

# Have you got what it takes?

**Delivering value for money**

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## Delivering value for money

### Important facts

The Government has set out how savings could be made in policing without affecting service to the public. Below are details of some of these savings.

- **Possible savings of just over £1 billion by 2014/2015 as a result of forces which spend high amounts reducing their costs in a range of functions to the level of the average of their immediate peer group. This is set out in Her Majesty's Inspectorate of Constabulary's (HMIC) report, 'Valuing the Police' published in July 2010.**
- **Making extra savings by forces reducing their costs to the level of the best nationally. The Government estimates that this would save an extra £350 million.**
- **Improving IT and adopting a national approach to buying equipment and services could save forces an extra £350 million.**
- **We expect that the Government's policy of a two-year pay freeze will apply to the police, depending on any recommendations from the Police Negotiating Board and agreement on staff pay. This could save at least an extra £350 million.**

### Background

#### Making savings while maintaining and improving services

There is a lot of evidence that the police service has opportunities to provide services more efficiently – reducing spending but maintaining the level of service – by putting into practice new ways of providing those services.

The police can make efficiencies in both frontline services (where the police have direct contact with the public) and the internal services within a force (back-office roles like HR, finance, or training, or operational support roles like analysing intelligence).

In their report 'Valuing the Police', published in July 2010, HMIC showed that there was significant difference between the levels of resource that different forces use to provide the same service. This highlights a clear opportunity for greater efficiency.

Alongside 'Valuing the Police', the Audit Commission and the Wales Audit Office published 'Sustaining Value for Money in the Police Service', which highlighted that police forces could improve efficiency by using a combination of approaches, including:

- **re-evaluating the threats, harm and risks facing each force, and shaping services around that;**
- **examining basic issues like overtime costs, procurement, and the cost of back-office functions – and putting into practice more efficient approaches to these;**
- **taking a new approach to redesigning other services, using the right mix of police officers, PCSOs and police staff in each area of the organisation to make sure that services are as efficient as possible; and**
- **collaborating (working together) with other organisations if that brings benefits.**

In their latest report [Policing in Austerity: One Year On](#), July 2012, HMIC set out how far police forces and authorities have progressed in developing and putting into practice their plans for maintaining services while reducing costs. Alongside the full report, HMIC published individual reports with more detailed information for each force in England and Wales, which provides greater transparency of the approaches being taken at force level.

## More information

Around the country there are examples of where forces are delivering savings while protecting and improving frontline services:

- **Greater Manchester Police has carried out a thorough review of its support functions and been able to deliver £62 million in year-on-year savings. Importantly, they have also been able to release 348 police officer posts from these roles.**
  - **Hampshire has significantly reduced crime in recent years, while also achieving considerable savings – reaching £20 million in 2011 alone, while having a public commitment to keep May 2010 levels of local visible policing. Their work in getting rid of unnecessary bureaucracy (unnecessary procedures and paperwork) has involved using mobile technology, so officers can get out from behind their desks.**
  - **Thames Valley's productivity strategy has reduced business support costs**
- such as HR by bringing together small units into one shared service and encouraging self-service. They have removed a layer of management and worked hard at collaborating with other forces. This resulted in over £15 million of savings in 2011/2012 and redeploying 35 officers to frontline roles in neighbourhoods or patrol. They have ambitions to redeploy a further 100 officers to the frontline over the next two years.**
- **Kent police have led a wide-ranging review of the public's demand for policing services, with a view to matching staffing levels with that demand and increasing the availability of police officers at key times. They have re-structured the way in which they provide policing services and, together with savings from collaborating with Essex Police, made support services more efficient and changed specialist policing functions, so that they have been able to use more officers on uniformed street patrols.**

## Changing police information communication technology (ICT)

In the past, police ICT has been fragmented and costly, with about 2,000 systems being used across 43 forces.

The Government is clear that there should be no national grand plan, specifying what systems forces should buy. Forces themselves are best placed to decide what systems will best support their operational needs, including working with other forces and services.

The Government is supporting forces on improving their ICT by setting up a new police-owned Police ICT company.

## Joining up police procurement

The Government is supporting the police to work together better when they deal with commercial suppliers, and so they can benefit from economies of scale.

Forces waste money if they tender and negotiate 43 times. Procurement using national frameworks will bring down prices and increase standardisation of equipment.

On 4 March 2011, new regulations came into force, which for the first time said that certain equipment would have to be bought using set national frameworks. From February to April 2012, the Government consulted on further regulations to make sure the police use national frameworks when buying more categories of equipment and services. The responses to the consultation are being considered.