

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP15/8**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –  
24 FEBRUARY 2015**

**SUBJECT: CONSTABULARY RESPONSE TO HMIC “POLICING IN  
AUSTERITY” INSPECTION RECOMMENDATIONS**

**SUMMARY:**

1. This report outlines progress on Suffolk Constabulary’s response to the recommendations outlined by HMIC in the “Valuing the Police 4 – Policing in Austerity” report. Suffolk Constabulary remains confident that its current arrangements, systems and processes satisfy the criteria set out by HMIC.

**RECOMMENDATION:**

1. The Accountability and Performance Panel is asked to note the progress outlined in this report.

## 1. KEY ISSUES FOR CONSIDERATION:

### Background

- 1.1 In the October 2010 Comprehensive Spending Review, the Government announced that central funding to the police service in England and Wales would be reduced in real terms by 20 percent in the four years from March 2011 to March 2015. Her Majesty's Inspectorate of Constabulary (HMIC) Valuing the Police (VT) programme has tracked how forces have planned to make savings to meet this budget requirement and published progress reports in July 2011, June 2012 and July 2013.
- 1.2 The 2014 VT programme assessed how well forces had managed the savings challenges by asking three questions:
- To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?
  - To what extent has the force an affordable way of providing policing?
  - To what extent is the force efficient?
- 1.3 To answer these questions, HMIC collected data and savings plans from the 43 forces of England & Wales; surveyed the public to find out whether they had noticed any changes to the level of service they receive and conducted in-force inspections of all 43 forces. The inspections involved interviews with Chief Constables, Police and Crime Commissioner (PCC) Chief Finance Officers, Heads of Human Resources (HR), Performance and Organisational Change, reality testing and focus groups with officers and staff.
- 1.4 Since the first HMIC VT report published in July 2011 HMIC has recognised that Suffolk faces a very challenging set of circumstances. The Constabulary is a small, low cost force and as such has had to develop its plans for the Government's from a low baseline in comparison to other forces.
- 1.5 In each of its subsequent VT reports HMIC has recognised and commended the Constabulary's approach which demonstrated that it was on track to meet the financial challenge through strong financial management, a well-developed change programme and extensive collaboration with its preferred partner Norfolk Constabulary.
- 1.6 These findings were echoed in the VT 4 report albeit with one area where HMIC conclude that improvement is required. HMIC expressed concerns about the size of the funding gap that Suffolk faces and in particular about the potential for reduction in police officer numbers.
- 1.7 Additionally, HMIC asked Suffolk Constabulary to respond to Recommendations 2 and 3 set out in the summary "Policing in Austerity" report:

*Recommendation 2: Carry out a review of its savings plan in respect of the area identified for improvement and provide the PCC and HMIC with a comprehensive plan specifying specific steps to address the causes of HMIC's assessment<sup>1</sup>.*

*Recommendation 3: Carry out a review of its saving plan, consult the PCC and HMIC on amendments and amend the plans to take account of post 2015/2016 year on year funding restrictions.*

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<sup>1</sup> The cause of HMIC's concerns were the size of the funding gap facing Suffolk Constabulary.

1.8 Suffolk Constabulary provided an initial response to HMIC on 30<sup>th</sup> September 2014. Appendix A of this report shows the content of that response next to progress on each point made since that time.

**2. FINANCIAL IMPLICATIONS:**

2.1 There are no financial implications attached to the contents of this paper.

**3. OTHER IMPLICATIONS AND RISKS:**

3.1 Failure to complete actions outlined in this report could result in a negative assessment by HMIC in future inspections.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	NO
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Have human resource implications been considered?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	NO
Has communications advice been sought on areas of likely media interest and how they might be managed?	NO
Have all relevant ethical factors been taken into consideration in developing this submission?	YES

## Appendix A– full list of actions presented to HMIC relating to VtP4 recommendations and latest progress

Particular concern highlighted	Proposed actions to remedy concern	Timescale for actions	September 2014 actions	February 2015 Update
£2.8m funding gap in 2015/16 which may lead to reduction of Police Officer and PCSO numbers beyond original plans and concern to HMIC it may affect the service to the public	<p><b>Targeted change options</b> – identify targeted change initiatives that have potential to reduce savings requirement and mitigate the impact on reduction in front line posts.</p> <ul style="list-style-type: none"> <li>Two targeted initiatives non-pay reduction &amp; corporate savings have identified £1.2m savings by 2015/16.</li> </ul>	2015/16	<p>25 targeted change options identified.</p> <p>Identified savings profiled in financial plan commencing 2015/16.</p>	<p>Following the completion of the budget “scrutiny” process and the development of the new MTFP published in Jan 2015, £1.2m of savings from non-pay and corporate savings, has been achieved and removed from budgets for 2015/16.</p> <p>A review of the budgeting programme will commence in summer 2015.</p>
£2.8m funding gap in 2015/16 which may lead to reduction of Police Officer and PCSO numbers beyond original plans and concern to HMIC it may affect the service to the public	<ul style="list-style-type: none"> <li>Two further targeted options; NPAS flight service and accommodation requirements for the headquarters function with potential to realise c£0.940m have been identified.</li> </ul>	2016/17	<p>Development of business case for headquarters function has commenced with an eight week timescale for completion of business case.</p> <p>Initial negotiation with NPAS director commenced; anticipate that where there is a high probability of realising the savings they will included in 2016/17 plans.</p>	<p>A business case has been submitted regarding the headquarters function. The business case is subject to confidential restrictions.</p> <p>NPAS negotiations are ongoing.</p>
£2.8m funding gap in 2015/16 which may lead to reduction of Police Officer and PCSO numbers beyond	<p><b>Suffolk Local Policing Review – Phase 1.</b></p> <ul style="list-style-type: none"> <li>Carry out analysis of demand and resource allocation</li> </ul>	2014/15 – 2015/16	Total of 85 police officer posts identified within business cases and included within Tranche	Analysis of demand and resource allocation has been completed resulting in the identification of 63 police

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original plans and concern to HMIC it may affect the service to the public	<ul style="list-style-type: none"> <li>Identify reduction of 63 police officer posts and 3 PCSO posts achieved through natural turnover.</li> <li>Identify risk and mitigation to for officer reductions through development of business cases and in programme to maintain current levels of service to public</li> </ul>		11 & 12 of change programme	<p>officer posts for which funding will be removed from 1<sup>st</sup> April 2015. This reduction will be met through “natural” staff turnover rather than redundancies.</p> <p>Business cases for these posts have been approved. Staff were briefed on 2<sup>nd</sup> February 2015 and an organisational announcement made on 9<sup>th</sup> February 2015. Stakeholders and partners were notified in writing on 10<sup>th</sup> February 2015.</p>
Decision not to support the introduction of a joint CCR and creation of a shared service partnership may have jeopardised efforts to extend collaboration	<p><b>Norfolk and Suffolk Change Programme;</b> Continue to develop savings from Norfolk and Suffolk Collaboration; Includes further savings from;</p> <ul style="list-style-type: none"> <li>Justice Services</li> <li>Protective Services</li> <li>Business Support Service</li> <li>Major Applications</li> </ul>	2014/15 onwards	Police collaboration continues to develop with business cases from Norfolk and Suffolk joint teams delivering at least £3.448m over next four years.	Collaboration between Norfolk and Suffolk Constabularies remains strong within the change programme and a further £23.6m of joint savings (for the financial years 2014/15 to 2018/19) are projected within current plans. It is estimated that £8.4m of this will be savings for Suffolk Constabulary in areas such as Protective Services, Business Support and Justice Services.
Decision not to support the introduction of a joint CCR and creation of a shared service partnership may have jeopardised efforts to extend collaboration	<p><b>Collaboration with Norfolk and wider Eastern Region</b> Continue to develop collaboration with Norfolk and wider Eastern Region through collaborative support services; collaborative operational support and regional operational support to identify savings; develop shared infrastructure; deliver economies of scale and secure resilience operational support through:</p> <ul style="list-style-type: none"> <li>ERSOU</li> </ul>	2014/15 onwards	<p>ERSOU+ with effect of the 1st of October 2014 will have successfully collaborated regionally the following areas of business:</p> <ol style="list-style-type: none"> <li>Estates</li> <li>Prison Intelligence Officer posts</li> <li>Cybercrime</li> </ol>	<p>Initial costs which increased joint capacity to assist with the transition period are forecasted to end after three</p>

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	<ul style="list-style-type: none"> <li>Enterprise Resource Planning system</li> <li>Regional Athena solution (replacement crime and Intelligence system).</li> </ul>		<p>4. Government Agency Intelligence Network post(GAIN)  5. Operational Security Risk Advisor Post (OPSY)  6. Regional Confidential Unit  7. Regional Economic Crime Unit</p> <p>The following areas of business are still to be progressed.</p> <p>1. Business Support  2. Undercover  3. Technical Surveillance Unit</p> <p>However, the initially quoted savings of the regional collaboration of these areas of business of £189,000 (-£51,000 estates costs) total <b>savings</b> for Suffolk £138,000 quoted in May 2013 has actually increased to a <b>cost</b> of £457,000 for Suffolk (shown in the below figures). The increase in costs has not only been for Suffolk but also for all of the regional Forces as also outlined in the below graph.</p>	<p>years with all work transferring to ERSOU.</p> <p>Broader collaboration within the Eastern Region also remains strong along with transformational work with the Fire Service.</p>

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Beyond 2016 loss of posts makes current structures no longer sustainable or affordable; details of alternative plan for achieving the savings whilst providing effective policing service to the public is required.	<b>Targeted Change Options</b> Continue to identify and develop remaining targeted change options until either developed into business cases or discharged. The range and number of options is anticipated to increase as the Suffolk Only Change Portfolio develops and focuses on every area of spend.	2016/17 onwards	Progress being made in phase 1. Further development required on remaining targeted options identified.	The Constabulary has identified 41 targeted change options of which 27 are in progress and a further 8 pending.
Beyond 2016 loss of posts makes current structures no longer sustainable or affordable; details of alternative plan for achieving the savings whilst providing effective policing service to the public is required.	<b>Suffolk Local Policing Redesign</b> <ul style="list-style-type: none"> <li>• Develop Suffolk Local Policing Redesign project structure for transformational change</li> <li>• Establish Transformation Change Team to develop options for radical and transformational redesign of local policing:</li> <li>• Review the efficiency and effectiveness of calls for service work schedule</li> </ul>	20/14/15 onwards	Project structure and methodology identified.  Project term formed and has commenced the transformational change phase 2 work: Work stream initiated: Terms of reference agreed to review and develop current state in order to develop proposals for redesign.	A Project Initiation Document (PID) has been approved by the T/ACC Local Policing. The PID organises this project into four work-streams; community contact, investigations, neighbourhood/partnerships and emergency response.  The project will focus on cost neutral reviews which use demand reduction to help mitigate the further reduction of posts. The project will also incorporate considerations about the changing nature of police demand.
Beyond 2016 loss of posts makes current structures no longer sustainable or affordable; details of alternative plan for achieving the savings whilst providing effective policing service to	<b>Suffolk Partnership Change</b> <ul style="list-style-type: none"> <li>• Explore opportunities to work with Suffolk Partners to manage and reduce demand, improve efficiency and effectiveness to meet the deficit through cashable and non-cashable efficiency savings.</li> </ul>	2014/15 onwards	Suffolk Chief Executives and Public Sector Leaders have secured strategic ambition.  Bid for £1.8m has	£3.45m has been allocated by the Transformational Challenge Award to Suffolk agencies to explore and implement alternative ways of multi-agency local service delivery across partners. This

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the public is required.	<ul style="list-style-type: none"> <li>Develop a bid with partners for Transformational Challenge Award funding to DCLG in order to build capacity throughout partnership to achieve the Chief Executive and Public Sector leaders' strategic ambition.</li> </ul>		progressed through the first stage of screening and is on track to be submitted as a business case by 1/10/14.	will include the redesign of neighbourhood policing.