

Cumbria Constabulary: 2018 HMICFRS Value for Money Profiles' Analysis

The high level analysis in the table on pages 3 to 5 relates to the 2018 Value for Money Profiles which were published by Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) in October 2018. 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.

The high level analysis only covers areas of service where Cumbria has been identified as an outlier compared with its peer group - that is, either:

- providing better value for money or,
- performing 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 2018 profiles show that the areas identified as being significantly above the all forces or MSG average cost are broadly 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.

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

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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.

All of the above result in additional fixed costs 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.

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VfM Category	Cumbria Data Value of difference & other info	Context and/or Explanation	Actions being taken
Non staff costs Capital Financing	£0.4m 6.7% of workforce costs	This is to finance the constabulary's current capital expenditure programme which includes significant investment in ICT. There are also differences in the way in which forces treat revenue financing of capital expenditure. Capital expenditure is reviewed annually as part of planning and budget setting.	None
Workforce costs – officer cost per FTE	-£2.2m 4/4 MSG 9/40 All	Our officers cost less than our MSG and most other forces because we have a higher percentage of officers with less than 5 years' service	None
Local policing	Neighbourhood policing £15.3m 1/4 2/40 Command team & support overheads -£0.7m 4/4 40/40	Not really an outlier as all response/patrol officers are all declared as neighbourhood officers in the 17/18 POA return and, this category now 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. There are no major differences in how we spend our money within local policing across officers, PCSOs and staff. However, we do have more police officers per head of population within Neighbourhood Policing – for reasons already outlined in the introduction and General Points sections of this report.	None
Dealing with the public	Central Communications (CCR) £1.1m 1/4 4/40	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.	None – IT replacement programme underway

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Criminal justice arrangements	Total Custody £0 1/4 3/40	Cumbria has the highest cost of police doctors/nurses and surgeons in the country. Custody function is already identified to be subject of a change review, which includes workforce modernisation to reduce the cost base.	A review of custody and criminal justice functions is scheduled for 2019/20.
	Custody £0.2m 1/4 4/40	Note the CJ costs per 100 charges are £26k, the same as our MSG and cheaper than all force average.	
	Police doctors, nurses & surgeons £0.6m 1/4 1/40		
Roads policing	Traffic Units £1.8m 1/4 2/40	Cumbria has been an outlier in this category since VfM profiles were first created in 2011. Although these costs are the 2 nd 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.	None
Operational support	Firearms Unit £-1.1m 4/4 40/40	For Cumbria, Operational Support Unit Firearms is the cheapest in the country and advanced public order is also a multi skilled function and includes our secondary firearms response.	
	Advanced public order £0.7m 1/4 4/40	When taking all of this into account, overall spend per head of population balances out and we are no longer an outlier, although we are still a high cost force. The force has the 2 nd lowest non staff costs in the country for operational support.	
Public protection	-£1.4m 4/4 38/40	This function covers all vulnerable persons (child and adult protection; 4/4 and 35/40), witness protection, joint teams (2/4 and 14/40) and command team and support. The profiles are not flexible enough to account for our CAST structure, which skews the comparison (as described in local policing section). We have done some	None – already accounted for in our resource allocation process

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		significant demand work and the number of resources available for public protection will increase next year as a result of our evidence based reallocation decisions.	
Investigations (excludes local investigation and prisoner processing)	-£0.9m 4/4 39/40	VfM profiles show that key reason is Major Investigations Unit and the fact that this is civilianised, unlike other forces. We spend more on serious and organised crime compared to our MSG and less on economic crime, specialist investigation units, command team and cybercrime. Reallocation decisions for cybercrime will impact positively on this category. Unlike other forces, we do not have a lot of specialised units, which in Cumbria would be too small to be effective, but amalgamate many officers into one unit with specialists for specific skills requirements such as financial investigators.	None – already accounted for in our resource allocation process
Support functions	All £4.7m 1/4 1/40	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. The key areas that make Cumbria more expensive per head of population are identified below	<ul style="list-style-type: none"> • Business Support Futures programme with targeted savings of £600,000 per annum over the next 4 years • Review of digital policing strategy and associated ICT to provide a new costed 5 year plan • Review of digital storage processes to provide solutions to reduce escalating costs • Rebasing of fleet and estate strategies to reduce overheads • Review of training across the force • Business intelligence Project to reduce
	ICT £2.2m 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 strategy to deliver increased effectiveness and productivity.	
	Fleet services £0.4m 1/4 2/40	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 £0.7m 1/4 3/40	This is a new outlier. The Constabulary has invested in its own function and the collaboration with Lancashire 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	

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Support functions continued	Performance review £0.4m 1/4 3/40	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.	performance cost base in the next 4 years , plus other savings

No outliers were identified in the workforce or demand sections of the VfM Profiles.