

BJ Harrington QPM
Chief Constable



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

Telephone 01245 452814

Email: chief.constable@essex.police.uk

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

17th January 2022

Dear Roger,

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

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

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

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

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

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

Table A - General Funding Comparison

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

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

2022/23 budget

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

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

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

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

The budget is based on the following: -

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

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

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

Table B - Establishment Analysis Over 5 Years

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

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

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

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

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

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

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

Table C - Budget Movement

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

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

Precept increase

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table D1 – police officer investment

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

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

Table D2 – staff investment

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

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

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

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

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

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

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

Savings and Efficiency plan

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

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

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

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

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

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

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

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

Investment

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

Table E - Analysis of Investment

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

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

Reserves

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

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

Table F - Forecast Reserves & Provisions - Overview

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

The Future

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

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

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

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

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

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

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

Yours sincerely,

BJ Harrington QPM
Chief Constable

2022/23 Budget Overview

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

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

Police Officer Growth Plan 2022/23

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

Supporting Financial Documents

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



Appendix
D_FINAL.pdf

The appendices are: -

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