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

RB/LKB

28 September 2012

Councillor Mark Burns-Williamson, OBE
Chair – West Yorkshire Police Authority

Mr Fraser Sampson
Chief Executive – West Yorkshire Police Authority

Dear Mark and Fraser

HMIC Police and Crime Commissioner (PCC) Budget Preparedness Visits

Thank you for the time the police authority spent with the HMIC team on 04 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 have continued to use your well-established and proven processes in preparing the draft 2013/14 budget. This has included early consideration of likely cost pressures and the development of options based on best, optimistic and pessimistic scenarios and series of alternative precept options ranging from zero percent to six percent. You are taking steps to ensure that potential PCC candidates are briefed on possible budget scenarios and their implications.

Preparation of scenarios to support the PCC in setting the budget

You have developed a number of alternative scenarios and these are already available to assist an incoming PCC in setting the budget. These include best, optimistic and pessimistic funding scenarios and their implications on the precept.

Workforce and service impact

You are not anticipating any changes to the current agreed workforce projections up to 2014/15, including the proportion of staff in frontline roles and the mix of officers and police staff. You recognise that this position will need to be reassessed for 2015/16 and 2016/17 should the anticipated funding gaps for those years be confirmed in the autumn statement

for the next spending review (SR) round. You do not anticipate any significant changes to existing service delivery plans until 2015/16. However, for the next SR the position will need to be reassessed if projected funding gaps are to be bridged. You are continuing to pursue collaboration opportunities and are monitoring the implications of potential withdrawal of funding by partners in the future.

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

Your transition board is developing and monitoring the progress made in ensuring that the incoming PCC is provided with options for a strong governance and accountability framework that will safeguard his or her Office. You have sought advice from the Association of Police Authority Chief Executives and the Chartered Institute of Public Finance and Accountancy and drawn on good practice from the London model to support these developments. Scheduled and formal weekly meetings between the PCC and the Chief Constable are planned but arrangements for holding the Chief Constable to account need further development. 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



Roger Baker
HM Inspector of Constabulary

Copied:
Sir Norman Bettison
Chief Constable – West Yorkshire Police

Mr Les Bowen
HMIC Liaison Officer