



Promoting improvements
in policing to make
everyone safer

PEEL: Police efficiency 2016

An inspection of Derbyshire Constabulary



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Introduction

As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC assesses the efficiency of police forces across England and Wales.

As with all public services, it is vital that the police service operates in a way that makes the most of all its available resources. Police forces need to make sure they understand the current demand for their services. This is to make sure that they use all the resources available to them to fight all types of crime and to protect communities. Also, forces need to be looking to the future to understand how that demand may change and to plan where they need to invest extra resources or change the ways they operate so that the public can continue to receive the policing it expects and deserves.

As part of the government's objectives to cut public spending, central funding to the police service in England and Wales has been reduced by around 20 percent since 2011. Police forces across England and Wales have faced a difficult challenge to sustain effective levels of policing in the face of significant budget cuts. Forces need to continue to make efficiencies and invest resources wisely in order to maintain a focus on reducing crime and keeping their communities safe. HMIC considers that a police force is efficient if it is making the best use of its resources to provide policing services that meet expectation and follow public priorities, and if it is planning and investing wisely for the future.

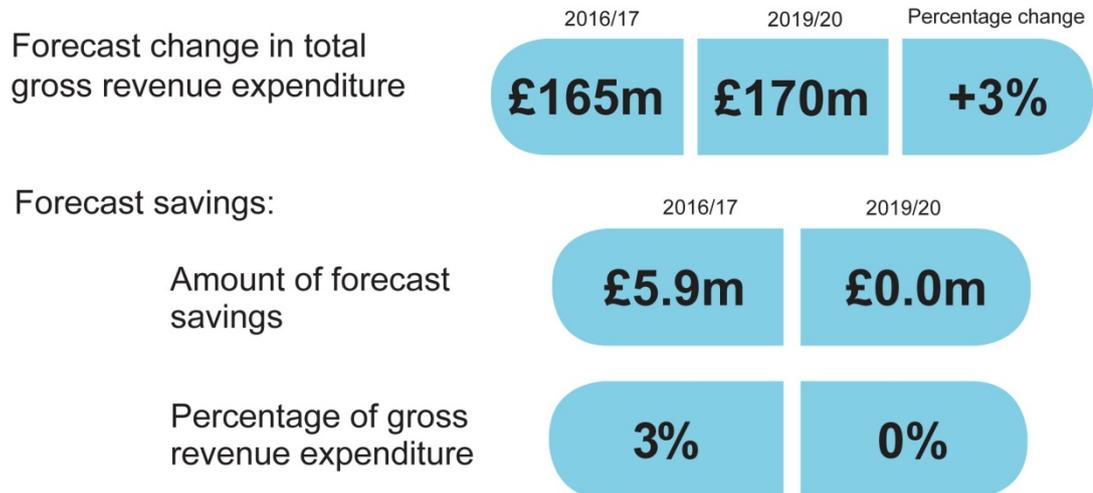
HMIC's efficiency inspection assessed all of these areas during 2016. More information on how we inspect and grade forces as part of this wide-ranging inspection is available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/how-we-inspect/). This report sets out our findings for Derbyshire Constabulary.

Reports on Derbyshire Constabulary's legitimacy and leadership inspections will be available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016) in December 2016. Our reports on police effectiveness will be published in early 2017.

Force in numbers



Financial position



Workforce





Calls for assistance

999 calls per 1,000 population 12 months to 31 March 2016

Derbyshire Constabulary

114

England and Wales force average

124



Recorded crime

Changes in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2016

2014/15

50

2015/16

51

Percentage change in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2016

Derbyshire Constabulary

+2%

England and Wales force average

+9%



Victim satisfaction

Victim satisfaction with the overall service provided by the police 12 months to 31 March 2016

Derbyshire Constabulary

83%

England and Wales force average

84%

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

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

Overall judgment¹



Good

Derbyshire Constabulary has been assessed as good in respect of the efficiency with which it keeps people safe and reduces crime. The force has a comprehensive understanding of demand on its services and is making considerable effort to improve the way it works, including collaborating well with other forces and partner organisations to improve efficiency and save money. It has managed its finances successfully and has made investments as well as savings. In last year's efficiency inspection, Derbyshire Constabulary was judged to be good.

Overall summary

Since HMIC's 2015 inspection, Derbyshire Constabulary has maintained the efficiency with which it keeps people safe and reduces crime. It has developed a good understanding of the full range of current demand for its services, supported by analysis conducted by experts from outside the force, and has reshaped its operating model. The force has also commissioned research to gather more detail about under-reported crime and the hidden demand for police services in the community. In this way, it can make evidence-based decisions about how to allocate its resources.

The force is improving the way it matches resources to demand and is investing more resources in areas of growing demand, such as safeguarding vulnerable people and cyber-crime. It has set clear priorities that take into account current and emerging demand as well as the nature of risks facing the community and the objectives set by the police and crime plan. The force is taking into consideration that local partner organisations may not be able to continue offering the same levels of service because of budget cuts. It is making a considerable effort to improve the way it works, including completely restructuring frontline resources and introducing several ICT systems, fundamental to operational activity that will bring its capability into line with that of other forces.

Derbyshire Constabulary is committed to joint working, collaborating with neighbouring forces for counter-terrorism and serious and organised crime investigations. The force will share headquarters accommodation with the fire and

¹ HMIC judgments are: outstanding, good, requires improvement and inadequate.

rescue service in a building developed in complete cooperation, featuring a shared working environment and ICT infrastructure. This is intended to maximise the potential for working together. The force can also demonstrate that it works well with partner agencies to meet and manage demand as effectively as possible.

The force continues to manage its finances successfully, having taken early steps to meet savings requirements and build significant reserves. It uses external expertise during all major investments, with business benefits realisation and investment plans scrutinised by the OPCC and external auditors to provide assurance as to their credibility. The force's strong financial position has allowed it to re-invest resources in areas of growing demand and highest risk. Further investments in buildings and ICT have been carefully planned using prudent assumptions about future income and costs. The force's plans are ambitious: the joint-enterprise approach with the fire and rescue service sets the tone for how the force is prepared to be creative and pragmatic in finding new ways of working to meet future demands.

Derbyshire Constabulary, through careful financial management, is able to make both savings and investments, while working to a balanced budget. Its sustainable, affordable workforce model and a fully funded, well-planned investments programme leave the force well positioned to continue meeting public expectations in an increasingly efficient way.

Recommendations

Derbyshire Constabulary is a good force. HMIC has not identified any causes of concern and therefore has made no specific recommendations.

How well does the force understand its current and likely future demand?

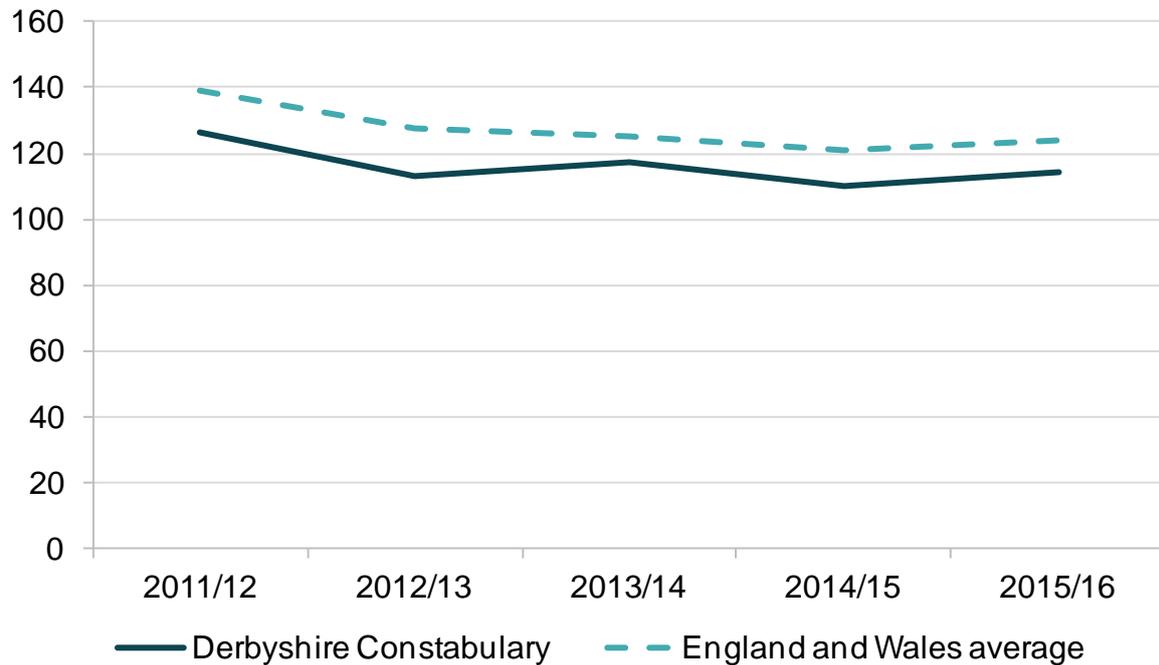
A good understanding of the demand for police services is vital in ensuring that forces have the right resources in the right place to provide the right level of policing now and in the future. This means not just an understanding of reported incidents but also how well a force proactively looks for demand that is less likely to be reported (e.g. incidents relating to modern slavery or child sexual exploitation) so that it can ensure that it protects the most vulnerable victims. Forces also need to understand how much resource to put into work that prevents crime and anti-social behaviour from occurring in the first place. It is important that forces continually review how they operate to ensure that they are not wasting police resources by operating inefficiently or responding to unnecessary demands.

Forces must understand how demand is changing and how they need to change in order to adapt to ensure that they can plan for the future and continue to respond effectively. As well as assessing likely future threats and risks from crime, this also means understanding and assessing the potential impact of wider societal and environmental changes on the demands they will face.

How well does the force understand the current demand for its services?

Police services cover a wide spectrum of activities and go far beyond the most obvious demands for providing a response to 999 calls, protecting victims of crime and pursuing offenders. It is important that forces have a comprehensive understanding across the whole range of different demands they face, including early intervention work with other organisations to prevent crime and proactively seeking out 'hidden' crimes (e.g. domestic abuse, internet crime, fraud, modern slavery and crime in communities who are more reluctant to trust or engage with the police). Police forces also need to understand how efficiently they run their own operations in order to avoid wasted effort and to ensure that they make the best use possible of all available resources.

Figure 1: Volume of 999 calls per 1,000 population received by Derbyshire Constabulary compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016

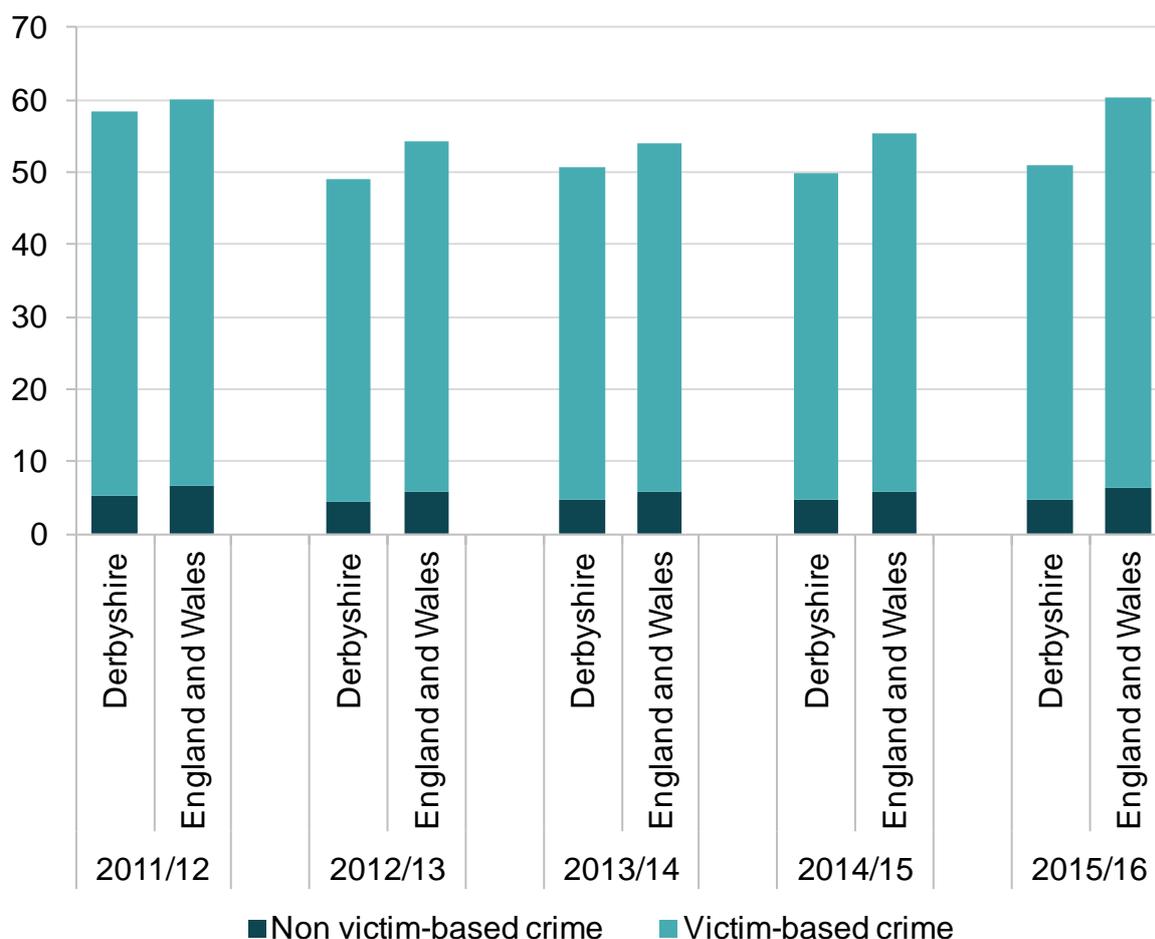


Source: Home Office Annual Data Requirement

For further information about the data in figure 1 please see annex A

Derbyshire Constabulary received 114 '999' calls per 1,000 population in the 12 months to 31 March 2016. This was broadly in line with the England and Wales average of 124 calls per 1,000 population. In the 12 months to 31 March 2012, the constabulary received 126 '999' calls per 1,000 population, broadly in line with the England and Wales average of 139 calls per 1,000 population.

Figure 2: Police recorded crimes per 1,000 population in Derbyshire Constabulary compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016



Source: Home Office Police recorded crime data
For further information about the data in figure 2 please see annex A

With reference to police recorded crime for the 12 months to 31 March 2016, Derbyshire Constabulary recorded 46.2 victim-based crimes per 1,000 population, broadly in line with the England and Wales average of 53.8 victim-based crimes per 1,000 population. Over the same period, Derbyshire Constabulary recorded 4.8 non victim-based crimes per 1,000 population, lower than the England and Wales average of 6.5 non victim-based crimes per 1,000 population. There has been a decrease in the victim-based crime rate of 13 percent and a decrease in the non victim-based crime rate of 9 percent since the 12 months to 31 March 2012.

Derbyshire Constabulary has developed a detailed understanding of the full range of current demand for its services.

The moving forward operational review (MFOR), which took place in late 2015, led to the total re-shaping of the force operating model. As part of this change, the force carried out detailed research and analysis into reactive demand. To develop the broadest evidence base, crime and incident data for the preceding three years was analysed by external experts and then combined with a full year’s additional data by

staff in the constabulary. The data covered arrests, stop-searches, the crime caseload, safeguarding referrals, problem-solving activity, and local deprivation indicators from the London School of Economics. This analysis is used to make decisions about how to allocate resources.

The evidence-based policing board (EBP) coordinates research and development and collaborates with academia to match student research proposals with force priorities and knowledge gaps. The force is supporting research by university students about human trafficking, modern slavery and domestic abuse to improve understanding of those hidden and under-reported crime types. It is also supporting studies on the prevalence of street robbery and the impact and nature of offending committed by foreign nationals.

In addition, the EBP has commissioned an observational study by the University of Derby students to analyse the frontline officers' use of time and the types of demands that they face.

How well does the force understand potential future demand for its services?

Demands for police services are continually evolving. Forces need to anticipate and understand likely future changes so that their plans keep pace with the public's needs and expectations. Potential future demand includes new and emerging types of crime, such as cyber-crime, modern-day slavery and human trafficking. Also, it includes changes to the communities that forces serve, developments in technology and environmental events, such as flooding.

The force has introduced the MORiLE process developed by the national police chiefs' council to support its decisions on what its current and emerging priorities are. MORiLE was trialled alongside the existing process in early 2016. It identifies the crime types that most threaten communities and highlights where the constabulary does not currently have the capability to tackle them effectively. This process has enabled the force to recognise that hidden and less well-reported crimes present some of the greatest risks. The force has consequently identified as priorities domestic abuse, organised immigration crime, human trafficking and exploitation, rape and serious sexual assault, and safeguarding of adults and children.

There is emerging demand for child safeguarding, with the number of referrals to police growing. In the twelve months to November 2015, there were 5,400 referrals, compared to 4,600 to the same point in the year before. Just under 29 percent of referrals become criminal investigations. The force is unable to predict when or if this rise will continue, but realises it is likely due to wider awareness about the issue of child abuse, better education of children to recognise abuse, and a growing confidence in victims to report both recent and historic offences. There has also been growing demand in relation to the online sexual exploitation of children.

We visited safer neighbourhood teams (SNT) across the force and found positive examples of activity to understand emerging and hidden demand in their areas, specifically within minority communities. In one area, the team has engaged volunteers from the Polish community to act as cultural and language advisors, improving that community's understanding of the role of the police and building trust and confidence. The force accepts that an increase in demand from reports of crime and incidents is a natural consequence of this greater trust, and sees this as a positive opportunity to improve its activity to safeguard the most vulnerable. We found other positive examples of this approach, including SNT staff developing foreign and sign language skills.

As part of the MFOR, the force found that neighbourhood teams were increasingly concerned about the capacity of local partner organisations to continue to offer the levels of service to the police and local communities that they had previously been able to give, due to budget and funding cuts. Local teams have been encouraged to consult their partners about the potential for restructuring and staff changes, specifically those that might affect the attendance of staff at meetings to assign tasks. The force has asked local teams to establish information-sharing agreements as soon as possible to maintain clear lines of communication with partner agencies and to consider broadening the scope of meetings that other agencies continue to attend.

Senior leaders within the force and local councils meet annually to review their joint priorities and assess the impact of any organisational changes that are planned. Until recently, the city and county councils had been able to maintain their services, despite workforce reductions; however, they now face further austerity measures. The force and the two councils are committed to continue to work together so that service reductions have as little impact as possible on the safety of the local community.

The public expects to be able to use technology more to receive police services. In response, the force has introduced a digital police community support officer (PCSO) role, following a successful trial period in late 2015. The role is based in the cyber-crime team and works primarily through social and digital media to promote cyber safety and digital crime prevention messages. The digital PCSO explains how to stay safe online, particularly for those who are most vulnerable in the community due to age, lifestyle, background or personal circumstances. The PCSO provides specific information for people who might not consider themselves as vulnerable, or are unlikely or unable to contact the police about what constitutes abusive behaviour, physical and online, and how to report it.

There are regular virtual surgeries in addition to traditional meetings, which encourage people to understand digital vulnerability. Tailored presentations have been shared with women's refuges, groups for older people, schools, chambers of commerce and groups for people with physical impairments. The force evaluated the

first four months of operation and found that the people reached across all digital platforms had risen to 174,000 in January 2016, compared to 15,500 in October 2015. There was also a fast-growing demand for engagement with external bodies and other police organisations. Consequently, there are now two full-time posts to meet demand and provide coverage seven days per week.

Summary of findings



Good

Derbyshire Constabulary has developed a detailed understanding of the full range of current demand for its services.

In late 2015, the MFOR was based on detailed research and analysis into reactive demand, looking back three years. This allowed the force to re-shape its operating model and make evidence-based decisions regarding how to allocate resources.

The EBP coordinates force research and development and collaborates with academia to match student research proposals with force priorities and knowledge gaps.

Derbyshire Constabulary has also taken steps to plan for future demand. The force uses the MORiLE process to recognise hidden and less well-reported crimes including domestic abuse, organised immigration crime, human trafficking and exploitation, rape and serious sexual assault, and safeguarding of adults and children.

The SNTs across the force understood emerging demand in their areas. The force has recognised that local partner organisations may not be able to continue offering the same levels of service due to budget and funding cuts, and there has been some planning around this.

The force has developed a digital PCSO function, permitting virtual surgeries in addition to traditional meetings, to help improve understanding of online vulnerability.

How well does the force use its resources to manage current demand?

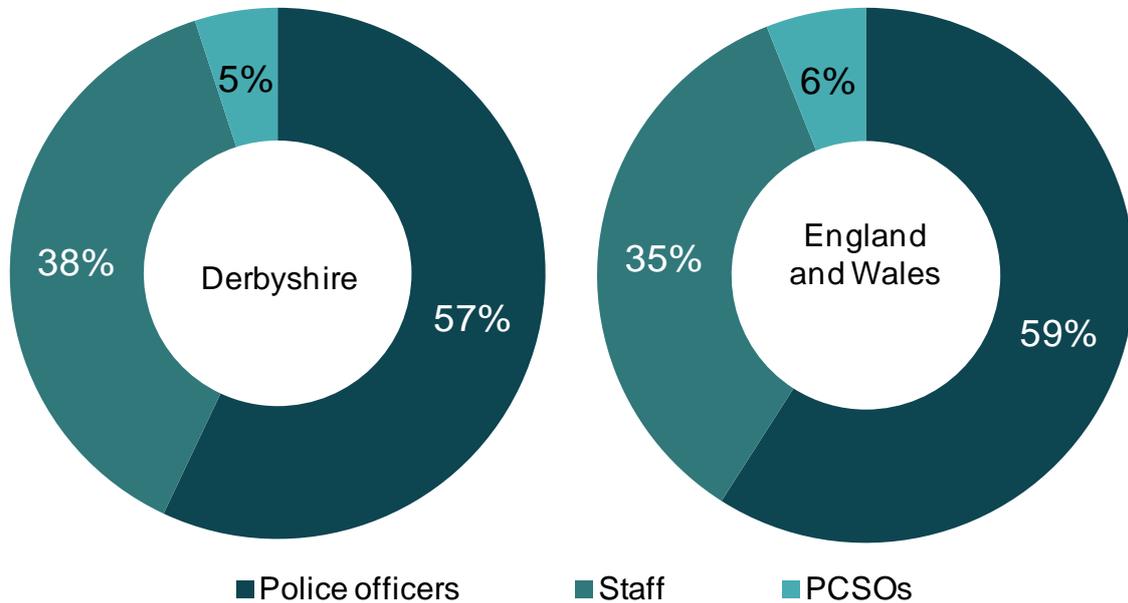
Police forces need to operate in a way that makes the best use of all available resources so that demand is met and public expectations are satisfied. We looked at the extent to which Derbyshire Constabulary has the right people with the right skills in the right place to protect the public and to fight crime. Police resources have been reducing continually over recent years. It is increasingly important that resources are aligned to priorities to provide value-for-money services that tackle priorities, manage demand and meet financial requirements. This not only involves a force using its own workforce as efficiently as possible; it also involves the police working in new ways with others to ensure the best possible service to the public, and using all available resources to improve efficiency.

For a number of years, police forces have been focused on changing the way they operate and finding ways to save money in order to manage reducing budgets. It is important that these savings are sustainable and forces can demonstrate that they have achieved efficiencies while continuing to have the capacity and capability to meet demand.

How well does the force's current allocation of resources match demand, organisational and financial requirements?

Police forces need to consider many factors when deciding how to allocate their resources, including all elements of demand, local risks and priorities, and their national responsibilities. We look at how well Derbyshire Constabulary assesses these factors in making decisions about the level of service to provide and how to use its resources to best effect.

Figure 3: Police officers, staff and police community support officers (PCSOs) as a proportion of total workforce in Derbyshire Constabulary compared with England and Wales as at 31 March 2016



Source: Home Office Police workforce statistics

Note: figures may not add up to 100 percent due to rounding of numbers. For further information about the data in figure 3 please see annex A

As at 31 March 2016, police officers make up 57 percent of Derbyshire Constabulary's workforce. This was broadly in line with the England and Wales average of 59 percent. The proportion of staff in Derbyshire Constabulary was 38 percent, broadly in line with the England and Wales average of 35 percent. The proportion of police community support officers in Derbyshire Constabulary was 5 percent, lower than the England and Wales average of 6 percent.

Figure 4: Planned changes in full-time equivalent workforce from 31 March 2010 to 31 March 2020 for Derbyshire Constabulary compared with England and Wales

	March 2010	Change from 2010 to 2016		March 2016	Change from 2016 to 2020		March 2020
		Force	England and Wales		Force	England and Wales	
Officers	2,074	-15%	-14%	1,766	-2%	-2%	1,735
Staff	1,359	-13%	-21%	1,183	5%	-5%	1,248
PCSOs	181	-17%	-35%	149	0%	-6%	149
Workforce total	3,614	-14%	-18%	3,099	1%	-3%	3,133

Source: HMIC Efficiency data collection

For further information about the data in figure 4 please see annex A

Managing demands for police services

Derbyshire Constabulary sets clear priorities for the provision of policing services, taking into account current and emerging demand, the nature of the risks facing the community and the objectives set by the police and crime plan, balanced against their financial resources. Setting priorities and monitoring force performance is achieved through the monthly office of the police and crime commissioner (OPCC)'s strategic governance board, which looks at all areas of the force's services. In addition the six-monthly strategic tasking and coordination group meeting manages the MoRiLE process to produce information on current and emerging areas of demand, while the monthly performance meeting looks in detail at statistical data.

The force understands the changing nature and complexity of demand for their services. Like most forces in England and Wales, they have seen a shift in the types of crime, with notable increases in crimes that require a complex response such as violence against the person and sexual offences.

Each example of increased demand and risk features in the strategic priorities for the force and has received increased resources. In late 2015, the force reacted to the more benign financial outlook for the police following the autumn spending review. For Derbyshire, this eased the pressure for savings and permitted the re-allocation of some resources to priority areas of the greatest risk and most rapid growth in demand. The force used a research programme – Closing the Risk Gap 2 (CTRG) – to develop proposals for reinvesting £2.6m in posts that would produce the maximum

benefit in those areas. The timing of the CTRG meant that detailed research about demand and the distribution of the workforce that had been recently undertaken as part of the MFOR could be used as the basis for re-aligning resources.

Investment to meet new and growing demand based on the CTRG has included 10 new posts for the paedophile online investigation team and a new team of 11 staff to manage investigations into allegations of non-recent child sexual abuse. An additional detective sergeant has been recruited to help manage child abuse referrals in the multi-agency safeguarding hub;² and 22 new call-handler posts have been created. To meet wider organisational priorities, two temporary posts were introduced to manage data cleansing as part of moving crime records to a new records management system. An additional officer in the citizens in policing programme, which enhances the role and relevance of the Special Constabulary, will improve the use of police volunteers and will implement a new police cadet scheme for young people.

The MFOR also identified the most appropriate number of staff and the best locations for frontline police units to deal with demand. External experts analysed three years of incident and crime data, including the travelling time for the police to reach the scene, to determine locations and unit sizes. A reshaping of frontline police services will include the introduction of response hubs, known as local policing units, which will be made up of smaller teams that can patrol across borders. There will also be new investigation teams to take on routine crime and incident enquiries, and safer neighbourhood teams to achieve better resilience and the ability to send resources to the locations where they are most needed in each area.

The force also moved to the THRIVE decision-making model for call handlers in November 2015. This method uses an appointment system so the police can visit less urgent callers at agreed times, and prioritise incidents of greater risk.³ Analysis by the force after three months of operation, compared to the same period the previous year, show the volume of incidents graded as requiring no police attendance, for example those resolved by call handlers themselves, has grown by 27 percent and incidents managed through scheduled appointments by 47 percent.

A better understanding of the risk presented in calls has reduced immediate and priority attendance calls by 12 percent and 31 percent respectively. Review and assurance activity, such as dip-testing of call recordings, is carried out to confirm that

² A multi-agency safeguarding hub (MASH) brings together into a single location key safeguarding agencies to better identify risks to children (and in some areas, vulnerable adults), and improve decision-making, interventions, and outcomes. The MASH enables the multi-agency team to share all appropriate information in a secure environment, and ensures that the most appropriate response is provided to safeguard and protect the individual effectively.

³ THRIVE (threat, harm, risk, investigative opportunity, vulnerability and engagement) is a systematic approach to risk assessing calls for service.

calls are being resolved appropriately and in a manner commensurate with the level of risk. The clearer allocation of the responsibility for a response to incidents means that frontline officers will know not be unsure of how to prioritise between meeting immediate calls for service, carrying out investigations and sustaining victim contact.

The force has also acted to manage demand from the public by increasing the services available on its website. The website has links to the TrackMyCrime application and the Ask The Police website for frequently asked questions, links to other agencies to remedy non-police issues, and can also be used by the public to request contact or send messages directly to members of the workforce.⁴

Increasing efficiency

The force is actively seeking further efficiencies and service improvements through the demand management programme board (DMB), which monitors how activity matches demand in key areas.

The DMB is chaired by a chief officer and looks across the whole force to improve efficiencies in existing processes and maximise the benefits from change programmes. For example, a new voicemail system has been introduced to bypass call handlers, and the scheduled appointment booking system has been streamlined. Further workstreams are pending, such as a review of shift patterns and flexible working arrangements to ensure they best meet demand, and reducing demand from non-emergency incidents. Examples of demand were revealed through the MFOR, leading to a new policy for supervisors to rationalise attendance at public and local meetings by neighbourhood staff. Domestic abuse cases are now handled within a single local unit – the force having found that enquiries were changing hands between staff up to seven times, diminishing the quality of service and causing inefficiency.

The force has reorganised frontline resources, from public contact through to complex investigations, to maximise efficiency while better meeting demand. Successive years of careful financial management have reduced the need for large savings and allowed for investment in critical business areas and improvement in the quality and level of the provision made for the most vulnerable in the community.

The force has set a full programme of ICT change and investment for 2016. This was very necessary, given that its systems had fallen far behind those used by other forces. In the HMIC Efficiency Report 2015, concern was raised that the force had been slow to adopt new technology and keep its ICT up to date. Subsequently, a

⁴ TrackMyCrime (<http://www.trackmycrime.police.uk/>) is an online service that allows victims of crime to keep up to date with the latest developments in their investigation. Victims can also send secure messages direct to officers working on the case.

three-year information systems technical strategy was set in 2015 to make widespread improvements to the ICT infrastructure, bringing it up to date and into line with the force's operational needs.

All the ICT systems used to support frontline policing are being replaced. A new modular records management system was due to be rolled out during the summer of 2016 to replace the existing and separate systems used for crime recording, investigations, intelligence handling and detainee management. This records management system is now already in use in a number of other forces and permits instant cross-border sharing of information, which is a significant operational advantage. The system's integrated use of data offers significant opportunity for cost savings because staff do not have to enter, or search for, the same information across different systems. The force has projected a minimum saving of 8,644 hours, to be achieved across a full year in seven business areas. This does not include savings for frontline staff, through the removal of repetitive processes, such as logging in to separate systems and moving data among databases. Additionally, moving to the new records management system avoids the cost and effort involved in re-licensing the current systems and upgrading the hardware that had reached the end of its useful life. This will save £197,000 in total.

A completely new command and control system for the deployment and management of resources is scheduled to start in autumn 2016. The Mobile Office Project is a much-needed programme to develop agile working for all staff and reduce dependence on being located in a police building to carry out duties. Testing of devices is under way, with several being considered to meet the needs of staff in all roles. The force is also working to select and develop applications for those devices that will maximise productivity. To overcome difficulties with network access caused by local geography, the force is exploring the possibility of using police vehicles as mobile hotspots to provide connectivity to the force's systems.

In collaboration with other forces in the region, a digital interview recording process is being developed to remove the need for physical media, provide centralised storage of recordings and permit easier access to their content. To support this project and the increased use of body-worn video, the force is planning a significant increase in network capacity to increase digital storage.

These investment programmes, like all programmes throughout the force, are subject to close scrutiny, at chief officer and police and crime commissioner level, with senior responsible officers appointed to provide evidence of progress against milestones and the business benefits to be realised. Reviews of the results of investment programmes are carried out regularly, for example, THRIVE, which was presented to the strategic governance and the demand management boards.

It is encouraging to see the force catching up with others on ICT. However, it is important that this momentum is sustained. The force must now seek innovative ways of working efficiently, making use of the benefits of the new ICT systems.

How well does the force improve the productivity of its workforce?

Finding ways to make police officers and staff more efficient when they are out in their communities and reducing time spent doing back office functions is essential to ensuring that police officers remain visible, on the beat and engaged in activities to reduce and fight crime. Police forces spend around 80 percent of their budget on staffing, so it is vital that the workforce is as productive as possible. This means forces need to ensure that all their staff have the skills and capabilities to provide the required level of service. We assessed how well Derbyshire Constabulary understands the skills its staff need, both now and in the future; where there are gaps in either capacity or capability, we looked at whether the steps it is taking are appropriate to ensure that its staff work as efficiently and effectively as possible. We looked in particular at whether the workforce has the right level of digital skills, both to make the most of current ICT systems and to investigate crime digitally.

Understanding current workforce capabilities and gaps

Derbyshire Constabulary understands the range of skills and capability required across its workforce and has processes in place to manage gaps in knowledge and capacity. Changes in operational structure during 2016 have included assessments of the skills needed by staff for each role. Information about workforce skills and experience is collated via the Gateway IT system, and is used in workforce planning exercises and to support bids for training.

In interviews with frontline staff, we were told that they generally felt confident about having the correct skills for their role. Supervisors described how gaps in capacity were addressed quickly through filling or managing vacancies.

The level of digital skills among staff was relatively low, reflecting the force's weakness in IT provision and mobile office capability. However, widespread training is under way for the new records management system, which will significantly improve the way frontline staff access and use information. More training is planned for the introduction of the new command and control system, and the mobile office project is also developing, with implementation planned for November 2016.

The force has delivered training to its frontline staff to increase their awareness of cyber-crime and digitally enabled investigations. All staff have been required to complete relevant e-learning and some staff have attended a cyber-crime training day, and Digital Media Investigators are on-hand to offer advice, guidance and

expert support. The ever evolving nature of cyber-crime requires the force to have an on-going training plan in place as some staff felt they had not received recent enough training.

Tackling workforce gaps

The force manages gaps in skills and capacity for all officers up to inspector rank through the planning processes of the police officer deployment panel (PODP) and the detective establishment board (DEB). The PODP sets out projections about forthcoming vacancies, including career breaks, transfers and secondments, and then matches officers to posts on the basis of their skills, experience and career development aspirations.

The DEB is increasingly effective in recruiting, developing and retaining investigators for the force. The board has a specific responsibility to identify training needs and carry out succession planning. The DEB has introduced a clear process to support career pathways for detectives, including opportunities to achieve promotion and professional development while remaining within the investigations business area. The board links with PODP to make use of secondments and rotations of detectives through regional and collaborated specialist teams. This helps detectives achieve higher levels of professional qualifications and experience, which can be re-invested in the force on their return.

The force is using the DEB to increase the number of specialist investigative units to manage demand from cyber and online crime. This investment will bring clear benefits in the force's capacity to carry out complex investigations. The enhanced digital PCSO role will also increase the force's ability to prevent cyber and online crime. However, the force needs a wider development plan so that all frontline staff can recognise and take appropriate steps when cyber and online crimes are reported.

Skills and knowledge gaps are met by the learning and development unit within the East Midlands collaborated human resources service (EMCHRS), following direction from the training priorities panel. This panel is chaired by the deputy chief constable and meets every two months to assess requests and define a training calendar. The same unit monitors the release of material from the College of Policing and carries out assurance of training effectiveness. Staff training in 2016 is dominated by the need to equip staff to use the new records management system and the new command and control system. To meet other training needs identified by the force, a series of online learning packages and classroom based training will be provided to staff. Topics will include coercive control in the context of domestic abuse, safety at

the scene of road incidents (to meet a skills gap amongst frontline staff dealing with incidents on fast roads), and forensic skills, covering scene management, reservation and packaging of exhibits, and gathering DNA samples.⁵

How well does the force work with others to improve how it manages demand for its services?

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

Derbyshire Constabulary shows a strong commitment to joint working wherever it will provide the best service for the local community and allows the force to achieve its priorities.

In each circumstance, the force carefully considers the rationale for collaboration and is prepared to withdraw when it is right for the force to so do.

The force fully collaborates with neighbouring forces on counter-terrorism and serious and organised crime investigations. These crime types are not confined by geographic boundaries and require the consolidation of expertise across several disciplines to investigate effectively. While retaining a local HR service to match local needs, the force is also part of the EMCHRS collaboration which provides occupational health support and the force's learning and development capabilities. This approach brings together capability from a number of forces and has led to significant savings through economies of scale. A project-specific approach has been used for ICT development, ranging from fully engaging with national activity such as the replacement of Airwave (the emergency services mobile communications programme) and the Public Sector Network for Police, to working with specific partners on other projects. This includes working with Lincolnshire Police and an external company to implement the new records management system and collaborating with Derbyshire Fire and Rescue Service for ICT infrastructure in the new joint HQ building. It also includes working with Leicestershire Police to support digital interview recording, and regional partners to achieve cost savings through bulk purchase of body-worn video sets.

The force maintains its own protective services capability, which includes firearms, dog handling and roads policing, on the basis that this allows greater freedom of

⁵ Fast roads: any road that carries a high volume of fast moving traffic with a speed limit of 40mph or above.

deployment and the autonomy to define the size of each team in the light of local needs. The force has pulled out of a three-force collaboration for procurement, having found that the service did not best match their needs, but will take case-by-case decisions on joint procurements in the future.

The force works with other public and private sector partners. Regular research is commissioned through the University of Derby and Sheffield Hallam University with students engaged in Masters and PhD courses. The force matches requests for support to local priorities and knowledge gaps. This permits the force to develop understanding in important business areas that would otherwise be beyond their capacity.

The construction of a new joint headquarters with Derbyshire Fire and Rescue Service reflects a recognition within the force that sharing estate across the public sector will achieve financial efficiencies and increased operational effectiveness for all parties. The new HQ opens in the autumn of 2016 and joint planning is also under way for a shared training complex for the use of both services.

The force uses external subject matter experts for several activities, for example to analyse demand and identify the best locations for units. The force is taking an active role in an on-going piece of work led by the College of Policing, examining the nature of leadership within the service. This work has included the views of external experts, which the force is considering as part of the project. In addition, commercial suppliers have looked at how to improve the use of data for predictive patrol and hot-spot mapping, and network accessibility for mobile devices in police vehicles.

Collaboration benefits

Derbyshire Constabulary collaborates with other forces in the East Midlands region on a number of policing activities, for example major crime, forensic services and counter-terrorism. The force has worked with others and demonstrable benefits have been achieved, such as savings on the procurement of the new records management system and body-worn video equipment. Conversely, the force has left a collaborative procurement team and taken the work back in-house, saving £55,000 per year, on the basis that they felt that insufficient value was being achieved from the arrangement.

The force has a new partnership arrangement from September 2016 with Derbyshire County Council for vehicle fleet and buildings maintenance. The force will then receive service provision via the contracts already held by the council. This will produce savings from economies of scale, the police estate representing only a minor increase in the existing contract, and avoid the opportunity costs for the force associated with managing the large number of small projects and contracts previously in place.

Joint working with local partners is fundamental and this is apparent throughout the force. Senior officers work closely with colleagues from local authorities, the criminal justice sector and other emergency services to agree priorities, levels of service and the best approach for improving outcomes for the public. At the local level, safer neighbourhood teams continue to work cooperatively with community safety partnership colleagues. For example, the force plans operations with other agencies that have supplementary powers or can act as a gateway to support services available to vulnerable people. Responding to safeguarding concerns among the most vulnerable in the community is a priority for the force. Two new MASH are in operation, with specialist officers working alongside safeguarding professionals from other agencies to improve decision-making, carry out better interventions and ultimately make vulnerable people safer in Derbyshire. The force has also extended resilience in provision and improved services for victims of domestic abuse. It has carried out training with the assistance of a national domestic abuse charity to allow other agencies to chair the MARAC.⁶ Meetings are currently taking place twice per week in Derby to meet growing demand. Through streamlined processes in the force's management of sexual offenders and violent offenders' team, increasingly detailed information about children at the scene of domestic incidents is shared more quickly among partner agencies that have a role in safeguarding.

Responsibility for monitoring the changes in demand faced by the force falls to the DMB, which oversees activity to reduce internal demand and demand for services from other agencies. A service level agreement has recently been made with the East Midlands Ambulance Service, together with neighbouring forces. The agreement sets out the principle that each service will make reasonable attempts, where appropriate, to resolve incidents in their entirety and provides clarity regarding the levels of service that can be expected when police and ambulance staff are both required at an incident. The previous ad hoc and informal approaches had resulted in additional demand being faced by each organisation, with unnecessary requests for assistance and excessive waiting times at incidents that were not considered a priority by the other party. The agreement also includes provision for the fire services to assist ambulance staff in gaining entry to premises where there is cause for concern about an individual.

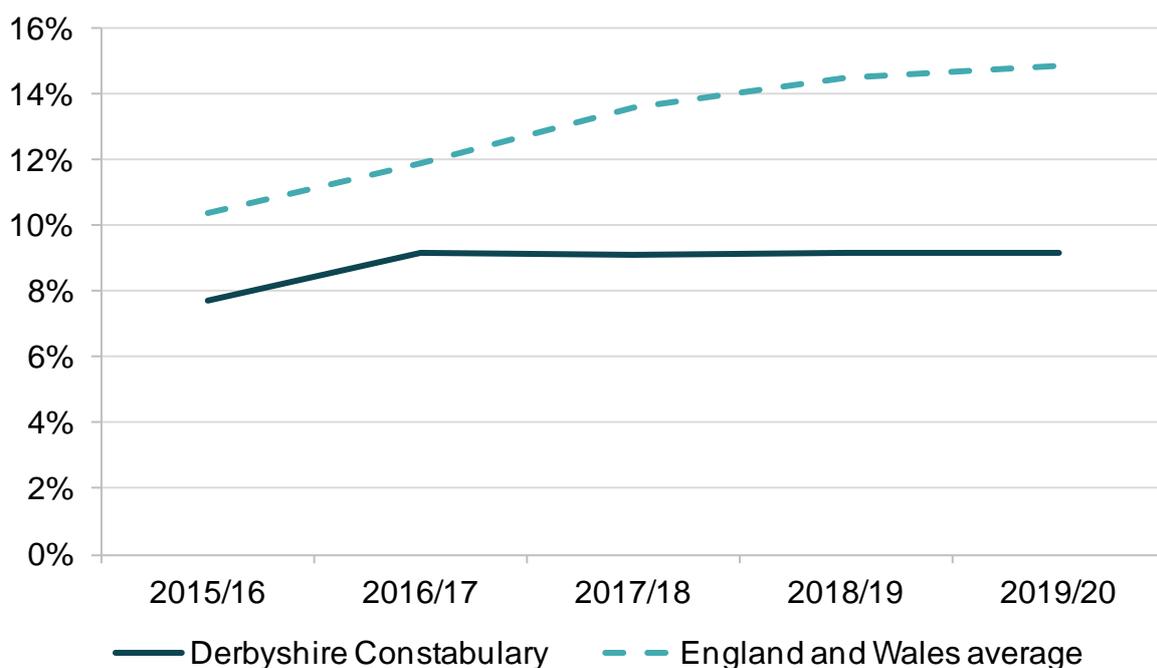
The force has built on the success of working more closely with mental health services to further reduce demand and improve the service provided to patients. A mental health triage car, with police and mental health staff attending relevant incidents together, has led to a reduction of 50 percent in the number of people detained under section 136 of the Mental Health Act 1983 and taken to the police custody suite in Derby. Mental health practitioners now also work in the force

⁶ MARAC – Multi Agency Risk Assessment Conference – local meetings where information about high risk domestic abuse victims (those at risk of murder or serious harm) is shared between local agencies.

operations room, outside office hours, to provide practical advice and access to relevant information for officers dealing with incidents. A mental health steering group and crisis care concordat exist to promote cooperative working and the sharing of information and to make better use of mental health pathways.

To minimise future demand, the force has joined Derbyshire County Council in developing a coherent, multi-agency reception and integration plan for two cohorts of 25 people arriving in the area as part of the Syrian Vulnerable People Resettlement Programme. All the local agencies engaged in health, welfare and social services, and those from the voluntary sector have made the widest possible assessment of the needs of the people and the potential impact of their arrival. The force has taken advice from neighbouring forces about their experiences in similar situations. With the county council, it has made provisions to ease the transition for those arriving in the area.

Figure 5: Projected percentage of net revenue expenditure in Derbyshire Constabulary, compared with England and Wales, on collaboration with other forces in the 12 months to 31 March 2016 to the 12 months to 31 March 2020



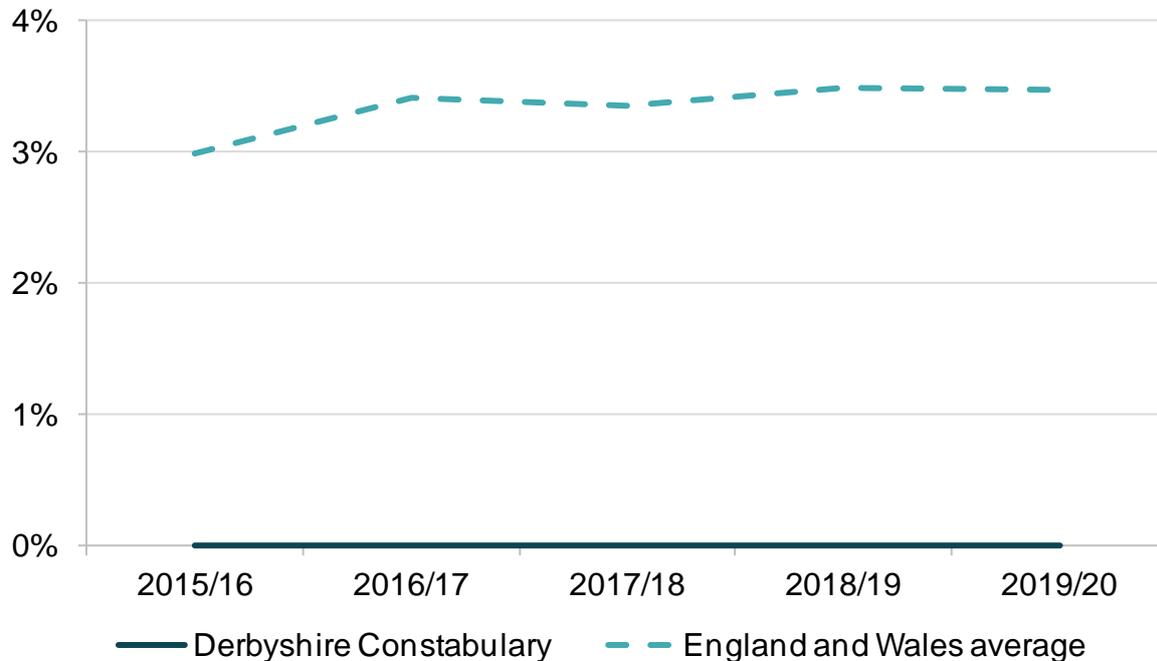
Source: HMIC Efficiency data collection

Note: some forces could not provide data for all years. These forces have been excluded from the England and Wales average in those years only. West Mercia Police and Warwickshire Police stated that all of their net revenue expenditure is spent in collaboration. To avoid distorting the distribution of forces, these have been removed from the England and Wales average for this figure. For further information about the data in figure 5 please see annex A

Derbyshire Constabulary has forecast that it will spend £14.5m in 2016/17 on collaboration with other police forces. This is 9.2 percent of its net revenue expenditure (NRE), which is broadly in line with the England and Wales average of

11.9 percent. For 2019/20, the constabulary has forecast that it will spend £15.0m (9.2 percent of NRE) on collaboration with other police forces. This is broadly in line with the England and Wales average of 14.8 percent.

Figure 6: Projected percentage of net revenue expenditure in Derbyshire Constabulary, compared with England and Wales, on collaboration with non-police organisations in the 12 months to 31 March 2016 to the 12 months to 31 March 2020



Source: HMIC Efficiency data collection

Note: some forces could not provide data for all years. These forces have been excluded from the England and Wales average in those years only. For further information about the data in figure 6 please see annex A

Derbyshire Constabulary has forecast that it will spend £0.0m in 2016/17 on collaboration with non-police organisations. This is 0.0 percent of its net revenue expenditure (NRE), which is lower than the England and Wales average of 3.4 percent. For 2019/20, the constabulary has forecast that it will spend £0.0m (0.0 percent of NRE) on collaboration with non-police organisations. This is lower than the England and Wales average of 3.5 percent.

How well does the force understand how any changes made to improve efficiency have affected its ability to manage demand?

As resources reduce and demands on police services become ever more complex, it is increasingly important that forces understand fully the benefits that are realised from any investment and the impact of any new ways of working. This understanding enables them to learn from what works and to take swift action to mitigate any negative results.

The force is working through an array of change programmes, each planned to improve efficiency and effectiveness in how it meets demand. Until these are implemented, the force has only limited ability to demonstrate the benefits.

The present projections of the benefits of using the new records management system across a limited range of the modules to be used, and not including use by frontline staff, indicate a minimum saving of 8,644 hours per year, which equates to a potential saving of £249,639 per annum when multiplied by an average hourly rate for the costs of a constable. This is a compelling basis for moving to the system, albeit heavily caveated by the small sample size of users, when added to the £197,000 the force has calculated it will not need to spend supporting the current systems this year. The force values the total investment in the new records management system at around £3m.

The force's investment in ICT is considerable, but implementation of the new records management system and the new command and control system will coincide with the work to reshape frontline policing. These changes will together place a heavy load on the workforce in adapting to the changes and developing new skills to maximise their benefits. Successful integration of all the programmes will, however, mean that the force will have recovered to a position of equity in comparison to other forces by using contemporary ICT applications. It will also have the opportunity to improve further through the introduction of a mobile office capability.

Senior leaders should actively monitor the impact of the changes, looking for signs of service failure or disruption, until such time as the workforce has fully assimilated the new approaches. It is vital that a comprehensive evaluation takes place once all of the systems are fully functioning to ensure that all opportunities for efficiency and internal process improvements have been seized.

We saw evidence of thoroughly evaluated plans, clear lines of accountability, and scrutiny and oversight in support of the change programmes.

The force has a formalised process for the commissioning of new ICT projects and change programmes. A governance procedure is in place to ensure that each is evaluated and cost effective. There is a commissioning group for ICT projects, which is chaired by a member of the chief officer team. Projects are submitted to project boards to develop, with a chief officer as the business lead. At the end of each project, the business lead submits a closing report that incorporates a 'lessons learned' section and is retained by the project team for future reference. This means that, within the force, all projects are subject to scrutiny at force and business level, to evaluate costs and quality.

The force has carried out an impact review of the move to the THRIVE call-handling method. The evaluation, three months after implementation, included comprehensive analysis of data to demonstrate how calls had been increasingly resolved at the first point of contact and fewer incidents passed for immediate and urgent deployment of

frontline officers. A total of 18 assessment indicators were used to assure the force that callers were receiving the correct level of service, that accurate risk and vulnerability assessments were taking place, and that the rationale for how calls would be dealt with was being explained. To add external perspective, volunteers have been recruited to listen in to calls and provide feedback to call handlers and supervisors from an independent perspective.

Summary of findings



Good

Derbyshire Constabulary understands the complexity of the demand for its services, and has allocated resources appropriately. It sets clear priorities for the provision of policing services. A research programme, Closing the Risk Gap 2, led to the re-investment of £2.6m in workforce posts to meet demand in key areas, including non-recent child sexual abuse and call handling.

The force has set out a full programme of ICT change and investment for 2016. This was much needed; in the HMIC Efficiency report 2015, we noted that the force had been slow to adopt new technology. It is encouraging to see the force catching up with others, but it is important that this momentum is sustained.

Derbyshire Constabulary understands the range of skills its workforce requires and has processes in place to manage gaps in knowledge and capacity. The level of digital skills among staff was relatively low, reflecting the force's weakness in IT provision and mobile office capability, but widespread training is under way.

The force shows a strong commitment to joint working when it provides best service for the local community. The force considers the rationale behind each collaboration carefully and is prepared to withdraw when it is right to so do.

The force is working through an array of change programmes, and we saw evidence of thoroughly evaluated plans, clear lines of accountability, scrutiny and oversight.

How well is the force planning for demand in the future?

HMIC examined how well forces are using their understanding of current and future demand on their services to develop more efficient ways of operating that balance ambition, realism, innovation and risk. Our assessment examined the extent to which Derbyshire Constabulary's plans are credible and achievable while at the same time are creative and ambitious. This included how far it is aiming to improve efficiency through its workforce plans, collaboration plans, financial plans, ICT plans and approaches to risk.

How well does the force identify and prioritise areas to invest in for the future?

It is important that forces have good plans in place which take account of future demands for their services as well as the likely future funding available to them. They need to invest wisely for the future in order to ensure that they have the right capabilities to meet future demand. HMIC examined the force's financial plans and workforce plans to assess how far it is set to meet future changes in demand and local priorities. We looked in particular at how well Derbyshire Constabulary has considered its future ICT capabilities as well as any wider changes to the communities it serves.

Matching resources to demand, organisational priorities and financial requirements

Derbyshire Constabulary has developed a strong financial position from which it is able to make significant investments in its estate and infrastructure while aligning the workforce to areas of greatest risk and demand for the long term.

The moving forward operational review, which began in 2014, was intended to design a new way of providing policing services which is affordable and sustainable, while retaining the principle of locally based neighbourhood policing teams and meeting the force's savings requirement. The review combined comprehensive analysis of demand and risk with priority-based budgeting exercises to determine the best size, composition and deployment structure for the workforce to match resources to local needs. Plans were developed and scheduled for introduction through 2016 to wholly change the structure and operating model of frontline resources, with fewer policing areas, more flexible deployment principles and a narrower hierarchy.

Following the Chancellor's 2015 autumn statement, which eased the savings requirement faced by all forces, Derbyshire chose to continue with this programme of change. It is taking the opportunity to re-invest the extra resources it can now afford

to retain in its areas of business where there is high risk and growing demand. There will be increases in capability in those areas where operational impact is clearest, such as cyber-crime and online crime investigation, safeguarding (including investigation of historic allegations), addressing the growing number of foreign national offenders, roads policing, dog handlers, and staff engaged in contact with the public. This decision is based on prudent assumptions in relation to risks to future funding, and on the resources needed to sustain the increasing costs of an establishment of 3,133 posts, without drawing from reserves to support the base budget.

The clarity of understanding on finance and workforce strength has also seen the force commit to recruiting 48 constables in this financial year, and enough in the following years to maintain an establishment of 1,735 officer posts. The force will continue to enrich the workforce mix by recruiting volunteers, special constables and police cadets. The reinvestment programme includes growth in the learning and development unit to meet the needs of all those joining the force, but not of existing staff in the light of changing demand.

Investing in ICT

Derbyshire Constabulary has a well-considered and ambitious three-year ICT investment strategy, which started in 2015. The force has been in a weak position relative to other forces over the technology used by the workforce and to support frontline policing. Beyond the implementation of the new records management system and the new command and control system together by the autumn of 2016, the force has accelerated plans to implement a mobile office capability to promote agile working.

These three developments will inevitably achieve efficiencies and service improvements, particularly by improving access to information from integrated systems and removing the reliance on working inside force buildings in order to access force IT systems.

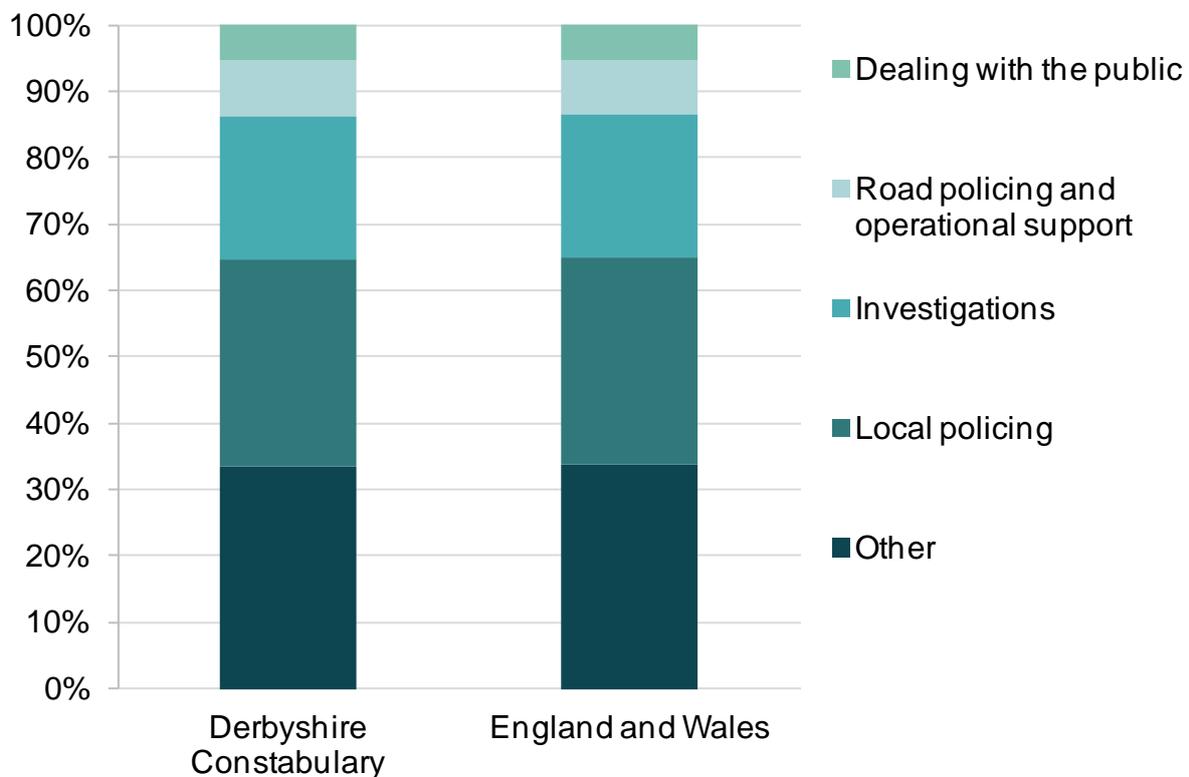
The investment strategy has also improved capability in specialist business areas, such as improved infrastructure to maximise the functionality of the child abuse image database, enhanced capability to respond to reports of online sexual exploitation, and upgrading of systems in support of automatic number plate recognition.

The strategy also includes collaboration with the fire and rescue service to design the ICT infrastructure for the new joint headquarters building. The two organisations will share facilities in the new building whenever possible, and the wireless system architecture could pave the way for other parts of the respective estates becoming shared operating bases.

How well does the force plan its investments?

A force's plans for investment and savings need to be credible, realistic and informed by a full understanding of the future challenges (both financial and operational) that it is likely to face. HMIC assessed the extent to which Derbyshire Constabulary's future plans are prudent, robust and based on sound assumptions about future demands and costs, while at the same time being ambitious enough to meet public expectations, including identifying new ways of working and providing services in the future.

Figure 7: Estimated percentage of gross revenue expenditure allocated across different policing functions in Derbyshire Constabulary compared with England and Wales in the 12 months to 31 March 2016



Source: HMIC Efficiency data collection

For further information about the data in figure 7 please see annex A

Derbyshire Constabulary has developed sound plans for investment and savings, working from prudent, realistic planning assumptions. The force has a strong track record in achieving savings, working within rigorous financial controls and closely monitoring budgets. Detailed assurance has been provided by the chief financial officer of the office of the police and crime commissioner on compliance with codes and policy for financial plans, and by the force's external auditor.

This is shown by evidence we saw that the force has the discretion to re-invest workforce resources achieved under the moving forward operational review, as opposed to having to maximise savings to cover a budget shortfall. The force has also built a strong reserves position of £38m at the end of financial year 2015/16.

The achievement of savings and the accrual of reserves have not adversely affected levels of public satisfaction, as measured by the crime survey for England and Wales, which have shown a steady improvement to 75 percent in June 2015 from 63 percent in 2008.

The force is planning significant investment in its infrastructure in this and subsequent financial years, including the new headquarters, the roll-out of new ICT systems and a commitment to build a multi-purpose shared training facility with the fire and rescue service. The costs of the headquarters building (£10.3m) and ICT systems (about £8m across the three-year investment strategy) will be drawn from the operational funding reserve. There is projected to be sufficient money remaining within that budget to pay for the training facility. However, the force will decide on the best option to meet that cost in terms of their general liquidity and in light of any unforeseen changes in circumstances, nearer to when the charges arise in 2017/18.

External expertise is used by the force during all major investments, with business benefits realisation and investment plans scrutinised by the OPCC and external auditors to provide assurance as to their credibility.

Planning for the future

The force's plans for the future will stimulate change across the workforce and are as transformative as they are necessary. A wide evidence base has been developed to demonstrate the necessity of changing the operating model, via the moving forward operational review. The implementation of that new model is certainly achievable; however, the senior leaders of the force must ensure that the workforce is supported through the changes.

The force is well prepared to handle general and investment-specific risks. The force has identified six areas of financial risk and has sound mitigation plans against each one. The risks are: reduction of government grant; reliance on investment returns; loss of revenue funding from specific grants; major incidents; insufficient reserves to fund capital programmes; and unforeseen spending, such as inflationary pressures. This considered approach to managing financial risk can also be seen in the deferred decision on how the training facility will be managed.

The risks of savings not arising from force plans, specifically those under MFOR, is heavily mitigated by the lack of inter-dependencies with other organisations or external factors. The force projects the total savings from that programme, to be realised by the end of financial year 2017/18, to be £14m and drawn almost fully from workforce reductions, with about £0.6m associated with assets. Equally, the opportunity-cost savings from the new records management system are based on the system's greater functionality and integrated information management design. A full training plan for all users is under way to mitigate any gaps in service and give staff the ability to use the system to maximum effect.

The force's plans for the near future are ambitious, given the range of impact, scale and proximity of introduction across the year, and to some degree will change how it operates to provide services in the future. The systems supporting core policing will only change processes within the force; however, the evolving mobile office programme offers the best opportunity to refresh expectations of how frontline officers work and the size and nature of the police estate that will be required in the future. The provision of personal devices, with reliable access to the force network, equipped with a suitable range of applications to meet operational needs is the stated intention of the programme and is planned to come to fruition in early 2017.

The joint-enterprise approach with the fire and rescue service for building and using the new headquarters sets the tone for how the force is prepared to be creative and pragmatic in finding new ways of working. Bringing staff from both organisations together will permit greater collaborative working and operational overlaps to be exploited, while keeping the identity of each fully intact. This pattern will be repeated with development of the shared training facility, to host a fully fit-for-purpose firearms range to sustain the force's armed operations capability and facilities for training fire-fighters. The natural consequence of these co-locations, each underpinned by a shared technical infrastructure that supports discrete systems, is for the force to explore how more of the fire and rescue service estate can meet the needs of frontline police staff, such as through developing multi-purpose hubs in local communities.

To what extent does the force fund its investments sustainably?

Police forces have made significant financial savings over recent years, which have enabled them to reduce their costs and protect frontline policing. They continue to face financial challenges and it is vital to their ability to sustain effective policing that they continue to seek improved efficiencies and drive down costs so that they can not only balance their budgets but also invest in improving their capability in the future. Forces need to consider different ways of transforming the way they work in order to secure effective policing in the longer term. This may include plans to establish different joint working arrangements with other organisations or investing in ICT to improve operational efficiency.

Saving to invest for the future

Derbyshire Constabulary has made considerable financial savings over recent years, which have enabled them to reduce their costs and protect frontline policing. They continue to face financial challenges, and it is vital to their ability to sustain effective policing that they continue to seek improved efficiencies and drive down costs so that they can not only balance their budgets but also invest in improving their capability in the future.

Derbyshire Constabulary, through careful financial management, is able to make both savings and investments, while working to a balanced budget. Having taken steps early to meet austerity targets, the force is not under pressure to find additional savings beyond those already planned through MFOR.

The force has built a very strong reserves position and recognises that simply maintaining large reserves without purpose is an inappropriate use of money drawn from the local community. Force figures show the 2015/16 outturn position as £38m in total reserves, £4m of which is set aside as general reserves and £5.3m is non-usable earmarked reserves. Costs associated with the investment programmes will be wholly met from the operational funding reserve, a component of the useable earmarked reserves, unless the force decides otherwise in the case of the shared training facility, as described above.

This combination of a sustainable, affordable workforce model, positioned towards areas of greatest risk and emerging demand, and a fully funded, well-planned investment programme leaves the force well positioned to continue meeting public expectations in an increasingly efficient way.

Working together to improve future efficiency

The force works in close partnership and joint locations with other agencies and police organisations. Beyond the police-only collaborations, which see line management of staff by supervisors from other forces, safeguarding staff work in mixed teams at the two MASHs and also under the direction of partner agencies chairing the MARAC meetings. The co-location of staff at the new headquarters will see close cooperation and sharing of technical skills, but lines of accountability will be kept within the respective organisations. The focus there will be on interoperability, with the basis for that being set in the shared ICT infrastructure. More widely, the ICT strategy prescribes how the force will collaborate on the national Airwave replacement programme and the new secure public sector network. Adopting the new records management system as the force system to manage information across core policing roles demonstrates the value the force places on cooperative working. Derbyshire recognises its vulnerability to cross-border criminality and has opted to use the same system as a number of neighbouring forces. As the new records management system is specifically designed to make information accessible to all users, the force is now better positioned to access, interpret and share important information and intelligence.

Summary of findings



Good

Derbyshire Constabulary has developed sound plans for investment and savings, working from prudent, realistic planning assumptions. The force has a strong track record for achieving savings, working within rigorous financial controls and closely monitoring budgets. The force uses external expertise during all major investments, with business benefits realisation and investment plans scrutinised by the OPCC and external auditors to provide assurance as to their credibility.

The force's plans for change across the workforce are both transformative and necessary. A wide evidence base has been developed to demonstrate the necessity to change the operating model. The force is well prepared to handle general and investment-specific risks. The risks of savings not arising from force plans, specifically those under MFOR, are heavily mitigated by the lack of inter-dependencies with other organisations or external factors.

The force's plans for the near future are ambitious, and to some degree will change how it operates in the future. The joint-enterprise approach with the fire and rescue service for building and using a new headquarters sets the tone for how the force is prepared to be creative and pragmatic in finding new ways of working.

As a result of careful financial management, Derbyshire Constabulary is able to make both savings and investments, while working to a balanced budget. Its sustainable, affordable workforce model and a fully funded, well-planned investments programme leave the force well positioned to continue meeting public expectations in an increasingly efficient way.

Next steps

HMIC will assess progress on any recommendations and areas for improvement identified within its reports in a number of ways. We may re-visit those forces where we have identified a serious cause of concern, go back to assess as part of our annual PEEL inspection programme or receive updates through regular conversations with forces.

HMIC highlights recurring themes emerging from our PEEL inspections of police forces within our national reports on police effectiveness, efficiency, legitimacy, and also leadership. These reports identify those issues that are reflected across the country and may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements need to be made at a national level.

Annex A – About the data

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

Methodology

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

Comparisons with England and Wales average figures

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

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

Statistical significance

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

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

Population

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

Force in numbers

Forecast change in expenditure

These data show estimated gross revenue expenditure (GRE) for the force in 2016/17 and 2019/20, calculated using total GRE pay and total GRE non-pay budgets provided to HMIC by individual forces at the time of data collection (April 2016), excluding expenditure on the office of police and crime commissioner.

Forecast savings

These data show planned savings (including use of reserves to bridge an in-year funding gap) in future years, calculated using the planned savings for pay and non-pay budgets provided to HMIC at the time of the data collection (April 2016). Some forces only provided figures for savings that they had formally signed off at that point, while others provided estimates for the whole period. Therefore a force with only a small savings requirement is not necessarily faced with only a small savings challenge for the future.

Workforce figures (based on full-time equivalents) for 31 March 2016 and 31 March 2020

These data are obtained from the Home Office annual data return 502. The data are available from the Home Office's published Police workforce England and Wales statistics (available from www.gov.uk/government/collections/police-workforce-england-and-wales), or the Home Office police workforce open data tables (available from www.gov.uk/government/statistics/police-workforce-open-data-tables). Figures may have been updated since the publication. Workforce includes section 38 designated officers (investigation, detention and escort), but does not include section 39 staff.

Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy. In some instances therefore an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

Workforce costs per head of population are obtained from calculations in HMIC Value for Money Profiles 2015, which use the ONS mid-2014 population estimates. The England and Wales averages will differ slightly from the Value for Money Profiles because we have included City of London Police and the Metropolitan Police Service.

Figures throughout the report

Figure 1: Volume of 999 calls from the 12 months to 31 March 2012 to 12 months to 31 March 2016

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

Figure 2: Police recorded crime in 12 months to 31 March 2015 to 12 months to 31 March 2016

These data are obtained from Home Office Police recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crime-open-data-tables). Total police recorded crime includes all crime (excluding fraud

offences) recorded by police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime include British Transport Police, which is outside the scope of this HMIC inspection. Therefore England and Wales averages in this report will differ slightly from those published by the Home Office.

Figure 3: Percentage of officers, staff and PCSOs in force workforce on 31 March 2016 compared to England and Wales

Data as at 31 March 2016 are obtained from the Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' full-time equivalents (FTE). The percentages used in figure 3 are derived from the total FTEs within forces, and therefore may differ slightly from the exact figures quoted within the report.

Figure 4: Planned changes in workforce FTE from 31 March 2010 to 31 March 2020 for the force compared to England and Wales

The figures in figure 4 are rounded to the nearest whole person, full-time equivalents (FTEs), and therefore may differ slightly from the exact figures quoted within the report. Police staff includes section 38 designated officers (investigation, detention and escort).

Data as at 31 March 2010 and 31 March 2016 are obtained from Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' FTE. These data include officers on career breaks and other types of long-term absence, and those seconded to forces. Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy, but may not include a projection for absences. In some instances therefore an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

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

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

Figure 5: Projected net revenue expenditure on collaboration with other police forces for the 12 months to 31 March 2016 to the 12 months to 31 March 2020

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection.

These data cover the level of expenditure by forces on collaboration-related activity. Collaboration can include a variety of different types of activity, some of which may not incur specific expenditure, but may still generate benefits such as savings or improved services the public. Therefore these data should be seen as only one aspect of potential collaboration activity.

West Mercia Police and Warwickshire Police have a highly-developed integrated relationship and have stated that all of their net revenue expenditure is through collaboration. To avoid distorting the distribution of forces around the average, West Mercia Police and Warwickshire Police have been removed from the England and Wales average for this figure.

Figure 6: Projected net revenue expenditure on collaboration with non-police organisations for the 12 months to 31 March 2016 to the 12 months to 31 March 2020

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection. As suggested above, these data should be seen as only one aspect of potential collaboration activity.

Figure 7: The percentage of gross revenue expenditure allocated to different policing functions in the 12 months to March 2016

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection. These data define policing functions using the Policing Objective Analysis categories which we have grouped. The grouping is illustrated in the table below.

Figure 7 policing functions	POA categories
Local policing	Local policing
Investigations	Specialist Investigations Investigative Support Public Protection
Road policing and operational support	Roads Policing Operations Support
Dealing with the public	Dealing with the Public
Other	Intelligence Criminal Justice Arrangements Support Functions National policing Office of PCC Central Costs