

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

Title of Report / Agenda Item	2023/24 Draft Budget Setting Timetable
Document Classification	Official
Date of PFCC's Strategic Board meeting	8 th March 2022
Agenda Number	3iv)
Chief Officer	DCC Prophet
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Date paper was written	25 th February 2022
Version Number	V1.0
Date of approval at COG (or other named meeting or person authorising)	23 rd February 2022
Date Approved by Essex Police Finance Department	25 th February 2022

1 Recommendations

To endorse and approve the draft 2023/24 budget setting timetable based on:

- 1) the approach to budget setting included within the timetable;
- 2) the governance routes included within the timetable; and
- 3) agreement to the proposed engagement dates between the Chief Constable and the PFCC and Police and Crime Panel Pre-Meeting dates.

2 Executive Summary

Provisions of the Local Government Finance Act 1992 require the force to set a balanced budget by no later than the 11th March for the following year. This report sets out a draft timetable for 2023/24 revenue and capital budget setting to achieve this. The timetable includes key stages for the proposed governance route within the Chief Constable's Office, and engagement with the Police, Fire and Crime Commissioner and subsequently the Police, Fire and Crime Panel's Budget Working Group and concludes with the PFCC's proposed precept being presented to the Police, Fire and Crime Panel in February 2023.

3 Background

The summarised timetable is split into six sections to reflect the various components of setting a revenue and capital budget (starting on page 3). These sections are:

- Investment - Police Officer Growth
- Investments – Other (Including contractual and legal pressures, service demand changes)
- Savings
- Capital Investment
- Pay
- Strategic - (Including MTFs and governance as the above components come together through COG, PFCC engagement and through to Police Fire and Crime Panel)

From page 3 there is a list of governance meetings and key stages of the budget setting process presented by board.

Corporate Finance have engaged with the PFCC's Strategic Head of Performance and Resources and at time of writing the PFCC engagement dates are still to be confirmed (unconfirmed dates are highlighted in red throughout this document).

Individual Budget Setting Timetables

The following sections represent the individual components of the budget setting timetable.

3.1 Investment – Police Officer Growth

This part of budget setting captures any investment in Police Officer Growth. 2022/23 was the final year of the Home Office national uplift programme and therefore any further growth in 2023/24 would need to be funded from an increase in precept or savings from elsewhere within the force. Growth would need to be considered alongside strategic plans identified in the Force Management Statement (FMS).

Investment (Officer Growth) - Timetable

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
IP1	Investments - Officer Growth	Senior Leadership Team	Strategic Change	Claire Heath	Thu-05-May	Consideration of strategic investment priorities from FMS
IP2	Investments - Officer Growth	Efficiency Savings and Growth Board	Strategic Change	Strategic Change	Tue-05-Jul	Initial Strategic discussion on priorities for investment from force growth and presentation of savings proposals received from commands (decisions required on which ones to progress)
IP3	Investments - Officer Growth	Templates to capture investment bids to be distributed	Strategic Change	Strategic Change	Wed-06-Jul	Due back 13th August
IP4	Investments - Officer Growth	Strategic Change commence 7 Pillar Assessment	Force Commands	Chief Officers/Anna Hook	Tue-16-Aug	Strategic Change to undertake 7 Pillar Assessment to assist with prioritisation of bids
IP5	Investments - Officer Growth	Efficiency Savings and Growth Board	Corporate Finance / Strategic Change	Debbie Martin / Strategic Change	Tue-06-Sep	Overall Consolidated Growth Programme (with recommended scalable areas) and savings proposals from commands prior to 7P Assessment agreed for inclusion in the next stage of the budget setting process.
From this point follow 'Strategic' timetable						

3.2 Investment – Other

This timetable (overleaf) is to capture investment that will not be covered by police officer growth. Examples include:

- Business rates increases and inflation built into contracts
- Statutory servicing of our estate
- NPAS
- Home Office IT applications
- Increased demand due to growth such as support services, estates, training, supplies & service budgets

There are no plans to openly invite bids for this investment and the proposal is that Finance Business Partners and Management Accountants will work with Commands to quantify investment that is required for contractual and legal pressures and service demand requirements.

Investment (Other) - Timetable
E.g. Contractual & Legal Pressures, Service Demand

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
IO1	Investment - Other	Senior Leadership Team	Strategic Change	Claire Heath	Thu-05-May	Strategic and Service Demand Pressures from FMS (some may not fall within remit of Officer Growth)
IO2	Investment - Other	Revenue Budget Bid Templates Issued to BPs and MA s	Corporate Finance	Chief Accountant	Fri-24-Jun	Template issued to Finance Business Partners and Management Accountants. FBPs and MAs will liaise with Budget Holders to capture bids.
IO3	Investment - Other	Start engagement with Budget Holders to capture contractual & legal and service demand investment	Business Partnering and Management Accounting	BPs and MA s	Fri-24-Jun	Finance Business Partners (FBPs) and Management Accountants (MAs) will work with budget holders where there are confirmed contractual, legal or service demand pressures. BPs and MAs responsible for submitting bid documentation that has been completed with input from subject matter experts within commands.
IO4	Investment - Other	Deadline for submission of contractual, legal and service demand business cases.	Force Commands	BPs and MA s	Tue-30-Aug	This will allow time for QA of bids prior to being forwarded for 7 Pillar Assessment
IO5	Investment - Other	QA and review of detailed growth investment completed	Business Partnering and Management Accounting	BPs and MA s	Mon-05-Sep	Finance Business Partners and Management Accountants provide detailed bids that have been signed off by Chief Officers to Chief Accountant for consolidation. (Includes FMS identified strategic bids). At this point they are submitted to Strategic Change for 7 Pillar assessment.
IO6	Investment - Other	7 Pillar Assessment of Bids	Strategic Change	Anna Hook	Mon-26-Sep	7 Pillar Assessment completed and returned to Corporate Finance for submission to Extraordinary Budget Setting SCCB
IO7	Investment - Other	SCCB (Extraordinary Budget Setting)	Corporate Finance	CFO / Chief Accountant	Tue-04-Oct (TBC)	Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.

From this point follow 'Strategic' timetable

3.3 Savings

The timetable below and overleaf captures proposed timelines for identifying and agreeing savings.

Savings - Timetable

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
S1	Savings	Efficiency Savings and Growth Board			Mon-07-Mar	Share Budget Setting Timetable
S2	Savings	SLT - Savings and Efficiencies Challenge	Corporate Finance	Debbie Martin	Thu-05-May	Briefing to SLT on the savings challenge
S3	Savings	Templates to capture Savings distributed	Corporate Finance	Annette Chan / Anna Hook	Fri-06-May	
S4	Savings	Deadline for submission of savings ideas	Force Commands	Force Commands	Wed-15-Jun	
S5	Savings	Efficiency Savings and Growth Board	Strategic Change	Anna Hook	Tue-05-Jul	Initial Strategic discussion on priorities for investment from force growth and presentation of savings proposals received from commands (decisions required on which ones to progress)
S6	Savings	Business case template issued	Strategic Change	Annette Chan / Anna Hook	Wed-06-Jul	Business case will be issued to capture information to progress with ideas.
S7	Savings	Performance, Resources and Scrutiny Board	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Thu-28-Jul	Savings update to Performance, Resources & Scrutiny Board following July ES & G Board (Then presented monthly to P&R)
S8	Savings	Completed Business Cases returned to Corporate Finance	Force Commands	Force Commands	Mon-01-Aug	Deadline for business cases back to budget setting mail box for collation and discussion with DCC
S9	Savings	DCC Business Case Review (Meeting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Wed-10-Aug	Submit assessment of business cases to DCC which require more detail before 6th September Board.
S10	Savings	Commence QA of business cases	Strategic Change/Corporate Finance	Finance BP (Strategic Change)/Debbie Martin	Fri-12-Aug	Run through of business cases for inclusion at ES&GB
S11	Savings	Corporate Finance Non Pay Star Chamber: 1 of 3.	Corporate Finance	BPs and MA s	Wed-31-Aug	Review of current year forecasts to identify potential saving areas (ensuring no overlap with other savings proposals)
S12	Savings	Efficiency Savings and Growth Board	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Tue-06-Sep	Overall Consolidated Growth Programme (with recommended scalable areas) and savings proposals from commands prior to 7P Assessment agreed for inclusion in the next stage of the budget setting process.

Savings - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
S13	Savings	Corporate Finance Non Pay & Capital Star Chamber: 2 of 3.	Corporate Finance	BPs and MA s	Thu-08-Sep	Review of current year forecasts to identify potential saving areas (ensuring no overlap with other savings proposals)
S14	Savings	Strategic Change commence 7 Pillar Assessment	Force Commands	Chief Officers/Anna Hook	Fri-09-Sep	Those savings which require full business cases will be confirmed at 5th July ES&GB (i.e. commands have 9 weeks to write the full business case)
S15	Savings	Corporate Finance Non Pay & Capital Star Chamber: 3 of 3.	Corporate Finance	BPs and MA s	Fri-16-Sep	Review of current year forecasts to identify potential saving areas (ensuring no overlap with other savings proposals)
S16	Savings	Complete papers for Extraordinary Budget Setting SCCB (Inc. 7 Pillar Assessment)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Mon-26-Sep	7 Pillar Assessment completed and returned to Corporate Finance for submission to Extraordinary Budget Setting SCCB
S17	Savings	SCCB (Extraordinary Budget Setting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Tue-04-Oct (TBC)	Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.
From this point follow 'Strategic' timetable						

3.4 Capital Investment

The timetable below is for agreeing updates and additions to the capital programme.

Capital - Timetable

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
C1	Capital	Engagement with Budget Holders commences to capture new capital requirements	Business Partnering, Management Accounting and Corporate Accountant	FBPs and MAs & Capital Accountant	Mon-27-Jun	Early engagement with Budget Holders to discuss their capital needs.
C2	Capital	Engagement with Budget Holders commences to discuss existing approved Stage 1 or Stage B Capital Investment	Corporate Accounting	Arfanara Naidu	Mon-27-Jun	
C3	Capital	Distribute Template to capture Stage B capital bids for new capital investment	Corporate Accounting	Arfanara Naidu	Wed-13-Jul	The template will be the new business case template. This will be distributed earlier if available.
C4	Capital	Deadline for updates to existing Stage 1 or Stage B bids and new Stage B bids to be submitted to Corporate Accounting. (IT and Estates only)	Business Partnering, Management Accounting and Corporate Accountant	FBPs and MAs & Capital Accountant	Wed-20-Jul	Bids forwarded to Capital Accountant at this stage. Deadline for IT and Estates Bids only to accommodate governance boards

Capital - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
C5	Capital	Tech Prioritisation Board - submit papers for board	Force Commands	Force Commands	Wed-27-July (TBC)	For IT updated and new capital bids
C6	Capital	Tech Prioritisation Board	Business Partnering, Management Accounting	Nicola Hunt	Wed-03-Aug (TBC)	New and updated IT capital bids recommended to be forwarded to DTOB.
C7	Capital	Estates Change Board	Corporate Finance	Debbie Martin	Mon-22-Aug	Estates capital bids or significant increases to existing bids (more than 10% or £50k change)
C8	Capital	DTOB	Corporate Finance	Debbie Martin	Wed-31-Aug	Approval of IT Capital Bids or significant increases to existing bids to progress to SCCB
C9	Capital	Deadline for updates to existing Stage 1 or Stage B bids and new Stage B bids to be submitted to Corporate Accounting. (Other)	Force Commands		Fri-02-Sep	Deadline is for 'other' Capital bids. Estates and IT bids have an earlier deadline to accommodate internal governance boards.
C10	Capital	Send reviewed new capital bids to Strategic Change for 7 Pillar Assessment	Corporate Accounting	Arfanara Naidu	Wed-07-Sep	
C11	Capital	7 Pillar Assessment of new Capital Bids	Strategic Change	Strategic Change	Mon-26-Sep	Assessment completed and returned to Corporate Finance for submission to extraordinary SCCB
C12		SCCB (Extraordinary Budget Setting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Tue-04-Oct (TBC)	Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.

From this point follow 'Strategic' timetable

3.5 Pay

The process for setting pay budgets starts with the establishment as at 1st September as a baseline.

Pay Budget Setting - Timetable

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
P1	Pay	Officer, Staff & PCSO establishment extracted from HR system for pay budget setting (version 1) – as at 1st September 2022.	Business Partnering and Management Accounting	Head of Business Partnering and Management Accounting	Thu-01-Sep	

Pay Budget Setting - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
P2	Pay	Issue establishment version 1 to HR Advisors and Heads of Department / Commands.	Business Partnering and Management Accounting	Head of Business Partnering and Management Accounting	Thu-08-Sep	
P3	Pay	Establishment version 1 returned by HR Advisors and Heads of Departments / Commands to CFO	Force	HR Advisors/Heads of Depts	Fri-16-Sep	
P4	Pay	CFO review of draft provisional pay budget setting information (1 of 2)	Corporate Accounting	Corporate Accounting Manager	Tue-04-Oct	
P5	Pay	Deadline for COG approved establishment changes to be sent to Organisational Management team to be included in pay budget setting. Any COG approvals after this date will require budget setting	Business Partnering and Management Accounting	Head of Business Partnering and Management Accounting	Fri-07-Oct	
P6	Pay	CFO review of draft provisional pay budget setting information (2 of 2)	TBC	TBC	Fri-21-Oct	
P7	Pay	Provisional Pay Budgets sent to CFO.	TBC	TBC	Fri-28-Oct	

From this point follow 'Strategic' timetable

3.6 Strategic

The Strategic timetable includes the stages for engagement and sign-off of the Medium Term Financial Strategy (MTFS) and the coming together of the above components of budget setting through the various governance stages within Essex Police, the Police Fire and Crime Commissioner and through to final approval at the Police and Crime Panel in February.

The date of the Home Office funding announcement can vary depending on central government priorities but it is expected by mid December. The timetable will therefore need to be kept under review and historically there has been a need to take a flexible approach in the stages of budget setting from this point onwards.

There will be two COG budget workshops, the first without pay budgets and second including pay budgets, to review the various components coming together. These will be on 19th October and 16th November.

Dates in red are still to be confirmed.

Strategic - Timetable

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
ST1	Strategic	March Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Tue-01-Mar	Send MTFS (Q4 based on Month 10) to PFCC for Strategic Board
ST2	Strategic	Strategic Board	Corporate Finance	Debbie Martin	Tue-08-Mar	2023/24 Draft Budget Setting Timetable and MTFS (Q4 based on Month 10) presented to Strategic Board
ST3	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-25-May	Paper deadline for MTFS (Q1 based on month 1) report to COG
ST4	Strategic	COG - MTFS Update	Corporate Finance	Debbie Martin	Wed-01-Jun	MTFS (Q1 based on Month 1) presented to COG.
ST5	Strategic	June Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Thu-09-Jun	Send MTFS (Q1 based on Month 1) to PFCC for Strategic Board
ST6	Strategic	Timetable distributed to Budget Holders	Corporate Finance	Annette Chan	Fri-10-Jun	Budget Setting Timetable distributed to Budget Holders
ST7	Strategic	Strategic Board	Corporate Finance	Debbie Martin	Thu-16-Jun	Update of MTFS (Q1) presented to Strategic Board (based on report presented to COG on 1st June)
ST8	Strategic	Efficiency Savings and Growth Board	Strategic Change	Anna Hook	Tue-06-Sep	Overall Consolidated Growth Programme (with recommended scalable areas) and savings proposals from commands prior to 7P Assessment agreed for inclusion in the next stage of the budget setting process.
ST9	Strategic	Meeting with PFCC S151 Officer re MTFS Q2	Corporate Finance	Debbie Martin / Janet Perry	Fri-09-Sep (TBC)	Meeting to discuss MTFS ahead of COG report being finalised
ST10	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-14-Sep	Paper deadline for MTFS (Q2 based on month 5) report to COG
ST11	Strategic	September Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Mon-19-Sep	Send Draft MTFS paper (Q2 based on Month 5) to PFCC for Strategic Board. An Updated paper may be required following consideration by COG on 21st September
ST12	Strategic	COG - MTFS, Investment and Savings Update	Corporate Finance	Debbie Martin	Wed-21-Sep	Update of MTFS (Q2 based on Month 5) presented to COG with highlevel view of Investment and Savings. Would include latest position submitted for Efficiency, Savings and Growth Board on 6th September.

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
ST13	Strategic	Strategic Board	Corporate Finance	Debbie Martin	Mon-26-Sep	Update of MTFS (Q2) presented to Strategic Board (based on report presented to COG on 21st Sept). Send draft Papers to PFCC Office on 14/9/22
ST14	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	TBC	Papers for the Police, Fire and Crime Panel Budget Workshop
ST15	Strategic	Police Fire & Crime Panel Budget Setting Working Group	PFCCs Office	PFCCs Office	Week Commencing 3rd Oct (TBC)	
ST16	Strategic	SCCB (Extraordinary Budget Setting Meeting)	Force Commands/Strategic Change	Chief Officers / Anna Hook	Tue-04-Oct (TBC)	Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.
ST17	Strategic	Draft Budget (Exc Pay) sent to CFO	Corporate Finance	Annette Chan	Mon-10-Oct	First draft of budget model consolidating current growth and savings (excluding pay budgets) provided to CFO
ST18	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-12-Oct	Paper deadline for COG Budget Workshop 1 or 2.
ST19	Strategic	COG - Budget Workshop 1 (exc. Pay)	Corporate Finance	Debbie Martin / Annette Chan	Wed-19-Oct	COG Budget Workshop (1 of 2) – review of provisional Capital & Revenue investment, savings and MTFS. Pay budgets not included.
ST20	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	TBC	Send précis of Capital & Revenue Budget investment, MTFS and savings report to PFCCs Office for Engagement Meeting
ST21	Strategic	PFCC Engagement - Meeting	Corporate Finance	CC Harrington / DCC Propheet / Debbie Martin	W/C 24th Oct (TBC)	Meeting with PFCCs Office to review a précis of Capital & Revenue investment, savings and MTFS. Attended by DCC & CC.
ST22	Strategic	Chancellors Autumn Budget Statement	N/A	N/A	Wed-26-Oct	Last Year's Autumn Statement was 27th October
ST23	Strategic	PFCCs Budget Setting Group	PFCCs Office	PFCCs Office	TBC	PFCC Office to confirm if there is to be a Budget Setting Group meeting

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
ST24	Strategic	Draft Budget (inc Pay) sent to CFO	Corporate Finance	Annette Chan	Fri-04-Nov	Second draft of budget (incorporating pay budgets) provided to CFO
ST25	Strategic	Efficiency, Savings and Growth Board	Corporate Finance	CFO/Chief Accountant	Tue-08-Nov	Verbal budget update to Efficiency, Savings and Growth Board
ST26	Strategic	Allocation of Overtime Budgets	Corporate Finance	Head of Business Partnering and Management Accounting	Wed-09-Nov	Allocation of Chief Officer Overtime and Contingency Budget Proposals to be finalised and submitted for COG on 16th November at Budget Workshop 2
ST27	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-09-Nov	Paper deadline for COG Budget Workshop 2 or 2.
ST28	Strategic	COG - Budget Workshop 2 (inc Pay)	Corporate Finance	Debbie Martin/Annette Chan	Wed-16-Nov	COG Budget Workshop (2 of 2 inc. pay) – review of provisional Capital & Revenue investment, savings and MTFS. Includes pay and allocation of officer overtime budgets
ST29	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	TBC	Send latest budget setting position to PFCCs Office for Engagement Meeting
ST30	Strategic	PFCC Engagement - Meeting	Force	CC Harrington / DCC Propehet / Debbie Martin	W/C 21st November (TBC)	PFCC & Chief Constable meeting to discuss latest budget setting position. (Including pay, prior to HO announcement)
ST31	Strategic	PFCCs Budget Setting Group	PFCCs Office	PFCCs Office	W/C 28th November (TBC)	
ST32	Strategic	Performance, Resources & Scrutiny Board	Corporate Finance	Debbie Martin	Mon-28-Nov	Performance, Resources & Scrutiny Board Verbal budget update
ST33	Strategic	Strategic Board - Send Chief Constable Budget Proposal	Corporate Finance	Debbie Martin	Thu-08-Dec	Draft Budget Proposal sent to PFCC Office (PM)
ST34	Strategic	Circulation of Growth and Investment Bids included in the Draft Budget to Budget Holders	Corporate Finance	Annette Chan	Fri-09-Dec	Circulated for information and with clear communication that the budget is still subject to PFCC engagement and approval at the Feb Police, Fire & Crime Panel
ST35	Strategic	Home Office Funding Announcement	N/A	N/A	15/12/2022 - Estimated	
ST36	Strategic	COG - Review of Budget Letter	Corporate Finance / Strategic Change	Debbie Martin / Anna Hook	Wed-14-Dec	COG review first draft of budget letter
ST37	Strategic	Strategic Board - Budget Proposals & Officer Investment (Prior to HO Funding Announcement)	Strategic Change	Debbie Martin / Anna Hook / Jamie Gingell	Thu-15-Dec	Strategic Board - Chief Constable presents Budget Proposals including Officer investment (Prior to HO Funding Announcement)

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
ST38	Strategic	Update Capital for Stage 2 Approvals at the December Strategic Board (Capital Programme/Rev Cons/Revenue cost of financing)	Corporate Accounting	Matt Tokley	Fri-16-Dec	Capital position will require updating to feed into budget proposal going to COG on 21st December
ST39	Strategic	COG Away Day: Review Chief Constable's Budget Proposal to PFCC (Post HO announcement)	Corporate Finance	Debbie Martin	Wed-21-Dec	Review of Budget post HO Funding Announcement
ST40	Strategic	Business Community Consultation	OPFCC	Janet Perry	Dec - TBC	PFCC has a duty to consult on the precept. Date not set but held as a place holder
ST41	Strategic	Performance, Resources & Scrutiny Board - verbal budget update	Corporate Finance	Debbie Martin	Thu-29-Dec	Performance, Resources & Scrutiny Board Verbal budget update
ST42	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	Wed-04-Jan (TBC)	Send latest budget setting position to PFCCs Office for Engagement Meeting
ST43	Strategic	PFCC Engagement - Meeting	Chief Constable	CC Harrington / DCC Propehet / Debbie Martin	Fri-06-Jan (TBC)	Chief Constable meets with PFCC to discuss Chief Constable's Budget letter
ST44	Strategic	PFCCs Meeting with Panel	PFCCs Office	PFCC's Office	W/C 9th January (TBC)	
ST45	Strategic	COG - Final review of Chief Constable's budget proposal letter	COG	COG Members	Wed-11-Jan	COG: Final review of Chief Constable's budget proposal letter post HO funding announcement. (Virtual) - to include Appendicies with subjective summary
ST46	Strategic	PFCC receives final budget proposal letter	Corporate Finance	Debbie Martin / Annette Chan	Mon-16-Jan	Budget Proposal letter sent to PFCC from Chief Constable (With Supporting Appendicies inc. Subjective Summary)
ST47	Strategic	PFCCs Budget Setting Group - pre-meet	PFCCs Office	PFCCs Office	From 18th Jan (TBC)	
ST48	Strategic	PFC Panel Papers - sent to ECC	OPFCC	OPFCC S151 Officer	Jan - TBC	Panel papers including PFCC response to Chief Constable letter sent to ECC for panel.

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Comments
ST49	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCC	Feb 23 - TBC	PFCC presented budget to panel (2pm)
ST50	Strategic	PFCC informs Billing Authorities of precept.	OPFCC	OPFCC S151 Officer	Feb - TBC	
ST51	Strategic	Police Fire & Crime Panel (Reserve Date)	PFCCs Office	PFCC	Feb - TBC	
ST52	Strategic	Internal Budget Book	Corporate Finance	Corporate Accounting	Mon-28-Feb	Circulation of Internal Budget Book to Budget Holders
ST53	Strategic	Establishment Reports	Corporate Finance	Corporate Accounting	Mon-28-Feb	Establishment Reports circulated to Budget Holders
ST54	Strategic	External Budget Book	Corporate Finance	Corporate Accounting	Thu-31-Mar	Publication of EP External Budget Book on Website

3.7 Key Meeting Dates

The tables that follow list the key meetings/boards that are involved in the budget setting process. The various stages of the budget are noted against the meeting dates with a reference linking back to individual timetables for reference.

Efficiency, Savings and Growth Board		
Meeting Dates		Timetable Ref
Tue-05-Jul	Initial Strategic discussion on priorities for investment from force growth and presentation of savings proposals received from commands (decisions required on which ones to progress)	IP2, S5
Tue-06-Sep	Overall Consolidated Growth Programme (with recommended scalable areas) and savings proposals from commands prior to 7P Assessment agreed for inclusion in the next stage of the budget setting process.	IP5, S12
Tue-08-Nov	Verbal budget update to Efficiency, Savings and Growth Board	ST25

Estates Change Board		
Meeting Dates		Timetable Ref
Mon-22-Aug	Estates capital bids or significant increases to existing bids (more than 10% or £50k change)	C7
Mon-24-Oct		

Digital Transformation Oversight Board (DFOB)		
Meeting Dates		Timetable Ref
Wed-31-Aug	Approval of IT Capital Bids or significant increases to existing bids to progress to SCCB	C8

Strategic Change & Co-ordination Board		
Meeting Dates		Timetable Ref
Tue-12-Jul	SCCB - to cover business as usual activity	
Tue-04-Oct (TBC)	Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.	IO7, S17, C12, ST16
Tue-11-Oct	SCCB - to cover business as usual activity	

COG Dates		
Meeting Dates		Timetable Ref
Wed-01-Jun	MTFS (Q1 based on Month 1) presented to COG.	ST4
Wed-21-Sep	Update of MTFS (Q2 based on Month 5) presented to COG with highlevel view of Investment and Savings. Would include latest position submitted for Efficiency, Savings and Growth Board on 6th September.	ST12
Wed-19-Oct	COG Budget Workshop (1 of 2) – review of provisional Capital & Revenue investment, savings and MTFS. Pay budgets not included.	ST19
Wed-16-Nov	COG Budget Workshop (2 of 2 inc. pay) – review of provisional Capital & Revenue investment, savings and MTFS. Includes pay and allocation of officer overtime budgets	ST28
Wed-14-Dec	COG review first draft of budget letter	ST36
Wed-21-Dec	Review of Budget post HO Funding Announcement	ST39
Wed-11-Jan	COG: Final review of Chief Constable's budget proposal letter post HO funding announcement. (Virtual) - to include Appendices with subjective summary	ST45

Performance, Resources and Scrutiny Board		
Meeting Dates		Timetable Ref
Thu-28-Jul	Savings update to Performance, Resources & Scrutiny Board following July ES & G Board (Then presented monthly to P&R)	S7
Thu-25-Aug	Performance, Resources & Scrutiny Board Verbal budget update	
Wed-28-Sep	Performance, Resources & Scrutiny Board Verbal budget update	
Wed-26-Oct	Performance, Resources & Scrutiny Board Verbal budget update	
Mon-28-Nov	Performance, Resources & Scrutiny Board Verbal budget update	
Thu-29-Dec	Performance, Resources & Scrutiny Board Verbal budget update	

Strategic Board		
Meeting Dates		Timetable Ref
Tue-08-Mar	2023/24 Draft Budget Setting Timetable and MTFS (Q4 based on Month 10) presented to Strategic Board	ST2
Thu-16-Jun	Update of MTFS (Q1) presented to Strategic Board (based on report presented to COG on 1st June)	ST7
Mon-26-Sep	Update of MTFS (Q2) presented to Strategic Board (based on report presented to COG on 21st Sept). Send draft Papers to PFCC Office on 14/9/22	ST13
Thu-15-Dec	Strategic Board - Chief Constable presents Budget Proposals including Officer investment (Prior to HO Funding Announcement)	ST37

Chief Constable / PFCC Liaison Meetings		
Meeting Dates		Timetable Ref
W/C 24th Oct (TBC)	Meeting with PFCCs Office to review a précis of Capital & Revenue investment, savings and MTFS. Attended by DCC & CC.	ST21
W/C 21st November (TBC)	PFCC & Chief Constable meeting to discuss latest budget setting position. (Including pay, prior to HO announcement)	ST30
Fri-06-Jan (TBC)	Chief Constable meets with PFCC to discuss Chief Constable's Budget letter	ST43

Police Fire & Crime Panel

Meeting Dates		Timetable Ref
Feb 23 - TBC	PFCC presented budget to panel (2pm)	ST49

4 Risks and Mitigations

A key part of the budget setting process is the announcement of Home Office funding. This is estimated to be received mid December but the exact date is not known and therefore there is a need to take a flexible approach towards the end of the budget setting process.

5 Links to the Police and Crime Plan

This paper concerns the setting of the 2023/24 budgets and therefore underwrites all of the priorities and workstreams identified within the Police and Crime Plan.

6 Financial Implications

There are no specific financial considerations to this report.

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.

8 Staffing Implications

None identified for this report.

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 process.

11 Governance Boards

Engagement through governance boards is a key part of the timetable described in Section 3.

12 Future Plans (long-term strategic direction)

The budget setting timetable looks forward to the following financial year, in this case 2023/24. The longer term strategic view of budgets is addressed through the Medium Term Financial Strategy (MTFS) which is subject to a separate paper to this board.

13 List of background papers and appendices

None.