



Agenda Item 6

JOINT AUDIT COMMITTEE  
13th December 2019

## HMICFRS Value for Money Report

### 1. PURPOSE OF REPORT

- 1.1. This paper summarises the findings of the HMICFRS Value for Money Report
- 1.2. To note and discuss the extent of any further work required on the back of the findings.

### 2. BACKGROUND

- 2.1. HMICFRS published Value for Money profiles for all forces in November 2019, this builds on the work completed between 2009 and 2017.
- 2.2. The VFM profiles allows detailed analysis of: how much forces spend on different policing activities; how crime levels compare across forces, as well as what outcomes forces achieve; and workforce costs, broken down by role, rank and gender.

#### VALUE FOR MONEY ANALYSIS

- 2.3. The published HMICFRS analysis concentrated on the cost per head of population and total costs. West Midlands Police were compared to their Most Similar Group (MSG). Details of the differences and areas where we have been identified as potential outliers is reported in **Appendix 1**.
- 2.4. It is important to note that the profiles highlight what these differences are, but not why they exist. There are many reasons why a force might spend more or less on a particular function than other forces.
- 2.5. The 2 significant outliers for WMP appear to be:
  - 2.5.1. **Advanced Public Order** – where the difference on spend against the most similar group is £5.42 more per population. We have included spend for the Operational Support Unit, Force Support and Contingency.

#### The Police Objective Analysis description for Advanced Public Order is:

- Tactical Support unit, trained officers who deal with spontaneous disorder in any part of the forces. Core functions of the unit include:
  - To provide extra operational staff wherever required in the force.
  - To manage, maintain and provide missing person or crime scene search facilities.
  - Provide a capability to search and recover under CBRN requirements.

- To provide trained resources for major events / incidents, planned or spontaneous (including high profile sporting events).
- Protests e.g. EDL.
- Cost of policing civil disturbances, this is to include any income received in relation to the civil disturbances and any backfill costs (if easily identifiable).

2.5.2. **Incident/ Response Management** – where the difference on spend against the most similar group is £16.51 less per population. We have included spend for the Force response team.

**The Police Objective Analysis description for Advanced Public Order is:**

- Response Teams, this includes officers whose primary role is to respond to emergency and priority incidents which may require attendance.
- In Forces where the roles covered by 1a Local Policing – Neighbourhood Policing are combined with the roles covered by 1b Local Policing – Incident (Response) Management, and the costs cannot be split between the two please record the values in 1a Local Policing – Neighbourhood Policing.

2.6. In order to understand what the VFM profiles further work is required. We will need explore and understand different force spending decisions, operating models; volumes; whether a direct like for like comparison has been made; and the methodology for categorising and capturing costs.

### **3. RECOMMENDATIONS**

3.1. Members of the Committee consider the extent of further investigation required into the outliers reported in **Appendix 1**.

## Appendix 1: HMICFRS Value for Money Profiles – Cost Outliers

This table shows us in which areas of spending your force is an outlier – spending significantly more or less than other forces. It does this by comparing how much is spent per population with spending per population in both its MSG and in all forces. The spending areas shown are those where either of these differences are over £1 or under -£1 (shaded pink in the table). These differences are then multiplied by your chosen forces population to give the cost difference in £000. Which can then be compared to the spending figures in the first column. (If the table is empty the force has no such outliers).

Sub-objective	Objective	Subjective (grouped)	NRE-Force (£K)	NRE/pop-Force (£)	NRE/pop-MSG (£)	Difference (v MSG, £)	MSG cost of diff (£K)	NRE/pop-all forces (£)	Difference (v all, £)	All force cost of diff (£K)	Outlier
Advanced Public Order	Operational supt.	PO cost	£22,179	£7.54	£2.12	£5.42	£15,949	£1.53	£6.01	£17,688	y
Domestic abuse, DAO and IDVA costs	Public protection	PO cost	£15,135	£5.14	£0.81	£4.33	£12,740	£1.17	£3.97	£11,686	y
Intelligence gathering	Intelligence	PO cost	£18,550	£6.30	£2.24	£4.06	£11,945	£2.67	£3.63	£10,688	y
Neighbourhood policing	Local policing	PO cost	£51,004	£17.33	£14.01	£3.32	£9,774	£13.57	£3.76	£11,060	y
Community liaison	Local policing	PO cost	£18,770	£6.38	£3.11	£3.27	£9,617	£2.77	£3.60	£10,603	y
Front desk	Deal w/ the public	Other staff cost	£14,192	£4.82	£1.66	£3.16	£9,294	£1.22	£3.60	£10,593	y
Serious and organised crime	Investigations	PO cost	£19,047	£6.47	£3.88	£2.59	£7,617	£2.53	£3.94	£11,597	y
Front desk	Deal w/ the public	PO cost	£5,929	£2.01		£2.01	£5,929	£0.12	£1.90	£5,580	y
Serious and organised crime	Investigations	Local income	£-964	£-0.33	£-1.83	£1.50	£4,423	£-0.51	£0.18	£535	y
Intelligence gathering	Intelligence	Local income	£-5	£-0.00	£-1.10	£1.10	£3,233	£-0.46	£0.46	£1,350	y
Vehicle recovery	Road policing	Local income			£-1.04	£1.04	£3,056	£-0.43	£0.43	£1,271	y
Intelligence gathering	Intelligence	Other staff cost	£6,562	£2.23	£1.27	£0.96	£2,833	£1.17	£1.06	£3,128	y
Major investigations unit	Investigations	PO cost	£9,895	£3.36	£2.92	£0.45	£1,314	£2.08	£1.28	£3,763	y
Firearms unit	Operational supt.	PO cost	£16,078	£5.46	£5.07	£0.39	£1,152	£3.91	£1.56	£4,578	y
Estates	Support functions	Non-employment costs	£25,247	£8.58	£9.19	£-0.61	£-1,793	£7.54	£1.04	£3,068	y
Revenue contrib. to capital	Central costs	Non-employment costs			£0.76	£-0.76	£-2,225	£1.47	£-1.47	£-4,333	y
Fleet	Support functions	Non-employment costs	£5,273	£1.79	£2.67	£-0.87	£-2,575	£2.87	£-1.08	£-3,174	y
Police doctors etc.	Crim. just. arrange.	Non-employment costs	£3,214	£1.09	£2.16	£-1.06	£-3,132	£1.11	£-0.01	£-42	y
Scenes of crime officers	Investigative supt.	Other staff cost	£4,026	£1.37	£2.47	£-1.10	£-3,235	£1.33	£0.04	£120	y
Local investigation /prisoner proces.	Local policing	PO cost	£32,224	£10.95	£12.06	£-1.12	£-3,283	£11.84	£-0.89	£-2,629	y
Intelligence gathering	Intelligence	Non-employment costs	£729	£0.25	£1.42	£-1.17	£-3,442	£0.59	£-0.34	£-1,011	y
Training	Support functions	PO cost	£5,930	£2.01	£3.19	£-1.17	£-3,452	£2.12	£-0.10	£-305	y
Criminal justice	Crim. just. arrange.	Other staff cost	£4,454	£1.51	£2.70	£-1.19	£-3,503	£2.25	£-0.73	£-2,162	y
Capital financing	Central costs	Non-employment costs	£8,049	£2.73	£4.10	£-1.37	£-4,018	£3.12	£-0.38	£-1,124	y
Other Protecting Vulnerable People ...	Public protection	PO cost	£19,503	£6.63	£8.10	£-1.48	£-4,353	£5.78	£0.85	£2,497	y
Intell. analysis /threat asmts.	Intelligence	Other staff cost	£2,408	£0.82	£2.48	£-1.66	£-4,897	£1.78	£-0.97	£-2,844	y
Intell. analysis /threat asmts.	Intelligence	PO cost	£463	£0.16	£2.02	£-1.87	£-5,497	£1.35	£-1.19	£-3,516	y
External forensic costs	Investigative supt.	Non-employment costs	£1,600	£0.54	£2.43	£-1.88	£-5,544	£1.34	£-0.80	£-2,355	y
Serious and organised crime	Investigations	Non-employment costs	£320	£0.11	£2.22	£-2.11	£-6,207	£0.80	£-0.69	£-2,035	y
Neighbourhood policing	Local policing	PCSO cost	£14,249	£4.84	£7.06	£-2.22	£-6,538	£5.43	£-0.59	£-1,745	y
Pensions and exit costs	Central costs	Other employment costs	£5,351	£1.82	£4.50	£-2.69	£-7,907	£2.94	£-1.12	£-3,296	y
Central comms. unit	Deal w/ the public	PO cost	£450	£0.15	£3.00	£-2.85	£-8,378	£1.99	£-1.84	£-5,411	y
Central comms. unit	Deal w/ the public	Other staff cost	£13,774	£4.68	£7.70	£-3.02	£-8,895	£8.24	£-3.56	£-10,469	y
Incident /response mgt.	Local policing	PO cost	£61,769	£20.99	£37.49	£-16.51	£-48,583	£28.97	£-7.99	£-23,513	y

NRE: Net Revenue Expenditure  
MSG: Most Similar Group