

### Value for Money Statement

The Government (Home Office) sets the national efficiency and productivity target for the police service. A three year (2008/09 to 2010/11) target of 9.3% of total spending was initially set but was later increased to 10.3%. To remain in line with the national Efficiency and Productivity Strategy for policing, and after allowing for the bring forward of a surplus in the previous period, £9.8m of efficiencies have to be identified and the Authority believes that this is an ambitious three year target. Cambridgeshire is poorly funded and the Constabulary has one of the lowest numbers of staff and officer to population ratios in the country. As a result, it is only by achieving value for money in all activities that effective policing services can be provided to the citizens of Cambridgeshire. The Authority and Constabulary will embrace the requirements of the recently published White Paper, 'Protecting the Public: Supporting the Police to Succeed', placing an emphasis on the following themes:

**Efficiency in productivity:** the Constabulary will build upon the existing work of the Quality Assurance and Citizen Focus teams to assess current business processes, ensuring that best practice from across the service sector is embraced wherever appropriate and applicable. The Constabulary will also seek to learn from the forthcoming HMIC inspection on 'Working for the Public'.

Shift patterns have been reworked in some areas to optimise available resources to meet demands for service. Shift patterns will be kept under review to ensure that the maximum number of officers are on duty at the right time of day;

**Reduction in overtime spending:** over the past 2 years we have driven down overtime spending and for 2010/11 we aim to reduce this by a further £0.5m.;

**Programme of process improvement:** we have formed an internal project team to assess process improvements in key areas of business. All change projects considered by our Change Management Board are required to examine business process impacts before they are given the go ahead to proceed;

**Reduction in bureaucracy:** the Constabulary continues to make best use of technology and has embarked on a programme of upgrading its outdated IT infrastructure, providing laptop computers for statement taking and increasing the functionality of the previously rolled out hand held Blackberrys. We have ensured that forms used across the Constabulary are necessary and relevant and where possible are available via a Blackberry. This will allow officers to complete forms and some tasks electronically without having to return to a police station.

A specific example of driving down overall costs of ICT is shown in the budget for 2010/11 which has been reduced in real terms by 3.8%;

**Adoption of national frameworks for procurement:** where possible we will always adopt national framework contracts to ensure best prices in the procurement of, for example, fleet and uniform;

**Measures to achieve national convergence of information technology:** we are working at both a national and regional level to achieve this aim and are currently involved with 8 partners developing a new system that will fully integrate incidents, crimes, intelligence and detention of offenders information;

**Measures to reduce the proportion of the Police Force and Authority support employees who carry out support services:** we are striving to provide a lean support service across the organisation and we are currently only just above the HMIC's recommended 7% (maximum) of the costs to be spent on this activity;

**Reduction in overhead expenses:** as a small Force the proportion of expenditure on overheads always appears high. For 2010/11 we have reduced overheads further to maintain front-line policing numbers.

The cashable savings arising from the above work for will be in the region of £1.5m in 2010/11;

**HMIC Value for Money Report:** the Constabulary received the draft value for money profiles from the HMIC in October 2009. These were simply statistical comparison between forces for various areas of income, expenditure and other resources. The response to HMIC on the areas where we were above or below the average is set out below:

**Other Employee Costs:** for 2009/10 we budgeted for high expenditure for redundancy costs and expect this category to reduce in 2010/11. Cambridgeshire includes training within this category which may also account for high expenditure when compared to a Most Similar Group ("MSG") Force which may not use the same classification;

**Supplies and Services:** our higher than expected expenditure is due to us including spending that other MSG Forces categorise as 3<sup>rd</sup> Party expenditure, for example, Warwickshire include Legal Services and Audit Fees in 3<sup>rd</sup> Party whereas we include these in Supplies and Services. We have also invested in a major IT restructure to migrate from Lotus Notes and many stand alone systems onto Microsoft. We project that within 18 months expenditure on computing will reduce as a result.

**Total Staff:** Cambridgeshire has historically been a poorly funded force; 4<sup>th</sup> lowest funded Force for Police Officers per 1000 population, 6<sup>th</sup> lowest for police staff per 1000 and 4<sup>th</sup> lowest for total staff. This is confirmed in the profiles which show we have approximately 400 staff less than the national average and 185 staff less than the MSG average;

**Income:** the VFM Profile has highlighted this area to us for further investigation. We believe there are anomalies in the data and certainly in comparison with our regional neighbours we are either in line or above for income generated.

**Outliers on Staffing:** historically we are a poorly funded Force. We are currently up to establishment in staff numbers through recent recruitment campaigns. Any further funding received or savings made will be reinvested in officer numbers, with the intention of moving us towards the MSG and national averages.

**Outliers on Staff by Function:** we re concerned about consistency of classification of posts in this area when compared with our MSG Forces, particularly with regard to the definitions of Community and Specialist Investigator posts. We are working to achieve clarity in and comparability of our data but the overall gaps mirror our low staff numbers resulting from historically low funding levels and reflect where service delivery choices have been made.

We are now working with our peers to understand how these figures are made up. In the region we have been comparing finaical data for 2 years and sharing good practice on driving costs down.

The constabulary continues to embrace methods to improve efficiency and productivity and implement the results of reviews on customer contact with better use of resources in the Force Control Room and Enquiry Offices to provide the citizens of Cambridgeshire with first class policing.

**Innovation:** the force will seek to pilot innovative projects during the year which impact positively on front line policing including, for example, the Professional Judgement initiative. There will be dedicated agenda items at all corporate and senior meetings to enable these projects to be monitored.

**Assurance for efficiency plans will be provided by:**

- Publication of the Police Report Card by HMIC
- Application of the Policing Analysis Benchmarking Tool
- Audit Commission Police Use of Resources (PURE) assessment
- Home Office monitoring arrangements.