



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

<b>Title of Report / Agenda Item</b>	Medium Term Financial Strategy – September 23 Update
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## 1 Recommendations

To consider the current Medium Term Financial Strategy (MTFS) position with updated assumptions since the MTFS was last updated and reported in Decision Report 143-23.

## 2 Executive Summary

The MTFS is a service planning and performance management framework which aims to ensure that resources are directed towards achieving delivery of the vision for the next five years and the Police and Crime Plan. The MTFS approved at the February Police, Fire and Crime Panel had a balanced position for 2024/25. The strategy was subsequently updated in June and recorded within the Police, Fire and Crime Commissioner’s Decision Report Ref 143-23 with a £6.8m shortfall forecast for 2024/25 compared to the latest forecast deficit of £9.6mm. This position assumes that a £3m annual recurring savings target will be achieved and also one-off savings of £1.9m will be delivered to meet one-off cost pressures.

## 3 Background

3.1 A summary of the MTFS reported in June 2023 is shown in Table 1 below. The MTFS shortfall over the five year period of 2024/25 to 2028/29 was forecast to be £41.5m.

**Table 1 – MTFS as at February 2023**

			Medium Term Financial Strategy 2024/25 - 2028/29 - Precept Increase 2.5% Annually						
2021/22	2022/23	2023/24*	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total	
£m	£m	£m	£m	£m	£m	£m	£m	£m	
332.0	359.8	378.8	391.2	400.7	408.7	417.5	421.9	2,040.0	
			<b>Net Budget Requirement - before appropriations to/from reserves</b>						
2.7	(3.0)	(2.9)	0.8	0.8	0.5	0.0	0.0	2.0	
			<b>Net Appropriations to/(from) Reserves **</b>						
334.7	356.8	375.9	391.9	401.4	409.2	417.5	421.9	2,042.0	
			<b>Budget Requirement (Inc Appropriations to Reserves) - before Savings &amp; Efficiencies</b>						
(2.9)	(3.7)	(10.9)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(15.0)	
			<b>Savings &amp; Efficiencies Plan - Recurring</b>						
(1.5)	(0.9)	(1.3)	(2.1)	(2.6)	(3.0)	(4.3)	(1.4)	(13.3)	
			<b>Savings &amp; Efficiencies Plan -One-off</b>						
330.3	352.2	363.7	386.8	395.9	403.2	410.3	417.5	2,013.7	
			<b>Net Budget Requirement - after savings applied</b>						
(330.3)	(352.2)	(363.7)	(380.0)	(386.9)	(394.1)	(401.7)	(409.5)	(1,972.2)	
			<b>Total Funding</b>						
0.0	0.0	0.0	(6.8)	(9.0)	(9.1)	(8.6)	(8.0)	(41.5)	
			<b>Annual (Shortfall)/Surplus</b>						

Changes in assumptions from the original approved strategy reported to the February 2023 Police, Fire and Crime Panel, through to the June update (Table 1 above) and the current

updated strategy (Table 3 below) are listed in Table 2 below.

**Table 2 – Tracking of Assumptions**

<b>Assumptions at Feb Police, Fire and Crime Panel</b>	<b>Assumptions at June Update</b>	<b>Assumptions for September Strategic Board</b>
Council Tax precept rise of 2.5% in 2024/25 and future years	No Change	No Change
Police officer establishment maintained at 3,755 FTE.	No Change	No Change
2.0% pay increase for officers, staff in September 2023 and 2.5% annually thereafter.	No Change	Following national pay award confirmation, 7% increase to pay and removal of pay point zero for officers.
Contractual Inflation of £2m	Contractual Inflation of £1.9m (based on early canvas of budget holders)	No Change
Taxbase – 1.75% increase annually	No Change	No Change
Collection Fund – Surplus of £1.5m annually	No Change	No Change
Savings – New recurring £3m savings to be identified each year.	Savings – New recurring £3m savings to be identified each year.	Savings – New recurring £3m savings to be identified each year.
One-off Savings of £2.7m to fund one-off budget pressures	One-off Savings of £2.1m to fund one-off budget pressures	One-off Savings of £1.9m to fund one-off budget pressures
Home Office grants will increase in line with 2021 Comprehensive Spending Review (CSR) with Essex receiving a 2.3% share of £150m in the third and final year of the CSR.	No Change	No change to assumption regarding share of £150m announced in 2021 CSR.  Additional 2.25% share of the £515m pay award grant.

3.2 The high level summary of the latest MTFs forecast is shown below and the full summary and details are at Appendices A and B.

3.3 The table below shows the latest forecast position with a deficit of £9.6m in 2024/25.

**Table 3 – MTFS – September 2023**

			Medium Term Financial Strategy 2023/24 - 2027/28 - Precept Increase 2.5% Annually						
2021/22	2022/23	2023/24*	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total	
£m	£m	£m	£m	£m	£m	£m	£m	£m	
312.8	330.5	387.4	Net Budget Requirement - before appropriations to/from reserves	405.1	417.3	427.7	438.9	446.3	2,135.3
6.7	2.7	(11.5)	Net Appropriations to/(from) Reserves **	1.0	1.5	0.3	0.2	0.2	3.0
319.5	333.2	374.6	Budget Requirement (Inc Appropriations to Reserves) - before Savings & Efficiencies	404.1	416.1	425.0	434.8	445.1	2,125.2
(4.8)	(2.9)	(10.9)	Savings & Efficiencies Plan (Cashable)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(15.0)
314.7	330.3	363.7	Net Budget Requirement - after savings applied	401.1	413.1	422.0	431.8	442.1	2,110.1
(314.7)	(330.3)	(363.7)	Total Funding	(391.6)	(398.5)	(405.7)	(413.3)	(421.1)	(2,030.1)
0.0	0.0	0.0	Annual (Shortfall)/Surplus	(9.6)	(14.7)	(16.3)	(18.6)	(21.0)	(80.0)

\* Based on month 5 forecast

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

3.4 The overall movement for 2024/25 since the June update is an increase in the shortfall of £2.8m. Table 4 below summarises the movement. There is a significant increase in the five year totals due to the compound impact of the increased surplus in 2024/25. For example, if £9.6m of additional recurring savings are identified to close the gap in 2024/25, and assuming that no other assumptions change that impact on future years, the 5 year shortfall figure of £80m reduces down to £32m.

**Table 4 – MTFS Movement since February Police, Fire and Crime Panel**

	MTFS MOVEMENTS / SAVINGS ANALYSIS					5 Year Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£m	£m	£m	£m	£m	
Overall (Shortfall) / Surplus - June 23 Update (Decision Report)	(6.8)	(9.0)	(9.1)	(8.6)	(8.0)	(41.5)
Increase/(decrease) to funding gap	2.7	5.7	7.2	10.0	13.0	38.5
Overall (Shortfall) / Surplus - September Strategic Board	(9.6)	(14.7)	(16.3)	(18.6)	(21.0)	(80.0)

A summary of how the shortfall has increased is shown in Table 5 below.

**Table 5 – Movement in 2024/25 shortfall Explained**

Tracking of Movements - Sept 23 Analysis	Reported to PFCC
Shortfall reported in June 23	<b>(6.8)</b>
Sept calculated cost of pay award and removal of pay point zero	(14.9)
Sept Estimated Home Office Funding for Pay Award	11.6
Month 5 capital forecasts - updated borrowing costs	0.8
Adjustment to appropriation to general reserve to maintain 2.8%	(0.2)
Other minor adjustments	(0.1)
<b>Shortfall reported in Sept 23</b>	<b>(9.6)</b>

- 3.5 The most significant change since June is the inclusion of the September 2023 pay award and an estimated increase in funding from the Home Office. The basis for the current estimate on funding of the pay award is subject to change, the estimate is based on a split between forces based on Net Revenue Expenditure (NRE) and this is currently subject to discussions nationally as this basis of apportioning the grant is not considered equitable when there is disparity between forces achieving or not achieving the target police officer uplift. If the apportionment of the grant was to change to being based on headcount this could increase funding by £1.5m.
- 3.6 The revenue consequences of borrowing to fund the capital programme have also been updated to reflect the capital position for month 5 of 2023/24 and updated cashflow forecasts and this has had the impact of reducing interest and minimum revenue provision charge in 2024/25.
- 3.7 The forecast appropriation to the general reserve in 2024/25 has increased by £0.2m to £0.95m to reflect the latest forecast on the general reserve balance and taking the approach of building this reserve back to 2.8% of NRE by 2024/25 and then 3% in future years.
- 3.8 The savings target of £3m recurring and £1.9m one-off (total requirement of £4.9m) is included within the strategy until such point that identified savings exceed this target.

## Other Considerations

- 3.9 It needs to be noted that the shortfall does not take into account the potential impact from revenue bids that have been submitted by commands and the PFCC's office which will be considered initially at the Chief Constable's Extraordinary Strategic Change Co-ordination Board on the 12<sup>th</sup> October and then at the COG budget setting workshop on 18<sup>th</sup> October before being reported to the PFCC through timetabled budget engagement meetings.
- 3.10 The impact of updates to the capital programme for future years from new and updated bids may also result in a change to the revenue consequences of capital estimates that are currently included within the strategy.
- 3.11 Although an estimate of the impact of the pay award is now reflected, a significant budget setting task is the calculation of the pay budget requirement based on officers, staff and PCSOs in post as at 1<sup>st</sup> September. Early indications are that this could increase the pay requirement for 2024/25 by £3m to £4m but this will not be confirmed until the detailed work has been completed.
- 3.12 The MTFs is based on numerous assumptions (listed as part of Appendix A) and is used as a forecasting tool. As more information comes to light on factors that impact on the strategy it is updated and reported to COG and Strategic Board.

### 3.13 Savings and Efficiencies Plan

There has been significant activity already across the force to identify efficiencies and savings and this work continues at pace being co-ordinated through the Chief Constable's Efficiency and Savings Board chaired by the Deputy Chief Constable and with the support of the Director of Continuous Improvement and Analytics, the Chief Finance Officer and a network of officers and staff within the commands. At the Efficiency and Savings Board on the 12<sup>th</sup> September £3.8m of savings were identified as being able to be progressed and work continues with scoping a further potential £6.2m of savings (£10m of savings in total being actively pursued). These savings ideas will continue to be progressed and refined as we move through the coming months.

### 3.14 Capital Expenditure and Financing

A summary of the latest capital programme and how it will be financed is shown below along with the forecast Capital Financing Requirement (CFR). The CFR represents capital expenditure incurred and forecast to be incurred that has not been financed from cash resources and is therefore an indicator of our underlying need to borrow to fund the investment programme. This position reflects updates being reported for month 5 of the current year. Further changes to future years are expected as we progress through the budget setting process and these will be reported through the Strategic Change Co-ordination Board, and subsequently to the COG budget workshops and the December Strategic Board.

The CFR is forecast to reach £72.2m with an annual revenue cost of borrowing increasing to £5.3m by 2028/29. Details are shown in Appendix D.

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	TOTAL £000
<b>Total Forecast Capital Expenditure (approved and proposed)</b>	<b>18,796</b>	<b>25,597</b>	<b>25,190</b>	<b>19,097</b>	<b>20,505</b>	<b>0</b>	<b>109,186</b>
<b>Financing Sources to be Applied</b>							
Capital receipts	(5,878)	(4,650)	(17,378)	(5,747)	0	0	(33,653)
Grants & contributions	(63)	0	0	0	0	0	(63)
Revenue funding	(2,020)	(1,000)	(1,000)	(1,000)	(1,000)	0	(6,020)
Capital Financing Requirement	(10,836)	(19,947)	(6,813)	(12,350)	(19,505)	0	(69,450)
	<b>(18,796)</b>	<b>(25,597)</b>	<b>(25,190)</b>	<b>(19,097)</b>	<b>(20,505)</b>	<b>0</b>	<b>(109,186)</b>
Capital Financing Requirement (as at 31st March)	<b>27,031</b>	<b>45,670</b>	<b>49,724</b>	<b>59,146</b>	<b>75,413</b>	<b>72,176</b>	
Revenue Cost of Borrowing (MRP & Interest)	<b>908</b>	<b>1,937</b>	<b>3,747</b>	<b>4,137</b>	<b>4,874</b>	<b>5,277</b>	

### 3.15 Reserves

The current forecast on reserves is shown in Appendix C and summarised in the table overleaf. By 2027/28, revenue reserves are forecast to be £19.2m (£13m General Reserve at 3.0% of net revenue expenditure and £6.2m earmarked reserves).

**Table 6 – Forecast Reserves**

	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)
<b>Earmarked Revenue Reserves</b>	7.3	6.5	6.0	6.0	6.2
<b>General Reserve</b>	10.2	11.1	12.6	12.9	13.0
GR as % of net revenue expenditure	2.8%	2.8%	3.0%	3.0%	3.0%
<b>Total - Revenue Reserves</b>	<b>17.4</b>	<b>17.7</b>	<b>18.6</b>	<b>18.9</b>	<b>19.2</b>

### 3.16 Budget Setting Timetable

The finalised budget setting timetable for 2024/25 is being reported to the September Strategic Board (PFCC Decision Report). The strategic timetable is appended at Appendix E.

## 4 Risks and Mitigations

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



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

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

## **6 Financial Implications**

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

## **7 Legal Implications**

Provisions of the Local Government Finance Act 1992 set out what the force has to base its budget calculations upon and require the force to set a balanced budget by no later than the 11th March for the following year. The 2023/24 budget has been agreed by the Police, Fire and Crime panel. The 2024/25 budget must be set by no later than 11<sup>th</sup> March 2024.

## **8 Staffing Implications**

None identified for the period of the MTFS.

## **9 Equality and Diversity Implications**

There are no equality or diversity implications from this report.

## **10 Police Operational Implications**

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

## **11 Governance Boards**

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

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

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

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

See appendices overleaf.



Medium Term Financial Strategy 2024/25 - 2028/29								Comparison to February PF&CP (5 Yr Totals*)		Comparison to February PF&CP 2024/25		Comments on 2024/25 Movement	
Line Ref.	2023/24 Budget	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total	5 Year Total	Change (reduction) / increase	2024/25	Change (reduction) / increase		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
1	Original Budget - Budget Book Net Expenditure (prior year total funding)	352.2	363.7	401.1	413.1	422.0	431.8	2,031.7	1,883.0	148.8	363.6	0.0	Late changes as part of 2023/24 budget setting impacted on the mix of one-off versus recurring budgets which has resulted in the need to amend the opening base budget for 2024/25.
2	Adjustment from prior year activity agreed at Budget Setting	0.5	2.0	(1.0)	(1.5)	(0.3)	0.0	(0.7)	2.4	(3.1)	1.8	0.1	
3	<b>Opening Budget Requirement</b>	<b>352.7</b>	<b>365.7</b>	<b>400.2</b>	<b>411.7</b>	<b>421.7</b>	<b>431.8</b>	<b>2,031.0</b>	<b>1,885.4</b>	<b>145.7</b>	<b>365.5</b>	<b>0.2</b>	
4	Pay Award	10.4	19.6	7.8	7.9	8.2	8.4	52.0	30.2	21.8	4.0	15.6	Strategy now includes estimate of the impact of the 7% pay award for officers and staff awarded for Sept 23. Previously assumed at 2%.
5	Pay Progression	2.8	2.0	2.0	2.0	2.0	2.0	10.0	12.4	(2.5)	2.4	(0.4)	Costings refined based on June 23 pay data and 2024/25 confirmed base budget. Original 2024/25 estimations were high level. This is subject to change when the pay budget setting activity has concluded.
6	Pay - Other	(2.4)	4.7	0.8	0.3	0.3	0.3	6.5	5.5	1.0	2.0	2.8	Costings refined based on June 23 pay data and 2024/25 confirmed base budget. Original 2024/25 estimations were high level. This is subject to change when the pay budget setting activity has concluded.

Medium Term Financial Strategy 2024/25 - 2028/29								Comparison to February PF&CP (5 Yr Totals*)		Comparison to February PF&CP 2024/25		Comments on 2024/25 Movement	
Line Ref.	2023/24 Budget	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total	5 Year Total	Change (reduction) / increase	2024/25	Change (reduction) / increase		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
7	LGPS Pension Shortfall & Auto Enrolment	0.9	0.0	0.0	0.6	0.0	0.0	0.6	1.4	(0.8)	0.0	0.0	
8	Contractual Inflation	3.4	1.9	1.0	1.0	1.0	1.0	5.9	8.4	(2.5)	2.0	(0.1)	Forecast refined based on information available at June 2023. Subject to change as updated information is considered as part of budget setting.
9	Contractual & Legal	3.0	0.8	1.5	2.2	1.5	1.5	7.6	5.6	2.0	0.4	0.5	Original high level forecast replaced with known recurring contractual legal pressures. Subject to change as updated information is considered as part of budget setting
10	Committed Change (Includes FYE of PUP)	(0.4)	6.2	0.0	0.0	0.0	0.0	6.2	5.7	0.4	6.2	0.0	
11	Revenue Impact of Investment	1.6	1.6	2.6	0.8	3.2	0.4	8.6	10.2	(1.7)	1.8	(0.2)	Updated to include adjustments to the capital programme being reported in month 5 of 2023/24. Subject to change as new and updated bids are considered as part of budget setting.
12	New Demand & Budget Growth	6.8	2.6	1.3	1.1	1.0	1.0	7.0	11.2	(4.2)	1.5	1.1	Original high level forecast replaced with known recurring service demand pressures and detective bonus payments. Subject to change as updated information is considered as part of the budget setting process.

Medium Term Financial Strategy 2024/25 - 2028/29								Comparison to February PF&CP (5 Yr Totals*)		Comparison to February PF&CP 2024/25		Comments on 2024/25 Movement	
Line Ref.	2023/24 Budget	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total	5 Year Total	Change (reduction) / increase	2024/25	Change (reduction) / increase		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
13	Appropriations to/(from) Reserves	(3.3)	1.0	1.5	0.3	0.2	0.2	3.0	(3.3)	6.3	0.0	1.0	The PFCC's Reserves Strategy is to hold a general reserve of 3% of NRE. The estimated reserve balance at March 2024 is 2.8%. The contributions assumed will maintain 2.8% for 2024/25 and increase to 3% by 2025/26. The level of the reserve has been impacted by £1.5m of Op Hazel funding needing to be met from reserves in 2022/23.  As forecasts have been refined in for one-off cost pressures, the target for one-off savings to cover them has reduced. Additional savings will still be required if, on the bottom line, there remains an annual shortfall.
14	<b>Budget Requirement - before Savings &amp; Efficiencies</b>	<b>375.6</b>	<b>406.0</b>	<b>418.7</b>	<b>428.0</b>	<b>439.1</b>	<b>446.6</b>	<b>2,138.4</b>	<b>1,972.8</b>	<b>165.6</b>	<b>385.7</b>	<b>20.3</b>	
15	<b>Savings - One-off</b>	<b>(1.1)</b>	<b>(1.9)</b>	<b>(2.6)</b>	<b>(3.0)</b>	<b>(4.3)</b>	<b>(1.4)</b>	<b>(13.1)</b>	<b>(13.3)</b>	<b>0.2</b>	<b>(2.7)</b>	<b>0.9</b>	
16	<b>Savings - Recurring</b>	<b>(10.9)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(15.0)</b>	<b>(22.9)</b>	<b>7.9</b>	<b>(3.0)</b>	<b>(0.0)</b>	
17	<b>Net Budget Requirement</b>	<b>363.7</b>	<b>401.1</b>	<b>413.1</b>	<b>422.0</b>	<b>431.8</b>	<b>442.2</b>	<b>6,279.7</b>	<b>1,936.6</b>	<b>173.7</b>	<b>379.9</b>	<b>21.2</b>	

Medium Term Financial Strategy 2024/25 - 2028/29								Comparison to February PF&CP (5 Yr Totals*)		Comparison to February PF&CP 2024/25		Comments on 2024/25 Movement
Line Ref.	2023/24 Budget	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total	5 Year Total	Change (reduction) / increase	2024/25	Change (reduction) / increase	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
18	Government Funding	(207.3)	(228.5)	(228.5)	(228.5)	(228.5)	(1,142.7)	(1,075.1)	(67.6)	(217.0)	(11.6)	
19	Council Tax - Base	(143.3)	(154.8)	(161.5)	(168.4)	(175.6)	(843.6)	(803.6)	(39.9)	(154.8)	0.0	
20	Council Tax - Taxbase change	(1.6)	(2.7)	(2.8)	(2.9)	(3.1)	(14.8)	(13.2)	(1.6)	(2.7)	0.0	
21	Council Tax - Precept increase	(9.9)	(3.9)	(4.1)	(4.3)	(4.5)	(21.5)	(26.7)	5.2	(3.9)	0.0	
22	Collection Fund	(1.5)	(1.5)	(1.5)	(1.5)	(1.5)	(7.7)	(7.7)	0.0	(1.5)	0.0	
23	<b>Total Funding</b>	<b>(363.7)</b>	<b>(391.6)</b>	<b>(398.5)</b>	<b>(405.7)</b>	<b>(413.3)</b>	<b>(2,030.1)</b>	<b>(1,926.3)</b>	<b>(103.8)</b>	<b>(380.0)</b>	<b>(11.6)</b>	
24	<b>Annual (Shortfall)/Surplus - Cumulative</b>	<b>0.0</b>	<b>(9.6)</b>	<b>(14.7)</b>	<b>(16.3)</b>	<b>(18.6)</b>	<b>(80.0)</b>	<b>(10.5)</b>	<b>69.9</b>	<b>0.0</b>	<b>9.6</b>	

\* 5 Years Totals Comparison - compares totals for 2022/23 to 2026/27 as reported at Feb 22 Police, Fire and Crime Panel to totals for 2023/24 to 2027/28 as reported in this MTFS

Essex Police

Medium Term Financial Strategy 2024/25 - 2028/29

Line Ref	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
1	352.2	363.684					
1a	-		401.1	413.1	422.0	431.8	2,031.7
2	0.5	1.996	(1.0)	(1.5)	(0.3)	-	(0.7)
3	<b>352.7</b>	<b>365.680</b>	<b>400.2</b>	<b>411.7</b>	<b>421.7</b>	<b>431.7</b>	<b>2,030.9</b>
	<b>Unavoidable Cost Pressures</b>						
4	7.7	15.0	3.3	3.2	3.4	3.5	28.4
5	2.7	4.6	4.5	4.7	4.9	4.9	23.7
6	2.5	-	-	-	-	-	-
7	0.2	-	-	-	-	-	-
8	2.8	2.0	2.0	2.0	2.0	2.0	10.0
9	(1.6)	(0.6)	(0.6)	(0.6)	(0.6)	(0.6)	(3.0)
10	1.7	5.3	1.4	0.9	0.9	0.9	9.5
11	2.1	-	-	-	-	-	-
12	(2.5)	-	-	-	-	-	-
13	0.8	-	-	0.5	-	-	0.5
14	0.1	-	-	0.1	-	-	0.1
15	3.4	1.9	1.0	1.0	1.0	1.0	5.9
16	0.2	0.1	-	-	-	-	0.1
17	2.0	0.7	1.0	1.0	1.0	1.0	4.8
18		0.2					0.2
19	<b>22.2</b>	<b>29.2</b>	<b>12.7</b>	<b>12.9</b>	<b>12.6</b>	<b>12.8</b>	<b>80.1</b>

Medium Term Financial Strategy 2024/25 - 2028/29

Line Ref	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
<b>New Investment &amp; Service Demand Changes</b>							
20	0.7	-	-	-	-	-	-
21	(3.1)	6.2	-	-	-	-	6.2
22	0.1	0.1	0.1	0.1	0.1	0.1	0.5
23	2.8	1.3	-	-	-	-	1.3
24	0.2	-	-	-	-	-	-
25	0.1	0.4	0.4	0.2	0.4	0.4	1.8
26	0.1	0.4	1.4	0.2	0.3	-	2.3
27	0.6	(0.4)	-	(0.4)	(0.4)	-	(1.1)
28	0.2	0.2	(0.0)	(0.1)	(0.0)	-	0.0
29	0.4	0.5	-	0.1	-	-	0.6
30	<b>2.1</b>	<b>8.8</b>	<b>1.9</b>	<b>0.1</b>	<b>0.4</b>	<b>0.5</b>	<b>11.7</b>
<b>One-off Costs</b>							
32	0.4	0.9	0.8	0.9	2.8	-	5.4
33	0.2	0.1	0.0	0.0	0.0	-	0.1
34	0.5	(0.3)	-	0.7	-	-	0.4
35	0.4	0.1	0.5	0.5	0.5	0.5	2.1
36	(0.1)	0.2	0.9	0.9	0.9	0.9	3.8
37	0.6	0.5	0.3	-	-	-	0.8
38	(1.1)	(1.9)	(2.6)	(3.0)	(4.3)	(1.4)	(13.1)
39	<b>0.8</b>	<b>(0.4)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0.4)</b>
<b>Appropriations To/(From) Earmarked Reserve</b>							
41	(0.2)	-	-	-	-	-	-
42	-	-	-	-	-	-	-
43	<b>(0.2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Appropriations To/(From) General Reserve</b>							
45	(3.1)	1.0	1.5	0.3	0.2	0.2	3.0
46	<b>(3.1)</b>	<b>1.0</b>	<b>1.5</b>	<b>0.3</b>	<b>0.2</b>	<b>0.2</b>	<b>3.0</b>
47	<b>(3.3)</b>	<b>1.0</b>	<b>1.5</b>	<b>0.3</b>	<b>0.2</b>	<b>0.2</b>	<b>3.0</b>
48	<b>(2.5)</b>	<b>0.5</b>	<b>1.5</b>	<b>0.3</b>	<b>0.2</b>	<b>0.2</b>	<b>2.6</b>
49	<b>374.6</b>	<b>404.1</b>	<b>416.1</b>	<b>425.0</b>	<b>434.8</b>	<b>445.1</b>	<b>2,125.2</b>
50	<b>(10.9)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(3.0)</b>	<b>(15.0)</b>
51	<b>363.7</b>	<b>401.1</b>	<b>413.1</b>	<b>422.0</b>	<b>431.8</b>	<b>442.1</b>	<b>2,110.1</b>



Medium Term Financial Strategy 2024/25 - 2028/29

Line Ref	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
<b>Funding</b>							
<i>Home Office Police Grant</i>							
52	HO Police Grant	(127.2)	(136.8)	(136.8)	(136.8)	(136.8)	(547.4)
53	Pay Award - Estimated Increase in Grant		(11.6)	(11.6)	(11.6)	(11.6)	(57.9)
54	<b>Total Home Office Police Grant</b>	<b>(127.2)</b>	<b>(148.4)</b>	<b>(148.4)</b>	<b>(148.4)</b>	<b>(148.4)</b>	<b>(605.3)</b>
<i>Home Office Formula Grant</i>							
55	HO Formula Grant	(67.0)	(67.0)	(67.0)	(67.0)	(67.0)	(334.9)
56	<b>Total Home Office Formula Grant</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(67.0)</b>	<b>(334.9)</b>
<i>Other Non Specific Grants</i>							
57	Council Tax Freeze Grant 2011/12	(2.1)	(2.1)	(2.1)	(2.1)	(2.1)	(10.7)
58	Council Tax Support Grant	(11.0)	(11.0)	(11.0)	(11.0)	(11.0)	(55.0)
59	<b>Total Specific Grants</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(13.1)</b>	<b>(65.6)</b>
60	<i>Government main grants</i>	<i>(207.3)</i>	<i>(228.5)</i>	<i>(228.5)</i>	<i>(228.5)</i>	<i>(228.5)</i>	<i>(1,142.7)</i>
61	<b>Total Government Funding</b>	<b>(207.3)</b>	<b>(228.5)</b>	<b>(228.5)</b>	<b>(228.5)</b>	<b>(228.5)</b>	<b>(1,142.7)</b>
<i>Council Tax Requirement</i>							
62	Council Tax - Base	(143.3)	(154.8)	(161.5)	(168.4)	(175.6)	(843.6)
63	Council Tax - Taxbase change	(1.6)	(2.7)	(2.8)	(2.9)	(3.1)	(14.8)
64	Council Tax - Precept increase	(9.9)	(3.9)	(4.1)	(4.3)	(4.5)	(21.5)
65	<b>Total Council Tax Requirement</b>	<b>(154.8)</b>	<b>(161.5)</b>	<b>(168.4)</b>	<b>(175.6)</b>	<b>(191.1)</b>	<b>(879.8)</b>
66	<b>Total Resource Funding (Gov. grants and Council Tax)</b>	<b>(362.2)</b>	<b>(390.0)</b>	<b>(397.0)</b>	<b>(404.2)</b>	<b>(411.7)</b>	<b>(2,022.5)</b>
67	Council Tax - (Surplus)/Deficit on Collection Fund	(1.5)	(1.5)	(1.5)	(1.5)	(1.5)	(6.1)
68	<b>Total Funding</b>	<b>(363.7)</b>	<b>(391.6)</b>	<b>(398.5)</b>	<b>(405.7)</b>	<b>(413.3)</b>	<b>(2,030.1)</b>
69	<b>Annual (Shortfall)/Surplus - Cumulative</b>	<b>0.0</b>	<b>(9.6)</b>	<b>(14.7)</b>	<b>(16.3)</b>	<b>(18.6)</b>	<b>(80.0)</b>
70	<b>Main Government Cash Funding Increase/(Reduction)</b>	10.9	21.2	-	-	-	21.2
71	<b>Total Government Grant - non specific</b>	10.9	21.2	-	-	-	21.2
72	<b>Council Tax Funding Increase/(Reduction)</b>	8.9	6.6	6.9	7.2	7.5	36.2
73	<b>Collection Fund Increase/(Reduction)</b>	2.1	-	-	-	-	-
74	<b>Overall Cash Funding Increase/(Reduction)</b>	21.9	27.9	6.9	7.2	7.5	57.4
75	<b>Percentage Funding Increase/(Reduction)</b>	6.6%	7.7%	1.8%	1.8%	1.9%	1.9%

**A. Key % Assumptions**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
76	Change in Home Office Police Grant	absolute figure	absolute figure	0.0%	0.0%	0.0%
77	Change in Home Office Formula Grant	0.0%	0.0%	0.0%	0.0%	0.0%
78	Change in Council Tax Support and Freeze grant	0.0%	0.0%	0.0%	0.0%	0.0%
79	Change in Government main grants (Includes PUP Non-ringfenced)	0.3%	10.2%	0.0%	0.0%	0.0%
80	Change in Home Office Pension Grant	0.0%	0.0%	0.0%	0.0%	0.0%
81	Increase in Council Tax	6.84%	2.50%	2.50%	2.50%	2.5%
82	Change in Taxbase	1.15%	1.75%	1.75%	1.75%	1.75%
83	Inflation Recurring - Officers Pay	2.0%	2.5%	2.5%	2.5%	2.5%
84	Inflation Recurring - Staff/PSCOs Pay	2.0%	2.5%	2.5%	2.5%	2.5%
85	Inflation - Non pay - various as only specific contractual inflation is used. There is no general inflation.					



**Earmarked Reserves - Opening and Closing Balances**

	2023/24	2024/25	2025/26	2026/27	2027/28
Reserve	Forecast Year End Balance - 31st March 2024	Forecast Year End Balance - 31st March 2025	Forecast Year End Balance - 31st March 2026	Forecast Year End Balance - 31st March 2027	Forecast Year End Balance - 31st March 2028
<b>1</b>	<b>Reserves managed as third party reserves</b>				
	Op Dagenham Maintenance Reserve	£0.101m	£0.100m	£0.099m	£0.088m
	<b>Total</b>	<b>£0.101m</b>	<b>£0.100m</b>	<b>£0.099m</b>	<b>£0.088m</b>
<b>2</b>	<b>Ringfenced Reserve</b>				
	Proceeds of Crime Act	£1.082m	£0.545m	£0.034m	£0.036m
	Forfeiture Monies Reserve	£0.611m	£0.586m	£0.561m	£0.536m
	Restructuring Reserve	£0.307m	£0.307m	£0.307m	£0.307m
	Transformation Reserve	£1.019m	£1.019m	£1.019m	£1.019m
	Legal Reserve	£0.330m	£0.052m	(£0.148m)	(£0.331m)
	PEQF Reserve	£0.111m	£0.018m	£0.018m	£0.018m
	Restricted Grant and Contributions Reserve	£0.245m	£0.245m	£0.245m	£0.245m
	Insurance Reserve	£0.070m	£0.270m	£0.470m	£0.670m
	<b>Total</b>	<b>£3.775m</b>	<b>£3.042m</b>	<b>£2.506m</b>	<b>£2.675m</b>
<b>3</b>	<b>Operational Reserves</b>				
	Major Operational Reserve	£1.500m	£1.500m	£1,500m	£1.500m
	Chief Constables Operational C/Fwd	£0.178m	£0.178m	£0.178m	£0.178m
	Future Capital Funding	£0.100m	£0.100m	£0.100m	£0.100m
	<b>Total</b>	<b>£1.778m</b>	<b>£1.778m</b>	<b>£1.778m</b>	<b>£1.778m</b>
<b>4</b>	<b>PFCC Reserves</b>				
	Commissioning Grants	£1.619m	£1.619m	£1.619m	£1.619m
	<b>Total</b>	<b>£1.619m</b>	<b>£1.619m</b>	<b>£1.619m</b>	<b>£1.619m</b>
<b>5</b>	<b>General Reserve</b>				
	General Reserve	£10.165m	£11.115m	£12.565m	£12.865m
	<b>Total Revenue Reserves</b>	<b>£17.438m</b>	<b>£17.654m</b>	<b>£18.568m</b>	<b>£19.175m</b>

**CAPITAL PROGRAMME - 2023/24 BUDGET MONITORING  
EXPENDITURE & FINANCING SUMMARY**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>Capital Expenditure</b>							
<u>Approved Projects</u>							
ANPR	115	0	0	0	0	0	115
Estates Business as Usual	2,139	350	0	0	0	0	2,488
Estates Strategy	5,313	2,994	0	0	0	0	8,307
I.T. Services	4,402	3,851	111	92	86	0	8,542
OPC	501	0	0	0	0	0	501
Other	556	25	0	0	0	0	581
SCD	39	0	0	0	0	0	39
Transport	3,413	1,100	0	0	0	0	4,513
	<b>16,476</b>	<b>8,320</b>	<b>111</b>	<b>92</b>	<b>86</b>	<b>0</b>	<b>25,085</b>
<u>Subject to Approval Projects</u>							
ANPR	0	125	125	125	125	0	500
Estates Business as Usual	0	0	1,300	1,300	975	0	3,575
Estates Strategy	1,648	8,535	14,881	12,050	10,780	0	47,893
I.T. Services	349	6,181	6,283	2,780	5,989	0	21,582
OPC	0	0	0	0	0	0	0
Other	201	237	250	250	0	0	938
SCD	83	0	0	0	0	0	83
Transport	40	2,200	2,240	2,500	2,550	0	9,530
	<b>2,320</b>	<b>17,278</b>	<b>25,079</b>	<b>19,005</b>	<b>20,419</b>	<b>0</b>	<b>84,101</b>
<u>Total by Department</u>							
ANPR	115	125	125	125	125	0	615
Estates Business as Usual	2,139	350	1,300	1,300	975	0	6,063
Estates Strategy	6,960	11,528	14,881	12,050	10,780	0	56,200
I.T. Services	4,751	10,032	6,394	2,872	6,075	0	30,124
OPC	501	0	0	0	0	0	501
Other	757	262	250	250	0	0	1,519
SCD	122	0	0	0	0	0	122
Transport	3,453	3,300	2,240	2,500	2,550	0	14,043
	<b>18,796</b>	<b>25,597</b>	<b>25,190</b>	<b>19,097</b>	<b>20,505</b>	<b>0</b>	<b>109,187</b>
<b>Financing Sources to be Applied</b>							
Capital receipts	(5,878)	(4,650)	(17,378)	(5,747)	0	0	(33,653)
Grants & contributions	(63)	0	0	0	0	0	(63)
Revenue funding	(2,020)	(1,000)	(1,000)	(1,000)	(1,000)	0	(6,020)
Borrowing	(10,836)	(19,947)	(6,813)	(12,350)	(19,505)	0	(69,450)
	<b>(18,796)</b>	<b>(25,597)</b>	<b>(25,190)</b>	<b>(19,097)</b>	<b>(20,505)</b>	<b>0</b>	<b>(20,505)</b>
<b>Total Unfinanced Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CAPITAL PROGRAMME - 2023/24 BUDGET MONITORING

## CFR &amp; MRP SUMMARY

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>Opening CFR</b>	<b>17,028</b>	<b>27,031</b>	<b>45,670</b>	<b>49,724</b>	<b>59,146</b>	<b>75,413</b>	<b>17,028</b>
<b>Capital Expenditure</b>							
Approved projects - long-life	7,452	3,344	0	0	0	0	10,795
Approved projects - short-life	9,025	4,976	111	92	86	0	14,290
Subject to Approval projects - long-life	1,648	8,535	16,181	13,350	11,755	0	51,468
Subject to Approval projects - short-life	672	8,743	8,898	5,655	8,664	0	32,632
	<b>18,796</b>	<b>25,597</b>	<b>25,190</b>	<b>19,097</b>	<b>20,505</b>	<b>0</b>	<b>109,186</b>
<b>Financing Sources to be Applied</b>							
Capital receipts	(5,878)	(4,650)	(17,378)	(5,747)	0	0	(33,653)
Grants & contributions	(63)	0	0	0	0	0	(63)
Revenue funding	(2,020)	(1,000)	(1,000)	(1,000)	(1,000)	0	(6,020)
	<b>(7,960)</b>	<b>(5,650)</b>	<b>(18,378)</b>	<b>(6,747)</b>	<b>(1,000)</b>	<b>0</b>	<b>(39,735)</b>
<b>Minimum Revenue Provision</b>							
Historic unfinanced borrowing	(500)	(500)	(500)	(500)	(500)	(500)	(3,000)
Current projects - long-life	(319)	(546)	(843)	(1,013)	(1,322)	(1,322)	(5,365)
Current projects - short-life	(14)	(262)	(1,415)	(1,415)	(1,415)	(1,415)	(5,937)
	<b>(833)</b>	<b>(1,308)</b>	<b>(2,758)</b>	<b>(2,928)</b>	<b>(3,237)</b>	<b>(3,237)</b>	<b>(14,302)</b>
<b>Closing CFR</b>	<b>27,031</b>	<b>45,670</b>	<b>49,724</b>	<b>59,146</b>	<b>75,413</b>	<b>72,176</b>	<b>72,176</b>

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	£000	£000	£000	£000	£000	£000	£000
<b>FINANCING COSTS</b>							
Minimum Revenue Provision (MRP)	833	1,308	2,758	2,928	3,237	3,237	14,302
Interest costs	75	628	989	1,208	1,636	2,040	6,577
<b>Total revenue impact of borrowing</b>	<b>908</b>	<b>1,937</b>	<b>3,747</b>	<b>4,137</b>	<b>4,874</b>	<b>5,277</b>	<b>20,879</b>

**CAPITAL PROGRAMME - 2023/24 BUDGET MONITORING**  
**CAPITAL RESOURCES SUMMARY**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000	£000	£000
<b>Capital receipts</b>						
<i>Opening balance</i>	0	0	0	(5,747)	0	0
Received	(5,878)	(4,650)	(23,125)	0	0	0
Applied for financing	5,878	4,650	17,378	5,747	0	0
<b>Closing balance</b>	<b>0</b>	<b>0</b>	<b>(5,747)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grants and contributions</b>						
<i>Opening balance</i>	0	0	0	0	0	0
Received	(63)	0	0	0	0	0
Applied for financing	63	0	0	0	0	0
<b>Closing balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue funding</b>						
<i>Opening balance</i>	(1,001)	(100)	(100)	(100)	(100)	(100)
Received	(1,119)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Applied for financing	2,020	1,000	1,000	1,000	1,000	0
<b>Closing balance</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(1,100)</b>
<b>Totals</b>						
<i>Opening balance</i>	(1,001)	(100)	(100)	(5,847)	(100)	(100)
Received	(7,059)	(5,650)	(24,125)	(1,000)	(1,000)	(1,000)
Applied for financing	7,960	5,650	18,378	6,747	1,000	0
<b>Closing balance</b>	<b>(100)</b>	<b>(100)</b>	<b>(5,847)</b>	<b>(100)</b>	<b>(100)</b>	<b>(1,100)</b>

Strategic - Budget Setting Timetable 2024/25

Ref	Category of Activity	Activity Description	Responsible Team	Activity Owner	Date	Budget Version						Comments
						1. June Strategic Board	2. Sep Strategic Board	3. COG Workshop 1	4. Oct Strategic Board	5. Post MD Funding Announcement	6. Police, Fire, Crime Panel	
ST14	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.
ST15	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
ST16	Strategic	Police, Fire & Crime Panel Meeting paper deadline	PFCC	Janet Perry	Wed-13-Sep							Papers will be based on June Strategic Board position
ST17	Strategic	September Strategic Board - Paper Deadline	Corporate Finance	Debbie Martin	Fri-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
ST18	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.
ST19	Strategic	PFCC Engagement - Meeting (Sept)	Corporate Finance	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Mon-25-Sep							MTFS latest position. Discussions will be based on Sept 23 Strategic Board Paper submission
ST20	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).
ST21	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCCs Office	Thu-28-Sep							Based on June Strategic Board position.
ST22	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group (1)	Corporate Finance	Debbie Martin	Mon-02-Oct							Format to be agreed. Will form basis of papers going to Budget Working Group (1) on 10th Oct
ST23	Strategic	Provision of Papers to panel working group (1)	PFCCs Office	Janet Perry	Fri-06-Oct							Papers based on Sept Strategic Board. Format of papers to be determined.
ST24	Strategic	Police Fire & Crime Panel Budget Setting Working Group (1)	PFCCs Office	PFCCs Office	Tue-10-Oct							PFCC Engagement with the Police, Fire and Crime Panel, Budget Setting Working Group.
ST25	Strategic	SCCB (Extraordinary Budget Setting Meeting)	Force Commands/Strategic Change	Chief Officers / Anna Hook	Thur-12-Oct							Extraordinary Budget Setting SCCB - Review of consolidated Investment (Other), organisational change business cases (some may require subsequent COG approval) and Capital Investment.

Strategic - Budget Setting Timetable 2024/25

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						1. June Strategic Board	2. Sept Strategic Board	3. COG Workshop 1	A. Dec Strategic Board	5. Post HD Funding Announcement	6. Police, Fire, Crime Panel		
ST26	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
ST27	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)
ST28	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)
ST29	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.
ST30	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)
ST31	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group (2)	Corporate Finance	Debbie Martin	Thu-19-Oct								Format to be agreed. Will form basis of papers going to Budget Working Group (2) on 2nd Nov
ST32	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
ST33	Strategic	Chancellors Autumn Budget Statement	N/A	N/A	W/C 23rd Oct (estimated)								Last Year's Autumn Statement was 27th October
ST34	Strategic	Provision of Papers to panel working group (2)	PFCCs Office	Janet Perry	Mon-30-Oct								Papers based on Sept Strategic Board. Format of papers to be determined.
ST35	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)
ST36	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
ST37	Strategic	Police Fire & Crime Panel Budget Setting Working Group (2)	PFCCs Office	PFCCs Office	Thu-02-Nov								
ST38	Strategic	Efficiency, Savings and Growth Board	Corporate Finance	CFO/Chief Accountant	Tue-07-Nov								Verbal budget update to Efficiency, Savings and Growth Board

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ST39	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)
ST40	Strategic	Review of PFCC Budgets (including Pay)	Corporate Finance / PFCC Office	Annette Chan	Tue-14-Nov							Opportunity for PFCC office to review the detailed make-up of calculated 24/25 budget requirement including pay budget setting.
ST41	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
ST42	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
ST43	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)
ST44	Strategic	PFCC Engagement - send papers for Nov meeting	Corporate Finance	Debbie Martin / Annette Chan	Thu-23-Nov							Papers based on latest position (including pay)
ST45	Strategic	Police Fire and Crime Panel Meeting - Paper Deadline	PFCCs Office	PFCCs Office	Thu-23-Nov							
ST46	Strategic	PFCC Engagement - Meeting (Nov)	Force	PFCC/ CC Harrington / DCC Prophet / Debbie Martin/ Janet Perry	Tue-05-Dec							PFCC & Chief Constable meeting to discuss latest budget setting position.
ST47	Strategic	Strategic Board - Send Chief Constable Budget Proposal	Corporate Finance	Debbie Martin	Tue-05-Dec							Draft Budget Proposal sent to PFCC Office (PM)
ST48	Strategic	Police Fire and Crime Panel Meeting	PFCCs Office	PFCCs Office	Thu-07-Dec							
ST49	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
ST50	Strategic	COG - Review of Budget Letter	Corporate Finance / Strategic Change	Debbie Martin / Anna Hook	Wed-13-Dec							COG review first draft of budget letter
ST51	Strategic	Strategic Board (Dec) - Budget Proposals & Officer Investment (Prior to HO Funding Announcement)	Strategic Change	Debbie Martin / Anna Hook	Thu-14-Dec							Strategic Board - Chief Constable presents Budget Proposals including Officer investment (Prior to HO Funding Announcement)
ST52	Strategic	Home Office Funding Announcement	N/A	N/A	15/12/2023 - Estimated							
ST53	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.



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ST54	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
ST55	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
ST56	Strategic	PFCC Engagement Meeting - Paper Deadline (Notification of changes following COG Virtual review)	Corporate Finance	Debbie Martin	Tue-19-Dec							Papers for engagement meeting on 20th Dec and Budget Working Group on 4th Jan.
ST57	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)
ST58	Strategic	Provision of Papers to panel working group (3)	PFCCs Office	Janet Perry	Fri-29-Dec							Papers for Budget Working Group on 4th Jan.
ST59	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
ST60	Strategic	Results from precept survey	PFCCs Office	Darren Horsman	Jan							
ST61	Strategic	Police Fire & Crime Panel Budget Setting Working Group (3)	PFCCs Office	PFCCs Office	Thu-04-Jan							
ST62	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
ST63	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
ST64	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)
ST65	Strategic	Provision of Papers to PFCC Office for the PF&CP Budget Working Group (4)	Corporate Finance	Debbie Martin	Fri-12-Jan							Papers for working group on 18th Jan. Format to be agreed.
ST66	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)

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ST67	Strategic	Provision of papers to working group (4)	PFCCs Office	Janet Perry	Mon-15-Jan								
ST68	Strategic	Police Fire & Crime Panel Budget Setting Working Group (4)	PFCCs Office	PFCCs Office	Thu-18-Jan								
ST69	Strategic	PFC Panel Papers - sent to ECC	PFCCs Office	Janet Perry	Wed-18-Jan								Panel papers including PFCC response to Chief Constable letter sent to ECC for panel.
ST70	Strategic	Police Fire & Crime Panel	PFCCs Office	PFCC	Thu-01-Feb								PFCC presented budget to panel (2pm)
ST71	Strategic	PFCC informs Billing Authorities of precept.	PFCCs Office	PFCC S151 Officer	Fri-09-Feb								
ST72	Strategic	Police Fire & Crime Panel (Reserve Date)	PFCCs Office	PFCC	Thu-15-Feb								
ST73	Strategic	Internal Budget Book	Corporate Finance	Corporate Accounting	Wed-15-Mar								Circulation of Internal Budget Book to Budget Holders
ST74	Strategic	Establishment Reports	Corporate Finance	Corporate Accounting	Wed-15-Mar								Establishment Reports circulated to Budget Holders
ST75	Strategic	External Budget Book	Corporate Finance	Corporate Accounting	Fri-31-Mar								Publication of EP External Budget Book on Website

