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**Drusilla Sharpling, CBE**  
Her Majesty's Inspector of Constabulary

28 September 2012

Mr Phil Robson  
Chair – Warwickshire Police Authority

Mr Oliver Winters  
Chief Executive – Warwickshire Police Authority

Dear Phil and Oliver

### **HMIC Police and Crime Commissioner (PCC) Budget Preparedness Visits**

Thank you for the time the police authority spent with the HMIC team on 11 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 the discussions and to highlight any areas that emerged for further consideration.

#### **Budget setting process**

You are taking a 'business as usual' (and well established) approach to your 2013/14 budget setting process. Your medium term financial planning is being regularly refreshed and will be updated in October. You have completed a detailed analysis of the impact on your budget from a wide range of factors including new council tax benefit localisation arrangements, the council tax base, the police precept component of local council tax (precept) and grant income.

You are engaging with stakeholders and prospective PCC candidates to brief them on the budget outlook and you have more events of this type planned in the next couple of months. You are meeting with the Police and Crime Panel (PCP) in October to discuss the budget setting process and how this supports the development of the police and crime plan.

#### **Preparation of scenarios to support the PCC in setting the budget**

You are developing a range of alternative scenarios for the incoming PCC to consider in order to assist with setting the budget. You have included a worst case scenario which involves a precept freeze and alternative scenarios based on different levels of

precept increase. The implications of each scenario on the force's savings requirement has been calculated as well as plans for how these savings might be made.

### **Workforce and service impact**

You described your current workforce plans which are progressing as planned and while you are not expecting any changes to your workforce projections for the next two years you will be reassessing the position from 2015/16 onwards. Similarly, none of the scenarios you have explored are expected to result in major changes to existing service delivery plans although you acknowledge that once more information on the next comprehensive spending review is available this may change.

The authority is continuing to pursue options for collaborating with others including the strategic alliance with West Mercia. The strategic alliance blueprint has been agreed, however you are deferring decisions about front office counters and safer neighbourhood teams until after the PCC elections the PCC arrives and will be providing a menu of cost reduction options for them to consider.

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

You have set aside a small transition budget to take account of any one off costs and the provisional budget for the OPCC is based on the current police authority budget.

You have identified the principles for how the OPCC will operate and you are developing arrangements for when the PCC takes up office. You have considered staffing requirements and identified areas where further support may be needed such as commissioning services. You have an induction plan and diary which identifies essential activities. A legacy document will provide key information to assist the PCC in their early days.

You are progressing a decision making process which is flexible and able to deal with different types of decision and you are also thinking through a range of options for how the public will be updated on key decisions.

You are now focusing on drafting your schemes of consent and delegation and are using national guidance to assist you with this. Having consulted the prospective candidates, you have decided to delay setting up a Joint Audit Committee until the PCC takes office.

You are still in the process of developing a range of options for how the PCC will hold the Chief Constable to account. Although this is work in progress you are drawing on guidance issued by the Association of Police Authority Chief Executives and the Association of Police Authorities to assist you with this.

In summary, you have a well established budget development process which is based on prudent assumptions and takes account of a broad range of funding

scenarios. You are also developing a range of options for the PCC to consider once in post to assist them in delivering their statutory functions.

You are developing your plans for how the OPCC will operate to support the PCC in delivering their statutory functions. While your decision making processes and governance options for how the PCC might hold the Chief Constable to account are still work in progress, you have a clear idea of what the choices are and are using national guidance to assist in developing these further. You fully 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 the transition to a PCC.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dr Sharpling', written in a cursive style.

**Drusilla Sharpling**

HM Inspector of Constabulary, Wales And Western Region

Copied:  
Mr Andrew Parker QPM  
Chief Constable – Warwickshire Police

Mr Paul Hoskins  
HMIC Liaison Officer