

TRANSITION TO POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

1. The purpose of this report is to update all members of the Authority on the programme of work necessary to ensure a smooth transition to the first Police and Crime Commissioner for Humberside, including proposals to change the way the Police Authority conducts its business following the Annual General Meeting in June 2012.

BACKGROUND

2. Members are aware that the Police Reform and Social Responsibility Act will result in the abolition of the Police Authority at midnight on 21st November 2012 and immediate handover of business to the first Police and Crime Commissioner for Humberside.
3. The Police Authority has consistently adopted the aim of securing a smooth transition to this fundamental change to the governance of policing. To that end at the Annual General Meeting in June, members agreed to establish a Transition Oversight Group to commence its work following Royal Assent.
4. On the 18th October at the first members planning day following Royal Assent discussion focussed solely upon transition, with consideration of the detail of the Act along with risks associated with the period up to 22nd November 2012.
5. On the 8th November the Authority's Transition Oversight Group, chaired by Councillor Peter Wheatley held its inaugural meeting and considered drafts for i) terms of reference, ii) programme arrangements, iii) risk register and iv) programme plan.
6. To ensure all members of the Authority are sighted on the scale and impact of the work at this early stage in the life of the Transition Oversight Group, a summary of the issues discussed at the inaugural meeting are highlighted below. However, following this initial overview, future updates will be communicated mainly through informal newsletters, unless formal reports are deemed necessary.

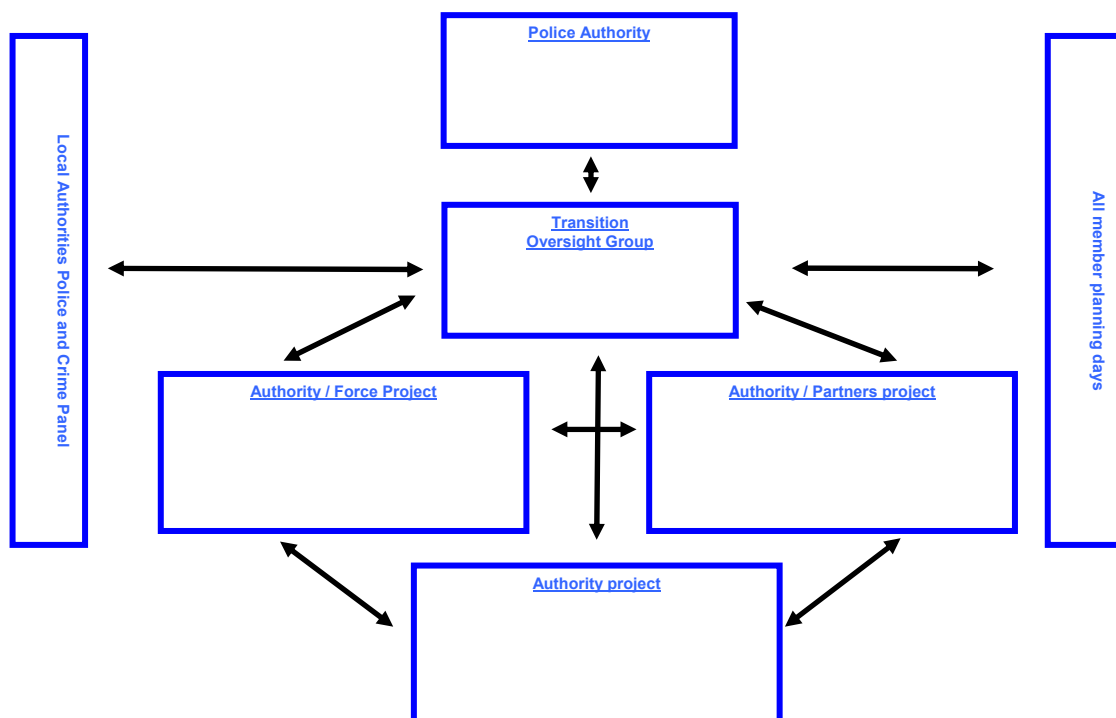
TERMS OF REFERENCE

7. The purpose of the Transition Oversight Group is proposed as being 'to oversee the most efficient and effective transition from Humberside Police Authority to Office of the Police and Crime Commissioner for Humberside and support Local Authorities in the creation of the Police and Crime Panel'.
8. The following terms of reference were agreed by members of the Transition Oversight Group, but require approval by the Authority:

- To oversee the development of a programme of work, which will ensure the smooth transition to Office of Police and Crime Commissioner,
- To receive progress reports on, and monitoring delivery of, this programme of work,
- To develop and continually review the risk register for transition, ensuring that sufficient management action is taken to treat the risks.
- To receive progress reports on regulations, guidance and issues emerging from national work programmes,
- To facilitate the provision of support to Local Authorities to enable them to create a Police and Crime Panel, including consideration of establishing a 'shadow' panel,
- To oversee the development and provision of support to partners in the community safety and criminal justice sectors, to enable them to manage the risks and opportunities associated with the election of Police and Crime Commissioner.
- To provide progress reports to members of the Police Authority as required.

PROGRAMME ARRANGEMENTS

9. The programme required to ensure a smooth transition consists of a whole host of integrated actions, some focussed upon the Force, some on the secretariat and others concerning partners. As a consequence, the most effective and proportionate structure, which will secure the delivery of this work was proposed and accepted by members of the Transition Oversight Group:



10. The three projects working directly to the Transition Oversight Group are officer led and will be the main delivery arm for this programme of work. The groups have already met, with the exception of the partners group which is scheduled to meet on 30th November.

11. Members of the Transition Oversight Group recognised the value of having an officer from the Local Authorities present at each meeting to enable effective communication and to synchronise the various actions.

RISK REGISTER

12. The national programme of work to support transition to elected Police and Crime Commissioners Transition has a risk register and the generic risk of transition is included in both the Force and Authority strategic risk registers.
13. A detailed draft risk register was presented to members of the Transition Oversight Group, which built on the national programme format and content. Members scrutinised the 'red' risks to ensure that the assessment was accurate.
14. Members asked for additional risks to be added to cater for Chief Officer succession, exit of statutory officers from the Police Authority and accommodation for the Commissioner.
15. The intention is to transfer the detail of this risk register (attached at appendix 1) onto the new 'TEN' risk management system to ensure consistency of approach across the Force / Authority.

TRANSITION PROGRAMME PLAN

16. Members of the Transition Oversight Group received the first draft programme plan (see appendix 2). This had been developed using a national checklist along with the secretariat's project plan. It seeks to incorporate all the work to be undertaken by the various working groups, including providing support to the four local Authorities.
17. Members reviewed the programme of work particularly those actions with completion dates in 2011 and various changes were made. They recognised the scale of the work to be undertaken in tandem with the normal business of the Police Authority. They asked for named individuals to be incorporated as owners, but these changes have yet to be incorporated into the document.
18. The Deputy Chief Constable agreed at the initial Force / Authority project to provide programme management support for this work and Barry Edwards has already given advice as to how to develop the programme plan so that it is consistent with other work streams and follows best practice.
19. As with all plans, it will need to remain dynamic in nature, particularly as both national and local work will influence the timing and scale of some of the actions.
20. The Transition Oversight Group will scrutinise progress of implementation at each meeting which are scheduled to be held every two months. However, members have made it clear that they will need to be flexible to respond to changing circumstances.

COMMITTEE ARRANGEMENTS

21. Members will recall that at the planning day on 18th October there was a discussion as to whether the Police Authority would wish to amend its arrangements for conducting business as a consequence of transition. Options proposed were i) leave the current arrangements of three standing committees in place with quarterly Police Authority meetings, ii) remove the standing committees following the Annual

General Meeting in June and move to monthly Police Authority meetings or iii) as ii) but implement from 1st April 2012.

22. Members indicated that their preference would be option ii), namely to move to monthly Police Authority meetings from June and therefore the meeting schedule at appendix 3 is attached for consideration.

OPTIONS/RISK

23. The risks associated with transition have been highlighted above and can be found in detail in appendix 1.
24. Members do have the option of leaving the oversight of transition to officers, with the potential for an increase in risk to securing a smooth transition. However, members of the Transition Oversight Group have already demonstrated a robust approach to ensuring that the transition is smooth and have indicated their desire to work with local authorities to make the connection with the Police and Crime Panel.
25. The programme of work is significant and with the proposed arrangements and plans, it is suggested that they properly reduce the overall risk posed by transition to the first Police and Crime Commissioner for Humberside.

CONCLUSIONS

26. The Police Reform and Social Responsibility Act will result in the abolition of the Police Authority and the handover to the first Police and Crime commissioner for Humberside on the 22nd November 2012.
27. Members have consistently stated their aim of making this transition as smooth as possible and as a consequence agreed to establish a Transition Oversight Group at its Annual General Meeting in June of this year.
28. The group has met both informally and formally and considered the oversight arrangements, the risks associated with this fundamental change and a draft programme plan.
29. Three working groups will initially take forward the actions contained within the plan and members agreed to work closely with the four Local Authorities as they develop their plans for the Police and Crime Panel. The Force has offered some programme management support to ensure the work follows best practice.
30. The Authority and its officers are well placed in the national programme of work and will provide updates to members as regulations, guidance and views emerge.
31. It is proposed that the normal business of the Police Authority moves to being undertaken in monthly meetings following the Annual General Meeting in June 2012.

FINANCIAL IMPLICATIONS

32. There are a number of financial consequences for transition, with specific actions contained within the programme plan. The key financial issues for the transition programme being the level of resources required to implement the plan, the level of

funding required to enable the Commissioner to be effective from 22nd November 2012 and the implementation of the new financial code.

LEGAL IMPLICATIONS

33. Once again there are a number of legal issues concerned with transition and one of the key issues will be to ensure the Authority has sufficient legal support to take these issues forward. The transfer of assets, liabilities and staff will require legal advice and work is already underway to ensure the right preparation is included within the programme plan.

EQUALITY AND DIVERSITY IMPLICATIONS

34. There are no direct equality and diversity implications for transition.

RECOMMENDATIONS

35. It is recommended that members:
- (i) Approve the terms of reference of the Transition Oversight Group as shown in paragraph 8;
 - (ii) Consider and note the Transition Oversight Group's work on establishing programme arrangements, developing the risk register and programme plan.
 - (iii) Consider and approve the preferred arrangements for undertaking Police Authority business following the Annual General Meeting in June 2012 as shown in paragraph 22,
 - (iv) Agree to the committee schedule at appendix 3.

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Chief Executive

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Background documents:

Police and Crime Commissioner for Humberside - Transition Programme Programme Risks

Risks	Risk Assessment		Mitigations	Risk Trend ↑ → ↓	Proximity	Progress
	Prob	Impact				
Overall Programme						
1. Authority, Force or partners unable to commit adequate resources to implement the programme, thereby not giving the commissioner the capacity and capability at the point of election.	L	H	Transition Oversight Board to monitor progress of implementation. (standing agenda item)			
External						
Financial						
2. Partnership working may become de-stabilised through lack of certainty around future funding and the activity may stall or stop altogether.	M	H	Authority Project to assess risks and opportunities faced by local partnerships and to highlight options for commissioner once elected. (Action 2g)			
3. Insufficient resources to enable Police & Crime Panel to operate effectively and therefore prevent there being an ineffective check and balance or prevent the commissioner from conducting business.	L	M	PA Members to make contact with respective leaders of Local Authorities and feedback into Transition Oversight Board.(plus Action 6c)			
People						
4. Elected members and partners will not be sufficiently knowledgeable about the policy intent and PRSR Act and not properly engage in developing the new landscape.	L	M	Transition Board to assess level of knowledge locally and if required organise seminars / briefings to update members and partners (Action 2d)			

Risks	Risk Assessment		Mitigations	Risk Trend ↑ → ↓	Proximity	Progress
	Prob	Impact				
5. Awareness of local people will be poor, therefore they will not engage, loose confidence or become disillusioned in local policing. Low public appetite for PCCs	M	L	Transition Board to approve communication strategy which is aligned with national awareness campaign. (Action 2d)			
Legal						
6. Police & Crime Panels will not be effective and efficient in sufficient time to allow the commissioner to undertake role.	L	H	Transition Board to offer support to Local Authorities and to provide position on Transition Group for lead officer. (plus action 6c)			
Political						
Organisational						
Financial & Resources						
7. Commissioner's local agenda will result in loss of appetite for regional working across the Yorkshire and Humber Region and also with South Yorkshire Police Authority, resulting in existing projects stalling or failure to capitalise on opportunities.	M	H	CEO to ensure briefing of Business cases ready at time of election. (3b & 9b)			
8. Commissioner's aspirations / ambitions require significant movement of resource, which could destabilise change programme and require immediate remedial action.	M	M	Force Project to consider - scenario planning? (action 5f)			
9. Pacific Exchange requires substantial remedial work with the potential that Commissioner will seek alternative accommodation.	L	L	Plan in place to review the structural position of the building to identify only essential work to be undertaken.			
Processes						
10. The shadow Strategic policing requirement is not built into the planning for Policing year 2012/13 and demands remedial action by the commissioner	L	M	Force project to ensure shadow SPR considered during the priority setting process in January 2012. (Action 4a)			

Risks	Risk Assessment		Mitigations	Risk Trend ↑ → ↓	Proximity	Progress
	Prob	Impact				
once elected to implement the statutory requirements.						
11. Induction of PCC not effective so unable to be effective at the beginning of period in office, which coincides with the start of the business planning cycle for 2013/14.	L	H	CEO to ensure range of strategic briefing papers available at time of election. (9a & b)			
12. New systems / processes not in place in at time of election to enable PCC to have access to timely, accurate and appropriate information	L	H	Force Project to ensure appropriate systems & processes in place. (Action 3c)			
13. New complaints regulations not properly understood or implemented, which results in unnecessary delay, confusion or ineffective systems.	L	M	Force Project to review regulations when enacted. (10n)			
14. Decision making process for PCC not in place on 22 nd November and therefore decisions are unnecessarily delayed with consequential lack of confidence or harm to relationships.	L	M	Authority Project to reassure Transition Board on decision making process. (6b).			
People						
15. Members and staff leave the organisation or disengage, through uncertainty, lack of commitment / belief and therefore the authority is not able to discharge its duty or the commissioner does not have the right level of capacity / capability at the time of election.	M	L	Force Project to ensure regular joint briefings of Authority, Force and staff. (Action 11a)			
16. Force support staff loss of morale due to fears over change of employer and as a consequence the service degrades.	L	M	Force Project to develop communication strategy regarding staff transfer process (Action 11a)			
17. Commissioner, Chief Constable and Panel not correctly adhering to the statutory protocol and relationships are not as clear and effective as they could be, which in turn impact upon efficiency and effectiveness of 2 organisations.	L	H	Transition Board, Force Project to ensure all parties sighted on the statutory protocol. (Action 6e)			
18. Insufficient capacity or capability for secretariat to implement transition plan and therefore	M	H	Authority Project to report progress to Transition			

Risks	Risk Assessment		Mitigations	Risk Trend ↑ → ↓	Proximity	Progress
	Prob	Impact				
Commissioner does not have adequate capacity or capability at the point of election.			Oversight Board.			
19. Insufficient legal services capacity to support the transition programme, which could delay decisions or result in late or inadequate arrangements for asset & staff transfer.	L	M	Authority Project to ensure commitment of South Yorkshire Police Authority arrangements. (Action10d)			
20. Chief Officers leave the Force during transition, thereby creating potential for temporary, short term appointments.	M	M	Chair / Chief Executive to monitor national precedents and report to members on local situation as required.			
21. Chief Executive or Treasurer leave the Authority during transition, thereby creating potential for temporary, short term appointments.	L	M	Chair to monitor national precedents and report to members on local situation as required.			
Operational						
Performance						
22. PA members disengage from statutory responsibilities (business continuity) e.g. priority setting, oversight of performance, accountability and prevent the organisation from discharging its statutory obligations.	L	M	Chair to monitor (?)			
23. When elected the Commissioner will not have the knowledge, experience or skills to discharge the role efficiently and effectively, resulting in immediate lack of confidence in the new arrangements and potential to slow down decision making / strategic direction setting.	L	H	Authority Project to ensure comprehensive induction programme which is aligned to the national project. (Action 9 a & b)			
24.						
25.						

Risk description and owner

The risk should be articulated to include cause, effect and impact.

Risk Rating/BRAG Status

Risk ratings and BRAG status should be established using the risk grid ie:

Impact	VH	VL/VH 18	L/VH 20	M/VH 21	H/VH 24	VH/VH 25
	H	VL/H 12	L/H 16	M/H 19	H/H 22	VH/H 23
	M	VL/M 10	L/M 11	M/M 14	H/M 15	VH/M 17
	L	VL/L 3	L/L 5	M/L 8	H/L 9	VH/L 13
	VL	VL/VL 1	L/VL 2	M/VL 4	H/VL 6	VH/VL 7
		VL	L	M	H	VH
	Likelihood					

Risk Trend

Once there is a current and previous risk assessment, a trend can be established. This will either be stable, rising or reducing, depending on whether the severity

score is increasing, decreasing or the same.

An arrow pointing upwards is used to depict that the risk trend is rising. If the trend was reducing the arrow would be pointing down, and if the trend was stable it would be flat.

Proximity:

This column represents how close you think the risk is to materialising or actually happening. Proximity is expressed as follows:

- **Black:** **Imminent** - Immediate threat of risk materialising in the next month.
- **Red:** **Close** - Threat of risk materialising in the next three months / quarter.
- **Amber:** **Approaching** - Threat of risk materialising in the next six months.
- **Green:** **Distant** - Threat of risk materialising in the next twelve months.

Mitigating Actions

The action or actions that will be taken to mitigate the risk

The action(s) and the action owner(s) and the dates for the actions to be in place are entered under the mitigating actions and section of the register.

Action progress:

Action progress is an indication of how the action outlined in the mitigating actions box of the risk register is progressing. Action progress is expressed as follows:

- **Black:** Too late for identified action to make any difference to the risk.
- **Red:** Not yet begun.
- **Amber:** Some of the action under way.
- **Green:** Predominantly in hand or completed.



**PROGRAMME PLAN FOR
INTRODUCTION OF THE FIRST
POLICE & CRIME COMMISSIONER FOR
HUMBERSIDE**

November 2011

POLICE AND CRIME COMMISSONER FOR HUMBERSIDE

TRANSITION PROGRAMME PLAN

Introduction

The election of the first Police and Crime Commissioner for Humberside will take place on 15 November 2012, with the Police Authority abolished at midnight on 21st November and the Commissioner taking office immediately thereafter.

This programme plan outlines the primary activities that need to be implemented to ensure smooth transition to the new governance landscape. The actions seek to bring in this change through minimising risks and maximising any opportunities to bring about real improvements to make communities safer.

The plan will be amended to accommodate new or emerging developments, particularly the publication of any regulations and guidance. It is also likely to be revised as partners increase engagement in this fundamental change.

The plan is structured as follows:

Sections

- 1. Project oversight and implementation**
- 2. Public and Stakeholders**
 - 2.1. Communications and Branding
- 3. Information, assurance & performance oversight**
- 4. Strategic planning**
 - 4.1. Planning Process – Force
 - 4.2. Planning process / commissioning – partnerships
- 5. Governance & project management**
 - 5.1. Financial, Budget and Auditing
 - 5.2. Transfer of Staff and Assets
 - 5.3. Elections and Candidate Management
 - 5.4. Local Authority relationships
 - 5.5. PCC Briefing and Induction Preparation
 - 5.6. General

TRANSITION PROGRAMME PLAN

	Action	Timing	Responsibility	Complete
1. Project oversight and implementation				
1.a	Develop a Transition Programme Plan	November 2011	Chief Executive	Yes
1.b	Consider the establishment of a programme group to oversee transition locally.	June 2011	Police Authority	Yes
1.c	Identify all resources necessary to fund transition	February 2012	Treasurer	
1.d	Ensure sufficient capability and capacity to project manage transition, e.g.: <ul style="list-style-type: none"> • Relevant training/development needs (e.g. project management). • Communications/marketing activities/rebranding/media and prospective candidate briefings. • Insurance costs. • Specialist legal advice. • Asset transfer costs. 	December 2011	Chief Executive in consultation with Transition Oversight Group	
1e	Carry out an assessment of the risks associated with abolition of the Police Authority and the introduction of the Police and Crime Commissioner. Identify actions to mitigate the risks	November 2011	Transition Oversight Group, Force & Authority groups.	YES
2. Public and Stakeholders				
2a	Develop and implement communication strategy / plan to provide reassurance to partners and stakeholders on the forthcoming changes.	December 2011	Authority & Force projects (Paul Cheeseman)	
2b	Develop a draft public engagement communication strategy / plan to provide the Commissioner with the tools which are likely to best meet the future needs, incorporating the exploitation of any existing opportunities e.g. crime mapper, crime stoppers.	March 2012	Authority & Force projects (Paul Cheeseman)	
2c	Develop and where appropriate implement proposals and systems for publishing information to local people about performance of Commissioner and Force (take account of national guidance) including use of web site and social media.	March 2012	Authority project (Paul Cheeseman)	
2d	Develop & implement communications strategy / plan to reassure local people and stakeholders about the transition leading up to elections.	December 2011	Authority project (Paul Cheeseman)	
2e	Research similar elected bodies and develop draft strategy and proposals to provide the Commissioner with an appropriate media and public relations capability.	March 2012	Authority & Force projects (Paul Cheeseman)	
2f	Develop arrangements for handling media enquiries leading up to the election	December 2011	Authority project (Paul Cheeseman)	
2g	To engage community safety partners/ Responsible Authorities and criminal justice bodies to agree a shared understanding of the current landscape and to identify risks, opportunities and options for consideration upon the election of Police and Crime Commissioner.	Quarterly progress reports to Transition Oversight Group	Authority & partners projects (Paul Cheeseman)	
3. Information, Assurance & Performance				

	Action	Timing	Responsibility	Complete
3a	Develop an assurance framework, (operational, organisational and resources etc) which will enable the commissioner to assure him/herself of the efficiency and effectiveness of the Force.	July 2012	Authority & Force Projects (Paul Wainwright)	
3b	Develop arrangements for assuring the Commissioner that the collaboration agreements are kept under review.	July 2012	Authority & Force Projects (Paul Wainwright)	
3c	Developing proposals and arrangements (protocol?) for access to information likely to be required by the Commissioner,	July 2012	Authority & Force Projects (Paul Wainwright)	
3d	Develop performance monitoring framework for community safety / criminal justice partnerships, incorporating management of any services commissioned by the Police & Crime Commissioner.	July 2012	Authority, Force & partners projects (Paul Wainwright)	
3e	Develop proposals for how the Commissioner may wish to hold the Chief Constable to account.	July 2012	Authority & Force Projects (Paul Wainwright)	
4. Strategic Planning				
4a	Force and authority to review planning arrangements for Policing Plan 2012/13 to take account of the shadow Strategic Policing Requirement and the future move to Police and Crime Plan the year after.	Nov 2011	Authority & Force projects (Neil Kingston)	YES
4b	Force and Authority to develop proposed planning process for development of Police and Crime Plan 2013 -2017. (use national guidance as aide)	March 2012	Authority & Force projects (Neil Kingston)	
4c	Develop the processes for planning, governance and accountability for the award of crime reduction grants, commissioning of crime and community safety services with others and arrangements for receipt of Home Office funding (in consultation with the treasurer)	July 2012	Authority, Force & partners projects (Neil Kingston / Paul Cheeseman John Bates)	
4d	Assess the implications of the Localism Bill, when enacted.	July 2012	Authority & partners projects (Neil Kingston)	
5. Financial, Budget and Auditing				
5a	Police Authority to agree and set aside any capital/revenue funding to assist with start-up/transition costs and make budget provision for the PCC (2012-13 budget to be determined by the Authority in February 2012).	February 2012	Authority & Force projects (John Bates)	

	Action	Timing	Responsibility	Complete
6e	Consider the statutory protocol in terms of securing a shared understanding and enabling necessary changes or improvements to existing and future relationships, arrangements, systems and processes.	July 2012	Authority / Force Project	
7. Transfer of assets, liabilities				
7a	Obtain full asset register from forces.	March 2012	Authority & Force projects	
7b	Review opportunities for delivering organisational functions, which cut across the Office of Commissioner / Force e.g. assessment & review, corporate planning, treasury / financial management, etc.	July 2012	Authority & Force projects (Kevin Sharp)	
7c	In conjunction with national guidance / regulations develop and secure Secretary of State agreement to the relevant Transfer Schemes (e.g. assets, property, rights and liabilities).	Spring 2012 (?)	Authority & Force projects	
7d	Assessment of actual or pending litigation and consider effect of transfer, including determination of contingent liabilities.	Spring 2012 (?)	Authority & Force projects	
7e	Ensuring there are no outstanding duties and/or liabilities following its abolition and that appropriate transfers to the PCC/CC are complete.	September 2012	Authority & Force projects	
7f	Ensure that the impact on insurances is identified and action taken. Example: licenses, registered users, supply and purchase, conditions of sale, leasing rental, finance lease agreements to be amended. <u>Notes:</u> 1. The Act provides that both the PCC and Chief Constable will be designated as 'corporation sole'. 2. Indemnity cover for the PCC, staff of the PCC, police officers and staff employed by the Chief Constable.	Early 2012	Authority & Force projects	
7g	Identify and consider the implications for the Local government Pension Scheme including admitted body status.	July 2012	Authority project	
8. Elections and Candidate Management				
8a	Agree election arrangements e.g. declaration of acceptance and interface/engagement between: <ul style="list-style-type: none"> the Chief Executive and the Returning Officer; prospective candidates and the Police Authority; prospective candidates and Chief Constables. 	March 2012	Authority project	
9. PCC Briefing, induction and facilities				
9a	Develop induction process for successful candidate (including Induction Pack).	September 2012	Authority project	
9b	Develop programme of strategic briefings, stakeholder meetings and awareness sessions on critical issues affecting or likely to impact upon the Force and the Commissioner.	September 2012	Authority project	
9c	Assess and provide facilities / support to meet the needs of the Commissioner e.g. properly equipped office, IT, work from home etc.	September 2012	Authority project	
10. General administration				
10a	Make arrangements to archive Police Authority papers	November 2012	Authority project	

	Action	Timing	Responsibility	Complete
10b	Make arrangements for proper administrative procedure, with minimum of bureaucracy and seek to adopt a paperless office	July 2012	Authority project	
10c	Determine whether Custody Visitor Scheme still needs to be in place. <u>Notes:</u> Consider whether custody visitors can be transferred.	May 12	Authority project	
10d	Ensure adequate legal service and HR support for transition.	December 2012	Authority project	
10e	Identify mandatory publications and production timetables (e.g. Freedom of Information Publication Scheme, Annual Report, Statement of Accounts, etc).	March 2012	Authority project	
10f	Consider HR arrangements for Commissioner's staff.	Spring 2012		
10g	Develop proposals for the consideration of the PCC in respect of the appointment of the chief constable and the PDR objective setting process.	June 2012	Authority project	
10h	Identify all documents requiring change of identity from November 2012.	Until Nov 2012	Authority project	
10i	Research and develop arrangements to administer the Commissioner's 'postbag'	July 2012	Authority & Force Projects (Louise Johnson)	
10j	Ensure provision of legal advice to the PCC w.e.f Nov 2012.	July 2012	Authority project	
10k	Ensure Human Resources advice is available to the PCC w.e.f Nov 2012.	July 2012	Authority project	
10l	To identify the arrangements necessary for closure of Police Authority governance arrangements (see also 2b) <ul style="list-style-type: none"> • Close down/archive Police Authority website. • 'Close down' of committees/minute books etc. • Archive Police Authority minute books (public records). • Inform all relevant stakeholders of abolition of police authority and introduction of PCCs. 	July 2012	Authority project	
10m	Close down all Police Authority governance arrangements (see 2 and 11k above).	Nov 2012	Authority project	
10n	Develop internal and public-facing arrangements, policies/guidance regarding complaints handling and the PCCs role and the new regulations and guidance	Nov 2012	Authority project	
11 Internal Communications				
11a	Develop and implement communication strategy / plan to provide reassurance to Force and Authority officers, staff & members to inform them of progress of implementation of this plan	December 2011	Authority & Force projects (Paul Cheeseman)	

SCHEDULE OF MEETINGS TO NOVEMBER 2012

Meeting	Schedule of Dates (all meetings due to take place on a Tuesday commencing at 10 am unless marked *)
Police Authority	14 February 2012 27 March 2012 26 June 2012 (AGM) 31 July 2012 25 September 2012 30 October 2012
Business Development Committee	24 January 2012 1 May 2012
Resources Committee	29 November 2011 7 February 2012 17 April 2012
Policing Committee	31 January 2012 15 May 2012
Transition Oversight Group	17 January 2012 6 March 2012 8 May 2012 10 July 2012 9 October 2012
Planning Days	13 December 2011* 2pm start 10 January 2012 (Strategic Planning Workshop – all day event)