



## RECOMMENDATION REPORT

**DECISION: 2023/38**

**DATE: 13/02/2024**

**TITLE: The Police and Crime Commissioner for Lancashire's Revenue Budget and Council Tax for 2024/25 and Capital Investment Programme for 2024/25 to 2028/29**

**AUTHOR: STEVE FREEMAN, CHIEF FINANCE OFFICER**

### Executive Summary

Police and Crime Commissioners are required by the Local Government Finance Act (LGFA) 1992 to set a Budget Requirement and a Council Tax Requirement for 2024/25 and to issue a precept prior to 1st March 2024.

This report provides all the relevant information to assist the Commissioner in confirming the Revenue Budget, the Budget Requirement, Precept and Council Tax for 2024/25 and agreeing the Capital investment for 2024/25 to 2028/29.

### Recommendations

The Police and Crime Commissioner is recommended to:

- Agree the efficiency savings and cost pressures as set out in the report
- Agree a council tax requirement and precept for 2024/25, and consequent Band D amount that is based on a £11.95 increase on 2023/24 levels
- Approve a net budget requirement for 2024/25 of £394.097m and consequent council tax requirement of £122.288m and Band D council tax of £263.40 as set out in Appendix 'A'
- Agree, on the basis of the above and the fixed ratios between valuation bands set by the Government, the Police and Crime Commissioner's council tax for each valuation as set out in Appendix 'A'
- Agree the 2024/25 delegated budgets for the Constabulary and the Office of the Police and Crime Commissioner
- Approve the funding allocation for the 2024/25 Capital programme and note the proposed programme for future years

## 1. Background

1.1. The Police and Crime Commissioner (PCC) for Lancashire is required under the Local Government Finance Act, to set a budget requirement and a council tax requirement for 2024/25 and to issue a precept prior to 1 March 2024. As part of the process Commissioners are required to consult their Police and Crime Panel on the proposed precept level and to take the recommendations of the panel into account before setting the final precept. This report sets out the:

- Revenue budget for 2024/25
- The Council Tax for 2024/25
- The capital investment programme for 2024/25 and future years

1.2. This report also sets out the advice of the Commissioner's Chief Finance Officer on the robustness of the budget and the adequacy of the level of reserves as required by section 25 of the Local Government Act 2003.

1.3. The Commissioner took a report to the Police and Crime Panel on 31 January 2024 to set out his proposal in respect of the council tax precept for 2024/25. The Medium-Term Financial Strategy (MTFS) and 2024/25 budget set out in that report reflected the provisional Police Finance Settlement and estimated level of council tax base for 2024/25.

1.4. It was reported to the panel that the budget figures would change on receipt of final council tax base figures along with other factors that impact directly on spending, this report reflects those final figures.

## 2. Funding

### 2.1. Government Funding

2.1.1. The government announced the final Police Grant Settlement for 2024/25 on 31/1/2024. Lancashire has been allocated police grant of £244.613m, this compares to £239.937m in 2023/24, an increase of £4.676m.

2.1.2. In addition to the core grant Lancashire will receive the following specific grants:

	£m	
Uplift grant	12.977	paid on confirmation that additional uplift officers have remained in place in 2024/25
Pension grant	10.542	to meet, in part, cost of employer contributions to police officer pensions
Counter Terrorism Grant	1.740	contributes to the funding of Counter Terror officers in Lancashire
Victims Services grant	1.755	contributes to the funding of the victim service in Lancashire
<b>Total</b>	<b>27.014</b>	

### 2.2. Council Tax

2.2.1. The council tax represents a significant source of revenue to support the police budget. Each year the 14 Unitary, Borough and City Councils determine their taxbase (the number

of band D equivalent properties in the area) and the level of surplus or deficit on the Council tax Collection Fund in relation to council tax due for previous years.

2.2.2. The City, Unitary and Borough Councils have confirmed surpluses and deficits on their respective Council tax collection funds for the PCC in 2023/24 that will require an aggregate amount of £0.182m to be paid by billing authorities to the PCC in 2024/25.

2.2.3. The City, Unitary and Borough Councils have also confirmed final taxbase figures for 2024/25 at 464,267.99 Band D equivalent properties.

2.2.4. The Police Funding announcement makes provision for Police and Crime Commissioners to increase their 2024/25 precept by up to £13 for a Band D property after which a referendum would be triggered.

2.2.5. The Commissioner proposed an increase for the 2024/25 precept of £11.95 for a Band D property to the Police and Crime Panel on 31 January 2024. The Panel considered and supported the Commissioner's proposal.

2.2.6. The Commissioner is therefore proposing that the council tax precept for 2024/25 be increased by £11.95 to £263.40 per annum for a Band D property.

2.2.7. The amount of council tax available in 2024/25 as a result of the agreed increase in charge and the final tax base amount is:

	£
Council Tax	122.288
2023/24 Council Tax surplus	0.182
<b>Council Tax 2024/25</b>	<b>122.470</b>

### 2.3. Total resources

2.3.1. The total resources available to the Commissioner to set the 2024/25 revenue budget are:

	£m
Police Grant	244.613
Specific grants:	
Uplift	12.977
Pension costs	10.542
Counter Terror	1.740
Victim Services	1.755
Council tax	122.470
<b>Resources 2024/25</b>	<b>394.097</b>

### 3. Spending requirement 2024/25 – cost pressures

A number of cost pressures have been identified for 2024/25. These pressures require an increase to the existing budget that must be met from the available resources.

### **3.1. Pay related costs (£22.104m)**

This includes:

- 3.1.1. The impact of the 7% pay award made from September 2023 and the impact of future years' pay awards.
- 3.1.2. The recruitment of officers and staff in respect of the national police uplift programme and the resulting pressure for incremental increases in pay and overtime. It also reflects the estimated level of vacancies that will occur during 2024/25.
- 3.1.3. The impact of the triennial revaluation of employer pension contributions for police officers and staff.
- 3.1.4. The impact of increased costs relating to ill-health retirements.

### **3.2. Inflation on non-pay costs (£2.340m)**

This includes:

- 3.2.1. An allowance for the effect of inflation on all non-staff costs
- 3.2.2. Specific pressure in respect of contributions to National IT programmes
- 3.2.3. The impact of significant increases in the cost of insurance.

### **3.3. Capital financing costs (£0.800m)**

- 3.3.1. To meet the additional cost of financing the capital programme through borrowing.

## **4. Investment in 2024/25**

### **4.1. Targeting dangerous drivers (£0.400m)**

- 4.1.1. Specific investment in additional resources in the Roads Policing Unit to target dangerous driving.

### **4.2. Further investment in Neighbourhood Policing Teams (1.000m)**

- 4.2.1. The provision of funding for the recruitment of an additional 20 officers for Neighbourhood Policing Teams across the county. This investment will enable 20 officers to become available to the Neighbourhood teams in 2024/25 and 2025/26.

### **4.3. Supporting the ASB Hotspot programme (£0.500m)**

- 4.3.1. Making additional funding available over and above the £1m provided by government to support the delivery of ASB hotspot patrols and interventions across the county.

### **4.4. Investment in support services for uplift (£0.200m)**

- 4.4.1. Additional resource in the legal, training and HR teams to support the increased number of officers achieved through the national uplift programme and precept investment in recent years

### **4.5. Digital Investigations (£0.204m)**

- 4.5.1. Increase in number of officers in the Digital Investigations team

## 4.6. Economic Crime Unit (£0.185m)

4.6.1. Increased number of economic crime investigators

## 4.7. Supporting the capital programme (£2.000m)

4.7.1. To increase the annual contribution for the investment in short life (less than 5 years) assets made through the capital programme. Assets identified as 'short-life' include investment in IT equipment and systems and the purchase of vehicles.

## 4.8. Investment in IT (0.751m)

4.8.1. Significant investment in IT is made directly through the revenue budget and includes the cost of renting cloud storage, the annual cost of system licences and the annual cost of support and maintenance made by providers

## 5. Cost reductions and savings

### 5.1. Savings (£5.913m)

5.1.1. An on-going process to review the organisation's activity and identify cost reductions and savings is in place and has identified savings that will be delivered in 2024/25 as follows:

Changes to operating model	£m 2.713	Series of operational reviews delivering efficiency savings
Further savings	1.000	From the on-going budget management process
Energy cost – procurement saving	2.200	Cost reduction delivered through active management of energy procurement throughout the year
<b>Total</b>	<b>5.913</b>	

## 6. Budget requirement 2024/25

6.1. The information above in respect of spending requirements and the funding available gives the budget requirement as follows:

	<b>£m</b>
<b>Budget Requirement 2023/24</b>	<b>369.526</b>
Pay related costs	22.104
Inflation	2.340
Capital Financing costs	0.800
Investment	5.240
Savings and cost reductions	-5.913
<b>Budget Requirement 2024/25</b>	<b>394.097</b>
<b>Funding 2024/25</b>	<b>394.097</b>

## 7. The Revenue Budget 2024/25

7.1. The resources and spending requirement to deliver policing in Lancashire shown above therefore result in a balanced budget in 2024/25 summarised as follows:

	<b>£000</b>
2024/25 Spending Requirement	394,097.235
Less Specific Grant funding	27,013.907
<b>2024/25 Net Budget Requirement</b>	<b>367,083.328</b>
Less Government Funding	244,612.781
Less Council tax surplus 2022/23	182.358
<b>Equals Council tax requirement 2024/25</b>	<b>122,288.189</b>
Divided by Tax Base	464,267.99
2024/25 Band D Council Tax	£263.40
2023/24 Band D Council Tax	£251.45
Increase	£11.95
Percentage Increase	4.75%

7.2. Attached at Appendix A is a full breakdown of the consequent council tax in 2024/25 for each council tax valuation band.

## 8. Cash limits

8.1. As part of the budget setting process delegated cash limits are identified for both the office of the Police and Crime Commissioner and for the Chief Constable. These budgets are monitored through the year and revised if necessary by agreement of the PCC.

8.2. The initial cash limits for 2024/25 are:

	<b>£m</b>
<b>Constabulary:</b>	
Staff costs	316.852
ACC Territorial Operations	8.670
ACC Crime	3.477
ACC Specialist Uniform Operations	5.043
Deputy Chief Constable	1.407
Chief Operating Officer	32.311
Centrally managed budgets	10.177
<b>Total Constabulary</b>	<b>377.937</b>
Office of the PCC	1.756
Communications	0.131
Fighting Crime	0.762
Victim and Domestic Abuse services	0.578
Corporate budget	12.933
<b>TOTAL</b>	<b>394.097</b>

## 9. Capital investment programme

9.1. The proposed capital programme is set out below:

	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
IT Strategy	8.324	6.970	7.000	7.000	7.000	<b>36.294</b>
Emergency Services Network (ESN)	0	0	2.000	4.000	4.000	<b>10.000</b>
Accommodation Strategy	46.693	50.102	32.120	31.000	31.000	<b>190.915</b>
Vehicle Replacement	5.700	5.000	4.000	4.000	4.000	<b>22.700</b>
Other Schemes	0.890	0.870	1.250	0.530	0.490	<b>4.030</b>
<b>Total</b>	<b>61.607</b>	<b>62.942</b>	<b>46.370</b>	<b>46.530</b>	<b>46.490</b>	<b>263.939</b>

9.2. The Commissioner is recommended to approve the allocations for the capital programme for 2024/25 and note the proposed programme for future years.

9.3. Each proposed project for the accommodation element of the capital programme is subject to further, final approval being provided by the Commissioner on a scheme-by-scheme basis.

9.4. The full proposed capital programme is set out at Annex A.

9.5. The financing available to support expenditure arises from the sale of property which generates a capital receipt, the use of ear-marked revenue reserves, contributions from the revenue budget and monies held within the capital funding reserve which arise from underspends in previous years and specific additional revenue contributions.

9.6. Funding for the cost of ESN is under discussion with the Home Office. If government support is not provided the impact for Lancashire is significant requiring substantial contributions from the revenue budget to meet the cost of the scheme.

9.7. The capital programme also impacts on revenue expenditure from three main sources:

9.7.1. capital financing charges and the impact of borrowing particularly for long term assets (buildings)

9.7.2. the use of revenue resources to directly finance capital investment, and

9.7.3. revenue consequences arising from capital expenditure (computer hardware/software maintenance costs and running costs of new builds)

9.8. The impact of the capital programme has been reflected in the Revenue Budget for 2024/25 and in the Medium-Term Financial Strategy (MTFS) to 2026/27.

9.9. The investment programme is proposed to be financed as follows:

	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Capital Receipts	0.672	1.000	0	0	0	<b>1.672</b>
Revenue Contribution	13.304	13.507	13.507	13.507	13.507	<b>67.332</b>
Borrowing	45.997	45.092	28.908	27.900	27.900	<b>175.797</b>
Funding for ESN	0	0	2.000	4.000	4.000	<b>10.000</b>
Earmarked reserves	1.639	3.344	1.955	1.123	1.077	<b>9.138</b>

<b>Total</b>	<b>61.612</b>	<b>62.943</b>	<b>46.370</b>	<b>46.530</b>	<b>46.484</b>	<b>263.939</b>
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9.10. The Commissioner is recommended to approve the funding of the 2024/25 capital programme and note the proposed funding for future years.

9.11. The financing of the capital programme reflects the Commissioner's published Financial Strategy including the forecast use of contributions from the revenue budget. This source of funding is used for assets with a shorter life such as IT systems and equipment as it is considered a more prudent approach to use such funding in this way rather than unsupported borrowing. Borrowing will continue to be used for the financing of longer life assets such as property as this reflects an appropriate method of financing for such assets.

9.12. The cost of the borrowing included in the financing of the capital programme is reflected in the revenue budget requirement and MTFS.

## **10. Reserves**

10.1. It is illegal for the Commissioner to allow expenditure to exceed the resources available and the PCC's Chief Finance Officer (CFO) has a duty to report if it appears that this is likely to arise. A reasonable level of reserves is needed to provide an overall safety net against unforeseen circumstances.

10.2. The Commissioner sets out his reserves strategy each year that explains the reserves held and their planned use in conjunction with the Medium-Term Financial Strategy.

10.3. The Commissioner holds two types of reserve, General reserves that are available to support the revenue budget and provide security should the organisation face an unexpected issue that realises a call on its resources. The forecast level of these general reserves for 1 April 2024 is £17.710m or 4.5% of the 2024/25 revenue budget. The Chief Finance Officer considers general reserves at this level to be appropriate and in line with the Commissioner's Reserves Strategy.

10.4. There are also a number of earmarked reserves that are available to support the transition process including investment in capital projects that will support the delivery of savings in the future.

10.5. The Commissioner, in conjunction with the Chief Constable, will review the capital investment strategy and the reserves strategy during 2024/25 to ensure sufficient resources are made available for the financing of the capital programme in future years.

## **11. Robustness of the 2024/25 budget**

11.1. Section 25 of the Local Government Act 2003 requires the Commissioner's Chief Finance Officer to advise the Commissioner as he is making budgetary decisions on the robustness of the assumptions underlying the budget and the adequacy of the Commissioner's reserves in the context of the financial risks to which the organisation is exposed.

11.2. The basis of the estimates on which the budget has been prepared, as in previous years, relies on forecasts of demand and other activity prepared by the constabulary. The forecast is kept under review as part of the budget monitoring process and actions identified to identify any financial risks arising from changes in the forecast as they occur. The main risks relate to



the pace and depth of funding reductions and the ability of the organisation to deliver these within the required timeframes.

11.3. The resources available to the Commissioner to manage these risks consist of the various reserves held by the Commissioner, principally the general fund and the transition fund. At this stage it is anticipated that general reserves will be maintained at around 4.5% of the Commissioner's budget requirement reflecting the level of financial risk that the combination of significant ongoing spending reductions and resource uncertainties creates. This should allow the Commissioner to respond to any changes that may occur in a planned way which provides stability to services and certainty to communities.

11.4. In addition to general reserves, the Commissioner maintains a range of earmarked reserves for specific purposes including investment in the capital programme as identified elsewhere in this report. The level and appropriateness of earmarked reserves is kept under review, in accordance with the Commissioner's reserves strategy, to ensure that sums are only held if required, and released when not. At this stage, these reserves are regarded as adequate with plans in place to invest the majority of the earmarked reserves through the capital investment programme that will support the future of the constabulary as it seeks to improve productivity through the use of more efficient infrastructure.

11.5. As the statutory finance officer of the PCC, the CFO must advise on the robustness of the estimates upon which the PCC's budget is based. At this stage, the CFO's opinion is that the budget process has taken all practical steps to identify and make appropriate provision for the commitments to which the PCC is exposed.

## **12. Risks and uncertainties**

12.1. There are a number of risks and uncertainties that will impact upon the financial outlook for the Commissioner and Chief Constable in future years:

### **12.2. Inflation and pay award**

12.2.1. Recent announcements about the rate of inflation and the forecast of future rates indicate that there will be significant pressure placed upon budgets in future years. The level of inflation remains uncertain and will be closely monitored as part of the continuing financial planning process.

12.2.2. In turn it is expected that this pressure will impact upon the level of pay award made to police officers and staff which will directly affect the PCC budget in future years.

12.2.3. Every 1% increase in pay costs for Lancashire equates to increased budget requirement of approximately £3m.

### **12.3. Future government funding**

12.3.1. The government has indicated that funding will increase by 1% per year when the current CSR ends in 2024/25. Recent announcements by both the Prime Minister and Chancellor have indicated that firm control over government spending in future years is necessary which could affect this.

12.3.2. There is therefore significant risk in any assumption on government funding in future years that will, undoubtably, be subject to significant pressure in future years.

## **12.4. Additional government funding**

- 12.4.1. The three-year funding announcement made by the Minister of Policing in December 2021, and the financial settlements subsequently provided, gave greater certainty to inform financial planning over the spending review period.
- 12.4.2. There continues to be a significant amount of additional funding for a number of areas including for Serious Violence, Violence Against Women and Girls and for Victims of Domestic and Sexual Abuse over the three-year funding period. Access to such funding requires a process of bidding that can be done against extremely short timescales. Successful bids can then require spending to be completed in a short space of time which can put pressure on resources and decision making.
- 12.4.3. The amount of funding for these area remains uncertain at this time and will be announced in the coming months.

## **12.5. Emergency Services Network (ESN) - Replacement of Airwave**

- 12.5.1. The emergency services communications network 'Airwave' replacement programme has already 'slipped' by several years. There is a financial consequence of a delay in moving over to the new system that is not yet clear.
- 12.5.2. There is also a capital requirement for the equipment that will be required to operate on the new system that will impact upon future years' capital investment programme. The financial impact of these is not yet fully known with estimated provision included in the draft capital programme based on best available information. When further information is received from the Home Office the financial forecast will be updated

## **12.6. Impact of the Police Pensions Remedy**

- 12.6.1. The Government introduced changes to public sector pensions and introduced revised pension arrangements for Police Officers in 2015. As part of the implementation a series of protection measures were put in place to protect those officers within 10 years of their normal retirement date.
- 12.6.2. This policy was successfully challenged in the Courts and was found to be discriminatory on the basis of age. The Government has recently announced its proposals to remedy the discrimination. Whilst these proposals will take some time before they are in place, initial indications are that the cost of administering the remediation will be an additional cost on police forces and the ultimate cost of the remedy may require an increase in employer contributions of 10%.
- 12.6.3. This will form detailed discussion with the Government and the extent to which sufficient funding is made available will be a key element of the discussion.

## **13. Equality Impact Assessments**

- 13.1. The Commissioner and the Constabulary have a 'Business Planning' Programme to identify and deliver the required savings. As each review area is progressed an equality impact assessment is carried out to assess the impact of the proposed recommendations on service recipients and is an integral part of the process.

## 14. Consultation

14.1. The PCC conducted a survey of the people of Lancashire in respect of his budget proposals for 2024/25.

14.2. The survey closed on 22nd January 2024 and its results will be reflected in the Commissioner's budget decision for 2024/25.

14.3. In the survey the PCC asked

14.3.1. In developing my budget proposals, I want to see Lancashire Constabulary receive more funding to deliver investments in cutting and preventing crime, protecting the vulnerable and supporting victims across the county. Do you agree?

14.3.2. How much more would you pay to maintain growth and investment in policing in Lancashire?

- Up to £10 a year (up to 19p a week)
- Up to £20 a year (up to 38p a week)
- More than £20 a year
- I would not be prepared to pay more

14.3.3. A total of 3,083 responses have been received to the survey and **65% of respondents would be prepared to pay more council tax towards policing.**

## 15. Links to the Police and Crime Plan

15.1. 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

## 16. Consultations

See above

## 17. 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

**18. Risk Management**

See above

**19. Background Papers**

**20. Public access to information**

Officer declaration	Date
LEGAL IMPLICATIONS – As above	
FINANCIAL IMPLICATIONS – As above	
EQUALITIES IMPLICATIONS – As above	
CONSULTATION – As above	
<p><b>Author</b></p> <p>Signature <i>Steve Freeman</i> Date 13/2/24</p>	
<p><b>Sponsor</b></p> <p>I have read the above report and confirm this is factually correct.</p> <p>Signature <i>Steve Freeman</i> Date 13/2/24</p>	
<p><b>Chief Finance Officer to the Office of the Police and Crime Commissioner</b></p> <p>I have read the above report and have considered the financial implications. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner for Lancashire.</p> <p>Signature <i>Steve Freeman</i> Date 13/2/24</p>	
<p><b>Chief Executive to the Office of the Police and Crime Commissioner (Monitoring Officer)</b></p> <p>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.</p> <p>Signature <i>Angela Harrison</i> Date 13/2/24</p>	
<p><b>Contact:</b> Steve Freeman, Chief Finance Officer  <b>Telephone:</b> 01772 535259</p>	

## Police and Crime Commissioner for Lancashire

### 2023/24 Budget Requirement and Precept

1. The Commissioner is asked to approve the net budget requirement for 2023/24 of £347.501m and consequent council tax requirement of £115.151m and Band D Council Tax of £251.45 (£15 or 6.34% increase from 2022/23) as follows:

	<b>£000</b>
2024/25 Spending Requirement	394,097.235
Less Specific Grant funding	27,013.907
<b>2024/25 Net Budget Requirement</b>	<b>367,083.328</b>
Less Government Funding	244,612.781
Less Council tax surplus 2022/23	182.358
<b>Equals Council tax requirement 2024/25</b>	<b>122,288.189</b>
Divided by Tax Base	464,267.99
2024/25 Band D Council Tax	£263.40
2023/24 Band D Council Tax	£251.45
Increase	£11.95
Percentage Increase	4.75%

2. On the basis of the above and the fixed ratios between valuation bands set by the Government, the Police and Crime Commissioner for Lancashire's council tax for each valuation would be:

	<b>£</b>
Band A	175.60
Band B	204.87
Band C	234.13
<b>Band D</b>	<b>263.40</b>
Band E	321.93
Band F	380.47
Band G	439.00
Band H	526.80

3. Based on each district and unitary council's proportion of the total Band D equivalent tax base of 464,267.99 the share of the total Police and Crime Commissioner for Lancashire's precept of £122,288,188.56 to be levied on each council would be:

	£
Blackburn with Darwen	9,764,172.15
Blackpool	10,208,330.40
Burnley	6,280,509.60
Chorley	10,177,986.72
Fylde	8,483,587.20
Hyndburn	5,819,823.00
Lancaster	11,216,362.20
Pendle	6,573,621.12
Preston	11,233,983.66
Ribble Valley	6,669,551.40
Rossendale	5,502,689.40
South Ribble	9,945,380.81
West Lancashire	10,103,115.27
Wyre	10,309,075.63
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	<b>122,288,188.56</b>
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## Capital Programme 2024/25

	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	£	£	£	£	£	£
<b>IS/IT Strategy</b>						
<b>ICT Infrastructure</b>						
Avaya CM Upgrade	-	125,000				125,000
CCTV Custody Growth	245,000					245,000
CCTV Refresh	-	600,000				600,000
Centralised Access System	80,000	80,000				160,000
Door Entry Alarms/Proximity/Legacy CCTV	64,000	64,000				128,000
Endpoint Replacement/Upgrade Programme	800,000	800,000	1,000,000	1,000,000	1,000,000	4,600,000
General Provision Infrastructure/Security	800,000	800,000	800,000	800,000	800,000	4,000,000
Hand-Held Smart Device Programme	1,000,000	-	500,000	500,000	500,000	2,500,000
High-Capacity Microwave Refresh	75,000	75,000				150,000
Network Improvements	850,000	200,000				1,050,000
Radio Refresh	600,000	300,000				900,000
Remote Access Points	20,000	20,000				40,000
Signal Improvements	200,000	200,000				400,000
System Refresh	-	200,000				200,000
Telephony System & Infrastructure	21,000	21,000				42,000
<b>Total ICT Infrastructure</b>	<b>4,755,000</b>	<b>3,485,000</b>	<b>2,300,000</b>	<b>2,300,000</b>	<b>2,300,000</b>	<b>15,140,000</b>
<b>System Refresh</b>						
ABE Recorders	64,000					64,000
Body Worn Video POC	25,000					25,000
CONNECT Roadmap	50,000	50,000				100,000
Custody Interview Recorders	233,000					233,000
DRI Evidence Link Gateway	38,000					38,000
Hydra Suite upgrade	17,000					17,000
In Car CCTV	382,000					382,000
NICE investigate	25,000	25,000				50,000
Oracle roadmap	160,000	60,000				220,000
Portable Interview Recorders	24,000					24,000
Professional Services	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Pronto Roadmap	250,000	250,000				500,000
<b>Total System Refresh</b>	<b>2,468,000</b>	<b>1,585,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>7,653,000</b>
<b>Digital Transformation</b>						
Blackberry	4,000					4,000
CJ Redaction Tool	100,000					100,000
CONNECT 6.11 Training	100,000					100,000
CONNECT LMS	40,000					40,000
Document Archiving Tool	25,000					25,000
Enterprise Architecture Tool	25,000					25,000
FCR Chatbots	50,000					50,000
FCR Interactive Voice Response	100,000					100,000
Sherlock Replacement	30,000					30,000
Future developments	-	1,900,000	3,500,000	3,500,000	3,500,000	12,400,000
<b>Total Digital Transformation</b>	<b>474,000</b>	<b>1,900,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>12,874,000</b>
<b>Digital Innovation</b>						



Artificial Intelligence	117,000					<b>117,000</b>
Auto Redaction	100,000					<b>100,000</b>
Case File Preparation	100,000					<b>100,000</b>
Digital Public Contact	90,000					<b>90,000</b>
Enhanced Victims Code of Practice	100,000					<b>100,000</b>
Facial Recognition	120,000					<b>120,000</b>
<b>Total Digital Innovation</b>	<b>627,000</b>	-	-	-	-	<b>627,000</b>
Emergency Services Network (ESN)	-	-	2,000,000	4,000,000	4,000,000	<b>10,000,000</b>
<b>Total ICT</b>	<b>8,324,000</b>	<b>6,970,000</b>	<b>9,000,000</b>	<b>11,000,000</b>	<b>11,000,000</b>	<b>46,294,000</b>
<b>Accommodation Strategy</b>						
Critical Police Infrastructure Programme	7,950,000	26,860,000	30,000,000	30,000,000	30,000,000	124,810,000
Pendle Briefing Base	14,040,000	6,580,000				20,620,000
New Chorley Police Station	17,030,000	1,120,000	1,120,000			19,270,000
Public Order Facility	-	2,000,000				2,000,000
<i>Refurbishment of Operating Bases</i>						
Clitheroe Police Station	15,000					15,000
Burnley Police Station	400,000	2,340,000				2,740,000
Morecambe Police Station	50,000	3,640,000				3,690,000
Lancaster Police Station	225,000	3,795,000				4,020,000
Waterfoot	550,000					550,000
<i>Internal Upgrades</i>						
Preston Police Station	631,000	919,000				1,550,000
<i>Custody Refurbishment</i>	1,300,000					1,300,000
Greenbank Police Station Custody and External refurbishment	960,000	65,000				1,025,000
Main Building	290,000					290,000
Southern Comms (ICT site B)	200,000	552,000				752,000
SCC	156,000					156,000
HQ Blocks	216,000	201,000				417,000
Langdale Training Admin Blocks	200,000	900,000				1,100,000
Fleetwood Police Station Roof Upgrade	1,160,000					1,160,000
Blackpool Police Station Windows and Drainage Upgrades	130,000	130,000				260,000
Sustainability schemes	190,000					190,000
Minor Capital Works and Refurbishments	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Total Accommodation Strategy</b>	<b>46,693,000</b>	<b>50,102,000</b>	<b>32,120,000</b>	<b>31,000,000</b>	<b>31,000,000</b>	<b>190,915,000</b>
<b>Vehicle Replacement Programme</b>	<b>5,700,000</b>	<b>5,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>22,700,000</b>
<b>Other Schemes</b>						
ANPR Fixed Cameras and NAS	550,000	530,000	580,000	190,000	150,000	2,000,000
ANPR Mobile	20,000	20,000	350,000	20,000	20,000	430,000
Regional Crime TSU contribution	120,000	120,000	120,000	120,000	120,000	600,000
HQ Crime Specialised Equipment Replacement Programme	100,000	100,000	100,000	100,000	100,000	500,000
HQ Ops Specialised Equipment Replacement Programme	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total Other Schemes</b>	<b>890,000</b>	<b>870,000</b>	<b>1,250,000</b>	<b>530,000</b>	<b>490,000</b>	<b>4,030,000</b>

<b>TOTAL EXPENDITURE</b>	<b>61,607,000</b>	<b>62,942,000</b>	<b>46,370,000</b>	<b>46,530,000</b>	<b>46,490,000</b>	<b>263,939,000</b>
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