

## Cumbria Constabulary: 2019 HMICFRS Value for Money Profiles' Analysis

The high level analysis in the table on pages 3 to 5 relates to the 2019 Value for Money Profiles which were published on their website by Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) in December 2019. The profiles compare the forces within Cumbria's Most Similar Group (MSG) and these are Lincolnshire, Norfolk and North Wales. The aim of the profiles is to compare performance and the costs of achieving that performance.

It is important to recognise that the VFM Profiles in themselves have limitations and that they require more detailed investigation before they can be safely used as basis for decision making. In particular the profiles focus on costs per head of population, which tends to show Cumbria as relatively expensive across all services due to its low resident population – it should be noted that the impact of increased population due to tourism is not taken into account.

In addition, caution needs to be exercised in ensuring that costs and categorisations give a true comparison on a like for like basis, as forces can - and do - budget in different ways and there may be an element of subjectivity with regard to allocating costs. A national programme of work has started recently, in which the Joint PCC and Constabulary CFO is involved. The work is investigating this ways in which the data can be collected and categorised more objectively, and therefore provide a more realistic comparison of cost across forces.

The high level analysis only covers areas of service where Cumbria has been identified as an outlier compared with its peer group - that is, where the Constabulary performs less well and services are, or appear to be, more expensive based on the criteria used in the profiles.

An outlier is defined as being in the top or bottom 10% and where the effect of the difference is greater than £1 per head of population.

The 2019 profiles show that the areas identified as being significantly above the all forces or MSG average cost are the same this year as they have been in previous years and this has consistently been the case across the period since value for money profiles were first introduced.

### Important general points about the VfM profiles

- Cumbria is a demographic outlier when comparing it to its MSG and this will continue to be the case, regardless of any VfM comparators. Cumbria's geography, topography and socio-economic environment are unique and there are fixed costs associated with this regardless of other comparisons.
- Population is the main determinant used in the profiles for assessing value for money – that is, cost per head. This significantly disadvantages Cumbria, which has the lowest population of 42

forces (excluding City of London), is the fourth largest covering 2,613 square miles, is sparsely populated, is classified as 98% rural, and is geographically isolated. The additional cost of delivering services in this physical geography is not taken into account.

- The sparsity of the population, the rural nature of the county and the isolated geographic location of the county in England, results in higher costs to deliver police services compared to other forces and, limits opportunities for cost effective collaborations with other forces for specialist operational services or private companies to provide services. As a result, Cumbria Constabulary requires more people and more equipment to deliver a police service to a small population distributed over a large area.

As a result, all of these factors combine to incur additional fixed costs in policing the county, irrespective of how and by whom police services are provided, and regardless of policy or strategy decisions made by senior management.

The table overleaf shows where the profiles show Cumbria as an outlier, provides an explanation or context and identifies any actions being taken by the Constabulary as a result.

Note that the comparisons exclude Metropolitan Police Service (the largest force) and the City of London Police Service (the smallest force) are excluded as their sizes and specialist functions can skew the analysis.

VfM Category	Cumbria Data Value of difference compared to all forces	Context and/or Explanation	Note of any action being taken
Central costs: Non staff costs – revenue contribution to capital	£5.4m 1/4 MSG 1/40 All	This is to finance the Constabulary’s current capital expenditure programme which includes significant investment in ICT. Capital expenditure is reviewed annually as part of planning and budget setting.	
Local policing	Incident/response police officer costs £10.7m 2/4 2/40	This is a new outlier. In previous years the Constabulary has been an outlier in neighbourhood policing because all response/patrol officers were all declared as neighbourhood officers in the data return. This approach was changed for last year’s return and reflects the external cost drivers of policing the county identified earlier in this paper. This category includes local investigation (i.e. CID). Our CID is multifunctional and includes a large element of safeguarding, which enables us to prioritise investigations to threat risk and harm – these are our Crime and Safeguarding Teams (CAST) based in local areas. The profiles show that we are below the 10% difference for local investigation for police officer costs (minus £3.1m). The category also includes PCSO costs where we are identified as an outlier (value of difference is plus £23k)	Accounted for in the resource allocation process for 2019/20; it was identified that local investigation required additional officers to meet demand – this is being addressed through a planned programme of increasing detectives’ numbers within the CASTs.
Dealing with the public	Central Communications (CCR) police officer costs £3.2m 1/4 1/40	This reflects the changes made in Command and Control where the Constabulary made a conscious decision to operate with officers rather than police staff. This has reduced demand on frontline by 40%- delivering best use of resources by using officer knowledge and expertise at the start of the process, resolving the public’s issues as early as possible and providing the best advice and information- with an aim to increase this further. The Constabulary would not be able to accommodate the demand if we put all these officers back on shift, as their impact would be diluted. The benefits from the new Command and Control system will make this function much more efficient and impact on the cost base.	IT replacement programme and review of processes and structures underway
	Front Desks £0.2m 1/4 4/40	This is a cost directly associated with the large geography of the county and the current arrangements for public access	-

Police and Crime Panel Report on Constabulary Value For Money Profiles 2019

VfM Category	Cumbria Data Value of difference compared to all forces	Context and/or Explanation	Note of any action being taken
Criminal justice arrangements	Custody police officer costs £1m 1/4 2/40	Cumbria has the highest cost of police doctors/nurses and surgeons in the country. – this is a contracted out service which is being closely managed. See points in the earlier part of this paper Custody function is subject to a change review	A review of custody has been undertaken during 2019, with results being considered by chief officers in the context of Operation Uplift (the national increase in the number of police officers)
	Police doctors, nurses & surgeons £0.86m 1/4 1/40		
Roads policing	Traffic Units police officer costs £2.14m 1/4 1/40	Cumbria has been an outlier in this category since VfM profiles were first created in 2011. Although these costs are the 2 <sup>nd</sup> highest in the country please note that the comparison is not like for like. Cumbria Roads Policing includes the Armed Response Vehicle, because officers are multi-skilled and perform a dual role. Other forces have these as separate units and firearms are categorised as Operational Support.  Advanced public order is also a multi skilled function and includes our secondary firearms response.	-
Operational support	Firearms Unit police officer costs £-1.68m 4/4 40/40  Advanced public order police officer costs £0.79m 1/4 4/40		
Public protection	Police officer cost £0.68m 1/4 4/40	The profiles are not flexible enough to account for our CASTs which skews the comparison (as described in local policing section). We carried out some significant demand work during 2018/19 and the number of resources available for public protection increased as a result of our evidence based reallocation decisions.	Already accounted for in our resource allocation process
	DA, DAO and IDVA police officer costs £0.98m 1/4 4/40		

Police and Crime Panel Report on Constabulary Value For Money Profiles 2019

VfM Category	Cumbria Data Value of difference compared to all forces	Context and/or Explanation	Note of any action being taken
	MASH police officer costs £0.45m 1/4 4/40		
Intelligence	Intelligence analysis £0.63m 1/4 14/40	This reflects the increasing demand and complexity of policing operations and cases requiring detailed analysis of digital and other data.	-
Support functions  Cumbria has been an outlier in this category since VfM profiles were first created in 2011. It should be remembered that the All and MSG averages are not comparing like for like. For example, Lincolnshire has outsourced its business support and operational support functions.	ICT Staff costs and non employment costs £4m 1/4 1/40	Cumbria has been an outlier in this category since VfM profiles were first created in 2011. Some of our ICT fixed costs will be higher than other forces, as already described in the first section of this report. The Constabulary has now focused on benefits delivery to drive out efficiencies and has a digital policing target operating model to deliver increased effectiveness and productivity.	<ul style="list-style-type: none"> <li>• Ongoing Business Transformation Programme with targeted savings of £600,000 per annum over the next 3 years</li> <li>• Revised benefits work being undertaken for driving out savings and productivity gains from IT deployed</li> <li>• Review of information management and data quality improvement plan being delivered to reduce digital storage costs over the longer term</li> <li>• Rebased of fleet and estate strategies to</li> </ul>
	Fleet services non employment costs £0.72m 1/4 4/40	Cumbria has been an outlier in this category since VfM profiles were first created in 2011. The cost of fleet provision and associated transport costs are high in Cumbria due to the size, geography and topography of the county. In addition, the LSE with HMIC has undertaken some work about factors that provide challenges for policing. This identifies that Cumbria's average travel times are 70% more than the national average.	
	Training police officer costs £0.7m 1/4 3640	This was a new outlier in 2018 profiles and remains this year. The Constabulary has invested in its own function to ensure that staff and officers have the skills to deliver the best service for the public. In addition, the force has increased its rate of police officer recruitment which has required additional trainer resource – this will continue because of Operation Uplift	
	Performance review police officer costs £0.9m 1/4 1/40	Increased performance review costs reflect the investment in the Business Improvement Unit to drive up quality and reduce reworking costs, the change team to deliver savings required and in IMS staff to meet demand and deliver the Business Intelligence Project. Non police officer costs are significantly less (-£192k)	

Police and Crime Panel Report on Constabulary Value For Money Profiles 2019

VfM Category	Cumbria Data Value of difference compared to all forces	Context and/or Explanation	Note of any action being taken
	Finance staff costs £0.4m 1/4 1/40	This is a new outlier, which will be investigated as arrangements have not changed in the last year. Costs were reduced in 2017/18, following the move to a Joint Chief Finance Officer.	reduce overheads (annual process) <ul style="list-style-type: none"> <li>• Business intelligence Project to reduce performance and intelligence cost base in the next 4 years , plus other savings</li> </ul>