

# **LEICESTERSHIRE POLICE AUTHORITY**



Meeting           **POLICE AUTHORITY**

Date               **TUESDAY 27 APRIL 2010 AT 2.00PM**

Report of         **CHIEF CONSTABLE**

Subject           **FUNDING GAP – UPDATE**

## **Purpose of Report**

1. To update members of the Police Authority regarding the projected funding gap for 2011-12 and the implications for policing in Leicester, Leicestershire and Rutland.

## **Background**

2. The Force faces the challenge of finding savings in the region of £15m for the financial year 2011/12. A Change Team was established with oversight by the Strategic Financial Planning Group chaired by Mr Byron Rhodes.

## **The Change Plan**

3. The approach has been to secure efficiencies and savings to balance the risk to service, seriousness and harm by seeking to find opportunities for high yield savings that have minimum risk to business critical processes. To this end a number of commitments have been made. These include:
  - Maintaining the public's access to local policing services
  - Sustained neighbourhood policing and dealing with issues of greatest local community
  - Retaining the number of Beat Officers and PCSOs deployed to policing neighbourhoods.
  - Enhanced neighbourhood management in partnership with other agencies and building on the team approach to locality working by dedicating a Sergeant to each neighbourhood team.
  - Retaining 15 Local Policing Units to reaffirm our commitment to locally accountable management and leadership.
4. The Change Team is developing and testing a revised approach to how the Constabulary supports local policing. The proposals are to streamline our departmental infrastructure to create 5 Directorates (including 2 BCUs).
5. We plan to reduce the current 3 Basic Command Units to 2: City and County. The former structure has been in place for 3 years and has demonstrated the responsiveness and adaptability of a BCU of this size. The County is intended to bring together the existing North and South Areas into one, which will then account for a similar workload, demand and challenges as the existing City BCU.

6. Significantly, the existing Local Policing Units (LPU) will remain the same, providing established relationships at neighbourhood and district/borough level. Similarly the Rutland County and Rutland LPU interface is preserved.
7. BCUs will be responsible for local policing, local investigation, response to incidents and partnership working.
8. In addition to 2 BCUs, 3 Directorates will be established which will include:
  - Investigative Services  
This will include all serious and major crime investigation, proactive and specialist capability for surveillance and scientific services, together with safeguarding vulnerable people and criminal justice services.
  - Tasking Directorate  
Ensuring that threat and risk management is overseen in one place. This includes Force intelligence processes, performance management, contact management and operations support.
  - Corporate Services Directorate  
Will include Corporate Development, Corporate Communications and Professional Standards.

In addition, Headquarters will continue to host Human Resources, Learning and Development and Financial Services, all of which are being remodelled and streamlined.

9. The rationalisation of former departments into these Directorates enables a more streamlined approach to support and administration, and provides a more resilient and responsive approach to dealing with Force problems and threats.
10. However, the challenge in realising a £15m sustainable saving should not be underestimated. The development of the new model of policing will require closer working and deployment across departmental boundaries. At a time of increased accountability, scrutiny and performance pressures, this more dynamic approach to mobilisation will need flexibility and ingenuity of leadership management and coordination.
11. Members will know that the Constabulary commenced a recruitment freeze during the latter part of 2009 and intends to sustain this for 2010. This presents its own problems as vacancies do not tend to fall where they can be sustained. By the nature of recruitment, all police officers initially get deployed to local police officer response and general duties, this is where those vacancies in the main will be felt. We have therefore committed to use our establishment management panel to redeploy people from support functions to these critical roles. This will include moving staff from not only back office roles but significantly from specialist functions where the greater flexibility and streamlining of the directorates will enable these risks to be managed to enable efficiency and savings.
12. We currently have in excess of 120 police staff vacancies and project 120 police officer vacancies by April 2011. Despite this, we have predicted the need for up to 150 police staff redundancies. Indeed, this prediction legally required us to report this to the Department for Business Enterprise and Regulatory Reform (BERR) on 30 March 2010.
13. The Force has published a voluntary redundancy register to establish if this is a viable way of reducing staff. It may be that volunteers perform roles we would want to retain or that redundancy costs are excessive to the savings potential for the post.

14. The Constabulary continues to identify savings through efficiencies and streamlining. This includes working with East Midlands police forces and Northamptonshire in particular to incrementally secure service improvements and savings. The Constabulary is also a partner within the Leicestershire and Leicester Total Place Programme, which includes local authorities, health, probation and fire service partners.
15. The Force savings register currently includes significant savings through changes to procurement, contracts, service realignment in contact management and human resources departments to the order of £5m.

### **Conclusion**

16. Clearly the aim is to reduce the number of projected staff losses by securing savings elsewhere in the Force infrastructure, ie vehicles, buildings costs etc. The reality is that the Constabulary will employ significantly less people in 2011/12 than we do now. There is opportunity to transform how we deliver our services and organise ourselves so we come through this being a sharper focused, flexible and efficient service.
17. The plans for change, including a detailed savings plan, are currently being developed. The Constabulary's Executive Group of senior officers review these on 26 April 2010 with a view to shaping them and presenting to the new Chief Constable and Police Authority in the coming weeks.
18. It is anticipated that the details of changes will emerge with incremental changes taking place but with a view to commencing formal implementation in October 2010.

### **Recommendations**

19. Members are asked to:
  - (i) consider and note the contents of this report;
  - (ii) make comment on the proposals; and
  - (iii) acknowledge that the Strategic Financial Planning Group should continue to oversee the detail of the proposals.

### **Implications**

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|------------------|---|
| Financial:       | Within the report   |
| Legal:           | Change programme subject to Human Resource policies relating to post changes and redundancy                     |
| Diversity:       | None  |
| Risk Management: | Linked to finance and operational capability and capacity both subject to risk mitigation through project plan. |

### **Background Papers**

None.

### **Officers to Contact**

Chris Eyre, Temporary Chief Constable: 0116 2222222 ext 2005  
Chris Garnham, Temporary Assistant Chief Constable; 0116 2222222 ext 2003