



Preparing for Police and Crime Commissioners

An interim report on the progress made by police authorities in preparing for the introduction of PCCs

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Executive summary

On 15 November 2012, elections for police and crime commissioners (PCCs) will be held across England and Wales.¹ PCCs will hold chief constables to account for policing in their force area on behalf of the public. New police and crime panels will scrutinise the actions and decisions of each PCC and make sure information is available for the public, enabling them to hold the PCC to account.² Police authorities will cease to exist.

PCCs will have to hit the ground running. They will have more responsibilities than police authorities (for instance, around wider community safety and criminal justice, and commissioning the provision of local victims services),³ and will be expected to make major decisions in a relatively short timeframe, such as setting the force budget for 2013/14, and creating a draft Police and Crime Plan. They will also have far more flexibility than police authorities in how they work – for example, they can decide how often and how publicly they will meet with their chief constable, and how they will communicate with the public they represent.

As a result, PCCs will need immediate access to comprehensive and up-to-date facts, figures and handover information, so they can quickly assume their new role (which is outlined in more detail in Figure 1, p.10) and decide the details of how they will work. It is therefore important that police authorities do all they can to anticipate what commissioners will need, and plan how to have this in place for their first day in office.

This review

Between April and June 2012, Her Majesty's Inspectorate of Constabulary (HMIC) made an interim assessment of:

- whether authorities are making prudent preparations for the transition to PCCs; and
- if transition planning is having a detrimental effect on normal and ongoing authority work (i.e. on 'business as usual').

This review was carried out for the PCC Transition Sponsorship Board chaired by Nick Herbert, Minister for Policing and Criminal Justice, and forms part of the Home Office's broad and comprehensive programme to manage the transition to PCCs.

¹ Forty-one of the 43 police authorities across England and Wales will hold elections. In London, the powers of the PCC are held by the Mayor of London and have been administered through the Mayor's Office for Policing and Crime (MOPAC) since 16 January 2012. The City of London Police will remain governed by the City of London Corporation.

² See Annex A for more information on police and crime panels.

³ See Annex B for a comparison of the statutory responsibilities of police authorities and police and crime commissioners.

Our conclusions should be read as contributing to and part of this wider work. In particular, because our review is focused solely on the actions of police authorities in the months leading up to their abolition, it does not attempt to offer wholesale assurance on preparedness for PCCs – especially as we consider police authorities’ transition plans only in outline, looking at their general scope and progress made to date, rather than at the detail or efficacy of what they contain.

Methodology

We looked at police authority transition plans and risk registers in order to get an overview of how authorities are preparing for PCCs, and of how well they are managing these plans. This desk-based research was followed by ‘support and challenge’ meetings with police authority members and staff, which were used to explore the transition plans in more detail, and to assess the authority’s ability to maintain ‘business as usual’.⁴ We also spoke to every chief constable.

Based on these findings, HMIC looked in more detail at the work of five police authorities. This was either to explore particular areas of their planning, or to see what progress had been made since the initial review.⁵

A reference group was used to test methodology and findings. Their advice was invaluable, especially in helping us understand the work of other stakeholders as they also prepare for PCCs.⁶

This summary outlines what we found at a national level. Annex D gives an outline of how findings varied between authorities; more detailed reports on what we found in each authority are available from the HMIC website (www.hmic.gov.uk).

What we found: Maintaining authority business as usual until the election

The workload of authorities has increased, with authority members and staff now spending a considerable amount of time on preparing for PCCs. This has stretched their resources; but most have taken practical steps to bring in additional temporary support for the transition period.

However, by the time the elections take place three authorities⁷ may have chief executive vacancies, because of retirement or temporary contracts coming to an end. This means the authority team that transfers over to the Office of the PCC could be

⁴ The question bank used in these meetings is at Annex C.

⁵ See Annex D for more information on this, and for an authority by authority summary of what we found.

⁶ The reference group includes representatives from the Mayor’s Office of Police and Crime (MOPAC); the Police Authority Treasurers’ Society (PATS); the Association of Police Authorities (APA); the Association of Police Authority Chief Executives (APACE); the Audit Commission; the Association of Chief Police Officers (ACPO); the Local Government Association (LGA); the National Policing Improvement Agency (NPIA); the Home Office; and the Welsh Audit Office.

⁷ Essex, South Wales and North Wales.

under strength. At the time of the support and challenge meetings we also found six police authorities⁸ where one person was filling the role of both chief executive and treasurer. This not only reduces the capacity of the senior authority team in the transition period, but represents an immediate gap for the future Office of the PCC, as legislation requires a separate chief executive and chief financial officer.

Most authorities are taking practical steps to increase their capacity and to mitigate the risk; and more widely, HMIC found a clear commitment to ensuring that transition planning runs in parallel with regular authority business. Authority members are determined to leave a strong foundation and positive legacy for the incoming PCC, with many examples of individuals willingly taking on extra responsibilities to help secure this – even though their tenure with the authority will shortly end. They should be commended for this.

At a national level, the Association of Police Authorities (APA),⁹ the Association of Police Authority Chief Executives (APACE), the Police Authority Treasurers' Society (PATS), the Association of Chief Police Officers (ACPO), the Local Government Association (LGA) and Welsh Local Government Association (WLGA) are seeking to support the new policing landscape:

- the APA have put together a transition checklist;
- the APA and APACE have issued guidance for police authorities on members of staff standing as or supporting PCC candidates;
- ACPO has developed guidance for the police on interaction with prospective PCC candidates;
- the LGA and WLGA have produced *Police and crime commissioners: a guide for councils*; and
- the PATS has issued guidance around how financial regulations will be affected by the new landscape.

What we found: Preparations to meet the requirements of the incoming PCC

Transition plans

HMIC found that all police authorities have plans in place to manage the transition to PCCs, and most are progressing these effectively.¹⁰ However, plans were at different stages of maturity; and at the time of our review two authorities¹¹ needed to pick up the pace to ensure sufficient progress will be made by November 2012.

⁸ Bedfordshire, Derbyshire, Leicestershire, Merseyside, South Yorkshire and Thames Valley.

⁹ The Home Office has commissioned the APA to develop an interim Association of Police and Crime Commissioners (APCC), which will replace the APA from 22 November 2012.

¹⁰ We conducted one formal revisit of Essex Police Authority, and found that they had made significant progress since the initial review. We also asked four authorities (in Cambridgeshire, Leicestershire, Northamptonshire and Surrey) for clarity on different aspects of their transition plans.

¹¹ Essex and South Yorkshire.

Implementing the plans

All 41 authorities have a formal **transition board**, which is charged with oversight of the transition process. Police authority members were represented on 37 of these, offering them a clear line of sight to plans and progress; HMIC assessed whether the remaining four authorities¹² have alternative processes for achieving this, and found that they did. Most had programme management processes in place to help ensure the plan stays on track.

HMIC also found that many authorities are bringing in **extra staff** to cover the transition period – both so that their regular work doesn't slip (see p.4 above), and to boost the specialist skills needed to support a seamless handover to PCCs (for instance, in project management and programme planning). Authorities that are not currently doing this should ensure they have the right skills in place.

All authorities reported that they have **either identified or put aside money to fund the transition to PCCs**, although the amount varied from area to area. We will look at this in more detail later in the year.

Anticipating PCC requirements

While we found clear evidence that 14 authorities¹³ were thinking ahead and anticipating what their PCC might need in order to hit the ground running, others were less forward-looking.

Relatively soon after they are elected, PCCs will need to make key decisions concerning the **police and crime plan** for their area, and the **2013/14 force budget**. To help with this, all police authorities are preparing a draft plan, although we found different approaches to this: for instance, ten authorities¹⁴ are putting together several different options, in a few cases tailoring these to what appears in prospective candidates' manifestos.

At the time of the support and challenge meetings, we found that police authorities had begun making **practical arrangements for the Office of the PCC**, to enable PCCs to be effective from day one. This was generally work in progress, although 16 authorities¹⁵ were more advanced in this, and were developing an induction programme for the PCC, and looking at how resources might be shared with the chief constable, for example.

PCCs will need to quickly set up processes and structures for how they will operate: for instance, by deciding how often and how publicly they will meet with their chief constable and how they will communicate with the public they represent. To help with this, all police authorities are planning to offer **a choice of governance, decision-**

¹² Durham, Norfolk, South Wales and Surrey.

¹³ Avon and Somerset, Cheshire, Cumbria, Durham, Gloucestershire, Greater Manchester, Hampshire, Hertfordshire, Humberside, Kent, Lancashire, South Wales, Sussex and West Yorkshire.

¹⁴ Avon and Somerset, Bedfordshire, Devon and Cornwall, Dorset, Gloucestershire, Hampshire, Hertfordshire, Norfolk, Suffolk and Warwickshire.

¹⁵ Avon and Somerset, Bedfordshire, Cambridgeshire, Cumbria, Durham, Greater Manchester, Gwent, Hertfordshire, Humberside, Lancashire, Lincolnshire, Merseyside, Norfolk, Nottinghamshire, South Yorkshire and West Yorkshire.

making and accountability models for commissioners to consider as they set up their new office – although PCCs may of course choose a completely different model.

Understandably, at the time of inspection most authorities were still at an early stage of developing these models; we therefore could not look at the detail of what they were proposing, nor make a judgement on their efficacy. Work by the APA and APACE to pull together a range of examples for authorities to draw on may help to advance this.

HMIC will return to look at all authorities' proposed models in late September 2012. At the same time, we will review authority plans to support the PCC in setting the force budget for 2013/14.

Partner engagement

The PCC role requires close partnership working with a variety of partners (see Figure 1, p.10). HMIC found that police authorities have generally engaged well with a range of stakeholders who have an interest in the transition process, and who will continue to have an important role in the new policing landscape. These include local authorities, the wider community safety and criminal justice sectors, health agencies and the voluntary sector.

Conclusion and next steps

Our inspection showed that all authorities are continuing to discharge their statutory duties, while simultaneously preparing in various ways for the arrival of PCCs. They all have transition plans in place, and are broadly making progress against them. However, HMIC found that while some of these plans show clear evidence of authorities thinking ahead and anticipating what their PCC might need to help them be quickly effective on entering office, others were less forward-looking.

In September 2012, HMIC will look in more detail at two central aspects of preparing for PCCs:

The budget development process and the options which authorities are creating to help PCCs to make informed decisions on the 2013/14 force budget. This work will include reviewing the force savings requirement; the assumptions on which future budget options are based; and the authorities' analysis of the effect of the proposed budget options, both on the workforce and on the service provided to the public.

This is particularly important as the PCC will need to prepare and present the 2013/14 policing budget and precept proposals to the police and crime panel relatively soon after entering office. Normally, the process for making precept decisions starts early: but the schedule for PCCs significantly reduces the planning and consultation period to a matter of weeks.

The proposals for governance, accountability and decision-making models (see p.6 above). Alongside this, we will review any updated plans for managing the handover, and look again at the amount of money set aside or identified by police authorities for transition funding.

Introduction

On 15 November 2012, elections for police and crime commissioners (PCCs) will be held in every force area across England and Wales (apart from London).¹⁶ PCCs will take up office one week later (22 November 2012), and will hold chief constables to account for policing in their force area on behalf of the public. New police and crime panels will scrutinise the actions and decisions of each PCC and make sure information is available for the public, enabling them to hold the PCC to account. Police authorities will cease to exist.

This review

Between April and June 2012, Her Majesty's Inspectorate of Constabulary (HMIC) made an interim assessment of:

- whether authorities are making prudent preparations for the transition to PCCs; and
- if transition planning is having a detrimental effect on them carrying out the normal and ongoing authority work (i.e. on 'business as usual').

This review was carried out for the PCC Transition Sponsorship Board chaired by Nick Herbert, Minister for Policing and Criminal Justice, and forms part of the Home Office's broad and comprehensive programme to manage the transition to PCCs. Our conclusions should be read as contributing to and part of this wider work. In particular, because our review is focused solely on the actions of police authorities in the months leading up to their abolition, it does not attempt to offer wholesale assurance on preparedness for PCCs – especially as we consider police authorities' transition plans only in outline, looking at their general scope and progress made to date, rather than at the detail or efficacy of what they contain.

Our inspection framework was based around the following four questions:

1. Is the police authority ensuring business as usual?
2. Has the police authority got a plan for managing the transition to PCCs?
3. Is the police authority and force preparing for a seamless handover to PCCs?
4. Are other stakeholders properly involved in the handover process?¹⁷

¹⁶ Forty-one of the 43 police authorities across England and Wales will hold elections. In London, the powers of the PCC are held by the Mayor of London and have been administered through the Mayor's Office for Policing and Crime (MOPAC) since 16 January 2012. The City of London Police will remain governed by the City of London Corporation.

¹⁷ Annexes C and D contain details of the questions asked, and a summary of findings at an individual authority level.

This review outlines our key findings at a national level. Separate reports on what we found in each authority are available from the HMIC website (www.hmic.gov.uk).

Methodology

In March 2012, HMIC reviewed each authority's transition plan and accompanying risk register. This was followed by support and challenge meetings, which were held with members and staff in each authority between April and June 2012.¹⁸

We also attended transition board meetings, and spoke separately with every chief constable to identify transition issues that were specific to their particular force area.

Based on these findings, HMIC looked in more detail at the work of five police authorities: we conducted one formal revisit of Essex Police Authority and followed up particular aspects of police authorities' plans in Cambridgeshire, Leicestershire, Northamptonshire and Surrey. This was either to explore particular areas of their planning, or to see what progress had been made since the initial review.¹⁹

A reference group was used to test methodology and findings. Their advice was invaluable, especially in helping us understand the work of other stakeholders as they also prepare for PCCs.²⁰

¹⁸ The police authority's appointed auditor also attended the meeting to reduce duplication in the assessment of police authorities' transition planning. These auditors are appointed by the audit commission and provide an independent annual audit of financial statements and report on whether the organisation has made proper arrangements to ensure value for money in how it uses its resources.

¹⁹ See Annex D for more information on this.

²⁰ The reference group includes representatives from the Mayor's Office of Police and Crime (MOPAC); the Police Authority Treasurers' Society (PATs); the Association of Police Authorities (APA); the Association of Police Authority Chief Executives (APACE); the Audit Commission; the Association of Chief Police Officers (ACPO); the Local Government Association (LGA); the National Policing Improvement Agency (NPIA); the Home Office; and the Welsh Audit Office.

1. The role of the police and crime commissioner

PCCs will need immediate access to comprehensive and up-to-date facts, figures and handover information, so they can quickly assume their new role and decide the details of how they will work. It is therefore important that police authorities do all they can to anticipate what commissioners will need, and plan how to have this in place for their first day in office.

To achieve this, authorities will need to have a clear view of and steady focus on what the role of the PCC is, and how it differs from their own. Figure 1 below outlines the key aspects of the PCC role, while Annex B provides a comparison of the statutory duties of a PCC and a police authority. HMIC looked for evidence that authorities had considered these factors in designing their transition plans.

Figure 1: Key functions of the PCC

<p>Representing the Public</p> <ul style="list-style-type: none"> • Directly elected by their communities to ensure an efficient and effective police force and wider criminal justice system • Duty to consult with victims and wider communities • Determining the needs of local people • Commissioning services to assist in cutting crime • Publishing information so the public can judge force and PCC performance • Responsible for the delivery of victims' services 	
<p>Appointment and Scrutiny</p> <ul style="list-style-type: none"> • Appointing (and dismissing) the chief constable • Holding them to account for the running of the force • Dealing with complaints and disciplinary matters relating to the chief constable • Reviewing all complaints and intervening as necessary 	<p>Strategic Direction</p> <ul style="list-style-type: none"> • Setting police and crime objectives in consultation with the chief constable and communities • Producing a 5-year police and crime plan based on local priorities and the Strategic Policing Requirement • Producing an annual report, with annual accounts
<p>Funding</p> <ul style="list-style-type: none"> • Setting the annual force budget and precept • Making grants to other organisations including community safety partnerships (in support of their community safety priorities) • Will receive consolidated funding from grants currently provided individually to a range of organisations 	<p>Partnership Working</p> <ul style="list-style-type: none"> • Promoting and enabling joined up working on community safety and criminal justice • Working with local leaders to improve outcomes for communities and ensure effective and efficient use of resources • Agreeing and reviewing collaborative arrangements in consultation with the chief constable

2. Are authorities ensuring the delivery of business as usual?

Police authorities have three key functions:

- to secure an efficient and effective police service;
- to secure continuous improvement; and
- to obtain the views of local people about the policing of their area.

These functions are underpinned by a range of statutory duties, which include holding the police budget; publishing an annual policing plan, and reporting back to local communities on progress against it; and appointing the chief officer team.²¹

HMIC found that all police authorities show continued commitment and enthusiasm to ensuring 'business as usual' while also preparing for the major change in police governance. It illustrates the professionalism of members and staff in continuing to meet their responsibilities despite the fact that many members' roles will cease to exist in a few months' time. They are to be commended for this.

In Wales, the recent local elections have resulted in up to half of the police authority membership changing.²² Even faced with this significant change in membership, authorities are committed to ensuring new members are appropriately briefed and equipped to manage the current priorities.

Governance structure for making key decisions

Police authorities use a committee structure to make decisions on key areas of the business, and so fulfil their statutory responsibilities.²³ Typically, there are committees focused on force performance; audit and governance; professional standards; and human resources. They tend to take place every quarter, with the decisions they make overseen and endorsed by a full meeting of all police authority members. All committee meetings are open to the public.

The majority of police authorities have retained their committee and meeting structures for the transition period – although about a fifth have streamlined them, to reduce any current duplication and to help ensure they can balance transition

²¹ See Annex B for a comparison of police authority and PCC statutory responsibilities.

²² Some English local authorities have experienced a similar change, such as in West Yorkshire.

²³ The exception to this is Warwickshire Police Authority, where an embedded governance model for performance, resource assurance and business improvement means that authority members attend force meetings for these business areas, acting in a governance (rather than a management) role.

planning with business as usual. Some have also seen reducing the number of committees as a move nearer to how the PCC might choose to operate.²⁴

The authorities that have reduced the number of committees and meetings have put in place a number of strategies to ensure their oversight and accountability is not adversely affected. These include:

- using full authority meetings to cover the work of the disbanded committees;
- assigning lead members for key areas of performance; and
- increasing the frequency of informal meetings between members and chief officers.

Capacity of the police authority

The capacity of authorities to deliver business as usual at the same time as managing the transition to PCCs is the second most frequently cited risk on authority transition risk registers (see p.17 below). Although both police authority members and staff are committed to mitigating this, the risk is heightened by the staff reductions that have been necessary to meet the requirements of the 2010 Spending Review.

Reduced capacity in the PCC's senior team represents a key risk to PCCs satisfactorily discharging their statutory responsibilities once in post. HMIC found that three authorities²⁵ will potentially have chief executive vacancies by November 2012, because of either retirement or temporary contracts coming to an end. In addition, at the time of the support and challenge meetings we found six police authorities²⁶ where one person was filling the role of both chief executive and treasurer. This not only reduces the capacity of the senior team but represents an immediate gap for the future Office of the Police and Crime Commissioner (OPCC), as legislation requires a separate chief executive and chief financial officer.

Most authorities are taking practical steps to increase their capacity and to mitigate the risk. For example, additional temporary support has been secured through:

- secondments from the force: for instance, Leicestershire has a service level agreement (SLA) to secure a dedicated transition team using force resources alongside police authority staff;
- secondments from the local authority: for example, South Yorkshire has seconded staff from local authorities on a short-term basis to cover vacancies; and
- employing staff on a temporary basis (as is the case in Bedfordshire, Cumbria and Essex).

²⁴ Police authority membership is based on the political proportionality of the policing area, with a ratio of nine councillors to eight appointed (independent) members, including at least one magistrate.

²⁵ Essex, South Wales and North Wales.

²⁶ Bedfordshire, Derbyshire, Leicestershire, Merseyside, South Yorkshire and Thames Valley.

Some authorities need to continue to monitor this issue and, where necessary, ensure that they have the necessary capacity and right skills in key disciplines during transition.²⁷

The Association of Police and Crime Commissioners (APCC) will be working with APACE, and PATS if required, to consider how best to cover OPCC staffing gaps on an interim basis until PCCs are able to make permanent appointments.

Key decisions to be made between now and November

Police authorities recognise the need to identify not only the key decisions that need to be taken before November, but also those that need work and planning now, but which will ultimately be taken by a PCC once in post.

For example: Hampshire Police Authority has a 'PCC consideration' section on all committee and sub-committee papers. If longer term decisions are being considered (for example, around use of the estate), the authority uses this to record options for the incoming PCC to consider, allowing definitive decisions to be taken at a later stage.

HMIC found that key decisions continue to be made – although those that have a longer term impact and greater influence on the strategic direction of the force present more of a challenge. For example: about half of authorities referred (either on their risk registers, or in the support and challenge meetings) to a risk that incoming PCCs may have a detrimental impact both on established collaborations, and on those nearing implementation. Some of these suggested that collaborations might be reviewed by incoming PCCs, with the consequence that anticipated savings in the medium term financial strategy might be lost.

To mitigate this, authorities are taking a proactive approach by briefing prospective candidates on their partnerships and the benefits these bring. Analytical and considered business cases will help inform authorities and PCCs, enabling them to make the best decisions for the public. The importance of robust business cases and of a clear benefits assessment of collaborative opportunities was highlighted by HMIC in the 2012 report, *Increasing Efficiency in the Police Service: The role of collaboration* (available from www.hmic.gov.uk).

Performance

The majority of authorities are maintaining their current arrangements for monitoring force performance. However, five have changed their approach to performance monitoring, by adopting a more streamlined process. HMIC is monitoring those five authorities to ensure that they continue to scrutinise force performance effectively.

²⁷ Specific skills in the areas of project and programme planning and delivery and commissioning skills were identified as potential gaps.

3. Do authorities have plans for managing the transition to PCCs?

HMIC found that all police authorities have plans²⁸ in place for managing the transition to PCCs, and most are progressing these effectively. Some authorities began preparing for transition as early as September 2011.

Transition planning has been supported by the valuable work of the Association of Police Authorities (APA) and the Association of Police Authority Chief Executives (APACE).

Most authorities are working jointly with their force on transition planning, which avoids unnecessary duplication of effort. However, the majority of authorities and forces have separate risk registers, which are often in different formats: this makes it more difficult to spot the links between them. We found only one example of a force and authority using identical processes for identifying and recording risks.

Some authorities had transition workstream delivery dates very close to the election, allowing little room for slippage. HMIC has asked those authorities to reconsider their planned deadlines.

Transition boards

All authorities have a formal transition board. This is charged with oversight of the transition process.

Beyond this, we found a wide variety of meeting structures employed to deliver the transition plans:

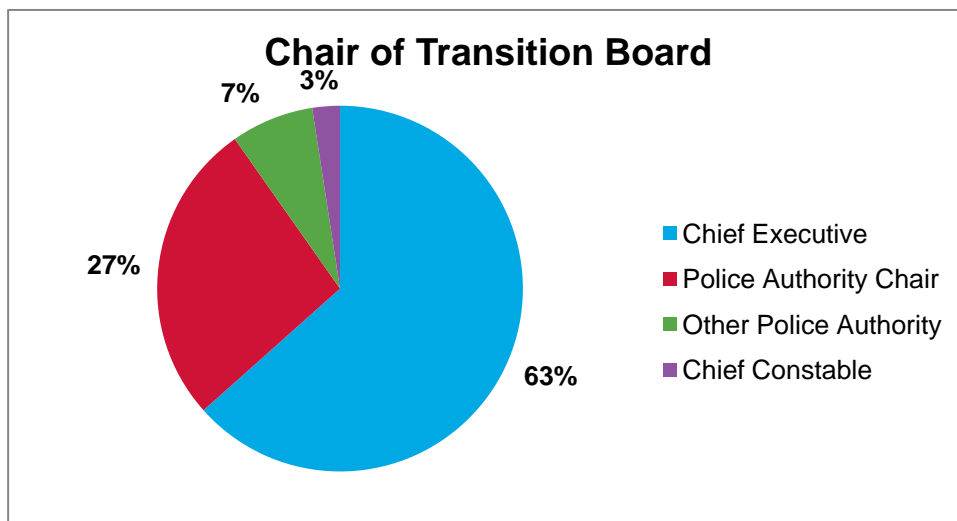
- some authorities have established transition working groups, technical groups and advisory boards;
- there are also examples of joint tactical and strategic groups, operating across both the force and the authority;
- other areas have a strategic board chaired by the authority, while a separate, force-led board focuses on force specific actions.

Chairing the transition board

Senior police authority staff and members have taken up key roles on transition boards with chief executives chairing nearly two thirds of these. The chair of the police authority chairs the transition board in just over a quarter of authorities (as shown in Figure 2).

²⁸ We considered police authority transition plans only in outline, looking at their general scope and progress made to date rather than at the detail or efficacy of what they contain.

Figure 2: Chair of transition board²⁹



Membership of the transition board

All transition boards include representatives from the police authority (through the chief executive and/or members) and the force. However, beyond this membership varies:

- Four transition boards³⁰ have no police authority member representation. HMIC assessed whether these areas had alternative processes³¹ for ensuring that police authority members have a clear line of sight of transition plans and progress, and found that they did.
- In 38 of the 41 authorities, there are representatives from a range of partners. These include local authorities; community safety partnerships (CSPs); local criminal justice boards (LCJBs); (less frequently) police area returning officers;³² and representatives from local health care trusts, the probation service and the voluntary sector. Many also involve staff associations.
- In Greater Manchester the Transition Board has a tri-partite structure comprising the Association of Greater Manchester Authorities (AGMA), Greater Manchester Police (GMP), and Greater Manchester Police Authority (GMPA). This provides a strong framework for delivering a coordinated response to the transition process while avoiding unnecessary bureaucracy and duplication of effort.

²⁹ To note: the 'chief executive' segment of this chart includes two cases where this chair is held jointly with a deputy chief constable. Similarly, the 'police authority chair' segment includes one example of joint-chairing with the chief constable.

³⁰ Durham, Norfolk, South Wales and Surrey.

³¹ For example, via the regular police authority meetings.

³² Police area returning officers (PAROs) are responsible for the overall conduct of the PCC election in their force area.

Keeping all police authority members informed

Understandably, not all members of the authority are involved in the transition board. HMIC found that authorities are using a variety of ways to ensure their wider membership is well briefed on the transition arrangements. These include:

- updates and exception reporting to full authority meetings;
- fortnightly briefings by the lead member for transition;
- seminars and away-days;
- flexible membership of boards and representation on specific workstreams so that more members have a chance to attend; and
- a requirement for the full authority to approve key decisions made by the transition board.

Implementation of transition plans

At the time of our review, transition plans were at various stages of maturity. The overwhelming majority were established and progressing, but two were still in their relative infancy, and needed to gather pace to ensure sufficient progress would be made before November. HMIC communicated this concern and plans have since been revised: we will however continue to monitor this position.

Project management

There is evidence of a strong project management approach in the majority of authorities, with plans divided into well-defined workstreams. These are properly documented, with ownership and timescales identified and effective accountability mechanisms in place. While ownership and accountability were less robust in a small minority of authorities, this is now being mitigated through assistance from staff seconded from the force, the use of consultants, or tighter controls.

Transition risks

Identifying and mitigating transition risks is key to ensuring a seamless handover to PCCs. HMIC examined the PCC transition risk register for each police authority and assessed risks through the support and challenge meeting.

Thirty-nine authorities have established a new register to capture and assess transition risks.³³ A fifth of authorities designed their risk register to reflect the workstreams used in the Home Office's programme to manage transition to PCCs,³⁴

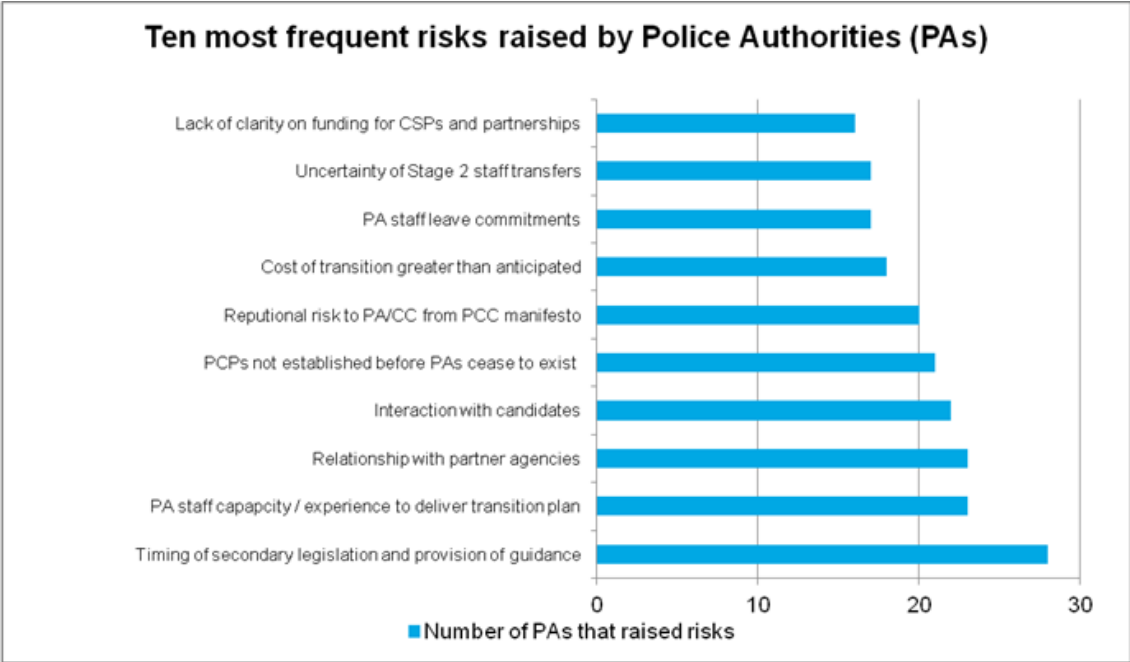
³³ Two authorities are using the force strategic risk register for recording transition risks.

³⁴ The original workstreams were: Elections; Police Authority Support & Challenge; Protocol; Strategic Policing Requirement; Collaboration; Transfer Schemes; PCC Capability Building & Induction; Checks & Balances; Handling of Complaints; London; Wales; Relationship with the CJS and other partners; and Finance, Contract & Appointments. These have since been streamlined and now include: Elections; Police Authority Support & Challenge; Transfer Scheme; Strategic Policing

with detail provided on key deliverables, ownership, timescales and inter-dependencies between both risks and transition projects.

Authorities have identified a range of transition risks. The ten of these which are most frequently identified on police authority **risk registers** are set out in Figure 3.

Figure 3: Most frequently identified risks by police authorities in their risk registers³⁵



Some of the risks are in fact, beyond the control of the police authority; indeed, the most frequent risk register entry relates to the timing of secondary legislation and guidance. This reflects the findings of the support and challenge meetings, at which police authorities expressed uncertainty as to what approach they should take in the absence of the secondary legislation, and stated that in their view this was hindering their transition planning – particularly in the earlier stages.³⁶

Police authorities also expressed a desire for additional national guidance on a range of topics (for instance, on how staff and officers should engage with prospective candidates in the pre-election period). The strong focus on localism means that some central guidance has been issued but has been kept to a minimum. This has been supplemented by guidance on key issues from APACE and the APA.

However, some authorities were developing pragmatic solutions to mitigate this. These include planning projects around expected release dates for legislation and

Requirement; PCC Capability Building and Induction; Checks and Balances; Wales; Partner Engagement and Communication; Finance, Contracts and Appointments.

³⁵ CSP – community safety partnership; PA – police authority; PCP – police and crime panel.

³⁶ Outstanding secondary legislation currently includes police and crime panels, precept and appointment of the chief constable.

guidance; seeking legal advice, and sharing models developed by a number of police authorities, to benefit from the broadest range of expertise.

In the **support and challenge meetings**, about a quarter of police authorities also identified the one-week handover period from police authorities to PCCs following the elections on 15 November as a risk, due to the short timeframe available to share their knowledge and provide a thorough induction.³⁷

Planning for transition costs

Overall, HMIC found evidence of financial planning for transition, with a number of authorities assessing the cost of individual workstreams. While a number of authorities identified a lack of transition funding as a risk on their risk register (see Figure 3 above), all have made some financial provision (either through setting aside or indentifying a dedicated budget or contingency fund or the planned use of reserves).

However, HMIC found a significant range in the amount of money set aside or identified for transition funding. While in most cases this may be accounted for by differences in the size of the authority budgets, we have some concerns that some figures seem high. This is a matter that HMIC will follow up with police authorities in further detail in September.

³⁷ NB: While authority members' roles will cease to exist on 22 November 2012, all police authority staff will transfer to the Office of the Police and Crime Commissioner and provide consistency of support.

4. Are authorities and forces preparing for a seamless handover to PCCs?

PCCs will need to decide how they are going to exercise their statutory functions (see Annex B). For example, within a short period of taking on their role, they will have to outline their strategic priorities, how they will hold the Chief Constable to account, and their system for making decisions and communicating these.

Authorities may help PCCs to hit the ground running by:

- establishing a preliminary infrastructure or **operating model** which will allow the PCC to operate effectively from day one;
- **developing options** for the PCC to consider as they work to decide how they will exercise their statutory responsibilities; and
- having a **clear view of the role of the PCC** (in particular, how this differs from that of authority), and using this to anticipate PCC requirements.

To note: it is not HMIC's role to endorse or advise on what these models and options should contain, nor to comment on the efficacy of those proposed by authorities: and it is important to note that the incoming PCC may choose a completely different route. Instead, we assessed the process police authorities are using to develop these options, the progress they are making, and to what extent they are making prudent assumptions about what the PCC would find most useful to have in place from day one.

Operating model

It will, of course, be entirely a matter for the incoming PCC to decide how they wish to exercise their responsibilities. It will be important, however, for there to be a preliminary operating model in place (albeit possibly temporary) that will provide a basis for how he or she will work effectively from day one.

At the time of the support and challenge meetings, we found that police authorities had begun making arrangements that would enable a PCC to be effective from day one. For instance, more than a third of authorities have already considered how the Office of the PCC might function, which often included thinking about staffing,³⁸ sharing resources with the chief constable and office location.

³⁸ The staffing requirements include a chief executive and chief financial officer, which the budget will need to accommodate.

More than half of authorities are reviewing the skills³⁹ of existing authority staff to identify and address any gaps in the experience which the new PCC will need to access (for instance, in commissioning services). One authority has reconfigured their office in order to better meet the needs of the future OPCC, having completed a skills audit of existing staff.

Several authorities have taken the approach of producing a diary or calendar for the PCC's first 100 days in office, to act as a prompt for action.

Developing options for how the PCC might wish to operate

At the time of the support and challenge meetings, HMIC did not expect that authorities would have fully developed options for the incoming PCC. However, proposals and early preparatory work for governance models which will assist the PCC in determining how they will exercise their statutory functions – particularly for decision making and accountability – will support a seamless handover.

All police authorities are planning to offer a **choice of governance, decision-making and accountability models** for commissioners to consider as they set up their new office; although understandably, at the time of inspection most were still at an early stage in their development. Some were however more advanced than others: for example, Hampshire has worked up one model and is now looking at other possible approaches; while in Kent, governance options are considered as a regular agenda item on the transition board.

This is an area where police authorities would benefit greatly from a national approach to the development of a suite of potential governance options for accountability and decision making. Work by the APA and APACE to pull together a range of examples for authorities to draw on will help to advance this.

Anticipating PCC requirements

Police authorities identified a number of factors that they considered important in their preparations for a seamless handover. They are committed to delivering a positive legacy for PCCs, with a third actively developing a legacy or handover 'product' that the PCC will be able to refer to when first in office. Some are producing **legacy documents** which set out the current position from a member perspective, and any matters outstanding that the PCC will need to resolve, in an 'end of term report'.

As part of their positive legacy, authorities should develop work to help their incoming PCC with some of the major decisions they will have to make while they are still relatively new in post. Three examples are deciding the 2013/14 budget for the force,

³⁹ APACE in conjunction with Skills for Justice has adopted a framework to assist with organisational development and the identification of the skills, knowledge and experience required to support the OPCC. The Chartered Institute of Public Finance and Accountancy (CIPFA) has developed guidance tailored to the new landscape for the role of the Chief Finance Officer in the OPCC and for force Finance Directors.

including decisions about precept; drafting the Police and Crime Plan; and fulfilling their statutory requirements around the commissioning of services.⁴⁰

The PCC is likely to have a relatively short amount of time (a matter of weeks) from taking office, to prepare and present the **2013/14 policing budget** and precept proposals to the Police and Crime Panel (PCP). In the past, the process for making precept decisions has started early, with final decisions taken by police authorities in the February before the new financial year: but this deadline significantly reduces the planning and consultation period. To help with this, some authorities were not only pulling together options for the whole 2012/13 budget, but looking to the longer term and working through preliminary budgets for 2013/14. HMIC will look in more detail at this area in September 2012 (see p.24).

It is important that this budget planning forms an integral part of the development process for the **police and crime plan**. Most authorities are properly maintaining their annual planning cycle on the basis so that they can hand it over to the PCC to work from immediately they take up office. The approach to developing the draft plan varies; some are aiming to produce one draft plan, while ten authorities intend to produce several options, in some cases tailored to prospective candidates' manifestos. Several authorities are going further still by developing performance framework options for consideration by their PCC once in post.

For the first time, police authority staff will be involved in supporting a PCC with their responsibilities in **commissioning services** (see Figure 1 above). Around a quarter have earmarked resources for achieving a better understanding of commissioning these. Approaches include:

- **employing consultants with expertise in commissioning services.** For example, Gloucestershire Police Authority have employed two consultants within the health care sector to provide an assessment of the current commissioning landscape, potential strengths and weaknesses, and advice on recruiting a member of staff to lead commissioning on behalf of the PCC.
- **holding 'commissioning' events.** Kent and Northamptonshire have either already held or are planning to hold events with partners⁴¹ to discuss how they can operate in a commissioning environment.
- **working with partners to develop commissioning models.** Avon and Somerset tasked their Partner Practitioner Group to co-ordinate a joint commissioning model and Humberside have a Partnership Group which is mapping the current landscape and planning cycles to identify commissioning opportunities with a shadow commissioning group already established.
- **forming sub-groups within the transition programme** to specifically manage commissioning. Cheshire Police Authority has appointed a 'Commissioning Officer' to provide commissioning support to the PCC.

⁴⁰ See Annex B for an outline of PCC statutory requirements.

⁴¹ See also 'Involvement of partners', p.22 below.

5. Are other stakeholders properly involved in the handover process?

PCCs will need to work closely with a range of partners in order to discharge their statutory responsibilities. Engaging with stakeholders throughout transition is therefore a key consideration for police authorities and forces in order to ensure that partners are aware of the changes and how these will affect them.

Involvement of partners

HMIC found that all police authorities have engaged stakeholders in their transition planning, which has enabled a more comprehensive and joined-up planning process. In some authorities, partners have taken key leadership roles within the transition process, for example in chairing boards or leading specific work streams.

All police authorities have met with partners to discuss their transition plans, and many have organised special events to brief and inform them on the changing landscape and the role of PCCs. More than a third of authorities have hosted partnership events focusing on specialist areas such as finance, commissioning, and sharing best practice.

Many authorities have had involvement with their Police Area Returning Officer (PARO),⁴² and more than a third have engaged with voluntary and community groups, and victim services such as Victim Support. This recognises the role PCCs will have in the future in the new commissioning landscape.

Overall, authorities have had a high level of engagement with a range of stakeholders.

Community engagement and communications policy

Around a quarter of authorities are using their current consultation programme to keep the public informed about the changes in police governance. Others are holding or attending specific events to raise awareness.

All authorities have a communication strategy for keeping staff and the public informed about the new policing landscape. Most are using a combination of channels, including websites, newsletters and updates to staff associations and unions. A number are also using social media.

A small number of authorities have gone further and are using targeted leaflet drops to ensure 'hard to reach' communities are kept informed of the changes that will take place in November, and of how this will affect them.

⁴² Involvement with PAROs is more often through separate discussions rather than through transition board membership, see p.14.

Arrangements for setting up police and crime panels

PCCs will be held to account by police and crime panels (PCPs), which will be composed of locally elected councillors (and, where relevant, elected mayors) along with at least two independent members. The Home Office, Department for Communities and Local Government (DCLG) and the Welsh Local Government Association (WLGA) expect the panels to be in place in shadow form by 16 July in England, and slightly later in Wales.

Police authorities are keeping abreast of the developments for establishing these shadow panels;⁴³ this includes making contact with the local authority which is acting as the host authority for the panel. Involvement of local authorities is particularly strong in Wales, due in part to the co-ordination of partnership working through the WLGA.⁴⁴

Arrangements for engagement with potential PCC candidates

All authorities are making preparations to brief potential PCC candidates, and recognise the need for consistency and transparency in the candidate briefing process. Some are seeking advice from the APA, APACE, ACPO and the Home Office to determine the appropriate mechanisms for candidate engagement. The majority were also seeking PARO advice.

Some inconsistency has been reported in the advice given to forces and authorities by PAROs. For instance: in some areas it has been interpreted as prohibiting chief constables from offering one-to-one briefings with potential candidates, while in others it has been taken to mean that this would be appropriate. ACPO are currently producing guidance which aims to provide consistency and greater clarity to forces.

Authorities together with forces are using a range of methods to brief candidates individually and collectively. These include:

- holding candidate open days: for example, in Northamptonshire;
- providing candidate briefing packs: as in Devon and Cornwall and Dyfed Powys;
- posting information on the authority and force websites which can be downloaded by prospective candidates: as in Nottinghamshire.

Some authorities are developing a joint briefing protocol with forces and ensuring this is communicated to all staff; while a few are providing joint briefing material with other partners, such as community safety partnerships. A small number of authorities have worked with neighbouring authorities and collaboration partners to produce a single candidate briefing pack which details key strategic issues that are relevant to both forces.

⁴³ More information on how authorities are engaging with partners in preparation for the PCCs' commissioning role is at p.21 above.

⁴⁴ The Welsh Government Association (WLGA) is supporting Police and Crime Panels (PCPs) although PCPs will be set up by each individual Local Authority as in England.

Conclusion and next steps

Our inspection showed that all authorities are continuing to discharge their statutory duties, while simultaneously preparing for the arrival of PCCs. They all have transition plans in place, and are broadly making progress against them. However, HMIC found that while some of these plans show clear evidence of authorities thinking ahead and anticipating what their PCC might need to help them be quickly effective on entering office, others were less forward-looking.

In September 2012, HMIC will look in more detail at two central aspects of preparing for PCCs:

The budget development process and the options which authorities are creating to help PCCs to make informed decisions on the 2013/14 force budget. This work will include reviewing the force savings requirement; the assumptions on which future budget options are based; and the authorities' analysis of the effect of the proposed budget options, both on the workforce and on the service provided to the public.

This is particularly important as the PCC will need to prepare and present the 2013/14 policing budget and precept proposals to the police and crime panel relatively soon after entering office. Previously, the process for making precept decisions started early: but the schedule for PCCs significantly reduces the planning and consultation period.

The proposals for governance, accountability and decision-making models (see p.20 above). Alongside this, we will review any updated plans for managing the handover, and look again at the amount of money set aside or identified by police authorities for transition funding.

Annex A Police and crime panels

The police and crime panel (PCP) will be a formal joint committee in England; in Wales, it will be a freestanding body appointed by the Home Secretary. The PCP will be comprised of representatives from all the local authorities in the force area with one acting as 'lead' or 'host' authority.

Acting as a critical friend to commissioners, the PCP will seek to promote openness in the transaction of police business and also support the PCC in the effective exercise of their functions. The PCP will have the power to scrutinise PCC activities, including the ability to review the Police and Crime Plan and annual report, veto the chief constable appointment, and call PCCs to attend public hearings. They can also request that chief constables attend.

Police and crime panels will scrutinise the PCCs proposals for setting the precept. Regulations due to be made later this year will require newly elected PCCs to have precept proposals for presentation to the PCP, shortly after taking office.

Annex B Comparison of statutory responsibilities of police authorities and PCCs

Police authorities	Police and crime commissioners
<p>Efficiency and Effectiveness: To ensure the maintenance of an effective and efficient police force for the police area</p>	<p>Efficiency and Effectiveness: To maintain an efficient and effective police force for the police area</p>
<p>Finance: To hold the Police Fund and maintain accounts. To agree the police budget and set the precept.</p>	<p>Finance: To decide the budget, allocating assets and funds to the Chief Constable and set the precept for the police area</p>
<p>Planning/Performance: To publish a Policing Plan setting out the local policing objectives for the year To monitor the performance of the force against the Policing Plan</p>	<p>Planning/Performance: The PCC for a police area must issue a police and crime plan within the financial year in which the election is held. A PCC will scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan. Hold the Chief Constable to account for the performance of the force’s officers and staff</p>
<p>Collaboration: To collaborate with other police authorities where such cooperation would be in the interests of efficiency and effectiveness of one or more police forces or police authorities.</p>	<p>Collaboration: The PCC must keep under consideration the ways in which the collaboration functions could be exercised to improve the efficiency and effectiveness of the police force, local policing body and of one or more local policing bodies and police forces.</p>
<p>Complaints: To investigate complaints about the conduct of ACPO rank or where appropriate refer complaints to the IPCC</p>	<p>Complaints: To monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable</p>

Police authorities	Police and crime commissioners
<p>Appointments: The Chief Constable, Deputy Chief Constable and Assistant Chief Constable of a police force shall be appointed by the Police Authority responsible for maintaining the force, but subject to the approval of the Secretary of State (and with consultation with the Chief Constable for appointment of a Deputy and Assistance Chief Constable).</p>	<p>Appointments: To appoint the Chief Constable (except in London where the appointment is made by the Queen on the recommendation of the Home Secretary).</p>
<p>Dismissals: A PA with the approval of the Secretary of State could call upon a Chief Constable of a police force to retire or resign in the interests of efficiency and effectiveness</p>	<p>Dismissals: The PCC may call upon a Chief Constable to retire or resign</p>
<p>Partnership Working: The PA has a duty to work together with other 'responsible authorities' in formulating and implementing crime and disorder strategic assessment and partnership plans, and in consulting communities about crime and disorder matters</p>	<p>Partnership Working: The PCC must in exercising its functions have regard to the relevant priorities of each responsible authority and must act in cooperation with a 'responsible authority'</p>
	<p>Commissioning inspections: A PCC may at any time for a police area request HMIC to carry out an inspection of a police force.</p>
	<p>Commissioning community safety and crime reduction services: A responsibility for the delivery of community safety and crime reduction; the ability to bring together Community Safety Partnerships at the force level (except in Wales); the ability to make crime and disorder reduction grants within their force area and a responsibility for the enhancement of the delivery of criminal justice in their area.</p>

Annex C Question bank for support and challenge meetings

1. Is the police authority ensuring business as usual?	
<p><i>Key considerations</i></p> <p>Governance structure for key decision making</p> <p>Key decisions to be made between now and November</p> <p>How is performance scrutiny being maintained?</p> <p>How is 'continuous improvement' being sustained?</p>	<p><i>Questions</i></p> <ul style="list-style-type: none"> • What is the current governance structure and have there been any changes? • How is delivery of the transition programme balanced with delivery of 'business as usual?' How is this tested? • What plan is in place to deal with changes to PA composition, e.g. members/officers who stand as a PCC candidate, leave the police authority or new PA members due to local elections? • What investment decisions are being made between now and November and does this support the efficiency savings required? • How is the police authority ensuring that the CSR savings requirement is met? • How is the PA maintaining it's scrutiny of force performance?
2a Has the authority got a plan for managing the transition to PCCs?	
<p><i>Key considerations</i></p> <p>Governance structure</p> <p>Transition board membership</p> <p>Implementation of transition plan</p> <p>Project management and delivery</p>	<p><i>Questions</i></p> <ul style="list-style-type: none"> • Who has overall responsibility for the transition work and what scrutiny/oversight is in place from the wider authority? • Is there a project and performance management approach to delivery e.g. what reporting mechanisms/milestones are in place for project work streams? Are there clear owners? • How are the Chief Officer team and other stakeholders involved? • Are there limits on the decision making powers of the transition board? How are wider Members involved? • Has a budget been identified to fund the transition programme?

2b What are the key transition risks and how effectively are they being mitigated?

<i>Key considerations</i>	<i>Questions</i>
<p>Key risks – which may include:</p> <ul style="list-style-type: none"> • Capacity/capability of authority to manage the transition. • Retention of staff: knowledge/skills sets • Performance threats in period of significant change • Chief Officer Team vacancies • Risk to partnership projects with transfer of funds to PCC • Change in accounting processes • Uncertainty around legislation • Risk to collaborative work. <p>Arrangement for managing and mitigating key risks</p> <p>Barriers to effective delivery</p> <p>Capacity of authority and staff to deliver the transition plan</p>	<ul style="list-style-type: none"> • How are the risks being actively managed? • Are there obvious and less obvious risks identified? • What oversight is there of the risk management processes? • How are partners involved in the identification/mitigation of risks? • Are risks outside of PA/force control recognised? E.g. around PCC candidates, legislation?

3 Is the police authority and force preparing for a seamless handover to PCCs?

<i>Key considerations</i>	<i>Questions</i>
<p>Work underway to ensure the PCC is able to function effectively from day 1.</p> <p>What key factors are deemed important for a seamless handover?</p> <p>What steps are being taken to put reasonable arrangements in place?</p>	<ul style="list-style-type: none"> • What plans are in place for the PCC's first 100 days in office? • What plans are in place for an interim governance structure and how will this be tested? • What briefings will the PCC receive and who will they meet? • What plans are in place to assist the PCC to prepare the Police and Crime Plan and precept for 2013/14? Who is responsible for this work? • What plans are in place to manage complaints? • What preparations are in place to brief prospective PCC candidates?

4 Are other stakeholders properly involved in the handover process?

<i>Key considerations</i>	<i>Questions</i>
<p>Involvement of CSPs/local criminal justice partners, local authorities and other local partners</p> <p>Liaison with PCP host authority</p> <p>Ongoing community engagement and strategic planning</p> <p>External and internal communications</p> <p>Arrangements for engagement with potential PCC candidates</p>	<ul style="list-style-type: none">• What engagement has there been with local authorities/CSPs regarding the changes which will affect them?• How are LAs/CSPs involved in shaping their future landscape? E.g. defining commissioning models.• Have long term LA/CSP projects been identified which may be at risk from changes to priorities/budgets?• How will this information inform the work to prepare the Police and Crime Plan?• Do plans to brief potential PCC candidates include considerations for partnership working?• Have any plans been developed to consult PA staff about future staffing arrangements?• What proposed models are in place for the day to day working with the PCP?

Annex D Findings: Authority by authority

The table that follows gives an authority by authority overview of our findings. To note: this was based on the information provided to HMIC as part of the support and challenge process between April and June and does not include any additional evidence at the point of follow up.

Key:

√	Formal revisit
	Follow-up
n/a	Evidence not available

BUSINESS AS USUAL			
Police Authority	Governance structure maintained	Capacity considered	Commitment to business as usual
	* streamlined committee structure	*possible senior team vacancy	
Avon & Somerset	√*	√	√
Bedfordshire	√	√*	√
Cambridgeshire	√*	√	√
Cheshire	√	√	√
Cleveland	√	√	√
Cumbria	√	√	√
Derbyshire	√	√*	√
Devon and Cornwall	√	√	√
Dorset	√*	√	√
Durham	√	√	√
Dyfed-Powys	√*	√	√
Essex	√*	√*	√
Gloucestershire	√	√	√
Greater Manchester	√	√	√
Gwent	√	√	√
Hampshire	√	√	√
Hertfordshire	√	√	√
Humberside	√*	√	√
Kent	√*	√	√
Lancashire	√	√	√
Leicestershire	√	√*	√
Lincolnshire	√*	√	√
Merseyside	√	√*	√
Norfolk	√	√	√
North Wales	√	√*	√
North Yorkshire	√	√	√
Northamptonshire	√	√	√
Northumbria	√	√	√
Nottinghamshire	√	√	√
South Wales	√	√*	√
South Yorkshire	√	√*	√
Staffordshire	√	√	√
Suffolk	√	√	√
Surrey	√	√	√
Sussex	√	√	√
Thames Valley	√*	√*	√
Warwickshire	√	√	√
West Mercia	√	√	√
West Midlands	√	√	√
West Yorkshire	√	√	√
Wiltshire	√	√	√

PLANNING TRANSITION

Police Authority	Formal Transition Board	Transition Plan with defined workstreams	Transition Risk Register	Transition Budget (set aside, identified or contingency)
	* No member on board	*less mature	*using force risk register	*higher level
Avon & Somerset	√	√	√	√
Bedfordshire	√	√	√	√
Cambridgeshire	√	√	√	√
Cheshire	√	√	√	√
Cleveland	√	√	√	√
Cumbria	√	√	√	√
Derbyshire	√	√	√	√
Devon and Cornwall	√	√	√	√
Dorset	√	√	√	√
Durham	√*	√	√	√
Dyfed-Powys	√	√	√	√
Essex	√	√*	√*	√
Gloucestershire	√	√	√	√
Greater Manchester	√	√	√*	√
Gwent	√	√	√	√
Hampshire	√	√	√	√
Hertfordshire	√	√	√	√
Humberside	√	√	√	√*
Kent	√	√	√	√
Lancashire	√	√	√	√
Leicestershire	√	√	√	√
Lincolnshire	√	√	√	√
Merseyside	√	√	√	√*
Norfolk	√*	√	√*	√
North Wales	√	√	√	√
North Yorkshire	√	√	√	√
Northamptonshire	√	√	√	√*
Northumbria	√	√	√	√
Nottinghamshire	√	√	√	√
South Wales	√*	√	√	√
South Yorkshire	√	√*	√	√
Staffordshire	√	√	√	√
Suffolk	√	√	√	√
Surrey	√*	√	√	√
Sussex	√	√	√	√
Thames Valley	√	√	√	√
Warwickshire	√	√	√	√
West Mercia	√	√	√	√
West Midlands	√	√	√	√
West Yorkshire	√	√	√	√
Wiltshire	√	√	√	√

SEAMLESS HANDOVER				
Police Authority	Planning for Office of PCC	Preparing Police & Crime Plan	Police authority staff skills audit	Planning for Commissioning services
	*planning in detail	*planning in detail		*specific resources allocated
Avon & Somerset	√*	√*	√	√*
Bedfordshire	√*	√*	√	√
Cambridgeshire	√*	√	√	√*
Cheshire	√	√	√	√
Cleveland	√	√	√	√
Cumbria	√*	√	√	√
Derbyshire	√	√	n/a	√
Devon and Cornwall	√	√*	√	√*
Dorset	√	√*	√	√
Durham	√*	√	√	√
Dyfed-Powys	√	√	√	√
Essex	√	√	√	n/a
Gloucestershire	√	√*	√	√*
Greater Manchester	√*	√	√	√
Gwent	√*	√	√	√
Hampshire	√	√*	n/a	√
Hertfordshire	√*	√*	√	√
Humberside	√*	√	√	√*
Kent	√	√	n/a	√
Lancashire	√*	√	√	√
Leicestershire	√	√	n/a	√
Lincolnshire	√*	√	n/a	√
Merseyside	√*	√	n/a	√
Norfolk	√*	√*	√	√
North Wales	√	√	√	√
North Yorkshire	√	√	n/a	√*
Northamptonshire	√	√	n/a	√*
Northumbria	√	√	√	√
Nottinghamshire	√*	√	n/a	√
South Wales	√	√	n/a	√
South Yorkshire	√*	√	√	√*
Staffordshire	√	√	n/a	√
Suffolk	√	√*	n/a	√
Surrey	√	√	n/a	√
Sussex	√	√	√	√
Thames Valley	√	√	n/a	√
Warwickshire	√	√*	√	√
West Mercia	√	√	n/a	√*
West Midlands	√	√	n/a	√
West Yorkshire	√*	√	√	√*
Wiltshire	√	√	n/a	√

STAKEHOLDER ENGAGEMENT			
Police Authority	Updating/keeping staff informed	PCC related Comms (External)	Partnership involvement in transition
		* involved voluntary and community sector	*hosted partnership event
Avon & Somerset	√	√*	√
Bedfordshire	√	√	√*
Cambridgeshire	√	√*	√
Cheshire	√	√	√
Cleveland	√	√*	√*
Cumbria	√	√*	√
Derbyshire	√	√	√
Devon and Cornwall	√	√*	√
Dorset	√	√	√
Durham	√	√*	√*
Dyfed-Powys	√	√	√*
Essex	√	√	√
Gloucestershire	√	√*	√*
Greater Manchester	√	√*	√*
Gwent	√	√	√*
Hampshire	√	√	√
Hertfordshire	√	√	√*
Humberside	√	√*	√*
Kent	√	√	√
Lancashire	√	√*	√*
Leicestershire	√	√	√
Lincolnshire	√	√	√
Merseyside	√	√*	√
Norfolk	√	√	√*
North Wales	√	√	√
North Yorkshire	√	√*	√
Northamptonshire	√	√	√*
Northumbria	√	√*	√
Nottinghamshire	√	√	√
South Wales	√	√	√
South Yorkshire	√	√*	√*
Staffordshire	√	√	√
Suffolk	√	√	√*
Surrey	√	√	√
Sussex	√	√	√
Thames Valley	√	√	√
Warwickshire	√	√*	√
West Mercia	√	√	√
West Midlands	√	√	√
West Yorkshire	√	√*	√*
Wiltshire	√	√	√