

**To:** Finance and Resources Committee

**From:** Chief Constable and Treasurer

**Date:** 14<sup>th</sup> December 2009

## **CAPITAL PROGRAMME 2009/10 – MONITORING REPORT**

### **1. Purpose**

- 1.1 To provide the Committee with a financial overview of the Capital Programme for the 7 months ending 31<sup>st</sup> October 2009 and a scheme by scheme report on progress highlighting variances from agreed budgets (Appendix 1) or any significant risks to achieving the stated objectives (Appendix 2).

### **2. Context**

- 2.1 The Capital Programme comprises a range of projects covering maintenance and development of the force information infrastructure and specific technology development/change projects, estates projects and the vehicle replacement programme.
- 2.2 Budgeted Capital Payments for 2009/10 comprise payments approved as part of the Capital Programme (para. 2.1 above) and schemes bought forward from 2008/09 as approved by Finance and Resources Committee on 25<sup>th</sup> June 2009.
- 2.3 A scheme by scheme summary of spend and commitments against budget is set out at Appendix 1, together with predicted carry forward requirements and an indicative forecast of outturn. Appendix 2 is the project highlights report and Appendix 3 is a 'Gantt' chart which indicates the current predicted delivery date for each scheme and explanations for any slippage.

### **3. Financial Overview**

- 3.1 A summary of spend against the 2009/10 Capital Programme for the 7 months ended 31<sup>st</sup> October 2009 is shown at Table 1 below:

**Table 1. Summary of Capital Expenditure and Financing at 31<sup>st</sup> October 2009**

All figures £'000	Brought Forward from 2008/09	2009/10 Capital Programme	Previously Authorised Additions, Deletions and Virements	Proposed Virements	2009/10 Capital Programme	Actual & Committed YTD	%
<b>Capital Payments:-</b>							
Land and Buildings	3,614	3,445	2,280		<b>9,339</b>	6,300	67.5%
IS/IT & Comms Operations Support	1,008	2,948	-428		<b>3,528</b>	2,703	76.6%
IS/IT & Comms Support Services	208	635		-70	<b>773</b>	341	44.1%
Vehicles	-	1,500	-100		<b>1,400</b>	1,196	85.5%
Capital Staffing	-	200			<b>200</b>	200	100.0%
Allocable Budget	-	-	123	70	<b>193</b>	-	0.0%
<b>TOTAL</b>	<b>4,830</b>	<b>8,728</b>	<b>1,875</b>	<b>-</b>	<b>15,433</b>	<b>10,740</b>	<b>69.6%</b>
<b>Capital Financing:-</b>							
Capital Grants		1,583			<b>1,583</b>	793	50.1%
Revenue Contributions to Capital Outlay					<b>-</b>	-	
Capital Receipts		394	1,175		<b>1,569</b>	230	14.6%
Other Sources of Funding					<b>-</b>	*	
Use of Reserves			700		<b>700</b>	*	
Borrowing	4,830	6,751			<b>11,581</b>	*	
<b>TOTAL</b>	<b>4,830</b>	<b>8,728</b>	<b>1,875</b>	<b>-</b>	<b>15,433</b>	<b>1,023</b>	

\*year end adjustments

*Note: figures may not cast due to roundings*

## 3.2 Capital Payments

3.2.1 Some 70% of the 2009/10 Capital Programme has been committed at the end of October. Principal spends in the period have been in respect of a number of significant buildings projects brought forward including: Cambourne Police Station (£1.3m), Copse Court refurbishment (£1.5m), HQ remodelling (£1.2m) and planned major repairs (£1.2m). In addition, actual and committed expenditure had reached £1.6m on the Microsoft Migration project and £1.0m on the vehicle replacement project at the period end.

3.2.2 Capital Staffing – capital staffing budget virements will be required at the end of the financial year to move the capital staff budget to match the staffing costs which have been charged directly to projects. However, capital staffing commitments already stand at £200k.

3.2.3 'Actual & Committed YTD' represents invoices paid plus outstanding purchase orders.

## 3.3 Capital Financing

3.3.1 Capital resources received to date include grants from Central Government (£0.8m) and receipts from the sale of vehicles of £0.2m which have been added to receipts brought forward of £2.3m.

3.3.2 The Cambourne project is expected to exceed finance allocated in the Capital Programme by £519k (Appendix 1). Of this shortfall, £69k will be met by savings within the Estates programme and £450k represents the balance financed by way of s106 monies. The actual s106 cash was received and applied to capital expenditure in prior years, generating a cash flow advantage by reducing the need to borrow at that time. Since the project is nearing completion, an additional £450k borrowing requirement arises in the current year. It is possible, however, that this additional requirement will be met by slippage elsewhere in the Capital Programme.

#### **4. Matters to Note**

4.1 Monks Wood – the dispute with Natural England over their right of access to the rear of the land using the bungalow access road resulted in lengthy negotiations, and delayed the purchase of the site. This issue has now been resolved and the purchase will shortly complete.

4.2 The Microsoft Migration project (CP09/05) has an expected outturn of £1.7m, which is £200k in excess of the budget allocated in the 2009/10 Capital Programme (Appendix 1). However, this project has been split over three financial years (a further £0.5m allocated for both 2010/11 and 2011/12), and work on this project is currently progressing well, resulting in some expenditure incurred ahead of schedule.

4.3 There are two projects for which budget virements are proposed, as set out below.

4.3.1 Some parts of the Citizen Focus Experience project (CP07/20) are being delivered as part of the Microsoft Migration project. As a result, the project will require a reduced budget of £160k, £120k less than allocated in the 2009/10 Capital Programme. The Chief Constable proposes to vire £50k to the Charter to Web Based Platform project (para. 4.3.2) and the remaining £70k to meet emerging capital pressures (para. 4.6).

4.3.2 The Charter to Web Based Platform project (CP08/21) requires an additional £50k budget in this financial year in order for the project to proceed, as a newer version of the system has been released which will deliver improved functionality at a higher cost.

4.4 The expenditure on the Copse Court Refurbishment project (CP08/25) is expected to exceed the 2009/10 capital budget allocation by £0.6m (Appendix 1). This is due to additional expenditure on cabling requirements to future proof the Police Service Centre for the next 10 years, and unforeseen expenditure on the air conditioning system.

4.5 There are two further land and building projects, Custody Interim Upgrade (CP08/01) and HQ Remodelling (CP08/33), which are expected to overspend in this financial year (Appendix 1). However, the overspends within the Estates programme are largely balanced out by predicted underspends on other projects within the programme (Table 2 below).

**Table 2. Estates Programme over/underspends**

Project Title	Project No	Estimated Under/Over-spend £'000
Cambourne Police Station	CP05/04	519
Less: financed by additional borrowing requirement (para. 3.3.2)		(450)
		69
Custody Interim Upgrades	CP08/01	25
Copse Court Refurbishment	CP08/25	563
HQ Remodelling	CP08/33	114
Major Repairs Planned	CP08/02	(63)
Chord Park Refurbishment	CP08/26	(216)
Custody - March & St Neots	CP08/32	(102)
<b>Total</b>		<b>390</b>

- 4.6.1 The overspend is further reduced by off-setting against the £70k released by the Citizen Focus Experience project (para. 4.4.1) and £123k previously approved, by the Finance and Resources Committee on 20<sup>th</sup> October 2009, for use to meet emerging capital pressures.

## 5. Recommendations

5.1 The Committee is asked to:

- a) note the report, and
- b) approve the capital virements set out at para. 4.3 above.

## BIBLIOGRAPHY

Source Document (s)	Contact Officer	Location
Finance and Resources Agenda 25 <sup>th</sup> June 2009  Finance and Resources Agenda 20 <sup>th</sup> October 2009  Police Authority Agenda 13 <sup>th</sup> February 2009	Nicola Howard Director of Resources T. (01480) 425049  <a href="mailto:E.niki.howard@cambs.pnn.police.uk">E.niki.howard@cambs.pnn.police.uk</a>	Cambridgeshire Police Headquarters, Hinchingsbrooke Park, Huntingdon, Cambridgeshire PE29 6NP
<p>Originating Officer Nicola Howard, Director of Resources</p> <p>Is it considered that this report contains 'exempt information' and should be considered in private? NO</p> <p>If the answer is "YES", please state the nature of the exempt information <b>and the relevant clause(s)</b> in Part 1 of Revised Schedule 12A to the Local Government Act 1972</p> <p>.....</p> <p>The attached report has been cleared with the undermentioned officers: (delete as appropriate)</p> <p>Chief Constable and Treasurer</p> <p>Others .....</p> <p>Submitted on 26<sup>th</sup> November 2009 .....</p> <p>A report will not be sent to the Authority unless this box has been satisfactorily completed and all necessary consultation carried out - the responsibility for which rests with the originator (except for consultation with the Chairman and this will be undertaken by the Chief Executive).</p>		

## Appendix 1

		Budget	Revised	Proposed	Total	Actual	Commitments	Committed	Expected	Predicted	Estimated
Project		C/fwd	Budget*	Virement	Budget	YTD	YTD	& Spent	Outturn	Carry Forward	Under/Over-
Title	Project No	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Requirement	spend
										£'000	£'000
<b>Land &amp; Buildings</b>											
Cambourne Police Station	CP05/04	466	400	0	866	303	1,007	1,309	1,385	0	519
Thorpe Wood Residential Block Alterations	CP07/23	0	225	0	225	10	0	10	100	125	0
Estates Strategic Plan	CP07/30	96	0	0	96	87	8	95	96	0	0
Parkside Replacement	CP07/51	22	900	0	922	22	0	22	150	772	0
Custody Interim Upgrades	CP08/01	179	75	0	254	266	13	279	279	0	25
Major Repairs Planned	CP08/02	349	1,300	0	1,649	820	369	1,189	1,386	200	(63)
Stock Management System	CP08/03	30	0	0	30	0	0	0	0	30	0
Copse Court Refurbishment	CP08/25	731	400	0	1,131	1,123	407	1,530	1,694	0	563
Chord Park Refurbishment	CP08/26	16	400	0	416	21	1	22	200	0	(216)
Custody - March & St Neots	CP08/32	752	0	0	752	404	190	594	638	12	(102)
HQ Remodelling	CP08/33	973	100	0	1,073	1,099	116	1,215	1,187	0	114
Monks Wood	CP09/14	0	1,675	0	1,675	3	33	36	1,675	0	0
Electrical works - Force Control Room		0	250	0	250	0	0	0	250	0	0
<b>Land &amp; Buildings Total</b>		<b>3,614</b>	<b>5,725</b>	<b>0</b>	<b>9,339</b>	<b>4,156</b>	<b>2,144</b>	<b>6,300</b>	<b>9,040</b>	<b>1,139</b>	<b>840</b>
<b>IS / IT &amp; Communications</b>											
<b>Operation Support</b>											
NSPIS Case & Custody - Digital Image	CP05/13	91	0	0	91	38	39	77	79	0	(12)
DMS & New NSPIS HR System (Origin)	CP07/08	360	0	0	360	68	116	184	152	208	0
Fleet - Vehicle Key Management System	CP07/09	0	0	0	0	14	0	14	14	0	14
Scenes of Crime (SOCRATES) - Upgrade	CP07/27**	33	-33	0	0	0	0	0	0	0	0
Information Management & Operational Data Store (ODS)	CP08/04	370	0	0	370	28	0	28	370	0	0
Hard Drive Upgrade - Covert Digital Recording System	CP08/07	0	50	0	50	0	50	50	50	0	0
Audio Recording System	CP08/08	150	0	0	150	26	136	163	163	0	13
Hardware Refresh Phase II	CP08/12**	0	0	0	0	0	0	0	0	0	0
Asset Tracking Service Management Tool	CP08/13**	0	0	0	0	5	0	5	30	0	30
WAN Circuit Upgrades	CP08/14	4	0	0	4	0	13	13	13	0	9
Network - Core Upgrade	CP08/27	0	280	0	280	189	156	345	280	0	0
Special Branch Hardware	CP09/01	0	20	0	20	0	0	0	20	0	0
Edge Switching for Remote Service	CP09/02	0	65	0	65	0	0	0	65	0	0
RRD System (Retention, Review, Disposal)	CP09/03	0	100	0	100	0	0	0	50	50	0
Identity Access Management, incl. NABIS	CP09/04	0	230	0	230	1	153	154	234	0	4
Microsoft Migration	CP09/05	0	1,500	0	1,500	1,291	313	1,604	1,700	0	200
Rolling Lifecycle - Server Replacement	CP09/07	0	40	0	40	6	0	6	40	0	0
Rolling Replacement - Desktop Hardware and Laptops	CP09/08	0	268	0	268	57	2	60	268	0	0
<b>Operation Support Total</b>		<b>1,008</b>	<b>2,520</b>	<b>0</b>	<b>3,528</b>	<b>1,724</b>	<b>979</b>	<b>2,703</b>	<b>3,528</b>	<b>258</b>	<b>258</b>
<b>Support Services</b>											
H/ware, S/ware & Consultancy - Citizen Focus Experience	CP07/20	0	280	-120	160	60	0	60	160	0	0
Photographic Equipment Modernisation	CP07/26	0	0	0	0	9	0	9	9	0	9
Charter to Web Based Platform	CP08/21	50	0	50	100	0	0	0	100	0	0
SARC - Provision of Centre with Partners	CP08/28	80	0	0	80	0	0	0	80	0	0
NABIS (National Ballistics Intelligence System)	CP08/30	46	0	0	46	4	0	4	46	0	0
APLS (Automatic Person Location System)	CP08/31	32	255	0	287	85	182	267	267	0	(20)
Kidnap and Extortion Home Office System	CP09/09	0	60	0	60	0	0	0	60	0	0

## Appendix 1

		Budget	Original	Budget	Total	Actual	Commitments	Committed	Expected		Estimated
Project		C/fwd	Budget	Virement	Budget	YTD	YTD	& Spent	Outturn		Under/Over-
Title	Project No	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	spend
Vetting Case Management (Collaboration)	CP09/10	0	40	0	40	0	0	0	40	0	0
<b>Support Services Total</b>		208	635	(70)	773	158	183	341	762	0	(11)
<b>Total IS / IT</b>		1,216	3,155	(70)	4,301	1,882	1,162	3,043	4,290	258	247
<b>Fleet</b>											
New Vehicle Equipment	CP09/11	0	300	0	300	117	52	169	300	0	0
Vehicle Replacement Programme	CP09/12	0	1,100	0	1,100	423	605	1,027	1,100	0	0
<b>Fleet Total</b>		0	1,400	0	1,400	540	657	1,196	1,400	0	0
Capital Staffing	CP09/13	0	200	0	200	0	0	200	200	0	0
<b>Capital Staffing Total</b>		0	200	0	200	0	0	200	200	0	0
Allocable to emerging capital pressures		0	123	70	193	0	0	0	0	0	-193
<b>Grand Total</b>		<b>4,830</b>	<b>10,603</b>	<b>0</b>	<b>15,433</b>	<b>6,577</b>	<b>3,963</b>	<b>10,740</b>	<b>14,930</b>		<b>894</b>
*Approved Capital Programme + / - previously authorised additions and deletions											
** Project previously approved for deletion											
<b>Note: figures may not cast due to roundings</b>											

**Appendix 2**

<b>Project Title</b>	<b>Capital Proj No</b>	<b>Highlight Comments</b>
<b>Land &amp; Buildings</b>		
Cambourne Police Station	CP05/04	Work commenced in July 2009. Practical completion expected Apr 2010, with occupation in May 2010.
Thorpe Wood Residential Block Alterations	CP07/23	Lay-out designs and specifications being prepared. Tender process now expected to begin December 2009, following relocations to Copse Court.
Estates Strategic Plan	CP07/30	Delivered July 2009.
Parkside Replacement	CP07/51	Consultants appointed. Expect to require carry forward of approx. £772k from 09/10 budget unless an early purchase/lease can be negotiated.
Custody Interim Upgrades	CP08/01	Delivered June 2009.
Major Repairs Planned	CP08/02	Number of projects progressing. Contracted work at HQ and Ely expected to complete in 2010/11, so predict carry forward requirement of approx £200k for these works.
Stock Management System	CP08/03	Project on hold pending outcome of feasibility study on collaboration with Herts and Beds.
Copse Court Refurbishment	CP08/25	Delivered September 2009.
Chord Park Refurbishment	CP08/26	Unit E refurbished and in full occupation. Units A and D partly refurbished; refurbishment to be completed once ICT have been relocated (temporary occupation).
Custody - March & St Neots	CP08/32	Delivered September 2009.
HQ Remodelling	CP08/33	Delivered October 2009.
Monks Wood	CP09/14	Further delays caused by continued discussions on access to back of the land. Contract terms finalised. Purchase expected to complete late November 2009.
<b>IS / IT - Operation Support</b>		
NSPIS Case & Custody - Digital Image	CP05/13	Issues identified during testing; wait for work plan from supplier delayed resolution. Huntingdon live in July 2009; other sites go live in Sept 2009. Future phase for witness albums not yet planned in detail.
DMS & New NSPIS HR System (Origin)	CP07/08	Work ongoing. New functionality being introduced in next FY, so some aspects of project held back to take advantage of this, resulting in the requirement of a budget carry forward to 2010/11.
Fleet - Vehicle Key Management System	CP07/09	Previous technical issues resolved and resources for data entry now identified. HR records of driver permits require data cleanse prior to entry into the key management system.
Information Management & Operational Data Store (ODS)	CP08/04	Work ongoing. Procurement of data quality element planned for late 2009.
Hard Drive Upgrade - Covert Digital Recording System	CP08/07	Purchase order raised Aug 2009, with delivery time of 16 weeks. Expected delivery date is Jan 2010.
Audio Recording System	CP08/08	Implementation delayed by tendering process, and ICT staff availability issues. Installation date set for December; completion expected in January 2010.
WAN Circuit Upgrades	CP08/14	Project completion delayed as BT unable to deliver within initial planned timeline.
Network - Core Upgrade	CP08/27	Work continuing to enhance stability of infrastructure across the sites.
Special Branch Hardware	CP09/01	Work to be completed following Special Branch office relocation, which is taking place in January 2010.
Edge Switching for Remote Service	CP09/02	Work continuing on a rolling replacement basis.

## Appendix 2

Project Title	Capital Proj No	Highlight Comments
RRD System (Retention, Review, Disposal)	CP09/03	Collaboration project: delivery of this project is dependent on implementation of ODS by Essex Police, which has been delayed, resulting in this project completion now being expected in 2010/11.
Identity Access Management, incl. NABIS	CP09/04	Orders now placed, but this was delayed with issues with quotes received.
Microsoft Migration	CP09/05	Design phase completed. System Acceptance Test planned. Phase I roll out expected to commence 30/11/2009.
Rolling Lifecycle - Server Replacement	CP09/07	Work on this project has begun.
Rolling Replacement - Desktop Hardware and Laptops	CP09/08	Work continuing on a rolling replacement basis.
<b>IS / IT - Operation Support - Support Services</b>		
H/ware, S/ware & Consultancy - Citizen Focus Experience	CP07/20	This programme is progressing.
Photographic Equipment Modernisation	CP07/26	Delivered November 2009.
Charter to Web Based Platform	CP08/21	New version of system now available with increased functionality, but also increased cost. Project requires additional budget to proceed.
SARC - Provision of Centre with Partners	CP08/28	Work commenced 19th October 2009 with a 6 week schedule. Should be available for use mid December, with the official opening on 11th January 2010.
NABIS (National Ballistics Intelligence System)	CP08/30	Project delayed by cabling work and a need to reassign workloads to provide a member of staff for front end data entry work. Cabling and security work taking place at Huntingdon property Store. Staff workloads yet to be reassigned.
APLS (Automatic Person Location System)	CP08/31	All foreseen orders placed. Implementation work has commenced.
Kidnap and Extortion Home Office System	CP09/09	Exemption certificate signed; order to be placed in December 2009, with installation due to begin in February 2010. However, there is a risk that this project will slip to 2010/11 as the Microsoft Migration project is a higher priority and diversion of resources may delay the implementation of this project.
Vetting Case Management (Collaboration)	CP09/10	Collaboration project: implementation by Herts and Beds was delayed, causing a delay in roll-out to Cambs. Delivery now expected early 2010/11.
<b>Fleet</b>		
New Vehicle Equipment	CP09/11	Conversion work is being carried out on new vehicles prior to delivery.
Vehicle Replacement Programme	CP09/12	Rolling programme of replacement is continuing.
<b>Capital Staffing</b>		
Capital Staffing	CP09/13	Transactions required at end of financial year to move capital staff budget to match staffing costs charged directly to projects.

**Appendix 3**

		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	10/11	Reasons for slippage			
<b>Land &amp; Buildings</b>																		
CP05/04	Cambourne PS	[Blue bar from Apr to Mar]																
CP07/23	T/Wood Res Block	[Blue bar from Apr to Mar]												[Red]	Decisions re design/specification delayed until Copse Court relocations complete, so tender process delayed until December; work to begin in 09/10 & complete in 10/11			
CP07/30	Estates Strategy	[Blue bar from Apr to Aug]													Delivered in July 2009			
CP07/51	Parkside Replacement	[Blue bar from Apr to Mar]																
CP08/01	Custody Int Upgrade	[Blue]	[Yellow]	[Blue bar from Apr to Mar]													Delivered in June 2009	
CP08/02	Major Repairs Planned	[Blue bar from Apr to Mar]																
CP08/03	Stock Manage Sys	[Blue bar from Apr to Aug]												[Yellow]	Project on hold pending feasibility study on collaboration (possibly 2010/11 start date)			
CP08/25	Copse Court	[Blue bar from Apr to Sep]													Delivered in September 2009			
CP08/26	Chord Park	[Blue bar from Apr to Aug]												[Yellow]	Refurbishment of Units B & C to be completed once current leases expire			
CP08/32	Custody March/St Neots	[Blue bar from Apr to Aug]													Delivered in September 2009			
CP08/33	HQ Remodelling	[Blue bar from Apr to Oct]												[Red]	Delivered October 2009			
CP09/14	Monks Wood	[Blue]	[Yellow]	[Red]	[Blue bar from Apr to Mar]													Finalising contract terms re access road with Natural England caused delay in purchasing site
<b>ICT &amp; Comms - Operation Support</b>																		
CP05/13	Case/Custody Dig Image	[Blue bar from Apr to Aug]												[Yellow]	Resolving issues identified in testing caused delay, including wait for work plan from supplier			
CP07/08	DMS & Origin	[Blue bar from Apr to Mar]																
CP07/09	Veh Key Management Sys	[Yellow bar from Apr to Oct]												[Red]	Technical & extra resources issues resolved. Further delay caused by data cleanse of HR driver permit data.			
CP08/04	MOPI ODS	[Blue bar from Apr to Mar]																
CP08/07	HD Upgr Covert Dig Rec Sys	[Purple]	[Blue bar from Apr to Mar]													Project split over 3 FYs; 08/09 section of project now delivered		
CP08/08	Audio Rec Sys	[Blue bar from Apr to Oct]												[Red]	Tendering process took longer than expected, further delayed by ICT staff availability issues.			
CP08/14	WAN Circuit Upgrades	[Blue bar from Apr to Sep]												[Red]	Issues with BT caused delay			
CP08/27	Network Core Upgrade	[Blue bar from Apr to Mar]																

**Appendix 3**

		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	10/11	Reasons for slippage
CP09/01	Special Branch H/ware	[Blue]													
CP09/02	Edge Switch (Remote Serv)	[Blue]										[Red]			Project replacing old technology on rolling basis over 3 years; expected delivery date previously reported incorrectly
CP09/03	RRD System	[Blue]												[Red]	Delivery of this project is dependent on implementation by Essex police, which has been delayed
CP09/04	IAMS incl NABIS	[Blue]												[Red]	Placing of order delayed by issues with quotes received through procurement framework (orders now placed)
CP09/05	Microsoft Migration	[Blue]													
CP09/07	Roll L/cycle Server Replace	[Grey]													
CP09/08	Roll Replace Desktop/Laptops	[Grey]													
<b>ICT &amp; Comms - Support Services</b>															
CP07/20	Citizen Focus Experience	[Blue]												[Blue]	
CP08/21	Charter Web Based Platform	[Blue]			[Yellow]				[Red]					Project cannot proceed at this point as additional budget required for newer version of system	
CP08/28	SARC	[Blue]			[Yellow]										Delay caused by second tender process after new spec, required as initial tender came in over budget (£250k)
CP08/30	NABIS	[Yellow]													Cabling work delayed; staff member required for front end work, staff workloads yet to be reassigned
CP08/31	APLS	[Blue]						[Red]							Implementation of this project dependent on release of Active Directory by Microsoft project, which was delayed
CP09/09	Kidnap & Extortion HO Sys	[Blue]													
CP09/10	Vetting Case Management	[Blue]										[Red]			Delivery of this project is dependent upon implementation by Hertfordshire & Bedfordshire, which was delayed
<b>Fleet</b>															
CP09/12	Vehicle Replacement	[Grey]													
CP09/11	New Vehicle Equipment	[Grey]													
<b>Capital Staffing</b>															
CP09/13	Capital Staffing	[Grey]													

Key	
[Blue]	Original timeline
[Grey]	Rolling programmes
[Purple]	Slippage reported in 08/09
[Yellow]	Slippage - 1st report 09/10
[Red]	Slippage - 2nd report 09/10
[Pink]	Slippage - 3rd report 09/10
[Green]	Slippage - 4th report 09/10

Note: Timeline is to the actual delivery. Payments may be made some time after completion of the work (e.g. retentions, late invoices)