PEEL: Police efficiency (including leadership) 2017

An inspection of Derbyshire Constabulary

Contents

Introduction

As part of our annual inspections of police effectiveness, efficiency and legitimacy (PEEL), HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)[1] assesses the efficiency and leadership of forces in England and Wales.

What is police efficiency and why is it important?

As with all public services, the police service must operate in a way that makes the most of its available resources. To do this, police forces must understand what their demand is – by which we mean what work they can reasonably predict they will have on any given day – and ensure that they have the resources they need, in the right place, to meet that demand. To stay efficient they must have good, realistic and evidence-based plans for the future. Our efficiency inspection assessed all of these areas during 2017.

As part of the 2017 inspection, we also integrated aspects of leadership into our assessment of efficiency, as the two areas are closely linked. We assessed how police leaders are driving innovation in policing, within their own forces and further afield. We also inspected how well forces are planning for the future with regards to their leadership.

Between 2010/11 and 2015/16, central government funding for the police service in England and Wales fell by 19 percent, or £1.7 billion in cash terms. Police forces met the required budget reductions until November 2015, when the government announced that overall police spending would be protected from further cuts, to enable the police to continue to adapt to emerging crime threats while taking further steps to improve efficiency. While that was a more favourable funding settlement for policing than was expected, reductions in spending by other public services will still create additional pressure for police forces.

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[1] This inspection was carried out before 19 July 2017, when HMIC also took on responsibility for fire & rescue service inspections and was renamed HM Inspectorate of Constabulary and Fire & Rescue Services. The methodology underpinning our inspection findings is unaffected by this change. References to HMICFRS in this report may relate to an event that happened before 19 July 2017 when HMICFRS was HMIC. Citations of documents which HMIC published before 19 July 2017 will still cite HMIC as the publisher.

Our report on Derbyshire Constabulary's legitimacy inspection will be available on our website (www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/derbyshire/) at the end of 2017. HMICFRS reports on police effectiveness will be published in early 2018. Previous PEEL reports are also available on our website: www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2016/derbyshire/.

More information on how we inspect and grade forces as part of this wide-ranging inspection is available on our website (www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/).

Force in numbers

£ Financial position

Forecast change in total gross revenue expenditure

2017/18	2020/21	Percentage change
£164m	£168m	+2%

🔔 Workforce

Planned change in officer numbers

2016/17	2020/21	Percentage change
1,710	1,700	-1%

Planned change in total workforce

2016/17	2020/21	Percentage change
3,092	3,128	+1%

📞 Calls for assistance

999 calls per 1,000 population 12 months to 31 March 2017

Derbyshire Constabulary	England and Wales force average
134	135

1 2 3 Recorded crime

Changes in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2017

2015/16	2016/17
51	52
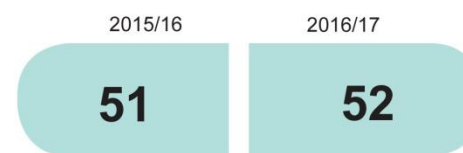
Percentage change in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2017

Derbyshire Constabulary	England and Wales force average
+2%	+11%

For further information about the data in this graphic please see annex A

Overview – How efficient is the force at keeping people safe and reducing crime?

Overall judgment[2]

Good

Derbyshire Constabulary is judged to be good in the efficiency with which it keeps people safe and reduces crime. Our overall judgment this year is the same as last year. The force has maintained a good understanding of demand, its use of resources to manage demand is judged to be good and its planning for future demand is also judged to be good.

Overall summary

How well does the force understand demand?

Good

How well does the force use its resources?

Good

How well is the force planning for the future?

Good

Derbyshire Constabulary has developed a good understanding of the demand for its services after carrying out detailed research and analysis. The force is responding to changes in demand by allocating additional staff to more complex, hidden and new types of demand, such as modern slavery, cyber-crime and child sexual exploitation. Its local and force-level performance management boards will continue to monitor trends in demand and improve the sophistication of its ability to predict future demand.

The force is good at understanding things that affect demand and identifies ways to improve efficiency. For example, it is making changes to further improve its call management scheduled appointment system and has introduced new IT systems

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[2] HMICFRS judgments are outstanding, good, requires improvement and inadequate.

such as smart phones for all frontline staff. The force also realises that demand can be reduced or prevented by working closely with other emergency services and public organisations, and has a strong commitment to joint working.

The force is improving its understanding of its workforce's skills. It is proactive in developing its workforce, for example ensuring their IT skills were upgraded before new systems were introduced. The new leadership framework will expand the information held on leaders beyond their completed role-specific training and operational competence; expectations of leaders are now based on a set of core values rather than competencies. The force aims to open career pathways to all of the workforce, explore new ways of recruiting police officers and specialist staff, and nurture talent.

Derbyshire Constabulary has realistic financial plans for the future that are built on sound assumptions and are subject to informed challenge. Its plans include a further IT upgrade, joint training facilities with the fire and rescue service and wider estate remedial work. Although it has no current plans for savings, the force is confident it can achieve additional savings if needed.

How well does the force understand demand?

To be efficient, it is essential that police forces have a good understanding of the demand for their services. This means that they should not only understand what sort of incidents are likely to be reported on a normal day, but also what they need to do in advance to prevent crime. They should also understand the crimes and other activity in their area that are often hidden and are less likely to be reported, such as modern slavery or child sexual exploitation, and take action to uncover them.

Forces should be able to identify and reduce work that is unnecessarily created internally through inefficient processes. Similarly, forces should be looking for ways to identify processes and ways of working that are more efficient. Forces also have to make decisions about how they prioritise and respond to the demand for their services and should be able to demonstrate that their approach to prioritisation does not cause them to overlook some of their demand.

How well does the force understand current demand?

HMICFRS inspected how well Derbyshire Constabulary understands the demand for its services. These demands can range from answering and responding to 999 calls to protecting victims and uncovering crimes that would not otherwise be reported. It is important that police forces understand the work that they need to do so that they can ensure that they have resources in place.

Forces deal with much more than responding to emergencies and investigating reports of crime. However, the number of calls for service (999 calls and 101 calls) and the levels of recorded crime can nonetheless be used to make simple comparisons. In particular, they can give an indication of whether demand has changed or is particularly high or low. Figure 1 shows how the number of 999 calls has changed since 2010/11, while figure 2 illustrates how crime has changed since 2010/11.

Figure 1: Rate of 999 calls recorded per 1,000 people in the local population in Derbyshire Constabulary compared with England and Wales as a whole, from 2010/11 to 2016/17
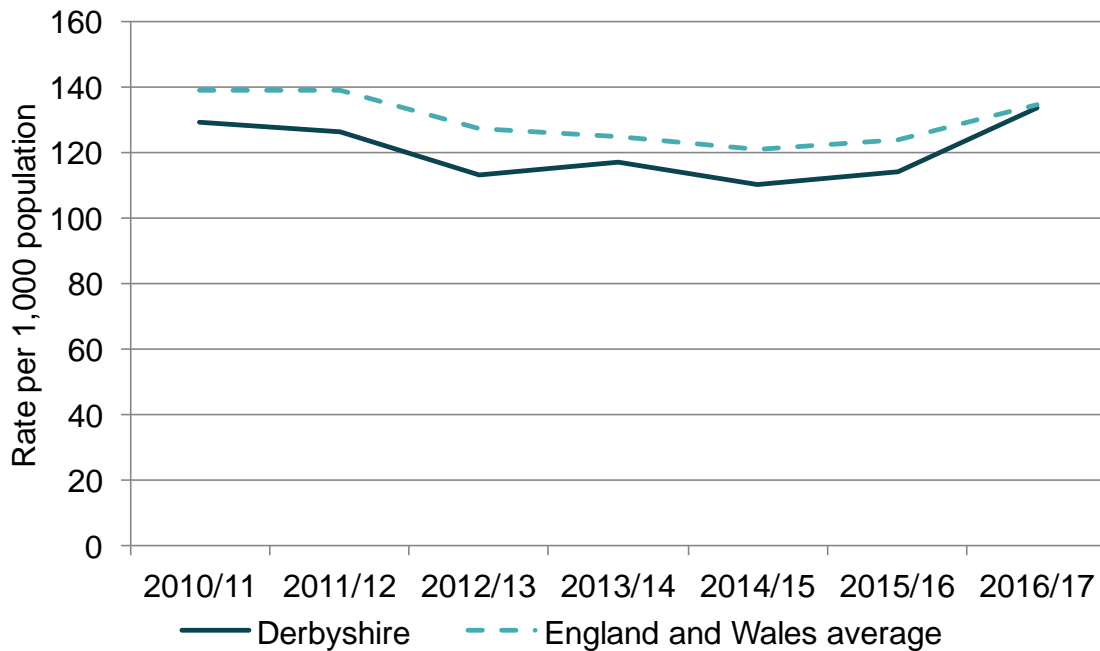
Source: Home Office Annual Data Requirement

Derbyshire Constabulary recorded 134 999 calls per 1,000 population in 2016/17. This was broadly in line with the England and Wales force average of 135. The rate has increased from the 129 calls per 1,000 population recorded in 2010/11 and increased since 2015/16 when the rate was 114 calls per 1,000.

Figure 2: Police-recorded crimes per 1,000 population in Derbyshire Constabulary compared with England and Wales from 2010/11 to 2016/17
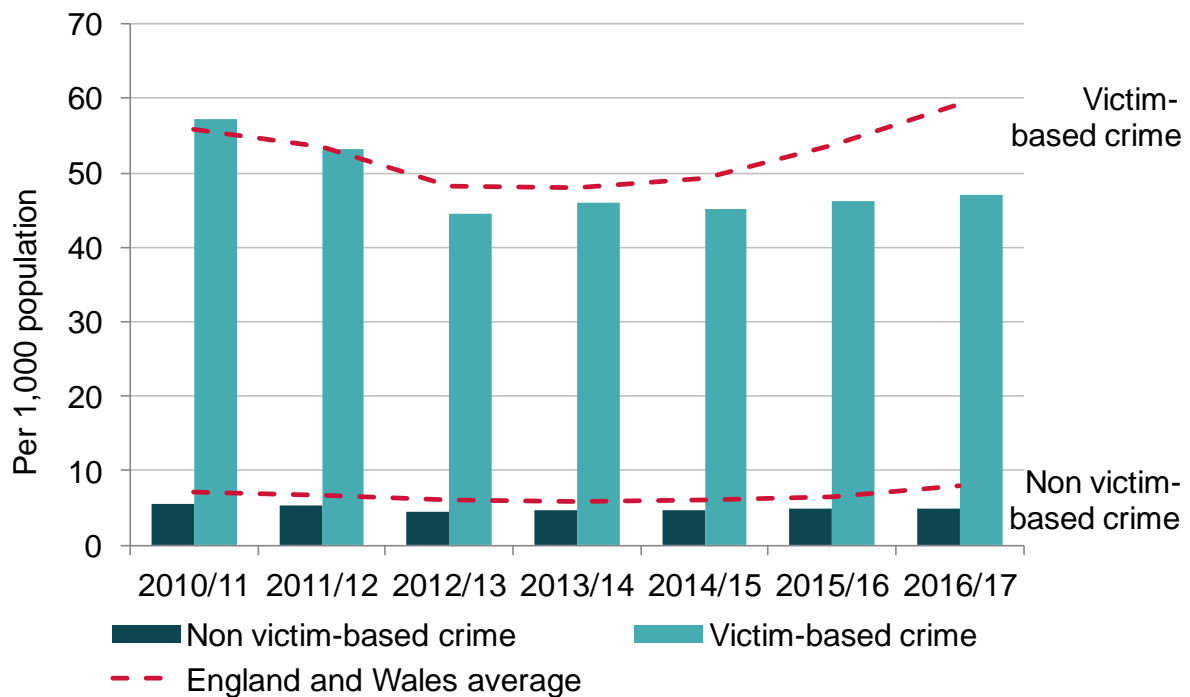
Source: Home Office Police-recorded crime data

Victim-based crimes (those where there is likely to be a specific victim) include violence against the person, sexual offences, robbery and other theft, criminal damage and arson. All other crime is considered non victim-based.

The rate of victim-based crime per 1,000 population in Derbyshire in 2016/17 was 47.0 crimes. This is lower than the rate in 2010/11 of 57.1 crimes. The rate of victim-based crime decreased between 2010/11 and 2012/13 to 44.5 crimes per 1,000 population before increasing to the 2016/17 rate. The rate of victim-based crime per 1,000 population in England and Wales decreased from 55.8 to 48.1 crimes between 2010/11 and 2013/14 before increasing to 59.3 in 2016/17.

In the local population of Derbyshire Constabulary the rate of non victim-based crime per 1,000 population in 2016/17 (4.9 crimes) was lower than in 2010/11 (5.5 crimes). The rate of non victim-based crime per 1,000 population decreased to 4.6 crimes in 2012/13 before rising again to the 2016/17 rate. The rate of non victim-based crime per 1,000 population in England and Wales in 2016/17 was 7.9 crimes. This decreased from 7.1 in 2010/11 to 5.9 crimes in 2012/13 before increasing to the 2016/17 rate.

Understanding demand

In late 2016, Derbyshire Constabulary introduced a new operating model[3] by which it undertook a total reorganisation of resources and, as a result, developed a rich and detailed understanding of the demand for its services. In advance of launching the new operating model, the force carried out detailed research and analysis into demand through its moving forward operational review. This research helped to establish a structure to use its workforce to the best advantage, reallocating its workforce across the county and determining the numbers of staff needed in frontline roles. A broad evidence base was used, gathering data from a total of four years, and this was analysed by both external experts and staff within the force. The data source was varied, covering incidents, arrests, stop-searches, frontline staff caseloads, safeguarding referrals, neighbourhood officers' local work (for example countering anti-social behaviour) and local deprivation indicators from the London School of Economics.[4]

In 2016, along with the new operating model, other significant changes took place across the force to improve its ability to monitor demand. These changes specifically focus on a new set of computer systems that now underpin all frontline activity. The force has taken an incremental approach to managing each change brought about

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[3] Operating model - the way in which a police force is organised in terms of its structure and the processes it has adopted and operates in order to achieve its objectives.

[4] Working with the London School of Economics, HMICFRS is building a picture of the levels of predicted demand on policing in the 181,000 census output areas in England and Wales. These areas are defined by the Office of National Statistics and each has an average of 125 households.

by the new operating model and the introduction of other facilities, and the net effects are still to be fully understood. But, based on the data gathered up until the end of 2015, the force had a clear grasp of demand as it went into the cycle of change. The force is now developing new processes to monitor a similarly broad data set with its new computer systems. These processes should permit more sophisticated diagnosis to be carried out.

The force does not carry out predictive demand analysis specifically; however, it is taking steps to develop its understanding of local demand, as discussed in more detail later. The force has a positive approach to managing demand, and it knows that by working closely with other emergency services and public service organisations at the stage of receiving the initial call, the demand on its own services can be reduced or prevented. Since early 2016, the force has improved quality of service by using a mental health practitioner to provide a triage approach, reducing demand on frontline staff when dealing with mental health concerns. The force is planning to replicate this process within its call-handling centre. It is exploring a new approach to host staff from other blue light services and local councils in there, to achieve the best resolution for callers as quickly as possible and reduce further calls. Finally, the force considers that the progress of investigations through the criminal justice system is inefficient; it is working with the Crown Prosecution Service (CPS) to find quicker ways of moving information between the two organisations, and to reduce the volume of administrative tasks and errors in files that cause unnecessary delays.

More complex demand

The force has taken positive steps to understand the more complex, emerging and new types of demand that exist in its local communities. In early 2016, it adopted the MoRiLE[5] technique, as developed by the National Police Chiefs' Council (NPCC), to help determine its priorities in tackling crime based upon the risk and harm they present to the public. Outcomes from using this technique influenced the force's decisions to increase its numbers of staff dealing with previously little-understood areas of crime. These include modern slavery and human trafficking, cyber-crime, online paedophilia, historic and current child abuse and so-called 'honour-based' violence. Through its investment of staff into these areas, the force is now building its understanding of the true demand associated with the criminality and how it should support victims and bring perpetrators to justice. Similarly, through the launch of its rural crime team, the force is working to understand and address other areas of

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[5] MoRiLE: the 'management of risk in law enforcement' process developed by the National Police Chiefs' Council. This tool assesses the types of crimes, which most threaten communities and highlights where the force does not currently have the capacity or capability to tackle them effectively.

hidden demand. The team will take steps to build relationships and awareness with the large, often isolated, rural communities that rarely refer to the local, available police services.

How well does the force understand things that affect demand?

HMICFRS inspected how well Derbyshire Constabulary reduces the demand that inefficiency can create internally. Forces can do this by identifying and eliminating inefficient processes, by ensuring they monitor work to get the best outcomes and by encouraging officers and staff to suggest new and better ways of doing their jobs.

Managing, prioritising and filtering demand

Derbyshire Constabulary is good at improving efficiency and finding the best ways to meet demand. The force identifies wasteful or inefficient activity and the need to eradicate each is taken seriously. Leaders react quickly to feedback or information that indicates when systems are not functioning well. Careful monitoring of how demand is being met, at force and local level performance meetings, is continuing since the introduction of the new operating model.

Two internal processes linked to managing calls for service have been found to cause inefficiencies and are now subject to review. Senior leaders took this proactive step in advance of any potential deterioration in service being felt by the public, having looked carefully at how demand was being met by control room staff. One of these processes is a scheduled appointment system: non-urgent incidents are resolved at a face-to-face meeting at a set time between the caller and a member of staff at one of the force's police stations. Through self-evaluation, the force has identified that a number of those appointments could be dealt with by staff over the telephone at, or very soon after, the first point of contact, and that this would have no detrimental effect on the quality of service received by the caller. This approach would reduce demand on the force's frontline staff and would increase the availability of face-to-face appointments for those who need them. The force is currently developing a plan to pilot this approach.

The second inefficiency stems from there being too few grades available for call-handlers when allocating the most appropriate type of response for reported incidents. Presently, calls for service are given one of three grades: immediate attendance, priority attendance (within two hours of the call), or managed attendance (to be resolved by appointment at a later date). Through a review of previous priority attendance grade incidents, the force is conducting research to determine how many of those could have been resolved satisfactorily within a longer time frame, for instance, eight hours. The force is considering introducing a fourth grade to the list, to ease the demand faced by response officers and reduce the frequency of unresolved incidents when officers are redirected to more urgent matters. The force

believes a fourth grade would also increase the opportunity for its specialists, such as cyber-crime or child abuse investigators, to be involved with incidents at an earlier stage, as opposed to solely through referrals from colleagues. The force's focus on the calls it receives for service is a useful indicator of demand; however, for it to be absolutely confident about its understanding of demand in this way, it must be able to check that sufficient information is gathered from callers during their initial contact, and that incidents are prioritised accurately. To achieve this, the force might consider extending its research (regarding the need for a new incident grade) to include confirmation that its decision making in incidents is accurately recorded. The importance of this is discussed in the paragraph dealing with inadvertent suppression of demand.

Unanswered telephone calls from the public can lead to suppression of demand by the force. Although the purpose of the call is unknown, it is likely to have required the provision of some form of service to the caller. Derbyshire Constabulary is diligent about monitoring information relating to the amount of time callers wait on the telephone and how many incoming calls go unanswered. In October 2016, the force experienced a spike in the volume of unanswered calls, which coincided with the introduction of a new computer system used by its call handlers. However, the level has recovered, with force figures indicating that, at the time of our inspection, approximately 8 percent of non-emergency calls go unanswered. This figure is likely to improve again as more call-handling staff have recently been recruited, and a full establishment of staff is in post.

Inadvertent suppression of demand can also occur in other ways, such as calls for service not receiving the appropriate speed or type of response. Call-handlers prioritise incidents using the THRIVE[6] decision-making process. Scheduled appointments, usually made for around three days following the initial call, are used for incidents which either do not relate to a crime or for which there is either low or no risk of harm towards the people involved. We reviewed a small number of such incidents and found that the majority of those did not record how the THRIVE decision-making process had been applied and that, in some cases, a more prompt attendance should have been carried out. Such weaknesses in practice can have seriously adverse consequences: vulnerable people may not be receiving the best service for their needs and the weak practice may contribute to the reluctance of potential victims and witnesses in approaching the force.

In HMICFRS' 2016 efficiency inspection, we noted how the project plans and implementation programmes, associated with each of the 2016 changes, included a clear organisational benefits calculation. During our fieldwork in this year's inspection, we saw how the new IT systems have enabled staff to work more efficiently. This is particularly so with the mobile office programme, whereby market-

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[6] THRIVE (threat, harm, risk, investigative opportunity, vulnerability and engagement) is a systematic approach to risk assessing calls for service

leading smart phones, containing applications to carry out most tasks remotely, have been issued to all frontline staff in the force. Through the mobile office programme, staff can update records and share information (such as intelligence and crime reports) immediately and remotely and, as a result, they spend less time travelling back to police buildings and at police stations completing paperwork. Despite these apparent benefits, a complete and detailed assessment of all benefits realised from last year's changes will take place once the force is confident that each change is fully established and that staff are making the most of each benefit.

Leaders promoting innovative thinking

At all levels of Derbyshire Constabulary, leaders seek and stimulate innovation, feedback and ideas for change from the workforce. It is now part of the assessment process for staff in leadership roles to demonstrate that they encourage and support innovation from their teams. This was evident through our discussions with staff, who described being confident in asking leaders across the hierarchy any questions about policies, systems or processes and invariably receiving an adequate response. Staff unanimously felt encouraged to suggest changes, knowing that their leaders would be interested, and could subsequently feed back to leaders whether a change had happened as a result. Senior officers are keen to seek opinions from the workforce relating to the recent changes to the force structure, as well as for matters such as promotion and the appraisal processes, which reflects the value they associate with the workforce's views.

A staff suggestion scheme (STAR) and the force's Challenge intranet enable staff to make suggestions and ask questions about current practice, and to pitch ideas for making improvements to the way the force works. The Challenge intranet site and its operating principle are being broadened. This is to allow for assimilation of best practice and innovation from outside the force, and to implement and assess the effects of good ideas far more quickly, including the review of why some initially fail and how those can be improved.

The learning the lessons board, led by the deputy chief constable, is a forum for organisational feedback to be discussed and for changes to be implemented swiftly, when it is in the best interests of the public or the force to do so. This forum has been demonstrably successful in identifying areas for the force in which to make improvements. These include better support for members of the Special Constabulary in the aftermath of traumatic incidents; revised training given to all officers for placing uncooperative detainees in vehicles; and detection of trends relating to staff making mistakes or misunderstanding policy, so that the force can rectify quickly any such widespread weaknesses within its workforce.

Finally, the force has established a futures team to seek best practice constantly; gathering what works well for the force internally and externally, and making assessments for predictable changes in policing or society that will call for further innovation from the force. The team recently visited a world-leading engineering and

research company to understand how innovation is stimulated, harnessed and rewarded among its workforce, with a view to applying similar techniques within Derbyshire Constabulary.

Summary of findings

Good

Derbyshire Constabulary has developed a good understanding of the demand for its services after carrying out detailed research and analysis in 2016. It used a broad evidence base and gathered four years of data that was also analysed by external experts. The force is improving its understanding of, and allocating more staff to, more complex, hidden and new types of demand, such as modern slavery and human trafficking, cyber-crime, child sexual exploitation and so-called 'honour-based' violence.

The force is good at understanding things that affect demand and identifies ways to improve efficiency. It has recognised how its management of calls for service, involving its scheduled appointment system for non-urgent incidents, can be improved further with no detrimental effect on the quality of service. In response, the force plans to pilot a new approach that will reduce demand on its frontline staff while increasing the availability of face-to-face appointments for those who need them. New IT systems have enabled staff to work more efficiently, particularly the smart phones issued to all frontline staff.

Derbyshire Constabulary has a positive approach to managing demand and realises that demand on its own services can be reduced or prevented by working closely with other emergency services and public service organisations at the stage of receiving the initial call.

Leaders within the force actively encourage the workforce to contribute new ideas. The deputy chief constable leads a learning the lessons board, where organisational feedback can be discussed. A futures team seeks best practice within the force and externally; it also investigates what changes in policing or society may occur that will require further innovation from the force.

How well does the force use its resources?

Police forces have finite resources with which to do an increasingly complicated job, so must ensure that they deploy and use their resources in the best way possible. The biggest resource that policing has is its workforce and it is important that forces make sure that they have access to the skills needed to police effectively now and in the future.

It is also important that forces make sophisticated decisions about how to spend and invest their resources in order to get the best value for the public. This means forces need to have a good understanding of what they can achieve within a particular budget.

Forces cannot provide services efficiently in isolation, and must work with other police forces and local organisations to ensure they provide the best service to the public at the most appropriate cost.

How well does the force understand the capability of its workforce?

HMICFRS inspected how well Derbyshire Constabulary understands the skills it needs, the skills it actually has in the workforce and what steps it is taking to ensure that they match. Police forces spend around 80 percent of their budget on staffing, so it is vital that the workforce is as productive as possible.

Figure 3 illustrates the workforce profile (the number of officers, staff and police community support officers (PCSOs)) since 2010 and projections to 2021. Between March 2017 and March 2021 it is projected that the number of officers will decrease by 10.2 FTE (1 percent) from 1,710 to 1,700. Similarly, the number of officers across England and Wales as a whole is projected to decrease by 2 percent.

Figure 3: Derbyshire Constabulary's planned full-time equivalent workforce (FTE) as on 31 March from 2010 to 2021
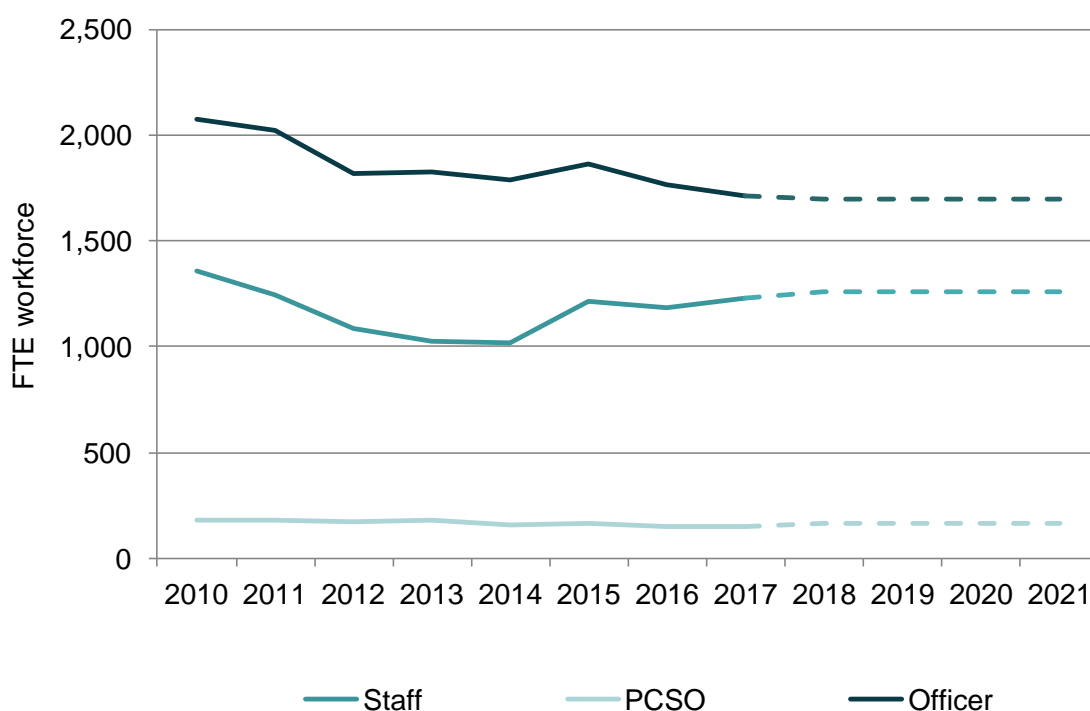
The number of staff working in Derbyshire Constabulary is projected to increase by 33.1 FTE (3 percent) from 1,230 to 1,263 between March 2017 and March 2021. Staff numbers across England and Wales, however, are projected to decrease by 2 percent. The number of PCSOs in Derbyshire is projected to increase by 12.8 FTE (8 percent) from 152 to 165 over the same period. For England and Wales as a whole, PCSOs are projected to increase by 0.2 percent.

At present, Derbyshire Constabulary has a basic understanding of its workforce's skills, with current systems able to report the operational or role-specific training that its staff have received. However, through the course of 2017, the force intends to take this further by collecting data from the workforce about its language skills and educational attainment. This is the first step in a wider programme to increase the force's depth of knowledge about the workforce, its untapped potential and possible new career pathways that could be opened, especially for police staff. The first survey of skills to obtain this data will be monitored carefully to ascertain what value this new information offers to the force and to detect the degree of contribution by its staff.

The force has been proactive in working to develop skills within its workforce, particularly in light of the new approaches adopted in 2016, following the introduction of the MoRiLE process. Changes were made in the force's operational priorities and more investigative staff were permanently allocated to new teams in response to emerging demands, for example, to understand and meet the needs of people

affected by modern slavery and human trafficking. To achieve the best possible understanding, the force recruited several volunteers from the minority ethnic groups most affected by such types of crime, to provide language and cultural expertise to the force. This commitment of staff, who are developing specialist knowledge and skills for their new role, will provide an effective long-term capability for the force to meet future demand.

Similarly, in 2016 and in advance of the improvements to its IT systems, the force provided a major training programme to upgrade technical skills among its workforce. The IT systems, particularly the mobile devices, use modern operating systems now familiar to much of the workforce and are intended to be in place long term, meaning these new technical skills will continue to remain relevant into the future.

The force (as noted in HMICFRS' 2016 effectiveness inspection report) continues to demonstrate a fully committed approach to maintaining and developing its skills to meet the constantly evolving threat from criminal use of firearms, including terrorism. It does so independently of all neighbouring police forces, as it has previously determined this approach provides the best service to meet the needs of the communities which it serves.

The force's approach to filling the gaps in skills within its workforce, as and when such gaps are identified, is through both training and recruitment. For example, frontline staff regularly deal with people suffering from mental health problems. The force's learning and development team is researching the training given to staff in other organisations that also deal with people affected by mental health problems. That research will determine the best training material for the force's frontline staff and how it can be provided alongside staff from other emergency services and organisations, to enrich the experience and perspectives brought to the training sessions. In addition, the force is exploring innovative ways to attract new staff. This is illustrated in its recent recruiting campaign for police staff investigator roles using an online test carried out pre-application. With an external company to facilitate the process, 89 applicants were chosen on the basis of an objective test, with no demographic or personal details disclosed. The resulting pool of applicants was very diverse in background and personal traits, and the force considers this trial to have opened up a wider range of potential employees. Moreover, this method has enabled the force to recruit against the specific skills it needs for both uniform and detective roles, offering the advantages of having comparatively fewer training needs and being able to import their experience immediately. Further refinements to recruitment are planned for the future; the force is in discussion with academic partners, including the College of Policing, with the view to adopt formal apprenticeships and to grant recruits holding a relevant degree a more direct route into the force, based on their academic attainment.

How well does the force understand the capability of its leaders?

HMICFRS inspected how well Derbyshire Constabulary understands the skills it needs and the skills its leaders have, and what steps it is taking to ensure that they match.

Derbyshire Constabulary has taken clear and decisive steps to understand fully and then communicate to its leaders the skills that are required of them. In 2017, the force has moved away from solely measuring the quality of its leaders and developing their skills based on the standard set of competencies, instead centring its expectations of its leaders on a set of core values. The core values are that its leaders should act with integrity, be adaptable to the needs of any situation, get the best out of staff under their supervision, seek and listen to feedback to enhance their self-awareness, and encourage staff to express their views.

Under a new leadership framework, the leadership development board is overseeing a range of improvements to the selection and appraisal of leaders. A notable change is the introduction of 360-degree feedback for all leaders, to help them identify their own development needs and to ingrain self-awareness as a core skill. The 360-degree feedback is a structured method to gather views about an employee from their staff, supervisors and peers, which are then interpreted into strengths or areas for development. Through both the 360-degree feedback process and the new appraisal system, the workforce planning team is developing a method to harness this information to identify trends in leadership traits and potential skills gaps in the leaders across the force. In this way, the new leadership framework will expand the availability of information about the skills held by leaders beyond just their completed role-specific training and operational competence, such as accreditation as senior investigating officers and firearms incident commanders.

The force has refreshed the content of training materials and its approach to leadership development for first and second line supervisors. The force used a tender process to set up a contract with an external supplier to provide leadership training. This gave the force an opportunity to look at the different methods, content and learning styles that are available outside policing, and select the one best suited to its needs. The University of Derby is now operating the revised modular training programme for staff moving to sergeant, inspector and police staff equivalent grades, including those that are doing so temporarily. Under the new leadership framework, the force's recruitment approach has changed. The sergeant to inspector promotion process now reflects the role requirements better and incorporates a judgment from the candidate's supervisor about their ability to demonstrate the values described above.

How well does the force allocate resources?

HMICFRS inspected how well Derbyshire Constabulary uses its understanding of demand to prioritise its activities in order to provide the best service to the public. To assess this, we considered the extent to which the force understands what it can provide within a particular budget.

The level of spending on different police functions varies between forces, depending on the particular demands that each force must meet. Higher expenditure does not necessarily mean better services, but it can demonstrate how a force prioritises its resources.

Figure 4 shows how expenditure is distributed across the most common police functions. Local policing covers functions such as incident response, neighbourhood policing and local investigations. Investigation covers areas of specific proactive investigative functions, such as major crime, while dealing with the public includes front counter and control room activities. Intelligence covers the gathering and assessment of intelligence.

Figure 4: Estimated percentage of net revenue expenditure allocated across policing functions in Derbyshire Constabulary from 2011/12 to 2016/17
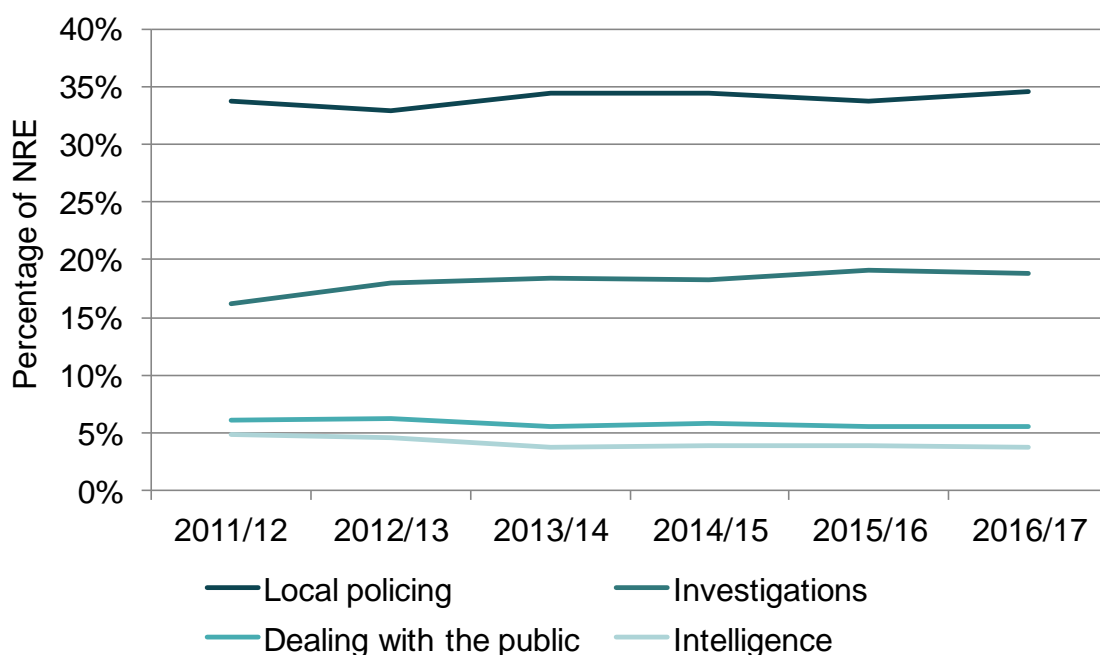
Source: Chartered Institute of Public Finance and Accountancy (CIPFA)
Note: Functions that have not been included as they are equivalent to back office functions or are only a small proportion of expenditure include operational support and road policing.

In Derbyshire, the percentage of estimated expenditure on local policing in 2016/17 is in line with 2011/12 at 35 percent. Estimated expenditure on investigation has increased from 16 percent to 19 percent, expenditure on 'dealing with the public' is similar to 2011/12 and expenditure on intelligence is similar to 2011/12 at around 4 percent.

Prioritisation and cost

Derbyshire Constabulary's new operating model is based on the need to balance a reduced budget with meeting demand in areas of policing that present the highest risks to the public. The force took an analytical approach to this change, avoiding rudimentary or arbitrary cuts to its services, and instead used a broad evidence base. This includes incident volumes, measures of deprivation, and more complex areas of crime linked to emerging demand, such as child sexual abuse and online crime. The force's extensive consideration of these factors enabled it to settle upon the best use and location of its resources across the county. Moreover, within three months into its operation, the force has commissioned independent expertise to assess whether, in reality, it has achieved the best possible model. Senior leaders are fully prepared to make changes once the new operating model has been fully assessed for cost and benefits. If extra resources are needed in a particular area, either in terms of finances or additional staff, then any such reallocation will be weighed against the effects of making a corresponding saving elsewhere.

Derbyshire Constabulary has given due consideration to the public's views of its new operating model – and its decision to seek an early assessment reflects an understanding that the public's perception was not all positive, particularly as both its size of response teams and its number of police stations would be reduced. This understanding was drawn from correspondence to senior officers, comments and questions from members of the public at meetings and in response to feedback being sought by the police and crime commissioner. With the public unclear on how the force would meet its expectations with fewer frontline resources, senior leaders worked hard to explain that the force's priorities have changed in accordance with emerging demands (such as cyber and online-enabled crime and safeguarding), which are increasing risks to the public but are not necessarily tackled by a visible police presence. The force's outward message was that while uniform staff might be less obvious in public, they will be working more efficiently with better technology, and that more staff will be directed to tackling significant – but hidden - threats, to improve public safety overall. The independent assessment will be an opportunity for the force to reassure the public that it is meeting demand and is prepared to adapt and improve where necessary.

In addition to the rearrangement of the force's frontline resources, under the new operating model the force has also reviewed in detail the availability of its call-handling staff against the demand presented by telephone calls. As a result, the force has introduced a revised shift pattern for its call handlers, to reflect operational needs and improve service to the public.

Later in 2017, the force will be making changes to improve the force's public interface - the way people can contact the force by telephone and access services online. This work will be led by a senior officer and an experienced specialist. The improvements include investing in a new digital telephone system and increasing the functionality of the force's website for public self-service and online chat to provide immediate, non-emergency advice. The intentions behind these changes are to increase the ease with which anyone can access the information, or assistance, they need and reduce the volume of calls being received which do not relate to incidents. A reduced volume of calls being received by the current number of staff will lead to shorter waiting times for callers and a reduced likelihood of calls not being answered.

Investment

Derbyshire Constabulary makes sensible, intelligent decisions about investing money to improve its services and infrastructure, using a strong evidence-base in making its decisions. The force is currently investing in several ICT schemes and is planning to spend £5.06m over a period of four years in which it will implement the emergency services network (£2.84m), implement phase two of the computer records management system (£1.5m), update its communication equipment (£0.25m), provide office automation (£0.35m) and replace its ANPR[7] hardware (£0.12m). The force is also investing in estates schemes and is planning to spend a total £12.46m over four years that will include a new joint police and fire service training centre and firearms range (due to be completed in late 2017 and costing £4.46m), carrying out building condition surveys and addressing high-priority remedial work (£3m), and either the major refurbishment or relocation of two local policing units (£5m).

Based on the changes made to date and the continuing investment plans, the force is taking a practical and realistic approach. The force should not plan any further significant changes until its policing model has been tested and the outcome of the funding formula review[8] is complete.

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[7] Automatic number plate recognition (ANPR) consists of a camera that is linked to a computer. When a vehicle passes by the camera, the camera records an image which is automatically 'read' by the computer and the vehicle registration mark (VRM) recorded. Information available at: www.npcc.police.uk/documents/ANPR%20Factsheet.pdf

[8] Government review of police funding arrangements to ensure that the future process for distributing core grant to force areas in England and Wales is based on a fairer, up-to-date and transparent formula.

How well does the force work with others?

HMICFRS inspected how well Derbyshire Constabulary has explored all opportunities to work in collaboration with others to increase efficiency and provide better, more resilient services. This can include working jointly with other police forces, local public sector organisations, the private sector and the voluntary sector. We looked at whether the force has a clear rationale for the decisions it has taken about how it works with other organisations and other forces, and whether it has a good understanding of how successful its joint working is.

How the force works with other organisations and other forces

Derbyshire Constabulary works well with other organisations. It has shown a strong, long-term commitment to working together with local councils, other emergency services and volunteer organisations, sharing the responsibility to tackle crime and disorder at every opportunity. It collaborates fully with neighbouring police forces in counter-terrorism and in tackling serious and organised crime. Similarly, forensic services, such as crime scene examination, as well as occupational health support and learning and development services, are drawn from a collaborated unit supported by the police forces of Nottinghamshire, Lincolnshire, Leicestershire, Northamptonshire and Derbyshire

The force works with local councils, other government agencies, faith groups, charities and voluntary organisations to understand and reduce demand. It does this by acquiring information on how the needs of the different communities within Derbyshire can best be served. We saw examples of this through the incremental development of two local multi-agency safeguarding hubs (MASH),[9] in which police and other safeguarding agencies work jointly in tackling referrals of domestic, adult and child abuse. The force also works well, in co-operation with other organisations, to tackle organised crime groups[10] and, most recently, to develop its approach in dealing with modern slavery and human trafficking.

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[9] A multi-agency safeguarding hub (MASH) brings together into a single location key safeguarding agencies to better identify risks to children (and in some areas, vulnerable adults), and improve decision-making, interventions, and outcomes. The MASH enables the multi-agency team to share all appropriate information in a secure environment, and ensure that the most appropriate response is provided to effectively safeguard and protect the individual.

[10] When a police force identifies a group of individuals whom they suspect may be involved in organised crime, an organised crime group or OCG, they go through a nationally standardised 'mapping' procedure. This involves entering details of the group's known and suspected activity, associates and capability on computer software, which assigns a numerical score to each OCG. It also places each OCG into one of several 'bands' which reflect the range and severity of crime in which a group is involved as well as its level of capability and sophistication. This helps the force to make informed decisions about how to prioritise its activity.

The force is alert to the risk of emerging gaps in services, as fellow agencies deal with reduced resources of their own. The police and crime commissioner has made funds available in order to sustain some of the provisions made, until recently, by the local councils for services relating to domestic violence, crime prevention, youth out-reach services and community safety schemes. This is to allow time for the transition to a new format of provisions to be set, without detriment to the public in the interim.

The benefits of joint working

The force has a clear understanding of the benefits to be gained from joint working, and does so to good effect in both internal and external contexts. In the external context, members of staff are located in the two local MASHs, and the force also has officers working permanently within the local councils as part of multi-agency teams to prevent crime and re-offending, particularly among young people. In both cases, this speeds up the sharing of information and ensures that the correct agency takes the lead in dealing with situations, with the full support of the other agencies, which improves the likelihood of best outcome being achieved for victims and vulnerable people. Similarly, the force has found internal benefits in hosting a mental health professional within its call-handling centre, as it has served to reduce the number of incidents frontline staff attend and their time spent dealing with such incidents. The force aims to broaden this approach, to work together with more organisations in requesting their immediate advice or response, as opposed to the force making an initial response and then subsequently referring matters on to those agencies.

The force shares its new headquarters building with Derbyshire Fire and Rescue Service. The building was designed to promote joint working, through having flexible shared workspaces and a common IT infrastructure using a secure wireless network. The shared training facility, due to open later in 2017, has been designed with the same ethos. The full scale of financial savings arising from the new buildings will not be determined for some time, but running and maintenance costs will be reduced dramatically. Both Derbyshire Constabulary and Derbyshire Fire and Rescue Service will seek to replicate this approach across their respective estates.

The force derives benefits through its strong links with academia. It has regular association with Sheffield Hallam University and the University of Derby to support research activity by students at postgraduate level. Specifically, the force's evidence-based policing board co-ordinates applications to the force for assistance from students, to support the force in meeting its priorities or to fill critical gaps in its understanding, for instance, in relation to modern slavery and human trafficking. The force sees the benefits of these relationships as acquiring the outcomes of sophisticated research carried out among members of the public, who would otherwise be unlikely to engage directly with the police, plus the opportunity to identify talented individuals for recruitment to the force.

Leadership driving innovation

Leaders in Derbyshire Constabulary are proactive in seeking ideas for improvement and are open-minded about trying new approaches. We found that leaders across the force understand their role in sustaining a culture that encourages innovation and gives staff the opportunity to be actively involved in changes that bring about improvements to the force.

We spoke to staff who unanimously felt encouraged to suggest changes, knowing that their leaders would be interested, and subsequently feed back to leaders whether a change had happened as a result. A non-punitive environment is described by staff at all levels of the force, and the opportunity to gather learning is prioritised over seeking to blame if some ideas do not work.

Senior leaders are keen to learn from other organisations. Guest speakers are frequently brought into the force and visits are made to successful companies, to understand their processes and whether they could be applied to the force. The futures team is working with academics, police research groups, professional bodies and the private sector, to identify and select improvement opportunities or innovative practice. This is specifically in how to monitor the location and activity of frontline staff through digital mapping technology, and in support of improvements planned for the way in which the public make contact with the force, both online and by telephone. The team is also researching trends in how people seek information from other public and private sector organisations, and how best to use technology to give the public better access to the force for information and services.

Summary of findings

Good

Derbyshire Constabulary currently has a basic understanding of its workforce's skills, only holding records of the workforce's operational or role-specific training. However, in 2017 it is also collecting data on language skills and educational attainment as part of a wider programme to increase its depth of knowledge. The force has been proactive in developing its workforce in advance of improvements to its IT systems and provided a major training programme to upgrade their technical skills. It is also fully committed to maintaining and developing workforce skills to meet the constantly evolving threat from criminal use of firearms.

The force has also taken steps to understand fully the skills that are required of leaders. Its expectations of its leaders are now based on a set of core values rather than a standard set of competencies. The new leadership framework will expand the information held on leaders beyond their completed role-specific training and operational competence.

The force's new operating model addresses the need to balance a reduced budget with meeting demand in areas that present the highest risk to the public, helping it to work more efficiently with better technology. For example, after a detailed review of call-handling, the force introduced a revised shift pattern for its call handlers to reflect operational needs and improve service to the public. The force is also investing in a new digital telephone system and increasing the functionality of its website to provide immediate, non-emergency advice, which will be led by a senior officer and an experienced specialist.

Derbyshire Constabulary has a strong, long-term commitment to working with local councils, other emergency services and volunteer organisations and understands the benefits to be gained from joint working. The force collaborates with other forces on counter-terrorism, serious and organised crime, forensic services, occupational health support and learning and development services. It is involved in two local multi-agency safeguarding hubs and has a mental health professional within its call-handling centre. Senior leaders are keen to learn from other organisations and encourage new ideas from the workforce.

How well is the force planning for the future?

To be efficient, a police force needs not only to understand the present, but also to be able to make reasonable predictions about the future in terms of how its demand will change, how its workforce will change and how its partners will be affected. It needs to have adequate, realistic and innovative plans to meet the operational and financial challenges of the future.

How well does the force predict likely future demand?

HMICFRS inspected how well Derbyshire Constabulary analyses trends in its current demand in order to predict likely future demand. We also assessed the extent to which it has taken account of changing public expectations and technology. In addition, we expect forces to be considering how they will work with other organisations and other forces in the future.

Predicting future demand

In the lead up to November 2016, as part of the force's development of its new operating model, the force held regular demand management board meetings to assimilate current crime and incident data along with the results of research relating to demand in previous years. Additionally in 2016, the introduction of MoRiLE led to a revised force-level strategic threat and risk assessment of crime in relation to the local population. The 2016 analysis of such data, relating to crime past and present, essentially pointed to the rise of online criminal activity, reports of abuse against vulnerable people, organised immigration crime and modern slavery – all of which require specialist investigation techniques and care for those affected. Moreover, the latter assessment drew on information beyond what might be described as matters of policing to explore other (current or impending) changes in the local community, for example, the effects of Brexit on East European communities and the implications for the town of Chesterfield if it were to join the Sheffield City Region. The conclusion for the force was that it faces a more complex form of demand, both in terms of composition and the methods it will use to meet it.

 At present it is not feasible for the force to know with certainty in what proportion each of the increasingly widespread areas of crime identified in its analysis will constitute the overall demand. It has nonetheless taken action, boosting the amount of staff investigating those crimes which, in turn, provides further data on the prevalence and consequences of each crime type.

The force will continue to monitor trends in demand, through local and force-level performance management boards. However, while the new operating model and IT systems are being established, the force has quite reasonably prioritised meeting current demand and will develop its sophistication of predicting future demand later in 2017.

Future considerations

Derbyshire Constabulary continues to work closely with the public, to understand what it wants from the force, both now and in the future. It has a long history of providing a traditional neighbourhood policing service to local communities, with identifiable and accessible frontline staff who listen to people's concerns and work with them to meet those needs. The force has sustained that approach throughout its recent changes, and is committed to it for the long term. It has recognised the ways in which the public now expects to access services, from the police and other organisations – specifically online, and is adapting to meet those demands. There is now a clear expectation from the public that its local police force must be easily accessible and that information is convenient to find using computers and mobile devices. The force adapted to this expectation in early 2016, through its introduction of the digital PCSO, an exclusively online tool to provide safety information and advice primarily through social media. Owing to its success, the force is aiming to elevate its profile among local online communities and existing forums, for example, Facebook groups. This increases the force's accessibility and reduces the need for the public always having to approach it for services; the force can be readily available via online applications, which have become ubiquitous for the general public. This small change is intended to minimise barriers for people seeking help, and to demonstrate that the force is not remote or out of touch with contemporary lifestyles. However, while accessibility is generally positive, it has its limitations - not all requests or communications received will be matters that the force can resolve. The 2016 strategic threat and risk assessment specifies that the force must develop its process for accurately and effectively directing people to the correct authority or organisation. The force strikes the right balance of being the service of first resort in many situations, and simultaneously works hard to ensure that callers' needs are correctly identified and that they are then handled by the most appropriate service. To achieve this, the force continues to monitor how similar organisations are adapting to their own reductions in resources.

 Use of technology by the force has accelerated and improved considerably. All frontline staff can now work in a more efficient way through mobile devices that host applications for them to carry out almost all administrative tasks. We saw how this has changed the way that the force works, with staff spending much less time in police stations, and information systems being updated immediately. Other benefits include immediate access to language translation applications and contingency plans prepared by the force to deal with major incidents, along with a general move away from paper-based recording and the storage of physical records. The force has

plans to make the best use of its mobile devices, for example, the specific location details provided by the devices allow information regarding nearby incidents, outstanding tasks and other matters of interest to be sent automatically as notifications within the force. This approach is reflective of a general shift in the force's attitude towards the use of technology. It is exploring how to adopt cloud storage, what opportunities exist in joint working with external organisations, and contracting with other businesses to provide services flexibly that also keep track with technical innovation. As evidence of this approach, the force selected market-leading mobile devices for its frontline staff, but with a relatively short lifespan of up to three years. This is to avoid the force being left with out-of-date devices and reflects a contemporary, more agile, approach to technology in which products are chosen, used and discarded quickly to keep pace with technology. By contrast, however, the force is reacting to aspects of technology which present a risk to the public (such as cyber-crime and online child abuse), through investing in more staff within its relevant units. It is also developing its digital investigative skills with a view to targeting them towards serious and complex crime enquires, with digital media investigators advising on digital forensics strategies. Frontline staff have received some training on how to incorporate digital methods as part of their overall investigations although, currently, they still need to seek specialist advice for this aspect of an investigation.

The force is looking to the future for how it works with other organisations. Sharing a location with the fire and rescue service at the headquarters site has provided the basis for more co-operative working. Both organisations are taking incremental steps to establishing shared plans for the future, as their respective organisational needs emerge; the opening of the shared training facility should accelerate that process. The force and the fire service have also agreed to appoint a single manager of their estates.

The force is committed to working with other forces and academia to make improvements to its services, through participation in the East Midlands Policing Academic Collaboration (EMPAC). At an operational level, we observed frontline staff working with the CPS to find a technical solution for hosting video evidence from retail thefts, such as shoplifting, that can be supplied directly from witnesses and victims and be immediately accessible to the force and the CPS.

How well is the force planning for the future, in terms of workforce?

HMICFRS inspected how well Derbyshire Constabulary has plans in place to recruit, develop and nurture the leaders of tomorrow to ensure it has the right skills and talent in the right roles.

Succession planning

Derbyshire Constabulary has a clear vision of the skills it needs from its leaders, both now and in the future. It is establishing a new, comprehensive leadership framework to support the development of its current leaders and how leaders will be identified and selected in the future. The force has extended its expectations of leaders beyond operational competence, and now places greater emphasis upon attributes linked to emotional intelligence, for example, using feedback, building co-operative teams and recognising personality types. This is a progressive approach and promotes a more fluid and dynamic understanding of what constitutes good leadership, which will encourage greater diversity in the style and background of leaders at all levels for the force in the future.

Career pathways that promote specialisation in leadership are being used for police officers, and the force is exploring ways in which such opportunities can be extended to police staff. We saw that recent promotion rounds for officers (to inspector rank and above) placed them in roles based on their working styles and leadership skills, as opposed to their previous roles or operational skills. This decision, by senior officers, was made to bring fresh perspectives into teams, broaden an individual's awareness of the force and provide opportunities for them to demonstrate leadership within different teams and policing areas. This is a constructive approach by the force that should build resilience among its leaders, ease succession planning by de-restricting career paths and demonstrate that leadership is a valued and transferable skill.

Talent management schemes are obvious and accessible across the force. Staff told us that they know about the schemes and consider them to be realistic and open to all staff. The schemes allow the force to identify talented members of the workforce and gives scheme members the chance to express their ability as potential senior leaders. Secondments of staff, of varying length and format, take place between departments. Officers are encouraged to seek them for their own personal development and to support them in making informed career choices for themselves. A new concept of teams being formed for very short periods to work on specific areas of research and development and drawing on people's skills or academic background is being tried out by the futures team.

Recruitment

Derbyshire Constabulary has improved its approach to identifying and recruiting external talent. It has recruited experienced constables, including detectives, to help fill gaps in capability. It is recruiting an officer directly to the rank of inspector for the first time, and has officers taking part in the Fast Track scheme[11] from constable to inspector. The force has no plans to use the Direct Entry scheme for

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[11] Information available at: http://recruit.college.police.uk/Officer/leadership-programmes/Fast-Track-Programme/Pages/Fast-Track-Programme.aspx

superintendents, or offer vacancies at that rank to external applicants. With this in mind, the force should consider how talent within the workforce compares to staff from outside, such as other forces, to assure itself that it is selecting from the best possible pool of candidates.

As previously described, the workforce planning team is exploring how to adopt formal apprenticeships and how to open more direct routes into the force for graduates in possession of degrees relevant to skills needed within the force, to join as either staff or officers.

How well does the force plan for likely future demand?

HMICFRS inspected how adequate, realistic and innovative Derbyshire Constabulary's plans for the future are, and to what extent it is planning to make savings in the future, including saving to invest in new systems and approaches.

Plans

Derbyshire Constabulary is in a sound financial position. Significant investment has been made in the force's IT infrastructure and systems to support more efficient working, while its new operating model has seen investment of staff in the areas of highest risk, such as public protection. The force projects a budget gap of up to £3m per annum over the next three years that it will bridge with reserves. This does not present an unacceptable risk, as the force is taking a considered approach in allowing time for the new operating model to become fully established, while it works to identify potential efficiency savings.

The force's financial plans for the future are realistic. They are built on sound planning assumptions, subject to informed challenge and well integrated with its workforce and ICT plans. The force has taken a prudent approach to the funding formula review and, although likely to be beneficial to the force, it has not included this within the medium-term financial plan. It has made a clear decision to use reserves to support the revenue budget for up to three years, to provide stability for its new operating model. This is an evidence-based model, which the force believes provides a sound base to provide its services and mitigate future risk.

The force is in transition following a financial year of transformation and innovation. Future financial plans describe a period of consolidation while bringing projects to conclusion, including a further IT upgrade, the joint training facilities with the fire and rescue service and wider remedial work to the estate. Its investments that are now coming to fruition have demonstrably changed the way the force operates.

Savings

Derbyshire Constabulary's track record of achieving savings is good, taking early steps to meet savings requirements and build significant reserves. While there are no savings currently planned, many options to make savings remain available from a priority-based budgeting exercise carried out in 2014; the force is confident that it can achieve additional savings if needed. An efficiency board operates to give oversight on a range of strategies, including investment spending, ensuring that business benefits are being realised and that potential budget gaps are recognised and attended to in good time.

Summary of findings

Good

Derbyshire Constabulary has been thorough in its assessment of current crime and incident data and results of research on demand in previous years, which it has used in its revised force-level strategic threat and risk assessment. It has identified the increase of online criminal activity, reports of abuse against vulnerable people, organised immigration crime and modern slavery. The force's local and force-level performance management boards will continue to monitor trends in demand, but while the new operating model and IT systems are being established, it has quite reasonably prioritised meeting current demand and will develop its sophistication of predicting future demand later in 2017.

The force has a clear vision of the skills it needs from its leaders, both now and in the future. It has adopted a new leadership framework to support the development of its current leaders and how leaders will be identified and selected in the future. The force has made recent promotions on the basis of candidates' working style and leadership skills rather than on their previous role or operational skills. This should build resilience among leaders, ease succession planning and demonstrate that leadership is a valued and transferable skill. The force has open and accessible talent management schemes and secondments for staff between departments. It has also improved its approach to identifying and recruiting external talent.

Derbyshire Constabulary has made significant investment in its IT infrastructure and systems to support more efficient working and has allocated staff to the areas of highest risk, such as public protection. The force has realistic financial plans for the future that are built on sound planning assumptions and are subject to informed challenge. Its plans include a further IT upgrade, joint training facilities with the fire and rescue service and wider remedial work to the estate. It has a good record of achieving saving and, although it has no current plans for savings, the force is confident it can achieve additional savings if needed.

Next steps

HMICFRS will assess progress on any recommendations and areas for improvement identified within our reports in several ways. We either revisit those forces where we have identified a serious cause of concern, go back to assess them as part of our annual PEEL inspection programme or receive updates on their progress through regular conversations with forces.

HMICFRS highlights recurring themes emerging from our PEEL inspections of police forces within our national thematic reports on police effectiveness, efficiency, legitimacy and leadership (see: www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/national-peel-reports/). These reports identify those problems that are reflected across England and Wales. They may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements need to be made nationally.

Annex A – About the data

The source of the data is presented with each figure in the report, and is set out in more detail in this annex. The source of Force in numbers data is also set out below.

Methodology

Please note the following for the methodology applied to the data.

Comparisons with England and Wales average figures

For some data sets, the report states whether the force's value is 'lower', 'higher' or 'broadly in line with' the England and Wales average. This is calculated by using the difference from the mean average, as a proportion, for all forces. After standardising this distribution, forces that are more than 0.675 standard deviations from the mean average are determined to be above or below the average, with all other forces being broadly in line.

In practice this means that approximately a quarter of forces are lower, a quarter are higher, and the remaining half are in line with the England and Wales average for each measure. For this reason, the distance from the average required to make a force's value above or below the average is different for each measure so may not appear to be consistent.

The England and Wales averages will differ slightly from the Value for Money Profiles because we have included City of London Police and the Metropolitan Police Service within the average in this publication.

Statistical significance

When commenting on statistical differences, a significance level of 5 percent is used.

For some forces, numbers described in the text may be identical to the England and Wales average due to decimal place rounding, but the bars in the chart will appear different as they use the full unrounded value.

Population

For all uses of population as a denominator, unless otherwise noted, we use the Office for National Statistics (ONS) mid-2015 population estimates.

Force in numbers

Forecast change in gross revenue expenditure

These data show estimated gross revenue expenditure (GRE) for the force in 2017/18 and 2020/21. This was gathered from forces by HMIC staff prior to fieldwork (April 2017). Some of the data provided will have been subject to revisions after this time but figures should represent the picture as at the time of inspection. Future forecasts of expenditure are estimates for which forces use different methodologies. As these are estimates care should be taken in interpreting changes.

Workforce figures (FTE) for 2016/17 and 2020/21

These data were obtained from the Home Office annual data return 502. The data are available from the Home Office's published police workforce England and Wales statistics (available from www.gov.uk/government/collections/police-workforce-england-and-wales), or the Home Office police workforce open data tables (available from www.gov.uk/government/statistics/police-workforce-open-data-tables). Figures may have been updated since the publication. Workforce includes section 38-designated investigation, detention or escort officers, but does not include section 39-designated detention or escort staff.[12] The data are the actual full-time equivalent figures (or FTE), and figures for 2016/17 are the figures as at 31 March 2017.

For FTE, these data include officers on career breaks and other types of long-term absence, and excludes those seconded to other forces. Projections for 2020/21 are budget-based and therefore likely to take into account a vacancy rate depending on a force's planning strategy, but may not include a projection for absences. In some instances, therefore, an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a high vacancy rate which masks this change.

Calls for assistance

These data are obtained from the Home Office annual data return 441.

Recorded crime

These data are obtained from Home Office police-recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crimeopen-data-tables).

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[12] See sections 38 and 39 of the Police Reform Act 2002. Available at: www.legislation.gov.uk/ukpga/2002/30/section/38

Figures throughout the report

Figure 1: Rate of 999 calls recorded per 1,000 people in the local population in the force area compared with England and Wales as a whole, from 2010/11 to 2016/17

These data are obtained from the Home Office annual data return 441. City of London Police does not submit 999 calls data to the Home Office as these are included in figures provided by the Metropolitan Police Service.

Figure 2: Police-recorded crimes per 1,000 population compared with England and Wales from 2010/11 to 2016/17

These data are obtained from Home Office police-recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crime-open-data-tables). Total police-recorded crime includes all crime (excluding fraud offences) recorded by police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime include British Transport Police, which is outside the scope of this HMICFRS inspection. The England and Wales rate given in this figure is a simple average of all forces' rates to reduce the effect of large forces on the average.

Figure 3: Planned full-time equivalent (FTE) workforce as on 31 March from 2010 to 2021

Data from 2010 to 2017 are obtained from the Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' FTE figure. The percentages used in figure 3 are derived from the total FTEs within forces and therefore may differ slightly from the exact figures quoted within the report. Data from 2018 onwards are budget-based projections, therefore depending on a force's planning strategy may not include a projection for absences.

Due to the complex and continually evolving picture of workforce collaboration between forces, not all changes in workforce figures reflect the workforce that is available to forces. Involvement in strategic alliances and/or regional organised crime units would be an example of where changes over time are likely to be skewed. Therefore, sharp increases or decreases need to be considered with caution as they may simply represent accounting changes related to how staff are allocated to forces and not real changes in staffing levels.

At the time of the inspection, the future financial climate was uncertain. Several forces did not have confirmed plans for workforce projections. It is important to note that figures are in many instances unconfirmed estimates provided to assist HMICFRS in our inspection programme and should not be seen as a concrete plan for the future workforce available for policing.

Figure 4: Estimated percentage of net revenue expenditure allocated across policing functions from 2011/12 to 2016/17

These data were obtained from data collected by the Chartered Institute of Public Finance and Accountancy (CIPFA) for use in the HMICFRS Value for Money profiles (available from www.justiceinspectorates.gov.uk/hmicfrs/our-work/value-for-money-inspections/value-for-money-profiles/#2016). The data define policing functions using the Police Objective Analysis categories.

We have made some adjustments to the original POA data in order to provide valid historical comparisons. For instance, in 2011/12 the POA category "Local policing" included the sub-category "local investigation and prisoner processing", however, from 2012/13 onwards this moved to the "Investigations" category. We have therefore removed "local investigation and prisoner processing from the 2011/12 figure to provide a historical comparison and not create misleading percentage changes.

For the same reason above, for the 2011/12 "Investigations" figure we have included "local investigations and prisoner processing" for historical comparison.

Furthermore, in 2016/17 "Public Protection" became its own level two category, whereas in previous years it had been included as a sub-category under "Investigations". Therefore for historical comparisons, we have included public protection in "Investigations" for 2016/17.