



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

CAPITAL STRATEGY

2023/24 TO 2026/27

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1 Introduction

- 1.1 This capital strategy provides a high-level overview of how capital expenditure; capital financing and treasury management activity contribute to the provision of policing services in Cambridgeshire and delivery of strategic outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability for the period 2023/24 to 2026/27. It has been produced in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) requirements.
- 1.2 The Police & Crime Commissioner (Commissioner) has developed the capital strategy in consultation with the Chief Constable and Constabulary, who are the primary users of the capital assets.
- 1.3 The Capital Strategy supports planning and corporate working across the two Corporations Sole (PCC and Chief Constable) helping to ensure that assets are used and managed well. The Capital Strategy shows how the capital programme is prioritised, monitored, delivered, and evaluated.

2 Governance

Identification of Capital Requirements

- 2.1 The Constabulary uses the Force Management Statement (FMS) self-assessment process and the Cambridgeshire Strategic Threat and Risk Assessment (CAMSTRA) to identify operational requirements to aid decision making around use of estates, ICT, and fleet.
- 2.2 The Chief Constable ensures the operational need for estates and other assets are communicated to the Commissioner to develop the capital programme. As part of this the Chief Constable considers a range of factors such as those set out below which is not exhaustive:
 - **Agile working** – most officers and staff have personal issue laptops or mobile devices that mean they can work from any location. At key locations there are agile working rooms where staff/officers can work from if required. An Agile Strategy is being implemented which will shape the future use of some of the estate, for example bringing Copse Court back into use providing a modern working environment.
 - **Partners** – many partner agencies extend a welcome to officers and staff working with them to work from their premises. Where appropriate this is explored further. In addition, the estates principles used within the BCH collaboration are considered on a case-by-case basis, these are outlined further in paragraphs 3.2 – 3.6.
 - **Productivity** – Central Government expect officers and staff to use their time more efficiently and effectively. Productivity is expected to be increased through smarter technology and digital capability, reduction of inappropriate

demand, improved demand management and improved use of assets.

- **Digital** - as new digital capabilities are released, the constabulary will utilise and adapt modern working practices in line with the new capabilities.
- **New officers** (20,000 Police Officer Uplift Programme) – additional requirements to accommodate the increase in officers, such as space for lockers and kit and office capacity will be reported to the Commissioner through the Resources Group and subsequent governance processes.

Governance Process

- 2.3 Capital expenditure is where the money is spent on assets, such as property, vehicles or ICT that will be used for more than one year. The Commissioner has some discretion on what counts as capital expenditure, for example assets costing less than £10k are not capitalised but are charged to the revenue account in year. This de-minimis value for capital expenditure is defined within the accounting policies.
- 2.4 Governance and decision making relating to the capital programme for both capital expenditure and capital financing is ultimately undertaken by the **Commissioner's Business Coordination Board (BCB)**. However, there are other meetings in place before the BCB approves the capital programme where operational and capital requirements are considered.
- 2.5 The capital expenditure and financing are approved prior to the start of the financial year through the Medium-Term Financial Strategy (MTFS). The MTFS incorporates this Capital Strategy and the associated Capital Programme, which sets out the capital expenditure and financing plans for the forthcoming budget year and MTFS period.
- 2.6 The development of the Capital Programme is discussed at internal meetings as part of its development each year before presentation and sign off through the MTFS at the BCB:
- **Chief Constable's Chief Officer Team (COT) and Force Executive Board (FEB)** – consider capital programme requirements from an operational perspective to be put forward to the Resources Board and BCB for consideration;
 - **Resources Board** – an internal OPCC and Chief Constable meeting where key operational requirements and associated capital projects are discussed and where appropriate taken forward to the capital programme for formal decision;
 - **BCH Collaboration Governance** – Joint Chief Officers Board (JCOB) is a meeting in the BCH collaboration of Chief Officers where capital projects and requirements relating to BCH services are considered. Where approved capital projects are then remitted into each Forces internal governance process, as described above, as well as for consideration at the Strategic

Alliance Summit (SAS) consisting of the Police and Crime Commissioners from each BCH force.

- 2.7 Business cases and capital proposals are considered over the course of the year as they emerge. If agreed, they are incorporated into the Capital Programme during the MTFS update each year. The MTFS is key in pulling together all capital schemes for consideration in the context of affordability in both capital and revenue terms. This is becoming increasingly important with the capital grant funding from government being completely removed from 2022/23 and the capital demands resulting from the ageing estate.
- 2.8 There are times when capital expenditure needs to be progressed more urgently. In such situations the capital scheme, expenditure and proposed financing are reported to the Chief Constable's FEB for approval and subsequently to the BCB for final approval and inclusion in the capital programme.
- 2.9 Major projects that are identified will have their own specific governance arrangements put in place with a Capital Programme Board and workstream leads with regular meetings and reporting. Where Capital Programme Boards are in place, regular monitoring and key decisions are taken through the governance process outlined above.

Capital Programme Monitoring

- 2.10 The arrangements for monitoring capital projects and associated expenditure follows the same process as the revenue budget monitoring. The Finance team support capital budget managers with monthly budget forecasts and to obtain project updates. The information is incorporated into the monthly Revenue and Capital Monitoring Report and signed off by the Chief Finance Officer. The monitoring report is presented to the Chief Constable's FEB for discussion and any required approvals and to the BCB for discussion and final decision where required.

Long Term View of Capital Plans

- 2.11 The long-term view of the capital expenditure over the next 4 years is contained in the Capital Programme of investment contained at Appendix 2. The Capital Programme consists of the major infrastructure works that are due to be carried out over the next four years. It also contains forecast spend for the vehicle fleet and ICT programmes along with the Capital Financing for the Programme.
- 2.12 The risk that the Commissioner faces for future years is how to sustain the funding of the capital programme. The Constabulary currently occupies an older estate with only 7% of the assets constructed post 2000. Many of the properties provide poor working conditions with significant refurbishment required. The portfolio is substantially freehold which has led to a culture of remaining on the same site, and making the best of accommodation, even when the location is less than ideal.
- 2.13 Although a rolling maintenance programme exists, there are capital refurbishment projects that are needed to provide operational resilience. With many of the buildings being obsolescent in terms of design, they are difficult to refurbish due to their method of construction and use of materials, which include asbestos. Where feasible grant funding is sought to offset these costs to the programme.

- 2.14 The financing of the proposed capital programme will see a necessary shift to higher levels of external borrowing (with £77.7m planned across the 4 year MTFS period representing 81% of the total programme of £96.2m to 2026/27). These are for planned, operationally essential developments, including the relocation of Parkside police station from Cambridge city whilst still maintaining a city centre presence, new training facilities and an armed firing range with our BCH partners as well as further investment in ICT, vehicles including ultra-low emission vehicles, and the sustainability agenda across the estate. The costs of higher levels of borrowing are forecast to have a significant impact on the revenue budget with the high interest rate environment with the Bank of England base rate currently at 3.5%. Contract prices for construction projects continue to escalate. Inflation on construction costs in the current economic cost of living crisis and the supply of materials and labour have become issues experienced in the market over recent months and are likely to continue for some time.
- 2.15 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets held by the Commissioner. These are continually under review.
- 2.16 The total of the capital plans over the MTFS period is provided in Appendix 2 and is summarised below. The increasing levels of external borrowing will create ongoing revenue commitments in the form of borrowing costs for the Commissioner which will have to be met over the life of the loans, and which are included in the revenue MTFS.

£000	2023/24	2024/25	2025/26	2026/27	Total
Capital Expenditure Total	23,298	52,472	12,953	7,436	96,159
Capital Financing					
Capital Grants	187	0	0	0	187
RCCO	1,500	1,500	1,500	1,500	6,000
RCCO (from Collaboration Vehicle recharges)	440	440	440	440	1,760
Capital Receipts	0	5,000	0	5,496	10,496
Borrowing Loan 6	833	0	0	0	833
Borrowing	20,338	45,532	11,013	0	76,883
Total Financing	23,298	52,472	12,953	7,436	96,159

Financial Guarantees and Long-Term Liabilities

- 2.17 The Commissioner's exposure to financial guarantees and long-term liabilities are limited in nature. The most significant long-term liability in the Statement of Accounts of the Commissioner is the pension fund liabilities, which are not linked to the capital expenditure and financing contained in this Capital Strategy.
- 2.18 The Commissioner does hold long-term liabilities in respect of the creditors related to external borrowing to fund the capital programme.
- 2.19 The Commissioner is exploring the use of a special purpose vehicle for the purchase of land and development of a firing range and training facilities. The proposed arrangement is a limited liability partnership with Hertfordshire Constabulary and

Bedfordshire Police being the other partners in the arrangement. The arrangements are subject to due diligence and further work will be conducted in 2023/24.

Advice and Expertise

- 2.20 Section 6 sets out the knowledge and skills available to the Commissioner for implementing this strategy. In addition, specific skills and knowledge required to manage major projects are provided by consultants where this cannot be provided in-house.

3 Strategic Financial Principles

- 3.1 The Commissioner works to a set of overarching strategic financial principles which are set out below:

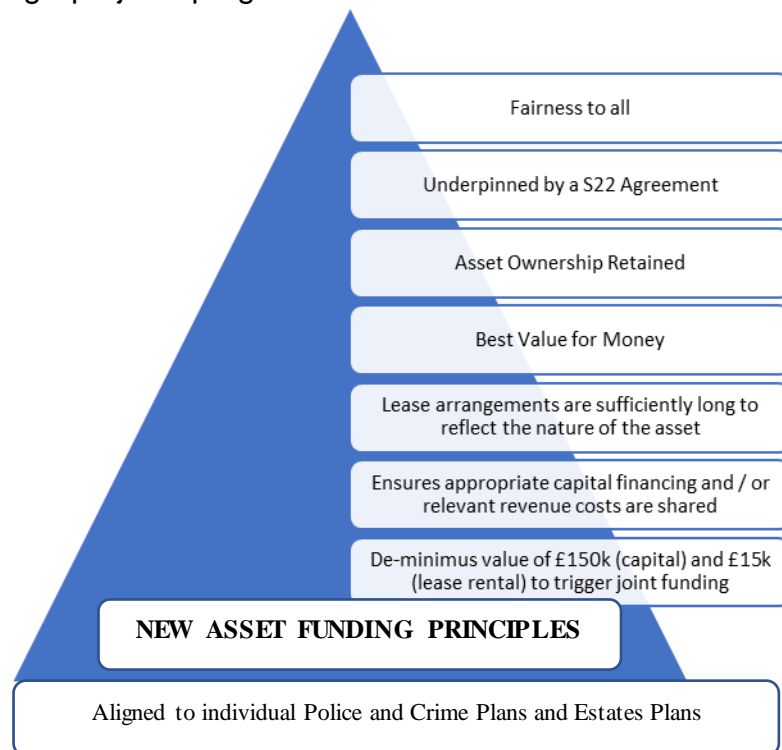
- **Financial Planning** - To ensure that the Constabulary's financial planning processes enable decisions on resource allocation to be aligned to the achievement of the Policing Plan priorities, taking full account of changes brought about through new legislation.
- **Capital Expenditure** - To seek to ensure that capital investment proposals are appraised in a structured and consistent manner to ascertain whether the plans are affordable, prudent, and sustainable providing value for money and contributing to the delivery of the Policing Plan priorities.
- **Capital Financing** - To maximise the generation of capital resources available to the Commissioner to support the planned investment programmes. The Commissioner aims to minimise external borrowing as far as possible although this is becoming increasingly difficult.
- **Financial Management** - To manage the Constabulary's and Commissioner's financial resources in a prudent manner which recognises the requirements of all stakeholders and facilitates the achievement of the Policing Plan objectives.
- **Prudential Code** - To set out the framework for the borrowing requirement for the future. The Prudential Code recognises that in making capital investment decisions, authorities must have explicit regard not only to affordability and sustainability but also to the wider issues of value for money, the stewardship of assets, service objectives and practicality. Robust strategic capital planning will therefore also need to identify how those plans are affordable, prudent and sustainable.
- With the Government's continued drive to **reduce carbon emissions**, the Commissioner will keep under review opportunities to improve the Constabulary's carbon footprint by reducing energy consumption where possible and facilitating initiatives to benefit the environment such as installing electric vehicle charging points and electrification of the fleet where possible. Specific funding sources such as Government grants will be sought where the opportunity exists. The MTFs Capital Programme includes capital budget for these purposes.

The pandemic has shown that the organisation can work in not only a safer way but one that makes greater use of technology and reduces staff journeys and their own carbon footprint. Continued use of this technology and agile working may help in rationalising the number of buildings required and eliminating the carbon they require for use and occupation.

- The Commissioner’s principle for **future disposals** is to obtain best consideration to generate capital receipts to support the financing of the capital programme given the capital programme demands, lack of capital grant funding and to minimise exposure to external borrowing. Disposals will be reviewed on a case-by-case basis and opportunities for revenue generation will be considered if proved to be the best consideration and within the powers of the Commissioner.
- The Commissioner also aspires to maximise the use of estates, and to look for opportunities to **share buildings with partners**.
- **Investments** - investment activity covers those investments which arise from the organisation’s cash flows and debt management activity. It represents balances which are available for investment until the cash is required for use.

Collaboration

3.2 Cambridgeshire are in a longstanding collaboration with Bedfordshire Police and Hertfordshire Constabulary (BCH). A set of Estates principles were drawn up in 2020 and took effect from 2021. The funding principles are set out in the diagram below and explained in the following commentary. These principles continue to be reviewed to ensure strategic fit with the Operational Support Unit training facility and the Firing Range projects progress.



- 3.3 The funding model ultimately put in place by BCH must be fair to all partners and be the subject of a formal S22 Agreement as the new asset is jointly funded. This is important in the sense that property assets typically have a useful life of 40 years plus and the rigour must be in place to ensure that the funding arrangements are in place over the life of the asset. The S22 would also be the mechanism by which each Force is protected financially in the event of any external future changes or a change in strategic direction by any one Force.
- 3.4 The funding model must provide best value for money, which may vary based on economic conditions such as interest rates, active markets for leasehold opportunities. Lease agreements between the partners will be developed as appropriate to facilitate the cost sharing arrangement over the life of the asset. This is subject to discussion and agreement by the respective PCCs and their CFOs.
- 3.5 Initial costs relating to feasibility and project costs will be captured and incurred by the force that owns the asset, in this case Cambridgeshire. Any costs incurred will be identified and shared between the tri-force on an NRE basis as the project develops, and costs incurred will also be shared if the project is ceased.
- 3.6 Any BCH projects will follow the governance arrangements of the Joint Chief Officer's Board (JCOB) consisting of Chief Constables, CFOs and Chief Officers and then on to the Strategic Alliance Summit (SAS) led by the BCH PCCs. For Cambridgeshire any discussions on BCH projects follow the same governance route as internal capital projects which is through Resources Board, Force Executive Board and then Business Coordination Board.

Treasury Management

- 3.7 The Commissioner has a duty to operate a balanced budget. Treasury Management ensures that cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Commissioner's risk appetite, providing adequate security and liquidity before considering investment return.
- 3.8 The second part of Treasury Management is the funding of capital plans and the borrowing need of the Commissioner.
- 3.9 The CIPFA Treasury Management Code recognises that some local authorities are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all Police and Crime Commissioners, Cambridgeshire does not have a General Power of Competence (GPOC) at the time of writing this Capital Strategy. Currently capital expenditure on investment properties and assets will be considered by the Commissioner under current legislation, and the Government and CIPFA's guidance in this area of activity.

3.10 The current Treasury Management Strategy is provided below:



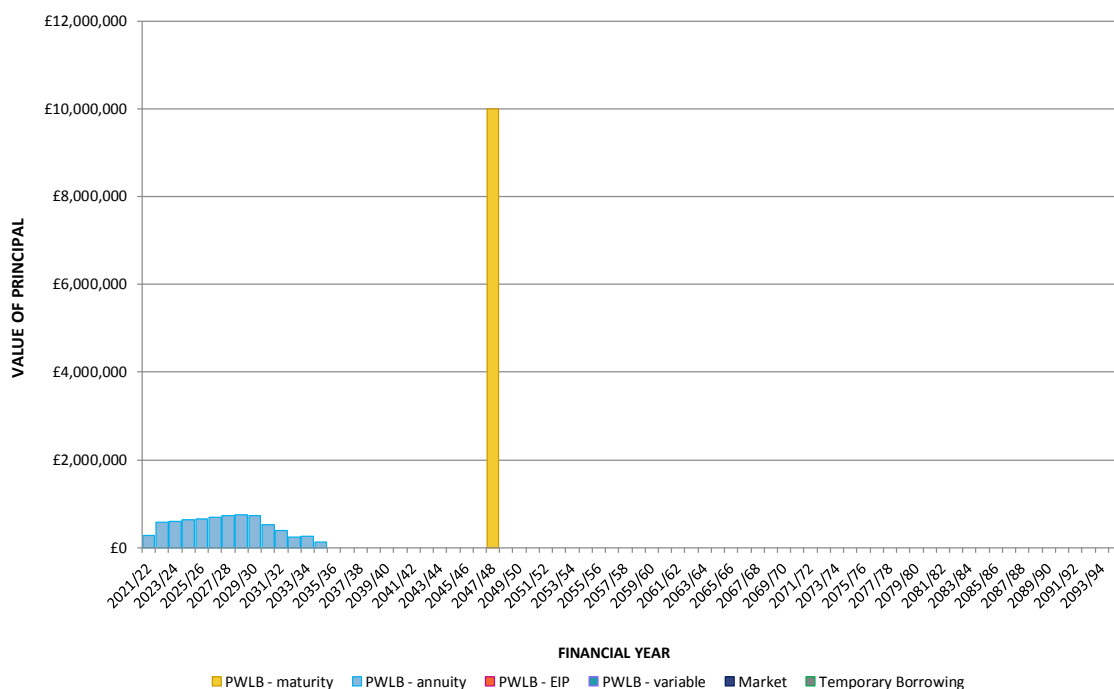
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3.11 **Borrowing** – the Commissioner can set their own borrowing levels based on the capital need and ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so the Commissioner needs to ensure the cost of borrowing (repayment and interest costs) are affordable and can be funded.

3.12 The cash balances relating to external borrowing at the time of drafting this Capital Strategy are set out below:

PWLB Loans	Balance as at 31/10/2022	Cash Balance as at 31/10/2022
Loan 1	£694,851.25	£694,851.25
Loan 2	£1,109,670.40	£1,109,670.40
Loan 3	£2,269,905.86	£2,269,905.86
Loan 4	£2,375,268.30	£2,375,268.30
Loan 6	£10,000,000.00	£10,000,000.00
Total	£16,449,695.81	£16,449,695.81

3.13 The maturity profile of the Commissioner's debt is provided below and the liability relating to these loans is accounted for through the Minimum Revenue Provision (MRP) budgeted for in the revenue account. The loan book contains a mix of annuity loans and loans payable on maturity. Any further loan financing required to fund the capital programme is set out in the financing of the programme and approved through the governance processes outlined above.



3.14 The cost of the existing loan portfolio is made up of interest costs and capital repayments in the form of MRP. The borrowing cost for the prior year, 2022/23 and for future years is shown in the table below. By the end of the MTFS period the borrowing costs are estimated to be 4.0% of the net budget. This represents an increase from the current 1.0% cost which is due to the capital requirements outlined in this strategy and the need to finance capital expenditure predominantly through external borrowing.

Borrowing Costs £000	2022/23	2023/24	2024/25	2025/26	2026/27
Interest	503	526	2,466	3,588	3,660
Minimum Revenue Provision	1,178	1,225	2,105	3,317	4,522
Total	1,681	1,751	4,571	6,905	8,182

3.15 **Risks** – the approach to investments is security, liquidity and yield. The Commissioner’s exposure to the markets is limited and risk mitigated as far as possible although it can never be eliminated entirely. The future capital programme requires significant borrowing to meet operational policing requirements. The Minimum Revenue Provision (MRP), in essence the debt repayment, will impact on the revenue budget as demonstrated in the table above.

3.16 A long-term view is undertaken for a better management of the risk which includes net present value analysis of funding options to achieve best value for money on major capital projects and consideration of the loan types (annual repayment or maturity) in the context of the maturity profile of loans undertaken.

3.17 In addition, where cash balances allow internal borrowing is undertaken to avoid the need to draw down external borrowing on the basis that the borrowing costs avoided are more beneficial than the potential interest returns from investing cash in the continuing low interest economic environment.

- 3.18 The Commissioner can review the MRP policy that is applied to external borrowing to ensure it remains appropriate and prudent. The Commissioner will keep the policy under review for future years.

4 Capital Programme

Land and Buildings

- 4.1 The Land and Buildings forming the estate owned by the Commissioner can be seen at Appendix 1.
- 4.2 The Capital Programme consists of the major infrastructure works that are due to be carried out over the next four years. It also contains forecast spend for vehicles and ICT programmes. The Capital Programme as set out in the MTF5 is included in Appendix 2 along with the current Capital Financing of the Programme.
- 4.3 The Constabulary have developed an Accommodation Strategy which provides an overview of the Estate and operational policing requirements. The Commissioner has an Estates Strategy which outlines the future plans for estates. The BCH collaboration also has a BCH Accommodation Strategy given increasing demand from collaborated units and some assets used by BCH coming to the end of their life. This BCH Accommodation Strategy forms part of the Commissioner's Estate Strategy for Cambridgeshire.
- 4.4 There has been an ongoing programme of disposals of underutilised assets in liaison with the Chief Constable where these are no longer required operationally. This has led to capital receipts generation used towards funding capital projects. Receipts in recent years have slowed, however the estate is kept under constant review to identify surplus assets for disposal.
- 4.5 Other significant schemes under consideration include investment in training facilities for the Joint Protective Services, for public order support units. Also, in respect of BCH capital provision has been included for the Constabulary's contribution towards a new Firing Range facility although this is subject to a final business case.
- 4.6 The police station at Thorpe Wood is at capacity and with the uplift programme, is likely to be under strain to accommodate future recruits. Copse Court is being brought back into use to meet accommodation requirements and the Agile Working Strategy. Additionally, Copse Court will host the Constabulary's pilot of electric vehicles through the implementation of charging infrastructure.
- 4.7 Funding options for the capital programme include the benefit of disposal proceeds from a range of assets held by the Commissioner as set out in Section 3. These are continually under review.

Fleet

- 4.8 Cambridgeshire is part of the Chiltern Transport Consortium (CTC). This consortium provides competitive buying power and manages the fleet on behalf of the constabulary.
- 4.9 The transition of the fleet to electric vehicles or ultra-low emission vehicles (ULEVS) is now being progressed although the Constabulary is at an early stage in its journey to more carbon neutral fleet. The Constabulary will work with CTC to take this agenda forward but it should be noted that vehicle manufacturers also need to rise to the challenge to provide an electric vehicle that meets the specification of high performance response vehicles. A pilot is being developed which will see up to a dozen electric admin vehicles used by teams operating from Copse Court.
- 4.10 Blue Light Commercial are a national police procurement entity which has been created. One of the supplies that is being procured by Blue Light Commercial is the national supply for fleet vehicles. CTC will manage the Constabulary's requirements with Blue Light Commercial. Blue Light are also supporting the police service in the sustainability agenda relating to fleet vehicles.

ICT

- 4.11 There is a national digital policing portfolio which aims to support the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in. This will deliver nationally consistent digital services to reduce duplication of effort across the country. Many of these systems are software based and are budgeted for within the revenue budget.
- 4.12 There is a BCH ICT programme and the costs shown in the Capital programme are Cambridgeshire's share of these costs. Continued investment is required to ensure systems and capabilities supporting operational policing are effective and reliable.
- 4.13 The Emergency Services Mobile Communication Programme (ESMCP) is the replacement of the 'Airwave' system. There will be significant investment required to implement the new network, devices and configuration requirements. Indications are that the investment could be in the order of £5m over a 1 or 2-year period. However, the national programme has been undertaking revised commercial discussions with suppliers which will mean delivery of ESMCP will likely be outside of the current MTFs period. This will, however, be a significant capital requirement to plan for in future years.

5 Funding

- 5.1 The Sources of funding available to the Commissioner to finance capital expenditure are:
- a) **Revenue Budget** – a contribution can be made from the revenue budget to the capital budget. For 2023/24 this will be a reduced amount of £1.5m given the lack of capital grant, the capital programme demands and the pressure that has materialised on the revenue budget for 2023/24.

- b) **Capital reserves** – reserves can be set aside to fund capital projects, and the levels of reserves can be seen in the MTFs. These are currently limited.
- c) **Capital receipts** - there has been an ongoing programme of disposals of underutilised assets in liaison with the Chief Constable. This has led to some capital receipts which will be used to fund capital projects.
- d) **Borrowing** – the Commissioner can borrow to fund capital expenditure, provided it is affordable. Borrowing must be within the limits agreed in the Treasury Management Strategy.

6 Knowledge and skills

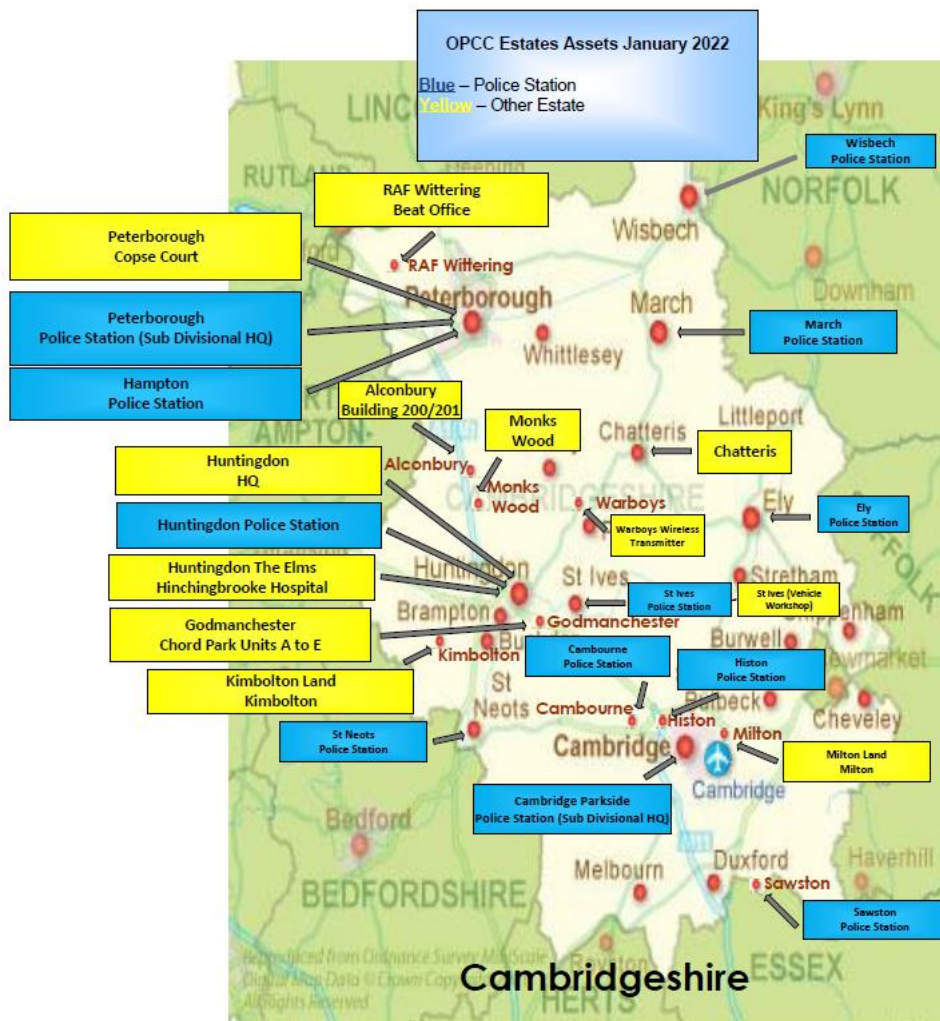
- 6.1 The Commissioner and Chief Constable both have a Chief Finance Officer that provide financial advice and guidance to the PCC and Chief Constable respectively. The Force Finance Department supports both officers in relation to their individual responsibilities.
- 6.2 The Constabulary also engages Link Asset Services (LAS) to provide treasury management advice to the Commissioner. This service complements the skills within the organisation by adding more specific expertise in respect of borrowing options, cash investment opportunities, lease advice and economic market updates. LAS also provide technical advice on areas such as the minimum revenue provision and technical accounting requirements where necessary relating to treasury management.
- 6.3 For major capital build projects, the Estates Department will manage the projects and where required engage consultants where additional advice and expertise is required. Similarly, the collaborated ICT department operate in a similar way to manage ICT capital projects and upgrades.
- 6.4 This combination of internal and external skills is considered appropriate for the level of risk within the Commissioner's capital programme which is based on meeting operational requirements. To date there has been no commercial investment activity by the Commissioner requiring further advice.

7 Associated Documents

The Capital Strategy is part of an integrated set of documents which can be read in conjunction with each other as follows:

- Police and Crime Plan
- Treasury Management Strategy
- Constabulary Accommodation Strategy
- Estates Strategy
- Medium Term Financial Strategy and Plan

Land and Buildings owned by the Commissioner



Appendix 2 - Capital Programme 2023/24 to 2026/27

Description of Capital Project	Budget Programme 2023/24 £	Forecast Programme 2024/25 £	Forecast Programme 2025/26 £	Forecast Programme 2026/27 £	Total Spend 2023/24 to 2026/27
Projects where Funding Approved in Previous years					
Athena	2,300				
Section A Totals	2,300	0	0	0	
Estate Programme					
Cambridgeshire Southern Police Station	3,851,000	35,500,180	2,644,000		41,995,180
Cambridge City Centre Police Station			300,000		300,000
Estates Major Repairs Planned exc Parkside Security fencing	600,000	600,000	600,000	600,000	2,400,000
Monks Wood - JPS Specialist Training Facility	8,610,630	3,382,748	307,523		12,300,900
St Neots Refurbishment	700,000				700,000
APU Firing Range Contribution to Land Purchase and New Build	804,076	3,810,272	463,631	72,258	5,150,237
Copse Court Refurbishment	386,000				386,000
Remodelling to enable agile working	172,000				172,000
Elms (Air Conditioning SARC)	90,000				90,000
Estate Sustainability (Net carbon zero) - Buildings	200,000	1,300,000	1,500,000		3,000,000
Thorpe Wood Drainage	450,000				450,000
Custody Improvements	700,000				700,000
Section B Totals	16,563,706	44,593,200	5,815,154	672,258	67,644,317

Description of Capital Project	Budget Programme 2023/24 £	Forecast Programme 2024/25 £	Forecast Programme 2025/26 £	Forecast Programme 2026/27 £	Total Spend 2023/24 to 2026/27
Fleet Programme					
Vehicle Replacement Programme	1,956,593	2,241,385	3,030,351	2,623,993	9,852,322
Vehicles - Sustainable Electric/alternate fuel (net zero target)	500,000	800,000	100,000		1,400,000
Electric/alternative fuel - vehicle infrastructure (net zero target)	600,000	1,000,000			1,600,000
Smart Telematics Upgrade and RRRP Digi Van Conversion					
Section C Totals	3,056,593	4,041,385	3,130,351	2,623,993	
ICT Enabling Programme					
ICT Programme	3,230,860	3,392,403	3,562,023	3,740,124	13,925,410
Section D Totals	3,230,860	3,392,403	3,562,023	3,740,124	
Operational Programme					
JPS General	150,000	150,000	150,000	150,000	600,000
Covert Equipment	45,000	45,000	45,000	0	135,000
Delegated Chiefs Budget	250,000	250,000	250,000	250,000	1,000,000
Section E Totals	445,000	445,000	445,000	400,000	
Totals for All Schemes	23,298,459	52,471,987	12,952,528	7,436,375	96,159,349

Capital Financing	2023/24	2024/25	2025/26	2026/27	Total 23-24 onward
Capital Grants	187,000	0	0	0	187,000
RCCO	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
RCCO (from Colloboration Vehicle recharges)	440,000	440,000	440,000	440,000	1,760,000
Capital Receipts		5,000,000		5,496,375	10,496,375
Existing Borrowing	832,987				832,987
New Borrowing	20,338,472	45,531,987	11,012,528		76,882,987
Total Financing	23,298,459	52,471,987	12,952,528	7,436,375	96,159,349

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