



Essex County Council

Essex Police, Fire and Crime Panel

14:30	Thursday, 03 February 2022	Council Chamber County Hall, Chelmsford, CM1 1QH
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Please note that the meeting will take place at the time shown above or on the rise of the Essex Police, Fire and Crime Panel meeting which immediately precedes it, whichever is later.

For information about the meeting please ask for:
Sophie Campion, Senior Democratic Services Officer
Telephone: 03330 131642
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3	Questions to the Chairman from members of the Public The Chairman to respond to any questions relevant to the business of the Panel from members of the public. Please note members of the public wishing to ask a question must email democratic.services@essex.gov.uk by noon on the day before the meeting and that questions must relate to an item on the agenda for the meeting.	
4	2022/23 Proposed Fire and Rescue Precept Report EPFCP/02/22	12 - 29

5 **2022/23 Proposed Police Precept**
 Report EPFCP/03/22

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6 **Date of Next Meeting**

To note that the next meeting will be held on Tuesday 22
March 2022.

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press
and public)

The following items of business have not been published on the grounds that they
involve the likely disclosure of exempt information falling within Part I of Schedule 12A
of the Local Government Act 1972. Members are asked to consider whether or not the
press and public should be excluded during the consideration of these items. If so it
will be necessary for the meeting to pass a formal resolution:

**That the press and public are excluded from the meeting during the consideration
of the remaining items of business on the grounds that they involve the likely
disclosure of exempt information falling within Schedule 12A to the Local
Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set
out in the report or appendix relating to that item of business.**

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Sophie Campion, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership

(Quorum: 7)

Representing

Councillor A Baggott
Councillor F Ricci
Councillor K Barber
Councillor G Isaacs
Councillor J Lager
Councillor B Oxford
Councillor P Stalker
Councillor R Playle
Councillor M Garnett
Councillor M Heard
Councillor A Williams
Councillor I Shead
Councillor L McWilliams
Councillor G Collins
Councillor C Day
John Gili-Ross
Sheila Murphy
Councillor J Deakin
Councillor A McGurran
Councillor L Scordis

Basildon Borough Council
Braintree District Council
Brentwood Borough Council
Castle Point Borough Council
Chelmsford City Council
Colchester Borough Council
Epping Forest District Council
Essex County Council
Harlow District Council
Maldon District Council
Rochford District Council
Southend Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Independent Member
Independent Member
Co-opted Member for Balanced Appointment
Co-opted Member for Balanced Appointment
Co-opted Member for Balanced Appointment

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in the Council Chamber at County Hall, Chelmsford on Thursday, 9 December 2021

Present:

Councillor	Representing
Frankie Ricci	Braintree District Council
Keith Barber	Brentwood Borough Council
Godfrey Isaacs	Castle Point Borough Council
Jeremy Lager	Chelmsford City Council
Beverley Oxford	Colchester Borough Council
Paul Stalker	Epping Forest District Council
Ross Playle	Essex County Council
Michael Garnett	Harlow District Council
Mark Heard	Maldon District Council
Ian Shead	Southend-on-Sea Borough Council
Lynda McWilliams	Tendring District Council
Maggie Sutton	Uttlesford District Council

Co-opted Independent Members

John Gili-Ross (Chairman)

Also in attendance

Julia Berry	Head of Finance and s151 Officer, Office of the Police, Fire and Crime Commissioner
Pippa Brent-Isherwood	Chief Executive, Office of the Essex Police, Fire and Crime Commissioner
Sophie Campion	Senior Democratic Services Officer, Secretary to the Panel
Neil Cross	Chief Finance Officer, Essex County Fire and Rescue Service
Roger Hirst	Essex Police, Fire and Crime Commissioner
Darren Horsman	Strategic Head of Policy and Public Engagement, Office of the Police, Fire and Crime Commissioner
Andy Prophet	Deputy Chief Constable

1 Membership, Apologies, Substitutions and Declarations of Interest

The report of the Membership, Apologies and Declarations was received.

1. The membership of the Panel was noted. Councillor Sutton was welcomed as a new member of the Panel representing Uttlesford District Council and replacing Councillor Day. The Chairman expressed the Panel's thanks to Councillor Day for his excellent service and commitment during his time on the Panel.
2. The following apologies were noted:

- Councillor Collins, Thurrock Council
- Councillor Williams, Rochford District Council
- Councillor Baggott, Basildon Borough Council
- Sheila Murphy, Co-opted Independent Member

Apologies had also been received from Jane Gardner, Deputy Police, Fire and Crime Commissioner, Chief Constable Harrington and Rick Hylton, Deputy Chief Fire Officer.

3. The following declarations were made by Members:

- Councillor Lynda McWilliams declared a Code Interest in that her son is a police officer. Councillor McWilliams participated fully in the meeting.
- Councillor Frankie Ricci declared a Code Interest in that his son is a police officer in Essex. Councillor Ricci participated fully in the meeting.

2 Minutes

- a) The minutes of the meeting held on the 29 October 2021 were approved as a correct record, subject to an amendment on Minute 14 to read 'backlog of police complaint reviews'. The minutes were signed by the Chairman.
- b) The minutes of the confirmation hearing meeting held on the 29 October 2021 were approved as a correct record and signed by the Chairman.

3 Questions to the Chairman from members of the public

There were none.

4 Police and Crime Plan Performance Measures Report - Quarter 2 2021/22

The Panel received report EPFCP/28/21 which provided an overview of Essex Police's progress in delivering the priorities set out in the Police and Crime Plan (as extended for 2020/21), based on data and other information to the end of September 2021.

The Commissioner responded to questions raised relating to a number of issues:

- Actual figures in addition to percentages were requested for future reports and comparative data for prior to the pandemic lockdown.
- 101 call service, including abandoned call rates
- Anti-Social Behaviour Orders issued and the Anti-Social Behaviour Board
- Benchmarking progress against comparator authorities
- Types of slavery in Essex
- Prosecution rates for slavery and human trafficking offences

In response to questions from Members the following points were made under the Police and Crime Plan priorities:

Priority 1 - More Local, Visible and Accessible Policing

The Commissioner advised that the priorities were aligned with those of the Government and the funding coming through from Government was now in line with the aims in Essex. The priorities were also being expanded. By the end of 2022 there would be an additional 800 officers. There had been improved accessibility through 101 and the internet and the town teams were improving visibility. It was acknowledged that there had been a significant rise in concerns about safety, particularly for women and girls following the brutal murder of Sarah Everard. There was some concern expressed regarding visibility in rural areas of the County. Information on the Police Cadets and Marine Unit was provided in response to questions raised.

Priority 2 - Crack Down on Anti-social Behaviour

The issues arising from the illegal use of e-scooters were discussed. The Commissioner reported that 230 e-scooters had been seized under Operation Solstice, twice as many as the previous period. It was acknowledged that they did cause harm to people and the Commissioner did not consider them compatible with current road usage. It was clarified that whilst it was illegal to ride on them in a public place, it was not illegal to sell them.

Priority 4 - Reverse the Trend in Serious Violence

The Commissioner reported on the work of the Rape and Serious Sexual Offences Strategic Governance Board. It was noted that there was still work to do in this area. A strong evidence base and support for victims to pursue the matter were key. It was reported that although many serious crimes had decreased in number such as Homicide, Burglary and Theft, the situation was different with sexual offences and more work was needed on prevention and bringing perpetrators to justice.

Priority 6 - Protecting Children and Vulnerable People

In response to a question about the recent case of Arthur Labinjo-Hughes, the Panel was advised that learning from the case would be taken through the Safeguarding Children's Partnerships in Essex. The Commissioner reassured the Panel that a lot of money, time and resources had been invested into the area of protecting vulnerable children. Information was provided on the new Hate Crime reporting centres in Braintree. In response to a question the Commissioner also provided information on partnership working and sharing of intelligence between agencies.

Priority 7 - Improving safety on our roads

It was confirmed that Essex Police supports speed cameras and the Commissioner was not aware of any currently de-commissioned. Issues were raised regarding Community Speed Watch training. Reassurance was given with regard to the approach and response to incidents within the night-time economy.

The Panel made a number of suggestions during the discussion which the Commissioner agreed to consider:

- Improvements to the 101 call service including; the possibility of a call back waiting service and possible options for analysing the reasons for abandoned calls.
- Improvements to communications with regard to; outcomes from Operation Solstice and response to the E-scooter issues and the new Hate Crime Incident Reporting Centres.

The Commissioner also agreed to provide the Panel with data on the following issues after the meeting:

- Anti-Social Behaviour information by Division
- Figures for convictions and successful resolutions with regard to Slavery and Human Trafficking offences

Resolved:

That the Panel received and noted the report.

5 2022/23 Draft Budget Update

The Panel received report EPFCP/29/21 which provided an update on the 2022/23 draft budgets for Essex Police and Essex County Fire and Rescue Service, including the background issues and latest assumptions being used in drafting the 2022/23 budgets.

The Budget-Setting Working Group had attended two meetings to go through the latest assumptions and background issues in detail, including where money had been spent and savings were being made. A third meeting was planned in January 2022.

The Commissioner introduced the report highlighting the latest assumptions and target areas for Policing and what the shortfall was likely to be. It was reported that the funding settlement was not known at the time of the meeting. The Commissioner also set out the latest position and assumptions for the Fire and Rescue Service and explained why it would not be possible to freeze the precept this year.

In response to questions raised, the following points were made:

- There were currently fewer people leaving the force than expected in forward projections, but that is likely to change. There was some uncertainty around pension payments due to the McCloud ruling which may have affected decisions to retire. The Deputy Chief Constable confirmed that leavers figures were looked at each month and broken down by profile.
- The difference between assumptions of pay increases for Essex Police of 2.5% and the Essex County Fire and Rescue Service of 2% was explained. There had been a public sector pay freeze the previous year which had impacted the Police but had not impacted the Fire and Rescue Service who had received a 1.5% pay increase in an agreement between

the Local Government Association and the Fire Brigade Union. This had been unfunded by the Government and had therefore been funded locally from resources. It was expected that within the three-year settlement the intention was that pay increases would be funded unless inflation surged. If that was the case in-year discussions would need to take place.

Resolved:

That members of the Panel noted the current assumptions in the latest drafts of the 2022/23 budgets for Essex Police and Essex County Fire and Rescue Service.

6 Police Fire and Crime Commissioner Decisions Report

The Panel received report EPFCP/30/21 that provided information about financial and strategic decisions made by the Police, Fire and Crime Commissioner.

Resolved:

That the Panel received and noted the report.

7 The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues

The Commissioner provided the Panel with a verbal update on ongoing issues:

Launch of the Police and Crime Plan 2021-2024

The Commissioner confirmed the launch of the new Police and Crime Plan 2021-2024. It was confirmed that the Panel Members would receive a copy. The Plan set out the strategic shift towards prevention. There would be 12 priorities going forward.

The Panel thanked the officers at the Office of the Police, Fire and Crime Commissioner for their work on the Plan.

Launch of the Crime Prevention Fund

The Crime Prevention Fund had been launched with £200,000 available for groups and organisations across the County with a focus on crime prevention. The Panel were asked to publicise this fund within their own forums.

Restorative Justice Week

There was a Restorative Justice Team who brought together the victim and perpetrator for a reconciliation, which was often found to be more successful in changing the ways of the perpetrator than time in jail. The team were recognised across the country.

Recruitment of Deputy Chief Fire Officer

There had been a very successful assessment day for the post of Deputy Chief Fire Officer. The recruitment of Rick Hylton to the post of Chief Fire Officer had resulted in a vacancy for the post of Deputy Chief Fire Officer. The recruitment

process had been run as an external recruitment with a good field of applicants, some internal and some external. The Commissioner was confident that an appointment would be made following the success of the assessment day.

Independent Custody Visitors

There was currently an advert out for the recruitment of Independent Custody Visitors and Panel Members were asked to consider if they knew anyone who was interested in the criminal justice process that may be interested.

PFCC Conference

The next conference was currently being planned. The last one had taken place in March 2020. The next conference was due to take place on 24 February 2022 at Colchester Stadium. The Commissioner invited Panel Members to attend.

Resolved:

That the verbal report was noted.

8 Annual Complaints Report

The Panel considered report EPFCP/31/21 providing the Panel with an update on the handling of complaints made against the Essex Police, Fire and Crime Commissioner since 1 October 2020.

The Chairman explained that the Panel would be proposing to add an item to the Forward Work Plan to review the Panel's Complaints Procedure with a view to making some minor changes to the process.

Resolved:

That the Panel received and noted the Annual Complaints Report.

9 Essex PFCC Budget Half Year Outturn Report - 2021/22

The Panel received report EPFCP/32/21 updating the Panel on the outturn position for the period 1 April 2021 to 30 September 2021 as filed with the Home Office prior to the deadline of 31 October 2021. As Essex County Council is the lead authority for the Panel the return is required to be signed off by ECC's finance team once checked for accuracy. This is with respect to a grant claim to the Home Office who will only pay for reimbursement of actual expenditure incurred in year.

Resolved:

That the report was noted.

10 National Association of Police, Fire and Crime Panels (NAPFCP) update

The Chairman provided the Panel with a verbal update on the latest activities of the NAPFCP.

Annual National Conference

The Annual Conference for P(F)CPs was held in November 2021 which had a good turnout from Panels, with some good workshops.

NAPFCP AGM

The AGM was held in November 2021. All positions on the Executive Committee were uncontested and confirmed with a good mix of experienced and newer members.

Survey

A survey was undertaken to identify significant changes in panel makeup following the May 2021 Election and to identify good working practice, which had been sent to all Panels nationally. A report had been written on the results and distributed to all Panels for comment. Once finalised this would be sent to the Home Office and Local Government Association (LGA) and circulated to Panel Members.

Discussions with Association of Police and Crime Commissioners (APCC) and LGA

Previously quarterly sessions had been held with the leads, but going forward it was proposed that this would be bi-monthly discussions. One of the aims was to promote good working practices, particularly with regard to working relationships between panels and commissioners.

Resolved:

That the verbal report was noted.

11 Forward Work Plan

The Panel received report EPFCP/33/21 setting out the planned business of the Panel.

Resolved:

That the Panel received the report, agreeing the addition of a review of the Panel's complaints procedure.

12 Date of Next Meeting

The Panel noted that the next meeting would take place on Thursday, 3 February 2022.

The Chairman wished everyone a Happy Christmas and New Year and hoped that everyone stayed safe and well.

There being no urgent business, the meeting closed at 4.28pm.

Report title: 2022-23 Proposed Fire and Rescue Precept	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst – Police, Fire and Crime Commissioner	
Date: 03 February 2022	For: Approval
Enquiries to: Neil Cross - Chief Financial Officer, neil.cross@essex-fire.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to set out the proposed budget and precept proposal for Essex County Fire and Rescue Service for 2022-23. The budget has been set in line with the objectives included within the Fire and Rescue Plan 2019-2024.

2. Recommendations

2.1 The Police, Fire and Crime Commissioner proposes an increase in the precept of 1.95%. The precept payable for a Band D Council tax property will increase from £73.89 to £75.33, a change of £1.44 per year.

Figure 1 – Funding

	Budget 2021-22 £'000s	Budget 2022-23 £'000s	Variance favourable/ (adverse)
Specific Government Grants			
Urban Search & Rescue	(857)	(857)	(0)
Firelink	(662)	(617)	(45)
Business Rates Relief Support	(1,340)	(1,404)	64
Services Grant		(1,154)	1,154
Pension Top up	(3,517)	(3,517)	(0)
Other	(11)	-	(11)
Total Specific Government Grants	(6,387)	(7,549)	1,162
Sources of Finance			
Revenue Support Grant	(8,520)	(8,780)	260
National Non-Domestic Rates	(16,519)	(16,519)	-
Total Local Government Finance Settlement	(25,039)	(25,299)	260
Council Tax Precept	(47,851)	(49,315)	1,464
Total Funding	(79,277)	(82,163)	2,886

Figure 2 - Reconciliation of Movement in Council Tax

	2021-22 Budget	2022-23 Budget	Variance favourable / (adverse)	%
Council Tax Base - Band D Properties	647,706	654,649	6,943	1.1%
Council Tax (Band D)	£73.89	£75.33	£1.44	1.95%
Total Council Tax Funding - £000's	£47,859	£49,315	£1,456	3.0%

£'000s	
Council Tax Funding 2021-22	£47,859
Council Tax Base Growth 1.1% - £000's	£523
Council Tax Precept 1.95% - £000's	£933
	£1,456
Council Tax Funding 2022-23	£49,315

3. Context/Summary

3.1 Essex County Fire and Rescue Service (ECFRS) has an ambitious and exciting improvement programme with the aim of ensuring that it provides the most efficient and effective service to the people of Essex. The improvement priorities are detailed in the Fire and Rescue Plan 2019-2024 under the vision of: “safe and secure communities are the bedrock on which we build success and well-being for all.” The improvement priorities are turned into operational reality in the Integrated Risk Management Plan 2020-2024 and the investment articulated in the Medium-Term Financial Plan 2020-2024.

3.2 ECFRS is making good progress on delivering against the Fire and Rescue Plan priorities and, in acknowledgement of the considerable work still to do, has set the following as the improvement and investment priorities for 2022-2023:

- Fire protection – embedding the outcomes of the Building Risk Review into the Risk Based Inspection Programme. Ensuring the Service has the necessary resources to deliver the role it will have as part of the revised Building Safety Regulations.
- Increasing investment in Prevention based activities to protect those most vulnerable from fire and contribute towards the Safer Essex Road Partnership vision zero.
- Investing in Operational training – ensuring that our fire fighters have access to quality training and facilities enabling them to be properly prepared to respond to the risks faced.
- Supporting On call firefighters – increasing our recruitment and improving our retention of on call firefighters, in addition to exploring flexible crewing models to improve response times.
- Transforming the way we work through investment in ICT – updating our systems and hardware to improve productivity and connectivity, including a new Mobilising and Command system at our Fire Control function at Kelvedon Park.
- Supporting the leaders of today and developing the leaders of tomorrow by investing in a Learning and Development service-wide programme to support staff in their current and any future roles as part of our workforce planning.
- Implementation of national fire standards to ensure the adoption and delivery of good practice and supporting national interoperability and greater efficiencies.
- To ensure the property portfolio is appropriate and fit for purpose and able to meet the support and wellbeing needs of our workforce.

3.3 The budget is set against the ongoing impact of the Covid 19 pandemic. Although we are in a different stage of the pandemic as compared to the prior year, there continues to be uncertainty regarding the impact on council tax and non-national domestic rate collections within the County. The billing authorities across Essex have submitted council tax figures for both the tax base and collection account. These have been shared with the Authority and have been used to inform the budget process.

- 3.4 In 2021-22 Pay costs were budgeted in line with the government announcement that there was to be a public sector pay freeze. In the fire sector, pay is determined through negotiations with the National Joint Council (NJC).

In June 2021, it was agreed that grey book staff were to be awarded a 1.5% pay award, which has created an additional financial pressure of £0.65m in the 2022-23 budget.

In October 2021, a final national pay offer of 1.75% was made to Green book staff, which equates to an additional cost pressure of £0.27m and has been included within the 2022-23 budget. This pay award has not been accepted. A UNISON ballot has resulted in no Industrial Action to be taken and we await further information regarding this pay award.

- 3.5 On 7 September 2021, the government announced an increase in employer's national insurance contributions of 1.25% which is effective from April 2022. The government announced plans to compensate public sector organisations for this increase.

- 3.6 The Chancellor's Spending Review was announced on 27 October 2021. The key announcement made was the removal of the public sector pay freeze announced in 2021-22, however as mentioned above, it should be noted that pay in the fire sector is determined through negotiations with the National Joint Council (NJC).

- 3.7 On 16 December 2021, the Government announced a single year provisional local government finance settlement agreement for 2022-23. The headlines from this announcement were:

- Fire and Rescue Authorities will be able to increase council tax bills by up to 2% without the need to hold a referendum.
- An inflationary increase would be applied to the revenue support grant. This results in an increase from £8.52m in 2021-22 to £8.78m in 2022-23, as reflected in Figure 1 above.
- The creation of a one off non ringfenced Services Grant of £1.1m. The grant will compensate the Authority for the 1.25% increase in Employers National Insurance costs and will support other one-off key investments in the Service.

- 3.8 The budget process has involved the Service Leadership Team and direct budget holders working alongside finance business partners to determine the staffing and resource requirements for 2022-23. There continues to be alignment between the whole-time firefighter headcount budget for 2022-23 and the agreement around crewing levels in the Dispute Resolution Agreement (2017) with the FBU.

3.9 The main risk areas associated with the budget are:

- **National Pay Settlements** - Pay costs for 2022-23 have been budgeted at 2%. Negotiations on the pay settlement will take place at the NJC and if any agreement was made in excess of this amount, then this will create an unfunded year on year pay pressure, which will need to be funded by savings.

Pay costs for 2022-23 also include the 1.75% pay award that was made to Green book staff in 2021-22. This pay award has not been accepted. A UNISON ballot has resulted in no Industrial Action to be taken and we await further information regarding this pay award.

In the event that further any agreement was made in excess of this amount, then this will create an unfunded year on year pay pressure, which will need to be funded by savings.

- **Employers National Insurance** - On 7 September 2021, the government announced an increase in employer's national insurance contributions of 1.25% which is effective from April 2022. The government announced at the time that this plans to compensate public sector organisations for this increase, which will create an additional cost pressure of the Authority of £0.46m. The Services Grant announced as part of the 2022-23 provisional local government settlement will cover this additional cost pressure, but there is currently no certainty over the funding of this in future years.
- **Firefighters Pension Schemes** - National changes in employer contribution rates for firefighters' pension schemes came into effect from April 2019, following a revaluation of firefighters' pension schemes. The national average increase was material at 12.6% of pensionable pay, which equated to an additional cost burden to the Authority of £3.8m. The government has provided annual S31 grant of £3.5m to cover most of the additional cost pressure. It was announced in the 2021-22 final local government finance settlement agreement that from 2022-23, the pensions grant would be incorporated into baseline funding. This was not reflected in the 2022-23 provisional local government finance settlement.

There remains uncertainty around the financial impacts resulting around the remedies on the firefighter's pension scheme (McCloud/Sergeant), which include:

- Increased Employer Contributions – There is currently no information on what the cost of the remedy will be, and how this will be funded. The employer's contribution rates are expected to increase to take account of the cost of remedy. The next adjustment is expected 1 April 2024, in line with the latest actuarial valuation.

- Pension administration costs – amendments to software will be required to our third-party administrator and an increase in general pension administration resource. There has been no increase in budget made for these costs, on the basis that the Authority received a grant of £0.1m in April 2021 to utilise against such costs.
- **Local Government Finance Settlement** - The provisional local government finance settlement is a one-year settlement as opposed to the three years originally expected. The provisional local government finance settlement will be £25.29m for 2022-23 (compared with £25.03m for 2021-22), with the increase representing an inflationary increase on the revenue support grant. The short-term nature of this settlement means that there is uncertainty and risk in the medium term over funding levels.
 - **Council Tax and National Non-Domestic Rate Collections** - Business and Council tax collections have been impacted as a result of the CoVID 19 pandemic. This budget has been prepared on the latest information provided from the districts. Any adverse movements from these estimates, would need to be funded using reserves or savings.
 - **Section 31 Grants** – These Grants total £7.5m and are allocated on an annual basis. Only the Service Grant of £1.1m has been confirmed for 2022-23 as part of the provisional local government finance settlement, but we expect all other Grants to continue on a flat cash basis.

3.10 The Summary budget for 2022-23 is set out in Figure 3 and the 2021-22 Forecast is set out in Figure 4

Figure 3 - Budget Summary

	Core Budget 2021-22 £'000s	Earmarked Reserves Budget 2021-22 £'000s	Published Budget 2021-22 £'000s	Core Budget 2022-23 £'000s	Earmarked Reserves Budget 2022-23 £'000s	Proposed Budget 2022-23 £'000s	Core Budget variance 2021-22 v 2022-23 £'000s	% variance favourable/ (adverse)	Total Budget variance 2021-22 v 2022-23 £'000s	% variance favourable/ (adverse)
Wholetime Firefighters	34,061	279	34,340	35,475	862	36,337	(1,414)	(4%)	(1,997)	(6%)
On Call Firefighters	7,081	-	7,081	7,263	-	7,263	(182)	(3%)	(182)	(3%)
Control	1,568	-	1,568	1,604	-	1,604	(36)	(2%)	(36)	(2%)
Support Staff	14,986	89	15,075	16,018	714	16,732	(1,032)	(7%)	(1,657)	(11%)
Total Employment Costs	57,696	368	58,064	60,360	1,576	61,936	(2,664)	(5%)	(3,872)	(7%)
Support Costs	1,838	310	2,148	1,605	300	1,905	233	13%	243	11%
Premises & Equipment	10,024	-	10,024	10,109	100	10,209	(85)	(1%)	(185)	(2%)
Other Costs & Services	3,278	-	3,278	3,422	-	3,422	(144)	(4%)	(144)	(4%)
Ill health pension costs	2,276	-	2,276	2,184	-	2,184	92	4%	92	4%
Financing Items	6,215	-	6,215	5,897	-	5,897	318	5%	318	5%
Innovation & Change Program Costs	-	1,151	1,151	-	-	-	-	-	1,151	100%
Total Other Costs	23,631	1,461	25,092	23,217	400	23,617	414	2%	1,475	6%
Gross Expenditure	81,327	1,829	83,156	83,577	1,976	85,553	(2,250)	(3%)	(2,397)	(3%)
Operational income	(975)	-	(975)	(1,414)	-	(1,414)	439	45%	439	45%
Net Expenditure before Funding	80,352	1,829	82,181	82,163	1,976	84,139	(1,811)	(2%)	(1,958)	(2%)
Funding										
Government Grants	(6,387)	-	(6,387)	(7,549)	-	(7,549)	1,162	18%	1,162	18%
Revenue Support Grant	(8,520)	-	(8,520)	(8,780)	-	(8,780)	260	3%	260	3%
National Non-Domestic Rates	(16,519)	-	(16,519)	(16,519)	-	(16,519)	-	-	-	-
Council Tax	(47,851)	-	(47,851)	(49,315)	-	(49,315)	1,464	3%	1,464	3%
Total Funding	(79,277)	-	(79,277)	(82,163)	-	(82,163)	2,886	4%	2,886	4%
Funding (Shortfall) / Surplus	(1,075)	(1,829)	(2,904)	-	(1,976)	(1,976)	1,075	(100%)	928	32%
Cont'ns to/(from) Earmarked Reserves		(1,829)	(1,829)		(1,976)	(1,976)	-	-	(147)	8%
Cont'ns to/(from) General Reserves	(1,075)	-	(1,075)	-	-	-	1,075	100%	1,075	100%
Net (Shortfall)/Surplus	-	-	-	-	-	-	-	0%	-	0%

Figure 4 - Forecast against budget position

	Core Budget 2021-22 £'000s	Earmarked Reserves Budget 2021-22 £'000s	Published Budget 2021-22 £'000s	Core Forecast 2021-22 £'000s	Earmarked Reserves Forecast 2021-22 £'000s	Total Forecast 2021-22 £'000s	Core Budget v Forecast £'000s	% variance favourable/ (adverse)	Total Budget v Forecast £'000s	% variance favourable/ (adverse)
Wholetime Firefighters	34,061	279	34,340	34,513	586	35,099	(452)	(1%)	(759)	(2%)
On Call Firefighters	7,081	-	7,081	7,361	-	7,361	(280)	(4%)	(280)	(4%)
Control	1,568	-	1,568	1,582	-	1,582	(14)	(1%)	(14)	(1%)
Support Staff	14,986	89	15,075	15,242	671	15,913	(256)	(2%)	(838)	(6%)
Total Employment Costs	57,696	368	58,064	58,698	1,257	59,955	(1,002)	(2%)	(1,891)	(3%)
Support Costs	1,838	310	2,148	2,034	347	2,381	(196)	(11%)	(233)	(11%)
Premises & Equipment	10,024	-	10,024	10,054	776	10,830	(30)	(0%)	(806)	(8%)
Other Costs & Services	3,278	-	3,278	3,280	336	3,616	(2)	(0%)	(338)	(10%)
Ill health pension costs	2,276	-	2,276	2,250	-	2,250	26	1%	26	1%
Financing Items	6,215	-	6,215	5,316	-	5,316	899	14%	899	14%
Innovation & Change Program Costs	-	1,151	1,151	-	-	-	-	-	1,151	-
Total Other Costs	23,631	1,461	25,092	22,934	1,459	24,393	697	3%	699	3%
Gross Expenditure	81,327	1,829	83,156	81,632	2,716	84,348	(305)	(0%)	(1,192)	(1%)
Operational income	(975)	-	(975)	(1,309)	-	(1,309)	334	34%	334	34%
Net Expenditure before Funding	80,352	1,829	82,181	80,323	2,716	83,039	29	0%	(858)	(1%)
Funding										
Government Grants	(6,387)	-	(6,387)	(7,100)	-	(7,100)	713	11%	713	11%
Revenue Support Grant	(8,520)	-	(8,520)	(8,520)	-	(8,520)	-	-	-	-
National Non-Domestic Rates	(16,519)	-	(16,519)	(16,519)	-	(16,519)	-	-	-	-
Council Tax	(47,851)	-	(47,851)	(47,963)	200	(47,763)	112	0%	(88)	(0%)
Total Funding	(79,277)	-	(79,277)	(80,102)	200	(79,902)	825	1%	625	1%
Funding (Shortfall) / Surplus	(1,075)	(1,829)	(2,904)	(221)	(2,916)	(3,137)	854	(79%)	(233)	(8%)
Cont'ns to/(from) Earmarked Reserves		(1,829)	(1,829)		(2,916)	(2,916)	-	-	(1,087)	(59%)
Cont'ns to/(from) General Reserves	(1,075)	-	(1,075)	(221)	-	(221)	854	79%	854	79%
Net (Shortfall)/Surplus	-	-	-	-	-	-	-	0%	-	0%

3.11 ECFRS is making good progress on delivering against the Fire and Rescue Plan priorities and, in acknowledgement of the considerable work still to do, has set the following as the improvement and investment priorities for 2022-23:

- Fire protection
- Operational training
- On call firefighters
- ICT transformation
- Learning and Development.
- Ensuring the Property Portfolio is appropriate and fit for purpose.

3.12 The analysis of the key income and expenditure headings for the Authority's budget are:

- **Local Government Finance Settlement** - The provisional local government finance settlement for 2021-22 was announced on 16th December 2021. The basis of the provisional settlement for 2022-23 including the profile of Revenue Support Grant and National Non-Domestic Rates (NNDR) are set out in Figure 1.
- **Council Tax** - The Commissioner's Precept Survey was live between 3 November 2021 and 21 December 2021. A total of 1,531 residents responded to the questions relating to the Fire and Rescue Precept. Of those respondents, 67% were prepared to pay more so the service can continue to fund inflationary pressures and to invest in fire protection, operational training and on call recruitment.

31% of respondents are prepared to pay an increase of 5% which would cover all of the £1.5m investments that the service would like to make in fire protection, operational training and on call recruitment/ retention.

Council tax income has been based on the Commissioner's proposal of an increase in the precept of 1.95%. The precept payable for a Band D Council tax property will increase from £73.89 to £75.33, a change of £1.44 per year and would generate additional council tax receipts of £0.93m.

Council tax receipts are also impacted by year-on-year growth a result of the increase in the Tax Base using the latest information provided by the districts, there is an increase in the tax base of 1.1% as compared to the prior year. This will generate £0.53m in additional council tax receipts. The details are shown in Figure 1 and 2.

ECFRS has aligned itself with the County Council and agreed with the billing authorities to share the precepting authorities' gains from resourcing a dedicated team to improve council tax collection performance.

- **Specific Government Grants Income** - is budgeted at £7.54m for 2022-23. Comparatives against the 2021-22 forecast and budget are shown in Figure 5

Figure 5 – Summary of Specific Government Grants

	Budget 2021-22 £'000s	Forecast 2021-22 £'000s	Budget 2022-23 £'000s	Bud 2022-23 to F'Cast 2021-22 Variance favourable/ (adverse) £'000s	% variance favourable/ (adverse)
Urban Search & Rescue	(857)	(857)	(857)	-	-
Firelink	(662)	(619)	(617)	(2)	(0%)
Business Rates Relief Support	(1,340)	(1,340)	(1,404)	64	5%
Local Council Tax Supplement	-	(752)	-	(752)	(100%)
Services Grant	-	-	(1,154)	1,154	100%
Pension Top up	(3,517)	(3,517)	(3,517)	0	0%
Other	(11)	(15)	-	(15)	(100%)
Total Specific Government Grants	(6,387)	(7,100)	(7,549)	449	6%

3.13 2022-23 includes the Services grant of £1.1m that was announced in the provisional local government finance settlement.

3.14 Other Operational Income - is budgeted at £1.41m for 2022-23. Comparatives against the 2020-21 forecast and budget are shown in Figure 6.

Figure 6 – Summary of Other Operational Income

	Budget 2021-22 £'000s	Forecast 2021-22 £'000s	Budget 2022-23 £'000s	Bud 2022-23 to F'Cast 2021-22 Variance favourable/ (adverse) £'000s	% variance favourable/ (adverse)
Cycle to Work Scheme	(30)	(35)	(30)	(5)	(14%)
Childcare Vouchers	(65)	(50)	(60)	10	20%
Canteen Income	(50)	(42)	(64)	22	52%
Sale of Vehicle Spares	(25)	(42)	(25)	(17)	(40%)
Aerial Sites	(156)	(148)	(130)	(18)	(12%)
Solar Panel Income	(50)	(46)	(65)	19	41%
Hydrant Tests	(90)	(51)	(80)	29	57%
Lease Cars - Employee Contributions	(15)	(11)	(6)	(5)	(45%)
General Sales	-	(11)	-	(11)	(100%)
Service Charges	(1)	(1)	(1)	(0)	(40%)
Secondments	-	(125)	(165)	40	32%
Community Safety general	-	(18)	(78)	60	(333%)
Labour Credit	(55)	(66)	(55)	(11)	(17%)
Section 13/16	(45)	(62)	(60)	(2)	(3%)
Provision of Hire Vehicles & Equipment	(2)	(2)	-	(2)	(100%)
Rent	-	(2)	-	(2)	(100%)
Interest Received Short Term Investments	(25)	(13)	(10)	(3)	(23%)
Community Safety Youth Work	(100)	(89)	(115)	26	29%
Shared Services Income	(182)	(422)	(300)	(122)	(29%)
Other Miscellaneous Income	(84)	(73)	(170)	97	134%
Other Operational Income	(975)	(1,309)	(1,414)	105	8%

3.15 Employment Costs equate to c.74% of the Authority's core budget, with the numbers of firefighters employed being the most significant element. The budget reflects further recruitment and planned retirements of firefighters in the year. Analysis of the Staff Establishment are shown in Figure 7. Specific analysis of the movements in Wholetime Firefighters and Green Book Staff being shown in Figure 8 and 9.

Figure 7 – Staff Numbers

Staff Budget (Full Time Equivalent)	2021-22 Budget	Movement	2022-23 Budget
Wholetime Firefighters	644	(10)	634
On-Call Firefighters	456	5	461
Control Staff	35	(1)	34
Operational and Admin Support	302	(3)	299
Total	1,437	(9)	1428

Figure 8 – Wholetime Firefighter Establishment

	2021-22 Budget	Movements	2022-23 Additional Roles	2022-23 Budget
Watch Based Wholetime	480	-	-	480
Watch Based Day Crew	13	(10)	-	3
Whole Time Protection	26	(1)	4	29
Whole Time Prevention	14	(10)	-	4
Whole Time Operational Training	29	-	6	35
Whole Time Other Non Watch Based	82	-	1	83
Total Wholetime Firefighters	644	(21)	11	634

Figure 9 – Green Book Establishment

	2021-22 Funded Establishment	Movement	2022-23 Additional Roles	2022-23 Budget
Station Group Management	10	0		10
Protection & Grenfell Infrastructure	27	-		27
Prevention	29	5		34
Operational Training	10	3		13
Learning & Development (Training)	-	4		4
Human Resources	35	(5)		30
Operational Policy	3	-		3
Technical Services	5	0		5
Health & Safety	4	-	1	5
Workshops Engineering & Management	39	(1)		38
Property Services	15	(0)		15
Other Admin Support Green Book Roles	125	(11)		114
Total Green Book	302	(4)	1	299

** Includes ICT/Finance & Pay/ Procurement/Service Leadership Team/Corporate Comms/Innovation & Change

3.16 Overall, there have been a reduction in establishment of 14 full time equivalents, with the main points being:

- Resources to enable the full conversion from Day Crewed to On-call to take place, which will be funded from Earmarked Reserves.
- Within 2021-22 a review of the Prevention Team was undertaken, to ensure that the structure of the team could deliver the published Prevention Strategy 2020-2024. This resulted in a reduction of 5 roles within the Prevention Team (a reduction in 10 Grey Book Roles and an increase of 5 Green Book roles).
- Within 2021-22 there was a reduction of 1 wholetime fire protection post which was a result of converting 2 posts to 1 post.
- Within the 2022-23 budget, there has been inclusion of 10 additional wholetime firefighter roles. This includes 6 additional operational training roles which have previously been funded by Earmarked Reserves and 4 additional roles within Fire Protection.

3.17 In addition to the numbers of staff employed, several other elements influence the overall employment costs. This includes pension costs which are mentioned below:

- **Firefighter Pension Schemes** - The budget for firefighters' pension costs is based on the current run rates of contribution. These average at 28.24% for whole-time firefighters and 25.25% for On-Call firefighters.
- **Local Government Pension Scheme (LGPS)** - The budget for LGPS pension costs is based on the current run rate of contribution. This is 18.94%.

3.18 **Non pay costs** – The Core Budget for non-pay costs for 2022-23 is £23.21m, the prior year budgeted baseline non pay cost was £23.63m, and therefore there is a reduction of £0.42m. The key movements are:

- £0.3m reduction in Financing items because of a reduction in the Capital Finance charge.
- £0.2m reduction in Support costs as the result of a new Workwear contract and a reduction in Travel and Subsistence.
- (£0.1m) increase in Other Costs. This includes £0.25m relating to One Off Consultancy Costs to support the relocation of Fleet Workshops and the Fire Training Centre at Weathersfield. These are to be specifically funded by the Services Grant.
- (£0.1m) an increase in premises and equipment driven by an increase in utility costs.

4. Medium Term Financial Strategy (MTFS)

4.1 The latest Medium Term Financial Strategy is laid out in Figure 10 and shows the key MTFS movements since that presented at the September 2021 Strategic Board.

Figure 10 – Summary MTFS Movements since December 2021 Strategic Board

MTFS as at September 2021 Strategic Board

Actuals		Medium Term Financial Strategy 2021/22-2024/25				
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
		80.9	82.4	83.2	84.5	331.0
		(0.6)	(0.7)	0.0	0.0	(1.3)
78.0	80.9	80.3	81.7	83.2	84.5	329.7
0.0	0.1	2.4	1.0	0.4	0.0	3.8
(77.9)	(81.7)	(80.1)	(80.5)	(81.9)	(83.5)	(326.0)
0.1	(0.7)	2.6	2.2	1.7	1.0	7.5
0.0	(0.1)	(2.4)	(1.0)	(0.4)	0.0	(3.8)
(0.1)	0.8	(0.2)	(1.2)	(1.3)	(1.0)	(3.7)

MTFS as at January 2022

Actuals		Medium Term Financial Strategy 2021/22-2024/25				
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
		80.9	84.0	84.1	87.1	336.1
		(0.6)	(1.8)	0.0	0.0	(2.4)
				(1.0)	(2.3)	(3.3)
		(0.6)	(1.8)	(1.0)	(2.3)	(5.7)
78.0	80.9	80.3	82.2	83.1	84.8	330.4
0.0	0.1	2.7	1.9	0.4	0.0	5.0
(77.9)	(81.7)	(80.1)	(82.2)	(83.1)	(84.8)	(330.2)
0.1	(0.7)	2.9	1.9	0.4	0.0	5.2
0.0	(0.1)	(2.7)	(1.9)	(0.4)	0.0	(5.0)
0.1	0.8	(0.2)	0.0	0.0	0.0	(0.2)

MTFS Movement since September 2021

	2021/22 £m	2022/23 £m	2023/24 £m	2023/24 £m	Total £m
General Fund (shortfall)/ Surplus in September 2021 MTFS	(0.2)	(1.2)	(1.3)	(1.0)	(3.7)
Favourable / (Adverse) movement in General Fund Balance	0.0	1.2	1.3	1.0	3.5
General Fund (shortfall)/ Surplus in January 22 MTFS	(0.2)	0.0	0.0	0.0	(0.2)

4.2 The key movements in the MTFS for 2022-23 are as a result of the following movements. These total £1.2m:

- £0.5m savings in the Base Budget resulting from Day Crew Transitional Resources being funded from Earmarked Reserves.
- £0.4m relating to savings in support staff costs.
- £0.2m savings in wholetime costs resulting from the removal of some 2022-23 budget bids.
- £0.1m relating to additional council tax funding, as a result of the latest tax base information provided by the districts.

4.3 The Authority is considering further investments, and these have been included within the MTFS from 2023-24 as follows:

Future Investment			
	2023/24 £m	2024/25 £m	Total £m
On Call Training and Support (8 FTE)	(0.5)	(0.5)	(1.0)
Fire Protection Officers and Fire Protection Capability (13 FTE Phased over 2 Years)	(0.3)	(0.8)	(1.1)
Total Cost	(0.8)	(1.3)	(2.1)

4.4 **On Call Training and Support** - Through the Authorities On Call Development Board, a review of the structure to support On call will be carried out in 2022-23. Included within the MTFS from 2023-24 is the inclusion of £0.5m for increases in establishment.

4.5 **Fire Protection Officers and Fire Protection Capability** – The budget for 2022-23 includes investment in 4 Fire Protection roles. From 2023-24 the MTFS includes further investment in the Uplift of Fire Protection to respond to the expected requirements of the Building Safety Bill. The investment that has been included within the MTFS are phased over a two year period and is based upon a provisional assessment that has been made.

Business cases will be prepared in 2022-23 to decide on the benefits for each area and a decision whether to progress with these investments and convert them to Core Business. These investments are the driver for the deficit showing within the MTFS in 2023-24 and 2024-25 and savings will need to be made in order to fund these investments and to balance the budget.

4.6 The Authority is looking to set up an Efficiency Forum in 2022-23, to centrally capture the benefits of service wide initiatives. This will also identify areas of cashable savings that can be used to reinvest into service priorities.

5. Capital Expenditure Budget

5.1 The proposed **Capital Budget for 2022-23** is set out in Figure 11, the most significant capital projects are:

- £1.2m redevelopment of Shoeburyness fire station.
- £1.35m investment in operational training facility improvement. This project will start in 2021-22 and has a total capital cost of £1.49m.
- £1.37m investment in ICT as per the Approved Digital and Data Strategy. The main investment being in the ICT Infrastructure across all locations.
- £1.7m investment in a new Control Room System. This project started in 2021-22 and has a total capital cost of £1.9m.
- £1.3m investment in new appliances. 10 appliances have been ordered in 2021-22 for a total cost of £2.3m. Due to supply issues there has been a delay in delivery and the capital budget is based on the current delivery expectation.

Figure 11 - Capital Expenditure Budget and Programme

Actual 2020-21 £'000s		Published Budget 2021-22 £'000s	Forecast 2021-22 £'000s	Proposed Budget 2022-23 £'000s	Forecast 2023-24 £'000s	Forecast 2024-25 £'000s
	New Premises					
-	Service Workshops	250	-	-	1,500	3,500
	Existing Premises					
1,318	Asset Protection	1,700	1,533	1,300	1,300	1,300
	Asset Improvement Works					
94	Shoeburyness	1,000	11	1,224	-	-
106	Training works - On Site BA Chambers	1,078	145	1,350	-	-
-	Wethersfield Replacement	-	-	-	1,500	1,500
1,518	Total Property	4,028	1,689	3,875	4,300	6,300
76	Equipment	120	86	290	1,210	-
	Information Technology					
398	Digital & Data Strategy		268	1,377	447	221
-	Other Projects		224	2,176	-	-
398	Total Information Technology	537	493	3,553	447	221
	Vehicles					
-	New Appliances	1,760	980	1,350	3,029	3,029
767	Other Vehicles	686	334	670	272	1,193
767	Total Vehicles	2,446	1,314	2,021	3,301	4,222
2,759	Total Capital Expenditure	7,131	3,582	9,738	9,257	10,743
	- Funding from Capital Receipts Reserve	-	(226)	(4,526)	(3,000)	(5,000)
2,759	Net Capital Expenditure	7,131	3,355	5,212	6,257	5,743

5.2 In order to fund the capital programme, the service will make use of its Capital Receipts Reserve to fund a number of key capital projects. This is a more progressive stance for the Authority and ensures that the Minimum Revenue Provision (MRP) can be set at £4.6m, which is a reduction of £0.35m compared to the prior budget.

Usable Reserves – Useable Reserves are those that the Authority have set aside to provide services. The Authority has the following useable reserves:

General Reserves - These are held by the Authority and managed to balance funding and spending priorities and to manage risks. These are established as part of the medium-term financial planning process.

The Authority needs to hold an adequate level of general reserves to provide:

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- A contingency to cushion the impact of unexpected events.
- A means of smoothing out large fluctuations in spending requirements and/or funding available.

The current level of general reserves usage is shown in Figure 12 and is reflective of the MTFs positions shown in Figure 10.

Figure 12 - Movements in General Reserves

	Projected Balance at 31 March 2022 £'000s	Projected Balance at 31 March 2023 £'000s	Projected Balance at 31 March 2024 £'000s	Projected Balance at 31 March 2025 £'000s
General Reserves - Opening Year Balance	4,351	3,330	3,330	3,330
Surplus / (Deficit) In Year	(221)	-	-	-
Transfer from / (to) Earmarked Reserves	(800)	-	-	-
General Reserves - Closing Year End Balance	3,330	3,330	3,330	3,330
General Reserve Closing Balance as a % of Total Budget	4.05%	3.96%	3.97%	3.93%

5.3 It is projected that there will be a transfer of £0.8m to Earmarked Reserves, to fund specific projects like On Call Support and Innovation and Transformation. This will be finalised as part of the Reserves Strategy being presented at the March 2022 Strategic Board.

Earmarked Reserves - The Authority has established specific reserves to manage key financial risks and to support the transformation of the service to ensure it is fit for the future and will deliver on the priorities in the Fire and Rescue Plan:

Figure 13 shows the current and future planned level of each Earmarked reserve:

Figure 13 - Movements in Earmarked Reserves

	Published Balance at 31 March 2020 £000's	Forecast Addition / (Use) £000's	Tfr (to) / from General Reserve £000's	Published Balance at 31 March 2021 £000's	Forecast Addition / (Use) £000's	Tfr (to) / from General Reserve £000's	Projected Balance at 31 March 2022 £000's	Forecast Addition / (Use) £000's	Projected Balance at 31 March 2023 £000's	Forecast Addition / (Use) £000's	Projected Balance at 31 March 2024 £000's
<u>Earmarked Contingency Reserves</u>											
Demand Pressures	600	0	0	600	0	0	600	0	600	0	600
Taxbase & Collection Account Reserve	200	0	0	200	(200)	0	0	0	0	0	0
National Non Domestic Rates Collection Reserve	200	3,019	0	3,219	(3,019)	0	200	0	200	0	200
Rolling Budgets Reserve	85	0	(85)	0	0	0	0	0	0	0	0
Risk Protection	250	235	(200)	285	0	0	285	0	285	0	285
Business Continuity	150	0	(150)	0	0	0	0	0	0	0	0
	1,485	3,254	(435)	4,304	(3,219)	0	1,085	0	1,085	0	1,085
<u>Earmarked Reserve - Productivity</u>											
On Call - Support	400	0	0	400	(317)	300	383	(48)	336	0	336
Invest to Save	495	0	0	495	0	0	495	0	495	0	495
Innovation & Transformation	4,000	0	0	4,000	(976)	500	3,524	(1,110)	2,414	(153)	2,261
	4,895	0	0	4,895	(1,293)	800	4,402	(1,157)	3,245	(153)	3,092
<u>Earmarked Reserve - Specific Purpose</u>											
Unspent Government Grant - Covid 19	262	541	0	803	(350)	0	453	0	453	0	453
Operational Training Reserve	1,000	0	0	1,000	(378)	0	622	(215)	407	0	407
Learning & Development Programme	1,400	0	0	1,400	(200)	0	1,200	(300)	900	(300)	600
Community Safety Programme - Sprinkler Support	600	0	(120)	480	0	0	480	0	480	0	480
LGPS Deficit	884	0	(285)	599	(295)	0	304	(304)	0	0	0
	4,146	541	(405)	4,282	(1,223)	0	3,059	(819)	2,240	(300)	1,940
Total Earmarked Reserves	10,526	3,795	(840)	13,481	(5,735)	800	8,546	(1,976)	6,570	(453)	6,117

£1.9m of Earmarked Reserves are planned to be utilised in 2022-23.

This includes investment of £1.1m in innovation and transformation, £0.3m in On Call Liaison Officers to assist with On Call Support, £0.3m in Learning and Development and £0.215m in Operation Training.

The key investments proposed from the innovation and transformation reserve include:

- £0.6m relates to Transitional Support required on the day crew station conversions
- £0.37m investment in ICT transformation as part of the Data and Digital Strategy
- £0.10m in relation to feasibility studies.

5.4 Capital Receipts Reserve - Capital Receipts are generated from the sale of surplus assets.

The use of the Capital Receipts Reserve is governed by regulations, and they can only be spent on certain expenditure, which includes:

- Capital Financing of new expenditure.
- Repayment of Debt
- Funding the costs of disposals

Figure 14 shows the current and future planned level of the Capital Receipts Reserve, which takes into account the funding of the Capital programme per Figure 11.

The projected sale of assets relates to the remaining housing sales which are part of the draw crew conversion project.

Figure 14 - Movements in Capital Receipts Reserves

	Projected Balance at 31 March 2022 £'000s	Projected Balance at 31 March 2023 £'000s	Projected Balance at 31 March 2024 £'000s	Projected Balance at 31 March 2025 £'000s
Capital Receipts Reserve - Opening Year Balance	9,669	13,939	9,413	6,413
Projected Sale of Assets	4,496	0	0	0
Utilised in Year	(226)	(4,526)	(3,000)	(5,000)
Capital Receipts Reserve - Closing Year End Balance	13,939	9,413	6,413	1,413

Report title: 2022/23 Proposed Police Precept	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner for Essex	
Date: 3 February 2022	For: Approval
Enquiries to: Janet Perry Strategic Head of Performance and Resources Essex PFCC E-mail: janet.perry@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 To present the PFCC's proposed police precept for 2022/23.
- 1.2 The PFCC made a strategic commitment to prevention in the Police and Crime Plan, 2021 to 2024. (see <https://www.essex.pfcc.police.uk/what-we-are-doing/police-and-crime-plan/>). This is a shift in our main effort from rapid response into a model of targeted prevention and early intervention, which is the approach that will help us get crime down across Essex. The overall level of resources in the proposed budget will enable us to deliver against the ambitions set out in the Police and Crime Plan 2021 to 2024, the Government's Beating Crime Plan, meeting our legal responsibilities, and our national obligations to the Strategic Policing Requirement and will make a significant difference to our ability to positively affect the communities we serve.
- 1.3 The PFCC completed a public survey on the precept, which ran from 3 November 2021 to 21 December 2021. The headlines from the survey were:
 - 2,052 people responded to the survey
 - 50% of people were prepared to pay more to invest in policing
 - 79% of people who gave a view said they were prepared to pay up to an additional £10 per annum or more to invest in policing.

2. Recommendations

- 2.1 The PFCC proposes a precept increase of 4.79%, equivalent to an increase of £9.99 a year, from £208.53 to £218.52 for a Band D property, raising an additional £6.55 million of council tax receipts.
- 2.2 The Police, Fire and Crime Panel is invited to review and report back to the PFCC on this proposed precept.

3. PFCC's Precept Proposal

- 3.1 Since being elected in 2016 the Commissioner has led a local and national drive to increase funding in Policing which has been strongly supported by the Panel. Having secured support from central Government and through both increased precept freedom and more central funding the Commissioner will have been able to fund the recruitment of over 900 additional officers, which is a 32% increase.
- 3.2 These additional officers will make the force the largest and strongest it has ever been. Importantly this extra strength should also enable the force to make significant progress in preventing crime, tackling drug driven violence, protecting the vulnerable and supporting victims of crime.
- 3.3 On 16 December 2021, the Government issued the Police Provisional funding settlement for 2022/23, which:
- Allows £10 precept flexibility without triggering a referendum
 - Provides £536 million for recruitment of 8,000 additional officers nationally, by March 2023
 - Which results in 180 additional officers for Essex of which ten are for the Regional Organised Crime Unit (ROCU).
- 3.4 Prior to the publication of the settlement, two working group meetings were held with members of this Panel to discuss the development of the budget and the assumptions and expectations ahead of the announcement. A further working group meeting was then held once the impact of the settlement had been reflected in the proposed budget. The PFCC would like to once again, record his sincere thanks to those members involved and for their invaluable contribution to the 2022/23 budget setting process.
- 3.5 It is clear that as a country we are under intense financial pressure, and every penny we spend needs to be justified. In preparing this proposal we have been through the budgets for the service and scrutinised the proposals thoroughly. We have also continued to improve the efficiency, with the Essex Police budget including £3.757 million of additional recurring efficiency savings that will be reinvested in the frontline, as well as £0.905 million of additional one-off savings in 2022/23.
- 3.6 Policing has had a very challenging two years with the complexity and impact on crime from the Government's Covid restrictions, followed by planning for what this has meant to crime and policing as the restrictions ease. As the country emerges from the COVID-19 pandemic restrictions, it is more vital than ever that we invest in our emergency services.
- 3.7 The funding position for the PFCC is set out in the table below, which reflects the funding laid out in the provisional settlement and council tax position from the billing authorities.

Table 1: Funding sources for 2022/23 compared to 2021/22

Funding Source	2021/22 Total	2022/23 Total	2022/23 Increase	
	£000	£000	£000	%
Home Office Core Police Grant	182,565	193,524	10,959	6%
Legacy Council Tax Grants	13,125	13,125	-	-
Police Core Settlement Grants	195,690	206,649	10,959	6%
Council Tax Precept	134,406	143,276	8,870	7%
Collection Fund Surplus	214	2,275	2,061	963%
Total General Funding	330,310	352,200	21,890	7%
Police Uplift Claimable Specific Grant	2,200	3,000	800	36%
Pensions Specific Grant	2,892	2,892	-	-
Total	335,402	358,092	22,690	7%

3.8 The Council tax precept income is driven by two elements:

- i) An increase in the precept of £9.99 from £208.53 in 2021/22 to £218.52 in 2022/23, an increase of 4.79%. This increases council tax receipts by £6.55 million.
- ii) A change in the tax base from 644,541 to 655,667 Band D equivalent properties. This increases council tax receipts by £2.32 million.

3.9 The Home Office Core Grant has increased to include the Essex share of the 8,000 officer growth in 2022/23 (180 officers) and the increase in employer's National Insurance Contributions.

4. Using additional funds to meet priorities of the Police and Crime Plan 2021 to 2024

4.1 2022/23 budget sets out the resources required to meet the strategic priorities set out in the Police and Crime Plan 2021 to 2024, for keeping Essex safe. The 2022/23 budget has been developed working alongside the Chief Constable and his Chief Officer Management Team as well as the Police, Fire and Crime Panel budget setting working group.

4.2 The 2022/23 budget requirement is £352.2 million, and analysis of the budget is contained within the following appendices:

- Appendix A: Letter from the Chief Constable requesting a precept increase of 4.79%, including 2022/23 budget summary and the Police Officer Growth Plan for 2022/23
- Appendix B: Letter from the PFCC to the Chief Constable in response to his letter at Appendix A
- Appendix C: 2022/23: Budget tables

4.3 The 2022/23 budget of £352.2 million proposes an increase in spend of £21.89 million. This increase in spend is due to £11.112 million of inflation and cost pressures and £13.674 million of new investment and service demands, which have been partially offset by proposed savings and use of one-off funding resources.

Table 2: Summary of Budget movement from 2021/22

Budget Proposal Summary	£000
Opening Budget	330,310
Recurring activity prior to 1 April 2021	24
2022/23 Base Budget	330,334
Inflation and Cost Pressures	11,112
New Investment and Service Demands	13,674
One-off Investment	6,116
Funding of one-off activity from base budget	(3,346)
2022/23 Base Budget plus growth	357,890
Savings (one-off)	(905)
Change in Pension Uplift - Claimable Specific Grant	(835)
Funding of one-off activity from reserves	(193)
Net Budget Requirement before savings	355,957
Savings (Recurring)	(3,757)
2022/23 Net Budget Requirement	352,200

4.4 Essex Police proposes growth of £27.556 million in 2022/23, the detail of this can be seen in table 3 below.

Table 3: Areas of growth for 2022/23

Areas of growth	£000
Unavoidable pay pressures, including pay awards, increments and employers National Insurance Contributions)	8,785
Contractual and legal pressures	1,438
Contractual inflation	889
Total inflation and cost pressures	11,112
Increase of 200 police officers (180 from National Police Uplift Programme and 20 from the precept increase)	7,609
Increase in South East Allowance for police officers	2,000
Service Demand Changes	1,201
Revenue consequences of Capital Programme	571
Investment in Force Control Room staffing capacity	875
Safer Streets and Violence and Vulnerability Initiatives	1,584
Other New investments and Service Demands	(166)
Total new investment and service demands	13,674
Revenue consequences of Capital Programme - one-off	1,605
Contractual and legal pressures - one-off	1,331
Detective remuneration incentive payments -one-off	723
Cost of policing Bank Holidays (above that covered in base)	701
Force tasking budget to cover anticipated demand	647
Investments in Data Analytics – one-off	350
Other New investments and Service Demands – one-off	760
Total one-off investment	6,116
Funding of one-off activity from base budget	(3,346)
Total Growth	27,556

4.5 The net budget requirement as shown in table 2, is allocated by subjective heading in the proposed summary revenue budget in table 4 below.

Table 4: Proposed Revenue Budget Summary for 2022/23

POLICE & CRIME COMMISSIONER FOR ESSEX			
REVENUE BUDGET SUMMARY - 2022/23			
	2021/22 Original Budget	2021/22 Forecast Outturn (Month 8)	2022/23 Proposed Budget
	£000	£000	£000
Employees			
Police Officer pay and allowances	196,956	202,657	215,313
PCSO pay and allowances	3,574	3,380	3,615
Police staff pay and allowances	87,709	89,726	93,899
Ill-health/medical pensions	4,496	4,087	4,247
Training	1,882	1,885	1,852
Other employee expenses	1,526	565	547
	296,143	302,300	319,473
Other Service Expenditure			
Premises	9,978	9,714	9,611
Transport	5,805	5,822	6,204
Supplies & services	36,871	34,639	42,688
Third party payments	9,347	7,609	7,874
	62,001	57,784	66,378
Gross Expenditure	358,144	360,085	385,851
Income	(29,690)	(35,159)	(35,006)
Net Cost of Services	328,454	324,925	350,845
Other Expenditure / (Income)			
Interest (receivable) / payable	77	(7)	52
Capital & other adjustments	2,181	2,132	796
	2,258	2,125	849
Net Expenditure	330,712	327,050	351,694
Transfer to/(from) Earmarked Reserves	798	(720)	712
Transfer to/(from) the General Reserve	(1,200)	3,980	(206)
Budget Requirement	330,310	330,310	352,200
Sources of Finance	(330,310)	(330,310)	(352,200)

- 4.6 Essex Police proposes to recruit an additional 200 police officers in 2022/23. Of these officers, 180 will be funded from the Government's Police Uplift Programme. Ten of the 180 are designated for the Regional Organised Crime Unit (ROCU) as mandated by the Home Office Grant conditions. A further 20 officers will be recruited and funded from the precept uplift and will further support Crime prevention and visibility in our communities. The detail of where these 200 additional officers will be posted is shown in table 5 below.

Table 5: Investment in additional police officers

Investment in additional police officers	Officer FTEs
Tackling violence in all forms, including Violence Against Women and Girls (VAWG), Domestic Abuse (DA) and drug driven violence	
Local Policing High Harm Investigation Teams	48
Quest Team	10
Child Abuse Investigation	10
Sub total	68
Crime prevention and visibility in our communities	
Town Centre Team	51
Force Control Room Sergeants	15
Chelmsford Custody Manager	1
Community Police Team	10
Violence and Vulnerability DCI	1
Sub total	78
Investigating crime and building an even more professional force	
Local Policing Team Sergeants	20
DCI North LPA	1
Operational Skills Trainers	3
Driver Trainers	2
Investigative Skills Trainers	3
Diversity Equality and Inclusion Team	3
Complaints Inspectors	3
Counter Corruption Prevention Team	5
Professional Standards Department Officer Manager	1
Performance Assessment Sgt	1
Domestic Abuse Superintendent	1
Domestic Abuse Strategy and Support Sgt	1
Sub total	44
Total additional police officers before ROCU	190
ROCU	10
Total additional police officers including ROCU	200

4.7 The Chief Constable has detailed how these investments align to our Police and Crime Plan as follows:

4.8 **Tackling violence in all forms, including violence against women and girls (VAWG)** The primary drivers of violence across the county are domestic abuse, the night-time economy and drug-driven violence. Violence against women and girls is a national priority and we will deliver against the NPCC framework recently launched. A key area for consideration is building the capacity and capability of Local Policing Teams, the first responders to all types of violence. This aligns with the building blocks of prevention, communications and engagement and partnership in the 2021-2024 Police and Crime Plan, and the following priorities:

- Reducing drug driven violence;
- Protecting vulnerable people and breaking the cycle of domestic abuse;
- Reducing violence against women and girls; and
- Increasing collaboration.

4.9 **Crime prevention and visibility in our communities Building on previous** investments in Community Policing and Town Centre teams, providing highly

visible preventative policing in key locations. This aligns with the building blocks of prevention, communications and engagement, volunteering and partnership in the 2021-2024 Police and Crime Plan, and the following priorities:

- Further investment in crime prevention;
- Protecting vulnerable people and breaking the cycle of domestic abuse;
- Protecting rural and isolated areas;
- Preventing business crime, fraud and cyber crime;
- Improving safety on our roads;
- Encouraging volunteers and community support; and
- Increasing collaboration.

4.10 Investigating crime and building an even more professional police force

Investing in supervision levels across Local Policing Teams and the Force Control Room to support the sustained development of investigative skills and outcomes. Developing a proactive capability to ensure the highest standards of professionalism and training, which will not only supplement the development of new officers which is changing due to the implementation of the PEQF (Police Educational Qualification Framework), but to develop the crime and investigative training for more experienced officers. This aligns with the building blocks of communications and engagement and partnership in the 2021-2024 Police and Crime Plan, and the following priorities:

- Protecting vulnerable people and breaking the cycle of domestic abuse;
- Reducing violence against women and girls;
- Preventing business crime, fraud and cyber crime;
- Improving safety on our roads;
- Supporting our officers and staff; and
- Increasing collaboration.

4.11 By the end of 2022/23, Essex Police plans to have an officer establishment of 3,755 officers. This will mean that Essex Police will have grown by more than 900 police officers since May 2016.

4.12 This continues to be a highly ambitious recruitment programme, and the work undertaken in recent years to increase the recruitment in the county places Essex Police in a strong position to deliver the Government's Police Uplift Programme. A police officer growth plan for 2022/23 has been included within the Chief Constable's letter to the PFCC, however it should be noted that these dates and timings are subject to change based on operational requirements.

5. Efficiencies and Savings

5.1 Essex Police has achieved significant savings in recent financial years and continues to do so. The 2022/23 budget includes cashable savings of £3.757 million with a full year effect. The 2022/23 in year savings are £4.662 million, which includes a one-off cashable saving for a police staff vacancy factor.

- 5.2 The proposed budget includes the following identified efficiencies and savings to be delivered in 2022/23, as shown in table 6 below:

Table 6: Efficiency and Savings Plan for 2022/23

Efficiency and Savings Plan	In year Savings	Recurring Savings
	£000	£000
Estate Disposals Revenue	(198)	(198)
Force wide Non-Pay	(2,403)	(1,916)
Vacancy Factor - One Off	(500)	-
Coroner Service Funding Agreement	(36)	(36)
Media - Technology Solutions	(20)	(20)
Strategic Change Directorate - Structural Review	(70)	(70)
Stansted Structural Review	(52)	(52)
Crime and Public Protection Training Review	(75)	(75)
Anti-Social Behaviour Structural Review	(34)	(67)
Essex only total	(3,388)	(2,434)
IT Non-Pay	(619)	(619)
Digital Asset Management System	(163)	(113)
Force wide Contracts Savings	(452)	(551)
Business Services - Service Review	(21)	(21)
SCD - Digital Media Review	(19)	(19)
Collaborative total	(1,274)	(1,323)
Total savings	(4,662)	(3,757)

- 5.3 Delivery of the efficiency and savings plan will be monitored regularly throughout the year by the PFCC through the relevant Boards.

6. Reserves

- 6.1 The forecast general reserve at 31 March 2022 is £13.098 million, or 4.0% of net revenue expenditure, earmarked reserves are £12.92 million, and total revenue reserves are £26.018 million.
- 6.2 The CIPFA recommended level of general reserves is 3% of net revenue expenditure. The proposed budget includes an appropriation from the general reserve of £206,000 in 2022/23, as part of the one-off funding line, which will bring the general reserve balance to £12.892 million, or 3.7% of net revenue expenditure.
- 6.3 A summary of the revenue reserves held is detailed below in table 7.

Reserves and Provisions	2021/22	2022/23
	Year End Balance 31 March 2022 £000	Year End Balance 31 March 2023 £000
Reserves held by Essex Police managed as third party reserves		
Op Dagenham Maintenance Reserve	110	110
Total	110	110
Project Reserves		
IT Convergence	0	0
Total	0	0
Earmarked Reserves		
Proceeds of Crime Act	1,849	2,559
Forfeiture Monies Reserve	334	359
Restructuring Reserve	1,078	1,078
Operational Transformational Reserve (OTR)	302	120
Transformation Reserve	767	560
Data Analytics Reserve	28	0
Legal Reserve	827	494
PEQF Reserve	326	280
Total	5,511	5,450
Operational Reserves		
Major Operational Reserve	1,500	1,500
COVID Roadmap Violence Reduction Reserve	229	0
Chief Constables Operational C/Fwd	395	395
Specials Constabulary Reserve	145	0
Future Capital Funding	4,379	100
Total	6,648	1,995
Commissioning Reserves		
Commissioning Grants 2020/21 to 2021/22	651	651
Total	651	651
General Reserve		
General Reserve	13,098	12,892
General Reserve as % of net revenue expenditure	4.0%	3.7%
Total Revenue Reserves	26,018	21,098
Provisions		
Severance Provision	0	0
Insurance Provision	3,032	3,032
Total Provisions	3,032	3,032

7. Capital Investment Programme

- 7.1 The Capital Programme for 2022/23 is a planned capital expenditure of £17.889 million. A summary of the forecast expenditure and funding sources over the next five years is shown in table 8 below.
- 7.2 Capital projects which have been approved are forecast to spend £9.309 million in 2022/23, with Estates being £5.308 million, IT £1.998 million and transport £1,324 million.
- 7.3 The capital projects which are subject to approval are £8.095 million in 2022/23. Of which IT Services is £2.941 million, Estates is £2.55 million, and Transport is £2.24 million.
- 7.4 The forecast capital expenditure over the five years from 2022/23 to 2026/27 is £118.268 million.
- 7.5 In 2022/23, capital receipts of £4.42 million are forecast to be applied to the financing of the capital expenditure.

Table 8: Capital Programme

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£000	£000	£000	£000	£000	£000	£000
Capital Expenditure							
ANPR	145	233	145	145	-	-	668
Estates Business as Usual	1,888	2,365	1,000	1,000	1,000	1,000	8,253
Estates Strategy	7,182	5,493	15,114	21,500	19,000	900	69,188
I.T. Services	2,565	5,051	5,958	11,509	8,973	2,816	36,871
OPC	229	501	51	-	92	-	872
Other	365	590	237	270	250	250	1,962
SCD	157	93	30	-	-	-	280
Transport	1,513	3,564	2,200	2,200	2,240	2,500	14,216
Total Expenditure *	14,043	17,889	24,735	36,624	31,555	7,466	132,311
Financing							
Capital receipts	(5,416)	(4,420)	(4,600)	(2,250)	(16,559)	(4,566)	(37,811)
Grants & contributions	(307)	(32)	-	-	-	-	(339)
Revenue funding	-	(5,579)	(1,131)	(1,131)	(1,000)	(1,000)	(9,842)
Financing Requirement	(8,320)	(7,858)	(19,004)	(33,242)	(13,996)	(1,900)	(84,319)
Total Financing	(14,043)	(17,889)	(24,735)	(36,624)	(31,555)	(7,466)	(132,311)
*of which approved	14,024	9,309	125	68	92	-	23,617

- 7.6 The capital programme will require financing in order to fund the proposed expenditure in 2022/23. Both the interest costs and Minimum Revenue Provision (MRP) associated with this financing have been reflected in the revenue budget.

8. Medium Term Financial Strategy (MTFS)

- 8.1 The MTFS, as shown at table 9, is based on a precept increase of 4.79% for 2022/23 and a 2.5% inflationary increase in the precept, thereafter, resulting in the following forecast over the next five years:

Table 9: Latest Medium Term Financial Strategy

Actual/Forecast			Medium Term Financial Strategy 2022/23 - 2026/27						
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total	
£m	£m	£m	£m	£m	£m	£m	£m	£m	
300.3	312.8	338.3	Net Budget Requirement - before appropriations to/from reserves	356.1	369.5	375.1	384.0	390.1	1,874.8
2.0	6.7	4.4	Net Appropriations to/(from) Reserves	(0.2)	(0.6)	0.0	0.0	0.0	(0.8)
302.3	319.5	333.9	Budget Requirement (Inc Appropriations to Reserves) - before Savings & Efficiencies	355.9	368.9	375.1	384.0	390.1	1,874.0
(4.7)	(4.8)	(3.6)	Savings & Efficiencies Plan (Cashable)	(3.7)	(3.0)	(3.0)	(3.0)	(3.0)	(15.7)
297.6	314.7	330.3	Net Budget Requirement - after savings applied	352.2	365.9	372.1	381.0	387.1	1,858.3
(297.6)	(314.7)	(330.3)	Total Funding	(352.2)	(363.1)	(373.0)	(379.7)	(386.6)	(1,854.6)
0.0	0.0	0.0	Annual (Shortfall)/Surplus	0.0	(2.8)	0.9	(1.3)	(0.5)	(3.7)

- 8.2 There is a need to continue to deliver further efficiencies and savings over the medium term.

9. Robustness of estimates

- 9.1 Section 25 of the Local Government Act 2003 requires that the Section 151 Officer reports to the PFCC when considering his budget and council tax precept. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so that the PFCC will have authoritative advice available to him when he makes his decision. Section 25 also requires the PFCC to have regard to the report in making his decisions.

- 9.2 The decision on the level of the council tax precept is taken before the year begins and cannot be changed during the year, so allowance for risks and uncertainties that might increase spending above that planned must be made by:

- i) Making prudent allowance for the estimates for each area of spend

- ii) Ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient

9.3 The following matters are taken into account when assessing the adequacy of reserves:

- Assumptions about inflation / deflation
- Estimates of the level and timing of capital receipts
- Treatment of demand led pressures and savings
- Financial risks inherent in any significant new development
- Financial standing (level of borrowing and debt)
- Track record on budget management
- Capacity to manage in-year budget pressures
- Year-end procedures in relation to over and underspends
- Strength of financial information and reporting arrangements
- Adequacy of insurance arrangements

9.4 The forecast level of general reserve at 31 March 2023 of £12.892 will represent 3.7% of net revenue expenditure. In addition, there are forecast revenue earmarked reserves of £8.206 million at 31 March 2023. The level of reserves are kept under careful scrutiny, to ensure that resources are used to reduce crime now, whilst still maintaining the necessary level of reserves. The PFCC, Chief Constable, senior officers and staff recognise this and strict financial control is therefore maintained.

10. Risks

10.1 Over recent years the PFCC has been able to maximise the capital resources available through disposal of property surplus to requirements and enable sound capital investment to be undertaken without recourse to external borrowing. The timing of both capital receipts and investment in the context of a low level of reserves, demands a robust approach to cash flow management, which has been further developing over the past year. As the Estate Strategy has progressed there are now fewer capital receipts available to the PFCC, at the same time there has been a reduction in capital grant received from Government. The PFCC was expecting to borrow externally in 2021/22, which will not now be necessary. The forecast shows that external borrowing is now likely to be required in 2022/23. Prudent measures will continue to be taken to ensure that value for money is achieved for the taxpayer.

10.2 The 2022/23 budget proposal is ambitious and has been rigorously developed by the PFCC and Chief Constable. The five-year MTF5 has a built-in pay inflation for officers and staff at 2.5% in each year. The Government has still to make a decision in respect of the pay award, and with inflation running at a higher level, we do not know what that will be. Therefore, if the pay award does exceed 2.5%, part of the General Reserve will be used to cover the in-year excess cost.

- 10.3 Employers Pension contributions are expected to increase significantly from 2024/25, due to the implications of the legislation on Public Sector Pensions, that is currently being developed, following the cases of McCloud and Sergeant. PCCs are working with Treasury and the Home Office to ensure we have a good understanding of the impact. This will not be a cost pressure in the 2022/23 proposed budget, but will need to be considered in future versions of the MTF5 once more information is available.
- 10.4 The Funding Formula for Policing is due to be reviewed. The outcome of this is as yet unknown, although the expectation is that Essex would benefit from an updated, improved Funding Formula. Once the review is complete there will be a Government decision regarding the pace at which allocations are adjusted. The PFCC will stay involved in these discussions and ensure that Essex is in the best position possible to understand and manage the effect of the Funding Formula review
- 10.5 Based on current levels of reserves and the strict financial controls in place between the PFCC and Chief Constable, it is felt that should any of the above risks materialise, the PFCC will be able to respond to them in the year.

BJ Harrington QPM
Chief Constable



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Roger Hirst
Police, Fire and Crime Commissioner
PFCC Office
Kelvedon Park
London Road
Rivenhall
Witham
Essex
CM8 3HB

17th January 2022

Dear Roger,

I set out below my proposition for the Essex Police Budget for the financial year April 2022 to March 2023. This is built on the Medium-Term Financial Strategy (MTFS) which we have worked together on over the last year, with agreed assumptions concerning central government funding, local precept, savings, inflation and pay awards. This proposal will ensure we deliver against the ambitions set out in the new Essex Police and Crime Plan, the Beating Crime Plan, our legal responsibilities, and our national obligations to the Strategic Policing Requirement. This budget enables us to grow in a sustainable way and consolidate what we have already achieved.

As part of this budget setting process, I am asking you to raise the policing element of the council tax precept for 2022/23 so that we can continue to work together to make Essex even safer. I hope that nothing within this letter is a surprise as we have sought to build this with dialogue and consultation at every stage.

The Government's ambition to recruit an additional 20,000 police officers nationally is well underway with 12,000 officers to be recruited by the end of 2021/22 and the final 8,000 officers planned in the coming financial year. This will improve police visibility along with your published Police and Crime Plan which clearly sets out the need to maintain local, visible, and accessible community policing, respond to the growth in high harm and

emerging crimes as well as investing in long term infrastructure, technology, and skills base.

I am appreciative of the planning work undertaken prior to the provisional settlement on 16th December. This allowed us to explore options in relation to increasing officer numbers from the precept and to explore how to utilise the Police Uplift Programme (PUP) funding. We have also been able to agree increasing the officer numbers in March 2022 ahead of the formal funding and allowing further early progress towards the remaining growth in the final year of the uplift programme in 2022/23.

This letter is based on a budget requirement of £352.200m and a 4.79% precept increase (£9.068m). This budget will enable growth of 200 police officers taking the establishment from 3,555 FTEs at 31/03/22 to 3,755 FTEs by 31/03/2023. Table A below sets out the year-on-year comparison.

Table A - General Funding Comparison

Funding Source	2020/21	2021/22	2022/23	Increase/ (decrease)
	£m	£m	£m	£m
HO Core Police Grant	171.740	182.565	193.524	10.959
Legacy Council Tax Grants	13.125	13.125	13.125	0.000
Police Core Settlement Grants	184.865	195.690	206.649	10.959
Council Tax Precept	128.392	134.406	143.276	8.870
Collection Fund Surplus	1.458	0.214	2.275	2.061
Total General Funding	314.715	330.310	352.200	21.890
Police Uplift - Claimable Specific Grant *	3.777	2.200	3.000	0.800
Pensions Specific Grant	2.892	2.892	2.892	-
Total General Funding + Home Office Specific Grants	321.384	335.402	358.092	22.690

* An element of Home Office funding for the 20,000 officers national uplift is a claimable specific grant and not part of general funding. The specific grant reduces the Net Budget Requirement shown in Table B.

2022/23 budget

The Strategic Board was held on 14th December and was before the Home Office grant announcement. Although prior to the formal notification it did allow us to develop our thinking concerning the police uplift programme and the increase in precept to allow additional officers. Importantly this budget consolidates the 52 officers recruited from precept in 2021/22 with the continuation of their funding from the precept in 2022/23.

Table A shows £10.959m increase in Home Office Core Grant. The additionality includes £9.060m for the PUP funding and £1.875m for the increase in National Insurance which is 72% of the additional £2.6m cost. Legacy Council Tax Grants remain unchanged, the precept increase reflects a 4.79% increase which is an additional £8.870m, £2.3m of this is derived from the change in tax base whilst the other £6.6m is from the council tax rise. The collection fund is back to a healthy surplus of £2.275m which is tremendous considering the

financial impact of COVID19 on councils across the country and their ability to collect council tax.

The Police Uplift Programme is the Home Office funding for 20,000 additional police officers. Each year in awarding the force funding, an element is ring-fenced and must be claimed. In the subsequent year the whole grant is added to the Home Office core grant. In 2022/23 £3.0m is ring-fenced and is shown as a specific grant rather than as a source of funding.

The budget is based on the following: -

- i) A budget settlement for the 8,000-officer growth (20,000 by March 2023) being equal to a 2.25% share of £536m. This equates to 180 officers in Essex which includes 10 officers that are required to be allocated to the Regional Organised Crime Unit (ROCU)¹;
- ii) The Home Office Core Grant has increased, reflecting 75.13% of the Essex share of the 8,000-officer growth in 2022/23.
- iii) The Home Office has ringfenced as a specific grant £3m, 24.87% of the Essex share of 8,000 officer growth in 2022/23; this will be claimable quarterly in arrears and will be based on recruiting the additional officers.
- iv) Increase the council tax precept by 4.79% (£9.99 per Band D property);
- v) The force received additional funding of £1.532m for COVID19 in 2020/21 and this was placed into a COVID Violence Reduction Reserve. As part of budget setting the unused funds of £0.229m will be transferred to the General Reserve.
- vi) In 2019/20 the funding of police officer pensions changed. The employer contribution rose from 24.2% to 31.0%; the force received a new specific pension grant of £2.892m and £3.286m was added to Home Office grants to support funding the additional cost. This budget recognises the Home Office specific pension grant position remains unchanged.
- vii) The figures announced by the Home Office on 16th December are included in Table A. The only difference is the precept figure for 2022/23 where the Home Office figure was based on an estimate, but the £143.276m in Table A is based on data received from the 14 Essex councils in December 2021 and January 2022.

As highlighted above and set out in detail below, this budget allows the force to increase to an establishment of 3,755 FTEs, the highest the force has known (previous high was 3,636 FTEs in 2010/11). The table below illustrates the steady increase over the last five years.

¹ Our ROCU is the Eastern Region Specialist and Organised crime unit – ERSOU.

Table B - Establishment Analysis Over 5 Years

	2018/19	2019/20	2020/21	2021/22	2022/23
Establishment Baseline	2,850	3,003	3,263	3,369	3,555
PUP	-	45	90	126	170
ROCU	-	-	-	6	10
PUP (CT)	-	-	-	2	-
Precept*	153	215	16	52	20
Revised Establishment	3,003	3,263	3,369	3,555	3,755

* 52 in 2021/22 consolidated through precept in 2022/23

Based on our current assumptions there is a balanced budget and MTFS for 2022/23. The forecast for future years is more positive than the past, partly due to a 3-year settlement. The forecast is £2.8m deficit in 2023/24, a surplus of £0.9m in 2024/25, £1.3m deficit in 2025/26 and £0.5m deficit in 2026/27. These figures assume that the force will achieve £3m savings annually, but at present these savings programmes are in their early stages. The MTFS from 2023/24 does include some new investment and service demands agreed in 2022/23 budget setting, then the figures reduce for future years reflecting the fact that this work will be required for 2023/24 budget setting.

The MTFS reflects estimates based on information available, but it must be acknowledged that this information could change. This includes council tax policing precept for 2023/24 and future years at 2.5%.

The assumptions within the MTFS for police pay are set at 2.5% annually. For 2022 this is the assumption that we have been working with throughout our budget building discussions. Whilst the pay award is not agreed until later this year the NPCC submission to the Police Remuneration Review Body (PRRB), that I support, is for a three-year settlement frontloaded at 3.5% in 2022, 2.5% in 2023 and 2% in 2024. Whilst there is no certainty on this and there are many discussions yet to take place it is in my view prudent to set out a budget for 2022/23 that has contingency to deal with this. Therefore, I propose creation of a productivity reserve of £1.6m to deal with only part year impact as any pay rise only takes effect starting in September. This would of course have a wider impact on the MTFS that would need to be considered in budget building for 2023/24, but as this remains only a contingency at this stage this is not included.

Importantly setting out this budget creation of a reserve provision for an additional 1% rise in the pay settlement for 2022/23 does not limit any of our ambitions for growth and operational activity in the coming year. In fact, it sends a clear message to staff and officers that their contribution is valued and that within the wider economic position we do seek to support a fair pay settlement for them if it is affordable. The good will dividend is hard to measure, but if important to consider.

A summary of the budget proposal is shown in Appendix A and Table C below with a more detailed analysis within supporting document D4.

Table C - Budget Movement

Budget Proposal Summary	£m
Opening Budget	330.310
Recurring Activity Prior - 1.4.21	0.024
2022/23 Base Budget	330.334
Inflation and Cost Pressures	11.112
New Investment & Service Demands	13.674
One-off Investment	6.116
Funding of One-Off Activity - from base budget	(3.346)
2022/23 Base Budget plus Growth	357.890
Savings (One-Off)	(0.905)
Change in Police Uplift - Claimable Specific Grant	(0.835)
Funding of One-Off Activity - from reserves	(0.193)
Net Budget Requirement Before Savings	355.957
Savings (Recurring)	(3.757)
2022/23 Net Budget Requirement	352.200

A full subjective analysis of the 2022/23 proposed budget is provided at Appendix B with a detailed analysis of the movement at subjective level provided in supporting document D19.

Precept increase

I am now able to formally request that you raise the council tax by 4.79%, thereby having a Council Tax Band D of £218.52 which is an increase of £9.99. The budget requirement is £351.950m.

This budget proposal is about a sustainable growth budget. It builds upon the growth delivered in previous years allowing me to continue to plan and develop the force to further support our shared ambitions to improve the safety of our county over the next few years. To support this, I ask for a commitment for precept increases that considers increases in inflation within the lifetime of the Medium-Term Financial Strategy.

Policing, alongside other public sectors, has had a challenging two years. Understanding both the complexity of the impact on crime figures during the Government restrictions on gathering and movement in relation to Covid-19, and then planning for what this might mean to crime and policing as the country moves back to a more 'normal' and interactive state, have been something police forces across England and Wales have continued to focus on. Essex Police has not wavered during this period in its intent to consolidate its force wide assets to target crime prevention, serious violence in all forms and increase the visibility of our force by investing officers into areas that address these issues.

This year has seen another complex requirement for policing, with 'all crime' figures being influenced by the Government's restrictions on gathering and movement in relation to Covid-19. All crime continued to decrease throughout 2020 into 2021, however the latest quarterly ONS official crime statistics show an increase in all crime, the first since December 2020, but lower than the overall national increase and still 8.7% (14,654 offences) lower than the peak seen for the 12 months to December 2020. More harmful categories of crime including violence and sexual offending were less impacted by the pandemic and are currently higher than they were in March 2020. Whilst Covid-19 restrictions are the biggest single contributing factor to previous decreases, the rate of

crime increase had been slowing in the year before the pandemic and we expect the current increase to stabilise over the coming months into 2022.

The investment and sustained growth in officers over recent years continues to have a positive impact in Essex with increasing levels of public confidence in the local police. Public confidence remains at 81% showing a sustained improvement over the last 12 months.

This growth, mainly in officer numbers, but also in police staff and infrastructure that supports the effective delivery of this growth, is essential to achieve the ambitious benefits we seek, namely doing even more to prevent crime, protect vulnerable people, bring perpetrators to justice, and make Essex a safer and more prosperous county.

Building on the success of 2019/20, in key areas of investment such as the establishment of Town Centre Teams, increasing the numbers in Local Policing Teams, Public Protection officers, Road's policing and Children and Young People officers, the force increased by 151 officers in 2020/21, taking the establishment to 3,369. This saw investment into high harm investigations, an extra twenty Community Safety Engagement Officers working as an integral part of communities, working with local people and partners to inform priorities and improve public confidence, investment in Learning and Development and recruitment and training for Firearms and Taser training.

As a result of the agreed growth in 2021/22 and the recent allocation of a further two officers (the force allocation of Counter Terrorism PUP allocation redeployed to territorial policing), the police officer establishment at the end of March 2022 is planned to be 3,555. This includes 52 officers delivered early in 2021/22 (consolidated through precept in 2022/23) and represents an overall growth of 705 since March 2018. The growth delivered in 2021/22 increased sustainability in several key areas of focus such as tackling high harm prevention; tackling organised crimes, county lines and drug gangs; tackling domestic abuse; and improving outcomes for the most vulnerable in society and for victims. The bulk of 2021/22 growth was made into Operational policing teams, over 150 officers, stretching across areas to address high harm crimes, serious violence, domestic abuse, human trafficking, modern slavery, organised crime and crime prevention.

Recent high-profile events nationally (such as the murder of Sarah Everard) have shaken the broad public confidence in policing and the police service, and again highlighted that violence; whether through domestic abuse or sexual offending, drink related violence aligned to an increasing night-time economy, or the impact of drugs and violence linked to County Line Gangs, continues to be a significant threat and an ongoing trend to be tackled.

It is our desire to continue the positive work that the strong foundations of previous growth to the Force have laid in preceding year. Further enhancing our ability to prevent crime occurring in our county, protect and support those who need our help, target those who commit crime and harm our communities, and improve and strengthen the trust and confidence of the public whom we serve.

As outlined above, the impact of Covid-19, and the restriction on movements, has had an impact on crime figures. That said, serious violence and high harm remain our biggest priority. The force will have a relentless focus on violence, in particular serious violence and violence against women and girls. The force will coordinate and direct policing activity to reduce violence through focused visibility and action, ensuring high quality service to victims and reassurance to the public.

Another clear area of focus will be on how we continue to make Essex safer, utilising this sustained growth to not only apprehend and prosecute our most harmful perpetrators, but by building more resilience across the county to prevent crime and harm in the first place.

Alongside a focus on addressing serious violence, high harm and sustained crime prevention, in developing prioritised options for investment we have considered:

- Alignment with PFCC Police & Crime Plan 2021-2024
- Alignment with the National Beating Crime Plan
- Tackling current and future demand as identified in the Business Planning process and Force Management Statement
- Mitigation of Strategic risks
- Supporting priorities identified in the Control Strategy
- Areas for improvement (AFIs) identified by HMICFRS: and
- Areas covered by Strategic Threat and Risk Assessments

All of these are brought together into the emerging Force Plan 2022-2024. Looking forward to 2022/23, proposals for supporting the delivery of the Police and Crime Plan and Force Plan straddle three key areas:

- **Tackling violence in all forms, including violence against women and girls (VAWG)**

The primary drivers of violence across the county are domestic abuse, the night-time economy and drug-driven violence. Violence against women and girls is a national priority and we will deliver against the NPCC framework recently launched. A key area for consideration is building the capacity and capability of Local Policing Teams, the first responders to all types of violence.

This aligns with the building blocks of prevention, communications and engagement and partnership in the 2021-2024 Police and Crime Plan, and the following priorities:

- Reducing drug driven violence;
- Protecting vulnerable people and breaking the cycle of domestic abuse;
- Reducing violence against women and girls; and
- Increasing collaboration.

- **Crime prevention and visibility in our communities**

Building on previous investments in Community Policing and Town Centre teams, providing highly visible preventative policing in key locations. This aligns with the building blocks of prevention, communications and engagement, volunteering and partnership in the 2021-2024 Police and Crime Plan, and the following priorities:

- Further investment in crime prevention;
- Protecting vulnerable people and breaking the cycle of domestic abuse;
- Protecting rural and isolated areas;
- Preventing business crime, fraud and cyber crime;
- Improving safety on our roads;
- Encouraging volunteers and community support; and
- Increasing collaboration.

- **Investigating crime and building an even more professional police force**
Investing in supervision levels across Local Policing Teams and the Force Control Room to support the sustained development of investigative skills and outcomes. Developing a proactive capability to ensure the highest standards of professionalism and training, which will not only supplement the development of new officers which is changing due to the implementation of the PEQF (Police Educational Qualification Framework), but to develop the crime and investigative training for more experienced officers. This aligns with the building blocks of communications and engagement and partnership in the 2021-2024 Police and Crime Plan, and the following priorities:
 - Protecting vulnerable people and breaking the cycle of domestic abuse;
 - Reducing violence against women and girls;
 - Preventing business crime, fraud and cyber crime;
 - Improving safety on our roads;
 - Supporting our officers and staff; and
 - Increasing collaboration.

The recruitment of 52 officers in 2021/22 has been consolidated through precept in 2022/23. With the Home Office Grant and the Precept funding I can invest 170 officers from the Police Uplift Programme in 2022/23, with a further 10 officers assumed going to ROCU (180 total), and with a £9.99 increase in precept funding a further 20 officers, delivering an increase of 200 officers. This would take the **total officer establishment to 3,755 at the end of March 2023.**

	Police Uplift Programme		Precept Increase	
	FTE	%	FTE	%
Tackling violence in all forms inc. VAWG	68	37.8%	0	0%
Crime prevention and visibility in our communities	58	32.2%	20	100%
Investigating crime and professional force	44	24.4%	0	0%
Regional organised crime units (ROCU)	10	5.6%	0	0%
Total	180	100%	20	100%

Table D below sets out in detail how I would invest resources for the additional 200 officers and an additional 72.4 FTE police staff to the establishment. The table also reflects a reduction of 4.0 police staff posts linked to the efficiency and savings plan.

Table D1 – police officer investment

Thematic Heading	Heading	FTE	Description
Tackling violence in all forms including VAWG, DA and Drug Driven Violence	Local Policing High Harm Investigation Teams	48	New teams at local operational policing bases providing improved, dedicated capacity to high harm investigations, supporting our most vulnerable victims, and enhancing prosecution of offenders.
Tackling violence in all forms including VAWG and Sexual Violence & abuse	Quest Team growth	10	Increase to the existing historical child abuse investigation team providing increased resilience and capacity due to increased reporting, borne out of improved victim confidence and the success of the team since inception.
Tackling violence in all forms including VAWG and abuse against children	Child Abuse Investigation growth	10	Increase to existing CAIT within Public Protection providing increased capacity to focus upon recent child abuse, supporting our most vulnerable victims and enhancing prosecution of offenders.
Crime prevention and visibility in our communities	Town Centre Team growth	51	Increase to our Town Centre Teams across the County, enhancing our focus on visible preventative activity within these areas to improve public safety and confidence.
Crime prevention and visibility in our communities	Force Control Room Sergeants	15	New role of Incident Resolution & Problem-Solving Sergeants. Focussing on non-immediate Domestic Abuse incidents, Concern for Welfare and ASB incidents, supporting LPA Sergeants in the leadership and management of incidents and risk by adopting a proactive, problem solving approach.
Crime prevention and visibility in our communities	Chelmsford Custody Manager	1	Additional custody manager specifically for Chelmsford to further enhance and provide resilience, ensuring high quality supervision of custody staff, and the service provision to detainees.
Crime prevention and visibility in our communities	Community Police Team growth	10	A specific investment into our Community Policing Teams strengthening our capability and focus into dealing with and preventing ASB, Hate Crime and Violence against Women and Girls (VAWG) within our communities.
Crime prevention and visibility in our communities	Violence and Vulnerability DCI	1	Establishment of an existing role within the Partnership Violence and Vulnerability Unit to continue the sustained positive collaborative work to reduce and prevent violence in all its forms and especially relating to Gangs and County Lines.
Investigating Crime and building an even more professional force	Local Policing Team Sergeants	20	Increased supervision into the Local Policing structure providing improved leadership, direction and support to frontline officers , given the increased volume of younger, inexperienced constable growth in previous years, with 85% of those in Local Policing Teams having less than 5 years service/experience.
Investigating Crime and building an even more professional force	DCI North LPA	1	Additional DCI post to support and improve the leadership, oversight and management of investigations within the North of the County due to both the proportionately larger geographical and demand profile within the Force.
Investigating Crime and building an even more professional force	Operational Skills Trainers	3	Increase to the Foundation Training Team to improve capacity and to deliver sustained quality teaching to new recruits as part of the National Uplift Programme and Special Constables as we continue to grow.

Thematic Heading	Heading	FTE	Description
Investigating Crime and building an even more professional force	Driver Trainers	2	Increase to the Driver Training Team to support increasing and maintaining the highest skill levels of officers , particularly regarding standard response courses, in support of the sustained increasing officer numbers arising from the national officer uplift programme and annual turnover.
Investigating Crime and building an even more professional force	Investigative Skills Trainers	3	Increase to the Investigative Skills Team to increase and sustain capacity and capability to deliver crucial training and skills to officers and staff with specific reference to Detective resilience and accreditation, Intelligence training and the implementation of the Intelligence Professionalism Programme (IPP).
Investigating Crime and building an even more professional force	Diversity Equality and Inclusion Team	3	Formal establishment of the Diversity & Inclusion Team continuing to promote and embed the DEI Strategy 2020-2025 and expanding the teams work in increasing our representation from and increased confidence in policing by the broader underrepresented communities within Essex as well as recruitment and retention of a diverse workforce.
Investigating Crime and building an even more professional force	Complaints Inspectors	3	Investment of dedicated resources within each of the LPAs to manage and improve the standard and consistency of complaint handling and management , considering significant increases in complaint numbers arising from changes in legislation.
Investigating Crime and building an even more professional force	Counter Corruption Prevention Team	5	New team within the PSD Counter Corruption Unit, to focus on proactive, preventative activity relating to reduce concerning behaviours and actions of officers and staff in and expanding force . Improving public confidence and maintaining high standards of professionalism.
Investigating Crime and building an even more professional force	Professional Standards Department Officer Manager	1	Increase to the Professional Standards Department supporting the management of increased demand and complexity ensuring the highest quality of service is provided in complaint handling both within and outside the department to improve public trust and confidence .
Investigating Crime and building an even more professional force	Performance Assessment Sgt	1	Increase to the existing team to provide improved capacity and resilience to ensure the delivery of highly qualified and nationally accredited new officers to the force. Ensuring that new officers meet the required high standard for City and Guilds qualification.
Investigating Crime and building an even more professional force	Domestic Abuse Superintendent	1	New role providing increased and dedicated force wide operational oversight and improvement to the management and investigation of Domestic Abuse (the single biggest cause of harm) and enhance Partnership engagement, ensuring the highest quality of service to vulnerable victims and focus on prosecuting offenders .
Investigating Crime and building an even more professional force	Domestic Abuse Strategy & Support Sgt	1	New role supporting the work of the DA Superintendent in their role to deliver improvement to the management and investigation of Domestic Abuse and the highest quality of service to vulnerable victims and focus on prosecuting offenders .
Total Officer Uplift		190	
National PUP ROCU FTE	ROCU growth	10	Increase to the Regional Organised Crime Unit to tackle cross border organised crime.
Total officer investment FTE		200	

Table D2 – staff investment

Thematic Heading	Heading	FTE	Description
Tackling violence in all forms including VAWG	MARAC (SETDAB) ²	2.0	Establishing existing roles providing improved partnership strategic collaboration and activity to reduce DA offending and behaviour.
Crime prevention and visibility in our communities	Serious Crime Directorate International Liaison Officer	1.0	Increase in team to meet increased demand from process changes arising from EU Exit and increased partnership liaison to prevent immigration and organised crime.
Crime prevention and visibility in our communities	Performance Analysis	1.0	New role as part of restructure to provide improved analytical service provision to support crime prevention and crime reduction activities, both internally and in collaboration with partners.
Crime prevention and visibility in our communities	Strategic Estate Development Officer and Project Managers	3.0	New role and increase to existing roles to support Estates transformation, realisation and enhance future responses to developments to reduce and prevent crime and provide effective services to the public for the longer term.
Crime prevention and visibility in our communities	Media and Communications	2.0	Increase to meet increased demand for services to support improved public engagement, recruitment, and crime prevention activities, both as a Force and in collaboration with partners and the public.
Crime prevention and visibility in our communities	Force Control Room	30.0	Increase to contact handlers to improve capacity and resilience to ensure the delivery of high-quality services to victims and the public in an effective and efficient manner.
Investigating Crime and building an even more professional force	Serious Crime Directorate – Digital Media Hubs	6.0	Increase to improve capacity, efficiency and provide improved digital evidential recovery, supporting victims of serious, sexual and high harm crimes.
Investigating Crime and building an even more professional force	Deputy Payroll and Pensions Manager	0.5	Additional Deputy and Payroll Manager. This is required to mitigate risk and provide resilience and legal compliance. The risks have arisen due pension changes in the public sector and the increasing legal obligations to manage the pension scheme.
Investigating Crime and building an even more professional force	HR / Health Services	0.5	Increase to provide improved capacity and services supporting and maintaining officer and staff wellbeing to a growing force.
Investigating Crime and building an even more professional force	Special Constabulary Operational Skills Trainers	3.0	Establishment of existing team to support professional development of and deliver sustained quality teaching to Special constables.

² Multi Agency Risk Assessment Conference (Southend, Essex and Thurrock Domestic Abuse Board)

Thematic Heading	Heading	FTE	Description
Investigating Crime and building an even more professional force	Information Management	14.0	Increase to provide improved capacity and resilience to ensure the delivery of legal and statutory requirements upon the Force against expanding responsibility, increased data and greater requests and requirements.
Investigating Crime and building an even more professional force	Operational Lawyer	0.4	Consolidation of a part time post to full time to provide additional capacity to meet legal provisions for the Force.
Investigating Crime and building an even more professional force	Automatic Number Plate Reader (ANPR) Team	2.0	Increase to meet demand for management of growing ANPR infrastructure, provision of improved evidential material and ensure statutory compliance of the system use.
Investigating Crime and building an even more professional force	Professional Standards Department Counter Corruption	2.0	Increase to analytic and research support focussing on proactive, preventative activity relating to concerning behaviours and actions of officers and staff. Improving public confidence and maintaining high standards of professionalism.
Investigating Crime and building an even more professional force	Property Stores	1.0	Increase to improve service delivery to the public due to increased demands and a broadening of area of responsibility
Investigating Crime and building an even more professional force	Data Protection	3.0	Increase to improve capacity and resilience to meet statutory requirement, improve officer and staff knowledge, thereby Improving public confidence and maintaining high standards of professionalism.
Other	Force Chaplain	1.0	Full time pastoral support, spiritual care and coordination of multi faith volunteer chaplains across Essex Police.
Total establishment FTE		72.4	
Savings & Efficiency Programme		-4.0	
Net Staff Investment		68.4	

It should be noted that the identified staffing growth, in many areas, directly supports and is aligned with the officer growth to ensure the appropriate skills and capabilities are deployed to achieve objectives.

Appendix C sets out a draft financial plan of recruiting to 3,755 officers by 31st March 2023 at an additional cost of £8.080m. The full year effect for 2022/23 is £10.898m.

The Force has an ambitious recruitment campaign with the intakes for recruits focused on the beginning of the financial year commencing with 80 new joiners in June, followed by further large intakes in August, October, January and March.

The final detail of the recruitment and training plan is subject to ongoing review. It will take into account variables such as the ability to attract, select and undertake vetting of suitable candidates as well as the forces capacity to provide the mandatory training.

Savings and Efficiency plan

Essex Police is committed to maximising the benefit out of force expenditure and will continue to undertake work that will modernise the service and continue to drive efficiency. As outlined by the Minister for Crime, Policing and Probation following the announcement of the multi-year spending review and settlement, there is an expectation to see over £100m of cashable efficiency savings per annum delivered from police force budgets by 2024/25 against the 2020/21 baseline. Essex is committed to delivering against this expectation and continues to build on existing savings and efficiency plans through key programmes of improvement such as Estates, Digital, IT and Change.

The impacts of the current policing climate and the challenges brought by Covid-19 have not diminished our commitment to find new, more efficient ways of working for the people and businesses of Essex. This includes our continued involvement with collaboration activity across a wide range of partners locally, regionally and nationally to deliver operational benefits and efficiencies. Our approach to embracing technology and digital solutions and continuing to innovate in harnessing this to improve outcomes and efficiencies is also important. Developing digital responses to a wide range of factors including the needs of victims of crime, tackling violence and high harm, combatting the changing nature of crime, the Force Plan, the Police and Crime Plan are fundamental to our Strategic Change Programme. We have embraced solutions through Office 365 and will deliver over £3.8m of efficiencies across the force as a result. This also facilitates our ongoing transition to better and efficient agile working, and in turn allows for even greater efficiency in our use of the police estate and the important delivery of our disposals programme. This coordinated activity will be key to our ambitions to drive forward the estate improvements at both Boreham and at the Headquarters site.

Through the budget setting process, I am pleased to identify an in year saving of £4.662m and a full year savings figure of £3.757m.

The proposed 2022/23 savings include a one-off cashable saving for police staff vacancy factor in some areas of the force, which was raised to 9% from 7% last year and is proposed at 8% for 2022/23 (£0.5m). Other areas of saving include force wide non-pay of £1.916m, £0.6m in IT savings, force wide contract savings of over £0.5m, continued savings in the Coroner Service Funding of £0.035m, media technology solutions of £0.02m and structural reviews across areas of the force such as Strategic Change (£0.070m), Stansted (£0.052m), Crime and Public Protection Training (£0.075m) and Anti-Social Behaviour (£0.067m). These savings do result in a reduction of 4.0 police staff

FTEs, it should be noted that some of these are vacant posts and for the remaining posts every effort will be made to redeploy the staff within the force. In addition to cashable savings there are £3.9m non cashable savings currently identified for 2022/23, with the bulk of these being derived from O365.

This brings the total cashable and non-cashable savings proposals to a combined total of £7.662m of efficiency and savings for 2022/23.

It should be recognised that following many years of identifying significant cashable savings, it will become increasingly difficult to identify this quantum of cashable savings in future years without negatively impacting on the service provided.

The force will set about another ambitious and structured plan to identify efficiencies and savings in 2023/24 and for the lifetime of the MTFs.

Investment

I have set out below in Table E how the force intends to maximise the benefits derived from a precept rise. This includes the increase in officer and staff establishments, an increase in the South East pay allowance for officers, raising it by £500 to £2,500 at a cost of £2m, and capital programme revenue consequences and interest charges. The budget also includes £1.584m for Violence and Vulnerability and Safer Streets which will form part of your commissioning budgets.

Table E - Analysis of Investment

Proposed Areas of Growth	£m
Unavoidable Pay Pressures (Includes Pay Awards, Increments & Increase to Employers National Insurance Contributions)	8.785
Contractural & Legal Pressures	1.438
Contractural Inflation	0.889
Total Inflation & Cost Pressures	11.112
Increase of 200 Police Officers (180 Officers - National Police Uplift, 20 Funded from Precept Increase)	7.609
Increase in South East Allowance for Officers	2.000
Service Demand Changes	1.201
Revenue Consequences of Capital Programme	0.571
Investment in Force Control Room staffing capacity	0.875
Safer Streets and Violence and Vulnerability Initiatives	1.584
Other New Investment & Service Demands	(0.166)
Total New Investment and Service Demands	13.674
Revenue Consequences of Capital Programme - One-off	1.605
Contractural & Legal Pressures - One-off	1.331
Detective Remuneration Incentive Payments - One-off	0.723
Cost of Policing Bank Holidays (above that funded in base)	0.701
Force Tasking Budget to cover anticipated demand	0.647
Investment in Data Analytics - One-off	0.350
Other New Investment & Service Demands	0.760
Total One-Off Pressures	6.116
Funding of One-Off Activity - from base budget	(3.346)
Total Growth	27.556

Appendix D sets out the supporting documents that will be forwarded to your Head of Finance (Section 151 Officer) to support this budget proposal.

Reserves

The below table summarises the reserves position. It is assumed that the forecast in-year underspend in 2021/22, which has a plan for its usage as agreed at the December Strategic Board, will not impact on the General Reserve.

The general reserve is forecast to be 2.9% of net revenue expenditure by 2023/24.

Table F - Forecast Reserves & Provisions - Overview

	2021/22	2022/23	2023/24	2024/25	2025/26
	Forecast @ 31/3/22 (£m)	Forecast @ 31/3/23 (£m)	Forecast @ 31/3/24 (£m)	Forecast @ 31/3/25 (£m)	Forecast @ 31/3/26 (£m)
Earmarked Revenue Reserves	12.9	8.2	6.7	5.7	4.9
General Reserve	13.1	11.3	10.7	10.7	10.7
GR as % of net revenue expenditure	4.0%	3.2%	2.9%	2.9%	2.8%
Total - Revenue Reserves	26.0	19.5	17.4	16.4	15.6
Total Provisions	3.0	3.0	3.0	3.0	3.0

The Future

With your support the force will continue to build capacity and capability to deliver the strategic objectives in the Police and Crime Plan. The investment in the force since 2018 has enabled the rebuilding of core policing services capabilities and the development of new ones. This has put Essex Police back on the front foot to protect and serve the public. The proposed budget for 2022/23 will continue this positive momentum, preventing and investigating violent and high harm crimes. This is the next step in taking Essex Police to seeing the officer establishment grow from 2850 in 2018 to 3755 by March 2023.

This budget will and ensure that our development and growth is sustainable against an uncertain national economic position. Essex remains one of the lowest funded forces in comparison with others per head of population. We have urban pressures and those brought about by our proximity to London as well as those of a largely rural force area with a large coastline and port community.

There remains as significant pay disparity between forces in South and Eastern England as compared to London. With proximity and transport links to the capital, the similar costs of living in Essex and the fact that many of the policing challenges are the same ensuring we continue to review pay and benefits to maximise recruitment and retention to consolidate and sustain our growth is critical. The increase of £500 in the South East Pay

Allowance is a significant step, but I will need to keep benefits under review. Importantly I must also ensure the recruitment and retention of our essential police staff and without a current mechanism such as south east allowance to address issues locally I will need to monitor any impact carefully.

There will always be risk and uncertainty, but through ambitious and prudent assumptions, this budget allows the force to continue to grow whilst consolidating and stabilising the achievements in this relatively short time to best protect and serve the people of Essex. It provides a strong platform from which to deal with the challenges that lie ahead including economic uncertainty as the country adapts to a Covid world. It provides the support for an ambitious, but sustainable plan, to reduce crime in the face of the changing and complex mix of offending crime mix whilst building and maintaining a public confidence and legitimacy in policing as the population grows in size, diversity and expectation.

This budget proposal has been developed over several months to support the operational ambitions of the force in full consultation between ourselves and our teams. I would commend the work of both of our respective teams in this collaborative work. It will not only allow us to deliver our ambitions with value for money, but most importantly will make Essex Safer for all.

In conclusion, this ambitious budget represents my professional and informed recommendation for the force as Chief Constable of Essex to best take the force forward on behalf of and in the interests of the people of Essex.

Yours sincerely,

BJ Harrington QPM
Chief Constable

2022/23 Budget Overview

Line Ref	Budget Activity	£'000	Comments
1	2021/22 Original Budget	330,310	
2	Activity occurring before 1st April 2022	24	This is the net effect of increases and decreases agreed as part of prior year budget setting e.g. adding or removing one-off funding awarded in prior years from the base budget.
3	2022/23 Starting Budget after adjustment to 2021/22 base for activity occurring before 1st April 2022	330,334	
4	Unavoidable Cost Pressures	11,112	Includes pay rises of 2.5% and other pay adjustments to allowances, NI, Pensions, turnover etc (£8.8m), contractual inflation (£0.9m) and Contractual & Legal bids (£1.4m).
5	New Investment	12,839	Includes £7.6m for the in-year revenue cost of an additional 200 officers (180 funded from the National Police Uplift Programme and 20 from precept). £2m for increase to South East Allowance. £1.2m service demand bids. £1.5m New revenue investment bids, £1.6m for PFCC to fund Violence and Vulnerability and Safer Streets and £0.6 for the revenue consequences of capital schemes. This is offset by a 0.8m increase in specific grant element of PUP funding and reductions in other budgets.
6	One-off Activity - operational and support	5,211	£3.7m for one-off contractual, legal, service demand and new revenue investment bids. £1.6m for one-off revenue consequences to capital schemes. £0.7m for the cost of bank holidays above that provided for in the base budget (including the additional bank holiday) and these are offset by £0.9m one-off savings over and above the recurring savings.
7	Transfer from Reserves to Fund One-Off Activity	(193)	There is a planned net contribution from reserves of £0.2m. Included within this is a contribution of £2m from the general reserve to fund one-off activities. This is offset by £1.6m for the creation of a Productivity Reserve to smooth the impact of potential pay rises above the 2.5% budgeted for and £0.7m contribution to the reserve for future capital funding which is the mechanism for using revenue to fund capital investment (£0.5m of which is from PUP funding).
8	One-off Activity budget	(3,346)	Utilisation of the One-Off recurring budget to fund One-off activities.
9	2022/23 Budget requirement before Savings and Efficiencies	355,957	
10	Savings and Efficiencies	(3,757)	Value of recurring savings.
11	Net Budget Requirement	352,200	
Source of Funding			
12	Government Grants	206,649	General funding provided by the Home Office including the main Police Grant, Ex DCLG Formula Grant and Council Tax Grants. The force receives income from other specific grants and partner contributions which form part of the Net Budget Requirement.
13	Council Tax Precept	143,276	Precept to be raised based on a Council Taxbase of 655,667 and a 4.79% rise in precept.
14	Collection Fund Surplus	2,275	
15	2022/23 Total Funding	352,200	
16	Surplus / (deficit)	0	
Council Tax Information			
17	Council Tax Band D (2021/22 £208.53, 2020/21 £198.63 & 2019/20 £192.96)	£ 218.52	
18	CT Increase (2021/22 4.98%, 2020/21 2.94% & 2019/20 14.16%)	4.79%	
19	Increased cost to Band D property/pa (2021/22 £9.90, 2020/21 £5.67 & 2019/20 £23.94)	£ 9.99	
20	Additional income generated from precept increase (£m)	6.6	
21	Additional Weekly Cost (2021/22 19 pence, 2020/21 11 pence & 2019/20 46 pence)	0.19	
22	Tax base - number of properties (2021/22 644,541, 2020/21 646,387 & 2019/20 638,134m)	655,667	

POLICE & CRIME COMMISSIONER FOR ESSEX			
REVENUE BUDGET SUMMARY - 2022/23			
	2021/22 Original Budget	2021/22 Forecast Outturn (Month 8)	2022/23 Draft Original Budget
	£000	£000	£000
Employees			
Police Officer pay and allowances	196,956	202,657	215,313
PCSO pay and allowances	3,574	3,380	3,615
Police staff pay and allowances	87,709	89,726	93,899
Ill-health/medical pensions	4,496	4,087	4,247
Training	1,882	1,885	1,852
Other employee expenses	1,526	565	547
	296,143	302,300	319,473
Other Service Expenditure			
Premises	9,978	9,714	9,611
Transport	5,805	5,822	6,204
Supplies & services	36,871	34,639	42,688
Third party payments	9,347	7,609	7,874
	62,001	57,784	66,378
Gross Expenditure	358,144	360,085	385,851
Income	(29,690)	(35,159)	(35,006)
Net Cost of Services	328,454	324,925	350,845
Other Expenditure / (Income)			
Interest (receivable) / payable	77	(7)	52
Capital & other adjustments	2,181	2,132	796
	2,258	2,125	849
Net Expenditure	330,712	327,050	351,694
Transfer to/(from) Earmarked Reserves	798	(720)	2,280
Transfer to/(from) the General Reserve	(1,200)	3,980	(1,774)
Budget Requirement	330,310	330,310	352,200
Sources of Finance	(330,310)	(330,310)	(352,200)

Police Officer Growth Plan 2022/23

Line Ref	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
1	Previous Month End Strength FTE	3,556.0	3,575.0	3,594.0	3,577.0	3,640.0	3,623.0	3,686.0	3,669.0	3,716.0	3,699.0	3,682.0	3,729.0	3,712.0
2	Projected Leavers	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0	19.0
3	Total Projected Joiners - to cover attrition	36.0			53.0		34.0		32.0			51.0		34.0
4	Total Projected Joiners - Growth		26.0		27.0		46.0		32.0			13.0		26.0
5	Total Projected Joiners - ROCU Officers		10.0											
6	Total Joiners	36.0	36.0	-	80.0	-	80.0	-	64.0	-	-	64.0	-	60.0
7	Transfers In / Returners	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
8	Projected Month End Strength FTE	3,575.0	3,594.0	3,577.0	3,640.0	3,623.0	3,686.0	3,669.0	3,716.0	3,699.0	3,682.0	3,729.0	3,712.0	3,755.0
9	Target Establishment	3,555.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0	3,755.0
10	Variance	20.0	(161.0)	(178.0)	(115.0)	(132.0)	(69.0)	(86.0)	(39.0)	(56.0)	(73.0)	(26.0)	(43.0)	-

Supporting Financial Documents

Setting a budget is complex and it is important to provide transparency in relation to the various elements that comprise the budget. I have therefore attached several appendices that cover specific aspects of the budget to provide further supporting detail.



Appendix
D_FINAL.pdf

The appendices are: -

- D1 - MTFS Summary
- D2 - MTFS Detail
- D3 - 2022/23 Budget Overview – Chief Constable’s Proposal
- D4 - 2022/23 Budget Summary – Chief Constable’s Proposal
- D5 - 2022/23 Pay Budget Breakdown
- D6 - 2022/23 Contractual and Legal Cost Pressures
- D7 - 2022/23 Service Demand Changes
- D8 - 2022/23 New Revenue Investment
- D9 - 2022/23 Cashable and Non-cashable Savings
- D10 - 2022/23 Savings and Efficiency Plan
- D11 - Reserves Overview
- D12 - Capital Expenditure & Financing Summary - 2021/22 to 2026/27
- D13 - Capital Financing Requirement & MRP Forecasts – 2021/22 to 2026/27
- D14 - Capital Resources Forecast – 2021/22 to 2026/27
- D15 - Capital Programme - Approved Projects
- D16 - Capital Programme – New Capital Bids
- D17 - Capital Programme – Existing and Updated Stage 1 Bids
- D18 - Capital Programme - Revenue Consequences
- D19 - 2022/23 Budget - Subjective Analysis

Date: 21st January 2022

BJ Harrington QPM
Chief Constable
Chief Constable's Office
Police Headquarters, PO Box 2,
Springfield, Chelmsford, Essex CM2 6DA

Email: chief.constable@essex.police.uk

Dear BJ

Thank you for your letter of 17th January 2020, setting out your proposal for the Essex Police budget for the financial year April 2022 to March 2023. Your proposal forms a comprehensive budget request and builds upon, and reflects the discussions, assumptions, and investments we have reviewed jointly in the last few months.

I welcome your proposals to deliver against the ambitions set out in the new Police and Crime Plan, the Government's Beating Crime Plan, our legal responsibilities, and our national obligations to the Strategic Policing Requirement. This is an exciting budget, which enables us to continue to grow the force in a sustainable way, consolidates what we have achieved so far and will make a significant difference to our ability positively to affect the communities we serve. I look forward with confidence in us continuing to work together to make Essex even safer.

It is pleasing to see your proposal to recruit an additional 200 officers: 180 officers as part of the Police Uplift Programme and a further 20 through the precept flexibility. This investment by the public into Essex Police will mean that by the end of March 2023, the force will have an officer establishment of 3,755 police officers. This is over 900 more police officers (an increase of almost 32%) since May 2016, and will make the force the largest and strongest it has ever been. Importantly this extra strength should also enable the force to make significant progress in preventing crime, tackling drug driven violence, protecting the vulnerable and supporting victims of crime.

Essex Police is an efficient force that provides good value to the public. I recognise your continued success in finding new, more efficient ways of working for the people and businesses of Essex, through continued collaboration activity across a wide range of partners, embracing technology and digital solutions, greater efficiency in the use of the police estate and the important delivery of our disposals programme. I thank you for the efficiency and savings process you have put in place over recent years and that through the budget setting for 2022/23, you have identified in year savings of £4.662m and full year savings of £3.757m.

I acknowledge the pay disparity between forces in South and Eastern England as compared to London, and believe it is right to increase the South East Pay Allowance by £500, to help to ensure the recruitment and retention of our essential police officers and staff.

I also recognise that policing has had a very challenging two years and I understand the complexity and impact on crime from the Government's Covid restrictions, followed by planning for what this has meant to crime and policing as the restrictions ease. I appreciate how Essex Police has stepped up during this period, to target crime prevention, serious violence and increase the visibility of the force by investing officers into front line areas that address these issues.

We have worked hard together with Government over the last five years to ensure policing receives the investment it needs to make a real difference in our communities. The Government's recent three-year funding settlement shows a clear commitment from them to invest more in policing. This is underpinned by the ongoing support from our local communities. Over 2,000 members of the public completed the precept survey this year, and 79% of people who gave a view, said they were prepared to pay up to an additional £10 per annum or more to invest in policing. This is a significant increase from last year and a clear indication, supported by the many conversations I have had, across the county, that both the public and Government are willing to invest more in policing. They want a strong force that can get crime down and create the safe communities, we all want to live in.

Police officer remuneration is an important part of building this, and like you, I support a fair pay settlement for officers, that at the same time ensures we are delivering on our promise to the public, to make a tangible difference in their communities. Throughout the budget development process, we have included the assumption of a 2.5% pay increase in each year of the MTFS, based on the three-year settlement covering pay awards for police officers and staff of between 2% and 3% per annum.

The Police Remuneration Review Body (PRRB) will be making a recommendation to the Government in respect of the pay award. Following the Government's decision, we will have certainty over the pay award, and be able to act on this locally and ensure that the decision is reflected in our MTFS. This will provide certainty for officers, staff, and the public, whilst enabling us to have a fully informed discussion in respect of future funding and investment priorities, including discussions with the Home Office. The APCC and the NPCC will both make submissions to the PRRB ahead of their recommendation, and we will have to balance our desire to see an improved living standard for police officers and staff against the need to invest in the capability and capacity to reduce crime and prevent harm to the public. Affordability of both will be important considerations, as will the Government's preparedness to fund additional pay awards beyond the three-year funding envelope they have already laid out.

At this stage we do not know what the Government's decision will be, and as such I do not believe it is appropriate to create an earmarked reserve for an unknown, potential, additional cost of the pay award. The budget that I will present to the Essex Police Fire and Crime Panel will move your proposed earmarked reserve back to the General Reserve.

The General Reserve, as with an earmarked reserve, will of course only be able to provide one off funding, to cover any excess cost of the pay award in 2022/23, only. Once the Government has made their decision, we will have the certainty we need to work through the local implications of the pay award, including for the medium term, and determine whether further funding conversations are required, directly with the Home Office.

The budget proposal you have presented is an ambitious and exciting proposal that will make a significant difference to community safety across Essex. It is a proposal that is supported by the detailed, collaborative, hard work of both of our teams and the clear support offered by Essex residents.

I strongly support your budget proposal and will be recommending to the Essex Police Fire and Crime Panel that the council tax be increased by 4.79%, thereby having a Council Tax Band D of £218.52, an increase of £9.99. In doing this I am also pleased to support your net budget requirement of £352.2m. I will be submitting the budget paper, which I will share with you, to the Essex Police Fire and Crime Panel by Friday 21st January 2022.

The plans we share for Essex Police continue to be ambitious and promise a significant improvement in public safety over the coming year. I am confident that the net budget requirement you have proposed will support the delivery of these plans, and subject to the one amendment, described above, I will be putting this budget to the Essex Police, Fire and Crime Panel and making the proposal of an increase of 4.79% in the Council Tax Precept for Policing for their consideration and endorsement.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Roger', with a long horizontal stroke extending to the right.

Roger Hirst
Police, Fire and Crime Commissioner

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref.	2021/22 Budget £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	5 Year Total £m	
1	Original Budget - Budget Book Net Expenditure (prior year total funding)	314.7	330.3	352.2	365.9	372.1	381.0	1,803.9
2	Adjustment from prior year activity agreed at Budget Setting	(2.5)	-	0.7	(0.5)	0.7	-	0.9
3	Opening Budget Requirement	312.2	330.3	352.9	365.4	372.8	381.0	1,802.4
4	Unavoidable Cost Pressures	11.1	11.1	9.4	8.7	8.8	9.0	47.0
5	New Investment & Service Demand Changes	9.9	12.8	7.4	1.7	2.4	0.1	24.4
6	Short Term one-off costs	3.9	5.2	3.1	2.6	2.4	1.4	14.7
7	Transfer to / (from) Reserves - one off costs	-	(0.2)	(0.6)	-	-	-	(0.8)
8	Short Term one-off costs - to be allocated	-	-	-	-	0.9	1.9	2.8
9	Removal of one-off costs - Short Term budget already in base budget	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(16.5)
10	Budget Requirement - before Savings & Efficiencies	333.8	355.9	368.9	375.1	384.0	390.1	1,874.0
11	Savings & Efficiencies Plan (S&EP) - <u>cashable</u>	(3.5)	(3.7)	(3.0)	(3.0)	(3.0)	(3.0)	(15.7)
12	Net Budget Requirement	330.3	352.2	365.9	372.1	381.0	387.1	1,858.3
13	Government Funding	(195.7)	(206.6)	(211.9)	(215.4)	(215.4)	(215.4)	(1,064.7)
14	Council Tax - Base including taxbase change	(128.0)	(136.7)	(145.8)	(152.0)	(158.5)	(165.3)	(758.3)
15	Council Tax - Precept increase	(6.4)	(6.6)	(3.6)	(3.8)	(4.0)	(4.1)	(22.1)
16	Council Tax - (Surplus)/Deficit on Collection Fund	(0.2)	(2.3)	(1.8)	(1.8)	(1.8)	(1.8)	(9.5)
17	Total Funding	(330.3)	(352.2)	(363.1)	(373.0)	(379.7)	(386.6)	(1,854.6)
18	Annual (Shortfall)/Surplus - Cumulative	(0.0)	0.00	(2.8)	0.9	(1.3)	(0.5)	(3.7)

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref.		2021/22 Budget	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total
Funding Changes								
		£m	£m	£m	£m	£m	£m	£m
19	Main Government Cash Funding Increase/(Reduction)	10.9	10.9	5.3	3.5	-	-	19.7
20	Total Government Grant - non specific	10.9	10.9	5.3	3.5	-	-	19.7
21	Council Tax & Collection Fund Cash Funding Increase/(Reduction)	5.9	11.0	5.6	6.4	6.7	6.9	36.6
22	Overall Cash Funding Increase/(Reduction)	15.6	21.9	10.9	9.9	6.7	6.9	56.3
23	Percentage Funding Increase/(Reduction)	5.0%	6.6%	3.1%	2.7%	1.8%	1.8%	

Line Ref.	Key % Assumptions						
		2020/21	2022/23	2023/24	2024/25	2025/26	2026/27
24	Overall change in Home Office grants	5.6%	5.3%	2.5%	1.6%	0.0%	0.0%
25	Formula Funding Review	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
26	Increase in Council Tax	4.98%	4.79%	2.50%	2.50%	2.50%	2.50%
27	Change in Taxbase	(0.29%)	1.73%	1.75%	1.75%	1.75%	1.75%
28	Inflation Recurring - Officers Pay	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%
29	Inflation Recurring - Staff/PSCOs Pay	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%
30	Inflation - Non pay - <i>various as only specific contractual inflation is used. There is no general inflation.</i>						

Essex Police

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref		2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
1	Original Budget - Budget Book Net Expenditure (prior year total funding)	314.7	330.3	352.2				
1a	Opening Budget Requirement				365.9	372.1	381.0	1,801.5
2	Adjustment from prior year activity agreed at Budget Setting	(2.5)	-	0.7	(0.5)	0.7	-	0.9
3	Opening Budget Requirement	312.2	330.3	352.9	365.4	372.8	381.0	1,802.4
	Unavoidable Cost Pressures							
4	Pay - Sept Pay Award - prior year (5 months - April to August)	1.7	0.1	1.9	2.1	2.2	2.2	8.5
5	Pay - Sept Pay Award - current year (7 months - Sept to March)	0.6	2.7	2.9	3.0	3.0	3.2	14.8
6	Pay - In Year activity - increments	1.9	2.3	2.0	2.0	2.0	2.0	10.3
7	Pay - In Year activity - Turnover (Inc 21/22 Growth not yet achieved)	(0.3)	(1.1)	(1.0)	(1.0)	(1.0)	(1.0)	(5.1)
8	Pay - in year activity - Other (Inc. impact on allowances, NI, Pension and Apprenticeship Levy)	1.1	2.3	2.1	2.1	2.1	2.1	10.7
9	Increase to Employers NI Contributions of 1.25% from 2022/23	-	2.5					2.5
10	LGPS Pension shortfall (Tri-annual Actuarial review)	-	-	0.5	-	-	-	0.5
11	Auto Enrolment to Pension schemes	-	-	0.1	-	-	-	0.1
	Pensions - cost pressure resulting from McCloud judgement	-	-	-	-	-	-	-
12	Contractual Inflation & De-flation	0.5	0.9	0.5	0.5	0.5	0.5	2.9
13	Policing Education Qualifications Framework (PEQF)	-	-	0.4	-	-	-	0.4
14	Investment approved by COG since 2020/21 budget setting	0.2	-	-	-	-	-	-
15	Operational and Support contractual and legal cost pressures, including Motor insurance	1.6	1.4	-	-	-	-	1.4
16	Removal of PUP 20/21 Ring Fenced Grant from base and incorporate into funding.	3.8	-	-	-	-	-	-
17	Total Unavoidable Cost Pressures	11.1	11.1	9.4	8.7	8.8	9.0	47.0

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£m	£m	£m	£m	£m	£m	£m
	<u>New Investment & Service Demand Changes</u>							
18	New investment - Recurring	0.1	1.5	-	-	-	-	1.5
19	Increase police officers by 135 in 2020/21 - including support and non-pay costs	1.8	-	-	-	-	-	-
20	Increase in Staff (16 FTE) to support the 2020/21 growth - including support and non pay costs	0.1	-	-	-	-	-	-
21	Increase in Officers (11 FTE) - infrastructure - to support the 2020/21 growth - including support and non pay costs	0.1	-	-	-	-	-	-
22	Increase in Staff (44.8 FTE) - infrastructure to support the 2020/21 growth - including support and non pay costs	0.7	-	-	-	-	-	-
23	2021/22 Police Officer Uplift - recurring	4.4	-	-	-	-	-	-
24	Payment of PUP Grant to ROCU	0.4	-	-	-	-	-	-
25	2022/23 Police Uplift - recurring	2.6	5.7	1.8	-	-	-	7.5
26	22/23 Police Officers funded by Precept increase		1.9	1.0				2.9
27	PUP Ring Fenced Grant (Income)	(2.2)	(3.0)	-	-	-	-	(3.0)
28	PUP Ring Fenced Grant Remove Prior Year		2.2	3.0				5.2
29	Increase South East Allowance by £500 to £2,500	-	2.0	-	-	-	-	2.0
30	Increases of less than £10k on non-pay budgets	-	-	0.1	0.1	0.1	0.1	0.4
31	Service demand changes including Estates Services restructure	1.8	1.2	-	-	-	-	1.2
32	Reduction in Special Branch Expenditure		(0.9)					(0.9)
33	Borrowing Requirement - interest charges	-	-	0.1	0.1	0.1	-	0.3
34	Borrowing Requirement - Minimum Revenue Requirement (MRP)	0.3	-	0.3	0.8	2.0	0.4	3.5
35	Capital Programme (Approved) - Revenue Consequences	(0.3)	0.3	0.1	-	0.1	(0.5)	-
36	Capital Programme (Proposed) - Revenue Consequences	0.1	0.2	0.6	0.2	0.1	-	1.1
37	Expenditure/(Income) offsetting appropriations to/from Reserves		0.1	-	-	-	-	0.1
38	PFCC - Investment Bids		1.6	0.4	0.5	-	0.1	2.6
39	Total New Investment	9.9	12.8	7.4	1.7	2.4	0.1	24.4

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£m	£m	£m	£m	£m	£m	£m
40	One-off Costs							
41	2021/22 Police Officer Uplift - One-off	0.4	-	-	-	-	-	-
42	Capital Programme (Approved) - One-off revenue costs	0.1	0.9	-	-	0.1	-	1.0
43	Capital Programme (Proposed) - One-off revenue costs	0.6	0.7	1.5	1.4	0.9	-	4.5
44	Bank Holiday's - one-off	0.5	0.7	0.2	(0.2)	-	-	0.7
45	Contractual and legal cost pressures - one-off	0.5	1.3	0.5	0.5	0.5	0.5	3.3
46	Service Demand Changes - one-off	0.7	0.9	0.9	0.9	0.9	0.9	4.5
47	New Investment - One-Off	0.4	1.5	-	-	-	-	1.5
48	Difference in full year and current year savings	(1.0)	(0.9)	-	-	-	-	(0.9)
49	Redundancy Costs	0.9	-	-	-	-	-	-
50	One-off Investment approved by COG since 2020/21 Budget Setting	0.8	-	-	-	-	-	-
51	Expenditure/(Income) offsetting appropriations to/from Reserves		0.1	-	-	-	-	0.1
52	Subtotal of One-off Costs	3.9	5.2	3.1	2.6	2.4	1.4	14.7
53	Appropriations To/(From) Earmarked Reserve							
54	Appropriation to/(from) Earmarked Reserves	-	-	-	-	-	-	-
55	Appropriation to IT Convergence Reserve - one off	1.2	-	-	-	-	-	-
56	Appropriation to Productivity Reserve - One-off		-	-	-	-	-	-
57	<i>Appropriations To/(From) Earmarked Reserves</i>	<i>1.2</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
58	Appropriations To/(From) General Reserve							
59	Appropriation (from) /to General Reserve - One Off	(1.2)	(0.2)	(0.6)	-	-	-	(0.8)
60	<i>Appropriations To/(From) General Reserve</i>	<i>(1.2)</i>	<i>(0.2)</i>	<i>(0.6)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>(0.8)</i>
61	Total Appropriations To/(From) Reserves	-	(0.2)	(0.6)	-	-	-	(0.8)
62	One-off expenditure (reduced)/increased to match funding available for one-off activity	-	-	-	-	0.9	1.9	2.8
63	Removal of one-off expenditure up to the short term budget	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(16.5)
64	One-off expenditure balance from short term funding	0.6	1.7	(0.8)	(0.7)	-	-	0.2
65	Budget Requirement - before Savings & Efficiencies	333.8	355.9	368.9	375.1	384.0	390.1	1,874.0
66	Savings & Efficiencies Plan (S&EP) - <u>cashable</u>	(3.5)	(3.7)	(3.0)	(3.0)	(3.0)	(3.0)	(15.7)
67	Net Budget Requirement	330.3	352.2	365.9	372.1	381.0	387.1	1,858.3

Essex Police

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Funding							
<i>Home Office Police Grant</i>							
68	HO Police Grant (23/24 includes £12m PUP)	(119.3)	(117.5)	(131.8)	(135.3)	(135.3)	(655.2)
69	HO Funding for Police Uplift 2022/23 (180 Officers, less ring fenced grant)	-	(9.0)	-	-	-	(9.0)
70	Total Home Office Police Grant	(119.3)	(126.5)	(131.8)	(135.3)	(135.3)	(664.2)
<i>Home Office Formula Grant</i>							
71	HO Formula Grant	(63.3)	(67.0)	(67.0)	(67.0)	(67.0)	(335.0)
73	Total Home Office Formula Grant	(63.3)	(67.0)	(67.0)	(67.0)	(67.0)	(335.0)
<i>Other Non Specific Grants</i>							
74	Council Tax Freeze Grant 2011/12	(2.1)	(2.1)	(2.1)	(2.1)	(2.1)	(10.5)
75	Council Tax Support Grant	(11.0)	(11.0)	(11.0)	(11.0)	(11.0)	(55.0)
76	Total Specific Grants	(13.1)	(13.1)	(13.1)	(13.1)	(13.1)	(65.5)
78	Total Government Funding	(195.7)	(206.6)	(211.9)	(215.4)	(215.4)	(1,064.7)
<i>Council Tax Requirement</i>							
79	Council Tax - Base	(128.4)	(134.4)	(143.3)	(149.4)	(155.8)	(745.4)
80	Council Tax - Taxbase change	0.4	(2.3)	(2.5)	(2.6)	(2.7)	(12.9)
81	Council Tax - Precept increase	(6.4)	(6.6)	(3.6)	(3.8)	(4.0)	(22.1)
	Collection Fund Taxbase adjustment for unconfirmed authorities	-	-	-	-	-	-
82	Total Council Tax Requirement	(134.4)	(143.3)	(149.4)	(155.8)	(162.5)	(780.4)
83	Total Resource Funding (Gov. grants and Council Tax)	(330.1)	(349.9)	(361.3)	(371.2)	(377.9)	(1,845.1)
84	Council Tax - (Surplus)/Deficit on Collection Fund	(0.2)	(2.3)	(1.8)	(1.8)	(1.8)	(9.5)
85	Total Funding	(330.3)	(352.2)	(363.1)	(373.0)	(386.6)	(1,854.6)
86	Annual (Shortfall)/Surplus - Cumulative	-	-	(2.8)	0.9	(1.3)	(0.5)

Essex Police

Medium Term Financial Strategy 2022/23 - 2026/27

Line Ref	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total	
	£m	£m	£m	£m	£m	£m	£m	
87	Main Government Cash Funding Increase/(Reduction)	10.9	10.9	5.3	3.5	-	-	19.7
88	Total Government Grant - non specific	10.9	10.9	5.3	3.5	-	-	19.7
89	Council Tax Funding Increase/(Reduction)	5.9	8.9	6.1	6.4	6.7	6.9	35.0
90	Collection Fund Increase/(Reduction)	(1.2)	2.1	(0.5)	-	-	-	1.6
91	Overall Cash Funding Increase/(Reduction)	15.6	21.9	10.9	9.9	6.7	6.9	56.3
92	Percentage Funding Increase/(Reduction)	5.0%	6.6%	3.1%	2.7%	1.8%	1.8%	

A. Key % Assumptions

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
93	Change in Home Office Police Grant	3.2%	6.0%	absolute figure	absolute figure	0.0%	0.0%
94	Change in Home Office Formula Grant	0.2%	5.8%	0.0%	0.0%	0.0%	0.0%
95	Change in Council Tax Support and Freeze grant	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
96	Change in Government general funding	5.6%	5.6%	2.5%	1.6%	0.0%	0.0%
97	Change in Home Office Pension Grant	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
98	Increase in Council Tax	4.98%	4.79%	2.50%	2.50%	2.5%	2.5%
99	Change in Taxbase	-0.29%	1.87%	1.75%	1.75%	1.75%	1.75%
100	Inflation Recurring - Officers Pay	0.0%	2.5%	2.5%	2.5%	2.5%	2.5%
101	Inflation Recurring - Staff/PSCOs Pay	0.0%	2.5%	2.5%	2.5%	2.5%	2.5%
102	Inflation - Non pay - various as only specific contractual inflation is used. There is no general inflation.						

B. Key Assumptions

- 103 Council Tax increase of 4.79% in 2022/23, and then 2.5% annually
- 104 Government Grants funding is based on 0% increase from 2022/23 with the exception of the main Police Grant which has been updated to reflect an estimated allocation of the national growth in funding announced in the 3 year Comprehensive Spending Review.
- 105 The Borrowing Requirement and revenue consequences of this are continually under review as the capital program is updated.

C. Key Principles

- 106 From 2016/17 one off costs are no longer funded from General Reserves. A recurring budget for short term projects of £3.5m was created. The current level is £3.3m with the balance being utilised for long term projects. When the projects are completed the funding will be returned to the recurring short term budget.
- 107 Variances in the number of Bank Holiday's in a financial year will be managed within the recurring short term budget.

D. Areas for Future Consideration and Further Reviews

- 108 Airwave switch off is delayed to 2024/25. Costs are continually under review

E. Scenarios

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m	£m
109 <u>1% change (+ / -) in:</u>						
110 Council Tax:	1.3	1.4	1.5	1.5	1.6	1.7
111 Government Grant:	2.0	2.1	2.1	2.2	2.2	2.2
111 Total	3.2	3.4	3.6	3.7	3.7	3.8
112 <u>0.5% change (+ / -) in:</u>						
113 Council Tax:	0.6	0.7	0.7	0.7	0.8	0.8
114 Government Grant:	1.0	1.0	1.1	1.1	1.1	1.1
114 Total	1.6	1.7	1.8	1.8	1.9	1.9

2022/23 Budget Overview

Line Ref	Budget Activity	£'000	Comments	Line Ref (See Sheet C4)	2021/22 (£'000)	Change (£'000)
1	2021/22 Original Budget	330,310		1	314,716	15,594
2	Activity occurring before 1st April 2022	24	This is the net effect of increases and decreases agreed as part of prior year budget setting e.g. adding or removing one-off funding awarded in prior years from the base budget.	6	(2,484)	2,508
3	2022/23 Starting Budget after adjustment to 2021/22 base for activity occurring before 1st April 2022	330,334		7	312,232	18,102
4	Unavoidable Cost Pressures	11,112	Includes pay rises of 2.5% and other pay adjustments to allowances, NI, Pensions, turnover etc (£8.8m), contractual inflation (£0.9m) and Contractual & Legal bids (£1.4m).	22	11,086	26
5	New Investment	12,839	Includes £7.6m for the in-year revenue cost of an additional 200 officers (180 funded from the National Police Uplift Programme and 20 from precept). £2m for increase to South East Allowance. £1.2m service demand bids. £1.5m New revenue investment bids, £1.6m for PFCC to fund Violence and Vulnerability and Safer Streets and £0.6 for the revenue consequences of capital schemes. This is offset by a 0.8m increase in specific grant element of PUP funding and reductions in other budgets.	39	9,907	2,933
6	One-off Activity - operational and support	5,211	£3.7m for one-off contractual, legal, service demand and new revenue investment bids. £1.6m for one-off revenue consequences to capital schemes. £0.7m for the cost of bank holidays above that provided for in the base budget (including the additional bank holiday) and these are offset by £0.9m one-off savings over and above the recurring savings.	50	3,910	1,301
7	Transfer from Reserves to Fund One-Off Activity	(193)	There is a planned net contribution from reserves of £0.4m. Included within this is a contribution of £1.5m from the general reserve to fund one-off activities. This is offset by £0.8m for the creation of a Productivity Reserve to smooth the impact of potential pay rises above the 2.5% budgeted for and £0.7m contribution to the reserve for future capital funding which is the mechanism for using revenue to fund capital investment (£0.5m of which is from PUP funding).	57	-	(193)
8	One-off Activity budget	(3,346)	Utilisation of the One-Off recurring budget to fund One-off activities.	61	(3,346)	-
9	2022/23 Budget requirement before Savings and Efficiencies	355,957		63	333,788	22,169
10	Savings and Efficiencies	(3,757)	Value of recurring savings.	67	(3,478)	(279)
11	Net Budget Requirement	352,200		68	330,310	21,890
Source of Funding						
12	Government Grants	206,649	General funding provided by the Home Office including the main Police Grant, Ex DCLG Formula Grant and Council Tax Grants. The force receives income from other specific grants and partner contributions which form part of the Net Budget Requirement.	73 to 76	195,690	10,959
13	Council Tax Precept	143,276	Precept to be raised based on a Council Taxbase of 656,572 and a 4.79% rise in precept.	75	134,406	8,870
14	Collection Fund Surplus	2,275		76	214	2,061
15	2022/23 Total Funding	352,200		77	330,310	21,890
16	Surplus / (deficit)	0		78	0	1
Council Tax Information						
17	Council Tax Band D (2021/22 £208.53, 2020/21 £198.63 & 2019/20 £192.96)	£ 218.52			208.53	9.99
18	CT Increase (2021/22 4.98%, 2020/21 2.94% & 2019/20 14.16%)	4.79%			4.98%	-0.19%
19	Increased cost to Band D property/pa (2021/22 £9.90, 2020/21 £5.67 & 2019/20 £23.94)	£ 9.99			£9.90	£0.09
20	Additional income generated from precept increase (£m)	6.6			6.4	0.2
21	Additional Weekly Cost (2021/22 19 pence, 2020/21 11 pence & 2019/20 46 pence)	0.19			£0.19	£0.00
22	Tax base - number of properties (2021/22 644,541, 2020/21 646,387 & 2019/20 638,134m)	655,667			644,541	11,127

2022/23 Budget Summary

Line Ref

	£'000	Comments
1	2021/22 Original Budget	330,310
2	Recurring Activity Occurring Before 1st April 2021	
3	Remove prior year one-off funding/income	(549)
4	Adjustment from Prior Year Activity Agreed at Budget Setting	97
5	2022/23 One-off projects agreed at 2021/22 Budget Setting - one-off	476
6	Total Recurring Activity Occurring Before 1st April 2021	24
7	2022/23 Starting Budget after adjustment to 2021/22 base for activity occurring before 1st April 2022	330,334
8	Unavoidable Cost Pressures	
9	Sept 21 Pay Award	95
10	Sept 22 Pay Award	2,701
11	Pay (not inflation) e.g. increments/turnover	
12	Increments	2,301
13	Allowances	222
14	NI & Pensions	1,970
15	Increase to Employers NI Contributions of 1.25% from 2022/23	2,518
16	Other Inc Changes in Establishment, Force Funded & Turnover	(1,125)
17	Increase in establishment of 2 Police Officers in 21/22	102
		5,989
18	Contractual Inflation & De-flation	889
19	Contractual and Legal cost pressures - Recurring	
20	New Pressures	1,438
21	Removal of PUP 21/22 Ring Fenced Grant from the base budget as now incorporated into funding	1,438
22	Total Unavoidable Cost Pressures	11,112
23	New Investment & Service Demand Changes	
24	Police Uplift - Recurring (180 in 2022/23 from National Uplift Programme, including 10 ROCU)	7,399
25	Police Uplift - Recurring (20 in 2022/23 funded from precept)	681
26	Place capital element of PUP Uplift to Reserve for Future Capital Funding	(471)
27	Increases of less than £10k on non-pay budgets	39
28	Service demand changes - recurring	1,201
29	New revenue investment - recurring	1,538
30	Special Branch reduction in Costs	(964)
31	Capital Programme (Approved) - Revenue Consequences	328
32	Capital Programme (Proposed) - Revenue Consequences (75%)	242
33	Borrowing Requirement (MRP & Interest Charges)	32
34	Increase in South East Allowance	2,000
35	PFCC Investment Bids	1,584
36		
37	Expenditure/(Income) offsetting appropriations to/from Reserves 2022/23 (will be offset by appropriation from reserve) - FYE	65
	Remove prior year PUP Ring Fenced Grant	2,200
38	PUP 2022/23 Ring-fenced Grant	(3,035)
39	Total New Investment & Service Demand Changes	12,839
40	One-off Activity	
41	Capital Programme (Approved) - One-off revenue costs	902
42	Capital Programme (Proposed) - One-off revenue costs (75%)	702
43	Contractual and Legal cost pressures - One Off	1,331
44	Service demand changes - One-off	891
45	New revenue investment - one-off	1,453
46	Police Uplift - One-off	
47	Bank Holidays - One-off	701
48	One-off shortfall/(surplus) in savings (Difference between Full Year Effect and Current Year Savings)	(905)
49	Expenditure/(Income) offsetting appropriations to/from Reserves 2022/23 (will be offset by appropriation from reserve) - One-off	136
50	Total One-off Activity	5,211

2022/23 Budget Summary

Line Ref

		£'000	Comments
51	Funding from Reserves - One-off		
52	Transfer to/(From) earmarked reserves	(423)	Funds expenditure captured in Line references 37 (£65k), Line reference 49 (£330k) and Line Ref 45 (£28k) above (e.g applying the use of POCA, PEQF, Specials Reserve, Data Analytics etc)
53	Transfer to/(From) Earmarked Reserves - Future Capital Funding	665	Includes £471k from PUP for Capital Expenditure (See Line Reference 26)
54	Transfer from earmarked reserves - Covid Violence Reduction Reserve	(229)	£0.229m Covid Violence Reduction Reserve which is to be transferred to the General Reserve.
55			
56	Transfer From General Reserve - to fund one-off costs	(435)	
57	Transfer to General Reserve from earmarked reserves	229	Transfer of balance on Covid Violence Reduction Reserve to the General Reserve
58	Transfer (from)/To Reserves	(193)	
59	Total One-off Activity	5,018	
60			
61	One-off costs funded by permanent budget for one-off activity (includes transfers to reserves)	(3,346)	
62	One-off expenditure above / (below) the £3.3m funding for one-off activity	1,672	
63	2022/23 Budget requirement before Savings and Efficiencies	355,957	
64	Savings and Efficiencies		
65	Essex Savings and Efficiencies	(2,434)	
66	Collaborative Savings and Efficiencies	(1,322)	
67	Total Savings and Efficiencies	(3,757)	
68	Net Budget Requirement	352,200	
69	Source of Funding		
70	HO Core Police Grant (Based on Last Year's allocation + £2.6m for additional NI funding)	117,511	
71	HO Police Uplift Grant (for 180 officer based on £67k per officer less £3m Which will be a claimable specific grant included in line ref 37)	9,025	126,537 2021/22 £119.3m, 20/21 £115.5m & 2019/20 £103.551m
72	HO formula Grant (ex DCLG grant)	66,987	2021/22 £56.307m, 2020/21 £56.231 & 2019/20 £56.231m
73	Council Tax Freeze grant - 0% change	2,133	2021/22 £2.133m, 2020/21 £2.133m, & 2019/20 £2.133m
74	Council Tax Support Grant - 0% change	10,992	2021/22 £10.992m, 2020/21 £10.992 & 2019/20 £10.992m - for reduction in taxbase from 2013/14
75	Council Tax precept	143,276	2021/22 £134.406m (2020/21 £128.392)
76	Collection Fund surplus	2,275	2021/22 £0.214m (2020/21 £1.458m, 2019/20 £1.545m, 2018/19 £1.562m, 2017/18 £1.902m, & 2016/17 £1.794m)
77	2022/23 Total Funding	352,200	
78	Surplus / (deficit)	0.000	
79	Council Tax Information		
80	Council Tax Band D (2021/22 £208.53, 2020/21 £198.63 & 2019/20 £192.96)	£	218.52
81	CT Increase (2021/22 4.98%, 2020/21 2.94% & 2019/20 14.16%)		4.79%
82	Increased cost to Band D property/pa (2021/22 £9.90, 2020/21 £5.67 & 2019/20 £23.94)	£	9.99
83	Additional income generated from precept increase (£m)		6.6
84	Additional Weekly Cost (2021/22 19 pence, 2020/21 11 pence & 2019/20 46 pence)		0.19
84	Tax base - number of properties (2021/22 644,541, 2020/21 646.387 & 2019/20 638.134m)		655,667

2022/23 Pay Budget Breakdown of Changes since 2021/22 Budget Setting

Line Ref		Officers £'000	Staff £'000	PCSO £'000	Total £'000
1	Recurring Pay Award - based on Sept 21 (5 months - April to August)	-	93	2	95
2	Total Pre-22/23 recurring activities	-	93	2	95
3	Sept 22 payrise - current year (7 months - Sept to March)	1,773	902	26	2,701
4	Increments	1,648	651	3	2,301
5	Changes in allowances	218	43	(40)	222
6	NI & Pension changes	1,011	966	(7)	1,970
9a	Increase to Employers NI Contributions of 1.25% from 2022/23	1,663	826	29	2,518
7	Annual Leave - Loss of Pay (Bear Scotland)	39	(0)	(2)	37
8	Changes to Establishment and Force Funded Posts since 2021/22 budget setting (Inc promotions & adjustments) and changes to turnover Sept 20 to Sept 21	(297)	(350)	0	(647)
9	Turnover Adjustments - Future (Sept 21 onwards)	43	(51)	0	(7)
10	Maternity Adjustments	(370)	-	-	(370)
11	OPCC (e.g. changes for payrise, increments, and increase establishment)	-	22	0	22
12	Apprenticeship Levy Change	40	7	0	47
13	Other Adjustments (If material please provide further breakdown)	(40)	(159)	(7)	(206)
14	Pay (not inflation) e.g. increments/turnover	3,956	1,954	(24)	5,887
21	Total	5,729	2,950	4	8,682

2022/23 Revenue Budget Change Summary - Contractual and Legal Pressures

Line Ref	Bid Ref & Link	Command / Department	Description	2022/23		2023/24		2022/23 - FTE's					
				Investment				Officers		Staff			
				One off (£)	Recurring (£)	One off (£)	Recurring (£)	One-off	Recurring	One-off	Recurring		
				FTE's		FTE's							
1	7F-01	7 Force Strategic Collaboration Programme	7 Force Vetting Change Co-ordinator role	14,659									
2	7F-02	7 Force Strategic Collaboration Programme	7 Force Firearms Training increase		8,749		8,749						
3	7F-03	7 Force Strategic Collaboration Programme	7 Force Driver Management licence		16,947		16,947						
4	7F-04	7 Force Strategic Collaboration Programme	7 Force Strategic Collaboration Programme Team	133,041									
5	7F-05	7 Force Strategic Collaboration Programme	7 Force Forensic Case Management System	61,819	132,818		137,193						
6	CF-01	Corporate Finance	Reduction in private hire income opportunities		92,462		92,462						
7	CF-02	Corporate Finance	Financial agreements agreed via the National Police Chiefs' Council (NPCC)		101,000		116,000						
8	CF-03	Corporate Finance	Vehicle Insurance Premiums		150,000		150,000						
9	CF-04	Corporate Finance	Miscellaneous Insurance Premiums		45,000		45,000						
10	CF-05	Corporate Finance	LGPS Admin Fee		15,328		15,328						
11	ECFRS-01	ECFRS Collaboration	ECFRS Collaboration Programme	114,298		114,298							
12		ERSOU	Increase to Essex Share of ERSOU costs		128,698		128,698						
13	CI-01	Criminal Justice	Immigration Income	15,000		15,000							
14	CPP-01	Crime and Public Protection	MARAC (SETDAB) externally funded posts to be made established		128,783		128,783						2.00
15	CPP-02	Crime and Public Protection	Safeguarding Partnership Funding - Force contribution		182,415		182,415						
16	SCD-01	SCD	Communications Intelligence Unit Home Office Recharge increases		131,136		131,136						
17	SCD-07	SCD	Communications Intelligence Unit - mIPAR		21,956		21,956						
18	ATH-01	Athena AMO	Essex AMO Contribution	63,755									
19	IT-05	IT Services	Various Home Office IT Application Increase		234,880		234,880						
20	IT-06	Shared Support Services/ ITD	Essex ICCS Supplier Replacement	928,100	28,000	41,300	335,700						
21	HR-04	Human Resources	Employee Assistance Programme		20,000		20,000						
22			Overall Total	1,330,673	1,438,171	170,598	1,765,246	0.00	0.00	0.00	2.00		

2022/23 Revenue Budget Change Summary - Service Demand Changes

Line Ref	Bid Ref & Link	Command / Department	Description	2022/23		2023/24		2022/23 - FTE's					
				Investment		One off (£)	Recurring (£)	Officers		Staff			
				One off (£)	Recurring (£)			One-off	Recurring	One-off	Recurring		
1	JM-01	Professionalism	IM2025 - Information Management		176,694		451,112						14.00
2	LG-01	Legal Department	To increase Operational Lawyer Vacancy from 0.6 FTE to 1 FTE		19,124		19,124						0.40
3	Various	Force Tasking	Force Tasking Budget (Collection of Overtime Bids)	647,125	100,000	347,125	100,000						
4	CF-06	Corporate Finance	Additional Deputy Payroll & Pensions Manager		26,173		26,173						0.50
5	MC-01	Professionalism	Misconduct Hearings		180,000		180,000						
6	OPC-04	Operational Policing	CBRN equipment	19,000		19,000							
7	OPC-05	Operational Policing	Dog purchases & supplies		18,500		18,500						
8	SCD-03	Serious Crime	Internal Liaison Officer (ILO)		16,187		32,374						1.00
9	SCD-05	Serious Crime	ANPR Police Staff Investment		31,080		62,160						2.00
10	SCD-06	Serious Crime	Communications Intelligence Unit - SVU		30,000		30,000						
11	IT-01	IT Services on behalf of Serious Crime Directorate - Intelligence Analysts	Analyst CSAS Licences for Essex		32,208		32,208						
12	IT-02	IT Services on behalf of Serious Crime Directorate - Forensics Department	DFU & Digital Hubs Licences		56,643		64,293						
13	IT-03	IT Services behalf of Serious Crime Directorate - Forensic Services - Digital Media Hubs & Digital Forensics Unit	Semantics 21 LaserIX & Jedson X-Tension Software licences		36,800		36,800						
14	IT-04	IT Services	Adobe Acrobat Pro DC Licences		28,922		28,922						
15	EST-01	Estates	Estates maintenance & utilities		126,728		136,735						
16	HR-01	Learning & Development	Officer External Training	112,000									
17	HR-02	Human Resources/Health Services	External Assessment Centres - One off budget for Growth	0									
18	HR-03	Human Resources/Health Services	Business Case - Health Services Changes		46,427		46,427						0.50
19	HR-05	Learning & Development	External Training Venues Budget		72,500		72,500						
20	HR-06	Learning and Development, HR Directorate.	PEQF Development Team	55,220	0	55,220	0	0.50		0.50			
21	HR-07	Learning & Development	Special Constabulary Operational Skills Trainers (PSE) - To create 3 x established posts		120,993		120,993						3.00
22	BS-02	Business Services	Body Armour Police Staff Investigators	0	0		0						
23	BS-03	Business Services	Antiseptic Wipes		30,000		30,000						
24	BS-04	Business Services	Property Stores Team uplift		29,786		29,786						1.00
25	BS-05	Business Services	Provision of Sanitiser stations		10,000		10,000						
26	BS-06	Business Services	Slash Resistant Gloves	58,000	12,000		12,000						
27			Overall Total	891,345	1,200,765	421,345	1,540,107	0.50	0.00	0.50			22.40

2022/23 Revenue Budget Change Summary - New Revenue Investment

Line Ref	Bid Ref & Link	Command / Department	Description	2022/23		2023/24		2022/23 - FTE's					
				Investment				Officers		Staff			
				One off (£)	Recurring (£)	One off (£)	Recurring (£)	One-off	Recurring	One-off	Recurring		
				FTE's		FTE's							
1	MED-01	Media & Communications Department	Increasing demands for Media support to the Force	2,938	74,370		95,546						2.00
2		PSD	Counter Corruption Prevention Team		76,201		76,201						2.00
3	DCC-01	Professionalism	Data Protection Team		97,707		97,707						3.00
4		Serious Crime	Detective Bonus Payments	722,899		301,208							
5	OPC-06	Operational Policing	FCR Call Handlers		875,132		875,132						30.00
	SCD-04	Serious Crime	PSE Growth - Digital Media Hubs	55,649	108,021	9,036	213,147						6.00
6	EST-02	Estates	Estates - facilities enabling - staffing uplift and disposal cost	181,551							5.00		
7	PFCC-01	PFCC's Office	New ERP System - Scoping										
8	HR-08	HR Directorate	Funded Force Chaplain		61,000		61,000						1.00
9	BS-07	Business Services	Print to Post - Leasing and Licensing Fee of Digital Service		26,000		26,000						
10		HR Directorate	Police Now	139,500									
11	SC-01	Strategic Change	Research and Analysis Department - Business Case (phase 1)		74,457		74,457						1.00
12	SC-02	Strategic Change	Strategic Development Officer & Project Managers - Estates Transformation Team		128,520		154,224						3.00
13	SC-03	Strategic Change	Analytics For Everyone	350,000		350,000							
14	SC-04	Strategic Change	Essex Police Museum - Full funding for Musuem Curator Role		16,243		16,243						
15			Overall Total	1,452,537	1,537,651	660,244	1,689,657	0.00	0.00	5.00	48.00		

	Savings & Efficiencies Plan - 2022-23	Budget Setting	Budget Setting
REF:	Change	Proposal for agreement at Police, Fire & Crime Panel for 2022.23 In YEAR	Proposal for agreement at Police, Fire & Crime Panel for 2022.23 FULL YEAR
		£	£
1	Estate Disposals Revenue	(198,000)	(198,000)
2	Force wide Non-Pay	(2,403,721)	(1,915,910)
3	Vacancy Factor - One Off	(500,000)	0
4	Coroner Service Funding Agreement	(35,500)	(35,500)
5	Media - Technology Solutions	(20,000)	(20,000)
6	Strategic Change Directorate - Structural Review	(70,421)	(70,421)
7	Stansted Structural Review	(51,969)	(51,969)
8	Crime and Public Protection Training Review	(75,230)	(75,230)
9	Anti Social Behaviour Structural Review	(33,706)	(67,412)
10	Essex Only Total	(3,388,547)	(2,434,442)
11	IT (Non - Pay)	(618,664)	(618,664)
12	Digital Asset Management System	(162,687)	(113,289)
13	Force wide Contracts Savings	(452,041)	(550,306)
14	Business Services - Service Review	(21,220)	(21,220)
15	SCD - Digital Media Review	(18,928)	(18,928)
16	Collaborative Total	(1,273,540)	(1,322,407)
17	Savings Grand Total	(4,662,087)	(3,756,849)

REF:	Command	Proposal for agreement at Police, Fire & Crime Panel for 2022.23 In YEAR	Proposal for agreement at Police, Fire & Crime Panel for 2022.23 FULL YEAR
		£	£
1	Vital Signs	(87,055)	(87,055)
2	O365	(3,818,484)	(3,818,484)
3	Agile Working		
4	NON Cashable Savings Grand Total	(3,905,539)	(3,905,539)

Savings and Efficiency Plan

Ref:	Strand	2016/17 FYE	2017/18 FYE	2018/19 FYE	2019/20 FYE	2020/21 FYE	2021/22 FYE	2022/23 FYE	2023/24 FYE	2024/25 FYE	2025/26 FYE	2026/27 FYE	FIVE YEAR TOTAL FYE 2020/21 2024/25		Overall Total
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
1	Operational Review (NHP/PCSO)	(7,441,391)	-	-	-	-	-	-	-	-	-	-	-	-	(7,441,391)
2	Front Counter Reduction	(1,866,160)	-	-	-	-	-	-	-	-	-	-	-	-	(1,866,160)
3	Operational Policing Command	(1,281,734)	-	-	-	-	-	-	-	-	-	-	-	-	(1,281,734)
4	CJOM Review	(835,158)	-	-	-	-	-	-	-	-	-	-	-	-	(835,158)
5	Pension Auto Enrolment	(600,000)	-	-	-	-	-	-	-	-	-	-	-	-	(600,000)
6	Increase in police staff vacancy factor %	-	-	-	(1,036,647)	-	-	-	-	-	-	-	-	-	(1,036,647)
7	Custody Suite Reduction	(566,944)	-	-	-	-	-	-	-	-	-	-	-	-	(566,944)
8	Operational Review (LPSU)	(330,432)	-	-	-	-	-	-	-	-	-	-	-	-	(330,432)
9	Performance DCI Removal	(241,860)	-	-	-	-	-	-	-	-	-	-	-	-	(241,860)
10	Coroners Contract	-	(474,446)	-	-	(34,000)	(33,000)	(35,500)	-	-	-	-	(35,500)	(576,946)	
11	MARAT - MARAC	-	(10,010)	-	-	-	-	-	-	-	-	-	-	(10,010)	
12	Criminal Justice	(244,327)	-	-	-	(98,516)	(58,720)	-	-	-	-	-	-	(401,563)	
13	Non-Pay	(2,389,000)	(592,796)	(361,553)	(282,550)	(211,800)	(1,404,020)	(1,915,910)	(1,500,000)	(1,500,000)	(500,000)	(500,000)	(5,915,910)	(11,157,629)	
14	Additional Non-Pay	(49,732)	(258,766)	-	-	(222,526)	-	-	(306,000)	-	-	-	(306,000)	(837,024)	
15	Additional Income Regenerated	-	-	-	-	(135,300)	-	-	-	-	-	-	-	(135,300)	
16	Estate Disposals (Gross Revenue)	(105,000)	(131,000)	(252,000)	(399,593)	(161,000)	(160,000)	(198,000)	(221,000)	(172,000)	(122,000)	(1,214,000)	(1,927,000)	(3,135,593)	
17	FSEL - Non- Pay	-	-	-	-	(10,000)	-	-	-	-	-	-	-	(10,000)	
18	Specials	-	-	-	-	(52,500)	-	-	-	-	-	-	-	(52,500)	
19	Bank Holiday Overtime	-	-	-	-	(127,992)	-	-	-	-	-	-	-	(127,992)	
20	Police Officer & Staff Overtime	-	-	(1,200,000)	-	(500,000)	-	-	-	-	-	-	-	(1,700,000)	
21	Custody Review	-	-	-	-	(318,024)	-	-	-	-	-	-	-	(318,024)	
22	Crime and Public Protection	-	-	-	-	-	-	(75,230)	-	-	-	-	(75,230)	(75,230)	
23	OPC Command	-	-	-	-	(144,933)	(105,923)	-	(30,000)	-	-	-	(30,000)	(280,856)	
24	Contact Management	-	-	-	(110,822)	(135,007)	(152,017)	-	-	-	-	-	-	(397,846)	
25	SCT - Change Team	-	-	-	-	(46,298)	-	(70,421)	-	-	-	-	(70,421)	(116,719)	
26	SCT - Crime Data Integrity	-	-	-	-	(59,386)	-	-	-	-	-	-	-	(59,386)	
27	LPA Review	-	-	-	-	(151,609)	-	(67,412)	-	-	-	-	(67,412)	(219,021)	
28	Legal	-	-	-	-	(16,267)	-	-	-	-	-	-	-	(16,267)	
29	Professional Standards	-	-	-	-	-	(21,720)	-	-	-	-	-	-	(21,720)	
30	Media	-	-	-	-	-	-	(20,000)	-	-	-	-	(20,000)	(20,000)	
31	Licensing Resourcing Review	-	-	-	(26,763)	-	-	-	-	-	-	-	-	(26,763)	
32	Additional Rents - Temporary Storage - Estates	-	-	-	-	(54,996)	-	-	-	-	-	-	-	(54,996)	
33	Stansted Rank Rationalisation	-	-	-	-	-	-	(51,969)	-	-	-	-	(51,969)	(51,969)	
34	Essex Only Total	(15,951,738)	(1,467,018)	(1,813,553)	(1,856,375)	(2,480,154)	(1,935,400)	(2,434,442)	(2,057,000)	(1,672,000)	(622,000)	(1,714,000)	(8,499,442)	(34,003,680)	
35	Support Services Directorate	(988,914)	(1,784,821)	(1,192,474)	(1,378,891)	(1,910,397)	(734,697)	(618,664)	(169,351)	-	-	-	(788,015)	(8,778,209)	
36	HR Directorate	-	-	-	-	-	(152,378)	(21,220)	-	-	-	-	(21,220)	(173,598)	
37	Serious Crime Directorate Review	(633,309)	(312,162)	(480,407)	(1,303,658)	(401,605)	-	(18,928)	-	-	-	-	(18,928)	(3,150,069)	
38	OPC (Hexagon)	-	-	(99,997)	-	-	-	-	-	-	-	-	-	(99,997)	
39	7F/ECFRS/Collaboration	-	-	-	-	-	-	-	-	-	-	-	-	-	
40	O365	-	-	-	-	-	(64,832)	-	-	-	-	-	-	(64,832)	
41	NPAS	-	-	-	-	-	-	-	-	-	-	-	-	-	
42	Contract Savings	-	-	-	-	-	-	(550,306)	-	-	-	-	(550,306)	(550,306)	
43	DAMS	-	-	-	-	-	-	(113,289)	(47,382)	-	-	-	(160,671)	(160,671)	
44	Athena	-	-	-	-	-	-	-	-	(165,829)	-	-	(165,829)	(165,829)	
45	Collaboration Total	(1,622,223)	(2,096,983)	(1,772,878)	(2,682,549)	(2,312,002)	(951,907)	(1,322,407)	(216,733)	(165,829)	0	0	(1,704,969)	(13,143,511)	
46	Technical inter-year adjustments	-	-	-	(117,000)	(162,045)	-	-	-	-	-	-	-	(279,045)	
47	Savings Total	(17,573,961)	(3,564,001)	(3,586,431)	(4,655,924)	(4,954,201)	(2,887,307)	(3,756,849)	(2,273,733)	(1,837,829)	(622,000)	(1,714,000)	(10,204,411)	(47,426,236)	

Earmarked Reserves and Provisions - Opening and Closing Balances

Reserve	2021/22						2022/23						2023/24						2024/25						2025/26					
	Forecast Year End Balance	1st April 2022 - Opening Balance	Budgeted Contribution / (Allocation)	Provisional Outturn Contribution 2022/23 *	In-Year Contribution 2022/23	In-Year Allocation 2022/23	Forecast Year End Balance - 31st March 2023	1st April 2023 - Opening Balance	Budget Setting Contribution / Allocation 2023/24	Provisional Outturn Contribution 2023/24 *	In-Year Contribution 2023/24	In-Year Allocation 2023/24	Forecast Year End Balance - 31st March 2024	1st April 2024 - Opening Balance	Budget Setting Contribution / Allocation 2024/25	Provisional Outturn Contribution 2024/25 *	In-Year Contribution 2024/25	In-Year Allocation 2024/25	Forecast Year End Balance - 31st March 2025	1st April 2025 - Opening Balance	Budget Setting Contribution / Allocation 2025/26	Provisional Outturn Contribution 2025/26 *	In-Year Contribution 2025/26	In-Year Allocation 2025/26	Forecast Year End Balance - 31st March 2026					
1 Reserves held by Essex Police but managed as third party reserves																														
Op Dagenham Maintenance Reserve	0.110	£0.110m	-	-	-	£0.110m	£0.110m	-	-	-	-	£0.110m	£0.110m	-	-	-	-	-	£0.110m	£0.110m	-	-	-	-	£0.110m					
Total	£0.110m	£0.110m	-	-	-	£0.110m	£0.110m	-	-	-	-	£0.110m	£0.110m	-	-	-	-	-	£0.110m	£0.110m	-	-	-	-	£0.110m					
2 Project Reserves																														
IT Convergence	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
3 Ringfenced Reserve																														
Proceeds of Crime Act	£1.849m	£1.849m	(£0.391m)	-	£1.577m	(£0.476m)	£2.559m	£2.559m	-	(£0.125m)	(£0.764m)	£1.670m	£1.670m	-	(£0.224m)	(£0.665m)	£0.781m	£0.781m	£0.781m	-	(£0.224m)	(£0.557m)	-	-	-					
Forfeiture Monies Reserve	£0.334m	£0.334m	£0.025m	-	-	-	£0.359m	£0.359m	-	£0.125m	(£0.100m)	£0.384m	£0.384m	-	£0.125m	(£0.100m)	£0.409m	£0.409m	£0.409m	-	£0.125m	(£0.100m)	-	-	£0.434m					
Restructuring Reserve	£1.078m	£1.078m	-	-	-	-	£1.078m	£1.078m	-	-	-	£1.078m	£1.078m	-	-	-	£1.078m	£1.078m	£1.078m	-	-	-	-	-	£1.078m					
Operational Transformational Reserve (OTR)	£0.302m	£0.302m	(£0.139m)	-	-	(£0.043m)	£0.120m	£0.120m	-	-	-	£0.120m	£0.120m	-	-	-	£0.120m	£0.120m	£0.120m	-	-	-	-	-	£0.120m					
Transformation Reserve	£0.767m	£0.767m	-	-	-	(£0.207m)	£0.560m	£0.560m	-	-	-	£0.560m	£0.560m	-	-	-	£0.560m	£0.560m	£0.560m	-	-	-	-	-	£0.560m					
Data Analytics Reserve	£0.028m	£0.028m	(£0.028m)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Legal Reserve	£0.827m	£0.827m	-	-	-	(£0.333m)	£0.494m	£0.494m	-	(£0.333m)	-	£0.161m	£0.161m	-	(£0.161m)	-	-	-	-	-	-	-	-	-	-					
PEQF Reserve	£0.326m	£0.326m	(£0.046m)	-	-	-	£0.280m	£0.280m	-	(£0.266m)	-	£0.014m	£0.014m	-	(£0.014m)	-	-	-	-	-	-	-	-	-	-					
Total	£5.511m	£5.511m	(£0.579m)	-	£1.577m	(£1.059m)	£5.450m	£5.450m	-	(£1.463m)	£3.987m	£3.987m	£3.987m	-	(£0.099m)	(£0.940m)	£2.948m	£2.948m	£2.948m	-	(£0.099m)	(£0.657m)	-	-	£2.192m					
4 Operational Reserves																														
Major Operational Reserve	£1.500m	£1.500m	-	-	-	-	£1.500m	£1.500m	-	-	-	£1.500m	£1.500m	-	-	-	£1.500m	£1.500m	£1.500m	-	-	-	-	-	£1.500m					
COVID Roadmap Violence Reduction Reserve	£0.229m	£0.229m	(£0.229m)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Chief Constables Operational C/Fwd	£0.395m	£0.395m	-	-	-	-	£0.395m	£0.395m	-	-	-	£0.395m	£0.395m	-	-	-	£0.395m	£0.395m	£0.395m	-	-	-	-	-	£0.395m					
Specials Constabulary Reserve	£0.145m	£0.145m	(£0.145m)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Future Capital Funding	£4.379m	£4.379m	£1.665m	-	-	(£5.944m)	£0.100m	£0.100m	-	£1.131m	(£1.131m)	£0.100m	£0.100m	-	£1.131m	(£1.131m)	£0.100m	£0.100m	£0.100m	-	£1.000m	(£1.000m)	-	-	£0.100m					
Total	£6.648m	£6.648m	£1.291m	-	-	(£5.944m)	£1.995m	£1.995m	-	£1.131m	(£1.131m)	£1.995m	£1.995m	-	£1.131m	(£1.131m)	£1.995m	£1.995m	£1.995m	-	£1.000m	(£1.000m)	-	-	£1.995m					
5 PFCC Reserves																														
Commissioning Grants 2020/21 to 2021/22	£0.651m	£0.651m	-	-	-	-	£0.651m	£0.651m	-	-	-	£0.651m	£0.651m	-	-	-	£0.651m	£0.651m	£0.651m	-	-	-	-	-	£0.651m					
Total	£0.651m	£0.651m	-	-	-	-	£0.651m	£0.651m	-	-	-	£0.651m	£0.651m	-	-	-	£0.651m	£0.651m	£0.651m	-	-	-	-	-	£0.651m					
6 General Reserve																														
General Reserve	£13.098m	£13.098m	(£0.206m)	-	-	-	£12.892m	£12.892m	(£0.600m)	-	-	£12.292m	£12.292m	-	-	-	£12.292m	£12.292m	£12.292m	-	-	-	-	-	£12.292m					
GR as % of net revenue expenditure	4.0%											3.4%							3.3%						3.2%					
Total Revenue Reserves	£26.018m	£26.018m	£0.506m	£0.000m	£1.577m	(£7.003m)	£21.098m	£21.098m	(£0.600m)	£0.000m	£1.131m	(£2.594m)	£19.035m	£19.035m	£0.000m	£0.000m	£1.032m	(£2.071m)	£17.996m	£17.996m	£0.000m	£0.000m	£0.901m	(£1.657m)	£17.240m					
7 Provisions																														
Severance Provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Insurance Provision	£3.032m	£3.032m	-	-	-	-	£3.032m	£3.032m	-	-	-	£3.032m	£3.032m	-	-	-	£3.032m	£3.032m	£3.032m	-	-	-	-	-	£3.032m					
Total	£3.032m	£3.032m	-	-	-	-	£3.032m	£3.032m	-	-	-	£3.032m	£3.032m	-	-	-	£3.032m	£3.032m	£3.032m	-	-	-	-	-	£3.032m					

**CAPITAL PROGRAMME - 2022/23 BUDGET SETTING
EXPENDITURE & FINANCING SUMMARY**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Capital Expenditure							
Approved Projects							
ANPR	145	123	35	35	-	-	338
Estates Business as Usual	1,888	2,365	-	-	-	-	4,253
Estates Strategy	7,182	2,943	39	-	-	-	10,163
I.T. Services	2,565	1,998	-	-	-	-	4,562
OPC	229	455	51	-	92	-	826
Other	346	103	-	33	-	-	482
SCD	157	-	-	-	-	-	157
Transport	1,513	1,324	-	-	-	-	2,836
	14,024	9,309	125	68	92	-	23,617
Subject to Approval Projects							
ANPR	-	110	110	110	-	-	330
Estates Business as Usual	-	-	1,000	1,000	1,000	1,000	4,000
Estates Strategy	-	2,550	14,175	12,500	9,500	-	38,725
I.T. Services	-	2,941	5,958	11,509	8,862	2,816	32,086
OPC	-	-	-	-	-	-	-
Other	19	237	237	237	250	250	1,230
SCD	-	17	30	-	-	-	47
Transport	-	2,240	2,200	2,200	2,240	2,500	11,380
	19	8,095	23,710	27,556	21,852	6,566	87,798
New Bids							
ANPR	-	-	-	-	-	-	-
Estates Business as Usual	-	-	-	-	-	-	-
Estates Strategy	-	-	900	9,000	9,500	900	20,300
I.T. Services	-	112	-	-	111	-	223
OPC	-	46	-	-	-	-	46
Other	-	250	-	-	-	-	250
SCD	-	76	-	-	-	-	76
Transport	-	-	-	-	-	-	-
	-	484	900	9,000	9,611	900	20,895
Total by Department							
ANPR	145	233	145	145	-	-	668
Estates Business as Usual	1,888	2,365	1,000	1,000	1,000	1,000	8,253
Estates Strategy	7,182	5,493	15,114	21,500	19,000	900	69,188
I.T. Services	2,565	5,051	5,958	11,509	8,973	2,816	36,871
OPC	229	501	51	-	92	-	872
Other	365	590	237	270	250	250	1,962
SCD	157	93	30	-	-	-	280
Transport	1,513	3,564	2,200	2,200	2,240	2,500	14,216
	14,043	17,889	24,735	36,624	31,555	7,466	132,311
Financing Sources to be Applied							
Capital receipts	(5,416)	(4,420)	(4,600)	(2,250)	(16,559)	(4,566)	(37,811)
Grants & contributions	(307)	(32)	-	-	-	-	(339)
Revenue funding	-	(5,579)	(1,131)	(1,131)	(1,000)	(1,000)	(9,842)
Borrowing	(8,320)	(7,858)	(19,004)	(33,242)	(13,996)	(1,900)	(84,319)
	(14,043)	(17,889)	(24,735)	(36,624)	(31,555)	(7,466)	(132,311)
Total Unfinanced Expenditure	-	-	-	-	-	-	-

Note 1 - The capital receipts information is based on the end of November 2021 Estates tracker

CAPITAL PROGRAMME - 2022/23 BUDGET SETTING

CFR & MRP SUMMARY

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Opening CFR	9,097	16,828	23,890	41,901	73,335	83,425	9,097
Capital Expenditure							
Approved projects - long-life	9,070	5,308	39	-	-	-	14,417
Approved projects - short-life	4,954	4,002	86	68	92	-	9,201
Subject to Approval projects - long-life	-	2,550	15,175	13,500	10,500	1,000	42,725
Subject to Approval projects - short-life	19	5,545	8,535	14,056	11,352	5,566	45,073
New projects - long-life	-	-	900	9,000	9,500	900	20,300
New projects - short-life	-	484	-	-	111	-	595
	14,043	17,889	24,735	36,624	31,555	7,466	132,311
Financing Sources to be Applied							
Capital receipts	(5,416)	(4,420)	(4,600)	(2,250)	(16,559)	(4,566)	(37,811)
Grants & contributions	(307)	(32)	-	-	-	-	(339)
Revenue funding	-	(5,579)	(1,131)	(1,131)	(1,000)	(1,000)	(9,842)
	(5,723)	(10,031)	(5,731)	(3,381)	(17,559)	(5,566)	(47,991)
Minimum Revenue Provision							
Historic unfinanced borrowing	(500)	(500)	(500)	(500)	(500)	(500)	(3,000)
Current projects - long-life	(88)	(296)	(493)	(896)	(1,458)	(1,808)	(5,039)
Current projects - short-life	-	-	-	(413)	(1,947)	(1,947)	(4,308)
	(588)	(796)	(993)	(1,808)	(3,906)	(4,255)	(12,347)
Closing CFR	16,828	23,890	41,901	73,335	83,425	81,070	81,070

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£000	£000	£000	£000	£000	£000	£000
FINANCING COSTS							
Minimum Revenue Provision (MRP)	588	796	993	1,808	3,906	4,255	12,347
Borrowing Costs (based on 1%)	-	69	160	317	367	355	1,268
Total revenue impact of borrowing	588	866	1,152	2,125	4,273	4,611	13,615

Note 1 - The capital receipts information is based on the end of November 2021 Estates tracker

Note 2 - Assumes approx £10m of cash and investment reserves at 2021/22 year-end (and beyond)

CAPITAL PROGRAMME - 2022/23 BUDGET SETTING
CAPITAL RESOURCES SUMMARY

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000	£000
Capital receipts						
<i>Opening balance</i>	-	(1,770)	-	-	-	(4,566)
Received	(7,186)	(2,650)	(4,600)	(2,250)	(21,125)	-
Applied for financing	5,416	4,420	4,600	2,250	16,559	4,566
Closing balance	(1,770)	-	-	-	(4,566)	-
Grants and contributions						
<i>Opening balance</i>	-	-	-	-	-	-
Received	(307)	(32)	-	-	-	-
Applied for financing	307	32	-	-	-	-
Closing balance	-	-	-	-	-	-
Revenue funding						
<i>Opening balance</i>	(606)	(4,379)	(100)	(100)	(100)	(100)
Received	(3,773)	(1,300)	(1,131)	(1,131)	(1,000)	(1,000)
Applied for financing	-	5,579	1,131	1,131	1,000	1,000
Closing balance	(4,379)	(100)	(100)	(100)	(100)	(100)
Totals						
<i>Opening balance</i>	(606)	(6,149)	(100)	(100)	(100)	(4,666)
Received	(11,266)	(3,982)	(5,731)	(3,381)	(22,125)	(1,000)
Applied for financing	5,723	10,031	5,731	3,381	17,559	5,566
Closing balance	(6,149)	(100)	(100)	(100)	(4,666)	(100)

Note 1 - The capital receipts information is based on the end of November 2021 Estates tracker

2021/22 & LATER YEARS CAPITAL PROGRAMME - APPROVED PROJECTS AFTER DECEMBER 2021 STRATEGIC BOARD

Appendix D15(i)

Line Ref	APPROVED PROJECTS	FORECAST CAPITAL PAYMENTS							REVENUE CONSEQUENCES TO CAPITAL														
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL PAYMENTS*	2021/22 ONE OFF	2021/22 RECUR-RING	2022/23 ONE OFF	2022/23 RECUR-RING	2023/24 ONE OFF	2023/24 RECUR-RING	2024/25 ONE OFF	2024/25 RECUR-RING	2025/26 ONE OFF	2025/26 RECUR-RING	2026/27 ONE OFF	2026/27 RECUR-RING	TOTAL 2021/22 TO 2026/27		
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
ANPR - 2020/21 & Later Years																							
1	Equipment replacement 2021/22	121.4	-	-	-	-	-	231.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Infrastructure Expansion (Project Resolve)	23.2	122.9	35.0	35.0	-	-	305.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	ANPR - TOTAL	144.6	122.9	35.0	35.0	-	-	536.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estates BAU - 2020/21 & Later Years																							
4	Capitalised Maintenance Programme 20/21 & 21/22	487.3	1,473.9	-	-	-	-	2,000.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estates BAU - 2019/20 & Earlier Years																							
6	CCTV Replacement to Custody Suites	249.0	842.9	-	-	-	-	1,101.0	99.0	10.0	132.0	20.0	-	70.0	-	70.0	-	70.0	-	70.0	-	70.0	541.0
7	Data Centre Provision	2.0	-	-	-	-	-	21.3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	Capitalised Maintenance Programme 18/20	1,017.6	26.8	-	-	-	-	1,539.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9	PAC Access Control Upgrade	80.8	21.5	-	-	-	-	142.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10	CCTV Security Sites	51.5	-	-	-	-	-	455.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	ESTATES BUSINESS AS USUAL - TOTAL	1,888.2	2,365.1	-	-	-	-	5,258.9	99.0	10.0	132.0	20.0	-	70.0	-	70.0	-	70.0	-	70.0	-	70.0	541.0
Estates Strategy - 2020/21 & Later Years																							
12	Haven Rooms (Sunflower Rooms)	11.0	34.0	-	-	-	-	45.0	-	5.2	-	10.4	-	10.4	-	10.4	-	10.4	-	10.4	-	10.4	57.2
13	Colchester Digital Media Hub	41.0	-	-	-	-	-	41.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14	Boreham C Block Refurbishment	172.3	875.9	-	-	-	-	1,048.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
15	Harwich & Dovercourt Collaboration (EP / ECFRS)	244.3	1,589.6	39.0	-	-	-	1,872.9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16	Co-location of CRU with MARAT@ County Hall	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
17	Upgrade of Faith Rooms	15.0	-	-	-	-	-	47.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	CSI Accommodation Upgrades	154.5	19.4	-	-	-	-	227.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	Lockers Replacement (Force Growth Programme)	73.5	165.7	-	-	-	-	243.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	Local Digital Media Hubs (Harlow and Southend)	-	170.9	-	-	-	-	170.9	-	-	-	1.3	-	1.3	-	1.3	-	1.3	-	1.3	-	1.3	6.5
21	Grays - ERSOU Accommodation	300.0	-	-	-	-	-	300.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
22	EPC - Replacement Portakabins	600.0	-	-	-	-	-	600.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
23	Conference Room regeneration including the assembly hall	150.0	-	-	-	-	-	150.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estates Strategy - 2019/20 & Earlier Years																							
25	Boreham Purchase	3,481.8	-	-	-	-	-	3,481.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
26	Chelmsford PS	1,851.8	87.1	-	-	-	-	6,855.9	10.0	-	10.0	-	-	-	-	-	-	-	-	-	-	-	20.0
27	Disposals Reprovision Phase 1	86.5	-	-	-	-	-	664.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
28	ESTATES STRATEGY - TOTAL	7,181.7	2,942.6	39.0	-	-	-	15,747.2	10.0	5.2	10.0	11.7	-	11.7	-	11.7	-	11.7	-	11.7	-	11.7	83.7

* Total Payments includes payments on capital schemes prior to 2021/22

Appendix D15(iii)

APPROVED PROJECTS		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL PAYME-NTS *
		£000	£000	£000	£000	£000	£000	£000
SCD - 2020/21 & Later Years								
61	Replacement CSI Forensic Drying Cabinets	52.8	-	-	-	-	-	52.8
62	Thermal Imaging & Infra Red Equipment	11.9	-	-	-	-	-	11.9
63	FCIU Scene Pro C1200's for Forensics	54.7	-	-	-	-	-	54.7
64	Radio Frequency equipment	37.5	-	-	-	-	-	37.5
65	SCD - TOTAL	156.9	-	-	-	-	-	156.9
Other - 2020/21 & Later Years								
66	L&D Driving School Motorcycles	32.6	-	-	32.6	-	-	65.2
67	Body Armour Incl. Police Officer Uplift	313.4	81.2	-	-	-	-	607.0
68	Police Uplift Programme - Body Armour	-	-	-	-	-	-	-
69	Other - 2019/20 & Earlier Years							
70	Learning & Development Tablet Application	-	22.0	-	-	-	-	41.0
71	OTHER - TOTAL	346.0	103.2	-	32.6	-	-	713.2
Transport - 2020/21 & Later Years								
72	Fleet replacement programme 2021/22	876.5	1,323.5	-	-	-	-	2,200.0
73	Fleet replacement programme 2020/21	397.0	-	-	-	-	-	2,000.0
74	Mobile Police Station Re-Fit	15.0	-	-	-	-	-	15.0
Transport - 2019/20 & Earlier Years								
75	Fleet replacement programme 2019/20	161.0	-	-	-	-	-	2,000.0
76	Marine Unit: Rigid Inflatable Boat	22.7	-	-	-	-	-	80.0
77	Fleet replacement programme 2018/19	40.3	-	-	-	-	-	2,001.8
78	TRANSPORT - TOTAL	1,512.5	1,323.5	-	-	-	-	8,296.8
APPROVED PROJECTS SUMMARY -								
79	ANPR - TOTAL	144.6	122.9	35.0	35.0	-	-	536.4
80	ESTATES BUSINESS AS USUAL - TOTAL	1,888.2	2,365.1	-	-	-	-	5,258.9
81	ESTATES STRATEGY - TOTAL	7,181.7	2,942.6	39.0	-	-	-	15,747.2
82	IT - TOTAL	2,564.7	1,997.5	-	-	-	-	12,192.9
81	OPC - TOTAL	228.9	454.5	51.0	-	-	92.0	1,013.9
82	SCD - TOTAL	156.9	-	-	-	-	-	156.9
83	OTHER - TOTAL	346.0	103.2	-	32.6	-	-	713.2
84	TRANSPORT - TOTAL	1,512.5	1,323.5	-	-	-	-	8,296.8
85	APPROVED PROJECTS - TOTAL	14,023.5	9,309.3	125.0	67.6	-	92.0	43,916.2

2021/22 ONE OFF	2021/22 RECUR-RING	2022/23 ONE OFF	2022/23 RECUR-RING	2023/24 ONE OFF	2023/24 RECUR-RING	2024/25 ONE OFF	2024/25 RECUR-RING	2025/26 ONE OFF	2025/26 RECUR-RING	2026/27 ONE OFF	2026/27 RECUR-RING	TOTAL 2021/22 TO 2026/27
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
-	1.8	-	1.8	-	1.8	-	1.8	-	1.8	-	-	8.8
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	5.3	-	5.3	-	5.3	-	5.3	-	-	21.2
1.5	3.4	-	3.4	-	3.4	-	3.4	-	3.4	-	-	18.5
1.5	5.2	-	10.5	-	10.5	-	10.5	-	10.5	-	-	48.5
-	3.0	-	3.0	-	3.0	-	3.0	-	3.0	-	-	15.0
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	3.0	-	3.0	-	3.0	-	3.0	-	3.0	-	-	15.0
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
560.0	43.3	902.3	402.8	43.8	863.1	-	858.6	-	858.6	-	910.1	5,442.4

* Total Payments includes payments on capital schemes prior to 2021/22

2021/22 & LATER YEARS CAPITAL PROGRAMME - NEW CAPITAL BIDS

Appendix D16

FORECAST CAPITAL SPEND 2022/23 TO 2026/27

REVENUE CONSEQUENCES 2021/22 TO 2025/26

Line Ref	PROPOSALS - Subject to detailed business case approval by PFCC	FORECAST CAPITAL SPEND 2022/23 TO 2026/27						REVENUE CONSEQUENCES 2021/22 TO 2025/26												
		Capital Budget	2022/23	2023/24	2024/25	2025/26	2026/27	Total	2022/23 ONE OFF	2022/23 RECUR-RING	2023/24 ONE OFF	2023/24 RECUR-RING	2024/25 ONE OFF	2024/25 RECUR-RING	2025/26 ONE OFF	2025/26 RECUR-RING	2026/27 ONE OFF	2026/27 RECUR-RING	TOTAL 2021/22 TO 2025/26	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
	Estates Strategy																			
1	Colchester Custody & Station Refurbishment - NEW BID	20,300.0	-	900.0	9,000.0	9,500.0	900.0	20,300.0	-	-	450.0	-	500.0	-	450.0	200.0	-	200.0	-	1,800.0
2	HQ, Colchester & Boreham - Strategic Change transformation team support to Estates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	ESTATES STRATEGY TOTAL	20,300.0	-	900.0	9,000.0	9,500.0	900.0	20,300.0	-	-	450.0	-	500.0	-	450.0	200.0	-	200.0	-	1,800.0
	IT Services																			
3	Specials Body Worn Video & Mobile First (NEW BID)	223.0	112.0	-	-	111.0	-	223.0	46.0	84.0	-	84.0	-	84.0	46.0	84.0	-	84.0	-	512.0
	IT SERVICES TOTAL	223.0	112.0	-	-	111.0	-	223.0	46.0	84.0	-	84.0	-	84.0	46.0	84.0	-	84.0	-	512.0
	Operational Policing (OPC)																			
4	CBRN Equipment - of purchase Agilent Resolve Raman Detection Identification and Monitoring Equipment (NEW BID)	46.0	46.0	-	-	-	-	46.0	2.0	2.0	-	-	-	2.0	-	-	-	-	-	6.0
	OPC TOTAL	46.0	46.0	-	-	-	-	46.0	2.0	2.0	-	-	-	2.0	-	-	-	-	-	6.0
	Serious Crime Directorate (SCD)																			
5	Milestone Evidence Software (NEW BID) - Covert/restricted project as per Dawn Walters email to Corp Finance budget setting mailbox 31/8/21.	36.0	36.0	-	-	-	-	36.0	6.0	-	-	-	-	-	-	-	-	-	-	6.0
6	Camera Platform for Cars (NEW BID) - Covert/restricted project as per Dawn Walters email to Corp Finance budget setting mailbox 31/8/21	40.0	40.0	-	-	-	-	40.0	12.0	-	-	-	-	-	-	-	-	-	-	12.0
	SCD TOTAL	76.0	76.0	-	-	-	-	76.0	18.0	-	-	-	-	-	-	-	-	-	-	18.0
	Other Services																			
7	Stage A bids contingency balance - value to be retained with subject to approvals to fund all new Stage A bids as and when they arise (NEW BID)	250.0	250.0	-	-	-	-	250.0	-	-	-	-	-	-	-	-	-	-	-	-
8	Environmental Strategy Infrastructure - funding to support workstreams in respect of future environmental and sustainability related projects, including electric vehicles (NEW BID)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	OTHER SERVICES TOTAL	250.0	250.0	-	-	-	-	250.0	-	-	-	-	-	-	-	-	-	-	-	-
	PROPOSALS SUBJECT TO APPROVAL SUMMARY -																			
9	ESTATES STRATEGY	20,300.0	-	900.0	9,000.0	9,500.0	900.0	20,300.0	-	-	450.0	-	500.0	-	450.0	200.0	-	200.0	-	1,800.0
10	IT SERVICES	223.0	112.0	-	-	111.0	-	223.0	46.0	84.0	-	84.0	-	84.0	46.0	84.0	-	84.0	-	512.0
11	OPERATIONAL POLICING (OPC)	46.0	46.0	-	-	-	-	46.0	2.0	2.0	-	-	-	2.0	-	-	-	-	-	6.0
12	SERIOUS CRIME DIRECTORATE (SCD)	76.0	76.0	-	-	-	-	76.0	18.0	-	-	-	-	-	-	-	-	-	-	18.0
13	OTHER SERVICES	250.0	250.0	-	-	-	-	250.0	-	-	-	-	-	-	-	-	-	-	-	-
14	PROPOSALS SUBJECT TO APPROVAL TOTAL	20,895.0	484.0	900.0	9,000.0	9,611.0	900.0	20,895.0	66.0	86.0	450.0	84.0	500.0	86.0	496.0	284.0	-	284.0	-	2,336.0

2021/22 & LATER YEARS CAPITAL PROGRAMME - Existing and Updated Stage 1 Bids

Appendix D17 (i)

REVENUE CONSEQUENCES 2021/22 TO 2025/26

Line ref	PROPOSALS - Subject to detailed business case approval by PFCC						REVENUE CONSEQUENCES 2021/22 TO 2025/26										
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2022/23 ONE OFF	2022/23 RECUR-RING	2023/24 ONE OFF	2023/24 RECUR-RING	2024/25 ONE OFF	2024/25 RECUR-RING	2025/26 ONE OFF	2025/26 RECUR-RING	2026/27 ONE OFF	2026/27 RECUR-RING	TOTAL 2021/22 TO 2025/26
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	ANPR																
1	Equipment Replacement	-	110.0	110.0	110.0	-	-	-	-	-	-	-	-	-	-	-	-
2	ANPR - TOTAL	-	110.0	110.0	110.0	-	-	-	-	-	-	-	-	-	-	-	-
	Estates Business as Usual																
3	Capitalised Maintenance Programme - Ongoing programme of works on properties which form part of the long term Estates Strategy and seek the greatest overall impact and benefit realisation. 2021/22 Stage 2 Strategic Board 17/12/20 approval.	-	-	1,000.0	1,000.0	1,000.0	1,000.0	-	-	-	-	-	-	-	-	-	-
4	ESTATES BUSINESS AS USUAL TOTAL	-	-	1,000.0	1,000.0	1,000.0	1,000.0	-	-	-	-	-	-	-	-	-	-
	Estates Strategy																
5	HQ Chelmsford Reprovision	-	1,000.0	10,000.0	11,000.0	9,000.0	-	-	-	-	-	-	-	-	-	-	-
6	Boreham Upgrade	-	300.0	500.0	1,000.0	-	-	-	-	-	-	-	-	-	-	-	-
7	Primary & Secondary Operating Locations (POLs) / (SOLs) - Works are required to facilitate agile working and collaboration opportunities.	-	250.0	500.0	500.0	500.0	-	-	-	-	-	-	-	-	-	-	-
8	Disposals Reprovision Facility	-	575.0	3,175.0	-	-	-	-	-	-	-	-	-	-	-	-	-
9	Transformation Programme Activities - The provision of furniture, power and data infrastructure with associated revenue costs.	-	125.0	-	-	-	25.0	-	-	-	-	-	-	-	-	-	25.0
10	Harlow Rest Area Refurbishment - The station rest area is in poor condition and requires a complete refurbishment to bring it up to a more acceptable standard for officers and staff to use.	-	300.0	-	-	-	5.0	-	0.2	-	0.2	-	0.2	-	0.2	-	5.8
11	ESTATES STRATEGY TOTAL	-	2,550.0	14,175.0	12,500.0	9,500.0	30.0	-	0.2	-	0.2	-	0.2	-	0.2	-	30.8

PROPOSALS - Subject to detailed business case approval by PFCC		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2022/23 ONE OFF	2022/23 RECUR-RING	2023/24 ONE OFF	2023/24 RECUR-RING	2024/25 ONE OFF	2024/25 RECUR-RING	2025/26 ONE OFF	2025/26 RECUR-RING	2026/27 ONE OFF	2026/27 RECUR-RING	TOTAL 2021/22 TO 2025/26	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
IT Services																			
12	Infrastructure Technical Refresh - Ongoing programme to refresh user devices, servers and network components. 2021/22 approved at Strategic Board 11/03/21	-	2,775.0	3,345.0	3,847.0	3,311.0	2,816.0	-	12.5	-	71.7	-	94.8	-	64.6	-	60.0	-	303.6
13	FCR Platform Phase 1	-	-	2,000.0	2,000.0	-	-	187.5	-	-	250.0	-	500.0	-	500.0	-	500.0	-	1,937.5
14	DFU Redesign (SCD) - New platform to support the capture, management, analysis and sharing of digital media from seized devices in relation to investigation and case building.	-	136.0	102.0	-	-	-	653.0	239.5	780.5	762.0	-	793.5	-	816.0	-	844.5	-	4,889.0
15	Emergency Services Mobile Communications Programme - Home Office mandated proposal to deliver Emergency Services Network (ESN), which will replace Airwave. COSTS PROFILE UPDATED PER NATIONAL FBC WITH CHANGING ASSUMPTIONS FROM OPTION 3b TO 3a.	-	30.0	511.0	5,662.0	5,551.0	-	-	97.6	752.2	97.6	1,322.6	97.6	743.8	97.6	-	97.6	-	3,306.6
16	IT SERVICES TOTAL	-	2,941.0	5,958.0	11,509.0	8,862.0	2,816.0	840.5	349.6	1,532.7	1,181.3	1,322.6	1,485.9	743.8	1,478.2	-	1,502.1	-	10,436.7
Serious Crime Directorate (SCD)																			
18	SCD: TSU - New card for CCDC (Covert Communications Data Capture) kit that caters for 4G upgrade.	-	-	30.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	SCD: Covert Tracker Solution	-	17.4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	SCD TOTAL	-	17.4	30.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport																			
21	Vehicle Replacement Programme - Annual programme to maintain the overall asset value of the Force's fleet. COVID-19 has impacted on vehicle price increases with the knock on effect into future years.	-	2,200.0	2,200.0	2,200.0	2,200.0	2,500.0	-	-	-	-	-	-	-	-	-	-	-	-
22	Marine Unit: Inflatable Boats Engine Replacement - Marine Unit are assisting with an increase in water based patrols and multi-agency operations. Through forecast usage engines are replaced every three years.	-	40.0	-	-	40.0	-	-	-	-	-	-	-	-	-	-	-	-	-
23	TRANSPORT TOTAL	-	2,240.0	2,200.0	2,200.0	2,240.0	2,500.0	-	-	-	-	-	-	-	-	-	-	-	-

PROPOSALS - Subject to detailed business case approval by PFCC		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27												
		£000	£000	£000	£000	£000	£000	2022/23 ONE OFF	2022/23 RECUR-RING	2023/24 ONE OFF	2023/24 RECUR-RING	2024/25 ONE OFF	2024/25 RECUR-RING	2025/26 ONE OFF	2025/26 RECUR-RING	2026/27 ONE OFF	2026/27 RECUR-RING	TOTAL 2021/22 TO 2025/26	
Other Services																			
24	Body Armour Replacement - Ongoing programme of body protection for relevant Police Officer and Police Staff groups whilst carrying out their duties.	-	237.0	237.0	237.0	250.0	250.0	-	-	-	-	-	-	-	-	-	-	-	-
25	STAFF GROWTH - Provision for IT equipment	19.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
26	OTHER SERVICES TOTAL	19.0	237.0	237.0	237.0	250.0	250.0	-	-	-	-	-	-	-	-	-	-	-	-
PROPOSALS SUBJECT TO APPROVAL																			
27	ANPR	-	110.0	110.0	110.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
28	ESTATES BAU	-	-	1,000.0	1,000.0	1,000.0	1,000.0	-	-	-	-	-	-	-	-	-	-	-	-
29	ESTATES STRATEGY	-	2,550.0	14,175.0	12,500.0	9,500.0	-	30.0	-	-	0.2	-	0.2	-	0.2	-	0.2	-	30.8
30	IT SERVICES	-	2,941.0	5,958.0	11,509.0	8,862.0	2,816.0	840.5	349.6	1,532.7	1,181.3	1,322.6	1,485.9	743.8	1,478.2	-	1,502.1	-	10,436.7
31	SERIOUS CRIME DIRECTORATE (SCD)	-	17.4	30.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
32	TRANSPORT	-	2,240.0	2,200.0	2,200.0	2,240.0	2,500.0	-	-	-	-	-	-	-	-	-	-	-	-
33	OTHER SERVICES	19.0	237.0	237.0	237.0	250.0	250.0	-	-	-	-	-	-	-	-	-	-	-	-
34	PROPOSALS SUBJECT TO APPROVAL TOTAL	19.0	8,095.4	23,710.0	27,556.0	21,852.0	6,566.0	870.5	349.6	1,532.7	1,181.5	1,322.6	1,486.1	743.8	1,478.4	-	1,502.3	-	10,467.5

REVENUE CONSEQUENCES TO CAPITAL FORECAST 2022/23 to 2026/27

Line Ref		2022/23	2022/23	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27	Total
		One-Off	Recurring	One-Off	Recurring	One-Off	Recurring	One-Off	Recurring	One-Off	Recurring	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
1	Approved Projects	902	403	44	863	-	859	-	859	-	910	4,839
2	Subject to Approval Projects - Existing & Updated	871	350	1,533	1,182	1,323	1,486	744	1,478	-	1,502	10,468
3	Subject to Approval Projects - New	66	86	450	84	500	86	496	284	-	284	2,336
4	TOTAL REVENUE CONSEQUENCES TO CAPITAL	1,839	838	2,027	2,129	1,823	2,431	1,240	2,621	0	2,696	17,643

POLICE & CRIME COMMISSIONER FOR ESSEX				
REVENUE BUDGET SUMMARY - 2022/23				
	2021/22 Original Budget	2021/22 Forecast Outturn (Month 8)	2022/23 Draft Original Budget	Movement Original 2021/22 Vs 2022/23 Increase/ (Decrease)
	£000	£000	£000	£000
Employees				
Police Officer pay and allowances	196,956	202,657	215,313	18,357
				£5.9m Baseline Pay, NI (incl Social Care levy £1.7m) and Pension increases; £2m South East Allowance increase; £7m Police Officer Growth; £1.4m Increase in externally funded Officers; £1.5m Growth bids (£1.4m one-off); £0.6m Additional Bank Holiday cost; (£0.4m) Savings and efficiencies
PCSO pay and allowances	3,574	3,380	3,615	41
				£41,000 Baseline Pay, NI (incl Social Care levy £29,000) and Pension increases;
Police staff pay and allowances	87,709	89,726	93,899	6,190
				£2.9m Baseline Pay, NI (incl Social care levy £0.8m) and Pension increases; £2.6m Growth bids (£2.3m on-going; £0.3m one-off) £0.1m Additional Bank Holiday cost; £0.5m Movement as a result of realignment of PFCC budgets (£0.6m) Savings (£0.2m on-going; £0.4m one off) Trend indicates a reducing number of Ill Health retirements
Ill-health/medical pensions	4,496	4,087	4,247	(250)
Training	1,882	1,885	1,852	(30)
Other employee expenses	1,526	565	547	(979)
				2021/22 Budget included £1m of one off funding - £0.9m for redundancies reserve and £80,000 for Recruitment assessment centres
	296,143	302,300	319,473	23,330
Other Service Expenditure				
Premises	9,978	9,714	9,611	(367)
				£0.5m Inflationary pressure on utilities; £0.2m Growth bids; (£1m) Savings in rent, cleaning and refuse collection
Transport	5,805	5,822	6,204	399
				£0.2m Inflationary pressure on fuel; £0.3m Growth bids; (£0.1m) Savings on travel costs and mileage
Supplies & services	36,871	34,639	42,688	5,817
				£0.1m Inflationary pressure on IT licenses; £1.9m Growth bids, incl £1.5m for PFCC. £0.4m Police officer Growth; (£1.9m) Savings in rent, cleaning and refuse collection; £2.4m Increase as a result of realignment of PFCC budgets £2.2m Funding for revenue consequences of capital schemes (£1.6m one-off; £0.6m on-going)
Third party payments	9,347	7,609	7,874	(1,473)
				£1.4m realignment of costs for externally funded services (ERSOU & Stansted)
	62,001	57,784	66,378	4,377
Gross Expenditure	358,144	360,085	385,851	27,707
Income	(29,690)	(35,159)	(35,006)	(5,316)
				£0.7m - additional income from external partners following reduction of grant allocation for Special Branch funding; £0.4m - Expected additional income transferred to Reserves (POCA & Forfeitures); £0.8m - Increase in ringfenced Police Uplift Grant (£2.9m) - Increase as a result of realignment of PFCC budgets
Net Cost of Services	328,454	324,925	350,845	22,391
Other Expenditure / (Income)				
Interest (receivable) / payable	77	(7)	52	(25)
Capital & other adjustments	2,181	2,132	796	(1,385)
				2021/22 Original budget and forecast includes Revenue contributions to Reserve for future capital (£1.4m) - for 2022/23 these costs are reflected in Transfer to earmarked reserves
	2,258	2,125	849	(1,409)
Net Expenditure	330,712	327,050	351,694	20,982
Transfer to/(from) Earmarked Reserves	798	(720)	712	(86)
				As above - 2022/23 Revenue contributions to Reserve for future capital are now reflected in Transfer to earmarked reserves rather than Capital & other adjustments; Includes additional base budget impact of transfer to and from reserves following review of expected reserve activity
Transfer to/(from) the General Reserve	(1,200)	3,980	(206)	994
Budget Requirement	330,310	330,310	352,200	21,890
Sources of Finance	(330,310)	(330,310)	(352,200)	