



Inspecting policing
in the public interest

Responding to austerity

City of London Police

July 2014

© HMIC 2014

ISBN: 978-1-78246-420-4

www.hmic.gov.uk





Contents

How well does the force provide value for money?	4
The force in numbers	6
Introduction	8
To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?	9
To what extent has the force an affordable way of providing policing?	12
To what extent is the force efficient?	19
Our judgments	25

How well does the force provide value for money?

Overall judgment

The City of London Police has made good progress in managing the financial cuts. It continues to provide effective policing to the City of London and is building resources to meet its important national role in tackling economic crime. It faces some future risk in an uncertain financial landscape but is developing sound plans for coping with more austerity.

Good

Summary

The City of London Police has plans in place to achieve all of the savings it needs over the spending review period; the long term has some uncertainties. The plans for making future anticipated savings are not fully developed. The force has now started its second phase of the change programme, 'City Futures' which is designed to manage further funding reductions and future financial pressures as well as transforming services.

In addition to providing policing to the City of London, the force also plays an important national role in co-ordinating the country's response to economic crime and fraud. This national lead role has enabled it to develop specialist expertise and attract external funding for specific national economic crime-fighting initiatives and operations. Overall, the force understands its issues and is meeting its local and national commitments efficiently and effectively.

Despite a sizeable reduction in the number of police officers and PCSOs, crime in the City of London has continued to fall. The rate of detections and victim satisfaction are both high.

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

Good

The challenge faced by the force is not as difficult as some others, mainly due to its national lead role in fighting economic crime, and the ability to generate income from its specialist resources in this area.

While this external income offsets government reductions in funding, increasing reliance on it still carries a risk for the force in the medium to long term.

The force has a good track record of achieving savings requirements and is demonstrating a strong commitment to improve efficiency through the 'City Futures' programme.

The force has a secure financial position in the short term. It has been able to build up some reserves, which it can use to balance its budgets, but there are risks and uncertainties for the long term.

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

Good

The force restructured the way it polices the City of London in early 2013. Even though there has been an overall reduction in the workforce employed, the force has successfully protected the front line and there are now a greater number working on the front line than there were in 2010.

The change programme during the first two years of the spending review ensured an affordable way of working and achieved significant savings.

Non-pay costs are reducing and are planned to reduce further in the next stages of the change programme.

The workforce is supportive of the force and proud of the service it provides to the City of London.

To what extent is the force efficient?

Good

The force understands and responds to the needs of local communities while responding effectively to the complex and demanding requirements of taking the national lead in fighting economic crime and fraud.

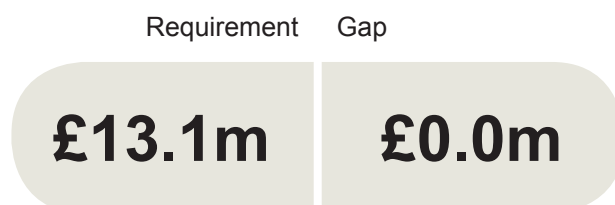
The transformational change programme 'City First' made sure that officers and staff are available when and where they are most needed. Despite a reduction in the number of police officers and PCSOs, the force has increased the numbers in the overall workforce on the front line and continued to respond effectively to calls for police assistance.

Overall crime is reducing although at a slower rate than across England and Wales. Victim satisfaction with the police and the levels of detected crime remain high.

The force in numbers

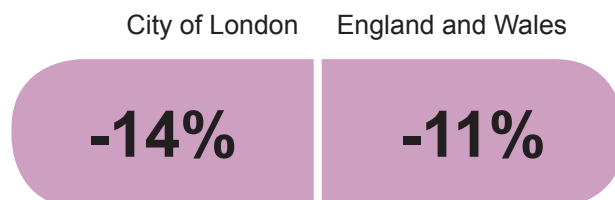
Financial position

The force's savings requirement



Providing policing

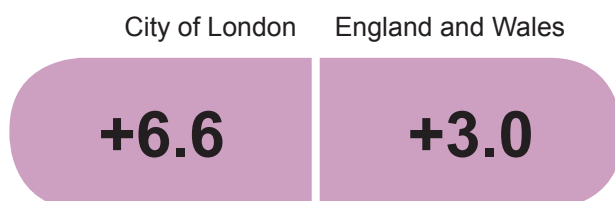
Planned change in police officer numbers 2010/11 – 2014/15



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



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



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





Efficiency

Police officer cost per head of population
2013/14

City of London

England and Wales

£134.2**£117.7**

Workforce cost per head of population
2013/14

City of London

England and Wales

£178.2**£168.1**

Change in recorded crime
2010/11 – 2013/14

City of London

England and Wales

-9%**-14%**

Victim satisfaction 2013/14*

City of London

England and Wales

90.2%**85.2%**

*Confidence intervals: $\pm 3.6\%$ for City of London; $\pm 0.2\%$ 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 force is achieving value for money. To answer this question we looked at three areas:

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

To what extent is the force 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

City of London Police has identified that it needs to save £13.1m 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 14 percent is lower than the figure for England and Wales. HMIC considers that compared to other forces, the City of London Police faces a smaller financial challenge, but recognises that this has been achieved through securing additional income streams to offset the cuts, making it less reliant on funding from central government.

The scale of the challenge

The scale of the challenge for the City of London Police would have been larger but, in addition to cutting its spending, the force has adopted an approach of actively seeking to secure additional grants and other income from business levies to offset the budget cuts.

The force seeks income generation opportunities by building on its unique position in the City of London and its expertise in tackling economic crime, and through government and European Union grant funding and private sector partnerships. The force works extremely hard to secure and maintain external funding and fully recognises the risks which this brings. It is planning to make appropriate use of its reserves to balance its budget.

There are opportunities to reduce its costs in line with other forces as:

- the cost of police officers and police staff per head of population is higher than most other forces in England and Wales; and
- its non-pay costs are higher than most other forces in England and Wales.

HMIC recognises that higher staffing and non-pay costs are in part a consequence of operating in central London and the small residential population adversely affects the force's comparison with others. Despite this, there remain cost saving opportunities in these areas.

Savings plans for 2014/15 and 2015/16

The force has a secure financial position in the short term. During the first two years of the current spending review, the force successfully implemented its 'City First' change programme, which introduced a new structure for providing policing, making savings of £15.3m against an annual budget of £100m.

The force was able to make more savings than it needed in these first two years and was able to put this extra money into reserves for future use. The force has a savings requirement of £4.4m in 2014/15 and, in addition to the £0.3m savings planned, it intends to use £4.1m of reserves to close the gap.

Outlook for 2016 and beyond

The force's financial position in the long term is uncertain. The force is very aware that, based on its worst case analysis, it cannot continue to rely on using its reserves to balance the budget, and it will need to make savings of £7.4m in 2015/16 and £7.4m in 2016/17, with a growing gap beyond this. The force recognises that it will need to make savings in the future if it is not to reduce its reserves to below the £4m minimum currently stipulated by the City of London Corporation.

To mitigate this risk, the force is developing its ambitious 'City Futures' transformation programme and is pursuing more income generation opportunities. This programme is being led by the chief officer team and is underpinned by thorough and measured processes and timescales.

The force is also continuing to seek further income generation opportunities using its expertise in tackling economic crime. The force works extremely hard to secure and maintain external funding and fully recognises the risks that this brings. The force considers each opportunity on the basis of detailed business plans. It continuously monitors funding streams to minimise risks of loss of income or increased costs; for example, it employs people to work on these projects on short-term contracts. The newly appointed income generation manager has recently secured funds for the force to target organised criminals from Eastern Europe and is also seeking funds from the European Union this year.

The force is developing a number of programmes that it anticipates will generate benefits for the future, although these have yet to start. These include:

- an IT modernisation programme – where the force will work collaboratively with the City of London Corporation for provision of IT services;

- an estate strategy – rationalisation of the estates in conjunction with the Corporation of London, leading to better and more efficient use of buildings; and
- the use of mobile data technology that will allow the officers to work more remotely and to fit better with the strategy to provide fewer police stations.

However the 'City Futures' programme and its savings plans are still to be fully developed and future funding uncertainties remain. If the planned savings are achieved, they will bring the force's budget into a balanced position by 2016/17.

Summary



Good

- The challenge faced by the force is not as difficult as some others because of its unique position in the City of London and its national lead role in fighting economic crime, giving it the ability to generate income from its specialist expertise.
- While this external income offsets central government reductions in police funding, the increasing reliance on it does still carry some risk for the force in the medium to long term.
- The force has a good track record of achieving the required savings and is demonstrating a strong commitment to further improve efficiency through the 'City Futures' programme.
- The force has a secure financial position in the short term. It has been able to build up some reserves, which it can use to balance its budgets if necessary, but there are risks and uncertainties for the long term.

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

HMIC looks at how the force is structured to provide policing. We ask if this is affordable as the force responds to its financial challenge. We look at what the force 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 force provides policing

City of London Police is the smallest territorial police force in England and Wales. It is unlike any other force in that the Court of Common Council is the local policing body that provides the policing governance under the City of London Police Act 1839 and the Police Act 1996. It delegates powers to the Police Committee of the City of London Corporation, which fulfils the combined function of the police and crime commissioner and the Police and Crime Panel.

Under its change programme 'City First' the force restructured during 2013 into five functional areas consisting of economic crime, uniformed policing, intelligence and information, crime investigation, and corporate services. It restructured neighbourhood and response policing and implemented a new shift system so that officers and staff are available when they are most needed. The programme will require a fundamental culture shift to be fully embedded as; new IT-based working practices, including remote and mobile working, are implemented; the estate is rationalised from three police stations to one; and stronger collaboration arrangements are cemented with the City of London Corporation for the provision of business support services. At present, the force does not expect that these changes will require further reductions in police officer numbers as they are already being aligned with the policing plan and the operating model implemented in April 2013.

Collaboration

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

The force collaborates with other forces and other organisations to ensure that it has the capacity and capability to provide a full range of services. For example it has a backup command and control arrangement with the Metropolitan Police Service, as well as surveillance, specialist operations, and investigative support with a range of partners. As part of the 'lead force' responsibilities held by the City of London, there are a number of national bodies such as Action Fraud, Dedicated Cheque and Plastic Crime Unit, Police Intellectual Property Crime Unit and the Overseas Anti-Corruption Unit which are all hosted by the force. These have enabled the force to build up specialist expertise and attract significant external funding from both the public and private sector.

HMIC found that the force is open to collaboration and is keen to explore all opportunities. It has investigated collaboration opportunities with the British Transport Police (for learning and development) and with the East Coast Information System consortium. However, after reviewing potential benefits neither has been taken forward. The force is at an early stage in developing an IT strategy in collaboration with the City of London Corporation so that they can work jointly, with common systems used to carry out business support functions and reduce support cost. This joint work will be key to supporting the success of changes to the force's future ways of working and is expected to generate around £2m annually in staff savings, with implementation planned for 2016/17.

The force plans to spend one percent of its net revenue expenditure for 2014/15 on collaboration, which is lower than the eleven percent average figure for forces in England and Wales. Collaboration is expected to contribute four percent of the force's savings requirement for 2014/15, which is lower than the ten 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 which can help maintain or improve the service they offer to the public and prepare for future funding reductions.

The 'City First' change programme sets the framework for the new way of working and achieved the initial round of savings required under the austerity programme. The force is now working on the next stage of its change programme, 'City Futures' which plans to take this further. An accommodation strategy has been developed to enable the force to make savings from its use of buildings; however its ability to implement this is heavily dependent upon the new IT strategy which is still in the early planning stage and involves working jointly with the City of London Corporation.

The force is committed to improving the way it works to become more efficient. For example, it has reviewed the way it records and investigates crime. The review aimed to increase efficiency and reduce wastage of police time and found the force was doing 'too much, too late' in respect of investigations. This led to the force developing an action plan to introduce a more proactive and streamlined approach to crime recording and investigation. It has now moved on to review the force's intelligence processes as part of 'City Futures'.

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

- better alignment of resource to demand;
- finding ways to generate extra income;

- structural change in the way it provides local policing;
- structural change in operational support; and
- shift pattern changes.

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

- more efficient use of police buildings;
- using mobile data technology to enable police officers to work more efficiently;
- improving IT systems and support;
- continuing to increase income generation; and
- further work to align resource to demand.

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

The change programme aims not only to achieve the next phase of savings, but also aims to bring about cultural change in the way the force works. The force puts considerable effort into engaging with its staff during the first stage of the change programme. However, staff expressed a feeling that the change was being done to them, rather than them feeling they were contributing to it.

The force conducts an annual staff survey and has also carried out consultation on specific elements of change that have affected staff, such as new uniforms and shift patterns. Consultation supporting a review of operational processes is also about to begin using a private contractor. Results of staff surveys have led to specific work streams of IT, empowerment and leadership being developed in the 'City Futures' programme. Staff told HMIC that they were kept informed of developments, with most reading the Commissioner's blog and attending his road show briefings. The force has also introduced a web-based discussion forum called 'Ask the AC' where staff can pose questions directly to the senior leadership team.

How is the force 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 do 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 such as cleaning. The force plans to make 11 percent of its savings from non-pay, this is lower than the 29 percent figure for England and Wales.

The force is seeking to reduce non-pay costs through its accommodation strategy and procurement collaboration with the City of London Corporation. The force makes effective use of the Corporation of London Procurement Services framework, where costs are benchmarked to provide the best value for money. Through this provision savings are anticipated in mobile communication, cleaning and catering contracts.

As with other forces most of the savings come from reducing the workforce. The City of London Police made an early start on this in 2010, when it slowed its recruitment of new police officers and police staff. The force plans to make 89 percent of its savings requirement from its pay budget. Although this is higher than most other forces, the change to the City of London Police's workforce profile differs from elsewhere.

The following table shows the force'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	Force change %	Change for England and Wales %
Police officers	852	731	-121	-14%	-11%
Police staff	310	455	145	47%	-17%
PCSOs	52	22	-30	-58%	-22%
Total	1,214	1,208	-6	-1%	-14%
Specials	79	100	21	27%	44%

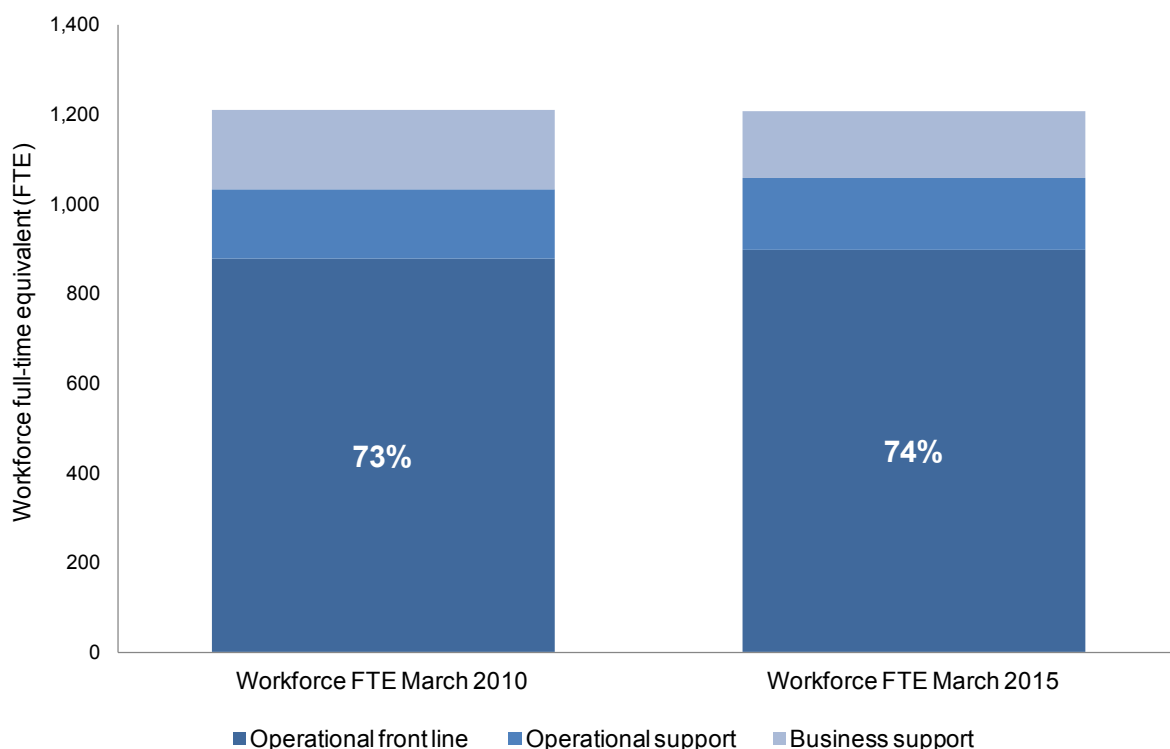
The force is set to lose proportionately more police officers and PCSOs than the England and Wales average over the period of the spending review. However there will have been a significant increase in the number of police staff employed by the force. The City of London Police is unlike any other force in that it has a national and international role in dealing with economic crime; many of the staff involved in this area of work are police staff rather than police officers. The demand on policing to prevent and investigate economic crime is growing. As a consequence the force has attracted additional funding and recruited police

staff to meet the growing demand. At the same time, as part of its savings plans, the City of London Police is reducing the number of PCSOs.

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 change in the workforce frontline profile in the City of London Police.



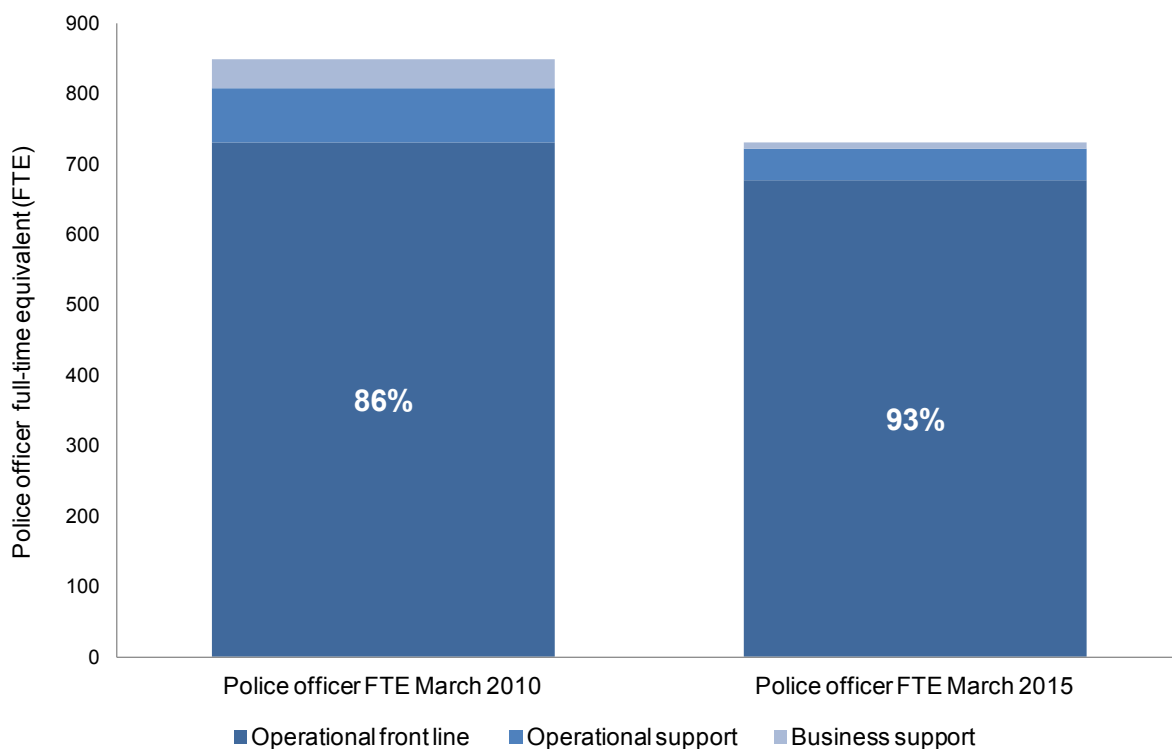
Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.

The number of officers, PCSOs and staff working on the front line is projected to increase by 21 (from 877 to 898) between March 2010 and March 2015.

With only a slight change in the total workforce numbers, the proportion of its total workforce allocated to frontline roles over the same period is projected to increase from 73 percent to 74 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent

The number of City of London’s police officers in frontline roles is planned to reduce by 53 from 730 in March 2010 to 677 by March 2015. However, as the following chart shows, the proportion of those remaining on the front line is projected to increase from 86 percent to 93 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent and shows City of London Police is successfully protecting frontline crime-fighting roles as it makes these cuts.

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



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 force restructured the way it works and polices the City of London in early 2013. Even though there has been an overall reduction in the workforce employed, the force has successfully protected the front line and there are now a greater number working on the front line than there were in 2010.
- The change programme during the first two years of the spending review ensured an affordable way of working and achieved significant savings.
- Non-pay costs are reducing and are planned to reduce further in the next stages of the change programme.
- The workforce is supportive of the force and proud of the service it provides to the City of London.

To what extent is the force efficient?

HMIC looks at how the force 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 force understand and manage demand?

The force assesses its demand by examining potential risks, threats and causes of harm. At an operational level the force conducts a number of activities including public consultation and analysis of its own performance data, partnership information and intelligence to produce a 'strategic assessment'. This identifies what is important to the public in terms of policing priorities and how the force will need to respond. This is reviewed every six months to ensure that the priorities remain appropriate.

In addition to local priorities of counter-terrorism, safer roads, public order, reducing crime, tackling anti-social behaviour and fraud, the force also prioritises its work in support of the national strategic policing requirement. The City of London Police also has national lead force responsibilities for the investigation of fraud. This involves providing co-ordination and direction to other police forces in England and Wales for all types of fraud investigation. Therefore, the force has to understand and respond to the needs of local communities and the complex and demanding requirements leading the national response to economic crime.

How efficiently does the force allocate its resources?

All police staff are contractually employed by the City Corporation and many of the systems and support services are shared; for example, occupational health and telephony services for non-emergency calls. This enables the force to focus its resources on frontline service.

The force has examined how it manages its resources to meet the known and foreseeable demands on its services. The 'City First' programme in 2013 transformed the force's way of working. It restructured the way policing is provided and set the baseline of how many officers and staff the force needed. Included within this piece of work was a comprehensive audit of the workforce, which has enabled the force to have a better understanding of their skills and make better use of its staff, aligning resources to meet demand in the most efficient way. Any changes to staffing are overseen by the leadership team and decisions are made in accordance with priorities and in line with the 'City First' plan.

How does the force 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 force's decision.

The City of London residential population of around 10,000 and the small geographic police area puts the force in a unique position when compared other forces. During the working day the population swells to over 300,000 and there is a busy and growing night time economy. A commitment in the police and crime plan means that the force currently attends all reports of crime. This commitment is based on the understanding that policing an area, which hosts a nationally significant financial and business sector, requires a level of response that may not be provided by other forces.

Calls for service

To ensure that the force responds in the most appropriate way it has placed intelligence officers into the control room. This allows rapid intelligence research to take place when calls are received from the public, prior to police resources being despatched. As a result, the staff that attend incidents are better informed, which enables them to be more effective and efficient in their response.

HMIC examined whether the City of London Police was taking longer to respond to calls for help, as a result of its changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, City of London had maintained the same target response times of 12 minutes for calls classed as 'emergency' (also known as Grade 1 or 'I'). Over the same period, calls classed as a 'priority' (also known as Grade 2 or 'S') had a target response time of within 60 minutes.

The following table compares the force's performance in 2010/11 to 2013/14.

Calls for service	2010/11	2013/14
Percentage of emergency calls on target	98.0	97.0
Percentage of priority calls on target	100.0	99.0

Over the spending review the force has broadly maintained the number of calls responded to within their target times.

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 a part of the policing picture. Police forces 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 being 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 force had affected the visibility of the police in the City of London area.

In 2014, the City of London Police allocated 42 percent of its police officers to visible roles. This is 6.7 percentage points lower than the number allocated in 2010, and lower than the figure for all other forces (which was 56 percent across England and Wales).

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, the City of London Police allocated 43 percent of these staff to visible roles. This is 8.8 percentage points lower than it allocated in 2010, and lower than the 60 percent figure for England and Wales.

HMIC conducted a survey of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. However, because the resident population is a comparatively small number this did not include the City of London.

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), the City of London Police reduced recorded crime (excluding fraud) by 9 percent, compared with a reduction of 14 percent in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim – an individual, a group, or an organisation) reduced by 2 percent, compared with a reduction of 14 percent in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) reduced by one percent, which is broadly in line with the one percent reduction in recorded crime for England and Wales.

By looking at how many crimes occur per head of population, we can 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 City of London (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)	17.2	61.1
Victim-based crime	14.6	54.3
Sexual offences	0.2	1.1
Burglary	0.9	7.8
Violence against the person	1.9	11.1
ASB incidents	3.5	37.2

It is important that crimes are investigated effectively and the perpetrator brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. The City of London Police’s detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 29 percent. This is higher than the England and Wales’s detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the City of London force 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, 90.2 percent (± 3.6 percent) of victims were satisfied with the overall service provided by the City of London Police. This is higher than the England and Wales figure (85.2 percent (± 0.2 percent)).

Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services. The City of London Police operates from three police stations, each with a front counter. This has been the case throughout the spending review period. The long-term plan is to reduce to one public access point in Wood Street and to make use of the City of London Corporation's touch screen technology to enable the public to access police services.

The force engages with communities on several levels. These range from internet-based engagement such as Twitter and Facebook, email alerts for residents and businesses, and a smartphone app; to more traditional methods of public contact including public meetings and surveys. The force also engages with the public to give reassurance in response to specific policing issues.

Summary

Good

- The force understands and responds to the needs of local communities while also responding effectively to the complex and demanding requirements of taking the national lead in fighting economic crime and fraud.
- The transformational change programme ‘City First’ made sure that officers and staff are available when and where they are most needed. Despite a reduction in the number of police officers and PCSOs, the force has increased the numbers in the workforce on the front line and continued to respond effectively to calls for police assistance.
- Overall crime is reducing although at a slower rate than across England and Wales, the rate of detections is high and victim satisfaction with the police is high.

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