



**Police Fire and Crime Commissioner for Essex  
Essex Police Strategic Board**

<b>Title of Report / Agenda Item</b>	Medium Term Financial Strategy
<b>Document Classification</b>	Official
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## 1 Recommendations

To consider the assumptions contained within this report and endorse and approve the current 2022/23 MTFs position and movements since the position presented with the 2022/23 Budget.

## 2 Executive Summary

The 2022/23 MTFs was set on 3rd February as part of the 2022/23 budget report to the Police, Fire and Crime Panel. This report sets out the approved position, the key assumptions that it was based on and movements since the panel.

## 3 Background

3.1 The MTFs is a service planning and performance management framework which aims to ensure that resources are directed towards achieving delivery of the vision for the next five years and the Police and Crime Plan.

3.2 A summary of the MTFs approved at the 3rd February 2022 Police, Fire and Crime Panel is shown in Table 1 below. The MTFs shortfall over the four-year period of 2022/23 to 2026/27 was forecast to be £3.7m.

**Table 1 – MTFs as at February 2022**

			Medium Term Financial Strategy 2022/23 - 2026/27 - Precept Increase 2.5% Annually					
2019/20	2020/21	2021/22*	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total
£m	£m	£m	£m	£m	£m	£m	£m	£m
300.3	312.8	338.3	356.1	369.5	375.1	384.0	390.1	1,874.8
Net Budget Requirement - before appropriations to/from reserves								
2.0	6.7	4.4	(0.2)	(0.6)	0.0	0.0	0.0	(0.8)
Net Appropriations to/(from) Reserves **								
302.3	319.5	333.9	355.9	368.9	375.1	384.0	390.1	1,874.0
Budget Requirement (Inc Appropriations to Reserves) - before Savings & Efficiencies								
(4.7)	(4.8)	(3.6)	(3.7)	(3.0)	(3.0)	(3.0)	(3.0)	(15.7)
Savings & Efficiencies Plan (Cashable)								
297.6	314.7	330.3	352.2	365.9	372.1	381.0	387.1	1,858.3
Net Budget Requirement - after savings applied								
(297.6)	(314.7)	(330.3)	(352.2)	(363.1)	(373.0)	(379.7)	(386.6)	(1,854.6)
Total Funding								
0.0	0.0	0.0	0.0	(2.8)	0.9	(1.3)	(0.5)	(3.7)
Annual (Shortfall)/Surplus								

\* Based on Forecast at month 7

\*\* The net budget requirement within this table includes expenditure that will be funded from reserves (subject to approval). Assumptions on the usage of reserves for future years is contained within the Reserves table on Tab D of Appendix B.

The shortfall in 2023/24 of £2.8m included the following key assumptions:

- 2.5% council tax precept increase;
- Police officers at 3,755 FTEs from the start of the year;
- A 2.5% pay increase for Officers and Staff in September 2022 and September 2023;
- A 1.75% increase in taxbase compared to a 1.73% increase in 2022/23;
- A £1.8m surplus on the Collection Fund (Includes a share of the 2021/22 deficit, which local authorities have been able to spread over 3 years);
- New recurring cashable savings of £3.0m in each year of the MTFs (PFCC target); and
- The Home Office police grants will increase in line with the most recent Comprehensive Spending Review (CSR) with Essex receiving a share of the grant uplift in line with existing

funding share allocations.

- 3.3 The high level summary of the latest MTFS is shown below and the full summary and details are at Appendices A and B. To improve understanding of the MTFS position a presentation that gives more detail than the current Appendix A but less than Appendix B is being considered in consultation with the PFCC's Office. Once agreed this will be included in future reports.

**Table 2 – MTFS – March 2022**

			Medium Term Financial Strategy 2022/23 - 2026/27 - Precept Increase 2.5% Annually						
2019/20	2020/21	2021/22*	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total	
£m	£m	£m	£m	£m	£m	£m	£m	£m	
300.3	312.8	331.2	Net Budget Requirement - before appropriations to/from reserves	356.1	369.6	375.2	383.9	390.0	1,874.8
2.0	6.7	(2.0)	Net Appropriations to/(from) Reserves **	(0.2)	(0.6)	0.0	0.0	0.0	(0.8)
302.3	319.5	333.2	Budget Requirement (Inc Appropriations to Reserves) - before Savings & Efficiencies	355.9	369.0	375.2	383.9	390.0	1,874.0
(4.7)	(4.8)	(2.9)	Savings & Efficiencies Plan (Cashable)	(3.7)	(3.0)	(3.0)	(3.0)	(3.0)	(15.7)
297.6	314.7	330.3	Net Budget Requirement - after savings applied	352.2	366.0	372.2	380.9	387.0	1,858.3
(297.6)	(314.7)	(330.3)	Total Funding	(352.2)	(363.1)	(373.0)	(379.7)	(386.6)	(1,854.6)
0.0	0.0	0.0	Annual (Shortfall)/Surplus	0.0	(2.9)	0.8	(1.2)	(0.4)	(3.7)

\* Based on Forecast at month 10

\*\* The net budget requirement within this table includes expenditure that will be funded from reserves (subject to approval). Assumptions on the usage of reserves for future years is contained within the Reserves table on Tab D of Appendix B.

- 3.4 The overall movement for 2023/24 since the Police, Fire and Crime Panel is an increase in the shortfall of £0.1m from a £2.8m deficit to a £2.9m deficit reflecting movements in the Month 10 position on the Capital Programme since budget setting having an impact on Minimum Revenue Provision (MRP) contributions that will be charged to revenue.

Table 3 overleaf summarises the movements since the panel meeting and also shows the true extent of the funding gap if the £3m annual savings target is removed and replaced with savings that have been identified.

**Table 3 – MTFS Movement since February 2022**

	MTFS MOVEMENTS / SAVINGS ANALYSIS					
	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total
	£m	£m	£m	£m	£m	£m
Overall (Shortfall) / Surplus - 3rd February 2022 Police, Fire and Crime Panel (2022/23 Budget Setting)	0.0	(2.8)	0.9	(1.3)	(0.5)	(3.7)
Total change - increase / (decrease) - since 3rd Feb Police, Fire and Crime Panel	0.0	0.1	0.1	(0.1)	(0.1)	0.0
Overall (Shortfall) / Surplus - 8th March Strategic Board as per Table 1	0.0	(2.9)	0.8	(1.2)	(0.4)	(3.7)
Remove Savings Target included in LIVE Position		(3.0)	(3.0)	(3.0)	(3.0)	(12.0)
Actual Saving to be delivered		(5.9)	(2.2)	(4.2)	(3.4)	(15.7)
Savings Identified		(2.3)	(1.8)	(0.6)	(1.7)	(10.1)
Adjusted Annual (Shortfall)/Surplus to date (i.e. remove £3m target and replace with Savings identified)	0.0	(3.6)	(0.4)	(3.6)	(1.7)	(9.3)

### 3.5 Savings and Efficiencies Plan

£2.3m of cashable savings have been identified for 2023/24 at this time although it should be noted that there are £0.6m of the 2021/22 programme that are still to be delivered. Work is due to commence on developing the savings plans over the coming months through the Efficiency, Savings and Growth Board.

### 3.6 Capital Expenditure and Financing

A summary of the latest capital programme and how it will be financed is shown overleaf along with the forecast Capital Financing Requirement (CFR). The CFR represents capital expenditure incurred and forecast to be incurred that has not been financed from cash resources and is therefore an indicator of our underlying need to borrow to fund the investment programme. Actual borrowing will be a combination of internal and external borrowing. Forecasts on the level of external borrowing are included within the Treasury Management Strategy paper being presented at the same board as this paper. The CFR is forecast to reach £82m with an annual revenue cost of prudential borrowing increasing to £4.6m by 2026/27 representing the revenue costs from our capital investment plans over the medium term (contains investment plans approved and still subject to approval). Details are shown in Appendix C.

**Table 4 – Capital Expenditure and Financing Summary**

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27	TOTAL £000
<b>Total Forecast Capital Expenditure (approved and proposed)</b>	<b>12,343</b>	<b>19,664</b>	<b>24,735</b>	<b>36,624</b>	<b>31,555</b>	<b>7,466</b>	<b>132,387</b>
<b>Financing Sources to be Applied</b>							
Capital receipts	(4,061)	(3,841)	(4,500)	(4,250)	(16,559)	(4,566)	(37,777)
Grants & contributions	(307)	(32)	0	0	0	0	(339)
Revenue funding	0	(5,823)	(1,025)	(1,025)	0	(1,000)	(8,873)
Borrowing	(7,975)	(9,968)	(19,210)	(31,349)	(14,996)	(1,900)	(85,398)
	<b>(12,343)</b>	<b>(19,664)</b>	<b>(24,735)</b>	<b>(36,624)</b>	<b>(31,555)</b>	<b>(7,466)</b>	<b>(132,387)</b>
Capital Financing Requirement (as at 31st March)	<b>16,484</b>	<b>25,664</b>	<b>43,729</b>	<b>73,088</b>	<b>84,268</b>	<b>81,977</b>	
Revenue Cost of Borrowing (MRP & Interest)	<b>588</b>	<b>866</b>	<b>1,314</b>	<b>2,305</b>	<b>4,187</b>	<b>4,551</b>	

### 3.7 Reserves and Provisions

The current forecast on reserves and provisions is shown in Appendix D and summarised in the table below. By 2025/26, revenue reserves are forecast to be £17.9m (£12.5m General Reserve at 3.3% of net revenue expenditure and £5.4m earmarked reserves) and no capital reserves.

**Table 5 – Forecast Reserves and Provisions**

	2021/22	2022/23	2023/24	2024/25	2025/26
	Forecast @ 31/3/22 (£m)	Forecast @ 31/3/23 (£m)	Forecast @ 31/3/24 (£m)	Forecast @ 31/3/25 (£m)	Forecast @ 31/3/26 (£m)
<b>Earmarked Revenue Reserves</b>	13.3	8.6	7.2	6.1	5.4
<b>General Reserve</b>	13.3	13.1	12.5	12.5	12.5
GR as % of net revenue expenditure	4.0%	3.7%	3.4%	3.3%	3.3%
<b>Total - Revenue Reserves</b>	<b>26.6</b>	<b>21.7</b>	<b>19.7</b>	<b>18.6</b>	<b>17.9</b>
<b>Total Provisions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## 4 Risks and Mitigations

Financial risks that impact on the MTFs and Capital Programme are the availability of future revenue funding and short and long term capital financing resources, both of which are estimated within the MTFs position presented in this report.

## **5 Links to the Police and Crime Plan**

This paper concerns the management of the PFCC and Chief Constable's revenue and capital resources and therefore underwrites all of the priorities and workstreams identified within the Police and Crime Plan.

## **6 Financial Implications**

The financial implications are covered within sections 3 of this paper.

## **7 Legal Implications**

Provisions of the Local Government Finance Act 1992 set out what the force has to base its budget calculations upon and require the force to set a balanced budget by no later than the 11th March for the following year. The 2022/23 budget has been agreed by the Police, Fire and Crime panel. The 2023/24 budget must be set by no later than 11<sup>th</sup> March 2023.

## **8 Staffing Implications**

None identified for the period of the MTFS.

## **9 Equality and Diversity Implications**

There are no equality or diversity implications from this report.

## **10 Police Operational Implications**

Operational policing requirements are considered throughout the budget setting and MTFS review process.

## **11 Governance Boards**

The MTFS is reviewed on a quarterly basis and presented to each Strategic Board as well as being approved as part of the budget position presented to each February Police, Fire and Crime panel.

## **12 Future Plans (long-term strategic direction)**

Long term strategic plans are reflected in financial terms within the Medium Term Financial Strategy considered in Section 3.

## **13 List of background papers and appendices**

See appendices overleaf.

Medium Term Financial Strategy 2022/23 - 2026/27								February PF&CP 2022/23 Budget	Comments	Movement Type Ref:	
Line Ref.	2021/22 Budget	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total	2022/23	Change (reduction) / increase		
	£m	£m	£m	£m	£m	£m	£m	£m	£m		
1	Original Budget - Budget Book Net Expenditure (prior year total funding)	314.7	330.3	352.2	366.0	372.2	380.9	1,801.6	330.3	0.0	OB
2	Adjustment from prior year activity agreed at Budget Setting	(2.5)	0.0	0.7	(0.5)	0.7	0.0	0.9	0.0	0.0	PY
3	<b>Opening Budget Requirement</b>	<b>312.2</b>	<b>330.3</b>	<b>352.9</b>	<b>365.5</b>	<b>372.9</b>	<b>380.9</b>	<b>1,802.5</b>	<b>330.3</b>	<b>0.0</b>	
4	Unavoidable Cost Pressures	11.1	11.1	9.4	8.7	8.8	9.0	47.0	11.1	0.0	UCP
5	New Investment & Service Demand Changes	9.9	12.8	7.5	1.7	2.2	0.1	24.3	12.8	0.0	NI
6	Short Term one-off costs	3.9	5.2	3.1	2.6	2.4	1.4	14.7	5.2	0.0	ST (a)
7	Transfer to / (from) Reserves - one off costs	0.0	(0.2)	(0.6)	0.0	0.0	0.0	(0.8)	(0.2)	0.0	ST Res (b)
8	Short Term one-off costs - to be allocated	0.0	0.0	0.0	0.0	0.9	1.9	2.8	0.0	0.0	ST (c)
9	Removal of one-off costs - Short Term budget already in base budget	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(16.5)	(3.3)	0.0	ST (d)
10	<b>Budget Requirement - before Savings &amp; Efficiencies</b>	<b>333.8</b>	<b>355.9</b>	<b>369.0</b>	<b>375.2</b>	<b>383.9</b>	<b>390.0</b>	<b>1,874.0</b>	<b>355.9</b>	<b>0.0</b>	
11	<b>Savings &amp; Efficiencies Plan (S&amp;EP) - cashable</b>	<b>(3.5)</b>	<b>(3.7)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(15.7)</b>	<b>(3.7)</b>	<b>0.0</b>	SC
12	<b>Net Budget Requirement</b>	<b>330.3</b>	<b>352.2</b>	<b>366.0</b>	<b>372.2</b>	<b>380.9</b>	<b>387.0</b>	<b>1,858.3</b>	<b>352.2</b>	<b>0.0</b>	
13	Government Funding	(195.7)	(206.6)	(211.9)	(215.4)	(215.4)	(215.4)	(1,064.7)	(206.6)	0.0	GF
14	Council Tax - Base including taxbase change	(128.0)	(136.7)	(145.8)	(152.0)	(158.5)	(165.3)	(758.3)	(136.7)	0.0	CT
15	Council Tax - Precept increase	(6.4)	(6.6)	(3.6)	(3.8)	(4.0)	(4.1)	(22.1)	(6.6)	0.0	CT
16	Council Tax - (Surplus)/Deficit on Collection Fund	(0.2)	(2.3)	(1.8)	(1.8)	(1.8)	(1.8)	(9.5)	(2.3)	0.0	CF
17	<b>Total Funding</b>	<b>(330.3)</b>	<b>(352.2)</b>	<b>(363.1)</b>	<b>(373.0)</b>	<b>(379.7)</b>	<b>(386.6)</b>	<b>(1,854.6)</b>	<b>(352.2)</b>	<b>0.0</b>	
18	<b>Annual (Shortfall)/Surplus - Cumulative</b>	<b>0.0</b>	<b>0.0</b>	<b>(2.9)</b>	<b>0.8</b>	<b>(1.2)</b>	<b>(0.4)</b>	<b>(3.7)</b>	<b>0.0</b>	<b>0.0</b>	
	<b>Actual Savings identified to date</b>	<b>(3.5)</b>	<b>(3.7)</b>	<b>(2.3)</b>	<b>(1.8)</b>	<b>(0.6)</b>	<b>(1.7)</b>	<b>(10.1)</b>			
	<b>Adjusted Annual (Shortfall)/Surplus to date (based on Savings identified)</b>	<b>0.0</b>	<b>0.0</b>	<b>(3.6)</b>	<b>(0.4)</b>	<b>(3.6)</b>	<b>(1.7)</b>	<b>(9.3)</b>			

Line Ref.	Funding Changes	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total
		£m	£m	£m	£m	£m	£m
		£m	£m	£m	£m	£m	£m
19	Main Government Cash Funding Increase/(Reduction)	10.9	10.9	5.3	3.5	0.0	19.7
20	Total Government Grant - non specific	10.9	10.9	5.3	3.5	0.0	19.7
21	Council Tax & Collection Fund Cash Funding Increase/(Reduction)	5.9	11.0	5.6	6.4	6.7	36.6
22	Overall Cash Funding Increase/(Reduction)	15.6	21.9	10.9	9.9	6.7	56.3
23	Percentage Funding Increase/(Reduction)	5.0%	6.6%	3.1%	2.7%	1.8%	1.8%

Key % Assumptions							
	2020/21	2022/23	2023/24	2024/25	2025/26	2026/27	
24	Overall change in Home Office grants	5.6%	5.3%	2.5%	1.6%	0.0%	0.0%
26	Increase in Council Tax	4.98%	4.79%	2.50%	2.50%	2.50%	2.50%
27	Change in Taxbase	(0.29%)	1.73%	1.75%	1.75%	1.75%	1.75%
28	Inflation Recurring - Officers Pay	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%
29	Inflation Recurring - Staff/PSCOs Pay	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%

Savings & Efficiencies - Cashable only							
	2021/22 Budget	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total
	£m	£m	£m	£m	£m	£m	£m
30	Savings & Efficiencies Plan (S&EP) - <u>cashable</u>	(3.5)	(3.7)	(3.0)	(3.0)	(3.0)	(15.7)
31	Annual (Shortfall)/Surplus after cashable S&EP - to be (found) / invested - <u>cashable</u>	0.0	0.0	(2.9)	0.8	(1.2)	(3.7)
32	<b>Total S&amp;EP for all <u>cashable</u> savings</b>	<b>(3.5)</b>	<b>(3.7)</b>	<b>(5.9)</b>	<b>(2.2)</b>	<b>(3.4)</b>	<b>(19.4)</b>



Essex Police

Medium Term Financial Strategy 2022/23 - 2026/27								
Line Ref		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£m	£m	£m	£m	£m	£m	£m
1	<b>Original Budget - Budget Book Net Expenditure (prior year total funding</b>	314.7	330.3	352.2				
1a	<b>Opening Budget Requirement</b>				366.0	372.2	380.9	<b>1,801.6</b>
2	Adjustment from prior year activity agreed at Budget Setting	(2.5)	-	0.7	(0.5)	0.7	-	<b>0.9</b>
3	<b>Opening Budget Requirement</b>	<b>312.2</b>	<b>330.3</b>	<b>352.9</b>	<b>365.5</b>	<b>372.9</b>	<b>380.9</b>	<b>1,802.5</b>
	<b>Unavoidable Cost Pressures</b>							
4	Pay - Sept Pay Award - prior year (5 months - April to August)	1.7	0.1	1.9	2.1	2.2	2.2	<b>8.5</b>
5	Pay - Sept Pay Award - current year (7 months - Sept to March)	0.6	2.7	2.9	3.0	3.0	3.2	<b>14.8</b>
6	Pay - In Year activity - increments	1.9	2.3	2.0	2.0	2.0	2.0	<b>10.3</b>
7	Pay - In Year activity - Turnover (Inc 21/22 Growth not yet achieved)	(0.3)	(1.1)	(1.0)	(1.0)	(1.0)	(1.0)	<b>(5.1)</b>
8	Pay - in year activity - Other (Inc. impact on allowances, NI, Pension and Apprenticeship Levy)	1.1	2.3	2.1	2.1	2.1	2.1	<b>10.7</b>
9	Increase to Employers NI Contributions of 1.25% from 2022/23	-	2.5					<b>2.5</b>
10	LGPS Pension shortfall (Tri-annual Actuarial review)	-	-	0.5	-	-	-	<b>0.5</b>
11	Auto Enrolment to Pension schemes	-	-	0.1	-	-	-	<b>0.1</b>
12	Pensions - cost pressure resulting from McCloud judgement	-	-	-	-	-	-	<b>-</b>
13	Contractual Inflation & De-flation	0.5	0.9	0.5	0.5	0.5	0.5	<b>2.9</b>
14	Policing Education Qualifications Framework (PEQF)	-	-	0.4	-	-	-	<b>0.4</b>
15	Investment approved by COG since 2020/21 budget setting	0.2	-	-	-	-	-	<b>-</b>
16	Operational and Support contractual and legal cost pressures, including Motor insurance	1.6	1.4	-	-	-	-	<b>1.4</b>
17	Removal of PUP 20/21 Ring Fenced Grant from base and incorporate into funding.	3.8	-	-	-	-	-	<b>-</b>
18	<b>Total Unavoidable Cost Pressures</b>	<b>11.1</b>	<b>11.1</b>	<b>9.4</b>	<b>8.7</b>	<b>8.8</b>	<b>9.0</b>	<b>47.0</b>
	<b>New Investment &amp; Service Demand Changes</b>							
19	New investment - Recurring	0.1	1.5	-	-	-	-	<b>1.5</b>
20	Increase police officers by 135 in 2020/21 - including support and non-pay costs	1.8	-	-	-	-	-	<b>-</b>
21	Increase in Staff (16 FTE) to support the 2020/21 growth - including support and non pay costs	0.1	-	-	-	-	-	<b>-</b>
22	Increase in Officers (11 FTE) - infrastructure - to support the 2020/21 growth - including support and non pay costs	0.1	-	-	-	-	-	<b>-</b>
23	Increase in Staff (44.8 FTE) - infrastructure to support the 2020/21 growth - including support and non pay costs	0.7	-	-	-	-	-	<b>-</b>
24	2021/22 Police Officer Uplift - recurring	4.4	-	-	-	-	-	<b>-</b>
25	Payment of PUP Grant to ROCU	0.4	-	-	-	-	-	<b>-</b>
26	2022/23 Police Uplift - recurring	2.6	5.7	1.8	-	-	-	<b>7.5</b>
27	22/23 Police Officers funded by Precept increase		1.9	1.0				<b>2.9</b>
28	PUP Ring Fenced Grant (Income)	(2.2)	(3.0)	-	-	-	-	<b>(3.0)</b>
29	PUP Ring Fenced Grant Remove Prior Year		2.2	3.0				<b>5.2</b>
30	Increase South East Allowance by £500 to £2,500	-	2.0	-	-	-	-	<b>2.0</b>
31	Increases of less than £10k on non-pay budgets	-	-	0.1	0.1	0.1	0.1	<b>0.4</b>
32	Service demand changes including Estates Services restructure	1.8	1.2	-	-	-	-	<b>1.2</b>
33	Reduction in Special Branch Expenditure		(0.9)					<b>(0.9)</b>
34	Borrowing Requirement - interest charges	-	-	0.1	0.1	0.1	-	<b>0.3</b>
35	Borrowing Requirement - Minimum Revenue Requirement (MRP)	0.3	-	0.4	0.8	1.8	0.4	<b>3.4</b>
36	Capital Programme (Approved) - Revenue Consequences	(0.3)	0.3	0.1	-	0.1	(0.5)	<b>-</b>
37	Capital Programme (Proposed) - Revenue Consequences	0.1	0.2	0.6	0.2	0.1	-	<b>1.1</b>
38	Expenditure/(Income) offsetting appropriations to/from Reserves		0.1	-	-	-	-	<b>0.1</b>
39	PFCC - Investment Bids		1.6	0.4	0.5	-	0.1	<b>2.6</b>
40	<b>Total New Investment</b>	<b>9.9</b>	<b>12.8</b>	<b>7.5</b>	<b>1.7</b>	<b>2.2</b>	<b>0.1</b>	<b>24.3</b>

Medium Term Financial Strategy 2022/23 - 2026/27								
Line Ref	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total	
	£m	£m	£m	£m	£m	£m	£m	
41	<b>One-off Costs</b>							
42	2021/22 Police Officer Uplift - One-off	0.4	-	-	-	-	-	
43	Capital Programme (Approved) - One-off revenue costs	0.1	0.9	-	-	0.1	1.0	
44	Capital Programme (Proposed) - One-off revenue costs	0.6	0.7	1.5	1.4	0.9	4.5	
45	Bank Holiday's - one-off	0.5	0.7	0.2	(0.2)	-	0.7	
46	Contractual and legal cost pressures - one-off	0.5	1.3	0.5	0.5	0.5	3.3	
47	Service Demand Changes - one-off	0.7	0.9	0.9	0.9	0.9	4.5	
48	New Investment - One-Off	0.4	1.5	-	-	-	1.5	
49	Emergency Services Mobile Communications Programme (ESMCP) - Dual running - one-off	-	-	-	-	-	-	
50	Difference in full year and current year savings	(1.0)	(0.9)	-	-	-	(0.9)	
51	Redundancy Costs	0.9	-	-	-	-	-	
52	One-off Investment approved by COG since 2020/21 Budget Setting	0.8	-	-	-	-	-	
53	Expenditure/(Income) offsetting appropriations to/from Reserves	-	0.1	-	-	-	0.1	
54	One-Off commitments from prior year Budget setting being funded from One-off recurring budget	-	-	-	-	-	-	
55	<b>Subtotal of One-off Costs</b>	<b>3.9</b>	<b>5.2</b>	<b>3.1</b>	<b>2.6</b>	<b>2.4</b>	<b>14.7</b>	
56	<b>Appropriations To/(From) Earmarked Reserve</b>							
57	Appropriation to/(from) Earmarked Reserves	-	-	-	-	-	-	
58	Appropriation to IT Convergence Reserve - one off	1.2	-	-	-	-	-	
59	Appropriation to Productivity Reserve - One-off	-	-	-	-	-	-	
60	<b>Appropriations To/(From) Earmarked Reserves</b>	<b>1.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
61	<b>Appropriations To/(From) General Reserve</b>							
62	Appropriation (from) /to General Reserve - One Off	(1.2)	(0.2)	(0.6)	-	-	(0.8)	
63	Appropriation (from) /to General Reserve - Chief Constables Reserve - One Off	-	-	-	-	-	-	
64	Appropriation (from) /to General Reserve for Carryforwards - One Off	-	-	-	-	-	-	
65	<b>Appropriations To/(From) General Reserve</b>	<b>(1.2)</b>	<b>(0.2)</b>	<b>(0.6)</b>	<b>-</b>	<b>-</b>	<b>(0.8)</b>	
66	<b>Total Appropriations To/(From) Reserves</b>	<b>-</b>	<b>(0.2)</b>	<b>(0.6)</b>	<b>-</b>	<b>-</b>	<b>(0.8)</b>	
67	One-off expenditure (reduced)/increased to match funding available for one-off activity	-	-	-	-	0.9	1.9	
68	Removal of one-off expenditure up to the short term budget	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(16.5)	
69	<b>One-off expenditure balance from short term funding</b>	<b>0.6</b>	<b>1.7</b>	<b>(0.8)</b>	<b>(0.7)</b>	<b>-</b>	<b>0.2</b>	
70	<b>Budget Requirement - before Savings &amp; Efficiencies</b>	<b>333.8</b>	<b>355.9</b>	<b>369.0</b>	<b>375.2</b>	<b>383.9</b>	<b>1,874.0</b>	
71	<b>Savings &amp; Efficiencies Plan (S&amp;EP) - cashable</b>	<b>(3.5)</b>	<b>(3.7)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(15.7)</b>	
72	<b>Net Budget Requirement</b>	<b>330.3</b>	<b>352.2</b>	<b>366.0</b>	<b>372.2</b>	<b>380.9</b>	<b>1,858.3</b>	

Medium Term Financial Strategy 2022/23 - 2026/27								
Line Ref		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£m	£m	£m	£m	£m	£m	£m
<b>Funding</b>								
<i>Home Office Police Grant</i>								
73	HO Police Grant (23/24 includes £12m PUP)	(119.3)	(117.5)	(131.8)	(135.3)	(135.3)	(135.3)	(655.2)
74	HO Funding for Police Uplift 2022/23 (180 Officers, less ring fenced grant)	-	(9.0)	-	-	-	-	(9.0)
75	<b>Total Home Office Police Grant</b>	<b>(119.3)</b>	<b>(126.5)</b>	<b>(131.8)</b>	<b>(135.3)</b>	<b>(135.3)</b>	<b>(135.3)</b>	<b>(664.2)</b>
<i>Home Office Formula Grant</i>								
76	HO Formula Grant	(63.3)	(67.0)	(67.0)	(67.0)	(67.0)	(67.0)	(335.0)
77								
78	<b>Total Home Office Formula Grant</b>	<b>(63.3)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(335.0)</b>
<i>Other Non Specific Grants</i>								
79	Council Tax Freeze Grant 2011/12	(2.1)	(2.1)	(2.1)	(2.1)	(2.1)	(2.1)	(10.5)
80	Council Tax Support Grant	(11.0)	(11.0)	(11.0)	(11.0)	(11.0)	(11.0)	(55.0)
81	<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>
83	<b>Total Government Funding</b>	<b>(195.7)</b>	<b>(206.6)</b>	<b>(211.9)</b>	<b>(215.4)</b>	<b>(215.4)</b>	<b>(215.4)</b>	<b>(1,064.7)</b>
<i>Council Tax Requirement</i>								
84	Council Tax - Base	(128.4)	(134.4)	(143.3)	(149.4)	(155.8)	(162.5)	(745.4)
85	Council Tax - Taxbase change	0.4	(2.3)	(2.5)	(2.6)	(2.7)	(2.8)	(12.9)
86	Council Tax - Precept increase	(6.4)	(6.6)	(3.6)	(3.8)	(4.0)	(4.1)	(22.1)
	Collection Fund Taxbase adjustment for unconfirmed authorities	-	-	-	-	-	-	-
87	<b>Total Council Tax Requirement</b>	<b>(134.4)</b>	<b>(143.3)</b>	<b>(149.4)</b>	<b>(155.8)</b>	<b>(162.5)</b>	<b>(169.4)</b>	<b>(780.4)</b>
88	<b>Total Resource Funding (Gov. grants and Council Tax)</b>	<b>(330.1)</b>	<b>(349.9)</b>	<b>(361.3)</b>	<b>(371.2)</b>	<b>(377.9)</b>	<b>(384.8)</b>	<b>(1,845.1)</b>
89	Council Tax - (Surplus)/Deficit on Collection Fund	(0.2)	(2.3)	(1.8)	(1.8)	(1.8)	(1.8)	(9.5)
90	<b>Total Funding</b>	<b>(330.3)</b>	<b>(352.2)</b>	<b>(363.1)</b>	<b>(373.0)</b>	<b>(379.7)</b>	<b>(386.6)</b>	<b>(1,854.6)</b>
91	<b>Annual (Shortfall)/Surplus - Cumulative</b>	<b>-</b>	<b>-</b>	<b>(2.9)</b>	<b>0.8</b>	<b>(1.2)</b>	<b>(0.4)</b>	<b>(3.7)</b>
92	<b>Main Government Cash Funding Increase/(Reduction)</b>	<b>10.9</b>	<b>10.9</b>	<b>5.3</b>	<b>3.5</b>	<b>-</b>	<b>-</b>	<b>19.7</b>
93	<b>Total Government Grant - non specific</b>	<b>10.9</b>	<b>10.9</b>	<b>5.3</b>	<b>3.5</b>	<b>-</b>	<b>-</b>	<b>19.7</b>
94	<b>Council Tax Funding Increase/(Reduction)</b>	<b>5.9</b>	<b>8.9</b>	<b>6.1</b>	<b>6.4</b>	<b>6.7</b>	<b>6.9</b>	<b>35.0</b>
95	<b>Collection Fund Increase/(Reduction)</b>	<b>(1.2)</b>	<b>2.1</b>	<b>(0.5)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.6</b>
96	<b>Overall Cash Funding Increase/(Reduction)</b>	<b>15.6</b>	<b>21.9</b>	<b>10.9</b>	<b>9.9</b>	<b>6.7</b>	<b>6.9</b>	<b>56.3</b>
97	<b>Percentage Funding Increase/(Reduction)</b>	<b>5.0%</b>	<b>6.6%</b>	<b>3.1%</b>	<b>2.7%</b>	<b>1.8%</b>	<b>1.8%</b>	

**Note 1:** Any Savings Plan shortfall from prior years is to be separately added to the above savings target.  
**Note 2:** The Savings Plan for 2022/23 is still being refined.  
**Note 3:** Plans for long term borrowing to fund the Investment Programme are included in the MTFS.  
**Note 4:** The Revenue Consequences (Rev Cons) of the Capital programme will be updated as the Capital programme is updated.

A. Key % Assumptions							
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
98	Change in Home Office Police Grant	3.2%	-1.5%	absolute figure	absolute figure	0.0%	0.0%
99	Change in Home Office Formula Grant	0.2%	5.5%	0.0%	0.0%	0.0%	0.0%
100	Change in Council Tax Support and Freeze grant	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
101	Change in Government main grants (Includes PUP)	5.6%	5.3%	2.5%	1.6%	0.0%	0.0%
102	Change in Home Office Pension Grant	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
103	Overall change in Home Office grants	5.6%	5.3%	2.5%	1.6%	0.0%	0.0%
104	Formula Funding Review	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
105	Increase in Council Tax	4.98%	4.79%	2.50%	2.50%	2.5%	2.5%
106	Change in Taxbase	-0.29%	1.73%	1.75%	1.75%	1.75%	1.75%
107	Inflation Recurring - Officers Pay	0.0%	2.5%	2.5%	2.5%	2.5%	2.5%
108	Inflation Recurring - Staff/PSCOs Pay	0.0%	2.5%	2.5%	2.5%	2.5%	2.5%
109	Inflation - Non pay - various as only specific contractual inflation is used. There is no general inflation.						

**B. Key Assumptions**

- 110 Council Tax increase of 4.79% in 2022/23, and then 2.5% annually
- 111 Government Grants funding is based on 0% increase from 2022/23 with the exception of the main Police Grant which has been updated to reflect an estimated allocation of the national growth in funding announced in the 3 year Comprehensive Spending Review.
- 112 The Borrowing Requirement and revenue consequences of this are continually under review as the capital program is updated.

**C. Key Principles**

- 113 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.
- 114 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**

- 115 Airwave switch off is delayed to 2024/25. Costs are continually under review

**E. Scenarios**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m	£m
<u>1% change (+ / -) in:</u>						
116 Council Tax:	1.3	1.4	1.5	1.5	1.6	1.7
117 Government Grant:	2.0	2.1	2.1	2.2	2.2	2.2
118 Total	3.3	3.5	3.6	3.7	3.8	3.9
<u>0.5% change (+ / -) in:</u>						
119 Council Tax:	0.6	0.7	0.7	0.7	0.8	0.8
120 Government Grant:	1.0	1.0	1.1	1.1	1.1	1.1
121 Total	1.6	1.7	1.8	1.8	1.9	1.9

**CAPITAL PROGRAMME - 2021/22 MONTH 10  
EXPENDITURE & FINANCING SUMMARY**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>Capital Expenditure</b>							
<u>Approved Projects</u>							
ANPR	215	53	35	35	-	-	338
Estates Business as Usual	1,719	2,509	-	-	-	-	4,228
Estates Strategy	6,257	3,994	39	-	-	-	10,290
I.T. Services	2,469	2,116	-	-	-	-	4,585
OPC	138	518	51	-	92	-	799
Other	281	168	-	33	-	-	482
SCD	119	38	-	-	-	-	157
Transport	1,145	1,689	-	-	-	-	2,834
	<b>12,343</b>	<b>11,085</b>	<b>125</b>	<b>68</b>	<b>92</b>	-	<b>23,713</b>
<u>Subject to Approval Projects</u>							
ANPR	-	110	110	110	-	-	330
Estates Business as Usual	-	-	1,000	1,000	1,000	1,000	4,000
Estates Strategy	-	2,550	15,075	21,500	19,000	900	59,025
I.T. Services	-	3,053	5,958	11,509	8,973	2,816	32,309
OPC	-	46	-	-	-	-	46
Other	-	487	237	237	250	250	1,461
SCD	-	93	30	-	-	-	123
Transport	-	2,240	2,200	2,200	2,240	2,500	11,380
	-	<b>8,579</b>	<b>24,610</b>	<b>36,556</b>	<b>31,463</b>	<b>7,466</b>	<b>108,674</b>
<u>Total by Department</u>							
ANPR	215	163	145	145	-	-	668
Estates Business as Usual	1,719	2,509	1,000	1,000	1,000	1,000	8,228
Estates Strategy	6,257	6,544	15,114	21,500	19,000	900	69,315
I.T. Services	2,469	5,169	5,958	11,509	8,973	2,816	36,894
OPC	138	564	51	-	92	-	845
Other	281	655	237	270	250	250	1,943
SCD	119	131	30	-	-	-	280
Transport	1,145	3,929	2,200	2,200	2,240	2,500	14,214
	<b>12,343</b>	<b>19,665</b>	<b>24,735</b>	<b>36,624</b>	<b>31,555</b>	<b>7,466</b>	<b>132,387</b>
<b>Financing Sources to be Applied</b>							
Capital receipts	(4,061)	(3,841)	(4,500)	(4,250)	(16,559)	(4,566)	(37,777)
Grants & contributions	(307)	(32)	-	-	-	-	(339)
Revenue funding	-	(5,823)	(1,025)	(1,025)	-	(1,000)	(8,873)
Borrowing	(7,975)	(9,969)	(19,210)	(31,349)	(14,996)	(1,900)	(85,398)
	<b>(12,343)</b>	<b>(19,665)</b>	<b>(24,735)</b>	<b>(36,624)</b>	<b>(31,555)</b>	<b>(7,466)</b>	<b>(132,387)</b>
<b>Total Unfinanced Expenditure</b>	-	-	-	-	-	-	-

Note 1 - The capital receipts information is based on the end of January 2022 Estates tracker

**CAPITAL PROGRAMME - 2021/22 MONTH 10**

**CFR & MRP SUMMARY**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>Opening CFR</b>	<b>9,097</b>	<b>16,484</b>	<b>25,664</b>	<b>43,729</b>	<b>73,088</b>	<b>84,268</b>	<b>9,097</b>
<b>Capital Expenditure</b>							
Approved projects - long-life	7,975	6,503	39	-	-	-	14,517
Approved projects - short-life	4,368	4,582	86	68	92	-	9,196
Subject to Approval projects - long-life	-	2,550	16,075	22,500	20,000	1,900	63,025
Subject to Approval projects - short-life	-	6,029	8,535	14,056	11,463	5,566	45,649
	<b>12,343</b>	<b>19,664</b>	<b>24,735</b>	<b>36,624</b>	<b>31,555</b>	<b>7,466</b>	<b>132,387</b>
<b>Financing Sources to be Applied</b>							
Capital receipts	(4,061)	(3,841)	(4,500)	(4,250)	(16,559)	(4,566)	(37,777)
Grants & contributions	(307)	(32)	-	-	-	-	(339)
Revenue funding	-	(5,823)	(1,025)	(1,025)	-	(1,000)	(8,873)
	<b>(4,368)</b>	<b>(9,696)</b>	<b>(5,525)</b>	<b>(5,275)</b>	<b>(16,559)</b>	<b>(5,566)</b>	<b>(46,989)</b>
<b>Minimum Revenue Provision</b>							
Historic unfinanced borrowing	(500)	(500)	(500)	(500)	(500)	(500)	(3,000)
Current projects - long-life	(88)	(288)	(514)	(917)	(1,479)	(1,854)	(5,140)
Current projects - short-life	-	-	(131)	(573)	(1,837)	(1,837)	(4,378)
	<b>(588)</b>	<b>(788)</b>	<b>(1,145)</b>	<b>(1,990)</b>	<b>(3,816)</b>	<b>(4,191)</b>	<b>(12,518)</b>
<b>Closing CFR</b>	<b>16,484</b>	<b>25,664</b>	<b>43,729</b>	<b>73,088</b>	<b>84,268</b>	<b>81,977</b>	<b>81,977</b>

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>FINANCING COSTS</b>							
Minimum Revenue Provision (MRP)	588	788	1,145	1,990	3,816	4,191	12,518
Borrowing Costs (based on 1%)	-	78	169	315	371	360	1,293
<b>Total revenue impact of borrowing</b>	<b>588</b>	<b>866</b>	<b>1,314</b>	<b>2,305</b>	<b>4,187</b>	<b>4,551</b>	<b>13,811</b>
<b>Incremental impact to MTFS</b>	<b>588</b>	<b>277</b>	<b>448</b>	<b>991</b>	<b>1,882</b>	<b>364</b>	
<b>Cumulative impact to MTFS</b>	<b>88</b>	<b>454</b>	<b>1,268</b>	<b>3,073</b>	<b>6,759</b>	<b>10,810</b>	

Note 1 - The capital receipts information is based on the end of January 2022 Estates tracker

Note 2 - Assumes approx £10m of cash and investment reserves at 2021/22 year-end (and beyond)

**CAPITAL PROGRAMME - 2021/22 MONTH 10**  
**CAPITAL RESOURCES SUMMARY**

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000	£000
<b>Capital receipts</b>						
<i>Opening balance</i>	-	(791)	-	-	-	(4,566)
Received	(4,852)	(3,050)	(4,500)	(4,250)	(21,125)	-
Applied for financing	4,061	3,841	4,500	4,250	16,559	4,566
<b>Closing balance</b>	<b>(791)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,566)</b>	<b>-</b>
<b>Grants and contributions</b>						
<i>Opening balance</i>	-	-	-	-	-	-
Received	(307)	(32)	-	-	-	-
Applied for financing	307	32	-	-	-	-
<b>Closing balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenue funding</b>						
<i>Opening balance</i>	(606)	(4,307)	(100)	(100)	(100)	(1,100)
Received	(3,701)	(1,616)	(1,025)	(1,025)	(1,000)	(1,000)
Applied for financing	-	5,823	1,025	1,025	-	1,000
<b>Closing balance</b>	<b>(4,307)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(1,100)</b>	<b>(1,100)</b>
<b>Totals</b>						
<i>Opening balance</i>	(606)	(5,098)	(100)	(100)	(100)	(5,666)
Received	(8,860)	(4,698)	(5,525)	(5,275)	(22,125)	(1,000)
Applied for financing	4,368	9,696	5,525	5,275	16,559	5,566
<b>Closing balance</b>	<b>(5,098)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(5,666)</b>	<b>(1,100)</b>

Note 1 - The capital receipts information is based on the end of January 2022 Estates tracker

**Earmarked Reserves and Provisions - Opening and Closing Balances**

2021/22		2022/23					2023/24					2024/25				2025/26				
Reserve	Forecast Year End Balance	1st April 2022 - Opening Balance	Budgeted Contribution / (Allocation)	Provisional Outturn Contribution 2022/23 *	In-Year Contribution 2022/23	In-Year Allocation 2022/23	Forecast Year End Balance - 31st March 2023	1st April 2023 - Opening Balance	Budget Setting Contribution / Allocation 2023/24	In-Year Contribution 2023/24	In-Year Allocation 2023/24	Forecast Year End Balance - 31st March 2024	1st April 2024 - Opening Balance	In-Year Contribution 2024/25	In-Year Allocation 2024/25	Forecast Year End Balance - 31st March 2025	1st April 2025 - Opening Balance	In-Year Contribution 2025/26	In-Year Allocation 2025/26	Forecast Year End Balance - 31st March 2026
<b>1 Reserves held by Essex Police but managed as third party reserves</b>																				
Op Dagenham Maintenance Reserve	0.110	£0.110m	-	-	-	-	£0.110m	£0.110m	-	-	-	£0.110m	£0.110m	-	-	£0.110m	£0.110m	-	-	£0.110m
<b>Total</b>	<b>£0.110m</b>	<b>£0.110m</b>	-	-	-	-	<b>£0.110m</b>	<b>£0.110m</b>	-	-	-	<b>£0.110m</b>	<b>£0.110m</b>	-	-	<b>£0.110m</b>	<b>£0.110m</b>	-	-	<b>£0.110m</b>
<b>2 Project Reserves</b>																				
IT Convergence	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>3 Ringfenced Reserve</b>																				
Proceeds of Crime Act	£1.848m	£1.848m	(£0.391m)	-	£1.577m	(£0.476m)	£2.558m	£2.558m	-	(£0.125m)	(£0.764m)	£1.669m	£1.669m	(£0.224m)	(£0.665m)	£0.780m	£0.780m	(£0.224m)	(£0.557m)	-
Forfeiture Monies Reserve	£0.334m	£0.334m	£0.025m	-	-	-	£0.359m	£0.359m	-	£0.125m	(£0.100m)	£0.384m	£0.384m	£0.125m	(£0.100m)	£0.409m	£0.409m	£0.125m	(£0.100m)	£0.434m
Restructuring Reserve	£1.078m	£1.078m	-	-	-	-	£1.078m	£1.078m	-	-	-	£1.078m	£1.078m	-	-	£1.078m	£1.078m	-	-	£1.078m
Operational Transformational Reserve (OTR)	£0.429m	£0.429m	(£0.139m)	-	-	(£0.043m)	£0.247m	£0.247m	-	-	-	£0.247m	£0.247m	-	-	£0.247m	£0.247m	-	-	£0.247m
Transformation Reserve	£0.881m	£0.881m	-	-	-	(£0.207m)	£0.674m	£0.674m	-	-	-	£0.674m	£0.674m	-	-	£0.674m	£0.674m	-	-	£0.674m
Data Analytics Reserve	£0.028m	£0.028m	(£0.028m)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Reserve	£0.827m	£0.827m	-	-	-	(£0.333m)	£0.494m	£0.494m	-	-	(£0.333m)	£0.161m	£0.161m	-	(£0.161m)	-	-	-	-	-
PEQF Reserve	£0.326m	£0.326m	(£0.046m)	-	-	-	£0.280m	£0.280m	-	-	(£0.266m)	£0.014m	£0.014m	-	(£0.014m)	-	-	-	-	-
<b>Total</b>	<b>£5.751m</b>	<b>£5.751m</b>	<b>(£0.579m)</b>	-	<b>£1.577m</b>	<b>(£1.059m)</b>	<b>£5.690m</b>	<b>£5.690m</b>	-	-	<b>(£1.463m)</b>	<b>£4.227m</b>	<b>£4.227m</b>	<b>(£0.099m)</b>	<b>(£0.940m)</b>	<b>£3.188m</b>	<b>£3.188m</b>	<b>(£0.099m)</b>	<b>(£0.657m)</b>	<b>£2.433m</b>
<b>4 Operational Reserves</b>																				
Major Operational Reserve	£1.500m	£1.500m	-	-	-	-	£1.500m	£1.500m	-	-	-	£1.500m	£1.500m	-	-	£1.500m	£1.500m	-	-	£1.500m
COVID Roadmap Violence Reduction Reserve	£0.229m	£0.229m	(£0.229m)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Chief Constables Operational C/Fwd	£0.565m	£0.565m	-	-	-	-	£0.565m	£0.565m	-	-	-	£0.565m	£0.565m	-	-	£0.565m	£0.565m	-	-	£0.565m
Specials Constabulary Reserve	£0.145m	£0.145m	(£0.145m)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Future Capital Funding	£4.307m	£4.307m	£1.665m	(£0.049m)	-	(£5.823m)	£0.100m	£0.100m	-	£1.025m	(£1.025m)	£0.100m	£0.100m	£1.025m	(£1.025m)	£0.100m	£0.100m	£1.000m	(£1.000m)	£0.100m
<b>Total</b>	<b>£6.746m</b>	<b>£6.746m</b>	<b>£1.291m</b>	<b>(£0.049m)</b>	-	<b>(£5.823m)</b>	<b>£2.165m</b>	<b>£2.165m</b>	-	<b>£1.025m</b>	<b>(£1.025m)</b>	<b>£2.165m</b>	<b>£2.165m</b>	<b>£1.025m</b>	<b>(£1.025m)</b>	<b>£2.165m</b>	<b>£2.165m</b>	<b>£1.000m</b>	<b>(£1.000m)</b>	<b>£2.165m</b>
<b>5 PFCC Reserves</b>																				
Commissioning Grants 2020/21 to 2021/22	£0.651m	£0.651m	-	-	-	-	£0.651m	£0.651m	-	-	-	£0.651m	£0.651m	-	-	£0.651m	£0.651m	-	-	£0.651m
<b>Total</b>	<b>£0.651m</b>	<b>£0.651m</b>	-	-	-	-	<b>£0.651m</b>	<b>£0.651m</b>	-	-	-	<b>£0.651m</b>	<b>£0.651m</b>	-	-	<b>£0.651m</b>	<b>£0.651m</b>	-	-	<b>£0.651m</b>
<b>6 General Reserve</b>																				
General Reserve	£13.258m	£13.258m	(£0.206m)	-	-	-	£13.052m	£13.052m	(£0.600m)	-	-	£12.452m	£12.452m	-	-	£12.452m	£12.452m	-	-	£12.452m
GR as % of net revenue expenditure	4.0%						3.7%					3.4%			3.3%					3.3%
<b>Total Revenue Reserves</b>	<b>£26.516m</b>	<b>£26.516m</b>	<b>£0.506m</b>	<b>(£0.049m)</b>	<b>£1.577m</b>	<b>(£6.882m)</b>	<b>£21.668m</b>	<b>£21.668m</b>	<b>(£0.600m)</b>	<b>£1.025m</b>	<b>(£2.488m)</b>	<b>£19.605m</b>	<b>£19.605m</b>	<b>£0.926m</b>	<b>(£1.965m)</b>	<b>£18.566m</b>	<b>£18.566m</b>	<b>£0.901m</b>	<b>(£1.657m)</b>	<b>£17.811m</b>
<b>7 Provisions</b>																				
Severance Provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance Provision	£3.032m	£3.032m	-	-	-	-	£3.032m	£3.032m	-	-	-	£3.032m	£3.032m	-	-	£3.032m	£3.032m	-	-	£3.032m
<b>Total</b>	<b>£3.032m</b>	<b>£3.032m</b>	-	-	-	-	<b>£3.032m</b>	<b>£3.032m</b>	-	-	-	<b>£3.032m</b>	<b>£3.032m</b>	-	-	<b>£3.032m</b>	<b>£3.032m</b>	-	-	<b>£3.032m</b>