

The Nottinghamshire Police and Crime Commissioner's response to the publication of Her Majesty's Inspectorate of Constabulary's (HMIC) - PEEL: Police Efficiency 2015 (Oct 2015).

[The report can be found here](#)

In October 2010, the Government announced that central funding to the police service in England and Wales would reduce by 20% in the four years between March 2011 and March 2015. Now, in a period of sustained budget reductions, forces need to continue to make efficiencies while focusing on reducing crime and keeping communities safe.

As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC's Efficiency programme assessed how a force maximises the outcomes from its available resources. In 2015, HMIC reviewed both the financial and workforce planning of police forces whilst examining wider questions of cost, capability and productivity. HMIC inspection focused on the overall question, 'How efficient is the force at keeping people safe and reducing crime?'

To answer this question HMIC looked at three areas:

- How well does the force use its resources to meet demand?
- How sustainable and affordable is the workforce model?
- How sustainable is the force's financial position for the short and long term?

In October 2015 HMIC published the above report and judged Nottinghamshire Police to be **Good** in respect of the PEEL Efficiency Assessment. HMIC concluded that the Force had achieved its required savings of £31.2m over the spending review period and had well-defined plans to achieve most of its savings up to 2017/18 i.e. that the savings would be achieved by implementing the new Policing Model and by effective financial management. However, HMIC has some concerns that this would not be sufficient to deliver a balanced budget over the period; and that some use of reserves will be required to balance the budget, and further savings will need to be identified.

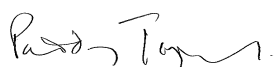
Nevertheless, HMIC reported that the Force has a good and growing understanding of the demand it faces i.e. that it is developing effective ways of managing and reducing demand, which it is achieving by working innovatively with partners. This includes an ambitious partnership prevention programme, which is important to delivering long-term change. There are also many continuing and new projects with other forces, each at a different stage and moving at different speeds. Change programme professionals work in the force project management office to provide expertise and support to project leads.

However, HMIC identified an area for Improvement:

The force should develop a future workforce plan that is aligned to its overall demand and budget. The plan should include future resource allocations, the mix of skills required by the workforce and the behaviours expected of them.

I am pleased that HMIC rated the Force Good in the Efficiency pillar of the PEEL assessment and I believe this reflects the hard work put in by Police officers and staff. The Force has taken on board the area for improvement identified by HMIC and the Annex to this latter summarises the Force responses.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paddy Tipping'.

Paddy Tipping
Police and Crime Commissioner

ANNEX 1 – FORCE RESPONSE TO AREA FOR IMPROVEMENT

HMIC: Area for Improvement

The force should develop a future workforce plan that is aligned to its overall demand and budget. The plan should include future resource allocations, the mix of skills required by the workforce and the behaviours expected of them.

Force: No action required.

Since this inspection took place the force has developed a future workforce plan which aligns its overall demand and budget. The Delivering the Future Programme has established the following work streams:

Understanding Demand

This work stream will ensure that we, as a Force, are able to understand the following:

- Our current demand
- Our new and emerging demand
- What the future may bring - horizon scanning

Capability

This work stream focuses on our people and their abilities, we need to understand:

- What our people can do
- What skills our people have
- What skills we will need in the future

And using this information, we must ensure our staff has the training, equipment and technology to meet the demand requirements.

Capacity

This work stream will look to ensure we, as a Force, understand:

- Our workforce as it now and how it will be until 2020
- How to match our resources to the demand we face and explore our current systems and processes. Allowing us to identify how to make them lean, yet effective, and release capacity for the force
- Make best use of technology to provide capacity to the force

As a result of the implementation and stabilisation of MFSS and the new oracle system we now understand fully where are our people are, when they retire and work is ongoing through the capability work stream to understand fully what skills we have and more importantly what skills we require. This is linked into the Training Board which sets the training requirement for the Force.

In terms of allocation of resources we are transitioning to a thematic Force model and are in a process of agreeing the allocation of resources to the new model.