

Her Majesty's Inspectorate of Constabulary
6th Floor | Globe House | 89 Eccleston Square | London
SW1V 1PN Telephone: 0203 5130511 Fax: 0203 513 0650
Email: zoe.billingham@hmic.gsi.gov.uk



Zoë Billingham BA Hons (Oxon)
HM Inspector of Constabulary, Eastern Region

28 September 2012

Mr Philip Hickson
Chair – Derbyshire Police Authority

Ms Helen Boffy
Chief Executive – Derbyshire Police Authority

Dear Philip and Helen

HMIC Police and Crime Commissioner (PCC) Budget Preparedness Visits

Thank you for time the police authority spent with the HMIC team on 13 September 2012. The meeting presented an opportunity for you to provide an overview of your budget development process for 2013/14, the funds identified for transition and the development of potential models of governance, decision making and accountability.

I am writing to provide you with a summary of our discussions and to highlight areas that emerged for further consideration.

Budget setting process

Your budget setting process for 2013/14 is in place and your plans are based on sound and prudent assumptions. As you have delivered your change programme and savings early in the two most challenging years of the spending review, the pressures on your budget in 2013/14 and 2014/15 are less significant and as a result there are no major savings exercises planned for 2013/14.

Your budget proposal assumes a 2.5 percent precept increase but a scenario of zero percent is also being modelled; your 2013/14 budget planning process started earlier than usual to allow for the December deadline to be met.

There are uncertainties around the police grant and the full impact of the Winsor review but you have modelled potential additional pressures comprehensively and have a healthy level of reserves which will provide a buffer against unforeseen pressures.

Preparation of scenarios to support the PCC in setting the budget

As none of your prospective PCC candidates have made explicit commitments regarding spending, you are developing a range of options in line with your usual budget setting processes and closely monitoring the candidates' manifestos.

You are planning to hold a risk seminar at the end of October, which is attended by all partners and is part of your budget setting process. The purpose is to review policing risks and identify how they are changing for the coming year. All of your PCC candidates have been invited.

Workforce and service impact

You described your current workforce plans. As your workforce numbers have already been reduced to close to your four-year target there will be limited changes in overall workforce numbers in 2013/14.

There is no intention in your planning to implement any significant changes that will impact on service quality and, as yet, you have not started work to consider the impact of the next spending review. You are involved in collaborative working with other forces and savings have been built in from increasing collaboration during 2013/14, also providing increased resilience.

Forward planning: governance and the Office of the PCC (OPCC)

Your joint transition board is working purposefully to provide the necessary building blocks for governance and OPCC arrangements and is leading the change from the authority to the office of PCC. You are continuing to work within your existing budgets. You have anticipated some skills gaps within the existing workforce in respect of communications, research and performance monitoring. You have a detailed project plan to ensure that all necessary steps are taken in advance of November to enable the OPCC to function from day one.

You have developed a draft proposal based on the Association of Police Authority Chief Executives' model, which sets out detailed governance arrangements between the PCC and the Chief Constable. The proposal includes an accountability toolkit giving the PCC a range of options for holding the Chief Constable to account and how the public could be involved.

You propose that this could be structured around fortnightly meetings between the Chief Constable and the PCC, with as much as possible being openly reported on the website.

The joint audit committee is in the process of being established and will be made up of existing independent members of the police authority. It will continue as the interim joint audit committee of the force and the OPCC until March 2013. The police and crime panel is now in place and has met twice.

You are also proposing that the PCCs of all the East Midlands forces could combine to form a PCC business strategy group to ensure that collaboration continues to develop regionally.

In summary, your budget development process is based on prudent assumptions and takes account of a range of funding scenarios. You are developing proposals for PCC governance arrangements and while some areas are more advanced than others you are aware of what is required. You have a timetabled plan so that a range of options for PCCs will be finalised in advance of the election and available for you to brief prospective candidates. You fully understand that it will be a matter for the PCC which, if any, options they choose to adopt.

I hope that the above comments are beneficial as you continue to plan and prepare for transition to PCCs.

I would like to take this opportunity to thank the police authority for its continuing commitment to plan and prepare for the transition to a PCC.

Yours sincerely



Zoë Billingham

HM Inspector of Constabulary, Eastern Region

Copied:

Mr Mick Creedon QPM
Chief Constable – Derbyshire Constabulary

Mr Nick Gamblin
HMIC Liaison Officer – Derbyshire Constabulary