

## Medium Term Financial Strategy 2021/22 - 2025/26

Line Ref.		2020/21 Budget	2021/22	2022/23	2023/24	2024/25	2025/26	5 Year 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	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	<b>Opening Budget Requirement</b>	<b>297.1</b>	<b>312.2</b>	<b>330.3</b>	<b>340.2</b>	<b>350.2</b>	<b>357.8</b>	
4	Unavoidable Cost Pressures	9.7	11.1	7.6	10.1	8.6	8.6	46.0
5	New Investment & Service Demand Changes	10.4	9.9	3.5	0.7	0.1	0.4	14.6
6	Short Term one-off costs	5.1	3.9	2.1	1.3	0.4	0.7	8.4
7	Short Term one-off costs - to be allocated	0.0	0.0	1.2	2.0	2.9	2.6	8.7
8	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)
9	<b>Budget Requirement - before Savings &amp; Efficiencies</b>	<b>319.4</b>	<b>333.8</b>	<b>341.4</b>	<b>351.0</b>	<b>358.9</b>	<b>366.8</b>	
10	<b>Savings &amp; Efficiencies Plan (S&amp;EP) - cashable</b>	<b>(4.7)</b>	<b>(3.5)</b>	<b>(0.7)</b>	<b>(0.8)</b>	<b>(1.1)</b>	<b>0.0</b>	<b>(6.1)</b>
11	<b>Net Budget Requirement</b>	<b>314.7</b>	<b>330.3</b>	<b>340.7</b>	<b>350.2</b>	<b>357.8</b>	<b>366.8</b>	
12	Government Funding	(184.8)	(195.7)	(198.3)	(198.3)	(198.3)	(198.3)	
13	Council Tax - Base including taxbase change	(124.8)	(128.0)	(135.4)	(140.5)	(145.8)	(151.3)	
14	Council Tax - Precept increase	(3.7)	(6.4)	(3.4)	(3.5)	(3.6)	(3.8)	
15	Council Tax - (Surplus)/Deficit on Collection Fund	(1.4)	(0.2)	1.0	0.4	(0.6)	(1.4)	
16	<b>Total Funding</b>	<b>(314.7)</b>	<b>(330.3)</b>	<b>(336.1)</b>	<b>(341.9)</b>	<b>(348.3)</b>	<b>(354.8)</b>	
17	<b>Annual (Shortfall)/Surplus - Cumulative</b>	<b>0.0</b>	<b>0.0</b>	<b>(4.6)</b>	<b>(8.3)</b>	<b>(9.5)</b>	<b>(12.0)</b>	<b>(34.4)</b>
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	<b>Original Budget - Budget Book Net Expenditure (prior year total funding)</b>	297.6	314.7	330.3				
1a	<b>Opening Budget Requirement</b>				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	<b>Opening Budget Requirement</b>	<b>297.1</b>	<b>312.2</b>	<b>330.3</b>	<b>340.2</b>	<b>350.2</b>	<b>357.8</b>	
	<b>Unavoidable Cost Pressures</b>							
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	<b>Total Unavoidable Cost Pressures</b>	<b>9.7</b>	<b>11.1</b>	<b>7.6</b>	<b>10.1</b>	<b>8.6</b>	<b>8.6</b>	<b>46.0</b>
	<b>New Investment &amp; Service Demand Changes</b>							
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	<b>Total New Investment</b>	<b>10.4</b>	<b>9.9</b>	<b>3.5</b>	<b>0.7</b>	<b>0.1</b>	<b>0.4</b>	<b>14.6</b>

Line Ref.		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
		£m	£m	£m	£m	£m	£m	£m
	<b>One-off Costs</b>							
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	<b>Subtotal of One-off Costs</b>	<b>5.1</b>	<b>3.9</b>	<b>2.1</b>	<b>1.3</b>	<b>0.4</b>	<b>0.7</b>	<b>8.4</b>
	<b>Appropriations To/(From) Earmarked Reserve</b>							
50	Appropriation to IT Convergence Reserve - one off	0.0	1.2	0.0	0.0	0.0	0.0	1.2
51	<b>Appropriations To/(From) Earmarked Reserves</b>	<b>0.0</b>	<b>1.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.2</b>
	<b>Appropriations To/(From) General Reserve</b>							
52	Appropriation (from) /to General Reserve - One Off	0.0	(1.2)	0.0	0.0	0.0	0.0	(1.2)
53	<b>Appropriations To/(From) General Reserve</b>	<b>0.0</b>	<b>(1.2)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
54	<b>Total Appropriations To/(From) Reserves</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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	<b>One-off expenditure balance from short term funding</b>	<b>2.2</b>	<b>0.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.6</b>
58	<b>Budget Requirement - before Savings &amp; Efficiencies</b>	<b>319.4</b>	<b>333.8</b>	<b>341.4</b>	<b>351.0</b>	<b>358.9</b>	<b>366.8</b>	<b>1,751.9</b>
59	<b>Savings &amp; Efficiencies Plan (S&amp;EP) - cashable</b>	<b>(4.7)</b>	<b>(3.5)</b>	<b>(0.7)</b>	<b>(0.8)</b>	<b>(1.1)</b>	<b>0.0</b>	<b>(6.1)</b>
60	<b>Net Budget Requirement</b>	<b>314.7</b>	<b>330.3</b>	<b>340.7</b>	<b>350.2</b>	<b>357.8</b>	<b>366.8</b>	<b>1,745.8</b>
	<b>Funding</b>							
	<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	<b>Total Home Office Police Grant</b>	<b>(115.5)</b>	<b>(126.3)</b>	<b>(128.9)</b>	<b>(128.9)</b>	<b>(128.9)</b>	<b>(128.9)</b>	<b>(641.9)</b>
	<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	<b>Total Home Office Formula Grant</b>	<b>(56.2)</b>	<b>(56.3)</b>	<b>(56.3)</b>	<b>(56.3)</b>	<b>(56.3)</b>	<b>(56.3)</b>	<b>(281.5)</b>
	<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	<b>Total Specific Grants</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(65.5)</b>
70	<b>Government main grants</b>	<b>(184.8)</b>	<b>(195.7)</b>	<b>(198.3)</b>	<b>(198.3)</b>	<b>(198.3)</b>	<b>(198.3)</b>	<b>(988.9)</b>
71	<b>Total Government Funding</b>	<b>(184.8)</b>	<b>(195.7)</b>	<b>(198.3)</b>	<b>(198.3)</b>	<b>(198.3)</b>	<b>(198.3)</b>	<b>(988.9)</b>
	<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	<b>Total Council Tax Requirement</b>	<b>(128.5)</b>	<b>(134.4)</b>	<b>(138.8)</b>	<b>(144.0)</b>	<b>(149.4)</b>	<b>(155.1)</b>	<b>(721.7)</b>
76	<b>Total Resource Funding (Gov. grants and Council Tax)</b>	<b>(313.3)</b>	<b>(330.1)</b>	<b>(337.1)</b>	<b>(342.3)</b>	<b>(347.7)</b>	<b>(353.4)</b>	<b>(1,710.6)</b>
77	Council Tax - (Surplus)/Deficit on Collection Fund	(1.4)	(0.2)	1.0	0.4	(0.6)	(1.4)	(0.8)
78	<b>Total Funding</b>	<b>(314.7)</b>	<b>(330.3)</b>	<b>(336.1)</b>	<b>(341.9)</b>	<b>(348.3)</b>	<b>(354.8)</b>	<b>(1,711.4)</b>
79	<b>Annual (Shortfall)/Surplus - Cumulative</b>	<b>0.0</b>	<b>0.0</b>	<b>(4.6)</b>	<b>(8.3)</b>	<b>(9.5)</b>	<b>(12.0)</b>	<b>(34.4)</b>

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	tbc	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	<b>2020/21 Original Budget</b>	<b>314,716</b>	
2	<b>Recurring Activity Occurring Before 1st April 2020</b>		
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	<b>Total Recurring Activity Occurring Before 1st April 2020</b>	<b>(2,484)</b>	
7	<b>2021/22 Starting Budget after adjustment to 2020/21 base for activity occurring before 1st April 2021</b>	<b>312,232</b>	
8	<b>Unavoidable Cost Pressures</b>		
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	<b>Total Unavoidable Cost Pressures</b>	<b>11,086</b>	
22	<b>New Investment &amp; Service Demand Changes</b>		
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	<b>Total New Investment &amp; Service Demand Changes</b>	<b>9,907</b>	
38	<b>One-off Activity</b>		
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	<b>Total One-off Activity</b>	<b>3,910</b>	

## 2021/22 Budget Summary

53	<b>Funding from Reserves - One-off</b>		
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	<b>2021/22 Budget requirement before Savings and Efficiencies</b>		<b>333,788</b>
65	<b>Savings and Efficiencies</b>		
66	Essex Savings and Efficiencies		(2,564)
67	Collaborative Savings and Efficiencies		(914)
68	Total Savings and Efficiencies		(3,478)
69	<b>Net Budget Requirement</b>		<b>330,310</b>
70	<b>Source of Funding</b>		
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	<b>2021/22 Total Funding</b>	<b>330,310</b>	
79	<b>Surplus / (deficit)</b>	<b>0</b>	
80	<b>Council Tax Information</b>		
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	<b>Total Pre-21/22 recurring activities</b>	<b>1,191</b>	<b>514</b>	<b>23</b>	<b>1,728</b>
3	<b>Sept 21 payrise - current year (7 months - Sept to March)</b>	<b>303</b>	<b>273</b>	<b>5</b>	<b>581</b>
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	<b>Pay (not inflation) e.g. increments/turnover</b>	<b>2,913</b>	<b>(63)</b>	<b>138</b>	<b>2,988</b>
15	<b>FYE of the 2020/21 Growth (analysed by:)</b>				
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	<b>Total</b>	<b>6,350</b>	<b>1,520</b>	<b>167</b>	<b>8,036</b>



## 2021/22 Revenue Budget Change (RBC) Summary - Contractual &amp; 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	<a href="#">EST-02</a>	Estates	Chelmsford Police Station - Business Rates		309,652		309,652				
2	<a href="#">7F-01</a>	7F Strategic Collaboration	7 Force Strategic Collaboration Programme	328,009							
3	<a href="#">7F-05</a>	7F Strategic Collaboration	Vetting - Case Management/old systems - CORVET	12,700	22,800		22,800				
4	<a href="#">CF-03</a>	Corporate Finance	LGPS Admin Fees		25,672		25,672				
5	<a href="#">CF-04</a>	Corporate Finance	LGPS Service Level Agreement		20,939		20,939				
6	<a href="#">CF-06</a>	Corporate Finance	Miscellaneous Insurance Premiums		100,000		100,000				
7	<a href="#">7F-04</a>	7F Strategic Collaboration	7F Digital Asset Management System (DAMS)	30,000	-	329,700	86,500				
8	<a href="#">SCD-07</a>	SCD	Communications Intelligence Unit - Home Office Recharge		128,106		128,106				
9	<a href="#">SCD-09</a>	SCD	Op Opal		21,760		21,760				
10	<a href="#">SCD-16</a>	SCD	Cyber Resilience Centre		48,949		49,668				
11	<a href="#">7F-03</a>	7F Strategic Collaboration	7 Force Forensic Case Management			16,302					
12	<a href="#">IT-02</a>	IT	Microsoft Enterprise Agreement 2021-2024 inclusive		640,107		640,107				
13	<a href="#">IT-03</a>	IT	Various Home Office IT Application increases Cost Centre IT61		193,169		193,169				
14	<a href="#">AMO-01</a>	Athena Management Office	Essex AMO Contribution	92,496	65,003		65,003				
15	<a href="#">BS-04</a>	Business Services	Mail Service - Magistrates Court Contract		53,618		53,618				
16	<a href="#">BS-05</a>	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	<a href="#">ECFRS-01</a>	ECFRS Collaboration	ECFRS Collaboration Programme	90,000			
2	<a href="#">EST-01</a>	Estates	Various Estates (CLP & SDC)		150,457		150,457
3	<a href="#">EST-03</a>	Estates	Enabling Asset Disposals	167,500			
4	<a href="#">EST-04</a>	Estates	Building Services Maintenance - Reactive		110,000		110,000
5	<a href="#">CF-01</a>	Corporate Finance	Systems and Reporting Accountant	420	36,411		48,416
6	<a href="#">CF-02</a>	Corporate Finance	Reduction of Mutual Assistance permanent income budget		125,000		125,000
7	<a href="#">OPC-01</a>	OPC	Increase to Weapons and Training equipment provision Budget		43,000		43,000
8	<a href="#">OPC-02</a>	OPC - Dog Section	Increase to Dog Provisions Budget		35,000		35,000
9	<a href="#">OPC-03</a>	OPC - Operational Support	OSG Overtime		45,000		45,000
10	<a href="#">OPC-04</a>	OPC	Op Demand Overtime	100,000			
11	<a href="#">OPC-06</a>	OPC - Roads Policing	Vehicle Recovery Unit Saving Proposal	420	20,645	-	27,526
12	<a href="#">SCD-01</a>	SCD	Experian Costs	-	14,000	-	14,000
13	<a href="#">SCD-02</a>	SCD	Forensic Analysis - RT Toxicology Testing		267,000		267,000
14	<a href="#">SCD-03</a>	SCD - Forensics	PSE Growth - Digital Media Hubs	-	-		-
15	<a href="#">SCD-05</a>	SCD	PSE Growth - Holmes	1,680	113,955		151,411
16	<a href="#">SCD-08</a>	SCD - Investigative Powers Department	PSE Growth - IPD	4,630	39,396		52,330
17	<a href="#">SCD-12</a>	SCD - Intelligence	Prevent & Protect Supervisor	420	33,392		44,390
18	<a href="#">SCD-14</a>	SCD - Serious Economic Crime	Financial Investigator Supervisor	-		-	
19	<a href="#">SCD-17</a>	SCD	OCG Management Unit Proposal	86,943	-	114,245	-
20	<a href="#">IT-01</a>	IT	Bacchus Licenced Premises (Essex)	24,500			

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	<a href="#">IT-06</a>	IT	ANPR	60,000	-						
22	<a href="#">HR-03</a>	HR - Occupational Health	Vaccinations (Flu/Covid)		44,000		44,000				
23	<a href="#">HR-05</a>	HR - Resourcing	Assessment Centres	64,211							
24	<a href="#">HR-06</a>	HR - L&D	Training Income - Cost Pressure		80,000		80,000				
25	<a href="#">BS-01</a>	Business Services	Media Consumables	20,000							
26	<a href="#">BS-02</a>	Business Services	Trees - Remedial Works	20,000	30,000		30,000				
27	<a href="#">BS-03</a>	Business Services	Cleaning		50,982		50,982				
28	<a href="#">BS-06</a>	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	<a href="#">CPP-01</a>	Local Policing	Specials Posts - Permanent Funding for non-established posts				£104,732				3.00
2	<a href="#">SCD-06</a>	SCD	Training Costs re PUP Surveillance Officer Bid	£55,044							
3	<a href="#">SCD-11</a>	SCD	Graykey Forensic Software - Ongoing costs		£15,000		£15,000				
4	<a href="#">SCD-15</a>	SCD	Detective Bonus Payment - Payment in 2021	284,974							
5	<a href="#">IT-05</a>	IT	IT Convergence	£1,200,000		£1,200,000					
6	<a href="#">HR-01</a>	HR - Occupational Health	Back Record Conversion	£20,000							
7	<a href="#">HR-02</a>	HR - Occupational Health	Additional Light Booth & Maintenance	£5,500	£3,600		£3,600				
8	<a href="#">HR-04</a>	HR - Occupational Health	PSE Growth - Clinical Governance	£210	£25,569		£34,026				0.50
9	<a href="#">HR-07</a>	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	<b>CASHABLE SAVINGS</b>	<b>(4.466)</b>	<b>(3.478)</b>	
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	<b>NON CASHABLE SAVINGS</b>	<b>(0.416)</b>	<b>(0.416)</b>	
21	<b>TOTAL - FOR CASHABLE &amp; NON-CASHABLE</b>	<b>(4.882)</b>	<b>(3.894)</b>	

# 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)	-	-	-	-	-	-

## Forecast Reserves &amp; Provisions - Overview

Appendix D12

		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																					
	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
5	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
	Operational Reserves																					
6	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
7	Operational Transformational Reserve (OTR)	1.0	1.0		(0.5)	0.5	0.5		(0.5)	-	-	-	-	-	-	-	-	-	-	-	-	
8	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
9	Data Analytics Reserve	0.2	0.2		(0.1)	0.1	0.1		(0.1)	-	-	-	-	-	-	-	-	-	-	-	-	
10	PEQF Reserve	0.2	0.2	0.1		0.3	0.3	-	(0.1)	0.2	0.2	(0.2)	-	-	-	-	-	-	-	-	-	
11	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
12	IT Convergence	-	-	-		-	-	1.2	(1.2)	-	-	-	-	-	-	-	-	-	-	-	-	
13	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
14	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
	Specific Capital Reserves																					
22	Usable Capital Receipts	1.1	1.1	5.9	(7.0)	-	-	5.6	(5.6)	-	-	-	-	-	-	-	-	-	-	-	-	-
23	Total Capital Reserves	1.1	1.1	5.9	(7.0)	-	-	5.6	(5.6)	-	-	-	-	-	-	-	-	-	-	-	-	-
	Usable Provisions																					
24	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
25	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
26	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
27	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
28	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)
29	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
<b>Capital Expenditure</b>							
<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	<b>17,320</b>	<b>8,482</b>	<b>517</b>	<b>35</b>	<b>35</b>	-	<b>26,390</b>
<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	-	<b>3,118</b>	<b>5,663</b>	<b>4,616</b>	<b>4,931</b>	-	<b>18,328</b>
<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	-	<b>7,479</b>	<b>21,038</b>	<b>21,294</b>	<b>11,765</b>	<b>3,769</b>	<b>65,346</b>
<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	<b>17,320</b>	<b>19,079</b>	<b>27,218</b>	<b>25,945</b>	<b>16,731</b>	<b>3,769</b>	<b>110,064</b>
<b>Financing Source</b>							
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	<b>(17,320)</b>	<b>(19,079)</b>	<b>(27,218)</b>	<b>(25,945)</b>	<b>(16,731)</b>	<b>(3,769)</b>	<b>(110,064)</b>
46 <b>Total Unfinanced Expenditure</b>	-	-	-	-	-	-	<b>0</b>

## CAPITAL PROGRAMME - 2021/22 BUDGET SETTING POSITION

## Capital Financing Requirement (CFR) &amp; 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	<b>Opening CFR</b>	6,065	15,090	24,212	39,210	50,816	59,453	6,065
	<b>Capital Expenditure</b>							
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
	<b>Financing Applied</b>							
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)
	<b>Minimum Revenue Provision</b>							
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	<b>Closing CFR</b>	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
	<b><u>Capital receipts</u></b>						
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	<b>Closing balance</b>	-	-	-	<b>(6,472)</b>	<b>(1,517)</b>	-
	<b><u>Grants and contributions</u></b>						
5	Opening balance	(7)	-	-	-	-	-
6	Received	(374)	(554)	(277)	(277)	(277)	(252)
7	Applied for financing	381	554	277	277	277	252
8	<b>Closing balance</b>	-	-	-	-	-	-
	<b><u>Revenue funding</u></b>						
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	<b>Closing balance</b>	<b>(3,279)</b>	<b>(1,233)</b>	-	-	-	-
	<b><u>Totals</u></b>						
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	<b>Closing balance</b>	<b>(3,279)</b>	<b>(1,233)</b>	-	<b>(6,472)</b>	<b>(1,517)</b>	-

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

Appendix D16

FORECAST PAYMENTS PROFILE							REVENUE CONSEQUENCES 2020/21 COMMITMENTS																	
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																								
Digital Hubs Hardware	Y	90.0		-	90.0	78.6	-	-	-	-	78.6	-	-	-	16.8	-	16.8	-	16.8	67.2				
Athena Digital Case File Phase 2	Regional	8.0		-	8.0	8.0					8.0	-	-	19.0	-	-	59.0	-	59.0	196.0				
Airwave Radios Replacement		955.8	833.6	833.6	122.2	-	-	-	-	-	833.6	-	-	-	-	-	-	-	-	-				
Chronicle Driver Management Module	Regional	69.5	72.9	72.9	(3.4)	-	-	-	-	-	72.9	-	-	-	-	-	-	-	-	-				
Covert Airwave Device Refresh	Y	318.0	131.5	131.5	186.5	7.0	-	-	-	-	138.5	-	-	-	-	-	-	-	-	-				
FIM IT Infrastructure Modernisation (Phase 3)	Y	2,865.0	211.6	1,918.5	946.5	64.1	-	-	-	-	1,982.6	-	-	-	-	-	-	-	-	-				
Charter (COSMOS Replacement)	Y	440.0	12.8	141.9	298.1	87.3	23.3	-	-	-	252.5	-	-	-	-	-	-	-	-	-				
SCD: Digital Forensics Unit Technology		32.0	32.6	32.6	(0.6)	-	-	-	-	-	32.6	-	-	-	-	-	-	-	-	-				
Chronicle Firearms Training System	Regional	13.5		-	13.5	13.5	-	-	-	-	13.5	-	-	-	-	-	-	-	-	-				
Armed Policing Response (MOSIAC)	Regional	9.1		11.0	(1.9)	-	-	-	-	-	11.0	-	-	-	-	-	-	-	-	-				
CREEST System Review - Partnership Funded		100.0		85.8	14.2	7.4	-	-	-	-	93.2	-	-	-	-	-	-	-	-	-				
ACU Insider Threat Monitoring & Audit Software	Y	113.0	4.3	97.2	15.8	15.8	-	-	-	-	113.0	-	-	-	-	-	-	-	-	-				
National ANPR Service	Y	80.0	1.0	10.3	69.7	24.1	-	-	-	-	34.4	-	-	-	-	-	-	-	-	-				
CSI Tablet Application		38.4	32.9	32.9	5.5	-	-	-	-	-	32.9	-	-	-	-	-	-	-	-	-				
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	-	136.0				
Mobile First (Option 2 / Integrated Software)	Y	2,096.2	914.8	1,860.0	236.2	82.2	-	-	-	-	1,942.2	-	-	-	-	-	-	-	-	-				
QAS & Compass Upgrade	Y	44.0		17.7	26.3	-	33.3	-	-	-	51.0	-	-	-	-	-	-	-	-	-				
IT SERVICES - TOTAL							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																								
OPC: Tasers Replacement PHASE 1		193.5	187.5	187.5	6.0	6.0	-	-	-	-	193.5	-	-	-	-	-	-	-	-	-	-	-	-	
OPC: CBRN Specialist Detection Equipment - Radiation device		23.8	25.6	25.6	(1.8)	-	-	-	-	-	25.6	-	-	-	-	-	-	-	-	-	-	-	-	
OPC - Op Sceptre: Tasers Uplift - Home Office funding for Serious Violence PHASE 2		158.6	136.5	136.5	22.1	-	-	-	-	-	136.5	-	-	-	-	-	-	-	-	-	-	-	-	
Taser Replacement PHASE 3 - Home Office (Strategic Board 17/12/20 Approval £74.1k)		196.2		-	196.2	196.2	-	-	-	-	196.2	-	-	-	-	-	-	-	-	-	-	-	-	
Body Worn Video for Authorised Firearms Officers		223.2	70.5	214.9	8.3	8.3	-	-	-	-	223.2	-	-	-	-	-	-	-	-	-	-	-	-	
OPC - TOTAL							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	
SCD - 2020/21 & Later Years																								
SCD Technical Equipment		229.8		-	229.8	229.8	-	-	-	-	229.8	-	-	-	-	-	-	-	-	-	-	-	-	
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		
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		
SCD Tracker Solution		17.4	24.6	24.6	(7.2)	-	-	-	-	-	24.6	-	-	-	-	-	-	-	-	-	-	-	-	
SCD - TOTAL							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																								
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

							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
	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
	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
	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 &amp; 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		FORECAST CAPITAL SPEND 2021/22 to 2025/26						REVENUE CONSEQUENCES 2021/22 to 2025/26										
	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
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 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	2025/26 One-Off £000	2025/26 Recurring £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	<b>TOTAL REVENUE CONSEQUENCES TO CAPITAL</b>	<b>1,005</b>	<b>829</b>	<b>1,074</b>	<b>1,557</b>	<b>385</b>	<b>1,629</b>	<b>40</b>	<b>1,552</b>	<b>72</b>	<b>1,552</b>

## 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
<b>Total</b>	<b>19.00</b>

## POLICE &amp; 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
<b>Employees</b>			
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
	<b>284,636</b>	<b>288,209</b>	<b>296,143</b>
<b>Other Service Expenditure</b>			
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
	<b>61,949</b>	<b>60,450</b>	<b>62,001</b>
<b>Gross Operating Expenditure</b>	<b>346,585</b>	<b>348,659</b>	<b>358,144</b>
<b>Income</b>	<b>(33,705)</b>	<b>(37,856)</b>	<b>(29,690)</b>
<b>Net Cost of Services</b>	<b>312,880</b>	<b>310,803</b>	<b>328,454</b>
<b>Other Expenditure / (Income)</b>			
Interest (receivable) / payable	3	(43)	77
Cost of Disposal of Fixed Assets	30	31	0
Capital & other adjustments	2,205	2,217	2,181
	<b>2,238</b>	<b>2,205</b>	<b>2,258</b>
<b>Net Expenditure</b>	<b>315,118</b>	<b>313,008</b>	<b>330,712</b>
<b>Transfer to/(from) Earmarked Reserves</b>	<b>(402)</b>	<b>(1,208)</b>	<b>798</b>
<b>Transfer to/(from) the General Reserve</b>	<b>0</b>	<b>2,916</b>	<b>(1,200)</b>
<b>Budget Requirement</b>	<b>314,716</b>	<b>314,716</b>	<b>330,310</b>
<b>Sources of Finance</b>	<b>(314,716)</b>	<b>(314,716)</b>	<b>(330,310)</b>