

FELLOWS' ASSOCIATES

Protecting the Public: Supporting the Police to succeed
The government's White Paper on Policing

Summary and brief analysis

December 2 2009

Introduction

The Policing White Paper published today outlines the next steps in the reform agenda set out last year by the then Home Secretary Jacqui Smith. The paper builds on last year's policing green paper which replaced all centrally imposed targets with the single aim of increasing public confidence to ensure that issues of concern to the local community are focussed upon by the police.

The White Paper continues the government's approach towards making the police more accountable to the public whilst also taking steps to promote working in partnership, improving efficiency, standardising procurement, and increasing productivity.

Most of the media publicity about the White Paper has focused on the proposed efficiency savings that the government anticipates. The police will be expected to save £100m next year, rising to £545m annually by 2014. This represents about 5% of the total government grant police receive.

The police response has been tepid. In response to the White Paper, ACPO president Sir Hugh Orde said: "While ACPO has engaged in discussions leading up to the white paper, we will now need time to consider its detail. The police service is absolutely committed to efficiencies and chief constables are constantly looking to achieve savings without impacting on our front line service to the public. Value for money is vital and we are already seeing excellent examples of forces collaborating on IT, on joint operations and other services."

The Conservative Shadow Home Secretary, Chris Grayling, has referred to the paper as a "damp squib" saying that there was a lack of any new ideas. The White Paper reflects many of the Conservative Party's proposed policies on policing such as reducing the paperwork involved in stop and search encounters, and regular beat meetings that allow local communities to hold forces to account. However, it opposes the Conservative idea of elected police commissioners on the basis that they would undermine operational independence.

Summary

According to the government the demands made on the police are more complex than ever. These challenges have to be met in the context of a much tighter fiscal environment.

The White Paper aims to build on the reforms laid out in last year's Green Paper – which put the public at the heart of policing, and moved away from top-down targets towards a focus on public confidence and more serious crimes – combining this with a clear plan for improving the efficiency and productivity of the police over the next five years.

The government bases its reforms on four key principles:

- citizen focused – responding to the issues that matter to local people
- national standards – with clear levers to improve performance
- empowering professionals – giving the police more freedom, in return for national standards and stronger accountability
- value for money – doing whatever it takes to deliver maximum efficiency and productivity

The government claims that it is building on a record of success including greater investment, the establishment of PCSOs and Crime Disorder Reduction Partnerships. It accepts that it initially focused on driving up standards through performance management and stretching performance targets. It argues, however: "That was the right approach at the time and we make no apologies for it."

The government says that the 2008 Policing Green Paper set out to fundamentally rebalance the relationship between government and the police, with a new single target for public confidence replacing all previous central targets. It also built upon the work of Sir Ronnie Flanagan's Review of Policing with the Home Office simultaneously taking measures to reduce bureaucracy. Jan Berry, the former head of the Police Federation, was appointed as the Independent Reducing Bureaucracy Advocate to advise Government on what more could be done to reduce bureaucracy. Her report was published alongside today's White Paper.

In return for the reduction of top-down targets, the government says that, with the police, it set out the core national minimum standards which the public could expect from the police and a stronger right for the public to have a say in shaping local policing priorities. It says that all Chief Constables have now signed up to their Policing Pledge to the public, and are driving its delivery within their forces. The government says that the Strategic Policing Priorities that the Home Secretary intends to set for 2010/11 will focus the police on delivering the confidence target and working in partnership to reduce and prevent crime and anti-social behaviour, and the problems caused by drug and alcohol misuse and youth offending. They

will also include the need to deliver effective protective services such as serious organised crime, be a part of work across the criminal justice system to provide an effective criminal justice response that prioritises the needs of victims, and to make the best use of resources.

The government's measures include:

Increasing awareness

The government will

- continue to raise awareness and understanding of the Pledge and the standards the public can expect through the Justice Seen, Justice Done campaign
- introduce champions for victims of anti-social behaviour
- ensure CDRPs/CSPs and forces deliver agreed standards for tackling anti-social behaviour
- strengthen protection for victims of anti-social behaviour, especially repeat victims support forces to develop patrolling strategies which maximise visibility and public engagement

Neighbourhood policing

The government remains committed to neighbourhood policing and wishes to strengthen it not by elected police commissioners but by:

- requiring Police Authorities to nominate a lead member for each Basic Command Unit, and enabling members of the public to sit on the local authority committees which hold crime reduction and community safety partnerships to account
- continue to develop the new national crime mapping service, which it says enables citizens to use their postcode to get regular information about crime in their area, action police are taking, and what is happening to criminals who have been caught

Partnership with Local Authorities.

The White Paper sets out how the government intends to support effective partnership working with local authorities and other local agencies, by, for example:

- promoting approaches to simplifying and strengthening partnership working, such as aligning budgets and joint commissioning
- giving the public a say in crime reduction measures in their area, including CCTV
- supporting further implementation of integrated offender management, bringing together police and probation services to grip the most prolific offenders and turn them away from crime.

Holding forces to account

Enabling citizens to hold forces to account is a central feature of the police reform agenda.

The government intends to do this by:

- ensuring that the public have ready access to clear information from every police force and Police Authority on how to raise concerns and make complaints, both with front line officers and escalated to senior level if necessary
- promoting HMIC's new Police Report Card on each force's performance, supported by more detailed information for the public at a more local level, including the level of the Basic Command Unit, which will allow the public to compare how the service they receive compares to other local areas
- ensuring local forces hold regular public meetings several times a year – and give the public the power to request extra meetings if concerns and complaints are not resolved locally
- enabling the Independent Police Complaints Commission to uphold complaints even where there has been no individual misconduct, and make recommendations to forces and police authorities

Responding to new challenges and threats

In addition to responding to local concerns, the primary objective of the police will continue to be protecting the public. The government says that it will continue to support the police in responding to new challenges and threats by:

- setting out clear principles for the policing of public protests
- driving greater and more consistent collaboration between forces and Police Authorities
- implementing a specific capability for tackling organised crime in four new regions
- encouraging voluntary mergers between forces and Police Authorities where this would be in the public interest

Driving Value for Money, Improving efficiency and productivity

At a time of financial constraint, the government says that it is essential the services do better with less. The government intends to do this by:

- legislating to reduce the paperwork involved in completing stop and search encounters, whilst challenging forces and Police Authorities to remove locally created bureaucracy
- ensuring each force rigorously assesses local policing need, and matches its workforce to meet it, revising shift patterns to deliver at the right times for the public
- saving at least £70m per annum by 2013/14 through more effective deployment and more robust internal management of police overtime, and at least £75m per annum by 2013/14 by rationalising back-office support services
- requiring all forces and Police Authorities to procure prescribed goods and services from national procurement frameworks, including a standard 'beat car' for all forces to use and a single national uniform for police officers

- rolling out a national framework for process improvement, based on Operation Quest, which has harnessed the knowledge and experience of police officers to reduce waste
- Providing benchmarking information on IT approaches, working towards a single national police IT infrastructure, and ensuring mobile data devices are being used effectively and that there is more consistency in usage and functionality

Analysis

We have picked out some issues that we believe are of particular interest and provide further information below.

Chapter 1

Policing Pledge and police performance

Alongside the Association of Chief Police Officers (ACPO), Association of Police Authorities (APA), HMIC and National Policing Improvement Agency (NPIA) colleagues, the government continues to support police forces and Police Authorities in improving the further delivery of the Policing Pledge. HMIC will re-inspect forces that receive a 'poor' rating on any individual component of Pledge delivery, as well as those on the fair/poor cusp. HMIC will also check progress on those areas of Pledge delivery that forces are not delivering consistently.

The government also intends to continue to raise awareness and understanding of the Pledge and the standards the public can expect through the Justice Seen, Justice Done campaign, including targeting activities in key areas. A key element of Justice Seen, Justice Done has been the launch of a new portal providing a single route for the public to search by postcode for information from across the criminal campaign.

Neighbourhood Agreement Pathfinders

Building on the work of the Department for Communities and Local Government (CLG) in developing community contracts, the government will introduce Neighbourhood Agreement Pathfinders across England and Wales focused specifically on the community safety and justice agendas, including tackling anti-social behaviour. The government believes that these will empower citizens to have a say on how issues are tackled in their areas. The government aims to invite bids for areas to become Neighbourhood Agreement pathfinders by the end of this year, supported by joint Home Office/CLG funding. The pathfinders will commence in at least ten areas by March 2010 and will be robustly evaluated and if successful will be rolled out nationally.

New Powers of PCSOs

The government will legislate to empower PCSOs with two new discretionary powers on seizing fireworks and graffiti implements. The government will also take away two current powers – escorting abnormal loads and enforcing park trading offences – to free up more time for the officers. The government will also mandate the procurement of a distinct single national uniform for PCSOs to be in place by 2012 to make them highly visible and instantly recognisable across the country.

New funding for partnership working

The government will target £2.5 million at 60 Crime and Disturbance Reduction Partnerships (CDRPs) and Community Safety Partnerships (CSPs) to strengthen neighbourhood partnerships. This funding will go to police authorities to target the 60 areas where public confidence in the ability of police and councils to tackle anti-social behaviour is lowest.

The government aims to let local partners decide what to spend the money on, but will expect that they meet certain requirements for strong neighbourhood level partnerships such as following the principles of joined up neighbourhood services, putting in place neighbourhood level multi-agency working to manage individuals, vulnerable people or places who pose a risk to the crime and anti-social behaviour issues that matter most locally – and continue activity until the risk falls, jointly communicating action to communities, activity to explore local matched funding or aligned funding

Chapter 2

Crime and Disorder Overview and Scrutiny Committees

The government will review the statutory guidance to Crime and Disorder Overview and Scrutiny committees, updating the regulatory framework of these committees to allow them to co-opt members of the public and community groups to improve the links between public and community safety partners.

Police Authority Reform

The government has also announced a series of measures on police authorities. Firstly, it wants to make police authorities more visible and higher profile by working with the APA and individual police authorities to ensure every local command area has an identified police authority lead by April 2010. Secondly, it wishes to develop the capacity and capability of police authorities by working with APA, the Local Government Association (LGA) and the Welsh Local Government Association (WLGA) to set a broad range of competencies for all police authority members. Thirdly, it wants police authorities to be more representative and has invited the APA to set up a task force to oversee and drive forward the process of making police authorities representative of the communities they serve. Finally, it wants to improve police authorities through inspection and it has set out a timetable which will see every police authority inspected in the course of 2010 and 2011.

Chapter 3

Better Public Information

The government wants to provide better information to the public about the performance of police forces. The government will continue to raise awareness of the new National Crime Map for England and Wales which allows citizens to search crime rates in their area, read a commentary from the force, and compare crime rates with other areas.

Police Report Cards

The government also intends to help HMIC promote its new Police Report Cards on individual police forces. These will report on the aspects of performance which matter most to the public, specifically: public confidence and victim satisfaction; local crime and policing; protection from serious harm; and value for money and productivity. The first three areas will be graded from the beginning and value for money will start in 2010.

Chapter 4

Protective services

The government's expectation has been that police forces and police authorities should make significant improvements in the provision of protective services in high need areas by 2009, and in all areas by 2011. It will ask Her Majesty's Chief Inspector of the Constabulary to provide his professional assessment, after the completion of the 2009/10 inspection programme, of the progress forces and police authorities have made in meeting the 2009 protective services improvement objective, on the basis of the inspection activity they have undertaken. We will then ask HMIC to carry out a full review by April 2011, to determine whether all forces and police authorities are meeting the required threshold standards for protective services.

Information Sharing

The government has pledged to continue to act on the recommendations of Sir Ian Magee after his review of criminality information to ensure effective information sharing between the police and their relevant partners. It recognises that people want to be protected but that a proportionate approach should be taken and refers to the appointment of Sunita Mason as the Advisor for Criminality Information Management.

Collaboration and protective services

The government intends to encourage, incentivise and remove barriers to collaborative working across police force boundaries. To support this, a new approach to decision making on collaboration will be implemented. The 'informed choice' model, developed by HMIC, is intended to overcome barriers to collaboration and ensure that the public get the best deal in terms of reduced risk and costs. The system is based on the principle of empowering police forces and police authorities with the right facts and figures so that they can choose the best

model to meet their needs. This will be supported by a new centre within the NPIA – the National Police Protective Services Board (NPPSB) to collect and analyse data and information relating to the way in which police forces deliver services either in isolation or through collaboration (locally, regionally or nationally). This information will be made available to forces and police authorities through a new collaboration website. The new centre will also lead on providing capability support to forces, in enabling national infrastructure to assist collaboration, supporting national procurement frameworks.

Government says that it expects that forces and police authorities would develop and enter into collaboration agreements in accordance with the forthcoming new statutory guidance on collaboration. In exceptional circumstances, government says that the NPPSB could find that there was an overwhelming case that public protection, or public finances, would be better served through collaboration, and advise the Home Secretary accordingly on the use of statutory powers to direct forces and police authorities to collaborate. This approach is consistent with the conclusions of the Home Affairs Committee that reiterated its “support for the Government to require collaboration in protective services where this proves necessary”.

The government also intends to encourage collaboration by looking at the potential for regional ACPO appointment to oversee collaborations and protective services delivery.

Voluntary mergers

The government will also support voluntary police force mergers in instances where public protection will be enhanced through the merger of forces to create strategic forces. The government also intend to overcome any financial barriers that may present themselves through merging. Following the approach used during the local authority restructuring in recent years, the Government will consult on regulations to allow merging authorities to equalise their council tax precepts over a number of years. The Government will also consider ways in which forces can be assisted with the upfront cost

Chapter 5

Reducing Bureaucracy

The Government wants to boost the capacity of the police service by reducing red tape and freeing it from unnecessary bureaucracy. It claims that by reducing the previous wide range of top-down numerical targets for each force they have already taken steps to reduce bureaucracy. Published alongside the white paper was a report by the Jan Berry, the Independent Reducing Bureaucracy Advocate, on cutting bureaucracy within the police force. The government welcomed this first report.

The government says that Jan Berry has highlighted the significance of risk management, highlighting as a sign of good leadership clear and consistent support for officers who make sound professional judgements. The government says that this is why it is supporting the adoption of more proportionate forms of crime recording, backing good decision-making by officers while maintaining the integrity of crime recording itself. A more proportionate process has been piloted in four police forces areas in 2008 (Leicestershire, Staffordshire, Surrey and West Midlands) which allowed officers to save time and exercise greater professional judgement in dealing with crime. The government says that this has been an extremely good pilot. In light of this, it intends to work with ACPO, APA and NPIA to ensure that this approach is adopted by all police forces by March 2010.

The government also wishes individual forces to take responsibility for reducing their own bureaucracy, and will work with APA, APCO and the NPIA to encourage this. This includes reducing the amount and size of forms which officers and staff need to fill in. Progress on this requirement will be reflected in each Police Authority's Value for Money Statement. Jan Berry will be asked to report on this in her final report in summer 2010.

Procurement

The government are ending the current system by which goods and services are bought in 43 different ways across the country. Instead, it is hoped that savings will be made through national frameworks for procurement which forces and Police Authorities will be required to use.

The Government will bring police service procurement and information systems within national frameworks. It will make savings through introducing a series of national frameworks for procurement which forces and Police Authorities will be mandated to use.

ISIS

The new Information Systems Improvement Strategy (ISIS) for the police will require that all spending on IT infrastructure will be consistent with the nationally agreed ISIS frameworks. The intention is to establish a co-ordinated approach, reducing procurement costs and timescales and making it easier for staff to access and share information nationally, regionally, and locally, and to promote joined up working with other criminal justice agencies. Government hopes that by making police IT more joined up, new strategic platforms can be developed which reuse information and investment for new purposes.

By April 2014 the government says that we will have made substantial progress towards a fully converged and standardised infrastructure. We will have rationalised data centres to a smaller number of national centres, both reducing the cost of ICT infrastructure and providing a geographic distribution that ensures a resilient service. There will also be

standardised national specifications for desktops and laptops. By making police IT more joined up, new strategic platforms can be developed that re-use information and investment for new purposes. The government gives the example of a national digital evidence platform that would link existing data to new capabilities to capture, manage and share evidence electronically. It says that this would speed up the time it takes to prepare cases for court, add flexibility to the way cases are presented during hearings, improve public confidence and reduce costs across the criminal justice system. The starting point will be the delivery of digital suspect interviews and the national framework agreements and standards which will ensure digital evidence initiatives are co-ordinated and converge on to the national platform.

The government says that ISIS will improve the way IT serves the police and help the public when accessing police services. It will also save money, rising to an estimate of at least £200m a year by 2014 as a consequence of lower cost locally and lower cost for the provision of national systems

Reducing Costs

The government has also identified a number of areas for forces to look at in order to streamline services including: process improvement, centralisation within the force, and sharing services with other organisations, including outsourcing, lead force arrangements or agreements with local partners. The white paper points out that if every force were to reduce the proportion of their workforce in business support functions to below 7% this would save at least £75m per annum by 2013/14.

Value for money

Each police force will now be required to publish in its local policing plan a Value for Money Statement, this will outline cashable savings and productivity benefits achieved and planned. The Government will also bring forward regulations to require police authorities to publish such Value for Money statements as part of their own policing plans in 2010/11. Police forces will need to account for the following:

- improvements in the deployment of officers and staff to match more effectively the demand for services and deal with risk, threat and harm
- reductions in overtime spend of at least £70m from 2008/9 levels by 2013/14
- a programme of process improvement work
- reductions in locally imposed bureaucracy, including reducing the number and extent of forms and eliminating all unnecessary data requirements
- the quick adoption of national frameworks for procurement, including migration from legacy contracts
- converging IT nationally as part of the ISIS programme
- streamlining support services to account for less than 7% of the workforce by 2013/14

- local approaches and collaboration which are adding to these or to other approaches for value for money
- economising to make savings in wider overhead expenses, e.g. conferences, meetings, travel costs

The NPIA will have a key role in assisting the Service to improve value for money. It will publish the first long-term improvement plan for policing by spring 2010 which the government says will help the police service to match resources to priorities and increase capability. This will set out a vision and a ten year framework for sustained improvement in the police service and better delivery of services to citizens. It will identify a number of principles for how the Service will approach improvement programmes in future. Prime among these is a commitment to build practice systematically on evidence of what works. All major change programmes and projects will be assessed against their potential contribution to the delivery of the aims and objectives set out there, along with other feasibility, desirability and affordability criteria. Maximum cost effectiveness and value for money will be key to all successful proposals. The NPIA will report annually on the Service's progress against the improvement objectives to the National Policing Board.

Chapter 6

Partnership Working

The government believes that multiagency working offers huge dividends and is central to delivering better policing and safer communities. The government also have pledged to promote approaches to simplifying partnership working in at least ten local areas where partners are combining their resources to deliver better public services.

The government says that it will discuss with local partnerships the action they are already taking to work in more effective and/or efficient ways to deliver local priorities such as reducing anti-social behaviour, acquisitive and violent crime, for example through:

- innovative use of resources such as aligning budgets, joint commissioning, joint tasking, co-located and mixed staff teams, cross-boundary services, shared back office functions, and mergers of district CDRPs in two-tier areas in England
- integrating LCJB and CDRP/CSP working such as alignment of plans, sharing analysis, joint communications, or streamlining partnership meetings and governance structures
- working through the third sector to better target services to vulnerable people and increase public confidence

The government says that next summer it will consult on what more is needed to remove any

remaining barriers to effective and efficient partnership delivery. The government says that it will consider all responses to the consultation, with a view to using guidance and legislation, where appropriate, to remove barriers.

To strengthen the exchange of information the government will publish comprehensive Information sharing guidance for CDRPs and CSPs, which will include what data should be shared, clarity on legislation, and advice on the processes that can be put in place to help facilitate information sharing.

Detailed recommendations

Chapter 1	
Immediately...	<p>1. Introduce 'champions' for victims of anti-social behaviour in the 85 Pioneer areas by March 2010.</p> <p>2. Launch a new Equality, Diversity and Human Rights Strategy to help the police service ensure it has the trust and confidence of all communities, and it reflects the communities it serves</p>
Over the next 6 months...	<p>3. Set minimum service standards so the public are clear what they are entitled to from criminal justice agencies</p> <p>4. Ensure Crime and Disorder Reduction Partnerships and Community Safety Partnerships deliver agreed standards for tackling anti-social Behaviour</p> <p>5. Promote the use of gang injunctions to protect witnesses and communities from intimidation</p> <p>6. Introduce at least ten Neighbourhood Agreement Pathfinders to empower the public to determine how their issues are tackled</p> <p>7. Introduce a new case management system to protect victims of antisocial behaviour</p> <p>8. Develop a nationally recognised standard of risk and threat assessment for victims and witnesses</p> <p>9. Launch a new £15m fund to tackle anti-social behaviour in social housing through expanded Family Intervention Projects</p> <p>10. Publish a new safe and confident neighbourhood strategy, ensuring that neighbourhood policing teams are fully integrated with the wider policing response and other community safety and justice partners and providing a joined-up response to anti-social behaviour</p> <p>11. Publish a Community Safety Accreditation Scheme Employers' Guide to ensure we are making the most of all those who contribute to keeping neighbourhoods safe</p> <p>12. Invest £2.5m to accelerate neighbourhood partnership approaches in areas where public confidence is low in dealing with crime and anti-social behaviour</p>
In the next Parliament...	<p>13. Set a further ambition on the confidence target beyond 2012</p> <p>14. Mandate procurement of a distinct single national uniform for PCSOs to be in place by 2012 to make them a highly visible and instantly recognisable presence across England and Wales</p> <p>15. Ensure PCSOs have the right tools to tackle anti-social behaviour by adding two new discretionary powers</p> <p>16. Evaluate Neighbourhood Agreement Pathfinders with the intention</p>

	to roll out nationally if evaluation is successful
Chapter 2	
Immediately...	<ol style="list-style-type: none"> 1. Expect Police Authorities to nominate a lead member for each Basic Command Unit (BCU) or equivalent local command unit area 2. Ask the APA to establish a taskforce to make Police Authorities more representative of the communities they serve
Over the next six months...	<ol style="list-style-type: none"> 3. Enable members of the public and community groups to sit on local authority Crime and Disorder Overview and Scrutiny Committees to hold CDRPs/CSPs to account 4. Drive up standards of leadership for Police Authority Chairs
In the next Parliament...	<ol style="list-style-type: none"> 5. Replace local policing summaries with public-friendly reports 6. Create a new legal status for chief executives of Police Authorities 7. Complete inspections of all Police Authorities by 2011
Chapter 3	
Immediately...	<ol style="list-style-type: none"> 1. Drive up standards by improving training and support to all officers 2. Support and challenge neighbourhood and response officers and their supervisors to resolve the public's concerns and complaints quickly and informally 3. Progress our public awareness campaign for the new National Crime Map 4. Ensure that the public has ready access to clear information from every force and Police Authority on how to raise concerns and make complaints, both with front line officers and at senior level if necessary 5. Promote HMIC's new Police Report Card on each force's performance, supported by more detailed information for the public at a more local level
Over the next six months...	<ol style="list-style-type: none"> 6. Make it a function of a Police Authority to play a more active role in considering complaints, and expect Police Authorities to meet that responsibility by ensuring their force holds at least three Public Scrutiny Meetings a year at individual command unit level 7. Require Police Authorities to make clear to the public their right to request extra meetings at this level if concerns and complaints are not resolved locally 8. Enable the Independent Police Complaints Commission to uphold complaints even where there has been no individual misconduct, and make recommendations to forces and Police Authorities
In the next	9. Legislate to streamline further the complaints process, including the

Parliament...	processes for appeals and for discontinuing complaints
Chapter 4	
Immediately...	<ol style="list-style-type: none"> 1. Produce a delivery plan (through ACPO) for improving the police contribution to child protection 2. Set out clear principles for the policing of public protests 3. Implement an 'Informed Choice' model to drive greater and more consistent collaboration between forces and Police Authorities when it is in the best interest of the public they serve 4. Start working with the police and the public to ensure the recommendations of HMIC's report <i>Adapting to Protest: Strengthening the British Model of Policing</i> are properly acted upon and act as an agent for change
Over the next six months...	<ol style="list-style-type: none"> 5. Ask HMIC to review whether the objective to meet minimum standards on protective services in high need areas by 2009 has been met 6. Implement a specific capability for tackling organised crime in four new regions 7. Improve policing at our borders through the "Active Enhancement" programme
In the next Parliament...	<ol style="list-style-type: none"> 8. Legislate to remove further barriers to effective collaboration 9. Ask HMIC to review whether all forces and Police Authorities are meeting the required threshold standards for protective services by 2011 10. Equip the police to succeed in delivering a safe 2012 Olympic and Paralympic Games 11. Introduce new forms of accreditation for good collaboration activity
Chapter 5	
Immediately...	<ol style="list-style-type: none"> 1. Legislate to reduce the paperwork involved in completing stop and search encounters 2. Challenge forces and Police Authorities to remove locally created bureaucracy 3. Develop regulations to establish a duty on Police Authorities to produce a Value for Money Statement as part of their annual planning process beginning in 2010/11 4. Require all forces and Police Authorities to procure prescribed goods and services from national procurement frameworks
Over the next six months...	<ol style="list-style-type: none"> 5. The Independent Reducing Bureaucracy Advocate will publish her findings into criminal justice unit processes

	<p>6. The NPIA will review its training programmes and consider if new programmes are required to emphasise the importance of taking a balanced view of risk and building confidence to respond in a proportionate and professional manner</p> <p>7. The NPIA will review the range of process driven tasks currently allocated to the custody officer and identify which can be carried out by trained civilians in support of the custody officer</p> <p>8. Launch a Public Value Programme that will, working closely with the service; identify opportunities to go even further to maximise value for money, reporting at Budget 2010</p> <p>9. Roll out a framework that forces can use for assistance on business process improvement</p> <p>10. Ensure that proportionate crime recording is adopted by all police forces by March 2010</p> <p>11. Start a programme of work that will help the Service deliver savings of at least £545m per annum by 2014, with savings of at least £100m from 2010/11</p>
In the next Parliament...	<p>12. Adopt a national procurement framework for police vehicles, including a standard 'beat car' for all forces to use</p> <p>13. Adopt a national procurement framework for body armour for all forces to use with appropriately designed equipment for both male and female officers</p> <p>14. Save at least £70m on police overtime and at least £75m by improving back office support services per annum</p> <p>15. Save at least £400m on police procurement and IT per annum</p> <p>16. Adopt a single national uniform for police officers and a distinct single national uniform for PCSOs</p> <p>17. Work towards a national police IT infrastructure by 2014</p>
Chapter 6	
Immediately...	<p>1. Provide a targeted crime reduction support package to help thirty five Crime and Disorder Reduction Partnerships tackle burglary and robbery</p>
Over the next six months...	<p>2. Explore and promote approaches to simplifying partnership working in at least ten local areas where partners are combining their resources to deliver better services for the public</p> <p>3. Strengthen the role of partnerships in driving up public confidence, by using good practice examples based on the hallmarks of effective partnership working</p> <p>4. Produce comprehensive guidance and good practice for partners on how to share information effectively</p> <p>5. Introduce a new Tilley Awards category for CDRPs, CSPs and LCJBs that have successfully tackled crime or anti-social behaviour by bringing</p>

	together all key partners
In the next Parliament...	<p>6. Support implementation of Integrated Offender Management (IOM) across the country</p> <p>7. Use guidance and legislation, where appropriate, to remove any remaining barriers to partnership working</p>