

Efficiency and productivity strategies in the police sector

A CIPFA Police Panel good practice guidance document

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introduction

- 1 The purpose of this guidance is to provide an update for authorities and forces on some of the key developments occurring on efficiency and productivity strategies in the police sector, to help finance practitioners and colleagues in other disciplines to seek out initiatives and examples of help in the ongoing push for greater efficiencies. This is also intended very much as a “living” document, for which any points forces and authorities would like to submit for future updated versions are very welcome – please send any points for future updates to julian.smith@cipfa.org.uk In this way the CIPFA Police Panel wants to act as a central point for information on local initiatives and approaches.
- 2 The current recession and its resulting pressure on the public finances is just the latest in a series of developments over recent years which have prompted police authorities and police forces to seek ever more efficient and productive ways of working, whilst still maintaining a high level of service to the public. When looking at an efficiency and productivity strategy, a central point to keep in mind is to categorise potential gains by value and by ease/speed of implementation, to help work plans proceed in the right order. Another key consideration is that when looking at concepts such as “front line” and “back office”, the service must be aware of the links between the two – for example, cuts in support could actually reduce the effectiveness of front line activity.
- 3 The new expectations of police authorities from the 2009 Budget include the Government’s announcement of an increase in the efficiency target from 9.3% to 10.3% over three years, following on from the doubling of the cashable element of the efficiency target earlier this year from 1.5% to 3%. As the Association of Police Authorities pointed out when responding to the Budget, these expectations will mean that police authorities and forces will now be required to find a significantly greater amount of money than originally anticipated. The APA also rightly pointed to the police service’s strong track record of achieving and exceeding past efficiency targets, which means that the future challenging targets will have to explore areas of policing where it has been seen as more difficult to find efficiencies. More radical options, if taken in future, will bring with them a higher degree of risk.
- 4 Examples of previous developments in the drive for efficiency gains have included:
 - In 2004, the Gershon Review prompted the Home Office to aim for an increase in the time spent by officers on front-line policing, also to introduce the Airwave digital radio system for police use and to aim for more effective use of support staff in the police service.
 - In 2008, Sir Ronnie Flanagan presented the Final Report of his Review of Policing to the Home Secretary. This focused on the need to better manage risks, which in turn would help reduce the threat to the public and reduce the harm caused by crime. Ways in which this is to be carried out include: freeing up space by improving and strengthening the structures and systems that support policing; improving performance and developing the workforce through better management of resources; freeing up space by reducing unnecessary bureaucracy; and delivering in partnership through neighbourhood policing and involving local people.
 - When accepting the Flanagan Review’s recommendations, the Home Secretary also made a number of related announcements, including: streamlining the form used to record stop and search; introducing a new

standard one page form to record crime; and a project to streamline IT systems to make them more compatible.

5 The following proposed structures will also be important for authorities and forces to follow, as their ideas are generated and developed in the months and years ahead – whilst each structure will have its own focus and work programme, it is naturally to be expected that national government and the service itself will be seeking to tie-in their different ideas to supporting forces and authorities achieve the overall goal of maximum efficiency and productivity in the ongoing tough financial climate:

- Home Office Workforce, Efficiency and Finance Steering Group (WEF)
- Police Expenditure Group
- Productivity and Efficiency Reference Group
- Suggested structures arising from the *Informed Choice Model* for collaborative work as set out in HMIC's report *Getting together – A better deal for the public through joint working*

collaboration: the scope for shared services using modern IT

6 Early examples which your authority and force may be interested in learning from include those set out below in bullet points. However, whilst many collaborative ideas in recent years have linked in particular to getting the most from technology, it is important to keep looking at other potential ways to achieve efficiency and improve productivity. A useful illustration of the variety of ways to explore is found in a diagram produced by West Yorkshire Police for its productivity and efficiency strategy. This identifies numerous approaches within grouped headings of better ways of working, building staff capability, modernising the workforce, maximising income, exploiting information technology, implementing corporate projects, and saving money.

- Avon and Somerset Police Authority has joined Southwest One, a joint technology-driven venture to transform the services provided to the Constabulary and the communities it serves. This brings the police authority into partnership with Somerset County Council, Taunton Deane Borough Council and IBM.
- The Scottish Government is supporting the Common Performance Management Platform for the Police Service in Scotland (an ACPOS Platform project). The Police Service in Scotland is currently embarked on a major business change process. This change process is aimed at fully embracing a performance culture which will operate at national, Force and local levels. It will be tailored at each Force so that, although there will be a standard national performance management framework, each Force will design and operate its own Force and local performance management frameworks.

The objectives of this work in Scotland include:

- To deliver an effective and efficient common performance management software platform
- To work towards joined up performance management between police, government, criminal justice and community planning partners
- To improve police national force and local performance management businesses processes
- To achieve increased effectiveness and efficiency by implementing effective performance management information and knowledge sharing

7 Other forms of collaboration are likely to develop around the country as the police service responds to the tighter financial climate, moving well beyond traditional forms of collaborative working such as mutual aid over specific, time-limited matters such as major investigations. If there are new forms of collaboration your authority and force are investigating, CIPFA's Police Panel is keen to hear from you with any questions you have, or early lessons of how well collaboration is working in practice. The survey carried out this year by the Police Authority Treasurers Society will be of great value for the service to capture the current picture.

8 Of particular interest at present for the development of collaboration ideas will be HMIC's research findings published this summer in the report *Getting together – A better deal for the public through joint working*. This looks in detail into the scope for improving police success against organised crime groups (OCGs) and potentially cutting the costs of support services, enabling

redirection of savings to frontline policing. HMIC found that in matters of collaboration, the weakest performance was generally seen in areas of the country where forces are reluctant to agree priorities or co-ordinate resources. A new model for collaboration is proposed in the report – an *Informed Choice Model (ICM)* – aiming at empowering the champions of collaboration, giving them the facts, figures and learning from around the police service, to choose the model of collaboration which best suits their needs. A proposed framework to oversee this ICM approach centres on a “Responsible Body”, suggested as a national *Resource Co-ordination Board* and to be supported by a business analysis and support “Hub”. The RCB will advise the National Policing Board to provide them for the first time with a “big picture” view of costs, risks and variations. HMIC identifies five common approaches to achieving collaboration in practice, from informal handshake agreements through to joint ventures with central co-ordination.

Where the RCB or individual forces and authorities identify the need for information to make the Informed Choice Model work well, CIPFA’s Police Panel is happy to act as a conduit for requests to gather helpful information from the Institute’s Statistics service for example, and the Panel will also be monitoring early experience of the service using the objective accounting approach developed by the service and incorporated into the “BVACOP” system.

CIPFA agrees with HMIC’s view that people drive collaboration rather than processes. Forces and authorities may well find value for their officers and staff learning from each other’s experiences through CIPFA’s Networks and Forums, for example at workshop events around the country and through benchmarking services. Taking part in such learning opportunities from what works in other forces and authorities can in CIPFA’s view help the service tackle what HMIC has identified as a dearth of information on best practice in collaboration. Financial planning methods for collaboration can also be explored through such learning opportunities – as HMIC rightly points out, in order to meet long-term objectives, many collaborative ventures will require upfront investment.

For more detail from the HMIC report, please see the full text on the following link:

<http://inspectors.homeoffice.gov.uk/hmic/inspections/thematic/getting-together-report.pdf/getting-together-report.pdf?view=Binary>

For more information about CIPFA’s Networks and Forums activities for the police service, please see the following links:

<http://www.cipfanetworks.net/policeFAN/>

<http://www.cipfanetworks.net/police/>

the development of PURE

- 9 Pre-2008, the Audit Commission and Wales Audit Office carried out an annual assessment of the police's use of resources. Police use of resources (PURE) involved auditors assessing whether police authorities and forces were achieving value for money, effective financial management and good standards of governance and accountability. Auditors made judgments based on a number of high-level questions called key lines of enquiry, which are underpinned by audit.
- 10 Examples of some recent documents on efficiency and productivity are provided below:

West Midlands Police Authority Business Improvement and Efficiency Plan 2009/10:

http://www.west-midlands-pa.gov.uk/documents/main/1/Business_Improvement_and_Efficiency_plan_A_ppendix_B_09-10.pdf

Hampshire Police Authority Efficiency Strategy report:

http://www.hampshirepoliceauthority.org/item_6_-_efficiency_and_productivity_strategy.doc

South Yorkshire Police Authority Efficiency and Productivity Gains Report from the Chief Constable for 2008/09:

http://www.southyorks.gov.uk/embedded_object.asp?docid=6846&doclib

West Yorkshire Police Efficiency and Productivity Strategy for 2009/12:
(Please see the appendix at the end of this paper)

Essex Police Authority report on Efficiency and Productivity Strategy 2008/11:
<http://www.essex.police.uk/cms/global/meetings/EPA4609.pdf>

collaboration

- 11 In 2008 at the APA conference, the award for regional collaboration work went to Police Authorities Wales. The citation for the award is reproduced here as a prompt for readers to consider lessons to be drawn for your own regional collaboration:

"For a collaborative piece of work to develop strategic policing capabilities, including protective services so as to reduce the risk posed by insufficient dedicated resources.

PAW established a working model of collaboration by forming Police Authorities Wales as a Joint Committee. In July 2007 a statutory Joint Committee for the Policing of Wales was signed by 4 Welsh Police Authorities. PAW oversees all collaboration working.

Following a strategic assessment of gaps, areas of high need for policing in Wales were identified, with business cases of the efficiency savings to police authorities in Wales if these gaps were filled. Two strategic protective services

assessments allowed PAW to prioritise a collaboration programme. March 2008 saw the agreement of the National Policing Plan for Wales which committed the four forces of Wales to the collaboration agenda. As a direct result of collaboration a HO demonstrator bid granted an additional £204K for research in serious and organised crime. A Welsh Extremism and Counter Terrorism Unit established one Special Branch for all of Wales to improve resilience, capacity and capability across all of Wales with domestic extremism and counter terrorism. PAW has full oversight of the programme.

Collaboration has resulted in significant benefits and efficiency savings for Welsh police forces with additional funds being secured and a contribution of £5.6 million in policing for Wales."

resource leverage: planning for future improvements

- 12 Strategic resource leverage to improve the police service's capacity will be an important area for authorities and forces to work on in the tighter financial climate. Findings from recent HMIC inspection work, as in the case of the Westminster BCU of the Metropolitan Police Service, should be studied by other forces and authorities to see how their own more strategic perspective of available and potential resources can help improve efficient policing at local level.
- 13 HMIC's recent report *Get Smart: Planning to Protect* found that only half of the forces in England and Wales had sufficiently detailed plans for improvement in major areas of policing, including organised crime and the investigation of complex murders. Whilst this does not necessarily reflect the quality of delivery of these key services in practice, the report recommends focused intervention in some forces to bring up their planning and the public account of plans up to standard, with greater collaboration and consistency across the police service as a whole. The report also offers a business planning model aimed at helping forces improve.

seeing efficiency and productivity efforts as part of the bigger picture on value for money

- 14 The drive for greater efficiency should also be considered more widely, as part of the police service's work on achieving Value for Money. Efficiency work can for example be viewed as one contributory factor to overall Value for Money within policing, alongside other contributions from the different types of resources available (people, finance, property and equipment etc) as well as sitting alongside good governance within the service, and finding a successful approach to drawing up and carrying out strategies. A good example of seeing the wider picture can be seen from West Yorkshire Police's Draft Efficiency and Productivity Strategy for potential inclusion in its Policing Plan for 2009-2012. This sets out within its strategic aim that efficiency and productivity gains must sustainably release people, equipment & technology, and money – which must then boost outputs or outcomes where the gain is made; be re-deployed elsewhere; or help balance the budget. Looking outside the traditional boundaries of the service, the West Yorkshire approach also identifies the importance of attracting external income and grants, being creative and flexible in engaging businesses and other partners to support the police service's work to reduce crime. Equally important is the identified need for the service to be directly involved in the allocation of funds within Local Area Agreements. Depending on national government initiatives for local government and other public services following the next General Election, forcers and authorities may need to adapt again to new methods of local government / public service funding and responsibilities, so the emphasis on keeping staff capability up to date by learning and sharing experience is set to remain a priority. Again CIPFA's Police Panel is happy to assist the service by information sharing as developments occur

national context from the Operational Efficiency Statement initiative

- 15 This initiative's final report to the Government from April this year examined five key areas of operational expenditure across the public sector:
1. Back office operations and IT
 2. Collaborative procurement
 3. Asset management and sales
 4. Property
 5. Local incentives and empowerment
- 16 The report draws conclusions which it is felt should apply in the police service as part of the wider public sector.
- 17 Beyond the five key areas identified in the report, the authors found that the following themes emerged throughout their work:
- **The need for consistent, comparable data** (CIPFA's Police Panel believes that the development of an objective accounting framework for the police service, led by Derek Smith from the West Midlands and widely supported, provides forces and authorities with a valuable way forward here, which will be supplemented by the ongoing work of CIPFA's Statistics Service in co-operation with forces and authorities. Similarly, we believe the benchmarking service offered by CIPFA Networks and Forums offers the police service a great opportunity to learn from each other's practical experiences, and thus to spread more efficient ways of working between forces and authorities).
 - **The benefits of incentives** (and sanctions) across the public sector for both organisations and individuals to become more efficient in delivering quality services.
 - **The need for the right structures and tools** to help organisations and staff achieve targeted savings (CIPFA's Police Panel believes that the future work of the Home Office Workforce, Efficiency and Finance Steering Group (WEF), of the Police Expenditure Group and of the Productivity and Efficiency Reference Group will provide valuable structures within which greater policing efficiencies can be researched and publicised. Similarly, IT developments such as the example of the West Yorkshire Police FlexIT Programme, detailed later in this guidance, offer scope for important advances in efficient policing).
 - **The importance of accountability and performance management**
- 18 The report includes a recommendation that the Value for Money indicators (applied to public sector organisations employing more than 250 people) should be included in the Value for Money profiles produced by HMIC. The recommendation goes on to urge the Home Office to create expectations and incentives for forces and the police service to place a premium on having cost-effective back office functions, ensuring that the availability of resources for operational policing is maximised.

- 19 An area of work identified for the next stage of the OEP process is for synergies to be considered between the Defence Animal Centre and the animal operations of other public sector organisations, therefore forces and authorities could usefully begin thinking of how collaboration between their own police dog units and those of HM Forces in your region might be developed to help both parties achieve efficiencies.
- 20 In recommendations on property, the report finds that there are opportunities, in large urban areas with a large public sector presence, for developing regional "hubs" where the public sector can share property. A Civil Service in the West Midlands pilot of a regional estates strategy is seen as an encouraging development if it could be extended to involve wider public sector partners. Forces and authorities with buildings in larger cities could therefore usefully consider now how they might respond to any such initiatives. The prospects of greater efficiencies from sharing property would naturally need to be carefully balanced against the police-specific needs for security and safety of police property and all those visiting it.
- 21 When looking into incentives and empowerment, the report noted the Flanagan Review's finding that reducing the amount of non-essential information being captured would free up approximately 40,000 hours per year in a medium sized police force, along with its finding that only a proportion of bureaucracy was imposed by the Home Office, the remainder being "self-imposed" locally within the chain of command. Therefore forces and authorities could usefully prepare for OEP-related changes in this area, by identifying those locally-set information requirements which no longer seem so essential and/or which seem to work against the drive for greater efficiencies. Such thinking could be helped greatly by sharing experience of information capture requirements between similar types of forces and/or between forces in the same part of the country.
- 22 Perhaps with the development of Local Area Agreements and Multi Area Agreements in mind, the report also looks for greater integration of delivery channels for services provided by different public sector organisations, using the rationale that people benefit from a mixture of public services in everyday life. As this connecting up of different service providers' work looks set to continue to be promoted, forces and authorities could usefully begin preparing ideas for parts of their work which could be better connected to other public sector bodies. Are there still better connections which you could forge with (for example) local councils on matters such as road safety, crime prevention at domestic and business premises, child protection etc?
- 23 Specific mention of Local Area Agreements is made when the report recommends that an LAA should become the primary performance agreement for all public sector partners in a given place, including the police and health services.
- 24 Importantly the report also stresses the potential to use frontline expertise to redesign and develop services. Within the police service the traditional definition of frontline staff has of course implied the work of police officers on patrol and responding to whatever emergency calls may arise for them. However, tapping into the "everyday expertise" of support staff including finance staff at the "coalface" of their own jobs is also of great value, for example when looking to improve "back office" efficiency.
- 25 When looking at continuous improvement in departments of public sector bodies, the report cites the example of Operation QUEST, sponsored by the Home Office. CIPFA understands that to date the clear majority of forces

which have already trialled QUEST can point to significant gains. Changes identified to the way operational work is carried out, having analysed frontline officers' experience, are cited from Brighton and Hove (with a 72% reduction in the number of apology calls made) and from Norfolk (with projected net officer time savings worth over £1 million a year). Forces and authorities with experience of Operation QUEST could usefully be approached in your region at this stage to help you assess whether their lessons could also help improve efficiency and productivity locally.

- 26 The OEP final report recommends that the police, amongst other public services, should accelerate the use of shared services, both between similar organisations and across services in a geographical area. As this recommendation is taken forward by the Government, forces and authorities could usefully learn from the experience of colleagues in Avon and Somerset to date in Southwest One.
- 27 Experience from Bedfordshire and Essex of using the grant settlement as the context for efficiency work may also be of help for other forces and authorities.
- 28 Remote working by staff – this has long been championed in many sectors as a way to make the best use of people's time, for example by reducing the need for all staff in a given department to commute from home to a fixed place of work. In the police sector a good example of how this thinking could be applied in practice is offered by the FlexIT initiative at West Yorkshire Police. This is designed as an IT-enabled flexible working approach specifically linked to increasing efficiency and productivity. The business case is provided here, as a prompt for other forces and authorities to consider how the thinking behind FlexIT could be applied in their work:

FlexIT: an IT-enabled flexible working business case for West Yorkshire Police

29 *West Yorkshire Police FlexIT Programme makes a clear statement of the Forces ambition to increase public confidence and satisfaction through increased efficiency and productivity enabled by Flexible Working and innovative use of technology and buildings.*

The design and quality of our new and refurbished buildings and investment in more efficient information technology supported processes will enable us to provide better quality services and meet our Policing Pledge of increasing the time officers spend out of the office and in our neighbourhoods.

Home, Mobile and Flexible working facilities will be incorporated into the planning stage of the building rationalisation programme and a Business Case Calculator will identify potential efficiency and productivity savings and areas for investment, such as:

- *Rationalising the buildings portfolio through increased space utilization including the use of hot-desking*
- *Improvements in storage and records management*
- *Rationalising office printers, photocopiers, fax, and telephones etc.*
- *Investment in remote working enabled technology such as touchdown facilities, Thin Client/Voice Over IP Technology and our Blackberry data solutions*
- *Revised personnel policies and procedures and introduction of lean processes*
- *Reduced levels of absenteeism and higher levels of productive time*
- *Improved work life balance and reduced environmental impact of service provision from reductions in commuting and CO2 emissions*

The FlexIT pilot is the first phase of a developing mobile and flexible working business case that will generate an estimated £4m of annual revenue savings and significant future Capital Receipts

conclusion

- 30 Although the challenge of policing in ever more efficient and productive ways is common to all forces and authorities across the UK, and set to assume greater priority in the years ahead, there is a huge range of current and potential approaches which can be adopted (or adapted from others' experience) in order to make real efficiency and productivity gains.
- 31 CIPFA's Police Panel hopes that the ideas and examples included in this document will be of help for your force and authority in your own work to improve efficiency and productivity.
- 32 The Panel considers that today's financial climate means it will become more and more necessary for the police service to collaborate across force and authority boundaries, and indeed with other public, private and voluntary sector organisations, as well as seeking the most efficient use of human and other resources within each force's boundaries.
- 33 We are also mindful that forces and authorities will make the most out of new ways of working if they apply efficiency and productivity strategies as one tool in a wider set of approaches aiming at the best Value for Money results they can achieve, whether alone or in partnership.
- 34 Whilst greater collaboration can bring greater efficiency and a better policing service to the public, other national developments, such as the cross-party interest in participatory budgeting-type schemes and the further development of Local Area Agreements, may bring with them new challenges. Forces and authorities may be asked to accept a loss of some control of what would previously have been "our money", which would only further reinforce the need to make the best use of police-specific finances in the years ahead.
- 35 The CIPFA Police Panel brings together many perspectives which could be helpful to your force or authority, with finance practitioners from forces and authorities across the UK serving alongside colleagues from the Audit Commission, HMIC and Home Office. CIPFA staff from the Policy and Technical Directorate, Seminars and Conferences, and Networks and Forums teams also liaise with the Panel.
- 36 Please contact the Panel via julian.smith@cipfa.org.uk in the first instance, if there are matters on which you feel the Panel and CIPFA could help you in your work, or subjects which you feel the Panel and CIPFA could usefully build into future activities, such as guidance and training events.

further sources of information and views

The Home Office's Police efficiency and productivity web pages:

<http://police.homeoffice.gov.uk/human-resources/efficiency-and-productivity/>

The National Workforce Modernisation Programme:

<http://www.workforce-modernisation.org/>

HMIC:

<http://inspectors.homeoffice.gov.uk/hmic/>

HMICS:

<http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403>

Criminal Justice Inspection Northern Ireland:

<http://www.cjini.org/>

The Audit Commission:

<http://www.audit-commission.gov.uk>

Audit Scotland:

<http://www.audit-scotland.gov.uk/>

Wales Audit Office:

<http://www.wao.gov.uk/>

Northern Ireland Audit Office:

<http://www.niauditoffice.gov.uk/>

Cabinet Office:

[Cabinet Office: 2009 value for money update](#)

Communities and Local Government:

<http://www.communities.gov.uk/corporate/>

Centre for Policy Studies:

<http://www.reform.co.uk/Research/CriminalJustice/tabid/74/Default.aspx>

Institute for Public Policy Research:

<http://ippr.nvisage.uk.com/research/themes/?id=3085>

Reform:

<http://www.reform.co.uk/Research/CriminalJustice/tabid/74/Default.aspx>

Policy Exchange:

http://www.policyexchange.org.uk/research_areas/crime_and_justice.cgi

\ appendix

WYP efficiency and productivity strategy

(for inclusion in policing plan 2009/12)

This strategy sets out the approach adopted by West Yorkshire Police to deliver the efficiency and productivity savings target set for 2008/11. The efficiency and productivity regime changed on 1 April 2008 with a new national 3 year target set at 9.3% of the Gross Revenue Expenditure (GRE) in 2007/08. Local flexibility exists for Police Authorities to set their own challenging target within the overall Home Office target and West Yorkshire have chosen to adopt 10% as a minimum to be achieved. The details of planned efficiency and productivity gains are shown overleaf. (Appendix A) (*CIPFA note – Appendix A is not reproduced here*)

Strategic aim

To make the best use of resources and achieve significant improvements in efficiency and productivity over 2008/11

An efficiency or productivity gain is a change which enables an authority/force to deliver more or better outputs or outcomes per pound spent.

Efficiency & productivity gains must sustainably release people, equipment & technology, and money – which must then boost outputs or outcomes where the gain is made; be re deployed elsewhere; or help balance the budget.

Objectives

- Achieve cashable efficiency and productivity gains worth at least 10% over the next 3 years
- Improve corporate decision making in relation to the release of funds for balancing the budgets and reinvesting in services.
- Reducing bureaucracy
- Embed Efficiency and Productivity (in terms of efficient, effective and economic services) into business as usual
- Identify and share good practice
- Work with partners to deliver joint services more effectively

Delivery programme

Planned changes to the size, composition or strategic deployment of the workforce or to working processes all have the potential to increase efficiency and productivity.

There are a number of approaches which contribute towards the achievement of the E and P target. A detailed work programme underpins the West Yorkshire model of delivery (Appendix B).

1 Better ways of working

The "Quest for Improvement Programme" commenced in November 2008 and aims to rapidly improve the delivery of core operational policing processes. The focus is on streamlining processes and introducing more efficient ways of working which are driven by the underlying need to eliminate waste.

2 Implementing corporate projects

The identification of E and P savings is integrated into all Force project work. Simulation Modelling, Performance Analysis and Business Benefits Realisation methodologies are used to good effect alongside an emerging HMIC approach of benchmarking across MSF/MSBCU to compare unit costs.

Central corporate support functions are under review to achieve the right balance of local empowerment & central functions, recognising efficiency and effectiveness of service.

Alongside this work, efficiencies will be sought in high volume corporate support processes, particularly transactional back office services, through internal improvements or through shared services approaches of outsourcing or collaboration.

3 Modernising the work force

Good practice from the national workforce modernisation pilots will be adopted to create a flexible and dynamic employment framework which allows for the most effective mix of staff and deployment of skills and powers. Opportunities for improving performance, increasing capacity eg by reducing sickness levels, reducing bureaucracy and providing better conditions, training and development are being explored.

Many of the projects will revolve around managing our people better and enabling them to do their jobs more efficiently and effectively. To achieve this aim we need to ensure that they are motivated and productive in the overall aim of giving the public the best service possible.

4 Exploiting information technology

Management and use of operational information, including ICT, is an important part of the delivery of efficiency & productivity improvements. The Force will aim to demonstrate that it is realising the benefits of national ICT programmes, eg Airwave, Niche, Impact and the use of mobile data terminals to reduce time spent completing paperwork.

5 Saving money

Traditionally this has involved prioritising the allocation of resources and identifying efficiencies in the form of cutbacks.

These savings can be supported by the adoption of beneficial collaborative procurement opportunities including the use of national and regional contracts negotiated for the police service.

Efficiency and productivity will be built into the Force's Protective Services improvement plans. Collaboration in the provision of protective services has the potential to improve protective service delivery and deliver better value.

6 Maximising income

It is important that the police accumulate resources by attracting income and increases in external grants. We therefore need to be creative and flexible in engaging business and partners to support us to reduce crime.

Developing strong relationships with business, having direct involvement in the allocation of funds within Local Area Agreements and securing income from policing events such as football matches will be necessary in order to maximise opportunities for income generation.

7 Building staff capability

Skilling senior managers and creating business awareness that allows them to look for and be able to demonstrate savings in their operational activities, business plans and budgets is important.

It is also vital that all members of the organisation understand the drive for productivity and that a culture of creativity, innovation and productivity is actively encouraged.

