



**The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone. Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.**

**Her Majesty's Inspectors of Constabulary are charged with examining and improving the efficiency of the Police Service in England, Wales and Northern Ireland. HMIC is independent both of the Home Office and of the Police Service.**

**The Wales Audit Office works to promote improvement so that people in Wales benefit from accountable, well managed public services that offer the best possible value for money. It is also committed to identifying and spreading good practice across Wales and beyond.**

# **Spending on policing in England and Wales has risen by 46 per cent since 1997. Policing is fundamental to community safety and well-being, but like all public services it faces the prospect of delivering future services with reduced resources.**

Policing: More for Less is a national study run jointly by the Audit Commission, Her Majesty's Inspectorate of Constabulary and the Wales Audit Office.

The study will lead to a national report and a value for money handbook, showing how police forces and police authorities could continue to deliver community safety and well-being with fewer resources. It will also lead to audit and benefit realisation tools.

Policing: More for Less focuses on:

- Saving money from internal changes while improving or maintaining effectiveness. The study looks at the potential for reducing costs through better workforce planning (shift arrangements, use of police community support officers and wider use of civilian staff) and the potential for increased back office efficiency (simplified processes, better procurement).
- Working with partners to reduce resource needs. The study looks at the potential for savings from shared procurement and back office arrangements. It also looks at the potential for savings where police forces share resources, information, and prevention activity with crime and disorder reduction partnership and local area agreement partners.
- Supporting long-term efficiencies and short-term savings. The study reviews police force and authority arrangements for challenge and scrutiny of resource management.

The research includes:

- A desktop review and analysis of existing finance and resource data.
- Opinion research and data collection. Chief constables' and police authority chairs' views on approaches to efficiency, barriers to greater efficiency, and the leadership and skills needed to make changes. Data collection covers back office efficiencies, shift patterns, and procurement savings.
- Case studies of police forces and authorities to review notable practice in forces that have cut costs, and to identify obstacles to efficiency.
- Interviews with national stakeholders (including the Home Office) that will test messages and recommendations and identify implementation barriers.

We will produce:

- a national report with key messages for police forces and authorities, and for national stakeholders in summer 2010;
- a benefits realisation tool to help police forces achieve more for less in autumn 2010;
- improvement tools to help police forces and police authorities deliver greater savings while maintaining or improving effectiveness in summer 2010; and
- a handbook including case studies to help police forces identify best practice and achieve more savings in autumn 2010.

## Contact details

For more information on this study please contact the study manager, Jane Kennedy on 0844 798 3995 or by email at [j-kennedy@audit-commission.gov.uk](mailto:j-kennedy@audit-commission.gov.uk)

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