

CONFIRMATION OF EFFICIENCIES DELIVERED IN 2011-12

1	Organisation Name	Grampian Police
2	Responsible Director General	Grampian Joint Police Board
3	Total cash efficiency achieved	£3,320,052.69
4	Efficiency achieved as percentage of 2010-11 DEL baseline (or 2010-11 Grant in Aid)	This represents approximately 3.5% of the Forces 2010/11 GAE
5	<p>Summary of efficiency activity e.g.</p> <ul style="list-style-type: none"> • the main initiatives the organisation has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas. • the main information that the organisation uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year. • specific steps the organisation has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved. 	<p>The Force has continued to strengthen its internal arrangements for identifying and delivering efficiency savings in anticipation of significant reductions in public sector funding. A key element of this approach has been reshaping the workforce in a positive and proactive way through the Force Priority Service Reconfiguration. For example pro-active management of staffing vacancies and reduction of staff costs under a voluntary redundancy/severance scheme whilst ensuring service levels were maintained. Business Areas report that there has been no reduction in service as a result of the loss of specific posts and, in fact, the recent Annual Report shows further improvement in Force performance despite the reductions in staff numbers.</p> <p>A further important initiative was the delivery of an updated Property Asset Management Plan (PAMP). The key aim of this document is to set a Strategic Framework and to drive out further efficiencies in the estate, which over a period of time will continue to improve the performance of the Force's properties. This will support operational delivery and reduce cost or provide income that can be used to minimise the effect of budget reductions on front line services. Examples of estate changes under the PAMP in 2011/12 include; the termination of several leased properties, the planned disposal of underperforming properties following staff relocation to new improved facilities, mitigating estates running costs, targeted investment in planned maintenance and energy efficient projects to reduce cost and CO2 footprint.</p> <p>The Force has also continued to develop procurement arrangements, both in</p>

national collaborative arrangements with our Police partners and utilisation of National Framework agreements; increasing electronic purchase order processing, e-procurement and e-tendering, thereby improving value for money across the services.

The Force has a robust performance management framework and reports performance through the Scottish Policing Performance Framework (SPPF) and our own quarterly reporting process to the Grampian Joint Police Board. National and local indicators report and scrutinise performance across various areas including recorded crime, service response, criminal justice procedures, etc. The ACPOS Police Service in Scotland Performance reports highlight performance against other Scottish Forces.

Divisional and Force performance in relation to crime and disorder priorities is monitored locally on a fortnightly and monthly basis through Tactical Tasking & Co-ordination groups.

The Force has increased collaboration to maximise benefits of partnership working and efficiency savings through shared services. A few examples are:

Operation Maple is aimed to tackle drugs, violence and anti-social behaviour in Aberdeen, supported by Grampian Fire & Rescue Service, NHS Grampian and Aberdeen City Council. A particular focus during quarter four of Operation Maple has been joint partnership working with support agencies dealing with those in custody for alcohol or drug fuelled offending. Our partners have assisted us in identifying routes out of such behaviour through focused referrals and support packages. Almost 100 custodies have participated over the quarter and their offending will be monitored in terms of intervention effectiveness.

Operation Acorn is aimed at dealing with the recurrent issues of anti social

		<p>behaviour, linked to youth annoyance, street drinking and at times general unruly and intimidating behaviour. During 2011/12 the Force dealt with ASB and youth annoyance particularly around the shopping precincts in Aberdeen. Multi Agency Groups involving Grampian Police, Aberdeen City Council, Grampian Fire and Rescue and various voluntary organisations have been formed and are making positive progress in identifying the most problematic individuals and ensuring that appropriate plans are in place to work with, challenge and change their behaviour.</p> <p>Annually, the number of children and young people committing crimes has reduced. The benefit of early intervention and partnership working is contributing to the reduction in child offending and includes initiatives such as Getting it Right for Every Child (GIRFEC) and the Youth Justice Whole System approach. Although the latter approach initially focused on only young people in Aberdeen, the principles are now being applied in Aberdeenshire and Moray Divisions also.</p>			
6	How have savings been applied?	Savings were applied to meet the expected reduction in resources and known inflationary pressures. Where possible savings were re-cycled to front line policing and at 31 March 2012 police officer numbers were 27 higher than had been estimated in the budget.			
7	Breakdown of efficiency saving by Procurement, Shared Services or Asset Management (only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total.	<table border="1"> <tr> <td data-bbox="852 1547 1457 1630">Procurement = £227,175</td> </tr> <tr> <td data-bbox="852 1630 1457 1702">Shared Services = £196,753</td> </tr> <tr> <td data-bbox="852 1702 1457 1809">Asset Management = £913,858</td> </tr> </table>	Procurement = £227,175	Shared Services = £196,753	Asset Management = £913,858
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8	Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	The Force has sought to deliver efficiency savings whilst maintaining and improving standards of service. The Force has a robust performance management framework in place. There is no evidence to suggest that the efficiency gains reported above have led to a reduction in performance or service			

		<p>quality.</p> <p>Levels of recorded crime are at the lowest in 9 years, highlighting the Force's endeavour to reduce crime.</p> <p>User satisfaction surveys are conducted on a quarterly basis with a sample of individuals who have contacted the Force during the previous quarter. Results are reported annually to the SPPF. Results over the last 2 years have highlighted consistently high levels of satisfaction.</p>
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I confirm that the efficiencies delivered for the year 2011-12 are as detailed in the above table and I am satisfied that the efficiencies identified fall within the published definition.

Signed  (Accountable Officer)

Date 20 June 2012