

MONEY MATTERS – P7 (Up to 31 October 2022) 2022/23

AUTHOR: Director of Finance

1. INTRODUCTION

- 1.1 This report sets out the forecast outturn position for the 2022/23 financial year ending on 31 March 2023. The report includes accrued income and expenditure as well as commitments up to the end of October 2022 (Period 7 [P7]), which has been used to inform budget holder's forecasts of the likely outturn. The budget holder is responsible for forecasting outturn, in doing this they are supported by the Finance Business Partners who apply scrutiny and challenge. Police and Staff Pay is forecast centrally in conjunction with the HR Department and monitored by Workforce Development Group (WDG).
- 1.2 The report is based on the governance arrangements in place for 2022/23, which is primarily determined by the statutory relationship of the PCC and Chief Constable. Table 3.1 shows the Vetting Unit, including the National Commercial Vetting Service (NCVS) and Warwickshire Road Safety Unit (WRSU), the operational arm of the Safer Roads Partnership (SRP), separately as these effectively operate as trading accounts.
- 1.3 Under the Good and Balanced Budget protocol the Chief Constable is required to manage income and expenditure within budget without the need to rely on reserves to support day to day policing. The PCC has prudently set aside reserves for specific risks, which are outside of day to day operations. Whilst actions are taken to mitigate risks reserves may be drawn down to finance variations in income and expenditure across the following areas without the Chief Constable breaching the protocol:
- Pay in the event of higher than budgeted (unfunded) pay awards
 - Income Shortfall – Mutual Aid
 - Operations - Exceptional events
 - Pensions and redundancies, including the McCloud remedy
 - Insurance costs and legal claims
 - National Commercial Vetting Service (NCVS) for business disruption
 - Safer Roads Partnership (SRP)
- 1.4 The report contains the following:
- Section 2 Recommendations
 - Section 3 2022/23 Revenue Budget Executive Summary
 - Section 4 2022/23 Revenue Budget Detailed Analysis
 - Section 5 Capital Programme position for 2022/23 and plans up to 2026/27.
 - Section 6 Reserves

2. RECOMMENDATIONS

- 2.1 There are no further recommendations to those set out in the Q2 report. Should they be required, further recommendations will be made at Q3 for PCC approval.

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REVENUE BUDGET: EXECUTIVE SUMMARY

Table 3.1 2022/23 Forecast Outturn as at 31 October 2022 (P7)

	Budget	Budget Adjust	Revised Budget	Actual & Commitments	Forecast	Variance	Previous Forecast	Forecast Change
	£m	£m	£m	£m	£m	£m	£m	£m
Government Grant (Core Funding)	(64.255)	0.000	(64.255)	(37.482)	(64.255)	0.000	(64.255)	0.000
Council Tax Precept	(57.134)	0.000	(57.134)	(34.280)	(57.134)	0.000	(57.134)	0.000
Total Funding / Net Budget Requirement	(121.389)	0.000	(121.389)	(71.762)	(121.389)	0.000	(121.389)	0.000
Police Officers Pay	60.490	(0.275)	60.215	33.350	58.456	(1.759)	58.734	(0.278)
Police Officer Overtime	2.021	0.168	2.189	2.277	3.790	1.601	3.862	(0.072)
Police Staff Pay	25.858	(0.067)	25.791	14.069	23.994	(1.797)	24.161	(0.167)
Police Staff Overtime	0.291	(0.023)	0.268	0.210	0.350	0.082	0.350	0.000
PCSO Pay	3.130	0.000	3.130	1.356	2.280	(0.850)	2.352	(0.072)
Police Pensions	1.530	0.000	1.530	0.660	1.686	0.156	1.686	0.000
Other Employee Expenses	0.838	0.006	0.844	2.427	0.954	0.110	0.954	0.000
Premises	3.364	0.000	3.364	3.602	3.604	0.240	3.604	0.000
Transport	2.833	0.004	2.837	2.018	2.854	0.017	2.854	0.000
Supplies and Services	13.330	0.108	13.438	16.538	13.442	0.004	13.442	0.000
Third Party Payments	8.474	0.401	8.875	8.383	9.728	0.853	9.728	0.000
Capital Financing	5.176	1.610	6.786	7.675	7.786	1.000	7.786	0.000
Gross Expenditure	127.335	1.932	129.267	92.565	128.924	(0.343)	129.513	(0.589)
Income	(7.183)	(0.298)	(7.481)	(3.461)	(9.736)	(2.255)	(9.825)	0.089
Vetting Unit								
Expenditure	2.248	0.401	2.649	1.648	2.820	0.171	2.820	0.000
Income	(3.779)	(1.901)	(5.680)	(2.652)	(4.810)	0.870	(4.810)	0.000
Total Vetting Unit	(1.531)	(1.500)	(3.031)	(1.004)	(1.990)	1.041	(1.990)	0.000
Total Force	118.621	0.134	118.755	88.100	117.198	(1.557)	117.698	(0.500)
Police & Crime Commissioner								
OPCC	1.166	0.000	1.166	0.804	0.991	(0.175)	0.991	0.000
PCC - Road Safety Initiatives	0.250	0.000	0.250	0.070	0.070	(0.180)	0.070	0.000
PCC - Commissioners Grant Scheme	1.652	(0.134)	1.518	1.361	1.610	0.092	1.610	0.000
Total PCC	3.068	(0.134)	2.934	2.235	2.671	(0.263)	2.671	0.000
Net PCC & Force / Expenditure / Variance	121.689	0.000	121.689	90.335	119.869	(1.820)	120.369	(0.500)
Warwickshire Road Safety Unit (WRSU)								
Expenditure	1.490	0.000	1.490	1.520	2.537	1.047	2.666	(0.129)
Income	(1.740)	0.000	(1.740)	(0.941)	(2.501)	(0.761)	(2.501)	0.000
Total WRSU	(0.250)	0.000	(0.250)	0.579	0.036	0.286	0.165	(0.129)
TOTAL	121.439	0.000	121.439	90.914	119.905	(1.534)	120.534	(0.629)
Budget Contribution to/(from) Reserves	(0.050)	0.000	(0.050)	(19.152)	1.484	1.534	0.855	0.629
Budget Contribution to/(from) Reserves								
Investment in Infrastructure Reserve	0.000	0.000	0.000		1.440	1.440		
Sustainability Reserve	0.200	0.000	0.200		0.200	0.000		
National Vetting Service Reserve	0.000	0.000	0.000		0.200	0.200		
Safer Roads Reserve (PCC agreed transfer)	(0.250)	0.000	(0.250)		(0.070)	0.180		
Safer Roads Reserve Operating Balance	0.000	0.000	0.000		(0.286)	(0.286)		
Net Transfer To Reserves	(0.050)	0.000	(0.050)		1.484	1.534		

- 3.1 The following is a summary and explanation of the significant and cross cutting issues that affects the financial performance and the associated risks. **Attention is drawn to the bold text, which highlights changes since Q2.**
- 3.2 **Table 3.1 summarises the forecast outturn position 2022/23 for the PCC and Chief Constable as follows. Net expenditure, after income, is forecast to be £119.905m which is £1.484m less than the £121.389m core funding, consisting of government grant, and precept. The £1.484m underspend consists of agreed (budgeted) transfers to and from reserves, which are shown in green section of Table 3.1. as well as unforeseen variations, which are explained in this report. This figure has increased steadily during the year from £0.330m at Q1.**
- 3.3 The PCC agreed, when setting the budget, **to** transfer £0.200m to a Sustainability Reserve to meet the one-off costs of environmental initiatives and to draw £0.250m **from** Safer Roads Partnership (SRP) Reserve for the PCC's road safety initiatives, which is a net budgeted transfer **from** reserves is £0.050m. However the PCC will now only drawdown £0.070m of the £0.250m.
- 3.4 The WRSU has relocated from Consul Road to Rugby Police Station in line with the business plan. This will improve the working environment and safes on rent, rates and utilities costs. The one-off (capital) costs of the move is £0.244m estates work and £0.028m for devices, which has been financed by direct revenue financing from the WRSU budget. The net deficit after operating costs of the WRSU is £0.286m and in line with existing protocols this will be met from the SRP Reserve.
- 3.5 **The WRSU deficit has reduced by £0.129m since Q2 because the new vehicles, which are also to be funded through direct revenue financing, will now be delivered in 2022/23 (April / May 2023).**
- 3.6 The underspend has increased by £0.629m since Q2 (£1.484m less £0.855m), after adjusting for the movement in the WRSU deficit £0.579m will be transferred, in line with the recommendations agreed by the PCC in Q2, to the Infrastructure Reserve (Capital) to provide a (one-off) source of funding for future capital projects. This will help to reduce the reliance on borrowing and go towards supporting the EMPOWER – Tech Programme. The total transfer to the Infrastructure Reserve in 2021/22 currently stands at £1.440m.
- 3.7 Section 6 explains the reserves in more detail.
- 3.8 The underspend has continued to increase since Q2 and is related to the lower than anticipated pay costs and additional income, excluding NCVS and WSRU.
- 3.9 Police pay is forecast to underspend by £1.759m (Q2 £1.481m). **The £0.278m increase is related to turnover of existing officers and changes in the recruitment profile and the dates transferees join the Force.** It was established in Q1 that there was a higher than anticipated turnover of officers, who have achieved 30 years' service and retired before the 31 March 2022, therefore the opening strength was lower than planned (budget) and this accounts for £0.772m of the variance. The withdrawal of the employer's NI levy from the 4 November 2022 accounts for a further £0.220m. The remaining £0.767m relates to turnover and recruitment.

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- 3.10 To counter the higher turnover additional intakes are planned in the final quarter of the financial year. However, officers starting in the second half of the year have a much lesser impact on the in year costs, with the underspend essentially been 'banked' in the first half of the year. The force remains on target to exceed 1,100 officers by the 31 March 2023 and achieve the government Police Uplift Programme (PUP) target. If the a headcount of 1.110 can be reached the Force will receive £20,000 for each of the 10 officers above target, a total of £0.200m, from the Home Office in the form of additional PUP grant. This is included in the income forecast.
- 3.11 Should the Force have a headcount of less than 1,100 on the 31 March 2023 we will incur significant and punitive reductions in the PUP (specific) grant. The Force's maximum exposure to the recruitment risk is approximately £1.2m including the loss of the £0.200m PUP grant.
- 3.12 The increase in the number of police officers, over four years, has been made possible by the PCC's investment and government funding under the PUP. Over the next couple of years new officers will gain experience and be better enabled through digital services applications, automation and self-service so as to be more productive and efficient. This, combined approach to increase capacity and capability, will improve performance.
- 3.13 The trend of upward movements in pay underspends seen in police is replicated in the staff and PCSO budgets, however the reasons are slightly different. Staff pay is now forecast to underspend by £1.797m and increase of £0.167m since Q2, **which simply reflects more people leaving the force than being recruited and budgeted for.** At this time the recruitment market remains challenging and early gains in net recruitment in the first half of the year appear to have stalled. The degree of scepticism built into previous forecasts appear to be justified and is being exceeded.
- 3.14 With regard to PCSOs pay the forecast is for an underspend of £0.850m compared to £0.778m at Q2. **The increase represents one further leaver and an adjustment for the re-allocation of costs from the PCSO pay to Staff pay.** As explained in Q2 turnover remains high during periods of police officer recruitment the underspend also includes the cancellation of the January 2023 intake.
- 3.15 Whilst police, staff and PCSO pay forecasts have been reduced to reflect the recent change to the NI levy they also contain the impact of the 2022 pay awards. The underspend reported in previous paragraphs is after the pay awards, which are higher than anticipated when setting the budget, this only serves to shows the magnitude of the impact of the higher turnover.
- 3.16 With regard to force income, (excluding NCVS and WRSU), this is forecast to be overachieved by £2.255m compared to £2.344m at Q2. The main reason for this is the higher than usual level of mutual aid provided for national and regional operations, the award of one-off monies and additional grant for specific purposes. For example reimbursement for the costs of regional operations to disrupt county lines and the government grant paid to partially meet the cost of the higher than anticipated pay award. The forecast also assumes the force will over recruit and secure the additional £0.200m PUP grant

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- 3.17 Income received for providing support to major operations through mutual aid will correlate to an increase in police overtime.
- 3.18 Turning to operations, it is a busy and challenging year and in addition to providing mutual aid to events, including the Commonwealth Games and Operation London Bridge the Force has been required to police Kingsbury oil terminal and HS2 sites, where there has been significant protestor activity, which has seen a significant increase in police overtime costs and accommodation for non-Warwickshire officers.
- 3.19 Whilst the costs of supporting major events in other forces areas is reimbursed through the mutual aid the costs related to Kingsbury and HS2 primarily fall to the Force to meet. These costs currently exceed £0.600m.
- 3.20 Currently the cost of operational activity can be met from the bottom line. Should this not be the case then the Chief Constable's Operational Reserve will meet operational pressures over and above the operational budget.
- 3.21 Both Kingsbury and HS2 are ongoing operations with the potential for further protest activity. Therefore, the position will be monitored and consideration of applying to the Home Office for Special Grant will be made at the appropriate time, when the criteria for Special Grant have been met.
- 3.22 In recent years we have, explained the journey the Force has been on to transition out of the collaboration with West Mercia Police and, through the Evolve Programme, build contemporary, compliant and resilient ICT infrastructure onto which we migrated our existing applications and now seek build.
- 3.23 To ensure a safe transition to the new ICT infrastructure West Mercia Police agreed to provide a backup to the ICT network between 1 April and 30 June 2022. This was an extension to the S.22 agreement and provided at a cost £0.569m. This is included in Third Party Payments in Table 3.1. As it stands this can be met from underspends elsewhere in the ICT/DS budget. We have now fully transitioned out of the hosted arrangements with West Mercia Police.
- 3.24 The next phase of our journey, through the Empower programme, is to leverage the investment in ICT (**Empower - Tech**), maximise the potential of the workforce (**Empower - People**) and ensure our buildings are safe and operationally fit for purpose (**Empower - Place**). A £0.500m budget has been set aside in revenue on a temporary basis to meet Empower project team costs.
- 3.25 The Empower Tech and Place workstreams may cost up to an additional £6.5m and £7.5m (capital) respectively over the next three to five years with an extra £1.0m to £1.5m ongoing revenue commitment. This is over and above the PCC's existing 2022/23 Budget & Medium Term Financial Plan (MTFP).agreed in February 2022.
- 3.26 Due to the need to push on with the EMPOWER – Tech programme, so as to reap the return on the investment in the ICT infrastructure, the PCC, in Q1, approved up to an additional £2.858m of capital expenditure in 2022/23, which can be financed using the additional income generated by the NCVS, reserves, underspend and S.106 money without creating a pressure on the approved budget and. The full capital financing is set out in Table 5.2 and explained further in Section 5.

- 3.27 It should be noted the £2.858m requirement is now £2.679m based on current forecast. The marginal reduction reflects the challenging recruitment market. However, it will be important to retain this ‘funding’ within the capital programme.**
- 3.28 It was agreed that the 2022/23 Empower – Place capital costs could be met from the existing capital budget of £2.494m (before slippage), whilst the in-house team assessed and validated the maintenance backlog and agreed the specification with the PCC and Chief Constable.
- 3.29 Any additional financing, over and above that contained in the MTFP, required to meet the Empower Tech and Place proposals, will be quantified by the Chief Constable through the 2023/24 business planning process for consideration by the PCC when setting the 2023/24 Budget & MTFP, which will be agreed in February 2023. The capital programme is explained further in Section 5
- 3.30 Coming back to the issue of capital financing. In the Q1 report the PCC decided to increase the NCVS income budget by £1.500m and use this to offset a corresponding increase in the capital financing budget (Direct Revenue Financing). This establishes a link between NCVS income and capital funding, on an ongoing basis for as long as it is affordable and the NCVS continue to generate a surplus in line with the amended budget. If this can be sustainable in future years it goes some way to providing an ongoing source of capital finance.
- 3.31 In recent years, as government (capital) grant has declined, it has become evident that the Force needs to identify a sustainable source of capital finance. At the same time we have successfully scaled up the National Commercial Vetting Service (NCVS) and established it on a commercial footing to the extent that the income has exceeded that which was originally planned. It is a sound strategy to link income to one-off discretionary capital expenditure, and dial up and down the capital programme in line with NCVS income, especially as the cost of borrowing is increasing..
- 3.32 Whilst the Force remains underspent on the bottom line and the NCVS is in surplus we will retain the link between NCVS income and the direct revenue financing as recommended in the Q1.
- 3.33 In addition to this the PCC approved in Q1 a further £1.000m of direct revenue funding to finance the capital programme. This appears as a £1.000m overspend on the capital financing line of Table 3.1, which is also acceptable whilst the Force remains underspent. The £1.000m represents revenue contributions that the Force would have liked to have made to fund the capital programme over the previous two years but was unable to do so due to the one-off costs of transition and transformation. The total direct financing in 2022/23 is £3.6m including contributions from the WRSU for costs of moving to Consul Road, which is close to the target of £3.0m as set out in the long-term financial strategy.
- 3.34 Turning to the NCVS, which closed to new business for a fixed period of six weeks to allow the backlog of vets to be reduced. This measure has been successful, however, it has inevitably effected the income. At the same time we have conducted a review and adjusted the in-year forecast to reflect the number of vets that will be delivered on or before the 31 March 2023.

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- 3.35 This has resulted in a reduction in the forecast income to £4.810m rather than the £6.004m reported in Q1. However, the NCVS is still generating a surplus of £1.990m, which exceeds the ex-Chief Constable's original aim to achieve a surplus of £1.500m.
- 3.36 It has been difficult to escape the requirement to identify savings in recent years. The MTFP identified a £3m gap between core funding and operating expenditure over the next five years. Therefore, the Empower People workstream was tasked to identified options to save between £1m and £3m. However, the Chief Constable has decided not to take these savings at this time and to build the policing model and shift pattern from within the existing budget. Should savings be required those identified by Empower - People can be taken at a later date.
- 3.37 The gap is after funding the cost of officers associated with policing our roads and improving road safety from the WRSU income. The remainder will come from the investment in ICT/DS, automation and self-service, which will improve productivity, efficiency and performance. These savings will be identified over the next three years, whereas taking savings today will impact negatively on policing.
- 3.38 Due to the fact over £4.7m was taken out of the budget on 1 April 2021 there is no immediate need to identify and take savings out of the budget. It is planned that any change in the business will be achieved from natural wastage without the need for redundancies. The budget gap and options to bridge this will be considered through the business and financial planning process, which informs the PCC's 2023/24 Budget & MTFP.
- 3.39 To conclude, the underspend on pay and additional income has allowed more revenue financing to be directed to support the capital programme either directly or at a later date through reserves.
- 3.40 However, the pay underspends are temporary. Once achieved the officer headcount of 1,100 under the PUP will need to be sustained after 1 April 2023, which will increase pay costs. With regard to staff and PCSO vacancies these posts are important to operational delivery, therefore it is critical that vacancies are filled and the underspend removed.
- 3.41 Looking ahead, given the current financial climate (inflation), the recent statements from government that the CSR21 will not be reopened, the Home Office focus on productivity and efficiency as a means to balancing the budget and wider talk of government departmental spending cuts it is important the PCC and Chief Constable deliver a financial strategy and MTFP, which is affordable, sustainable and resilient (reserves) and which in turn supports the Police and Crime plan, policing model and underlying strategies.

4. REVENUE BUDGET DETAILED ANALYSIS

- 4.1 Section 3 has explained the main variations between Q2 and P7. The former contains a detailed explanation of variations by category at Q2 and can be read in conjunction with this report. Section 4 will be updated in the Q3 report.

5. CAPITAL PROGRAMME 2022/23 TO 2026/27

- 5.1 Table 5.1 provides a summary of the 2022/23 forecast capital expenditure, to 31 March 2023, compared to the Budget. Table 5.1 also presents the Capital Programme over the life of the MTFP up to 2026/27, which includes the PCC's draft Budget & MTFP.

Table 5.1 Warwickshire Police Capital Programme

		Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
	Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered 30th Sept 22	2022/23 Commitments	Total Capital Committed 30th Sept 22	Period 7 Forecast Outturn 2022/23 31st Oct 22	2022/23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan 22	Warks Police 2024/25 Total budget per MTFP Jan 22	Warks Police 2025/26 Total budget per MTFP Jan 22	Warks Police 2026/27 Total budget per MTFP Jan 22	Total MTFP 2022-23 to 2026/27
		£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000
1	ESTATES PROJECTS	1,827	667	436	2,930	244	1,128	1,372	2,760	(170)	1,500	1,500	1,500	1,500	8,894
2	ICT EVOLVE PROJECT	-	813	-	813	577	269	846	836	23	-	-	-	-	845
3	ICT EMPOWER	-	1,627	-	1,627	878	1,612	2,491	3,624	1,997	1,387	1,551	1,000	1,000	7,552
4	ICT NATIONAL PROJECTS	-	18	197	215	32	-	32	217	2	-	-	-	-	215
5	ICT PROJECTS	408	1	118	527	113	549	662	800	273	-	-	-	-	694
6	ICT REPLACEMENTS	100	59	56	215	158	168	326	573	358	1,088	576	517	2,000	5,729
7	ICT & TRANSFORMATION PROJECTS - TOTAL	508	2,518	371	3,397	1,758	2,597	4,356	6,050	2,653	2,475	2,127	1,517	3,000	15,035
8	VEHICLE REPLACEMENTS	1,300	6	-	1,306	280	1,245	1,525	1,583	277	1,407	1,443	1,204	1,204	6,783
9	PLANT AND EQUIPMENT	254	84	(50)	288	53	89	142	288	-	300	300	300	300	1,488
10	TOTAL	3,889	3,275	757	7,920	2,335	5,060	7,395	10,681	2,761	5,682	5,370	4,521	6,004	32,200

- 5.2 Appendix 1 contains a more detailed analysis of the capital projects. In Table 5.1.

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- 5.3 Table 5.1 column 8 shows the forecast investment in assets; buildings, ICT/DS, vehicles and plant & equipment, to be £10.681m (Q2 £10.623m /Q1 £10.691m) compared to a revised working budget of £7.920m shown in column 4. The forecast has moved very little since Q2.
- 5.4 The revised budget includes £3.275m slippage from 2021/22 listed as follows and also set out in Table 5.1 column 2 :
- £0.813m relates to the Evolve Programme contingency, which provides for minor residual works post go live on the ICT infrastructure.
 - £1.705m is the underspend on the Evolve Programme, which was retained and moved into 2022/23 to provide for further investment in ICT/.DS through the Empower – Tech Programme.
 - £0.667m consists of estates works largely at Leek Wootton which was not completed in 2021/22 and has been moved into 2022/23.
 - £0.090m of this is made up of vehicles and plant and equipment.
- 5.5 The revised budget also includes £0.757m of funded adjustments, listed below and set out in Table 5.1 column 3, consisting of £0.807m of expenditure net of a reduction in the Plant and Equipment budget of £0.050m:
- £0.244m move of the WRSU from Counsel Road to Rugby Police Station, funded by revenue contribution from the WRSU.
 - £0.065m National Police Coordination Centre development of Mercury, which manages police resources and mutual aid for major events and civil emergencies.
 - £0.068m Scout phase 1 (TBC) funded by revenue contribution from NCVS.
 - £0.050m Vehicle data gathering and transmission.
 - £0.192m For one-off projects and purchases that satisfy the sustainability criteria and are funded from the Sustainability Reserve.
 - £0.132m of ICT systems relating to National Law Enforcement Data programme (NLEDs) and Photo At Roadside (PARS) which will be paid for by specific grant.
 - £0.056m For laptops for the NCVS and WRSU met from revenue contributions.
 - (£0.050m) consists of £0.048m ANPR equipment and £0.050m for replacement body worn video, offset by a (£0.148m) reduction in the overall plant and equipment programme.
- 5.6 **The £0.129m for three WRSU camera vehicles, which was included in the revised budget list (above) at Q2 has been removed as these vehicles will now not be delivered until April or May 2023 (2023/24 financial year). They will be funded by revenue contribution from the WRSU and dealt with as a budget variation in year.**

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- 5.7 Column 9 shows a £2.761m variation between the forecast expenditure (£10.681m) and the revised budget (£7.920m). This relates mainly to ICT/DS and has been arrived at following the Empower Tech workstream assessment of the investment required to leverage the benefit from the ICT infrastructure and digital services constructed under the Evolve Programme.
- 5.8 It is important to continue to invest in ICT/DS so as to maintain the infrastructure and avoid the accumulation of a 'technical debt', which is created when ICT deteriorates and manifests in poor performance and weak levels of security. It is also important to build on the NEP compliant platform and design contemporary applications using Power Bi, to embrace national policing applications and ICT products where this is appropriate and delivers value for money. This is time critical as ICT infrastructure depreciates quickly, whilst policing and digital services develop and evolve at pace.
- 5.9 However, the programme needs to progress within available funding and have flexibility to adapt the programme in line with available resources. Progress of the programme also depends on being able to recruit appropriately skilled people in a competitive market, which is a risk.
- 5.10 In section 3 we explained how revenue funding can be redirected to support the Empower Tech workstream. If the £1.500m of revenue financing can be made permanent it will go some way towards reaching the target of £3m of (sustainable) revenue financing. The £2.653m EMPOWER – Tech programme will be funded as follows:
- £1.500m revenue contribution linked to the NCVS income
 - £0.322m revenue contribution made possible from the MRP underspend
 - £0.774m Infrastructure Reserve
 - £0.057m S.106
- 5.11 The Empower Programme will be assessed by the Chief Constable leading into the autumn as part of the 2023/24 business planning process. Ultimately the Empower Programme will be evaluated and prioritised alongside competing demands, inflation, unavoidable costs and the need to make savings, as part of the PCC's budget, precept and MTFP setting.
- 5.12 Appendix 1 sets out the residual EVOLVE Programme, The EMPOWER – Tech project team including power app development, national and Force ICT/DS projects as well as the replacement programme for hardware and devices.
- 5.13 Turning to the Estates or Empower – Place programme, this is forecast to spend £2.760m, which is only marginally less than Q2. The reduction relates to an adjustment to the outstanding order for the works at Stratford and finalises the amount invoiced including the boiler replacement
- 5.14 The vehicle replacement forecast of £1.583 has moved marginally since Q2 representing the latest position re orders placed and likely delivery times, which constantly change and are subject to negotiation. This after rescheduling the £0.129m for the camera vans. All else being equal the £0.277m variance in column 9 will be treated as acceleration of the programme and result in bringing forward the 2024/25 budget and therefore the £1.407m budget in column 10 will be reduced accordingly. This has not been done yet as the £0.277m is likely to change before the end of the 31 March 2023.

- 5.15 The Plant & Equipment forecast spend £0.288m relates to replacement and new body worn video devices and the need to replace ANPR cameras as a stand alone force.
- 5.15 Table 5.2 summarises the in-year capital financing, which reflects the PCC's 2022/23 Budget & MTFP and decisions taken in the Q1 and Q2 2022/23 Money Matters reports:

Table 5.2 Capital Financing 2022/23

Source of funding:	P7 Proposed £m	MTFP February 2022
Original Budget		
Capital Receipts	2.437	2.437
Revenue Contributions – General (on-going)	0.433	0.433
Internal Borrowing	1.019	1.070
TOTAL: ORIGINAL BUDGET	3.889	3.940
Slippage		
Capital Receipts	1.689	0.000
Revenue Contributions – 2022/23 (one-off)	1.000	0.000
S.106	0.105	0.000
Internal Borrowing	0.481	0.745
TOTAL:SLIPPAGE	3.275	0.745
Budget Adjustment		
Revenue Contributions - WRSU	0.272	0.000
Reserves - Sustainability	0.192	0.000
Specific Grants – NLEDS	0.100	0.000
Specific Grants – PARS	0.032	0.000
Revenue Contributions – Vetting	0.096	0.000
S.106	0.065	0.000
TOTAL: BUDGET ADJUSTMENTS	0.757	0.000
Empower - Tech		
Revenue Contributions – NCVS Income	1.500	0.000
Revenue Contributions – MRP Underspend	0.322	0.000
Reserves – Infrastructure	0.774	0.000
S.106	0.057	0.000
TOTAL: EMPOWER - TECH	2.653	0.000
TOTAL	10.681	4.685

- 5.16 In proposing the determinations set out in Table 5.2 a balance has been struck between using capital receipts, revenue contributions and borrowing to finance the capital programme. The aim is to achieve the optimal balance of financing over time that reduces the burden of MRP on the revenue budget. The (financial) strategy aims to finance assets with a useful life of ten years or more through borrowing and those with a life of below ten through revenue contributions, receipts and S.106 monies. However, in the short-term the Force still remains heavily reliant on borrowing to fund the capital programme, which must be affordable and sustainable and comply with the Prudential Code.

6. RESERVES

6.1 Table 6.1 sets out the opening and closing balances and movements in reserves:

	Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8
	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23	2022/23	2022/23
	Closing Balance	Closing Balance	Closing Balance	MTFP Feb 2022 Transfers Between Reserves	MTFP Feb 2022 Budgeted Transfers	Transfers to Finance Capital Programme	Revenue Forecast Movement	Forecast Closing Balance
				+/-	+/-	+/-	+/-	
	£m	£m	£m	£m	£m	£m	£m	£m
General Reserves	5.000	5.000	6.000					6.000
Budget & Transformation	1.707	2.103	3.477	-0.100				3.377
Pay Reserve	0.000	0.000	0.000	0.500				0.500
Transformation - Empower	9.538	1.378	0.000					0.000
Infrastructure	1.166	1.051	0.774			-0.774	1.440	1.440
Pensions & Redundancy	0.400	0.500	0.900	-0.400				0.500
Insurance & Legal	0.300	0.253	0.500					0.500
Income	0.500	0.000	0.250					0.250
Operational incl COVID-19	0.500	0.299	0.500					0.500
Sustainability Reserve	0.000	0.000	0.000		0.200	-0.192		0.008
PCC Grants and Initiatives	0.300	0.300	0.300					0.300
National Commercial Vetting Service	0.000	0.573	0.573				0.200	0.773
Safer Roads	1.589	1.231	1.032		-0.250		-0.106	0.676
Earmarked Reserves	16.000	7.688	8.306	0.000	-0.050	-0.966	1.534	8.824
Total Reserves	21.000	12.688	14.306	0.000	-0.050	-0.966	1.534	14.824

- Column 1 - 2019/20 closing balances as set out in the 2019/20 Statement of Accounts,
- Column 2 - 2020/21 closing balances as set out in the 2020/22 Statement of Accounts,
- Column 3 - 2021/22 closing balances as set out in the 2021/22 (draft) Statement of Accounts,
- Column 4 - 2022/23 transfers between reserves as set out in the PCC's 2022/23 budget & MTFP,
- Column 5 - 2022/23 budgeted transfer to and from reserves agreed in the PCC's 2022/23 Budget & MTFP,
- Column 6 - 2022/23 transfers to finance the capital programme,
- Column 7 - 2022/23 transfers to and from reserves,
- Column 8 - closing balances on the General Reserve

- 6.2 Table 6.1 normally includes forecast closing balances for each reserve up to 2026/27. This has been removed whilst we enter the 2023/24 Budget setting process and MTFP reset. The reason for this is it is felt to be misleading to include figures agreed prior to recent events in the economy, when there is still a high degree of uncertainty over the severity and duration of this disruption and whilst the impact on the Force funding, expenditure and reserves is assessed. However, this does not alter the fact that the Force had better than anticipated reserves as at the 31 March 2022 and is in a healthy position having achieved taken £4.7m out of the budget.
- 6.3 The £6.000m of General Reserves exists to meet significant operational incidents in the event that Home Office Special Grant was not forthcoming for net expenditure over and above the threshold of 1% of core funding. If used, the General Reserve would require replenishing over an appropriate period. The Home Office have tightened up on the criteria to access Special Grant, increasing the likelihood that the General Grant may be used. At this time the General Reserves is carrying the risk associated with operation HYRAX.
- 6.4 Earmarked reserves are held to meet one-off revenue costs and mitigate specific risks in the short-term, such as a shortfall in income. Should these risks materialise then the balances shown in Table 6.1 could be lower. If the purpose for which a reserve was held is no longer relevant then the balance will be transferred to another reserve, or drawn down to supplement the revenue budget and deliver one-off targeted initiatives.
- 6.5 The PCC, as part of the 2022/23 budget & MTFP, made transfers between reserves as shown in column 4 of Table 6.1. so as to create a reserve to meet the cost of the pay award in the event this was higher than 3%. As a consequence of the police pay and staff settlement it is anticipated that this will be drawn down in 2023/24 and 2024/25. Should the bottom line on the revenue budget change it is possible this reserve will be required in 2022/23. To make this possible the Pension & Redundancy reserve has been reduced to £0.500m, which in turn is linked to the intention to meet any changes to the business from natural wastage and thereby avoiding the need for redundancies.
- 6.6 The PCC also included in the 2022/23 Budget & MTFP a transfer of £0.250m from the SRP Reserve to meet the costs of road safety initiatives. Only £0.070m of this is now required and columns 5 and 7 make the necessary adjustments to achieve this.
- 6.7 A £0.200m Sustainability Reserve was created in the PCC's 2022/23 Budget & MTFP to meet the costs of environmentally friendly sustainable initiatives. It is likely this will be used in 2022/23 and directed to projects contained in the capital programme. The creation and use of this reserve can be seen in columns 5 and 6 of Table 6.1.
- 6.8 Consistent to the preceding sections of this report it is recommended that £0.774m of the Infrastructure Reserve is used to finance the capital programme in 2022/23. This is in line with the purpose for which it was created. This is shown in column 6 of Table 6.1.

- 6.9 **In line with previous recommendations agreed by the PCC £1.440m is directed from the revenue budget underspend to the Infrastructure Reserve for use in future years to fund short life assets within in the capital programme. This is contained in column 7 of Table 6.1.**
- 6.10 As a consequence of the increased scale of the NCVS it was agreed that £0.200m is transferred to the NCVS Reserve from the revenue operating surplus. This reserve partially mitigates the risk arising from disruption to the business, a fall in income or exit costs. This is shown on column 7 of Table 6.1.
- 6.11 The Budget & Transformation reserve is set aside to meet any adverse impact on funding from changes to the grant funding formula, adverse settlements or lower than anticipated precept income as a consequence of the uncertainty in the economy. Used in this way it will provide a glide path until such time as the Force can make savings and adjust to the revised funding position. It can also be used to support one-off revenue transformation costs arising say from the Empower Programme or other discrete one-off items
- 6.12 As part of the good and balanced budget protocol reserves will not be routinely used to support the Chief Constable's day to day operating budget, with the exception of those items set out in Section 1.
- 6.12 Reserves are a limited source of funding for one-off specific issues and once spent they cannot be spent again. The challenge is to hold appropriate, not excessive, levels of reserves to meet the known one-off items, risks and unforeseen operational events. The Reserves Strategy is set out more fully in the 2022/23 Budget & MTFP where The Treasurer to the PCC carries out an annual review of the adequacy to reserves.

Keep Free

PROTECT MANAGEMENT

Appendix 1 Capital Programme

Estates Projects

	Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered October 2022	2022/23 Commitments	Total Capital Committed 31st October 2022	Period 7 Forecast Outturn 2022/23 31st October 2022	2022-23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan'22	Warks Police 2024/25 Total budget per MTFP Jan'22	Warks Police 2025/26 Total budget per MTFP Jan'22	Warks Police 2026/27 Total budget per MTFP Jan'22	Total MTFP 2022-23 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1 Warwickshire Police Estate - non-site specific		-		-			-		0	1,500	1,500	1,500	1,500	6,000
2 Atherstone SNT Office	-	30	-	30	(4)	-	4	(4)	(34)	-	-	-	-	(4)
3 Bedworth Boiler Replacement	295	-	-	295	0	18	18	295	0	-	-	-	-	295
4 Estates Wide - BMS remote access and control improvements	-	50	65	115			-	115	0	-	-	-	-	115
5 Leomington - CCTV Works	250	-	-	250			-	250	0	-	-	-	-	250
6 Leomington - Custody Works	70	-	-	70			-	145	75	-	-	-	-	145
7 Leek Wootton North Lodge renovations (exterior works)	-	70	-	70	0	7	7	70	0	-	-	-	-	70
8 Leek Wootton Workshop Roof	-	142	-	142	1	142	143	142	0	-	-	-	-	142
9 Nuneaton - Custody Works	120	-	-	120			-	45	(75)	-	-	-	-	45
10 SRH - replacement air conditioning/ air conditioning changes	68	22	-	90	3	-	3	50	(40)	-	-	-	-	90
11 Stratford Boiler Replacement	227	-	-	227			-		(227)	-	-	-	-	227
12 Secure Cabinets	12	-	-	12	1	11	12	11	(1)	-	-	-	-	11
13 SRH EV Charging Points	-	-	40	40		2	2	20	(20)	-	-	-	-	40
14 SRH Solar Panels	-	-	87	87	0	137	138	140	53	-	-	-	-	140
15 Stratford Welfare (Toilets/Showers/Kitchen)	85	98	-	183	1	182	183	183	0	-	-	-	-	183
16 Woodcote House Belltower	339	-	-	339	0	16	16	150	(189)	-	-	-	-	150
17 Woodcote House Roof and Belltower	-	-	-	-			-	50	50	-	-	-	-	50
18 Bedworth Police Station	15	5	-	20	19	13	32	19	(1)	-	-	-	-	19
19 Head Quarters - Leek Wootton	98	215	-	313	151	142	292	315	2	-	-	-	-	315
20 Stuart Ross House - OCC Building	156	27	-	183	157	37	194	215	32	-	-	-	-	190
21 Rugby Police Station & Courts	62	10	244	316	54	269	324	360	44	-	-	-	-	314
22 Stratford Police Station & Courts	30	(2)	-	28	(141)	153	12	101	73	-	-	-	-	19
23 Estate Wides - Fire Doors				-			-	88	88	-	-	-	-	88
TOTAL WARWICKSHIRE ESTATE:	1,827	667	436	2,930	244	1,128	1,372	2,760	-	170	1,500	1,500	1,500	8,894

PROTECT MANAGEMENT

Capital Programme cont...

Evolve Programme

	Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered October 2022	2022/23 Commitments	Total Capital Committed 31st October 2022	Period 7 Forecast Outturn 2022/23 31st October 2022	2022-23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan'22	Warks Police 2024/25 Total budget per MTFP Jan'22	Warks Police 2025/26 Total budget per MTFP Jan'22	Warks Police 2026/27 Total budget per MTFP Jan'22	Total MTFP 2022-23 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
"EVOLVE" & APPLICATION AND INFRASTRUCTURE MIGRATION - (AIM):														
1 AIM - HOSTING ENVIRONMENTAL SERVICES (HES)	-	-	-	-	74	15	90	-	-	-	-	-	-	-
2 AIM - BUSINESS APPLICATION SERVICES (BAS)	-	-	-	-	51	16	68	-	-	-	-	-	-	-
3 AIM-SHARED APPLICATION SVCS (SAS)	-	-	-	-	68	13	80	-	-	-	-	-	-	-
4 AIM - OCC APPLICATION SERVICES (OAS)	-	-	-	-	(107)	10	97	-	-	-	-	-	-	-
5 AIM - INFRASTRUCTURE & NETWORK SERVICES (INS)	-	-	-	-	26	67	93	-	-	-	-	-	-	-
6 EVOLVE - TRANSFORMATION TEAM	-	-	-	-	433	140	573	-	-	-	-	-	-	-
7 EVOLVE - DIGITAL SERVICE EQUIPMENT (FSN/SCW)	-	-	-	-	31	-	31	-	-	-	-	-	-	-
8 EVOLVE - FORENSICS TRANSITION - PROTECTIVE SERVICES	-	-	-	-	(8)	8	-	-	-	-	-	-	-	-
9 EVOLVE - TRANSACTIONAL SERVICES	-	-	-	-	8	-	8	-	-	-	-	-	-	-
10 EVOLVE - Contingency	-	813	-	813				836	23	-	-	-	-	845
ICT EVOLVE - TOTAL	-	813	-	813	577	269	846	836	23	-	-	-	-	845

PROTECT MANAGEMENT

ICT/Digital Services – EMPOWER – Tech & National Projects and Force Projects

	Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered October 2022	2022/23 Commitments	Total Capital Committed 31st October 2022	Period 7 Forecast Outturn 2022/23 31st October 2022	2022-23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan'22	Warks Police 2024/25 Total budget per MTFP Jan'22	Warks Police 2025/26 Total budget per MTFP Jan'22	Warks Police 2026/27 Total budget per MTFP Jan'22	Total MTFP 2022-23 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ICT EMPOWER														
1 EMPOWER - TRANSFORMATION TEAM	-	1,627	-	1,627	24	1,230	1,255	1,123	(504)	1,387	1,551	1,000	1,000	6,221
2 AXON	-	-	-	-	2	-	2	980	980	-	-	-	-	3
3 TRANSFORMATION PROJECTS	-	-	-	-	87	90	177	146	146	-	-	-	-	289
4 INFRASTRUCTURE & NETWORK RESILIENCE	-	-	-	-	398	12	410	430	430	-	-	-	-	288
5 APPLICATION FINALISATION	-	-	-	-	147	188	335	358	358	-	-	-	-	232
6 AZURE VIRTUAL DESKTOP (AVD/ROCU)	-	-	-	-	21	-	21	36	36	-	-	-	-	21
7 OCC UPGRADES	-	-	-	-	200	92	292	551	551	-	-	-	-	498
ICT EMPOWER -TOTAL	-	1,627	-	1,627	878	1,612	2,491	3,624	1,997	1,387	1,551	1,000	1,000	7,552
									1,997					
ICT NATIONAL PROJECTS														
1 I-LEAP	-	-	-	-	-	-	-	10	10	-	-	-	-	10
2 NIAMS	-	-	-	-	4	-	4	4	4	-	-	-	-	-
3 NLEDS/PARS	-	-	132	132	0	-	0	132	0	-	-	-	-	132
4 EMERGENCY SERVICES NETWORK	-	18	-	18	3	-	3	3	(15)	-	-	-	-	2
5 LEON	-	-	-	-	3	-	3	3	3	-	-	-	-	2
6 NPOCC/MERCURY	-	-	65	65	21	-	21	65	0	-	-	-	-	69
ICT NATIONAL PROJECTS -TOTAL	-	18	197	215	32	-	32	217	2					215
									2					
ICT PROJECTS														
1 ATHENA - HR LOADER	-	-	-	-	-	-	-	2.0	2	-	-	-	-	-
2 ATHENA UPGRADE	-	-	-	-	-	-	-	40	40	-	-	-	-	40
3 INVESTIGATIVE SOFTWARE - CHORUS/CSAS	-	-	-	-	-	-	-	20	20	-	-	-	-	20
4 LAWFUL BUSINESS MONITORING SOFTWARE	-	-	-	-	4	-	4	39	39	-	-	-	-	36
5 LONGARM (INTEL)	-	-	-	-	4	56	61	63	63	-	-	-	-	59
6 HR SYSTEM - ORIGIN UPGRADE	372	-	-	372	86	492	578	500	128	-	-	-	-	478
7 CLAIMS MANAGEMENT SYSTEM	-	-	-	-	-	-	-	50	50	-	-	-	-	50
8 AIRWAVE REPLACEMENT EQUIP -	36	(5)	-	31	6	-	6	-	(31)	-	-	-	-	-
9 ANPR FIXED SITES	-	6	-	6	12	-	12	18	12	-	-	-	-	11
10 TELEMATICS	-	-	50	50	-	-	-	-	(50)	-	-	-	-	-
11 SCOUTING (TO BE FUNDED BY VETTING)	-	-	68	68	-	-	-	68	0	-	-	-	-	-
ICT PROJECTS - TOTAL	408	1	118	527	113	549	662	800	273	-	-	-	-	694

PROTECT MANAGEMENT

Capital Programme cont...

Replacement Programme incl. desktop and devices

	Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered October 2022	2022/23 Commitments	Total Capital Committed 31st October 2022	Period 7 Forecast Outturn 2022/23 31st October 2022	2022-23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan'22	Warks Police 2024/25 Total budget per MTFP Jan'22	Warks Police 2025/26 Total budget per MTFP Jan'22	Warks Police 2026/27 Total budget per MTFP Jan'22	Total MTFP 2022-23 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ICT REPLACEMENTS														
1 DESKTOP REPLACEMENT & GROWTH	-	-		-				10	10	187	196	206	218	818
2 MOBILE DEVICES	-	41	56	97	24	-	24	108	11	484	254	170	1,232	3,347
3 DEVICE REPLACEMENT UNALLOCATED								125						
4 Non-specific device replacement budget	-	-	-	-			-		0	312	15	25	427	778
5 NEW RECRUITS SET-UP - I.T. COSTS	100	7	-	107	110	168	277	301	194	106	111	116	123	757
6 ALLIANCE SEPARATION - I.T. COSTS	-	9	-	9	24	-	24	9	0	-	-	-	-	9
7 SERVER	-	-	-	-			-	9	9	-	-	-	-	9
8 NETWORK	-	2	-	2	0	-	-	6	4	-	-	-	-	6
9 SAN/BACKUP INFRASTRUCTURE	-	-	-	-				5	5	-	-	-	-	5
ICT REPLACEMENTS - TOTAL	100	59	56	215	158	168	326	573	233	1,088	576	517	2,000	5,729

PROTECT MANAGEMENT

Capital Programme cont...

Vehicle Programme

	Col 1	Col 2	Col 3	Col4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered October 2022	2022/23 Commitments	Total Capital Committed 31st October 2022	Period 7 Forecast Outturn 2022/23 31st October 2022	2022-23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan'22	Warks Police 2024/25 Total budget per MTFP Jan'22	Warks Police 2025/26 Total budget per MTFP Jan'22	Warks Police 2026/27 Total budget per MTFP Jan'22	Total MTFP 2022-23 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
VEHICLE REPLACEMENTS:														
1 VEHICLES PURCHASE	1,300	6		1,306	280	1,245	1,525	1,583	219	1,407	1,443	1,204	1,204	6,783
VEHICLE REPLACEMENTS - TOTAL	1,300	6	-	1,306	280	1,245	1,525	1,583	219	1,407	1,443	1,204	1,204	6,783

Plant & Equipment

	Col 1	Col 2	Col 3	Col4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14
Programme	Original MTFP Budget 2022/23	Slippage 2021/22	Budget Adjust	Revised Budget 2022/23	Capital Costs Delivered October 2022	2022/23 Commitments	Total Capital Committed 31st October 2022	Period 7 Forecast Outturn 2022/23 31st October 2022	2022-23 Variance overspend (underspend)	Warks Police 2023/24 Total budget per MTFP Jan'22	Warks Police 2024/25 Total budget per MTFP Jan'22	Warks Police 2025/26 Total budget per MTFP Jan'22	Warks Police 2026/27 Total budget per MTFP Jan'22	Total MTFP 2022-23 to 2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1 ANPR FIXED SITES	-	-	48	48	48	-	48	77	0	-	-	-	-	48
2 BODY ARMOUR REPLACEMENT -	-	-	50	50	0	-	-	147	0	-	-	-	-	50
3 OTHER EQUIPMENT	254	(8)	(148)	98			-		28	300	300	300	300	1,326
4 CCTV CUSTODY SUITES	-	64	-	64	0	64	64	64	0	-	-	-	-	64
5 REGIONAL MOTORWAY ANPR CAMERAS - REFOCUS PAYMENT - HIGHWAYS ENGLAND	-	19	-	19					(19)	-	-	-	-	-
6 VERICOM ACCELEROMETERS	-	-	-	-	0	-	-		0	-	-	-	-	-
7 CRIME TECH CAPITAL EQUIPMENT	-	9	-	9	0	-	-		(9)	-	-	-	-	-
COLLISION INVESTIGATION - LASER SCANNERS -	-	-	-	-	0	-	-		0	-	-	-	-	-
8 SECURE CABINETS (moved to Estates)	-	-		-	1		1		0					-
9 PROPERTY DISPOSAL COST					64		64							
10 HOUSING SALES EXPENDITURE - costs excluded as offset against sale proceeds.	-	-	-	-	(60)	26	35		0	-	-	-	-	-
OTHER WARWICKSHIRE CAPITAL - TOTAL	254	84	(50)	288	53	89	142	288	-	300	300	300	300	1,488