

Efficiency

Driver – Economic

Related Drivers – Anti-Social Behaviour, Increasing Accountability, Reducing Bureaucracy, Recession, Collaborative Working, Demand Management, Procurement, Public Sector Productivity, Talent and Personnel Management, Mobile Technology, Compatibility, Incident Management, Airwave, Conservative Party Reform, Flexible Working, Ageing Population, Public Perceptions of the Police

Background

From 1999/2000 to 2004/05 the service delivered average efficiency gains of 2.7% (target was 2%). The 2004 Spending Review set a 3% target gain which was also met in March 2007. The need for all forces to make further gains will increase over the next 3 years – current efficiency target (covering next 3 years) is a cumulative net cashable gains equivalent to 9.3% of gross expenditure.¹

In 2007, the Home Affairs Select Committee recommended that:

‘The senior police leadership must demonstrate that they are making concerted and sustained efforts to target their resources effectively so as to achieve the Audit Commission’s level 4 ‘strong performance’ rating – which to date has not been achieved by any of the forces in England & Wales’²

The *Efficiency and Productivity Strategy for the Police Service for 2008-11*, sets targets for efficiency improvements, and creates a framework for the service. The strategy provides context and assistance, but the responsibility falls on the authorities and forces.³

This strategy places improving efficiency by making better use of resources as core responsibility for all involved in policing; officers and staff at all levels. Her Majesty’s Inspectorate of the Constabulary (HMIC) and the Audit Commission will joint inspect police authorities and forces capability to secure value for money. This will be published yearly, making practices open to scrutiny to a local and national level.⁴

Pressures from the economic downturn will increase the need for improved efficiency. The police service will be potentially hit with budget reductions due to reductions in public funding. These reductions means that the service needs to do more with less, still delivering a high quality service but in financially constrained circumstances.

Potential Skills Needs

Change management skills – manage change at both an organisational and personal level effectively

Customer service skills – delivering a consistent high quality service

Financial awareness skills – managing police budgets in time of cuts to ensure continuation of priority areas

Financial management skills – managing finances in line with maximising productivity and efficiency

People Management skills – to empower and develop staff

Performance management skills – manage performance and effectiveness against targets

Resource management skills - effectively manage resources

¹ [Flanagan, Sir Ronnie \(2007\) *Independent Review of Policing: Interim Report*. Home Office: London](#)

² [House of Commons Home Affairs Select Committee \(2007\) *Police Funding*. Fourth Report of Session 2006-07. HC 553, London: The Stationery Office Ltd.](#)

³ [Home Office, ACPO & APA \(2008\) *Efficiency and Productivity Strategy for the Police Service 2008-2011*. London: Home Office.](#)

⁴ [Home Office \(2008\) *From the Neighbourhood to the National: Policing our communities together*. Cm 7448, London: The Stationery Office Ltd](#)