



Essex County Council

Essex Police, Fire and Crime Panel

15:00	Thursday, 04 February 2021	Online Meeting
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The meeting will be open to the public via telephone or online. Details about this are on the next page. Please do not attend County Hall as no one connected with this meeting will be present.

For information about the meeting please ask for:

Victoria Freeman, Senior Democratic Services Officer

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Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972.

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Members of the public will be able to view and listen to any items on the agenda unless the Committee has resolved to exclude the press and public from the meeting as a result of the likely disclosure of exempt information as defined by Schedule 12A to the Local Government Act 1972.

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Exempt Items

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

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

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

Agenda item 1

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Victoria Freeman, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

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

Membership

(Quorum: 5)

Councillor A McGurran
Councillor W Schmitt
Councillor C Hossack
Councillor G Isaacs
Councillor J Lager
Councillor M Lilley
Councillor H Whitbread
Councillor M Maddocks
Vacancy
Councillor M Heard
Councillor M Webb
Councillor I Shead
Councillor L McWilliams
Councillor J Redsell
Councillor C Day
John Gili-Ross
Sheila Murphy

Representing

Basildon Borough Council
Braintree District Council (Chairman)
Brentwood Borough Council
Castle Point Borough Council
Chelmsford City Council
Colchester Borough Council
Epping Forest District Council
Essex County Council (Vice-Chairman)
Harlow District Council
Maldon District Council
Rochford District Council
Southend Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Independent Member
Independent Member

Report title: 2021/22 Proposed Fire and Rescue Precept	
Report to: Essex Police, Fire and Crime Panel	
Report author: Essex Police, Fire and Crime Commissioner Fire and Rescue Authority	
Date: 4 February 2021	For: Approval
Enquiries to: Neil Cross (Chief Financial Officer) neil.cross@essex-fire.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to set out the proposed budget and precept proposal for Essex Country Fire and Rescue Service for 2021-22. The budget has been set in line with the objectives included within the Fire and Rescue Plan 2019-2024.

2. Recommendations

- 2.1 The Police, Fire and Crime Commissioner proposes no increase in the precept, therefore the precept on a Band D property is to remain at £73.89. This is in recognition of the impact of the current economic climate resulting from the CoVID pandemic and our intention not to place any further financial burden on the residents of Essex. However, Essex County Fire and Rescue Service will continue to work on the priorities within the Fire and Rescue Plan and will do this by continuing to make best use of existing resources.
- 2.2 The Council Tax income would normally grow year on year as a result of the increase in the tax base, and this would have equated to £0.726m in the 2021-22 financial year. However, this has been removed from the budget in 2021-22 due to the impacts of CoVID 19. In addition, £0.4m has been removed from the baseline budget relating to the surplus normally experienced on the Council Tax Collection Account. The details are shown in Figures 1 and 2.

2021/22 Proposed Fire and Rescue Precept

Figure 1 - Income and Funding

Funding 2020-21 & 2021-22	2020-21 Budget £'000	2021-22 Budget £'000	2021-22 Budget (Incr)/Decr £'000
Operational Income			
Urban Search & Rescue	(£857)	(£857)	£0
Firelink	(£628)	(£662)	(£34)
Business Rate Relief Support	(£1,175)	(£1,340)	(£165)
Pensions Top Up	(£3,517)	(£3,517)	£0
Other	(£11)	(£11)	£0
Grant Income	(£6,188)	(£6,387)	(£199)
Other Operational Income	(£1,351)	(£975)	£376
Total Operational Income	(£7,539)	(£7,361)	£177
Sources of Finance			
Revenue support Grant	(£8,473)	(£8,520)	(£47)
National Non-Domestic Rates	(£16,519)	(£16,519)	£0
Total Local Government Finance Settlement	(£24,992)	(£25,039)	(£47)
Collection Fund Surplus	(£400)	(£400)	£0
Council Tax Precept	(£47,851)	(£48,577)	(£726)
Provision for Covid related reduction	£0	£1,126	£1,126
Total Council Tax	(£48,251)	(£47,851)	£400
Total Funding	(£73,243)	(£72,890)	£353
Council Tax Base (Band D Equiv)	647,706	657,422	9,716
Rate of Council Tax Increase	1.99%	0.00%	
Council Tax (Band D)	£73.89	£73.89	£0.00
Council tax base growth £000's	£693	£726	
Council Tax precept increase £000's	£924	£0	
Precept Growth (£000's)	£1,618	£726	£0

Figure 2 - Reconciliation of movement in council tax

Council Tax Precept 2020-21 Budget	£48,251
2021-22 Council Tax 0.00% Precept Increase	£0
2021-22 1.5% Tax Base Growth	£726
Precept change	£726
Council Tax 2021-22 Budget (Pre Council Tax Pressure)	£48,977
Less: Council Tax Pressure - Covid	
Removal of 1.5% Tax Base Growth	(£726)
Removal of Collection Fund Surplus	(£400)
Council Tax Funding impact of Covid-19	(£1,126)
Council Tax 2021-22 Budget	£47,851

- 2.3 As a result of the Spending Review, the government announced on 25th November 2020 that public sector pay will be frozen for 2021-22. Pay costs have been budgeted in line with this policy announcement.

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- 2.4 The Authority has set aside £1.1m for investment in productivity improvements which will be funded from earmarked reserves.

3 Context / Summary

- 3.1 Essex County Fire and Rescue Service (ECFRS) has an ambitious and exciting improvement programme with the aim of ensuring that it provides the most efficient and effective service to the people of Essex. The improvement priorities are detailed in the Fire and Rescue Plan 2019-2024 under the vision that “safe and secure communities are the bedrock on which we build success and well-being for all.” The improvement priorities are turned into operational reality in the Integrated Risk Management Plan 2020-2024 and the investment articulated in the Medium-Term Financial Plan 2020-2024.
- 3.2 ECFRS is making good progress on delivering against the Fire and Rescue Plan priorities and, in acknowledgement of the considerable work still to do, has set the following as the improvement and investment priorities for 2021-2022:
- Fire protection – delivering on the Building Risk Review and ensuring the Service is able to respond to the outcomes of the Grenfell Inquiry.
 - Operational training – ensuring that our fire fighters have all the training and skills they need
 - On-call firefighters – improving and increasing our recruitment and improving our retention of on-call firefighters
 - ICT transformation – updating our systems and hardware to improve productivity and connectivity
 - Learning and Development - delivering a service-wide programme to support staff in their current and any future roles
- 3.3 The budget is being set against the difficult backdrop of the CoVID 19 pandemic. Throughout the financial year, an adverse impact has been seen on council tax collection rates across the county. The billing authorities across Essex have submitted provisional council tax figures for both the tax base and the collection account. These have been shared with the Authority and have been used to inform the budget process. On this basis we have made provision of £1.126m for the impact of CoVID 19 on council tax collections, as can be seen in Figure 1.
- 3.4 The Chancellor's Spending Review was announced on 25th November 2020. This was originally expected to be a three-year review however, due to the economic pressures caused by CoVID 19, it was decided to announce a one-year settlement for 2021-22. The key announcements from the Spending Review were:
- A public sector pay freeze for 2021-22. It should be noted that pay in the fire sector is determined through negotiations with the National Joint Council (NJC).

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- 75% of Collection Fund deficits in 2021-22 to be funded by the government. The remaining deficit will be spread over three years. The details are being finalised.
 - Fire and Rescue Authorities will be able to increase council tax bills by up to 2% without needing to hold a referendum.
- 3.5 On 17th December 2020, the Government announced the provisional local government finance settlement agreement for 2021-22. The headlines from this announcement were:
- An inflationary increase would be applied to the revenue support grant. This results in an increase from £8.473m in 2020-21 to £8.52m in 2021-22, as reflected in Figure 1 above.
 - The annual S31 Pension Grant (£3.5m) will continue on a flat cash basis and from 2022-23 this will be incorporated into baseline funding.
- 3.6 The government has also previously announced a programme of reforms to the local government finance system. These reforms include a review of the business rates retention system and of the fair funding formula that determines the annual local government finance settlement. No further information has yet been provided from the government on when this review will take place.
- 3.7 The budget process has involved the Service Leadership Team and direct budget holders working alongside finance business partners to determine the staffing and resource requirements for 2021-22. There continues to be alignment between the whole-time firefighter headcount budget for 2021-22 and the agreement around crewing levels in the Dispute Resolution Agreement (2017) with the Fire Brigades Union (FBU).
- 3.8 The main risk areas associated with the budget are:
- **National Pay Settlements** - Pay costs have been budgeted in line with the Spending Review announcement. Negotiations on the pay settlement will take place at the NJC against the background of the government's pay policy statement. Should the outcome of the negotiation not be in line with the Spending Review announcement, this will create an unfunded year on year pay pressure for Essex County Fire and Rescue Service.
 - **Firefighters' Pension Schemes** - National changes in employer contribution rates for firefighters' pension schemes came into effect from April 2019, following a revaluation of firefighters' pension schemes. The national average increase was material at 12.6% of pensionable pay. This equated to an additional cost burden to the Authority of £3.8m. The government has in 2020-21 continued to support most of this additional cost burden with a section 31 grant of £3.5m. It was announced in the provisional local government finance settlement agreement that this pensions grant will continue in 2021-22 on a "flat cash" basis and from 2022-23 this will be incorporated into baseline funding. There remains an ongoing national issue regarding changes to firefighter pension costs in

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the medium term. This relates to legal rulings regarding age discrimination arising from public sector pension scheme transitional arrangements, commonly described as the “McCloud / Sargeant ruling”. The financial implications of this are not known at this stage. HM Treasury expects to publish its policy towards the remedy in 2021.

- **Investment in Productivity Improvement** - The Authority has set aside £1.1m for investment in productivity improvements from earmarked reserves. Any outcome will depend on agreement about improvements in productivity.
- **Funding** - The provisional local government finance settlement is a one-year settlement as opposed to the three years originally expected. The provisional local government finance settlement will be £25.03m for 2021-22 (compared with £24.9m for 2020-21), with the increase representing an inflationary increase on the revenue support grant. The short-term nature of this settlement means that there is uncertainty and risk in the medium term over funding levels, particularly in light of the financial implications of the CoVID 19 pandemic.
- There are further risks around future funding in relation to collection rates for council tax and national non-domestic rates and Government section 31 grants. Business rates and council tax collections have been impacted as a result of the CoVID 19 pandemic. This budget has been prepared on the latest information from the Districts, however there remains a risk that business rates and council tax collections are impacted further by the CoVID 19 pandemic. The rate of growth in the council tax base has historically been 1.5% per annum, however this may need to be reconsidered for financial planning purposes once the impact of CoVID becomes clearer. Any further financial impacts on business rates and council tax collections resulting from CoVID 19 will need to be funded by the use of reserves. Section 31 grants total £6.3m and are allocated on an annual basis. The government has confirmed it will continue to fund the Pension Grant, £3.5m, on a flat cash basis in 2021-22, and we expect the remaining grants, totalling £2.8m, also to continue on this basis. The Authority is therefore updating its Medium-Term Financial Plan 2020 - 2024, based on a range of assumptions to deal with the financial challenges ahead and to ensure financial sustainability.

3.9 The Summary Budget for 2021-22 is set out in Figure 3 and the 2020-21 Forecast is set out in Figure 4.

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Figure 3 - Budget Summary

Description	Current Budget 2020-21	Forecast 2020-21	Variance adv/(fav) from		
	£'000s	£'000s	Budget 2021-22	2020-21 Forecast	2020-21 Forecast %
Wholetime Firefighters	34,633	34,859	34,340	(519)	(1.5%)
On Call Firefighters	6,893	6,773	7,081	308	4.5%
Control	1,368	1,586	1,568	(18)	(1.1%)
Support Staff	14,715	14,674	15,075	401	2.7%
Total Employment Costs	57,609	57,892	58,063	171	0.3%
Support Costs	2,060	1,409	2,148	739	52.4%
Premises & Equipment	10,528	11,198	10,024	(1,174)	(10.5%)
Other Costs & Services	3,268	2,971	3,278	307	10.3%
Ill health pension costs	2,276	2,276	2,276	-	0.0%
Financing Items	6,365	6,061	6,215	154	2.5%
Total Other Costs	24,496	23,915	23,941	26	0.1%
Investment in Productivity Improvement	-	-	1,151	1,151	-
Gross Expenditure	82,106	81,807	83,155	1,348	1.6%
Specific Government Grants Income	(6,188)	(7,606)	(6,387)	1,219	16.0%
Operational income	(1,351)	(992)	(975)	17	1.7%
Net Expenditure	74,567	73,209	75,794	2,585	3.5%
Funding					
Revenue Support Grant	(8,473)	(8,473)	(8,520)	(47)	0.0%
National Non-Domestic Rates	(16,519)	(16,519)	(16,519)	-	0.0%
Council Tax Collection Account	(400)	(400)	(400)	-	0.0%
Council Tax Precept	(47,851)	(47,851)	(48,577)	(726)	(1.5%)
Council Tax Collection impact	-	-	1,126	1,126	-
Net Funding	(73,243)	(73,243)	(72,890)	353	-
Contributions to/(from) General Fund	(1,324)	34	(1,075)	(1,109)	-
Contributions to/(from) Earmarked Reserves	-	-	(1,829)	(1,829)	-
Total Contribution to/(from) Reserves	(1,324)	34	(2,904)	(2,938)	0.0%
Total Funding	(74,567)	(73,209)	(75,794)	(2,585)	3.5%

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Figure 4 - Forecast against budget position

Description	Current Budget 2020-21 £'000s	Forecast 2020-21 £'000s	Forecast adv/(fav) Variance £'000s	Forecast Variance %
Wholetime Firefighters	34,633	34,859	226	0.7%
On Call Firefighters	6,893	6,773	(120)	(1.7%)
Control	1,368	1,586	217	15.9%
Support Staff	14,715	14,674	(41)	(0.3%)
Total Employment Costs	57,609	57,892	283	0.5%
Support Costs	2,060	1,409	(651)	(31.6%)
Premises & Equipment	10,528	11,198	670	6.4%
Other Costs & Services	3,268	2,971	(297)	(9.1%)
Ill health pension costs	2,276	2,276	-	0.0%
Financing Items	6,365	6,061	(304)	(4.8%)
Total Other Costs	24,496	23,915	(582)	(2.4%)
Investment in Productivity Improvement	-	-	-	-
Gross Expenditure	82,106	81,807	(299)	(0.4%)
Specific Government Grants Income	(6,188)	(7,606)	(1,418)	(22.9%)
Operational income	(1,351)	(992)	359	26.6%
Net Expenditure	74,567	73,209	(1,358)	(1.8%)
Funding				
Revenue Support Grant	(8,473)	(8,473)	-	0.0%
National Non-Domestic Rates	(16,519)	(16,519)	-	0.0%
Council Tax Collection Account	(400)	(400)	-	0.0%
Council Tax Precept	(47,851)	(47,851)	-	0.0%
Council Tax Collection impact	-	-	-	-
Net Funding	(73,243)	(73,243)	-	0.0%
Contributions to/(from) General Fund	(1,324)	34	1,358	-
Contributions to/(from) Earmarked Reserves	-	-	-	-
Total Contribution to/(from) Reserves	(1,324)	34	1,358	0.0%
Total Funding	(74,567)	(73,209)	1,358	1.8%

3.10 ECFRS is making good progress on delivering against the Fire and Rescue Plan priorities and, in acknowledgement of the considerable work still to do, has set the following as the improvement and investment priorities for 2021-22:

- Fire protection
- Operational training
- On-call firefighters
- ICT transformation
- Learning and Development

3.11 The analysis of the key income and expenditure headings for the Authority's budget is as follows:

- **Local Government Finance Settlement** - The provisional local government finance settlement for 2021-22 was announced on 17th December 2020. The basis of the provisional settlement for 2021-22 including the profile of Revenue Support Grant and National Non-Domestic Rates (NNDR) as set out in Figure 1.
- **Council Tax** - The Commissioner's Precept Survey was live between 30th November 2020 and 20th December 2020. A total of 232 residents responded to the questions relating to the Fire and Rescue Precept. Of those respondents, 65% were prepared to pay more so the service can continue to invest in fire protection, training and on call recruitment.

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The recommendation not to increase the council tax precept has been made in recognition of the impact on the current economic climate resulting from the CoVID pandemic and our intention not to place any further financial burden on the residents of Essex.

The Council Tax income would normally grow year on year as a result of the increase in the tax base, and this would have equated to £0.726m in the 2021-22 financial year. However, this has been removed from the budget in 2021-22 due to the impacts of CoVID 19. In addition, £0.4m has been removed from the baseline budget relating to the surplus normally experienced on the Council Tax Collection Account. The details are shown in Figures 1 and 2.

These provisions have been based on the latest information provided by the Districts. The Authority has aligned itself with the County Council and agreed with the billing authorities to share the precepting authorities' gains from resourcing a dedicated team to improve council tax collection performance.

- **Specific Government Grants Income** – This is budgeted at £6.387m for 2021-22. Comparatives against the 2020-21 forecast and budget are shown in Figure 5.

Figure 5 – Summary of Specific Government Grants

Description	Current Budget 2020-21 £'000s	Forecast 2020-21 £'000s	Budget 2021-22 £'000s	Variance adv/(fav) from 2020-21 Forecast	
				Variance from 2020-21 Forecast	%
Urban Search & Rescue	(857)	(857)	(857)	-	0.0%
Firelink	(628)	(661)	(662)	(1)	(0.2%)
Business Rates Relief Support	(1,175)	(1,340)	(1,340)	-	0.0%
Pension Top up	(3,517)	(3,517)	(3,517)	-	0.0%
Covid Support - non recurring	-	(1,220)	-	1,220	100.0%
Other	(11)	(12)	(11)	1	4.3%
Total Specific Government Grants	(6,188)	(7,606)	(6,387)	1,219	16.0%

3.12 The key variance relates to specific CoVID 19 funding that was received in 2020-21.

3.13 Other Operational Income is budgeted at £0.974m for 2021-22. Comparatives against the 2020-21 forecast and budget are shown in Figure 6.

Figure 6 – Summary of Other Operational Income

Description	Current Budget 2020-21 £'000s	Forecast 2020-21 £'000s	Budget 2021-22 £'000s	Variance adv/(fav) from 2020-21 Forecast £'000s	Variance from 2020-21 Forecast %
Cycle to Work Scheme	(20)	(30)	(30)	-	0.0%
Childcare Vouchers	(69)	(38)	(65)	(27)	(71.1%)
Canteen Income	(68)	(10)	(50)	(40)	(400.0%)
Sale of Vehicle Spares	(25)	(5)	(25)	(20)	(400.0%)
Aerial Sites	(150)	(156)	(156)	-	-
Solar Panel Income	(50)	(55)	(50)	5	9.1%
Hydrant Tests	(90)	(90)	(90)	-	-
Lease Cars - Employee Contributions	-	(15)	(15)	-	-
Service Charges	(1)	(1)	(1)	-	-
Secondments	(92)	-	-	-	-
Labour Credit	(55)	(55)	(55)	-	-
Section 13/16	(45)	(104)	(45)	59	56.7%
Provision of Hire Vehicles & Equipment	(2)	(2)	(2)	-	-
Interest on short term lending	(45)	(25)	(25)	-	0.0%
Community Fire Safety	(175)	(2)	(100)	(98)	-
Shared Services Income	(371)	(380)	(182)	198	52.1%
Reimbursements from EFA(T)	(94)	(22)	-	22	100.0%
Other Miscellaneous Income	-	(2)	(84)	(82)	-
Other Operational Income	(1,351)	(992)	(974)	18	1.8%

3.14 Employment costs equate to c.77% of the Authority's total revenue budget, with the numbers of firefighters employed being the most significant element. The budget reflects further recruitment and planned retirements of firefighters in the year. The pay rates are based on the latest NJC settlements agreed in 2020-21. Overall staff numbers are summarised in Figure 7.

Figure 7 – Staff Numbers

Staff Budget (Average)	2020-21 Budget	Changes	2021-22 Budget
Wholetime Firefighters	658	14	644
On-Call Firefighters	454	(2)	456
Control Staff	34	(1)	35
Support Staff-Employees	300	(2)	302
Total	1,446	9	1,437

3.15 The reduction in whole-time fire firefighters relates to the conversion of day crewed stations to on-call.

3.16 The average budgeted numbers of whole-time firefighters in 2020-21 and 2021-22 by role are set out in Figure 8:

Figure 8 – Wholetime Firefighter Budget

Wholetime Firefighter Budget	2020-21 Budget	Changes	2021-22 Budget
Chief, Deputy Chief and Assistant Chief Fire Officers (Brigade Managers)	3	0	3
Area Manager	3	0	3
Group Manager	13	1	12
Station Manager	43	1	42
Watch Manager	129	2	127
Crew Manager	80	4	76
Firefighter	387	11	376
Conversion of day crewed	0	(5)	5
Total	658	14	644

2021/22 Proposed Fire and Rescue Precept

- 3.17 The numbers of on-call firefighters have been budgeted on an FTE basis. The Service has established an On-Call Development Programme, sponsored by the CFO/CEO, which, among other things, will be looking to improve the recruitment and the retention of on-call firefighters, review their current terms and conditions and identify areas where additional support would be most effective. The recruitment and retention of on-call firefighters project is a key element of the changes agreed for 2020 and through 2024. The Authority is not currently meeting recruitment and retention targets for on-call firefighters; a reserve of £0.4m is therefore set aside for support to improve on-call recruitment. The on-call pay budget reflects expected levels of activity and makes no allowance for any abnormal activity levels such as flooding, prolonged summer drought or strikes. An earmarked reserve of £0.6m exists should significant unforeseen activity need to be undertaken. The overall support staff headcount has increased to 302 (from 300 in 2020-21). This includes two additional staff members for training projects. These posts are funded from earmarked reserves.
- 3.18 In addition to the numbers of staff employed, several other elements influence the overall employment costs. This includes pension costs which are mentioned below.
- 3.19 **Firefighters' Pension Schemes** - The budget for firefighters' pension costs is based on the current run rates of contribution. These average at 27.5% of pay for whole-time firefighters and 25% for on-call firefighters.
- 3.20 **Local Government Pension Scheme (LGPS)** - The budget for LGPS pensions costs is based on the current run rate of contribution. This is 18.7%.
- 3.21 **Non-pay costs** - Overall non-pay costs for 2021-22 are in line with the 2020-21 forecast. There are variances in the cost categories which are a result of the impacts of CoVID 19. The increase in support costs of 52.4% relates to a further investment in Learning and Development and the normalisation of post CoVID spending. Some specific allowances are included within non-pay budgets for contractual inflationary increases in business rates, utilities and fuel. Budget holders have absorbed other inflationary pressures. There have been budget savings of £0.556m recognised against the prior year budget.
- 3.22 The proposed **Capital Budget for 2021-22** is set out in Figure 9. The most significant capital projects are:
- £1.7m replacement of eight fire appliances.
 - £1.0m redevelopment of Shoeburyness fire station, with work completing in 2022-23.
 - £1.0m investment in operational training facility improvement.
 - £1.7m for asset protection works, which includes £0.36m boiler replacements, £0.35m replacement windows and £0.27m drill tower apertures.

Figure 9 - Capital Expenditure Budget and Programme

	Budget 2020-21 £000's	Budget 2021-22 £000's	Forecast 2022-23 £000's	Forecast 2023-24 £000's
Summary Capital Programme to 2023-24				
New Premises				
Service Workshops	-	250	4,000	750
Existing Premises				
Asset Protection	1,894	1,700	1,700	1,700
Asset Improvement Works Training Facilities				
Improvement	621	1,078	-	-
Asset Improvement Works - Shoeburyness	100	1,000	460	-
Total Property	2,615	4,028	6,160	2,450
Equipment	187	120	470	915
Information Technology				
Projects	549	537	1,023	255
Total Information Technology	549	537	1,023	255
Vehicles				
New Appliances	-	1,760	2,640	1,760
Other Vehicles	1,071	686	1,125	667
Total Vehicles	1,071	2,446	3,765	2,427
Total Capital Expenditure	4,422	7,131	11,418	6,047

3.23 The affordability of the overall capital programme remains a key factor for the Authority in the next few years. Significant projects require PFCC approval. All projects submitted will be supported by business cases and the appropriate departmental strategy where applicable. The cash generated from the proposed income and expenditure budget is £4.9m. This will be used towards financing capital expenditure in the year.

3.24 **Capital Receipts** - The Authority is required to dispose of surplus assets. It is expected that, as a result of the day crewed conversion project, a number of houses previously required to support the day crewing system will be disposed of by 31st March 2022. The annual property valuation listed the value of the Authority's housing stocks at £7.4m on 31st March 2020. We have currently listed for sale housing stock to the value of £2.2m. Capital receipts will be used to fund the capital programme.

3.25 **Usable Reserves** - On 31st March 2020, the Authority had £22.4m of usable reserves. These is made up of:

- Earmarked reserves of £10.5m. These are specific reserves set aside to manage key financial risks and to provide funding for future expenditure plans.
- Capital receipts reserve of £8.5m. These can only be used to fund capital expenditure.
- General reserves of £3.4m. These provide a working balance to help cushion the impact of unexpected events and as a means of smoothing out large fluctuations in spending requirements and / or funding available.

3.26 An analysis of earmarked reserves is shown in Figure 10

Figure 10 – Summary of Earmarked Reserves

	Balance at 31 March 2020 £000's	Balance at 31 March 2021 £000's	Balance at 31 March 2022 £000's	Movement 2021-22 £000's
Earmarked Reserves				
Unspent Government Grant - Covid 19	262	0	0	0
On Call Demand Pressures	600	600	600	0
On Call - Support	400	400	400	0
Operational Training Reserve	1,000	1,000	622	(378)
Learning & Development Programme	1,400	1,400	1,100	(300)
Service Support (Spend to Save)	495	495	495	0
Spend to Save Sprinklers	600	600	600	0
Taxbase & Collection Account Reserve	200	200	200	0
National Non Domestic Rates Collection Reserve	200	200	200	0
Innovation & Transformation	4,000	4,000	2,849	(1,151)
Rolling Budgets Reserve	85	85	85	0
Business Continuity	150	150	150	0
Risk Protection	250	250	250	0
LGPS Deficit	884	884	884	0
Total	10,526	10,264	8,435	(1,829)

Although useable reserves were £22.4m on 31st March 2020, the cash balances of the Authority were £12.7m at that date. The main reason for this is that cash balances have been used to fund capital expenditure to reduce the borrowing costs of the Authority.

Report title: 2021/22 Proposed Police Precept	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner for Essex	
Date: 4 February 2021	For: Approval
Enquiries to: Elizabeth Helm (Interim Head of Finance & S151 Officer to the PFCC) E-mail: elizabeth.helm@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1. To present the PFCC's proposed police precept for 2021/22.
- 1.2. The PFCC has set out his vision and seven policing priorities in the Police and Crime Plan, which was extended to cover 2020/21 (see <https://www.essex.pfcc.police.uk/what-we-are-doing/police-and-crime-plan/police-and-crime-plan/>). The overall level of resources to fund policing and crime reduction work makes an important contribution to building safe and secure communities.
- 1.3. The PFCC completed a public survey on the precept which ran from 30th November to 20th December 2020. The headlines from the survey were:
 - 1,356 people responded to the survey
 - 56% (of 1,161 respondents giving an answer to this question) said that in general, they would be prepared to invest more in policing to help improve the service provided.
 - 72% of the 931 people who gave a view on how much more they were prepared to contribute said up to £10 per year or more.

2. Recommendations

- 2.1. The PFCC proposes a precept increase of 4.98%, equivalent to an increase of £9.90 a year, from £198.63 to £208.53 for a Band D property, raising an additional £6.014m of council tax receipts.
- 2.2. The Police, Fire and Crime Panel is invited to review and report back to the PFCC on this proposed precept.

3. PFCC's Precept Proposal

- 3.1. Since being elected in 2016 the Commissioner has led a local and national drive to increase funding in Policing which has been strongly supported by the Panel. Having secured support from central government and through both increased precept freedom and more central funding the Commissioner has been able to

2021/22 Proposed Police Precept

fund the recruitment of an addition 519 officers.

- 3.2. These officers have strengthened the response to serious violence, exploitation and gangs, they have transformed our community policing teams, introduced Town Centre Teams and shifted the focus of policing in our county from managing demand to proactively preventing crime. This has resulted in significant reductions in burglary, theft and anti-social behaviour and early signs that we are successfully reducing violent crime in our communities.
- 3.3. The investment made, and supported by the Panel, is working and crime is starting to fall.
- 3.4. On 17th December 2020, the Government issued the Police funding settlement for 2021/22, which:
 - Allows PFCCs £15 precept flexibility without triggering a referendum
 - Provides £413.6m for the recruitment of 6000 additional officers nationally by March 2022.
- 3.5. Prior to the publication of the settlement, two workshops were held with members of this Panel to discuss the current financial position, assumptions and expectations ahead of the announcement. The PFCC would like to record his thanks to those members involved and that their contributions were valuable to the 2021/22 budget setting process.
- 3.6. It is clear from these discussions and engagement with the public and partners prior to developing this proposal that as a country we are under intense financial pressure, and every penny we spend needs to be justified. In preparing this proposal we have been through the budgets for the service and scrutinised the proposals thoroughly. We have also continued to improve the efficiency, with the Essex Police budget including nearly £4 million of additional efficiency savings that will be reinvested in the frontline.
- 3.7. In light of the pressures on residents in Essex, as a result of rising unemployment and the ongoing impact of the COVID19 pandemic, the PFCC will not be maximising the precept flexibility available in 2021/22.
- 3.8. In the discussions with the Panel, the public and partners it is also very clear that as the country emerges from the COVID-19 pandemic it is more vital than ever that we invest in our emergency services. It is this investment that will continue to push back crime and creates the safe and secure communities that are the bedrock on which communities flourish and businesses grow and prosper. The Police are essential to creating the environment we all need and where we can build back better and stronger than ever before.
- 3.9. The funding position for the PFCC is set out in the table below, which reflects the funding laid out in the provisional settlement and council tax position from the billing authorities.

2021/22 Proposed Police Precept

Table 1: Funding sources for 2021/22 compared to 2020/21

Funding Source	2020/21 £'000	2021/22 £'000	Movement £'000	Movement %
Home Office Core Grant	115,509	119,328	3,819	3.31%
Home Office Formula Grant	56,231	63,237	7,006	12.46%
Council Tax Freeze Grant	2,133	2,133	-	0%
Council Tax Support Grant	10,992	10,992	-	0%
Council Tax Precept	128,392	134,406	6,014	4.68%
Collection Fund Surplus	1,458	214	- 1,244	-85.32%
Total Funding	314,715	330,310	15,595	4.96%

3.10. The Council tax precept income is driven by two elements:

- i) An increase in the precept of £9.90 from £198.63 in 2020/21 to £208.53 in 2021/22, an increase of 4.98%. This increases council tax receipts by £6.4m.
- ii) Change in the taxbase from 646,387 to 644,541 Band D equivalent properties. This reduces council tax receipts by £389,000.

3.11. The financial impact of COVID19 has been a feature of budget setting, resulting in the reduction to the taxbase, compared to a previous upward trend, and a reduction to the collection fund surplus as council tax liabilities have reduced with increased unemployment.

3.12. The Home Office Core Grant has increased which reflects 100% of the Essex share of the 6,000 officer growth in 2020/21 (135 officers).

3.13. The Home Office Formula Grant has increased, reflecting 76% of the Essex share of the 6,000 officer growth in 2021/22.

3.14. The Home Office has ringfenced 24% of the Essex share of the 6,000 officer growth in 2021/22. This will be claimable quarterly in arrears and will be based on recruiting the additional officers.

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

4.1. The 2021/22 budget sets out the resources required to meet the seven strategic priorities and aims set out in the Police and Crime Plan for keeping Essex safe. The 2021/22 budget has been developed working alongside the Chief Constable and his Chief Officer Management Team as well as the Police, Fire and Crime Panel budget working group.

2021/22 Proposed Police Precept

- 4.2. The 2021/22 budget requirement is £330.31m and an analysis of the budget is contained within the following appendices:

Appendix A: Letter from the Chief Constable requesting a precept increase of 4.98% including 2021/22 budget summary and Police Officer Growth Plan 2021/22

Appendix B: 2021/22 Budget Summary

- 4.3. The 2021/22 budget of £330.31m proposes an increase in spend of £15.594m. This increase in spend is due to £11.086m of inflation and cost pressures and £9.907m of new investment, which have been partially offset by proposed savings and use of one-off funding resources.

Table 2: Summary of Budget movement from 2020/21

	£'000
2020/21 Original Budget	314,716
Activity occurring before 1st April 2021	(2,484)
2020/21 Base Budget	312,232
Inflation and cost pressures	11,086
New Investment & Service demands	9,907
One off pressures (offset by one off savings)	3,909
Funding for one off activity	(3,346)
Budget requirement before savings	333,788
Recurring savings	(3,478)
2021/22 Net Budget requirement	330,310

- 4.4. Essex Police proposes to invest £9.907m in 2021/22, the detail of this can be seen in table 3 below.

Table 3: Areas of Investment in 2021/22

Areas of Investment	£'000
Increase in Police Officers (184 Officers)	7,430
Full year impact of increase in establishment in 2020/21 (151 officers & 60.8 Staff)	2,739
Service demand changes	1,763
Revenue consequences of capital programme	(201)
Cost of Borrowing for Capital (Minimum Revenue Provision and Interest)	259
Local initiatives	94
Specific Grant for National Police Uplift Programme	(2,200)
Other budget adjustments	23
Total Investment	9,907

- 4.5. Essex Police proposes to recruit an additional 184 police officers in 2021/22. Of these officers, 132 will be funded from the Government's Police Uplift Programme. Of these 132, six are designated for the Regional Organised Crime Unit (ROCU) as mandated by the Home Office Grant conditions. A further 52 officers would be recruited and funded from the precept uplift. Detail of where these officers would be posted are shown in table 4 below.

2021/22 Proposed Police Precept

Table 4: Investment in additional police officers

Investment in additional Police Officers	Officers FTE
DPA Disruptor Teams	35
Serious Violence Team	30
Domestic Abuse Problem Solving Team	22
Management of Sexual or Violent Offenders	14
Domestic Abuse Proactive Team	14
Surveillance	9
Major Crime	8
Road Crime Team	7
Operation Bluebird (People Trafficking)	6
Firearms Instructors	6
Regional Organised Crime Unit	6
Professional Standards	5
Athena Development Team	5
Organised Crime Group Management Unit	4
Modern Slavery and Human Trafficking and Serious Organised Crime	4
Dog Handlers	3
Taser Training	1
Missing Person Sergeant	1
Federation Officer	1
Driver Training	1
Data Protection Team	1
Crime Prevention Inspector	1
Total Operational Policing	184

- 4.6. At the end of March 2022, Essex Police plans to have an officer establishment of 3553 officers. This will mean that Essex Police will have grown by 703 police officers since May 2016.
- 4.7. This continues to be a highly ambitious recruitment programme, however the work undertaken in recent years to increase the recruitment in the county places Essex Police in a strong position to deliver the Government's Police Uplift Programme. A police officer growth plan for 2021/22 has been included within the Chief Constable's letter to the PFCC, however it should be noted that these dates and timings are subject to change based on operational requirements.

5. Savings and Efficiencies

- 5.1. Essex Police has achieved significant savings in recent financial years and continues to do so. The 2021/22 budget includes cashable savings of £3.478m with a full year effect. The 2021/22 in year savings are £4.455m, which includes a one-off cashable saving for police staff vacancy factor.
- 5.2. Additionally, there are £416,000 of non-cashable savings in 2021/22.

2021/22 Proposed Police Precept

- 5.3. The Strategic Change Efficiencies and Savings Plan for 2021/22 has identified the following savings to be delivered in 2021/22:

Table 5: Strategic Change Efficiencies and Savings Plan 2021/22

Saving	Cashable £'000
Coroners Contract	(33)
Criminal Justice	(59)
Non-Pay	(1,375)
Additional Non-Pay	(29)
Estate Disposals (Gross Revenue)	(160)
Crime and Public Protection	(614)
OPC Command	(116)
Contact Management	(157)
Professional Standards	(22)
Support Services Directorate	(866)
Office 365	(48)
Total Recurring Savings	(3,478)

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

6. Reserves

- 6.1. The forecast general reserve at 31 March 2021 is £12.2m, or 3.97% of net revenue expenditure and earmarked reserves of £8.9m to give total usable reserves of £21.1m. The PFCC is also forecasting to utilise all capital receipts to the 31 March 2021 in order to fund the ongoing capital programme.
- 6.2. The CIPFA recommended level of general reserves is 3% of net revenue expenditure. The proposed budget includes an appropriation from the general reserve of £1.2m in 2021/22 as part of the one-off funding line, which will bring the balance to £11m, or 3.3% of net revenue expenditure.
- 6.3. A summary of the earmarked reserves held is detailed below in table 6.

2021/22 Proposed Police Precept

Table 6 Level of Earmarked Reserves

Reserve	Forecast balance £m at 1st April 2021	Use as per Home Office categories
POCA Income	2.0	General contingency of resource to meet other needs
Forfeiture Monies Reserve	0.2	General contingency of resource to meet other needs
Restructuring Reserve	0.1	Planned expenditure on projects and programmes over next three years
Major Operational Reserve	1.5	General contingency of resource to meet other needs
Operational Transformation	0.5	Planned expenditure on projects and programmes over next three years
Transformation	0.3	Planned expenditure on projects and programmes over next three years
Data Analytics Reserve	0.1	Planned expenditure on projects and programmes over next three years
Police Education Qualification Framework	0.3	Planned expenditure on projects and programmes over next three years
Special Constabulary	0.1	Planned expenditure on projects and programmes over next three years
Future Capital Funding	3.3	Planned expenditure on projects and programmes over next three years
Chief Constable's Reserve	0.5	Planned expenditure on projects and programmes over next three years
Total Earmarked Reserve	8.9	

7. Capital Investment Programme

- 7.1. The Capital Programme for 2021/22 is an estimated capital expenditure of £19.079m. A summary of the forecast expenditure and funding sources over the next five years is shown in table 7.
- 7.2. Capital projects which have been approved are forecast to spend £8.482m in 2021/22, with the largest element of this being Estates Business as usual, at £4.338m which includes the Data Centre Provision, CCTV replacement to custody suites and the ongoing capitalised maintenance programme.
- 7.3. The capital projects which are subject to approval are £10.597m in 2021/22. The most significant spend relates to IT Services (£4.035m) which includes the Infrastructure Technical Refresh which is the programme to replace devices, services and network upgrades across the force and is essential to ensure that the IT system remains fit for purpose and the Device Firmware Upgrade (DFU) Redesign. Estates Strategy projects of £3.620m include projects relating to the HQ reprovision and the disposals reprovision facility project.
- 7.4. The forecast capital expenditure over the five years from 2021/22 to 2025/26 is £92.743m.
- 7.5. In 2021/22, capital receipts of £5.62m are forecast to be received, which will be

2021/22 Proposed Police Precept

applied to finance the capital expenditure.

- 7.6. The capital programme will require borrowing in order to finance the proposed expenditure in 2021/22. Both the interest costs and Minimum Revenue Provision (MRP) associated with this borrowing have been reflected in the revenue budget.

2021/22 Proposed Police Precept

Table 7: Capital Programme

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Capital Expenditure							
Approved Projects							
ANPR	190	230	35	35	35	-	525
Body Armour	308	351	-	-	-	-	659
Estates Business as Usual	1,411	4,338	460	-	-	-	6,209
Estates Strategy	8,114	1,901	-	-	-	-	10,015
I.T. Services	4,148	1,361	-	-	-	-	5,509
OPC	211	-	-	-	-	-	211
Other	-	-	22	-	-	-	22
SCD	453	-	-	-	-	-	453
Transport	2,487	301	-	-	-	-	2,787
	17,320	8,482	517	35	35	-	26,390
Subject to Approval Projects (existing Stage 1)							
ANPR	-	-	110	110	110	-	330
Body Armour	-	-	238	238	238	-	714
Estates Business as Usual	-	-	1,000	1,000	1,000	-	3,000
Estates Strategy	-	-	-	-	-	-	0
I.T. Services	-	3,118	4,298	3,209	3,583	-	14,207
OPC	-	-	-	-	-	-	0
Other	-	-	-	-	-	-	0
SCD	-	-	17	30	-	-	47
Transport	-	-	-	30	-	-	30
	-	3,118	5,663	4,616	4,931	-	18,328
Subject to Approval Projects (new bids)							
ANPR	-	50	-	-	-	1,000	1,050
Body Armour	-	19	-	-	-	-	19
Estates Business as Usual	-	-	10,000	11,000	9,000	-	30,000
Estates Strategy	-	3,620	8,813	8,029	500	-	20,962
I.T. Services	-	917	-	-	-	79	996
OPC	-	613	25	65	65	240	1,008
Other	-	-	-	-	-	-	0
SCD	-	61	2,200	2,200	2,200	2,200	8,861
Transport	-	2,200	-	-	-	250	2,450
	-	7,479	21,038	21,294	11,765	3,769	65,346
Total by Department							
ANPR	190	280	145	145	145	1,000	1,905
Body Armour	308	370	238	238	238	-	1,391
Estates Business as Usual	1,411	4,338	11,460	12,000	10,000	-	39,209
Estates Strategy	8,114	5,521	8,813	8,029	500	-	30,977
I.T. Services	4,148	5,396	4,298	3,209	3,583	79	20,713
OPC	211	613	25	65	65	240	1,218
Other	-	-	22	-	-	-	22
SCD	453	61	2,217	2,230	2,200	2,200	9,361
Transport	2,487	2,501	-	30	-	250	5,267
	17,320	19,079	27,218	25,945	16,731	3,769	110,064
Financing Source							
Capital receipts	(6,989)	(5,620)	(8,725)	(11,528)	(4,954)	(1,517)	(39,334)
Grants & contributions	(381)	(554)	(277)	(277)	(277)	(252)	(2,018)
Revenue funding	(426)	(3,046)	(2,233)	(1,000)	(1,000)	(1,000)	(8,705)
Borrowing	(9,525)	(9,859)	(15,983)	(13,140)	(10,500)	(1,000)	(60,007)
	(17,320)	(19,079)	(27,218)	(25,945)	(16,731)	(3,769)	(110,064)
Total Unfinanced Expenditure	-	-	-	-	-	-	0

2021/22 Proposed Police Precept

8. Medium Term Financial Strategy (MTFS)

- 8.1. The MTFS is based on a precept increase of 4.98% (£9.90 per year/19p per week) for a band D equivalent property for 2021/22 and a 2.5% inflationary increase in the precept thereafter, resulting in the following forecast over the next five years:

Table 8: Latest Medium Term Financial Strategy

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Expenditure (with identified savings)	330.3	340.7	350.2	357.8	366.8
Funding	(330.3)	(336.1)	(341.9)	(348.3)	(354.8)
Shortfall/ (Surplus)	0.0	4.6	8.3	9.5	12.0

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

9. Robustness of estimates

- 9.1. Section 25 of the Local Government Act 2003 requires that the Section 151 Officer reports to the PFCC when he is considering his budget and council tax precept. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so that the PFCC will have authoritative advice available to him when he makes his decision. Section 25 also requires the PFCC to have regard to the report in making his decisions.
- 9.2. The decision on the level of the council tax precept is taken before the year begins and cannot be changed during the year, so allowance for risks and uncertainties that might increase spending above that planned must be made by:
- Making prudent allowances in the estimates for each area of spend
 - Ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient
- 9.3. The following matters are taken into account when assessing the adequacy of reserves:
- Assumptions about inflation / deflation
 - Estimates of the level and timing of capital receipts
 - Treatment of demand led pressures and savings
 - Financial risks inherent in any significant new development
 - Financial standing (level of borrowing and debt)
 - Track record on budget management
 - Capacity to manage in-year budget pressures
 - Year-end procedures in relation to over and underspends
 - Strength of financial information and reporting arrangements
 - Adequacy of insurance arrangements
- 9.4. The forecast level of general reserve at 31 March 2021 of £11.6m will represent 3.7% of net revenue expenditure. In addition, there are forecast revenue

2021/22 Proposed Police Precept

earmarked reserves of £7.373m at 31 March 2021. The total level of revenue reserves is one of the lowest for PCCs in the country. The level of reserves is therefore recognised by the PFCC, Chief Constable and senior officers and staff as being at a minimum and strict financial control is therefore maintained.

10. Risks

- 10.1. Over recent years the PFCC has been able to maximise the capital resources available through disposal of property surplus to requirements and enable sound capital investment to be undertaken without recourse to borrowing. The timing of both capital receipts and investment in the context of a low level of reserves demands a robust approach to cash flow management, which has been developing over the past year. As the Estate Strategy has progressed there are now fewer capital receipts available to the PFCC, along with a reduction in capital grant received from Government. This means that the PFCC is looking to borrow externally in 2021/22. The Treasury Management Strategy 2021/22, to be published before 1st April 2020, will consider this aspect in more detail however prudent measures will continue to be taken to ensure that value for money is achieved for the taxpayer.
- 10.2. The 2021/22 budget proposal is ambitious and has been rigorously developed by the PFCC and Chief Constable. The five year MTFS has a built in pay inflation for officers and staff of 2.5% per year. This is currently a prudent estimate. It should be noted that, due to the county's proximity to London, staff retention and salaries could be affected by changes to London Weighting and South East Allowance. Any developments in this area will be closely monitored during the year however could lead to a potential budget pressure.
- 10.3. Discussions continue to take place at a national level regarding service demand changes to national IT programmes and associated costs. These cost pressures have not been confirmed however the PFCC acknowledges that if cost increases are recharged to local forces this will create a budget pressure in year.
- 10.4. Based on current levels of reserves and the strict financial controls in place between the PFCC and Chief Constable, it is felt that should any of the above risks materialise in 2021/22 the PFCC will be able to respond to them in the year.

BJ Harrington
Chief Constable



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

18th January 2021

Dear Commissioner,

I set out below my proposition for the Essex Police Force Budget for financial year April 2021 to March 2022. I do this building on existing assumptions within our Medium Term Financial Strategy (MTFS) around central government funding, savings, inflation and pay awards. It makes a clear proposal to ensure we continue to work towards the ambitions within the Essex Police and Crime Plan as well as meeting our legal responsibilities and our national obligations to the Strategic Policing Requirement. This budget allows us to grow in a sustainable way.

As part of this budget setting process I am asking you to raise the policing element of the council tax precept for 2021/22 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 6,000 officers recruited in 2020/21 and a further 6,000 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 17th December. This allowed us to explore options in relation to maintaining officer numbers, exploring how to utilise the Police Uplift Programme funding and also have regard to 2022/23 by planning ahead and increasing officer numbers ahead of formal funding.

This letter is based on a budget requirement of £330.310m and a 4.98% precept increase (£6.014m). This budget will enable growth of 184 police officers taking the establishment from 3,369 FTEs to 3,553 FTEs. Table A below sets out the year on year comparison.

Table A - Funding Comparison

Funding Source	2019/20	2020/21	2021/22	Increase/ (decrease)
	£m	£m	£m	£m
HO Core Police Grant	103.551	115.509	119.328	3.819
HO Formula Grant	56.231	56.231	63.237	7.006
Council Tax Freeze Grant	2.133	2.133	2.133	-
Council Tax Support Grant	10.992	10.992	10.992	-
Council Tax Precept	123.134	128.392	134.406	6.014
Collection Fund Surplus	1.545	1.458	0.214	(1.244)
Total	297.586	314.715	330.310	15.595

2021/22 budget

At the Strategic Board on 17th December we did not have the opportunity to reflect on the provisional grant announcement as it was made on the same day. The settlement was more favourable than anticipated due to the Home Office providing a greater amount per officer under the Police Uplift Programme.

A feature of budget setting this year has been dealing with the financial impact of COVID19 and how it has affected police forces and councils across the country. All councils have been impacted in terms of their taxbase and collection fund surpluses/deficits and this has varied tremendously across England. In Essex the position is a taxbase reduction of -0.29% compared to an estimated taxbase increase of 1.25% in the medium-term financial strategy (MTFS) twelve months ago. Equally the county has previously had a collection fund surplus in the region of £1.5m, but in 2021/22 there is £0.214m surplus.

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 2021/22 £2.2m 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 6,000 officer growth (20,000 by March 2023) being equal to a 2.20% share of £415m. This equates to 132 officers in

Essex which includes 6 officers that are required to be allocated to the Regional Organised Crime Unit (ROCU)¹;

- ii) The Home Office Core Grant has increased, reflecting 100% of the Essex share of the 6,000 officer growth in 2020/21 (135 officers);
- iii) The Home Office Core Grant has increased, reflecting 76% of the Essex share of the 6,000 officer growth in 2021/22;
- iv) The Home Office has ringfenced 24% of the Essex share of 6,000 officer growth in 2021/22; this will be claimable quarterly in arrears and will be based on recruiting the additional officers;
- v) Increase the council tax precept by 4.98% (£9.90 per Band D property);
- vi) The current year forecast underspend is £2.9m (Period 9). This includes £1.527m received from the Home Office in relation to costs incurred on Operation Melrose which has already been moved to the General Reserve.
- vii) 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.

Based on our current assumptions there is a balanced budget and MTFS for 2021/22. However, the MTFS is forecasting £4.6m deficit for 2022/23, £8.3m deficit in 2023/24, £9.5m deficit in 2024/25 and £12.0m deficit in 2025/26. The MTFS from 2022/23 does not include recurring contractual and legal pressures or service demands. There is also no allowance for any one-off or recurring new investment or additions to the restructure reserve. As and when these pressures are added this will increase the net revenue expenditure budget in future years and therefore the reserves as a percentage of that budget will reduce. The MTFS reflects estimates based on information available, but it must be acknowledged that this information could change. For example, the MTFS is based on 0% pay award in September 2021 (except for those earning less than £24k), if this was to change it would be a cost pressure. Also, the MTFS reflects our current strategies and Home Office projects in relation to Emergency Services Mobile Communications Programme (ESMCP), IT projects and the estate strategy. The force can only bridge these gaps by identifying savings in 2022/23 and beyond and by working with the PFCC to increase funding to police forces via the Home Office and ultimately the precept.

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

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

Table B - Budget Movement

Budget Proposal Summary	£m
Opening Budget	314.716
Recurring Activity Prior - 1.4.21	(2.484)
2021/22 Base Budget	312.232
Inflation and Cost Pressures	11.086
New Investment & Service Demands	9.907
One-off Investment	2.318
One-Off Activity	1.591
Funding for One-Off Activity	(3.346)
Budget Requirement Before Savings	333.788
Savings	(3.478)
2021/22 Budget Requirement	330.310

Precept increase

I am now in a position to formally request that you raise the council tax by 4.98%, thereby having a Council Tax Band D of £208.53. This will raise an additional £6.4m, then with the decrease in the tax base this equates to £6.014m realising a 2021/22 budget of £330.310m.

This budget proposal is about a sustainable growth budget. It builds upon the growth delivered in previous years and in order to allow 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, I ask for a commitment for precept increases in line with inflation within the lifetime of the Medium Term Financial Strategy.

This year has seen a complex requirement for policing. Whilst the 'all crime' figures have been heavily influenced by the Government's restrictions on gathering and movement in relation to Covid-19, we were seeing the rate of increase slowing pre-Covid-19 and had indeed even started to see a decrease. In March 2020 Official Crime Statistics published by the Office of National Statistics (ONS) reported a 0.5% decrease in Essex recorded crime for the first time in more than five years set against some one of the highest assurances of accurate recording with an 'Outstanding' grade from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service. Prior to this there had been an increase seen in every quarter from June 2015 onwards. The evidence shows a change in some long-term crime trends in the two largest crime categories with theft decreasing 8% year on year and the increasing rate of violence slowing, a much smaller 6% increase compared to the previous year's publication which showed a 39% increase. These figures are unaffected by the impact of Covid-19 on crime patterns. The overall growth in officer numbers, is starting to have a positive impact in Essex on crime prevention, solving more crimes as well as increasing levels of public confidence in the local police. In the first quarter of 2020, our independently run public perception survey found that confidence among local communities in Essex Police had increased significantly to 81% - the highest level ever reported since the survey began 3 years ago.

Essex Police has seen several years of growth, mainly in officer numbers but also in police staff and infrastructure that supports the effective delivery of this growth in order to achieve the ambitious benefits set out in the Medium Term Financial Strategy. Building on the success of 2018/19, key areas of investment for 2019/20 included the establishment of Town Centre

Teams, increasing the numbers in Local Policing Teams, Public Protection officers, Roads policing and Children and Young People officers.

The introduction of 22 (later rising to 25) Town Centre Team officers, has provided an increased local and visible policing presence across Essex and further strengthened the connection between local communities and the police that has been a focus of our work over the last few years. Town Centres are key priorities for ourselves, partners and communities and are a focus for street-based violence and vulnerability; these extra officers have made a big difference, working with partners in a highly visible way to reduce ASB, crime and improve reassurance.

The establishment of the Rural Engagement and Business Crime Teams, working closely with our rural and business communities in Essex, have also created greater resilience within those communities, preventing crime and protecting and safeguarding the vulnerable across the county.

In 2020/21 the force increased by 151 officers, taking our officer establishment to 3,369 by 31 March 2021. Our ambition from this investment in these extra officers is to continue to reduce crime and build confidence in the county and this evidence is outlined in the June 2020 ONS publication.

The significant investment in 2020/21 in high harm and investigations, has provided greater resilience for domestic abuse, adult sexual abuse and public protection teams to protect some of the most vulnerable in Essex. These resources, whilst still early in their implementation, are already having an impact with an increase in positive outcomes for vulnerable people. There has been an 11.9% reduction in high harm offences for the year ending November 2020 compared to the previous year and a 7.2% increase in the number of solved offences for violence with injury, rape and other sexual offences over the same period.

Ten Community Safety Engagement Officers were established in June 2020, one in each District Policing Area. A further ten were appointed in October 2020. Community Safety Engagement Officers are dedicated to specific local authority districts and form part of the Community Policing structure. They engage with local communities via social media and any other available means to gain improved understanding of the issues affecting those communities; work with partners to tackle the problems identified, taking a longer-term problem solving approach where possible; ensure activity and outcomes from work on community priorities is well communicated to victims and communities. Community Safety Engagement Officers are an integral part of communities, working with local people and partners to inform priorities and improve public confidence.

2020/21 has also seen a managed and successful investment in Learning and Development, specifically recruitment and training, and Firearms and Taser Training, which will support the provision of necessary skills and training to our workforce and continue to protect the public and prevent crime in Essex while growing the force.

Looking forward to 2021/22, proposals for supporting the delivery of the Police and Crime Plan and Force Plan ensure the sustainability of previous investment in front line policing, whilst also building new teams to provide new capability. This includes significant areas of focus which are 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.

With the Home Office Grant and the Precept funding increase I can invest 132 officers from the Police Uplift Programme in 2021/22 and bring forward 52 officers from the allocation for 22/23 in the following way. 164 of the 184 posts are directly preventing or tackling crime and disorder.

	Police Uplift Programme		Precept Increase	
	FTE	%	FTE	%
Highly visible public facing roles preventing and tackling crime & disorder	102	77%	49	94%
Tackling crime & disorder	13	10%	0	0%
Essential supporting roles	11	8%	3	6%
Regional Organised Crime Units (ROCU)	6	5%	0	0%
Total	132	100%	52	100%

NB: ROCU is mandated in Home Office Grant conditions.

Overall, this investment will increase our agreed officer establishment by 184 from 3,369 at the end of 20/21 to 3,553 for 2021/22. An overall growth of 703 since March 2018.

In developing prioritised options for investment, we have considered:

- Alignment with PFCC Police & Crime Plan
- Alignment with the Force 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

Table C below sets out in detail how I would invest resources for the additional 184 officers (Further detail on the proposed implementation is shown in Appendix C) and as well as an additional 19 police staff. The table also reflects a reduction of 24.43 police staff posts linked to the efficiency and savings plan.

The table sets out in the following colour codes those that are: -

Highly visible public facing roles preventing and tackling crime & disorder
Tackling crime & disorder
Essential supporting roles
Regional Organised Crime Units (ROCU)

Table C - Police Officer and Staff Investment

Investment in additional Police Officers and Staff	Officers	Staff
	FTE	FTE
Serious Violence	30.00	
Domestic Abuse Problem Solving	22.00	
Management of Sexual Offenders and Violent Offenders (MOSOVO)	14.00	
Disruptor Teams	10.00	
Surveillance	9.00	
Major Crime	8.00	
Op Bluebird (People Trafficking)	6.00	
Modern Slavery & Human Trafficking and Serious Organised Crime	4.00	
Organised Crime Group Management Unit	4.00	
Missing Persons	1.00	
Crime Prevention	1.00	
Firearms Instructors	6.00	
Professional Standards	5.00	
Athena Development Team	5.00	
Federation Officer	1.00	
Regional Organised Crime	6.00	
Total - National Police Uplift Programme 2021/22	132.00	-
Disruptor Teams	25.00	
Domestic Abuse - Proactive	14.00	
Road Crime	7.00	
Dog Handlers	3.00	
Driver Training	1.00	
Taser' Training	1.00	
Data Protection	1.00	
Total - Additional Police Uplift	52.00	
Home Office Large Major Enquiry System (HOLMES)		4.00
Investigator Powers Department support		1.50
Financial Investigations		1.00
Organised Crime Group Management Unit		3.00
Special Constabulary Development Team		3.00
Enabling Support Roles		6.50
Total - Other Investment	-	19.00
Total Investment	184.00	19.00
Savings Programme		(24.43)
Net Officer/Staff Investment	184.00	(5.43)

The following areas are planned for Operational Policing investment.

- Creation of 30 officer posts in our Serious Violence Team, roughly doubling the size of the existing team to create and enhance the capacity of the force to target county lines and drug gangs. Gang activity is a significant driver of serious violence and harm. This will also support the existing links with the wider Violence and Vulnerability partnership delivery. The officers will be based across the force, but deployed against the greatest threats, harms and risks posed to the county directly supporting the ***Police and Crime Plan objective of Tackling Gangs and Serious Violence.***
- The investment of 22 officers to the Domestic Abuse problem solving team would be an investment into dedicated officers working with high volume repeat victims and repeat perpetrators to break the chain of offending, violence and harm. A further 14 officers into the DA Proactive team will provide capability to focus on both prevention and disruption and would link with wider Domestic Abuse partnerships. These officers will be based across the force working alongside Domestic Abuse Investigation teams and directly supporting the ***Police and Crime Plan objective of Breaking the Cycle of Domestic Abuse.***
- An investment of 14 officers into MOSOVO to allow for the delivery of activities deemed essential to preventing the harm caused by high risk sexual offenders that can be delivered in a different capacity by officers than police staff. These officers will be based across the force directly supporting the ***Police and Crime Plan objective of Protecting Children and Vulnerable People from Harm.***
- The creation of a District Policing Area (DPA) Disruptor Team - supporting the delivery of proactive, local crime fighting capability, flexibly supporting those districts encountering the highest levels of crime. There is a strong preventative focus to this work as well as targeting those responsible for the highest impact community crimes. They will be deployed across the force working to Local Policing Area Commands in North, South and West tasked against local threats, risks and harms directly supporting the ***Police and Crime Plan objectives of More Local, Visible and Accessible Policing and Cracking Down on Anti Social Behaviour.***
- Surveillance - the creation of an additional team to deliver specialist activity in support of policing activity to target organised crime groups and other high risk, high harm criminality. These will be based centrally but working across the force supporting the ***Police and Crime Plan objectives of Tackling Gangs and Serious Violence and Disrupting and Preventing Organised Crime.***
- Major Crime Team – Investment in additional resources to progress complex crime investigations including homicide and the most serious sexual offending. These will be based in our Major Crime teams working across the force supporting the ***Police and Crime Plan objectives of Tackling Gangs and Serious Violence and Disrupting and Preventing Organised Crime.***

- Op Bluebird – Dedicated capability to deal with the increasing volume of victims who are subject to people trafficking. This will allow the development of multi-agency partnerships and build wider investigative capability. The impact of this crime needs little explanation after the tragedy of Op Melrose. They will be based centrally but working across the force supporting the ***Police and Crime Plan objectives of Disrupting and Preventing Organised Crime and Protecting Children and Vulnerable People from Harm.***
- Serious and Organised Crime - Investment to build capability in the policing response to modern slavery and serious organised crime investigations. Links to the investment in areas such as the serious violence team (county lines) and the surveillance capability. They will be based centrally but working across the force supporting the ***Police and Crime Plan objectives of Disrupting and Preventing Organised Crime and Protecting Children and Vulnerable People from Harm.***
- Road Crime Team – An investment in the investigative arm of the existing Road Crime Team. This investment will allow the team to target the organised criminals behind the mass theft of cars and thereby seek to reduce and prevent crimes affecting communities. They will be based centrally but working across the force in support of local policing areas supporting the ***Police and Crime Plan objectives of Disrupting and Preventing Organised Crime and Improving Safety on our Roads.***
- Dog Handlers - An investment in 3 dog handlers, preserving the capability that would otherwise be lost from Stansted, and can be reapplied to local crime fighting in the wider policing model. Based centrally alongside existing dog support capability but deployed across the force ***supporting all of the Police and Crime Plan objectives.***

The following areas are planned for organisational safety and enabling support

- Organised Crime Groups (OCG) Management Unit - The development of an intelligence and management capability to coordinate activity relating to OCGs. Will deliver effective and essential connections between national, regional and local delivery teams to have the best operational impact. Activity against OCGs drives down serious crime and harm and results in very significant asset seizures supporting the ***Police and Crime Plan objective of Disrupting and Preventing Organised Crime***
- Missing Person Sergeant - A supervisor to ensure consistency and effectiveness across the 10 existing Missing Person Liaison Officers. Dealing with missing people is part of the force response to vulnerability (links to county lines and missing children for example) but there are also real opportunities for partnership and wider efficiency supporting the ***Police and Crime Plan objective of Protecting Children and Vulnerable People from Harm.***

- Crime Prevention Strategy Inspector – A dedicated officer working within the LPSU and with community safety partners to drive the delivery of outcomes set out in the refreshed crime prevention strategy supporting the ***Police and Crime Plan building block of Prevention***
- Firearms Training Instructors – Investment to deliver essential operation training (for which the national requirement in some areas are increasing) and to do so in a cost effective and efficient manner. Also available to boost operational firearms capacity at critical times ***supporting all of the Police and Crime Plan objectives.***
- Professional Standards - Essential investment in the capacity and capability of PSD. Work in this area is essential in the wider force wide effort to sustain and further build public confidence and police legitimacy through maintaining the highest possible standards of behaviour and professionalism ***supporting all of the Police and Crime Plan objectives.***
- Driver Training - Essential investment building capacity to train police drivers to respond to incidents (catching criminal and support victims) ***supporting all of the Police and Crime Plan objectives.***
- Data Protection team - Critical investment in an area for the which the force has contractual and legal obligation to maintain ***supporting all of the Police and Crime Plan objectives.***
- Athena Development Team - Critical investment in an area for which the force has contractual and legal obligation to maintain. This team will maximise the operational benefit and efficiency derived from Athena ***supporting all of the Police and Crime Plan objectives.***
- Federation Officer - The investment of a single management role (one officer) with the Federation Executive. The work with, and support of, the staff associations is a significant enabling capability for operational delivery across the force ***supporting all of the Police and Crime Plan objectives.***
- 'Taser' Training - Essential investment building capacity to train officers to use Taser. This is an essential operational capability to safely resolve incidents ***supporting all of the Police and Crime Plan objectives.***

It should also be noted that following the second national lockdown in November 2020, Manchester Airport Group (MAG) approached Essex Police stating they believe air passenger numbers will remain significantly below pre-lockdown levels (10% to 15% of normality) for the foreseeable future and as a result the policing requirement at Stansted had reduced. This will result in reduction in their financial contribution to policing costs. This budget reflects a reduction in officers funded by the airport but has incorporated the posts back into the force thereby not reducing force establishment. These officers will be allocated into local policing teams.

Appendix B sets out a draft financial plan of recruiting to 3,553 officers by the end of the financial year at an additional cost of £7.775m, which includes £0.345m one-off costs in year. The full year effect for 2021/22 is £9.326m.

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 May, followed by further large intakes in August, October and December and a small intake in March 2022. This plan will enable the force to commence early recruitment of 52 officers from the 2022/23 Police Uplift Programme.

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.

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, the needs of the county and its citizens, the changing nature of crime, the Force Plan, the Police and Crime Plan and the changing nature of technology itself is a key element of our Digital Strategy. The force also utilises technology solutions to enable both improved outcomes and efficiencies as seen in the use of O365 and the mobile devices in the development of agile working.

The budget requirement of £330.310m has only been achievable through good management of the force efficiency and savings plan. This has realised a full year effect cashable saving of £3.478m. The 2021/22 in year savings is £4.466m and this includes a one-off cashable saving for police staff vacancy factor in some areas of the force which will operate at 9% rather than 7% for 12 months. The areas of saving include non-pay of £1.395m, IT £0.594m, MOSOVO £0.307m (£0.614k full year), National Police Aviation Service (NPAS) £0.334m, Force Control Room functionality £0.052m, drone management £0.069m, estates running costs £0.160m and other areas which are less than £0.050m each. These savings do result in a reduction of 24.43 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 £0.416m non cashable savings in 2021/22.

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 2022/23 and for the lifetime of the MTFS.

Investment

I have set out below in Table D how the force intends to maximise the benefits derived from a precept rise. This includes the increase in officer and staff establishments, the supporting infrastructure including non-pay costs, estates, forensics and capital programme revenue consequences and interest charges. The Police Uplift Grant of £2.2m which is ringfenced in 2021/22 is also shown as investment.

Table D - Investment

Proposed Areas of Investment	£m
Increase in Police Officers (184 Officers)	7.430
Full Year Impact of increase in establishment 2020/21 (151 Officers & 60.8 Staff)	2.739
Service Demand Changes	1.763
Revenue Consequences of Capital Programme	(0.201)
Cost of Borrowing for Capital (Minimum Revenue Provision and Interest)	0.259
Local Initiatives	0.094
Specific Grant for National Police Uplift Programme	(2.200)
Other Budget Adjustments	0.023
Total New Investment and Service Demands	9.907

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

The Future

Essex continues to build and improve capability to achieve the strategic objectives in the Police and Crime Plan. The investment in the force since 2018 has allowed the rebuilding of core capabilities and the development of new ones that have put Essex Police back on the front foot to protect and serve the public. This is the next step in taking Essex Police to seeing the officer establishment grow from 2850 in 2018 to 3553 by March 2022; an increase of 703.

This budget will continue this progress and build upon our existing successes 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. This makes for a diverse and complex deployment plan that this budget supports.

Notwithstanding the welcome growth in officers and staff I must signal the potential challenges in terms of staff retention as neighbouring forces enhance regional allowances. We have been successful in recruitment of an increasingly diverse workforce and in doing so attracted officers and staff who live in and around the London borders. However, with the freedom of the Metropolitan Police to increase regional allowances by a further £1000, alongside their favourable rail travel concession, and with the cost of living comparable to London for many of our officers across Essex this could have a significant detrimental impact on our plans. Therefore, in coming years I will be seeking to see how we can mitigate and narrow

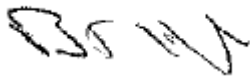
the disparity in pay through an increase of the South East allowance and market premiums as part of our wider budget planning within the MTFS.

This is an ambitious budget and one that builds upon our successes in recent years. It is not without risk, but through a careful evidenced based approach we have minimised these as much as possible. Most importantly this budget increases sustainability through looking at impact across the lifetime of the MTFS.

This budget proposal has been built over a number of months in consultation with you and your office and I must commend my team and yours and all involved in the collaborative approach.

This budget sets out 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,

A handwritten signature in black ink, appearing to read 'BJ Harrington', with a stylized flourish at the end.

BJ Harrington
Chief Constable

2021/22 Budget Overview

Line Ref	Budget Activity	£'000	Comments
1	2020/21 Original Budget	314,716	
2	Activity occurring before 1st April 2021	(2,484)	This is the net effect of removing prior year activity e.g. one-off funding awarded in prior years from the base budget
3	2021/22 Starting Budget after adjustment to 2020/21 base for activity occurring before 1st April 2021	312,232	
4	Unavoidable Cost Pressures	11,086	Includes pay rises of 0% (2.5% if pay less than £24,000), contractual inflation and Contractual & Legal pressures
5	New Investment	9,907	Includes £7.4m Police Officer Uplift, £2.7m for the full year impact of prior year officer and staff growth and £1.8m for Service Demand changes. Offset by £2.2m of ring fenced grant for PUP Growth
6	One-off Activity - operational and support	3,910	Includes £1.2m of new revenue investment, £0.7m Service Demand Pressures, £0.8m of revenue consequences of capital schemes, £0.5m contractual and legal pressures and £0.3m for one-off Costs associated with Police Officer Uplift
7	Transfer from Reserves to Fund One-Off Activity	-	Includes a £1.2m transfer from the general reserve to an earmarked reserve for IT Convergence (net movement of zero)
8	One-off Activity budget	(3,346)	The Original Budget includes a base budget for one-off activity. It is removed here to avoid double counting the one-off budget requirement
9	One-off costs funded by permanent budget for one-off activity (includes transfers to reserves)	333,788	
10	Savings and Efficiencies	(3,478)	
11	Net Budget Requirement	330,310	
Source of Funding			
12	Government Grants	195,690	Based on the provisional funding settlement
13	Council Tax Precept	134,406	Based on 4.98% Council Tax Precept Rise.
14	Collection Fund Surplus	214	
15	2021/22 Total Funding	330,310	
16	Surplus / (deficit)	0	
Council Tax Information			
17	Council Tax Band D (2020/21 £198.63, 2019/20 £192.96 & 2018/19 £169.02)	£ 208.53	
18	CT Increase (2020/21 £2.94%, 2019/20 14.16%, & 2018/19 7.62%)	4.98%	
19	Increased cost to Band D property/pa (2020/21 £5.67, 2019/20 £23.94, & 2018/19 £11.97)	£ 9.90	
20	Additional income generated from precept increase (£m)	6.4	
21	Additional Weekly Cost (2020/21 11 Pence, 2019/20 46 Pence & 2018/19 23 pence)	0.19	
22	Tax base - number of properties (2020/21 646.387, 2019/20 638.134m & 2018/19 628.600m)	644,541	

Appendix B

Police Officer Growth Plan 2021/22

Line Ref		Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
1	Previous Month End Strength FTE	3,343.6	3,369.6	3,358.6	3,421.6	3,404.6	3,387.6	3,476.6	3,459.6	3,522.6	3,505.6	3,568.6	3,551.6	3,534.6
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	43.0		42.0			44.0		42.0		44.0			32.0
4	Total Projected Joiners - Growth			38.0			62.0		38.0		36.0			3.4
5	Total Projected Joiners - ROCU Officers		6.0											
6	Total Joiners		6.0	80.0	-	-	106.0	-	80.0	-	80.0	-	-	35.4
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	3,369.6	3,358.6	3,421.6	3,404.6	3,387.6	3,476.6	3,459.6	3,522.6	3,505.6	3,568.6	3,551.6	3,534.6	3,553.0
9	Target Establishment	3,369.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0	3,553.0
10	Variance	0.6	(194.4)	(131.4)	(148.4)	(165.4)	(76.4)	(93.4)	(30.4)	(47.4)	15.6	(1.4)	(18.4)	-

Appendix C

Police Officer Growth - Proposed Implementation Plan

(Excludes 6 ROCU Officers)

Description/Heading	FTEs - OFFICERS	Ranks						Police Officer Growth Plan												
		Con	Sgt	Insp	Ch Insp	Supt	Ch Supt	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Totals
4th Federation Officer	1		1					1												1
PSD Investigations	5	4			1				4			1								5
Serious Violence Unit	30	24	3	1	1	1		3	3		8		8				8			30
Firearms Training Uplift	6	6							3				3							6
Missing Person Prevention Sgt	1		1								1									1
MOSOVO	14	14									4		4				6			14
Crime Prevention Strategy Insp	1			1					1											1
DA Problem Solving Team	22	19	3						3		6		6				7			22
Major Crime	8	8							4				4							8
Surveillance	9	8	1														9			9
Serious & Organised Crime	4	2	1	1					4											4
Op Bluebird	6	5	1						6											6
OCG Management Unit (Intel)	4	3	1						4											4
Athena	5	3	1		1			1				1	3							5
Data Protection	1	1							1											1
Taser & PST Sgt	1		1						1											1
Driver Training Instructors	1	1							1											1
Road Crime Team	7	6	1								4		3							7
DAIT Proactive	14	14									5		5				4			14
Dog Handlers	3	3						3												3
DPA Disruptor Teams	35	32	3						18				17							35
TOTAL	178	153	18	3	3	1	0	8	53	0	28	2	53	0	0	0	34	0	0	178

Key:

	Home Office Funded Growth
	Precept Funded Growth
	Funded from Home Office Growth & Precept Growth

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 a number of appendices that cover specific aspects of the budget and each one then breaks down the detail financial information.



2021/22 Chief
Budget Letter-Appendix

The appendices are:-

- D1 - MTFS Summary
- D2 - MTFS Detail
- D3 - 2021/22 Budget Overview – Chief Constable's Proposal
- D4 - 2021/22 Budget Summary – Chief Constable's Proposal
- D5 - 2021/22 Pay Budget Breakdown
- D6 - 2021/22 Contractual and Legal Cost Pressures
- D7 - 2021/22 Service Demand Changes
- D8 - 2021/22 New Revenue Investment
- D9 - 2021/22 Bids Approved by Chief Officer Group (COG)
- D10 - 2021/22 Cashable and Non-cashable Savings
- D11 - 2021/22 Savings and Efficiency Plan
- D12 - Reserves Overview
- D13 - Capital Expenditure & Financing Summary - 2020/21 to 2025/26
- D14 - Capital Financing Requirement & MRP Forecasts – 2020/21 to 2025/26
- D15 - Capital Resources Forecast – 2020/21 to 2025/26
- D16 - Capital Programme - Approved Projects
- D17 - Capital Programme - Projects Subject to Approval
- D18 - Capital Programme – New & Updated Stage 1 Bids
- D19 - Capital Programme - Revenue Consequences
- D20 - Staff Growth (Precept growth)
- D21 - 2021/22 Budget - Subjective Analysis

Medium Term Financial Strategy 2021/22 - 2025/26							
	2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	5 Year Total
	£m	£m	£m	£m	£m	£m	£m
Original Budget - Budget Book Net Expenditure (prior year total funding)	297.6	314.7	330.3	340.7	350.2	357.8	
Adjustment from prior year activity agreed at Budget Setting	(0.5)	(2.5)	0.0	(0.5)	0.0	0.0	
Opening Budget Requirement	297.1	312.2	330.3	340.2	350.2	357.8	
Unavoidable Cost Pressures	9.7	11.1	7.6	10.1	8.6	8.6	46.0
New Investment & Service Demand Changes	10.4	9.9	3.5	0.7	0.1	0.4	14.6
Short Term one-off costs	5.1	3.9	2.1	1.3	0.4	0.7	8.4
Short Term one-off costs - to be allocated	0.0	0.0	1.2	2.0	2.9	2.6	8.7
Removal of one-off costs - Short Term budget already in base budget	(2.9)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(16.5)
Budget Requirement - before Savings & Efficiencies	319.4	333.8	341.4	351.0	358.9	366.8	
Savings & Efficiencies Plan (S&EP) - <u>cashable</u>	(4.7)	(3.5)	(0.7)	(0.8)	(1.1)	0.0	(6.1)
Net Budget Requirement	314.7	330.3	340.7	350.2	357.8	366.8	
Government Funding	(184.8)	(195.7)	(198.3)	(198.3)	(198.3)	(198.3)	
Council Tax - Base including taxbase change	(124.8)	(128.0)	(135.4)	(140.5)	(145.8)	(151.3)	
Council Tax - Precept increase	(3.7)	(6.4)	(3.4)	(3.5)	(3.6)	(3.8)	
Council Tax - (Surplus)/Deficit on Collection Fund	(1.4)	(0.2)	1.0	0.4	(0.6)	(1.4)	
Total Funding	(314.7)	(330.3)	(336.1)	(341.9)	(348.3)	(354.8)	
Annual (Shortfall)/Surplus - Cumulative	0.0	0.0	(4.6)	(8.3)	(9.5)	(12.0)	(34.4)
Note 1 - The 2020/21 Funding Source is £3.8m lower than the PFC Panel Budget due to the Home Office Funding for 2020/21 Growth now classified as a specific grant and is included 'above the line', thereby reducing the 'Budget Requirement' by £3.8m. There is no change to the overall position for this amendment. This has been moved to Home Office funding from 2022/23.							

Funding Changes							
	£m	£m	£m	£m	£m	£m	£m
18	Main Government Cash Funding Increase/(Reduction)	11.9	10.9	2.6	0.0	0.0	13.5
19	Total Government Grant - non specific	11.9	10.9	2.6	0.0	0.0	13.5
20	Council Tax & Collection Fund Cash Funding Increase/(Reduction)	5.3	4.7	3.2	5.8	6.4	26.6
21	Overall Cash Funding Increase/(Reduction)	17.1	15.6	5.8	5.8	6.4	40.1
22	Percentage Funding Increase/(Reduction)	5.7%	5.0%	1.8%	1.7%	1.9%	

Key % Assumptions						
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
23	Overall change in Home Office grants	6.4%	5.6%	1.3%	0.0%	0.0%
24	Increase in Council Tax	2.94%	4.98%	2.50%	2.50%	2.50%
25	Change in Taxbase	1.29%	(0.29%)	0.75%	1.25%	1.25%
26	Inflation Recurring - Officers Pay	2.50%	0.00%	2.50%	2.50%	2.50%
27	Inflation Recurring - Staff/PSCOs Pay	2.50%	0.00%	2.50%	2.50%	2.50%

Medium Term Financial Strategy 2021/22 - 2025/26

Line Ref.		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
		£m	£m	£m	£m	£m	£m	£m
1	Original Budget - Budget Book Net Expenditure (prior year total funding)	297.6	314.7	330.3				
1a	Opening Budget Requirement				340.7	350.2	357.8	
2	Adjustment from prior year activity agreed at Budget Setting	(0.5)	(2.5)	0.0	(0.5)	0.0	0.0	
3	Opening Budget Requirement	297.1	312.2	330.3	340.2	350.2	357.8	
	Unavoidable Cost Pressures							
4	Pay - Sept Pay Award - prior year (5 months - April to August)	1.7	1.7	0.4	1.7	1.7	1.7	7.2
5	Pay - Sept Pay Award - current year (7 months - Sept to March)	3.0	0.6	3.0	3.0	3.0	3.0	12.6
6	Pay - in year activity e.g. turnover & increments (excluding 2020/21 growth)	0.2	2.7	3.4	3.4	3.4	3.4	16.3
7	LGPS Pension shortfall (Tri-annual Actuarial review)	0.9	0.0	0.0	0.9	0.0	0.0	0.9
8	Auto Enrolment to Pension schemes	0.2	0.0	0.0	0.2	0.0	0.0	0.2
9	Contractual Inflation & De-flation	0.7	0.5	0.5	0.5	0.5	0.5	2.5
10	Policing Education Qualifications Framework (PEQF)	0.1	0.0	0.0	0.4	0.0	0.0	0.4
11	Investment approved by COG since 2020/21 budget setting	0.0	0.2	0.3	0.0	0.0	0.0	0.5
12	Operational and Support contractual and legal cost pressures, including Motor insurance	2.7	1.6	0.0	0.0	0.0	0.0	1.6
13	National Police Air Support (NPAS)	0.2	0.0	0.0	0.0	0.0	0.0	0.0
14	Removal of PUP 20/21 Ring Fenced Grant from base and incorporate into funding.	0.0	3.8	0.0	0.0	0.0	0.0	3.8
15	Total Unavoidable Cost Pressures	9.7	11.1	7.6	10.1	8.6	8.6	46.0
	New Investment & Service Demand Changes							
16	New investment - Recurring	1.7	0.1	0.0	0.0	0.0	0.0	0.1
17	Increase police officers by 215 in 2019/20 - including support and non-pay costs	4.0	0.0	0.0	0.0	0.0	0.0	0.0
18	Increase police officers by 135 in 2020/21 - including support and non-pay costs	4.6	1.8	0.0	0.0	0.0	0.0	1.8
19	Increase in Staff (16 FTE) to support the 2020/21 growth - including support and non pay costs	0.3	0.1	0.0	0.0	0.0	0.0	0.1
20	Increase in Officers (11 FTE) - infrastructure - to support the 2020/21 growth - including support and non pay costs	0.5	0.1	0.0	0.0	0.0	0.0	0.1
21	Increase in Staff (44.8 FTE) - infrastructure to support the 2020/21 growth - including support and non pay costs	0.8	0.7	0.0	0.0	0.0	0.0	0.7
22	Other Infrastructure Costs to support the 2020/21 Growth	0.3	0.0	0.0	0.0	0.0	0.0	0.0
23	20,000 20/21 Officer Growth Grant (24%) - Specific Grant	(3.8)	0.0	0.0	0.0	0.0	0.0	0.0
24	2021/22 Police Officer Uplift - recurring	0.0	4.4	1.9	0.0	0.0	0.0	6.3
25	Payment of PUP Grant to ROCU	0.0	0.4	0.0	0.0	0.0	0.0	0.4
26	2022/23 Police Uplift - recurring	0.0	2.6	0.0	0.0	0.0	0.0	2.6
27	PUP 2021/22 Ring Fenced Grant (Income)	0.0	(2.2)	0.0	0.0	0.0	0.0	(2.2)
28	Increases of less than £10k on non-pay budgets	0.1	0.0	0.1	0.1	0.1	0.1	0.4
29	Service demand changes including Estates Services restructure	1.1	1.8	0.0	0.0	0.0	0.0	1.8
30	Borrowing Requirement - interest charges	0.1	0.0	0.1	0.0	0.0	0.0	0.1
31	Borrowing Requirement - Minimum Revenue Requirement (MRP)	0.0	0.3	0.9	0.5	0.1	0.3	2.1
32	Capital Programme (Approved) - Revenue Consequences	0.6	(0.3)	0.1	0.0	0.0	0.0	(0.2)
33	Capital Programme (Proposed) - Revenue Consequences	0.1	0.1	0.4	0.1	(0.1)	0.0	0.5
34	Total New Investment	10.4	9.9	3.5	0.7	0.1	0.4	14.6

Line Ref.		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
		£m	£m	£m	£m	£m	£m	£m
	One-off Costs							
35	Increase police officers by 135 in 2020/21 - revenue non-pay costs and contribution to capital costs	0.4	0.0	0.0	0.0	0.0	0.0	0.0
36	Increase in Officers (11 FTE) - infrastructure - to support the 2020/21 growth - Revenue Non-Pay and contribution to Capital	0.3	0.0	0.0	0.0	0.0	0.0	0.0
37	Increase in Staff (44.8 FTE) - infrastructure - to support the 2020/21 growth - Revenue Non-Pay and contribution to Capital	0.1	0.0	0.0	0.0	0.0	0.0	0.0
38	Other Infrastructure Costs to support the 2020/21 Growth	0.1	0.0	0.0	0.0	0.0	0.0	0.0
39	2021/22 Police Officer Uplift - One-off	0.0	0.4	0.0	0.0	0.0	0.0	0.4
40	Capital Programme (Approved) - One-off revenue costs	0.5	0.1	0.1	0.0	0.0	0.0	0.2
41	Capital Programme (Proposed) - One-off revenue costs	1.6	0.6	0.7	0.3	0.0	0.0	1.6
42	Bank Holiday's - one-off	0.2	0.5	0.6	0.3	(0.3)	0.0	1.1
43	Contractual and legal cost pressures - one-off	0.2	0.5	0.2	0.2	0.2	0.2	1.3
44	Service Demand Changes - one-off	0.5	0.7	0.5	0.5	0.5	0.5	2.7
45	New Investment - One-Off	2.2	0.4	0.0	0.0	0.0	0.0	0.4
46	Difference in full year and current year savings	(1.0)	(1.0)	0.0	0.0	0.0	0.0	(1.0)
47	Redundancy Costs	0.0	0.9	0.0	0.0	0.0	0.0	0.9
48	One-off Investment approved by COG since 2020/21 Budget Setting	0.0	0.8	0.0	0.0	0.0	0.0	0.8
49	Subtotal of One-off Costs	5.1	3.9	2.1	1.3	0.4	0.7	8.4
	Appropriations To/(From) Earmarked Reserve							
50	Appropriation to IT Convergence Reserve - one off	0.0	1.2	0.0	0.0	0.0	0.0	1.2
51	Appropriations To/(From) Earmarked Reserves	0.0	1.2	0.0	0.0	0.0	0.0	1.2
	Appropriations To/(From) General Reserve							
52	Appropriation (from) /to General Reserve - One Off	0.0	(1.2)	0.0	0.0	0.0	0.0	(1.2)
53	Appropriations To/(From) General Reserve	0.0	(1.2)	0.0	0.0	0.0	0.0	0.0
54	Total Appropriations To/(From) Reserves	0.0	0.0	0.0	0.0	0.0	0.0	0.0
55	One-off expenditure (reduced)/increased to match funding available for one-off activitv	0.0	0.0	1.2	2.0	2.9	2.6	8.7
56	Removal of one-off expenditure up to the short term budget	(2.9)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(16.5)
57	One-off expenditure balance from short term funding	2.2	0.6	0.0	0.0	0.0	0.0	0.6
58	Budget Requirement - before Savings & Efficiencies	319.4	333.8	341.4	351.0	358.9	366.8	1,751.9
59	Savings & Efficiencies Plan (S&EP) - cashable	(4.7)	(3.5)	(0.7)	(0.8)	(1.1)	0.0	(6.1)
60	Net Budget Requirement	314.7	330.3	340.7	350.2	357.8	366.8	1,745.8
	Funding							
	<i>Home Office Police Grant</i>							
61	HO Police Grant	(115.5)	(119.3)	(119.3)	(119.3)	(119.3)	(119.3)	(596.5)
62	HO Funding for Police Officer Uplift (2021/22)	0.0	(7.0)	(7.0)	(7.0)	(7.0)	(7.0)	(35.0)
63	HO Funding for Police Uplift 2022/23 (52 Officers)	0.0	0.0	(2.6)	(2.6)	(2.6)	(2.6)	(10.4)
64	Total Home Office Police Grant	(115.5)	(126.3)	(128.9)	(128.9)	(128.9)	(128.9)	(641.9)
	<i>Home Office Formula Grant</i>							
65	HO Formula Grant	(56.2)	(56.3)	(56.3)	(56.3)	(56.3)	(56.3)	(281.5)
66	Total Home Office Formula Grant	(56.2)	(56.3)	(56.3)	(56.3)	(56.3)	(56.3)	(281.5)
	<i>Other Non Specific Grants</i>							
67	Council Tax Freeze Grant 2011/12	(2.1)	(2.1)	(2.1)	(2.1)	(2.1)	(2.1)	(10.5)
68	Council Tax Support Grant	(11.0)	(11.0)	(11.0)	(11.0)	(11.0)	(11.0)	(55.0)
69	Total Specific Grants	(13.1)	(13.1)	(13.1)	(13.1)	(13.1)	(13.1)	(65.5)
70	Government main grants	(184.8)	(195.7)	(198.3)	(198.3)	(198.3)	(198.3)	(988.9)
71	Total Government Funding	(184.8)	(195.7)	(198.3)	(198.3)	(198.3)	(198.3)	(988.9)
	<i>Council Tax Requirement</i>							
72	Council Tax - Base	(123.2)	(128.4)	(134.4)	(138.8)	(144.0)	(149.4)	(695.0)
73	Council Tax - Taxbase change	(1.6)	0.4	(1.0)	(1.7)	(1.8)	(1.9)	(6.0)
74	Council Tax - Precept increase	(3.7)	(6.4)	(3.4)	(3.5)	(3.6)	(3.8)	(20.7)
	Collection Fund Taxbase adjustment for unconfirmed authorities		0.0	0.0	0.0	0.0	0.0	0.0
75	Total Council Tax Requirement	(128.5)	(134.4)	(138.8)	(144.0)	(149.4)	(155.1)	(721.7)
76	Total Resource Funding (Gov. grants and Council Tax)	(313.3)	(330.1)	(337.1)	(342.3)	(347.7)	(353.4)	(1,710.6)
77	Council Tax - (Surplus)/Deficit on Collection Fund	(1.4)	(0.2)	1.0	0.4	(0.6)	(1.4)	(0.8)
78	Total Funding	(314.7)	(330.3)	(336.1)	(341.9)	(348.3)	(354.8)	(1,711.4)
79	Annual (Shortfall)/Surplus - Cumulative	0.0	0.0	(4.6)	(8.3)	(9.5)	(12.0)	(34.4)

Line Ref.		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
		£m	£m	£m	£m	£m	£m	£m
80	Main Government Cash Funding Increase/(Reduction)	11.9	10.9	2.6	0.0	0.0	0.0	13.5
81	Total Government Grant - non specific	11.9	10.9	2.6	0.0	0.0	0.0	13.5
82	Council Tax Funding Increase/(Reduction)	5.3	5.9	4.4	5.2	5.4	5.7	26.6
83	Collection Fund Increase/(Reduction)	(0.1)	(1.2)	(1.2)	0.6	1.0	0.8	0.0
84	Overall Cash Funding Increase/(Reduction)	17.1	15.6	5.8	5.8	6.4	6.5	40.1
85	Percentage Funding Increase/(Reduction)	5.7%	5.0%	1.8%	1.7%	1.9%	1.9%	

Note 1: Any Strategic Change Savings Plan shortfall from prior years is to be separately added to the above savings target.

Note 2: The Strategic Change Savings Plan for 2022/23 is still to be developed.

Note 3: Plans for long term borrowing to fund the Estates Strategy is included in the MTFs.

A. Key % Assumptions							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
86	Change in Home Office Police Grant	11.5%	3.2%	0.0%	0.0%	0.0%	0.0%
87	Change in Home Office Formula Grant	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%
88	Change in Council Tax Support and Freeze grant	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
89	Change in Government main grants (Includes PUP)	6.4%	5.6%	1.3%	0.0%	0.0%	0.0%
90	Change in Home Office Pension Grant	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
91	Overall change in Home Office grants	6.4%	5.6%	1.3%	0.0%	0.0%	0.0%
92	Formula Funding Review	tb	0.00%	0.00%	0.00%	0.00%	0.00%
93	Increase in Council Tax	2.94%	4.98%	2.50%	2.50%	2.50%	2.50%
94	Change in Taxbase	1.29%	(0.29%)	0.75%	1.25%	1.25%	1.25%
95	Inflation Recurring - Officers Pay	2.50%	0.00%	2.50%	2.50%	2.50%	2.50%
96	Inflation Recurring - Staff/PSCOs Pay	2.50%	0.00%	2.50%	2.50%	2.50%	2.50%
97	Inflation - Non pay - various as only specific contractual inflation is used. There is no general inflation.						

B. Key Assumptions	
98	1 Police Officer budget from 2021/22 is based on an average of 3553 ftes (3,369 + 126 National Uplift, + 6 ROCU + 52 PUP brought forward from 2022/23).
99	2 Council Tax increases by 2.94% in 2020/21, 4.98% in 2021/22 and then 2.5% annually
100	3 Government Grants funding is based on £0 increase from 2022/23 with the exception of £2.6m to cover anticipated Police Uplift Growth grant available in that year to fund the 52 that have been advanced to 2021/22.
101	4 The Borrowing Requirement is continually under review as the capital program is updated.

C. Key Principles	
102	1 From 2016/17 one off costs are no longer funded from General Reserves. A recurring budget for short term projects of £3.5m was created. The current level is £3.3m with the balance being utilised for long term projects. When the projects are completed the funding will be returned to the recurring short term budget.
103	2 Variances in the number of Bank Holiday's in a financial year will be managed within the recurring short term budget.

D. Areas for Future Consideration and Further Reviews	
104	1 Impact of Brexit i.e. public order at ports, contract renegotiation and increase in cost of services/parts etc.
105	2 Funding for local Counter Terrorism (ERSOU Base) is under review and may be funded by the Home Office in future years.
106	3 Airwave switch off is delayed to 2024/25. Costs are under review

E. Scenarios							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	£m	£m	£m	£m	£m	£m	
107	<u>1% change (+ / -) in:</u>						
108	Council Tax:	1.2	1.3	1.4	1.4	1.5	1.5
109	Government Grant:	1.8	2.0	2.0	2.0	2.0	2.0
	Total	3.1	3.2	3.3	3.4	3.4	3.5
110	<u>0.5% change (+ / -) in:</u>						
111	Council Tax:	0.6	0.6	0.7	0.7	0.7	0.7
112	Government Grant:	0.9	1.0	1.0	1.0	1.0	1.0
	Total	1.5	1.6	1.7	1.7	1.7	1.7

2021/22 Budget Overview

Line Ref	Budget Activity	£'000	Comments	2020/21 (£'000)	Change (£'000)
1	2020/21 Original Budget	314,716		297,586	17,130
2	Activity occurring before 1st April 2021	(2,484)	This is the net effect of removing prior year activity e.g. one-off funding awarded in prior years from the base budget	(479)	(2,005)
3	2021/22 Starting Budget after adjustment to 2020/21 base for activity occurring before 1st April 2021	312,232		297,107	15,125
4	Unavoidable Cost Pressures	11,086	Includes pay rises of 0% (2.5% if pay less than £24,000), contractual inflation and Contractual & Legal pressures	9,664	1,422
5	New Investment	9,907	Includes £7.4m Police Officer Uplift, £2.7m for the full year impact of prior year officer and staff growth and £1.8m for Service Demand changes. Offset by £2.2m of ring fenced grant for PUP Growth	10,451	(544)
6	One-off Activity - operational and support	3,910	Includes £1.2m of new revenue investment, £0.7m Service Demand Pressures, £0.8m of revenue consequences of capital schemes, £0.5m contractual and legal pressures and £0.3m for one-off Costs associated with Police Officer Uplift	5,093	(1,183)
7	Transfer from Reserves to Fund One-Off Activity	-	Includes a £1.2m transfer from the general reserve to an earmarked reserve for IT Convergence (net movement of zero)	-	-
8	One-off Activity budget	(3,346)	The Original Budget includes a base budget for one-off activity. It is removed here to avoid double counting the one-off budget requirement	(2,866)	(480)
9	2021/22 Budget requirement before Savings and Efficiencies	333,788		319,449	14,339
10	Savings and Efficiencies	(3,478)		(4,734)	1,256
11	Net Budget Requirement	330,310		314,715	15,595
Source of Funding					
12	Government Grants	195,690	Based on the provisional funding settlement	184,865	10,825
13	Council Tax Precept	134,406	Based on 4.98% Council Tax Precept Rise.	128,392	6,014
14	Collection Fund Surplus	214		1,458	(1,244)
15	2021/22 Total Funding	330,310		314,715	15,595
16	Surplus / (deficit)	0		-	0
Council Tax Information					
17	Council Tax Band D (2020/21 £198.63, 2019/20 £192.96 & 2018/19 £169.02)	£ 208.53		198.63	9.90
18	CT Increase (2020/21 £2.94%, 2019/20 14.16%, & 2018/19 7.62%)	4.98%		2.94%	2.04%
19	Increased cost to Band D property/pa (2020/21 £5.67, 2019/20 £23.94, & 2018/19 £11.97)	£ 9.90		£5.67	£4.23
20	Additional income generated from precept increase (£m)	6.4		3.7	2.7
21	Additional Weekly Cost (2020/21 11 Pence, 2019/20 46 Pence & 2018/19 23 pence)	0.19		£0.11	£0.08
22	Tax base - number of properties (2020/21 646.387, 2019/20 638.134m & 2018/19 628.600m)	644,541		646,387	(1,846)

2021/22 Budget Summary

Line Ref	Officer Numbers	3553	
		£'000	Comments
1	2020/21 Original Budget	314,716	
2	Recurring Activity Occurring Before 1st April 2020		
3	Remove prior year one-off funding/income	(2,878)	
4	Adjustment from Prior Year Activity Agreed at Budget Setting	149	
5	2020/21 One-off projects agreed at 2019/20 Budget Setting - one-off	245	
6	Total Recurring Activity Occurring Before 1st April 2020	(2,484)	
7	2021/22 Starting Budget after adjustment to 2020/21 base for activity occurring before 1st April 2021	312,232	
8	Unavoidable Cost Pressures		
9	Sept 20 Pay Award	1,728	Sept 2020 2.5% payrise for April to August 2021
10	Sept 21 Pay Award	581	Includes pay rises - 0% (2.5% if pay less than £24,000)
11	Pay (not inflation) e.g. increments/turnover		
12	Increments	1,933	
13	Allowances	773	
14	NI & Pensions	335	
15	Other Inc Changes in Establishment, Force Funded & Turnover	(360)	
16	Contractual Inflation & De-flation	503	
17	Contractual and Legal cost pressures - Recurring		
18	New Pressures	1,664	
19	Previously Approved by COG	152	
20	Removal of PUP 20/21 Ring Fenced Grant from the base budget as now incorporated into funding	3,776	
21	Total Unavoidable Cost Pressures	11,086	
22	New Investment & Service Demand Changes		
23	Police Uplift - Recurring (2021/22)	4,389	Based on Police Officer Uplift 126
25a	Police Uplift - pass grant to ROCU (6 officers)	415	Based on 6 ROCU Officers from National Uplift
25b	Police Uplift - Recurring (Advancement of 22/23)	2,626	52 Additional Officers
24	Increases of less than £10k on non-pay budgets	24	
25	Service demand changes - recurring	1,763	
26	New revenue investment - recurring		
27	New Pressures	44	
28	Previously Approved by COG	50	
29	Capital Programme (Approved) - Revenue Consequences	(276)	
30	Capital Programme (Proposed) - Revenue Consequences (75%)	75	
31	Borrowing Requirement (MRP & Interest Charges)	259	
32	Increase police officers of 135 in 2020/21 - additional full year police officer costs:	1,796	
33	Increase in Staff of 16 (supporting the growth) in 2020/21 - additional full year cost	114	
34	Increase in officers of 11 (infrastructure) in 2020/21 - additional full year cost	146	
35	Increase in Staff of 44.8 (infrastructure) in 2020/21 - additional full year cost	682	
36	PUP 2021/22 Ring-fenced Grant	(2,200)	
37	Total New Investment & Service Demand Changes	9,907	
38	One-off Activity		
39	Capital Programme (Approved) - One-off revenue costs	128	
40	Capital Programme (Proposed) - One-off revenue costs (75%)	658	
41	Contractual and Legal cost pressures - One Off		
42	New Pressures	463	
43	Previously Approved by COG	15	
44	Service demand changes - One-off	701	
45	New revenue investment - one-off		
46	New Pressures	373	
47	Previously Approved by COG	815	
48	Police Uplift - One-off	345	
49	Bank Holidays - One-off	500	
50	One-off shortfall/(surplus) in savings (Difference between Full Year Effect and Current Year Savings)	(988)	The £0.9m represents the 21/22 non-recurring savings, i.e. above the 21/22 Full Year Effect included in line reference 68 below.
51	Redundancy Provision	900	
52	Total One-off Activity	3,910	

2021/22 Budget Summary

53	Funding from Reserves - One-off		
54	Transfer to/(From) earmarked reserves		
55	Transfer to IT Convergence Reserve	1,200	
56	Total Transfer to/(From) earmarked reserves		1,200
57			
58	Transfer from General Reserve	(1,200)	
59	Transfer (from)/To Reserves		(1,200)
60	Total One-off Activity		3,910
61			
62	One-off costs funded by permanent budget for one-off activity (includes transfers to reserves)		(3,346)
63	One-off expenditure above / (below) the £3.3m funding for one-off activity		564
64	2021/22 Budget requirement before Savings and Efficiencies		333,788
65	Savings and Efficiencies		
66	Essex Savings and Efficiencies		(2,564)
67	Collaborative Savings and Efficiencies		(914)
68	Total Savings and Efficiencies		(3,478)
69	Net Budget Requirement		330,310
70	Source of Funding		
71	HO Core Police Grant	119,328	2020/21 £115.5m, 2019/20 £103.551m, 2018/19 & 2017/18 £101.347m Based on £69,167 per officer (£69,167 x 132 officers) less £2.2m which will be a claimable specific grant (included as income in line ref 36). Officers in grant includes 6 ROCU and the payment for passing this grant on is included in line ref 25a
72	HO Police Uplift Grant	6,930	
73	HO formula Grant (ex DCLG grant)	56,307	2020/21 £56.231, 2019/20 £56.231m 2018/19 & 2017/18 £55.149m 2020/21 £2,133, 2019/20 £2.133m, 2018/19 & 2017/18 £2.133m 2020/21 £10.992, 2019/20 £10.992m, 2018/19 & 2017/18 £10.992m - for reduction in taxbase from 2013/14 2020/21 £128.392 (2019/20 £123.134m) 2020/21 £1.458m(2019/20 £1.545m, 2018/19 £1.562m. 2017/18 £1.902m, & 2016/17 £1.794m)
74	Council Tax Freeze grant - 0% change	2,133	
75	Council Tax Support Grant - 0% change	10,992	
76	Council Tax precept	134,406	
77	Collection Fund surplus	214	
78	2021/22 Total Funding		330,310
79	Surplus / (deficit)		0
80	Council Tax Information		
81	Council Tax Band D (2020/21 £198.63, 2019/20 £192.96 & 2018/19 £169.02)	£	208.53
82	CT Increase (2020/21 £2.94%, 2019/20 14.16%, & 2018/19 7.62%)		4.98%
83	Increased cost to Band D property/pa (2020/21 £5.67, 2019/20 £23.94, & 2018/19 £11.97)	£	9.90
84	Additional income generated from precept increase (£m)		6.4
85	Additional Weekly Cost (2020/21 11 Pence, 2019/20 46 Pence & 2018/19 23 pence)		0.19
	Tax base - number of properties (2020/21 646.387, 2019/20 638.134m & 2018/19		644,541

2020/21 Pay Budget Breakdown of Changes since 2020/21 Budget Setting

Line Ref		Officers £'000	Staff £'000	PCSO £'000	Total £'000
1	Recurring Pay Award - based on 2.5% Sept 20 (5 months - April to August)	1,191	514	23	1,728
2	Total Pre-21/22 recurring activities	1,191	514	23	1,728
3	Sept 21 payrise - current year (7 months - Sept to March)	303	273	5	581
4	Increments	1,270	652	12	1,933
5	Changes in allowances	416	335	22	773
6	NI & Pension changes	656	(129)	114	641
7	Annual Leave - Loss of Pay (Bear Scotland)	69	(2)	(0)	67
8	Changes to Establishment and Force Funded Posts since 2020/21 budget setting (Inc promotions & adjustments) and changes to turnover Sept 19 to Sept 20	(927)	(804)		(1,731)
9	Turnover Adjustments - Future (Sept 21 onwards)	1,897	(146)		1,752
10	Maternity Adjustments	(500)	0		(500)
11	OPCC (e.g. changes for payrise, increments, and increase establishment)		99		99
12	Apprenticeship Levy Change	34	4	(1)	37
13	Other Adjustments (If material please provide further breakdown)	(3)	(72)	(8)	(84)
14	Pay (not inflation) e.g. increments/turnover	2,913	(63)	138	2,988
15	FYE of the 2020/21 Growth (analysed by:)				
16	FYE of the 2020/21 police officer growth (135 officers - PUP)	1,796			1,796
17	FYE of the 2020/21 police staff growth (16 FTE)		114		114
18	FYE of the 2020/21 police officer growth (11 FTE - Infrastructure)	146			146
19	FYE of the 2020/21 police staff growth (44.8 FTE Infrastructure)		682		682
20		1,943	796	0	2,739
21	Total	6,350	1,520	167	8,036

2021/22 Revenue Budget Change (RBC) Summary - Contractual & Legal Pressures

Line Ref	Bid Ref & Link	Command / Department	Description	2021/22		2022/23		2021/22 - FTE's			
				Investment				Officers		Staff	
				One off (£)	Recurring (£)	One off (£)	Recurring (£)	One-off FTE	Recurring FTE	One-off FTE	Recurring FTE
1	EST-02	Estates	Chelmsford Police Station - Business Rates		309,652		309,652				
2	7F-01	7F Strategic Collaboration	7 Force Strategic Collaboration Programme	328,009							
3	7F-05	7F Strategic Collaboration	Vetting - Case Management/old systems - CORVET	12,700	22,800		22,800				
4	CF-03	Corporate Finance	LGPS Admin Fees		25,672		25,672				
5	CF-04	Corporate Finance	LGPS Service Level Agreement		20,939		20,939				
6	CF-06	Corporate Finance	Miscellaneous Insurance Premiums		100,000		100,000				
7	7F-04	7F Strategic Collaboration	7F Digital Asset Management System (DAMS)	30,000	-	329,700	86,500				
8	SCD-07	SCD	Communications Intelligence Unit - Home Office Recharge		128,106		128,106				
9	SCD-09	SCD	Op Opal		21,760		21,760				
10	SCD-16	SCD	Cyber Resilience Centre		48,949		49,668				
11	7F-03	7F Strategic Collaboration	7 Force Forensic Case Management			16,302					
12	IT-02	IT	Microsoft Enterprise Agreement 2021-2024 inclusive		640,107		640,107				
13	IT-03	IT	Various Home Office IT Application increases Cost Centre IT61		193,169		193,169				
14	AMO-01	Athena Management Office	Essex AMO Contribution	92,496	65,003		65,003				
15	BS-04	Business Services	Mail Service - Magistrates Court Contract		53,618		53,618				
16	BS-05	Business Services	PAT testing change of contractor		34,378		34,378				
17			Total	463,205	1,664,153	346,002	1,751,372	0.00	0.00	0.00	0.00

2021/22 Revenue Budget Change (RBC) Summary - Service Demand Bids

				2021/22		2022/23	
				Investment			
Line Ref	Bid Ref & Link	Command / Department	Description	One off (£)	Recurring (£)	One off (£)	Recurring (£)
1	ECFRS-01	ECFRS Collaboration	ECFRS Collaboration Programme	90,000			
2	EST-01	Estates	Various Estates (CLP & SDC)		150,457		150,457
3	EST-03	Estates	Enabling Asset Disposals	167,500			
4	EST-04	Estates	Building Services Maintenance - Reactive		110,000		110,000
5	CF-01	Corporate Finance	Systems and Reporting Accountant	420	36,411		48,416
6	CF-02	Corporate Finance	Reduction of Mutual Assistance permanent income budget		125,000		125,000
7	OPC-01	OPC	Increase to Weapons and Training equipment provision Budget		43,000		43,000
8	OPC-02	OPC - Dog Section	Increase to Dog Provisions Budget		35,000		35,000
9	OPC-03	OPC - Operational Support	OSG Overtime		45,000		45,000
10	OPC-04	OPC	Op Demand Overtime	100,000			
11	OPC-06	OPC - Roads Policing	Vehicle Recovery Unit Saving Proposal	420	20,645	-	27,526
12	SCD-01	SCD	Experian Costs	-	14,000	-	14,000
13	SCD-02	SCD	Forensic Analysis - RT Toxicology Testing		267,000		267,000
14	SCD-03	SCD - Forensics	PSE Growth - Digital Media Hubs	-	-		-
15	SCD-05	SCD	PSE Growth - Holmes	1,680	113,955		151,411
16	SCD-08	SCD - Investigative Powers Department	PSE Growth - IPD	4,630	39,396		52,330
17	SCD-12	SCD - Intelligence	Prevent & Protect Supervisor	420	33,392		44,390
18	SCD-14	SCD - Serious Economic Crime	Financial Investigator Supervisor	-		-	
19	SCD-17	SCD	OCG Management Unit Proposal	86,943	-	114,245	-
20	IT-01	IT	Bacchus Licenced Premises (Essex)	24,500			

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2021/22 - FTE's			
Officers		Staff	
One-off	Recurring	One-off	Recurring
FTE	FTE	FTE	FTE
		6.00	
			1.00
-	-	-	1.0
-	-	-	-
			-
			4.00
			1.50
			1.00
		-	1.00
-	-	-	3.0

2021/22 Revenue Budget Change (RBC) Summary - Service Demand Bids

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				2021/22		2022/23		2021/22 - FTE's			
				Investment				Officers		Staff	
Line Ref	Bid Ref & Link	Command / Department	Description	One off (£)	Recurring (£)	One off (£)	Recurring (£)	One-off FTE	Recurring FTE	One-off FTE	Recurring FTE
21	IT-06	IT	ANPR	60,000	-						
22	HR-03	HR - Occupational Health	Vaccinations (Flu/Covid)		44,000		44,000				
23	HR-05	HR - Resourcing	Assessment Centres	64,211							
24	HR-06	HR - L&D	Training Income - Cost Pressure		80,000		80,000				
25	BS-01	Business Services	Media Consumables	20,000							
26	BS-02	Business Services	Trees - Remedial Works	20,000	30,000		30,000				
27	BS-03	Business Services	Cleaning		50,982		50,982				
28	BS-06	Business Services	Change to PAVA 2 from CS Incapacitant Spray	33,600							
29			Total	674,324	1,238,238	114,245	1,318,512	0.00	0.00	6.00	12.50

2021/22 Revenue Budget Change (RBC) Summary - New Revenue Investment

				2021/22		2022/23		2021/22 - FTE's			
				Investment				Officers		Staff	
Line Ref	Bid Ref & Link	Command / Department	Description	One off (£)	Recurring (£)	One off (£)	Recurring (£)	One-off FTE	Recurring FTE	One-off FTE	Recurring FTE
1	CPP-01	Local Policing	Specials Posts - Permanent Funding for non-established posts				£104,732				3.00
2	SCD-06	SCD	Training Costs re PUP Surveillance Officer Bid	£55,044							
3	SCD-11	SCD	Graykey Forensic Software - Ongoing costs		£15,000		£15,000				
4	SCD-15	SCD	Detective Bonus Payment - Payment in 2021	284,974							
5	IT-05	IT	IT Convergence	£1,200,000		£1,200,000					
6	HR-01	HR - Occupational Health	Back Record Conversion	£20,000							
7	HR-02	HR - Occupational Health	Additional Light Booth & Maintenance	£5,500	£3,600		£3,600				
8	HR-04	HR - Occupational Health	PSE Growth - Clinical Governance	£210	£25,569		£34,026				0.50
9	HR-07	HR	50% Increase in South East Allowance		£0		£0				
9			Total	£1,565,728	£44,169	£1,200,000	£157,358	0.00	0.00	0.00	3.50

2021/22 Revenue Budget Changes - Previously Approved by Chief Officer Group

				2021/22		2022/23	
				Investment			
Line Ref	Bid Ref & Link	Command / Department	Description	One off	Recurring	One off	Recurring
1	SCD Approved- 01	SCD	FCIN Section 22a Agreement	15,267	7,630		64,555
2	SCD Approved- 02	SCD	FCIN Training		5,600		10,350
3	OPC Approved-01	OPC	Dog Handlers Vehicle Allowances	0	133,088		133,088
4	IT Approved - 01	IT	O365 - Project Costs	253,563			
5	HR Approved - 01	HR	Police Now	362,700			
6	TR Approved - 01	Transport	Collection & Delivery 3 x FTE Net of £30,000 Travel savings	3,711	44,535		44,535
7	7F-02	7F Strategic Collaboration	7 Force Strategic Collaboration - Vetting Automation	76,683		15,834	
8	SCD-10	SCD	NPCC Approach to Biometrics		11,074		11,074
9	IT-04	IT	ICCS Project Delivery – 10 months delay from Sept 2020 to July 2021	98,000			
10		HR	Cambridge Masters Degree	14,800			
11			Total	£824,724	£201,927	£15,834	£263,602

2021/22 - FTE's			
Officers		Staff	
One-off FTE	Recurring FTE	One-off FTE	Recurring FTE
		6.50	
			3.00
0.00	0.00	6.50	3.00

2021/22 Efficiencies and Productivity Plans - Cashable and Non-Cashable

Line Ref	2021/22 Efficiencies and Productivity Plans	2021/22 In Year Effect Savings Actual/ Forecast (£m)	2021/22 Full Year Effect Savings Actual/ Forecast (£m)	COMMENTS
1	Estate Disposals revenue (Gross)	(0.160)	(0.160)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
2	Force wide Non-Pay	(1.395)	(1.375)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
3	Vacancy Factor - One Off	(1.062)	0.000	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
4	Coroner Service Funding Agreement	(0.033)	(0.033)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
5	Other Non-Pay	(0.044)	(0.029)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
6	Operational Police Command - Income Generation	(0.047)	(0.047)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
7	Professional Standards - Review of vacant hours	(0.021)	(0.021)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
8	Crime & Public Protection - MOSOVO Review	(0.307)	(0.614)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
9	Specials Review	(0.033)	0.000	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
10	Criminal Justice Review	(0.029)	(0.059)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
11	Contact Management - Review of HQ Switchboard functionality	(0.052)	(0.103)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
12	Contact Management - Review in Customer Contact functionality	(0.054)	(0.054)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
13	Operational Policing Command - Drones Review	(0.069)	(0.069)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
14	Support Services Directorate Total	(0.806)	(0.850)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
15	O365 Efficiencies	(0.020)	(0.064)	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
16	NPAS	(0.334)	0.000	Presented at COG on the 9th December 2020 , & SCCB 15th December 2020
17	CASHABLE SAVINGS	(4.466)	(3.478)	
18	Vital Signs	(0.115)	(0.115)	Non-Cashable savings updated top reflect the current position
19	O365	(0.301)	(0.301)	Non-Cashable savings updated top reflect the current position
20	NON CASHABLE SAVINGS	(0.416)	(0.416)	
21	TOTAL - FOR CASHABLE & NON-CASHABLE	(4.882)	(3.894)	

Strategic Change Efficiencies and Savings Plan

Appendix D11

Strand	2016/17 FYE	2017/18 FYE	2018/19 FYE	2019/20 FYE	2020/21 FYE	2021/22 FYE	2022/23 FYE	2023/24 FYE	2024/25 FYE	5 YR TOTAL FYE		Overall Total
	£	£	£	£	£	£	£	£	£	2020/21	2024/25	£
1 Operational Review (NHP/PCSO)	(7,441,391)	-	-	-	-	-	-	-	-	-	-	(7,441,391)
2 Front Counter Reduction	(1,866,160)	-	-	-	-	-	-	-	-	-	-	(1,866,160)
3 Operational Policing Command	(1,281,734)	-	-	-	-	-	-	-	-	-	-	(1,281,734)
4 CIOM Review	(835,158)	-	-	-	-	-	-	-	-	-	-	(835,158)
5 Pension Auto Enrolment	(600,000)	-	-	-	-	-	-	-	-	-	-	(600,000)
6 Increase in police staff vacancy factor %	-	-	-	(1,036,647)	-	-	-	-	-	-	-	(1,036,647)
7 Custody Suite Reduction	(566,944)	-	-	-	-	-	-	-	-	-	-	(566,944)
8 Operational Review (LPSU)	(330,432)	-	-	-	-	-	-	-	-	-	-	(330,432)
9 Performance DCI Removal	(241,860)	-	-	-	-	-	-	-	-	-	-	(241,860)
10 Coroner Service Funding Agreement	-	(474,446)	-	-	(34,000)	(33,000)	(33,000)	-	-	(100,000)	-	(574,446)
11 MARAT - MARAC	-	(10,010)	-	-	-	-	-	-	-	-	-	(10,010)
12 Criminal Justice Review	(244,327)	-	-	-	(98,516)	(58,720)	(46,986)	-	-	(204,222)	-	(448,549)
13 Force wide Non-Pay	(2,389,000)	(592,796)	(361,553)	(282,550)	(211,800)	(1,375,020)	(200,000)	(200,000)	(200,000)	(2,186,820)	-	(5,812,719)
14 Other Non-Pay	(49,732)	(258,766)	-	-	(222,526)	(29,000)	-	-	-	(251,526)	-	(560,024)
15 Additional Income Regenerated	-	-	-	-	(135,300)	-	-	-	-	(135,300)	-	(135,300)
16 Estate Disposals (Gross Revenue)	(105,000)	(131,000)	(252,000)	(399,593)	(161,000)	(160,000)	(456,000)	(571,000)	(900,000)	(2,248,000)	-	(3,135,593)
17 FSEL - Non- Pay	-	-	-	-	(10,000)	-	-	-	-	(10,000)	-	(10,000)
18 Specials	-	-	-	-	(52,500)	-	-	-	-	(52,500)	-	(52,500)
19 Bank Holiday Overtime	-	-	-	-	(127,992)	-	-	-	-	(127,992)	-	(127,992)
20 Police Officer & Staff Overtime	-	-	(1,200,000)	-	(500,000)	-	-	-	-	(500,000)	-	(1,700,000)
21 Contact Management - Resolution Centre	-	-	-	(110,822)	-	-	-	-	-	-	-	(110,822)
22 Custody Review	-	-	-	-	(318,024)	-	-	-	-	(318,024)	-	(318,024)
23 Crime & Public Protection - MOSOVO Review	-	-	-	-	-	(613,569)	-	-	-	(613,569)	-	(613,569)
24 Operational Policing Command	-	-	-	-	(144,933)	(115,620)	-	-	-	(260,553)	-	(260,553)
26 Contact Management	-	-	-	-	(135,007)	(157,256)	-	-	-	(292,263)	-	(292,263)
27 SCT - Change Team	-	-	-	-	(46,298)	-	-	-	-	(46,298)	-	(46,298)
28 SCT - Crime Data Integrity	-	-	-	-	(59,386)	-	-	-	-	(59,386)	-	(59,386)
29 LPA Review	-	-	-	-	(151,609)	-	-	-	-	(151,609)	-	(151,609)
30 Legal	-	-	-	-	(16,267)	-	-	-	-	(16,267)	-	(16,267)
31 Professional Stantards - Review of Vacant Hours	-	-	-	-	-	(21,720)	-	-	-	(21,720)	-	(21,720)
32 Media	-	-	-	-	-	-	-	-	-	-	-	-
33 Licensing Resourcing Review	-	-	-	(26,763)	-	-	-	-	-	-	-	(26,763)
34 Additional Rents - Temporary Storage - Estates	-	-	-	-	(54,996)	-	-	-	-	(54,996)	-	(54,996)
35 Essex Only Total	(15,951,738)	(1,467,018)	(1,813,553)	(1,856,375)	(2,480,154)	(2,563,905)	(735,986)	(771,000)	(1,100,000)	(7,651,045)	-	(28,739,729)
36 Support Services Directorate	(988,914)	(1,784,821)	(1,192,474)	(1,378,891)	(1,909,973)	(849,176)	-	-	-	(2,759,149)	-	(8,104,249)
37 Serious Crime Directorate Review	(633,309)	(312,162)	(480,407)	(1,303,658)	(401,605)	-	-	-	-	(401,605)	-	(3,131,141)
38 OPC (Hexagon)	-	-	(99,997)	-	-	-	-	-	-	-	-	(99,997)
39 7F/ECFRS/Collaboration	-	-	-	-	-	-	-	-	-	-	-	-
40 O365 Efficiencies	-	-	-	-	-	(64,832)	-	-	-	(64,832)	-	(64,832)
41 NPAS	-	-	-	-	-	-	-	-	-	-	-	-
42 Collaboration Total	(1,622,223)	(2,096,983)	(1,772,878)	(2,682,549)	(2,311,578)	(914,008)	0	0	0	(3,225,586)	-	(11,400,219)
43 Technical inter-year adjustments	-	-	-	(117,000)	(162,047)	-	-	-	-	(162,047)	-	(279,047)
44 Savings Total	(17,573,961)	(3,564,001)	(3,586,431)	(4,655,924)	(4,953,779)	(3,477,913)	(735,986)	(771,000)	(1,100,000)	(11,038,678)	-	(40,418,995)
45 Savings - Cumulative Total	(17,573,961)	(21,137,962)	(24,724,393)	(29,380,317)	(34,334,096)	(37,812,009)	-	-	-	-	-	-

		2019/20	2020/21			2021/22				2022/23			2023/24			2024/25			2025/26			
		Outturn @ 31/3/20 (£m)	Opening Balance @ 1/4/20 (£m)	Appropriations		Forecast @ 31/3/21 (£m)	Forecast @ 1/4/21 (£m)	Forecast Appropriations		Forecast @ 31/3/22 (£m)	Forecast @ 1/4/22 (£m)	Forecast Movements (£m)	Forecast @ 31/3/23 (£m)	Forecast @ 1/4/23 (£m)	Forecast Movements (£m)	Forecast @ 31/3/24 (£m)	Forecast @ 1/4/24 (£m)	Forecast Movements (£m)	Forecast @ 31/3/25 (£m)	Forecast @ 1/4/25 (£m)	Forecast Movements (£m)	Forecast @ 31/3/26 (£m)
	Specific Revenue Reserves																					
	Reserves held but managed as third party reserves																					
1	POCA income	2.7	2.7	0.1	(0.8)	2.0	2.0	-	(0.9)	1.1	1.1	0.7	1.8	1.8	(0.9)	0.9	0.9	(0.9)	-	-	-	
2	Forfeiture Monies Reserve	0.1	0.1	0.1		0.2	0.2	-		0.2	0.2	-	0.2	0.2	-	0.2	0.2	-	0.2	0.2	0.2	
3	Reserves held but managed as third party reserves Total																					
		2.8	2.8	0.2	(0.8)	2.2	2.2	-	(0.9)	1.3	1.3	0.7	2.0	2.0	(0.9)	1.1	1.1	(0.9)	0.2	0.2	-	0.2
4	Ring-fenced Reserves																					
5	Restructuring Reserve	0.2	0.2	-	(0.1)	0.1	0.1	0.9	(0.9)	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1
	Ring-fenced Reserves Total																					
		0.2	0.2	-	(0.1)	0.1	0.1	0.9	(0.9)	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1
6	Operational Reserves																					
7	Major Operational Reserve	1.5	1.5	-		1.5	1.5	-		1.5	1.5	-	1.5	1.5	-	1.5	1.5	-	1.5	1.5	-	1.5
8	Operational Transformational Reserve (OTR)	1.0	1.0		(0.5)	0.5	0.5		(0.5)	-	-	-	-	-	-	-	-	-	-	-	-	
9	Transformation Reserve	0.5	0.5		(0.2)	0.3	0.3	-	(0.1)	0.2	0.2	-	0.2	0.2	-	0.2	0.2	-	0.2	0.2	-	0.2
10	Data Analytics Reserve	0.2	0.2		(0.1)	0.1	0.1		(0.1)	-	-	-	-	-	-	-	-	-	-	-	-	
11	PEQF Reserve	0.2	0.2	0.1		0.3	0.3	-	(0.1)	0.2	0.2	(0.2)	-	-	-	-	-	-	-	-	-	
12	Specials Constabulary Reserve	0.1	0.1	-		0.1	0.1			0.1	0.1		0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1
13	IT Convergence	-	-	-		-	-	1.2	(1.2)	-	-	-	-	-	-	-	-	-	-	-	-	
14	Future Capital Funding	2.0	2.0	1.7	(0.4)	3.3	3.3	1.0	(3.0)	1.3	1.3	(1.2)	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1
	Operational Reserves Total																					
		5.5	5.5	1.8	(1.2)	6.1	6.1	2.2	(5.0)	3.3	3.3	(1.4)	1.9	1.9	-	1.9	1.9	-	1.9	1.9	-	1.9
15	Specific Revenue Reserves	8.5	8.5	2.0	(2.1)	8.4	8.4	3.1	(6.8)	4.7	4.7	(0.7)	4.0	4.0	(0.9)	3.1	3.1	(0.9)	2.2	2.2	-	2.2
16	Carry Forwards Reserve - OPFCC	0.2	0.2	-	(0.2)	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-	
17	Carry Forwards Reserve - Chief Constable	0.5	0.5	-		0.5	0.5	-	(0.5)	-	-	-	-	-	-	-	-	-	-	-	-	
18	Total Revenue Earmarked Reserves	9.2	9.2	2.0	(2.3)	8.9	8.9	3.1	(7.3)	4.7	4.7	(0.7)	4.0	4.0	(0.9)	3.1	3.1	(0.9)	2.2	2.2	-	2.2
19	General Reserve	9.3	9.3	2.9	-	12.2	12.2	-	(1.2)	11.0	11.0		11.0	11.0		11.0	11.0		11.0	11.0		11.0
20	GR as % of net revenue expenditure	3.1%				3.9%				3.3%			3.2%			3.1%			3.1%			3.0%
21	Total Revenue Reserves	18.5	18.5	4.9	(2.3)	21.1	21.1	3.1	(8.5)	15.7	15.7	(0.7)	15.0	15.0	(0.9)	14.1	14.1	(0.9)	13.2	13.2	-	13.2
22	Specific Capital Reserves																					
23	Usable Capital Receipts	1.1	1.1	5.9	(7.0)	-	-	5.6	(5.6)	-	-	-	-	-	-	-	-	-	-	-	-	
24	Total Capital Reserves	1.1	1.1	5.9	(7.0)	-	-	5.6	(5.6)	-	-	-	-	-	-	-	-	-	-	-	-	
25	Usable Provisions																					
26	Insurance (for known outstanding claims)	2.6	2.6			2.6	2.6	-		2.6	2.6	-	2.6	2.6	-	2.6	2.6	-	2.6	2.6	-	2.6
27	Legal Claims	0.7	0.7			0.7	0.7	(0.7)		0.0	0.0	-	0.0	0.0	-	0.0	0.0	-	0.0	0.0	-	0.0
	Total Usable Provisions	3.3	3.3	-	-	3.3	3.3	(0.7)	-	2.6	2.6	-	2.6	2.6	-	2.6	2.6	-	2.6	2.6	-	2.6
28	Grand Total - Reserves and Provisions	22.9	22.9	10.8	(9.3)	24.5	24.4	8.0	(14.1)	18.3	18.3	(0.7)	17.6	17.6	(0.9)	16.7	16.7	(0.9)	15.8	15.8	-	15.8
29	Internal Borrowing on past capital projects	(6.1)	(6.1)	0.5		(5.6)	(5.6)	0.5		(5.1)	(5.1)	0.5	(4.6)	(4.6)	0.5	(4.1)	(4.1)	0.5	(3.6)	(3.6)	0.5	(3.1)
30	Reserves Financed by Cash	16.8	16.8	11.3	(9.3)	18.8	18.8	8.5	(14.1)	13.2	13.2	(0.2)	13.0	13.0	(0.4)	12.6	12.6	(0.4)	12.2	12.2	0.5	12.7

Notes (as per line references above)

1	£2.2m included within the POCA reserve in 2019/20 from 2018/19 seizures. Annual forecast movements include funding of financial investigators and estimated net withdrawals of £0.4m annually.
9	£0.2m reserve created in 2019/20 for Data Analytics to be used in 2020/21 & 2021/22.
10	£0.2m transferred into a PEQF reserve in 2019/20 for mobilisation of PEQF Training Programme. An additional £0.073m to be added to the reserve in 2020/21 from unused growth this year due to programme delays which will be utilised in future years.
19	2020/21 - Includes an appropriation of £1527m to reflect Op Melrose Home Office Funding received in relation to 2019/20 expenditure.
28	The movement on internal borrowing is the £0.5m annual contribution (MRP) for historic capital projects. The forecast for new borrowing will be included as the external borrowing becomes certain.

CAPITAL PROGRAMME - 2021/22 BUDGET SETTING POSITION
EXPENDITURE & FINANCING SUMMARY

Line Ref	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Capital Expenditure							
<u>Approved Projects</u>							
1 ANPR	190	230	35	35	35	-	525
2 Body Armour	308	351	-	-	-	-	659
3 Estates Business as Usual	1,411	4,338	460	-	-	-	6,209
4 Estates Strategy	8,114	1,901	-	-	-	-	10,015
5 I.T. Services	4,148	1,361	-	-	-	-	5,509
6 OPC	211	-	-	-	-	-	211
7 Other	-	-	22	-	-	-	22
8 SCD	453	-	-	-	-	-	453
9 Transport	2,487	301	-	-	-	-	2,787
10	17,320	8,482	517	35	35	-	26,390
<u>Subject to Approval Projects (existing Stage 1)</u>							
11 ANPR	-	-	110	110	110	-	330
12 Body Armour	-	-	238	238	238	-	714
13 Estates Business as Usual	-	-	1,000	1,000	1,000	-	3,000
14 Estates Strategy	-	-	-	-	-	-	0
15 I.T. Services	-	3,118	4,298	3,209	3,583	-	14,207
16 OPC	-	-	-	-	-	-	0
17 Other	-	-	-	-	-	-	0
18 SCD	-	-	17	30	-	-	47
19 Transport	-	-	-	30	-	-	30
20	-	3,118	5,663	4,616	4,931	-	18,328
<u>Subject to Approval Projects (new bids)</u>							
21 ANPR	-	50	-	-	-	1,000	1,050
22 Body Armour	-	19	-	-	-	-	19
23 Estates Business as Usual	-	-	10,000	11,000	9,000	-	30,000
24 Estates Strategy	-	3,620	8,813	8,029	500	-	20,962
25 I.T. Services	-	917	-	-	-	79	996
26 OPC	-	613	25	65	65	240	1,008
27 Other	-	-	-	-	-	-	0
28 SCD	-	61	2,200	2,200	2,200	2,200	8,861
29 Transport	-	2,200	-	-	-	250	2,450
30	-	7,479	21,038	21,294	11,765	3,769	65,346
<u>Total by Department</u>							
31 ANPR	190	280	145	145	145	1,000	1,905
32 Body Armour	308	370	238	238	238	-	1,391
33 Estates Business as Usual	1,411	4,338	11,460	12,000	10,000	-	39,209
34 Estates Strategy	8,114	5,521	8,813	8,029	500	-	30,977
35 I.T. Services	4,148	5,396	4,298	3,209	3,583	79	20,713
36 OPC	211	613	25	65	65	240	1,218
37 Other	-	-	22	-	-	-	22
38 SCD	453	61	2,217	2,230	2,200	2,200	9,361
39 Transport	2,487	2,501	-	30	-	250	5,267
40	17,320	19,079	27,218	25,945	16,731	3,769	110,064
Financing Source							
41 Capital receipts	(6,989)	(5,620)	(8,725)	(11,528)	(4,954)	(1,517)	(39,334)
42 Grants & contributions	(381)	(554)	(277)	(277)	(277)	(252)	(2,018)
43 Revenue funding	(426)	(3,046)	(2,233)	(1,000)	(1,000)	(1,000)	(8,705)
44 Borrowing	(9,525)	(9,859)	(15,983)	(13,140)	(10,500)	(1,000)	(60,007)
45	(17,320)	(19,079)	(27,218)	(25,945)	(16,731)	(3,769)	(110,064)
46 Total Unfinanced Expenditure	-	-	-	-	-	-	0

CAPITAL PROGRAMME - 2021/22 BUDGET SETTING POSITION

Capital Financing Requirement (CFR) & Minimum Revenue Provision (MRP) SUMMARY

Line Ref		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
		£000	£000	£000	£000	£000	£000	£000
1	Opening CFR	6,065	15,090	24,212	39,210	50,816	59,453	6,065
	Capital Expenditure							
2	Approved projects - long-life	9,527	6,239	460	-	-	-	16,226
3	Approved projects - short-life	7,794	2,243	57	35	35	-	10,164
4	Subject to Approval projects - long-life	-	-	1,000	1,000	1,000	-	3,000
5	Subject to Approval projects - short-life	-	3,118	4,663	3,616	3,931	-	15,328
6	New bids - long-life	-	3,620	13,250	13,500	9,500	1,000	40,870
7	New bids - short-life	-	3,860	7,788	7,794	2,265	2,769	24,476
8		17,321	19,080	27,218	25,945	16,731	3,769	110,064
	Financing Applied							
9	Capital receipts	(6,989)	(5,620)	(8,725)	(11,528)	(4,954)	(1,517)	(39,334)
10	Grants & contributions	(381)	(554)	(277)	(277)	(277)	(252)	(2,018)
11	Revenue funding	(426)	(3,046)	(2,233)	(1,000)	(1,000)	(1,000)	(8,705)
12		(7,796)	(9,220)	(11,235)	(12,805)	(6,231)	(2,769)	(50,057)
	Minimum Revenue Provision							
13	Historic unfinanced borrowing	(500)	(500)	(500)	(500)	(500)	(500)	(3,000)
14	Current projects - long-life	-	(238)	(485)	(852)	(1,181)	(1,443)	(4,200)
15	Current projects - short-life	-	-	-	(182)	(182)	(182)	(545)
16		(500)	(738)	(985)	(1,534)	(1,863)	(2,125)	(7,745)
17	Closing CFR	15,090	24,212	39,210	50,816	59,453	58,327	58,327

FINANCING COSTS		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
		£000	£000	£000	£000	£000	£000	£000
18	Minimum Revenue Provision (MRP)	500	738	985	1,534	1,863	2,125	7,745
19	Borrowing Costs (based on 0.5%)	-	20	63	80	119	125	408
20	Total revenue impact of borrowing	500	759	1,048	1,614	1,981	2,250	8,153
21	Incremental impact to MTFS	500	259	290	566	367	269	
22	Cumulative impact to MTFS	-	259	807	1,921	3,402	5,153	

Note - Assumes approx £10m of cash and investment reserves at 2020/21 year-end

CAPITAL PROGRAMME - 2021/22 BUDGET SETTING POSITION
CAPITAL RESOURCES SUMMARY

Line Ref		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
	<u>Capital receipts</u>						
1	Opening balance	(1,088)	-	-	-	(6,472)	(1,517)
2	Received	(5,901)	(5,620)	(8,725)	(18,000)	-	-
3	Applied for financing	6,989	5,620	8,725	11,528	4,954	1,517
4	Closing balance	-	-	-	(6,472)	(1,517)	-
	<u>Grants and contributions</u>						
5	Opening balance	(7)	-	-	-	-	-
6	Received	(374)	(554)	(277)	(277)	(277)	(252)
7	Applied for financing	381	554	277	277	277	252
8	Closing balance	-	-	-	-	-	-
	<u>Revenue funding</u>						
9	Opening balance	(2,000)	(3,279)	(1,233)	-	-	-
10	Received	(1,705)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
11	Applied for financing	426	3,046	2,233	1,000	1,000	1,000
12	Closing balance	(3,279)	(1,233)	-	-	-	-
	<u>Totals</u>						
13	Opening balance	(3,095)	(3,279)	(1,233)	-	(6,472)	(1,517)
14	Received	(7,980)	(7,174)	(10,002)	(19,277)	(1,277)	(1,252)
15	Applied for financing	7,796	9,220	11,235	12,805	6,231	2,769
16	Closing balance	(3,279)	(1,233)	-	(6,472)	(1,517)	-

Note: Figures in brackets represent income or balances that remain in the reserves.

2020/21 & LATER YEARS 5 YEAR CAPITAL PROGRAMME - APPROVED PROJECTS AFTER STRATEGIC BOARD 17 DECEMBER 2020

Appendix D16

		FORECAST PAYMENTS PROFILE						REVENUE CONSEQUENCES 2020/21 COMMITMENTS															
Line Ref	APPROVED PROJECTS	joint with Kent	Capital Budget £000	Actual Spend in 19/20 £000	Cumulative Actual Spend to 31.03.20 £000	Underspend @ 01.04.20 b/forward £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL PAYMENTS £000	2020/21 ONE OFF £000	2020/21 RECURRING £000	2021/22 ONE OFF £000	2021/22 RECURRING £000	2022/23 ONE OFF £000	2022/23 RECURRING £000	2023/24 ONE OFF £000	2023/24 RECURRING £000	2024/25 ONE OFF £000	2024/25 RECURRING £000	TOTAL 2020/21 TO 2024/25 £000
ANPR - 2020/21 & Later Years																							
1	Equipment replacement		220.0		-	220.0	110.0	110.0	-	-	-	220.0	-	-	-	-	-	-	-	-	-	-	-
2	Infrastructure Expansion (Project Resolve)		305.0		-	305.0	80.0	120.0	35.0	35.0	35.0	305.0	-	-	-	-	-	-	-	-	-	-	-
3	ANPR - TOTAL		525.0	0.0	0.0	525.0	190.0	230.0	35.0	35.0	35.0	525.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Estates BAU - 2020/21 & Later Years																							
4	Capitalised Maintenance Programme 20/21 & 21/22 (Strategic Board 17/12/20 Approval)		2,000.0	268.6	-	2,000.0	380.0	1,160.0	460.0	-	-	2,000.0	-	-	-	-	-	-	-	-	-	-	-
Estates BAU - 2019/20 & Earlier Years																							
5	CCTV Replacement to Custody Suites		1,101.0	-	-	1,101.0	9.1	1,091.9	-	-	-	1,101.0	-	-	99.0	10.0	132.0	20.0	-	70.0	-	70.0	401.0
6	Data Centre Provision		1,469.0	19.3	19.3	1,449.7	24.7	1,425.0	-	-	-	1,469.0	-	-	-	36.0	-	36.0	-	36.0	-	36.0	144.0
7	Operation Ametrine		440.0		-	440.0	440.0	-	-	-	-	440.0	-	-	-	-	-	-	-	-	-	-	-
8	Custody Ligature Mitigation		643.0	554.6	590.6	52.4	33.0	-	-	-	-	623.6	-	-	-	-	-	-	-	-	-	-	-
9	Capitalised Maintenance Programme 18/20		1,400.0	261.7	460.4	939.6	383.1	661.3	-	-	-	1,504.8	-	-	-	-	-	-	-	-	-	-	-
10	PAC Access Control Upgrade		142.0	24.7	39.7	102.3	105.0	-	-	-	-	144.7	-	-	-	-	-	-	-	-	-	-	-
11	CCTV Security Sites	Y	380.0	214.4	390.1	(10.1)	26.1	-	-	-	-	416.2	-	-	-	-	-	-	-	-	-	-	-
12	Southend Police Station - custody refurbishment		9,828.0	103.8	9,262.9	565.1	2.6	-	-	-	-	9,265.5	-	-	-	-	-	-	-	-	-	-	-
13	Capitalised Maintenance Programme 16/17		1,000.0	268.6	974.0	26.0	6.9	-	-	-	-	980.9	-	-	-	-	-	-	-	-	-	-	-
14	ESTATES BUSINESS AS USUAL - TOTAL		18,403.0	1,447.1	11,737.0	6,666.0	1,410.5	4,338.2	460.0	0.0	0.0	17,945.7	0.0	0.0	99.0	46.0	132.0	56.0	0.0	106.0	0.0	106.0	545.0
Estates Strategy - 2020/21 & Later Years																							
15	Co-location of CRU with MARAT@ County Hall		100.0			100.0	100.0	-	-	-	-	100.0	-	-	-	-	-	-	-	-	-	-	-
16	Upgrade of Faith Rooms		100.0			100.0	19.4	71.6	-	-	-	91.0	-	-	-	-	-	-	-	-	-	-	-
17	CSI Accommodation Upgrades		227.0			227.0	81.8	145.2	-	-	-	227.0	-	-	-	-	-	-	-	-	-	-	-
18	Lockers Replacement (Force Growth Programme)		243.0			243.0	30.0	213.0	-	-	-	243.0	-	-	-	-	-	-	-	-	-	-	-
REVENUE CONTRIBUTION																							
Estates Strategy - 2019/20 & Earlier Years																							
19	Boreham Purchase		3,500.0			3,500.0	3,500.0	-	-	-	-	3,500.0	219.5	-	-	-	-	-	-	-	-	-	219.5
20	Chelmsford PS		5,481.0	673.6	928.1	4,552.9	4,304.5	1,465.0	-	-	-	6,697.6	-	-	10.0	-	10.0	-	-	-	-	-	20.0
21	Disposals Reprovision Phase 1		550.0	467.8	547.1	2.9	80.5	6.1	-	-	-	633.7	-	-	-	-	-	-	-	-	-	-	-
22	ESTATES STRATEGY - TOTAL		10,201.0	1,141.4	1,475.2	8,725.8	8,116.2	1,900.9	0.0	0.0	0.0	11,492.3	219.5	0.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	239.5
IT Services - 2020/21 & Later Years																							
23	Remote Working Infrastructure (VPN Replacement)		135.4			135.4	135.4	-	-	-	-	135.4	6.3	9.8	-	39.2	-	39.2	-	39.2	-	39.2	172.9
24	Recruitment Uplift - IT Equipment (Revenue Contribution)		234.1			234.1	160.4	-	-	-	-	160.4	-	-	-	-	-	-	-	-	-	-	-
25	Property Management System		-			-	-	-	-	-	-	-	-	-	-	45.7	-	45.7	-	45.7	-	45.7	182.8
26	Digital Interview Replacement (CODES)		1,091.0			1,091.0	861.3	229.7	-	-	-	1,091.0	163.8	102.7	-	252.8	-	227.0	-	227.0	-	227.0	1,200.3
27	Legacy Digital Data Store		377.0			377.0	352.1	24.9	-	-	-	377.0	-	-	-	-	-	-	-	-	-	-	-
28	Infrastructure Technical Refresh		2,865.9			2,865.9	2,047.5	818.4	-	-	-	2,865.9	43.1	71.9	-	231.5	-	330.8	-	254.0	-	254.0	1,185.3
29	IT Equipment (Re: Coronavirus)		158.0			158.0	158.0	-	-	-	-	158.0	-	-	-	-	-	-	-	-	-	-	-
30	Audio Visual Equipment	Y	22.7			22.7	22.7	-	-	-	-	22.7	-	4.5	-	18.0	-	18.0	-	18.0	-	18.0	76.5

2020/21 & LATER YEARS 5 YEAR CAPITAL PROGRAMME - APPROVED PROJECTS AFTER STRATEGIC BOARD 17 DECEMBER 2020

Appendix D16

FORECAST PAYMENTS PROFILE							REVENUE CONSEQUENCES 2020/21 COMMITMENTS																	
Line Ref	APPROVED PROJECTS	joint with Kent	Capital Budget £000	Actual Spend in 19/20 £000	Cumulative Actual Spend to 31.03.20 £000	Underspend @ 01.04.20 b/forward £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL PAYMENTS £000	2020/21 ONE OFF £000	2020/21 RECURRING £000	2021/22 ONE OFF £000	2021/22 RECURRING £000	2022/23 ONE OFF £000	2022/23 RECURRING £000	2023/24 ONE OFF £000	2023/24 RECURRING £000	2024/25 ONE OFF £000	2024/25 RECURRING £000	TOTAL 2020/21 TO 2024/25 £000	
IT Services - 2019/20 & Earlier Years																								
31	Digital Hubs Hardware	Y	90.0		-	90.0	78.6	-	-	-	-	78.6	-	-	-	16.8	-	16.8	-	16.8	-	-	16.8	67.2
32	Athena Digital Case File Phase 2	Regional	8.0		-	8.0	8.0					8.0												
33	Airwave Radios Replacement		955.8	833.6	833.6	122.2	-	-	-	-	-	833.6	-	-	19.0	-	-	59.0		59.0			59.0	196.0
34	Chronicle Driver Management Module	Regional	69.5	72.9	72.9	(3.4)	-	-	-	-	-	72.9	-	-	-	-	-	-	-	-	-	-	-	-
35	Covert Airwave Device Refresh	Y	318.0	131.5	131.5	186.5	7.0	-	-	-	-	138.5	-	-	-	-	-	-	-	-	-	-	-	-
36	FIM IT Infrastructure Modernisation (Phase 3)	Y	2,865.0	211.6	1,918.5	946.5	64.1	-	-	-	-	1,982.6	-	-	-	-	-	-	-	-	-	-	-	-
37	Charter (COSMOS Replacement)	Y	440.0	12.8	141.9	298.1	87.3	23.3		-	-	252.5	-	-	-	-	-	-	-	-	-	-	-	-
38	SCD: Digital Forensics Unit Technology		32.0	32.6	32.6	(0.6)	-	-	-	-	-	32.6	-	-	-	-	-	-	-	-	-	-	-	-
39	Chronicle Firearms Training System	Regional	13.5		-	13.5	13.5					13.5	-	-	-	-	-	-	-	-	-	-	-	-
40	Armed Policing Response (MOSIAC)	Regional	9.1		11.0	(1.9)	-	-	-	-	-	11.0	-	-	-	-	-	-	-	-	-	-	-	-
41	CREEST System Review - Partnership Funded		100.0		85.8	14.2	7.4	-	-	-	-	93.2	-	-	-	-	-	-	-	-	-	-	-	-
42	ACU Insider Threat Monitoring & Audit Software	Y	113.0	4.3	97.2	15.8	15.8	-	-	-	-	113.0	-	-	-	-	-	-	-	-	-	-	-	-
43	National ANPR Service	Y	80.0	1.0	10.3	69.7	24.1	-	-	-	-	34.4	-	-	-	-	-	-	-	-	-	-	-	-
44	CSI Tablet Application		38.4	32.9	32.9	5.5	-	-	-	-	-	32.9	-	-	-	-	-	-	-	-	-	-	-	-
45	ESMCP Project - ICSS Replacement	Y	1,104.2	81.8	849.8	254.4	22.9	231.5		-	-	1,104.2	-	-	-	34.0	-	34.0		34.0			34.0	136.0
46	Mobile First (Option 2 / Integrated Software)	Y	2,096.2	914.8	1,860.0	236.2	82.2	-	-	-	-	1,942.2	-	-	-	-	-	-	-	-	-	-	-	-
47	QAS & Compass Upgrade	Y	44.0		17.7	26.3	-	33.3		-	-	51.0	-	-	-	-	-	-	-	-	-	-	-	-
48	IT SERVICES - TOTAL		13,260.8	2,329.8	6,095.6	7,165.1	4,148.3	1,361.1	0.0	0.0	0.0	11,605.0	213.2	188.9	19.0	638.0	0.0	770.5	0.0	693.7	0.0	693.7	3,217.0	
OPC - 2019/20 & Earlier Years																								
49	OPC: Tasers Replacement PHASE 1		193.5	187.5	187.5	6.0	6.0	-	-	-	-	193.5	-	-	-	-	-	-	-	-	-	-	-	-
50	OPC: CBRN Specialist Detection Equipment - Radiation device		23.8	25.6	25.6	(1.8)	-	-	-	-	-	25.6	-	-	-	-	-	-	-	-	-	-	-	-
51	OPC - Op Sceptre: Tasers Uplift - Home Office funding for Serious Violence PHASE 2		158.6	136.5	136.5	22.1	-	-	-	-	-	136.5	-	-	-	-	-	-	-	-	-	-	-	-
52	Taser Replacement PHASE 3 - Home Office (Strategic Board 17/12/20 Approval £74.1k)		196.2		-	196.2	196.2	-	-	-	-	196.2	-	-	-	-	-	-	-	-	-	-	-	-
53	Body Worn Video for Authorised Firearms Officers		223.2	70.5	214.9	8.3	8.3	-	-	-	-	223.2	-	-	-	-	-	-	-	-	-	-	-	-
54	OPC - TOTAL		795.3	420.1	564.5	230.8	210.5	0.0	0.0	0.0	0.0	775.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SCD - 2020/21 & Later Years																								
55	SCD Technical Equipment		229.8		-	229.8	229.8	-	-	-	-	229.8	-	-	-	-	-	-	-	-	-	-	-	-
56	Replacement CSI Forensic Drying Cabinets (Strategic Board 17/12/20 Approval)		52.8		-	52.8	52.8	-	-	-	-	52.8	4.0	1.8		1.8	-	1.8		1.8			1.8	12.8
57	FCIU: Replacement of Laser Scanners		170.3		-	170.3	170.3	-	-	-	-	170.3	-	5.1		5.1	-	5.1		5.1			5.1	25.5
58	SCD Tracker Solution		17.4	24.6	24.6	(7.2)	-	-	-	-	-	24.6	-	-	-	-	-	-	-	-	-	-	-	-
59	SCD - TOTAL		470.3	24.6	24.6	445.7	452.9	0.0	0.0	0.0	0.0	477.5	4.0	6.9	0.0	6.9	0.0	6.9	0.0	6.9	0.0	6.9	38.3	
Other - 2020/21 & Later Years																								
60	Body Armour Incl. Police Officer Uplift		607.0		-	607.0	255.9	351.1	-	-	-	607.0	-	-	-	-	-	-	-	-	-	-	-	-

2020/21 & LATER YEARS 5 YEAR CAPITAL PROGRAMME - APPROVED PROJECTS AFTER STRATEGIC BOARD 17 DECEMBER 2020

Appendix D16

Line Ref	APPROVED PROJECTS						FORECAST PAYMENTS PROFILE						REVENUE CONSEQUENCES 2020/21 COMMITMENTS											
	joint with Kent	Capital Budget £000	Actual Spend in 19/20 £000	Cumulative Actual Spend to 31.03.20 £000	Underspend @ 01.04.20 b/forward £000		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL PAYMENTS £000	2020/21 ONE OFF £000	2020/21 RECURRING £000	2021/22 ONE OFF £000	2021/22 RECURRING £000	2022/23 ONE OFF £000	2022/23 RECURRING £000	2023/24 ONE OFF £000	2023/24 RECURRING £000	2024/25 ONE OFF £000	2024/25 RECURRING £000	TOTAL 2020/21 TO 2024/25 £000	
	Other - 2019/20 & Earlier Years																							
61	Body Armour Replacement (19/20)		223.0	195.6	195.6	27.4	51.7	-	-	-	-	247.3	-	-	-	-	-	-	-	-	-	-	-	-
62	Learning & Development Tablet Application		44.0	9.2	19.0	25.0	-	-	22.0	-	-	41.0	-	-	-	-	-	-	-	-	-	-	-	-
63	OTHER - TOTAL		874.0	204.8	214.6	659.4	307.6	351.1	22.0	0.0	0.0	895.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Transport - 2020/21 & Later Years																							
64	Fleet replacement programme		2,000.0		-	2,000.0	1,699.2	300.8	-	-	-	2,000.0	-	-	-	-	-	-	-	-	-	-	-	-
65	Taser Replacement PHASE 4 - Training Team Vehicle (Revenue Contribution)		22.0			22.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Transport - 2019/20 & Earlier Years																							0
66	Fleet replacement programme 2019/20		2,000.0	1,447.0	1,447.0	553.0	553.0		-	-	-	2,000.0	-	-	-	-	-	-	-	-	-	-	-	-
67	Marine Unit: Rigid Inflatable Boat		80.0	1.3	1.3	78.7	71.1	-	-	-	-	72.4	-	-	-	-	-	-	-	-	-	-	-	-
68	Fleet replacement programme 2018/19		2,000.0	325.2	1,914.2	85.8	85.0	-	-	-	-	1,999.2	-	-	-	-	-	-	-	-	-	-	-	-
69	Fleet replacement programme 2016/17		1,800.0	6.7	1,734.9	65.1	52.2	-	-	-	-	1,787.1	-	-	-	-	-	-	-	-	-	-	-	-
70	Fleet replacement programme 2017/18		1,900.0	40.9	1,870.8	29.2	26.0	-	-	-	-	1,896.8	-	-	-	-	-	-	-	-	-	-	-	-
71	TRANSPORT - TOTAL		9,802.0	1,821.1	6,968.2	2,833.8	2,486.5	300.8	0.0	0.0	0.0	9,755.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	APPROVED PROJECTS SUMMARY -																							
72	ANPR - TOTAL		525.0	-	-	525.0	190.0	230.0	35.0	35.0	35.0	525.0	-	-	-	-	-	-	-	-	-	-	-	-
73	ESTATES BUSINESS AS USUAL - TOTAL		18,403.0	1,447.1	11,737.0	6,666.0	1,410.5	4,338.2	460.0	-	-	17,945.7	-	-	99.0	46.0	132.0	56.0	-	106.0	-	106.0	545.0	
74	ESTATES STRATEGY - TOTAL		10,201.0	1,141.4	1,475.2	8,725.8	8,116.2	1,900.9	-	-	-	11,492.3	219.5	-	10.0	-	10.0	-	-	-	-	-	239.5	
75	IT - TOTAL		13,260.8	2,329.8	6,095.6	7,165.1	4,148.3	1,361.1	-	-	-	11,605.0	213.2	188.9	19.0	638.0	-	770.5	-	693.7	-	693.7	3,217.0	
74	OPC - TOTAL		795.3	420.1	564.5	230.8	210.5	-	-	-	-	775.0	-	-	-	-	-	-	-	-	-	-	-	
75	SCD - TOTAL		470.3	24.6	24.6	445.7	452.9	-	-	-	-	477.5	4.0	6.9	-	6.9	-	6.9	-	6.9	-	6.9	38.3	
76	OTHER - TOTAL		874.0	204.8	214.6	659.4	307.6	351.1	22.0	-	-	895.3	-	-	-	-	-	-	-	-	-	-	-	
77	TRANSPORT - TOTAL		9,802.0	1,821.1	6,968.2	2,833.8	2,486.5	300.8	-	-	-	9,755.5	-	-	-	-	-	-	-	-	-	-	-	
78	APPROVED PROJECTS - TOTAL		54,331.3	7,388.9	27,079.9	27,251.4	17,322.5	8,482.1	517.0	35.0	35.0	53,471.5	436.7	195.8	128.0	690.9	142.0	833.4	0.0	806.6	0.0	806.6	4,039.8	

SUBJECT TO APPROVAL 2021/22 to 2024/25 - STAGE 1 BIDS APPROVED POLICE, FIRE & CRIME PANEL FEB 20 - REVIEWED AUG - DEC 2020

FORECAST CAPITAL SPEND 2021/22 TO 2024/25									REVENUE CONSEQUENCES 2021/22 TO 2024/25								
Line Ref	PROPOSALS - Subject to detailed business case approval by PFCC	joint with Kent	Capital Budget	2021/22	2022/23	2023/24	2024/25	Total	2021/22 ONE OFF	2021/22 RECURRING	2022/23 ONE OFF	2022/23 RECURRING	2023/24 ONE OFF	2023/24 RECURRING	2024/25 ONE OFF	2024/25 RECURRING	TOTAL 2021/22 TO 2024/25
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ANPR																	
1	ANPR Equipment Replacement		330.0		110.0	110.0	110.0	330.0	-	-	-	-	-	-	-	-	-
2	ANPR - TOTAL		330.0	-	110.0	110.0	110.0	330.0	-	-	-	-	-	-	-	-	-
Estates Business as Usual																	
3	Capitalised Maintenance Programme -		3,000.0		1,000.0	1,000.0	1,000.0	3,000.0	-	-	-	-	-	-	-	-	-
4	ESTATES BUSINESS AS USUAL TOTAL		3,000.0	-	1,000.0	1,000.0	1,000.0	3,000.0	-	-	-	-	-	-	-	-	-
IT Services																	
5	Infrastructure Technical Refresh	Y	8,987.1	1,382.6	2,297.6	3,208.5	2,098.4	8,987.1	105.0	59.5	-	16.2	-	115.5	-	38.7	334.9
6	FCR Platform Phase 1	Y	250.0	250.0	-	-	-	250.0	50.0	-	-	-	-	-	-	-	50.0
			2,000.0	-	2,000.0	-	-	2,000.0	-	-	-	480.0	-	480.0	-	480.0	1,440.0
7	DFU Redesign (SCD)	Y	2,970.0	1,485.0	-	-	1,485.0	2,970.0	235.0	17.0	-	17.0	-	17.0	-	17.0	303.0
8	IT SERVICES TOTAL		14,207.1	3,117.6	4,297.6	3,208.5	3,583.4	14,207.1	390.0	76.5	-	513.2	-	612.5	-	535.7	2,127.9
Other Services																	
9	Body Armour Replacement		713.7	-	237.9	237.9	237.9	713.7	-	-	-	-	-	-	-	-	-
10	SCD - Technical Support Unit		30.0	-	-	30.0	-	30.0	-	-	-	-	-	-	-	-	-
11	SCD Tracker Solution		17.4	-	17.4	-	-	17.4	-	-	-	-	-	-	-	-	-
12	OTHER SERVICES TOTAL		761.1	-	255.3	267.9	237.9	761.1	-	-	-	-	-	-	-	-	-
Transport																	
13	Marine Unit: Inflatable Boats Engine Replacement		30.0	-	-	30.0	-	30.0	-	-	-	-	-	-	-	-	-
14	TRANSPORT TOTAL		30.0	-	-	30.0	-	30.0	-	-	-	-	-	-	-	-	-
PROPOSALS SUBJECT TO APPROVAL																	
15	ANPR		330.0	-	110.0	110.0	110.0	330.0	-	-	-	-	-	-	-	-	-
16	ESTATES BAU		3,000.0	-	1,000.0	1,000.0	1,000.0	3,000.0	-	-	-	-	-	-	-	-	-
17	ESTATES STRATEGY		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	IT SERVICES		14,207.1	3,117.6	4,297.6	3,208.5	3,583.4	14,207.1	390.0	76.5	-	513.2	-	612.5	-	535.7	2,127.9
19	OTHER SERVICES		761.1	-	255.3	267.9	237.9	761.1	-	-	-	-	-	-	-	-	-
20	TRANSPORT		30.0	-	-	30.0	-	30.0	-	-	-	-	-	-	-	-	-
21	PROPOSALS SUBJECT TO APPROVAL TOTAL		18,328.2	3,117.6	5,662.9	4,616.4	4,931.3	18,328.2	390.0	76.5	-	513.2	-	612.5	-	535.7	2,127.9

2021/22 & LATER YEARS STAGE 1 CAPITAL BIDS SUMMARY

Appendix D18

New & Updated Stage 1s

Line Ref	PROPOSED PROJECTS	Joint with Kent	FORECAST CAPITAL SPEND 2021/22 to 2025/26						REVENUE CONSEQUENCES 2021/22 to 2025/26										
			2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL FORECAST SPEND	2021/22 ONE OFF	2021/22 RECURRING	2022/23 ONE OFF	2022/23 RECURRING	2023/24 ONE OFF	2023/24 RECURRING	2024/25 ONE OFF	2024/25 RECURRING	2025/26 ONE OFF	2025/26 RECURRING	TOTAL 2021/22 TO 2025/26
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ANPR -																			
1	ANPR Resilience	Y	50.0	-	-	-	-	50.0	-	-	-	-	-	-	-	-	-	-	-
2	ANPR - TOTAL		50.0	-	-	-	-	50.0	-	-	-	-	-	-	-	-	-	-	-
Estates Business as Usual																			
3	Capitalised Maintenance Programme		-	-	-	-	1,000.0	1,000.0	-	-	-	-	-	-	-	-	-	-	-
4	ESTATES BUSINESS AS USUAL - TOTAL		-	-	-	-	1,000.0	1,000.0	-	-	-	-	-	-	-	-	-	-	-
Estates Strategy																			
5	HQ Reprovision		1,000.0	10,000.0	11,000.0	9,000.0	-	31,000.0	-	-	-	-	-	-	-	-	-	-	-
6	Boreham Upgrade		300.0	500.0	1,000.0	-	-	1,800.0	-	-	-	-	-	-	-	-	-	-	-
7	Primary & Secondary Operating Locations (POLs) / (SOLs)		250.0	500.0	500.0	500.0	-	1,750.0	-	-	-	-	-	-	-	-	-	-	-
8	Disposals Reprovision Facility		1,475.0	2,250.0	1,000.0	-	-	4,725.0	-	-	-	-	-	-	-	-	-	-	-
9	Transformation Programme Activities		125.0	-	-	-	-	125.0	-	-	-	-	-	-	-	-	-	-	-
10	Haven Rooms (Sunflower Rooms) Refurbishment		45.0	-	-	-	-	45.0	-	-	-	-	-	-	-	-	-	-	-
11	Harlow Rest Area Refurbishment		300.0	-	-	-	-	300.0	5.0	-	-	0.2	-	0.2	-	0.2	-	0.2	5.8
12	Local Digital Media Hubs		125.0	-	-	-	-	125.0	-	-	-	-	-	-	-	-	-	-	-
13	ESTATES STRATEGY - TOTAL		3,620.0	13,250.0	13,500.0	9,500.0	-	39,870.0	5.0	-	-	0.2	-	0.2	-	0.2	-	0.2	5.8
IT Services																			
14	Emergency Services Mobile Communications Programme	National	674.0	5,563.0	5,529.0	-	-	11,766.0	417.0	7.2	923.0	94.4	378.0	94.4	36.0	94.4	-	94.4	2,138.8
15	Dispatch Communication Server	Y	58.0	-	-	-	-	58.0	-	-	-	-	-	-	-	-	-	-	-
16	Digital Forensics Unit Storage	Y	60.0	-	-	-	-	60.0	-	-	-	-	-	-	-	-	-	-	-
17	Learning & Development Audio-Visual Equipment	Y	79.4	-	-	-	-	79.4	-	1.3	-	1.3	-	1.3	-	1.3	-	1.3	6.5
18	Taser Tracking	Y	45.6	-	-	-	-	45.6	-	-	-	-	-	-	-	-	-	-	-
19	IT SERVICES - TOTAL		917.0	5,563.0	5,529.0	-	79.4	12,088.4	417.0	8.5	923.0	95.7	378.0	95.7	36.0	95.7	-	95.7	2,145.3
Operational Policing (OPC)																			
20	Firearms and Associated Component Parts		123.9	-	-	-	-	123.9	0.2	-	-	-	-	-	-	-	-	-	.2
21	Body Armour Cover		103.3	-	-	-	-	103.3	-	-	3.7	-	3.7	-	3.7	-	3.7	-	14.6
22	Dashcams		302.5	25.0	25.0	25.0	240.0	617.5	65.0	49.3	-	106.2	-	106.2	-	106.2	65.0	106.2	604.1
23	Drones		83.0	-	40.0	40.0	-	163.0	-	3.4	3.0	3.4	3.0	3.4	-	3.4	3.0	3.4	26.2
24	OPC - TOTAL		612.7	25.0	65.0	65.0	240.0	1,007.7	65.2	52.7	6.7	109.6	6.7	109.6	3.7	109.6	71.7	109.6	645.1
Serious Crime Directorate (SCD)																			
25	Radio Frequency Survey Equipment	Y	50.0	-	-	-	-	50.0	-	-	2.4	4.5	-	4.5	-	4.5	-	4.5	20.4
26	Thermal Imaging & Infra Red Equipment		10.8	-	-	-	-	10.8	-	-	-	-	-	-	-	-	-	-	-
27	SCD - TOTAL		60.8	-	-	-	-	60.8	-	-	2.4	4.5	-	4.5	-	4.5	-	4.5	20.4
Transport																			
28	Vehicle Replacement Programme		2,200.0	2,200.0	2,200.0	2,200.0	2,200.0	11,000.0	-	-	-	-	-	-	-	-	-	-	-
29	TRANSPORT - TOTAL		2,200.0	2,200.0	2,200.0	2,200.0	2,200.0	11,000.0	-	-	-	-	-	-	-	-	-	-	-

2021/22 & LATER YEARS STAGE 1 CAPITAL BIDS SUMMARY

Appendix D18

New & Updated Stage 1s

FORECAST CAPITAL SPEND 2021/22 to 2025/26									REVENUE CONSEQUENCES 2021/22 to 2025/26										
Line Ref	PROPOSED PROJECTS	Joint with Kent	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL FORECAST SPEND	2021/22 ONE OFF	2021/22 RECURRING	2022/23 ONE OFF	2022/23 RECURRING	2023/24 ONE OFF	2023/24 RECURRING	2024/25 ONE OFF	2024/25 RECURRING	2025/26 ONE OFF	2025/26 RECURRING	TOTAL 2021/22 TO 2025/26
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Other - Body Armour / Police Uplift Programme																		
30	Body Protection		-	-	-	-	250.0	250.0	-	-	-	-	-	-	-	-	-	-	-
31	IT Equipment - for Staff Growth		19.0	-	-	-	-	19.0	-	-	-	-	-	-	-	-	-	-	-
32	OTHER - TOTAL		19.0	-	-	-	250.0	269.0	-	-	-	-	-	-	-	-	-	-	-
	BIDS SUMMARY -																		
33	ANPR		50.0	-	-	-	-	50.0	-	-	-	-	-	-	-	-	-	-	-
34	ESTATES BUSINESS AS USUAL		-	-	-	-	1,000.0	1,000.0	-	-	-	-	-	-	-	-	-	-	-
35	ESTATES STRATEGY		3,620.0	13,250.0	13,500.0	9,500.0	-	39,870.0	5.0	-	-	2	-	2	-	2	-	2	5.8
36	IT SERVICES		917.0	5,563.0	5,529.0	-	79.4	12,088.4	417.0	8.5	923.0	95.7	378.0	95.7	36.0	95.7	-	95.7	2,145.3
37	OPC		612.7	25.0	65.0	65.0	240.0	1,007.7	65.2	52.7	6.7	109.6	6.7	109.6	3.7	109.6	71.7	109.6	645.1
38	SCD		60.8	-	-	-	-	60.8	-	-	2.4	4.5	-	4.5	-	4.5	-	4.5	20.4
39	OTHER (BODY ARMOUR / PUP)		19.0	-	-	-	-	250.0	-	-	-	-	-	-	-	-	-	-	-
40	TRANSPORT		2,200.0	2,200.0	2,200.0	2,200.0	2,200.0	11,000.0	-	-	-	-	-	-	-	-	-	-	-
41	BIDS - TOTAL		7,479.5	21,038.0	21,294.0	11,765.0	3,769.4	65,345.9	487.2	61.2	932.1	210.0	384.7	210.0	39.7	210.0	71.7	210.0	2,816.6

REVENUE CONSEQUENCES TO CAPITAL FORECAST 2021/22 to 2025/26

Line Ref		2021/22	2021/22	2022/23	2022/23	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26
		One-Off	Recurring	One-Off	Recurring	One-Off	Recurring	One-Off	Recurring	One-Off	Recurring
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
1	Approved Projects	128	691	142	833	-	807	-	807	-	807
2	Subject to Approval Projects - Existing	390	77	-	513	-	613	-	536	-	536
3	Subject to Approval Projects - New or Updated Bids	487	61	932	210	385	210	40	210	72	210
4	TOTAL REVENUE CONSEQUENCES TO CAPITAL	1,005	829	1,074	1,557	385	1,629	40	1,552	72	1,552

2021/22 Staff Growth (Recurring)

Investment in Staff	Staff FTE
Systems and Reporting Accountant	1.00
Serious Crime Directorate - HOLMES	4.00
Serious Crime Directorate - Investigative Powers	1.50
Serious Crime Directorate - Prevent & Protect Supervisor	1.00
Serious Crime Directorate - Financial Investigator Supervisor	1.00
Organised Crime Group Management Unit	3.00
Vehicle Recovery Administrator	1.00
Specials Constabulary Development Team	3.00
Clinical Governance	0.50
Fleet Vehicle Collection & Delivery	3.00
Total	19.00

POLICE & CRIME COMMISSIONER FOR ESSEX

REVENUE BUDGET SUMMARY - 2021/22

	2020/21 Original Budget	2020/21 Forecast Outturn (Month 9)	2021/22 Original Budget
	£000	£000	£000
Employees			
Police Officer pay and allowances	187,159	192,052	196,956
PCSO pay and allowances	3,510	3,498	3,574
Police staff pay and allowances	87,749	86,333	87,709
Ill-health/medical pensions	4,506	4,347	4,496
Training	1,350	1,333	1,882
Other employee expenses	362	646	1,526
	284,636	288,209	296,143
Other Service Expenditure			
Premises	10,836	10,211	9,978
Transport	6,571	5,459	5,805
Supplies & services	37,958	35,532	36,871
Third party payments	6,584	9,248	9,347
	61,949	60,450	62,001
Gross Operating Expenditure	346,585	348,659	358,144
Income	(33,705)	(37,856)	(29,690)
Net Cost of Services	312,880	310,803	328,454
Other Expenditure / (Income)			
Interest (receivable) / payable	3	(43)	77
Cost of Disposal of Fixed Assets	30	31	0
Capital & other adjustments	2,205	2,217	2,181
	2,238	2,205	2,258
Net Expenditure	315,118	313,008	330,712
Transfer to/(from) Earmarked Reserves	(402)	(1,208)	798
Transfer to/(from) the General Reserve	0	2,916	(1,200)
Budget Requirement	314,716	314,716	330,310
Sources of Finance	(314,716)	(314,716)	(330,310)