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Inspecting policing
in the public interest

Responding to austerity

Nottinghamshire Police

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Contents

How well does the force provide value for money?	4
The force in numbers	6
Introduction	8
To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?	9
To what extent has the force an affordable way of providing policing?	12
To what extent is the force efficient?	19
Our judgments	24

How well does the force provide value for money?

Overall judgment

Nottinghamshire Police must implement its plans for a new and affordable operating model for policing the county and the city. Unless it does so, or if there are further delays, the force will not be able to achieve future savings and this may have an adverse effect on the service the force provides to the public.

Requires improvement

Summary

Nottinghamshire Police is on track to achieve its required savings of £47.0m over this spending review period. After the first three years of the spending review the force has identified £34.3m of the savings required. It has achieved this through restructuring policing and support functions and by collaborating with other forces. It has also made savings from estates, procurement and by not replacing staff as they leave the force.

The force has plans to meet the £12.7m savings requirement in 2014/15. A further £8.2m of savings are required in 2015/16 and Nottinghamshire has outline plans to achieve this.

Increasingly, the way the force is configured to provide policing is becoming unaffordable and will be unsustainable in 2015/16 and beyond. The force has recognised this for some time. HMIC notes the effort made by the force to achieve additional savings through collaboration in order to protect front line services. The failure to agree those collaborations and the force's determination to maintain police officer numbers have meant that disappointing progress has been made on its savings strategy since last year's inspection.

Nottinghamshire Police must urgently implement an operating model to provide the people of Nottinghamshire with an effective and affordable service. Should it not do so it will face significant risks in the longer-term.

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

Requires improvement

The force has plans to meet the £12.7m savings needed in 2014/15 and a further £8.2m in 2015/16.

In order to achieve the £8.2m savings in 2015/16 the force will have to redesign how policing is provided to the people of Nottinghamshire. The force recognises that it will have to provide local policing with significantly fewer officers.

The redesign is a significant piece of work and HMIC is concerned that the force has not made earlier decisions about its longer-term structures. Any further delay in decisions and implementation is likely to impact on the force's ability to provide effective services and achieve its savings requirements.

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

Requires improvement

Collaboration is an important factor within Nottinghamshire's plans. Progress to date has been slow but there is now renewed energy to move forward in the region.

The force's scrutiny of non-pay and spend was positive, as was the projected increase in the proportion of its workforce allocated to frontline roles.

The reduction in officer numbers necessary to achieve savings over the next three years means that the force's existing structure is not sustainable.

Delayed decisions and implementation of a new way of providing policing pose a significant risk to the force being able to achieve a balanced budget.

To what extent is the force efficient?

Good

The force has developed a good understanding of the demand on it, including the demand coming from other agencies who are reducing their own levels of service provision.

The force is protecting key crime-fighting roles as it makes reductions in the workforce. The proportion of police officers remaining on the front line is projected to increase over the spending review period.

Over the spending review the force has achieved a higher reduction in crime than other forces with broadly similar overall crime levels. Victim satisfaction is higher than the figure for England and Wales.

The force in numbers



Financial position

The force's savings requirement

Requirement Gap

£47.0m

£0.0m



Providing policing

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

Nottinghamshire

England and Wales

-11%

-11%

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

Nottinghamshire

England and Wales

-11%

-14%

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

Nottinghamshire

England and Wales

+4.2

+3.0

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

Nottinghamshire

England and Wales

+5.4

+3.7



Efficiency

Police officer cost per head of population
2013/14

Nottinghamshire

£99.8

England and Wales

£117.7

Workforce cost per head of population
2013/14

Nottinghamshire

£145.7

England and Wales

£168.1

Change in recorded crime
2010/11 – 2013/14

Nottinghamshire

-18%

England and Wales

-14%

Victim satisfaction 2013/14*

Nottinghamshire

87.0%

England and Wales

85.2%

*Confidence intervals: $\pm 0.9\%$ for Nottinghamshire; $\pm 0.2\%$ 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 report provides the findings for Nottinghamshire Police.

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

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

Financial challenge

Nottinghamshire Police has identified that it needs to save £47.0m over the four years of the spending review (between March 2011 and March 2015).

As a proportion of its overall budget, this savings requirement of 21 percent is higher than the value for England and Wales. Nottinghamshire Police attracts a high central government funding, amounting to 72 percent of its total budget, with lower local funding, meaning that cuts to the government grant have a more significant impact compared to other forces. HMIC considers Nottinghamshire faces a comparatively difficult challenge.

The scale of the challenge

Although Nottinghamshire Police faces a more difficult savings challenge than other forces, there are some opportunities to reduce costs and achieve efficiencies. This is because:

- the force costs per head of population are higher than most other forces;
- it has more police officers per head of population than most of other forces; and
- the cost of police officers per head of population is higher than most other forces.

Savings plans for 2014/15 and 2015/16

After the first three years of the spending review the force has achieved 73 percent (£34.3m) of the savings required. In 2013/14 Nottinghamshire exceeded its savings requirement for that year and was able to contribute to its reserves.

Nottinghamshire Police has generally made prudent assumptions on grant reductions, inflation, staff costs and precept when assessing the size of the financial challenge this year and next.

The force has identified that it needs to make savings of £12.7m in 2014/15 and has plans in place to achieve these savings. For 2015/16 the force has identified a further savings requirement of £8.2m.

Much of the savings for 2014/15 and in particular in 2015/16 are dependent on the force redesigning how it provides policing. The current way it does so is not affordable within

the forces budget forecast and changes to the operating model will have to be in place for 2015/16 in order to achieve the £8.2m savings required. While the force recognises that it will have to provide local policing with significantly fewer officers, at the time of inspection the force was still in the process of designing a plan to achieve this. HMIC is concerned that unless real progress is made there will be insufficient time to implement a new operating model, leaving the force little option but to reduce officer numbers without understanding how this will impact on the provision of policing services.¹

Outlook for 2016 and beyond

The force predicts that it will be required to make savings of £9m in 2016/17. The scale of this challenge means that the force is reaching a point where a decision on the future size and mix of the workforce must be agreed in order to make sufficient savings to balance the budget for the next three years.

Through the introduction of a new operating model the force plans to save £23.4m by March 2018, with a planned reduction of 310 officers from its current establishment (2014/15) and recruitment of 105 operational police staff. At the time of the inspection, the force was in the process of designing a new model and it remains unclear to HMIC what the future looks like for Nottinghamshire Police. This is a significant piece of work and HMIC is concerned that the force has not made timely decisions about its longer-term structures so that policing is affordable and sustainable in the face of future funding challenges. HMIC will continue to monitor progress closely and revisit the force to assess its progress with implementing its new operating model.

¹ HMIC is aware that since the time of inspection the police and crime commissioner and the force have agreed a plan for a new operating model to provide policing through to 2020.

Summary

Requires improvement

- The force has achieved already the required savings to date. It started to achieve savings early, by freezing recruitment and reducing workforce numbers while making some changes to the local policing model. After the first three years of the spending review the force has achieved 73 percent of its savings.
- The force has plans to meet the £12.7m savings needed in 2014/15 and a further £8.2m in 2015/16.
- In order to achieve the £8.2m savings in 2015/16 the force will have to redesign how policing is provided to the people of Nottinghamshire. The force recognises that it will have to provide local policing with significantly fewer officers but at the time of inspection the force was still designing a plan to achieve this.
- The redesign is a significant piece of work and HMIC is concerned that the force has not made early decisions about its longer-term structures so that policing is affordable and sustainable against future funding challenges.
- Any further delay in decision-making and implementation is likely to have an adverse effect on the force's ability to provide effective services and achieve future savings requirements.

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

The force currently provides neighbourhood and response based policing within two separate divisions. The existing policing model meets the requirements of the police and crime plan and other assessed demands, but with the force planning to reduce officer numbers by 310 in order to achieve savings of £23.4m by March 2018 it cannot be sustained.

Collaboration

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

Nottinghamshire Police has shown a strong commitment to working with other forces in the East Midlands region. The vision for the force is to have locally integrated policing teams with specialist policing and support services provided through regional collaboration. It has taken a considerable length of time to reach agreement with other forces in the region and this means that the force's plans are twelve months behind where they hoped to have been. However, there is now greater energy and momentum and in April 2014 the force entered a shared services partnership arrangement with Northamptonshire Police and Cheshire Constabulary to provide a number of business support transactional services, for example payroll. In the same month it started a collaboration with Lincolnshire, Northamptonshire and Leicestershire Police on the provision of shared Criminal Justice and Specialist Operational Policing. This will embed consistent and more cost effective processes across the collaboration and enable further efficiencies to be provided with partners such as the courts and the Crown Prosecution Service.

In addition there are plans to expand into a full range of support services as part of an East Midlands Business Services collaboration. This will result in more self-service and less bureaucracy. The force will need to carefully manage the changes to ensure a smooth transition so that there is no impact on the service provided to the public.

In 2014/15 the force expects to spend 6 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 9 percent of the force's savings requirement,

which is broadly in line with 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 which can help maintain or improve the service they offer to the public and prepare for future funding reductions.

Nottinghamshire Police is reshaping and is investing in the 'business improvement' methodology approaches to drive efficiencies and to achieve savings. A number of staff have been trained in 'systems thinking' methodology and the force has also sought external review through academic studies and external consultancy. Good practice has also been identified by the College of Policing.

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

- business support;
- estate rationalisation;
- collaboration with other forces;
- improved call management; and
- improved procurement and contract re-negotiation.

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

- improved IT;
- streamlining processes and reducing bureaucracy;
- collaboration with other forces;
- local policing; and
- business support.

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

The force has involved staff in the 'designing the future' change programme, which includes training a number of 'design champions' who work across the services, ensuring that the services are redesigned to achieve savings and to be more effective. This has been reinforced through, for example, chief officer briefings, web chats and a strategic business

review involving one hundred of the force's leaders. However, HMIC is concerned that the longer the force delays implementation the greater the likelihood that the benefits of this communication will be lost. HMIC found evidence of this in the focus groups. Staff were unsure as to when the new operating model would be implemented. The force recognises there are opportunities to improve communication and have a dedicated communications officer attached to the 'Designing the Future' team to make this happen.

Staff associations have been involved in the change process and are invited to sit on project and programme boards. They meet regularly with the chief officer team to discuss the developing change programme, including the impact on staff and officers.

Focus group participants said that they did not feel involved in change although all were aware of the financial challenge facing the force. A number also explained that when they provided ideas and suggestions, there did not seem to be a clear process as to who was dealing with these ideas, or whether they were being taken forward. As a result staff felt that their involvement in the change process was less meaningful than it could have been.

Staff did not know about the future size of the organisation and staff associations confirmed that this had not yet been communicated to the workforce. It was also reported that this lack of information on workforce numbers was sometimes an inhibitor to performance with frontline staff being distracted. Effective communication with staff will be important if the new model is to be implemented successfully. It is vital that the workforce feels truly involved.

How is the force achieving the savings?

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

However, we do expect forces also to also down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use and the contracts they enter for services for example, cleaning. Over the spending review period, the Nottinghamshire Police plans to make 27 percent of its savings from non-pay costs, this is lower than the 29 percent figure for England and Wales.

Savings for 2014/15 will come mainly from reducing non-pay costs, for example, by rationalising the police estate further and reducing the number of front counters, as well as driving down spending in other areas.

To identify the 2014/15 savings, many areas of non-pay and pay spend were scrutinised. In areas such as procurement, all contracts have been reviewed locally and regionally

to identify further efficiencies. Spend on property, fleet and equipment has been heavily scrutinised as has spending on overtime and uniform. This robust and consistent approach has helped contribute to an increased under spend for 2013/14.

As with other forces, most of the savings comes from reducing the workforce. Over the spending review the force plans to make 73 percent of its required savings from its pay budget. This is a higher proportion than 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.

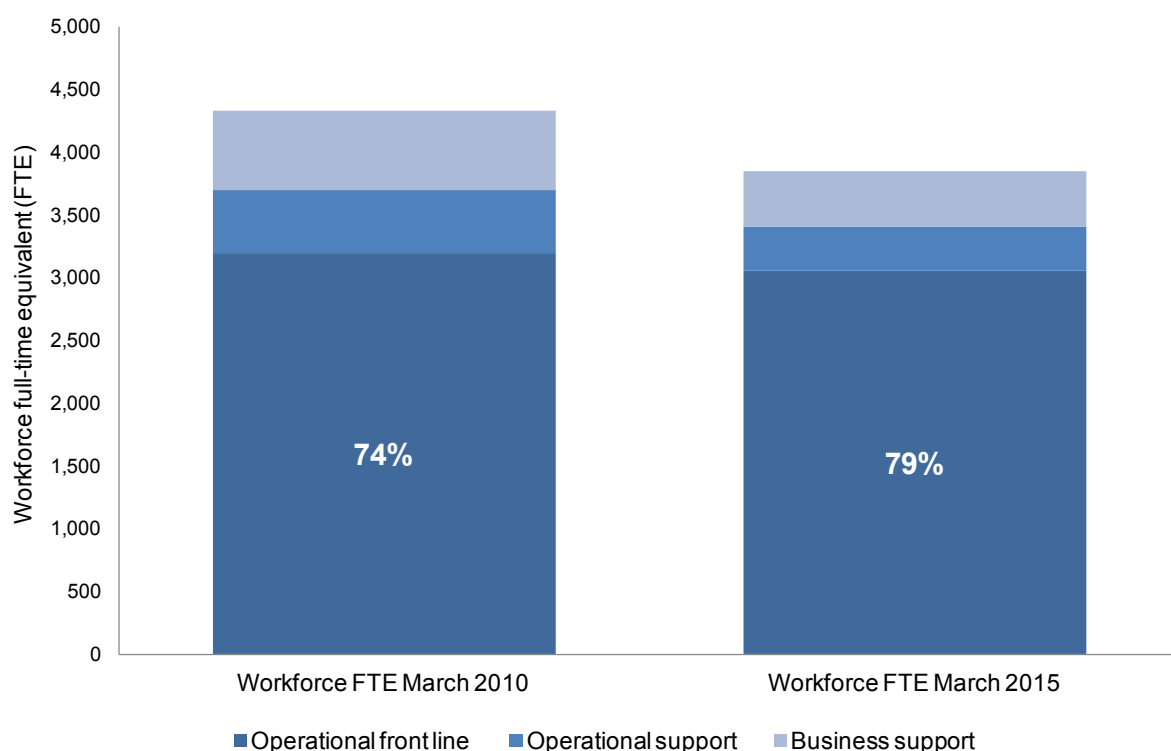
	31 March 2010 (baseline)	31 March 2015	Change	Force change %	Change for England and Wales %
Police officers	2,409	2,133	-276	-11%	-11%
Police staff	1,658	1,377	-281	-17%	-17%
PCSOs	268	340	72	27%	-22%
Total	4,335	3,850	-485	-11%	-14%
Specials	298	485	187	63%	44%

Overall the force plans to have a smaller reduction in its workforce than the rest of England and Wales, although planned police officer and police staff numbers will reduce in line with other forces. However, Nottinghamshire plans to increase the number of Police Community Support Officers (PCSOs).

It is important that as forces reconfigure the organisation 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 Nottinghamshire:



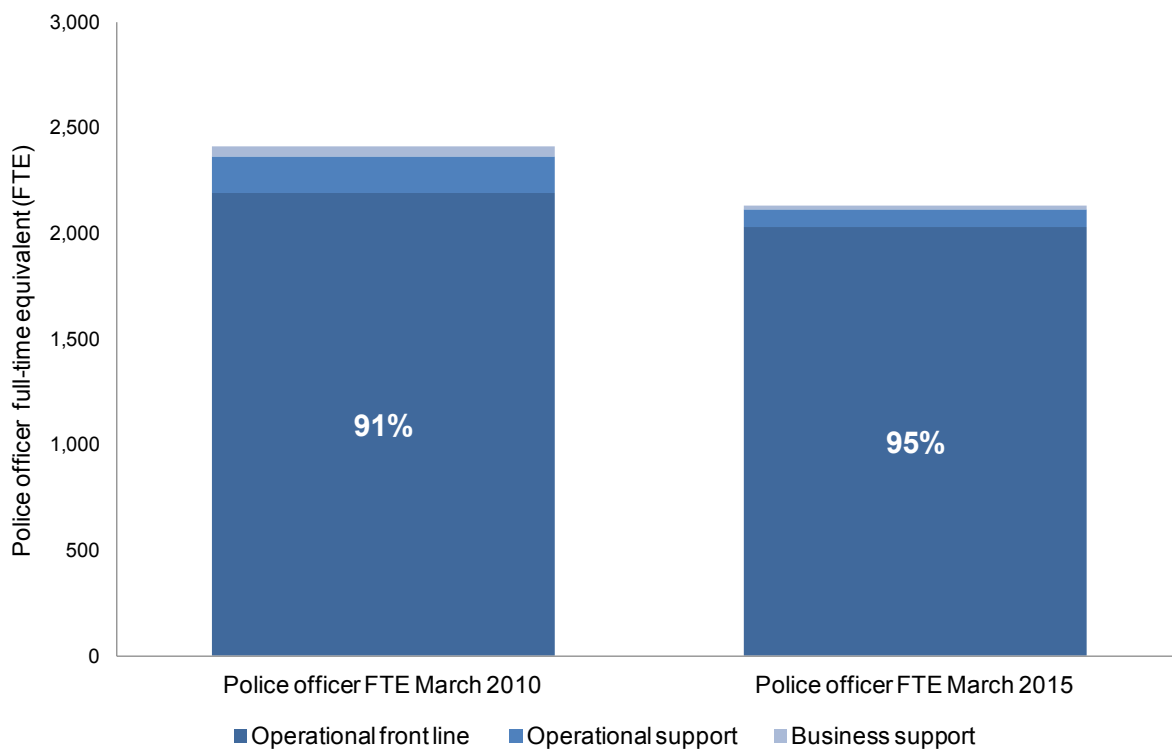
Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.

The number of officers, PCSOs and staff working on Nottinghamshire's front line is projected to reduce by 143 between March 2010 and March 2015 (from 3,194 to 3,051).

Over the same period, the proportion of Nottinghamshire's total workforce allocated to frontline roles is projected to increase from 74 percent to 79 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of Nottinghamshire's police officers in frontline roles is planned to reduce by 161 (from 2,191 in March 2010 to 2,030 by March 2015) as the following chart shows. The proportion of officers remaining on the front line is projected to increase from 91 percent to 95 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent and shows that Nottinghamshire Police is protecting frontline crime-fighting roles as it makes these cuts. As the force redesigns the way it provides policing it is important that the force maintains this focus.

The following chart shows the planned change in the profile of the police officer frontline in Nottinghamshire.



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

Requires improvement

- Collaboration is clearly a principal factor within Nottinghamshire's plans for achieving effectiveness and efficiency. Although progress to date has been slow (despite Nottinghamshire's endeavours), there is a refreshed energy to move forward in the region with operational support, ICT, business support services and criminal justice services underpinned by a shared vision that will encourage a move towards common processes and systems. This could unleash significant savings and service improvements in the future.
- The force's robust approach to scrutinising non-pay and spend were positive, as was its under spend in 2013/2014, and the projected increase in the proportion of its workforce allocated to frontline roles. There have also been some positive developments in relation to the force's change management.
- However, despite those changes, with the force planning to reduce officer numbers by 310 in order to achieve savings of £23.4m by March 2018 the force's existing structure is not sustainable.
- Delayed decisions and implementation of a new operating model pose a significant risk to the force being able to achieve a balanced budget.
- The inspection found evidence that officers and staff feel uncertain about what the future holds for them within Nottinghamshire Police, which can impact negatively on morale and performance. In the future, it is important that the force communicates clear and consistent messages about its new resource model and actively involves officers and staff in service redesign.

To what extent is the force efficient?

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

How well does the force understand and manage demand?

The force has invested in understanding fully the demand placed upon it, which has involved benchmarking and extensive research with other forces. This means it is in a good position to allocate resources to different areas and provide policing services in a different way. The force wants to reduce demand at the first point of contact and is further developing its contact resolution and incident management team (CRIM) to help to reduce significantly the demand on response and neighbourhood teams. It also plans to move away from its policy to attend all crimes and instead use telephone resolution in a more targeted and efficient way.

The force has also undertaken work to understand the impact resourcing decisions of other public bodies have on the force. In particular, the analytical work on mental health detainees has not only identified savings and time efficiencies but also pointed to how the force can align resources better with overall demand. A mental health triage pilot (where a mental health practitioner works alongside police to provide an early assessment of those thought to be suffering mental health issues and then directed to the most appropriate agency), which started in April 2014, is already reducing the calls for service for both the police and mental health workers. Data is also being provided by the East Midlands Ambulance Service on their 'pick-ups' on victims of violence. When analysed, this data helps the force to identify where the problems are occurring, and to take preventative action. However, staff reported that demand often exceeds the force's capacity to respond. Evidence on attendance times to urgent calls supports this.

How efficiently does the force allocate its resources?

The force has allocated resources to prevention activity and partnership working. It has good links with community safety and drug partnerships. The force has secured £0.8m in Home Office innovation funding and is conducting three pilots in the force area that will assess the effectiveness of different preventative activity.

Nottinghamshire Police is committed to locally integrated teams and works well with a variety of statutory and non-statutory partners and the voluntary sector. The force intends to expand its successful arrangement with the city council, where the police are co-located with local authority staff to form a community protection directorate, who work together

to deal with long term anti-social behaviour and crime hotspot problems. By improving partnership working the force aims to reduce demand by up to 30 percent.

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 examined whether Nottinghamshire was taking longer to respond to calls for help, 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.

We found that over the four years since 2010, Nottinghamshire had maintained the same target response times of 15 minutes for calls classed as 'emergency' (also known as grade 1) in an urban setting; and within 20 minutes for calls classed as 'emergency' in a rural setting. Over the same period, calls classed as a 'priority' (also known as grade 2) had a target response time of within 60 minutes.

The following table compares the forces performance in 2010/11 to 2013/14.

Calls for service	2010/11	2013/14
Percentage of urban emergency calls on target	84	83.5
Percentage of rural emergency calls on target	81	82.7
Percentage of priority calls on target	75	68.5

Over the spending review, attendance for emergency calls within target has remained broadly the same, but performance has declined for priority calls.

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 the Nottinghamshire area.

In 2014, Nottinghamshire Police allocated 56 percent of its police officers to visible roles. This is 4.3 percentage points lower than the number allocated in 2010, and is in line with the 56 percent figure for England and Wales.

Police visibility is enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Nottinghamshire Police allocated 62 percent of these staff to visible roles. This is 2.3 percentage points lower than it allocated in 2010 but is higher than the 60 percent figure for England and Wales.

HMIC conducted a survey¹ of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in Nottinghamshire, 13 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, 79 percent of respondents in Nottinghamshire said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 10 percent said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

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), Nottinghamshire Police reduced recorded crime (excluding fraud) by 18 percent compared with a reduction of 14 percent in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim – an individual, a group, or an organisation) reduced by 16 percent, compared with a reduction of 14 percent in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) increased by 2 percent in Nottinghamshire, which is compared to the reduction for England and Wales of 1 percent.

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

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

12 months to March 2014	Rate per 1,000 population	England and Wales rate per 1,000 population
Crimes (excluding fraud)	62.4	61.1
Victim-based crime	56.2	54.3
Sexual offences	1.0	1.1
Burglary	8.2	7.8
Violence against the person	12.3	11.1
ASB incidents	34.5	37.2

It is important that crimes are investigated effectively and the perpetrator identified and where appropriate, brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. Nottinghamshire Police's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 28 percent. This is higher than the England and Wales's detection rate of 26 percent.

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

Victim satisfaction surveys

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

In the 12 months to March 2014, 87.0 percent (± 0.9 percent) of victims were satisfied with the overall service provided by Nottinghamshire Police. This is higher than the England and Wales value of 85.2 percent (± 0.2 percent).

Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services.

The force has a well-planned estates strategy which is fully supported by the police and crime commissioner. The strategy is based on a good understanding of how often and where the public use front counters so as to inform decisions. Over the spending review the

number of police stations will reduce by five to 15. Over the same period the number of front counters will reduce from 27 to nine. However, the force plan to have seven shared service sites where the public can access police services, these are in more accessible places and co-located with local authority partners.

The force has also increased other opportunities for the public to contact them and keep in touch, for example, introducing 'track my crime' on line which assists victims of crime, as they can be updated electronically on the progress of their investigation.

Summary

Good

- The force has developed a good understanding of its own demand and that placed on it as a result of the action, or inaction, of other public services.
- The force is protecting key crime-fighting roles as it makes reductions to the workforce, with the proportion of police officers remaining on the front line increasing from 91 percent to 95 percent over the spending review period. In addition Nottinghamshire Police is maintaining a focus on visible policing with a higher proportion of police officers and PCSOs in these roles than in England and Wales in March 2014.
- Over the spending review the force has achieved a higher reduction in crime than other forces with broadly similar overall crime levels. Victim satisfaction for the 12 months to March 2014 is higher than in other forces.

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.