



DECISION PAPER

DECISION: 2021/08	DATE: 23 JUNE 2021
TITLE: FINANCIAL POSITION AS AT 31 MARCH 2021	
REPORT BY: STEVE FREEMAN	
<p>Executive Summary</p> <p>This report sets out the final revenue and capital budget position for the Police and Crime Commissioner's budget for the 2020/21 financial year.</p>	
<p>Recommendations</p> <p>The Police and Crime Commissioner is recommended to:</p> <ul style="list-style-type: none"> • Agree the transfer of £3.022m into the transition reserve in respect of funding for 'uplift' capital investment • Note the underspend of £1.261m (0.42%) on the Police and Crime Commissioner's Revenue budget for 2020/21 and the impact this has on reserves. • Agree to the increase to General Reserves of £1.261m to reflect the underspend on the revenue budget in 2020/21 • Approve an increase of £0.584m to the capital programme in 2020/21 giving a final approved programme of £30.292m • Note the year end position for the capital programme • Approve that £11.821m be carried forward into the 2021/22 capital programme to enable those projects that have been deferred or have slipped to be completed. • Approve the value of the capital programme in 2021/22 for monitoring purposes at £42.496m 	
Signature	
Police and Crime Commissioner	
Date	23.6.21.

1. Background and Advice

1.1. Overview

The Commissioner has received regular reports throughout the financial year setting out the position for the revenue budget and the progress in the year in respect of the capital programme. In addition to reporting the year-end position, the impact that this has on the Commissioner's longer-term financial strategy is considered as well as the overall financial health of the organisation.

Overall, the Police and Crime Commissioner's budget position means that the organisation is well placed to meet the challenges ahead. Services have been enhanced through investment from the council tax precept set by the Commissioner for 2020/21 and the service redesign that has been undertaken in recent years has been implemented.

Pressure has been placed on the service, and in turn the budget, by the Covid 19 pandemic has had a significant impact for the constabulary and its public sector partners.

The government announced funding for the recruitment of an additional 20,000 police officers at the national level by 2022/23 during 2019/20. Lancashire was provided funding for an additional 153 officers to be recruited by 31 March 2021 and this process started during 2019/20. This process has put some pressure on the 2020/21 budget position.

1.2. Revenue Budget 2020/21

The 2020/21 revenue budget for the PCC was set at £302.192m in February 2020.

The budget for 2020/21 reflected funding for the national police uplift programme. An element of that funding was for capital investment, the nature of which is that it will take place in future years. It is therefore **recommended that the PCC agrees to the transfer of £3.022m for capital investment for the uplift programme to the Transition reserve** for this purpose.

The year-end position incorporates the transfer to the transition reserve in respect of the uplift programme as set out above and shows spending of £300.932m giving an underspend of £1.260m (0.42%). The table below sets out a summary position:

Position as at 31 March 2021				
	Budget	Spend	Variance	
	£m	£m	£m	%
Chief Constable:				
Pay costs	235.947	236.326	0.379	0.16
ACC Territorial Operations	11.674	12.791	1.117	9.57
ACC Specialist Operations	3.347	3.850	0.503	15.03
Deputy Chief Constable	1.398	1.079	-0.319	-22.82
Director of Resources	25.308	24.867	-0.441	-1.74
Sub total	277.674	278.913	1.239	0.45
Non-DFM budget	18.325	15.873	-2.452	-13.38
Total Constabulary Budget	295.999	294.786	-1.213	-0.41
PCC:				

Office of the PCC	1.284	1.300	0.016	1.26
Communications	0.120	0.083	-0.037	-30.76
Reducing Crime and Reoffending	0.708	0.457	-0.251	-35.47
Community Safety	0.669	0.726	0.056	8.40
Victim and Domestic Abuse services	0.493	0.574	-0.019	-3.13
Sub total	3.375	3.140	-0.234	-6.94
Non-DFM	2.818	3.005	0.187	6.64
Total PCC	6.193	6.146	-0.047	-0.76
TOTAL BUDGET	302.192	300.932	-1.260	-0.42

1.3. Year-end position

The **Constabulary** revenue budget has **underspent by £1.213m (0.41%)** in 2020/21, this includes both pressures and underspends on the budget, the main elements being:

Over/(Under) spend (£m)	Reason
0.379	Pay costs In the main related to the use of agency staff to fill vacancies
0.368	Overtime This pressure has been reflected in the 2021/22 budget
0.995	Major Investigations This pressure has been reflected in the 2021/22 budget
0.351	Transformation implementation costs Costs of delivering the change programme including exit costs for staff
(2.126)	Savings made across the revenue budget
(1.379)	Saving on pension contribution

It is **recommended that the underspend of £1.213m increase General Reserves.** This is in line with the Commissioner's reserves strategy.

The **Office of the PCC** has an underspend of £0.047m (the main elements of which are shown in the table below). It is **recommended that the underspend of £0.047m increase General Reserves.** This is in line with the Commissioner's reserves strategy.

Over/(Under) spend (£m)	Reason
(0.248)	Reduced community engagement activity as a result of Covid 19
0.187	Interest earned on investments lower than budget

1.4. Capital Programme 2020/21

The **revised capital programme for 2020/21** was approved at **£29.708m** in the monitoring report to the Commissioner in March 2021.

The following changes to the capital programme have subsequently been identified:

Description	£m	Source of funding
Uplift programme	0.243	Government grant
Endpoint replacement programme	0.126	Grant and Revenue contribution
Learning management system improvement	0.122	Revenue contribution
Increase vehicle replacement programme	0.028	Grant and revenue contribution
CCTV Heysham Port	0.019	CT contribution
HQ specialised equipment	0.014	Grant funded
Force control room	0.013	Revenue contribution
Licences for home working	0.013	Grant funded
Replace ANPR camera	0.008	Insurance payment
Reduce Regional Drugs facility cost	-0.002	
Increase to capital programme	0.584	

It is **recommended** that the Commissioner retrospectively approve this change to give a final approved programme in 2020/21 of **£30.292m**.

1.5. Year-end position on the 2020/21 capital programme

A total of **£18.073m** has been spent on capital projects as summarised in the table below:

	£m
IT Strategy	5.387
Accommodation Strategy	7.373
Vehicle Replacement Programme	2.677
Other schemes	2.636
Total	18.073

The main elements of capital investment in 2020/21 include:

I.T. Strategy

- £0.862m Network Access and Security
- £2.171m Device upgrade and replacement
- £2.354m System replacement

Accommodation Strategy

- £5.532m Skelmersdale Station refurbishment

Vehicle Replacement Programme

- £2.677m Vehicle replacement programme 19/20

Other Schemes

- £0.397m Replacement of specialist equipment
- £0.277m ANPR equipment and infrastructure
- £1.238m Control room upgrade
- £0.307m Taser uplift

Spend in 2020/21 of £18.073m has resulted in a variation against the programme of £12.219m. Of this £11.821m relates to schemes that have slipped and will be delivered in 2022 and future years and there has been a net underspend of £0.398m.

Full details of the year-end position are set out below:

SUMMARY	Revised Programme	Actual	(Slippage) / Rephasing	(Under) /Over spend
	£m	£m	£m	£m
IT Strategy	6.929	5.387	(1.294)	(0.248)
Accommodation Strategy	15.871	7.373	(8.347)	(0.150)
Vehicle Replacement Programme	4.221	2.677	(1.544)	-
Other schemes	3.271	2.636	(0.635)	-
Total	30.292	18.073	(11.821)	(0.398)

The net underspend will increase the funding to support other schemes in future years.

The slippage on the capital programme equates to around 40% of the overall programme. COVID 19 has impacted on the delivery of the programme overall. On the accommodation schemes, a condition survey of all properties is underway along with a feasibility study of the accommodation provision in the East of the county. This has paused some of the major refurbishment schemes which will now commence in the 2021/22 financial year.

Detail of slippage and spending for each project in the capital programme is included at Annex A.

1.6. Financing of 2020/21 capital expenditure

The following table shows how the expenditure of £18.073m has been financed:

	£m
Financing	
Capital Grant/Contribution	1.068
Revenue Resources	5.061
Revenue Reserves	4.124
Borrowing	7.820
TOTAL FINANCING 2020/21	18.073

1.7. Capital programme 2021/22

It is proposed that the year-end position on the capital programme for 2020/21 be reflected in the programme for 2021/22 with the impact on the capital programme as follows:

Capital Programme 2021/22	£m
New starts 21/22	16.807
ADD	
Previously agreed re-profiled spend	13.868

Slippage from 2020/21

11.821
42.496

The Commissioner is **recommended to approve** the value of the **capital programme at £42.496m** in 2021/22 as set out in the table above.

1.8. Reserves

Taking the agreed movements and recommendations identified previously in this report for both the revenue budget and the capital programme into account, the year-end reserves position is:

	Position as at 1/4/20 £m	Movement in 2020/21 £m	Final Position as at 31/3/21 £m
<u>EARMARKED RESERVES</u>			
Capital Financing Reserve	0	0.175	0.175
Employee/Public liability reserve	0	0.685	0.685
Transition Reserve	7.149	-1.101	6.048
Clothing Reserve	0.301	-0.077	0.223
POCA Equalisation Reserve	0.547	0	0.547
PCCA/Drugs Forfeiture Reserve	0.372	0.051	0.423
VMU Reserve	0.040	-0.032	0.008
Operational Policing Reserve	1.691	0	1.691
Forensic collaboration reserve	0.023	0	0.023
LFSA operational reserve	0.199	-0.090	0.109
Wellbeing reserve	0.017	0	0.017
Regional Collaboration	0	0.022	0.022
Road Safety Reserves	2.163	0.237	2.400
Total Earmarked Reserves	12.502	-0.130	12.371
<u>GENERAL RESERVES</u>			
DFM	0.873	1.437	2.311
General Fund	9.191	0.246	9.437
Total General Reserves	10.066	1.683	11.748

1.8.1. Adequacy of Reserves

The general reserves (DFM and general fund) as at 31 March 2021 are £11.748m and represent around 3.7% of the 2021/22 budget of £319.391m. Other earmarked reserves total £12.371m including £6.048m held in the transition reserve to provide investment for the PCC's capital programme in 2021/22 and future years.

The PCC's Chief Finance Officer believes that the level of reserves remains appropriate in the context of the "Futures" programme and the potential reductions in funding and increasing cost pressures forecast for future years. In particular, the level of general

reserves is considered sufficient to meet any unexpected or unusual financial issues during the financial year 2021/22.

1.9. Future risks and opportunities

The PCC, in conjunction with the CC, has developed a multi-year financial strategy to continue the process of good financial planning which has ensured that over the current period of financial austerity, managing the reductions in government funding have been delivered in a secure and planned way.

This has been recognised by HMICFRS who awarded Lancashire an 'outstanding rating' for its use of resources which clearly demonstrates that the PCC and Chief constable have a clear focus on delivering value for money throughout the organisation.

The longer-term financial position is reviewed on a regular basis based on best estimates of the likely level of cost pressures, grant income and council tax receipts. However, the lack of multi-year funding settlements makes this difficult to estimate with precision and represents a significant risk. Based on this environment and further savings of c £18m are currently forecast to be required for the period to 2024/25. This is a significant challenge for the PCC and the Constabulary and work is already underway to develop plans on how these can be achieved. The PCC and the Constabulary have a proven track record, as recognised by both HMIC and external audit reports, in their ability to identify and deliver financial savings and it is anticipated that this will continue. However, as the economic position becomes more difficult, it will be increasingly challenging to find savings on the scale required.

The level of funding and demand pressures for 2021/22 and future years remains uncertain.

Specific Risks include:

➤ ***National 'Uplift' programme***

The government has provided the first two year's funding for the national programme to deliver an additional 20,000 officers by 2023. The funding for year three of the programme has yet to be confirmed.

PCCs have alerted the government to the risk to the delivery of this programme if funding for the baseline service is not provided, specifically the provision of funding for the costs of pay award and inflation for the current cohort of staff across forces. If these costs are not funded in full, the ability to deliver the additional officers is significantly affected.

➤ ***Financial Settlement for 2022/23***

The impact of Covid 19 on the wider economy will in turn affect the government's ability to fund public services. The framework for the Settlement for 2022/23 has not been announced but there is potential for significant financial pressure to be exerted on all public sector organisations

➤ ***Impact of Comprehensive Spending Review (CSR 2021)***

The timing of the next CSR and the period it will cover, has yet to be confirmed however it is widely anticipated it will be for the period 2022/23 to 2024/25. It will reflect the economic impact of Covid 19, which in turn could have an impact on

government funding for a number of years. The impact for Lancashire is extremely uncertain and clearly affects future financial planning.

➤ ***Review of the Funding Formula***

The formula used to allocate grant to PCCs by the Home Office is considered redundant. A review of the formula is being undertaken by the Home Office and the impact for Lancashire is uncertain.

Any change to the formula could have a significant impact on the allocation that Lancashire receives (positive or negative) The next CSR is expected to cover 2022/23 to 2024/25 and it is widely anticipated that the Funding Formula will be reviewed during that period. The impact for Lancashire is extremely uncertain and clearly affects future financial planning.

➤ ***Emergency Services Network (ESN) - Replacement of Airwave***

The emergency services communications network 'Airwave' programme has 'slipped' even further. There is a growing financial consequence of a delay in moving over to the new network that is not yet clear. There is also a separate capital requirement that will be required to operate on the new system that will impact upon future years' capital programme. The financial impact of these is not yet known and an estimated impact is reflected in the capital investment programme based upon the best information currently available. When further information is received from the Home office, the MTFS and the capital programme will be amended accordingly.

➤ ***Changing nature of Police demand***

The demand on police services is changing with a reduction in traditional high volume crimes. However, as recognised by the National Audit Office (NAO) crime levels are a limited measure of demand and do not show the full range of work carried out by the police. This situation is echoed in Lancashire, where recorded crime does not include all types of crime, it does not take account of complexity, nor does it take into consideration those emerging more complex risks and threats such as cyber-crime and child sexual exploitation, which have historically been under-reported. This changing profile within the context of continuing austerity requires the Constabulary to ensure that it places emphasis on driving out efficiencies wherever possible to increase the capacity to meet the challenge.

➤ ***Implementation of Oracle Fusion***

The Oracle system that provides the platform for the organisation's financial systems is being upgraded. There is a significant resource requirement for the implementation of the upgrade and there is also a risk that the implementation date might not be achieved.

These risks bring a potential financial impact which will be realised in 2021/22. The level of liability is uncertain and it is proposed that funding set aside in the general reserves be used to meet any such costs that arise.

1.10. Conclusion

The overall financial health of the Police and Crime Commissioner's budget at the end of the 2020/21 financial year remains strong. The PCC and the Constabulary have been able to demonstrate:

- Strong financial control through service redesign reviews that has led to significant savings and reprioritised investment
- Strong delivery arrangements through achieving the delivery of savings early and ensuring funding is available to support the costs of downsizing the organisation in future years
- Flexibility in ensuring resources are targeted to priority areas and that high-level service delivery is achieved
- Managing the significant impact of Covid 19 within its budget and reserves

All of these are characteristic of organisations with well-managed finances. These together with a strong balance sheet that has resources set aside to mitigate against identified risks, as well as risks that may emerge during a year, place the Commissioner in a strong position to manage the significant financial challenges in the years ahead.

2. Links to the Police and Crime Plan

Effective management of the revenue budget in conjunction with strong medium-term financial planning including for investment in futures years is vital to enable the PCC to deliver the Police and Crime Plan

3. Consultations

None

4. Implications:

a. Legal

None

b. Financial

The financial implications are contained within the report

c. Equality Impact Assessment

None

d. Data Protection Impact Assessment

None

5 Risk Management

6. Background Papers

7. Public access to information

Chief Executive Officer (Monitoring Officer)

I have been informed about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lancashire.

Signature...  Date... 23-6-21

Contact: Steve Freeman, Chief Finance Officer
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Capital Programme 2020/21

Cost Centre	Revised Programme £	Committed Expenditure £	Year to date Variance £	Slippage £	(Underspend) / Overspend £
NETWORK ACCESS AND SECURITY					
4518200 General Provision for Infrastructure and Security	331,000	454,000	122,000	122,000	0
4518218 Telephony System & Infrastructure	306,000	239,000	(67,000)	(67,000)	0
4518233 Network Improvements	262,000	169,000	(92,000)	(92,000)	0
TOTAL NETWORK ACCESS AND SECURITY	899,000	862,000	(37,000)	(37,000)	0
DEVICE UPGRADE AND REPLACEMENT					
4518001 Endpoint Replacement Programme	1,426,000	1,678,000	251,000	251,000	0
4518019 Mobile Handheld Smart Device Programme	354,000	300,000	(53,000)	(53,000)	0
4518056 Covert Radio Set Replacement	191,000	192,000	1,000	0	1,000
TOTAL DEVICE UPGRADE AND REPLACEMENT	1,971,000	2,171,000	199,000	198,000	1,000
SYSTEMS REPLACEMENT					
4518015 Body Worn Video	630,000	635,000	4,000	0	4,000
4518020 Northgate Connect & Future Developments	102,000	37,000	(65,000)	(65,000)	0
4518025 Door Entry Alarms/Proximity/CCTV	109,000	108,000	(1,000)	(1,000)	0
4518027 Early Action Multi Agency Case Management System	0	(128,000)	(128,000)	(128,000)	0
4518039 Learning Management System	122,000	13,000	(109,000)	(109,000)	0
4518043 Custody Infrastructure Refurbishment	250,000	0	(250,000)	0	(250,000)
4518045 Health Services System	5,000	5,000	0	0	0
4518047 DMIU Platform Expansion	576,000	17,000	(559,000)	(559,000)	0
4518048 Future Developments (COTS)	287,000	275,000	(12,000)	(12,000)	0
4518049 Digital Evidence Management and Transfer	215,000	211,000	(4,000)	0	(4,000)
4518050 Office 365 Migration(NEP)	457,000	413,000	1,000	1,000	0
4518051 Storage Array Replacement	156,000	131,000	(25,000)	(25,000)	0
4518053 WiFi Rollout	92,000	76,000	(17,000)	(17,000)	0
4518055 Centralised Access System	246,000	240,000	(5,000)	(5,000)	0
4518057 DMIU Storage Uplift	500,000	252,000	(248,000)	(248,000)	0
4518058 ESN Airwave Replacement	15,000	0	(15,000)	(15,000)	0
4518227 ICCS Upgrade (ESN)	298,000	26,000	(272,000)	(272,000)	0
TOTAL SYSTEMS REPLACEMENT	4,059,000	2,354,000	(1,705,000)	(1,455,000)	(249,000)
SUB TOTAL - IT STRATEGY	6,929,000	5,387,000	(1,542,000)	(1,294,000)	(248,000)
ACCOMMODATION STRATEGY					
4540490 HQ CPIP	1,371,000	403,000	(968,000)	(968,000)	0
4540502 HQ Facilities at West	4,000	(17,000)	(21,000)	(21,000)	0
4540653 Refurbishment of Operating Bases - Fleetwood	1,150,000	3,000	(1,147,000)	(1,147,000)	0
4540881 Ormskirk Police Station Refurbishment	0	0	0	0	0
4540904 Skelmersdale Refurbishment	8,105,000	5,532,000	(2,573,000)	(2,573,000)	0
4541003 Solar Panels - Preston	150,000	0	(150,000)	0	(150,000)
4541040 Public Order Facility	0	0	0	0	0
4541106 Adaptations Blackburn Greenbank	500,000	14,000	(486,000)	(486,000)	0
4541142 Refurbishment of Operating Bases - Clitheroe	50,000	0	(50,000)	(50,000)	0
4541420 Pendle Briefing Base	500,000	60,000	(440,000)	(440,000)	0
4541430 Burnley Police Station Replacement	700,000	0	(700,000)	(700,000)	0
4541532 Heysham STRAP Accommodation	441,000	288,000	(153,000)	(153,000)	0
4542992 Bamber Bridge - ISO Accreditation SSD	1,593,000	58,000	(1,534,000)	(1,534,000)	0
TOTAL ACCOMMODATION STRATEGY	14,563,000	6,339,000	(8,224,000)	(8,074,000)	(150,000)
TOTAL MINOR CAPITAL WORKS AND REFURBISHMENT	1,307,000	1,034,000	(273,000)	(273,000)	0
SUB TOTAL - ACCOMMODATION STRATEGY	15,871,000	7,373,000	(8,497,000)	(8,347,000)	(150,000)
OTHER CAPITAL SCHEMES					
4518042 Replacement External CCTV	32,000	14,000	(18,000)	(18,000)	0
4518205 ANPR - Fixed Cameras & NAS	449,000	89,000	(361,000)	(361,000)	0
4518221 ANPR - Mobile	317,000	183,000	(134,000)	(134,000)	0
4538456 HQ Crime Specialised Equipment Replacement	388,000	388,000	0	0	0
4538461 HQ Ops Specialised Equipment Replacement P	58,000	9,000	(49,000)	(49,000)	0
4538466 CCTV System - Heysham Port	140,000	106,000	(34,000)	(34,000)	0
4538467 Forensic Science & UCLAN Collaboration	22,000	14,000	(9,000)	(9,000)	0
4538468 Force Control Room Upgrade - POD Working	1,258,000	1,238,000	(20,000)	(20,000)	0
4538469 Taser Uplift	300,000	307,000	7,000	7,000	0
4538470 Vehicle Ramps	32,000	32,000	0	0	0
4538471 Regional Drugs Facility - Capital	275,000	258,000	(17,000)	(17,000)	0
SUB TOTAL - OTHER CAPITAL SCHEMES	3,271,000	2,636,000	(635,000)	(635,000)	0
VEHICLE REPLACEMENT PROGRAMME					
4528400 Vehicle Rep Programme	4,221,000	2,677,000	(1,544,000)	(1,544,000)	0
SUB TOTAL - VEHICLE REPLACEMENT PROGRAMME	4,221,000	2,677,000	(1,544,000)	(1,544,000)	0
TOTAL CAPITAL PROGRAMME	30,292,000	18,073,000	(12,219,000)	(11,821,000)	(398,000)

Spend variances on the capital programme 2020/21

Slippage

A total of £11.821m of schemes have not proceeded as planned and the budget will be carried forward into 2021/22; the financing originally earmarked for this spend will also be carried forward.

The main areas of slippage and the reasons for this are as follows:

IT Strategy (£1.294m)

General Provision for Infrastructure and Security - £0.122m - this scheme covers several business as usual activities including server refresh and networking. This budget has been used to support the roll-out of Office 365 this year which has led to an overspend. This will be carried forward and will be the first call on 2021/22 resources.

Telephony System & Infrastructure - (£0.067m) – The rollout of the new system is well underway. Additional handsets are on order awaiting delivery and the rollout will complete in 2021/22.

Network Improvements – (£-0.092m) – Some work is in progress including a large piece of work on the Distributed Control System (DCS) which will be completed in the 2021/22 financial year.

Endpoint Replacement Programme - £0.251m - the additional expenditure relates to the kitting out of the refurbished control room which is underway prior to Contact Management recanting in the new financial year. This slippage will be the first call on the 2021/22 budget.

Mobile Handheld Smart Device Programme - (£0.053m) - the focus to date has been in providing devices for the uplift in police officers and to facilitate home working during COVID. Business as usual activity will continue in 21/22.

Northgate Connect & Future Developments - (£0.065m) – some work relating to the Bail Act changes and the provision of a training environment is underway. The final stage payments for this contracted work will be made in the 2021/22 financial year.

Early Action Multi Agency Case Management System - (£0.128m) – a discount has been negotiated on some work of the proof-of-concept work which was originally grant funded. The funds have been moved to the Capital Grants unapplied code and will be utilised in 2021/22.

Learning Management System – (£0.109m) – work has commenced on the development of audit functions within the system. This will be completed in quarter 2 of the 2021/22 financial year.

DMIU Platform Expansion (£0.559m) and DMIU Storage Uplift (£0.248m) – some of the platform expansion work is dependent on the completion of the Skelmersdale Refurbishment and will now take place in 21/22. The initial storage solution for DMIU has been implemented and is providing adequate capacity at present. The planned uplift will now take place in 21/22.

Future Developments (COTS) – (£0.012m) – work on the Rant and Rave system has been deferred and will be considered further in 2021/22.

Storage Array Replacement – (£0.025m) – the final stage payments for this contracted work will be made in the 2021/22 financial year.

WiFi Rollout – (£0.017m) – work on enhancing the WiFi network will continue in the 2021/22 financial year.

ESN Airwave Replacement – (£0.015m) and ICCS Upgrade (ESN) – (£0.272m) – approval of the national Full Business Case is anticipated in quarter 2 2021/22. This will give a clearer timeline for force transition to the Emergency Services Network (ESN).

Accommodation Strategy (£8.347m)

HQ CPIP – (£0.968m) – COVID delays and further assessment of the project have delayed progress and no construction work has started in year.

HQ Facilities at West – (£0.021m) – the invoice for final retention payments is still awaited. This invoice will be met from the remaining slippage on the scheme.

Pendle Briefing Base – (£0.440m) – delays in receiving planning permission resulting in the land purchase being delayed until 2021/22. Contracts are anticipated being let on this project in the 2021/22 financial year.

Heysham STRAP Accommodation – (£0.153m) - work on the new accommodation at Heysham Port is due for completion in quarter 1 of the 2021/22 financial year.

Refurbishment of Operating Bases - Fleetwood (£1.147m) – Some work commenced in year with most of the work predominantly taking place in 2021/22.

Skelmersdale Refurbishment (£2.573m) – It has previously been reported that several issues have been encountered on site, including the identification of concrete treatment and the replacement of the electricals in the custody suite. These issues have caused unavoidable delays whilst the impact assessments were completed. The work packages relating to these works along with the replacement of the annex and several other contingency items have now been finalised. Stage payments for this work will be made in 2021/22.

Bamber Bridge - ISO Accreditation SSD (£1.534m) – several options for the refurbishment of Bamber Bridge and achieving the ISO accreditation for Crime Scene Investigation are currently being considered. Contracts will be let in 2021/22.

Adaptations Blackburn Greenbank (£0.486m), Refurbishment of Operating Bases - Clitheroe – (£0.050m) and Burnley Police Station (0.700m) - These schemes are on hold pending the East feasibility study and will be considered in the future years' programme.

Minor Capital works and refurbishments – (£0.273m) – this scheme consists of several smaller schemes. COVID 19 has impacted on the delivery of some scheme which are planned to be rolled over in to the 2021/22 financial year.

Other Schemes (£0.635m)

Replacement External CCTV – (£0.018m) – this budget is linked to the Skelmersdale Refurbishment which will complete in quarter 4 of the 2021/22 financial year.

ANPR – Fixed Cameras & NAS – (£0.361m) – work on 4 motorway sites has commenced and will complete in the 2021/22 financial year.

ANPR - Mobile - (£0.134m) – Cameras for the new Rural Crime vehicles will be fitted in April 2021. Additional cameras will be purchased in the 2021/22 financial year.

HQ Ops Specialised Equipment Replacement – (£0.049m) – An order has been placed for replacement public order shields which will be delivered in quarter 1 of the 2021/22 financial year.

CCTV System - Heysham Port – (£0.034m) - work on the new accommodation at Heysham Port is due for completion in quarter 1 of the 2021/22 financial year.

Forensic Science & UCLAN Collaboration - (£0.009m) – The retention payment for works on the academy is due to be paid in the 2021/22 financial year. This will be met from the remaining slippage on the scheme.

Taser Uplift - £0.007m – work on the new taser rooms will complete in the 2021/22 financial year. This overspend will be carried forward and will be the first call on 2021/22 resources.

Regional Drugs Facility - Capital – (£0.017m) – some work on creating the new facility in force will complete in quarter 1 of the 2021/22 financial year.

Force Control Room Upgrade - POD Working (£0.020m) – some work has been completed in advance of the original profile. This will be the first call on 21/22 resources.

Vehicle Replacement Programme (£1.544m)

As reported previously, the impact of COVID on vehicle manufacturers has impacted on availability and lead times of vehicles. This has reduced the numbers of vehicles that can be replaced in year. The slippage was £0.810m than forecast due to 46 vehicles which were on order not being delivered by 31st March as anticipated.

Underspends

There have been some underspends on schemes which have previously been identified and reported.

IT Strategy (£0.248m)

Custody Infrastructure Refresh (£0.250m) – As previously reported, this budget has been earmarked for the upgrade of Greenbank and is linked to the refurbishment of the building. This refurbishment has been deferred pending the East Feasibility study which is underway to review the accommodation provision in the East of the County. This requirement has been built into the 2021/22 requirement.

Accommodation Strategy (£0.150m)

Solar Panels – Preston (£0.150m) - It has previously been reported that this scheme would not commence in year and the requirement has been built into the 2021/22 requirement.