

ORIGINATOR: ASSISTANT CHIEF OFFICER

PAPER NO: AP26/20

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL – 22 MAY 2026

SUBJECT: REVENUE AND CAPITAL OUTTURN 2025-2026

SUMMARY:

1. This report supports theme 1: an efficient and effective police force for Suffolk in the PCC's police and crime plan. It presents the financial overview of the PCC Revenue Budget, Constabulary Revenue Budget and Capital Budget and Investments and Reserves as at 28 February 2026.
2. The revenue position for the Group, after the use of reserves, is an underspend of £2.368m, comprising of underspends within the Constabulary (including capital financing) of £2.365m and OPCC of £0.003m.
3. The outturn capital position is an underspend of £9.457m.
4. The revenue underspend will result in a transfer of £2.365m to the Budget reserve and £0.003m to the PCC reserve.

RECOMMENDATION:

1. The PCC is asked to consider the revenue and capital outturn for 2025/26 and raise any issues with the Chief Constable as appropriate to the PCC's role in holding her to account.
2. The PCC is invited to approve the recommendations on the movement on reserves.

1. OVERVIEW

1.1 The revenue outturn of the Suffolk Group Revenue Budget, after the use of specific and earmarked reserves, is an underspend of £2.368m at year end (Appendix A) and its capital budget is underspent by £9.457m. The figures in this report remain provisional whilst the statutory accounts are prepared.

1.2 The high-level summary is as follows:

	Budget 2025/26 £000	Outturn 2025/26 £000	(Over)/ Under Spend £000
Officer of the Police and Crime Commissioner for Suffolk	1,174	1,171	3
PCC Commissioning	1,053	1,038	15
Transfer from Reserves	(193)	(178)	(15)
PCC Commissioning (net)	860	860	(0)
Chief Constable Operational Spending	182,945	175,442	7,503
Transfer from Reserves (Constabulary)	(290)	2,003	(2,293)
Chief Constable Operational Spending (net)	182,655	177,445	5,210
Capital Financing	8,530	6,290	2,240
Transfer from Reserves	(5,085)	-	(5,085)
Capital Financing (net)	3,445	6,290	(2,845)
Specific Government Grants	(16,019)	(16,019)	-
Transfer to Reserves	280	280	-
Total Revenue Expenditure	172,395	170,027	2,368
Capital Expenditure	15,367	5,910	9,457

1.3 The recommended movements on reserves to balance the budget surplus of £2.368m are:

	£000
Transfer to PCC Reserve	3
Transfer to Budget Reserve	2,365
Total	2,368

2 PCC REVENUE BUDGET

- 2.1 The Office of the PCC Budget for 2025/26 is £1,174k (Appendix A (i)). The budget reflects an increase of £22k due to the inflationary pay award in September 2025 and confirmation of the PCC pay award in February 2026.
- 2.2 The year-end position is an underspend of £3.4k due to pay and employment costs (4k), other employee costs (£1.5k), transport (£1.6k) and surplus income (£49.5k) which alongside the contingency (£38k) offset additional property costs (£11.4k) and supplies and services costs (£79.5k). The overspend on supplies and services was predominantly additional legal costs and external audit fee.
- 2.3 The Police and Crime Commissioner's (PCC) Commissioning budget is £3.2m in total for 2025/26 (Appendix A (ii)). The breakdown of this is below.
- 2.4 Funding of £1.67m provided by the Ministry of Justice for 2025/26. The budget was allocated to the following purposes:
- £841k Core Grant funding for victim services. This funding was fully allocated to the Norfolk and Suffolk Victim Care Service, the Suffolk Independent Domestic Violence Advisor (IDVA) service and specialist services to support victims of Child Sexual Abuse.
 - £792k general grant funding to support victims of domestic abuse and sexual violence. This funding was distributed to £175k for additional IDVAs and additional cost pressures in the service, £329k for Independent Sexual Violence Advisors (ISVAs) and £287k for community support services.
 - £39.75k Strategic Commissioning Fund utilised between January and March 2026 to support specialist Violence Against Women and Girls (VAWG) training, a stalking awareness campaign, improved data insight and increased awareness of local sexual violence support services. A small underspend of £170 will be returned to the Ministry of Justice.
- 2.5 The PCC commissioning budget of £860k supports crime and disorder reduction projects and additional victim services. The budget was fully utilised and supplemented by planned use of the Crime and Disorder Reduction reserve this year to support mobilisation costs for Norfolk and Suffolk Victim Care (£55k), six months delivery of the standard risk domestic abuse service (£46k) and a contribution to the Suffolk Futures Fund (£80k).
- 2.6 As in previous years, £300k was allocated to the PCC Fund, providing small grants to charities and voluntary sector organisations for crime and disorder reduction purposes. The funding had been fully allocated.
- 2.7 Year 3 of the Home Office grant for local delivery of DA Perpetrator Programmes was £332k. This funding contributed to activity undertaken by the Constabulary's DA Perpetrator Unit including the development of the conditional caution 'ARC' programme, supported delivery of the Venta programme delivered by local charity Icenl and provide additional victim support. The grant was underspent by £8k (training, travel, pay), which will not be claimed from the Home Office.
- 2.8 The Home Office allocated funding of £397k for specified authorities for delivery of the Serious Violence Duty in the year to 31st March 2026. Specified authorities must decide how to spend the funding in relation to delivering the duty. The PCC has claimed against the grant

within the year for labour and intervention costs, following approval by the Suffolk Serious Violence Duty Partnership. The grant was underspent by just over £1k, which will not be claimed from the Home Office.

CONSTABULARY REVENUE BUDGET

3.1 The total Constabulary Revenue Budget shows a surplus of £2.365m, composed of net underspends of £6.218m and an over-achievement in Income of £3.524m, which has been offset by a net use of reserves of £7.378m lower than budgeted (see table at para 7.2). This movement in reserves is driven by capital outlay being funded through revenue contributions (see para 5.1) which has resulted in a lower than forecast utilisation of the capital financing reserve. The main variances from budget producing the surplus are explained below.

	Budget 2025/26	Outturn 2025/26	(Over)/ Under Spend
	£000	£000	£000
Pay Related Costs	155,555	154,410	1,145
Other Employee Costs	2,282	2,173	109
Property Related Costs	11,663	11,029	634
Transport	3,203	3,004	198
Supplies and Services	16,435	16,152	283
Third Party Payments	3,051	2,670	381
Corporate including contingency and inflation	1,228	-	1,228
Capital Financing	8,530	6,290	2,239
Net Use of / Transfer to Reserves	(5,375)	2,003	(7,378)
Income	(10,471)	(13,995)	3,524
Total	186,100	183,735	2,365

3.2 Pay Related Costs

3.2.1 The underspend of £1.254m includes lower officer and staff costs than budgeted based on the FTE for the year, offset by additional police and staff overtime and police injury and ill health pension costs.

3.2.2 This position includes costs to maintain officer numbers as part of the government's commitment to increase police officers nationally by twenty thousand. The Home Office have provided a specific grant of £3.152m which is ringfenced and is accessed only if the Constabulary maintains its officer headcount at or above 1,425 which is the agreed baseline including its share of the 20,000 national additional officers. Furthermore, Suffolk is eligible for funding £1.159m for 22 officers within the maintenance headcount, see paragraph 6.1.

3.3 Non-Pay Costs

3.3.1 The underspend in property costs of £0.634m primarily relates to utilities (£0.470m), building maintenance (£0.144m) and rates (£0.020m).

3.3.2 The Transport underspend of £0.198m includes lower than budgeted expenditure in vehicle repairs (£0.050m), vehicle insurance (£0.112m) and car allowances (£0.033m).

3.3.3 The underspend of £0.283m on Supplies and Services includes lower than budgeted expenditure in relation to partnership activity (£0.351m), ICT (£0.306m) mainly in relation to hardware and software maintenance and medical costs (£0.026m), offset by higher than budgeted expenditure in Insurance (£0.436m), Clothing and Uniform (£0.130m), Legal costs (Civil protection orders £0.045m) and Dangerous Dog Act costs (£0.073m).

3.3.4 The underspends in corporate (£1.228m) and capital financing (£2.239m) are as a result of an unallocated contingency budget and a lower requirement to fund capital expenditure and lower interest charges than budgeted.

3.4 Income

3.4.1 The surplus of £3.524m includes additional income as a result of investment interest (£1.568m), reimbursement of costs (£1.460m) and fees and charges (£0.497m) (Firearms licensing fees and charges for police services).

4 SAVINGS

4.1 The total planned savings requirement for 2025/26 is £3.594m with budgets having been reduced in line with the agreed savings profiles set out in the MTFP. Delivery of these savings has been achieved.

5 CAPITAL FINANCING

5.1 All capital expenditure has been funded by revenue contributions with no impact on the capital financing reserve in 2025/26. This is a prudent course of action and will increase capital financing reserves to fund future capital purchases and reduce the requirement to borrow in future years.

6. SPECIFIC GRANTS

6.1 The budget of £16.019m relates to Home Office funding for PFI and other specific grants. These grants have been received in full. This includes the additional recruitment top up grant of £1.159m for 22 officers and the Neighbourhood Policing Guarantee grant of £1.801m.

6.2 The headcount was 1,446 as at 30 September and 1,457 as at 31 March 2026, 32 above the target, therefore the full PUP grant of £3.152m is recognised.

7 TRANSFERS TO AND FROM RESERVES

7.1 As per paragraph 1.3 the recommended movement in reserves to balance the final underspend of £2.368m is:

	£000
Transfer to PCC Reserve	3
Transfer to Budget Reserve	2,365
Total	2,368

- 7.2 The recommended transfer in respect of the planned use of reserves is based on the final revenue and capital outturn, summarised in the table below:

Use of Reserves	Budget	Actual	Variance
Capital Programme Funding from Reserves	(5,085)	-	(5,085)
Constabulary:			
Carry Forward from 2023/24	(290)	-	(290)
Carry Forward to 2026/27		283	(283)
Regional Partnership Reserve		396	(396)
Budget Reserve		1,324	(1,324)
Transfer from Reserves (Constabulary)	(290)	2,003	(2,293)
Transfer from PCC Commissioning Reserve	(193)	(178)	(15)
Transfer to General Reserve	280	280	-
Net transfer from Reserves	(5,288)	2,105	(7,378)

- 7.3 Appendix B provides the reserve movements and the forecast use of reserves over the MTFP period.
- 7.4 General and earmarked reserves are now forecast to increase from £32.542m as at 31 March 2025 to £37.014m as at 31 March 2026. This is an in-year net contribution to reserves of £4.473m (£2.105m transfer to reserves as per above table and £2.368m group underspend) and compares to the budgeted use of £5.288m.
- 7.5 General and earmarked reserves are forecast to be £1.759m higher in 2029/30 than assumed in the MTFP, due to the net contribution in 2025/26 as described above being higher than the assumed net contribution in the MTFP by £3.022m, offset by an additional capital funding requirement for slippage of £1.263m in 2025/26.

8. CAPITAL PROGRAMME

- 8.1 The capital budget for 2025/26 is £15.367m, comprising the current programme of approved schemes of £4.495m and slippage from 2024/25 of £1.605m, plus transfer from Table B for DFU storage expansion (£0.109m), Intranet Upgrade (£0.022m), Digital Asset Management System (£0.022m), Learning and Development Accommodation (£0.304m), training scenario equipment (£0.125m), Data Warehousing (£0.025m), Digital Forensics Software (£0.086m), Data Management and Exploitation Programme (£0.022m), PHQ Modernisation (£8.500m), Digital Forensics (£0.014m) and Incident Management Software Upgrade (£0.038m). A summary of capital schemes is provided at Appendix C.

	Budget 2025/26	Outturn 2025/26	(Over)/ Under Spend
	£000	£000	£000
Slippage from 2024/25	1,605		
Table A – schemes approved for immediate start 1 April 2025	13,762		
Total Capital Programme	15,367	5,910	9,457
Table B – schemes requiring a business case or further report to PCC(s) for approval	3,404		
Total	18,771		

8.2 The underspend at year end is £9.457m, primarily due to the following:

- Estates schemes (£4.365m) and ICT schemes (£4.171m) - Primarily due to slippage of the recently approved purchase of Landmark House into next financial year, completion of which took place in April 2026. The slippage will fund the purchase and the required refurbishment in advance of relocating Public Contact Management functions.
- Vehicle replacements (£0.462m) primarily due to delays in delivery as a result of base vehicle safety recall.
- Joint schemes including ICT replacement, DFU storage expansion and joint system projects (£0.732m).

9. INVESTMENTS AND PRUDENTIAL INDICATORS

9.1 At the end of March, investments including bank balances totalled £43.2m, the breakdown of which is provided below.

OUTSTANDING AMOUNTS BY GROUP				
LIMITS		BALANCE	RATE	MATURITY DATE
£10,000,000	Lloyds Bank	£9,941,869	3.77%	-
£10,000,000	Barclays Bank	£0	-	-
£10,000,000	Santander UK	£250,000	1.81%	-
£10,000,000	Al Rayan Bank	£10,000,000	4.05%	06/07/26
£10,000,000	Goldman Sachs	£5,000,000	3.95%	07/07/26
	Goldman Sachs	£5,000,000	3.95%	07/07/26
£10,000,000	DBS Bank Ltd	£5,000,000	3.84%	10/09/26
	DBS Bank Ltd	£3,000,000	3.93%	07/07/26
£10,000,000	CCLA	£5,000,000	3.75%	-
£10,000,000	Skipton Building Society	£0	-	-
	TOTAL	£43,191,869		

9.2 See Appendix D for the Annual Treasury Outturn Report for the year 2025/26.

10. FINANCIAL IMPLICATIONS

10.1 As per the report.

11. OTHER IMPLICATIONS AND RISK

11.1 There are several contingent liabilities in the draft 2025/26 Statement of Accounts. Should the circumstances relating to these contingent liabilities change, the Constabulary may need to fund these liabilities in accordance with accounting standards. If the obligation becomes more certain, this will have a potential impact on the 2025/26 outturn position. The PCC and Chief Constable will be informed of the impact on 2025/26 in future budget monitoring reports.

Corporate Monitoring Report at 31 March 2026			
SUFFOLK GROUP			
FULL SUMMARY OF INCOME AND EXPENDITURE			
	Budget 2025/26		(Over)/ Under Spend
	£000	Outturn	£000
Pay and Employment Costs	156,422	155,274	1,149
Other Employee Costs	2,287	2,177	111
Property Related	11,665	11,042	622
Transport Related	3,212	3,012	200
Supplies and Services	20,126	19,926	200
Third Party Payments	3,051	2,742	309
Capital Financing	8,530	6,290	2,239
Contingencies	1,281	-	1,281
Movement to / from Reserves	(5,288)	2,105	(7,393)
TOTAL EXPENDITURE	201,286	202,569	(1,283)
Grant, Trading and Reimbursed Income	(28,891)	(32,542)	3,651
TOTAL INCOME	(28,891)	(32,542)	3,651
NET INCOME/EXPENDITURE	172,395	170,027	2,368

Appendix A (i)

Corporate Monitoring Report at 31 March 2026 SUFFOLK PCC			
OPCC SUMMARY OF INCOME AND EXPENDITURE			
	Budget 2025/26	Outturn	(Over)/ Under Spend
	£000	£000	£000
Pay and Employment Costs	868	864	3
Other Employee Costs	5	4	2
Property Related	2	14	(11)
Transport Related	10	8	2
Supplies and Services	251	331	(80)
Contingencies	38	-	38
Total OPCC	1,174	1,220	(46)
Movement to / from Reserves	280	280	-
TOTAL EXPENDITURE	1,454	1,500	(46)
TOTAL INCOME	(16,019)	(16,068)	50
NET INCOME/EXPENDITURE	(14,565)	(14,568)	3

Appendix A (ii)

Corporate Monitoring Report at 31 March 2026 SUFFOLK PCC			
COMMISSIONING SUMMARY OF INCOME AND EXPENDITURE			
	Budget 2025/26	Outturn	(Over)/ Under spend
	£000	£000	£000
Supplies and Services	3,455	3,444	11
Third Party Payments	-	72	(72)
Movement to / from Reserves	(193)	(178)	(15)
TOTAL EXPENDITURE	3,262	3,339	(77)
TOTAL INCOME	(2,402)	(2,479)	77
NET INCOME/EXPENDITURE	860	860	-

Corporate Monitoring Report at 31 March 2026			
Suffolk Constabulary			
CONSTABULARY SUMMARY OF INCOME AND EXPENDITURE			
	Budget 2025/26	Outturn	(Over)/ Under Spend
	£000	£000	£000
Pay and Employment Costs	155,555	154,410	1,145
Other Employee Costs	2,282	2,173	109
Property Related	11,663	11,029	634
Transport Related	3,203	3,004	198
Supplies and Services	16,435	16,152	283
Third Party Payments	3,051	2,670	381
Capital Financing	8,530	6,290	2,239
Contingencies	1,228	-	1,228
Movement to / from Reserves	(5,375)	2,003	(7,378)
TOTAL EXPENDITURE	196,570	197,730	(1,160)
Grant, Trading and Reimbursed Income	(10,471)	(13,995)	3,524
TOTAL INCOME	(10,471)	(13,995)	3,524
NET INCOME/EXPENDITURE	186,100	183,735	2,365

RESERVES SUMMARY										
PROJECTION OF RESERVES LEVELS:										
	General	Budget	Change	Capital Financing and Efficiency Investment Reserve	Specified Purposes Fund	Regional Partnership reserve	Crime and Disorder Reduction Reserve	PCC Reserve	Total	Safecam Reserve
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
31/03/2025 Actual	4,885	16,518	1,397	7,817	291	116	574	944	32,542	947
Proposed Changes 2025/26:										
Use of Reserves							(178)		(178)	(144)
Reallocation of reserves							100	(100)	0	
Contribution to Reserves	280	3,972				396		3	4,651	1,125
31/03/2026 Forecast	5,165	20,489	1,397	7,817	291	512	496	848	37,014	1,928
Proposed Changes 2026/27:										
Use of Reserves				(6,689)			(110)		(6,799)	
Reallocation of reserves		(15,421)		15,421			100	(100)	0	
Use of Reserves - ESN funding									0	
Contribution to Reserves	240								240	
31/03/2027 Forecast	5,405	5,068	1,397	16,549	291	512	486	748	30,455	1,928
Proposed Changes 2027/28:										
Use of Reserves				(3,983)			(110)		(4,093)	
Reallocation of reserves										
Contribution to Reserves	75								75	
31/03/2028 Forecast	5,480	5,068	1,397	12,566	291	512	376	748	26,438	1,928
Proposed Changes 2028/29:										
Use of Reserves				(5,521)					(5,521)	
Reallocation of reserves										
Contribution to Reserves	80								80	
31/03/2029 Forecast	5,560	5,068	1,397	7,045	291	512	376	748	20,996	1,928
Proposed Changes 2029/30:										
Use of Reserves				(3,418)					(3,418)	
Reallocation of reserves										
Contribution to Reserves	85								85	
31/03/2030 Forecast	5,645	5,068	1,397	3,626	291	512	376	748	17,663	1,928

CONSTABULARY SUMMARY OF CAPITAL EXPENDITURE					
Monitoring Summary 2025/26					
	Slippage from 2024/25	Current Budget - Table A	Total Budget	Outturn	(Over)/ Under Spend
	£000	£000	£000	£000	£000
Estates	691	5,040	5,731	1,366	4,365
Information, Communication and Technology	200	4,657	4,857	685	4,171
Vehicles and Equipment	153	1,583	1,736	1,274	462
Grant & Additional Revenue Funding	-	125	125	399	(274)
Joint Schemes	560	2,357	2,918	2,185	732
Total	1,605	13,762	15,367	5,910	9,457

SUFFOLK ONLY									
PROJECT	Requested Slippage (24/25)	Budget (Table A)	Budget (Table B)	Current Budget (Slippage & Table A)	Outturn	Under/Over (-)	Table A Slippage	Table B Slippage	Approved Business Case
Estates									
Carbon Management	35,212	110,000	-	145,212	105,178	40,034	40,034	-	-
PHQ Review	-	-	161,000	-	3,791	(3,791)	-	-	-
Estates Downsizing - Sudbury	-	-	66,671	-	-	-	-	60,000	-
Martlesham PHQ - L&D Accommodation	-	304,000	29,000	304,000	311,185	(7,185)	-	-	-
SARC Improvements	655,789	-	-	655,789	724,799	(69,010)	-	-	-
Operational Accommodation	-	-	200,000	-	-	-	-	200,000	-
Landmark House	-	4,626,000	-	4,626,000	220,899	4,405,101	4,405,101	-	-
Major Planned Maintenance Works	-	-	270,941	-	-	-	-	270,000	-
PSU Review	-	-	750,000	-	-	-	-	750,000	-
SALTO Renewals	-	-	33,000	-	-	-	-	33,000	-
	691,001	5,040,000	1,510,612	5,731,001	1,365,852	4,365,149	4,445,135	1,313,000	700,000
ICT									
ICT Replacements - Desktop Services	200,000	728,616	-	928,616	667,285	261,331	160,000	-	-
ICT Replacements - Communications	-	54,000	-	54,000	17,865	36,135	-	-	-
Landmark House ICT	-	3,874,000	-	3,874,000	-	3,874,000	3,874,000	-	-
	200,000	4,656,616	-	4,856,616	685,149	4,171,467	4,034,000	-	-
Equipment & Vehicles									
Vehicle Replacements	153,338	1,533,000	-	1,686,338	1,272,614	413,724	533,044	-	-
ANPR Vehicle Kit Refresh	-	50,000	-	50,000	1,248	48,752	50,000	-	-
	153,338	1,583,000	0	1,736,338	1,273,862	462,476	583,044	0	0
Grant & Additional Revenue Funding									
Training Scenario Equipment Sfk	-	125,000	-	125,000	98,602	26,398	-	-	-
Athena	-	-	125,723	-	-	-	-	-	-
Computer Equipment Revenue Funded	-	-	-	-	17,810	(17,810)	-	-	-
Equipment Revenue Funded	-	-	-	-	28,278	(28,278)	-	-	-
Vehicles Revenue Funded	-	-	-	-	8,750	(8,750)	-	-	-
Sizewell C Vehicles and Equipment	-	-	-	-	38,868	(38,868)	-	-	-
Suffolk Safecam Reserve - Vehicles and Equipment	-	-	-	-	105,270	(105,270)	-	-	-
Sfk Grant Funded Vehicles	-	-	-	-	101,716	(101,716)	-	-	-
	-	125,000	125,723	125,000	399,293	(274,293)	-	-	-
	1,044,339	11,404,616	1,636,335	12,448,955	3,724,157	8,724,798	9,062,179	1,313,000	700,000
Suffolk Capital Projects	1,044,339	11,404,616	1,636,335	12,448,955	3,724,157	8,724,798	9,062,179	1,313,000	
Suffolk Share of Joint Projects	560,346	2,357,349	1,768,010	2,917,695	2,185,454	732,240	339,412	665,975	
	1,604,685	13,761,965	3,404,345	15,366,650	5,909,611	9,457,038	9,401,590	1,978,975	
		18,770,995							

JOINT								
PROJECT	Requested Slippage (24/25)	Budget (Table A)	Budget (Table B)	Current Budget (Slippage & Table A)	Outturn	Under/Over (-)	Table A Slippage	Table B Slippage
ICT								
Joint ICT Replacements - Servers	148,839	985,000	-	1,133,839	1,267,381	(133,542)	-	-
ICT Replacements - Network	402,374	648,556	-	1,050,930	412,913	638,017	405,643	-
Microwave Refresh	21,524	31,600	-	53,124	26,793	26,331	-	-
ANPR Cameras	-	112,500	-	112,500	14,962	97,538	-	-
CCR Telephony	-	-	-	-	11,603	(11,603)	-	-
Video Conferencing	-	25,000	-	25,000	24,313	687	-	-
Digital Recording/Streaming	-	-	24,000	-	-	-	-	-
Mobile Device Replacement Programme	47,525	1,500,000	-	1,547,525	1,052,852	494,673	80,000	-
BWV Device Replacement Programme	-	898,023	-	898,023	898,004	19	-	-
Mobile Workflow	206,470	-	56,330	206,470	135,887	70,584	44,450	32,570
Digital Asset Management System & BRC	-	50,000	-	50,000	-	50,000	-	-
DFU Storage Expansion	-	250,000	900,000	250,000	10,769	239,231	-	200,000
ERP Upgrade Project	23,000	-	-	23,000	15,708	7,293	-	-
Access Management Software	30,000	-	10,000	30,000	-	30,000	-	-
DMS Upgrade	32,180	-	25,000	32,180	23,680	8,501	8,501	-
Skills Module	-	-	100,000	-	-	-	-	-
ESN	-	-	30,920	-	36,716	(36,716)	-	-
eRecruitment	-	-	10,000	-	-	-	-	10,000
E-PDR	-	-	-	-	12,371	(12,371)	-	-
Intranet Upgrade	-	50,000	-	50,000	-	50,000	50,000	-
Incident Management Software Upgrade	15,286	88,206	288,789	103,492	72,543	30,949	30,949	25,601
CDG Phase 2 - Data Warehousing	-	59,507	-	59,507	-	59,507	-	29,500
Automatic Vehicle Location System (AVLS)	-	206,000	-	206,000	209,503	(3,503)	-	-
ICCS Tech Refresh	358,000	-	-	358,000	357,737	263	-	-
ePMS (Electronic Property Management System)	-	125,400	-	125,400	107,742	17,658	-	-
LACE Software Replacement 25/26	-	130,700	-	130,700	27,346	103,354	103,354	-
Digital Forensics Triage Tool	-	196,270	-	196,270	190,700	5,570	5,570	-
Data Management and Analysis Programme	-	50,000	50,000	50,000	-	50,000	50,000	-
Airbox Tablets	-	-	-	-	43,567	(43,567)	-	-
Docker	-	-	20,000	-	-	-	-	20,000
Large Language Modelling	-	-	50,000	-	-	-	-	50,000
MS Project Online Expansion	-	-	10,000	-	-	-	-	-
Efficiency Initiatives Various	-	-	1,350,000	-	-	-	-	249,494
Victim Journey/Proactive Engagement	-	-	600,000	-	-	-	-	600,000
Digital Investigations	-	-	273,030	-	-	-	-	53,300
Equipment & Other								
Radio Frequency Propagation Service Equipment	-	-	-	-	50,105	(50,105)	-	-
RFID Readers	-	-	-	-	8,240	(8,240)	-	-
Public Order Shields	-	-	78,000	-	-	-	-	78,000
Firearms Various	-	-	179,000	-	-	-	-	179,000
Grant & Additional Revenue Funding								
Operational Equipment Revenue Funded	-	-	-	-	1,075	(1,075)	-	-
TOTAL	1,285,198	5,406,762	4,055,069	6,691,960	5,012,510	1,679,450	778,467	1,527,465
Joint Capital Projects Norfolk	724,852	3,049,413	2,287,059	3,774,265	2,827,056	947,210	439,055	861,490
Joint Capital Projects Suffolk	560,346	2,357,349	1,768,010	2,917,695	2,185,454	732,240	339,412	665,975
	1,285,198	5,406,762	4,055,069	6,691,960	5,012,510	1,679,450	778,467	1,527,465
		6,691,960						

Annual Treasury Outturn Report for the year 2025/26

This is a backward-looking review document and provides details of a selection of outturn prudential and treasury indicators compared to the estimates published within the 2025/26 Investment and Treasury Management Strategy (The Strategy). The Strategy was published in February 2025 and provides a background narrative to the Prudential and Treasury Management Codes of Practice and its application by the PCC and Constabulary.

Indicators relating to Capital and Borrowing

Capital Expenditure Outturn

	2025-26 Outturn £m	2025-26 Strategy £m	Variance £m
Capital Expenditure	5.589	15.601	(10.012)
ROU Leases - Additions and Adjustments	0.130	0.000	0.130

Capital Financing Requirement

Capital Financing Requirement		
31/03/26 Outturn	31/03/26 Strategy	Variance
£m	£m	£m
33.463	40.146	(6.683)

The capital financing requirement represents capital expenditure not yet financed by capital receipts, revenue contributions or capital grants. It measures the underlying need to borrow for capital purposes, although this borrowing may not necessarily take place externally.

The Ratio of Capital Financing Costs to Net Revenue Budget

Ratio of Capital Financing Costs to Net Revenue Budget		
31/03/26 Outturn	31/03/26 Strategy	Variance
1.76%	1.73%	0.03%

This indicator shows the annual revenue costs of borrowing (net interest payable on debt and the minimum revenue provision for repaying the debt), as a proportion of annual income from local taxation and non-specific government grants. The amounts include PFI and Lease MRP and interest costs.

Authorised Limit and the Operational Boundary Limit for External Debt

The guidance on net borrowing for capital purposes advises that:

‘In order to ensure that over the medium-term gross debt will only be for a capital purpose, the local authority should ensure that gross external debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.’

The Code defines the authorised limit for external debt as the sum of external borrowing and any other financing long-term liabilities e.g. finance leases. These limits are consistent with the capital programme but provide headroom to allow for operational management, for example unusual cash movements.

Authorised Limit for External Debt			
	31/03/26 Outturn £m	31/03/26 Strategy £m	Variance £m
PWLB borrowing	5.139	5.139	(0.000)
Other long term liabilities (PIC PFI and ROU Lease Liabilities)	19.705	20.005	(0.300)
Headroom	10.292	17.009	(6.717)
Total	35.136	42.153	(7.017)

The Code also requires the PCC to approve an operational boundary limit for external debt. The operational boundary for external debt is the same calculation as the authorised limit without the additional headroom. The operational boundary represents a key management tool for in year monitoring and represents the underlying planned external borrowing requirement.

Operational Boundary Limit for External Debt			
	31/03/26 Outturn £m	31/03/26 Strategy £m	Variance £m
PWLB borrowing	5.139	5.139	(0.000)
Other long term liabilities (PIC PFI and ROU Lease Liabilities)	19.705	20.005	(0.300)
Total	24.844	25.144	(0.300)

At no point during the year 2025/26 has external borrowing exceeded the Authorised Limit or the Capital Financing Requirement.

Investments and Return

At 31 March 2026 the PCC held the following investments and instant access balances

CURRENT INVESTMENTS				
t	Repay	Borrower	Rate	Amount
05/01/2026	06/07/2026	Al Rayan Bank	4.05%	£10,000,000
07/01/2026	07/07/2026	DBS Bank Ltd	3.93%	£3,000,000
07/01/2026	07/07/2026	Goldman Sachs Intl	3.96%	£5,000,000
05/01/2026	07/07/2026	Goldman Sachs Intl	3.96%	£5,000,000
10/03/2026	10/09/2026	DBS Bank Ltd	3.84%	£5,000,000
06/03/2026	Instant Access	Lloyds Bank	3.51%	£5,000,000
10/03/2026	Instant Access	Lloyds Bank	3.51%	£2,000,000
27/03/2026	Instant Access	Lloyds Bank	3.51%	£2,500,000
16/03/2026	Instant Access	CCLA	3.75%	£2,000,000
17/03/2026	Instant Access	CCLA	3.75%	£3,000,000
06/07/2021	Instant Access	Santander UK	1.81%	£250,000
				£42,750,000

In addition, the PCC held bank balances of £0.442m.

The average daily balances held in investment and instant access balances during the year amounted to £50.405m

The Strategy requires investments to be placed on a “high security and high liquidity” basis with high credit rated borrowers, this basis naturally results in lower investment returns. During the year the PCC earned £2.065m on investment returns, yielding an average rate of 4.10%, the equivalent SONIA average daily rate for the year was 4.01%.

At no point during the year did the PCC invest with borrowers outside of the strategy rating criteria or did lending exceed the specified counterparty limits without CFO approval.