



AGENDA NO: 5

INDEPENDENT AUDIT COMMITTEE – 17 DECEMBER 2019

HMICFRS VALUE FOR MONEY PROFILES 2019

REPORT BY NEAL BUTTERWORTH, ALLIANCE HEAD OF FINANCE

PURPOSE OF THE REPORT

The purpose of this report is to provide members with an overview of the 2019 Value for Money Profiles relating to Dorset Police and Devon & Cornwall Police.

1. INTRODUCTION

- 1.1. Each year the HMICFRS produces information relating to performance and spending of all police forces as 'Value for Money Profiles' (VfM Profiles). Until 2017 these VfM Profiles were produced as standalone documents for each Force. With effect from 2018, the VfM Profiles were produced as an interactive 'dashboard' on the HMICFRS website.

- 1.2. The VfM Profiles compare each Force with its Most Similar Group of Forces (MSG). The MSG for each Force is shown below

Devon & Cornwall Police MSG	Dorset Police MSG
Norfolk	Cambridgeshire
North Wales	Gloucestershire
North Yorkshire	Surrey
Suffolk	Sussex
Warwickshire	Thames Valley
West Mercia	Warwickshire
Wiltshire	West Mercia

- 1.3. A link to the HMICFRS website is provided [here](https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/).
(<https://www.justiceinspectorates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>)
- 1.4. This report sets out key tables for each Force for information using extracts from the HMICFRS website.

2. USE OF VALUE FOR MONEY PROFILES

- 2.1. The 2019 VfM Profiles will be reported to the January 2020 Resources Board (Devon & Cornwall Police) and Resource Control Board (Dorset Police). This report, highlighting outliers in each Force, will be presented to those meetings for consideration.
- 2.2. The profiles give a good analysis of expenditure by functional area, compared with other forces, and where the forces are outliers. This information can be useful in a number of areas, although the context of forces often having quite different structures needs to be recognised.
- 2.3. Key areas where the VfM Profiles are used are:

Business Cases

- 2.4. Business cases for significant structural change will usually be informed by the VfM Profiles. The last example of widespread use of these profiles was to inform a number of Strategic Alliance business cases.

Saving Plans

- 2.5. The VfM Profiles have been used to inform saving plans. Although they do not necessarily indicate areas where savings may be achieved, they can be used to provide context. Again, the different structure of Forces, and different treatment of costs means that the figures shown are not always comparable, but the profiles do provide helpful indicators.

3. KEY INFORMATION

- 3.1. The VfM Profiles interactive dashboard contains 27 pages, with the ability to 'drill down' on any area of interest within each page. As such, the volume of information is significant, and cannot be fully reproduced within this report. Financial and workforce information is based on the 2019/20 budget, crime information is based on 2018/19 actuals.

- 3.2. Key pages within the profiles are:

- Finance
 - o Resource overview
 - o Explore by objective (policing function)
 - o Explore by subjective (type of spending)
 - o Explore staff numbers and costs
 - o Financial context (total income by source)
 - o Support function costs
 - o Costs of differences
 - o Explore collaboration
 - o Officers in support roles
 - o Cost outliers
- Crime
 - o Crime overview
 - o Explore crime by type
 - o Crime against children
 - o Outcomes per officer

- Crime cost of difference
- Outcomes (detail)
- Workforce
 - Workforce overview
 - Workforce detail
 - Long-term absences
 - Joiners and leavers

3.3. The following charts are taken directly from the HMICFRS Value for Money Dashboards on the website. As in previous years, the information does not directly provide answers to differences in levels of spend / crime / workforce, but rather provides a basis on which to raise questions. The charts shown here provide a summary of the objective (functional) breakdown of each Force's finances, a schedule of financial outliers, and the crime overview.

Dorset

3.4. The following charts are taken from the 2019 VfM Profiles in relation to Dorset Police.

1. Cost of differences and outliers

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Objective	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
Local policing	£43,023	£55.44	£63.90	-£8.46	-£6,562	£67.77	-£12.33	-£9,568	y
Deal w/ the public	£8,783	£11.32	£12.78	-£1.46	-£1,133	£12.31	-£0.99	-£766	y
Crim. just. arrange.	£7,696	£9.92	£10.91	-£1.00	-£773	£10.78	-£0.86	-£671	-
Road policing	£1,755	£2.26	£4.00	-£1.74	-£1,351	£3.76	-£1.49	-£1,159	y
Operational supt.	£8,163	£10.52	£7.11	£3.41	£2,644	£8.92	£1.60	£1,240	y
Intelligence	£6,270	£8.08	£8.05	£0.03	£22	£7.62	£0.46	£354	-
Investigations	£4,915	£6.33	£6.31	£0.02	£15	£8.89	-£2.56	-£1,986	y
Public protection	£9,088	£11.71	£11.04	£0.67	£517	£12.29	-£0.58	-£450	-
Investigative supt.	£3,823	£4.93	£4.47	£0.46	£353	£4.75	£0.17	£135	-
Support functions	£33,702	£43.43	£42.03	£1.40	£1,089	£40.44	£2.99	£2,319	y
Central costs	£12,423	£16.01	£5.24	£10.77	£8,353	£7.38	£8.63	£6,697	y
Total	£139,639	£179.95	£175.86	£4.09	£3,174	£184.92	-£4.97	-£3,853	y

The above table shows the 2019/20 net revenue expenditure (NRE) for the Force per population, compared with MSG and all forces. It calculates the difference in NRE between Dorset Police and the amount that Dorset Police would spend if its NRE per population were at the same level as the MSG or all forces.

The above table demonstrates that Dorset Police spend significantly less per population than MSG and all forces on Local Policing, Roads Policing, and investigations, while spending more on Operational Support, support Functions and Central Costs.

Central costs includes £8.2m PFI Unitary Charge.

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2. Cost Outliers

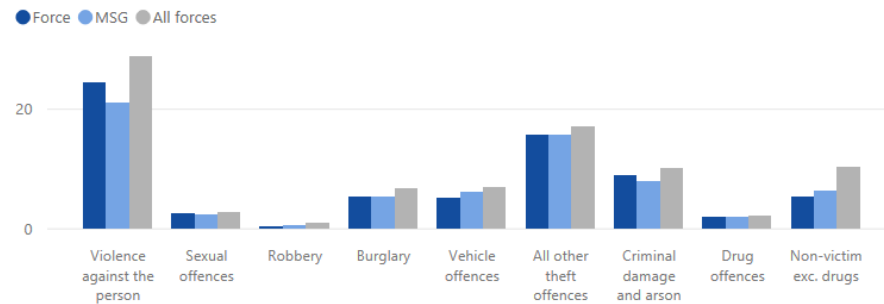
Sub-objective	Objective	Subjective (grouped)	NRE-Force (£K)	NRE/pop-Force (£)	NRE/pop-MSG (£)	Difference (v MSG, £)	MSG cost of diff (£K)	NRE/pop-all forces (£)	Difference (v all, £)	All force cost of diff (£K)	Outlier
Capital financing	Central costs	Non-employment costs	£8,339	£10.75	£1.69	£9.06	£7,029	£3.12	£7.63	£5,918	y
Training	Support functions	Other staff cost	£5,009	£6.45	£1.52	£4.94	£3,833	£1.34	£5.11	£3,966	y
Other Protecting Vulnerable People ...	Public protection	PO cost	£4,941	£6.37	£3.65	£2.72	£2,107	£5.78	£0.59	£455	y
Perform. rev./corp. dvt.	Support functions	Other staff cost	£3,068	£3.95	£1.68	£2.27	£1,765	£1.72	£2.23	£1,730	y
Revenue contrib. to capital	Central costs	Non-employment costs	£2,582	£3.33	£1.61	£1.72	£1,331	£1.48	£1.84	£1,431	y
Fleet	Support functions	Local income	-£108	-£0.14	-£1.75	£1.61	£1,248	-£0.54	£0.40	£308	y
Intelligence gathering	Intelligence	PO cost	£3,609	£4.65	£3.11	£1.55	£1,199	£2.69	£1.97	£1,525	y
Other Protecting Vulnerable People ...	Public protection	Other staff cost	£1,566	£2.02	£0.49	£1.52	£1,183	£1.01	£1.01	£780	y
Advanced Public Order	Operational supt.	PO cost	£1,574	£2.03	£0.56	£1.47	£1,140	£1.53	£0.50	£389	y
Airports and ports	Operational supt.	Local income			-£1.43	£1.43	£1,107	-£0.72	£0.72	£556	y
Registered sex offender mgt.	Public protection	PO cost	£1,836	£2.37	£0.96	£1.41	£1,094	£0.77	£1.59	£1,237	y
Major investigations unit	Investigations	PO cost	£2,454	£3.16	£1.82	£1.35	£1,045	£2.08	£1.08	£838	y
Intelligence gathering	Intelligence	Other staff cost	£2,045	£2.64	£1.38	£1.26	£978	£1.17	£1.46	£1,135	y
Local policing CTSO	Local policing	PO cost	£2,239	£2.89	£1.66	£1.22	£950	£1.36	£1.53	£1,184	y
Other forensic services	Investigative supt.	Non-employment costs	£849	£1.09	£0.06	£1.03	£801	£0.27	£0.82	£639	y
Central comms. unit	Deal w/ the public	Other staff cost	£7,310	£9.42	£9.26	£0.16	£122	£8.22	£1.20	£930	y
Neighbourhood policing	Local policing	PO cost	£5,817	£7.50	£7.83	-£0.34	-£262	£13.57	-£6.08	-£4,717	y
Police doctors etc.	Crim. just. arrange.	Non-employment costs	£92	£0.12	£0.62	-£0.50	-£390	£1.13	-£1.01	-£783	y
Airports and ports	Operational supt.	PO cost			£1.05	-£1.05	-£814	£0.67	-£0.67	-£519	y
Community liaison	Local policing	PO cost	£507	£0.65	£1.72	-£1.07	-£830	£2.71	-£2.06	-£1,598	y
Estates	Support functions	Non-employment costs	£5,010	£6.46	£7.54	-£1.08	-£840	£7.62	-£1.16	-£903	y
Custody	Crim. just. arrange.	Non-employment costs	£1,061	£1.37	£2.48	-£1.11	-£861	£0.89	£0.48	£374	y
Intell. analysis /threat asmts.	Intelligence	PO cost			£1.19	-£1.19	-£926	£1.37	-£1.37	-£1,064	y
Perform. rev./corp. dvt.	Support functions	Non-employment costs	£357	£0.46	£1.73	-£1.27	-£984	£0.59	-£0.13	-£98	y
Intell. analysis /threat asmts.	Intelligence	Other staff cost	£380	£0.49	£1.81	-£1.32	-£1,027	£1.81	-£1.32	-£1,024	y
Domestic abuse, DAO and IDVA costs	Public protection	PO cost			£1.44	-£1.44	-£1,116	£1.18	-£1.18	-£916	y
Serious and organised crime	Investigations	PO cost			£1.53	-£1.53	-£1,190	£2.52	-£2.52	-£1,952	y
Central comms. unit	Deal w/ the public	PO cost	£162	£0.21	£1.81	-£1.61	-£1,246	£1.99	-£1.78	-£1,379	y
Child sexual exploitation inv.	Public protection	PO cost			£1.62	-£1.62	-£1,257	£1.04	-£1.04	-£804	y
Fleet	Support functions	Non-employment costs	£1,851	£2.39	£4.12	-£1.73	-£1,343	£2.90	-£0.52	-£401	y
Incident /response mgt.	Local policing	PO cost	£22,318	£28.76	£30.82	-£2.06	-£1,601	£29.09	-£0.33	-£255	y
ICT	Support functions	Other staff cost	£994	£1.28	£3.59	-£2.31	-£1,789	£2.51	-£1.23	-£951	y
Casualty reduction p'ship	Road policing	Local income	-£3,153	-£4.06	-£1.20	-£2.87	-£2,225	-£1.41	-£2.65	-£2,059	y
Local investigation /prisoner proces.	Local policing	PO cost	£5,999	£7.73	£12.27	-£4.54	-£3,523	£11.98	-£4.25	-£3,294	y
HR	Support functions	Other staff cost	-£2,660	-£3.43	£2.16	-£5.58	-£4,333	£1.76	-£5.19	-£4,025	y

The above table sets out the main areas where Dorset Police is shown as an outlier in cost terms on the basis of £ per population. Some areas, such as Training and HR clearly relate to the categorisation of staff within a Department, while others may be indicative of true outliers.

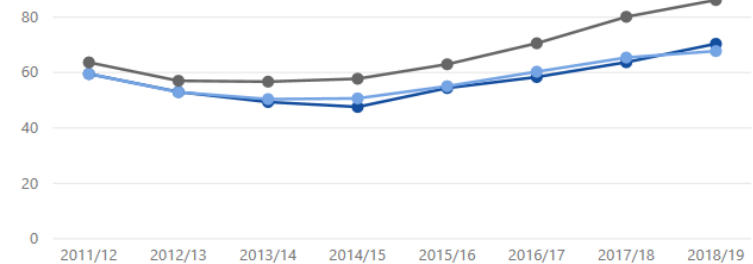
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3. Crime Overview (excluding fraud)

Are crime levels high/low (crime per 1,000 population)

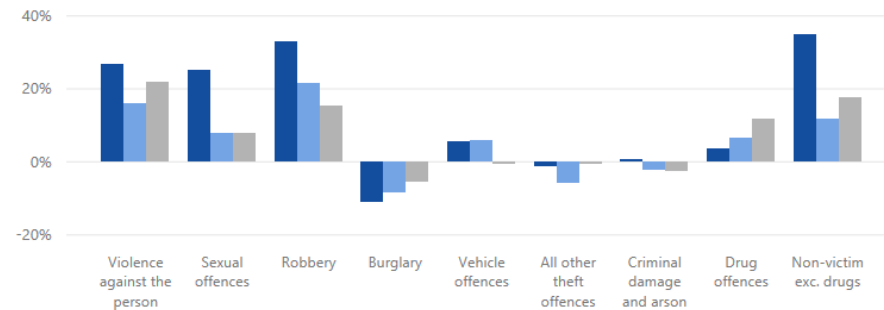


How have crime levels changed, compared to MSG/all (crimes per ...)

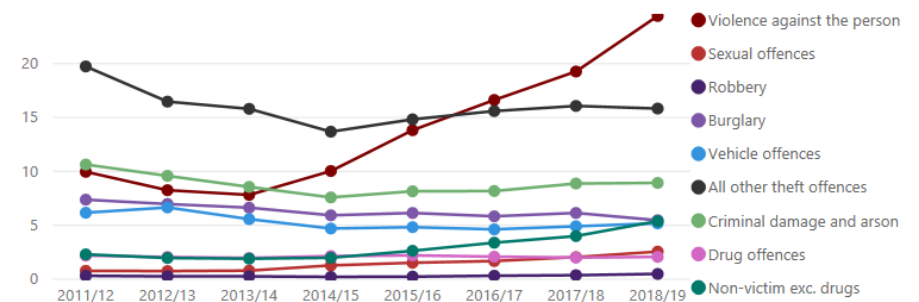


2018/19 Q3 and Q4 crime data for Lancashire Police is currently excluded for administrative reasons.

How are crime levels changing (% change in last year)



How have crime levels changed, by type (in chosen force, crimes per 1,000 pop)



Are crimes suspects identified (% with suspect identified)

Is action taken against suspects (% with action taken)

The above table shows the level of crime by crime type, excluding fraud, for Dorset Police compared with MSG and all forces. It also shows how recorded crime has changed over time.

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Devon & Cornwall Police

1. Cost of differences and outliers

Objective ▲	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
Local policing	£116,829	£65.77	£69.02	-£3.25	-£5,781	£67.77	-£2.00	-£3,557	y
Deal w/ the public	£18,826	£10.60	£11.73	-£1.13	-£2,009	£12.31	-£1.71	-£3,033	y
Crim. just. arrange.	£21,676	£12.20	£11.27	£0.93	£1,649	£10.78	£1.42	£2,523	y
Road policing	£6,084	£3.43	£3.66	-£0.24	-£424	£3.76	-£0.33	-£588	-
Operational supt.	£21,664	£12.20	£7.46	£4.74	£8,417	£8.92	£3.27	£5,817	y
Intelligence	£9,617	£5.41	£6.80	-£1.38	-£2,455	£7.62	-£2.21	-£3,924	y
Investigations	£13,331	£7.51	£6.46	£1.04	£1,851	£8.89	-£1.39	-£2,464	y
Public protection	£15,769	£8.88	£8.92	-£0.05	-£84	£12.29	-£3.41	-£6,065	y
Investigative supt.	£6,736	£3.79	£4.41	-£0.62	-£1,101	£4.75	-£0.96	-£1,706	-
Support functions	£70,911	£39.92	£42.31	-£2.39	-£4,247	£40.44	-£0.52	-£929	y
Central costs	£8,168	£4.60	£8.35	-£3.76	-£6,673	£7.38	-£2.78	-£4,938	y
Total	£309,609	£174.30	£180.41	-£6.11	-£10,857	£184.92	-£10.62	-£18,864	y

The above table shows the 2019/20 net revenue expenditure (NRE) for the Force per population, compared with MSG and all forces. It calculates the difference in NRE between Devon & Cornwall Police and the amount that Devon & Cornwall Police would spend if its NRE per population were at the same level as the MSG or all forces.

The above table demonstrates that Devon & Cornwall Police spend significantly less per population than MSG and all forces on Local Policing, Dealing with the Public, Intelligence, Investigations, Public Protection and Central Costs, while spending more on Operational Support, and Criminal Justice Arrangements.

The key area within Operational Support that shows as a high cost outlier is the Firearms Unit.

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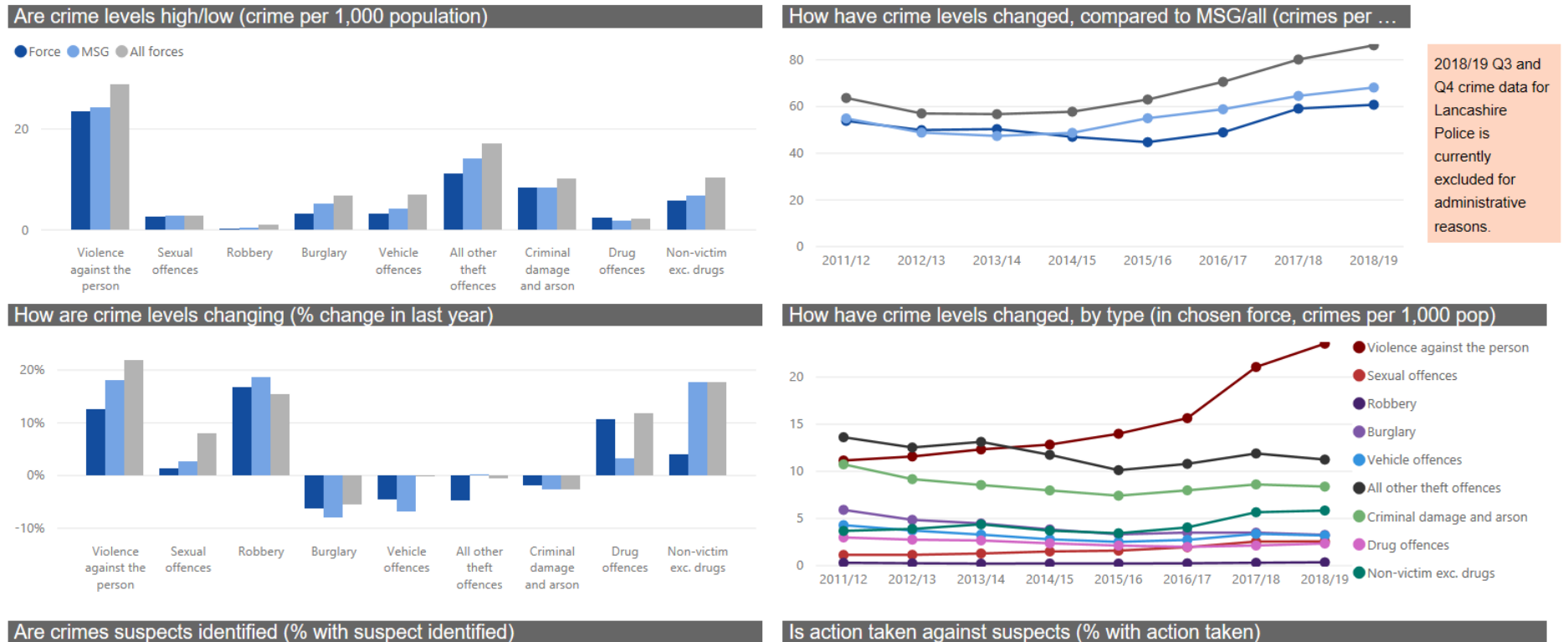
2. Cost Outliers

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
Local investigation /prisoner proces.	Local policing	PO cost	£29,717	£16.73	£12.89	£3.84	£6,821	£11.98	£4.75	£8,442	y
Other Protecting Vulnerable People ...	Public protection	PO cost	£10,798	£6.08	£2.65	£3.42	£6,082	£5.78	£0.30	£529	y
Firearms unit	Operational supt.	PO cost	£10,969	£6.18	£3.95	£2.22	£3,949	£3.97	£2.21	£3,923	y
HR	Support functions	Other staff cost	£6,533	£3.68	£1.61	£2.07	£3,670	£1.76	£1.92	£3,407	y
Training	Support functions	PO cost	£5,680	£3.20	£1.45	£1.74	£3,096	£2.11	£1.09	£1,937	y
Serious and organised crime	Investigations	Non-employment costs	£3,322	£1.87	£0.26	£1.61	£2,853	£0.82	£1.05	£1,861	y
Advanced Public Order	Operational supt.	PO cost	£3,931	£2.21	£0.86	£1.36	£2,411	£1.53	£0.69	£1,218	y
Community liaison	Local policing	PO cost	£7,308	£4.11	£2.80	£1.32	£2,339	£2.71	£1.40	£2,489	y
Other Protecting Vulnerable People ...	Public protection	Other staff cost	£3,717	£2.09	£0.82	£1.28	£2,268	£1.01	£1.08	£1,918	y
Intelligence gathering	Intelligence	PO cost	£5,908	£3.33	£2.06	£1.26	£2,244	£2.69	£0.64	£1,138	y
Admin support	Support functions	Other staff cost	£5,152	£2.90	£1.80	£1.10	£1,962	£1.78	£1.12	£1,996	y
Intelligence gathering	Intelligence	Other staff cost	£3,141	£1.77	£0.75	£1.01	£1,801	£1.17	£0.60	£1,057	y
Neighbourhood policing	Local policing	PO cost	£21,488	£12.10	£12.25	-£0.15	-£267	£13.57	-£1.48	-£2,625	y
Domestic abuse, DAO and IDVA costs	Public protection	PO cost			£0.68	-£0.68	-£1,208	£1.18	-£1.18	-£2,096	y
ICT	Support functions	Other staff cost	£2,563	£1.44	£2.27	-£0.82	-£1,465	£2.51	-£1.06	-£1,890	y
Intell. analysis /threat asmts.	Intelligence	PO cost			£0.88	-£0.88	-£1,566	£1.37	-£1.37	-£2,436	y
Perform. rev./corp. dvt.	Support functions	Other staff cost	£2,418	£1.36	£2.43	-£1.07	-£1,898	£1.72	-£0.36	-£644	y
Central comms. unit	Deal w/ the public	Other staff cost	£13,284	£7.48	£8.60	-£1.12	-£1,989	£8.22	-£0.74	-£1,322	y
Perform. rev./corp. dvt.	Support functions	Non-employment costs	£396	£0.22	£1.34	-£1.12	-£1,992	£0.59	-£0.36	-£646	y
Serious and organised crime	Investigations	Local income	-£2,172	-£1.22	-£0.05	-£1.17	-£2,079	-£0.49	-£0.73	-£1,301	y
Intell. analysis /threat asmts.	Intelligence	Non-employment costs			£1.20	-£1.20	-£2,123	£0.28	-£0.28	-£506	y
Neighbourhood policing	Local policing	PCSO cost	£6,660	£3.75	£4.97	-£1.22	-£2,169	£5.54	-£1.79	-£3,176	y
Child sexual exploitation inv.	Public protection	PO cost			£1.28	-£1.28	-£2,267	£1.04	-£1.04	-£1,840	y
Criminal justice	Crim. just. arrange.	Other staff cost	£2,881	£1.62	£2.91	-£1.29	-£2,287	£2.26	-£0.64	-£1,138	y
Training	Support functions	Other staff cost	£205	£0.12	£1.54	-£1.42	-£2,524	£1.34	-£1.23	-£2,181	y
ICT	Support functions	Non-employment costs	£13,962	£7.86	£9.56	-£1.70	-£3,015	£8.07	-£0.21	-£375	y
Pensions and exit costs	Central costs	Other employment costs	£1,981	£1.12	£3.04	-£1.92	-£3,416	£2.97	-£1.85	-£3,294	y
Capital financing	Central costs	Non-employment costs	£2,965	£1.67	£3.86	-£2.19	-£3,884	£3.12	-£1.45	-£2,577	y
Intell. analysis /threat asmts.	Intelligence	Other staff cost	-£157	-£0.09	£2.12	-£2.21	-£3,928	£1.81	-£1.90	-£3,369	y
Incident /response mgt.	Local policing	PO cost	£43,941	£24.74	£29.32	-£4.59	-£8,148	£29.09	-£4.35	-£7,733	y

The above table sets out the main areas where Devon & Cornwall Police is shown as an outlier in cost terms on the basis of £ per population. Some areas, such as Local Investigation and Incident/Response Management clearly relate to the categorisation of staff within a Department, while others may be indicative of true outliers.

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3. Crime Overview (excluding fraud)



The above table shows the level of crime by crime type, excluding fraud, for Devon & Cornwall Police compared with MSG and all forces. It also shows how recorded crime has changed over time.

4. RECOMMENDATION

4.1. Members are asked to note the report.

**NEAL BUTTERWORTH
ALLIANCE HEAD OF FINANCE**

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