



## RECOMMENDATION REPORT

<b>DECISION:</b> 06/2025	<b>DATE:</b> 03/06/2025
<b>TITLE:</b> Financial position as at 31 March 2025	
<b>AUTHOR:</b> STEVE FREEMAN, CHIEF FINANCE OFFICER	
<b>Executive Summary</b> <p>This report sets out the final revenue and capital budget position for the Police and Crime Commissioner's budget for the 2024/25 financial year.</p>	
<b>Recommendations:</b> <p>The Police and Crime Commissioner is recommended to:</p> <ul style="list-style-type: none"> <li>• Note the position on the Police and Crime Commissioner's Revenue budget for 2024/25.</li> <li>• Approve the transfers into reserves as set out in the report.</li> <li>• Approve an increase of £0.215m to the capital programme in 2024/25 giving a final approved programme of £44.017m</li> <li>• Note the year end position for the capital programme</li> <li>• Approve the carry forward of slippage on the capital programme in 2024/25 of £9.295m into 2025/26 giving a revised capital programme of £67.137m for 2025/26.</li> <li>• Note the position on the PCC's reserves</li> </ul>	

## PART II

### 1. Background and Advice

#### 1.1. Overview

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

Overall, the Police and Crime Commissioner's budget position means that the organisation is well placed to meet the challenges ahead. Services have been enhanced through investment from the council tax precept set by the Commissioner for 2024/25 and the government funded uplift programme.

#### 1.2. Revenue Budget 2024/25

The revenue budget position at 31 March 2025 is:

	<b>Budget £m</b>	<b>Spend £m</b>	<b>Variance £m      %</b>	
<b>Chief Constable:</b>				
Pay costs	305.105	305.428	0.323	0.11
ACC Territorial Operations	7.362	7.357	-0.005	-0.07
ACC Specialist Uniform Operations	5.759	6.203	0.444	7.71
ACC Crime	3.778	4.606	0.828	21.91
Chief Operating Officer	35.015	34.499	-0.516	-1.47
Deputy Chief Constable	1.504	1.497	-0.007	-0.47
Sub total	358.523	359.590	1.067	0.30
Non-DFM budget	7.229	5.762	-1.467	-20.29
<b>Total Constabulary Budget</b>	<b>365.752</b>	<b>365.352</b>	<b>-0.401</b>	<b>-0.11</b>
<b>PCC:</b>				
Office of the PCC	1.812	1.863	0.051	2.83
Communications	0.130	0.127	-0.003	-2.04
Prevention	1.006	0.754	-0.252	-25.04
Victim and Domestic Abuse services	0.680	0.720	0.040	5.93
Sub total	3.628	3.465	-0.163	-4.49
Non-DFM	1.869	1.961	0.092	4.95
<b>Total PCC</b>	<b>5.496</b>	<b>5.426</b>	<b>-0.070</b>	<b>-1.28</b>
<b>TOTAL BUDGET</b>	<b>371.249</b>	<b>370.778</b>	<b>-0.471</b>	<b>-0.13</b>

#### 1.3. Year-end position

The revenue budget has **underspent by £0.471m (0.13%)** in 2024/25.

This position reflects the delivery of £5.9m of budgeted savings during the year.

The year-end position includes both pressures and underspends, the **main elements** being:

Variance (£m)		
1.058	Agency staff costs	Agency staff required to cover essential roles that were vacant during the year
0.282	Overtime	
-0.736	Staff vacancies	A small saving arose due to the timing of vacancies during the year
0.808	Under delivery of income for training for external organisations	Due to the prioritisation of training new recruits, in force training requirements and a lack of demand from other forces.
0.523	Regional Toxicology collaboration	The regional toxicology collaboration led by Merseyside Police has been delayed due to the unit failing to achieve accreditation status. This has resulted in the renewal of the contract with ASI for forensic services and a 'double cost'
0.273	Ill Health Pensions	The injury element of police officer pensions is index linked, and costs vary according to the mix of ranks of officers taking ill health retirements.
0.146	Dangerous dogs	The change in legislation has caused increased costs in kennelling due to seizures under the act
0.996	Operation Eskin	Cost incurred by Lancashire in response to the murder of three children in Southport and the subsequent protests and incidents of disorder
-0.793	Op Eskin grant	Government agreed to fund the majority of costs for the operation
-0.621	Pension costs	Advance payment of contributions has generated a saving on the budget
-0.560	Energy	Energy budgets have underspent due to advanced purchase of energy baskets under the contract with a new supplier combined with a reduction in market price
-0.591	Airwave	The successful challenge to the cost increase by the provider has reduced the cost and generated a saving
-0.427	Income	Additional, one-off' additional income from police confiscations
-0.317	Telephony	New telephony contract has delivered a saving
-0.249	Prevention	An underspend on the budget set aside for prevention activity due to the timing of programmes during the year

The Commissioner **is recommended to agree to the transfer of the underspend of £0.471m into the General Reserve** to support the revenue budget and capital investment programme in 2025/26 and future years.

#### 1.4. Capital Programme 2024/25

The **revised capital programme for 2024/25** was approved at **£43.802m** in the quarter 3 monitoring report to the Commissioner in March 2025.

Further increases to the capital programme have subsequently been identified as follows:

£m	Project	Funding
0.140	Additional Robotic Process Automation development required to implement current chance programmes.	Contribution from DFM Reserve
0.075	Refurbishment of SCC building	Contribution from Lancashire Resilience Forum
<b>0.215</b>		

It is **recommended** that the Commissioner retrospectively approve the **increase of £0.215m** to give a final approved programme in 2024/25 of **£44.017m**.

#### 1.4.1. Year-end position on the 2024/25 capital programme

A total of **£30.902m** has been spent on capital projects in this year:

	£m
Estate	17.911
ICT	8.325
Vehicle Replacement Programme	3.563
Other schemes	1.103
<b>Total</b>	<b>30.902</b>

The main elements of the spend summarised above are:

##### Estate

- £11.539m Pendle police station
- £2.104m Chorley police station
- £1.857m CPIP
- £1.012m refurbishment of operating bases

##### I.C.T.

- £1.635m Network Access and Security
- £2.180m Device upgrade and replacement
- £4.402m System replacement

##### Other Schemes

- £0.190m Replacement of specialist equipment
- £0.507m ANPR equipment and infrastructure
- £0.123m Regional collaborations

Spend in 2024/25 of £30.902m has resulted in a variation against the programme of £13.115m:

	Revised	Actual	Variation
--	---------	--------	-----------

	<b>Programme</b>		
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Estate	26.284	17.911	-8.373
ICT	11.304	8.325	-2.979
Vehicle Replacement Programme	5.161	3.563	-1.598
Other schemes	1.268	1.103	-0.165
<b>Total</b>	<b>44.017</b>	<b>30.902</b>	<b>-13.115</b>

Detail of the variation for each project in the capital programme is included at Annex A.

The variance against budget shown above is made up of £3.820m underspend and £9.295m of 'slippage'.

The Commissioner is recommended to approve the carry forward of the £9.295m of slippage in 2024/25 into 2025/26 giving a revised capital programme of £67.137m for 2025/26.

#### 1.4.2. Financing of 2024/25 capital expenditure

The following table shows how the expenditure of £30.902m has been financed:

	<b>£m</b>
<b><i>Financing</i></b>	
Capital Grant/Contribution	0.283
Revenue Resources	13.384
Borrowing	17.235
<b>Total</b>	<b>30.902</b>

#### 1.5. Treasury Management

Lancashire Constabulary's Finance department took over the role of Treasury Management from Lancashire County Council (LCC) on 12/7/24. Treasury Management is the responsibility of the Police and Crime Commissioner, but the financial management of the Chief Constable's budget heavily impacts on the liquidity of the organisation and as a result, a brief summary is reported here for information.

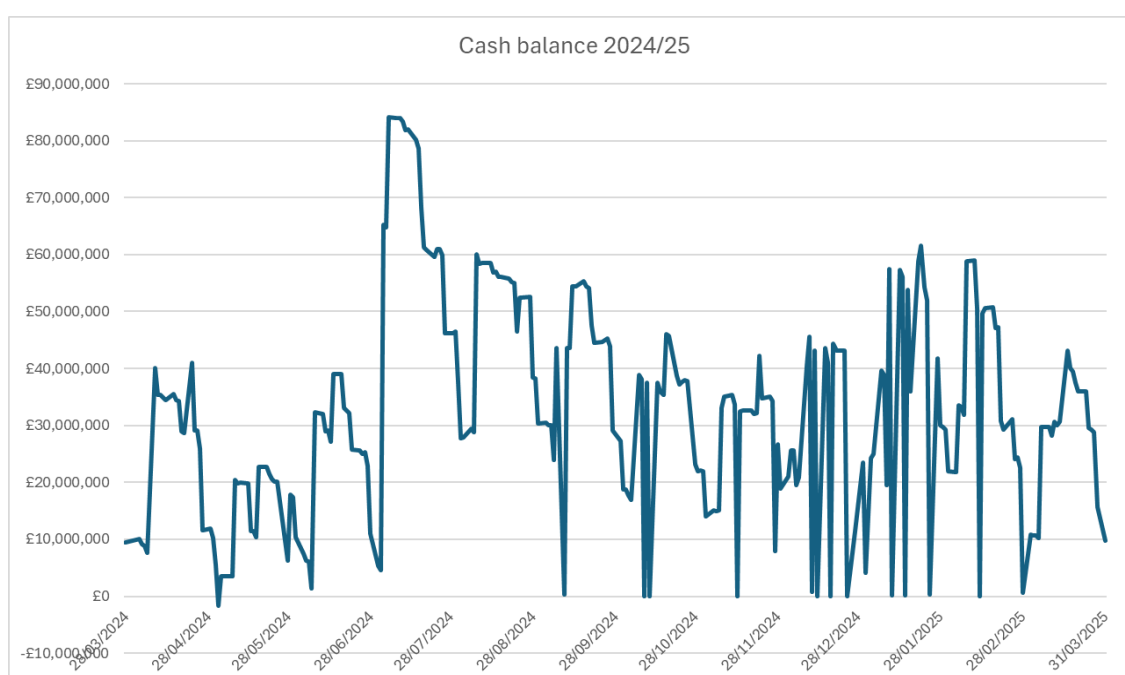
The following chart shows the Treasury Management position as at 31/3/25.

	<b>31.3.24 Balance £m</b>	<b>Movement £m</b>	<b>31.3.25 Balance £m</b>	<b>Rate %</b>
Long-term borrowing				
- PWLB	42.362	-1.474	40.888	1.55% - 4.88%
Short-term borrowing	50.000	10.000	60.000	0.75% - 5.65%
<b>Total borrowing</b>	<b>92.362</b>	<b>8.526</b>	<b>100.888</b>	
Short-term investments	9.497	0.248	9.745	4.7% - 5.3%
Cash and cash equivalents				1.7%
<b>Total investments</b>	<b>9.497</b>	<b>0.248</b>	<b>9.745</b>	
<b>Net borrowing</b>	<b>82.865</b>	<b>8.278</b>	<b>91.143</b>	

The Capital Funding Requirement (CFR) is the underlying need to borrow for historic capital expenditure. The CFR at the end of the year was £93.496m, which was covered by a mix of long-term and short-term borrowing. In the first half of the year, due to the receipt of the pension grant in July and the capital expenditure on the main accommodation schemes being profiled towards the end of the year, cash balances were high, particularly in quarter 2 with the highest balance being around £84m. The liquidity reduced in quarter 4 due to the combination of the development of Pendle Police Station that is underway, the commencement of the refurbishment of the new Chorley Police Station and the maturity of short-term loans arranged by LCC.

Investments have predominantly been overnight investments with the HM Treasury Debt Management Office. New loans have mainly been from other local authorities and pension boards, with some borrowing from the PWLB.

The graph below shows the cashflow position for the 2024/25 financial year.



## 1.6. Reserves

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

	<b>Position as at 1/4/24 £m</b>	<b>Movement in 2024/25 £m</b>	<b>Final Position as at 31/3/25 £m</b>
<b><u>EARMARKED RESERVES</u></b>			
Capital Financing Reserve	0.165	0.078	0.243
Employee/Public liability reserve	0.685	-0.685	0
Transition Reserve	2.645	0	2.645
Clothing Reserve	0.638	-0.056	0.582
POCA Equalisation Reserve	0.701	4.837	5.538
PCCA/Drugs Forfeiture Reserve	0.565	0.246	0.811
Police Property Act reserve	0	0.426	0.426
VMU Reserve	0.008	0	0.008
Operational Policing Reserve	1.691	0	1.691
Forensic collaboration reserve	0.120	0.030	0.150
LFSA operational reserve	0.224	0	0.224
Regional Collaboration – NWROCU	0.378	-0.372	0.006
Regional Drugs Forensics collaboration	0.181	0.063	0.244
NDORS course reserve	0.406	0.114	0.520
Road Safety investment reserve	1.315	-0.344	0.970
<b>Total Earmarked Reserves</b>	<b>9.722</b>	<b>4.337</b>	<b>14.058</b>
<b><u>GENERAL RESERVES</u></b>			
DFM	10.248	-0.131	10.117
General Fund	9.473	-3.549	5.924
<b>Total General Reserves</b>	<b>19.721</b>	<b>-3.680</b>	<b>16.041</b>

### 1.6.1. Adequacy of Reserves

The general reserves (DFM and general fund) at 31 March 2025 are £16.041m and represent around 3.8% of the 2025/26 budget of £424.764m. Other earmarked reserves total £14.058m including £6.3m held in reserves that has resulted from assets recovered from criminals that will be invested in local communities and operational policing across Lancashire.

The PCC's Chief Finance Officer believes that the level of reserves remains appropriate and in particular, the level of general reserves is considered sufficient to meet any unexpected or unusual financial issues during the financial year 2025/26.

## 1.7. Future risks and opportunities

The PCC, in conjunction with the CC, maintains a multi-year financial strategy to deliver efficient and effective financial management for the organisation.

The longer-term financial position is reviewed regularly based on best estimates of the likely level of cost pressures, grant income and council tax receipts. Based on this environment and further savings of up to £37.8m are currently forecast to be required for the period to 2028/29. This is in addition to the £7.4m of savings that will be delivered in 2025/26 and represent a significant challenge for the PCC and the Constabulary.

Business planning programmes are underway to develop proposals for how the further savings can be achieved.

The PCC and the Constabulary have a proven track record, as recognised by both HMIC and external audit reports, in their ability to identify and deliver financial savings and it is anticipated that this will continue. However, as the economic position continues to be extremely challenging, it will be increasingly difficult to find savings on the scale required.

The level of funding and demand pressures for 2025/26 and future years remains uncertain.

**Specific Risks** include:

Inflation and pay award

- The 'general' rate of inflation has fallen in recent months and current forecasts expect the rate to fall further in the coming months. The rate at which inflation will reduce is still uncertain and is different for different types of expenditure. In particular the cost of insurance is increasing at a rate that is significantly higher than general inflation and this cost in particular will be closely monitored as part of the continuing financial planning process in preparation for setting future years' budgets.
- The pay award for policing in September 2024 was a significant increase of 4.75%. The government has provided grant funding to support PCCs in meeting the cost pressure this represents. Forecasts of the pay award in future years remain uncertain as they will be affected by the rate of inflation and other cost of living pressures.
- Every 1% increase in pay costs for Lancashire equates to increased budget requirement of approximately £3m.

Maintaining the Police Uplift and the Neighbourhood Policing Guarantee

- The uplift and neighbourhood policing programmes have a direct impact on how the budget is managed.
- The government has been clear that failure to maintain these allocations will mean a reduction in funding.



- This affects how savings can be delivered as police officer pay represents around 58% of the total budget for the organisation.
- A risk has been identified nationally that this could lead to staff being made redundant and police officers filling staff roles to meet savings targets whilst maintain the uplift number of officers.
- This doesn't represent the best use of resources or maximise value for money.

#### Delivering the capital programme

- There is an ambitious capital programme for the forthcoming period which impacts directly upon the revenue budget and medium-term financial planning.
- There is a risk that both internal and external factors could delay the delivery of projects which will in turn impact upon the budget position and future years of the programme.

#### Future government funding

- A spending review to determine the level of funding for the period 2026/27 to 2028/29 will be completed in early summer 2025
- There is significant risk in any assumption made for government funding in future years but the announcement of a three-year settlement later this year will mitigate a significant element of this uncertainty.

#### Additional government funding

- Lancashire receives 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.
- It is expected that the multi-year settlement announcement made later this year will confirm these funding streams for the next three years but if not the case then significant uncertainty will remain..
- The uncertainty of this funding makes effective financial planning extremely problematic, particularly when planning future service delivery.

#### Emergency Services Network (ESN) - Replacement of Airwave

- 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.
- 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

## Impact of the Police Pensions Remedy

- 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.
- 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%.
- 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.

## 1.8. Conclusion

The overall financial health of the Police and Crime Commissioner's budget at the end of the 2024/25 financial year remains strong. The PCC and the Constabulary have been able to demonstrate:

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

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

## 2. Links to the Police and Crime Plan

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

## 3. Consultations

None

## 5.0 Implications:

### a. Legal

None

**b. Financial**

The financial impact of this decision are set out in the report

**c. Equality Impact Assessment**

**d. Data Protection Impact Assessment**

There are no direct data protection implications in the making of this decision

**6.0. Risk Management**

**7.0. Public access to information**

*Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form*

<b>Officer declaration</b>	<b>Date</b>
<b>LEGAL IMPLICATIONS – As above</b>	
<b>FINANCIAL IMPLICATIONS – As above</b>	
<b>EQUALITIES IMPLICATIONS – As above</b>	
<b>CONSULTATION – As above</b>	
<b>Author – Chief Finance Officer</b>	
Signature Steve Freeman	Date 03/06/2025
<b>Sponsor – Chief Finance Officer</b>	
I have read the above report and confirm this is factually correct.	
Signature Steve Freeman	Date 03/06/2025
<b>Chief Finance Officer to the Office of the Police and Crime Commissioner</b>	
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.	

Signature Steve Freeman

Date 03/06/2025

**Chief Executive to the Office of the Police and Crime Commissioner (Monitoring Officer)**

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

Signature Anna Hopkins

Date 19/06/2025

## Capital Programme 2024/25

Cost Centre	Revised Programme £	Year to Date Budget £	Committed Expenditure £	Year to date Variance £	% of budget committed to date	Slippage £	(Underspend)/O verspend £
<b>NETWORK ACCESS AND SECURITY</b>							
4518200 General Provision for Infrastructure and Security	1,092,000	815,000	815,000	-	75%	- 232,000	- 45,000
4518218 Telephony System & Infrastructure	36,000	35,000	35,000	-	97%	- 1,000	-
4518233 Network Improvements	870,000	784,000	784,000	-	90%	- 86,000	-
4518235 High Capacity Microwave Link	75,000	-	-	-	0%	- 75,000	-
<b>TOTAL NETWORK ACCESS AND SECURITY</b>	<b>2,073,000</b>	<b>1,635,000</b>	<b>1,635,000</b>	<b>-</b>	<b>79%</b>	<b>- 393,000</b>	<b>- 45,000</b>
<b>DEVICE UPGRADE AND REPLACEMENT</b>							
4518001 Endpoint Replacement Programme	953,000	820,000	820,000	-	86%	- 133,000	-
4518019 Mobile Handheld Smart Device Programme	835,000	760,000	760,000	-	91%	- 75,000	-
4518110 Radio Refresh	600,000	600,000	600,000	-	100%	-	-
<b>TOTAL DEVICE UPGRADE AND REPLACEMENT</b>	<b>2,388,000</b>	<b>2,180,000</b>	<b>2,180,000</b>	<b>-</b>	<b>91%</b>	<b>- 208,000</b>	<b>-</b>
<b>NEW AND REPLACEMENT SYSTEMS</b>							
4518020 Connect Roadmap	167,000	44,000	44,000	-	26%	- 122,000	-
4518022 Telematics	29,000	29,000	29,000	-	100%	-	-
4518025 Door Entry Alarms/Proximity/CCTV	64,000	13,000	13,000	-	20%	- 51,000	-
4518042 Replacement External CCTV	83,000	37,000	37,000	-	45%	- 45,000	-
4518048 Future Developments (COTS)	32,000	3,000	3,000	-	9%	- 29,000	-
4518050 Office 365 Migration	2,000	-	-	-	0%	- 2,000	-
4518053 WiFi Rollout	10,000	10,000	10,000	-	100%	-	-
4518055 Centralised Access System	80,000	71,000	71,000	-	89%	- 10,000	-
4518057 DMU Storage Uplift	318,000	305,000	305,000	-	96%	- 13,000	-
4518058 ESN Airwave Replacement	33,000	5,000	5,000	-	15%	- 28,000	-
4518060 Process Automation (RPA)	812,000	672,000	672,000	-	-	- 140,000	-
4518061 Pronto Roadmap	307,000	280,000	280,000	-	91%	- 27,000	-
4518064 Facilities Mgt Case Management System	82,000	67,000	67,000	-	82%	- 15,000	-
4518067 Oracle Roadmap	354,000	277,000	277,000	-	78%	- 77,000	-
4518068 In Car CCTV	964,000	896,000	896,000	-	93%	- 68,000	-
4518069 Single Online Home (SOH)	51,000	40,000	40,000	-	78%	- 11,000	-
4518074 Storm Database Audit & Archiving (Steria)	81,000	59,000	59,000	-	73%	- 21,000	-
4518076 LEDS	178,000	119,000	119,000	-	67%	- 58,000	-
4518079 DCS Resilience	10,000	- 35,000	- 35,000	-	-350%	- 45,000	-
4518080 Data Quality	327,000	269,000	269,000	-	82%	- 57,000	-
4518081 HR Lewis Rationalisation & OLEEO	317,000	3,000	3,000	-	1%	- 314,000	-
4518082 Fleet Management Tool (Tranman Replacement)	56,000	56,000	57,000	1,000	102%	-	1,000
4518083 Route to Live	-	-	-	-	-	-	-
4518085 ICT Consultants	12,000	9,000	9,000	-	75%	- 3,000	-
4518086 Sherlock Replacement	40,000	40,000	40,000	-	100%	-	-
4518087 CCTV Custody Growth	645,000	637,000	637,000	-	99%	- 8,000	-
4518088 Remote Access Points	14,000	-	-	-	0%	- 14,000	-
4518089 Signal Improvements	200,000	5,000	5,000	-	3%	- 195,000	-
4518090 ABE Recorders	64,000	-	-	-	0%	- 64,000	-
4518091 Body Worn Video POC	59,000	59,000	103,000	44,000	175%	-	44,000
4518092 Custody Interview Recorders	233,000	-	-	-	0%	- 233,000	-
4518093 DRI Evidence Link Gateway	38,000	-	-	-	0%	- 38,000	-
4518094 Hydra Suite upgrade	17,000	17,000	17,000	-	100%	-	-
4518095 NICE Investigate	25,000	-	-	-	0%	- 25,000	-
4518096 Portable Interview Recorders	24,000	-	-	-	0%	- 24,000	-
4518097 CJ Redaction Tool	124,000	107,000	107,000	-	86%	- 18,000	-
4518098 CONNECT 6.11 Training	-	-	-	-	-	-	-
4518099 CONNECT LMS	27,000	27,000	27,000	-	100%	-	-
4518100 Document Archiving Tool	-	-	-	-	-	-	-
4518102 FCR Chatbots	33,000	33,000	33,000	-	100%	-	-
4518103 FCR Interactive Voice Response	67,000	67,000	67,000	-	100%	-	-
4518111 Avaya CM Upgrade	73,000	73,000	73,000	-	100%	-	-
4518112 Missing From Home	99,000	38,000	38,000	-	38%	- 61,000	-
4518227 ICCS Upgrade (ESN)	162,000	15,000	15,000	-	9%	- 146,000	-
<b>TOTAL SYSTEMS REPLACEMENT</b>	<b>6,347,000</b>	<b>4,357,000</b>	<b>4,402,000</b>	<b>45,000</b>	<b>69%</b>	<b>- 1,991,000</b>	<b>45,000</b>
<b>DIGITAL INNOVATION</b>							
4518104 Artificial Intelligence	120,000	3,000	3,000	-	3%	- 117,000	-
4518105 Auto Redaction	71,000	9,000	9,000	-	13%	- 62,000	-
4518106 Case File Preparation	107,000	7,000	7,000	-	7%	- 100,000	-
4518107 Digital Public Contact	17,000	-	-	-	0%	- 17,000	-
4518108 Enhanced Victims Code of Practice	100,000	8,000	8,000	-	8%	- 92,000	-
4518109 Facial Recognition	80,000	80,000	80,000	-	100%	-	-
<b>TOTAL DIGITAL INNOVATION</b>	<b>495,000</b>	<b>108,000</b>	<b>108,000</b>	<b>-</b>	<b>22%</b>	<b>- 387,000</b>	<b>-</b>
<b>SUB TOTAL - IT STRATEGY</b>	<b>11,304,000</b>	<b>8,280,000</b>	<b>8,325,000</b>	<b>45,000</b>	<b>74%</b>	<b>- 2,979,000</b>	<b>-</b>

Cost Centre	Revised Programme £	Year to Date Budget £	Committed Expenditure £	Year to date Variance £	% of budget committed to date	Slippage £	(Underspend)/Overspend £
<b>ACCOMMODATION STRATEGY</b>							
4540010 Main Building (Rear) Fire Safety Works	250,000	107,000	107,000	-	43%	- 143,000	-
4540020 Main Building	290,000	-	-	-	0%	-	290,000
4540024 Southern Comms (ICT site B)	200,000	-	-	-	0%	- 71,000	129,000
4540082 SCC	231,000	4,000	4,000	-	2%	- 156,000	71,000
4540271 Langdale Training Admin Blocks	200,000	-	-	-	0%	-	200,000
4540442 Mounted Branch / Dog School Site Security Works	750,000	5,000	5,000	-	1%	- 745,000	-
4540454 Moor Farm / Moor Farm House Roof Replaceme	262,000	21,000	21,000	-	8%	-	241,000
4540490 CPIP	2,407,000	1,857,000	1,857,000	-	77%	- 551,000	-
4540507 West DHQ General - Solar Panels	300,000	107,000	107,000	-	36%	- 193,000	-
4540508 Blackpool Police Station Windows and Drainage Upgrades	130,000	-	-	-	0%	-	130,000
4540610 Lancaster Police Station	225,000	-	-	-	0%	-	225,000
4540653 Refurbishment of Operating Bases - Fleetwood	1,160,000	559,000	559,000	-	48%	- 601,000	-
4540708 Morecambe Police Station - Refurbishment	50,000	-	-	-	0%	-	50,000
4540930 New Chorley DHQ	4,500,000	2,104,000	2,104,000	-	47%	- 2,396,000	-
4541009 Preston Police Station	631,000	-	-	-	0%	-	631,000
4541106 Blackburn DHQ Adaptations	250,000	250,000	453,000	203,000	181%	-	203,000
4541142 Refurbishment of Operating Bases - Clithor	15,000	-	-	-	0%	-	15,000
4541420 Pendle Police Station	9,000,000	9,000,000	11,539,000	2,539,000	128%	2,539,000	-
4541430 Burnley Car Park works	400,000	-	-	-	0%	-	400,000
4548316 Estates Enabling Posts	402,000	402,000	589,000	188,000	147%	-	188,000
4548317 HQ Blocks	216,000	-	-	-	0%	-	216,000
4548318 Sustainability schemes	390,000	-	-	-	0%	-	390,000
4548319 New ERP Store	550,000	-	-	-	0%	-	550,000
4548320 Custody Refurbishment	1,300,000	1,000	1,000	-	0%	- 1,299,000	-
<b>TOTAL ACCOMMODATION STRATEGY</b>	<b>24,109,000</b>	<b>14,417,000</b>	<b>17,347,000</b>	<b>2,929,000</b>	<b>72%</b>	<b>- 3,615,000</b>	<b>- 3,148,000</b>
<b>TOTAL MINOR CAPITAL WORKS AND REFURBISHMENTS</b>	<b>2,175,000</b>	<b>563,000</b>	<b>563,000</b>	<b>-</b>	<b>26%</b>	<b>- 940,000</b>	<b>- 672,000</b>
<b>SUB TOTAL - ACCOMMODATION STRATEGY</b>	<b>26,284,000</b>	<b>14,980,000</b>	<b>17,911,000</b>	<b>2,929,000</b>	<b>68%</b>	<b>- 4,555,000</b>	<b>- 3,820,000</b>
<b>OTHER CAPITAL SCHEMES</b>							
4518205 ANPR	642,000	481,000	481,000	-	75%	- 161,000	-
4518221 ANPR - Mobile	57,000	26,000	26,000	-	46%	- 31,000	-
4538456 HQ Crime Specialised Equipment Replacement	100,000	100,000	117,000	17,000	117%	-	17,000
4538461 HQ Ops Specialised Equipment Replacement P	100,000	73,000	73,000	-	73%	-	27,000
4538465 Average Speed Cameras	82,000	82,000	82,000	-	100%	-	-
4538469 Taser Uplift	11,000	11,000	17,000	6,000	155%	-	6,000
4538471 Regional Drugs Facility - Capital	7,000	-	-	-	0%	- 7,000	-
4538472 Regional Crime TSU Contribution	120,000	120,000	123,000	3,000	103%	-	3,000
4538473 Wellbeing Grant	150,000	150,000	150,000	-	100%	-	-
<b>SUB TOTAL - OTHER CAPITAL SCHEMES</b>	<b>1,268,000</b>	<b>1,043,000</b>	<b>1,103,000</b>	<b>60,000</b>	<b>87%</b>	<b>- 165,000</b>	<b>-</b>
<b>VEHICLE REPLACEMENT PROGRAMME</b>							
4528400 Vehicle Rep Programme	5,161,000	3,563,000	3,563,000	-	69%	- 1,598,000	-
<b>SUB TOTAL - VEHICLE REPLACEMENT PROGRAMME</b>	<b>5,161,000</b>	<b>3,563,000</b>	<b>3,563,000</b>	<b>-</b>	<b>69%</b>	<b>- 1,598,000</b>	<b>-</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>44,017,000</b>	<b>27,866,000</b>	<b>30,902,000</b>	<b>3,035,000</b>	<b>70%</b>	<b>- 9,297,000</b>	<b>- 3,820,000</b>