

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

Title of Report / Agenda Item	2023/24 Draft Budget Setting Timetable
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Agenda Number	
Chief Officer	DCC Prophet
Author on behalf of Chief Officer	Annette Chan
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Date Approved by Essex Police Finance Department	25 th February 2022

1 Recommendations

To endorse and approve the 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 five sections to reflect the various components of setting a revenue and capital budget (starting on page 3). These sections are:

- Investment - (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 since the March Strategic Board to confirm the dates for the Chief Constable and PFCC engagement meetings and incorporate into the timetable dates and paper deadlines for the PFCC's engagement meetings with the Police, Fire and Crime Panel Budget Working Group.

Individual Budget Setting Timetables

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

3.1 Investment

This timetable below and overleaf is to capture investment. Examples include:

- Requests for growth in officers or staff (2022/23 was the final year of the Home Office national uplift programme).
- 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

Investment 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 - Timetable

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	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 priority 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.

Investment - Timetable (Cont.)

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
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	Wed-05-Oct	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						

3.2 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.

Savings - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
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) - Paper Deadline	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	DCC Business Case Review (Meeting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Thu-11-Aug	
S11	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
S12	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)
S13	Savings	Efficiency Savings and Growth Board	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Thu-01-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.
S14	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)
S15	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)
S16	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)
S17	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
S18	Savings	SCCB (Extraordinary Budget Setting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Wed-05-Oct	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 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	F�Ps 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	F�Ps 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
C5	Capital	Tech Prioritisation Board - submit papers for board	Force Commands	Force Commands	Wed-27-Jul	For IT updated and new capital bids
C6	Capital	Tech Prioritisation Board	Business Partnering, Management Accounting	Nicola Hunt	Wed-03-Aug	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 will have other internal governance boards to accommodate which will require earlier deadlines if finance QA required beforehand

Capital - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
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	Capital	SCCB (Extraordinary Budget Setting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Wed-05-Oct	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 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	
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	

Pay Budget Setting - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date of Meeting	Comments
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 process approval	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						

3.5 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. Colour coding has been used to capture the budget version that will be presented at each stage of the governance process. Key meetings are shown in red text under 'Activity Description'.

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.

Strategic - Timetable

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments
						1. June Strategic Board	2. Sept Strategic Board	3. COG Workshop 1	4. Dec Strategic Board	5. Post-HO Funding Announcement	6. Police, Fire & Crime Panel	
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 - March	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	Meeting with PFCC S151 Officer re MTFS Q1	Corporate Finance	Debbie Martin	Thu-12-May							Meeting to discuss MTFS ahead of COG report being finalised
ST4	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-25-May							Paper deadline for MTFS (Q1 based on month 1) report to COG
ST5	Strategic	COG - MTFS Update	Corporate Finance	Debbie Martin	Wed-01-Jun							MTFS (Q1 based on Month 1) presented to COG.
ST6	Strategic	June Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Tue-07-Jun							Send MTFS (Q1 based on Month 1) to PFCC for Strategic Board
ST7	Strategic	Initial Budget Setting Paper submitted to Police, Fire and Crime Panel	PFCC	Janet Perry	Wed-08-Jun							Budget Setting Paper captures future budget setting activity / process / timetable
ST8	Strategic	Timetable distributed to Budget Holders	Corporate Finance	Annette Chan	Fri-10-Jun							Budget Setting Timetable distributed to Budget Holders
ST9	Strategic	Strategic Board - June	Corporate Finance	Debbie Martin	Thu-16-Jun							Review of MTFS (Q1) presented to Strategic Board (based on report presented to COG on 1st June)
ST10	Strategic	Police, Fire & Crime Panel Meeting	PFCC	PFCC	Thu-23-Jun							Presentation of Budget Setting Paper describing activities and process/timetable for budget setting
ST11	Strategic	Police, Fire & Crime Panel Meeting paper Info to the PFCC	Corporate Finance	Debbie Martin	Thu-01-Sep							Format to be agreed. Will form basis of papers going to Police, Fire & Crime Panel 29th September
ST12	Strategic	Efficiency Savings and Growth Board	Strategic Change	Anna Hook	Thu-01-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.
ST13	Strategic	Meeting with PFCC S151 Officer re MTFS Q2	Corporate Finance	Debbie Martin / Janet Perry	Fri-09-Sep							Meeting to discuss MTFS going to Sept Strategic Board ahead of COG report being finalised
ST14	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-14-Sep							Paper deadline for MTFS (Q2 based on month 5) report to COG on 21st Sept
ST15	Strategic	Police, Fire & Crime Panel Meeting paper deadline	PFCC	Janet Perry	Thu-15-Sep							Papers will be based on June Strategic Board position
ST16	Strategic	September Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Thu-15-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
ST17	Strategic	PFCC Engagement - Meeting (Sept)	Corporate Finance	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Mon-19-Sep							MTFS latest position. Discussions will be based on Sept 22 Strategic Board Paper submission (this will be before COG consideration on 21st Sept)

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments	
						1. June Strategic Board	2. Sept Strategic Board	3. COG Workshop 1	4. Dec Strategic Board	5. Post-10 Funding Arrangement	6. Police Fire & Crime Panel		
ST18	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.
ST19	Strategic	Strategic Board - Sept	Corporate Finance	Debbie Martin	Mon-26-Sep								Review 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
ST20	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	Mon-26-Sep								Format to be agreed. Will form basis of papers going to Budget Working Group (1) on 6th Oct
ST21	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCCs Office	Thu-29-Sep								Based on June Strategic Board position.
ST22	Strategic	Provision of Papers to panel working group	PFCCs Office	Janet Perry	Tue-04-Oct								Papers based on Sept Strategic Board. Format of papers to be determined.
ST23	Strategic	SCCB (Extraordinary Budget Setting Meeting)	Force Commands/Strategic Change	Chief Officers / Anna Hook	Wed-05-Oct								Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.
ST24	Strategic	Police Fire & Crime Panel Budget Setting Working Group (1)	PFCCs Office	PFCCs Office	Thu-06-Oct								
ST25	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
ST26	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-12-Oct								Paper deadline for COG Budget Workshop 1 or 2. (Revenue + Capital Bids, savings and MTFS - Excludes Pay)
ST27	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	Fri-14-Oct								Send draft of Capital & Revenue Budget investment, MTFS and savings report to PFCCs Office for Engagement Meeting (Prior to COG Workshop - updates after COG supplied to PFCC Office 20th Oct)
ST28	Strategic	Meeting with PFCC S151 Officer for PFCC Engagement Meeting	Corporate Finance	Debbie Martin / Janet Perry	Mon-17-Oct								Meeting with PFCC S151 Officer for PFCC October Workshop (Excluding Pay)
ST29	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.

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments	
						1. June Strategic Board	2. Sept Strategic Board	3. COG Workshop 1	4. Dec Strategic Board	5. Post-10 Funding Arrangement	6. Police Fire Crime Panel		
ST30	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	Thu-20-Oct								Send update of Capital & Revenue Budget investment, MTFS and savings report to PFCCs Office for Engagement Meeting (Post COG Workshop)
ST31	Strategic	PFCC Engagement - Meeting (Oct)	Corporate Finance	CC Harrington / DCC Propehet / Debbie Martin	Mon-24-Oct								Meeting with PFCCs Office to review a précis of Capital & Revenue investment, savings and MTFS. Attended by DCC & CC. - Post COG Workshop
ST32	Strategic	Chancellors Autumn Budget Statement	N/A	N/A	W/C 24th Oct (estimated)								Last Year's Autumn Statement was 27th October
ST33	Strategic	Meeting with PFCC S151 Officer for PFCC November Workshop	Corporate Finance	Debbie Martin / Janet Perry	Mon-31-Oct								Meeting with PFCC S151 Officer for PFCC November Workshop (Excluding Pay)
ST34	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
ST35	Strategic	Efficiency, Savings and Growth Board	Corporate Finance	CFO/Chief Accountant	Tue-08-Nov								Verbal budget update to Efficiency, Savings and Growth Board
ST36	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
ST37	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-09-Nov								Paper deadline for COG Budget Workshop 2 or 2. (Consolidated budget proposals with Pay)
ST38	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	Tue-15-Nov								Papers provided for 21st November Working Group based on position after COG Workshop 1. Format to be agreed
ST39	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
ST40	Strategic	Provision of Papers to panel working group	PFCCs Office	Janet Perry	Thu-17-Nov								
ST41	Strategic	Business Community Consultation	PFCC	Darren Horsman	Nov (closing in December)								PFCC has a duty to consult on the precept. Date not set but held as a place holder
ST42	Strategic	Meeting with PFCC S151 Officer for PFCC Engagement Meeting	Corporate Finance	Debbie Martin / Janet Perry	Mon-21-Nov								Meeting ahead of engagement meeting with PFCC on 29th November. (Including Pay)
ST43	Strategic	Police Fire & Crime Panel Budget Setting Working Group (2)	PFCCs Office	PFCCs Office	Mon-21-Nov								
ST44	Strategic	PFCC Engagement - send papers for Nov meeting	Corporate Finance	Debbie Martin / Annette Chan	Wed-23-Nov								Papers based on latest position (including pay)
ST45	Strategic	Police Fire and Crime Panel Meeting - Paper Deadline	PFCCs Office	PFCCs Office	Thu-24-Nov								

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments
						1. June Strategic Board	2. Sept Strategic Board	3. COG Workshop 1	4. Dec Strategic Board	5. Post HO Funding Announcement	6. Police, Fire & Crime Panel	
ST46	Strategic	PFCC Engagement - Meeting (Nov)	Force	PFCC / CC Harrington / DCC Prophet / Debbie Martin	Tue-29-Nov							PFCC & Chief Constable meeting to discuss latest budget setting position. (Will exclude impact of Pay Budget Setting as date prior to COG Workshop)
ST47	Strategic	Strategic Board - Send Chief Constable Budget Proposal	Corporate Finance	Debbie Martin	Tue-06-Dec							Draft Budget Proposal sent to PFCC Office (PM)
ST48	Strategic	Police Fire and Crime Panel Meeting	PFCCs Office	PFCCs Office	Thu-08-Dec							
ST49	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
ST50	Strategic	COG - Review of Budget Letter	Corporate Finance / Strategic Change	Debbie Martin / Anna Hook	Wed-14-Dec							COG review first draft of budget letter
ST51	Strategic	Home Office Funding Announcement	N/A	N/A	15/12/2022 - Estimated							
ST52	Strategic	Strategic Board (Dec) - 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)
ST53	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
ST54	Strategic	COG Paper Deadline for -Chief Constable's Budget Proposal	Corporate Finance	Debbie Martin	Fri-16-Dec							DM to co-ordinate with input from Strategic Change and Chief Officers
ST55	Strategic	PFCC Engagement Meeting - Paper Deadline (Draft COG Paper)	Corporate Finance	Debbie Martin	Fri-16-Dec							Papers for December engagement meeting based on COG Paper (updates agreed by COG on 21st Dec submitted 22nd Dec)
ST56	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
ST57	Strategic	PFCC Engagement Meeting - Paper Deadline (Notification of changes since COG)	Corporate Finance	Debbie Martin	Thu-22-Dec							Updates to papers submitted on 16th Dec following the COG Away Day review
ST58	Strategic	PFCC Engagement - Meeting (Dec)	Chief Constable	PFCC/ CC Harrington / DCC Prophet / Debbie Martin	Fri-23-Dec							MTFS/Budget Setting Review post Home Office Funding Announcement (inc adherence to Police, Fire and Crime Plan)
ST59	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	Fri-30-Dec							Send latest budget setting position to PFCCs Office for Engagement Meeting. Include updates from Dec Engagement meeting

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments
						1. June Strategic Board	2. Sept Strategic Board	3. COG Workshop 1	4. Dec Strategic Board	5. Post HO Funding Announcement	6. Police Fire Crime Panel	
ST60	Strategic	Results from precept survey	PFCCs Office	Darren Horsman	to be confirmed							
ST61	Strategic	PFCC Engagement - Meeting (Jan)	Chief Constable	PFCC/ CC Harrington / DCC Prophet / Debbie Martin	Thu-05-Jan							Chief Constable meets with PFCC to discuss Chief Constable's Budget letter
ST62	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 Appendices with subjective summary
ST63	Strategic	PFCC receives final budget proposal letter	Corporate Finance	Debbie Martin / Annette Chan	Fri-13-Jan							Budget Proposal letter sent to PFCC from Chief Constable (With Supporting Appendices inc. Subjective Summary)
ST64	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	Fri-13-Jan							Papers for working group on 19th Jan. Format to be agreed.
ST65	Strategic	Provision of Panel papers to PFCC	Corporate Finance	Debbie Martin	Mon-16-Jan							Papers due to be submitted by PFCC to ECC on 24th Jan (Budget Letter and supporting appendices)
ST66	Strategic	Provision of papers to working group	PFCCs Office	Janet Perry	Wed-18-Jan							
ST67	Strategic	Police Fire & Crime Panel Budget Setting Working Group (3)	PFCCs Office	PFCCs Office	Thu-19-Jan							
ST68	Strategic	PFC Panel Papers - sent to ECC	PFCCs Office	Janet Perry	Mon-24-Jan							Panel papers including PFCC response to Chief Constable letter sent to ECC for panel.
ST69	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCC	Tue-07-Feb							PFCC presented budget to panel (2pm)
ST70	Strategic	PFCC informs Billing Authorities of precept.	PFCCs Office	PFCC S151 Officer	Fri-10-Feb							
ST71	Strategic	Police Fire & Crime Panel (Reserve Date)	PFCCs Office	PFCC	Mon-20-Feb							
ST72	Strategic	Internal Budget Book	Corporate Finance	Corporate Accounting	Mon-28-Feb							Circulation of Internal Budget Book to Budget Holders
ST73	Strategic	Establishment Reports	Corporate Finance	Corporate Accounting	Mon-28-Feb							Establishment Reports circulated to Budget Holders
ST74	Strategic	External Budget Book	Corporate Finance	Corporate Accounting	Thu-31-Mar							Publication of EP External Budget Book on Website

3.6 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.

Key Meeting Dates

Efficiency, Savings and Growth Board		
Meeting Dates		Timetable Ref
Mon-07-Mar	Share Budget Setting Timetable	S1
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)	S5
Thu-01-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.	S13,ST12
Tue-08-Nov	Verbal budget update to Efficiency, Savings and Growth Board	ST35

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

Digital Transformation Oversight Board (DTOB)		
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
Wed-05-Oct	Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.	IO7, S18, C12, ST23

Key Meeting Dates Cont.

COG Dates		
Meeting Dates		Timetable Ref
Wed-01-Jun	MTFS (Q1 based on Month 1) presented to COG.	ST5
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 1st September.	ST18
Wed-19-Oct	COG Budget Workshop (1 of 2) – review of provisional Capital & Revenue investment, savings and MTFS. Pay budgets not	ST29
Wed-16-Nov	COG Budget Workshop (2 of 2 inc. pay) – review of provisional Capital & Revenue investement, savings and MTFS. Includes pay and allocation of officer overtime budgets	ST39
Wed-14-Dec	COG review first draft of budget letter	ST50
Wed-21-Dec	Review of Budget post HO Funding Announcement	ST56
Wed-11-Jan	COG: Final review of Chief Constable's budget proposal letter post HO funding announcement. (Virtual) - to include Appendicies with subjective summary	ST62

Performance, Resources and Scrutiny Board		
Meeting Dates		Timetable Ref
Thu-28-Jul	Savings update to Performance, Resources & Scrutiny Board following July ES & G Board.	S7

Key Meeting Dates Cont.

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	Review of MTFS (Q1) presented to Strategic Board (based on report presented to COG on 1st June)	ST9
Mon-26-Sep	Review 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	ST19
Thu-15-Dec	Strategic Board - Chief Constable presents Budget Proposals including Officer investment (Prior to HO Funding Announcement)	ST52

Chief Constable / PFCC Liaison Meetings		
Meeting Dates		Timetable Ref
Mon-19-Sep	MTFS latest position. Discussions will be based on Sept 22 Strategic Board Paper submission (this will be before COG consideration on 21st Sept)	ST17
Mon-24-Oct	Meeting with PFCCs Office to review a précis of Capital & Revenue investment, savings and MTFS. Attended by DCC & CC. - Post COG Workshop	ST31
Tue-29-Nov	PFCC & Chief Constable meeting to discuss latest budget setting position. (Will exclude impact of Pay Budget Setting as date prior to COG Workshop)	ST46
Fri-23-Dec	MTFS/Budget Setting Review post Home Office Funding Announcement (inc adherence to Police, Fire and Crime Plan)	ST58
Thu-05-Jan	Chief Constable meets with PFCC to discuss Chief Constable's Budget letter	ST61

Key Meeting Dates Cont.

Police Fire & Crime Panel - Budget Working Group		
Meeting Dates		Timetable Ref
Thu-06-Oct	Budget Setting Working Group (1)	ST24
Mon-21-Nov	Budget Setting Working Group (2)	ST43
Thu-19-Jan	Budget Setting Working Group (3)	ST67

Police Fire & Crime Panel		
Meeting Dates		Timetable Ref
Thu-23-Jun	Presentation of Budget Setting Paper describing activities and process/timetable for budget setting	ST10
Thu-29-Sep	Police, Fire and Crime Panel	ST21
Thu-08-Dec	Police, Fire and Crime Panel	ST48
Tue-07-Feb	PFCC presented budget to panel (2pm)	ST69
Mon-20-Feb	PFCC presented budget to panel (reserve date)	ST71

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.