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Efficiencies in Staffordshire Police (United Kingdom)

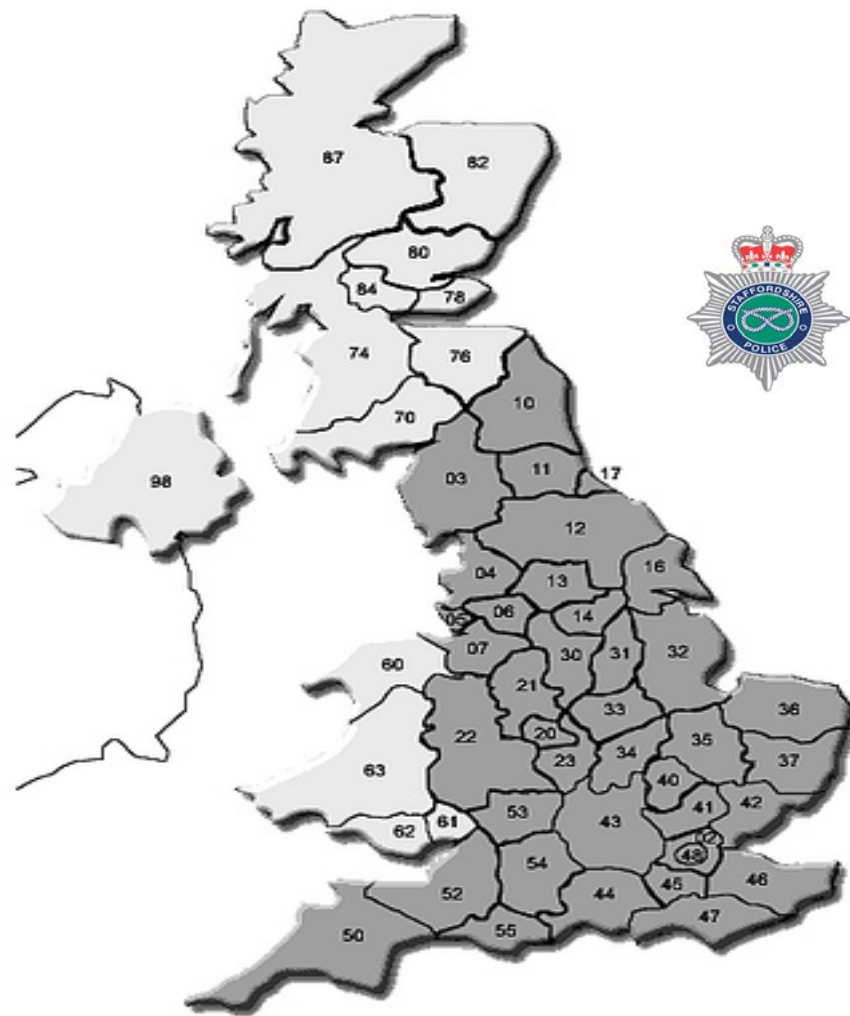
**Mike Cunningham
Chief Constable**



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Staffordshire Police





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Organisational Baseline April 2010

Budget	£184.177 m
Police officers	2111
Police staff	1395
PCSOs	212
Special Constabulary	305



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The Challenge



- Dramatically cut cost
- Public/stakeholder expectation to maintain or improve service and performance
- Operate safely and perform strongly with reduced numbers
- Move quickly – timescales not of our making



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- Comprehensive Spending Review to 2014/15
- £38m budget reduction for Staffordshire Police
- Further potential reductions beyond 2014/15
- 86% of spend is on pay = 20% reduction in staff
- Recruitment freeze, natural wastage, voluntary redundancy, regulation A19



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The National Picture

- Savings achieved mainly by workforce reductions
- 54% of workforce reductions by March 2012
- 75% by March 2013

For 43 forces over the CSR	March 2010 (Actual)	March 2015 (Planned)	Planned Change by 2015	Change in percentage terms	Range in forces*	Difference from 2011 plans
Police Officers	143,800	128,800	-15,000	-10%	-21% to +3%	+1,200
Staff	83,200	67,600	-15,600	-19%	-47% to +12%	+450
PCSOs	16,900	15,200	-1,700	-10%	-69% to +79%	+100
Total Workforce	243,900	211,500	-32,400	-13%	-29% to -2%	+1,700

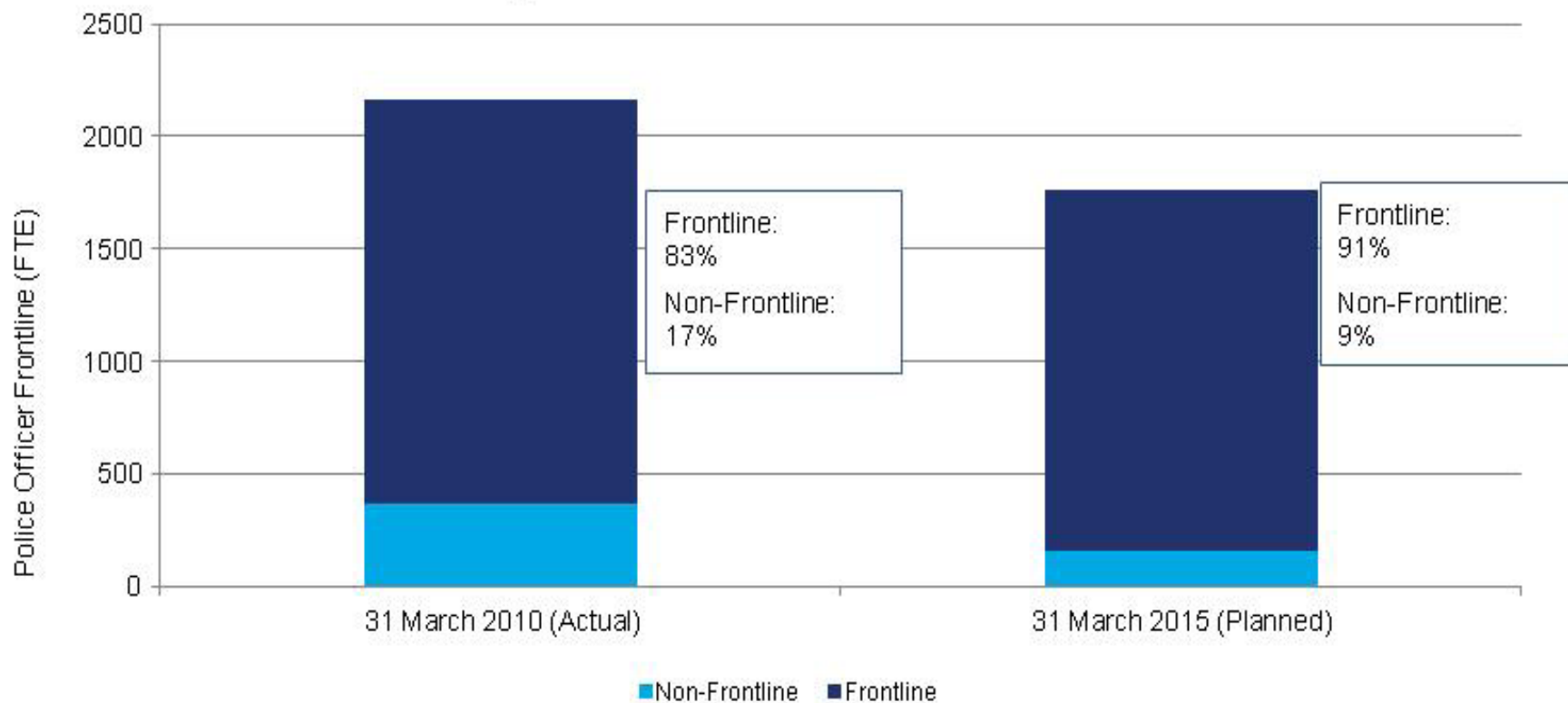
- £0.5bn savings from non pay: significant variation 8% to over 50%¹



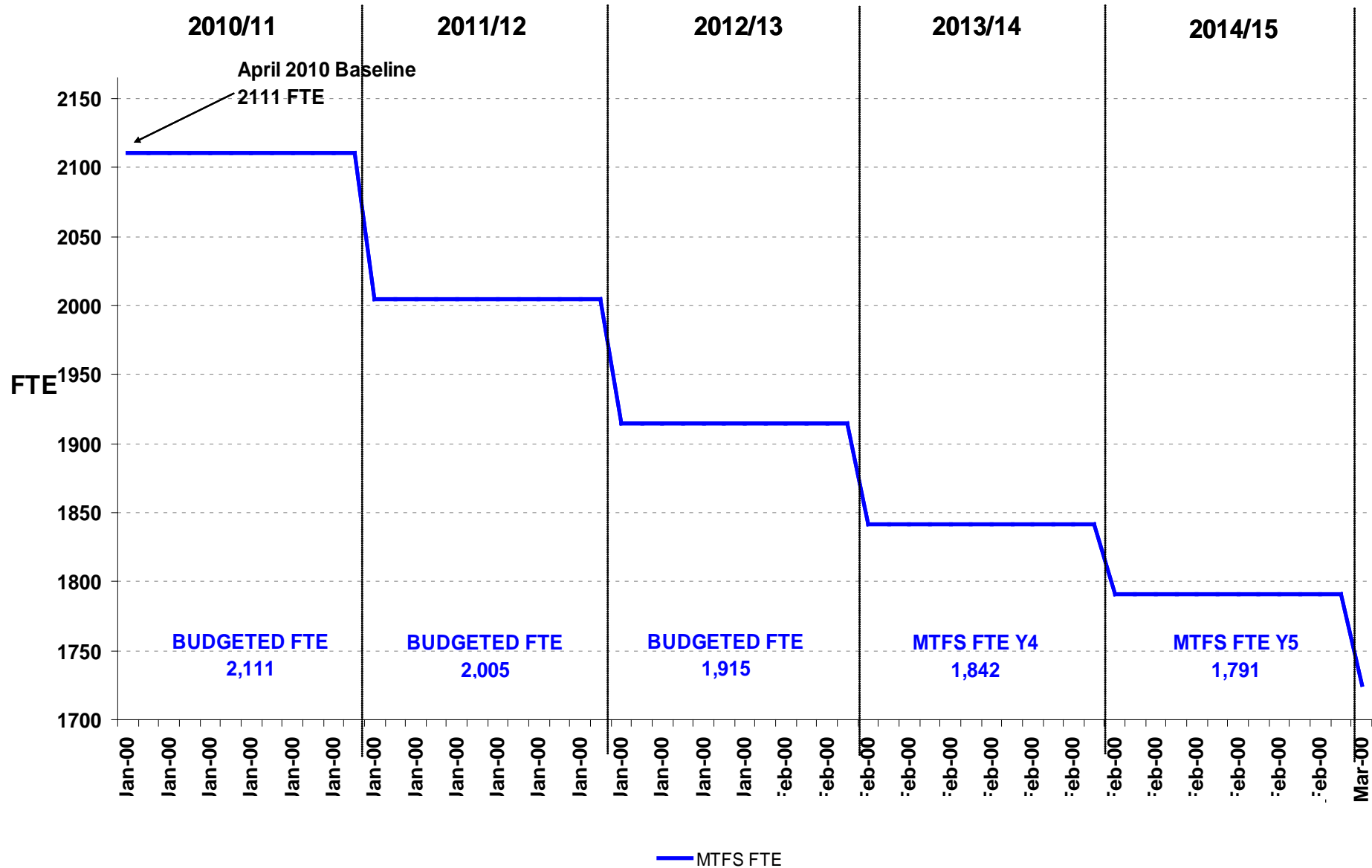
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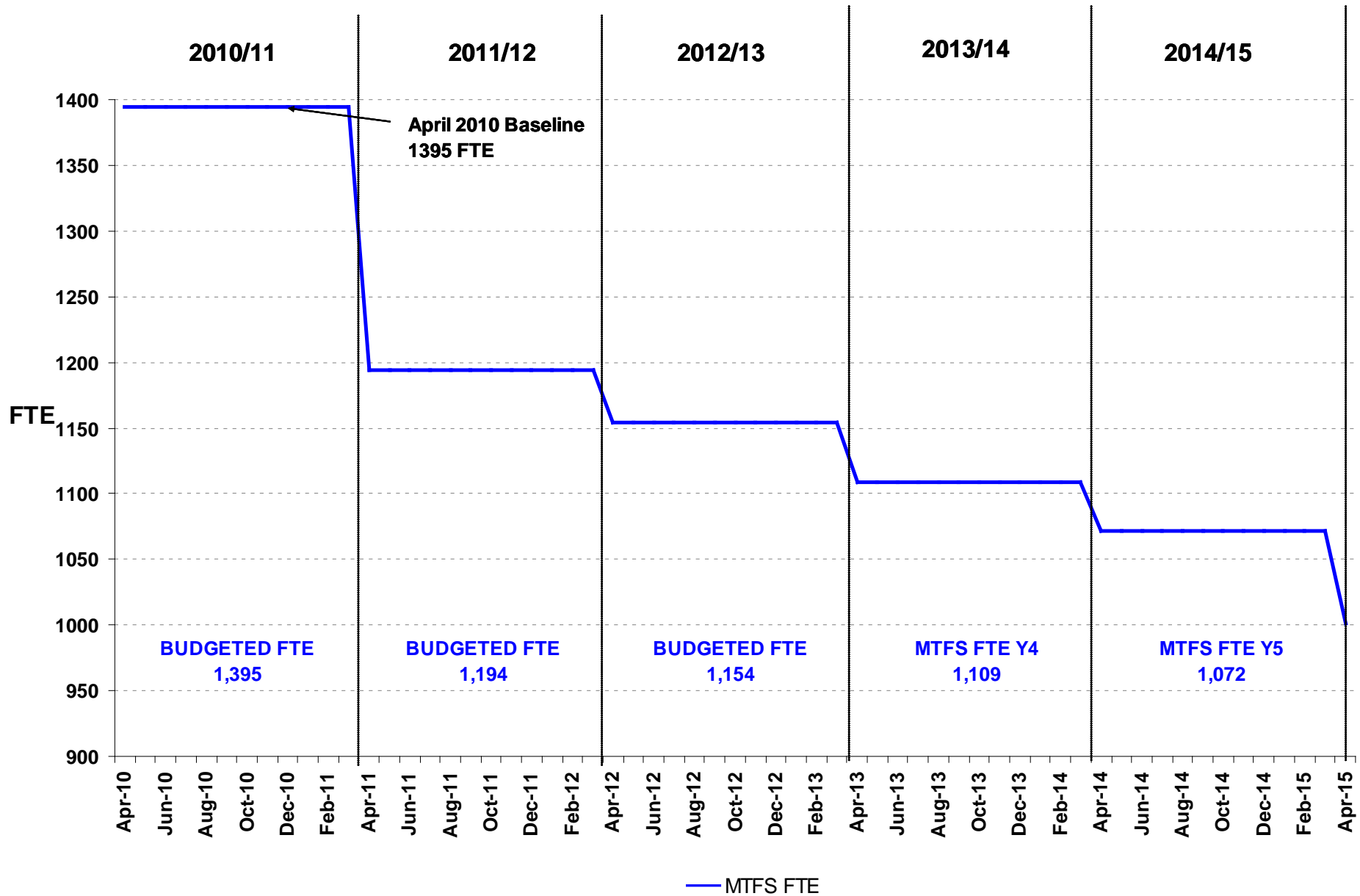
Police Officer Frontline Profile Change from 31 March 2010 to 31 March 2015



Workforce - Police Officers



Workforce - Police Staff





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Where to cut?

- Takes you back to first principles
- Avoid salami slicing
- Public statements e.g. Neighbourhood officers
- Restructuring and Business Process Reengineering (BPR)
- Collaborating – other forces and public sector agencies



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Performance Summary 2010 - 2012

Performance Indicator	April to November			Change over Three years
	2010	2011	2012	
Victims of Crime Satisfaction	89%	89%	88%	Down 1 percentage point
Victims of ASB Satisfaction	88%	87%	90%	Up 2 percentage points
Serious Acquisitive Crime	6078	5615	5397	11% Reduction; 681 fewer offences
<i>Domestic Burglary</i>	<i>2065</i>	<i>2111</i>	<i>1903</i>	<i>8% Reduction; 162 fewer offences</i>
<i>Theft of Motor Vehicles</i>	<i>1011</i>	<i>826</i>	<i>825</i>	<i>18% Reduction; 186 fewer offences</i>
<i>Theft from Motor Vehicles</i>	<i>2628</i>	<i>2382</i>	<i>2374</i>	<i>10% Reduction; 254 fewer offences</i>
<i>Personal Robbery</i>	<i>326</i>	<i>257</i>	<i>244</i>	<i>25% Reduction; 82 fewer offences</i>
<i>Business Robbery</i>	<i>48</i>	<i>39</i>	<i>51</i>	<i>6% Increase; 3 more offences</i>
Violence with Injury	5991	4693	4675	22% Reduction; 1316 fewer offences
<i>Less Serious Violence</i>	<i>5319</i>	<i>4136</i>	<i>4186</i>	<i>21% Reduction; 1133 fewer offences</i>
<i>Most Serious Violence</i>	<i>672</i>	<i>557</i>	<i>489</i>	<i>27% Reduction; 183 fewer offences</i>
All Recorded Crime	48870	44598	41096	16% Reduction; 7774 fewer offences
Anti-Social Behaviour	30663	22986	22063	28% Reduction; 8600 fewer incidents
Resources reducing by 20% during the Comprehensive Spending Review (CSR) period 2011 to 2015				



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How the Service is changing

Shaping change to meet public expectations

Visibility

Accessibility

Responding
to need

Protecting
the public
from harm

Shifting response
to neighbourhoods
Wider remit
Aligning resource
to demand

Review of
traditional access
points
Public tolerance of
change limited

Call grading and
response policies
changing
Satisfaction?

Increased resource
in public protection
Collaboration



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Visibility

Accessibility

- Demand analysis informing a shift of resources from response to neighbourhoods
- Wider remit for neighbourhood teams
- Shift pattern changes/single crewing to enhance efficiency
- Traditional access points under review with move to shared service sites
- Forces developing 'multi channel access'; internet, phone, schedules appointments and surgeries
- Increasing use of social media example of innovation
- Public 'tolerance' for changes to be tested



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Responding
in
need

- Differing approaches to response and deployment
- Satisfaction with police actions varies across forces
- Emergent issues in reduction in satisfaction

Protecting
the public
from harm

- Forces are increasingly collaborating with other public authorities to provide protective services



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Changing Business Processes

- Private sector involvement
- BPR – Expertise and pace
- Key processes 1st
 - Call handling
 - Custody
 - Crime management



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Lessons from Private Sector Engagement

- Be crystal clear about what is required
- Build capacity not reliance
- Innovative ways of paying
- New models beyond consultancy and outsourcing



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Incident Management



Challenges addressed

- Mandated Grading Policy for the majority of incident types which took little account of needs of caller or circumstances of incident
- Limited use of professional discretion
- Low attendance within target time for priority incidents
- Inappropriate and inefficient deployment of resources

Changes implemented

- Management of incidents via the application of professional discretion
- Introduction of the National Decision Making Model and the THRIVE assessment tool to support professional discretion decision making
- An appointment system to effectively manage the deployment of resources for non-urgent incidents
- Increased the investigative capacity of the Control Room by the introduction of First Contact Officer role

Performance benefits

- Increased confidence and empowerment of control room staff
- Problem solving commences at first contact through deployments based on the needs of the caller and circumstances of the incident
- Managed deployment through the appointments system provides police attendance at a time and location to met the wishes of the caller
- Increase in attendance within target for priority incidents

Financial benefit =
106 FTE
£5,175,980



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Public Sector Collaboration: Case Study Multi-Agency Safeguarding Hub (MASH)

- Police, Local Authority and Health Professionals co-located and jointly managed
- Combined referral, risk assessment and case management approach for vulnerable adults and children and victims of domestic abuse
- Real-time information sharing and risk assessing
- Earlier and more effective intervention
- Doing more with the same or less



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Beyond Force Boundaries

National Crime Agency

- To spearhead the UK's fight against serious and organised crime
- To strengthen policing at the border
- To ensure local policing effectively links to the work of national agencies and action overseas
- Vertical Integration – Local to Global



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Leading Through Austerity

- Confidence and optimism
- Helping staff to deal with uncertainty and insecurity
- Engagement and involvement
 - Formal
 - Informal
- A different level of communication





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Continuous Improvement Guiding Principles

- Customer focus
- Leadership
- Governance and interoperability
- Resourcing and sustainability
- Outcomes and benefits (benefits realisation)
- Methodology and rigour



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The Response

- Leaner management structures
- Transforming services through Communities First Programme
- Partnering with private sector consultancy to drive change
- Collaboration

Step 1
Benefits Realisation Model

Identify and qualify benefits

Step 2
Benefits Realisation Approach

Prioritise and determine business value

Establish benefits measurements

Approval via Benefits Register

Step 3
Monitor Delivery of Benefits

Set up benefits monitoring process

Monitor benefits

Step 4
Harvest Benefits

Optimise benefits

Report benefits status

Continuously Assess Value

Maintain Results Chain and Benefits Realisation Plan

Manage Change

Manage Risk

Manage Communications



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Lessons Learnt

- Innovation rather than cost cutting
 - How radically can you alter your thinking ?
- Don't waste a good crisis
- Thinking the unthinkable in terms of partnership delivery