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Dear Roger,

As Essex Police grows to be the biggest it has ever been with 3,755¹ officers, 2,396 police staff and 1,032 volunteers, public trust in the force remains high with 76% of people in Essex stating that we do a good or excellent job². Most importantly, reported crime is showing a 1.3% reduction against the pre-covid period³ and the force is achieving these outcomes efficiently. Essex Police puts more officers on our urban streets and rural lanes per pound of funding received from central Government than the vast majority of forces in England and Wales⁴.

Since 2018 Essex Police has been growing. With your support and that of the people of Essex we have been able to build a stronger, more effective and efficient and effective force further assisted by the national Police Uplift Programme (PUP). We have consistently made significant efficiency savings (as set out below) whilst ensuring that we channel these savings and the bulk of investment into activity to reduce crime, protect those who are vulnerable and bring justice for victims. It is in this context, in which Essex Police aims to deliver the best possible service to all our communities, that I am pleased to write to you setting out my budget proposal for next year.

By detailing investment to consolidate our growth and continue the positive progress already made in protecting and serving the people of Essex, as endorsed by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) PEEL inspection this year, the proposed Essex Police Force Budget for the fiscal year April 2023 to March 2024 is set out below. As more than 80% of the force's gross expenditure is on our greatest asset – our people – this budget proposal represents not only an investment in making Essex an even safer place to live and work, but also an investment in our regional economy as the majority of our people live in the county which they are proud to protect and serve.

¹ Full Time Equivalent FTE officer and police staff establishment for March 2023, and volunteers are FTE strength as at Nov 2022.

² SMSR Independent survey Nov 2022, reporting the rolling 12m period from Sept 2021 to Sept 2022.

³ Monthly Performance Report submitted to Performance Resource Scrutiny Board in Dec 2022

⁴ HMICFRS Value for Money dashboard, updated January 2022 [Value for money dashboards - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/value-for-money-dashboards-hmicfrs/).

The proposal is built as part of the Medium-Term Financial Strategy (MTFS) our teams have developed collaboratively over the last year with agreed assumptions concerning central government funding, local precept, savings, inflation, the police officer pay award including the Southeast allowance and the recent revised police staff pay award. This proposal will ensure we deliver against our shared ambitions detailed in the Essex Police and Crime Plan and the Force Plan, as well as our wider responsibilities set out in the Beating Crime Plan and our national obligations to the Strategic Policing Requirement. This budget will enable us to enhance our delivery of policing, effectively and efficiently, building on previous investment while consolidating and developing the committed workforce to deliver a more visible, accessible, high quality and consistent policing service for all of the public of Essex.

As well as utilising the efficiencies and savings we have made and maximising the central government funding for the force I am asking you to use your full flexibility to raise the policing element of the council tax precept for 2023/24. I believe that we have demonstrated that we will use additional funding to improve service delivery whilst continuing to deliver significant and ongoing efficiencies and savings.

I am sure that through our detailed budget building processes, in dialogue with your officials and scrutinised by you in development, nothing within this letter will be a surprise. I hope that at the culmination of a mature, consultative and data-informed build process this letter, with associated information, makes a cogent and fiscally sound budget proposal to reduce crime, achieve justice for victims and best-serve communities in Essex.

Essex Police have embraced recent years of growth through the Government's Police Uplift Programme. Together with the investment you and the people of Essex have supported through rises to the local policing precept this has allowed officer numbers to grow by 905 (FTE) since 2018, taking our officer establishment to 3,755 (FTE) by March 2023. Alongside this we have enhanced the essential police staff contribution making our establishment number in officers and staff the highest it has ever been. This will continue to improve police visibility and accessibility, supporting achievement of the strategic ambitions in your published Police and Crime Plan to maintain high quality local policing, responding to the growth in high harm and emerging crimes whilst investing in long term infrastructure, technology and enhancing the skills and capabilities of our people.

This has been welcome but rapid growth in the context of a competitive recruitment market enabled by a very pro-active, innovative and successful recruitment campaign with a highly effective onboarding and training programme. This progress continues despite significant challenges within the job market, as evidenced by Office of National Statistics (ONS) reporting Eastern England as having one of the highest levels of employment of any UK region (78.4%). This is compounded by recruitment activity of prospective public and private sector employers across the region and competition from other forces actively recruiting to grow as part of the national Police Uplift Programme at a time when sadly, high-profile cases of police misconduct around the UK have undoubtedly rocked confidence in policing as a career.

As we near our ambition to strengthen the force, our priority will now shift to developing the capabilities of our people, consolidating our progress and building sustainably as we move forward. As well as ensuring we have an effective recruitment pipeline this also means ensuring retention and progression of our people to provide the best service to the public.

In support of this, we will continue to enhance our development opportunities, ensure we are an inclusive and fair organisation supported by both our People Strategy and our Diversity, Equality and Inclusion plans. This work has seen our leaver rates remain comparatively low, while supporting growing representation within our workforce from the wide spectrum of the diverse communities of Essex.

During a cost-of-living crisis, pay and conditions are a key factor in our strategy to retain and develop our people and maximise the investment of taxpayers' money. The welfare and wellbeing services we offer along with the professional development opportunities work in tandem with financial remuneration. The pay settlements (put forward independently of the force) for both staff and officers at £1,900 for every officer and staff member (below banding of SPS6 who were awarded 2.1%) was welcome. Equally your support to increase Southeast allowance for officers to the maximum £3,000 per annum was appreciated and both practically and psychologically has enabled the Force to retain personnel. We must ensure we continue to prioritise retention of our people and their pay and conditions are a key enabler of this.

Along with the daily focus on reducing neighbourhood crime, tackling high harm offenders and safeguarding vulnerable people, where we continue to have success, the Force has once again dealt with significant force wide challenges. The response to criminal activism surrounding environmental protest through Operation Hazel that has seen Essex protecting core national infrastructure in the countries fuel supply system and strategic road network as well as playing a key contributory role to events surrounding the death of Her Majesty Queen Elizabeth through the extensive security operation at Stansted airport, demonstrate the key role and effectiveness of the Force in providing its contribution to the Strategic Policing Requirement. However, as we know this is not without cost to our capacity and financial capability. We have had to utilise our Major Operational Reserve as well as draw upon wider reserves to pay for this and whilst subject to a claim for Home Office Special Grant, as it stands, this expenditure does place further pressure on our long-term financial plans.

Alongside development of the 2023/24 budget, I have also undertaken a review and assessment of deployment plans for officers and staff in some key areas to ensure effective delivery against priorities and to take account of new pressures and areas for improvement as set out in our PEEL Assessment from His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS). This has and will see a reallocation of some previous growth within the force. In part this does contribute to efficiency savings through change programmes in Criminal Justice, Crime and Public Protection and Contact Management and allows us to strengthen delivery in responding to the public tackling domestic abuse, rape and other serious sexual offending. The details of the proposed operating model changes are not set out in this letter and will be subject to ongoing briefings. However, these changes to operational deployment will not reduce officer numbers, will enhance our ability to focus on preventing crime and further enhance service delivery to the public.

In developing this proposal, I am keenly aware that the request for an increase in local taxation at a time when people's finances are under pressure may seem unrealistic. Equally the additional monies will not see a substantial head count increase. However, I must stress that the external cost pressures on Essex Police are extensive and that we have, through our ambitious and successful savings and efficiency programme, utilised every penny of additional investment to good effect. Consolidating our growth with a hugely committed, but inexperienced workforce (40% of Essex Police officers have less than 5 years of service) and continuing to grow our capability to continue to reduce crime, to bring justice for victims and of course further

build community confidence in Essex Police is essential and without additional funding as set out these hard-fought gains are at risk.

This proposed budget set out in this letter is based on a budget requirement of £363.7m and a 6.84% precept increase (£14.94) and will support the strengthening of existing activity, enhancing existing resource capability but also, through efficiency, delivering a comprehensive savings programme for the force, details of which are outlined further in this letter.

The following table sets out the overall general funding position over the past two years and demonstrates the growth proposed for 2023/24.

Table A - General Funding Comparison

Funding Source	2021/22	2022/23	2023/24	Increase/ (decrease)
	£m	£m	£m	£m
HO Core Police Grant	182.565	193.524	194.195	0.672
Legacy Council Tax Grants	13.125	13.125	13.125	-
Police Core Settlement Grants	195.690	206.649	207.321	0.672
Council Tax Precept	134.406	143.276	154.836	11.559
Collection Fund Surplus	0.214	2.275	1.531	(0.744)
Total General Funding	330.310	352.200	363.687	11.487
Police Uplift - Claimable Specific Grant *	2.248	3.035	6.181	3.146
Pensions Specific Grant	2.892	2.892	2.892	-
Total General Funding + Home Office Specific Grants	335.450	358.127	372.760	14.633

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

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 drive efficiency in support of the Minister for Crime, Policing and Probation announcement within the multi-year spending review and settlement of 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. As you know Essex has consistently made savings across a range of efficiency plans and key programmes of improvement in Estates, Digital, IT and Operational Change we plan to deliver an in year cashable savings of £12.213m for 2023/24 and full year recurring saving of £10.915m.

There is an ongoing process of continuous improvement leading to review and change including the operating models focusing on the four areas of Criminal Justice, Crime and Public Protection, Contact Management Command and the procedural changes to the domestic abuse risk assessment process from the current DASH model to that of DARA model endorsed as good practise by the College of Policing. These will improve service delivery, contribute to crime and harm reduction and deliver efficiencies and cashable savings in 2023/24 of £1.4m. To support this complex area of work with many interdependencies we will have a dedicated programme team led by a chief officer, providing the resources and technical ability to take this transformation forward for the Force.

Working in collaboration with Kent and Essex County Fire and Rescue Service (ECFRS) as well as other forces in the Eastern Region we continue to identify opportunities to improve service to communities as well as provide value for money. The work with ECFRS has not only seen significant benefits for the public in areas such as civil contingencies planning and the response to Covid 19, but also in the development of major shared infrastructure and estates with a proposed new Fire and Police Station at Dovercourt in Harwich and a joint fleet workshop in Boreham. Both providing better and more cost-effective services to the public.

Savings identified in areas such as IT highlight the benefits of our continued collaboration with Kent Police with the IT directorate undertaking several initiatives and reviews of software, licences and the reduction of costly shared mailboxes. This will bring a cashable saving to Essex Police of over £0.6m.

The proposed 2023/24 savings include a recurring cashable saving for a police staff vacancy factor of 9% in some areas of the force excluding areas such as Contact Management that are mission critical. This is a rise from 2022/23 and adds a further £1.1m savings to the programme and an additional one-off saving of £0.697m for a further increase from 9% to 10%. As a result of the recruitment lag brought about by a buoyant job market this does not pose a significant organisational risk.

Other areas of saving include reductions across a range of force wide non-pay lines of £3.750m, and a saving against planned activity because of allocation for grant funded work such as Operation Grip and tackling Cybercrime. In addition to cashable savings there are £4.696m non cashable savings currently identified for 2023/24, with the bulk of these unlocked by our recent investment in Microsoft Office 365 technology.

This brings the total cashable and non-cashable savings proposals to a combined total of £16.909m of efficiency and savings for 2023/24. This representing 4.6% of our Net Budget Requirement for 2023/24.

We will continue our ambitious and successful efficiency programme throughout 2023/24, but with inflationary pressures and other factors this is an ever-increasing challenge.

2023/24 budget

Following the Home Office provisional grant announcement and with an assumption of securing the full flexibility to raise the local policing percept I am now able to present a proposal for a balanced budget for the Force for the fiscal year 2023/24. The details of which are contained within this letter and its appendices.

Table A above shows a £0.672m increase in Home Office Core Grant. The additionality includes a share of the £100m confirmed by the Chancellor at the Spending Review 2021, an increase towards the cost of the September 2022 police officer pay award and a reduction following the reversal of the Social Care Levy and subsequent removal of previously allocated funding.

The current year, 2022/23 is the final year of the national Police Uplift Programme providing 20,000 additional police officers. Ordinarily the ring-fenced grant (£3.035m) would be added to the Home Office grant in the subsequent year but to ensure that forces maintain the investment in officer numbers the level of ring-fenced grant has increased from the £3.035m to £6.181m for

2023/24. As a specific grant this is not considered a source of funding and is effectively used to reduce the net budget requirement.

Legacy Council Tax Grants remain unchanged. The proposed precept increase reflects a 6.84% increase which is an additional £11.559m; £1.651m of this is derived from the change in tax base whilst the other £9.909m is from the council tax rise. The collection fund, although at a healthy surplus of £1.531m is a reduction on the previous year position of £2.275m but still positive considering the fiscal impact of COVID19 on councils across the country and their ability to collect council tax.

The budget is based on the following: -

- i) The Home Office Core Grant has increased by £0.672m;
- ii) The Home Office has ringfenced as a specific grant £6.181m. This will be based on retention of the additional officers recruited through the national police uplift programme with the specific monitoring arrangements to be confirmed;
- iii) Increase the council tax precept by 6.84% (£14.94 per Band D property);
- iv) The use of the general reserve to fund all one-off costs in 2023/24;
- v) 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.
- vi) The figures announced by the Home Office on 14th December are included in Table A. The only difference is the precept figure for 2023/24 where the Home Office figure was based on an estimate, but the £154.836m in Table A is based on data received from the 14 Essex councils in December 2022 and January 2023.

As highlighted above and set out in detail below, this budget allows the force to maintain the police officer establishment of 3,755 FTE, the highest the force has known (the previous high was recorded as 3,636 FTE in 2010/11). The table below illustrates the steady increase in recent years.

Table B - Breakdown of Establishment Over 6 Years

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Establishment Baseline	2,850	3,000	3,263	3,369	3,555	3,755
PUP	-	45	90	126	170	-
PUP (ROCU)	-	-	-	6	10	-
PUP (CT)	-	-	-	2	-	-
Precept*	150	218	16	52	20	
Revised Establishment	3,000	3,263	3,369	3,555	3,755	3,755

* NB: Efficient use of Essex budgets allowed PUP increase of 45 in 19/20 ahead of national programme securing funding from the Home Office to consolidate this growth. 52 funded from precept in 21/22 were recruited early though use of force budgets and consolidated through precept in 22/23.

Based on current assumptions, there is a balanced budget for 2023/24. The forecast for 2024/25 is also balanced, albeit at a high level with refinement required during the following

year's budget setting process. Future years have a forecast £2.4m deficit in 2025/26, increasing to £3.8m in 2026/27 and £4.4m in 2027/28. These assume that the force will achieve £3m recurring savings annually, and that all one-off costs will be funded from additional one-off savings each year. The ongoing savings programme is in its initial stages, but inflationary pressures mean this will be challenging but well within the capability of the Force.

The MTFs from 2024/25 does include new investment and service demands agreed in 2023/24 budget setting with these reducing for future years as they are built into 2024/25 budget setting.

The MTFs reflects estimates based on current information available and this includes an assumption for council tax policing precept for 2024/25 and future years at 2.5% and that the general reserve is maintained at 3% of net revenue budget.

Pay assumptions are set at 2.0% for September 2023 and then 2.5% annually thereafter built upon the assessment following the last Comprehensive Spending Review, although inflationary pressures mean there is a possibility that the 2023/24 pay settlement may be more and this will become a significant pressure in year if not fully funded by government.

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	352.200
Recurring Activity Prior - 1.4.22	0.541
2023/24 Base Budget	352.741
Inflation and Cost Pressures	22.505
New Investment & Service Demands	5.240
One-off Investment	1.892
2023/24 Base Budget plus Growth	382.378
Savings (One-Off)	(1.298)
Change in Police Uplift - Specific Grant	(3.146)
Funding of One-Off Activity - from reserves	(3.332)
Net Budget Requirement Before Savings	374.602
Savings (Recurring)	(10.915)
2023/24 Net Budget Requirement	363.687

A full subjective analysis is provided at Appendix B and a detailed analysis of movements for the 2023/24 proposed budget is provided in Appendix D17 to this letter.

Precept increase

I am now able to formally request that you raise the council tax by 6.84%, thereby having a Council Tax Band D of £233.46 which is an increase of £14.94. The budget requirement is £363.7m.

Since the last budget setting period there have been challenges to policing that have accompanied the rapid growth in officers, some of which I have already outlined. However,

despite these pressures Essex Police was found to be good or adequate in 7 out of 8 areas by HMICFRS in our recent PEEL report.

This budget proposal focuses on consolidating the investment and resource we have received and recruited, deploying the additional officers and technology to more visible, more accessible, and more consistent policing. This includes providing training and support to develop the experience required to continue the excellent work of keeping the people of Essex safe. Investment in supervisors to provide first class support, guidance and development to the incoming officers is essential, and will be achieved through training and continuous professional development whilst ensuring continued professionalism, support and leadership across the force.

Building on our success in meeting the challenges of previous years and policing through a pandemic with the societal changes this brought we have seen a small, but notable decrease in all recorded crime⁵ compared to equivalent pre-pandemic levels. However, when compared with the previous year we are seeing an increase closer to pre pandemic levels. Whilst Essex Police now have more police officers than we have ever done, the experience held by this cohort is comparably lower than we have ever seen before with over 40% of all Essex Police Officers having served for less than 5 years. The enthusiasm of this cohort is strong and their development is a core focus of the Force as we ensure that they are given the skills, knowledge and experience to support our priorities to prevent crime, respond to incidents, resolve issues, and maintain community trust and confidence. These officers will take time to realise their full capabilities and it is essential that we continue to invest in our resources, to provide training to our officers which will instil the professionalism and capability required to deliver in an increasingly complex environment.

Since its launch in November 2020 our Diversity, Equality, and Inclusion Strategy has directly supported the British Policing Tradition of policing with consent in Essex. Our continued investment and understanding have also been integral in our recruitment and professionalism plans. These will ensure that Essex Police continues to become more reflective of all the diversity in the communities we serve, best understand the issues that affect them and continue to secure our existing levels of trust and confidence can flourish and grow. Essex Police have maintained elevated levels of public confidence over several years, seeing an increase during the pandemic, but maintaining a level where over three quarters of the population surveyed (77.9%), express elevated levels of trust in the force. This is testament to a force that genuinely values difference and openly works hard to be more inclusive.

The recent HMICFRS report says that: 'Essex Police has an ethos of early intervention to prevent crime. It uses analysis to identify crime hotspots and responds effectively with other organisations to tackle entrenched criminality and anti-social behaviour. It has developed a co-ordinated and forward-thinking approach to reducing crime'. Our continuing work on crime prevention will be driven by both data and the data sharing that we have with partners, delivered improved safeguarding, managed known offenders, and targeted planned interventions to reduce crime and demand. This budget proposal ensures we can consolidate this approach.

We will specifically continue to deliver data and evidence led policing, training and equipping our officers in digital techniques and making the best use of the technology within the force. The investment this year of 1,000 laptops within Local Policing Teams (LPTs) supports the adoption

⁵ 1.3 % November 2022 – PFCC Monthly performance Report

of efficiency provided through technology, this builds upon the existing mobile first programme and provides officers with tools that reduce the requirement to return to a static base to get investigations underway, equally bringing more visibility and accessibility of policing to the public. Analytics for Everyone (A4E) is another significant development, providing access across the force to the data that we hold, allowing all levels of decision makers access to data and evidence that supports decision making in both the operational arena and in resource planning, allowing for a more targeted approach and the best use of our resources to achieve our aims.

The coming year looks to see us build on the investment over past years and consolidate the resources of the force to bring greater consistency to our policing delivery, providing a high level of service across Essex and targeting serious violence and harm. The recent HMICFRS PEEL report identified areas where Essex Police have a good base, including our treatment of the public, effective use of resources and in developing a positive workplace, however, the Force recognises the grade received of 'requires improvement' in Responding to the Public. Whilst work is already underway to address areas raised in the report, this will continue into 2023/24 and is reflected in the areas of investment identified within this budget, including the development of a revised operating model for the Force Control Room to complement our existing progress in local policing.

We are committed to continuing the improvement in the service we provide to victims of crime by:

- Ensuring the Victims' Code is followed, every time;
- Making sure that victims from all backgrounds have equal access to our service; and
- Improving training so we identify vulnerable people and stop them falling victim to criminals.

We are also working to ensure that the most serious offenders, once they have completed custodial sentences, are dealt with consistently and appropriately by:

- Refreshing and strengthening the supervisory oversight of teams managing serious offenders; and
- Significantly improving the timeliness of visits to serious offenders.

Alongside this a clear area of focus is how we take the resources we have built over the last three years, 3,755 police officers and 2,396 police staff, and utilise this 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.

As set out in the Force Plan and we are looking to continue to enhance our ability to Prevent, Respond and Investigate crime addressing serious violence, tackling the highest harm offenders and building sustained crime prevention. This encompasses all the strategic priorities I must have regard to including:

- Statutory Responsibilities
- PFCC Police & Crime Plan 2021-2024
- National Beating Crime Plan
- Strategic issues identified in the Force Management Statement
- Mitigation of Strategic risk

- Areas for improvement (AFIs) identified by HMICFRS: and
- Strategic Policing Requirement

All of these are brought together in the Force Plan 2022-2024. Looking forward to 2023/24, and our proposals for supporting the delivery of the Police and Crime Plan and Force Plan, we seek to identify and implement processes and learning that will allow us to deliver consistently high policing responses, building on three key areas that have been a focus to both the force and the Commissioner for consecutive years.

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 has no place in society and alongside being a national priority also remains a top priority on my Force Plan. Through PUP and precept investment we have built capacity and capability within our 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.

We have seen some success in targeting Stalking and Harassment, noting that these offences comprise the largest volume of Violence Against Women & Girls offences (VAWG) and accounts for 21.5% of all Domestic Abuse offences. There were 870 fewer Stalking and Harassment crimes committed against females in the 12 months to September 2022 (15,869 crimes) compared to the 12 months to September 2021 (16,739 crimes). However, there is more to do, which is why this continues to be a priority and an area of focus for 2023/24 for Essex Police:

- Over half of victims of Violence Against the Person (VAP) offences identify as female (56.3%)¹. VAP offences committed against females increased by 4.6% (1,740 more), and there was a 12.2% increase (536 more) in the number of sexual offences against females in the 12 months to September 2022 compared to the 12 months to September 2021. These increases are smaller than those committed against males; there was a 6.6% rise (1,897 more) in VAP offences committed against males and a 14.0% rise (102 more) in sexual offences against males in the same period; and
- There were 31 fewer solved sexual offences committed against females in the 12 months to September 2022 compared to the 12 months to September 2021. This compares to an increase of two more solved sexual offences committed against males in the same period.

Crime prevention and visibility in our communities

There is much to build on from the previous investment of resources 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 cybercrime;
- Improving safety on our roads;
- Encouraging volunteers and community support; and
- Increasing collaboration.

Further crime prevention activity is being delivered through the new Proactive Orders Enforcement Team (POET). This is a highly visible team whose goal is bringing offenders and those who cause the greatest harm to justice, preventing them from causing more harm. POET are responsible for the management of all Serious Crime Prevention Orders (SCPOs), monitoring all types of criminal and civil orders and will enforce any breaches. They provide force wide support, travelling across Essex to locate and apprehend offenders who have breached. This may be a small team, but they are delivering a substantial impact keeping people in Essex safe.

Professionally delivered communications play a large part in making people aware of criminal activity and can provide support in target-hardening as well as signposting businesses and members of the public to tools and advice to keep themselves and their property safe.

The Media and Communications Team run ongoing, extensive Crime Prevention campaigns throughout the year, alerting all our audiences (the public, our partners, colleagues and those in other forces with whom we collaborate) on how to avoid becoming a victim of crime and how to work with us to make our county even safer, whether online or on our streets and lanes.

In a typical year, the force creates, disseminates and evaluates more than 10 crime prevention campaigns. It is our ambition to extend these into the new fiscal year 2023/24, so that we continue to not only catch criminals once crimes have been committed, but to do even more to prevent crimes from taking place in the first instance. These crime prevention campaigns may include but may not be limited to:

Reflect

Reflect is a perpetrator-focused domestic abuse campaign that aims to change the behaviour of those committing abuse. Six weeks of campaign activity in autumn 2022 generated over 150 requests for contact to The Change Project from people seeking to change their potentially abusive behaviour or that of others. The campaign was produced for the Southend Essex and Thurrock Domestic Abuse Board and shared by 25 partner organisations, reaching more than 1 million people in nearly 200,000 households.

Stalking and White Ribbon Day

White Ribbon Day is used to promote the force's anti-stalking campaign, Street Safe, the Home Office 'Enough' campaign and Chelmsford City Council's women's safety charter. On average, each campaign post reaches up to 40,000 people.

Seasonal drink and drug driving

Our drink/drug driving campaign is run in the summer and at Christmas time.

Safer Roads

Our Roads safety campaign focuses on safer driving and offers advice to Essex's road users in dangerous weather conditions.

Winter Safety

Our campaign disseminates advice on preventing burglary and theft from vehicles.

Night-time economy

Our women's safety campaign focuses on personal safety. Content included advice and information on avoiding drink spiking, keeping each other safe on a night out, and getting home safely.

Sort your Settings

Sort your settings is a campaign which keeps children safe online. The social media campaign provides information on parental controls on gaming devices and mobile phones. Working with our Business Crime Team and national retailers Argos and Game (at Lakeside Shopping Centre), the force shows the public how to keep personal information secure.

Property Marking: Make your Mark

Working with Neighbourhood Watch, the force's Design Out Crime Team and Essex Watch, our campaign demonstrates different property marking methods. A range of partners shared our content such as Secured by Design, the PFCC's office and security Companies and we reach over 100,000 people with this prevention advice.

Garden Security

A social media campaign, a top tips video and crime prevention leaflet was created to prevent garden crime. The campaign was shared at the Royal Horticultural Society Garden Show, where 6,000 visitors taking a leaflet, and content being shared across our channels and partner channels. Content reached up to 50,000 people in total and was used nationally in specialist publications such as Security Journal, PBC Today, Professional security magazine and House Beautiful.

Fraud Friday

Every Friday we focus on delivering a fraud prevention message via our social media channels, District channels, CSEOs and partners such as Trading Standards and Friends Against Scams.

Investigating crime and building an even more professional police force

Investing in supervision levels across Local Policing Teams and the review of the operating model for the Contact Management Command to further support the Force Control Room in the sustained development of investigative skills and outcomes. Alongside this review is the ongoing work to transition from the domestic abuse risk assessment of DASH to that of DARA and the allocation of the resources required to support domestic abuse victims as a result. 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 cybercrime;
- Improving safety on our roads;
- Supporting our officers and staff; and
- Increasing collaboration.

The force has looked innovatively and proactively to identify tools to help with the complex investigations that we face and to build strong cases that will allow for the potential of earlier guilty pleas. Two key systems that have received investment are the Cell Site Analysis Software (CSAS) and the Digital Asset Management System (DAMS). DAMS has already realised several benefits in this area including a reduction in investigation time, earlier charging decisions and earlier guilty pleas, and a reduction in officer time spent collecting and managing digital evidence. We have sent over 30,000 pieces of footage uploaded and 2,291 citizen one to one invites sent out, with each citizen invite meaning one less occasion where an officer or member of staff has had to physically download and collect digital evidence in person.

The three-year national Police Uplift Programme will be completed at the end of March 2023 and will have seen Essex Police grow to 3,755 police officers and 2,396 Police Staff by March 2023. The country is experiencing significant financial pressures through inflation, product supply and increased prices and there is every indication that the financial climate will be challenging in the coming years. Against this context, aside from contractual and legal pressures, the revenue and new demand led growth proposed for the force has been kept to a minimum for 2023/24. I have challenged the force to focus on essential investment and, as such, an evaluation of existing growth proposals has been undertaken, with just a further 31 police staff posts taking the establishment to 2,427 FTEs.

Tables D1 and D2 below summarise some significant changes I intend to make to the operational deployment of a number of police officer and police staff roles across the force.

For police officer roles (Table D1) I am proposing to refocus a total of 114 posts within the High Harm Team, Disruptor Team and the Central Referral Unit (CRU) which will enable me to invest in a larger, more capable and agile team dealing with initial public contact. This will allow Essex Police to deliver more effectively at first point of contact, protecting victims, tackling offenders and ensuring the right response to calls for help. In turn leading to more timely intervention, better initial crime assessment and allocation which is critical to delivering a quality policing response and improving victim levels of service and satisfaction.

Through a staged change across the year Disruptor teams will be phased out and formation of High Harm teams will not take place. The posts currently within the CRU will be repurposed within this change.

The realignment of police officer posts will also enable the force to adopt the new, nationally recommended, academically supported approach to the assessing and responding to domestic abuse ('DARA' as referenced early in my letter). This will build upon our existing good practise to not only tackle offending and increase the number of officers dedicated to tackling the biggest cause of crime and harm in Essex, but importantly allow increased prevention through early intervention and threat recognition.

Further in support of preventing crime, harm and unnecessary calls on police service that take officers away from communities I will be investing in a small, dedicated mental health team which will support the professionalisation of an increasing number of investigations with mental health as a contributory factor. They will work closely with key partners to prevent and tackle the longer-term drivers of harm and criminality connected with mental ill health. Other modest enhancements will be made to our Trauma Incident Management (TRiM) capability as well as essential personal safety training for officers and staff, responding promptly and professionally to build public confidence by learning from public complaints as well as crime and corporate leadership. Within this I will also be enhancing our operational capacity at Stansted following the return of Airport operations to near pre-Covid levels as well as investing in important additional specialist regional organised crime capability with the building of an additional Eastern Region Specialist Operations Unit (ERSOU) base and operational team within Essex.

I must stress that all these changes will positively impact community and local policing with greater focus on risk identification, early intervention and prevention and freeing of capacity due to early and more effective resolution.

Table D1 – Realignment to / investment in new roles police officer roles

Area of business	Number	Summary
Realignment into the Force Control Room and the Resolution / Investigation Centre	81.0	<p>14 posts into the Resolution Centre that will see a greater focus on investigation of crime rather than quality assurance and allocation. This will see greater resolution for callers at first point of contact as well as more effective investigation for victims while freeing up local patrol time where officers' attendance is not required allowing them to focus on cutting crime.</p> <p>33 officer posts into the Force Control Room to enable Rapid Video Response capability. This will mean officers are able to speak immediately to domestic abuse victims when they first contact Essex Police to start the investigation where threat assessment means that attendance at the scene is not required. This will improve the speed and effectiveness of response to lower risk domestic abuse issues seeing evidence secured and offenders tasked for intervention. By doing so this will cut crime with more prosecutions and free local officers from often fruitless visits long after the incident that will allow them to focus more time on proactive and crime prevention activity.</p> <p>30 additional police officer posts into the Force Control Room to enable the better and more effective answering of first contact with the public through 999 and 101 calls. This will ensure more effective and efficient response and improve public confidence and victim satisfaction in an area highlighted as requiring improvement by the force and in the recent HMICFRS inspection. This investment will be temporary (12 to 18 months) and reduced or removed as new technology</p>

		<p>and a wider review of working patterns is undertaken. It will ensure a consistent service for the public, faster response for emergencies (999) and better outcomes for people waiting less time to speak to someone for no less important but less urgent matters (101).</p> <p>4 new posts into training and development roles for all contact management officers and staff. This will enable dedicated continuous professional development of key operational roles improving service, job satisfaction and retention that will see better service to the public. This will allow officers and staff to have up to date professional knowledge and deliver responsive and improved service to the public.</p>
Realignment into domestic abuse investigation and risk assessment	18.0	18 officer posts dedicated to the delivery of the new DARA risk assessment process. This will ensure the consistent and independent assessment of risk and therefore the most appropriate allocation of domestic abuse investigations. This team will also ensure certain notifications to victims and key referral to other agencies are delivered in a timely and focussed manner. This will improve the quality of support to the most vulnerable victims of domestic abuse and help to reduce offending through earlier and more effective intervention that will continue to reduce crime by tackling perpetrators.
Realignment into Information Management Intelligence and Triage.	8.0	8 posts which will be reassigned to Information management, Intelligence and Triage following the streamlining and improvement of the existing Assessment Centre. These will ensure that the statutory requirement to provide information in support of domestic abuse and other safeguarding 'rights to ask' are delivered alongside and within the envelope of Information Governance Professionals. This will see the public who are concerned or at risk having quicker access to the information they are entitled to be better able to keep themselves safe. Allowing them to understand the threats others may pose thereby reducing risk to them and reducing crime. The additional benefit being that information professionals will deal with these disclosures leaving investigators more time to tackle crime.
Peer Support and TRiM Coordinator	1.0	This is a new post to support an increase in the volume of work in this key area supporting a growing workforce in line with our people strategy and PFCC priorities. This intervention improves attendance and retention by reducing trauma following significant incidents thereby reducing sickness and making officers and staff more available to prevent and tackle crime.
Public and Personal Safety Training Uplift	6.0	The training requirement for officers and staff is increasing as well as the size of the overall workforce.

		Increasing capacity is needed in this vital area of training to ensure officers and staff can protect the public and themselves. This will make officers more confident to intervene to prevent crime and reduce injury related sickness meaning officers are more available to fight crime.
PSD Public Complaints Team	1.0	A timely, effective and reflective response to public complaints is a vital part of a professional and improving force and this post will provide additional capacity. This investment will support this critical area of business and is a key component of public confidence as well as developing and improving the workforce. The quicker complaints are dealt with the less time wasted when officers or staff may not be available to focus on preventing and detecting crime.
PSD Investigations Team	7.0	An additional 7 posts to ensure a timely and thorough investigative response to conduct concerns that are being proactively identified by the Force. This is key to supporting and sustaining elevated levels of public confidence and reinforcing the delivery of the force professionalism strategy. As we take an increasingly proactive approach to ensuring staff and officers abide by the Code of Ethics those who fall below will continue to be dealt with expeditiously in the interests of the public. This expediting conduct processes to exit those where appropriate and return others to full duties with applicable learning will reduce time restricted from core duties and improve public service.
Creation of Mental Health Team	4.0	An increasingly significant amount of the work officers and staff are called to deal with has an element of mental health connected to it. It is proposed to create a dedicated team to support the response to matters requiring investigation and / or safeguarding as well as working with key partners to drive long term prevention of mental health harm, demand and criminality. This will also see a reduction in time wasted dealing with issues that could be prevented freeing officers to be visible and active in communities.
Head of Crime Standards	1.0	Building the leadership capacity in the Resolution / Investigation Centre. This is key to victim satisfaction and the overall response to crime and will provide additional leadership in the investigation of crime leading to better and quicker outcomes for victims and perpetrators tackled to prevent further crime.
Corporate reporting / strategic governance	1.0	This post will support and enable the response to key areas of scrutiny from the PFCC's office, HMICFRS Home Office and other regulatory bodies ensuring public trust and confidence.
Stansted	5.0	5 additional posts at the airport reflecting the growth of passenger numbers since the peak of the pandemic and the need therefore for more policing capability. NB:

		This is fully funded from the Special Service Agreement with Manchester Airport Group.
ERSOU	1.0	A small investment in maintaining the capability of the serious and organised crime unit. Of note a new deployment base is being developed in the south of the county which will bring a greater footprint of the wider ERSOU capability into Essex. This will allow additional capacity in Essex to tackle Serious and Organised Crime up stream that reduces drug driven and other violence and criminality in Essex communities. This is in addition to the PUP funded ERSOU growth.

Table D2 sets out a number of important investments I want to make in police staff roles. These range from delivering essential and efficient enabling services catering for a larger force, delivering a smaller better, greener and more efficient policing estate fit for the next 30 years to supporting our response to mental health and reducing harm on the roads.

Table D2 – Investment in new roles police staff roles

Area of business	Number	Summary
Corporate Finance Restructure	3.0	Addition of 3 Staff posts from Oct 2023. The proposed restructure will enable the department to respond to changes in governance requirements, support to the increasing capital programme and the move to a higher level of external audit (Major Local Audit) and provide much needed resilience within the team. In doing so allowing both financial rigour, but also innovative use of money to better reduce crime.
RMU	1.0	An additional post to deal with a range of resourcing oversight matters. This is an important aspect of the efficient and effective deployment of the increased force capability and capacity to support the targeting of our additional resources to prevent and tackle crime.
Estates Transformation	14.0	Additional resources to deliver the new five-year Estates Strategy. This is complex programme of change, investing £55m over 5 years, delivering significant, long-term efficiency and sustainability as well as modernising and improving our policing capability. This will enable our £55m estates strategy to build a sustainable infrastructure as well as releasing savings, avoid cost allowing the money to be used to further cut crime.
Business Services	1.0	A post to increase capacity because of additional work created by having a larger workforce.
Internal Recruitment Medical Assessments	2.0	Proposal will bring medical assessments for recruitment in-house. This will streamline the process significantly as well as give the force greater control and flexibility. This will enable the maintenance of our larger workforce and ensure greater confidence in the health of those who join to reduce absences and costs later.
Mental Health Team	3.0	As above, an increasingly significant amount of the work officers and staff are called to deal with has an element

		of mental health connected to it. It is proposed to create a dedicated team to support the response to matters requiring investigation and / or safeguarding as well as working with key partners to drive long term prevention of mental health harm, demand and criminality. This will also see a reduction in time wasted dealing with issues that could be prevented freeing officers to be visible and active in communities.
Business Services Secretarial Team Growth	2.0	A slight increase in capacity enabling Business Services to meet an increase in demand driven by the larger force doing more business. Reducing the need for operational officers to complete essential administrative record keeping and freeing their time to focus on policing.
Corporate reporting / strategic governance	1.0	An additional post to support the force report on and delivery against key improvement work. In doing so allowing the Force to ensure ongoing public trust and confidence through inspections and audits.
Reducing harm on the roads and enhanced cost recovery	4.6	The cost of these posts will be recovered by the Safer Essex Road Partnership. This increase in capacity will enable an even more proactive approach to road policing enforcement and will deliver an increased capability to recover certain costs through the courts when offenders are prosecuted.

Investment

I have set out overleaf in Table E how the force intends to maximise the benefits derived from a precept rise. This includes a modest increase in the staff establishments of 31.6 full time equivalent posts, consolidating the increase in the Southeast pay allowance for officers at £3,000, and capital programme revenue consequences including £0.605m for the support needed to deliver our much-needed estates transformation programme. The budget also includes £0.444m for Violence and Vulnerability and Safer Streets which will form part of your commissioning budgets, £0.223m investment in training our officers to use tasers and £0.2m for the creation of an insurance reserve as recommended by our insurance fund auditors.

As well as dealing with the real inflationary cost pressures this investment means we can move to consolidate the growth in officers and staff, developing their capabilities and those of the Force to meet a dynamic and ever-changing policing landscape. The changes to operational deployment of some officers and the growth in police staff allows us to deal with increases in existing threats such as domestic abuse and mental health as well as emerging ones brought up in relation to police legitimacy and the ever-increasing expectation of the public to have issues resolved online or at first point of contact.

Domestic Abuse is the single biggest cause of harm and category of crime in Essex (1 in five of all crimes) affecting a disproportionate number of women. Building on the success of our Domestic Abuse Problem Solving Teams ongoing investment will consolidate our ambition to reduce this pernicious crime, tackle offenders and get justice for victims by ensuring a faster and more effective video response to cases where the threat is not imminent.

Sadly, we have seen mental ill health continue to feature as a contributory factor to violent crime and harm. An increased focus on risk identification and then problem solving with

partners will not only reduce incidents of crime and serious harm, but also free up thousands of hours of police time to be visible in communities and further reduce crime.

In a digital age people expect a prompt and effective service this creates a challenge for policing with our primary contact channels being telephone via 999 and 101. Ensuring public contact officers and staff are highly trained with the knowledge and resilience not only to ensure an emergency response, but to deal with and resolve their cases as quickly as possible is key and the ongoing investment in the FCR allows this to improve. The public will get a better emergency response as well as a consistent and improved response to other incidents.

Whilst Essex has maintained elevated levels of trust and confidence the Force is proactive in ensuring it prevents, identifies, and responds to intelligence and information where the conduct of officers and staff falls below the high standards expected. Continued investment in maintaining the integrity of the Force means a better service to the public, less complaints about conduct taking officers away from frontline duties and most importantly ensures the confidence of our people and the public in the standards and ethics of Essex Police.

With an ambitious estates programme delivering modern infrastructure, while releasing efficiencies and savings for reinvestment in tackling crime and keeping the public safe, there is a need to ensure the capacity and capability to deliver it. The investment in this plan will ensure that the savings and operational capability are built within a policing estate that delivers running cost savings as well as supporting more visible local policing.

Table E - Analysis of Investment

Proposed Areas of Growth	£m
Unavoidable Pay Pressures (Includes Pay Awards, Increments and LGPS Employers Contribution)	14.823
Southeast Allowance Increase from £2,500 to £3,000	2.100
Contractual & Legal Pressures	2.193
Contractual Inflation	3.389
Total Inflation & Cost Pressures	22.505
Service Demand Changes	1.966
Revenue Consequences of Capital Programme	1.044
Estates Transformation Programme	0.605
Safer Streets and Violence and Vulnerability Initiatives	0.444
Taser Training	0.223
Creation of Insurance Reserve to cover future liabilities	0.200
Other New Investment & Service Demands	0.759
Total New Investment and Service Demands	5.240
Revenue Consequences of Capital Programme - One-off	0.544
Detective Remuneration Incentive Payments - One-off	0.507
Contractual & Legal Pressures - One-off	0.377
Cost of Policing Bank Holidays (above that funded in base)	0.467
Other New Investment & Service Demands	(0.003)
Total One-Off Pressures	1.892
Total Growth	29.638

NB: Appendix D sets out the supporting documents that will be forwarded to your Chief Financial Officer (Section 151 Officer) to support this budget proposal.

Reserves

Essex Police over the last five years has sought to retain a prudent level of reserves to deal with known commitments (ear marked reserves) as well as unforeseeable events (general reserve). This has seen our reserves position stabilise at about 3% whilst allowing the maximum number of monies to be directed to reducing crime, tackling offenders and providing a service to the people of Essex.

The below table summarises the reserves position. As you are aware, we face an unprecedented pressure this year from responding to the Just Stop Oil protests and to date have only received funding of £1.503m towards our total costs of approximately £5.5m as the rules for special grants mean that we have to fund the first £3.6m of costs from within the force. I am grateful for your submission to ensure full costs recovery from Home Office and must stress that whilst we have a plan within this fiscal year to absorb this from reserves (including emptying the Major Operational Reserve) failure to secure reimbursement in full has a deleterious effect on our MTFs going forward.

The reserve forecast in the table below is based on the assumption that additional funding will not be received and that the General Reserve will be maintained at 3% of net revenue budget.

In my considerations of reserves there are four core points that we will need to address going forward.

- All 'one off' increased expenditure will need to be funded from existing funding in the absence of additional revenue and this will be built into existing savings and efficiency planning;
- As opportunities arise within year and the lifetime of the MTFs we will need to rebuild the Major Operational Reserve;
- As set out in the recent paper to Performance and Resource Scrutiny Committee we need to build a reserve to deal with 'self-insured' losses in excess of our in-year forecast; and
- We will in year need to build a reserve to deal with unanticipated pay pressures.

Table F - Forecast Reserves (Year End Balances)

	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)
Earmarked Revenue Reserves	9.5	12.3	17.1	8.3	7.4	6.9	7.5	6.3	6.3
General Reserve	9.3	13.2	14.8	13.8	10.7	11.4	11.7	11.9	12.2
GR as % of net revenue expenditure	3.1%	4.2%	4.5%	3.9%	2.9%	3.0%	3.0%	3.0%	3.0%
Total - Revenue Reserves	18.7	25.5	31.9	22.2	18.1	18.3	19.2	18.2	18.5

Some examples of the use of reserves during 2022/23 to facilitate operational activity or build capacity and capability in the force are set out as follows.

- £4.3m towards our capital investment in IT such as provision of laptops and vehicle fleet;
- £4m Force contribution towards the operational response to the Just Stop Oil protests (Op Hazel); and

- £0.8m contribution from Proceeds of Crime reserves towards field intelligence officers and specific projects to prevent crime

The Future

Appendix C sets out a recruitment plan for maintaining the police officer growth and reaching 3,755 by 31st March 2023.

The investment over the last 3 years from both government and through the precept has enabled Essex Police to build capability and capacity. The coming years will see challenges to this growth in terms of both retention of skilled colleagues and in attracting eligible candidates to the policing profession. Whilst some of these challenges are outside my immediate control, Essex Police is committed to investing in its officers and staff and doing so by being inclusive and securing the trust of all the communities we serve. This is the bedrock for our significant and ongoing recruitment campaign and accompanying initiatives to attract new officers, police staff and volunteers as well as transferees.

This budget consolidates our development and growth against an uncertain national economic position. Of all forces in England and Wales, Essex receives the lowest amount of central government funding per head of population served than any other force. We have urban pressures and those brought about by our proximity to the capital and to international ports and airports as well as those of a largely rural force area with a considerable coastline. Like the wider country, both the businesses and the residents of Essex are facing cost of living rises that we have not seen for more than a generation. This pressure is also felt by Essex Police, with operational costs rising in areas such as fuel, rates, policing equipment and pay. This sits alongside our ambition and need to redevelop the Headquarters and Boreham estate, move to a more sustainable footing with regard to electric vehicles and energy-efficient buildings and to invest in technology and training that continues to enable us to tackle increasingly complex crimes online and across national and international borders.

New technology will continue to be a key investment area, fundamental to driving future efficiency, but also essential to combat crime and meet the expectations of Essex residents who contact us for urgent assistance or for information. Some of this will be localised, such as the requirement for modern technology in the Force Control Room, which ranges from ICCS through to workforce management tools. In the medium term, we will employ Rapid Video Response technology and Intelligent Voice Recognition, so that we deliver the best possible service to victims of crime.

We also need to continue to meet the need for a comprehensive Digital Forensics capability. The average household and business make use of an increasing volume and variety of digital devices which may hold evidence enabling us to detect crime and prevent future crimes. We have the ability to do more in this area, if our funding needs are addressed. Some of this work will be carried out at a national level, and there is an expectation that as we move into more challenging economic times, the current government-led technology programmes may be re-prioritised accordingly. This will result in the delivery of programmes to forces, and a necessity to find local solutions.

As we celebrate the story of Essex Police expanding and improving in recent years, we are coming to the end of a chapter of capacity growth based upon both infrastructure and officer numbers. The period we move into is one of consolidation and development where we mature

the capability of our people whilst sustaining the improvements we have made in a volatile and uncertain economic climate.

We will continue to make efficiencies and savings and hope to emulate the c. £11m savings we have achieved year on year. This constant innovation and rigorous cost saving along with the proposed budget and the ongoing investment enables us to increase the rate of reduction in crime, whilst remaining agile and dynamic to the ever changing and developing issues we must face to protect and serve the people of Essex.

These issues will bring challenges, but I am confident that the force can address them, enabled in great part by the funding proposal set out in this letter and by the ongoing collaboration between the force, the PFCC's office and the people of Essex. I commend the work which has resulted in this detailed proposal. It will not only allow us to deliver the best possible service to the people of Essex, but it represents excellent value in return for the required investment and most importantly it will make Essex a safer place to live, work and travel.

Yours sincerely,



BJ Harrington QPM
Chief Constable