CBI
THE VOICE OF BUSINESS

A frontline force

Proposals for more effective policing

CBI on
public services

Contents

Foreword

The scale of public borrowing in the UK and the need to return the public finances to health means the next government will need to reduce spending on a scale not experienced before. The challenge for politicians and practitioners is to reduce the cost of public services without compromising the frontline services the public depends on.

This is particularly true of the police service. The economic prosperity of the country and the safety and wellbeing of the public depend heavily on reducing crime and the impacts of crime. The police service has made significant progress to become a more modern and responsive public service. It has become much more sophisticated in its relationships with citizens at every level of society and is more responsive to the needs of victims. Its workforce is highly trained and more representative of the general population.

But the police service cannot escape the pressures facing other parts of the public sector. Like other public services, the police service will need to achieve the same or better outcomes with less resource in the future. It must continue to develop and change to meet new needs and circumstances. The need to deliver value for money could be the catalyst for further reform.

The cost of policing has been increasing as the police grapple with a growing set of responsibilities, while the public increasingly demands greater visibility and accountability from its police locally. Central spending on the police has increased by around 19% in real terms over the last decade but will be constrained in the future.

There is considerable scope for the police to find savings without compromising front line policing. We know this because good practice already exists in many forces and many CBI members are working in partnership with them to deliver a range of back office and operational support services at significantly reduced cost. We believe that if the best practice identified here were replicated across all forces, considerable cost savings could be delivered and frontline policing strength maintained or even increased.

The examples in this report show we can reduce the cost of policing without compromising its effectiveness, and our recommendations offer practical proposals to make this a reality across all forces.

Richard Lambert
Director-general, CBI

Executive summary

The police service faces many challenges:

Reducing expenditure: The need to reduce public spending requires the police service to deliver the same quality of service for less money. Central government spending on the police has increased by 19% in real terms since 1997 but significant spending reductions will be a priority for the next government and spending on the police will not be immune from the savings necessary to restore the public finances to health.

The police service needs to find ways to reduce the cost of policing but without compromising front line services. This is already happening in many forces across the country. Bold and innovative chief constables are working with their partners to find better ways of doing things to reduce costs and improve services for the public.

Increasing public expectations: The activities that top the list of the public's priorities for the police – preventing crime, community policing and foot patrol – demand an effective visible police presence. And the police have been expected to step in to deal with a wide range of community issues previously seen as the responsibility of other local community actors.

The work of the police is changing: The workload of the police has increased dramatically in recent years, as the police service responds to new responsibilities. For example, counter-terrorism and preparation for policing the 2012 Olympics occupy an increasing amount of police time. In addition the nature of crime is becoming increasingly sophisticated, as criminals exploit new technologies and operate across regional and national boundaries. E-crime, for example, is a growing area that affects corporate organisations and individuals. And low-level crime such as shoplifting and anti-social behaviour has also increased pressure on the police.

These challenges can be addressed

Collaboration: Greater collaboration between forces will reduce costs and improve levels of service for the public. Police officers operate in a force structure that has changed little since the 1960s. The size of – and the demands on – the 43 forces vary enormously. Smaller forces may lack the capacity to effectively tackle serious and organised crime or handle major criminal investigations on their own. A lack of joint-working between forces means the police service rarely benefits from economies of scale. Incompatibilities between operating systems also increase costs by duplicating work and can lead to dangerous gaps in information being shared.

Greater collaboration between forces can reduce the cost of delivering services, through economies of scale and better procurement. It can also deliver services to the public which individual forces may be unable to afford.

Working smarter: Making the best use of the police workforce will increase productivity and reduce costs. Debate about the police workforce at a national and local level has tended to focus on overall police officer numbers and has avoided questions about how these officers are deployed and their overall effectiveness. The result has been a debate about policing in which success is measured by inputs – the overall number of officers – rather than outcomes – reducing crime for the public.

Increasing the use of specialist staff in back office and middle office functions means these can be delivered more cost effectively and would free-up officers for the frontline. Some of these services can be shared between forces or with local government. Moving police officers out of support roles may mean that overall officer numbers are reduced but – significantly – frontline officer strength would be maintained or even increased.

Partnership working: Better working between the police service and its partners will help to reduce crime locally. Reducing crime and anti-social behaviour in local communities requires a partnership approach involving the police service working with other service partners. In many communities, the police service is working in partnership with local government, the health service, schools, business and the public to reduce crime. Strong local leadership and a joined-up approach from central government are essential to ensure the efforts of the police are joined with those of other bodies towards the shared objective of reducing crime.

CBI recommendations for achieving reform

Our recommendations build on existing good practice and have been developed through discussion with a range of independent providers working with the police service, and through dialogue with police forces and their stakeholders.

The next government will need to take some immediate decisions. Many proposals to improve the efficiency and effectiveness of the police service have been put forward and welcomed, only for progress to stall. The Home Office should focus on its strategic role – setting a clear direction for reform, defining objectives and providing timeframes for implementation – and should task a single body with the responsibility and powers to drive collaboration between the 43 forces. This will simplify existing structures by placing responsibility for reform with a single body. Chief Constables should retain their operational independence, within robust arrangements to ensure they are locally accountable.

CBI recommendations are grouped into two categories. First, there are areas where early decisive action by the next government will allow benefits to be realised in the next few years – essential if the next government is to significantly reduce the public deficit over the course of the next parliament.

Second, there are areas of reform which need to be addressed in the medium term – including the long-term effectiveness of policing structures – but which need not be immediate priorities for the next government.

'The Home Office should focus on its strategic role – setting a clear direction for reform, defining objectives and providing timetables for implementation'

CBI recommendations for reform

Problem	CBI recommendation	Proposed action
Action required in the first 100 days of the next parliament to agree plans to take effect within 6-12 months		
Poor co-ordination of the work of the 43 forces means each force/authority seeks its own solution to common problems	Responsibility for driving collaboration between the 43 forces should be held by a single body	The Home Office should task a single body – a national police agency – to identify and spread best practice of collaboration and identify where collaboration can achieve the biggest savings. The Home Secretary should mandate collaboration
The police service rarely enjoys economies of scale when purchasing goods and services	Shared procurement will reduce costs and deliver new services for the public	A single body should be responsible for identifying goods and services that will benefit from being procured nationally. Procurement should be mandated through a national procurement framework. Neighbouring forces should be encouraged to club together to procure services where there are clear benefits to doing so. Doing this could save **£400m** by 2014-15[1]
The cost of each force providing its own HR, finance and IT services is prohibitive	Shared services will increase effectiveness	The Home Office should ensure that by the end of 2010 arrangements are in place for forces to share HR, IT and finance services and should set a clear timetable for implementation. Doing this could save **£125m** by 2014-15[2]
	Savings can be achieved by outsourcing the delivery of these services	The Home Office should identify services appropriate for competition and work with forces to put these to market at the appropriate level. This may be on a force-by-force basis or may involve shared services serving several forces
Too many tasks not requiring warranted powers are performed by police officers, at high cost	Having the right people in the right roles will increase efficiency and reduce costs	The Home Office should review the potential to redesign operational processes and realign frontline and operational support tasks to maximise the use of specialist police staff to perform tasks that do not require warranted officer powers
	Partnerships with private providers will help deliver high-performance policing	Using specialist providers to deliver operational support services that do not require warranted powers will enable the police service to reduce costs while maintaining and improving levels of service it delivers in these functions Doing this could save **£180m** by 2014-15[3]
The current system of police pay does not incentivise high performance and often reflects length of service	Police pay should reflect individual contribution as well as the skills and experience brought to the job, and not simply length of service	To help create cultural change, salary and career progression should be linked to the outcomes of performance and development reviews

Problem	CBI recommendation	Proposed action
Areas to be addressed in the medium term – first 12 months		
Smaller forces may lack the capacity to tackle serious and organised crime or handle major criminal investigations on their own	The Home Office should focus on supporting forces wishing to merge and where there is a sound case for doing so	The Home Office should identify the barriers to mergers between forces – including the issue of the council tax precept – and address these
The police service has lagged behind other public services in its understanding of demand and how it allocates resources	The police service needs to move to a more strategic approach to risk. Allocating resources more strategically to demand will improve efficiency	The National Policing Improvement Agency or another body tasked by the Home Office should be responsible for identifying good practice in the police and other public services of a demand-led approach to resource allocation and working with forces to develop their resource planning capability
Reducing crime and re-offending requires a joined-up approach involving the police service and its partners in the criminal justice system	The work of the police should be more joined-up with other parts of the criminal justice system	The police service must develop more effective working relationships with its partners in the criminal justice system. The regional structure in the National Offender Management Service presents an opportunity for the police service to coordinate the work of local forces with the prison and probation services at a regional level
A significant proportion of public spending locally on crime and its impacts is duplicated	Pooling local authority budgets will deliver better outcomes and save money	Strong local leadership is essential to provide clarity about the roles played by each partner and accountability for delivery. The Total Place initiative provides the means to bring about this culture change and forces should be required to join up their activities with those of their partners to produce better outcomes and save money

1 Changing demands mean doing more with less

The police service has had considerable achievements in recent years. Neighbourhood policing teams focused on responding to the needs of local communities are now operating across England and Wales. Police forces have been active participants in Crime and Disorder Reduction Partnerships, working with partner agencies to address crime locally. Specialist units have been established to tackle specific threats, including the Police Central e-crime Unit, the Serious and Organised Crime Agency and the Metropolitan Police Service Counter Terrorism Command. The police service has worked with business to introduce 'chip and pin' technology to the vast majority of retailers to combat credit card fraud. These and other developments have helped to reduce crime. But changing demands on the police service, as a result of a changing crime environment, increasing public expectations and budgetary pressures, mean it must continue to develop and change to meet new circumstances.

The work of the police is changing

The work of the police has increased dramatically in recent years, as forces respond to a changing crime environment. Serious and organised crime now costs the UK economy an estimated £20bn a year and organised fraud may add a further £14bn to that[4]. Counter-terrorism occupies an increasing amount of police time, not just in the Metropolitan Police – West Midlands, Greater Manchester and West Yorkshire police forces all have dedicated counter-terrorism units. Preparation for policing the 2012 Olympics is another national responsibility which will have major impacts for all forces, partner agencies and the security services. Crime has also become increasingly sophisticated in recent years, as criminals exploit new technologies and operate across regional and national boundaries. E-crime, for example, is a growing area that affects businesses and individuals. Anti-social behaviour, in some cases driven by cheap alcohol and longer licensing hours, has also increased.

Some areas of policing activity have receded in recent years, as improved crime prevention, tougher punishments and falling financial rewards have led to reductions in certain types of crime – better vehicle security has helped see the number of vehicle-related thefts fall from 4.3 million in 1995 to 1.5 million in 2008-09, for example.[5]

But alongside new responsibilities, the police service still performs some of the same tasks as fifty years ago. While many of these remain relevant, there does not appear to have been any attempt to examine whether the range of police responsibilities remains appropriate. For example, it is questionable whether the police should still be the first port of call for someone reporting an item of lost property. A stock take of police responsibilities is long overdue.

Public expectations of the police are growing

The relationship between the police and the people and communities they serve has changed over time. As the authority exercised by teachers, parents, the church and others has eroded, the police have been expected to step in to deal with antisocial behaviour – in some towns and cities the police are now posted in schools to deal with disruptive pupils.

The public expects the police to be highly visible. The activities dominating the public's priority areas for the police to spend most time on – preventing crime, community policing and foot patrol – all demand a visible police presence.[6] The outcomes the public expects the police to deliver are often inherently difficult to achieve because they often require not only effective policing, but cooperation within communities, a benign external environment and a variety of other factors beyond police control.[7]

Spending on the police service will be constrained in the future

Total central government spending on public order and safety – of which over half is spending on the police[8] – accounts for 2.6% of GDP, the highest in the OECD and considerably higher than the OECD average of 1.6% of GDP[9]. Total spending on the police service in England and Wales is approximately £12.7bn – 0.9% of GDP.

Exhibit 1 **Government expenditure on public order and safety in the OECD (% of GDP)[10]**

	1997	2001	2005
UK	2.1	2.2	2.6
US	1.9	2.0	2.1
Netherlands	1.4	1.5	1.8
Canada	1.7	1.7	1.6
Germany	1.7	1.7	1.6
Japan	1.3	1.4	1.4
France	1.2	1.2	1.4
Sweden	1.3	1.3	1.3
Denmark	1.0	1.0	1.0

The police service in England and Wales is funded by a combination of central government grant and a local council tax precept, set by local police authorities. Central government spending accounts for the bulk of police resources in England and Wales and has increased by nearly £5bn – or 19% in real terms – since 1997 to £9.7bn in 2009-10.[11] Funds raised from the council tax precept vary considerably between police authorities. At the lower end of the spectrum, Northumbria's precept level has increased by less than 20% in the period 1997-98 to 2007-08, while Surrey's has almost tripled.[12]

The number of police officers has increased by 10% over the last decade, to approximately 140,000.[13] But the total police workforce has increased by 25%, to around 233,000. Some of the increase is due to police community support officers (there are over 16,000 across England and Wales) but there have also been large increases in the number of staff in roles not directly related to frontline policing.

Overall crime is down 45% since 1995[14] although some types of organised crime, such as fraud, and serious crimes against individuals have increased.[15] Some key measures of performance have not improved over the last decade – for example crime detection rates fell between 1998 and 2002 and are only now approaching the level of ten years ago.[16]

The police have had significant success in reducing certain types of crime, such as homicide (648 homicides were recorded in 2008-09, 136 fewer than the year before[17]), but in some cases these may be due to targeted interventions and medical advances. Better security and the falling price of consumer electrical goods may both have helped reduce the number of burglaries and vehicle thefts.

The headline reductions in crime over the last decade have also coincided with a generally benign economic climate. Indeed, it is suggested that 80% of the reduction in the official crime rate since 1997 has been caused by wider economic factors, such as high rates of employment.[18]

Exhibit 2 **Real-term central government spending (£bn)**

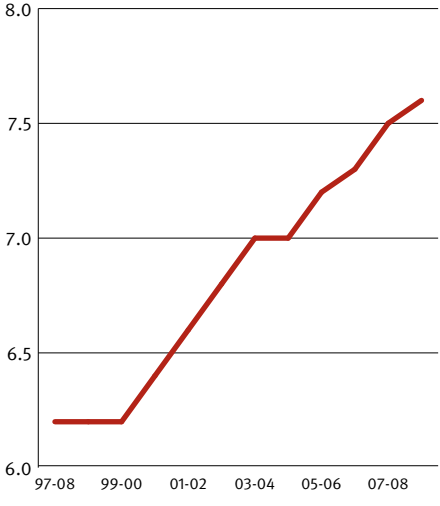
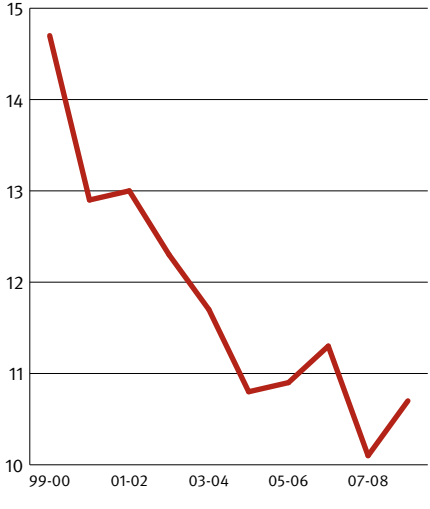


Exhibit 3 **Number of crimes as measured by British Crime Survey (million)**



Until now, increasing demands on the police have been largely met by annual increases in resources available. But large annual increases in funding for the police service are coming to an end, while increased public expectations of the police cannot be reversed. Now more than ever, the way we deliver policing should be re-engineered to meet increasing demands.

Re-engineering policing services can deliver significant savings and ensure the public benefits from policing that is more visible and local. Back office and operational support services, many of which are currently performed by police officers, can be shared with other forces and local government and opened up to competition to drive efficiencies. The following chapters show how we can re-engineer the way forces work with one another, make the best use of their human resource, and work with other service partners to reduce crime.

'The way we deliver policing should be re-engineered to meet increasing demands'

2 Greater collaboration to reduce costs and improve levels of service

The police operate within national structures that have changed little since the 1960s, when the present structure of 43 police forces in England and Wales was established following a series of amalgamations between forces. There are several national police forces which operate independently of the 43 regional forces, including the British Transport Police, the Ministry of Defence Police and the Civil Nuclear Constabulary.

The size of – and the demands on – the 43 forces vary enormously. For instance, the smallest force outside London, Warwickshire, employs fewer than 1,900 police officers and staff while the largest, West Midlands Police, employs over 14,000. The Metropolitan Police Service meanwhile employs over 52,000. Smaller forces may lack the capacity to effectively tackle serious and organised crime on their own and the majority of the police forces in England and Wales do not provide required levels of protective service, such as dealing with serious and organised crime and major criminal investigations.[20]

A lack of joint-working between forces means the police service rarely benefits from economies of scale, despite its combined purchasing power. Incompatibilities between operating systems also increase costs by duplicating work – up to 70% of information is entered onto police systems more than once.[21] There have also been instances where different operating systems have led to dangerous gaps in information being shared. The Bichard Inquiry into the Soham murders in 2004 identified the poor state of intelligence sharing between forces and found that the IT systems which should have helped information-sharing were non-existent.

One body should drive collaboration between the 43 forces

Collaborative working is well established in the police service. There are over 700 examples of collaboration nationally, including partnerships to share frontline and operational support services, such as the Bedfordshire and Hertfordshire Major Crime Unit, which brings together officers and budgets from both forces to investigate major crime across the two counties, and shared support services, as in the Metropolitan Police Service, which is sharing human resource management services across the 32 borough command units.

But the scale of collaborative working in the police service ranges significantly, from large-scale collaborations between several forces to meet a specific demand, as in the East Midlands where five forces have collaborated to establish a special operations unit working exclusively on serious and organised crime, to smaller scale, sometimes informal arrangements between forces – for example to share air support. It is not always clear what level of savings is being delivered.

The pace of change in the police service often appears to be slow. For example, the Airwave radio network, a rare example of a technology that was centrally procured and implemented across all forces, is recognised as a significant improvement over traditional analogue systems. But the project met considerable resistance among forces and the lack of ability to compel them to adopt the technology meant it took almost ten years to implement across the police service.[22]

If the police service is to meet its operational and financial challenges, forces must collaborate much more widely and in a more coordinated fashion than at present.

Case study – East Midlands Police Collaboration

East Midlands Police Collaboration brings together Derbyshire Constabulary, Leicestershire Constabulary, Lincolnshire Police, Northamptonshire Police and Nottinghamshire Police in a range of collaborative activity – including formal structures like the East Midlands Special Operations Unit (EMSOU) and East Midlands Counter Terrorism Intelligence Unit (CTIU) as well as other informal arrangements between forces. Together, the five forces have 16,000 police officers and staff and a combined budget of £850m.

There is a high degree of commitment and co-operation between senior officers and staff from the five forces and authorities. A team of officers and staff from all five forces, including a nominated collaboration lead from each force of superintendent rank or above, manages development of the regional programme of work. A newly appointed deputy chief constable responsible to all five chief constables and police authority chairs manages the team. The five chief constables, the deputy chief constable and members of the regional Association of Chief Police Officers participate in a weekly conference call, which further helps to increase information flows and speed-up decision making.

Collaboration in the East Midlands is delivering significant benefits. For example, operations led or directly supported by the East Midlands Special Operations Unit since 2003 have resulted in over 900 arrests. The unit works exclusively on serious and organised crime and has been recognised nationally as a model to address gaps in protective services.

Responsibility for co-ordinating the work of the 43 forces is currently shared between the Home Office, the National Policing Improvement Agency (NPIA), the Association of Chief Police Officers (ACPO) and the Metropolitan Police Service. In the absence of a single body responsible for coordinating the work of the 43 forces, each force and authority tends to seek its own solution to what are often common problems.

The home secretary should task a single body – a national police agency – to deliver a coordinated approach to collaboration between forces. This body should have responsibility for identifying best practice examples of collaboration between forces and developing a model for implementation across the service. As a starting point, a list of areas on which forces can collaborate to achieve the biggest savings and best outcomes should be identified and a national programme developed for delivering this. The home secretary should mandate collaboration.

This model is already in place in other parts of the criminal justice system and is helping to join up the work of different bodies. The National Offender Management Service (NOMS) was established as an executive agency of the Ministry of Justice in 2008 and combines the prison and probation services in a single operational delivery unit. While progress in moving towards a genuinely joined-up model of offender management has been slower than anticipated, learning from the example of NOMS could help the police service avoid similar problems.

The NPIA was established in 2007 to improve the delivery of policing and remains the appropriate body to drive police collaboration across England and Wales. The NPIA has had some successes, including Airwave and the Police National Database, but it lacks the power to compel forces to adopt these. If the NPIA is to be effective it must be given the powers it needs to implement change across the police service in England and Wales.

Recommendation

The Home Office should task a single body with the responsibility to identify and spread best practice and identify where collaboration can achieve the biggest savings. The home secretary should mandate collaboration.

The Home Office should focus on supporting forces wishing to merge

It is clear that there is support in some parts of the police service to re-examine whether the existing 43 force structure of the police service can meet the challenges facing the service. The former Chief Inspector of Constabulary Sir Ronnie Flanagan has recommended that where a sound business case exists for forces to voluntarily merge, every effort should be made by the government to facilitate these.[23] The President of the Association for Chief Police Officers and former Chief Constable of the Police Service of Northern Ireland Sir Hugh Orde, and the Metropolitan Police Commissioner Sir Paul Stephenson, have both called for police forces to merge to effectively tackle serious and organised crime.

There are currently too many barriers – chiefly the variance in the level of council tax precept between police authorities – for mergers to be a practical option in all cases. If forces are to realise the financial and operational benefits of merging then there needs to be a framework in place for this to happen.

Recommendation

The Home Office should focus on supporting forces wishing to merge and where there is a sound case for doing so. The Home Office should identify barriers to mergers between forces – including council tax precept – and address these.

Shared procurement will reduce costs and deliver new services

Annual police spending on goods and services in England and Wales amounts to approximately £2bn, with massive opportunities to realise economies of scale. Yet even when all forces are purchasing the same goods and services – be it uniforms or vehicles – the police rarely exercises its combined purchasing power to get the best deal. There is also a limited market of companies that provide services to the police, since many potential providers find the scale of procurements run by individual forces make bidding uneconomical. This means that the police service rarely enjoys the benefits of competition in a thriving market of providers. Procurement capability also varies considerably across forces, which further limits potential to achieve value for money.

Considerable savings can be achieved by several forces procuring goods and services together. Around a third of the current spend on police procurement – £833m – could benefit from improved collaboration.[24] Money can be saved by buying in bulk goods and services required by all forces, including vehicles. While there must be flexibility to reflect specific needs, such as four wheel drive vehicles for rural areas, these need not be a barrier to the central procurement of numerous goods and services by the police.

Without shared procurement, many forces would be unable to provide some of the services they need. For example, several forces have collaborated to purchase helicopters, including Derbyshire Constabulary and Nottinghamshire Police and Avon and Somerset Police and Gloucestershire Police.

Case study – Kent and Essex Police

Kent Police and Essex Police have together formed a joint procurement department with a single head of procurement charged with driving efficiencies and economies of scale through more effective purchasing and contract management. The two forces collaborate on marine services, specialist vehicles, a helicopter and numerous back office functions. The total cost savings from these arrangements since 2007 has been estimated at £3m.

The NPIA and ACPO have both taken a role in encouraging and supporting forces to procure together. The ACPO Finance and Resources Business Area Procurement Portfolio, supported by the NPIA, has developed the 'Wave Plan' programme to target the suppliers and products the police spend most on. This programme aims to deliver 5% efficiency savings (in excess of £35m) a year. And as part of the ISIS (information systems improvement strategy) programme, the NPIA is developing the first centre of excellence for police procurement. This will support forces to realise savings locally and maximise their contribution to national efficiency.

The Home Office has already identified police vehicles and uniforms as suitable for national procurement and is targeting savings of £400m a year in police procurement and IT across England and Wales.[25] The CBI has estimated that improving procurement and reducing wasteful procurement delays alone could save £13bn across government by 2015-16.[26] Savings achieved by some forces suggest there are considerable potential savings to be made. For example, savings achieved through collaborative procurement in the ACPO East Midlands region during 2008/09 are £482,820, out of a gross regional policing budget of £845m.[27]

If a similar level of efficiencies could be achieved across all 43 forces, annual savings of around £8m could be found.

Other emergency services already procure many frequently used goods and services on a national basis. Firebuy was established in 2006 to deliver the National Procurement Strategy for the Fire and Rescue Service, which seeks to drive efficiency gains and quality improvement in fire-specific spend. Firebuy acts as a central procurement body, working closely with English fire and rescue authorities, regional management boards and the Chief Fire Officers Association. Firebuy has been effective in establishing national fire-specific procurement for vehicles and specialist equipment. National framework agreements will deliver a greater standardisation of product range based on operational risk profiling, interoperability and user needs across fire and rescue authorities, thereby contributing to national resilience along with opportunities to share resources.

Recommendation

A single body should be made responsible for identifying services that would benefit from being procured nationally. National procurement of these goods and services should be mandated through a national procurement framework, developed with the Office for Government Commerce. As a minimum this should include police uniforms and vehicles (helicopters, cars and motorcycles). Neighbouring forces should also be encouraged to club together to procure services where there are clear financial and practical benefits to doing so.

Sharing back office services and outsourcing their delivery will increase efficiency

Back office support services provided to the police service include human resources management, finance, IT, estates and fleet functions. These are common to all organisations and the vast majority do not require warranted powers. There is therefore considerable opportunity for police forces to seek efficiencies here, by sharing back office functions with other forces or other public bodies locally.

Human resources and finance management functions alone cost the police service approximately £211m a year. There are significant variations in the costs of delivering these across police forces, with some police forces and authorities spending more than twice as much on human resource management as others. Average police spending on HR management is also significantly above the public sector benchmark. The average ratio of HR employees to general staff across the public sector is 1:115, a cost of £261 per full time employee, while in the police it is 1:63, a cost of £496 per full time employee.[28] If this ratio could move half way towards the public sector average, this would reduce the cost of providing HR functions to the police service to £378.50 per employee, creating annual savings of over £27m across the police service.

The Treasury's Operational Efficiency Programme estimates that £4bn could be saved by sharing back office functions across the public sector, including the police service. The Home Office is targeting annual savings of £75m by 2013-14 by rationalising back office support services in the police service.[29]

The £211m annual cost of providing human resources and finance management services to each force could also be reduced by between 15 and 30% through shared services.[30] Experience in other sectors shows that shared services can reduce costs while maintaining high service levels. The Prison Service Shared Service centre, providing finance, procurement and HR support services, is projected to deliver cumulative savings of £120m in its first nine years.[31]

Several forces are developing programmes to share services, including the Metropolitan Police Transforming HR programme, which aims to save £15m a year by consolidating the HR functions of the 32 borough command units in one centre. Initiatives like this should be learned from.

Case study: Norfolk Constabulary

Norfolk Constabulary has implemented a 'hub and spokes' model for the provision of its support services. Human resources, finance, ICT and corporate services functions are all provided by a central hub serving a single county delivery unit.

Norfolk Constabulary's decision to replace its three basic command units with a single county delivery unit, supported by functional support services under professional leads, has allowed senior officers to focus on delivering neighbourhood policing. Previously, BCU commanders were spending up to 80% of their time on support matters.

Implementing this model has delivered £6.4m in savings in the financial year 2009/10, equivalent to 4.5% of Norfolk's annual revenue budget, through outsourcing training provision, streamlining management functions, vehicle fleet reductions, savings from renegotiating contracts and improving procurement activity, and increased income generation (for example through extending vehicle maintenance services to staff and other public sector organisations).

Recommendation

There is considerable scope for shared back office support services across the 43 police forces. The Home Office should ensure that by the end of 2010 arrangements are in place for forces to share HR, IT and finance services and should set a clear timetable for implementation.

Partnerships with independent providers will reduce costs and maintain quality

Further savings can be achieved by outsourcing the delivery of back office functions. This is already established practice in parts of the police service – the Metropolitan Police, for example, first contracted out its payroll and pensions service in 1998.[32] The police service spends approximately £5.5bn nationally on back office and operational support services. Estimated savings of up to £1.5bn[33] could be delivered by transforming the delivery of these services and opening them up to competition.

In addition to the direct financial benefits, outsourcing the provision of support services allows public sector organisations to gain specialist providers as partners skilled in project management experience and with proven IT infrastructure and the innovation that comes from real knowledge and a passion for improvement. Recruiting trained professionals to fill specialist roles also allows senior officers to focus on operational matters.

Some forces are already working with local government and private sector partners to share services across a range of back office functions. Savings made here can reduce the cost of policing without negatively affecting the frontline policing the public depend on. But some forces have been resistant to change and the Home Office will need to work with all forces to spread best practice and identify services appropriate for competition.

Case study: Southwest One

Avon and Somerset Constabulary is set to achieve savings equivalent to 30% of the cost of back office functions through a joint venture between Somerset County Council, Taunton Deane Borough Council and IBM, Southwest One.

The joint venture provides a shared services infrastructure covering the range of back office functions and includes transactional services such as police station enquiries, administration, and revenues and benefits. It includes a single strategic procurement function combining the spend of the three authorities with the buying power of IBM.

Southwest One is expected to produce savings of up to £200m over the next ten years – potential savings could be even higher, as the framework agreement in place means any public authorities in the south west of England can join or purchase services from Southwest One without the need for further competition.

Recommendation

The Home Office should identify back office services appropriate for competition and work with forces to put these to market at the appropriate level. This could be on a force-by-force basis or may involve shared services serving several forces.

3 Working smarter to increase productivity and reduce costs

Reducing crime and costs in the police service requires the right people with the right skills to be doing the right things at the right times – the fundamentals of a modern workplace. But too often the debate about crime at a national and local level has tended to focus on overall police officer numbers and has avoided questions about how these officers are deployed and their overall effectiveness. Success has frequently been measured by inputs – the overall number of officers – rather than outcomes – reducing crime and dealing with the consequences of crime.

A focus on outcomes is essential as police forces seek to identify budget savings. Increasing the use of specialist staff in back office and middle office roles means these functions can be delivered more cheaply and can free-up officers for the frontline. Increasing the use of specialist staff may mean that overall police officer numbers are reduced but – significantly – frontline officer strength can be maintained or even increased.

Allocating resources more strategically to demand will improve efficiency

The police service has arguably lagged behind other parts of the public sector in understanding and responding to demand. Policing involves a degree of risk and unpredictability and chief officers are rightly concerned with maintaining operational resilience to peaks in demand when planning resources. But an understanding of the nature of current and future demand the police service faces is fundamental to obtaining maximum value from its workforce. Many forces have invested in their capacity to understand the nature of demand – not just the volume and when increases in demand are likely to occur, but the resourcing implications. Accompanied by an analysis of the current workforce, this enables chief officers to identify gaps between demand and supply and plan their response accordingly. The quality of resource planning varies considerably across forces but good practice exists and should be learnt from.

Case study: understanding demand in response policing

Norfolk Constabulary has significantly changed the way it delivers response policing, which has enabled the force to reduce the number of officers in response functions by 20% and move more than 150 officers from response to neighbourhood policing roles. Norfolk has reduced the number of response bases it operates from 35 to six, by:

- Amending their shift pattern from a four-week rotating pattern to a six-week one which more closely matches resources to demand, and readjusting slightly the types of incidents that response officers would be sent to
- Upgrading the Automatic Vehicle Location System in response vehicles. Response times have fallen as the control room can see exactly where the units are and can deploy the closest unit to incidents. Satellite navigation systems in response vehicles are automatically sent directions without any officer input
- Changing the control room culture from one of dispatch to command and control, with an emphasis on managing resources efficiently.

Norfolk Constabulary will also be implementing automatic people location systems (APLS) later this year through Airwave radio handsets, which will further improve the ability to deploy the closest and most appropriate units to incidents.

Meeting the demand of policing the 2012 Olympics

The 2012 Olympic Games presents a unique challenge to the police service, with eleven forces covering areas hosting Olympic events. The demands will require large numbers of trained security personnel for a relatively short period of time. One way of meeting this demand is to engage the services of some of the thousands of former police officers with the skills and abilities to help police the Olympics. Many of these are employed by specialist security providers who can add temporary capacity to help meet the demand posed by such one-off events. For example, G4S Secure Solutions was asked to play a key role in providing support for the Foreign and Commonwealth Office (FCO) to assist the Metropolitan Police in the build-up to and throughout the G20 Summit held in London in April 2009. Over 500 G4S personnel worked in partnership with the FCO, the police and the management of the ExCel conference centre to provide a range of services including access control, manned security, escorting searched vehicles and maintaining a security cordon inside the summit venue.

If the police service is to match its resources to demand in a more sophisticated way it must adopt an approach to risk that seeks to manage, not eliminate risk. At present the approach to risk in parts of the police service can often be summarised as one of 'just in case'. Staffing levels and shift patterns are often designed to meet every eventuality, with warranted officers kept in support roles in case the worst should happen and they are called on to take a frontline role. Meanwhile, neighbouring forces may be taking the same approach, when forces could work together to share resources in the event of a major incident.

In part a risk avoidance culture in the police has developed as a result of the increasing unwillingness of the public, the media and ultimately politicians to accept error, or even risk, in public life. There are countless examples of a terrible incident being followed by the introduction of new procedures to ensure a similar incident can never happen again – whatever the cost, and however unlikely it may be that the risk will recur. This 'Rolls Royce' mentality[34], whereby every process is designed for the worst-case scenario, without regard for the daily implications and cost, is the direct opposite of value for money.

Some forces already have cooperative agreements to share resources for a specific peak in demand. For example, the four forces in Yorkshire and Humberside – North Yorkshire, South Yorkshire, West Yorkshire and Humberside – collaborate on contingency planning. This includes a shared skills and resources register and a formalised agreement for guaranteed support from all four forces during a major incident. Initiatives such as this should be learned from and applied by other forces.

Recommendation

The police service should move to a more strategic approach to risk, which manages and does not seek to eliminate risk by throwing resources at a potential problem. The National Policing Improvement Agency or another body tasked by the Home Office should be responsible for identifying good practice within the police and other public services of a demand-led approach to resource allocation and working with forces to develop their resource planning capability.

Having the right people in the right roles will increase efficiency and reduce costs

With the responsibility of public protection comes many specialist tasks, not all related to frontline policing and not all requiring police officer powers.

Many forces have long employed civilians in support roles, allowing warranted officers to be redeployed where their skills can best be used. Since 2002, civilian staff have been able to exercise certain powers previously reserved for warranted officers – detention, investigation, escort and community support officers.

But many warranted officers perform a mixture of frontline and operational support tasks, some of which require warranted powers and some of which do not. For example, a police constable working as part of a safer neighbourhood team may have responsibilities around drug education or schools liaison, which do not require warranted powers. They are also unlikely to have expertise in these areas.

Maximising the value of skilled warranted officers will require the police service to redesign some of its operational processes so that tasks requiring the powers and skills of a police officer are concentrated in a smaller number of roles. Other tasks that do not require warranted powers can be bundled together in ways that enable specialist staff to perform them.

In Surrey, a new team structure has been introduced to the Criminal Investigation Department (CID). New investigative staff perform a number of tasks previously completed by warranted officers, enabling the role of detective constable to become more specialised. The investigation team has achieved a slight rise in their detection rate – a success given the intention to deliver the same for less.[35]

Increased specialisation is not a threat to the role of police constable. But it would be surprising if any officer were able to maintain expertise in the wide range of responsibilities they currently have. By increasing specialisation the police service is more likely to benefit from officer expertise and by offering opportunities for constables to develop expertise, there is the opportunity for career development without relying on promotion to senior ranks.

Recommendation

The Home Office should review the potential to redesign operational processes and realign frontline and operational support tasks to maximise the use of specialist police staff to perform tasks that do not require warranted officer powers.

Partnerships with private providers will help deliver high-performance policing

Using specialist expertise from private providers to deliver those services that do not require officer powers means that warranted police officers have more time to focus on core policing tasks. One example of this is the provision of custody suite construction and management by private providers. Forces following this route have done so to improve custody services, create economies of scale, free officers from administrative duties and let them return to the front line.

Designated detention officers (also known as civilian custody assistants) are now employed in some custody suites in England and Wales to deliver meals, take fingerprints, photographs and DNA samples and check on the welfare of detained persons – all tasks that do not require a warranted officer.

Case study: G4S and South Wales Police

G4S is saving South Wales Police £1.2m a year through its five-year contract to manage custody services for the force. The contract employs 97 trained custody and detention officers at significantly lower cost than employing warranted police officers to fill the same roles. The average cost of a fully-trained police officer to staff the custody suites would be £33,000 a year, a total cost of over £3.2m. The cost of G4S providing 97 custody and detention officers meanwhile is less than £2m. The use of G4S therefore offers South Wales Police a net saving of £1.2m a year on staffing costs alone.

The contract has also enabled 53 police officers to be released from full-time custody duties and return to frontline operational duties.

Of the 43 forces in England and Wales, only seven have outsourced some or all of their custody provision. Although the remaining 36 forces would not all be expected to achieve the same level of saving as South Wales Police, an estimated £45m could be saved annually across England and Wales if outsourcing were extended.

Opening up expensive specialist services such as interpreting, medical and forensic services to competition can also reduce the costs of delivering these. The costs of police interpreter and translation services, for example, have increased considerably, partly because of an increase in migrant populations, but also because of shortages of professional interpreters. Research in 2006 revealed that West Midlands police translation costs had trebled over five years to £2m a year.[36] The advent of phone-based translation services, such as Language Line, can provide a cost-effective option, though.

In 2005, Devon and Cornwall Police launched a comprehensive interpretation service, through its contract with Language Line, covering all aspects of contact with the public in custody centres, call-centres, patrolling and police station enquiries. Officers and police staff can access Language Line via their radios or mobile phones if on patrol, so they do not have to return to the station. The contract was negotiated under the ACPO tendering process, which provides standard service delivery agreements and preferential rates. Calls to Language Line cost £1.50 a minute and the service is predicted to save the force money in the long term.[37]

Opportunities to outsource elements of front-line policing are more limited, due to the highly sophisticated nature of these functions and the levels of risk involved. But with front office functions (including neighbourhood policing, financial investigation, and response) accounting for the majority of spending on the police service – £7.2bn a year out of total annual spending of £12.7bn[38] – forces should be looking to this area for savings.

Each force has developed the use of police community support officers (PCSOs). They occupy an important role as the 'eyes and ears' in their community, providing a visible, reassuring police presence that the public rightly expects but that is labour-intensive. There is an opportunity to employ private security providers to work with PCSOs to deliver high-visibility local policing, and providers already work alongside police officers and staff in some forces in the UK. For example, security staff employed by the outsourcing provider MITIE work with officers from the Ministry of Defence Police to control access to sites run by the Atomic Weapons Establishment. The MITIE security team also engages with local communities in support of the Atomic Weapons Establishment's commitment to build a strong and positive relationship with its neighbours. But funding for PCSOs is currently ring-fenced, meaning chief officers are unable to make savings in this part of the police budget to invest elsewhere.

Recommendation

Using specialist providers to deliver operational support services that do not require warranted powers will enable the police service to reduce costs while maintaining and improving the levels of service it delivers in these functions.

Police pay should reflect individual contribution

The current system of national pay agreements provides little incentive for individual officers to improve their performance. At present the policing pay structure is based on time in post – including 14 incremental points on the pay scale for constables – and does not take into account individual skills and contribution. Police officers are required to complete performance and development reviews (PDRs), but the outcomes of these are not linked to how an officer's performance is managed, nor to their pay and career progression.

Pay should reflect individual contribution as well as the skills and experience brought to the job, and not simply length of service. It should also ensure officers do not depend exclusively on promotion to secure pay rises.

Police officers in England and Wales are covered by a three-year pay agreement, signed in 2008, which guarantees officers an average basic pay increase of 2.6% a year until 2011. With the police workforce accounting for around 80% of spending on the police service, a freeze on the police pay bill, covering the entire police workforce, would help contain costs and create a climate for change. A pay bill freeze is not the same as a freeze of the pay of individual officers or police staff. Under a pay bill freeze, it is still possible for employees to be awarded a pay rise, but the costs must be offset elsewhere so the overall pay bill does not increase. This concentrates everyone's minds on increasing efficiency without adverse impacts on quality of service.

Recommendation

Police pay should reflect individual contribution as well as the skills and experience brought to the job, and not simply length of service. To help create cultural change, salary and career progression should be linked to the outcomes of performance and development reviews.

'Using specialist providers to deliver services that do not require warranted powers will enable the police service to reduce costs while maintaining levels of service'

4 Working with local partners to reduce crime

Many organisations at a local level are involved in tackling crime and anti-social behaviour, working with the police. In many communities, the police are working in partnership with local government, the health service, schools, business and the public to reduce crime affecting everyone living there.

This emphasis on partnership approaches to public protection has evolved through a range of formal agreements, including crime and disorder reduction partnerships and local area agreements. Such partnership approaches recognise that in many areas effective outcomes can only be achieved by the police working with their partners in education, health and local government.

Good practice of partnership working already exists and this should be championed and learned from. For example, the West Midlands is one of five areas piloting the integrated diversion and offender management (IDOM) scheme, which aims to reduce crime by breaking the cycle of offending. The scheme seeks to identify and deter potential offenders early, while supporting and managing offenders throughout the criminal justice system and into rehabilitation. In the initial stages the West Midlands pilot will be limited to the police and the probation service, but will be extended to include youth services, schools, health authorities and others. The scheme offers an alternative way of dealing with people at risk of offending, potentially intervening before they even come into contact with police – for example schools identifying pupils who play truant. The potential savings from diverting potential offenders away from committing crime could be considerable, saving police time as well as the costs of arresting, charging and imprisoning an offender – estimated to be £37,500 a year.[39]

Partnership working can reduce costs and improve services delivered to the public. In London, officers from Camden borough command unit have teamed up with the London Ambulance Service in the same vehicle when attending emergency calls on Friday and Saturday nights. The pilot is the first in the country and provides a dual response to emergency calls which require paramedics and a police presence.

Considerable savings could be achieved by having a combined response to emergency calls made to 999, with a new second number for non-urgent calls to the police, ambulance, fire and health services. A majority of 999 calls to the police do not require an emergency response – around 70% of calls are non-emergency. A non-emergency number could include partners from a range of services, building on services currently covered by NHS Direct. It is estimated that annual savings of approximately £1m could be achieved by each partner if this were implemented virtually – increasing to approximately £3m per partner if the response was physically combined and consolidated. The number of different services, each with their own emergency number – including the police (and their partners), fire and ambulance services and the Crown Prosecution Service, and local councils – suggests savings of up to £40m a year could be achieved in a large region.

Partnership approaches have proven particularly effective at tackling anti-social behaviour. Some local authorities have built on the work of police community support officers by employing their own security personnel to deter low-level crime and anti-social behaviour, thereby freeing the police to concentrate on crimes requiring investigation. Nottingham City Council, in partnership with Nottinghamshire Fire Service and Nottingham City Homes, has funded 100 community protection officers (CPOs). Using enforcement powers devolved by Nottinghamshire Police and delegated council powers, CPOs provide highly visible patrols throughout the city to deter criminal and anti-social activity.[40] Serco, which operates the Docklands Light Railway under contract to Transport for London, employs 17 travel safe officers to patrol trains and stations to enforce bylaws and tackle anti-social behaviour. They have powers to eject people from stations and impose penalty fares.[41]

In the London borough of Harrow, the Metropolitan Police has teamed up with the council to issue walkie-talkie radios to street cleaning staff employed by Harrow Council, linked to local police. The radios are part of the 'town centre radio' network, connecting police officers, Harrow Council's CCTV room, town-centre shops and pubs. Street cleaning staff, many of whom start work early in the morning, can provide useful intelligence to the police and are empowered by a sense of civic responsibility.

Strong local leadership and a joined-up approach from central government are essential to ensure the efforts of the police are joined up with those of other bodies towards the shared objective of reducing crime. Some progress is being made in local government to streamline management structures, including neighbouring authorities sharing chief executives and joint local authority-primary care trust chief executives. At a national level, progress needs to be made to deliver a joined-up approach to reducing crime and increasing public confidence – primarily involving the Home Office, Ministry of Justice and Department for Communities and Local Government.

Pooling local authority budgets will deliver better outcomes and save money

Pooling funds spent by local public bodies, including the police, at a local level is an option increasingly being considered within local government to maximise the efficiency and effectiveness of public spending.

Under the 'total place' initiative all the public money that goes into an area – covering local government, education, welfare, police, courts and skills – is added up to identify the synergies and overlaps. The aim is to improve quality by joining up services and to remove duplication, reduce overheads and decide how much is really making a difference.

While this is not a 'magic bullet' solution, the potential to save money by taking action to prevent problems and costs further down the line is significant. Public bodies could save an average of around 5-6% through better use of assets. Across the Total Place pilot, the evidence suggests this could save in the region of £20bn nationally.

For example, a convincing case can be made for spending more on children's services to prevent children ending up in care, with all the social consequences of poor educational attainment, poor health and higher crime. A pilot study in Birmingham found that for every £1 spent on children's services there is a £4 saving – for the police, courts and probation. It also found that each £1 spent on drug treatment could realise over £9 of savings in the criminal justice system.[42] But budgets need to be pooled for this level of savings to be realised.

Central Bedfordshire and Luton found just 2% of offenders cause nearly 30% of all crime locally and it costs about £500,000 a year for each persistent and prolific offender. The cost of local crime was £147m. The pilot found that benefits, prison, housing and probation services did not co-ordinate their help after offenders were released from jail. The pilot also found there were 52 different benefits available like housing benefit or job seekers allowance and it took three weeks to process a new claimant. Many offenders claimed they were forced to re-offend.

Independently of Total Place, Blackburn with Darwen Borough Council and Blackburn with Darwen Primary Care Trust (PCT) are working with Lancashire Constabulary to identify the total alcohol-related spending by the three bodies in the unitary authority area. The council, PCT and police are working together to pool their alcohol-related budgets and direct a greater proportion of these into prevention, which has the potential to reap considerable savings by reducing the number of alcohol-related crimes and diseases.

In the London borough of Westminster, Westminster City Council, working with the Metropolitan Police and NHS Westminster, has identified £2bn of annual spending on public services in the borough, with considerable potential to identify areas of overlap where savings can be made.[43]

Once total spending by different service partners has been identified, the question of how to redesign services to ensure maximum efficiency and effectiveness becomes central. Pilot projects must not be used as a tool to defer difficult decisions. In sectors such as health, there are examples of pilot projects still running after ten years. The challenge for local authorities and their partners is to use data on spending as a catalyst for service transformation that ensures efficient, effective and joined-up local services.

Recommendation

Strong local leadership is essential to provide clarity about the roles played by each partner and accountability for delivery. The Total Place initiative provides the means to bring about this culture change and forces should be required to join up their activities with those of their partners to produce better outcomes and save money.

The work of the police should be better joined up with other parts of the criminal justice system

Achieving a sustainable reduction in crime will require the police service to work more effectively with its partners in the criminal justice system – the Crown Prosecution Service, the courts service, the National Offender Management Service (comprising prisons and probation) and the Youth Justice Board.

A significant amount of crime the police service has to deal with is committed by those re-offending after leaving prison. Around 65% of ex-prisoners go on to commit another crime – yet the police service does not always work with the prison and probation services in a co-ordinated way. Reducing the re-offending rate by just 10% would save over £1bn and have a significant impact on overall crime rates.

Again, some good practice exists of the police working with partners in the criminal justice system and this should be championed and learned from. In London, the Diamond Initiative, inspired by 'Million dollar blocks' in the United States, is being piloted in six boroughs. The initiative brings together officers from the Metropolitan Police Service, probation and local authorities to help resettle offenders following their release from prison. Approximately 24,000 offenders return to London from prison each year and an estimated 16,000 go on to commit another crime within 24 months. The cost of imprisoning these 16,000 offenders for just three months is approximately £165m. By focusing support of offenders leaving prison, the Diamond Initiative aims to reduce re-offending and achieve savings on prison costs which can be reinvested in preventative measures.[44]

Responsibility for delivering a co-ordinated approach to reducing re-offending is held at regional level by eleven directors of offender management (DOMs) in England and Wales. DOMs have as part of their role responsibility for managing wider relationships with other services and partners to create targeted and flexible service provision which focuses on reducing reoffending locally and it is vital this includes the police.

A national police agency with real powers, along the lines proposed in chapter one, would be able to work with NOMS to deliver a co-ordinated approach to reducing re-offending. It also presents the opportunity for the police to work coterminously with the police at a regional level, alongside directors of offender management, to deliver a local model to reduce re-offending. DOMs are supported by teams of fewer than twenty people and

demonstrate that creating a similar structure in the police service need not generate significant new costs or bureaucracy.

Recommendation

The police service must develop more effective working relationships with its partners in the criminal justice system. The regional structure in the National Offender Management Service presents an opportunity for the police service to coordinate the work of local forces with the prison and probation services at a regional level.

'Achieving a sustainable reduction in crime will require the police service to work more effectively with its partners in the criminal justice system'

References

1 Protecting the public: supporting the police to succeed, Home Office, 2009. Also based on savings achieved through collaborative procurement in the Association of Chief Police Officers (ACPO) East Midlands region during 2008/09

2 Based on estimated annual savings of £75m by 2013-14 identified in Protecting the public: supporting the police to succeed, Home Office, 2009. Also includes estimated savings from moving ratio of HR staff to employees closer to public sector average

3 Estimated saving from extending the outsourcing of custody suite provision. Based on estimated annual saving of £45m across 43 forces

4 Getting together: A better deal for the public through joint working, Her Majesty's Inspectorate of Constabulary, 2009

5 Crime in England and Wales 2008/09, Home Office, 2009

6 The Public and the Police, Civitas, 2008

7 Better Outcomes, 2020 Public Services Trust, Royal Society for the Arts, 2009

8 The lawful society, Reform, 2008

9 Government at a Glance 2009, Organisation for Economic Co-operation and Development, 2009

10 The lawful society, Reform, 2008

11 Protecting the public: supporting the police to succeed, Home Office, 2009

12 The lawful society, Reform, 2008

13 The Independent Review of Policing, Final Report, Sir Ronnie Flanagan, 2008

14 Crime in England and Wales 2007/08, Home Office, 2008

15 Crime in England and Wales 2008/09, Home Office, 2009

16 A New Beat: Options for more accountable policing, Rick Muir and Guy Lodge, IPPR, 2008

17 Crime in England and Wales 2008/09, Home Office, 2009

18 Prime minister's Strategy Unit, 2006

19 Until 2000 the BCS was conducted biennially. Data for 1998 is therefore unavailable

20 Closing the Gap, Her Majesty's Inspector of Constabulary, 2005

21 The Independent Review of Policing, Final Report, Sir Ronnie Flanagan, 2008

22 The Independent Review of Policing, Final Report, Sir Ronnie Flanagan, 2008

23 The Independent Review of Policing, Final Report, Sir Ronnie Flanagan, 2008

24 Getting together: A better deal for the public through joint working, Her Majesty's Inspectorate of Constabulary, 2009

25 Protecting the public: supporting the police to succeed, Home Office, 2009

26 Doing more with less: a credible strategy for restoring the public finances, CBI, 2009

27 Annual Procurement Report, Nottinghamshire Police Authority, 2009

28 Protecting the public: supporting the police to succeed, Home Office, 2009

29 Ibid

30 Getting together: A better deal for the public through joint working, Her Majesty's Inspectorate of Constabulary, 2009

31 Improving corporate functions using shared services, National Audit Office, 2007

32 Making time: freeing up front-line policing, Alexis Sotiropoulos, The Serco Institute, 2008

33 Analysis by Serco. Does not include spending by central agencies such as NPIA and SOCA

34 The Independent Review of Policing, Final Report, Sir Ronnie Flanagan, 2008

35 Evaluation of demonstration sites: second interim report, Deloitte, 2009

36 Making time: freeing up front-line policing, Alexis Sotiropoulos, The Serco Institute, 2008

37 Ibid

38 Analysis by Serco. Does not include spending by central agencies such as NPIA and SOCA

39 Securing the future – proposals for the efficient and sustainable use of custody in England and Wales, prime minister's Delivery Unit, 2007

40 http://www.nottinghamcity.gov.uk/index.aspx?articleid=734

41 Making time: freeing up front-line policing, Alexis Sotiropoulos, The Serco Institute, 2008

42 Putting the frontline first: smarter government, HM Government, December 2009

43 Mapping the money: public spending in Westminster, Westminster City Council, 2010

44 'Deputy Mayor and Acting MPS Deputy Commissioner visit new initiative to stop re-offending and cut crime' http://www.london.gov.uk/view_press_release.jsp?releaseid=21320

42 Protecting the public: supporting the police to succeed, Home Office, 2009. Also based on savings achieved through collaborative procurement in the Association of Chief Police Officers (ACPO) East Midlands region during 2008/09

43 Based on estimated annual savings of £75m by 2013-14 identified in Protecting the public: supporting the police to succeed, Home Office, 2009. Also includes estimated savings from moving ratio of HR staff to employees closer to public sector average

44 Estimated saving from extending the outsourcing of custody suite provision. Based on estimated annual saving of £45m across 43 forces

CBI
THE VOICE OF BUSINESS

CBI

The CBI's mission is to help create and sustain the conditions in which businesses in the UK can compete and prosper for the benefit of all. We are the UK's leading business organisation and campaign for a competitive policy landscape for companies in the UK, the EU and on the wider international stage.

The CBI's strength lies in its breadth of membership, representing over 240,000 companies of every size and from every sector. With offices across the UK as well as in Brussels, Washington, Delhi and Beijing, the CBI provides members with representation around the world.

INVESTORS IN PEOPLE

April 2010

For a copy in large text format, contact:

Rob Allen
Senior policy adviser
Public services directorate
T: +44 (0)20 7395 8182
E: rob.allen@cbi.org.uk

The CBI's Public Services Strategy Board – aims and principles

Private providers make a significant contribution to public services in the UK. Competition has been used to cut maximum waiting times for hospital treatment, improve results in schools, reduce re-offending, build and maintain modern public buildings, release more resources to the military front line, make streets cleaner and safer and much more.

Economic uncertainty means our public services face an unprecedented challenge. Now more than ever the government should explore innovative ways to deliver them and to measure and compare the different ways of delivering these services.

The CBI Public Services Strategy Board believes competition amongst providers is the most powerful tool the government has to improve the value and quality of our public services and generate fresh ideas. The best providers, regardless of sector, should compete on a level playing field to deliver public services.

Business needs effective public services to operate efficiently and should be part of the fabric of how they are delivered. This is why we will continue to pursue vigorously the modernisation agenda.

http://publicservices.cbi.org.uk

Product code: PSE_112