

PRIORITIES FOR POLICING

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Her Majesty's Inspector of Constabulary

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in the public interest

Changing landscape

- Reduction in budgets
- Introduction of Police and Crime Commissioners
- Review of remuneration and conditions of service
- Growing complexity of serious and organised crime
- Threat of terrorism, public disorder, civil emergencies
- Demise of NPIA and others
- Formation of National Crime Agency



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Priorities

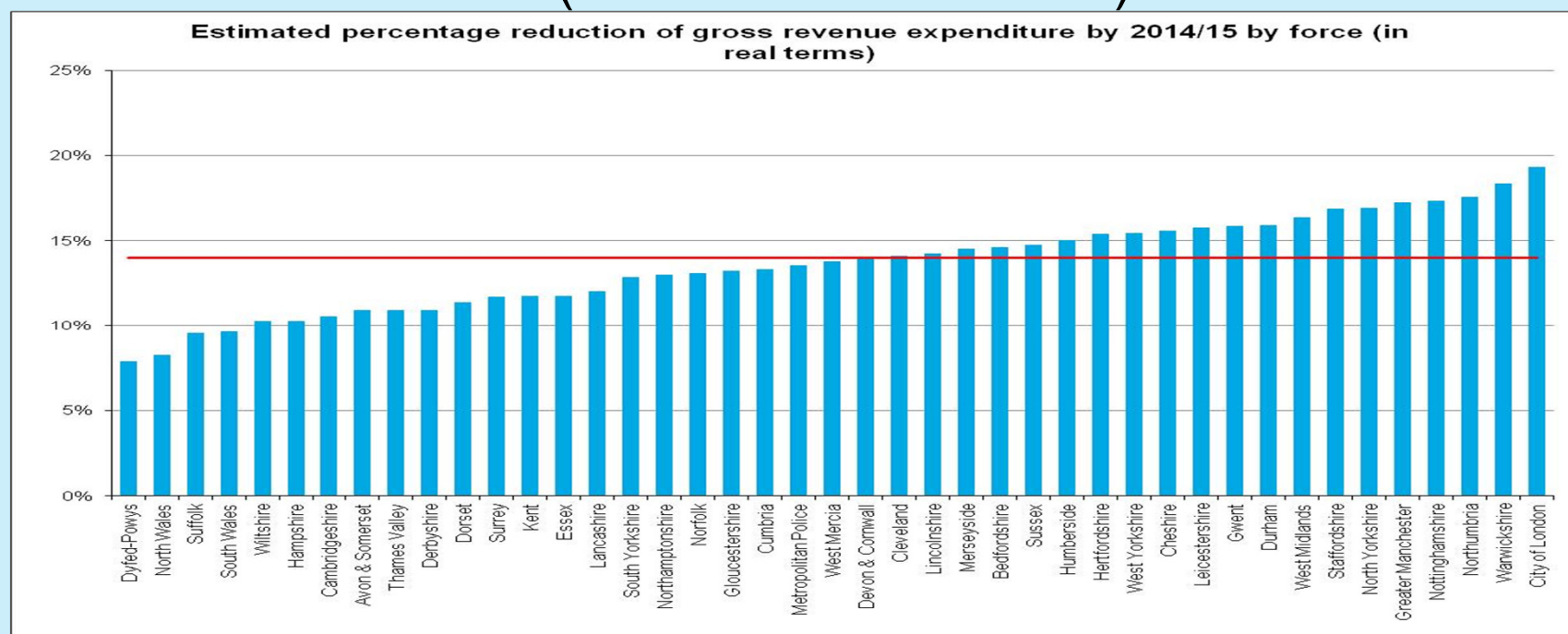
- Adapting to austerity and continuing to drive down crime
- Responding to the local while balancing the national
- Securing radical redesign and transformational change
- Promoting effective leadership
- Increasing resilience and interoperability
- Securing the smooth transition to PCC's

Valuing the Police - Overview

- Snapshot in time
- Biggest financial challenge in a generation
- Made a good start but they start from different places
- Ambition to reduce crime
- Workforce numbers will be reduced but frontline protected
- It will get harder
- Transformation is essential

Force by force variation

Scale of cuts for some forces is double that of others
(8% to 19% of GRE)



Workforce numbers and frontline

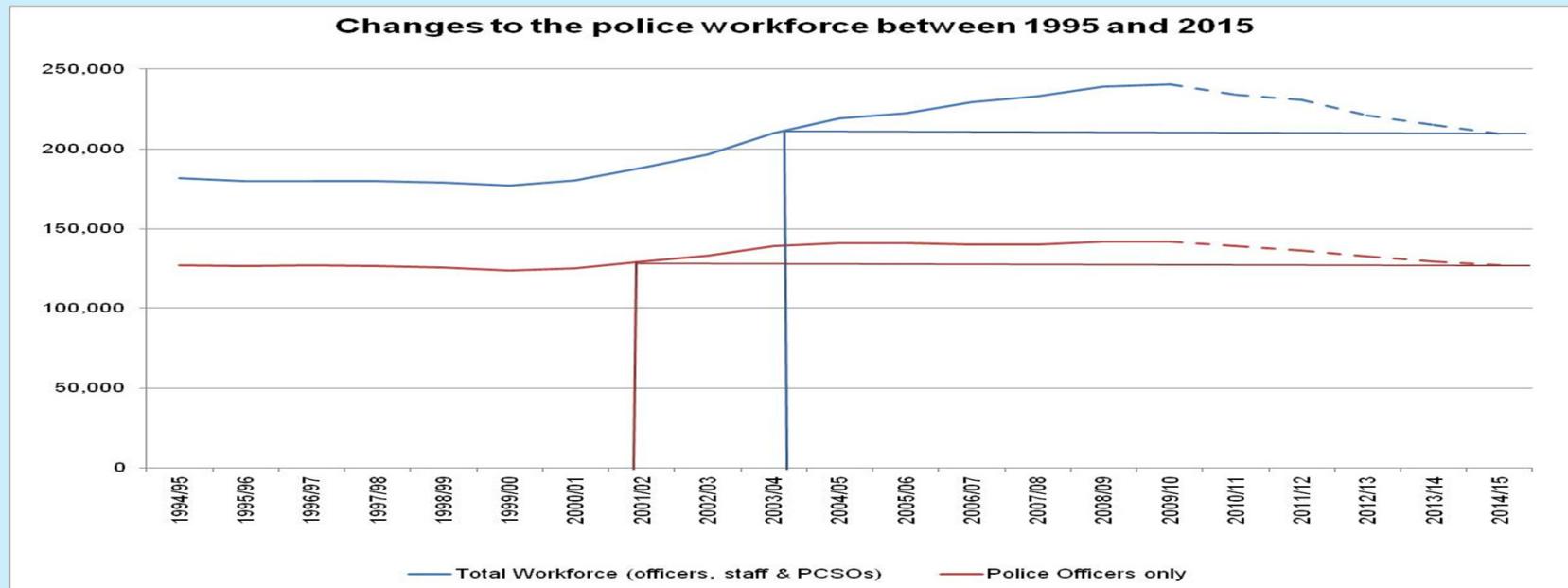
- From March 2010 to the end of the CSR period estimates:
 - 11% or 16,200 fewer officers
 - 19% or 16,100 fewer staff
 - 11% or 1,800 fewer PCSOs
- March 2010 to March 2012 total estimated workforce reduction 12,800
 - frontline workforce reduction 2%
 - non-frontline workforce reduction 11%



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Some perspective

- Police officer numbers back to the level of 2001/2
- Police workforce back to level of 2003/4



Plans to meet the challenge

- All forces and authorities have plans which balance the books in 2011/2
- 17 have a detailed four year plan - 13 of which exceed the gap
- 26 have a remaining gap nationally of £0.5bn
- Some forces have a very stretching challenge
- All have an ambition to reduce crime

Transforming efficiency

Workforce efficiency

Workforce mix
Prioritisation

Economies of scale

Collaboration
Outsourcing/procurement
Streamlining structures
Standardising IT

Police processes

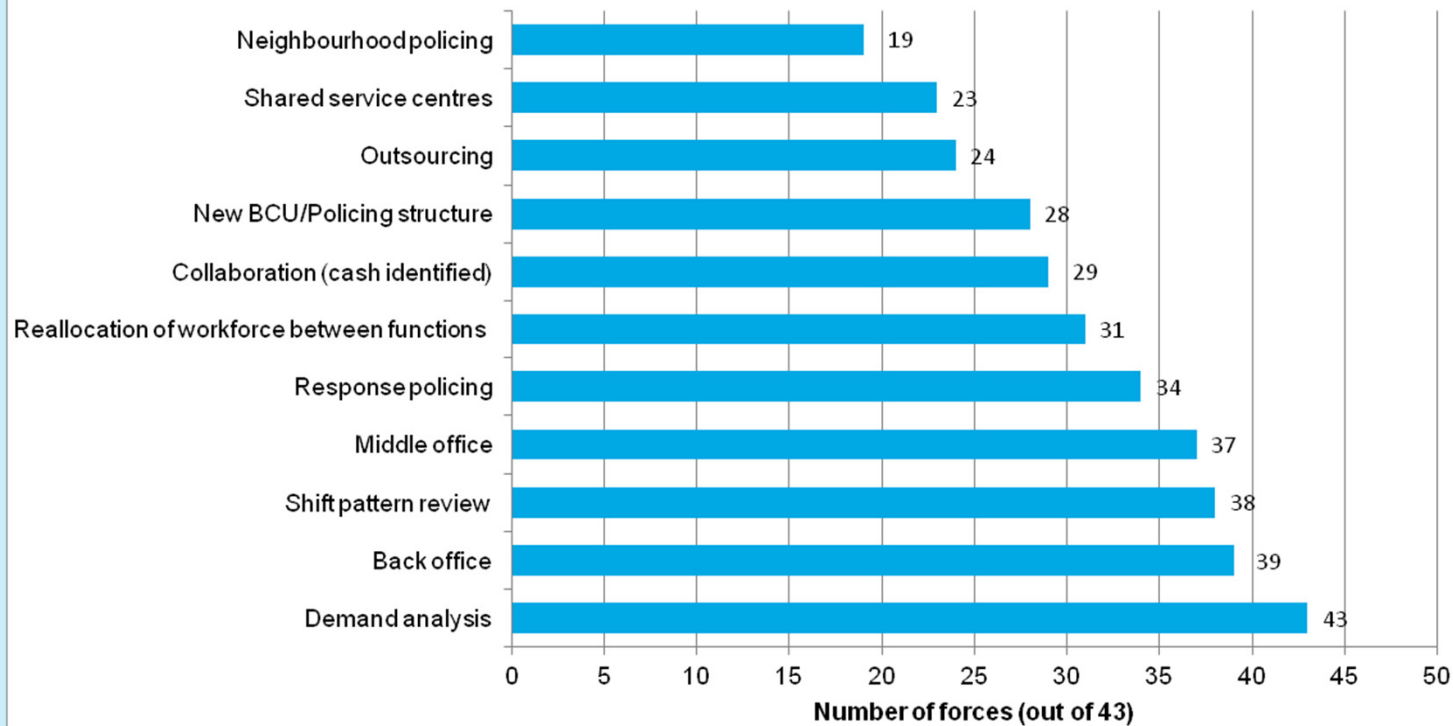
Bureaucracy
Process improvement



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Efficiency improvements

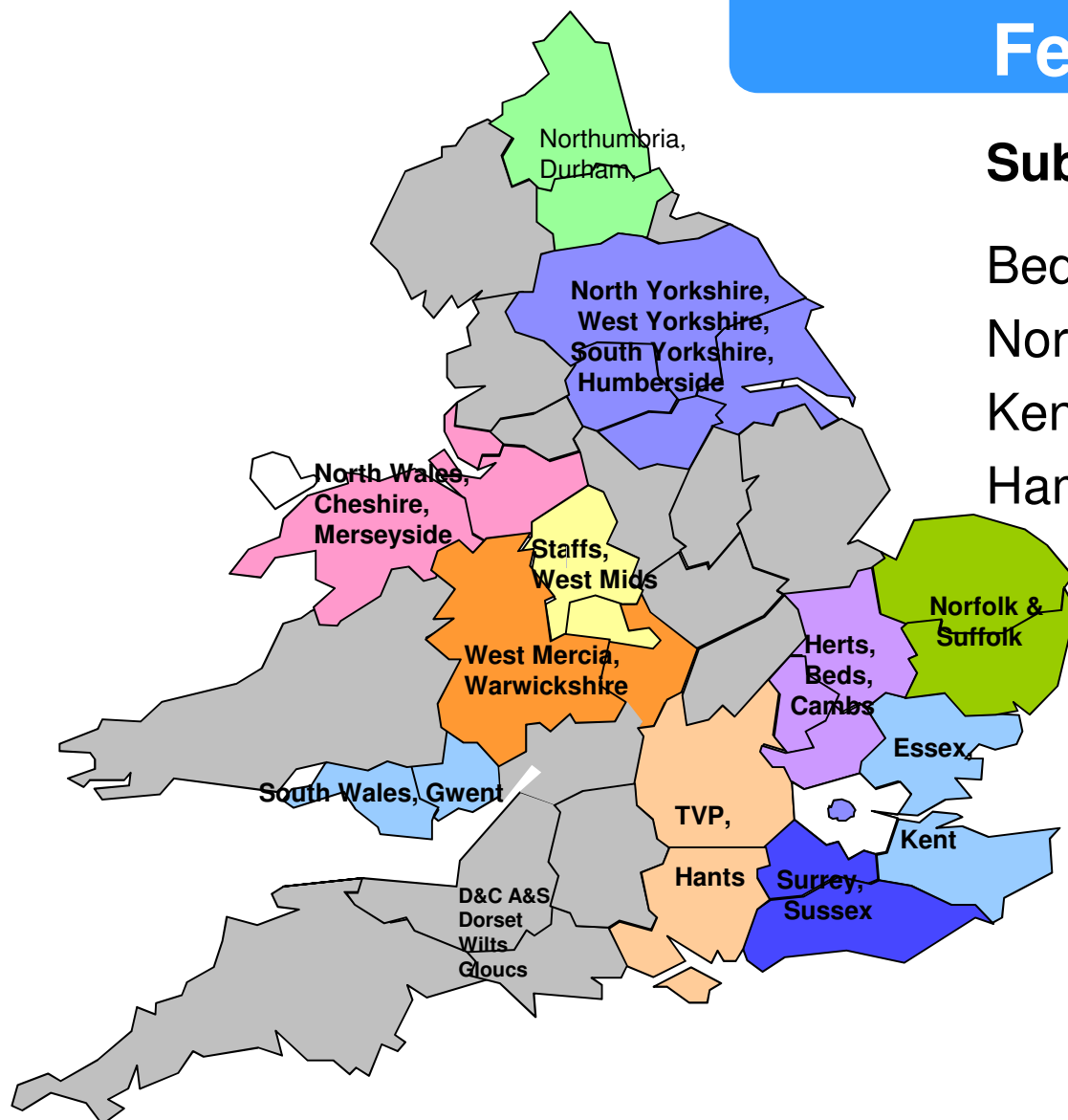
Methods in force and police authority plans to obtain efficiency improvements



Collaboration

- Aspiration and ambition of many forces to drive and achieve savings through collaboration
- It is for forces and authorities to decide the appropriate model of collaboration to fit their own circumstance
- HMIC undertook a broad national snapshot of collaboration in March 2011 followed by Support and Challenge visits during the summer
- Thematic is due to be published in the Winter

Preferred partnerships February 2011



Substantial savings planned:

Beds, Herts, Cambs £14m

Norfolk, Suffolk £20m

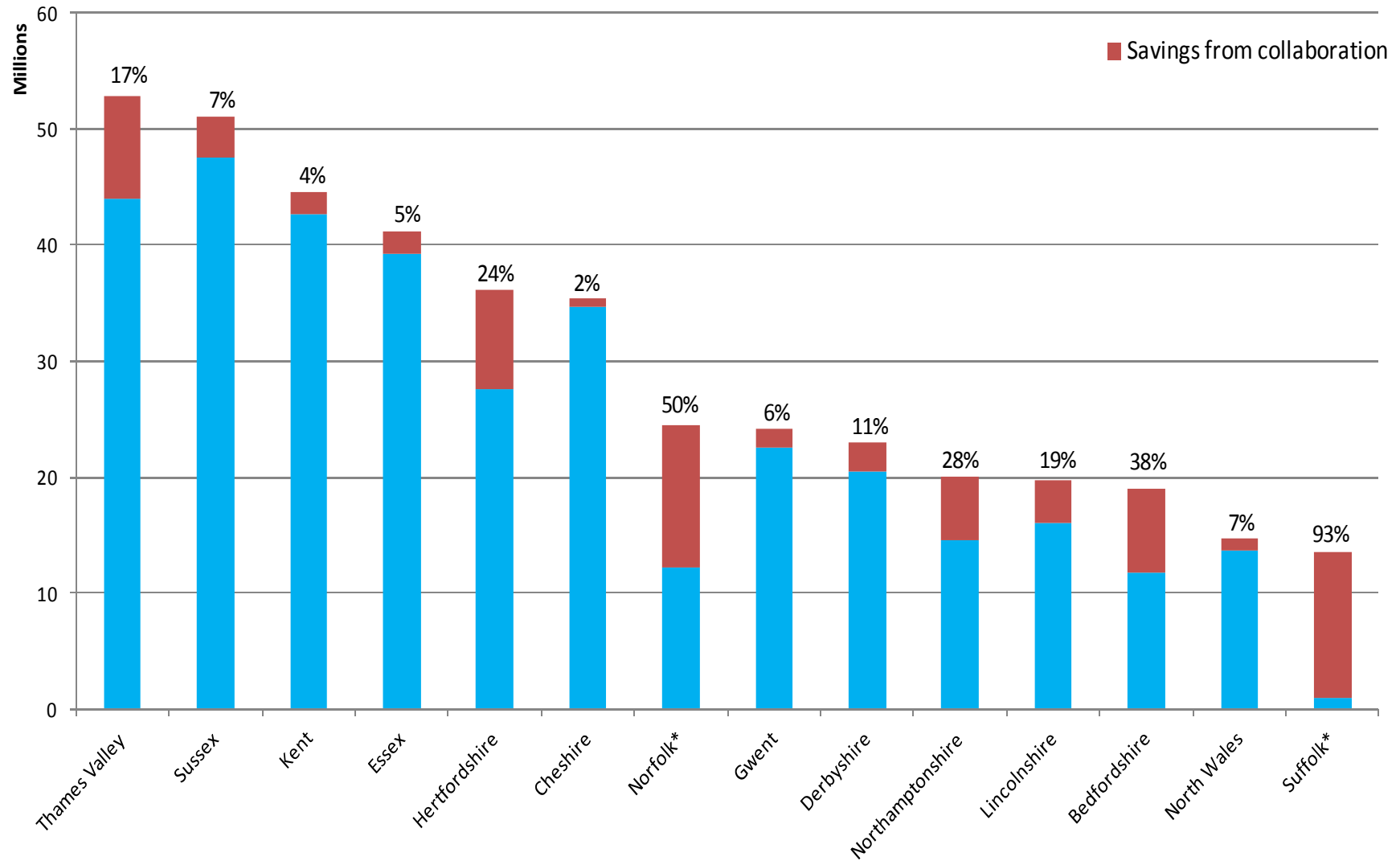
Kent, Essex £4.6m

Hampshire, Thames Valley £10.6m

Proportion of the CSR financial gap that will be covered by savings from collaboration

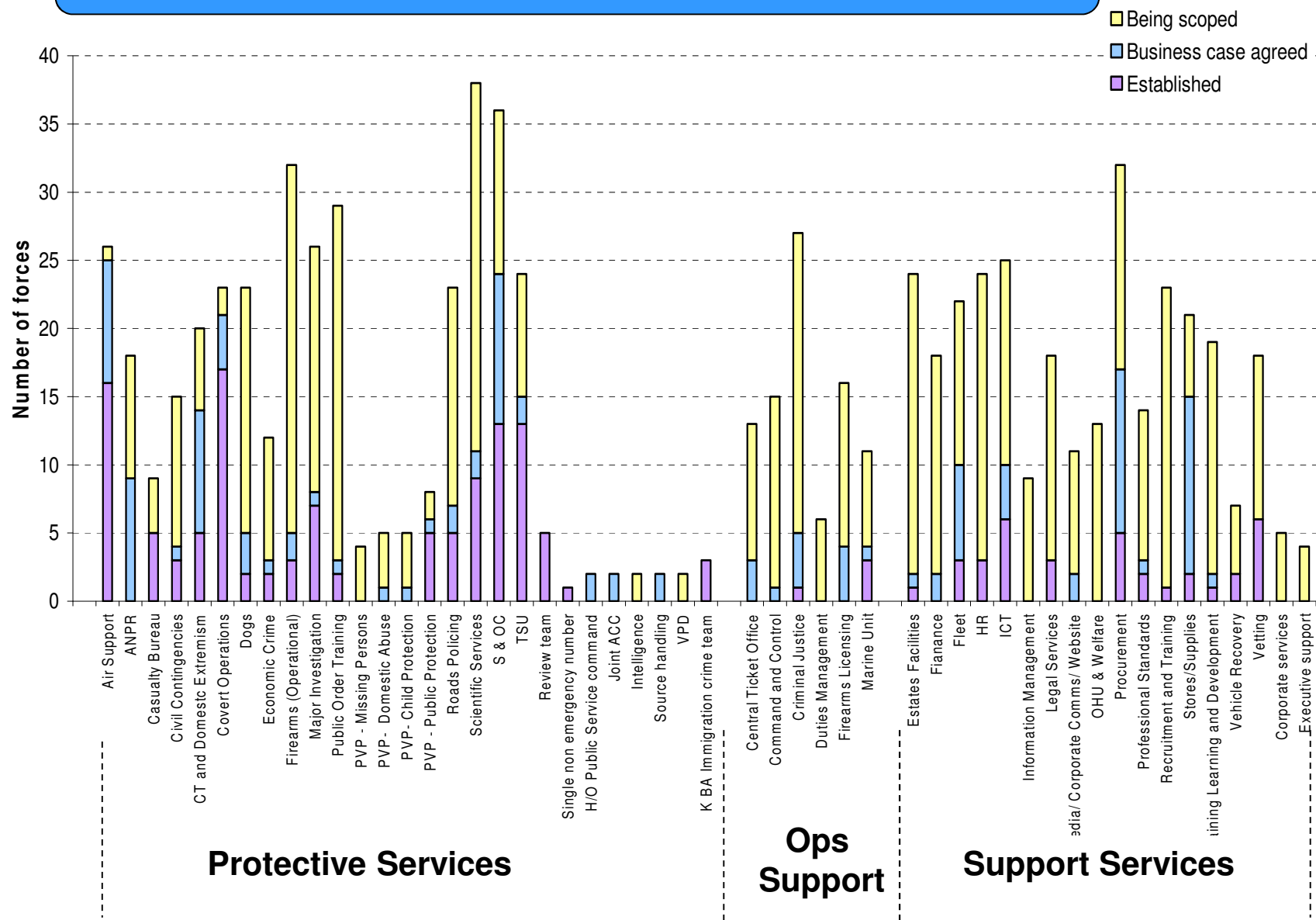
March 2011 data

14 forces were able to provide detailed savings



* Data for Norfolk & Suffolk is as of September 2011. The total savings for Norfolk & Suffolk is £24.8m.

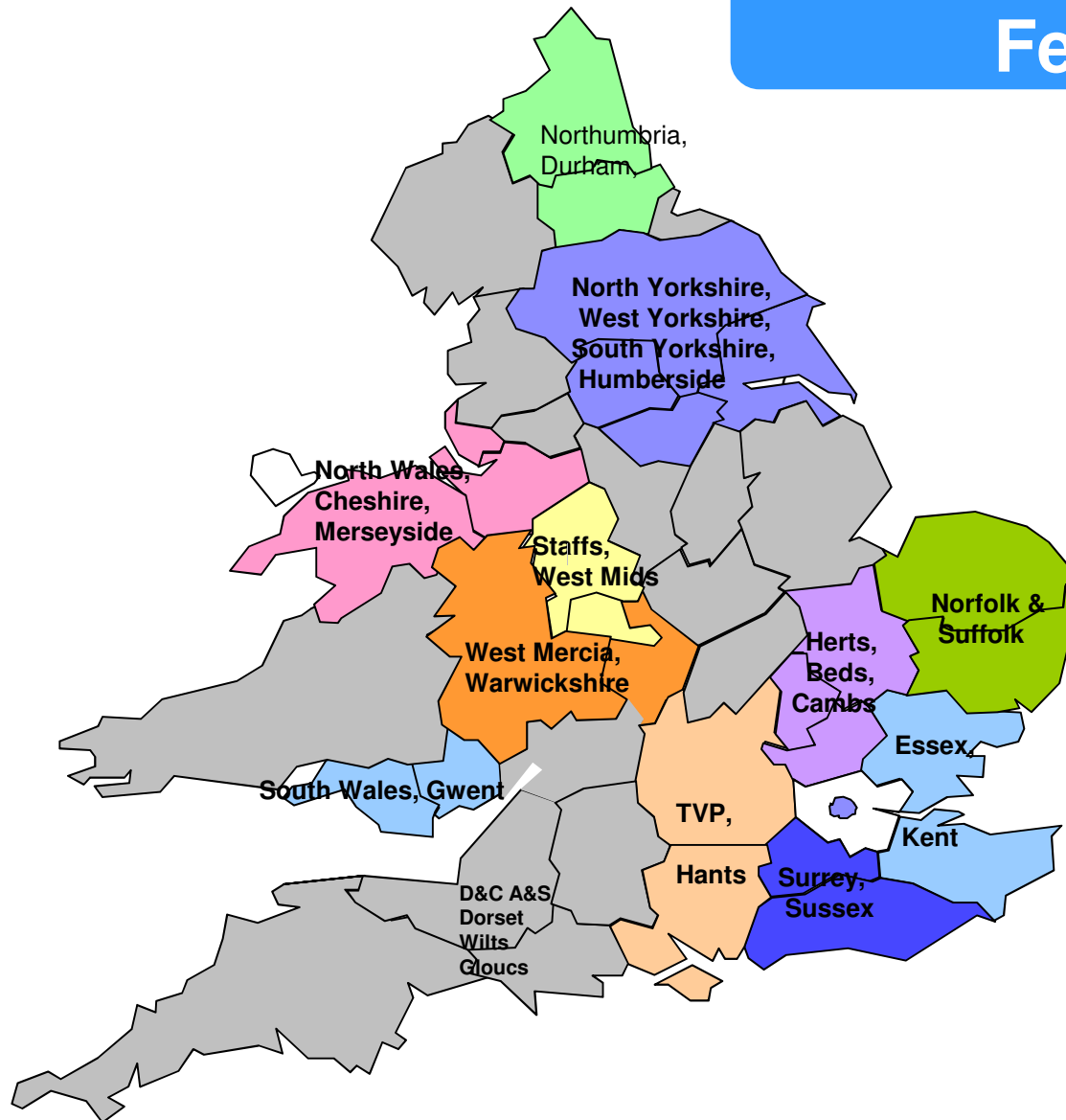
Collaboration by type – March 2011



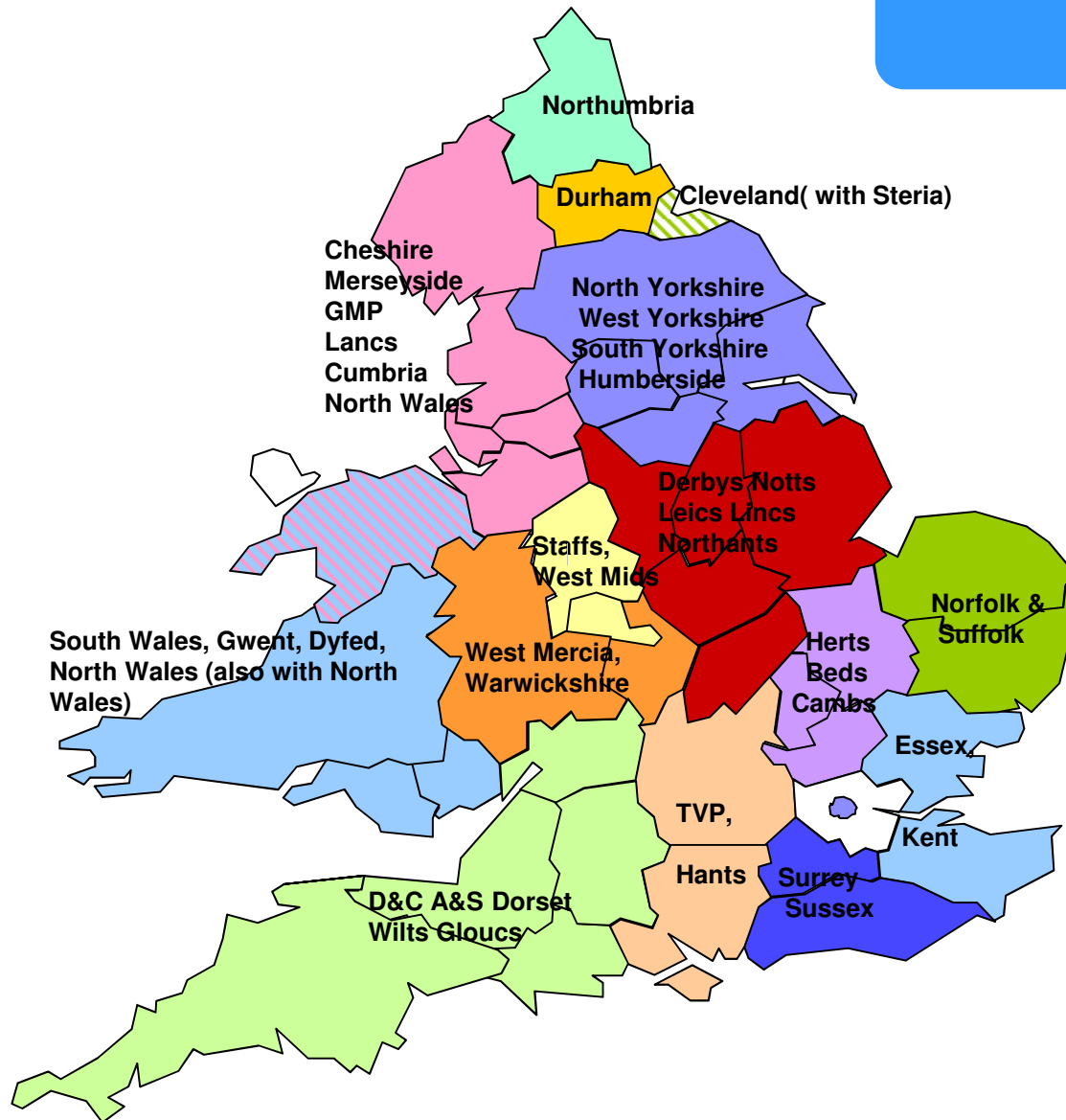
Collaboration overview

- Collaboration has the potential to go further. Opportunity to free up front line resource needs seizing
- Complexities and individual force circumstances were recognised
- Significant untapped potential
- Action is key
- Convergence: a short, medium and long term approach

Preferred partnerships February 2011



Emerging picture June 2011



Thematic data

- National overview of the potential savings of collaboration and outsourcing
- Before and after costs including upfront investment and one-off implementation costs
- Net cashable savings to date including contribution to the CSR gap
- Relationship between collaboration savings and workforce numbers
- Effective collaboration to protect the frontline
- Recognising that forces have different start points



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Next Steps

- Integration of the collaboration work into Phase 2 of the Valuing the Police programme
- Further round of Support and Challenge visits in the Autumn/Winter
- Followed by proportionate, risk based, VtP inspection early in 2012

Focus for VtP Phase Two

- Progress in delivering savings identified for Year 1 CSR
- Plans for meeting the £0.5bn national shortfall in force financial plans by the end of the CSR
- Assessment of Year 2 plans and impact on the frontline
- Progress in delivering policing plan commitments to drive down crime
- Progress in delivering ‘transformational change’ including collaboration, outsourcing, partnering
- Transition plans for PCC’s



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Thank you



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