

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
		£m	£m	£m	£m	£m	£m	£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>						

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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	0.4
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	3.5
35	Capital Programme (Approved) - Revenue Consequences	(0.3)	0.3	0.1	-	0.1	-
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	-	2.6
39	Total New Investment	9.9	12.8	7.4	1.7	2.4	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

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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)	(3.7)

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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
110 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>						
112 Council Tax:	0.6	0.7	0.7	0.7	0.8	0.8
113 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	Sept 2021 0% payrise for April to August 2022 except those paid under £24,000
10	Sept 22 Pay Award	2,701	Includes pay rise of 2.5% for officers, staff and PCSOs
11	Pay (not inflation) e.g. increments/turnover		
12	Increments	2,301	
13	Allowances	222	
14	NI & Pensions	1,970	Includes impact of pay award on NI & Pensions
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 Additional allocation of 2 police officers in 2021/22 as notified by the Home Office on 6/12/21.
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	Full Year Cost £10.083m
25	Police Uplift - Recurring (20 in 2022/23 funded from precept)	681	Full Year Cost £0.815m
26	Place capital element of PUP Uplift to Reserve for Future Capital Funding	(471)	Removing revenue budget from line reference 24 which includes Capital elements for PUP. Placed into Reserve for Future Capital Funding in line ref 52
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)	Offset by reduction in funding
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	Includes Violence and Vulnerability, Safer Streets and additional recurring bid of £70k
36			
37	Expenditure/(Income) offsetting appropriations to/from Reserves 2022/23 (will be offset by appropriation from reserve) - FYE	65	
38	Remove prior year PUP Ring Fenced Grant	2,200	
38	PUP 2022/23 Ring-fenced Grant	(3,035)	Element of the PUP Funding Allocation that will be a specific claimable grant.
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)	The £0.9m represents the 22/23 non-recurring savings, i.e. above the 22/23 Full Year Effect included in line reference 68 below.
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

Appendix D9

	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		Overall Total
		£	£	£	£	£	£	£	£	£	£	£	£	2020/21	2024/25
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)	(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)	(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)	(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)	(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)	(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	£1.849m	-	(£0.125m)	(£0.764m)	£1.670m	£1.670m	-	-	(£0.224m)	(£0.665m)	£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	-	-	£0.125m	(£0.100m)	£0.434m	-					
Restructuring Reserve	£1.078m	£1.078m	-	-	-	-	£1.078m	£1.078m	-	-	-	£1.078m	£1.078m	-	-	-	-	£1.078m	£1.078m	-	-	-	-	£1.078m	-					
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	-					
Transformation Reserve	£0.767m	£0.767m	-	-	-	(£0.207m)	£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	-	-	(£0.099m)	(£0.940m)	£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	-					
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	-					
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	-	-	£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	-	-	£1.000m	(£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	-					
Total	£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	-					
GR as % of net revenue expenditure	4.0%																								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	-					
Total	£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 PAYME-NTS *	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
24	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(ii)

APPROVED PROJECTS							
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL PAYME-NTS *
	£000	£000	£000	£000	£000	£000	£000

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

IT Services - 2020/21 & Later Years

29	ESMCP Project - ICSS Supplier Replacement (New P8)		166.6									166.6
30	Data Centre Migration	654.6	718.7									1,373.3
31	Infrastructure Technical Refresh 2021/22	1,379.7	148.9									1,528.6
32	ANPR Remediation	41.0										41.0
33	Police Uplift Programme	(0.0)										(0.0)
34	Dispatch Communication Server	58.0										58.0
35	Remote Working Infrastructure (VPN Replacement)	0.5										104.7
36	Property Management System											
37	Digital Interview Replacement (CODES)	237.5	14.0									895.6
38	Legacy Digital Data Store	96.3										377.0
39	Infrastructure Technical Refresh (incl. IT Equipment Recruitment Uplift)											2,764.1
40	Audio Visual Equipment	19.9										19.9
41	Audio Visual upgrade Assembly Hall	25.0										25.0
42	DAMS		46.0									46.0
43	Soft call taking laptops for FCR	11.0										11.0
44	Laptops for LPT		870.0									870.0

207.2		-	-		41.3	335.7		335.7		335.7		335.7	1,591.3
228.0		-	665.0	154.0		154.0		154.0		154.0		154.0	1,663.0
3.5	1.9			1.9		1.9		1.9		1.9		1.9	14.9
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
438.7	1.9	665.0	260.6	41.3	596.3		596.3		596.3		596.3	3,792.7	

IT Services - 2019/20 & Earlier Years

46	Athena Digital Case File Phase 2											7.8
47	Airwave Radios Replacement											833.6
48	Charter (COSMOS Replacement)	41.2										211.5
49	National ANPR Service											35.0
50	ESMCP Project - ICSS Replacement **SUPERCEDED BY ICSS Supplier Replacement (P8)**											849.8
51	Mobile First (Option 2 / Integrated Software)											1,923.5
52	OAS & Compass Upgrade		33.3									51.0

-				59.0	59.0		59.0		59.0		59.0	295.0
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-

IT SERVICES - TOTAL

	2,564.7	1,997.5										12,192.9
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IT SERVICES - TOTAL

438.7	1.9	665.0	260.6	41.3	596.3		596.3		596.3		596.3	3,792.7
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OPC - 2019/20 & Earlier Years

54	OPC: Tasers Replacement PHASE 1	6.0										193.5
55	Truvelo Speed Camera's	49.0										49.0
56	Dashcams		454.5	25.0								571.5
57	Firearms & Component Parts	97.5										97.5
58	Drones	56.4		26.0								82.4
59	Quad bikes	20.0										20.0
60	OPC - TOTAL	228.9	454.5	51.0							92.0	1,013.9

-												
-	-	-	-	-	-	-	-	-	-	-	-	-
-			95.3	79.0		153.6		153.6		153.6		218.6
0.2												0.2
3.5	4.5			4.5	2.5	4.5						19.5
7.1	13.5			13.5		13.5		13.5		13.5		88.1
10.8	18.0	95.3	97.0	2.5	171.6		167.1		167.1		232.1	961.5

* 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

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

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	
Line ref	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

Appendix D17 (iii)

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)
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)
				Trend indicates a reducing number of Ill Health retirements 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)	