

Warwickshire Police Authority

***150plus* Programme Report**

Report of the Deputy Chief Constable

Summary

The attached report provides an update for Police Authority regarding the development of the ***150plus*** Programme.

Recommendation

Members to note and endorse the report.

Background

Three years ago the force embarked on a major change programme, internally called 150 Forward. This restructure of Warwickshire Police was about designing an organisation best structured and equipped to deliver our vision 'protecting our communities together'.

As a result of 150 Forward our capacity and capability to protect the public from harm was significantly increased. We now have fewer victims of crime in Warwickshire and we are better prepared to deal with major and critical incidents.

Today the policing environment and the political and economic climate have significantly changed. Policing has rightly moved away from being simply about meeting national detection targets and has recognised the importance of putting the public, our customers, first and doing the right thing to protect them.

Currently, the national and local focus is on the need to increase public trust and confidence in the police and our partners. For example, there is a renewed determination to tackle the issues that affect and concern local communities. Locally, this is being delivered through better engagement with our Safer Neighbourhood Teams and our compliance with the national Policing Pledge.

This financial year (2009/10) we have introduced some really exciting developments that provide better protection through the delivery of more efficient and effective services, such as those delivered under 'Right service, first time', Priority Policing Areas, work to tackle harm causers and family interventions.

Globally the financial downturn has impacted upon all public services and the current economic climate is now dictating government spending decisions. As we emerge from recession it is apparent that money previously available through a variety of means for public services will be reduced substantially.

As we already know there is a significant shortfall in our budget for the future and we have been making great efforts to reduce cost by driving out waste. Staff involvement in the sustainability programme has been tremendous, especially where individuals continue to challenge our current working practices leading to changes in the way we do things to reduce cost and improve our efficiency.

Currently, like all forces, Warwickshire Police is facing some of its toughest and most challenging economic times. With reductions in national funding, grants and council tax capping there is a large budget shortfall faced by the force. Subsequently, there is a need to make a significant reduction in cost during the next three years so that we can ensure our future effectiveness. We will not be able to minimise these shortfalls purely by cutting out waste.

The Future of Warwickshire Police

The Chief Constable has provided professional advice to the Police Authority. His view is that in the medium term, the public of Warwickshire would be better served by a different set of policing arrangements which would involve merger with another police force or police forces. Any new set of policing arrangements should deal with the criminal market issues between Coventry and Warwickshire.

The Authority have considered this advice and concluded that the public would be better served in the short to medium term by an effective and efficient Warwickshire Police service.

The Chief Constable has accepted that merger is now not an option for taking policing forward in Warwickshire. The force will now embark upon a programme of work to reduce costs and deliver the best possible protection to the communities of Warwickshire.

At a the Strategic Planning Workshop on 8th January 2010 the above position was confirmed by the Chief Constable and the Chair of the Police Authority.

150plus

The programme of work to deliver savings and review the way we deliver protection will be called *150plus*. This new programme has been titled *150plus* in recognition of the success of 150 Forward. We intend to build on the significant progress already made, our vision and core values will not change.

The Challenge

The challenge is to remove £10.7m from the budget over the next three years whilst maintaining as far as possible current levels of service and protection. The first step to achieve this position, assuming no use of reserves, is to remove £8.8m from the Police budget by 31st March 2011. The force accepts that to achieve these savings Police Officer and Police Staff numbers will need to reduce.

150plus Programme

This programme will be governed by a dedicated *150plus* Programme Board, chaired by the Deputy Chief Constable, reporting to the Business Improvement Board (BIB).

To provide some degree of continuity, the programme will be managed by Paul Mason-Brown, Deputy Director of Resources and Chris Ward, Superintendent of Local Policing.

Each directorate has contributed staff to the programme team and will continue to engage through a sub-programme arrangement as proven successful during *150forward*.

The Challenge & Innovation Unit will now report to the *150plus* Programme Director for the duration of this work. There are some outstanding funding issues in respect of fixed term contracts for some of this particular team. This will be considered by the Workforce Management Group (WVG).

An approach is being made to the County Council to seek a representative on the programme team.

A member of the Authority is to be identified for membership on the programme team.

The *150plus* Programme Team was constituted on the 4th January 2010 and led the afternoon session of the Strategic Planning Workshop on the 9th January.

The Plan

Savings will be made in the following ways:-

- A continuation of the Sustainability Strategy – waste will be driven out of the organisation.
- Seeking opportunities for vertical (public sector) and horizontal (police) collaboration
- A full service review of how we deliver protection.

Following the Workshop on the 9th January each Directorate was tasked with undertaking an exercise to show how they would remove 10% from their budgets. The results of this work will provide a platform from which to make further assessments.

The *150plus* Team will co-ordinate work within each directorate to risk assess the service demands across the force, and prioritise the manner in which the force will provide protection, reduce costs and identify any gaps.

The intention is to conduct a threat assessment during January and February, to assess the risks faced by the force and the public.

By the end of March 2010, a scoping exercise will have been concluded, identifying how the force could operate, including exploiting all collaborative opportunities with public and private partners to maximise the use of public funds and protection of our communities.

If agreed, the proposals will be implemented in a structured and prioritised way throughout 2010/11.

Programme Costs

Salary costs of staff seconded to the Programme Team are to be built into the cost base of the force, no additional funding is sought from the Authority.

One off costs to support this work will be built into Directorate budgets for the remainder of 2009/10 and 2010/11.

Reporting

The work of *150forward* created a blueprint, which was presented to the Authority for approval. Given the challenging timescales for *150plus* this process will not be replicated.

It is therefore recommended that a written report is submitted to each full Authority meeting to outline the progress made.

Andy Parker
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