



## SR Challenge



- Different forces have very different challenges
- Cuts vary significantly between forces – from 8% - 19% of GRE in **real terms**
- HMIC found that:
  - The police workforce is set to shrink by 34,100
  - 26 forces had a shortfall in their costed plans totalling some £0.5bn
  - All forces stated an intention to reduce crime and of these 17 had a quantified target
  - Calls for better quality information and data

www.npia.police.uk




---

---

---

---

---

---

---

---

## Getting to grips with the challenge



- Best place to start – where the money is and, crucially, how this compares with others.
- Nationally sources;
  - CIPFA accounts data
  - CIPFA POA
  - [Home office ADR data]
- NPIA have done a variety of comparative analyses that can provide a useful starting point

www.npia.police.uk




---

---

---

---

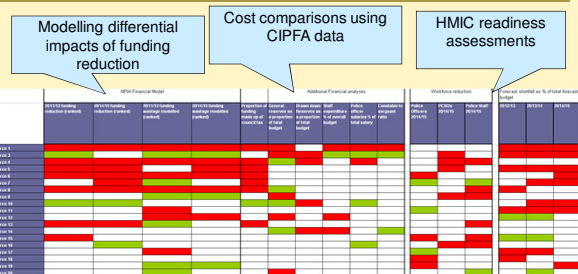
---

---

---

---

## Range of “risk factors”



www.npia.police.uk




---

---

---

---

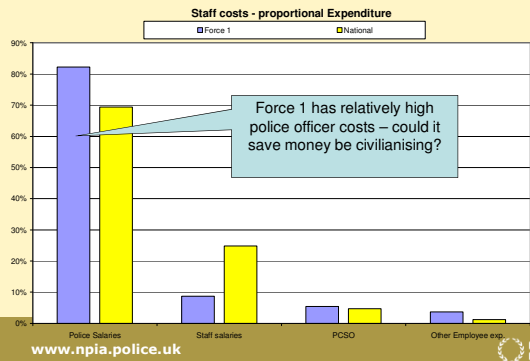
---

---

---

---

## Cost Comparisons




---

---

---

---

---

---

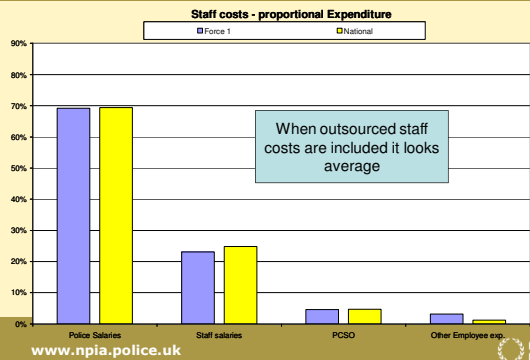
---

---

---

---

## Cost Comparisons




---

---

---

---

---

---

---

---

---

---

## Understanding cost, quality and demand



- Important that you understand the costs of the business (rather than what the £ is spent on)
- For some areas this is straightforward – in other its more complex
- This is the starting point for any programme of cost reduction – and if done consistently it allows you to benchmark and share
- It is also critical when you look to partner or outsource – and this is increasing

www.npia.police.uk




---

---

---

---

---

---

---

---

---

---

## HMIC found consistent approaches to efficiency, but need to share and compare more



### Methods found to improve efficiency

- Demand analysis
- Back office remodelling
- Shift pattern review
- Middle office remodelling
- Response modelling
- Reallocation of workforce between functions
- Collaboration (with cash identified)
- New BCU/Policing Model
- Outsourcing
- Shared service centres
- Neighbourhood remodelling

### Recommendations of HMIC

- Share quality, checked information between forces and authorities on the potential yield from different choices about workforce, process improvement and economies of scale
- Share information between forces and authorities about the optimum sequencing of change: reducing bureaucracy before improving processes and information systems, and then collaboration
- Seek good quality objective and comparative information on the potential benefits from different private sector or public sector joint venture initiatives
- Arrive at a broadly agreed set of ideas about transformation so that decision makers have a common language

www.npia.police.uk




---

---

---

---

---

---

---

---

---

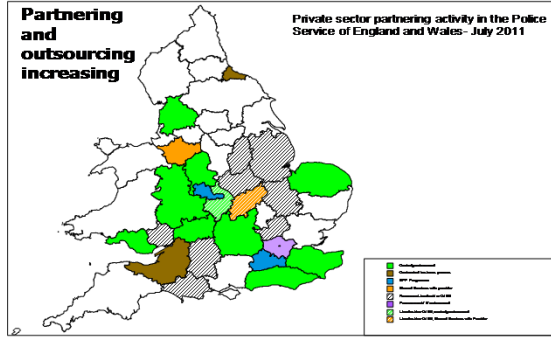
---

## Private sector partnering is increasing



### Partnering and outsourcing increasing

Private sector partnering activity in the Police Service of England and Wales - July 2011




---

---

---

---

---

---

---

---

---

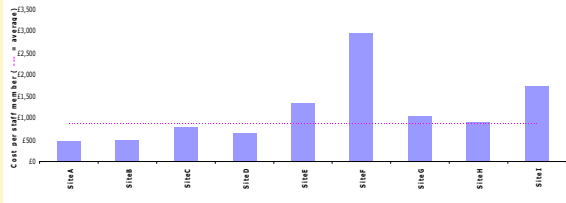
---

## Understanding your costs



### Estates costs

Cost of locations per staff member



### Property attributes

Headcount (max value) >> 200 → 100% of properties  
 Distance between properties (max) >> 2,000 m → 67% of properties

88.8% of properties with less than 200 staff are within 2000 metres of another property

Dummy data sets - full workbook on POLKA




---

---

---

---

---

---

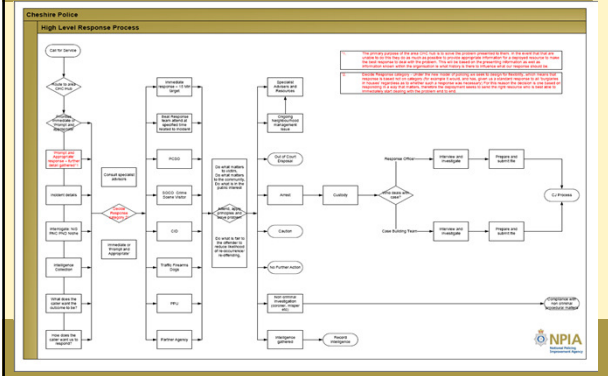
---

---

---

---

## Sometimes your cost is more complex....how much is this?




---

---

---

---

---

---

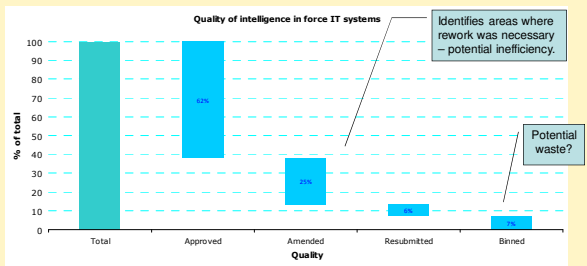
---

---

---

---

## Understanding your quality...



Dummy data sets - full workbook on POLKA

www.npia.police.uk




---

---

---

---

---

---

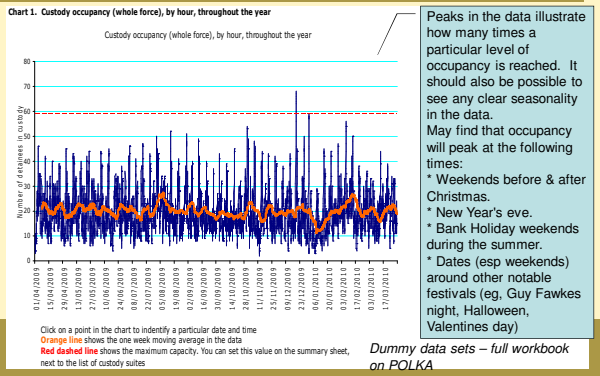
---

---

---

---

## Understanding your demand



Dummy data sets - full workbook on POLKA

---

---

---

---

---

---

---

---

---

---



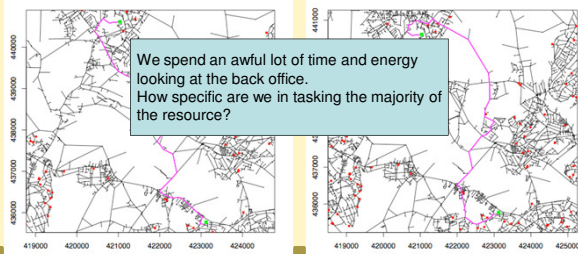


# Future directions – predictive patrol routes between non-urgent calls?



## Usual route

## Predictive adjusted route



[www.npia.police.uk](http://www.npia.police.uk)



---

---

---

---

---

---

---

---