

Her Majesty's Inspectorate of Constabulary
Unit 2 Wakefield Office Village, Fryers Way
Silkwood Park, Wakefield WF5 9TJ West Yorkshire
Direct Line: 01924 237722 Fax: 01924 237705
Email: roger.baker@hmic.gsi.gov.uk



Roger Baker QPM MBA MA
Her Majesty's Inspector of Constabulary

28 September 2012

Mr Charles Perryman JP
Chair – South Yorkshire Police

RB/LKB

Ms Erica Redfearn
Chief Executive – South Yorkshire Police Authority

Dear Charles and Erica

HMIC Police and Crime Commissioner (PCC) Budget Preparedness Visits

Thank you for the time the police authority spent with the HMIC team on 12 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

You have a well established budget setting process in place. Your Medium Term Financial Plan was refreshed and approved in July, providing a framework for the development of the 2013/14 budget. Additional costs have been considered such as the costs of services such as Police National Database (PND) and the National Police Improvement Agency (NPIA) as well as the rise in fuel costs.

Your careful planning has led to an increase in the level of reserves which will be used to support the recruitment of new police officers and community support officers.

It has been agreed that the induction training for the Police and Crime Panel (PCP) will include a significant briefing on the force budgetary plans.

Preparation of scenarios to support the PCC in setting the budget

You recognise that the levels of funding are likely to fluctuate. Whilst there has been some discussion as to the how these may affect the future budget, the force supported by the

authority has used the Association of Police Authorities and Association of Chief Police Officers suggested levels for assumption to prepare for future scenarios.

Both the authority and the force have taken a very similar approach to the costs for potential PCC commitments, choosing to wait until they are known rather than planning for unknown scenarios.

Workforce and service impact

Your savings plan identifies the impact on the workforce and officer numbers for 2012/13 and an increase in precept has provided protection for officer numbers for the next three years. In 2013/1014 you intend to recruit new police officers with the funding made available from your reserves.

You have a degree of confidence that your plans will meet the requirements of the PCC however they will be subject to constant review.

The authority is continuing to pursue options for collaborating with others as a means of increasing efficiency and reducing costs.

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

The budget for the OPCC is based on the current police authority budget. The core functions of the office have been identified and a gap analysis has been conducted in respect of the current staff. You have considered staffing requirements and identified where further support may be needed, such as media relations.

As yet there is no formal induction programme planned but meetings with the Chief Constable have been planned into the PCC diary along with commitments including meetings with key stakeholders.

You are drawing on models of governance and decision making being developed by the association of police authority chief executives, looking to develop them within a local context and are progressing all necessary changes to standing orders, schemes of consent and delegation and other governance documentation. You are in the process of setting up a Joint Audit Committee and the police and crime panel was due to meet in late September.

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 whilst some areas are more advanced than others you are aware of what is required.

You full understand that it will be a matter for the PCC which, if any, options they choose to adopt.

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

Yours sincerely

A handwritten signature in black ink, appearing to read 'Roger Baker', enclosed within a faint rectangular border.

Roger Baker
HM Inspector of Constabulary

Copied:
Mr David Crompton QPM
Chief Constable – South Yorkshire Police

Yvonne Duffin
HMIC Liaison Officer