



Cumbria Office of the Police and Crime Commissioner

Title: Capital Programme 2022/23 & Beyond

Public Accountability Conference: 16th February 2022

Report of the Joint Chief Finance Officer

Originating Officers: Michelle Bellis, Deputy Chief Finance Officer
Lorraine Holme, Financial Services Manager

1. Purpose of the Report

1.1. The purpose of this report is to provide information on the proposed capital programme for 2022/23 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 2022/23 and beyond as part of the overall budget process for 2022/23.

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

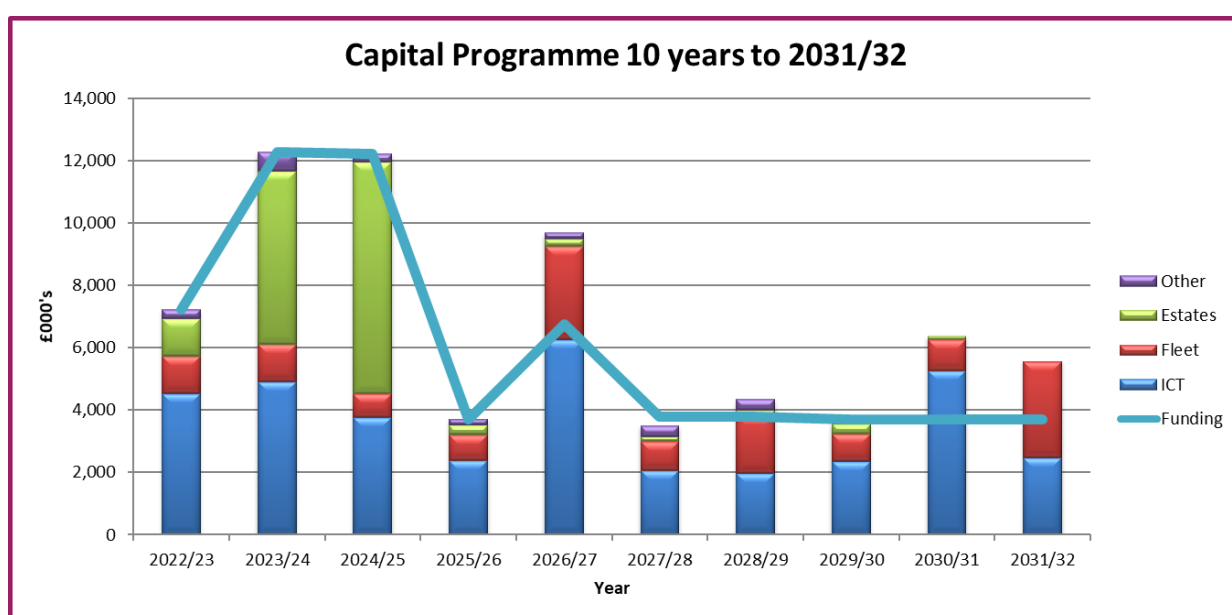
3. Capital Funding and Expenditure

- 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**”. In previous years the test that has been applied to meet these requirements is that 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. In compliance with CIPFA best practice guidance the medium-term financial timeframe for both revenue and capital expenditure planning has now been extended to 5 years.
- 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 include the replacement of the countywide CCTV system and replacement of firearms equipment, such as tasers.
- 3.3. The profile of capital expenditure fluctuates annually. Across the current ten-year programme, annual average expenditure typically comprises £1.5m to replace fleet vehicles and around £3.5m for replacement of ICT systems and equipment. The profile of Estates schemes is ‘lumpier’, 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).

3.4. The table below provides a high-level summary of the proposed capital programme and associated capital financing over the five-year timeframe of the medium-term financial forecast (2022/23 to 2026/27).

Capital Expenditure	Yr 0 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £	Yr 4 2025/26 £	Yr 5 2026/27 £
ICT Schemes	2,361,763	4,530,120	4,892,291	3,768,847	2,388,379	6,248,985
Fleet Schemes	2,700,594	1,191,000	1,215,840	749,216	821,500	2,995,704
Estates Schemes	1,395,726	1,206,249	5,550,000	7,440,000	300,000	245,000
Other Schemes	299,426	291,719	617,829	267,829	200,000	200,000
Total Capital Expenditure	6,757,509	7,219,088	12,275,960	12,225,892	3,709,879	9,689,689
Capital Financing	Yr 0 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £	Yr 4 2025/26 £	Yr 5 2026/27 £
Capital Receipts	(84,800)	0	(1,182,217)	(380,864)	(105,997)	(3,113,091)
Revenue Contributions	(4,652,774)	(4,415,946)	(4,406,701)	(4,465,028)	(3,603,882)	(3,632,587)
Capital Grants	(1,999,935)	(2,203,142)	(1,687,042)	0	0	0
Capital Reserves	(20,000)	(600,000)	(3,380,000)	0	0	0
Borrowing	0	0	(1,620,000)	(7,380,000)	0	0
Total Capital Financing	(6,757,509)	(7,219,088)	(12,275,960)	(12,225,892)	(3,709,879)	(6,745,678)
(Excess)/Shortfall	0	0	0	0	0	2,944,011

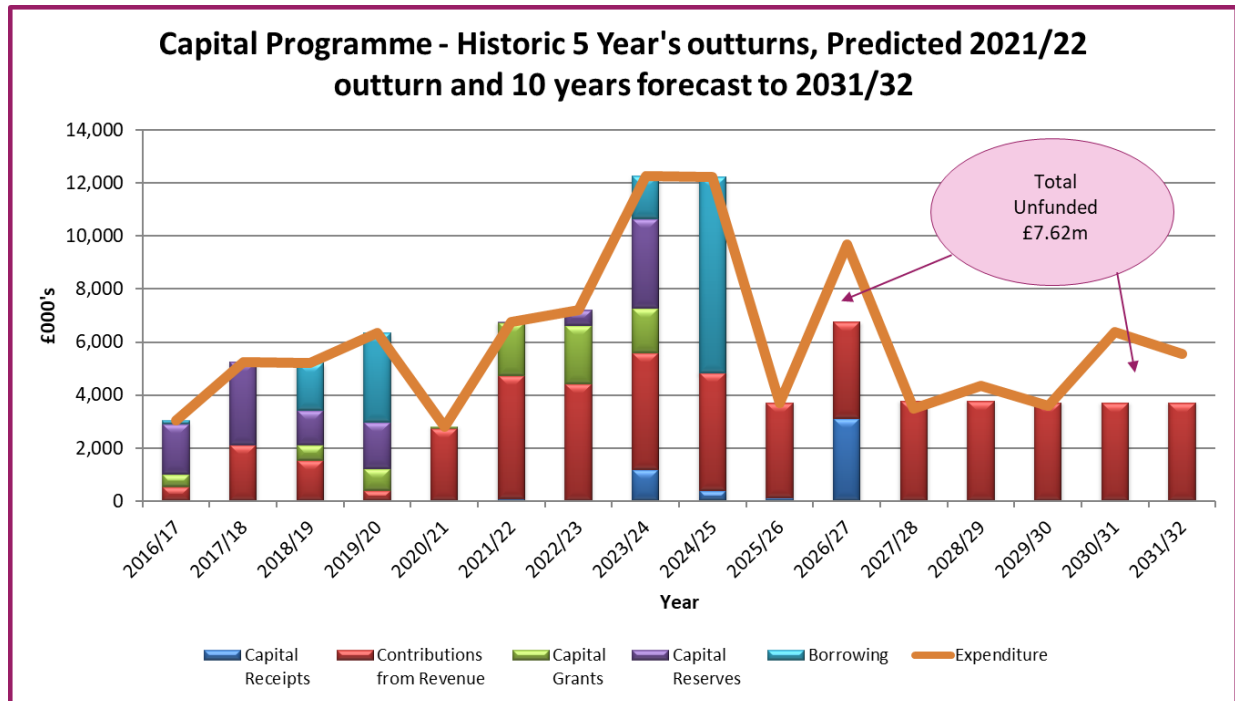
3.5. The diagram below shows the make up of the capital programme over 10 years. The large block of Estates work in 2023/24 and 2024/25 relates to the planned replacement of the Territorial Policing HQ in West Cumbria at the end of the current PFI contract. An options evaluation with regard to this project is currently being progressed and formal approval will be required before the scheme commences.



- 3.6. Since the last capital strategy was agreed by the Commissioner in February 2021 a number of new capital demands have emerged. These have included short term requirements to replace kenneling for police dogs £1.5m, adapting the HQ site primarily to provide increased learning and development capacity in the context of increased recruitment from Operation Uplift £0.4m and the replacement of the Police Records Management System by 2024/25 at an estimated cost of £3m. These additional short term capital demands will be financed through a combination of draw-down of revenue reserves and direct support from the revenue budget.
- 3.7. Increased costs are also forecast in the later years of the ten-year capital programme. In particular, a re-assessment of the costs of implementing the Emergency Services Network (ESN) has been undertaken based on revised modelling issued by the Home Office. This work has identified an upward revision of the implementation costs of the new system by £3m, with the bulk of the additional cost arising around the point of transition in 2026/27. ESN is a complex national project, which has been subject to repeated delays and uncertainty regarding the proportion of costs which will ultimately be borne by forces.
- 3.8. In addition, recent increases in the costs of vehicles have also added a further £3m to the cost of fleet replacement over the ten-year forecast period. There is also a risk that additional vehicles to meet the needs of the additional officers recruited through Operation Uplift will be required, which will require a business case, but would add further to the fleet programme costs.
- 3.9. Historically the capital programme has been financed through a combination of capital grants, capital receipts, capital reserves, borrowing and contributions from the revenue budget. Reserves and accumulated capital grants will be largely exhausted by 2023/24. In addition, the Government's grant settlements over recent years had successively reduced the level of specific capital grant funding to £97k p.a. by 2021/22. Capital grant funding was removed altogether from the 2022/23 police settlement, although the Policing Minister has made it clear that the additional revenue funding for Operation Uplift has included a capital element to support the infrastructure costs required to equip the additional officers in their roles.
- 3.10. As a result of the reducing funding sources described above and 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 programme 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 2023/24 and 2024/25 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 see para 3.5.

- 3.11. The capital programme has therefore become ever more reliant on revenue contributions to finance 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.
 - PCP Jan 2019 – Increase £0.3m to £3.28m from 2020/21.
 - PCP Feb 2020 – Increase £0.27m to £3.56m from 2020/21.
- 3.12. A summary of the 10-year capital programme is provided for information at **Appendix 1**. Whereas the ten-year capital programme in previous years was fully balanced, the increased capital expenditure and reduced funding outlined in the preceding paragraphs has given rise to a total capital funding deficit of £7.62m in years 5 to 10. 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 projected costs in the later years of the capital programme become increasingly indicative and should be treated with caution. Nevertheless, the funding gap identified beyond year 4 of the capital programme presents a risk that it will no longer meet the tests of ‘affordability, prudence and sustainability’ as set out in the Prudential Code. The only ways in which this can be realistically addressed is through either capital savings or further increased support from the revenue budget, which will, in turn, increase the requirement to deliver revenue savings. The ten-year capital programme deficit of £7.62m would equate to an increase in revenue support of £0.76m pa over 10 years or £1.27m pa over the later 6 years.
- 3.13. Of particular concern is the projected deficit of £2.9m in 2026/27, which is largely as a result of the implementation of ESN. Given the higher than usual level of complexity and uncertainty regarding this project, further work will be undertaken within the Constabulary to validate the costs of ESN. However, there may ultimately be no option but to increase the level of support to the capital programme from the revenue budget.
- 3.14. Whilst the proposed capital programme meets the prudential code test of ‘affordability, prudence and sustainability’ that it fully funded over 4 years, it would no longer do so if the test were extended to 5 years due to the costs of implementing ESN. Further work will therefore be undertaken in 2022/23 to assure the programme’s sustainability over the longer term.

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 and also highlights the funding gap, where the orange expenditure line exceeds the funding in the bars.



3.15. 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 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 £5.40m over the five years of the MTFF and £10.1m over 10 years (an increase of £3m from the programme presented in February 2021). 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 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. The project budget to deliver these changes has begun with a budget that is spread all 10 years (slightly front loaded) to reflect more accurately the financing of a managed solution. Such a solution could ultimately be classed as 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 ICT programme 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. Current exploratory work is underway to understand the best way forward to allow us to keep ahead of the evolving complexities of policing technologies and join all our information in one place. To facilitate these developments a record management system has been added to the programme with a value of £3m.

If these three large schemes are discounted, the programme shows that the ICT capital programme presented remains broadly flat over the 10 years at an average of £1.5m 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. 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.

3.16. 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, an annual update of progress against which was presented to the Commissioner as part of the budget setting process in the autumn. 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 2021/22 100 vehicles were planned for replacement (including 62 slipped from 2020/21) at an estimated cost of £2.7m. Many of these vehicles were to replace the 'Single Vehicle platform' vehicles that were originally rolled out in 2014/15. The pandemic delayed delivery of a large number of vehicles



in 2020/21, which have all now been received.

The delays caused some operational difficulties associated with managing and rotating an aging fleet but these vehicles have now all been replaced. Of the 38 vehicles in the programme for 2021/22 22 have been ordered with 13 of those being received and a further 6 expected close to the year end. Of

the remaining 16 vehicles yet to be ordered 11 are pool cars. A review of pool car usage and the type of replacement vehicles required will determine the timescales for replacement. The suitability of hybrid and fully electric vehicles are being considered. The effects of Brexit and the pandemic are being felt and the prices of some vehicles have risen. As a result of this the current year budget includes an increase of £66k to accommodate this price inflation.

The plan for 2022/23 is to replace 32 vehicles with a budget of £1,191k. This is made up with a mix of operational vehicles for territorial policing and several CSI vehicles. The budget has been created on pricing from current frameworks and recent purchases which reflect the recent price increases.

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

3.17. Estates Schemes

The Commissioner's estate currently consists of 29 premises (including police headquarters, larger police stations/Territorial Policing Area HQ, which include custody suites, smaller police stations, leased in and leased out property together with surplus assets subject to disposal). The estates schemes are supported by the estates strategy, an annual update of progress against this was presented to the Commissioner as part of the budget setting process for 2022/23. 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 (following the development of the new Learning &



Development Centre and replacement hostel accommodation on the HQ site at Penrith) has been on smaller life cycle replacements at various premises, including roof repairs, heating and ventilation and improvements to the uninterrupted power supply.

As mentioned in section 3.6 there have been some new schemes added to the 2021/22 programme.

- The investment in additional Police Officers (Operation Uplift) requires some internal changes to the Learning and Development Centre to support the increased level of police officer recruitment at a value of £0.3m.
- The opportunity has arisen to replace the HQ kennels at a cost of £1.5m.
- Internal building work in the Occupational Health Building to create a purpose-built Taser training facility at a value of £50k.

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 continue to be developed over 2022/23. The west scheme accounts for the majority of the estates capital spend £13m out the £14.6m 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 £221k per year for replacement schemes.

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

3.18. Other Schemes

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

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 property receipts of £5.021m. At 31 March 2021 there was a balance of property receipts unapplied of £2.096m plus the 2021/22 receipt of £0.253m, this means that £2.672m 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. In addition to the property receipts there are £85k of receipts from the sale of obsolete radio equipment, realised during the recent replacement of the airwave handsets. These will be drawn down to help finance the ESN radio replacement project.

4.2. The remainder of the capital receipts will be applied to the capital programme from 2023/24 as reserves and grants will all have been used to fund expenditure.

5. Supplementary information

Attachments

Appendix 1	Capital Expenditure and Financing 10 years 2022/23 to 2031/32
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 2021 and January 2022
Appendix 7	Capital Receipts Breakdown 2009/10 to 2021/22

Capital Expenditure and Financing 10 years 2022/23 to 2031/32

Capital Expenditure	Yr 0 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £	Yr 4 2025/26 £	Yr 5 2026/27 £	Yr 6 2027/28 £	Yr 7 2028/29 £	Yr 8 2029/30 £	Yr 9 2030/31 £	Yr 10 2031/32 £	Yr 1-10 Total £
ICT Schemes	2,361,763	4,530,120	4,892,291	3,768,847	2,388,379	6,248,985	2,066,298	1,955,588	2,341,451	5,257,998	2,466,162	35,916,119
Fleet Schemes	2,700,594	1,191,000	1,215,840	749,216	821,500	2,995,704	915,750	1,859,816	886,350	1,003,400	3,084,520	14,723,096
Estates Schemes	1,395,726	1,206,249	5,550,000	7,440,000	300,000	245,000	170,000	185,000	320,000	105,000	0	15,521,249
Other Schemes	299,426	291,719	617,829	267,829	200,000	200,000	350,000	350,000	43,000	0	0	2,320,378
Total Capital Expenditure	6,757,509	7,219,088	12,275,960	12,225,892	3,709,879	9,689,689	3,502,048.30	4,350,403.56	3,590,800.90	6,366,398.06	5,550,682.39	68,480,841.77
Capital Financing	Yr 0 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £	Yr 4 2025/26 £	Yr 5 2026/27 £	Yr 6 2027/28 £	Yr 7 2028/29 £	Yr 8 2029/30 £	Yr 9 2030/31 £	Yr 10 2031/32 £	Yr 1-10 Total £
Capital Receipts	(84,800)	0	(1,182,217)	(380,864)	(105,997)	(3,113,091)	0	0	0	0	0	(4,782,169)
Revenue Contributions	(4,652,774)	(4,415,946)	(4,406,701)	(4,465,028)	(3,603,882)	(3,632,587)	(3,775,353)	(3,779,209)	(3,711,926)	(3,710,693)	(3,709,429)	(39,210,755)
Capital Grants	(1,999,935)	(2,203,142)	(1,687,042)	0	0	0	0	0	0	0	0	(3,890,184)
Capital Reserves	(20,000)	(600,000)	(3,380,000)	0	0	0	0	0	0	0	0	(3,980,000)
Borrowing	0	0	(1,620,000)	(7,380,000)	0	0	0	0	0	0	0	(9,000,000)
Total Capital Financing	(6,757,509)	(7,219,088)	(12,275,960)	(12,225,892)	(3,709,879)	(6,745,678)	(3,775,353)	(3,779,209)	(3,711,926)	(3,710,693)	(3,709,429)	(60,863,108)
(Excess)/Shortfall	0	0	0	0	0	2,944,011	(273,305)	571,194	(121,125)	2,655,705	1,841,253	7,617,734

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

ICT Schemes

ICT Summary	Yr 0 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £	Yr 4 2025/26 £	Yr 5 2026/27 £	Yr 6 2027/28 £	Yr 7 2028/29 £	Yr 8 2029/30 £	Yr 9 2030/31 £	Yr 10 2031/32 £	Yr 1-10 Total £
ICT End User Hardware Replacement (002x)	447,864	1,287,545	698,084	1,163,579	643,628	446,621	698,538	661,125	881,714	450,871	406,609	7,338,314
ICT Core Hardware Replacement (003/004x)	957,534	2,015,546	998,150	764,110	1,043,719	1,234,347	1,490,748	1,547,009	991,478	1,272,254	1,625,325	12,982,687
ICT ESN Radio Replacement (Airwave)	264,275	382,420	69,200	200,000	588,000	4,452,778	0	0	189,540	3,740,750	742,500	10,365,188
ICT Core Infrastructure Replacement	0	96,094	285,000	0	0	0	0	0	0	0	0	381,094
ICT Infrastructure Solution Replacement (Projects)	692,090	1,748,514	1,841,857	1,641,158	113,033	115,239	222,488	277,081	765,620	124,503	126,934	6,976,426
Savings Target - 15% Year 5-10 (linked to ICT tech advances)	0	0	0	0	0	0	(345,476)	(529,628)	(486,901)	(330,381)	(435,205)	(2,127,591)
General Prudent Slippage (linked to workloads and staffing levels)	0	(1,000,000)	1,000,000	0	0	0	0	0	0	0	0	0
Total ICT Summary	2,361,763	4,530,120	4,892,291	3,768,847	2,388,379	6,248,985	2,066,298	1,955,588	2,341,451	5,257,998	2,466,162	35,916,119

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 2022/23 to 2025/26, covering the period for which the capital programme is fully funded.

Fleet Schemes

Fleet Summary	Status	Number of Vehicles in Category	Yr 0 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £	Yr 4 2025/26 £	Yr 5 2026/27 £	Yr 6 2027/28 £	Yr 7 2028/29 £	Yr 8 2029/30 £	Yr 9 2030/31 £	Yr 10 2031/32 £	Yr 1-10 Total £
Covert	Firm	14	139,062	26,000	92,820	114,400	29,680	91,908	50,600	101,920	125,400	32,480	100,418	765,626
Neighbourhood Policing	Firm	91	1,382,377	485,000	403,920	0	63,600	1,722,708	533,500	443,520	0	0	1,922,338	5,574,586
Specialist Vehicles	Firm	28	288,524	30,000	113,220	74,880	233,200	119,448	113,300	450,856	126,540	40,600	241,428	1,543,472
Dog Vehicles	Firm	10	297,759	0	0	0	74,200	297,864	0	0	0	81,200	366,744	820,008
Motor Cycles	Firm	8	0	0	0	0	149,460	0	0	0	0	17,400	0	166,860
Pool Cars	Firm	29	174,200	15,000	63,240	37,856	19,080	122,796	14,300	220,640	17,100	71,920	42,952	624,884
Protected personnel Carriers	Firm	9	0	240,000	0	0	0	129,600	0	201,600	0	278,400	0	849,600
Roads Policing Vehicles	Firm	20	239,391	40,000	306,000	312,000	195,040	367,200	110,000	224,000	551,760	162,400	0	2,268,400
Crime Command	Firm	39	30,000	0	198,900	112,320	57,240	112,320	33,000	0	0	278,400	92,040	884,220
Crime Scene Investigators	Firm	10	20,500	270,000	0	0	0	0	0	0	23,370	0	318,600	611,970
Garage	Firm	6	0	0	0	0	0	0	0	151,200	0	0	0	151,200
VIP	Firm	2	0	0	37,740	36,400	0	0	0	0	42,180	40,600	0	156,920
Above Strength Vehicles	Firm	29	0	0	0	0	0	0	0	0	0	0	0	0
Adaptations	Firm	0	128,781	0	0	0	0	0	0	0	0	0	0	0
Partnership Vehicles	Firm	14	0	85,000	0	61,360	0	31,860	61,050	66,080	0	0	0	305,350
Total Fleet Summary		309	2,700,594	1,191,000	1,215,840	749,216	821,500	2,995,704	915,750	1,859,816	886,350	1,003,400	3,084,520	14,723,096
Number of Vehicles Replaced Each Year			109	32	45	29	30	99	29	54	21	39	97	

Status - Fleet Replacement - It is recommended that all fleet replacement schemes are approved as firm for 2022/23 only. This provides authority to procure on the basis of the currently approved fleet strategy. The strategy will be reviewed during 2022/23 to inform the status of the capital programme in future years.

Estates Schemes

Estates Summary	Status	Yr 0 2021/22	Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25	Yr 4 2025/26	Yr 5 2026/27	Yr 6 2027/28	Yr 7 2028/29	Yr 8 2029/30	Yr 9 2030/31	Yr 10 2031/32	Yr 1-10 Total
		£	£	£	£	£	£	£	£	£	£	£	£
Existing Schemes													
Roof Repairs - Kendal Police Station	Firm	0	56,249	0	0	0	120,000	0	0	25,000	0	0	201,249
Roof Repairs & Glazing - Durranhill		0	0	0	0	0	75,000	0	0	0	0	0	75,000
Police Headquarters HVAC		0	0	0	0	300,000	0	0	0	200,000	0	0	500,000
Barrow HVAC		0	0	0	0	0	0	60,000	0	0	0	0	60,000
Comms Centre Cooling plant		0	0	0	0	0	0	0	0	70,000	0	0	70,000
UPS Durranhill	Firm	0	0	0	60,000	0	0	0	0	0	0	0	60,000
UPS HQ	Firm	17,923	0	0	0	0	0	0	30,000	0	0	0	30,000
UPS Kendal		0	0	0	0	0	0	0	30,000	0	0	0	30,000
UPS Barrow		0	0	0	0	0	0	60,000	0	0	0	0	60,000
Garage Provision	Indicative	0	0	500,000	0	0	0	0	0	0	0	0	500,000
Durranhill CCTV system and cell call	Indicative	0	0	50,000	0	0	0	0	0	0	0	0	50,000
Kendal CCTV and Cell Call		0	0	0	0	0	0	50,000	0	0	0	0	50,000
Barrow CCTV camera replacement		0	0	0	0	0	0	0	35,000	0	0	0	35,000
West Estate	Indicative	20,000	600,000	5,000,000	7,380,000	0	0	0	0	0	0	0	12,980,000
HQ Static inverter		0	0	0	0	0	0	0	50,000	0	0	0	50,000
HQ window conservation		0	0	0	0	0	50,000	0	0	0	0	0	50,000
Learning and Development Centre life cycles		0	0	0	0	0	0	0	0	0	25,000	0	25,000
Gas suppression cylinder replacements	Firm	(2,197)	0	0	0	0	0	0	0	25,000	0	0	25,000
Kendal M&E plant		0	0	0	0	0	0	0	20,000	0	0	0	20,000
Kendal - yr 10 electrical and plant		0	0	0	0	0	0	0	0	0	50,000	0	50,000
Carlisle M&E plant (area 2)	Firm	0	60,000	0	0	0	0	0	20,000	0	0	0	80,000
Durranhill curtain walling life cycles		0	0	0	0	0	0	0	0	0	30,000	0	30,000
Sub Total Existing Estates Schemes		35,726	716,249	5,550,000	7,440,000	300,000	245,000	170,000	185,000	320,000	105,000	0	15,031,249
New Estates Schemes 2022/23													
Learning and Development - ground floor	Firm	30,000	290,000	0	0	0	0	0	0	0	0	0	290,000
PST - Occ Health	Firm	30,000	0	0	0	0	0	0	0	0	0	0	0
Dog Section	Firm	1,300,000	200,000	0	0	0	0	0	0	0	0	0	200,000
Sub Total New Estates Schemes		1,360,000	490,000	0	0	0	0	0	0	0	0	0	490,000
Total Estates Schemes		1,395,726	1,206,249	5,550,000	7,440,000	300,000	245,000	170,000	185,000	320,000	105,000	0	15,521,249

Estates Scheme Status Recommendations*

It is recommended that schemes to provide premises in the West of the county, the garage provision and the custody CCTV 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	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
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
		£	£	£	£	£	£	£	£	£	£	£	£
CCTV	1 Indicative	0	173,890	350,000	0	0	0	150,000	350,000	0	0	0	1,023,890
Taser CED migration (T60 package /T7 * 79)	Firm	67,829	67,829	67,829	67,829	0	0	0	0	0	0	0	203,488
X26 taser fleet replacement	2 Indicative	0	0	200,000	200,000	200,000	200,000	200,000	0	0	0	0	1,000,000
Glock Pistol Replacement	Firm	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	43,000	0	0	43,000
Laser Scanning	Firm	4,954	0	0	0	0	0	0	0	0	0	0	0
Barrow - custody CCTV upgrades (support digital roll out)	3 Indicative	0	50,000	0	0	0	0	0	0	0	0	0	50,000
Operation Uplift	Firm	181,475	0	0	0	0	0	0	0	0	0	0	0
Total Other Schemes		299,426	291,719	617,829	267,829	200,000	200,000	350,000	350,000	43,000	0	0	2,320,378

Other Scheme Status Recommendations*

1. It is recommended that the wholesale replacement of the CCTV system in 2022/23 and 2023/24 be subject to a business case.
2. It is recommended that the capital aspects of the taser replacement programme commencing in 2023/24 be subject to a business case.
3. It is recommended that the roll out of digital CCTV in custody 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 2021 and the January 2022 proposal.

EXPENDITURE	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	1-5 Year
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£	£	£	£	£	£	£
Capital Strategy - Approved (February 2021)	5,210,913	16,366,556	9,635,969	3,195,123	3,962,068	5,219,972	38,379,688
Capital Strategy - Proposed (December 2021)	6,757,509	7,219,088	12,275,960	12,225,892	3,709,879	9,689,689	45,120,509
Difference (decrease)/Increase	1,546,597	(9,147,468)	2,639,991	9,030,769	(252,189)	4,469,717	6,740,821
Difference by Type							
- ICT Schemes	(330,776)	(2,191,156)	2,041,922	1,780,908	(514,129)	3,704,903	4,822,448
- Fleet Schemes	932,220	105,720	30,240	(147,968)	111,940	564,814	664,746
- Estates Schemes	1,145,726	(6,503,751)	(50,000)	7,130,000	(50,000)	0	526,249
- Other Schemes	(200,574)	(558,281)	617,829	267,829	200,000	200,000	727,378
Difference (decrease)/Increase	1,546,597	(9,147,468)	2,639,991	9,030,769	(252,189)	4,469,717	6,740,821
Explanation of the Difference by Type							
- ICT Schemes							
2020/21 outturn	704,973	0	0	0	0	0	0
Slippage	(1,204,774)	905,879	0	0	(220,000)	220,000	905,879
Airwave	0	100,000	69,200	0	45,000	0	214,200
ESN	0	(2,381,401)	10,199	210,672	(554,864)	3,150,950	435,556
Revenue	(1,321,925)	599,078	(307,577)	(309,997)	(296,472)	(115,003)	(429,971)
Additional funding / approvals	421,600	(316,600)	0	0	0	0	(316,600)
Smartphones	0	0	350,000	350,000	0	0	700,000
RMS	0	1,000,000	1,000,000	1,000,000	0	0	3,000,000
CRF slippage and reprofile	(552,220)	101,887	(79,900)	530,233	0	0	552,220
Converged	784,000	(200,000)	0	0	0	0	(200,000)
Prudent Slippage & Savings	1,000,000	(2,000,000)	1,000,000	0	512,207	448,956	(38,837)
Budget Returned	(162,429)	0	0	0	0	0	0
- Fleet Schemes							
Qtr 4 Slippage	811,049	0	0	(110,000)	110,000	(7,400)	(7,400)
Slippage to 22/23	(85,000)	85,000	0	0	0	0	85,000
Expert Life Change	(15,330)	0	0	0	0	459,000	459,000
life doubled / replacement removed	0	0	0	(40,000)	0	0	(40,000)
Price Increases	181,501	42,000	52,000	24,000	8,000	112,300	238,300
TSU Conversion	40,000	0	0	0	0	0	0
Inflation	0	(21,280)	(21,760)	(21,968)	(6,060)	914	(70,154)
- Estates Schemes							
Roof Repairs - Kendal	0	56,249	0	0	0	0	56,249
Roof Repairs - Kennels	0	0	0	(250,000)	0	0	(250,000)
Gas suppression cylinder replacements	(2,197)	0	0	0	0	0	0
UPS HQ	17,923	0	0	0	0	0	0
Garage Provision	0	(500,000)	500,000	0	0	0	0
Durranhill CCTV system and cell call	0	0	50,000	0	(50,000)	0	0
West Resilience Flood Management	(230,000)	(6,550,000)	(600,000)	7,380,000	0	0	230,000
New Schemes	1,360,000	490,000	0	0	0	0	490,000
- Other Schemes							
CCTV	(150,000)	(176,110)	350,000	0	0	0	173,890
Curretn Taser Fleet Replacement	67,829	67,829	67,829	67,829	0	0	203,488
Future X26 taser fleet replacement	0	0	200,000	200,000	200,000	200,000	800,000
Glock Pistol Replacement	45,167	0	0	0	0	0	0
Laser Scanning	4,954	0	0	0	0	0	0
Barrow - custody CCTV	(50,000)	50,000	0	0	0	0	50,000
Operation Uplift	(118,525)	(500,000)	0	0	0	0	(500,000)
Difference (decrease)/Increase	1,546,597	(9,147,468)	2,639,991	9,030,769	(252,189)	4,469,717	6,740,821
Difference left to explain	0	0	0	0	0	0	0

Property Disposals – Details of Sale Proceeds

Year	Premises Sold	Sale Proceeds £	Costs of Disposal £	Net Capital Receipts £
2021/22	Police House - 16 Hillswood Avenue	258,750	5,934	252,816
2020/21	There were no property sales	0	0	0
2019/20	There were no property sales	0	0	0
2018/19	Police House -39 Liddle Close Carlisle	159,000	2,546	156,454
2018/19	Ulverston Police Station	500,000	9,037	490,963
2017/18	Cleator Moor Police Station	105,000	1,939	103,061
2017/18	Barrow Police Station	450,000	10,361	439,639
2016/17	Police House - 21 Thornleigh Road	266,200	5,570	260,630
2016/17	Maryport Police Station	80,500	1,995	78,505
2015/16	Police House 11-12 The Green, Penrith	60,000	2,006	57,994
2015/16	Wigton Police Station	187,500	4,545	182,955
2015/16	Ambleside Police Station	321,500	6,131	315,369
2013/14	Dalton in Furness Police Station	121,000	2,756	118,244
2013/14	Keswick Police Station	327,000	0	327,000
2012/13	Kirkby Stephen Police Station & House	150,000	857	149,143
2012/13	Police House - 3 Centurians Walk, Carlisle	175,500	2,827	172,673
2012/13	Police House - 4 Allan Court, Workington	173,500	2,100	171,400
2012/13	Alston Police Station	166,000	1,123	164,877
2012/13	Ambleside Police Station	141,000	1,753	139,247
2012/13	Cockermouth Police Station	241,000	2,613	238,387
2012/13	Millom Police Station	45,600	1,644	43,956
2012/13	Milnthorpe Police Station	140,500	1,260	139,240
2012/13	Sedbergh Police Station	90,000	1,328	88,672
2011/12	Police House - Durdar	150,000	2,070	147,930
2011/12	Police House - 12 Derwent Drive Kendal	183,500	1,943	181,557
2011/12	Police House - 10 Clifton Court, Workington	125,000	1,320	123,680
2010/11	Police House - 52 Whitestiles, Seaton	115,500	1,924	113,576
2010/11	Police House - 6 Helsington Road, Kendal	216,000	2,668	213,332
2009/10	Police House - 3 Derwent Drive, Kendal	155,000	4,857	150,143
Please note there were no property disposals in 2014/15				0
Total		5,104,550	83,109	5,021,441