

Police and Crime Panel - Evolve Programme Brief

1.0 Background

- 1.1 On 26th June 2013 the Chancellor announced the latest Comprehensive Spending Review (CSR) detailing the Government's spending plans for the next three years. These announcements, coupled with other external cost pressures, mean that Essex Police will need to identify savings in the region of £36 million by 2016/17.
- 1.2 The Chief Constable has set up a small dedicated team to work with the wider force and deliver a programme of transformational change - the Evolve Programme.
- 1.3 The previous CSR (2010) required Essex Police to save £42 million by the start of 2014/15. The force has identified these savings - 75 per cent through reductions in headcount (around 340 police officers, 100 PCSOs and 410 police staff) and the remainder through savings in non-pay budgets and business support functions such as estates, transport and IT.
- 1.4 The challenge for the Evolve Programme is to build on what has worked from the previous change programme (Reform) and seek to develop areas that have not been as effective. Finding ever more efficient working practices, making ever better use of technology and maximising the strengths of our people will be central to this.

2.0 Strategic principles

- 2.1 To inform the Evolve Programme, the Chief Constable and the Police and Crime Commissioner (PCC) have established the following set of guiding principles:
 - i. Remain cognisant of the need to deliver against the PCC's Police & Crime Plan to reduce crime and recognise our contribution to the national policing picture through the Strategic Policing Requirement
 - ii. Maximise the capability and visibility of the workforce in the frontline and enhance staff skills and career progression through active management of all staff matters
 - iii. Have a policing model based on critical demand, threat, harm and risk utilising national value for money benchmarking and demand profiles to underpin modelling decisions
 - iv. Ensure that the policing model recognises effective and efficient neighbourhood policing as integral to community confidence and PCSOs as an integral part of that model
 - v. Build the capability and capacity of the Special Constabulary to be able to integrate fully into the policing model
 - vi. Maximise opportunities for accessing external funding opportunities and maximise income from available sources

- vii. Exploit opportunities for further collaboration with our preferred partners Kent, in the Eastern Region and in both the public and private sector partnerships where benefits can be achieved
- viii. Through very tight budgetary control ensure that no area of business is exempt from scrutiny to find the required budget reductions and reduce unnecessary bureaucracy
- ix. Be prepared to spend and save where there are compelling business cases , in particular to identify opportunities for technology to aid productivity across service delivery

3.0 Financial Challenge

- 3.1 Given the proportion of pay costs within the organisation's total expenditure (82%), a reduction in headcount will inevitably need to be part of the Force's savings plan.
- 3.2 The amount of money that Essex Police gets from central government is forecast to reduce by £16million over the next three years. Alongside this, the force anticipates cost pressures in the region of £20million. These pressures are made up of factors which are largely beyond our control such as inflation, wage rises and National Insurance contributions.
- 3.3 In short, Essex Police is required to make savings of around 3 to 3.5 per cent of total budget in each of the next three years, with a reduction in total budget of £36million a year by 2016/17.
- 3.4 It is also right to highlight that the overall funding position for Essex Police is relatively poor. Essex is 2nd lowest nationally with a total budget of just £159/head population – by comparison the most similar group (MSG)¹ average is £168/head and the national average is £184/head. The Essex Police budget would be around £16million higher if the force was at the MSG average and £44million if at the national average².

4.0 Key work-streams

- 4.1 Currently the key work-streams are:
 - Demand management
 - Contact management
 - Neighbourhood / local policing
 - Specialist policing
 - Operational support
 - Workforce development and productivity
 - Enabling technology
 - Collaboration

¹ MSG refers to the 'Most Similar Group' of forces to Essex – namely Hertfordshire, Avon & Somerset, Hampshire, Staffordshire, Leicestershire, Sussex and Derbyshire.

² £1million buys approximately 20 police officers

- 4.2 **Demand Management** – This work will incorporate the Force Control Room (FCR), the Switchboard, the Crime Bureau and our Response and Patrol teams. It will assess how we can best manage our incident demand and ensure we respond (where appropriate) as quickly and professionally as possible. The Evolve team will utilise a demand modelling tool that has been used to great effect by Greater Manchester Police. This will provide a detailed insight into our demand and therefore inform thinking on operating bases, shift patterns, officer numbers and fleet availability. This work should be completed by March 2014.
- 4.3 **Contact Management** - we will also review the structure, processes and IT underpinning the FCR, Switchboard and Crime Bureau. The aim is to enhance our ability to track and manage calls (especially non-emergency) and other contacts (such as emails, texts and social media) thus providing a better service to the public.
- 4.4 **Neighbourhood / local policing** – a full review of the local policing model is underway. This work includes how we use our PCSOs and how we respond to community needs against the backdrop of the current challenges. This work is closely aligned with the Public Access Strategy being developed by the PCC and Essex Police. New approaches will be designed to provide better access for the public, from face to face liaison with local officers to front counters, telephones and the internet.
- 4.5 **Specialist policing** – in addition to the development work around local policing, specialist units such as Criminal Justice and & Custody, Public Protection, Operational Policing Command and Serious Crime Directorate will be commissioned to work with Evolve (from early 2014) in reviewing their departments. Whilst Evolve will work closely with each department the responsibility for each review will remain with the relevant Command Leads.
- 4.6 **Operational Support** – further organisational reviews will be undertaken later in 2014 with the Support Services Directorate (SSD), the IT Directorate and the HQ Directorate. These will focus on ensuring we are efficient in terms of structure and quality of service. This includes an assessment of the force estate and the size and composition of the vehicle fleet.
- 4.7 **Workforce Development and Productivity** – the HR Directorate are working closely with Evolve to implement a number of initiatives to support police officers, PCSOs, Specials and police staff. One area where we can improve productivity relates to the reduction of our current sickness rates. The force is currently finalising plans to target our efforts / support towards those people absent from the organisation. HR are also focussing on workforce satisfaction and improving career development opportunities for officers and staff. The force is also currently undertaking a staff survey which will help to inform priorities in this area.
- 4.8 **Enabling Technology** – the Chief Constable and PCC have given their commitment to investing in technology where there is evidence it will make officers and staff more efficient and effective at their jobs. This will focus particularly on mobile, paperless solutions for all officers and staff. Mobile Data Terminals (MDTs) for Response and Patrol vehicles are now rolled out and being

used to good effect. This will be followed by laptops for CID and NP officers (from January 2014 onwards) and therefore continue to increase the amount of time officers spend on patrol. We are also equipping a number of response officers from December with body-worn video cameras enabling them to capture what happens when they attend a domestic abuse scene, to increase the evidence captured in these investigations and help support our drive to have more successful prosecutions.

- 4.9 **Collaboration** – Essex Police remains committed to our on-going collaboration with Kent Police across IT, the Support Service Directorate and the Serious Crime Directorate. The force also remains open to wider partner / other force collaborative opportunities.

5.0 **Communication**

- 5.1 The Evolve team will work with the Office of the Police and Crime Commissioner. A shared communications strategy has been agreed and recognises the need to communicate internally with officers and staff as well as externally with key stakeholders and the public of Essex.
- 5.2 The approach to communications will be an open and transparent. The most appropriate and timely methods of communication will be used to keep people both informed and engaged.
- 5.3 Officers and staff are being proactively briefed about the Evolve Programme (news items, blogs, face-to-face meetings). Constructive ideas and feedback are also encouraged via a comments section on the force intranet (called Talk2Evolve) which currently receives about 1000 hits a week.