



Inspecting policing  
in the public interest

## Responding to austerity

Humberstone Police

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# How well does the force provide value for money?

## Overall judgment

While progress is being made, Humberside Police still faces a significant challenge. It is important that the force moves ahead quickly with its plans to change the way it provides policing in 2015 in order to achieve a secure financial position and provide better value for money.

**Good**

## Summary

HMIC is concerned that Humberside Police has not yet done enough to achieve a secure financial position for the future. Reserves will be used to make up the shortfall in the savings requirement each year. This means that the required recurring savings have not yet been found, and this position is not sustainable.

However, progress is being made and plans for a new affordable structure are well under way. A new leadership style has been introduced and the culture of the organisation is now more able to support the level of change that will be happening along with a reduction in the workforce. A thorough understanding of the nature of the demand the force is dealing with is informing the new structures that will be established.

It is essential that the plans for the new way of providing policing are put in place and begin producing savings as timetabled. The force must ensure that there is no slippage that could in turn have an impact on the performance of the force.

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

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

**To what extent is the force efficient?**

**Requires improvement**

**Good**

**Good**

HMIC is concerned that Humberside Police has not yet done enough to achieve a secure financial position for the future.

Reserves will be used to make up the shortfall in savings each year and to buy time to implement the change programme. This does mean though that the required recurring savings have not yet been found, and this position is not sustainable.

The challenging savings requirement for 2015/16 will be met by changing the way the force provides policing, allowing a reduction in police officers and staff. However, these plans are not yet complete.

The plans need to be in place quickly to provide assurance that the savings can be achieved without any risk of impact on service provision to the public.

Humberside Police has a range of arrangements with other forces in the region to provide specialist policing services. So far, these mainly have brought about more effective services, rather than achieving savings.

The force plans to operate with fewer police officers and staff to bring about the necessary savings. Since 2010, the force will have seen one of the largest reductions in its police officer strength, with plans for 24 percent fewer officers by 2015, although the proportion working on the front line will have increased.

The chief constable's leadership style, the creation of a force leadership team, and the communication with staff are strong indicators that the organisational culture is improving.

Humberside Police has a good understanding of its demand. It has carried out a detailed analysis that has shown that there is significant scope to reduce unnecessary demands on police time, and it is now working with others to find more appropriate ways of dealing with this.

The force applies its understanding of demand and risks well, allocating its resources to areas of greatest need and high risk, keeping these under review.

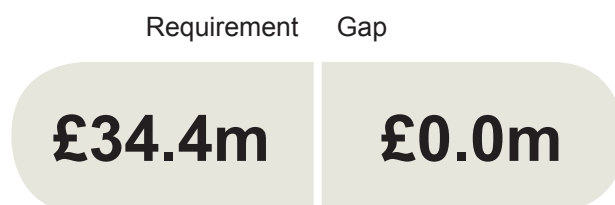
The force has plans to ensure that police resources are deployed to incidents more efficiently and effectively.

Once the detail of the new policing structure has been decided, the force needs to develop a new estates strategy so that its buildings are used efficiently and meet public access needs.

# The force in numbers

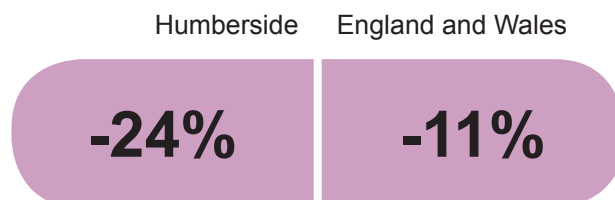
## Financial position

The force's savings requirement

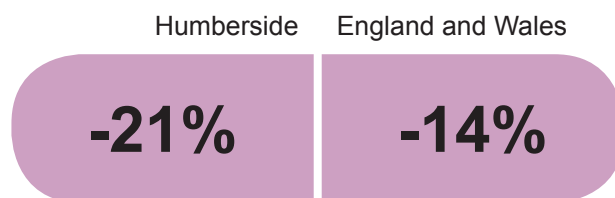


## Providing policing

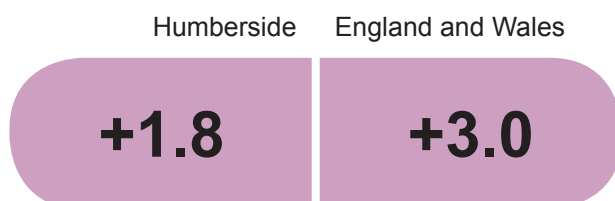
Planned change in police officer numbers 2010/11 – 2014/15



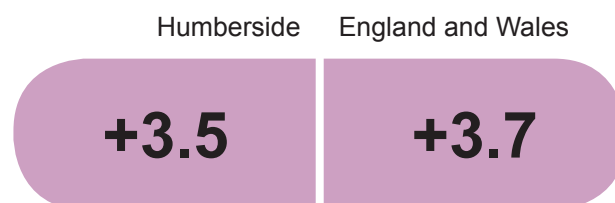
Planned change in total workforce numbers 2010/11 – 2014/15



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

Humberside	England and Wales
<b>£100.3</b>	<b>£117.7</b>

Workforce cost per head of population  
2013/14

Humberside	England and Wales
<b>£159.4</b>	<b>£168.1</b>

Change in recorded crime  
2010/11 – 2013/14

Humberside	England and Wales
<b>-12%</b>	<b>-14%</b>

Victim satisfaction 2013/14\*

Humberside	England and Wales
<b>86.1%</b>	<b>85.2%</b>

\*Confidence intervals:  $\pm 1.4\%$  for Humberside;  $\pm 0.2\%$  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 Humberside 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 following financial year of 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

Humberside has identified that it needs to save £34.4m 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 16 percent is slightly lower than most other forces, but HMIC considers that Humberside Police faces a particularly difficult challenge. It attracts a higher proportion of central funding and lower local funding than many other forces, which means that central funding cuts have a more significant impact compared with other forces.

## The scale of the challenge

Humberside faces a particular challenge because of the scale of the financial savings that must be made. This is because it has reduced its size and costs to a large extent already. However, there are opportunities to reduce its costs in line with other forces because:

- cost of police community support officers (PCSOs) and police staff per head of population is higher than in most other forces in England and Wales;
- the force has a higher number of police staff per head of population than most other forces in England and Wales; and
- its total workforce costs are higher than most other forces in England and Wales.

## Savings plans for 2014/15 and 2015/16

HMIC is concerned that the force has not yet done enough to achieve a secure financial position for the future. In the early years of the spending review, the force and the former police authority made a conscious decision to use up the high level of reserves that had been accumulated over previous years. The force has continued to accumulate reserves with the express intent of using them to cushion the impact of funding reductions. Reserves that stood at 17 percent of total spending in 2011/12 are expected to fall to 12 percent by 2014/15. This has meant that some of the funding gap has been bridged using an injection of one-off reserves and that recurring savings sufficient to meet the gaps have not been achieved. This is not sustainable in the long term.

The savings requirement for 2014/15 is £12.2m with planned savings of £6.8m. A gap of £5.5m had been reported although the force plans to use reserves to bridge this gap and balance their budget.

In 2015/16 there is a savings requirement of £16.3m with planned savings of £12.0m. This savings target is expected to be met from reductions in police officer and staff posts and the implementation of a new operating model. However, it is not yet clear which functions will be directly affected by these reductions, and therefore what the impact will be.

Because of the scale of savings required now, the leadership will need to make changes at an unprecedented pace.

## Outlook for 2016 and beyond

The medium-term financial forecast outlines plans up to 2018/19 with reserves planned to meet any shortfall. Even when continuing to use reserves to balance the budgets, these reductions in spending are dramatically higher than anything the force has previously achieved.

## Summary



**Requires improvement**

- HMIC is concerned that Humberside Police has not yet done enough to achieve a secure financial position for the future.
- Reserves will be used to make up the shortfall in the savings requirement each year and to buy time to implement the change programme. This does mean though that the required recurring savings have not yet been found, and this position is not sustainable.
- The challenging savings requirement for 2015/16 will be met by changing the way the force provides policing, allowing a reduction in police officers and staff. However, these plans not yet complete.
- The plans need to be in place quickly to provide assurance that the savings can be achieved without any risk of impact on service provision to the public.

# 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

Humberside Police currently provides policing through three territorial divisions covering Hull, Yorkshire's East Riding and northern Lincolnshire which includes the four local authority areas of North East Lincolnshire, North Lincolnshire, East Riding of Yorkshire, and Kingston upon Hull. The force has two control rooms, one for the North Bank and one for the South Bank. Each division is provided with its own support and specialist units and there are a number of centralised specialist units, such as crime, operations and protecting vulnerable people, which work across all four areas. This model has been in existence for some time and now needs to be restructured to help the force reduce its costs and provide the style of policing to which it aspires.

## Collaboration

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

Humberside Police has a number of collaborative arrangements in place, predominantly with other police forces in the region. The force considers service provision, resourcing costs, and income with other forces and public services to decide whether collaboration offers the right benefits to Humberside. In most cases, the decision has been made to collaborate in order to provide a better service, and not necessarily to save costs. Since autumn 2013, the force has been collaborating with the Yorkshire police forces through a lead-force approach to firearms, underwater search and marine, Odyssey (serious and organised crime), procurement, public order, scientific support, civil contingencies and chemical, biological, radiological and nuclear (CBRN) defence. The force has a cross-force working group with West Yorkshire Police and South Yorkshire Police on crime and specialist operations, and is collaborating with South Yorkshire Police on information services, human resources, estates, fleet and legal services. The force is exploring further collaboration with the fire and rescue service; current collaborations exist for vehicle workshops and community safety volunteers. A collaboration arrangement is in place with a local authority for fuel bunkering.

The force expects to spend 7 percent of its net revenue expenditure on collaboration, which is lower than the 11 percent figure for England and Wales. Collaboration is expected to contribute to 6 percent of the force's savings requirement, which is again 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 maintain or improve the service they offer to the public, and prepare for future funding reductions.

Most of Humberside Police's savings are to be made from a future organisational restructure – 'Building the Future' – that will see significant changes to the way it provides policing. The force's saving plans are not yet supported by detailed, specific and achievable business cases because it has not yet decided on the details of the new structure. It is expected that the force will make a decision on a new operating model and structure during July and August 2014. In principle, the new model in development is to be a single force-wide structure with four functional units or hubs: communities; operations; specialist; and a control hub. These will be supported by centralised services such as finance, HR, estates, and learning and development. The new hub commanders are in post and are currently determining what structures will be needed for the model to be fully operational by April 2015.

The new structure will require a reduced number of both police officers and police staff. The scale of planned police officer reductions (210 fewer) over the next four years should be achievable based on patterns of leaving and retiring. Police staff reductions need to be much higher (591 fewer). This will not be possible through turnover and the force is looking to achieve 50 percent of the reduction by voluntary enhanced redundancy. The rest is to be achieved by redeployment, efficient management of the establishment leading in to change, a recruitment freeze and, potentially, a small number of compulsory redundancies.

The force's estates strategy does not yet support public access requirements. Plans to make changes to front-counter provision will not be finalised until the operating model has been decided. The force will then be in a better position to determine where police stations and front counters will be required. It has already conducted an analysis to understand the footfall and public access requirement for front counters and this will be used to inform the new estates strategy.

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

- changes in business support in areas such as HR and finance;
- better alignment of resources to demand;
- collaboration with other forces;
- streamlining processes and reducing bureaucracy; and
- improving the way that operational support functions are provided.

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

- improved call management;
- use of predictive technology;
- improved IT to streamline processes;
- collaboration with other parts of the public sector; and
- improvement in mobile data to achieve further efficiencies on the front line.

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

Humberside Police recognises that bringing about a shift in the organisational culture is critical to the success of introducing the new way of providing policing. The force has identified the high-level changes necessary and is developing detailed plans to support these. However, it has already taken some important steps. The chief constable's leadership style, the creation of a force leadership team, and the engagement and communication with staff are very strong indicators that this work is already under way. Consulting and involving staff through blogs, roadshows, briefings and think tanks, encouraged by the change team, also support a shift in approach and point to the new organisational culture.

The force is now initiating a culture of improvement at ground level. The 'go and make a difference' methodology is playing a role in embedding a culture of improvement and savings from the bottom up. This sets officers and staff a 60-day challenge to enable them, with appropriate support, to go away and make a difference through their work. Although early in its implementation and effect, a process has been established to take ideas forward – for example, a street mental health triage in Grimsby, a review of shift systems and improvements in the reporting of road traffic collisions. The force has a joint mobile information programme with South Yorkshire Police, which successfully secured £1m of

funding from the Home Office innovation fund. This is aimed at improving performance and reducing costs.

Since the arrival of the new chief constable, there has been more interaction and consultation with staff. This has included a new force ambition, which was developed with staff through focus groups with managers. 'Scribble posters' have been introduced that have resulted in 500 pieces of feedback. An assistant chief constable produces a blog, and different forums have been introduced to allow officers and staff to feedback on proposed changes.

The new 'people strategy' has key indicators for health and well-being that are reported to the force leadership team and considered at performance meetings. Workforce indicators also go to the health and well-being board. The force carries out a staff survey every two years, but it is now looking at more frequent surveys with targeted themes to support more effective two-way communication.

## 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, 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 negotiate for services such as for cleaning. The force plans to make 19 percent of its savings from non-pay. This is lower than for other forces.

As with other forces, most savings come from reducing the workforce. Humberside Police has been reducing the number of its police officers and police staff since the start of the savings review. The force plans to make 81 percent of its spending review savings requirement from its pay budget, especially with the implementation of its new operating model. This is higher than for other forces.

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.

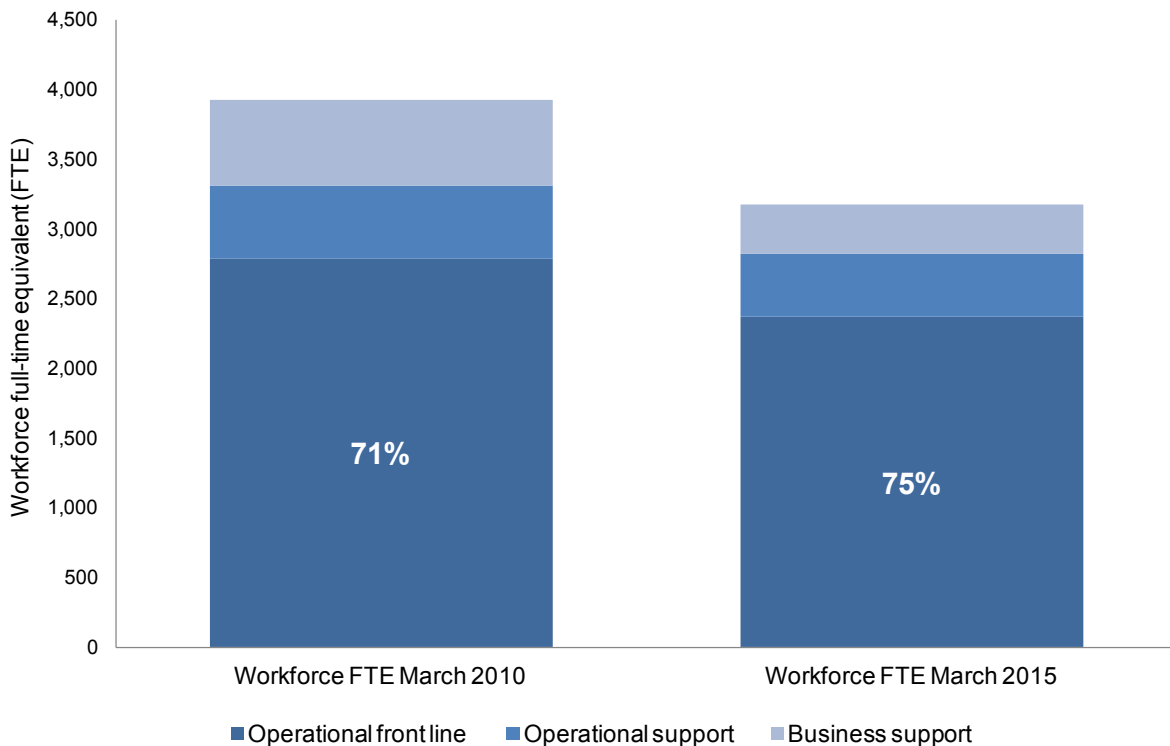
Please note, these figures are rounded.

	<b>31 March 2010 (baseline)</b>	<b>31 March 2015</b>	<b>Change</b>	<b>Force change %</b>	<b>Change for England and Wales %</b>
Police officers	2,058	1,563	-495	-24%	-11%
Police staff	1,648	1,366	-282	-17%	-17%
PCSOs	317	248	-69	-22%	-22%
Total	4,023	3,177	-846	-21%	-14%
Specials	341	470	129	38%	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 Humberside 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.**

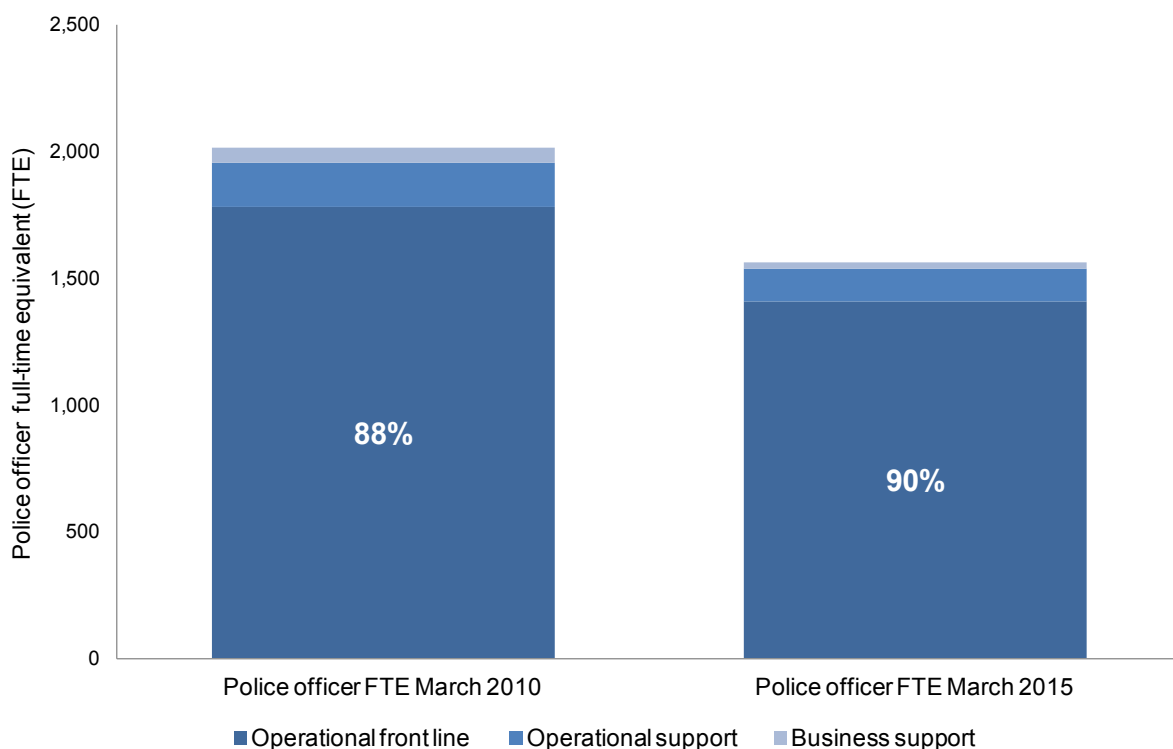
The number of officers, PCSOs and staff (i.e., of the force’s total workforce) working on the Humberside Police front line is projected to reduce by 15 percent between March 2010 and March 2015 (from 2,790 to 2,369).

Over the same period, the proportion of Humberside Police’s total workforce allocated to frontline roles is projected to increase from 71 percent to 75 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of Humberside’s police officers in frontline roles is planned to reduce by 21 percent from 1,781 in March 2010 to 1,408 by March 2015, as the following chart shows. The proportion of those remaining on the front line is projected to increase from 88 percent to 90 percent. This compares with an overall increase across England and Wales from 89 percent to 92 percent, and shows that Humberside Police is successfully protecting frontline crime-fighting roles as it makes these cuts.



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**

- Humberside Police is involved in a range of collaborative arrangements with other forces in the region to provide specialist policing services. So far these have mainly brought about more effective services, rather than achieving savings.
- ‘Building the Future’ is the force’s plan to change the way it provides policing. The service will operate with fewer police officers and staff, and bring about the necessary savings.
- Since 2010 the force will have seen one of the largest reductions in its police officer strength with 24 percent fewer officers by 2015. However, although numbers are falling, the force will have increased the proportion working on the front line.
- The chief constable’s leadership style, the creation of a force leadership team, and the engagement and communication with staff are strong indicators that the organisational culture is improving.

# 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?

Humberside police is using a variety of methods to understand its demand. At a strategic level, the force undertakes an annual assessment and this is informed, for example, by partnership demand and partners' information together with the impact of regional and national issues such as child sexual exploitation and cyber crime. A force 'control strategy' follows from this assessment and sets the direction for the force providing a framework for the development of force and local operational plans. The control strategy is refreshed annually and a new one was recently completed for 2014/15.

To influence the 'Building the Future' strategic review of the new structure for policing, the force conducted demand analyses that included an analysis of 'calls for service', called Operation Check. A snapshot of demand in a 24-hour period, in September 2013, was analysed to identify true demand (what the force should deal with) and waste and failure demand (what the force should not be dealing with). From the analysis, it was concluded that 44 percent of demand was not police related but represented, for example, social services and local authority calls for help. Just over half the calls (58.9 percent) were identified as potentially preventable demand due to, for example, inefficient internal processes. This exercise was repeated in early 2014 and again analysis showed that 40 percent of demand had not required a police response.

As a result of Operation Check, the force is clearer about its demand profile and its approach to managing demand is changing. It aspires to reduce the 'waste and failure demand' once relevant training and processes are embedded and closer relationships are in place with partners such as health services and local authorities. A current initiative to tackle 'waste demand' is the new street mental health triage in Grimsby, which is currently being piloted.

## How efficiently does the force allocate its resources?

In the allocation of financial and human resources to the areas of greatest need, areas of identified 'high risk' are constantly being reviewed regarding their level of resource. For example, the force's Public Protection Unit has recently been centralised (centrally managed and locally resourced) and given extra staff to better manage the threat and risk identified in this area of work. There is now a single team structure where previously, four

teams were based in the divisions. As the new operational model develops, the numbers within public protection will be ring-fenced, and the move to a centralised structure will bring the greater consistency that was needed because there was local variation in both policies and procedures.

The introduction of a scheduled appointment system for officers to attend non-emergency calls will also make a difference to demand management and the force has identified that it needs to fill 120 appointment slots a day to be efficient. The aim is to use the 'right resource first time' to make better use of its resources, as opposed to current practice, whereby the force sends an immediate response to most calls. The force has also sought good practice advice from other forces in relation to predictive analysis, so it can both plan better for known peaks in demand and align its resources to meet that demand.

In relation to wider resilience and national policing issues – i.e., assisting other forces with public order incidents or major civil contingency issues such as flooding – the force undertook resource allocation modelling. This modelling concluded that 1,390 was the lowest number of police officers required for operational resilience. However, the force constantly reviews this figure because it has to be mindful of new pressures and threats on demand, such as policing fracking demonstrations, as well as mutual aid requirements.

With regard to the efficient deployment of resources to incidents, the force is introducing a new centralised command centre hub in October 2014 situated in two control rooms. It is introducing the THRIVE (Threat, Harm, Risk, Investigation, Vulnerability and Engagement) process into this new command hub. This will ensure that victims' needs are met, vulnerability is appropriately identified and managed, and demand is managed more efficiently and effectively according to the identified risk and threat.

## 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.

## Calls for service

HMIC examines whether forces are taking longer to respond to calls for help from the public as a result of its workforce reductions and other 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. Humberside has not set targets and therefore does not monitor response 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. 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 force had affected the visibility of the police in Humberside.

In 2014, Humberside Police allocated 57 percent of its police officers to visible roles. This is 6.4 percentage points higher than the number allocated in 2010 and is also broadly in line with the figure across England and Wales (56 percent).

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Humberside Police allocated 63 percent of these staff to visible roles in 2014. This is 6.5 percentage points higher than it allocated in 2010, and higher than the 60 percent figure for England and Wales.

HMIC conducted a survey<sup>1</sup> 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 Humberside, 14 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, 81 percent of respondents in Humberside said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 9 percent said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

<sup>1</sup> Sample sizes for each force were chosen to produce a confidence interval of no more than  $\pm 6$  percent and for England and Wales, no more than  $\pm 1$  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), Humberside Police reduced recorded crime (excluding fraud) by 12 percent, compared with 14 percent in England and Wales. Similarly, over this period, victim-based crime (i.e., crimes where there is a direct victim such as an individual, a group, or an organisation) reduced by 12 percent, compared with 14 percent in England and Wales.

Looking just at the past 12 months, recorded crime (excluding fraud) rose by 5 percent, compared to the figure for England and Wales (a 1 percent reduction).

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 recorded crime and anti-social behaviour rates in Humberside (per head of population) compared with the rest of England and Wales.

<b>12 months to March 2014</b>	<b>Rate per 1,000 population</b>	<b>England and Wales rate per 1,000 population</b>
Crimes (excluding fraud)	71.5	61.1
Victim-based crime	64.9	54.3
Sexual offences	1.4	1.1
Burglary	11.8	7.8
Violence against the person	13.2	11.1
ASB incidents	22.2	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. Humberside Police's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 27 percent. This is broadly in line with England and Wales detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the Humberside 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](http://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, 86.1 percent ( $\pm 1.4$  percent) of victims were satisfied with the overall service provided by Humberside Police. This is in line with the England and Wales figure (85.2 percent ( $\pm 0.2$  percent)).

### Changes to how the public can access services

At the start of the spending review period, Humberside Police had 41 police stations with 30 front counters. It predicts that by March 2015 this will reduce to 15 police stations with 26 front counters. The force needs to develop a detailed estates strategy that will rationalise its use of buildings and complement its new way of providing policing.

## Summary



**Good**

- Humberside Police has a good understanding of its demand. It has carried out a detailed analysis that has shown that there is significant scope to reduce unnecessary demands on police time, and it is now working with partners to find more appropriate ways of dealing with its core demand.
- The force applies its understanding of demand and risks well, allocating its resources to areas of greatest need and identified high risk, and keeping these under review.
- New initiatives such as the introduction of an appointment system and a new centralised command centre hub will ensure that police resources are deployed to incidents more efficiently and effectively.
- Once the detail of the new policing structure has been decided, the force needs develop a new estates strategy so that its buildings are used efficiently and meet public access needs.
- While the force has achieved a reduction in crime over the spending review period over the last 12 months to March 2014 crime has risen. It is important that as new structures are introduced this is addressed and there is no further deterioration in performance.

## 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.