

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

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1 Recommendations

To note the enclosed draft 2024/25 budget setting timetable and proposed timings for the Chief Constable and PFCC engagement meetings and Police, Fire and Crime Panel Budget workshops.

To consider a request to move the December Strategic Board date from 11th December to a date within the week commencing 18th December i.e. after the expected date for the Home Office funding announcement.

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 2024/25 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 2024.

3 Background

The summarised timetable is split into five sections to reflect the various components of setting a revenue and capital budget. These sections are:

- Savings
- Revenue Investment (Including contractual and legal, service demand and new revenue investment)
- 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 12 there is a list of governance meetings and key stages of the budget setting process presented by board.

Corporate Finance will engage with the PFCC's Strategic Head of Performance and Resources and at the time of writing the PFCC engagement dates are still to be confirmed (any unconfirmed dates are highlighted in red throughout this document) and will be updated for later versions of the timetable.

Individual Budget Setting Timetables

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

3.1 Savings

The timetable 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			Tue-07-Mar	Share Budget Setting Timetable.
S2	Savings	COG	Corporate Finance / Strategic	Anna Hook / Debbie Martin	TBC	Paper to consider approach to identifying transformation savings
S3	Savings	SLT - Savings and Efficiencies Challenge	Corporate Finance	Debbie Martin	Tue-20-Jun	Briefing to SLT on the savings challenge
S4	Savings	Templates to capture Savings distributed (High level and Detailed)	Corporate Finance	Annette Chan / Anna Hook	Fri-23-Jun	Deadline for submission will be 21st August (liaise with Strategic Change and Finance Business Partners if Business Case is required)
S5	Savings	Efficiency Savings and Growth Board	Strategic Change	Anna Hook	Tue-11-Jul	
S6	Savings	Submission deadline for savings templates	Force Commands	Chief Officers/Anna Hook	Mon-21-Aug	Submit to Finance Business Partner (Strategic Change)
S7	Savings	Commence QA of Savings Proposals	Strategic Change/Corporate Finance	Finance BP (Strategic Change)/Debbie Martin	Tue-22-Aug	Quality Assurance of Savings Proposals
S8	Savings	Corporate Finance Non Pay Star Chamber: 1 of 3.	Corporate Finance	BPs and MA s	Tue-29-Aug	Review of current year forecasts to identify potential saving areas (ensuring no overlap with other savings proposals)
S9	Savings	Efficiency Savings and Growth Board	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Tue-12-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.
S10	Savings	Corporate Finance Non Pay & Capital Star Chamber: 2 of 3.	Corporate Finance	BPs and MA s	Fri-15-Sep	Review of current year forecasts to identify potential saving areas (ensuring no overlap with other savings proposals)
S11	Savings	Strategic Change commence 7 Pillar Assessment	Force Commands	Chief Officers/Anna Hook	Wed-13-Sep	Work to commence after ES&GB
S12	Savings	Corporate Finance Non Pay & Capital Star Chamber: 3 of 3.	Corporate Finance	BPs and MA s	Thu-21-Sep	Review of current year forecasts to identify potential saving areas (ensuring no overlap with other savings proposals)
S13	Savings	Complete papers for Extraordinary Budget Setting SCCB (Inc. 7 Pillar Assessment)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Thu-05-Oct	7 Pillar Assessment completed and returned to Corporate Finance for submission to Extraordinary Budget Setting SCCB
S14	Savings	SCCB (Extraordinary Budget Setting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Thur-12-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

3.2 Investment - Other

This timetable is to capture investment, examples include:

- Inflation built into contracts
- Statutory servicing of our estate
- Home Office charges
- Increased demand due to growth such as support services, estates, training, supplies & service budgets

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	Tue-20-Jun	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	Mon-26-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	Mon-26-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	Fri-01-Sep	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-11-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	Thu-05-Oct	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	Thur-12-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 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 discuss existing and new Stage B Capital Investment bids	Corporate Accounting	Arfanara Naidu	Mon-26-Jun	Early engagement with Budget Holders to discuss their capital needs.
C2	Capital	Distribute Template to capture Stage B capital bids for new capital investment	Corporate Accounting	Arfanara Naidu	Mon-26-Jun	The template will be the new business case template. This will be distributed earlier if available.
C3	Capital	Tech Prioritisation Board - submit papers for board	Force Commands	Force Commands	TBC	For IT updated and new capital bids
C4	Capital	Tech Prioritisation Board	Business Partnering, Management Accounting	Force Commands	TBC	New and updated IT capital bids recommended to be forwarded to DTOB.
C5	Capital	Estates Change Board	Corporate Finance	Force Commands	TBC	Estates capital bids or significant increases to existing bids (more than 10% or £50k change)
C6	Capital	DTOB	Corporate Finance	Force Commands	TBC	Approval of IT Capital Bids or significant increases to existing bids to progress to SCCB
C7	Capital	Deadline for updates to existing Stage B bids and new Stage B bids to be submitted to Corporate Accounting. (Other)	Force Commands		Fri-01-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
C8	Capital	Send reviewed new capital bids to Strategic Change for 7 Pillar Assessment	Corporate Accounting	Arfanara Naidu	Mon-11-Sep	
C9	Capital	7 Pillar Assessment of new Capital Bids	Strategic Change	Strategic Change	Fri-06-Oct	Assessment completed and returned to Corporate Finance for submission to extraordinary SCCB
C10	Capital	SCCB (Extraordinary Budget Setting)	Strategic Change / Corporate Finance	Debbie Martin / Anna Hook	Thur-12-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 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 2023.	Business Partnering and Management Accounting	Head of Business Partnering and Management Accounting	Fri-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-07-Sep	
P3	Pay	Establishment version 1 returned by HR Advisors and Heads of Departments / Commands to CFO	Force	HR Advisors/Heads of Depts	Thu-21-Sep	
P4	Pay	CFO review of draft provisional pay budget setting information (1 of 2)	Corporate Accounting	Corporate Accounting Manager	Wed-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 process approval	Business Partnering and Management Accounting	Head of Business Partnering and Management Accounting	Fri-06-Oct	
P6	Pay	CFO review of draft provisional pay budget setting information (2 of 2)	TBC	TBC	Fri-20-Oct	
P7	Pay	Provisional Pay Budgets sent to CFO.	TBC	TBC	Fri-27-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.

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.

Due to the extensive governance route for constructing a budget of this size there are various versions of the budget being presented and discussed at various internal and PFCC governance boards. These versions are captured in the Strategic Timetable by the use of colour coding.

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	Mon-20-Feb							Send MTFS (Q4 based on Month 10) to PFCC for Strategic Board
ST2	Strategic	Strategic Board - March	Corporate Finance	Debbie Martin	Wed-01-Mar							2024/25 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	Mon-15-May							Meeting to discuss MTFS ahead of COG report being finalised
ST4	Strategic	Initial Budget Setting Paper submitted to Police, Fire and Crime Panel	PFCC	Janet Perry	Wed-31-May							Budget Setting Paper captures future budget setting activity / process / timetable
ST5	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-07-Jun							Paper deadline for MTFS (Q1 based on month 1) report to COG
ST6	Strategic	June Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Tue-13-Jun							Send MTFS (Q1 based on Month 1) to PFCC for Strategic Board (Draft as ahead of COG)

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 MO Funding Announcement	6. Police Fire Crime Panel	
ST7	Strategic	COG - MTFS Update	Corporate Finance	Debbie Martin	Wed-14-Jun							MTFS (Q1 based on Month 1) presented to COG.
ST8	Strategic	Police, Fire & Crime Panel Meeting	PFCC	PFCC	Thu-15-Jun							Presentation of Budget Setting Paper describing activities and process/timetable for budget setting
ST9	Strategic	Strategic Board - June	Corporate Finance	Debbie Martin	Thu-22-Jun							Review of MTFS (Q1) presented to Strategic Board (based on report presented to COG on 14th June). Draft paper to be circulated to PFCC Office 13th June.
ST10	Strategic	Timetable distributed to Budget Holders	Corporate Finance	Annette Chan	Fri-23-Jun							Budget Setting Timetable distributed to Budget Holders
ST11	Strategic	Police, Fire & Crime Panel Meeting paper Info to the PFCC	Corporate Finance	Debbie Martin	Mon-04-Sep							Format to be agreed. Will form basis of papers going to Police, Fire & Crime Panel 28th September
ST12	Strategic	Meeting with PFCC S151 Officer re MTFS Q2	Corporate Finance	Debbie Martin / Janet Perry	Fri-08-Sep							Meeting to discuss MTFS going to Sept Strategic Board ahead of COG report being finalised
ST13	Strategic	Efficiency Savings and Growth Board	Strategic Change	Anna Hook	Tue-12-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.
ST14	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-13-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	Wed-13-Sep							Papers will be based on June Strategic Board position
ST16	Strategic	COG - MTFS, Investment and Savings Update	Corporate Finance	Debbie Martin	Wed-20-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 12th September.
ST17	Strategic	PFCC Engagement - Meeting (Sept)	Corporate Finance	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Thu-21-Sep							MTFS latest position. Discussions will be based on Sept 23 Strategic Board Paper submission
ST18	Strategic	September Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	TBC							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
ST19	Strategic	Strategic Board - Sept	Corporate Finance	Debbie Martin	Tue-26-Sep							Review of MTFS (Q2) presented to Strategic Board (based on report presented to COG on 20th Sept).
ST20	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCCs Office	Thu-28-Sep							Based on June Strategic Board position.

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	
ST21	Strategic	SCCB (Extraordinary Budget Setting Meeting)	Force Commands/Strategic Change	Chief Officers / Anna Hook	Thur-12-Oct TBC							Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.
ST22	Strategic	Draft Budget (Exc Pay) sent to CFO	Corporate Finance	Annette Chan	Fri-13-Oct							First draft of budget model consolidating current growth and savings (excluding pay budgets) provided to CFO
ST23	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Fri-13-Oct							Paper deadline for COG Budget Workshop 1 or 2. (Revenue + Capital Bids, savings and MTFS - Excludes Pay)
ST24	Strategic	Meeting with PFCC S151 Officer for PFCC Engagement Meeting	Corporate Finance	Debbie Martin / Janet Perry	Mon-16-Oct							Meeting with PFCC S151 Officer for PFCC November Budget Workshop (Excluding Pay)
ST25	Strategic	COG - Budget Workshop 1 (exc. Pay)	Corporate Finance	Debbie Martin / Annette Chan	Wed-18-Oct							COG Budget Workshop (1 of 2) – review of provisional Capital & Revenue investment, savings and MTFS. Pay budgets not included.
ST26	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	Thu-19-Oct							Send update of Capital & Revenue Budget investment, MTFS and savings report to PFCCs Office for Engagement Meeting (Post COG Workshop)
ST27	Strategic	PFCC Engagement - Meeting (Oct)	Corporate Finance	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Thu-26-Oct							Meeting with PFCCs Office to review a précis of Capital & Revenue investment, savings and MTFS. Attended by DCC & CC. - Post COG Workshop
ST28	Strategic	Chancellors Autumn Budget Statement	N/A	N/A	W/C 23rd Oct (estimated)							Last Year's Autumn Statement was 27th October
ST29	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	Thu-26-Oct							Format to be agreed. Will form basis of papers going to Budget Working Group (1) on 9th Nov
ST30	Strategic	Meeting with PFCC S151 Officer for PFCC November Workshop	Corporate Finance	Debbie Martin / Janet Perry	Wed-01-Nov							Meeting with PFCC S151 Officer for PFCC November Workshop (Excluding Pay)
ST31	Strategic	Provision of Papers to panel working group	PFCCs Office	Janet Perry	Thu-02-Nov							Papers based on Sept Strategic Board. Format of papers to be determined.
ST32	Strategic	Draft Budget (inc Pay) sent to CFO	Corporate Finance	Annette Chan	Thu-02-Nov							Second draft of budget (incorporating pay budgets) provided to CFO
ST33	Strategic	Efficiency, Savings and Growth Board	Corporate Finance	CFO/Chief Accountant	Tue-07-Nov							Verbal budget update to Efficiency, Savings and Growth Board
ST34	Strategic	Police Fire & Crime Panel Budget Setting Working Group (1)	PFCCs Office	PFCCs Office	Thu-09-Nov							
ST35	Strategic	COG - Paper Deadline	Corporate Finance	Debbie Martin	Wed-08-Nov							Paper deadline for COG Budget Workshop 2 or 2. (Consolidated budget proposals with Pay)
ST36	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	Wed-15-Nov							Papers provided for 23rd November Working Group based on position after COG Workshop 1. Format to be agreed

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments
						1. Pre Strategic Board	2. Set Strategic Board	3. COG Workshop 1	4. Set Strategic Board	5. Post HO Funding Announcement	6. Police, Fire, Crime Panel	
ST37	Strategic	COG - Budget Workshop 2 (inc Pay)	Corporate Finance	Debbie Martin/Annette Chan	Wed-15-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
ST38	Strategic	Provision of Papers to panel working group	PFCCs Office	Janet Perry	Fri-17-Nov							
ST39	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
ST40	Strategic	Meeting with PFCC S151 Officer for PFCC Engagement Meeting	Corporate Finance	Debbie Martin / Janet Perry	Tue-21-Nov							Meeting ahead of engagement meeting with PFCC on 29th November. (Including Pay)
ST41	Strategic	Police Fire & Crime Panel Budget Setting Working Group (2)	PFCCs Office	PFCCs Office	Thu-23-Nov							
ST42	Strategic	PFCC Engagement - send papers for Nov meeting	Corporate Finance	Debbie Martin / Annette Chan	Thu-23-Nov							Papers based on latest position (including pay)
ST43	Strategic	Police Fire and Crime Panel Meeting - Paper Deadline	PFCCs Office	PFCCs Office	TBC							
ST44	Strategic	PFCC Engagement - Meeting (Nov)	Force	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Wed-29-Nov							PFCC & Chief Constable meeting to discuss latest budget setting position.
ST45	Strategic	Strategic Board - Send Chief Constable Budget Proposal	Corporate Finance	Debbie Martin	TBC							Draft Budget Proposal sent to PFCC Office (PM)
ST46	Strategic	Police Fire and Crime Panel Meeting	PFCCs Office	PFCCs Office	Thu-07-Dec							
ST47	Strategic	Circulation of Growth and Investment Bids included in the Draft Budget to Budget Holders	Corporate Finance	Annette Chan	Fri-08-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
ST48	Strategic	COG - Review of Budget Letter	Corporate Finance / Strategic Change	Debbie Martin / Anna Hook	Wed-13-Dec							COG review first draft of budget letter
ST49	Strategic	Home Office Funding Announcement	N/A	N/A	15/12/2023 - Estimated							
ST50	Strategic	COG Paper Deadline for -Chief Constable's Budget Proposal	Corporate Finance	Debbie Martin	Mon-18-Dec							DM to co-ordinate with input from Strategic Change and Chief Officers. Letter to be finalised for COG virtual review on 19th Dec.
ST51	Strategic	Strategic Board (Dec) - Budget Proposals & Officer Investment (Prior to HO Funding Announcement)	Strategic Change	Debbie Martin / Anna Hook	W/C 18-Dec (Currently scheduled for 11-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	Budget Version						Comments
						1. Inv Strategic Board	2. Sign Strategic Board	3. COG Workshop 1	4. Dec Strategic Board	5. Post HO Funding Announcement	6. Police, Fire, Crime Panel	
ST52	Strategic	Update Capital for Stage 2 Approvals at the December Strategic Board (Capital Programme/Rev Cons/Revenue cost of financing)	Corporate Accounting	Matt Tokley	W/C 18-Dec							Capital position will require updating to feed into budget proposal going to COG Virtual on 19th December
ST53	Strategic	COG Virtual: Review Chief Constable's Budget Proposal to PFCC (Post HO announcement)	Corporate Finance	Debbie Martin	Tue-19-Dec							Review of Budget post HO Funding Announcement
ST54	Strategic	PFCC Engagement Meeting - Paper Deadline (Notification of changes following COG Virtual review)	Corporate Finance	Debbie Martin	Tue-19-Dec							
ST55	Strategic	PFCC Engagement - Meeting (Dec)	Chief Constable	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Wed-20-Dec							MTFS/Budget Setting Review post Home Office Funding Announcement (inc adherence to Police, Fire and Crime Plan)
ST56	Strategic	PFCC Engagement - send papers	Corporate Finance	Debbie Martin / Annette Chan	Tue-02-Jan							Send latest budget setting position to PFCCs Office for Engagement Meeting. Include updates from Dec Engagement meeting
ST57	Strategic	Results from precept survey	PFCCs Office	Darren Horsman	TBC							
ST58	Strategic	PFCC Engagement - Meeting (Jan)	Chief Constable	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Fri-05-Jan							Chief Constable meets with PFCC to discuss Chief Constable's Budget letter
ST59	Strategic	COG - Final review of Chief Constable's budget proposal letter	COG	COG Members	Wed-10-Jan							COG: Final review of Chief Constable's budget proposal letter post HO funding announcement. (Virtual) - to include Appendices with subjective summary
ST60	Strategic	PFCC receives final budget proposal letter	Corporate Finance	Debbie Martin / Annette Chan	Fri-12-Jan							Budget Proposal letter sent to PFCC from Chief Constable (With Supporting Appendices inc. Subjective Summary)
ST61	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group	Corporate Finance	Debbie Martin	Fri-12-Jan							Papers for working group on 19th Jan. Format to be agreed.
ST62	Strategic	Provision of Panel papers to PFCC	Corporate Finance	Debbie Martin	Mon-15-Jan							Papers due to be submitted by PFCC to ECC on 24th Jan (Budget Letter and supporting appendices)
ST63	Strategic	Provision of papers to working group	PFCCs Office	Janet Perry	Mon-15-Jan							

Strategic - Timetable Cont.

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments
						1. JMS Strategic Board	2. Sep Strategic Board	3. COG Workshop 1	4. Op Strategic Board	5. Prox 10 Funding Announcement	6. Police Fire Crime Panel	
ST64	Strategic	Police Fire & Crime Panel Budget Setting Working Group (3)	PFCCs Office	PFCCs Office	Thu-18-Jan							
ST65	Strategic	PFC Panel Papers - sent to ECC	PFCCs Office	Janet Perry	TBC							Panel papers including PFCC response to Chief Constable letter sent to ECC for panel.
ST66	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCC	Thu-01-Feb							PFCC presented budget to panel (2pm)
ST67	Strategic	PFCC informs Billing Authorities of precept.	PFCCs Office	PFCC S151 Officer	Fri-09-Feb							
ST68	Strategic	Police Fire & Crime Panel (Reserve Date)	PFCCs Office	PFCC	Thu-15-Feb							
ST69	Strategic	Internal Budget Book	Corporate Finance	Corporate Accounting	Tue-28-Feb							Circulation of Internal Budget Book to Budget Holders
ST70	Strategic	Establishment Reports	Corporate Finance	Corporate Accounting	Tue-28-Feb							Establishment Reports circulated to Budget Holders
ST71	Strategic	External Budget Book	Corporate Finance	Corporate Accounting	Fri-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.

Efficiency, Savings and Growth Board		
Meeting Dates		Timetable Ref
Tue-07-Mar	Share Budget Setting Timetable.	S1
Tue-11-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
Tue-12-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.	S8,ST13
Tue-07-Nov	Verbal budget update to Efficiency, Savings and Growth Board	ST33

Strategic Change & Co-ordination Board

Meeting Dates		Timetable Ref
Thur-12-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, S13, C10, ST21

COG Dates

Meeting Dates		Timetable Ref
Wed-14-Jun	MTFS (Q1 based on Month 1) presented to COG.	ST7
Wed-20-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 12th September.	ST16
Wed-18-Oct	COG Budget Workshop (1 of 2) – review of provisional Capital & Revenue investment, savings and MTFS. Pay budgets not included	ST25
Wed-15-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	ST37
Wed-13-Dec	COG review first draft of budget letter	ST49
Wed-27-Dec	Review of Budget post HO Funding Announcement	ST53
Wed-10-Jan	COG: Final review of Chief Constable's budget proposal letter post HO funding announcement. (Virtual) - to include Appendices with subjective summary	ST59

Strategic Board

Meeting Dates		Timetable Ref
Wed-01-Mar	2024/25 Draft Budget Setting Timetable and MTFS (Q4 based on Month 10) presented to Strategic Board	ST2
Thu-22-Jun	Review of MTFS (Q1) presented to Strategic Board (based on report presented to COG on 14th June). Draft paper to be circulated to PFCC Office 13th June.	ST9
Tue-26-Sep	Review of MTFS (Q2) presented to Strategic Board (based on report presented to COG on 20th Sept).	ST19
W/C 18-Dec (Currently scheduled for 11-Dec)	Strategic Board - Chief Constable presents Budget Proposals including Officer investment (Prior to HO Funding Announcement)	ST48

Chief Constable / PFCC Liaison Meetings

Meeting Dates		Timetable Ref
Thu-21-Sep	MTFS latest position. Discussions will be based on Sept 23 Strategic Board Paper submission	ST17
Thu-26-Oct	Meeting with PFCCs Office to review a précis of Capital & Revenue investment, savings and MTFS. Attended by DCC & CC. - Post COG Workshop	ST27
Wed-29-Nov	PFCC & Chief Constable meeting to discuss latest budget setting position.	ST44
Wed-20-Dec	MTFS/Budget Setting Review post Home Office Funding Announcement (inc adherence to Police, Fire and Crime Plan)	ST55
Fri-05-Jan	Chief Constable meets with PFCC to discuss Chief Constable's Budget letter	ST58

Police Fire & Crime Panel - Budget Working Group		
Meeting Dates		Timetable Ref
Thu-12-Oct	Budget Setting Working Group (1)	ST34
Thu-23-Nov	Budget Setting Working Group (2)	ST41
Thu-18-Jan	Budget Setting Working Group (3)	ST64

Police Fire & Crime Panel		
Meeting Dates		Timetable Ref
Thu-15-Jun	Presentation of Budget Setting Paper describing activities and process/timetable for budget setting	ST8
Thu-28-Sep	Police, Fire and Crime Panel	ST20
Thu-07-Dec	Police, Fire and Crime Panel	ST46
Thu-01-Feb	PFCC presented budget to panel (2pm)	ST66
Thu-15-Feb	PFCC presented budget to panel (reserve date)	ST68

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 2024/25 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 2024/25. 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.