



Inspecting policing
in the public interest

Responding to austerity

Derbyshire Constabulary

July 2014

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ISBN: 978-1-78246-423-5

www.hmic.gov.uk





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How well does the constabulary provide value for money?

Overall judgment

Derbyshire Constabulary is a low-cost constabulary and it has achieved savings in challenging financial circumstances. It has plans to change the way in which it provides policing in the future so that it can continue to keep its communities safe with reduced resources.

Good

Summary

Derbyshire Constabulary is on track to achieve its required savings of £24.2m over this spending review period and it has developed plans for the following financial year of 2015/16. The constabulary is also looking beyond this period, and the work of its change programme aims to design a new way of providing policing that will be affordable through to 2019/20.

Overall, the constabulary understands the issues facing it, and it has a well-managed change programme in place to achieve the savings required. The outlook for 2016 and beyond is positive with business improvement methods, such as priority-based budgeting, being applied to important functions in the constabulary. This will enable the constabulary to examine the services it provides and better understand how to provide policing services at reduced cost.

HMIC's assessment is that the constabulary is achieving the savings required and is planning for the future, while continuing to reduce crime and retain high levels of victim satisfaction.

To what extent is the constabulary taking the necessary steps to ensure a secure financial position for the short and long term?

Good

Derbyshire Constabulary has made all the savings it needed up to 2013/14 and it has increased its level of reserves during that time.

The constabulary plans to achieve the £6.2m savings required in 2014/15 and the £7.1m required in 2015/16. Although the constabulary is showing the use of reserves in its current plans, it is confident that as plans are finalised they will not need to be utilised.

The outlook for 2016 and beyond is positive. The constabulary is planning ahead to 2019/20 and is assembling business cases through priority-based budgeting and other work to design a new way for the constabulary to provide policing into 2016 and beyond.

To what extent has the constabulary an affordable way of providing policing?

Good

The way that the constabulary currently polices Derbyshire has successfully supported achieving of savings for the spending review period.

The constabulary is developing a new way to organise itself so it can provide policing with fewer resources in the future. This will be implemented from March 2015 onwards.

Currently, the proportion of savings to be achieved from pay is high compared with other forces. A tighter focus on providing more non-pay savings through the change programme will help the constabulary to readdress the balance, helping it to preserve its frontline police officer numbers.

To what extent is the constabulary efficient?

Good

The constabulary continues to improve its understanding and management of demand by examining: policies and procedures, single crewing, shift patterns, and using scheduled appointments for non-urgent incidents.

The constabulary understands the demands placed on it by other public services and is working with partners to put in place appropriate arrangements that will free up police officer time

Working with partners, the constabulary is embracing technology to become more effective and efficient.

Recorded crime has reduced over the spending review period and victim satisfaction is above the figure for England and Wales.

The constabulary in numbers



Financial position

The constabulary's savings requirement

Requirement Gap

£24.2m

£0.0m



Providing policing

Planned change in police officer numbers 2010/11 – 2014/15

Derbyshire England and Wales

-14%

-11%

Planned change in total workforce numbers 2010/11 – 2014/15

Derbyshire England and Wales

-17%

-14%

Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)

Derbyshire England and Wales

-0.1

+3.0

Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)

Derbyshire England and Wales

+0.8

+3.7



Efficiency

Police officer cost per head of population
2013/14

Derbyshire

England and Wales

£96.1

£117.7

Workforce cost per head of population
2013/14

Derbyshire

England and Wales

£132.7

£168.1

Change in recorded crime
2010/11 – 2013/14

Derbyshire

England and Wales

-19%

-14%

Victim satisfaction 2013/14*

Derbyshire

England and Wales

87.2%

85.2%

*Confidence intervals: $\pm 1.4\%$ for Derbyshire; $\pm 0.2\%$ for England and Wales.

Introduction

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the constabulary is providing value for money. To answer this question we looked at three areas:

- To what extent is the constabulary taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the constabulary an affordable way of providing policing?
- To what extent is the constabulary efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This provides the findings for Derbyshire Constabulary.

To what extent is the constabulary taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

Financial challenge

Derbyshire Constabulary has identified that it needs to save £24.2m over the four years of the spending review (i.e., between March 2011 and March 2015).

As a proportion of its overall budget, this savings requirement of 13 percent is lower than the figure for England and Wales. HMIC considers that Derbyshire Constabulary faces a moderate challenge.

The scale of the challenge

As a low-cost constabulary, Derbyshire does face some challenges to reduce its costs. This is because:

- it spends less per head of population than most other forces in England and Wales;
- it has fewer police officers and police staff per head of population than most other forces in England and Wales; and
- the cost of police officers and police staff per head of population is lower than for most other forces in England and Wales.

Savings plans for 2014/15 and 2015/16

Throughout this whole spending review period, the constabulary has overachieved on its savings requirements and improved its position on reserves. This enables it to respond to the unpredictability of future funding and to support the cost of change, for example by enabling it to make necessary investments in its IT infrastructure.

Derbyshire has clear plans in place to achieve £5.0m of the £6.2m savings required in 2014/15. At the time of the inspection the constabulary was finalising its work on priority based budgeting which will enable it to identify the outstanding savings requirement. This work is sufficiently mature that this does not cause concern; particularly with the availability of reserves should they be required to bridge the gap.

The constabulary is also developing plans for 2015/16 with savings already identified to

achieve £1.2m of the £7.1m required. The remaining savings will be achieved as the priority based budgeting work is implemented. Based on its projections, Derbyshire is confident that this work will yield the necessary savings to close the gap without the use of reserves (although currently the forecasted plans show the use of reserves).

Outlook for 2016 and beyond

While future reductions to central funding beyond 2016 have not been confirmed at this time, should the current approach continue, forces are likely to experience reductions to their central funding year on year.

As part of its change programme, the constabulary has adopted priority-based budgeting (PPB) that will help it to achieve further efficiencies beyond 2016. Managers have been asked to provide savings proposals for minimal and reduced levels of service against predicted demand. PPB will achieve savings through four main work areas:

- contact management, criminal justice, professional standards and assets (£6.8m proposed savings);
- crime support, operational support and corporate services (£4.7m proposed savings);
- future police resource model (currently under review); and
- strategic finance, HR, IT and business support (currently under review).

The constabulary has a timetable to design a new way of providing policing and it recognises that this carries some risk. The challenge is to bring together several work areas and business cases, while assessing how they work together, and then phasing these in over the next four years. This will require careful sequencing so that there is a smooth transition.

Summary



Good

- Derbyshire Constabulary has made all the savings it needed up to 2013/14 and it has increased its level of reserves during that time.
- The constabulary plans to achieve the £6.2m savings required in 2014/15 and the £7.1m required in 2015/16. Although the constabulary's financial plans show the use of reserves in both years while the final details of the savings plans are agreed the constabulary is confident that it will not need to fall back on the reserves.
- The outlook for 2016 and beyond is positive. The constabulary is planning ahead to 2019/20 and it is assembling business cases through priority-based budgeting and other work areas to design a new way for the constabulary to provide policing into 2016 and beyond.

To what extent has the constabulary an affordable way of providing policing?

HMIC looks at how the constabulary is structured to provide policing. We ask if this is affordable as the constabulary responds to its financial challenge. We look at what the constabulary is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

How the constabulary provides policing

During the course of the spending review, the constabulary has maintained a structure for local service provision through three geographical policing divisions: Buxton, Chesterfield and Derby. The constabulary is committed to neighbourhood policing, and 95 safer neighbourhood teams (SNTs) are based across the three divisions. Most share boundaries with local authorities and there are joint teams where the police work with other public sector organisations like local councils across the constabulary area. The SNTs comprise local response and investigative functions, with supervision and leadership provided by a locally based inspector. The constabulary has allocated resources to prevention activity and partnership working, and there are good links to community safety.

Derbyshire's change programme is designed to improve the way in which the constabulary provides policing. The plan is to implement these changes from March 2015 onwards. The aim is to make savings through better alignment of resources to actual policing demand. The constabulary is committed to having the right staff with the right skills in the right place at the right time. The constabulary plans to retain the current divisional structure but the mix of officers, PCSOs and staff may change in each policing area and division, depending on the level and nature of demand.

Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and it helps to achieve savings.

Derbyshire Constabulary is actively engaged in collaboration on a number of policing activities with other forces in the East Midlands region. However, it takes a cautious approach when deciding which regional collaboration it will participate in, based on the threat, harm and risk to the communities of Derbyshire, rather than on cost savings alone. In addition, the constabulary takes a cautious approach to accounting for savings from collaboration only including them in budget plans when they materialise. There is a willingness to explore collaboration with other public sector partners, as demonstrated by the planned building of a joint headquarters with the Fire and Rescue Service, but little appetite at present to outsource services to the private sector when these savings can still be identified and then banked by the constabulary.

In 2014/15 the constabulary expects to spend 5 percent of its net revenue expenditure on collaboration, which is below the 11 percent figure for England and Wales. Collaboration is expected to contribute to 5 percent of the constabulary's savings requirement, which is lower than the 10 percent figure for England and Wales.

Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation that can help to maintain or improve the service they offer to the public, and to prepare for future funding reductions.

Derbyshire Constabulary started to make plans in preparation for the era of austerity prior to the spending review announcement, which put it in a strong position. The constabulary's change project was established to analyse the potential to achieve savings and to improve the constabulary's position for the challenges ahead.

The constabulary has integrated a priority-based budgeting (PBB) approach into the change programme. PBB is a business tool that enables the constabulary to examine the services it provides, to understand how much they cost and how a different level of service can affect costs, and how this links with the overall policing service provided. This does not always mean a reduction in service; it also identifies where an enhanced service is required. The constabulary has worked without external consultancy advice, which has saved money and has developed and encouraged staff within the constabulary to acquire new business skills. There is a robust internal support and challenge process, although the constabulary may still benefit from considering an external review of proposals within the PBB programme to ensure that they are taking into account benchmarking and cost comparison data, as well as validating the benefits and risks of option appraisals. The constabulary uses programme management methodology to co-ordinate and organise its projects, and there are governance arrangements in place to monitor and evaluate them.

Control of expenditure is robust; the constabulary monitors this closely against predicted spend and is proactive at looking ahead and taking swift action. All the strands of activity are monitored and managed through a programme board, and progress is reported to the chief officer team and the police and crime commissioner on a regular basis.

The constabulary's track record shows that it has overachieved on its savings targets in previous years. It has also made a good start on this year's target and it has substantial reserves to support a smooth transition. The chief constable is very clear on the direction the constabulary needs to take. Important decisions are made at the strategic governance board, which comprises of the police and crime commissioner and the constabulary's senior management team. The constabulary has modelled different scenarios based on different financial assumptions to 2019/20.

The constabulary identified that the main elements of its change programme during the current spending review are:

- improved call management;
- better alignment of resource to demand;
- using IT to make processes more efficient and to reduce bureaucracy;
- developing targeted patrol activity; and
- changing the way local policing is provided.

The constabulary identifies that the main elements of its change programme as it responds to future financial pressures will include:

- use of business improvement methods;
- development of mobile data applications;
- improved IT;
- making processes more efficient and reducing bureaucracy; and
- improved call management.

How is the constabulary supporting its workforce to manage change and effective service provision?

Priority-based budgeting is involving the people who work in a business area and supporting them to think through the hard challenges, it aims to empower them to own the whole process and its results. The change team has an important role to play in supporting PBB processes with staff. The critical feature will be the ability to sequence the implementation of agreed changes in order to achieve the necessary savings.

The constabulary has a programme of activity to promote cultural change. For example, chief officers are hosting talk-back sessions with officers and staff on values, attitudes, reinforcing standards and leadership. The constabulary intranet promotes the constabulary's 'Just Think' and 'Just Lead' campaigns, and monthly web chats about change take place, also involving staff association and federation representatives.

The constabulary is not a target-driven organisation and it is more focused on providing a high-quality service. There is a growing emphasis on empowering staff and officers to use discretion, with a strong message from senior leaders that staff will be supported if they make a decision for the right reasons, even if it turns out to have been the wrong decision. This is helping to change the culture, although there is still some way to go before this is reflected on the front line and it will take time to embed. HMIC found, when talking to officers

from across the constabulary that officers are aware of the need to spend less and to find savings, and there remains a strong culture of improving performance.

How is the constabulary achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we also expect forces to bear down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use, and the contracts they enter for services (e.g., for cleaning). Derbyshire plans to make 14 percent of its savings from non-pay, which is lower than the value for England and Wales.

The constabulary has focused on savings from business support functions, non-pay spending and regional collaboration. Although savings will continue to come from these areas, the constabulary is now looking to achieve substantial savings from other areas.

In 2014/15, savings will mainly come from pay and non-pay; for example through strong vacancy management, reducing the police estate further, reducing the number of front counters, cutting costs and taking incremental efficiency savings from different budget lines. The constabulary also plans to use reserves to fund new ways of working through its new-build joint headquarters with Derbyshire Fire and Rescue Service, as well as more effective IT devices (e.g., body-worn cameras) and improvements in IT infrastructure.

The first two stages of the PBB process identified potential savings of £11.5m with two more stages currently under way. One of these stages includes revising the police resource model; the constabulary expects substantial savings to come from this area, although it will continue to bear down on procurement costs, the vehicle fleet and assets. It is likely that there will be some change to the way in which neighbourhood policing will be provided, but it is not yet clear what this will look like in detail, including the size and mix of teams in neighbourhoods. There is not much time from the end of the summer, when the PBB process is completed, to putting in place the new plan, but a timetable of events and decisions required is in place.

As with other forces, savings mostly come from reducing the workforce. Derbyshire plans to make 86 percent of its spending review savings requirement from its pay budget. This is a higher proportion than for other forces.

The following table shows the constabulary’s planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.

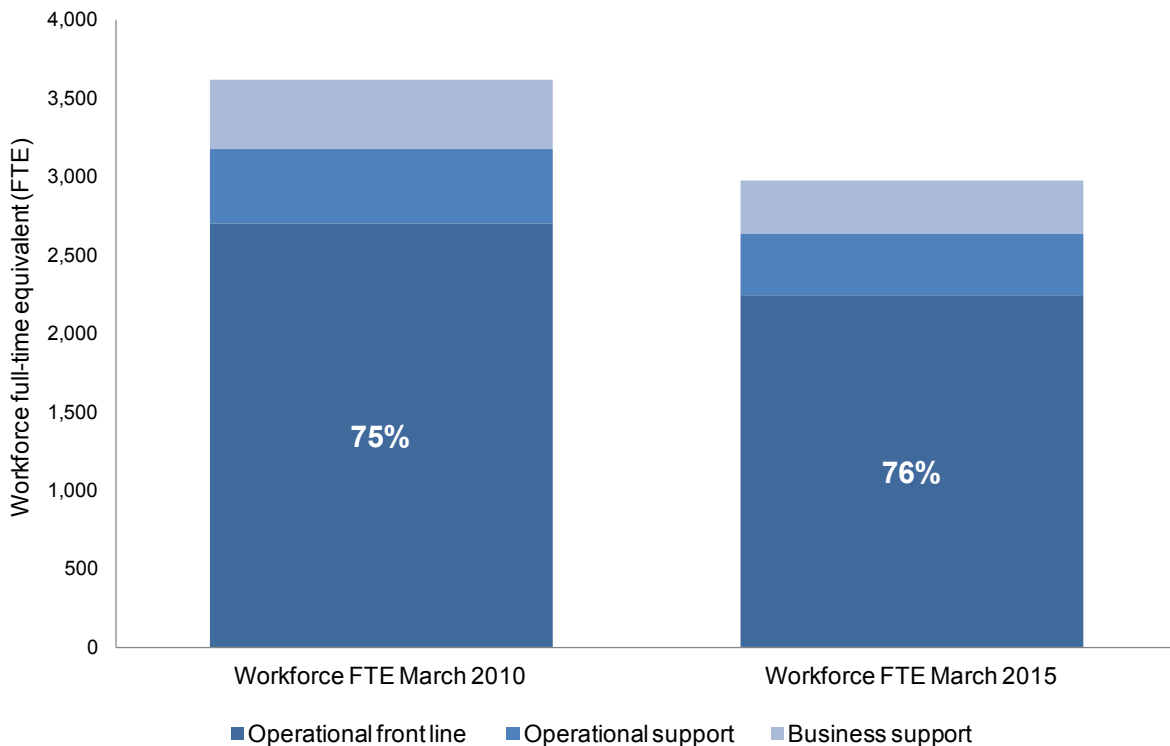
Please note, these figures are rounded.

	31 March 2010 (baseline)	31 March 2015	Change	Constabulary change %	Change for England and Wales %
Police officers	2,074	1,780	-294	-14%	-11%
Police staff	1,359	1,020	-339	-25%	-17%
PCSOs	181	185	4	2%	-22%
Total	3,614	2,985	-629	-17%	-14%
Specials	302	350	48	16%	44%

It is important that as forces reconfigure their structures and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

The following chart shows the planned change in the workforce frontline profile in Derbyshire Constabulary.



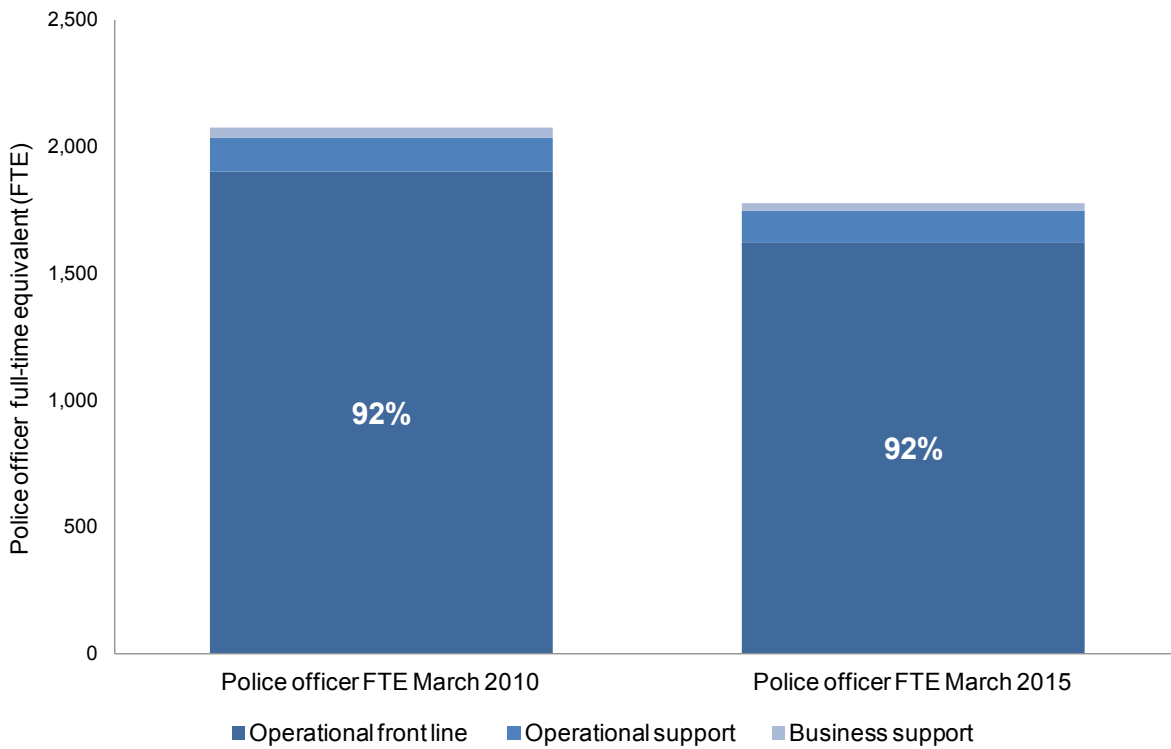
Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.

The number of officers, PCSOs and staff working on Derbyshire’s front line is projected to reduce by 454 between March 2010 and March 2015 (from 2,701 to 2,247).

Over the same period, the proportion of Derbyshire’s total workforce allocated to frontline roles is projected to increase from 75 percent to 76 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of Derbyshire’s police officers in frontline roles is planned to reduce by 279 from 1,902 in March 2010 to 1,623 by March 2015, as the following chart shows. The proportion of those on the front line is projected to remain at 92 percent. This contrasts to an overall increase across England and Wales from 89 percent to 92 percent.

The following chart shows the planned change in police officers' frontline profile.



Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.

Summary



Good

- The way that the constabulary currently polices Derbyshire has successfully supported achieving the savings for the spending review period.
- The constabulary is developing a new way to organise itself so it can provide policing with fewer resources in the future. This will be implemented from March 2015 onwards.
- Currently, the proportion of savings to be achieved from pay is high compared with other forces. A tighter focus on providing a higher proportion of non-pay savings through the change programme will help the constabulary to readdress the balance, helping it to preserve its frontline police officer numbers.

To what extent is the constabulary efficient?

HMIC looks at how the constabulary understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

How well does the constabulary understand and manage demand?

Derbyshire is continuing to improve its understanding and management of demand. The constabulary's demand-management project is examining a number of areas including policies and procedures, single crewing, shift patterns, deployments, scheduled appointments and response to non-urgent incidents. It is acknowledged that across the three policing divisions there is still some variance in response to the same incident type. The constabulary considers that it cannot automatically deploy officers to all crime incidents and it is changing its approach, for example through more telephone resolution. The constabulary intends to use its assessment of risk, threat, vulnerability, and repeat victimisation to decide where a police officer should attend or whether the matter can be resolved over the phone. This means that workload of its response and safer neighbourhood teams will be reduced.

The constabulary has also conducted work to understand the impact of other agencies changing the way they work in response to funding cuts, for example, changes to ambulance attendance and provisions for people with mental health concerns. The constabulary, like others, has implemented a mental health pilot, which involves two police officers working with a mental health nurse. This enables an early assessment to be made and action taken on any mental health issues that may be an underlying cause of the incident that is being investigated. This has started to reduce calls for service for both the police and mental health workers. Similarly, partner agencies are involved in the PBB process, for example, on developing the right mix in safer neighbourhood teams. In addition, where partners are planning to make cuts and service changes, these plans form part of the PBB support and challenge process. This means that service changes should be aligned, and the future way of providing policing takes into account all of these factors.

Derbyshire, in common with all police forces, is expected to provide resources to contribute to national policing requirements. The constabulary takes account of these regional and national demands, and also has a number of officers and staff seconded to regional roles.

How efficiently does the constabulary allocate its resources?

The constabulary has an annual joint assessment of strategic threats and risks; it carries this out with partners and refreshes it to take account of emerging issues such as cyber-crime. Resource allocation takes account of the strategic assessment and emerging issues, and it is a continuous process that looks at how the constabulary needs to be structured to cope with future challenges.

Performance and intelligence analysis is currently used to improve resource allocation to areas of most need (i.e. crime hotspots). There has been an emphasis on improving mobile and foot patrol strategies, which will be further improved by intelligent mapping software. The constabulary is also developing its ability to problem solve anti-social behaviour with partners, and it is moving to a new system that will take time to embed.

An assessment of critical police officer roles was completed at the start of the change programme, and this has recently been refreshed. Critical posts and vacancy management are closely linked, which enables the constabulary to move resources to where they are most needed. The proposed business cases under the PBB approach have been (or are being) developed by operational leads who have a detailed understanding of their areas of business. They are supported by change team staff, human resources and finance experts. This ensures that as the plans go through a rigorous support and challenge process, account is taken of the associated dependencies and risks, and they are co-ordinated with financial forecasts to inform the overall workforce plan and any future reduction in workforce numbers.

However, the PBB process for the whole constabulary will not have been completed until September 2014; only then can the full picture be constructed to determine what the future way of providing policing will look like.

How does the constabulary respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the constabulary's decision.

Calls for service

Derbyshire Constabulary does not currently gather information on the time it takes officers to respond to emergency or urgent calls. This means HMIC is unable to assess the effectiveness of how the constabulary responds to these calls for service from the public.

Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force. HMIC therefore examined how far the changes being implemented by the constabulary had affected the visibility of the police in the Derbyshire area.

In 2014, Derbyshire Constabulary allocated 64 percent of its police officers to visible roles. This is 1.4 percentage points higher than the number allocated in 2010 and higher than the current 56 percent figure for England and Wales.

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Derbyshire has allocated 67 percent of these staff to visible roles. This is 1.3 percentage points higher than it allocated in 2010, and higher than the current 60 percent figure for England and Wales.

HMIC conducted a survey¹ of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in Derbyshire, 8 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

Furthermore, 89 percent of respondents in Derbyshire said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 8 percent said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

¹ Sample sizes for each force were chosen to produce a confidence interval of no more than ± 6 percent and for England and Wales, no more than ± 1 percent. Forces' differences to the England and Wales value may not be statistically significant.

Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), Derbyshire Constabulary reduced recorded crime (excluding fraud) by 19 percent, compared with 14 percent in England and Wales. Over this period, victim-based recorded crime (that is, crimes where there is a direct victim such as an individual, a group, or an organisation) reduced by 20 percent, compared with 14 percent in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) rose by 3 percent, whereas England and Wales had a reduction of 1 percent.

By looking at how many crimes occur per head of population, we get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in Derbyshire (per head of population) compared with the rest of England and Wales.

12 months to March 2014	Rate per 1,000 population	England and Wales rate per 1,000 population
Crimes (excluding fraud)	51.3	61.1
Victim-based crime	46.5	54.3
Sexual offences	0.9	1.1
Burglary	7.6	7.8
Violence against the person	9.0	11.1
ASB incidents	45.7	37.2

It is important that crimes are effectively investigated and that the perpetrator is identified and brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. Derbyshire's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 29 percent. This is broadly in line with the England and Wales sanction detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the Derbyshire constabulary area. For information on the frequency of other kinds of crimes in your area, go to www.hmic.gov.uk/crime-and-policing-comparator.

Victim satisfaction surveys

An important measure of the impact of changes to service provision for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2014, 87.2 percent (± 1.4 percent) of victims were satisfied with the overall service provided by Derbyshire Constabulary. This is above the figure for England and Wales figure which is 85.2 percent (± 0.2 percent).

Changes to how the public can access services

The constabulary is actively exploring different ways for the public to contact the police, for example, online, by telephone and through web pages providing information. Alternative ways to meet demand are also being considered, which include a 'track my crime' function that assists victims of crime who can be updated electronically on the progress of their investigation.

The constabulary has a prioritisation approach to its estate, so any closures are carefully compared against the number of people using particular buildings and also any impact on the community. This approach is supported by the police and crime commissioner. Wherever possible, co-location and sharing facilities is considered. However, these buildings, for example those managed by local authority partners, are not always well located or suitable. Since the start of the spending review, the constabulary has closed two police stations and ten front counters. One shared access point has been created where a dedicated police reception and enquiry facility operates from within Bolsover District Council headquarters building.

The future of the police estate will be determined from the changes to the constabulary arising from the ongoing PBB work, which is yet to be finalised.

Summary 

Good

- The constabulary is continuing to improve its understanding and management of demand with a demand management project examining a number of areas including policies and procedures, single crewing, shift patterns, deployments, scheduled appointments and response to non-urgent incidents.
- The constabulary understands the demands placed on it by other public services and is working with partners to put into place appropriate arrangements that will free-up police officer time
- Working with partners, the constabulary is embracing technology to better manage the challenges that it faces and to become more effective and efficient in targeting its resources.
- Recorded crime has reduced over the period of the spending review and victim satisfaction is above most forces in England and Wales.

Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the constabulary achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the constabulary is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the constabulary requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the constabulary's provision of value for money is inadequate because it is considerably lower than is expected.