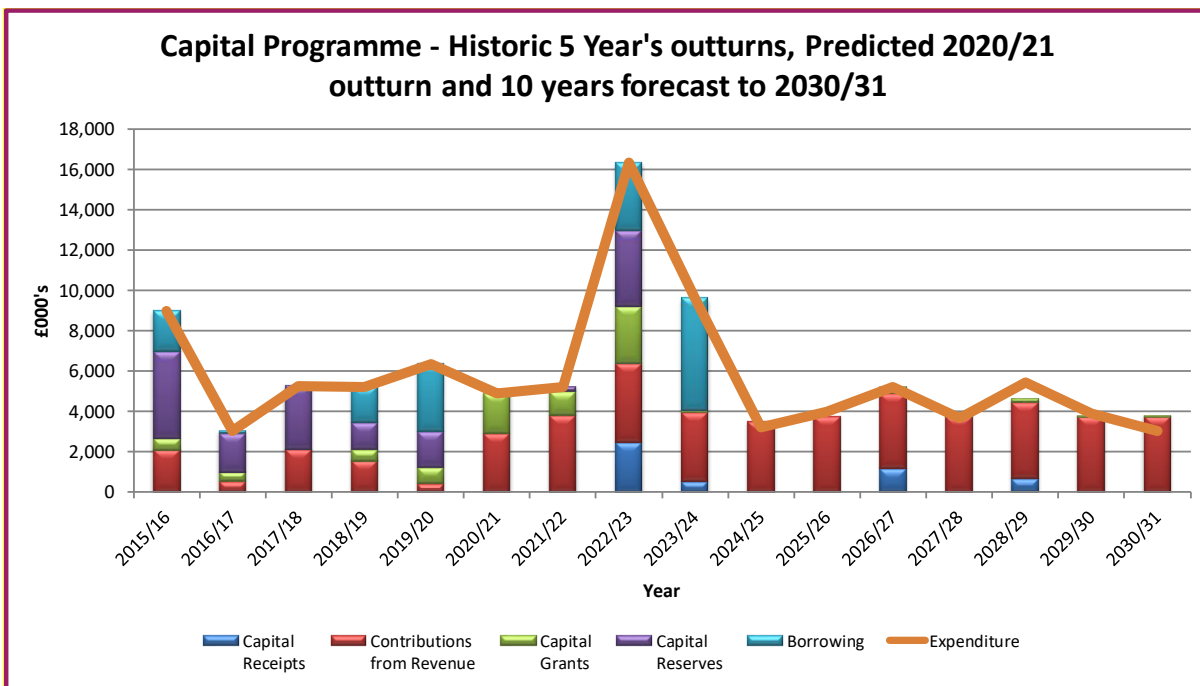
3.7. As a result of the majority of capital expenditure being in relation to relatively short lived assets (e.g. ICT and fleet of up to 10 years' life), choices for financing the capital expenditure are fairly limited. Borrowing for short-lived assets is not a viable consideration due to the requirement to set aside funds from the revenue budget 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 2022/23 and 2023/24 it is estimated that the Commissioner will need to borrow £9m. This is linked to an indicative scheme to improve the Commissioner's estate in the west of the county. A full options evaluation exercise and formal report will be required before any firm decisions are made in relation to this project.

3.8. By the end of 2022/23 historic capital grant and general capital reserves will have been fully utilised. This, in combination with the reduced level of capital grant, means that the capital programme becomes more reliant on revenue contributions to support capital expenditure. Historically, the annual contribution from the revenue budget was set at £1.2m. The following increases have been approved since then

- PCP Jan 2017 - Increase of £0.48m to £1.68m for 2018/19 and 2019/20
- PCP Jan 2017 – Increase of £1.3m to £2.98m for 2020/21 onwards - as accumulated capital reserves and grant are fully extinguished.
- PCP Jan 2019 – Increase £0.3m to £3.28m from 2020/21.
- PCP Feb 2020 – Increase £0.27m to £3.56m from 2020/21 (to replace lost grant –see above)

As described in paragraph 3.6 revenue support for the capital programme in 2021/22 and 2022/23 has been increased as a result of Operation Uplift. However, in the absence of other funding streams, there is a likelihood that the level of revenue budget support for the underlying capital programme will need to increase still further. The ten-year capital programme in appendix 1 shows revenue support for the capital programme increasing to over £3.7m pa from 2025/26.

The chart below illustrates capital expenditure and funding over a historic five-year period and forecast for ten-year period which illustrates how the capital programme will become almost entirely dependent upon revenue funding in future:



3.9. 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.

The ICT capital programme is supported by the Digital Data and Technology Strategy.

The ICT Capital Programme also makes provision for a large number of national ICT programmes, which include changes of major strategic importance, in particular, 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 £3.0m over the four years of the MTF and £7.4m 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. The timescales for the project are constantly changing and it is likely to be the new financial year before we get any further clarity. These prudent commitments in the strategy place the Commissioner in a good position for any announcements. The replacement Airwave handsets will use different technology to the old radios and the Constabulary's control room infrastructure has been upgraded so it is ready to support the connection to ESN.

The pandemic shifted the focus of ICT resources as they were quickly required to equip the workforce with hardware and a resilient network to allow for agile working at home. Whilst some projects were able to continue, the largest replacement in 2020/21 for the converged infrastructure had to be paused. The pandemic has provided the Constabulary with an opportunity to assess the current agile working and look at how this will affect future working arrangements. This will help determine the ICT infrastructure that is needed to support a more agile future. The Infrastructure is currently a consolidation of server hardware in an on-site data centre. The desire is to move away from this expensive hardware and towards cloud storage. This would be a managed software solution and would therefore be revenue expenditure but until such time that a 'Proof of Concept' provides us with a firm pathway to Cloud, the budget is provisioned for in capital. The budget has been reprofiled from the large server replacement each 4 years to an even budget across all 10 years to reflect more accurately the financing of a managed solution.

If these two large schemes are discounted, the programme shows that the ICT capital programme presented remains broadly flat over the 10 years at an average of £1.4m per annum. This provides for the cyclical replacement and improvement of the full range of ICT services: the networks and security and 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 includes 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 high-level analysis of the ICT capital programme.

3.10. Fleet Schemes

The constabulary fleet replacement programme consists of around 300 vehicles. The capital programme provides for the replacement and kit out of these vehicles on a periodic basis at the end of their useful life. The fleet schemes are supported by the fleet strategy, the Corporate Support Annual Update presented to the Commissioner for approval elsewhere on this agenda, incorporates detail on progress against delivery of the strategy over the last year and work planned for 2021/22. 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. The majority of vehicles are procured through a national framework agreement which ensures value for money is achieved.

During 2020/21 85 vehicles were planned for replacement at an estimated cost of £2,847k. Many these vehicles are to replace the 'Single Vehicle platform' that was rolled out in 2014/15. The conclusion was reached that there is no longer a single vehicle that meets all the requirements of the differing teams that use the vehicle and that a mix of cars and vans would be the most appropriate option. Unfortunately, due to the world wide-pandemic, production of vehicles largely ceased for a time, before beginning slowly again. This has meant that the lead time for delivery of some models has increased. Of the 85 vehicles planned for replacement, 79 have been ordered. Of these; 16 have been received, 39 are still expected before the year end and, unfortunately, 24 will now not be received until 2021/22. Following a few minor changes to the plan a total of 28 vehicles with a budget of £966k have been moved forward to 2021/22 to reflect these delays.



The Constabulary now has 7 electric vehicles on the fleet. Five of which are livered and 2 are currently used as unmarked pool vehicles. These vehicles are supported by a network of 14 electric vehicle charging points at HQ and the main deployment centres.

The plan for 2021/22 is to replace 37 vehicles with a budget of £772k. This is made up with a mix of operational vehicles for the Mobile and Pro-active Support Groups, several unmarked Area Drug Team vehicles and a number of pool vehicles. The budget has been created on pricing from current

frameworks but at this point in time the effect of Brexit and trade negotiations is unknown, but the general feeling is that prices will increase.

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

3.11. Estates Schemes

The Commissioner's estate currently consists of 30 premises (including police headquarters, larger police stations/Territorial Policing Area HQ, which include custody suites, smaller police stations, one police house, leased in and leased out property together with surplus assets subject to disposal). The estates schemes are supported by the estates strategy, the Corporate Support Annual Update presented to the Commissioner for approval elsewhere on this agenda, incorporates detail on progress against delivery of the strategy over the last year and work planned for 2021/22. 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 main focus of the strategy in recent years has been the development of the new Eden Deployment Centre and replacement hostel accommodation on the HQ site at Penrith. In response to the Government announcement of investment in additional Police Officers (Operation

Uplift) the property will be temporarily utilised as a Learning and Development Centre to support the increased level of police officer recruitment.

The emphasis shifts for the coming years to focus on improved premises in the west of the county in response to major flooding incidents in recent years, options for which will be developed over 2021/22. The west scheme accounts for the majority of the estates capital spend, £13m out the £13.9m planned over the medium term, with some smaller items of life cycle replacement making up the difference. Beyond this, in the 10-year plan, the estates capital budget reduces significantly once the west scheme is complete, to leave on average £225k per year for replacement schemes.

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

3.12. Other Schemes

Other schemes include cross cutting or operational programmes of work and include the replacement of Tasers and Firearms and works to expand and replace the Countywide CCTV system.

Also included in the is section is a scheme titled Operation Uplift. This scheme refers to the Governments decision to 'uplift' the number of officers in each Constabulary and as such they have provided additional revenue and capital grants to facilitate this growth. This funding will be required to make changes to the Estate, increase the vehicle Fleet and purchase the additional ICT equipment that each officer will require to undertake their roles. Detailed planning is underway to ascertain exactly where this funding is required but until that is complete it will be held in total as 'other schemes'.

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

4. Capital Receipts

4.1. **Appendix 7** provides details of property disposals and the proceeds of those sales over recent years. The table shows total receipts of £4.769m. At 31 March 2020 there was a balance of capital receipts unapplied of £2.096m, this means that £2.673m have already been applied to the capital programme. The majority of the sales resulted from an estates rationalisation programme and those sale proceeds were used to finance the South Area Headquarters in Barrow.

4.2. The remainder of the capital receipts will be applied to the capital programme from 2022/23 as reserves and grants are extinguished.

5. Supplementary information

Attachments

Appendix 1	Capital Expenditure and Financing 10 years 2021/22 to 2030/31
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 2020 and December 2020
Appendix 7	Capital Receipts Breakdown 2009/10 to 2020/21

Capital Expenditure and Financing 10 years 2021/22 to 2030/31

Capital Expenditure	Yr 0 2020/21 £	Yr 1 2021/22 £	Yr 2 2022/23 £	Yr 3 2023/24 £	Yr 4 2024/25 £	Yr 5 2025/26 £	Yr 6 2026/27 £	Yr 7 2027/28 £	Yr 8 2028/29 £	Yr 9 2029/30 £	Yr 10 2030/31 £	Yr 1-10 Total £
ICT Schemes	2,029,816	2,692,539	6,721,276	2,850,369	1,987,939	2,902,508	2,544,082	1,957,695	3,001,228	2,759,106	1,872,157	29,288,899
Fleet Schemes	2,096,670	1,768,374	1,085,280	1,185,600	897,184	709,560	2,430,890	1,386,000	1,917,480	746,460	1,071,440	13,198,268
Estates Schemes	311,794	300,000	7,710,000	5,600,000	310,000	350,000	245,000	170,000	155,000	320,000	105,000	15,265,000
Other Schemes	468,307	450,000	850,000	0	0	0	0	150,000	350,000	43,000	0	1,843,000
Total Capital Expenditure	4,906,587	5,210,913	16,366,556	9,635,969	3,195,123	3,962,068	5,219,972	3,663,695	5,423,708	3,868,566	3,048,597	59,595,167
Capital Financing	Yr 0 2020/21 £	Yr 1 2021/22 £	Yr 2 2022/23 £	Yr 3 2023/24 £	Yr 4 2024/25 £	Yr 5 2025/26 £	Yr 6 2026/27 £	Yr 7 2027/28 £	Yr 8 2028/29 £	Yr 9 2029/30 £	Yr 10 2030/31 £	Yr 1-10 Total £
Capital Receipts	0	0	(2,437,945)	(532,606)	0	0	(1,161,674)	0	(649,935)	0	0	(4,782,160)
Contributions from Revenue	(2,868,527)	(3,813,427)	(3,908,862)	(3,405,881)	(3,461,459)	(3,716,600)	(3,744,984)	(3,769,840)	(3,772,167)	(3,711,965)	(3,710,733)	(37,015,916)
Capital Grants	(2,038,060)	(1,147,486)	(2,869,749)	(97,482)	0	0	(292,446)	0	(194,964)	(97,482)	(97,482)	(4,797,090)
Capital Reserves	0	(250,000)	(3,750,000)	0	0	0	0	0	0	0	0	(4,000,000)
Borrowing	0	0	(3,400,000)	(5,600,000)	0	0	0	0	0	0	0	(9,000,000)
Total Capital Financing	(4,906,587)	(5,210,913)	(16,366,556)	(9,635,969)	(3,461,459)	(3,716,600)	(5,199,104)	(3,769,840)	(4,617,066)	(3,809,447)	(3,808,215)	(59,595,167)
(Excess)/Shortfall	0	(0)	(0)	0	(266,336)	245,468	20,868	(106,144)	806,642	59,120	(759,617)	0

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

ICT Schemes

ICT Summary	Yr 0 2020/21 £	Yr 1 2021/22 £	Yr 2 2022/23 £	Yr 3 2023/24 £	Yr 4 2024/25 £	Yr 5 2025/26 £	Yr 6 2026/27 £	Yr 7 2027/28 £	Yr 8 2028/29 £	Yr 9 2029/30 £	Yr 10 2030/31 £	Yr 1-10 Total £
ICT End User Hardware Replacement (002x)	388,606	1,000,068	961,666	348,084	813,579	643,628	446,621	698,538	661,125	881,714	450,871	6,905,894
ICT Core Hardware Replacement (003/004x)	496,414	2,205,003	1,687,400	1,868,050	964,110	1,447,719	1,014,347	1,380,748	2,283,899	991,478	1,514,254	15,357,009
ICT Core Infrastructure Replacement (projects)	933,400	280,423	2,615,383	382,378	99,325	1,210,336	1,416,831	106,397	308,750	1,250,695	112,909	7,783,428
ICT Infrastructure Solution Replacement (Projects)	211,396	207,045	456,827	251,857	110,925	113,033	115,239	117,488	277,081	122,120	124,503	1,896,117
Savings Target - 15% Year 5-10 (linked to ICT tech advances)	0	0	0	0	0	(512,207)	(448,956)	(345,476)	(529,628)	(486,901)	(330,381)	(2,653,549)
General Prudent Slippage (linked to workloads and staffing levels)		(1,000,000)	1,000,000	0	0	0	0	0	0	0	0	0
Total ICT Summary	2,029,816	2,692,539	6,721,276	2,850,369	1,987,939	2,902,508	2,544,082	1,957,695	3,001,228	2,759,106	1,872,157	29,288,899

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 2021/22 to 2024/25, covering the period for which the capital programme is fully funded.

Fleet Schemes

Fleet Summary Proposed	Number of Vehicles in Category	Yr 0 2020/21 £	Yr 1 2021/22 £	Yr 2 2022/23 £	Yr 3 2023/24 £	Yr 4 2024/25 £	Yr 5 2025/26 £	Yr 6 2026/27 £	Yr 7 2027/28 £	Yr 8 2028/29 £	Yr 9 2029/30 £	Yr 10 2030/31 £	Yr 1-10 Total £
Covert	14	72,328	79,674	26,520	78,000	91,160	21,600	66,660	51,520	85,500	99,760	23,600	623,994
Neighbourhood Policing	92	854,781	660,000	482,460	374,400	0	64,800	1,195,150	1,000,160	410,400	0	0	4,187,370
Specialist Vehicles	28	189,960	265,000	0	115,440	118,720	237,600	121,660	112,000	417,240	128,760	101,480	1,617,900
Dog Vehicles	10	80,661	280,000	0	0	0	75,600	269,500	0	0	0	82,600	707,700
Motor Cycles	8	15,000	0	0	0	0	152,280	0	0	0	0	17,700	169,980
Pool Cars	29	13,260	174,200	15,300	64,480	38,584	19,440	125,070	14,560	224,580	17,400	73,160	766,774
Protected personnel Carriers	9	183,600	0	244,800	0	0	0	132,000	0	205,200	0	283,200	865,200
Roads Policing Vehicles	20	618,000	174,000	40,800	312,000	434,600	79,920	374,000	112,000	353,400	433,840	165,200	2,479,760
Crime Command	39	15,300	30,000	0	202,800	114,480	58,320	114,400	33,600	0	0	283,200	836,800
Crime Scene Investigators	10	0	20,500	275,400	0	0	0	0	0	0	23,780	0	319,680
Garage	6	0	0	0	0	0	0	0	0	153,900	0	0	153,900
Chief Officer Pool	2	0	0	0	38,480	37,100	0	0	0	0	42,920	41,300	159,800
Above Strength Vehicles	16	0	0	0	0	0	0	0	0	0	0	0	0
Partnership Vehicles	15	53,780	85,000	0	0	62,540	0	32,450	62,160	67,260	0	0	309,410
Total Fleet Summary	298	2,096,670	1,768,374	1,085,280	1,185,600	897,184	709,560	2,430,890	1,386,000	1,917,480	746,460	1,071,440	13,198,268
Number of Vehicles Replaced Each Year		70	65	32	45	33	27	84	44	57	18	40	

Status - Fleet Replacement - It is recommended that all fleet replacement schemes are approved as firm for 2021/22 only. This provides authority to procure on the basis of the currently approved fleet strategy. The strategy will be reviewed during 2021/22 to inform the status of the capital programme in future years.

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		
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31		
				£	£	£	£	£	£	£	£	£	£	£		
Existing Schemes																
Roof Repairs - Various																
	Whitehaven Police Station		Firm	37,625	0	0	0	0	0	0	0	0	0	0	0	0
	Kendal Police Station		Firm	56,249	0	0	0	0	0	120,000	0	0	25,000	0	0	145,000
	Roof Repairs - HQ Dog section		Firm	70,000	0	0	0	250,000	0	0	0	0	0	0	0	250,000
Heating, Ventilation & Cooling Plant - Various																
	Police Headquarters			0	0	0	0	0	300,000	0	0	0	200,000	0	0	500,000
	Barrow HVAC			0	0	0	0	0	0	0	60,000	0	0	0	0	60,000
Other Existing Schemes																
	UPS Durranshill			0	0	0	0	60,000	0	0	0	0	0	0	0	60,000
	UPS HQ		Firm	100,000	0	0	0	0	0	0	0	30,000	0	0	0	30,000
	UPS Barrow			0	0	0	0	0	0	0	60,000	0	0	0	0	60,000
	Garage Provision			0	0	500,000	0	0	0	0	0	0	0	0	0	500,000
	Durranshill - Replacement CCTV system and cell call			0	0	0	0	0	50,000	0	0	0	0	0	0	50,000
	Kendal CCTV and Cell Call			0	0	0	0	0	0	0	50,000	0	0	0	0	50,000
	West Resilience Flood Management		a	0	250,000	7,150,000	5,600,000	0	0	0	0	0	0	0	0	13,000,000
	Roof Repairs & Glazing - Durranshill			0	0	0	0	0	0	75,000	0	0	0	0	0	75,000
	HQ Static inverter			0	0	0	0	0	0	0	0	50,000	0	0	0	50,000
	HQ window conservation			0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
	Durranshill heat and vent plant		Firm	27,920	0	0	0	0	0	0	0	0	0	0	0	0
	Gas suppression cylinder replacements		Firm	20,000	0	0	0	0	0	0	0	0	25,000	0	0	25,000
	Barrow CCTV camera replacement			0	0	0	0	0	0	0	0	35,000	0	0	0	35,000
	Comms Centre Cooling plant life cycle replacement			0	0	0	0	0	0	0	0	0	70,000	0	0	70,000
	Kendal M&E plant			0	0	0	0	0	0	0	0	20,000	0	0	0	20,000
	Carlisle M&E plant (area 2)			0	0	60,000	0	0	0	0	0	20,000	0	0	0	80,000
	Sub Total Existing Estates Schemes			311,794	250,000	7,710,000	5,600,000	310,000	350,000	245,000	170,000	155,000	320,000	0	0	15,110,000
New Estates Schemes 2021/22																
	Kendal - yr 10 electrical and plant infrastructure			0	0	0	0	0	0	0	0	0	0	50,000	0	50,000
	Durranshill curtain walling life cycles			0	0	0	0	0	0	0	0	0	0	30,000	0	30,000
	Learning and Development Centre life cycles			0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
	Barrow - custody services to support digital roll out		b	0	50,000	0	0	0	0	0	0	0	0	0	0	50,000
	Sub Total New Estates Schemes			0	50,000	0	0	0	0	0	0	0	0	105,000	0	155,000
Total Estates Schemes				311,794	300,000	7,710,000	5,600,000	310,000	350,000	245,000	170,000	155,000	320,000	105,000	0	15,265,000

Estates Scheme Status Recommendations*

1. It is recommended that schemes (a) and (b) 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 2021/22 and 2024/25 only unless otherwise stated.

Other Schemes

Other Schemes 2021/22 onwards	Yr 0 2020/21 £	Yr 1 2021/22 £	Yr 2 2022/23 £	Yr 3 2023/24 £	Yr 4 2024/25 £	Yr 5 2025/26 £	Yr 6 2026/27 £	Yr 7 2027/28 £	Yr 8 2028/29 £	Yr 9 2029/30 £	Yr 10 2030/31 £	Yr 1-10 Total £
CCTV	23,890	150,000	350,000	0	0	0	0	150,000	350,000	0	0	1,000,000
New CED migration (currently Taser X26)	302,055	0	0	0	0	0	0	0	0	0	0	0
Glock Pistol Replacement	45,167	0	0	0	0	0	0	0	0	0	0	0
Portable Ballistic Protective Equipment	0	0	0	0	0	0	0	0	0	43,000	0	43,000
Laser Scanning	58,191	0	0	0	0	0	0	0	0	0	0	0
Business Transformation	0	0	0	0	0	0	0	0	0	0	0	0
Operation Uplift	14,379	300,000	500,000	0	0	0	0	0	0	0	0	800,000
Operation Lecturn	24,625	0	0	0	0	0	0	0	0	0	0	0
Total Other Schemes	468,307	450,000	850,000	0	0	0	0	150,000	350,000	43,000	0	1,843,000

Other Scheme Status Recommendations*

1. It is recommended that the wholesale replacement of the CCTV system in 2021/22 and 2022/23 be subject to a business case.
2. It is recommended that the capital aspects of the operation uplift programme in 2021/22 and 2022/23 be subject to a business case.

*scheme status applies to the financial profile between 2021/22 and 2024/25 only unless otherwise stated.

Analysis of the change in Capital Programme between February 2020 and the February 2021 proposal.

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	4 Year
	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
	£	£	£	£	£	£
Capital Strategy - Approved (February 2020)	7,552,976	8,035,056	10,884,805	8,358,113	3,477,887	30,755,861
Capital Strategy - Proposed (December 2020)	4,906,587	5,210,913	16,366,556	9,635,969	3,195,123	34,408,560
Difference (decrease)/Increase	(2,646,389)	(2,824,143)	5,481,751	1,277,855	(282,764)	3,652,699
Difference by Type						
- ICT Schemes	(2,238,548)	(1,771,496)	3,191,161	1,063,391	(144,408)	2,338,648
- Fleet Schemes	(750,150)	992,353	(384,410)	214,464	(138,356)	684,051
- Estates Schemes	29,169	(1,775,000)	1,825,000	0	0	50,000
- Other Schemes	313,140	(270,000)	850,000	0	0	580,000
Difference (decrease)/Increase	(2,646,389)	(2,824,143)	5,481,751	1,277,855	(282,764)	3,652,699
Explanation of the Difference by Type						
- ICT Schemes						
Realignments Current Year	(2,547,894)	1,380,198	1,393,441			2,773,638
Realignments Future Years				448,488	(600,592)	(152,105)
New Scheme	104,265	0	0	0	0	0
Transfer From Revenue	12,269	0	0	0	0	0
Transfer to Revenue	192,812	0	0	0	(512,025)	(512,025)
Changes to Infrastructure (smoothing)	0	(1,629,494)	700,000	502,284	800,000	185,159
Changes to Tablet replacements (smoothing)	0	(522,200)	97,720	112,620	168,209	(260,850)
New Year						0
Prudent Slippage		(1,000,000)	1,000,000			
- Fleet Schemes						
Price Correction	0	0	1,500	0	0	1,500
Slippage from 19/20	130,354	0	0	0	0	0
Previously approved SVG/COG report changes	(63,300)	(185,000)	(100,000)	300,000	50,000	65,000
Motorcycle replacement B/Fwd	15,000	0	0	(15,000)	0	(15,000)
Effect of previous Write Offs	111,461	0	0	0	(70,000)	(70,000)
Mileage Issues B/Fwd	0	281,200	(224,000)	(44,200)	0	13,000
Slippage to 2021/22	(926,000)	926,000	0	0	(75,000)	867,000
Inflation	(17,665)	(29,847)	(61,910)	(26,336)	(43,356)	(161,449)
- Estates Schemes						
Kendal Police Station	1,249	0	0	0	0	0
Garage Provision	0	(500,000)	500,000	0	0	0
West Resilience Flood Management	0	(1,325,000)	1,325,000	0	0	0
New Schemes Added in	0	50,000	0	0	0	50,000
Slippage from 19/20	27,920	0	0	0	0	0
- Other Schemes						
CCTV	23,890	(350,000)	350,000	0	0	0
New CED migration (currently Taser X26)	192,055	(220,000)	0	0	0	(220,000)
Laser Scanning	58,191	0	0	0	0	0
Operation Uplift	14,379	300,000	500,000	0	0	814,379
Operation Lecturn	24,625	0	0	0	0	24,625
Difference (decrease)/Increase	(2,646,389)	(2,824,143)	5,481,751	1,277,855	(282,764)	3,652,699
Difference left to explain	0	0	0	0	0	0

Property Disposals – Details of Sale Proceeds

Year	Premises Sold	Net Capital Receipts £
2020/21	At the time of writing this report there had been no funds received for any premises sold.	0
2019/20	There were no property sales	0
2018/19	Police House -39 Liddle Close Carlisle	156,454
2018/19	Ulverston Police Station	490,963
2017/18	Cleator Moor Police Station	103,061
2017/18	Barrow Police Station	439,639
2016/17	Police House - 21 Thornleigh Road	260,630
2016/17	Maryport Police Station	78,505
2015/16	Police House 11-12 The Green, Penrith	57,994
2015/16	Wigton Police Station	182,955
2015/16	Ambleside Police Station	315,369
2013/14	Dalton in Furness Police Station	118,244
2013/14	Keswick Police Station	327,000
2012/13	Kirkby Stephen Police Station & House	149,143
2012/13	Police House - 3 Centurians Walk, Carlisle	172,673
2012/13	Police House - 4 Allan Court, Workington	171,400
2012/13	Alston Police Station	164,877
2012/13	Ambleside Police Station	139,247
2012/13	Cockermouth Police Station	238,387
2012/13	Millom Police Station	43,956
2012/13	Milnthorpe Police Station	139,240
2012/13	Sedbergh Police Station	88,672
2011/12	Police House - Durdar	147,930
2011/12	Police House - 12 Derwent Drive Kendal	181,557
2011/12	Police House - 10 Clifton Court, Workington	123,680
2010/11	Police House - 52 Whitestiles, Seaton	113,576
2010/11	Police House - 6 Helsington Road, Kendal	213,332
2009/10	Police House - 3 Derwent Drive, Kendal	150,143
Please note there were no property disposals in 2014/15		0
Total		4,768,625