

Cambridgeshire Police Authority

Capital Strategy and Asset Management Plan 2010 to 2013



Creating a safer
Cambridgeshire

Contents: Capital Strategy		Page
1	Introduction	4
2	Cambridgeshire's Policing Plan	4
3	Strategic Financial Priorities	5
4	Financial Principals	5
5	Planning for the Future	6
6	Prudential Code for Capital Finance	6
7	Risks	7
8	Key Partnerships	7
9	Physical Assets	7
10	Capital Requirements and Resources	8
11	Identifying and Prioritising Capital Projects	8
12	Implementing and Monitoring Capital Projects	9
13	Evaluating Completed Capital Projects	10
14	Revenue Implications of Capital Investment	10
15	Consultation	10
	Appendix 1 Three Year Capital Plan	20

Contents: Asset Management Plan		Page
1	Introduction	11
2	Corporate Asset Management	12
3	Planning and Consultation	13
4	Data Management	14
5	Change and Development of the Portfolio	17
6	Spending and Outcomes	18
7	Process Monitoring	19

1. Introduction

1.1 The Capital Strategy is Cambridgeshire Police Authority's and Cambridgeshire Constabulary's key financial planning document for Capital. The Capital Strategy sets out the principles that underpin the production of Cambridgeshire Constabulary's three-year capital programme.

1.2 Incorporated into the document is the Asset Management Plan (AMP). The AMP outlines how the Constabulary's asset management processes work and its objectives for asset management.

1.3 The AMP identifies the challenges and opportunities faced by the Service in seeking to achieve a balance between:-

- the requirements for frontline policing and achieving the key objectives of the Service over the next three years
- accommodating known increases in the cost of providing existing services particularly in the current economic climate
- planning for the additional policing required to accommodate the growth in population and new towns within the Cambridgeshire area

and:

- the resources that we receive which are likely to diminish over the life of the plan
- the need to achieve efficiency savings
- maintaining Council Tax at an affordable level

in order to secure a sound financial future for the Authority and Service.

1.4 The three year financial forecasts for capital, exemplifying the forward financial position, are included in the Appendix at the end of this document.

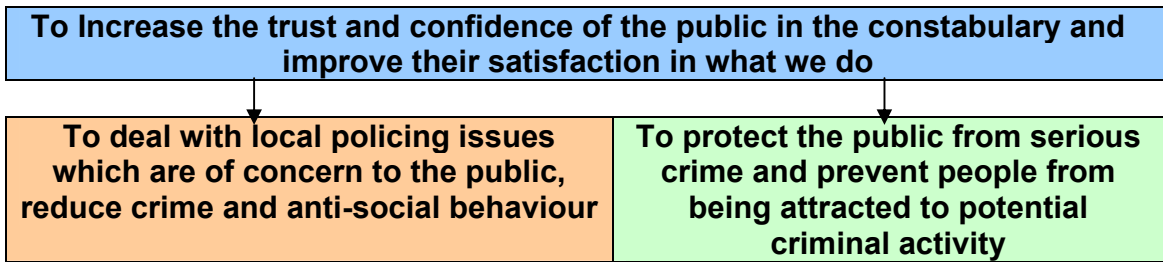
2. Cambridgeshire's Policing Plan

2.1 Our Mission:
Creating a Safer Cambridgeshire

2.2 Our Vision:
First class, citizen-focused policing

2.3 Our Values
Sensitivity, Integrity, Respect

2.4 Cambridgeshire Constabulary's Local Policing Priorities:



3. Strategic Financial Priorities

- 3.1 Financial Planning - To ensure that the Constabulary's financial planning processes enable decisions on resource allocation to be aligned to the achievement of the Policing Plan priorities, taking full account of changes brought about through new legislation.
- 3.2 Capital Expenditure - To seek to ensure that capital investment proposals are appraised in a structured and consistent manner so as to ascertain whether the plans are affordable, prudent and sustainable and that they contribute to the delivery of the Policing Plan priorities.
- 3.3 Capital Financing - To maximise the generation of capital resources available to the Authority to support its planned investment programmes.
- 3.4 Financial Management - To manage the Constabulary's financial resources in a prudent manner which recognises the requirements of all stakeholders and facilitates the achievement of the Policing Plan objectives.
- 3.5 Prudential Code - To set out the framework for the borrowing requirement for the future.

4. Financial Principles

- 4.1 The over arching objective behind the Capital Strategy is to ensure that the Authority's and Constabulary's financial resources are applied in a manner which achieves the priorities as set out in the Policing Plan. By striving to ensure the costs of delivering its service priorities over the term of the Plan are commensurate with the overall financial resources available, the Service can maintain the financial health of the Authority in a manner which does not place an unreasonable burden on local taxpayers.
- 4.2 The financial plan recognises the requirement to maintain a balance between the desire to continue to deliver quality services and build capacity to further improve performance where required. It will inform the process of formulating the detailed financial plans for the period 2010/11 to 2012/13 and in particular the budget framework for both capital and revenue for the 2010/11 financial year. Underpinning the financial plan is a set of principles which guide the decision making process. These are set out in the Medium Term Financial Plan, Section 4.

5. Planning For the Future

- 5.1 In planning for the future the Authority and the Service recognise that they do not at this time have in place the financial resources (capital and/or revenue) to fund the total costs of the Policing Plan. It has therefore prioritised investment in the key objectives over the life of the plan, which has a timeframe exceeding the three year Capital Strategy.
- 5.2 Consequently, the three year capital plan, included at the end of this document, will be updated on an annual rolling review basis to ensure it remains concurrent with the progress achieved in implementing the Policing Plan over its lifetime.

6 Prudential Code for Capital Finance

- 6.1 The prudential code is about self-regulation rather than control by central government. It requires individual police authorities to decide how much they can prudently borrow in line with a Code of Practice which has been developed by the Chartered Institute of Public Finance and Accountancy.
- 6.2 Police Authorities determine their total level of borrowing in accordance with the guidance in the Code, and review that borrowing on a yearly basis. Having set limits on the level of debt, authorities are required to adhere to those limits. They are not able to undertake new borrowing that would breach these limits.
- 6.3 The locally set limit on an authority's borrowing takes account of all sources of estimated future revenue income and the potential calls on the use of that revenue. Subject to identified corporate investment priorities, the amount of revenue income not required for other spending purposes will be available to support the cost of new borrowing for capital investment.
- 6.4 The Prudential Code recognises that in making capital investment decisions, authorities must have explicit regard not only to affordability and sustainability but also to the wider issues of value for money, the stewardship of assets, service objectives and practicality. Robust strategic capital planning will therefore also need to identify how those plans are affordable, prudent and sustainable.
- 6.5 The AMP forms an integral part of the service and financial planning process that supports the annual budget setting process. The Service will integrate its capital and revenue budget planning processes so that a coherent decision can be taken on the level of borrowing that is prudent, affordable and sustainable for the Authority.
- 6.6 Decisions to be taken on additional borrowing will flow from an analysis of the present asset base, identification of investment needs and prioritisation of those needs in the AMP within the context of available capital resources.

6.7 The Government provides grant (cash) support of around £1.5m per annum to the Authority towards capital expenditure. It also continues to provide support for a small proportion of capital expenditure via Revenue Support Grant (RSG). For Cambridgeshire £834k of capital spending (in 2009/10) will be supported. The actual RSG for capital is included in the overall formula allocation but is reduced by floor damping.

7. Risks

7.1 The major risk that the Police Authority faces for future years beyond the life of this plan is how to sustain the funding of the capital programme.

7.2 The financing of the three year proposed plan will see us move to the top quartile of Police Authorities for borrowing. To maintain the capital programme for future years and to see further investment in ICT will require further borrowing. Unless government rules on capital change, at some point in the future selling of significant assets may be needed or the decision taken to use the revenue budget to fully support the capital programme.

7.3 Custody Provision – Safer Detention

In order to fully comply with the Safer Detention guidance our custody provision must be further upgraded over the next two years. The replacement for Parkside will deal with custody provision for the south of the county and the upgrades to March and provision of custody at Kings Lynn will deal with custody provision in Central Division. While Huntingdon custody is not a modern facility it does comply with the guidance. Peterborough custody is still in need of work as the configuration of cells to charge desk is not appropriate for the movement of detainees around the complex. The money for this work has been factored into the plan.

8. Key Partnerships

8.1 Cambridgeshire Constabulary works in partnership across the region and is currently involved in a number of partnerships to deliver part of the capital programme:-

Vehicles – provision of vehicles either by sponsorship or purchase

Buildings – work with partners identifying where we can deliver a police presence with other public sector bodies.

Neighbourhood Policing – working with the private sector as well as other public bodies to deliver a policing presence, for example, in shops.

9. Physical Assets

9.1 Cambridgeshire Constabulary recognises that all assets are vital to the delivery of efficient services and that they should be well managed and maintained. Strategies for Estates Management, IT and Vehicles underpin the Capital Strategy in providing the details for the longevity of these assets.

- 9.2 The three-year capital programme provided at Appendix 1 is based on a range of needs information. It is recognised that there is currently a mismatch of needs against available capital resources. This will be addressed by a combination of rationalisation of assets, joint usage, selling surplus assets and borrowing for future needs.
- 9.3 This Capital Strategy shows how assets will be maintained and developed as well as supporting service delivery and improvements in line with its corporate aims.

10. Capital Requirements and Resources

- 10.1 As part of its integrated service and financial planning the Constabulary estimates the level of capital resources available for the subsequent year. It also estimates the level available for the following three years in order to draw up a three-year capital programme that informs the Medium Term Financial Strategy.
- 10.2 The profile and level of capital investment and external resources are also used to calculate the budget for investment income and borrowing. In addition to its own capital programme the Constabulary works with partners to secure additional capital and revenue resources to further partnership objectives. These are dealt with through complementary processes set up in the two LAAs. The resources levered in are not included in the capital programme unless they form part of a direct Cambridgeshire Constabulary led project.

11. Identifying and Prioritising Capital Projects

- 11.1 The 2010/11 Capital Programme has been prioritised by the Change Management Board and agreed by the Force Executive Board and the Police Authority appraising capital bids against strategic priorities and the process set out in the Asset Management Plan. This rolling approach is still a relatively new concept for Cambridgeshire and still requires some refinement. The process recognises the varying scale and complexity of capital projects and incorporates a proportionate approach to capital project appraisal, monitoring and evaluation.
- 11.2 The Constabulary now manages its Capital Strategy operationally through the strategic Change Management Board, which oversees all change projects both capital and revenue. The Board includes 3 members of the ACPO team and the Heads of IT and Estates.
- 11.3 Projects are identified and presented from a variety of sources, including an analysis of needs within the Constabulary's plans and strategies, partnership priorities and consultation with customers and other stakeholders. Each potential project is presented in a standard format, known as a "Capital Bid", which enables the full business case for the project to be appraised. Each project is independently appraised and ranked by a Project Officer in Strategic Development Directorate. The results of this appraisal process are presented to the Change Management Board for challenge before being considered and prioritised at Force Executive Board

where changes to the Capital Programme are determined for recommendation to the Capital Panel and the Authority.

11.4 The “Capital Bid” documents are used for project appraisal and subsequent prioritisation. Projects are considered in terms of:

- Strategic importance - how the bid supports the Constabulary’s priorities and wider national and regional priorities.
- The outcomes that will be achieved and the specific benefits and impacts.
- Sustainability – whether costs are realistic and the level of future revenue implications.
- What options have been considered?
- What other funding sources may be available.
- The degree to which the proposals support partnership working.

Prioritisation is then determined, based on four categories, which are listed below in order of priority:

- Unavoidable (statutory, contractual or tortuous liability)
- Corporate Priority (relating directly to the Corporate Aims and priorities for improvement).
- Service Priority (meeting stated service priorities)
- Other (payback, invest to save, leverage of external funding etc).

As an example, Management of Police Information is both a national and corporate priority.

11.5 Lower priority projects which cannot be delivered within available resources can only be considered and undertaken if additional resources or an underspend on the approved Capital programme is identified during the year.

12. Implementing and Monitoring Capital Projects

12.1 The Constabulary manages its Capital Strategy operationally through the Change Management Board, which is responsible for the implementation and monitoring phase of the capital programme.

12.2 Following approval of a capital bid, a Project Manager and a User Representative are identified for each project. The Project Manager is responsible for managing the project implementation and delivering its objectives. For all projects within the capital programme there is also an identified Project Sponsor.

12.3 The User Representative is responsible for representing users and customers and for defining the quality requirements. Both roles reflect the underlying principles of the Prince 2 project management methodology. The Project Manager produces a project plan for approval. Progress against the project plan is reported to the Change Management Board and to FEB monthly using in-house developed reports.

- 12.4 Reports to the Capital Panel summarising progress against the Capital Programme are presented at every meeting, with commentary, implementation schedules and projected outturn forecasts.

13. Evaluating Completed Capital Projects

- 13.1 Once projects have been completed the project manager completes a post project report. This includes identifying at what stage the post project review will be carried out. The post project report is reviewed by the Change Management Board and reported to FEB and the Authority if required.
- 13.2 To evaluate the actual success and outcomes of capital projects, a post project review is also carried out. The depth of this review is proportionate to the scale of the project and the planned benefits set out in the initial Project Initiation Document.
- 13.3 This review is in effect a check of performance against the original "Capital Bid". It focuses on the outcomes achieved, the extent to which the benefits claimed are being realised, the actual costs, both revenue and capital, and the impact on other funding and partnership working. The Constabulary can then use this information to learn lessons and make any improvements identified during project implementation.
- 13.4 The ongoing success of projects is monitored through a number of mechanisms such as officer feedback, public consultation and customer feedback.

14. Revenue Implications of Capital Investment

- 14.1 Cambridgeshire Constabulary's day to day (revenue) spending resources are limited so particular attention is now paid, within the appraisal process, to on-going revenue costs stemming from capital projects. All potential capital bids identify ongoing revenue costs and consider how these can be met. Once approved, revenue costs arising out of the capital schemes are built into the three-year Medium Term Financial Plan.

15. Consultation

- 15.1 The Authority is keen to raise awareness amongst interested groups of its role in capital investment, including what it can fund directly and what it can facilitate by matching its funds to others, e.g. through the Crime and Disorder Partnerships. This understanding is especially important as the Neighbourhood Panels have a strong view on the delivery of policing services in their area.
- 15.2 The main consultation to determine ongoing needs is conducted through Neighbourhood Panel meetings. Feedback is also obtained through the website where comments are encouraged from the general public and from surveys carried out during the year.

15.3 Every year the Service undertakes a Strategic Assessment of its work with a range of partners feeding into the Policing Plan and underpinning the strategic priorities. The two Cambridgeshire Local Area Agreements also have 6 indicators for the delivery of neighbourhood satisfaction which underpin our policing priorities.

Asset Management Plan

1. Introduction

- 1.1 Cambridgeshire Constabulary recognises that the assets it manages on behalf of the Police Authority are vital for the delivery of efficient policing and that these assets must be managed well, including identifying strategies for replacement and renewal.

The Asset Management Plan (AMP) outlines how the Constabulary's asset management processes work and its objectives for asset management. It describes the relationship between asset management and the Constabulary's strategic priorities.

The AMP has been developed in the context of the Estates Strategy, and with reference to the Cambridgeshire Policing Plan. Stakeholders are involved in the development and operation of the AMP.

Asset Management Objectives

- 1.2 Operational assets are provided to ensure an effective, efficient and sustainable environment for high quality service provision. Public access to assets include customer enquiry at local police stations, neighbourhood points of presence and headquarters. The Constabulary's strategic asset management objectives are listed below annotated with the linkage to the Constabulary's strategic priorities:
- a) Ensuring effective and economical use of assets,
 - b) Ensuring buildings are suitable and sufficient for the services provided within them,
 - c) Providing accessible quality assets,
 - d) Continuing consultation with stakeholders, and
 - e) Review and improvement of asset provision and utilisation.

The above objectives underpin the Constabulary's strategic priorities as they seek to make best use of resources ensuring that more money can be returned to delivering the services required by the public to achieve our goals.

Context

- 1.3 The context of the Asset Management Planning process is one of continuous incremental improvement based on a 3 year planning cycle for improvements to, and maintenance of, assets. Thus, one of the critical outputs of the process is a draft 3 year capital programme which, together with other elements of the process, informs the Medium Term Financial Plan.

2. Corporate Asset Management

Why Asset Management?

- 2.1 The basic function of an Asset Management Plan is to inform the Medium Term Financial Plan on the one hand, and the budget process on the other. This ensures assets are managed in support of the Constabulary's strategic priorities. In the context of services to the community, the function of the AMP is to ensure assets are suitable for purpose, efficient and cost effective.

Management of the Plan

2.2 Change Management Board (CMB)

This Board meets on a monthly basis and considers all change management programmes, both capital and revenue for the Service. The group has responsibility for the delivery of the capital programme and wider responsibility for all projects that involve change management. Three of its members are part of the Service ACPO team. The group makes recommendations to Force Executive Board and to the Authority's Capital Panel, reporting through Finance and Resources Committee to the Police Authority.

The CMB receives new bids for capital projects on a rolling basis and recommends to Force Executive Board projects to come forward within the capital plan having first identified the resources required, both capital and revenue, to ensure delivery can be met.

2.3 Force Executive Board (FEB)

FEB meets monthly and accepts reports and updates from the CMB for consideration and approval. FEB members are tasked with ensuring that their part of the capital programme is delivered. Peer challenge at FEB ensures the process is robust. Future projects for the capital programme are brought to FEB as required. This ensures that the process is truly a rolling programme and that the yearly bidding process for capital money is now obsolete.

2.4 Capital Panel

The Capital Panel is the Authority's forum for initial consideration of alterations to existing plans and new capital projects and AMP. It is also responsible for the scrutiny of officers on the delivery of the capital programme. The Panel meets four times per year with additional meetings if required.

2.5 Benefits

For each project a benefits realisation plan is produced to ensure that the benefits delivered are as expected and to report any deviations. These are reported to CMB and referred to FEB if necessary.

3. Planning and Consultation

Programme and Plan Development

3.1 Capital projects may be divided into 4 main categories:

- Estates based projects which are derived from the Estates Strategy,
- ICT projects which have to come through the ICT Department to ensure they are compatible with the ICT Strategy
- Projects and procurements for support services enhancement e.g. provision of night helmets for the helicopter
- Fleet which is the purchase of vehicles and associated equipment.

3.2 As part of the corporate asset management process described in Section 2 above, the CMB produces recommendations for capital developments based either on service need or building condition/suitability. The work priority basis is described in section 4.1.5 under 'Property Condition and Grading and Property Work Priority' and is illustrated in the Estate Strategy. This prioritisation does not necessarily fully reflect corporate issues, nor allow prioritisation against non-asset based projects.

3.3 The reality is that in-house revenue and capital resources are not adequate to address all projects/procurements that comes through the CMB and a priority list is kept up to date to ensure that FEB and the Police Authority are sighted on all projects in the pipeline even if they do not yet appear on the capital programme.

Consultation

3.4 The Police Authority undertakes public surveys which will inform service provision including the use of assets.

Community Policing Groups give feedback on the adequacy of the facilities they have access to in their area.

The Custody Visitor Panel considers the provision of custody facilities within Cambridgeshire.

Business Managers across the Service contribute to the planning process and the condition of the assets they use as they are responsible for submitting the capital bids. Quarterly user group meetings are held for feedback on estates and fleet issues.

FEB members are tasked with challenging colleagues on all reports coming forward which include the use of assets.

4. Data Management

Estates Data System

4.1 Details of property assets have been recorded for a number of years using the Estates system, Atrium. Each property has a Unique Property Reference Number (UPRN) assigned to both the site and the building. Attached to the UPRN, are details of the property condition.

4.2. Under the new International Financial Reporting Standards (IFRS) all property will have to be valued on a yearly basis. IFRS places an emphasis on carrying assets at fair value rather than at value in existing use. Additionally, the IFRS requires residual values, remaining asset lives and impairment to be estimated annually with consequent adjustments recorded in the Authority's fixed asset register and reflected in the accounts; and

- the introduction of component accounting whereby assets previously accounted for as a whole may have to be accounted for as separate assets with differing lives where the separable part is material to the whole. An example would be lifts or similar plant and machinery accounted for as an asset separable from a building.

4.3 The practical effects are that:

- assets will have to be valued far more frequently than is currently the case with a consequent increase in cost;
- assets will have to be reviewed in detail and reclassified where necessary; and
- changes will have to be made to the Authority's asset recording systems to accommodate the new requirements.

4.4 Current Data

The following data is available within the computer asset register for property assets:

Property name

Address

Type of Asset

Current valuation

Date of next valuation

Life expectancy

Repairs and maintenance records stretching back five years

Five yearly condition surveys of all non-housing buildings

Fuel and water cost records and other environmental related information

Schedule of space and usage for the main buildings

4.5 Condition Surveys and Additional Data

The Constabulary's aim over the last few years has been to increase and improve the detailed relevant property data held on record. It has been the task of the Head of Estates and Facilities Management to co-ordinate and record additional property data. Five yearly condition surveys on all properties are carried out and produced in accordance with RICS Stock Condition Survey Guidance.

4.6 Property Condition Grading and Property Work Priority

The following system has been used to assess and classify the condition of property assets:

Grade A – Good - performing as intended and operating efficiently

Grade B – Satisfactory - performing as intended, exhibiting minor deterioration

Grade C – Poor - exhibiting major defects and/or not operating as intended

Grade D – Bad - life expired and/or serious risk of imminent failure

Similarly, based on the same guidelines work priorities are as follows:

Priority 1 - Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.

Priority 2 - Essential work required within 2 years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.

Priority 3 - Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.

4.7 Performance Reporting

The Head of Estates prepares a report on all major assets each year. The report outlines their performance in respect of occupation, energy and water consumption and DDA compliance. The report also identifies the maintenance backlog referred to above and sets out the maintenance programme required for future years.

4.8 Benchmarking

While there is no formal benchmarking group amongst Police Services the Head of Estates liaises with other Services on property matters to conduct an annual benchmarking exercise, and when compared to our most similar Services we are second lowest on cost per FTE (all staff) in the group. See table below.

Premises related expenses per FTE, all staff £

Force	2007/08	2008/09	2009/10
Essex	1709	1635	1475
Cambridgeshire	1417	1501	1600
Avon & Somerset	1355	1400	1617
Devon & Cornwall	1783	1845	1865
AVERAGE	1843	2132	2110
Warwickshire	1292	3262	2438
Kent	2031	2239	2447
Wiltshire	2636	2572	2620
Gloucestershire	2522	2599	2814

(Data provided by HMIC CIPFA Statistics July 2009)

ICT Data Systems

- 4.9 Capture of ICT data has been problematic in previous years albeit replacement programmes for standard ICT equipment have been achieved. Implementation of an asset tracking system for ICT has now been completed and will provide benefits including improved financial data on the assets we hold, known life and replacement predictions and assist with IFRS information.

Fleet

- 4.10 Fleet has had a replacement programme for many years based on the age and overall mileage of the vehicle. The implementation of Traka will better inform the Fleet Manager about the optimum time for disposal to achieve the best resale prices.

Other Equipment Replacement Schedules

- 4.11 Working with managers in business areas the Director of Resources has identified various areas where replacement of assets is now scheduled, including firearms (replaced 2008) and the helicopter as the two single largest items of capital expenditure, outside of Estates, Fleet and ICT. The replacement of these items is not considered within the three year cycle of this plan as replacement is not required for some years but costs will be factored into plans as renewal becomes necessary.

5. Change and Development of the Portfolio

Process

- 5.1 The process of consideration for acquisition, build, re-builds, disposal, new projects and major changes to projects is a function, initially of the CMB. The process for examination of proposals from a wider corporate perspective is then undertaken by FEB and from there by the Capital Panel and through Finance and Resources Committee to the full Police Authority.

Triggers for Disposal Review

- 5.2 Disposal can be triggered by changes in the priority of the outcomes arising from use of that asset. It can also be triggered by cost or potential cost changes associated with continued provision of that asset, a change in ownership value for that asset (possibly ownership passing to a partner) or by some combination of these factors.

Outcome based Triggers

- 5.3 Outcome driven factors will cause disposal to be considered by FEB for the service or services provided by or in that asset. Typically this will result from a review of service provision and be driven by the Policing Plan or strategic priorities. It may be that provision of the function of the service from a different location provided by partners is a more economical way forward.

Cost based Triggers

- 5.4 Cost based factors triggering a disposal review are driven by budget constraints and adverse Performance Indicators on cost of usage.

Disposal Review Process

- 5.5 The process following inception of the review for a particular asset involves:
- a) Alternative Management - Examination of alternative methods of management of the asset
 - b) Alternative Uses - Examination of alternative uses by the public sector and private sector, including shared use
 - c) Principal Problems - Identification of the principal problems relating to continuing use of that asset for the existing purpose
 - d) Options Identification - Identification of a range of options to address the problems identified at 5.5c, including preliminary estimates of cost for each option
 - e) Partnership Identification - Identification of potential partnership approaches to resolution of problems, including any funding options available beyond direct funding

- f) Disposal Evaluation - Identification of the disposal value of the asset, including any benefit losses, is presented as a "Business Case" and has to be agreed by the Police Authority.
- g) Output Report - Production of a report to CMB in the first instance and on through the various stages of Boards if the asset is considered of significant value or is a building disposal.

6. Spending and Outcomes

Capital Receipts

- 6.1 Where possible capital receipts are always maximised and used to support the capital programme in the year they are realised. There is potential in the next few years to generate some additional capital receipts, notably from the sale of the Parkside site, and land at Headquarters.

Corporate Review - Three Year Capital programme

- 6.2 The Capital Programme report is developed by CMB on a rolling basis with changes approved by FEB. Bids can be submitted at any time of the year and, if approved, they will be slotted into the three year plan on a priority basis. The process culminates in the approval of an indicative three Year Capital Programme by the Police Authority in February, with year one having identified funding associated with it.

Programme Implementation and Monitoring

- 6.3 The in-year capital programme is managed and monitored by the CMB reporting through FEB to the Capital Panel.

Post Project Review

- 6.4 Post project review is the process where benefit realisation is considered. Original project intentions are compared with the final product, as regards suitability, benefits, costs and outcomes. The process is reported back to CMB, FEB and if required to the Police Authority. In future the review will all so take into consideration how well the product is being utilised.

7. Process Monitoring

Continuous Improvement

- 7.1 The AMP and the documents that flow from it are continuously evolving. The management processes for the AMP have been in place for a few years now but there is always more we can do to improve the reporting of capital projects. The AMP is reviewed every year in line with the update of the Medium Term Financial Plan.

Cambridgeshire Police Authority – Three Year Capital Plan

Appendix 1

Description of Bid	Programme 2009/10 £	Proposed Programme 2010/11 £	Proposed Programme 2011/12 £	Proposed Programme 2012/13 £
Land & Buildings				
Cambourne Police Station - Building of new police station	866,000	100,000		
Parkside Replacement - Replacement of Parkside with a new building	922,000	10,000,000	8,000,000	5,500,000
Major Repairs Planned - Planned capital maintenance of the estate	1,649,000	600,000	600,000	600,000
Custody Remodelling - Alterations to Thorpewood Custody to provide for safer handling of detainees		500,000		
Schemes completing in 2009/10	5,902,000	-		
Total Land & Buildings	9,339,000	11,200,000	8,600,000	6,100,000
IS/IT Communications				
Network Core Upgrade - Upgrade of the infrastructure providing ICT services	280,000	280,000		
Edge Switching for Remote Service - Enabling better remote access communications	65,000	65,000	65,000	
Identity Access Management - Compliance with the latest standard for the police service for secure log-in to computer networks	230,000	230,000	130,000	
Microsoft Migration - Move from Novell to Microsoft ICT operating platform	1,500,000	500,000		
Crime Management Information System - Replacement of the crime data system in collaboration with other police forces within the region		500,000	800,000	
Investigations National System - Upgrade of the national system for major crimes reporting		100,000		
Genio (Extraction Translation Tool) - Replacement of the system which supplies extract data for analysis and reporting purposes		200,000		

Description of Bid	Programme 2009/10 £	Proposed Programme 2010/11 £	Proposed Programme 2011/12 £	Proposed Programme 2012/13 £
Management Information National System - Replacement of the system which supplies the extract data for the Home Office		300,000		
Data Storage - Regional collaboration for a data storage hub giving the ability to store and retrieve all ICT data across the region		500,000		
Airwaves Communications - Upgrade to the police radio system			70,000	
Network Linkages - Upgrade to the links that provide access to the ICT network enabling faster operation time			165,000	
National HR System - Upgrade to the HR system which provides all our HR and resource management data			500,000	
Voice Over Telephony - Providing telephony through the internet enabling better customer service through the telephone medium			800,000	
Schemes completing in 2009/10	1,776,000			
Total IS/IT Communications	3,851,000	2,675,000	2,530,000	-
Support Services				
Hardware for Citizen Experience - This infrastructure will "talk" with all our systems to ensure that the citizen contact is captured in one place	280,000	60,000	100,000	
Financial Accounting System - Upgrade to the purchase ordering and invoice system to provide on-line invoice processing		100,000		
Schemes completing in 2009/10	563,000			
Total Support Services	843,000	160,000	100,000	-
Vehicles				
New Vehicle Equipment - Police compliant equipment for new vehicles	300,000	300,000	300,000	300,000
Vehicle Replacement Programme - Replacement of police fleet	1,100,000	1,100,000	1,100,000	1,100,000
Total Vehicles	1,400,000	1,400,000	1,400,000	1,400,000
Total Capital Programme	15,433,000	15,435,000	12,630,000	7,500,000