

HMIC Value for Money Profile 2015

West Midlands Police

compared with all forces in England & Wales

*The forces in the most similar group can be identified
in the charts in this section by using the key below*

- a** West Midlands
- b** Greater Manchester
- c** Merseyside
- d** West Yorkshire

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Introduction

Data about a single force can never reveal all there is to know. Insight comes from putting a force's data side by side with others so that the differences are revealed. HMIC's Value for Money (VfM) profiles allow you to compare your force's performance, and the costs of achieving it, with that of other forces. The VfM profiles provide a key tool not only to help discover areas of high relative cost or identify differences in performance, but also to identify other forces which are achieving more with less. A challenging financial climate, with reductions in policing budgets likely in the upcoming spending review and a redistribution of the police grant amongst forces due to changes in the funding formula; mean that the profiles are more important than ever.

The VfM profiles are:

- designed for use by force management, police and crime commissioners (PCCs) and local policing bodies as well as HMIC;
- wide ranging, covering a large amount of information in a single, easy to use, document;
- presented in a uniform format to allow you to focus attention on the main differences which require explanation and action to improve;
- timely - being published close to the announcement of the budget, when key financial decisions are being taken;
- not league tables or targets – they are designed to raise questions, not make judgments.

Each profile has two parts: a summary (published separately), and this more detailed profile; both are available on our website. They are designed to be investigative tools to draw attention to large, and possibly unexplained, differences in costs or performance. These should be followed up to confirm whether resources are being used efficiently and effectively.

What has changed over the last couple of years?

The main changes this year are:

- 1) Changes related to the Police Objective Analysis (POA) definitions and categories:
 - introduction of cyber crime under the POA investigation function (page 30).
- 2) We have now provided separate analysis for emergency and priority incidents (pages 55 and 56).
- 3) Introduction of data on outcomes associated with police recorded crime, which should be treated with caution as it is experimental data published by the Home Office (pages 60 - 81).
- 4) Crime over time analysis now compares 2013/14 to 2014/15 to examine the crime recording practises over this period in light of HMIC's crime data integrity report (pages 60 – 81).
- 5) Introduction of data examining offences and outcomes for crimes committed against children (page 76).

Feedback

Many forces worked with us throughout the development of the VfM profiles, and we are grateful to those that provided us with feedback and comments. HMIC is always keen to hear from users how the profiles can be improved. If you have any suggestions, or any analysis which you think might be useful to include, please contact Lawrenceroymorris33@hmic.gsi.gov.uk or call 0203 513 0517.

How do I use the profiles?

The profiles are designed to prompt questions rather than to provide judgements. They are produced each autumn to help inform budget decisions for the following year. A survey by HMIC in 2013 showed that around 90 percent of forces which responded were using them for this purpose.

Most of the data are presented as bar charts so you can see how your force compares with others. Your force is highlighted in black with forces in your 'most similar group' (MSG) shown in teal. MSG forces share similar demographics (more details about MSG can be found on page 6). Finally, a horizontal line runs across each bar chart, and represents the average across all forces in England and Wales (excluding the Metropolitan Police Service and City of London Police) unless stated otherwise.

The profiles are presented as 'logic trees' with the data broken down progressively from left to right. By following the branches of the logic tree, you can identify the reason(s) for differences between your force and others. For example, is a force spending more on police officers because there are more of them (officers per head of population), because they are more expensive (cost per officer), or because it is spending more on overtime?

Most pages also include tables which lay out the main data presented in the charts as well as some additional comparisons. Typical, from left to right they show:

- a short description
- the relevant volumes (e.g. staff numbers/total costs/numbers of crimes)
- a ratio for comparison (e.g. staff per head of population)
- the average costs per volumes
- the 'difference' which
 - for costs shows how much more, or less, it is costing your force than the average;
 - for crimes/outcomes shows how many more, or fewer, crimes/outcomes your force is recording as a result of the difference from the average; and
 - for workforce shows how much larger, or smaller, your force's workforce is as a result of the difference from the average.
- Chevrons (<<) against these highlight whether your force is an outlier for this item (whether the force is in the top or bottom 10 percent and the effect of the difference is greater than £1 per head of population).

An example is shown on the following page.

Note on Crime Data Integrity

Last year, HMIC completed an inspection into the way police forces in England and Wales record crime data. The full report on crime data integrity (published in November 2014) identified serious concerns about the crime recording process. HMIC found weak or absent management and supervision of crime recording, significant under-recording of crime, serious sexual offences not being recorded, and some offenders having been issued with out-of-court disposals when their offending history could not justify it. The greatest levels of undercounting were found in violence against the person and sexual offences. In response to the findings of this report many forces have reviewed their crime recording mechanism and as a result, steep increases in recorded crime could be attributed to improved recording mechanisms. The impact is likely to vary by force.

Note on Collaboration

For the majority of forces that are not involved in significant or large-scale collaborations, the use of net expenditure provides an adequate comparison. However, as the use of collaboration increases in scale, the way data are collected and presented has adapted. In 2014/15 additional headings were added to the POA, separating out staff and third party costs and income related to collaboration. CIPFA guidance explains how forces should record their collaborations depending on the type of model they operate – a lead force model, a shared services model or an outsourced function. This has enabled us to include notes on major collaborations on the relevant 'use of resources' pages.

The main POA objectives where collaborations were reported are: intelligence, investigations, investigative support, operational support and support functions. As we present costs net of earned income, costs in collaborating forces should be broadly comparable with other forces. The main exception is costs per FTE staff, which can be distorted if the collaboration is reported using the 'lead force' model (where all staff are shown as based in the force providing the service, rather than split across the forces taking part in the collaboration).

Guidance page - How to read the profiles

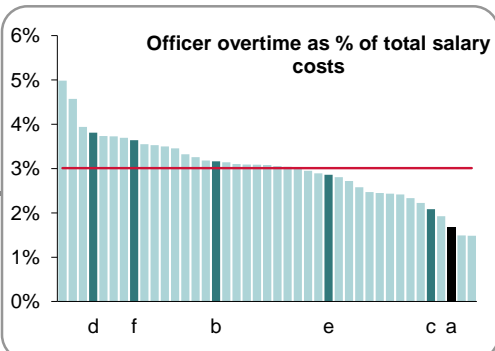
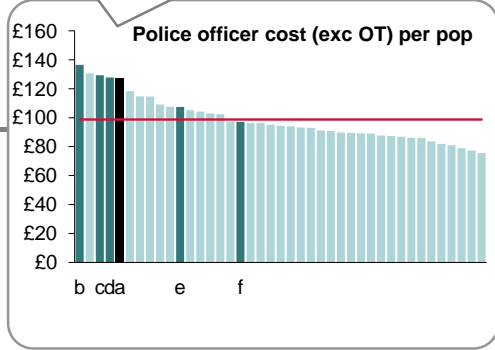
How much do officers in the force cost compared with others? How much overtime do they receive?

1. The profiles use 'logic trees' break each policing function down (from left to right) into component parts. For each breakdown, you can see how the force (labelled 'a') compares to other forces in its most similar group of forces (labelled 'b - f'), as well as all forces in England and Wales.

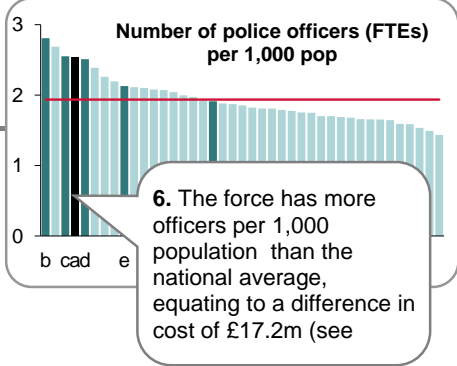


2. The force (a) has some of the highest officer costs per head of population nationally...

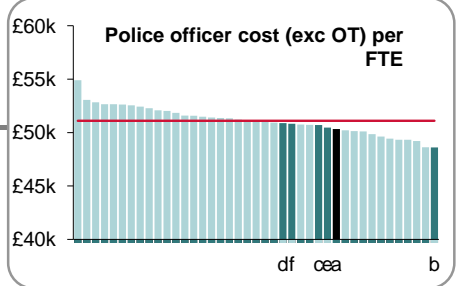
4. This chart shows a breakdown of the previous branch of the logic tree, revealing overtime has little bearing on officer costs.



3. ...equating to a difference of £15.5m when compared to the national (all) average.



6. The force has more officers per 1,000 population than the national average, equating to a difference in cost of £17.2m (see



7. The cost of individual officers in the force is relatively low.

5. The force spends little (as a proportion) on overtime.

Officer costs	£/head	Averages		Diff* £m	
		All	MSG	All	MSG
All pay exc. overtime	127.7	99.0	121.0	16.0	3.7
Overtime	2.2	3.0	3.4	-0.4	-0.7
Total	129.8	102.0	124.4	15.5	3.0

Officer overtime as a % of total salary costs	% sal	Averages		Diff* £m	
		All	MSG	All	MSG
Total	1.7%	3.0%	2.9%	-0.9	-0.8 <<

Number of officers and cost per officer		Averages		Diff* £m	
		All	MSG	All	MSG
FTE per 1,000 population	2.54	1.93	2.40	17.2	3.8 <<
Cost per FTE (£000s)	50.3	51.3	50.4	-1.4	-0.1

* Net cost of the difference in spend to the average per head of all/MSG forces.

Frequently asked questions

What is the purpose of the most similar group (MSG) comparison?

The MSG were designed to offer a fairer comparison of levels of crime between forces as they group forces with similar demographics. While MSG comparisons do not entirely take account of the fact that some areas have higher costs than others, they are used here to compare costs since forces in a high crime MSG (such as large urban forces) are likely to have greater resources such as more officers, staff and PCSOs. While most forces share similar demographics with the rest of their group, there are a few that are less closely aligned (the Metropolitan Police Service, Dyfed-Powys Police, Surrey Police and the City of London Police). Apart from the City of London Police, the remaining forces are still included with a most similar group, but their appearance as an outlier means they should be treated with caution. MSG were last updated for the 2013 VfM profiles using data from the 2011 Census; this grouping remains the most recent update.

What checks have been applied to the data?

The data presented in the profiles are subject to a systematic checking process:

- The Chartered Institute of Public Finance and Accountancy (CIPFA) applies arithmetic and reconciliation checks to the financial data from forces.
- Each force is asked to check its statistical outliers (where its costs are significantly different from average and/or from its return for the previous year).
- Each force receives a draft profile to check the figures before publication.

Each year forces identify anomalies or inconsistencies which HMIC attempts to resolve. Forces are able to resubmit data to correct any errors.

Which population figures are used?

The profiles use mid-2014 population estimates, which are the latest available from the ONS. Please note that the ONS police recorded crime data publication, 12 months to March 2015 (published in July 2015) used mid-2013 population estimates so numbers will not match exactly.

Which workforce figures are used?

The profiles include staff numbers drawn from two data sets: the Home Office annual data return, which is a snapshot at 31 March each year of full-time equivalent staff in post, and the Police Objective Analysis (POA) which counts the average, budgeted, full-time equivalent staff. Given the differences between the two, it is not surprising that the figures do not align completely. In general, the profiles use POA budgeted staff numbers to make detailed financial comparisons between forces. However, POA is a relatively recent invention and, prior to 2011/12, it was not checked by HMIC. Consequently, it cannot provide a series long enough to show changing trends over time. In contrast, ADR has been checked over several years so is used to present trends on police officers, PCSO and police staff. It is also used where equivalent data are not available from POA.

Which crime figures are used?

The VfM profiles include the crime statistics published by the Office for National Statistics in July 2015, and contain data for the 12 months to March 2015. The Home Office introduced a new framework to measure outcomes associated with crimes in 2013. Data covering outcomes associated with crimes recorded in the 12 months to March 2015 is the first full year of data available, published by the Home Office and updated on 15 October 2015.

How are averages calculated?

Unless stated otherwise, the simple average of all and MSG forces are used. Except for their own profiles, the City of London Police and the Metropolitan Police Service are omitted from the averages and the charts because they are outliers in most categories.

What rule is used to highlight outliers?

The difference is highlighted if the indicator puts the force in the top or bottom 10 percent and the effect of the difference is greater than £1 per head of population.

Where can I find further contextual information to help me understand the data?

Further contextual information can be provided by HMIC, for example the definitions used by CIPFA in constructing the Police Objective Analysis dataset.

Section One – Costs, workforce and demand/performance

This section looks at how a force deploys its workforce and the associated costs for each of the 12 headline categories within the Police Objective Analysis (POA). POA subcategory information on costs is also presented.

POA estimates are used for all cost and workforce data unless stated otherwise. These data are taken as a snapshot as at 22 October 2015. Any updates to the data made after this time will not be reflected in the profile. Home Office Annual Data Requirement (ADR) data is used where relevant POA data is not available. Examples include officers by rank, sickness rates, restricted/recuperative duty rates, officers' length of service and leavers/joiners.

With the exception of special constables, workforce data comprises full-time equivalent (FTE) figures. In POA estimates these are calculated as the number of staff budgeted for each staff type. Police workforce figures published by the Home Office are based on those in-post as of 31 March and 30 September of each year. The two sets of figures are not, therefore, directly comparable.

Key to the data and calculations

Net revenue expenditure: The profiles use a different calculation for net revenue expenditure to the Chartered Institute of Public Finance and Accountancy (CIPFA); it is calculated as total expenditure minus earned income to show the total cost of policing to the taxpayer.

Earned income: Where earned income is referred to, this covers partnership income, sales fees charges and rents, special police services, reimbursed income and interest.

Averages: All averages in this section (unless otherwise stated) are simple, unweighted England and Wales averages, including the force in question. As the Metropolitan Police and City of London Police data distort the chart scales, they have been excluded from all charts and averages except for those in their own profiles.

Difference to most similar group (MSG) / All force: Differences are calculated on standardised data, as opposed to absolute values.

Calculation is as follows: (Force cost per head - MSG cost per head) multiplied by population = absolute cost of difference

Police officer as spend % of gross expenditure: The profiles show the proportion of spend on officers (including overtime) by function.

Calculation is as follows: (Police officer spend + Police officer overtime) / Gross Revenue Expenditure (GRE) = police officer spend as % of GRE.

National policing: To more accurately compare forces, national policing functions (such as counter terrorism/special branch) is not included in totals of spend and workforce (unless stated otherwise).

Operational front line, frontline support and business support: In HMIC's *PEEL: Police efficiency 2015 (October 2015)*, ADR data was used to split the police workforce into these three groups. Here, we map these categories using POA data for consistency with the rest of the profile. Since counter-terrorism/special branch is a national policing function, we do not include this as a front line role (for the reason given above). Due to this, and the previously described differences between the ADR and POA workforce data, the totals and proportions may not match those published elsewhere. The list of POA categories and their classifications are given in Annex 3.

Please note that, throughout the profiles, rounding may cause apparent discrepancies between totals and the sums of the parts.

How to use this section

Users may wish to focus on those charts where the force is an outlier, i.e. where they are significantly different from the average. Outliers are highlighted with blue chevrons and indicate that the force falls within the highest or lowest 10% and, where applicable, the financial value is greater than £1 per head. They should consider exploring the reasons for any differences by looking at the force as a whole, using relevant local knowledge. Staffing levels should also be considered in the context of workforce modernisation, collaboration efforts and the outsourcing of services.

Please note that in some cases, charts are not given for all breakdowns; priority is given to those areas with the highest costs or levels. Throughout the profiles the chart scales vary and as a result the differences shown may not be as significant as they first appear.

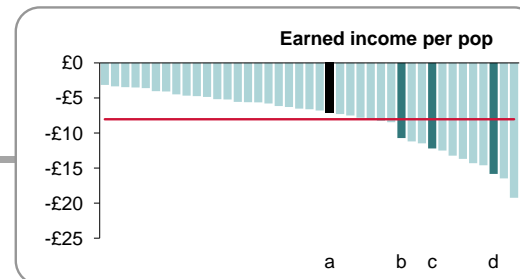
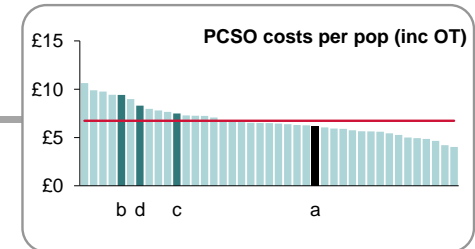
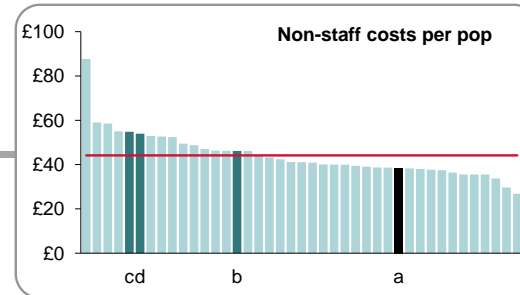
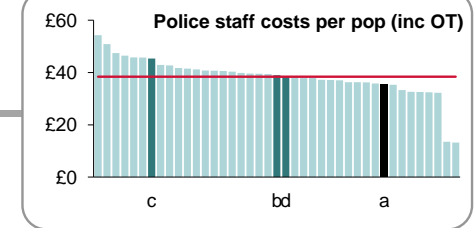
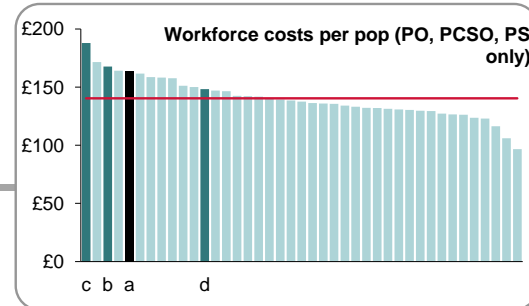
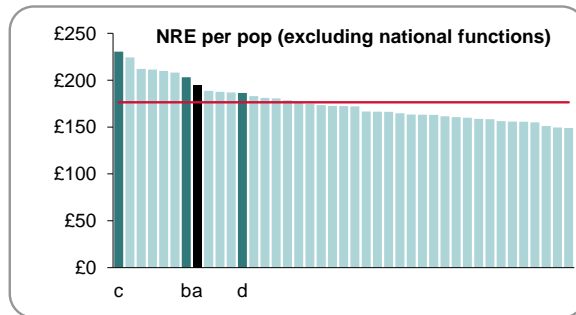
Income and expenditure - Overview

How much does the force spend in each area of business compared with others? How much does it earn in income?

Cost per head of population

The profiles calculate net revenue expenditure (NRE) as total expenditure minus earned income to show the total cost of policing to the taxpayer. Note that this is different from NRE as reported in the raw POA data.

To improve comparability between forces, national policing functions (such as counter-terrorism/special branch) are excluded from the data analysis and charts.



Population	Averages				Diff* £m	
	£m	£/head	All	MSG	All	MSG
Population	2,808k					
Police officers	343.3	122.3	95.2	119.5	76.0	7.8 <<
Police staff	99.6	35.4	38.4	39.6	-8.3	-11.6
PCSOs	17.4	6.2	6.7	7.8	-1.5	-4.6
Workforce	460.3	163.9	140.3	166.9	66.2	-8.5
Non-staff costs	107.8	38.4	44.1	48.3	-16.1	-27.9
Earned income	-20.1	-7.2	-8.0	-11.5	2.5	12.1
NRE exc nat.pol.	548.0	195.1	176.4	203.8	52.6	-24.3
National policing**	33.3	11.9	4.3	10.5	21.3	3.7 <<
NRE inc nat. pol.	581.3	207.0	180.7	214.3	73.8	-20.6

* Net cost of the difference in spend to the average per head of all/MSG forces.

** Note that national policing has been included in the table only for reference so that the totals reconcile to the financing totals later in this section.

Source: POA estimates 2015/16

Income and expenditure - Spend by function

What proportion of spend is on the front line or in business support compared with others? What proportion is spent in visible functions?

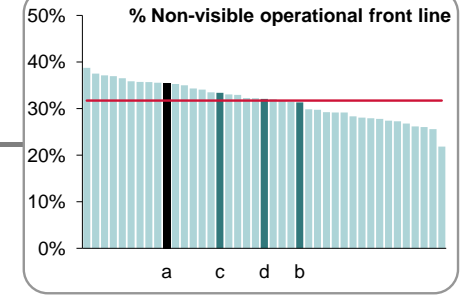
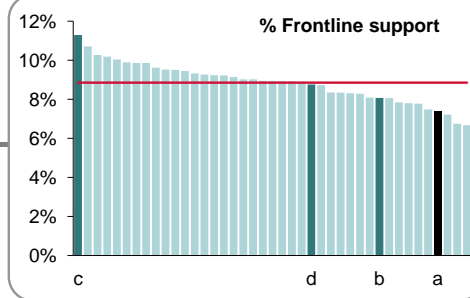
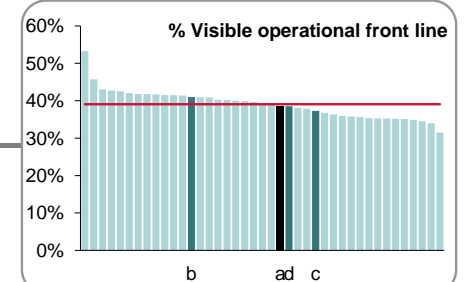
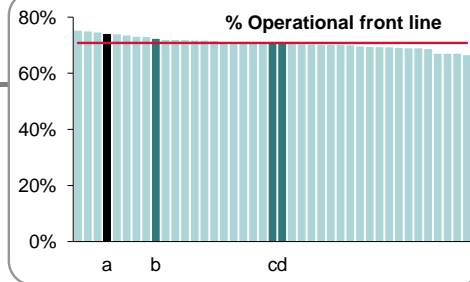
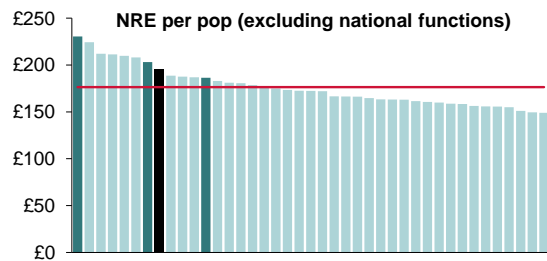
Cost per head of population

Police workforce roles are split into three categories: operational front line, frontline support and business support. The front line is further broken down into visible and non-visible roles (see Annex 3 for a breakdown by POA category). These plots show the NRE in each category. To improve comparability between forces, national policing functions are excluded.

Collaboration and outsourcing affect workforce numbers so costs, rather than FTE figures, are presented.

Note that in *PEEL: Police efficiency 2015 (October 2015)* HMIC define frontline support as *operational support*. Since this is the name of a POA category, *frontline support* is used here to avoid confusion.

NRE per pop (excluding national functions)



	NRE £m	Force breakdown	Averages		MSG Diff** £m
			All	MSG	
Visible	203.0	38.6%	39.1%	38.8%	-1.4
Non-visible	186.4	35.4%	31.7%	33.0%	12.4
Operational front line	389.4	74.0%	70.8%	71.9%	11.0
Frontline support	38.9	7.4%	8.9%	8.9%	-7.8
Business support	98.1	18.6%	20.4%	19.2%	-3.2
Other*	21.6				
Total (NRE)	548.0	100.0%	100.0%	100.0%	

* Functions classified as *Other* do not fit into any of the three categories. They include costs associated with the PCC and central costs such as capital financing and pension costs.

** Net cost of the difference in proportion spent in each category compared to the average of MSG forces.

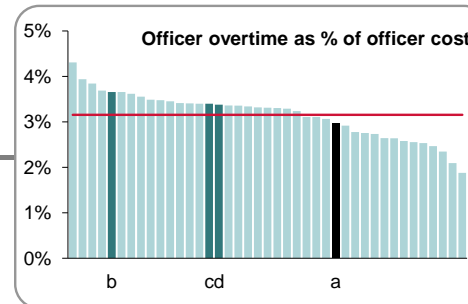
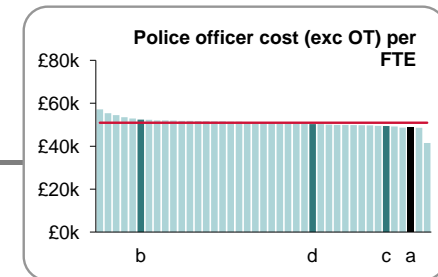
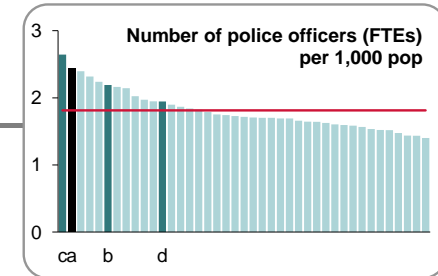
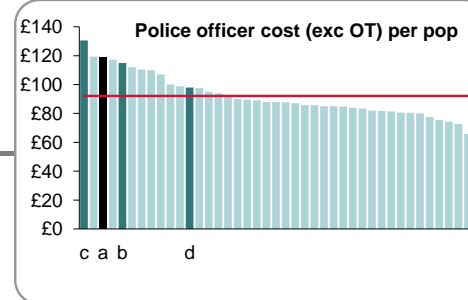
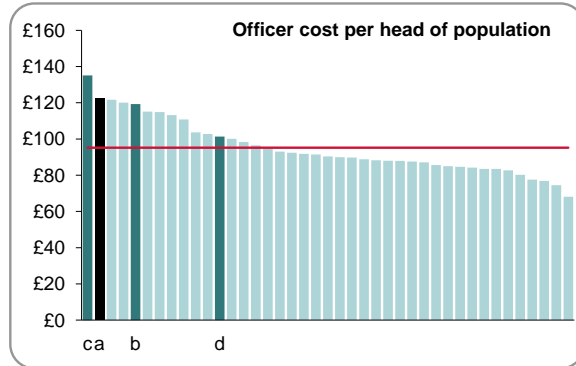
Source: POA estimates 2015/16

Income and expenditure - Workforce costs - Officers

How much do officers in the force cost compared with others? How much overtime do they receive?

Cost per head of population

Police officer costs are split into salary and overtime (OT). OT costs are also shown as a percentage of the overall salary costs (including OT). To improve comparability between forces, national policing functions are excluded.



FTE police officers 6,849 (exc national policing functions)

Officer costs	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
All pay exc. overtime	333.1	118.6	92.2	115.5	74.3	8.8 <<
Overtime	10.2	3.6	3.0	4.0	1.8	-1.1
Total	343.3	122.3	95.2	119.5	76.0	7.8 <<

Officer overtime as a % total salary cost	% salary	Averages		Diff* £m	
		All	MSG	All	MSG
Total	3.0%	3.2%	3.4%	-0.6	-1.3

Number of officers and cost per officer	Force	Averages		Diff* £m	
		All	MSG	All	MSG
FTE per 1,000 population	2.44	1.81	2.30	85.5	18.3 <<
Cost** per FTE (£000s)	48.6	50.9	50.2	-15.7	-10.6 <<

* Net cost of the difference in spend to the average per head of all/MSG forces.

** Cost excludes overtime.

Source: POA estimates 2015/16

West Midlands

Income and expenditure - Workforce costs - Police staff and police community support officers (PCSOs)

How much do police staff and PCSOs cost in the force compared with others?

Cost per head of population

National policing functions have been excluded to improve comparability between forces.

Note that collaboration/outsourcing arrangements will affect staff costs for certain forces.

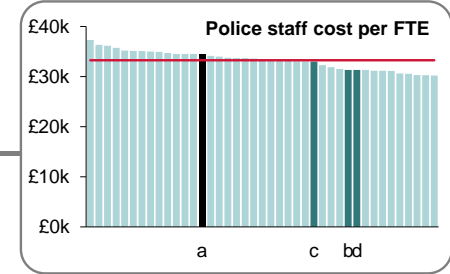
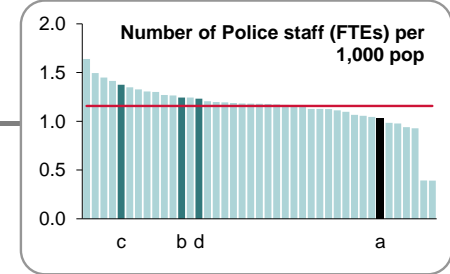
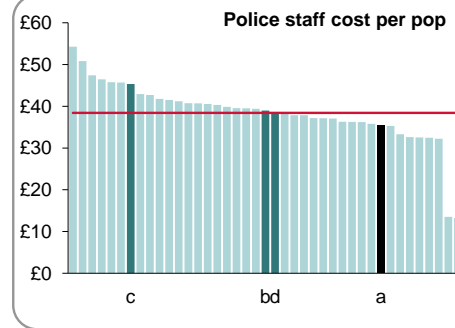
Police staff

Police staff FTE 2,893 (exc national policing functions)

	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
Police staff cost	99.6	35.4	38.4	39.6	-8.3	-11.6

Including overtime costs

	Force	Averages		Diff* £m	
		All	MSG	All	MSG
FTEs per 1,000 pop	1.0	1.2	1.2	-12.4	-18.4
Cost** per FTE (£000s)	34.4	33.3	32.5	3.3	5.5



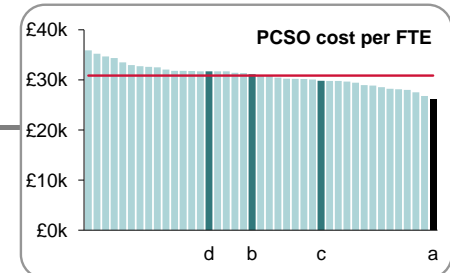
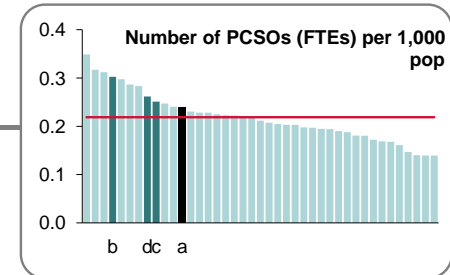
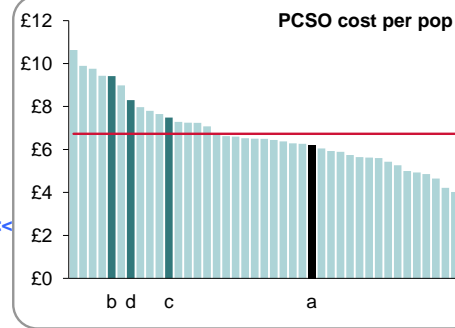
PCSOs

PCSOs FTE 669 (exc national policing functions)

	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
PCSO cost	17.4	6.2	6.7	7.8	-1.5	-4.6

Including overtime costs

	Force	Averages		Diff* £m	
		All	MSG	All	MSG
FTEs per 1,000 pop	0.2	0.2	0.3	1.4	-1.8
Cost** per FTE (£000s)	26.0	30.9	29.7	-3.2	-2.4



* Net cost of the difference in spend to the average per head of all/MSG forces.

** Cost includes overtime.

Source: POA estimates 2015/16

West Midlands

Income and expenditure - Non-staff costs

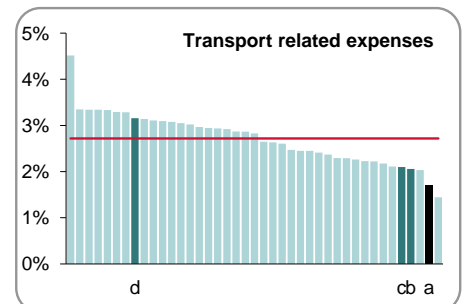
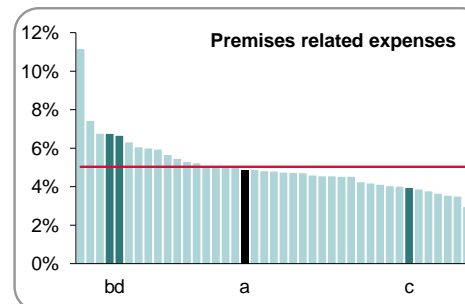
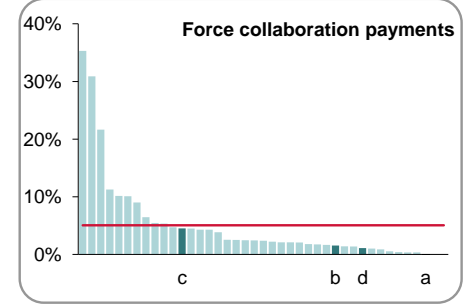
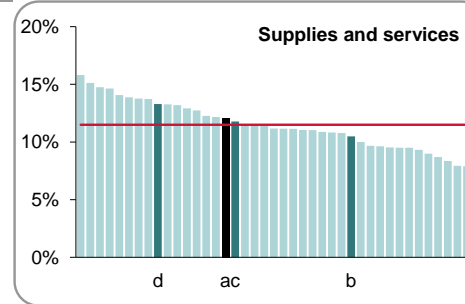
Apart from on the workforce, where else is the force spending money compared with others?

Non-staff costs as a percentage of workforce costs

Workforce costs include officer, staff and PCSO salary and overtime costs only. Temporary and agency costs are classified as non-staff. To improve comparability between forces, national policing functions are excluded.

Non-staff costs are broken down into specific types of running costs. They are shown as a percentage of workforce costs as many are largely dependent on the size of the workforce.

Note that collaboration, outsourcing and partnership arrangements will affect the data for some forces.



Force workforce costs	£460m £m	% of w'force costs	Averages		Diff* £m	
			All	MSG	All	MSG
Supplies and services**	55.8	12.1%	11.5%	11.9%	2.9	0.9
Force collaboration payments	0.2	0.0%	5.0%	1.8%	-23.0	-8.1 <<
Premises related expenses	22.5	4.9%	5.0%	5.6%	-0.7	-3.1
Transport related expenses	7.8	1.7%	2.7%	2.3%	-4.7	-2.6 <<
Restructure, training and conference	0.8	0.2%	0.6%	0.4%	-1.8	-1.2
Other employee expenses***	4.6	1.0%	2.3%	2.8%	-5.8	-8.4 <<
PCC outsource/collab/commission	11.3	2.5%	2.0%	2.0%	2.0	1.9
Non-staff costs	103.0	22.4%	29.1%	26.8%	-31.2	-20.5
Capital financing	4.8	1.0%	2.8%	2.3%	-7.9	-5.8
Total non-staff costs (inc capital financing)	107.8	23.4%	31.9%	29.1%	-39.1	-26.3 <<

* Net cost of the difference in spend to the average percentage of all/MSG forces.

** Includes 3rd party payments excluding collaboration.

*** Including temporary and agency staff, injury and ill health costs.

Income and expenditure - Financing

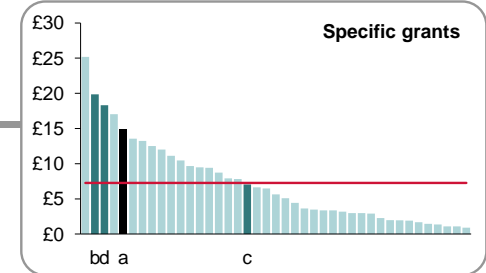
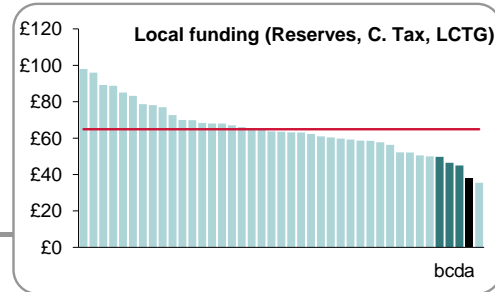
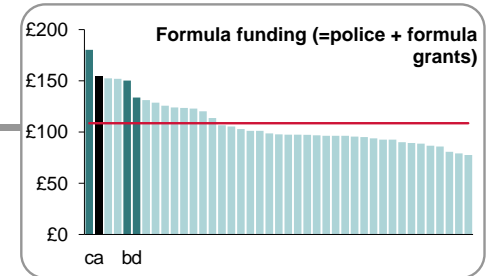
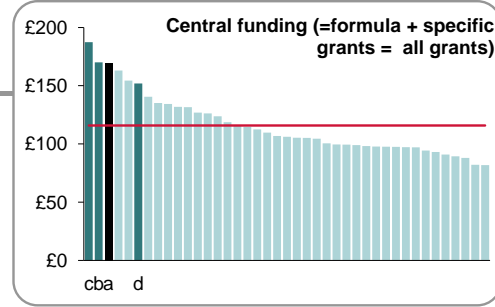
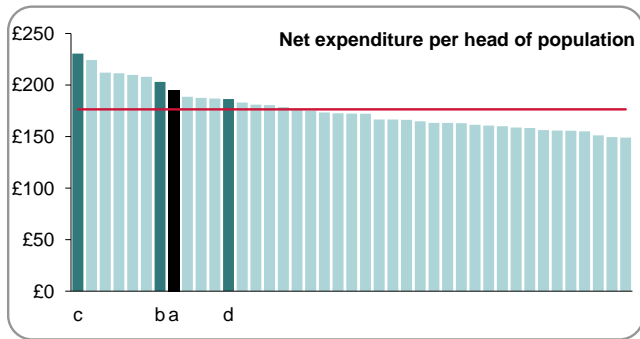
How much money does the local policing body receive in funding compared with others and from where? What is the level of council tax in the force and how does that compare with others?

Funding per head of population

Central funding is broken down into formula-based funding*, and government grants, which are not formula based. Local funding is comprised of council tax, use of reserves and council tax support grants.

Note that forces in Wales did not receive an increase in government grant for agreeing to freeze or reduce council tax but did receive a four year grant from the Welsh Assembly Government for an additional 500 PCSOs across Wales.

To show a typical council tax payment in the force, Band D tax rates (from CIPFA estimates) have been included. The yield shows the amount, from every £1 of council tax collected, that goes to the local policing body.

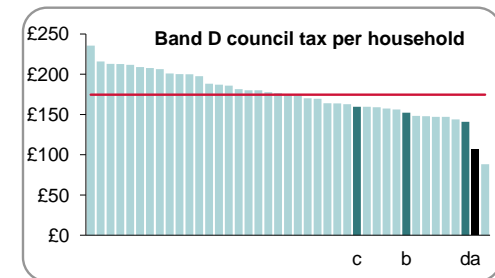


	Population		Averages		Diff**
	£m	£/head	All	MSG	
Formula funding*	433.6	154.4	108.5	154.6	-0.6
Specific grants	41.8	14.9	7.3	15.0	-0.4
Central funding	475.4	169.3	115.8	169.6	-1.0
Council tax	71.0	25.3	56.8	35.7	-29.4
Legacy council tax grants	19.0	6.8	6.5	5.8	2.8
Reserves	15.9	5.7	1.6	3.2	7.0
Local funding	105.9	37.7	64.9	44.7	-19.6
Net revenue expenditure	581.3	207.0	180.7	214.3	-20.6

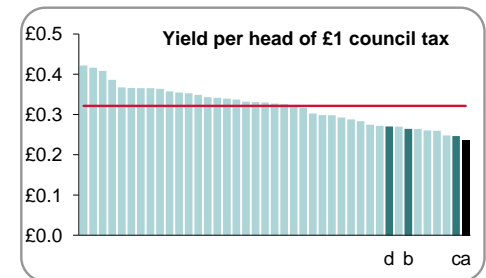
* Sum of police grant, non-domestic rates and revenue support grant.

** Net cost of the difference in spend to the average per head of MSG forces.

Source: POA estimates 2015/16



Band D tax rate	Averages	
	All	MSG
	£106.5	£174.6
	£174.6	£139.9



Council tax £/head	% of c.tax to police	Averages	
		All	MSG
£25.3	24%	£0.32	£0.25

West Midlands

Income and expenditure - Earned income

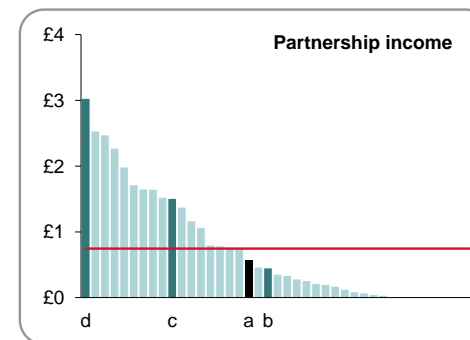
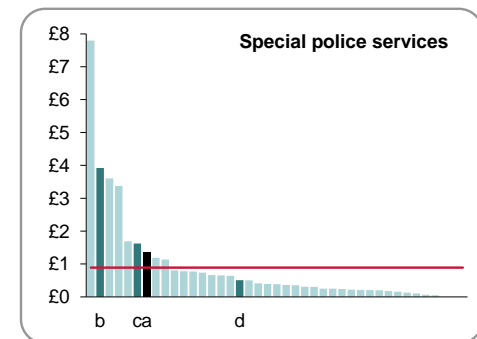
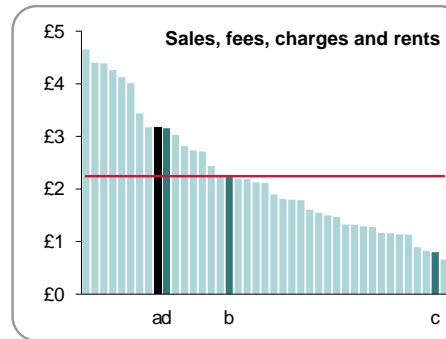
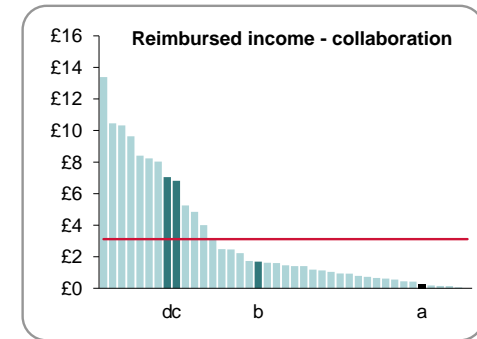
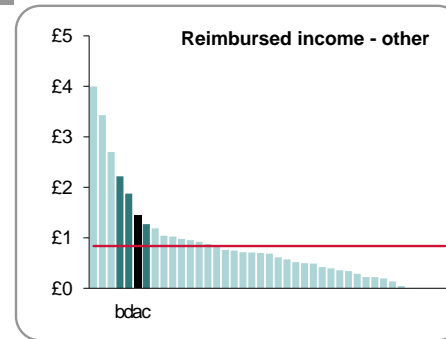
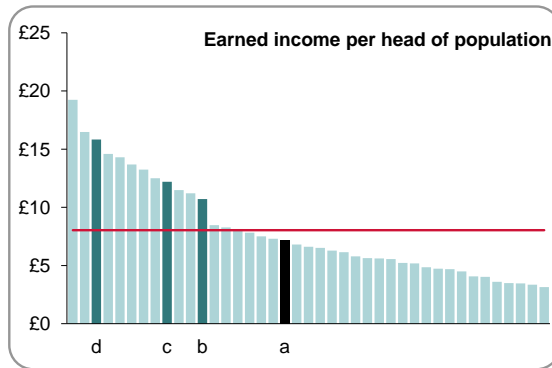
How much money does the force earn compared with others and from where does it receive it?

Income per head of population

Earned income is removed from Gross Revenue Expenditure (GRE) in order to calculate NRE and does not include government grants.

To improve comparability between forces national policing functions have been excluded.

Some forces have high earned income related to special functions such as policing ports and airports or policing large events (sports, festivals etc.).



	Population		Averages		Diff* £m	
	£m	£/head	All	MSG	All	MSG
Population	2,808k					
Reimbursed income						
- From collaboration	0.7	0.3	3.1	4.0	-8.0	-10.4
- Other	4.0	1.4	0.8	1.7	1.7	-0.7
Sales, fees, charges and rents	8.9	3.2	2.2	2.3	2.6	2.3
Special police services	3.8	1.4	0.9	1.9	1.3	-1.4
Partnership income	1.6	0.6	0.7	1.4	-0.5	-2.3
Interest	1.0	0.4	0.2	0.2	0.4	0.3
Total earned income	20.1	7.2	8.0	11.5	-2.5	-12.1

* Net cost of the difference in earnings to the average per head of all/MSG forces.

Source: POA estimates 2015/16

West Midlands

Income and expenditure - Funding trends

How has the local policing body's income changed over time compared with others?

Please note that estimates of reserves are unreliable and that these figures are not adjusted for inflation. The change over time is, therefore, a nominal and not a real change. The Band D council tax rates are from CIPFA estimates.

Note that change over time for reserves has not been given due to values crossing zero, with the potential for false negative s.

Note that values for previous years have been adjusted using mid-2014 population figures.

Force £ per 1,000 pop	2011/12 estimate	2012/13 estimate	2013/14 estimate	2014/15 estimate	2015/16 estimate	Change 11/12-15/16
Central funding*	198.2	186.2	182.6	175.6	169.3	-15%
Legacy council tax grants			0.7	6.8	6.8	
Council tax	28.4	28.5	29.2	24.1	25.3	-11%
Reserves	-7.1	1.4	0.8	3.5	5.7	
Total funding	219.5	216.1	213.3	210.0	207.0	-6%

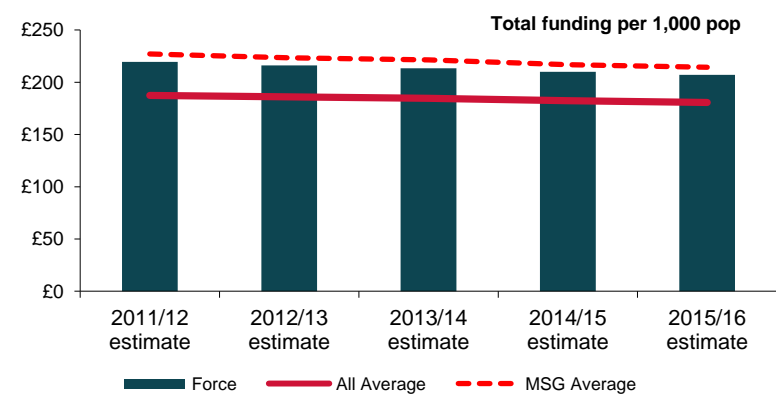
All Average £ per 1000 pop	2011/12 estimate	2012/13 estimate	2013/14 estimate	2014/15 estimate	2015/16 estimate	Change 11/12-15/16
Central funding*	137.4	126.8	125.1	121.3	115.8	-16%
Legacy council tax grants			1.2	5.9	6.5	
Council tax	54.3	57.9	58.3	54.5	56.8	5%
Reserves	-4.3	1.3	0.1	0.8	1.6	
Total funding	187.4	186.0	184.7	182.4	180.7	-4%

MSG Average £ per 1000 pop	2011/12 estimate	2012/13 estimate	2013/14 estimate	2014/15 estimate	2015/16 estimate	Change 11/12-15/16
Central funding*	199.1	181.8	179.5	176.3	169.6	-15%
Legacy council tax grants			0.7	5.8	5.8	
Council tax	32.8	39.2	40.3	34.1	35.7	9%
Reserves	-4.8	2.3	0.9	0.5	3.2	
Total funding	227.1	223.3	221.5	216.8	214.3	-6%

Band D tax rate	£99	£99	£102	£104	£107
All Average	£162	£166	£169	£172	£175

* Central funding does not include council tax freeze grant.

Source: POA data



Income and expenditure - Total costs by function

How does the force apportion its spend across the different functions compared with others? How has this changed since last year?

Population		2,808k							
	Budgeted spend £m	Spend per head £		Diff from*		% of total**		% Officers***	
		Force	MSG Av	MSG £m	Last year	Force	MSG Av	Force	MSG Av
Neighbourhood policing	90.5	32.2	32.3	-0.3	1.6	16.8%	16.5%	81.1%	75.0%
Incident (response) management	62.9	22.4	25.7	-9.3	-0.1	11.7%	13.1%	100.0%	99.8%
Local investigation/prisoner processing	36.6	13.0	12.8	0.6	-6.7	6.8%	6.5%	97.5%	98.0%
Other local policing	28.0	10.0	7.5	6.8	-1.1	5.2%	3.8%	86.7%	78.3%
Local policing	218.0	77.6	78.4	-2.2	-6.3	40.4%	40.0%	90.0%	87.3%
Dealing with the public	38.6	13.8	12.9	2.5	-0.2	7.2%	6.6%	27.1%	29.6%
Road policing	10.8	3.9	4.0	-0.5	-0.4	2.0%	2.1%	69.2%	75.5%
Operational support	18.6	6.6	9.1	-7.0	-0.5	3.4%	4.7%	82.4%	81.3%
Intelligence	28.4	10.1	9.3	2.4	-0.2	5.3%	4.7%	63.3%	55.6%
Investigations	70.0	24.9	21.8	8.9	4.0	13.0%	11.1%	90.9%	78.7%
Investigative support	11.2	4.0	5.2	-3.6	-0.7	2.1%	2.7%	11.3%	3.5%
Custody	13.7	4.9	5.1	-0.6	-0.4	2.5%	2.6%	59.4%	55.6%
Other criminal justice arrangements	14.5	5.1	7.3	-6.0	0.3	2.7%	3.7%	5.4%	5.9%
Criminal justice arrangements	28.2	10.0	12.4	-6.6	-0.1	5.2%	6.3%	28.6%	27.4%
ICT	14.8	5.3	8.1	-8.1	-0.4	2.7%	4.1%	0.0%	0.0%
Human resources	3.2	1.1	1.9	-2.0	-0.1	0.6%	0.9%	1.4%	0.9%
Training	6.8	2.4	2.9	-1.2	0.0	1.3%	1.5%	61.3%	60.2%
Other support functions	77.9	27.7	26.1	4.5	4.2	14.4%	13.3%	13.3%	16.9%
Support functions	102.6	36.5	39.0	-6.8	3.6	19.0%	19.9%	10.5%	12.1%
				0.0					
Police and Crime Commissioner	13.3	4.7	4.0	1.9	3.4	2.5%	2.1%	0.0%	0.0%
Total exc national policing and central costs	539.7	192.2	196.1	-11.0	2.6	100.0%	100.0%	60.4%	55.5%
National policing	33.3	11.9	10.5	3.7	-0.3				
Central costs	8.3	3.0	7.7	-13.3	-5.3				
Total	581.3	207.0	214.3	-20.6	-3.0				

Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation' as in POA

* The difference in spend per 1,000 population and last year values have been adjusted with mid-2014 population figures.

** Percentage of budgeted spend (excluding on national policing and central costs) by function.

*** Cost of police officers as % of total gross cost by function.

Source: POA estimates 2014/15 and 2015/16

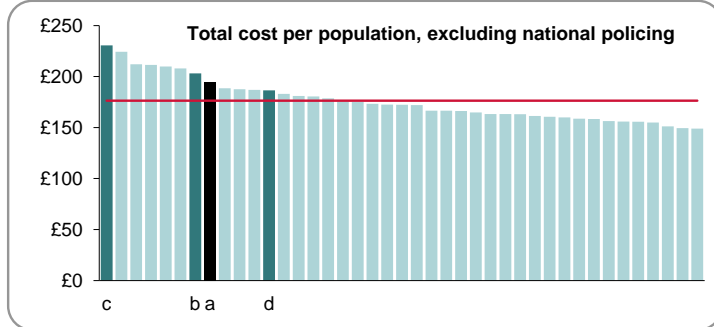
West Midlands

Income and expenditure - NRE by function - Summary

What does the force spend across the different functions compared with others?

National policing functions have been excluded to improve comparability between forces.

Note that collaboration/outsourcing arrangements will affect staff costs for certain forces.



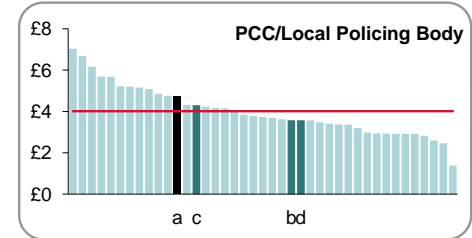
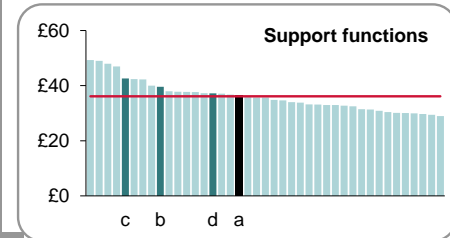
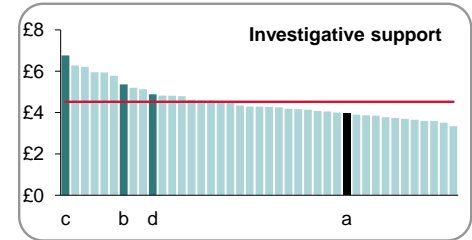
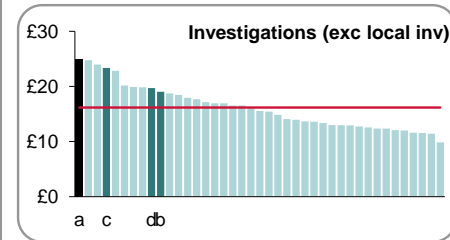
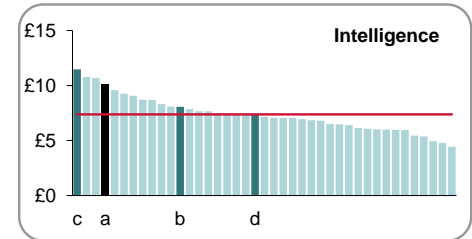
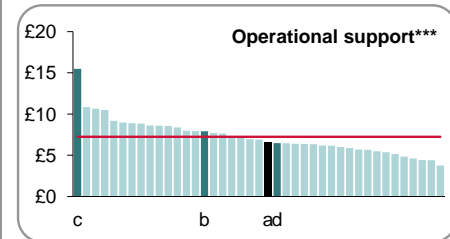
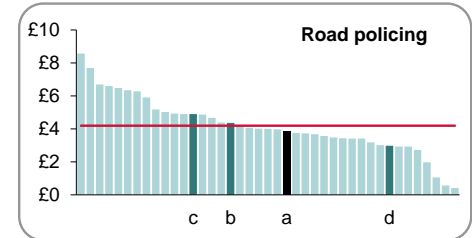
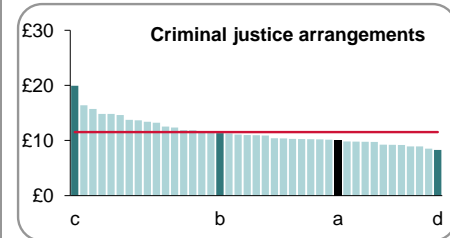
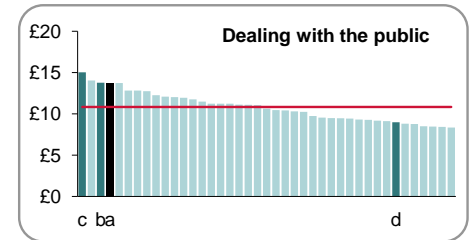
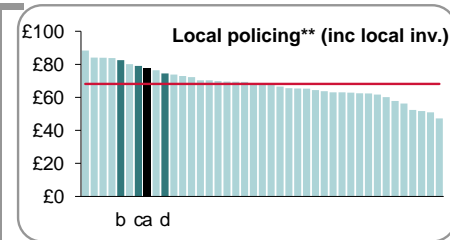
Population	2,808k		Averages		Diff* £m	
	£m	£/head	All	MSG	All	MSG
Local policing**	218.0	77.6	68.2	78.4	26.5	-2.2
Dealing with the public	38.6	13.8	10.8	12.9	8.2	2.5 <<
Criminal justice arrangements	28.2	10.0	11.5	12.4	-4.1	-6.6
Road policing	10.8	3.9	4.2	4.0	-1.0	-0.5
Operational support***	18.6	6.6	7.2	9.1	-1.7	-7.0
Intelligence	28.4	10.1	7.4	9.3	7.7	2.4 <<
Investigations	70.0	24.9	16.2	21.8	24.6	8.9 <<
Investigative support	11.2	4.0	4.5	5.2	-1.5	-3.6
Support functions	102.6	36.5	36.1	39.0	1.2	-6.8
PCC/Local Policing Body	13.3	4.7	4.0	4.0	2.0	1.9
Tot. exc national pol. & central costs	539.7	192.2	170.1	196.1	61.9	-11.0

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

** Note that workforce under the heading of 'local investigation' are included within 'local policing' and not 'investigation' as in POA.

*** Note that this is the POA category, not the workforce descriptor used in *Policing in Austerity: Meeting the Challenge* (July 2014).

Source: POA estimates 2015/16

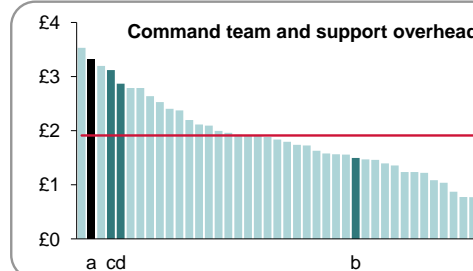
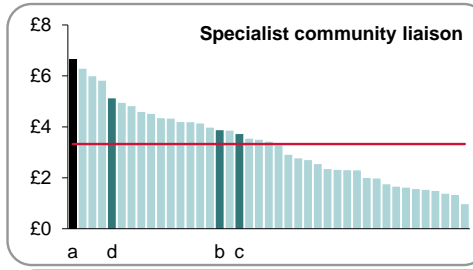
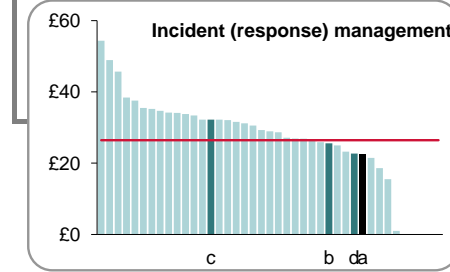
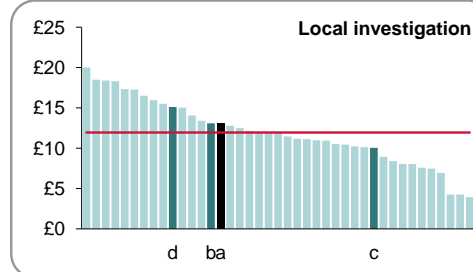
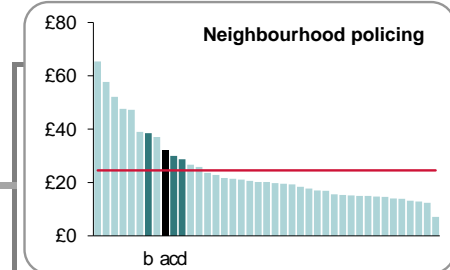
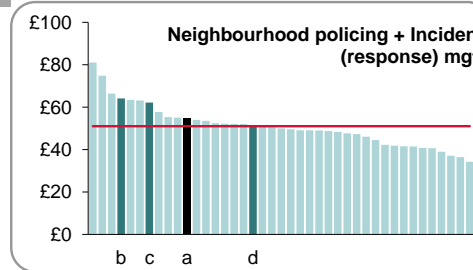
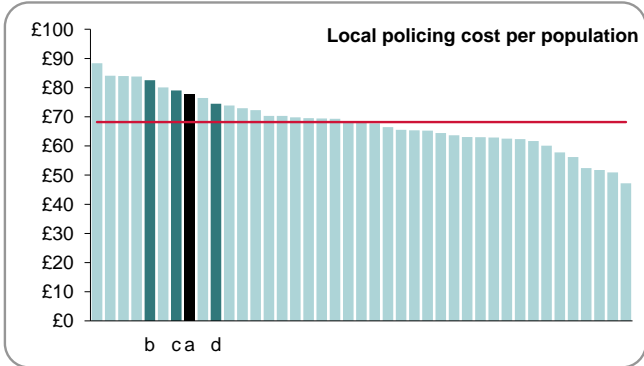


West Midlands

Income and expenditure - NRE by function - Local policing (including local investigation/prisoner processing)

What does the force spend on the different areas within local policing compared with others?

Note that a chart showing the combined cost of neighbourhood policing and incident (response) management has been included as some forces use the same staff to fulfil both functions.



	Population		Averages		Diff* £m		% Off**	MSG Avg.
	£m	£/head	All	MSG	All	MSG		
Incident (response) management	62.9	22.4	26.4	25.7	-11.3	-9.3	100%	100%
Neighbourhood policing	90.5	32.2	24.6	32.3	21.5	-0.3	81%	75%
Local investigation/prisoner processing	36.6	13.0	11.9	12.8	3.1	0.6	98%	98%
Specialist community liaison	18.7	6.6	3.3	4.8	9.3	5.1 <<	85%	82%
Command team & support overheads	9.3	3.3	1.9	2.7	3.9	1.7 <<	89%	72%
Local policing	218.0	77.6	68.2	78.4	26.5	-2.2	90%	87%
Total exc local investigation	181.4	64.6	56.2	65.6	23.5	-2.9	89%	85%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

** Officer salaries and overtime as % of gross expenditure.

** Workforce included 'local investigation' are included within 'local policing' not investigation as in POA.

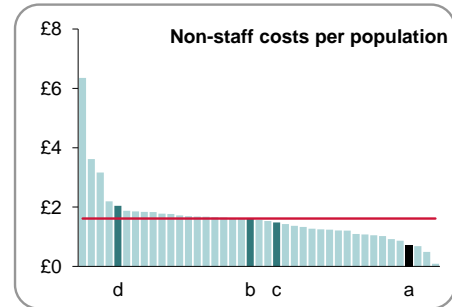
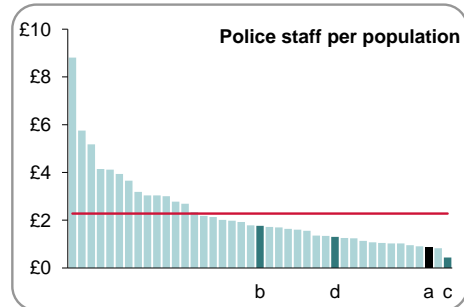
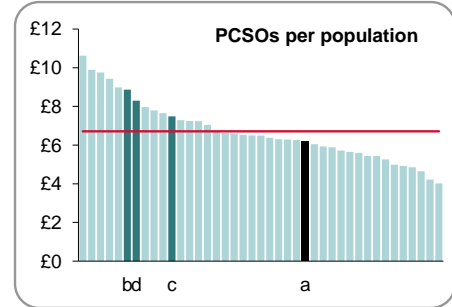
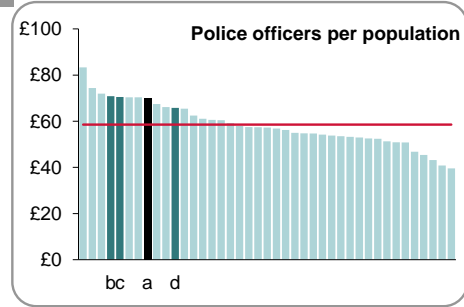
Source: POA estimates 2015/16

West Midlands

Income and expenditure - NRE by function - Local policing (including local investigation/prisoner processing) - Use of resources

How does the force spend its money within local policing compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	4,073	1.45	1.16	1.38	825	198
PCSOs	669	0.24	0.22	0.26	57	-58
Police staff	82	0.03	0.07	0.05	-124	-46

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	197.0	70.2	58.5	69.3	32.7	2.4
PCSOs	17.4	6.2	6.7	7.7	-1.4	-4.3
Police staff	2.4	0.8	2.3	1.1	-4.0	-0.7
Non-staff costs	2.1	0.7	1.6	1.5	-2.5	-2.1
Earned income	-0.9	-0.3	-0.9	-1.2	1.8	2.4
Total cost	218.0	77.6	68.2	78.4	26.5	-2.2

Cost/FTE	Force	All	MSG	All	MSG
Police officers	£48k	£51k	£50k	-9.0	-7.6
PCSOs	£26k	£31k	£30k	-3.2	-2.5
Staff	£29k	£31k	£24k	-0.2	0.4



* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

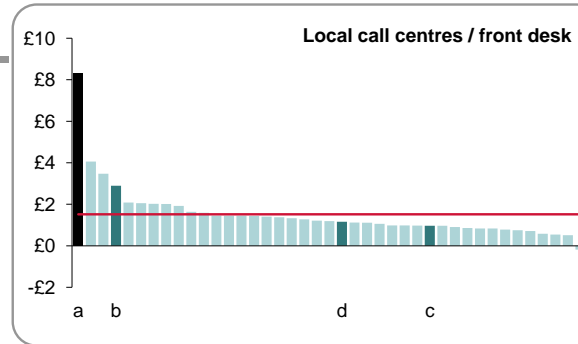
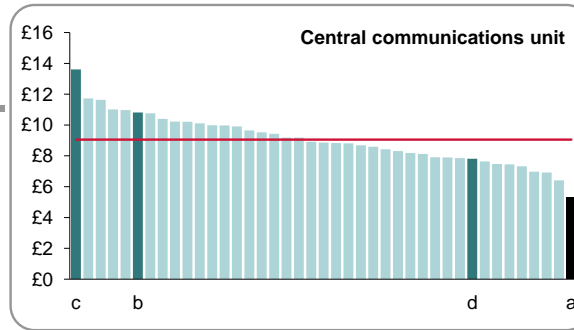
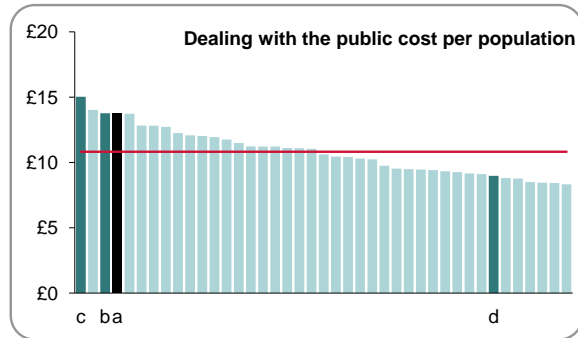
Source: POA estimates 2015/16

Income and expenditure - NRE by function - Dealing with the public

How does the force spend its money within dealing with the public compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration payments > £2 per head: Cleveland, Lincolnshire.



	Population		Averages		Diff* £m		% MSG	
	£m	£/head	All	MSG	All	MSG	Officer**	Average
Central communications unit	14.9	5.3	9.0	9.4	-10.5	-11.4 <<	8%	26%
Local call centres/front desk	23.3	8.3	1.5	3.3	19.0	13.9 <<	38%	18%
Command team and support	0.4	0.2	0.3	0.2	-0.3	0.0	100%	52%
Dealing with the public	38.6	13.8	10.8	12.9	8.2	2.5 <<	27%	30%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

** Officer salaries and overtime as % of gross expenditure.

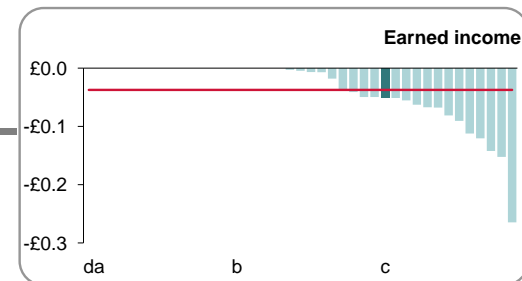
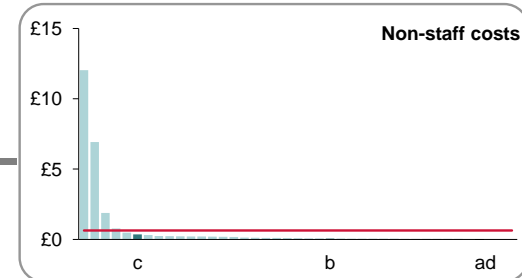
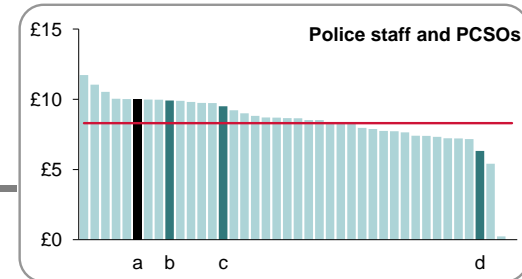
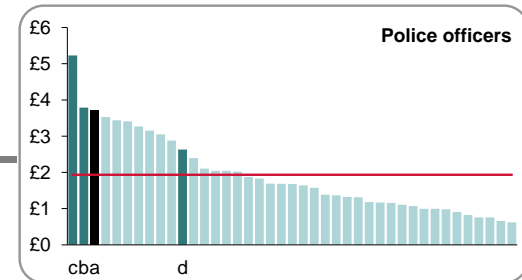
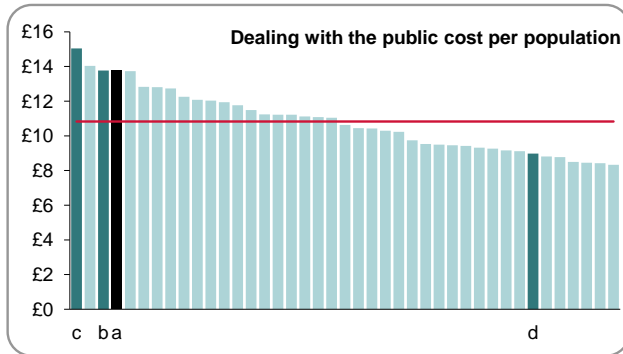
Source: POA estimates 2015/16

West Midlands

Income and expenditure - NRE by function - Dealing with the public - Use of resources

How does the force spend its money within dealing with the public compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	196	0.07	0.03	0.08	107	-19
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	755	0.27	0.25	0.26	63	31

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	10.5	3.7	1.9	3.8	5.0	-0.3
Police staff and PCSOs	28.1	10.0	8.3	8.9	4.8	3.0
Non-staff costs	0.1	0.0	0.6	0.1	-1.7	-0.3
Earned income	0.0	0.0	0.0	0.0	0.1	0.0
Total cost	38.6	13.8	10.8	12.9	8.2	2.5

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£53k	£61k	£50k	-1.5	0.6
Police staff and PCSOs	£37k	£34k	£35k	2.7	1.9

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16

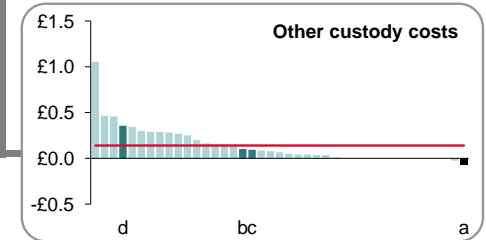
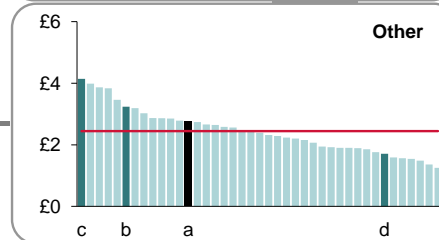
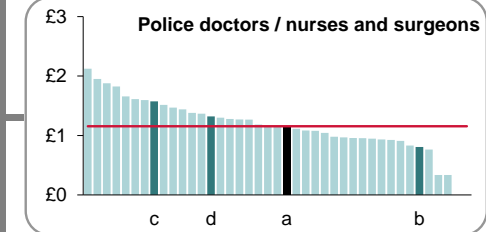
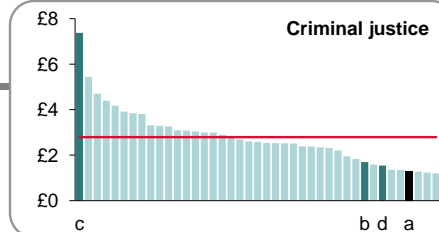
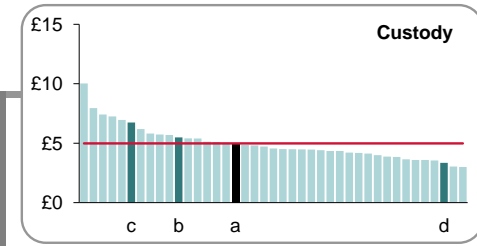
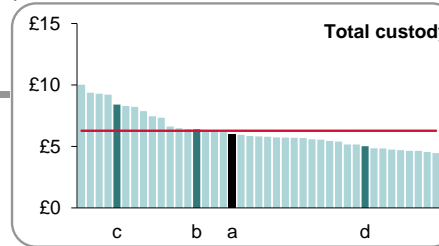
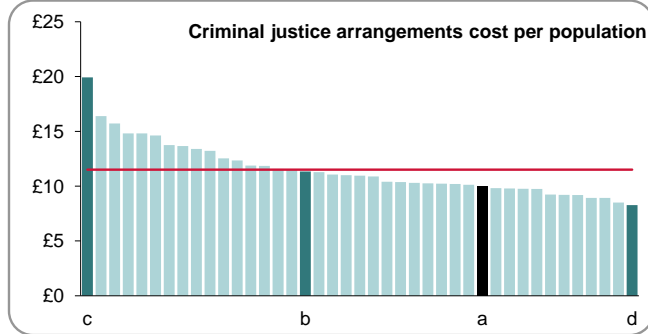
Income and expenditure - NRE by function - Criminal justice arrangements

What does the force spend on the different areas within criminal justice arrangements compared with others?

Note that individual charts for all functions are not included. Priority is given to areas with the highest costs.

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration payments over £2 per 1000 pop: Cleveland, Lincolnshire, Warwickshire.



Population 2,808k

	£m	£/head	Averages		Diff** £m		% Off**	MSG Average
			All	MSG	All	MSG		
Custody	13.7	4.9	5.0	5.1	-0.2	-0.6	59%	56%
Police doctors / nurses and surgeons	3.2	1.1	1.2	1.2	0.0	-0.2	0%	0%
Other custody costs	-0.2	-0.1	0.1	0.1	-0.6	-0.5	0%	0%
Custody subtotal	16.7	6.0	6.3	6.4	-0.9	-1.4	49%	44%
Criminal justice	3.7	1.3	2.8	3.0	-4.1	-4.7 <<	11%	19%
Police national computer	5.1	1.8	1.2	1.8	1.7	0.0	0%	0%
Criminal records bureau	0.0	0.0	0.3	0.2	-0.8	-0.6	0%	1%
Property officer / stores	0.1	0.1	0.3	0.3	-0.6	-0.7	0%	0%
Fixed penalty scheme	1.3	0.5	0.3	0.2	0.6	0.9	18%	6%
Coroner assistance	0.7	0.3	0.2	0.3	0.1	-0.2	0%	3%
Command team and support	0.4	0.1	0.2	0.1	-0.1	0.0	65%	69%
Other criminal justice arrangements subtotal	7.8	2.8	2.4	3.0	0.9	-0.6		
Criminal justice arrangements	28.2	10.0	11.5	12.4	-4.1	-6.6	29%	27%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

** Officer salaries and overtime as % of gross expenditure.

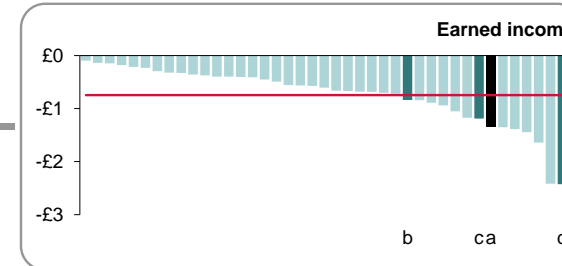
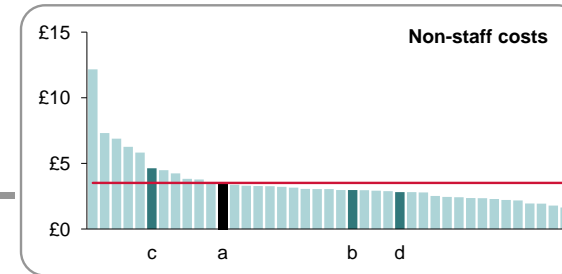
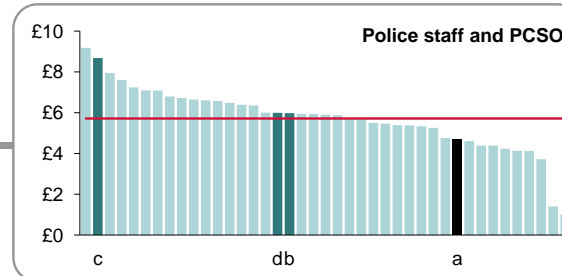
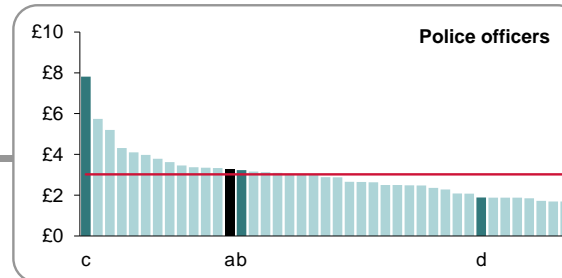
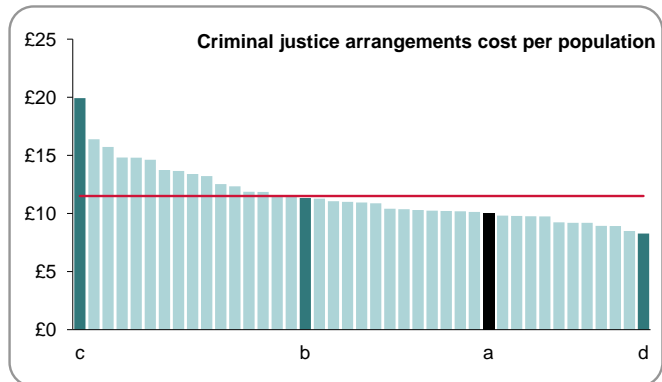
Source: POA estimates 2015/16

West Midlands

Income and expenditure - NRE by function - Criminal justice arrangements - Use of resources

How does the force spend its money within criminal justice arrangements compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	150	0.05	0.05	0.07	9	-44
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	461	0.16	0.20	0.22	-94	-144

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	9.1	3.3	3.0	4.0	0.7	-2.2
Police staff and PCSOs	13.2	4.7	5.7	6.3	-2.9	-4.6
Non-staff costs	9.7	3.4	3.5	3.5	-0.2	-0.1
Earned income	-3.8	-1.3	-0.7	-1.4	-1.7	0.3
Total cost	28.2	10.0	11.5	12.4	-4.1	-6.6

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£61k	£60k	£59k	0.1	0.4
Police staff and PCSOs	£29k	£29k	£29k	-0.1	-0.4

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16

West Midlands

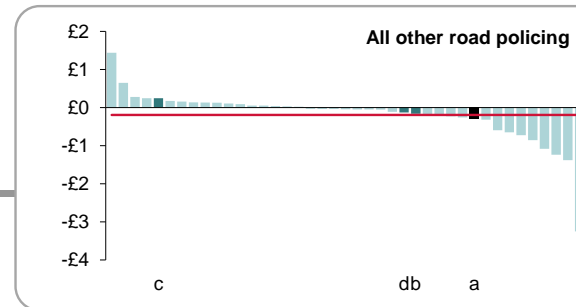
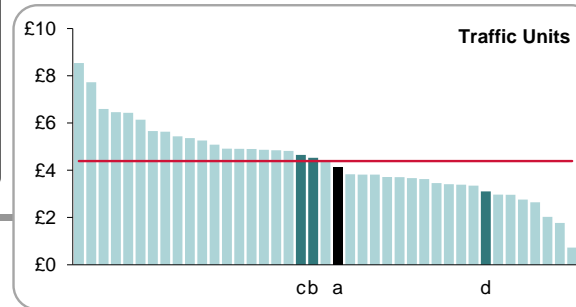
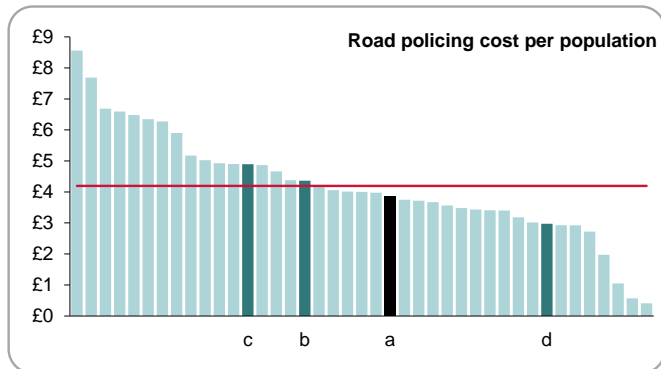
Income and expenditure - NRE by function - Road policing

What does the force spend on the different areas within road policing compared with others?

Note that individual charts for all functions are not included. Priority is given to areas with the highest costs.

Note that collaboration/outsourcing may affect costs for certain forces. - particularly those hosting such arrangements.

Forces with collaboration payments over £2 per 1,000 pop: Cambridgeshire
Forces with collaboration income over £2 per 1,000 pop: Northamptonshire



Population	Averages		Diff* £m		% of which Officers**	MSG Average
	£m	£/head	All	MSG		
2,808k						
Traffic Units	11.6	4.1	-0.7	0.1	88%	92%
Traffic wardens / PCSOs - Traffic	0.0	0.0	0.0	-0.3	n/a	0%
Vehicle Recovery	-0.5	-0.2	-0.5	-0.3	0%	0%
Casualty Reduction Partnership	-0.3	-0.1	0.4	0.0	23%	34%
Command Team and Support	0.0	0.0	-0.1	0.0	n/a	4%
All other road policing subtotal	-0.8	-0.3	-0.3	-0.6		
Road policing	10.8	3.9	-1.0	-0.5	69%	76%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

** Officer salaries and overtime as % of gross expenditure.

Source: POA estimates 2015/16

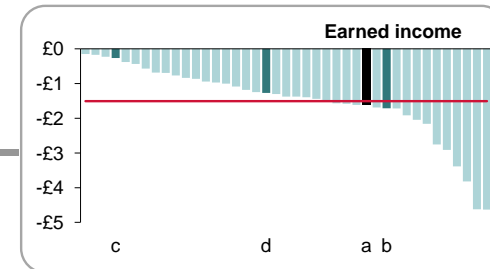
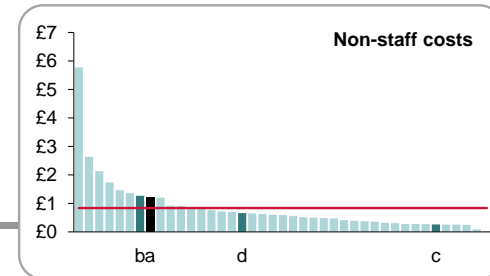
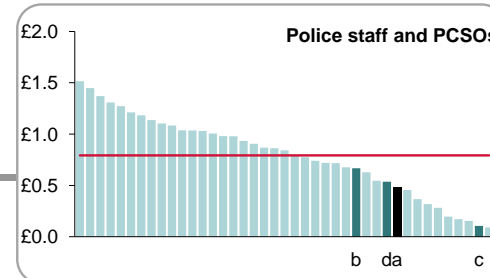
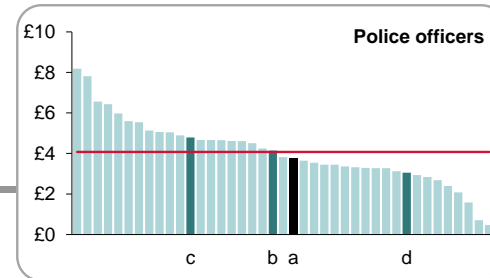
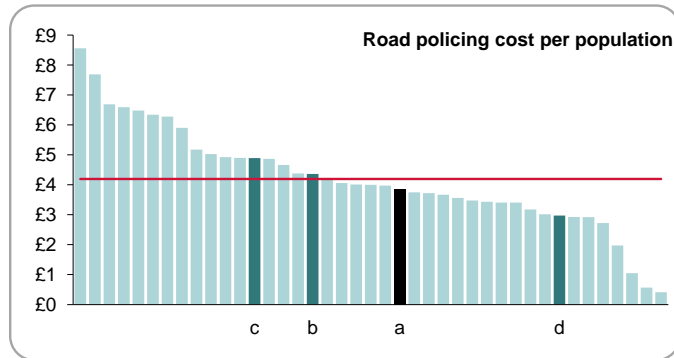
West Midlands

Income and expenditure - NRE by function - Road policing - Use of resources

How does the force spend its money within road policing compared with others?

Note that collaboration, outsourcing and other partnership arrangements will affect costs and earned income for some forces - particularly those hosting such arrangements.

Earned income will include driver awareness courses and Casualty Reduction Partnerships.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	210	0.07	0.08	0.08	-14	-7
PCSOs	0	0.00	0.00	0.00	-1	-9
Police Staff	41	0.01	0.02	0.01	-27	10

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	10.6	3.8	4.1	3.9	-0.8	-0.4
Police staff and PCSOs	1.3	0.5	0.8	0.4	-0.9	0.1
Non-staff costs	3.4	1.2	0.8	0.8	1.0	1.0
Earned income	-4.5	-1.6	-1.5	-1.2	-0.3	-1.1
Total cost	10.8	3.9	4.2	4.0	-1.0	-0.5

Cost/FTE	Force	All		MSG	
		All	MSG	All	MSG
Police officers	£51k	£51k	£51k	-0.1	-0.1
Police staff and PCSOs	£33k	£32k	£31k	0.0	0.1

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16

West Midlands

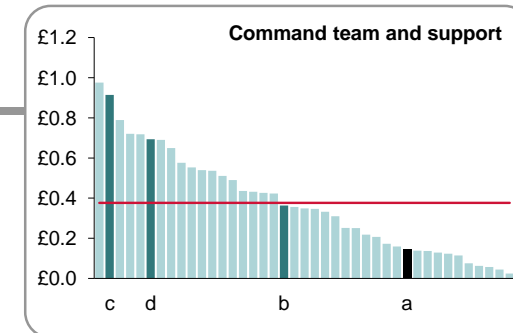
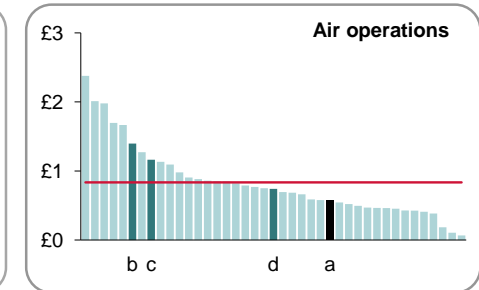
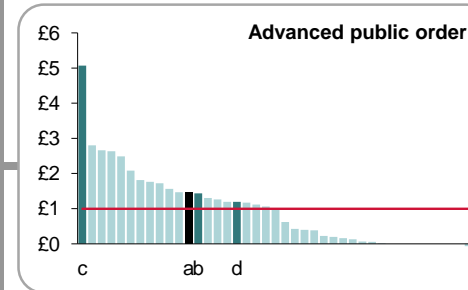
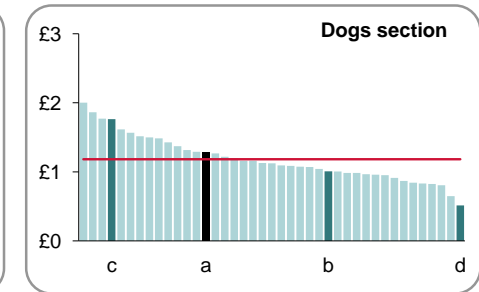
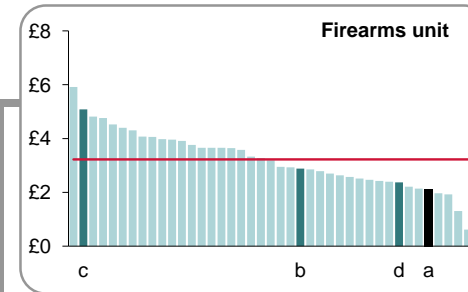
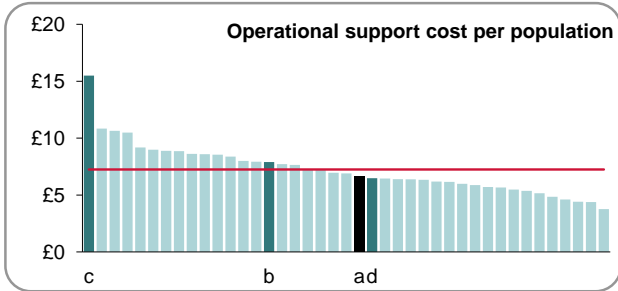
Income and expenditure - NRE by function - Operational support

What does the force spend on the different areas within operational support compared with others?

Note that individual charts for all functions are not included. Priority is given to areas with the highest costs. Operational support used here is the POA category, not the workforce descriptor used in HMIC's PEEL: Police efficiency 2015 (October 2015)

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration payments over £2 per 1,000 pop: Cleveland, Cambridgeshire, Gwent and North Wales.



Population	2,808k		Averages		Diff* £m		% MSG	
	£m	£/head	All	MSG	All	MSG	Off**	Average
Firearms unit	6.0	2.1	3.2	3.1	-3.1	-2.8	93%	93%
Dogs section	3.6	1.3	1.2	1.1	0.3	0.4	76%	84%
Advanced public order	4.1	1.5	1.0	2.3	1.3	-2.3	99%	98%
Air operations	1.6	0.6	0.8	1.0	-0.7	-1.1	23%	16%
Civil contingencies	1.5	0.5	0.5	0.5	0.1	0.1	56%	77%
Command team and support	0.4	0.1	0.4	0.5	-0.7	-1.1	71%	68%
Mounted police	0.0	0.0	0.1	0.4	-0.3	-1.0	n/a	51%
Event	0.5	0.2	0.0	0.1	0.5	0.3	91%	93%
Airports and ports policing unit	1.0	0.3	0.0	0.1	1.0	0.8	97%	94%
Specialist terrain	0.0	0.0	0.1	0.1	-0.2	-0.2	n/a	22%
Operational support	18.6	6.6	7.2	9.1	-1.7	-7.0	82%	81%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

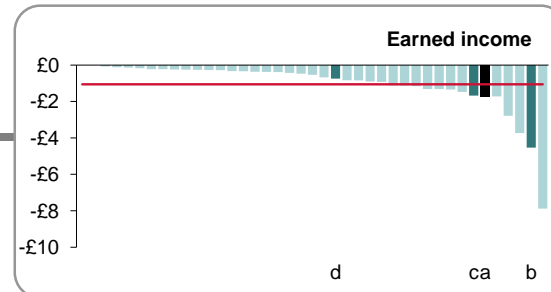
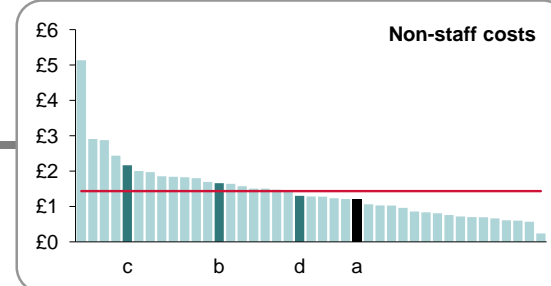
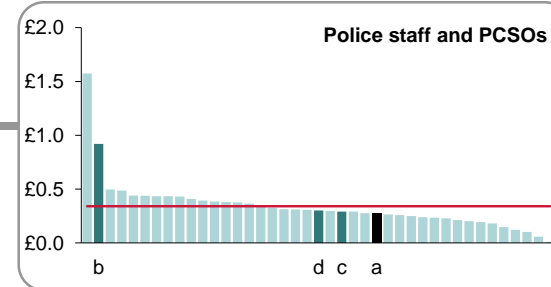
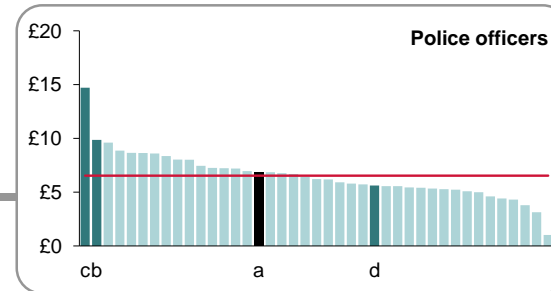
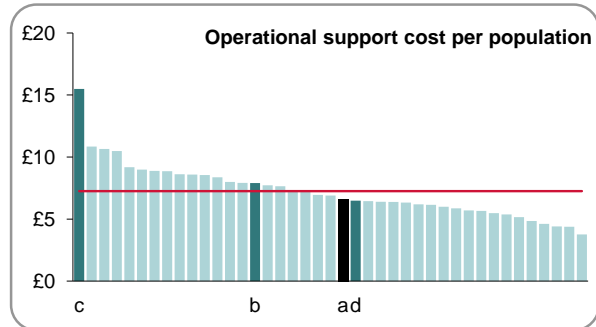
** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Operational support - Use of resources

How does the force spend its money within operational support compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	349	0.12	0.12	0.15	19	-86
PCSOs	0	0.00	0.00	0.00	-1	-3
Police staff	21	0.01	0.01	0.01	-6	-15

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	19.3	6.9	6.5	9.3	1.0	-6.7
Police staff and PCSOs	0.8	0.3	0.3	0.4	-0.2	-0.5
Non-staff costs	3.4	1.2	1.4	1.6	-0.7	-1.1
Earned income	-4.8	-1.7	-1.1	-2.2	-1.8	1.3
Total cost	18.6	6.6	7.2	9.1	-1.7	-7.0

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£55k	£56k	£60k	-0.1	-1.6
Police staff and PCSOs	£36k	£35k	£33k	0.0	0.1

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

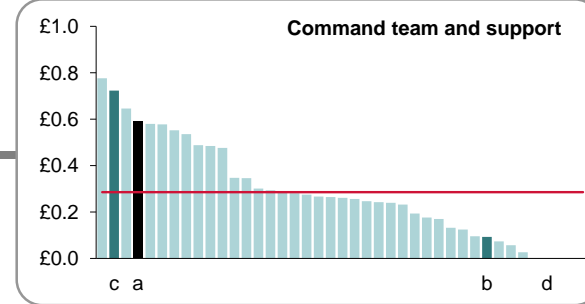
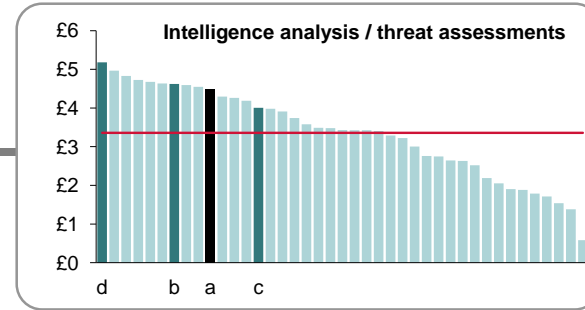
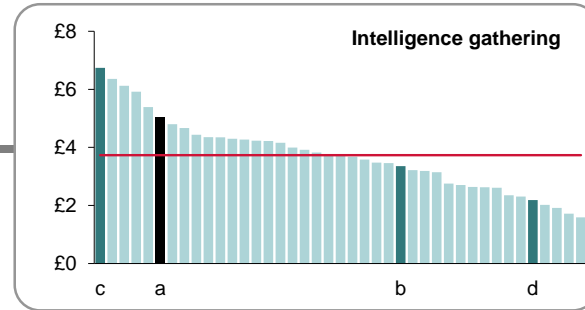
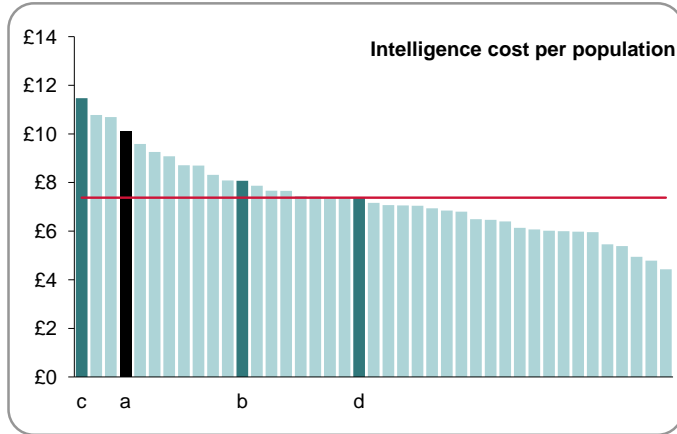
** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Income and expenditure - NRE by function - Intelligence

What does the force spend on the different areas within intelligence compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration income over £2 per 1,000 pop: Cambridgeshire, Merseyside
 Forces with collaboration income over £2 per 1,000 pop: Derbyshire, Leicestershire, Thames Valley, Merseyside.



Population 2,808k

	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
Intelligence gathering	14.2	5.0	3.7	4.3	3.7	2.0
Intelligence analysis / threat assessments	12.6	4.5	3.4	4.6	3.1	-0.3
Command team and support	1.7	0.6	0.3	0.4	0.9	0.7
Intelligence	28.4	10.1	7.4	9.3	7.7	2.4 <<

% Off**	MSG Average	
81%		64%
46%		49%
50%		53%
63%		56%

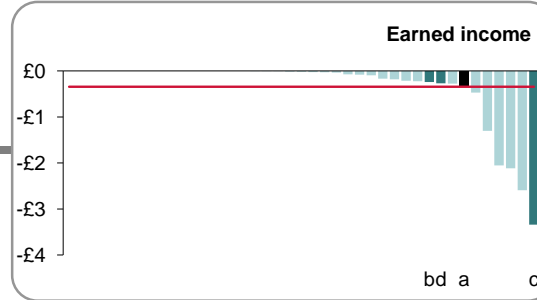
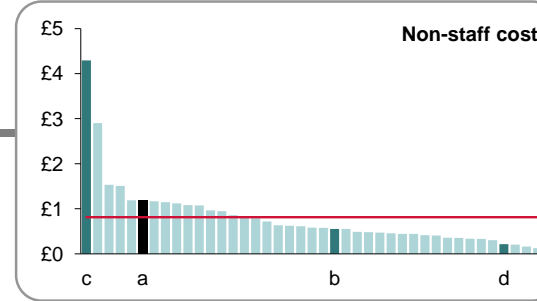
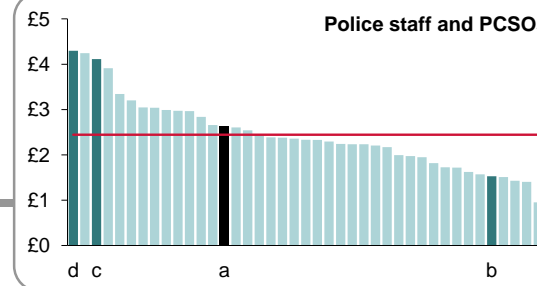
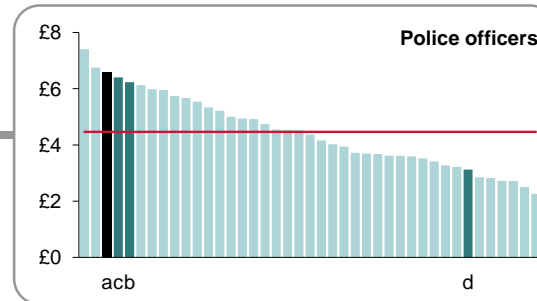
* Net cost of the difference in spend compared to the average per head of all/MSG forces.

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Intelligence - Use of resources

How does the force spend its money within intelligence compared with others?



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	369	0.13	0.08	0.11	133	53
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	199	0.07	0.08	0.10	-18	-75

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	18.5	6.6	4.5	5.6	6.0	2.8
Police staff and PCSOs	7.4	2.6	2.4	3.1	0.6	-1.4
Non-staff costs	3.3	1.2	0.8	1.6	1.0	-1.1
Earned income	-0.9	-0.3	-0.3	-1.0	0.1	2.0
Total cost	28.4	10.1	7.4	9.3	7.7	2.4

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£50k	£53k	£50k	-1.1	0.2
Police staff and PCSOs	£37k	£32k	£32k	1.1	1.0

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Income and expenditure - NRE by function - Investigations (excluding local investigation/prisoner processing)

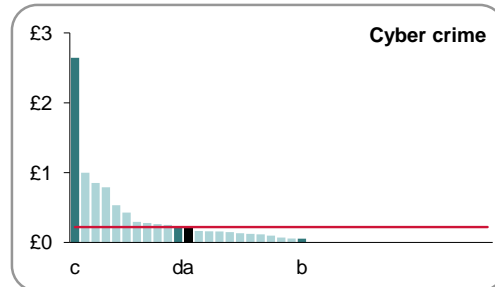
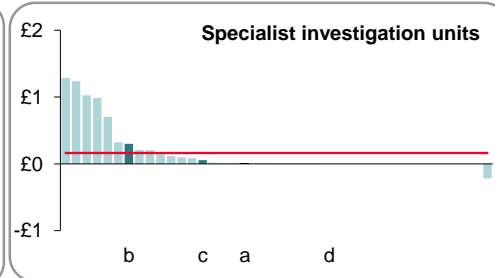
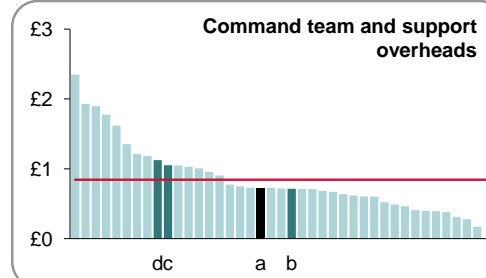
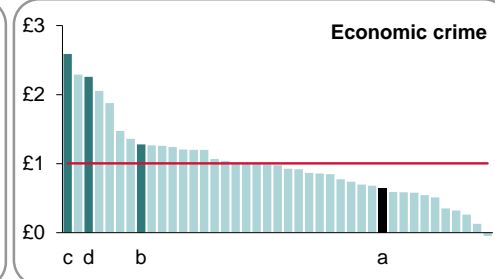
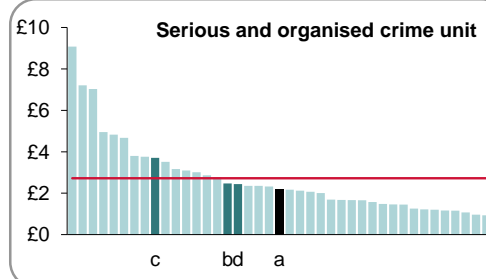
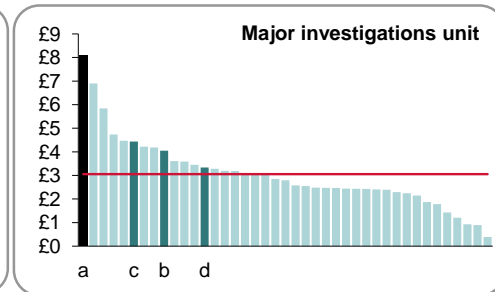
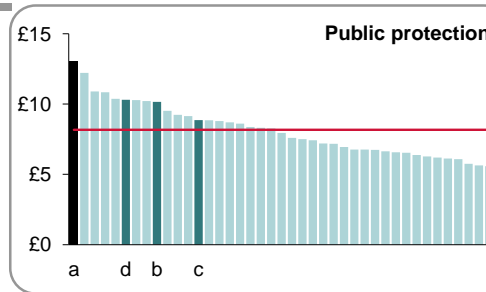
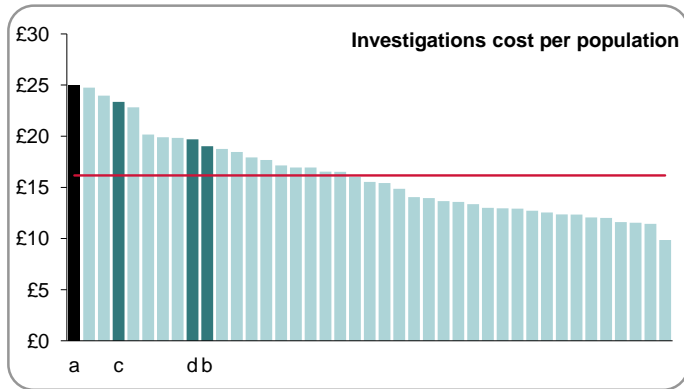
What does the force spend on the different areas within investigations compared with others?

Note that spend on local investigation/prisoner processing is classified under local policing.

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration payments over £2 per 1,000 pop: Cambridgeshire, Derbyshire, Lincolnshire, Merseyside, Norfolk, Northamptonshire and Nottinghamshire. Forces with collaboration income over £2 per 1,000 pop: Bedfordshire, Leicestershire and Merseyside.

A new category for cyber crime was added to the POA dataset this year, for use when a force has a separate cyber crime unit. Many forces (18) have entered a zero value.



Population 2,808k

	£m	£/head	Averages	
			All	MSG
Public protection	36.6	13.0	8.2	10.6
Major investigations unit	22.7	8.1	3.1	5.0
Serious and organised crime unit	6.2	2.2	2.7	2.7
Economic crime	1.8	0.6	1.0	1.7
Command team and support overheads	2.0	0.7	0.8	0.9
Specialist investigation units	0.0	0.0	0.2	0.1
Cyber crime	0.6	0.2	0.2	0.8
Investigations	70.0	24.9	16.2	21.8

Diff* £m	% Off**	Average MSG
13.7	93%	85%
14.1	89%	79%
-1.4	98%	76%
-1.0	77%	60%
-0.3	90%	67%
-0.4	53%	41%
0.0	64%	76%
24.6	91%	79%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

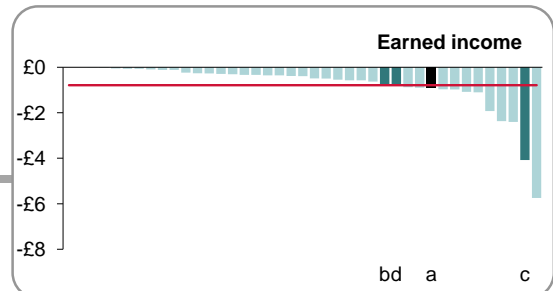
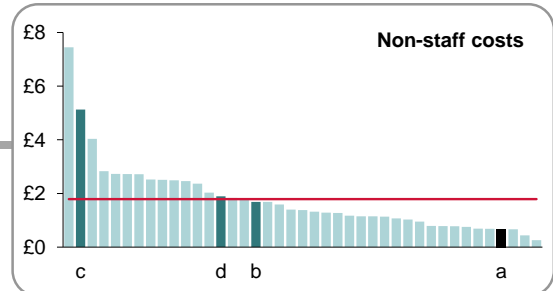
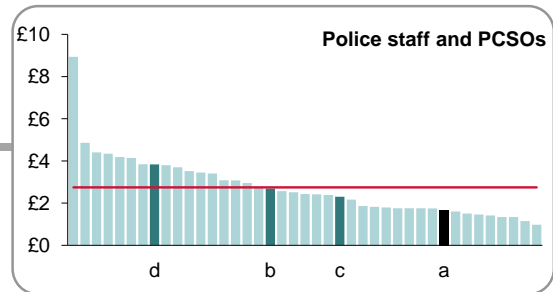
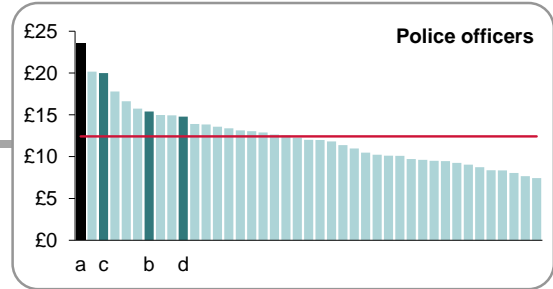
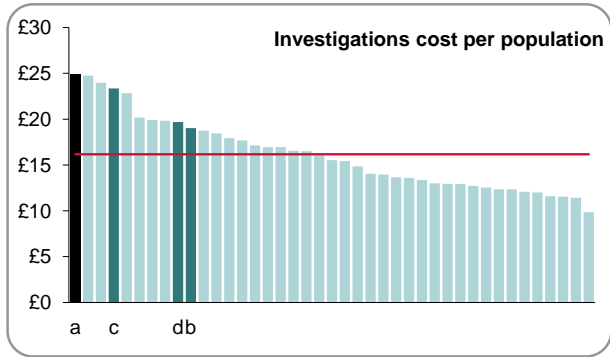
** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Investigations (excluding local investigation/prisoner processing) - Use of resources

How does the force spend its money within investigations compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	1,297	0.46	0.23	0.35	659	320
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	138	0.05	0.09	0.09	-104	-126

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	66.0	23.5	12.4	18.4	31.1	14.3
Police staff and PCSOs	4.7	1.7	2.7	2.6	-3.0	-2.7
Non-staff costs	1.9	0.7	1.8	2.3	-3.1	-4.7
Earned income	-2.6	-0.9	-0.8	-1.6	-0.4	2.0
Total cost	70.0	24.9	16.2	21.8	24.6	8.9

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£51k	£55k	£53k	-5.0	-2.7
Police staff and PCSOs	£34k	£32k	£28k	0.3	0.9

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Investigative support

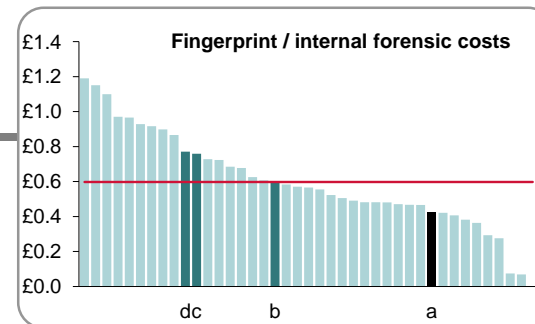
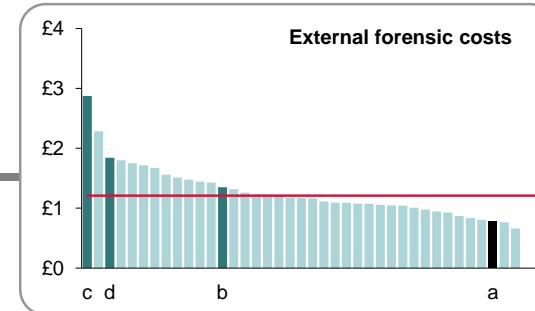
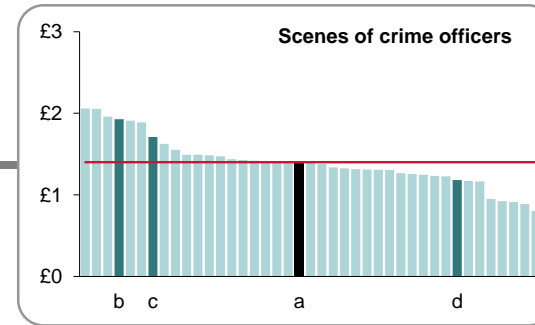
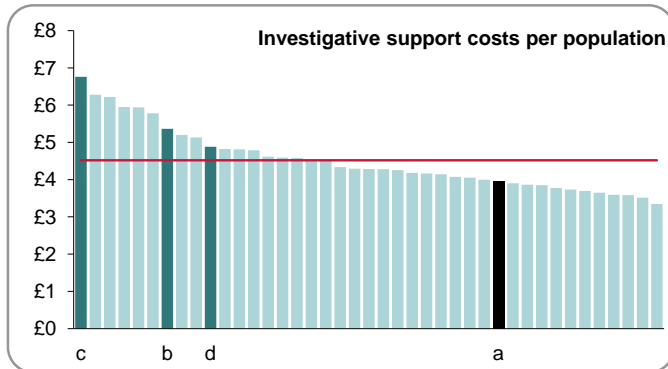
What does the force spend on the different areas within investigative support compared with others?

Note that individual charts for all functions are not included. Priority is given to areas with the highest costs.

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration payments over £2 per 1,000 pop: Humberside, North Yorkshire and South Yorkshire.

Forces with collaboration income over £2 per 1,000 pop: Derbyshire, Humberside and West Yorkshire.



Population	Averages		Diff* £m		% Off**	MSG Average		
	£m	£/head	All	MSG				
2,808k								
Scenes of crime officers	3.9	1.4	1.4	1.6	0.0	-0.4	0%	0%
External forensic costs	2.2	0.8	1.2	1.7	-1.2	-2.6	0%	0%
Other forensic services	3.2	1.1	0.9	1.0	0.8	0.5	38%	13%
Fingerprint/internal forensic	1.2	0.4	0.6	0.6	-0.5	-0.6	0%	0%
Photographic image recovery	0.4	0.1	0.3	0.3	-0.4	-0.6	13%	3%
Command team and support	0.2	0.1	0.2	0.0	-0.3	0.1	0%	0%
Investigative support	11.2	4.0	4.5	5.2	-1.5	-3.6	11%	3%

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

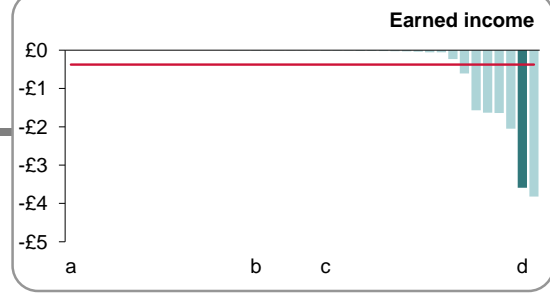
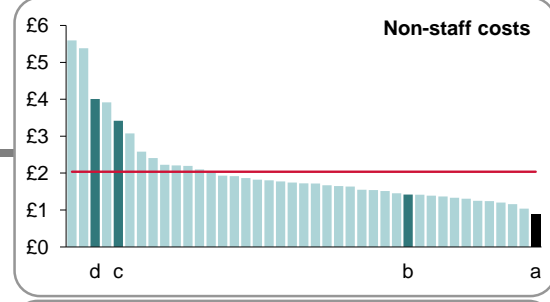
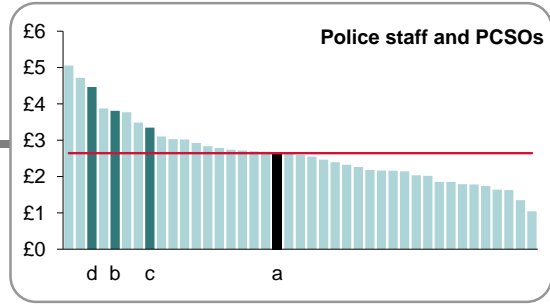
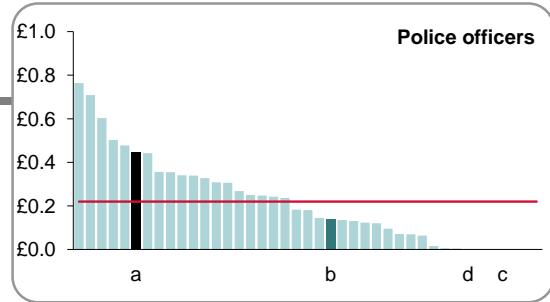
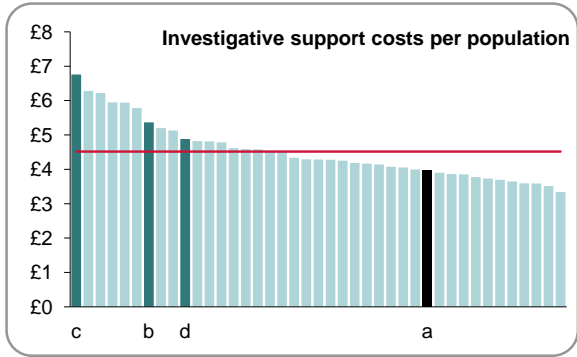
** Officer salaries and overtime as % of gross expenditure.

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Investigative support - Use of resources

How does the force spend its money within investigative support compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	27	0.01	0.00	0.00	16	18
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	172	0.06	0.07	0.10	-30	-102

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	1.3	0.4	0.2	0.1	0.6	0.8
Police staff and PCSOs	7.4	2.6	2.6	3.6	0.0	-2.6
Non-staff costs	2.5	0.9	2.0	2.4	-3.2	-4.4
Earned income	0.0	0.0	-0.4	-0.9	1.1	2.5
Total cost	11.2	4.0	4.5	5.2	-1.5	-3.6

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£47k	£55k	£48k	-0.2	0.0
Police staff and PCSOs	£43k	£37k	£37k	1.1	1.1

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Income and expenditure - NRE by function - Support functions

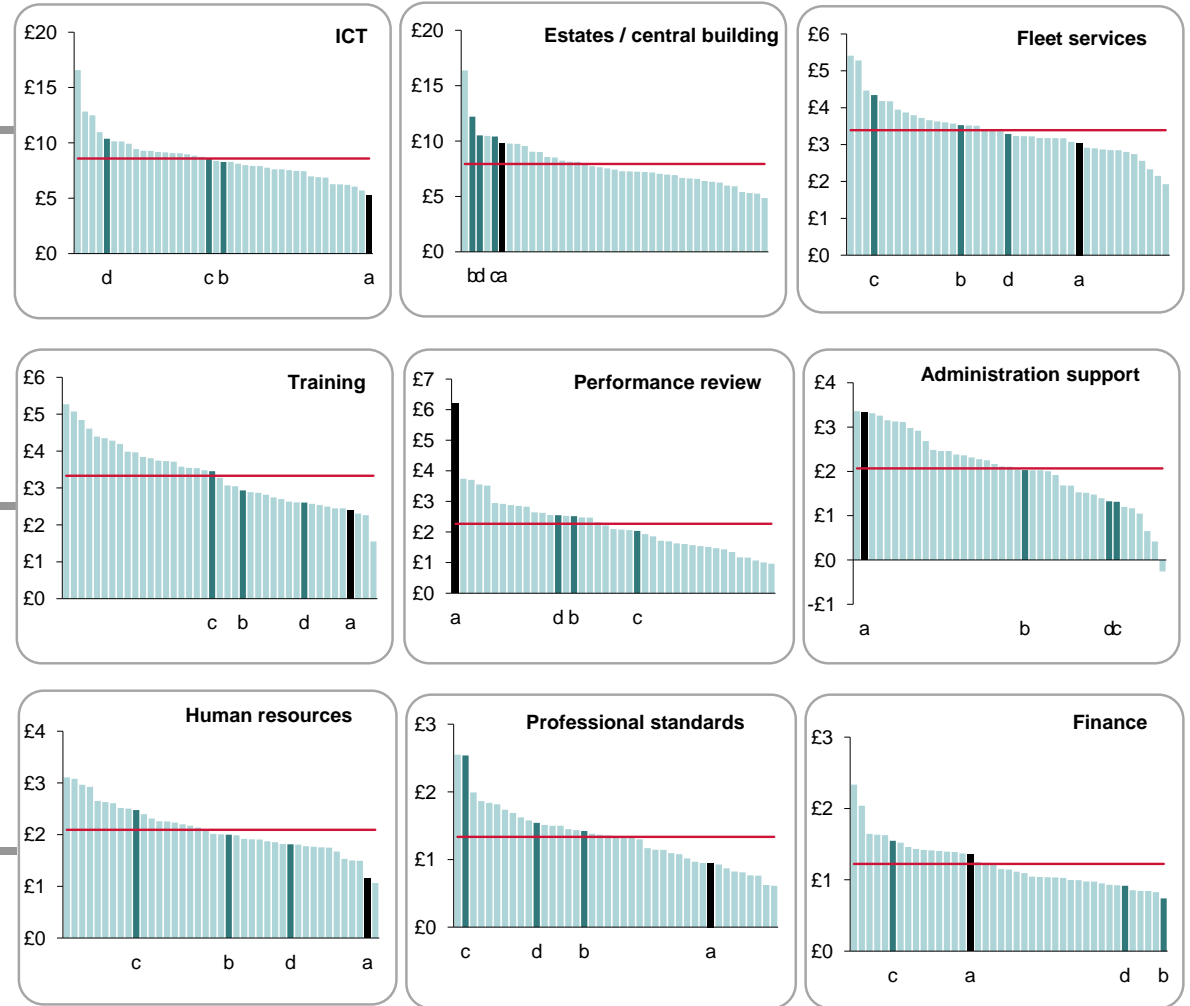
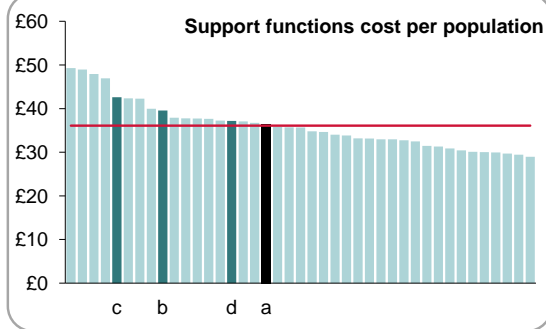
What does the force spend on the different areas within support functions compared with others?

Note that individual charts for all functions are not included. Priority is given to areas with the highest costs.

Note that collaboration/outsourcing will affect costs for certain forces.

Forces with collaboration payments over £2 per 1,000 pop: Avon and Somerset, Bedfordshire, Cambridgeshire, Cleveland, Derbyshire, Gwent, Hampshire, Humberside, Lincolnshire, Northamptonshire, South Yorkshire and Wiltshire.

Forces with collaboration income over £2 per 1,000 pop: Bedfordshire, Cheshire, Derbyshire, Humberside, Leicestershire, South Yorkshire and Thames Valley.



Population 2,808k

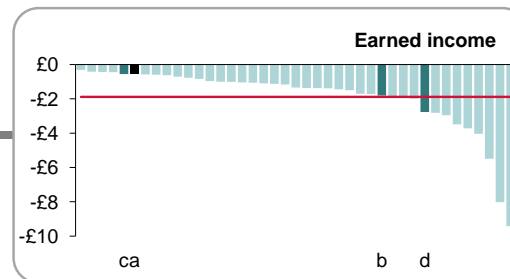
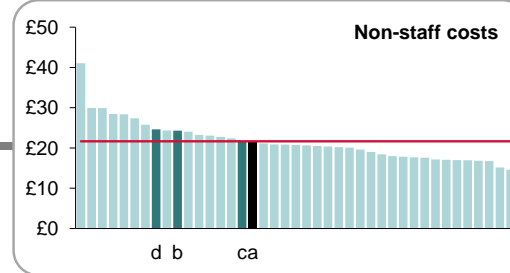
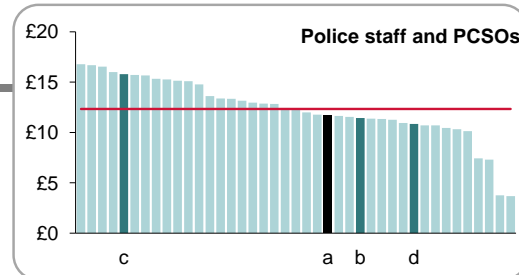
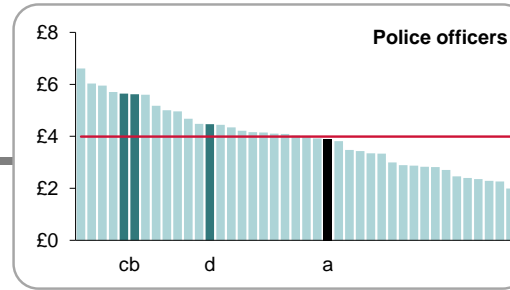
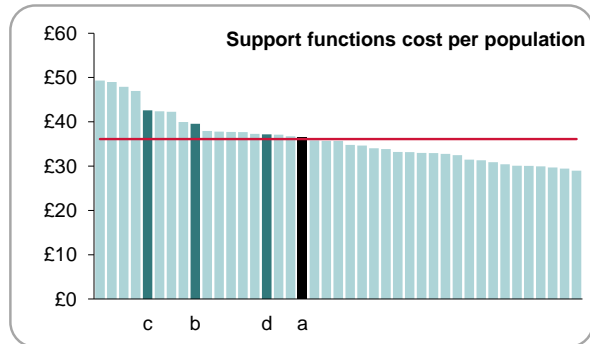
	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
ICT	14.8	5.3	8.6	8.1	-9.4	-8.1 <<
Estates / central building	27.5	9.8	7.9	10.7	5.2	-2.7
Fleet services	8.5	3.0	3.4	3.6	-1.0	-1.4
Training	6.8	2.4	3.3	2.9	-2.6	-1.2
Performance review	17.4	6.2	2.3	3.3	11.0	8.1 <<
Administration support	9.4	3.3	2.1	2.0	3.6	3.8 <<
Human resources	3.2	1.1	2.1	1.9	-2.7	-2.0
Professional standards	2.7	0.9	1.3	1.6	-1.1	-1.9
Finance	3.8	1.4	1.2	1.1	0.4	0.6
All other support functions	8.6	3.1	3.9	3.8	-2.3	-2.0
Support functions	102.6	36.5	36.1	39.0	1.2	-6.8

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

Income and expenditure - NRE by function - Support functions - Use of resources

How does the force spend its money within support functions compared with others?

Note that collaboration/outsourcing will affect costs for certain forces.



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	178	0.06	0.06	0.08	4	-57
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	988	0.35	0.35	0.37	-8	-65

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	11.0	3.9	4.0	4.9	-0.2	-2.8
Police staff and PCSOs	32.8	11.7	12.3	12.4	-1.8	-2.1
Non-staff costs	60.4	21.5	21.7	23.0	-0.4	-4.3
Earned income	-1.6	-0.6	-1.9	-1.4	3.7	2.4
Total cost	102.6	36.5	36.1	39.0	1.2	-6.8

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£61k	£64k	£58k	-0.5	0.5
Police staff and PCSOs	£33k	£35k	£33k	-1.5	0.0

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Support functions - Use of resources (2)

These charts provide a detailed breakdown of support service functions as a cost per FTE and a percentage of total NRE.

Note that collaboration/outsourcing will affect costs for certain forces.

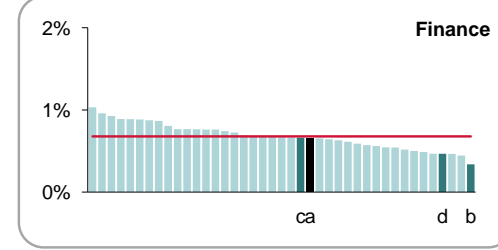
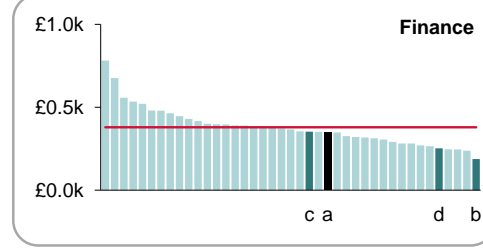
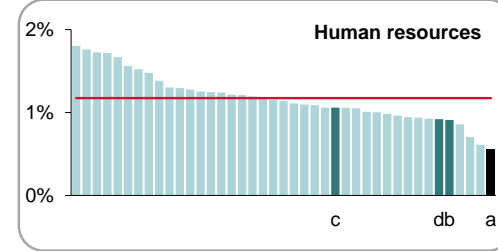
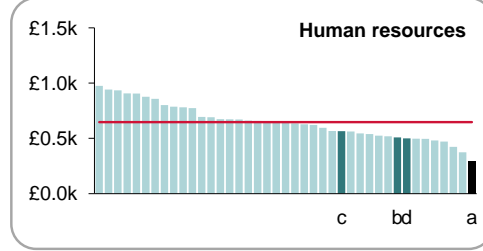
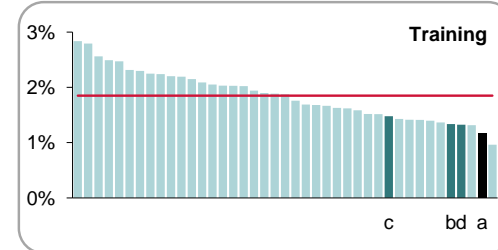
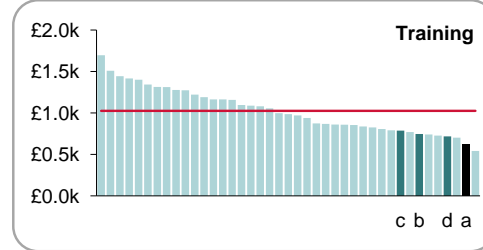
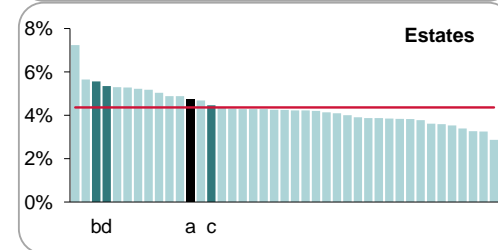
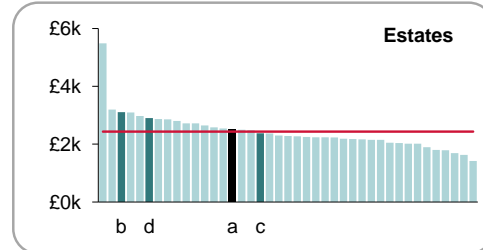
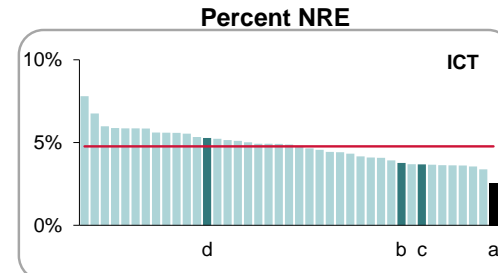
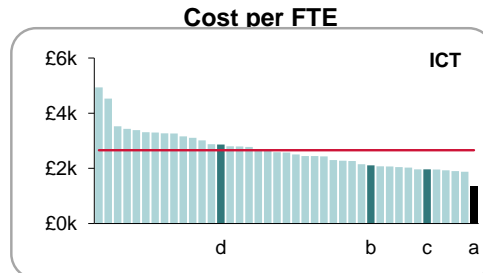
POA 2015/16 estimates (including national policing functions)

Total FTE	10,970 (Officers, staff and PCSOs)
Officer FTE	7,188
Total NRE (£m)	581.3

	Cost £m	per FTE	All Avg	Diff* £m
ICT	14.8	£1,345	£2,656	-14.4
Estates	27.5	£2,505	£2,432	0.8
Training	6.8	£617	£1,025	-4.5
Human resources	3.2	£294	£647	-3.9
Finance	3.8	£348	£379	-0.3

	% NRE	All Avg	Diff* £m
ICT	2.5%	4.8%	-13.0
Estates	4.7%	4.4%	2.1
Training	1.2%	1.9%	-4.0
Human resources	0.6%	1.2%	-3.6
Finance	0.7%	0.7%	-0.1

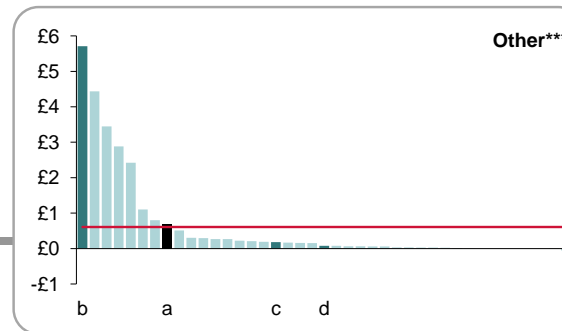
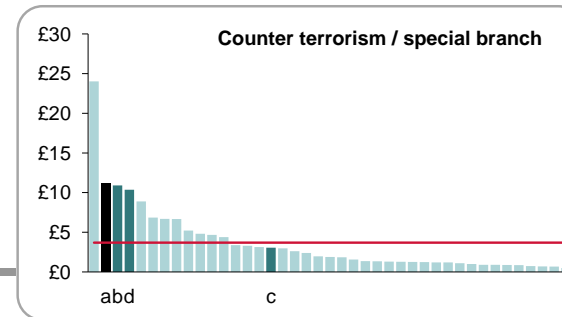
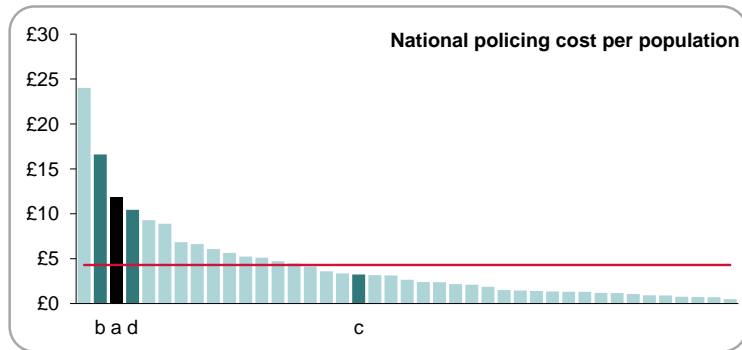
* Net cost of the difference in spend compared to the average per head of all forces.



Source: POA estimates 2015/16

Income and expenditure - NRE by function - National policing

What does the force spend on the different areas within national policing compared with others?



	Population		Averages		Diff* £m		% MSG	
	£m	£/head	All	MSG	All	MSG	Off**	Average
Counter terrorism/special branch	31.4	11.2	3.7	8.9	21.1	6.5 <<	58%	68%
Other***	1.9	0.7	0.6	1.7	0.2	-2.8	44%	61%
National policing	33.3	11.9	4.3	10.5	21.3	3.7 <<	56%	64%
Specific grants	-30.7	-10.9	-3.5	-9.8	-20.9	-3.3 <<		
Cost net of grants	2.7	0.9	0.8	0.8	0.4	0.5		

* Net cost of the difference in spend compared to the average per head of all/MSG forces.

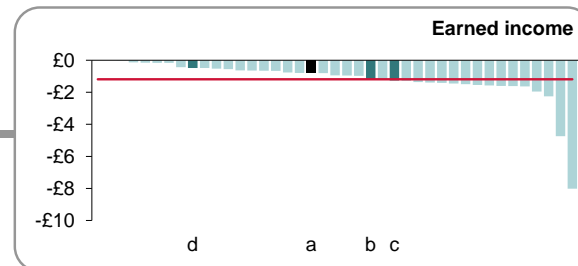
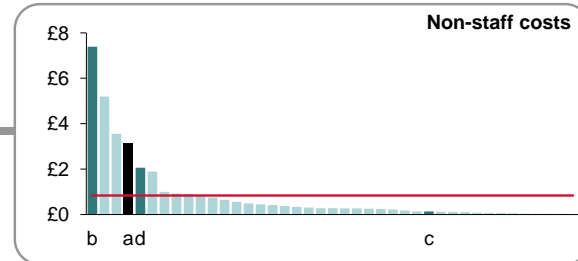
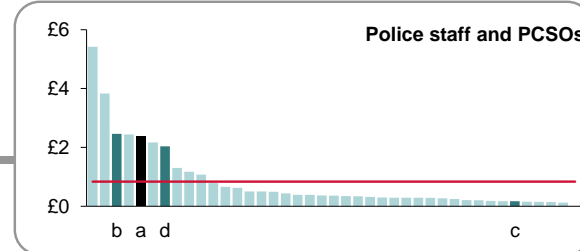
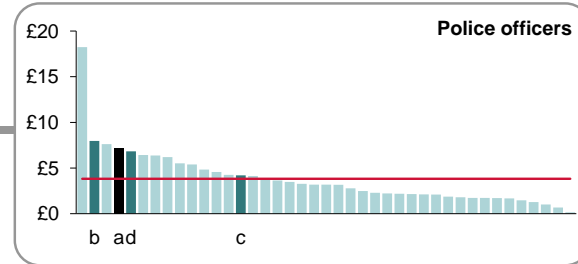
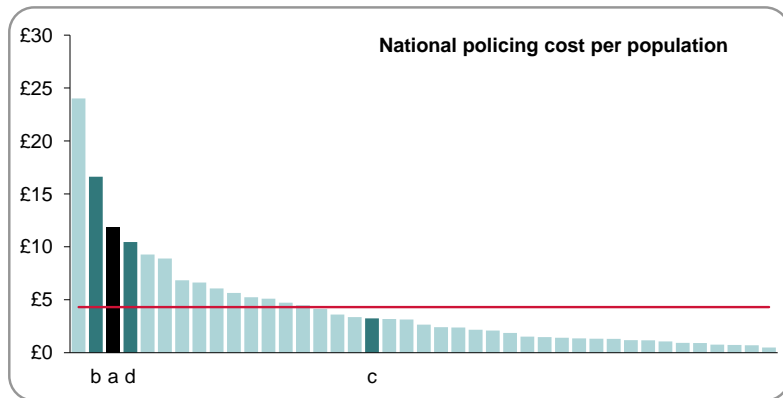
** Officer salaries and overtime as % of gross expenditure.

*** Other includes POS categories for hosting national services, secondments (out of force), ACPO projects and other national policing requirements.

Source: POA estimates 2015/16

Income and expenditure - NRE by function - National policing - Use of resources

How does the force spend its money within national policing compared with others?



Staffing	FTE	FTE/ 1,000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	339	0.12	0.07	0.11	155	16
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	220	0.08	0.03	0.06	147	58

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	20.1	7.1	3.8	6.5	9.3	1.7
Police staff and PCSOs	6.7	2.4	0.8	1.8	4.3	1.7
Non-staff costs	8.8	3.1	0.8	3.2	6.5	-0.1
Income exc grants	-2.2	-0.8	-1.2	-0.9	1.1	0.4
Total cost	33.3	11.9	4.3	10.5	21.3	3.7

Specific grants	-30.7	-10.9	-3.5	-9.8	-20.9	-3.3
Cost net of grants	2.7	0.9	0.8	0.8	0.4	0.5

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£59k	£58k	£57k	0.3	0.8
Police staff and PCSOs	£30k	£32k	£30k	-0.3	0.0

* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16

Income and expenditure - NRE by function - Police and Crime Commissioner (PCC)/Local policing bodies

What is the expenditure of the local policing body on its own office and non-policing commissioned services?

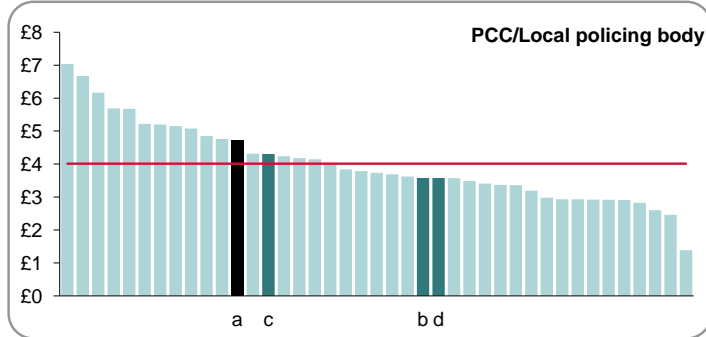
Broadly, 'Cost of PCC/Deputy Mayor for Policing and Crime' includes salary and associated costs (including expenses and training) of the PCC, deputy PCC and any appointed deputies and special advisers. For the Metropolitan Police Service this relates to the Deputy Mayor for Policing and Crime and similar staff and costs. PCC salaries are set by the Senior Salaries Review Body.

'Office of PCC/local policing body & other costs' includes salary and associated costs of the Chief Executive, Chief Finance Officer and any other staff employed to support the PCC/ Deputy Mayor as well as office-running costs. It also includes other local policing body costs such as external audit and council tax leaflets.

PCC Commissioned services includes

- services previously commissioned under the community safety fund grant;
- victim and witness services including restorative justice (RJ); and
- services directly commissioned by the PCC.

The split between Community Safety and Victims/Witnesses/RJ/Other costs is based on percentage of gross PCC Commissioned Services spent on Community Safety.

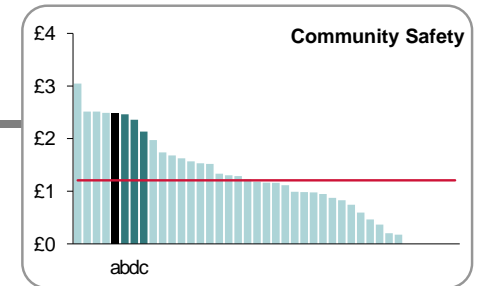
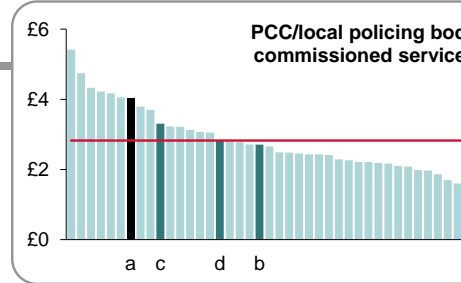
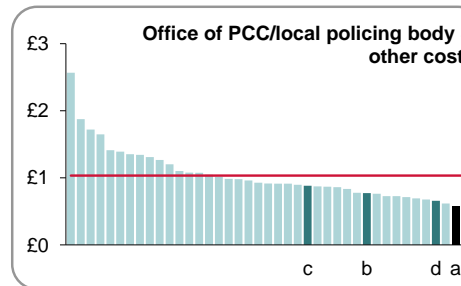
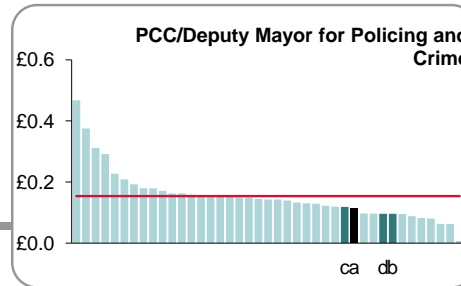


Data on the office of the PCC should be read with caution as staff numbers will vary according to the local context. Some staff within the OPCC may be providing a dual service to the force, e.g., finance, communications or analysis teams.

Note that HMIC do not inspect expenditure incurred by local policing bodies/PCCs.

	Population		Averages		Diff* £m			
	Population	2,808k	£m	£/head	All	MSG		
Cost of PCC/Deputy Mayor for Policing and Crime			0.32	0.11	0.15	0.11	-0.12	0.02
Office of PCC/local policing body & other costs			1.63	0.58	1.03	0.72	-1.27	-0.40
PCC/local policing body commissioned services			11.32	4.03	2.82	3.22	3.39	2.28
Community Safety			6.97	2.48	1.21	2.36	3.58	0.34
Victims & witnesses, restorative justice & other			4.35	1.55	1.61	0.86	-0.19	1.94
PCC/Local policing body cost			13.26	4.72	4.01	4.04	2.00	1.90

* Net cost of the difference in spend compared to the average per head of all/MSG PCCs/local policing bodies.



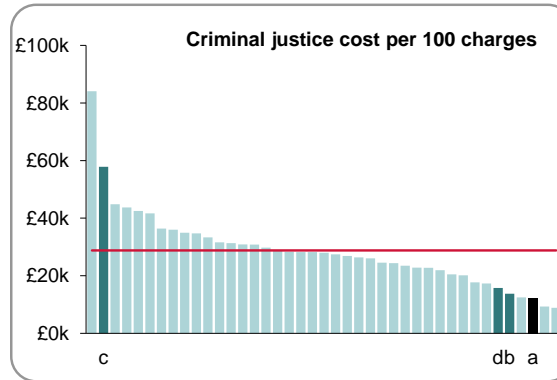
Income and expenditure - Criminal justice costs

How much does the force spend per charge compared with others? What is the size of its workforce that deals with criminal justice?

These charts show the NRE cost of criminal justice (as opposed to criminal justice arrangements) per 100 charges.

FTE within the criminal justice function is then shown per 100 charges.

Note that charges data is from 2014/15 whereas FTE and cost figures are from 2015/16 estimates.



Charges	30,265			Averages		MSG Diff
	Force	Per 100 charges	All	MSG		
Criminal justice FTE	159	0.5	1.0	0.9	-102 *	
Criminal justice cost	£3.7m	£12k	£29k	£25k	-£3.8m **	

* Net difference in the number of FTEs compared to if the force had the average number of FTEs per head of MSG forces.

** Net cost of the difference in spend compared to the average per head of all/MSG forces.

Source: POA estimates 2015/16 (costs/FTE) and Home Office Crime Statistics 2014/15 (charges)

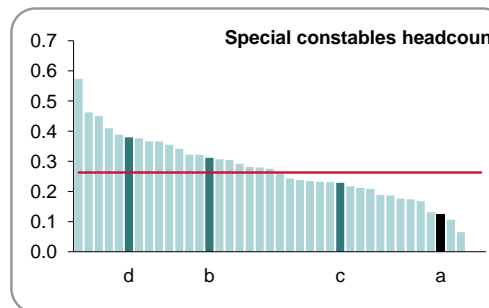
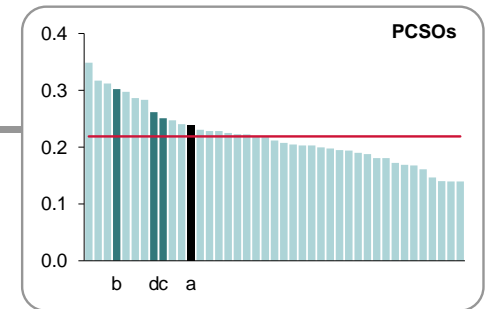
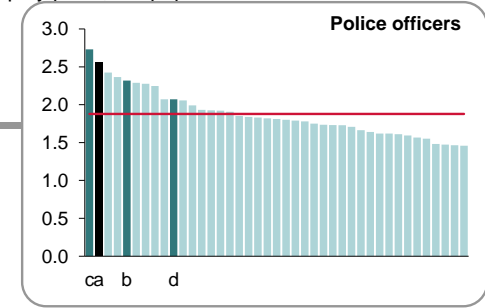
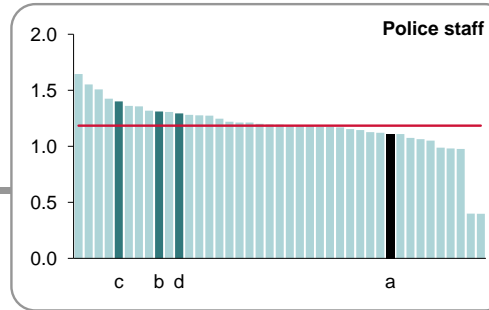
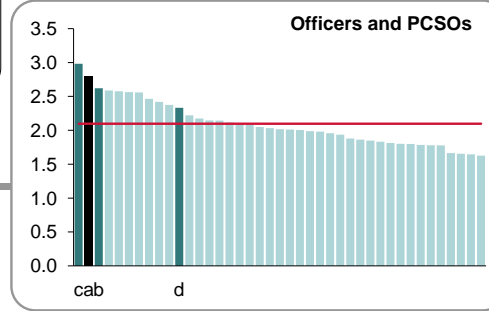
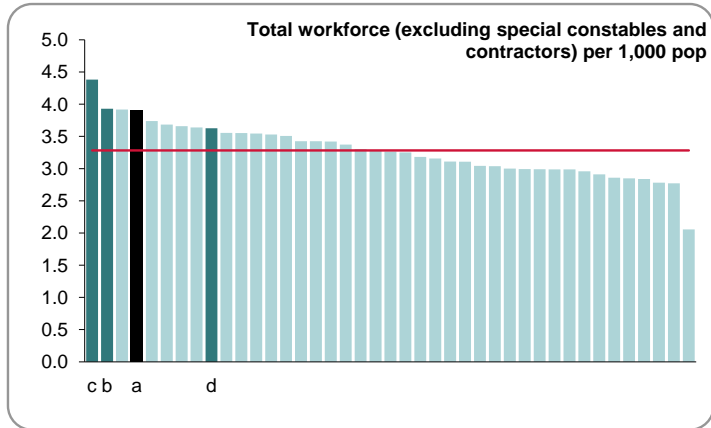
Workforce - Summary

How large is the force's workforce relative to its population compared with others? How many officers, staff, PCSOs and special constables do they employ per 1,000 population?

Figures in the charts give the total number (including those within national policing) of FTEs (or head count for special constables) per 1,000 population.

All data is from POA except for contractors - which comes from ADR and is 2014/15 FTE. Special constables data, taken from POA, is average head count across the year.

Note that collaboration/outsourcing will affect staff/non-staff costs for certain forces.



Population 2,808k

	FTE	FTE/ 1,000 pop	All Avg	Diff* FTE	% of total workforce	
					Force	Avg
Police officers	7,188	2.56	1.88	1,913	66%	57%
PCSOs	669	0.24	0.22	55	6%	7%
Sub-total	7,857	2.80	2.10	1,968	72%	64%
Police staff	3,113	1.11	1.18	-212	28%	36%
Total	10,970	3.91	3.28	1,756	100%	100%
Special constables **	348	0.12	0.26	-391		
Contractors	1,296	0.46	0.05	1,165		

* Net difference in the number of officers compared to if the force had the average number of FTEs per head of all forces.

** Headcount

Source: POA estimates 2015/16, ADR 502 for special constables as at March 2015

West Midlands

Workforce - Officers

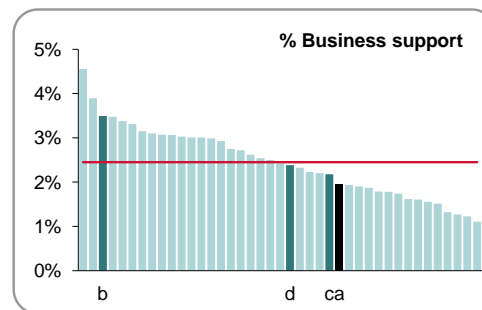
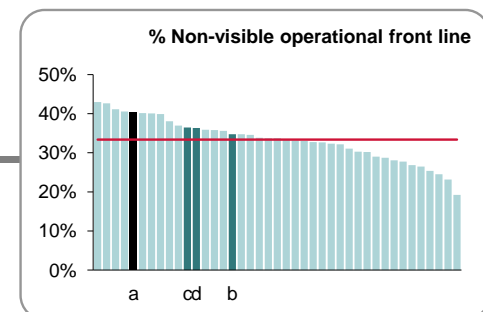
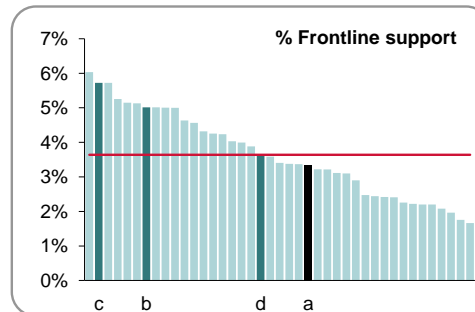
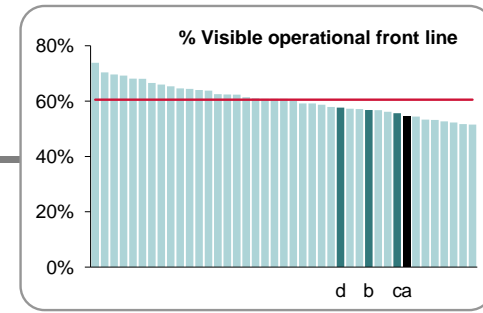
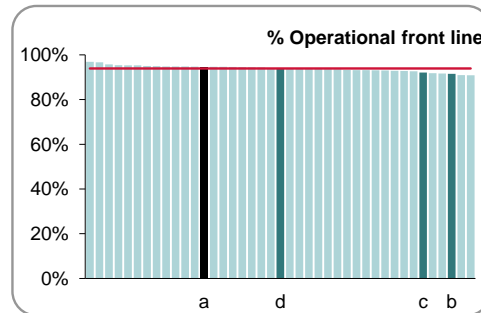
How are officers in the force apportioned across operational front line, frontline support and operational support?

HMIC split police workforce roles into three categories using the ADR601 functions: operational front line (including visible and non-visible), frontline support* and business support.

ADR601 categories are mapped to the POA data for use here. For consistency to elsewhere in the profile, counter terrorism/special branch (a national policing function) has been removed from the front line. Due to this, and the fact that ADR601 data deals with officers in post as of 31 March whereas POA data is of budgeted posts for the whole financial year, proportions will not necessarily match to other published figures. Annex 4 shows a list of POA functions and their classification.

Note that collaboration/outsourcing will affect costs for certain forces.

* In PEEL: Police efficiency 2015, HMIC define this role as operational support. Since this is the name of a POA category, frontline support is used here to avoid confusion.



Police officers	FTE	Force	Averages	
			All	MSG
Visible	3,729	54.4%	60.5%	56.1%
Non-visible	2,756	40.2%	33.4%	36.9%
Operational front line	6,486	94.7%	93.9%	93.1%
Frontline support	229	3.3%	3.6%	4.4%
Business support	134	2.0%	2.5%	2.5%
Other**	339			
Total	7,188	100%	100%	100%

** Officers are classified as *Other* if their role does not fit into any of the three categories. They are not included in the percentage figures. See Annex for details.

Source: POA estimates 2015/16

West Midlands

Workforce - Police staff

How are police staff in the force apportioned across front line, frontline support and operational support?

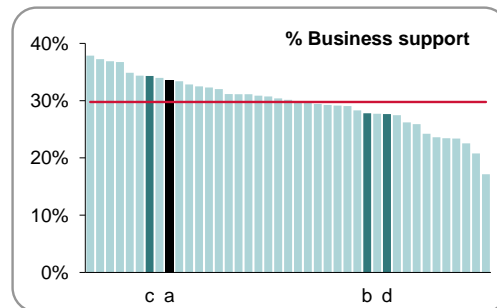
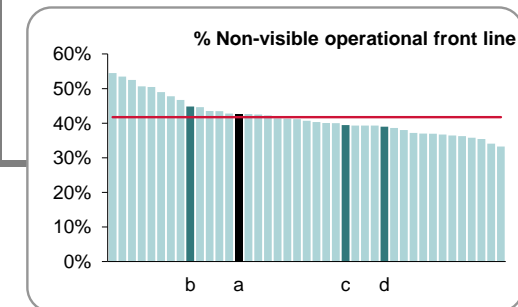
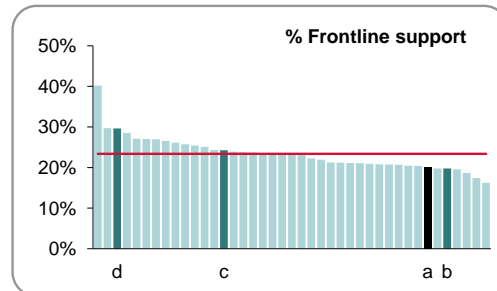
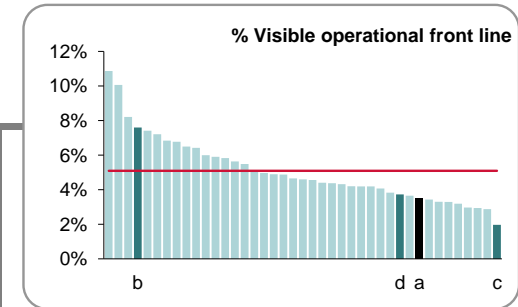
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ADR601 categories are mapped to the POA data for use here. For consistency to elsewhere in the profile, counter terrorism/special branch (a national policing function) has been removed from the front line. Due to this, and the fact that ADR601 data deals with officers in post as of 31 March whereas POA data is of budgeted posts for the whole financial year, proportions will not necessarily match to other published figures. Annex 4 shows a list of POA functions and their classification.

Note that PCSOs are not included here as they, almost exclusively, work in visible frontline roles.

* In PEEL Police efficiency 2015, HMIC define this role as operational support. Since this is the name of a POA category, frontline support is used here to avoid confusion.

Police staff	FTE	Force	Averages	
			All	MSG
Visible	100	4%	5%	4%
Non-visible	1,222	43%	42%	42%
Operational front line	1,322	46%	47%	46%
Frontline support	575	20%	23%	23%
Business support	960	34%	30%	31%
Other*	256			
Total	3,113	100%	100%	100%



* Staff are classified as *Other* if their role does not fit into any of the three categories. They are not included in the percentage figures. See Annex 4 for details.

Source: POA estimates 2015/16

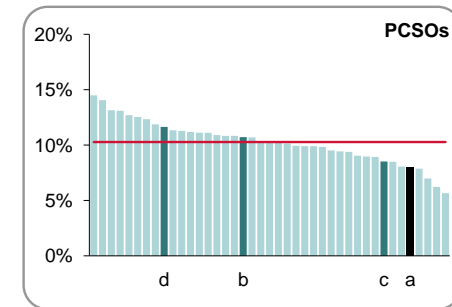
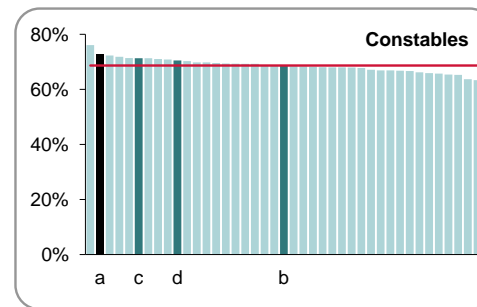
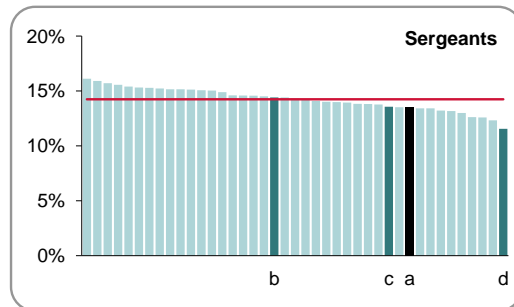
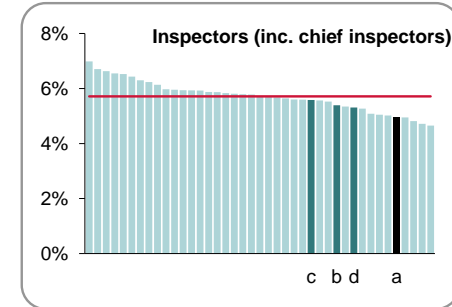
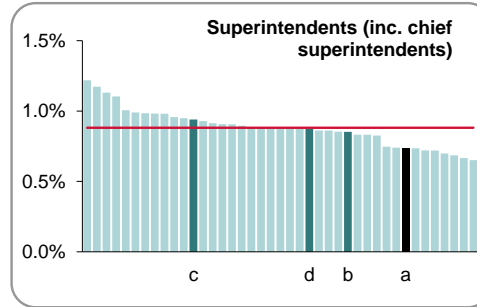
West Midlands

Workforce - Officers/PCSOs by rank

How are officers in the force split amongst the ranks compared with other forces?
 What is the supervisory ratio of sergeants to constables (and PCSOs) compared with others?

Charts show the proportion of the total officer/PCSO workforce at each rank. The chart for superintendents includes chief superintendents, and the chart for inspectors includes chief inspectors. National Police Chiefs Council (NPCC) are officers above the rank of chief superintendents.

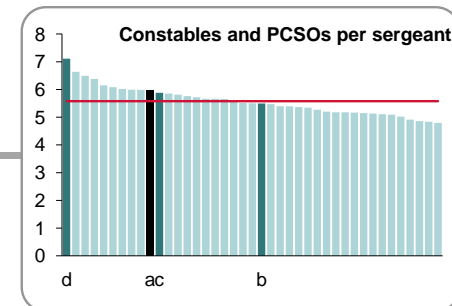
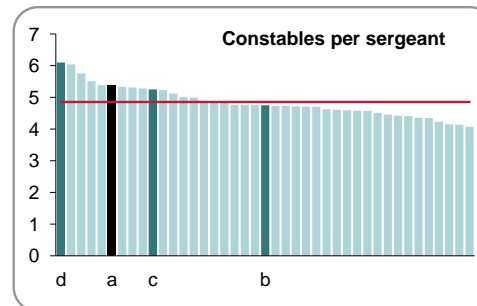
Two further charts show numbers of constables (and PCSOs) per sergeant giving an indication of the average supervision requirement for each sergeant.
 Note that this is ADR data for all officers and so totals will not match the POA data given elsewhere.



Officers and PCSOs	FTE	%	All Avg
NPCC ranks	6	0.1%	0.2%
Chief superintendents	21	0.3%	0.2%
Superintendents	36	0.5%	0.6%
Chief inspectors	78	1.0%	1.3%
Inspectors	308	4.0%	4.4%
Sergeants	1,048	13.5%	14.2%
Constables	5,636	72.7%	68.7%
PCSOs	620	8.0%	10.3%
Force total	7,753	100.0%	100.0%

Supervision ratio	Force	All Avg
Constables per sergeant	5.4	4.9
Constables and PCSOs per sergeant	6.0	5.6

Supervision ratio



Source: ADR 502 March 2015

Workforce - Mix of officers/staff

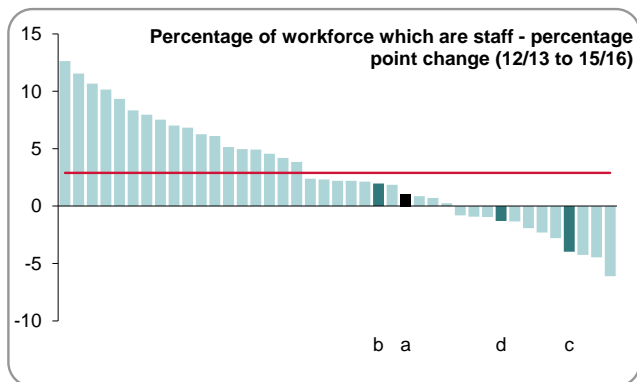
In functions where officers and staff can fulfil similar roles, what proportion of these functions are made up of police staff compared with other forces? How has that changed?

Data shows the proportion of workforce who are staff across the functions outlined below. 2012/13 data is used as a baseline for the presentation of trends (so the change is over three years).

The categories below have been chosen since they highlight areas where change may be occurring.

Care should be taken when examining functions with a small workforce. Exclamation marks are used to indicate categories which have fewer than 20 FTE officers and staff in total.

Note that collaboration/outsourcing will affect staff numbers for certain functions in some forces.



	2015/16 Estimates					2012/13 Estimates					Percentage point change in % roles fulfilled by staff	
	Police officers	Police Staff	% Staff	All Avg	Diff* FTE Off	Police officers	Police Staff	% Staff	All Avg	Diff* FTE Off	Force	All avg
Criminal justice	8	151	95%	95%	-1	14	152	91%	89%	-4	3.8	5.7
Local call centres / front desk	171	410	71%	98%	158	360	751	68%	92%	272	3.0	5.6
Intelligence analysis	130	161	55%	66%	32	152	166	52%	62%	30	3.0	4.7
Intelligence gathering	231	38	14%	30%	44	238	21	8%	26%	47	6.2	4.1
Scenes of crime officers	0	90	100%	99%	-1	0	90	100%	95%	-4	0.0	3.3
Central communications unit	20	345	95%	84%	-37	9	148	94%	83%	-19	0.0	1.9
Custody	134	157	54%	45%	-26	148	216	59%	44%	-57	-5.4	1.5
Training	88	58	40%	47%	10	89	50	36%	46%	13	3.9	1.2
Human resources	1	68	99%	98%	-1	0	122	100%	98%	-3	-1.4	-0.2
Administration support	0	235	100%	97%	-7	0	392	100%	97%	-11	0.0	-0.3
Total (of above functions)	783	1,714	69%	75%	178	1,010	2,106	68%	72%	276	1.0	2.9

* Net difference in the number of officers if the force had the average proportion of staff of all forces.

Source: POA estimates 2015/16 & 2012/13

West Midlands

Workforce - Workforce numbers by function

What are the numbers of police officers, staff and PCSOs across various functions? How has this changed since last year?

	2015/16	2014/15	Diff from last year, FTE	% change from last year
Population	2,808k			
	Workforce FTE	Workforce FTE	Diff from	% change from
	2015/16	2014/15	last year, FTE	last year
Neighbourhood policing	2,291	2,104	187	9%
Incident (response) management	1,308	1,312	-4	0%
Local investigation / prisoner support*	763	1,164	-401	-34%
Other local policing	461	375	87	23%
Local policing	4,824	4,955	-132	-3%
Investigations	1,435	1,203	231	19%
Dealing with the public	951	1,006	-55	-5%
Operational support	370	408	-38	-9%
Intelligence	569	566	3	1%
Investigative support	199	207	-8	-4%
Road policing	251	269	-18	-7%
Custody	291	309	-18	-6%
Other criminal justice arrangements	320	342	-22	-7%
Criminal justice arrangements	611	651	-40	-6%
Information communication technology	91	92	-1	-1%
Human Resources	69	68	1	1%
Finance	119	53	67	126%
Other support functions	887	911	-24	-3%
Support functions	1,166	1,124	42	4%
Police and Crime Commissioner**	36	24	12	51%
Total exc national policing and central costs	10,411	10,412	-2	0%
Central costs	0	0	0	
National policing	559	578	-18	-3%
Total	10,970	10,990	-20	0%

* Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation'.

** Previously called Police Authority/Crime Commissioner in 2012/13 POA.

Source: POA estimates 2015/16

West Midlands

Workforce - Leavers

What proportion of the workforce left the force last year and how does that compare with other forces?

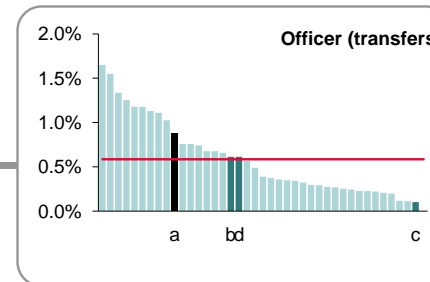
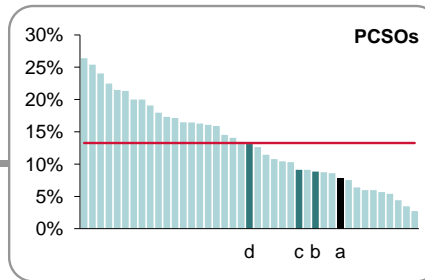
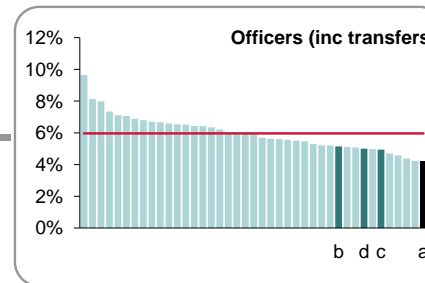
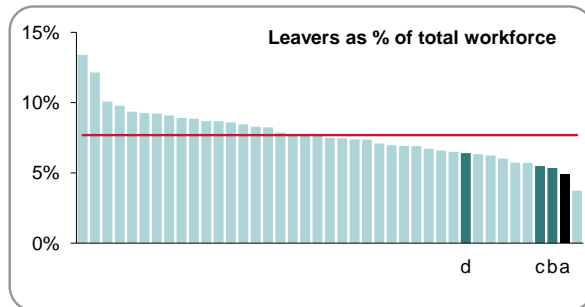
These charts show the number and percentage of the workforce (FTEs) that left the force between 31 March 2014 and 2015 (using 31 March 2014 totals figures to calculate percentage of workforce).

Officers are broken down into those who transferred or left the service. We have costed the salary impact of the workforce leaving the service to give context.

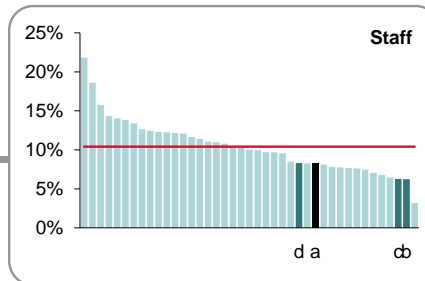
Note that PCSOs leaving forces may return as police officers.

Note that ADR data is used and workforce totals will not match the POA data given elsewhere.

Note that data for some forces may not match published data sources due to data resubmissions.



	Strength*	Leavers	% w'force	All Avg	Salary** £m
Police officers	7,288				
Leaving force		304	4.2%	6.0%	14.8
Transfers		63	0.9%	0.6%	3.1
Officers exc transfers		241	3.3%	5.4%	11.7
PCSOs	676	53	7.8%	13.3%	1.4
Police staff	2,907	238	8.2%	10.4%	8.2
Force total	10,871	532	4.9%	7.7%	21.3



* as at 31 March 2014

** Salary calculated using leaver FTE multiplied by average officer/staff/PCSO cost excluding overtime (POA data).

Source (leavers): ADR531 (30 Sept 2014 & 31 March 2015). Source (strength): ADR502 (as at 31 March 2014). Source (salary): POA estimates 2015/16

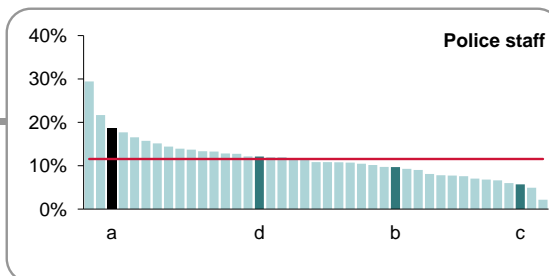
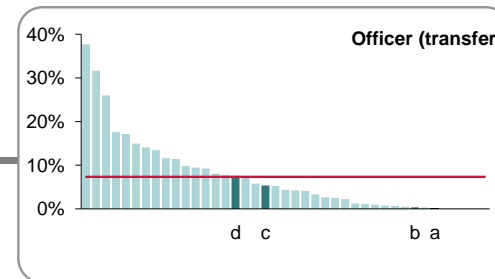
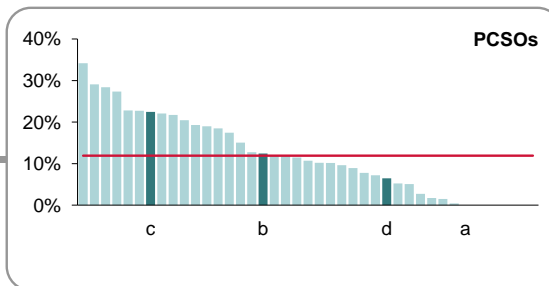
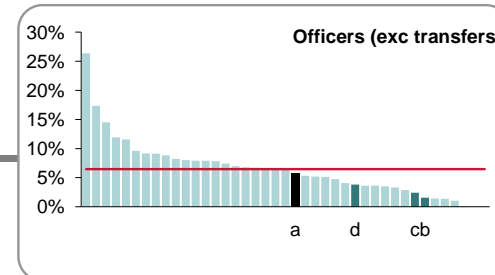
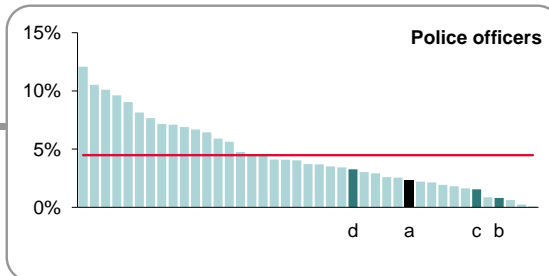
Workforce - Joiners

What proportion of the workforce joined the force last year and how does that compare with others?

These charts show the number and percentage of the workforce (FTEs) that joined the force between 31 March 2014 and 2015 using 31 March 2014 as the baseline.

Note that ADR data is used and totals will not match the POA data given elsewhere.

Note that data for some forces may not match published data sources due to data resubmissions.



	Strength*	Joiners	% w'force	All Avg	Salary** £m
Police officers	7,288				
Joining force		168	2.3%	4.5%	8.2
Transfers		1	0.1%	7.3%	4.9%
Officers exc transfers		167	5.7%	6.5%	8.1
PCSOs	676	0	0.0%	11.9%	0.0
Police staff	2,907	543	18.7%	11.5%	18.7
Overall	10,871	879	8.8%	8.6%	26.8

* as at 31 March 2014

** Salary calculated using leaver FTE multiplied by average officer/staff/PCSO cost excluding overtime (POA data).

Source (joiners): ADR521 (30 Sept 2014 & 31 March 2015). Source (strength): ADR502 (as at 31 March 2014).

Workforce - Sickness and recuperative/restricted duty

What proportion of the force's workforce are absent and what proportion of officers are on restricted/recuperative duty? How do these rates compare with other forces?

These charts show sickness broken down into short and medium term (28 days and less) and long term (more than 28 days).

Officers on restricted duties (i.e. officers who, because of a disability or other factors, are unable to undertake the full range of operational duties) and recuperative duties (officers returning to work in a phased way after injury or illness) are included separately.

Note that gaps towards the left of some charts indicate that data is not available or has not been included; zero absence levels have been excluded as it is likely to be due to data inaccuracies.

Note that ADR data is used and workforce totals will not match the POA data given elsewhere.

	Strength*	FTE	% of total	All Avg
Officers	7,133			
Long-term sickness		171	2.4%	2.0%
Short/medium sickness		275	3.8%	2.3%
PCSOs	620			
Long-term sickness		16	2.5%	1.8%
Short/medium sickness		20	3.3%	2.6%
Staff	3,148			
Long-term sickness		83	2.6%	1.8%
Short/medium sickness		121	3.8%	2.3%

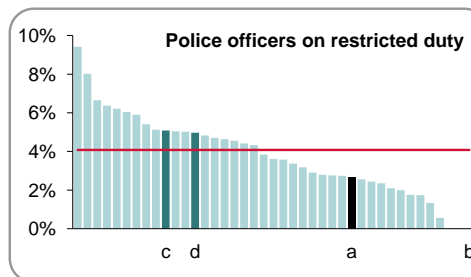
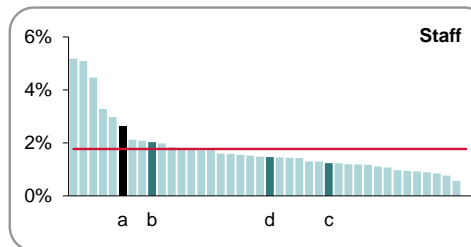
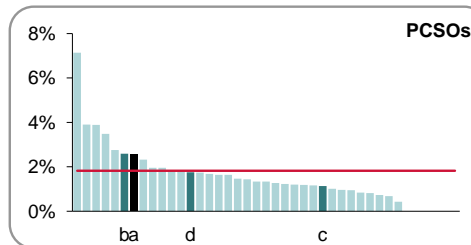
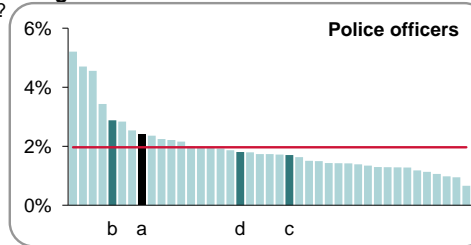
Long-term sickness during 2014/15 Q4

	Strength*	Head count	% of total	All Avg
Officers	7,133			
Restricted duty		189	2.6%	4.1%
Recuperative duty		127	1.8%	2.6%

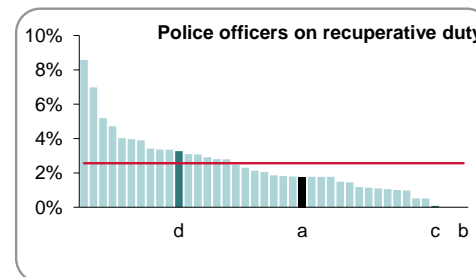
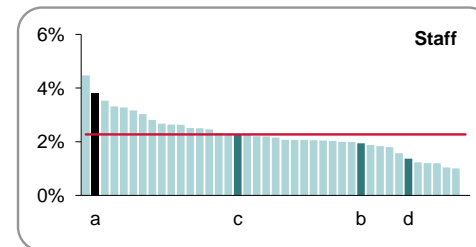
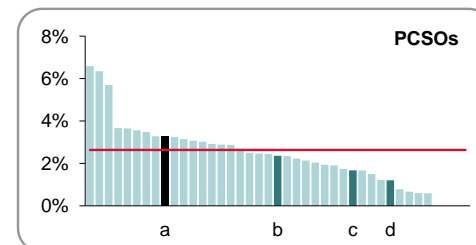
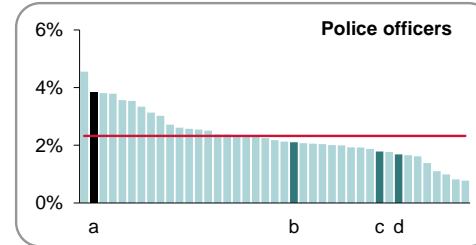
* as at 31 March 2015

Note that ADR 554 figures (restricted and recuperative duty) are headcount not FTE.

Long-term sickness



Short and medium term sickness



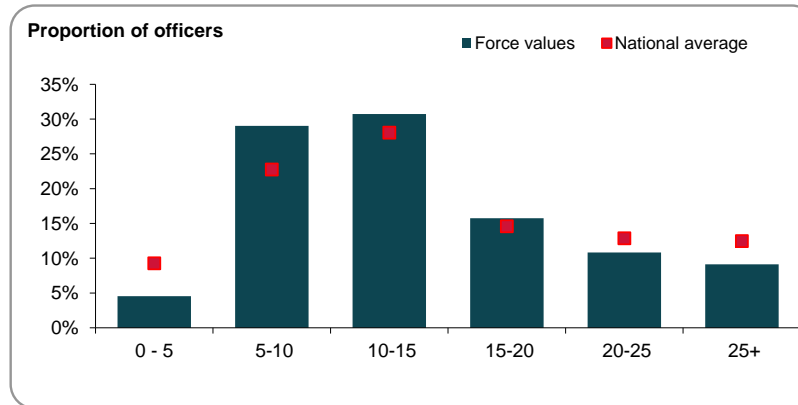
Source: ADR 502 (strength and short/medium term sickness); 551 (long term); and 554 (recuperative/restricted duty) - as at 31 March 2015

Workforce - Officers' length of service

What is the age profile of officers in the force compared with others? How many officers are projected to retire over the next few years and what are the estimated savings from them doing so?

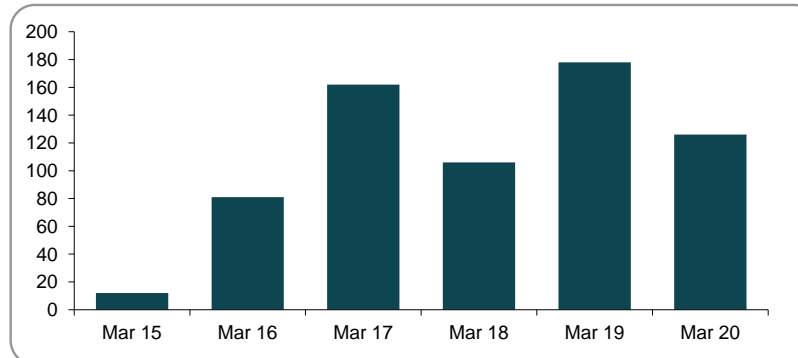
The projected number of retirees is shown for officers with 25-30 years' service.* The estimated saving of them retiring is also provided, calculated from the average cost of a police officer. This does not take into account replacements. Data is given as headcount.

All officers



March 2015 Headcount	0 - 5	5-10	10-15	15-20	20-25	25+	Total
	332	2,114	2,238	1,148	789	665	7,286

Officers with 25 years' service or more - Projected retirement



March 2015 Headcount	Mar 15	Mar 16	Mar 17	Mar 18	Mar 19	Mar 20	Total
	12	81	162	106	178	126	665
Salary cost**	£0.6m	£3.9m	£7.9m	£5.2m	£8.7m	£6.1m	£32.3m

* Please note that typically officers cannot retire until they have completed 30 years service.

** Headcount multiplied by average salary cost per FTE excluding overtime.

Source (officer head count): ADR582 (31 March 2015); Source (salary): POA estimates 2015/16

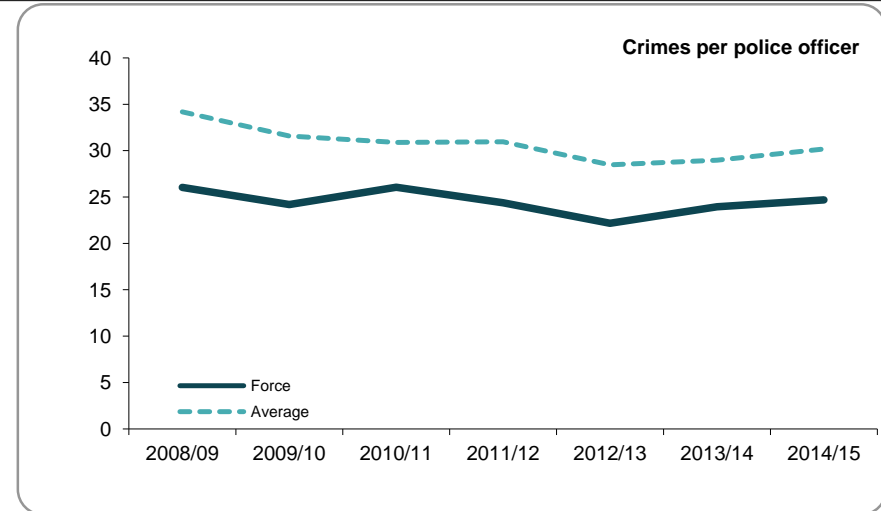
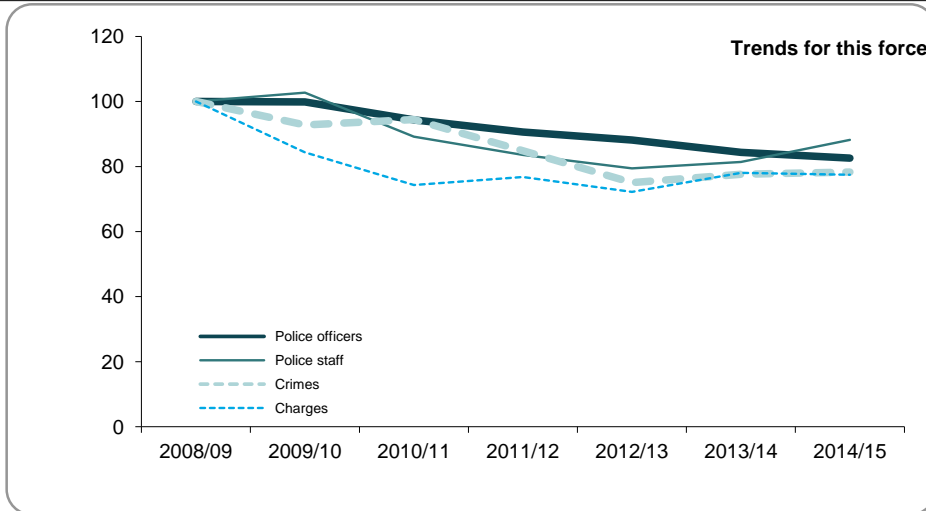
Demand - Crime trends

How is the number of crimes and charges per officer changing over time in the force and how does this compare with others?

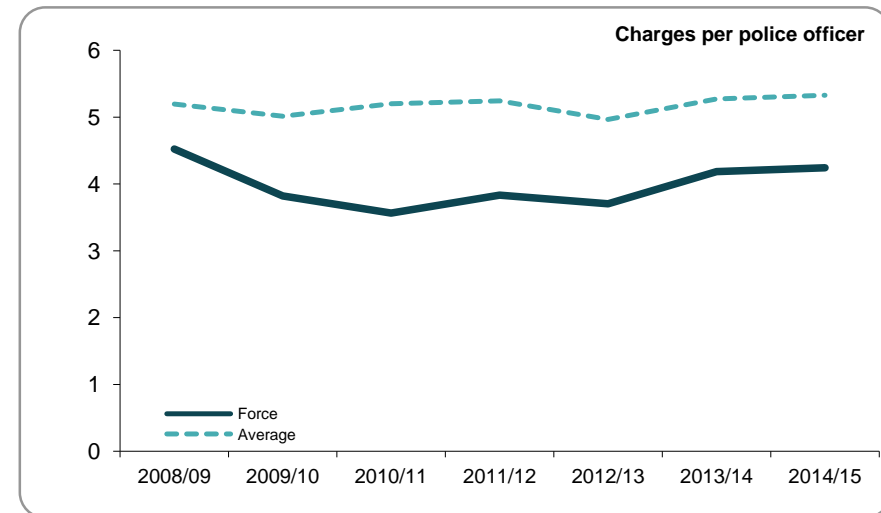
Total crime (excluding fraud) is included but not broken down into the different crime -types to ensure there is sufficient data to show a robust series.

Note that PCSOs are not included and officer/staff numbers are given in FTEs. This data is from ADR (which are end -of-year actuals) and so will not match the POA data (estimates) given elsewhere. Note that recorded crime and charges data on this page is from a live (refreshed) database and therefore will not match the data given elsewhere taken from the March publication snapshot.

The series have been plotted as indices to enable comparison of the change over time in each series.



	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Police officers	8,637	8,626	8,149	7,826	7,615	7,288	7,133
Police staff	3,570	3,667	3,184	2,985	2,836	2,907	3,148
All crime excl fraud	224,854	208,606	212,369	190,818	168,770	174,524	176,129
Charges	39,059	32,949	29,040	29,990	28,195	30,500	30,265
Crimes/officer	26.0	24.2	26.1	24.4	22.2	23.9	24.7
All average	34.2	31.6	30.9	31.0	28.5	29.0	30.2
Charges/officer	4.5	3.8	3.6	3.8	3.7	4.2	4.2
All average	5.2	5.0	5.2	5.2	5.0	5.3	5.3

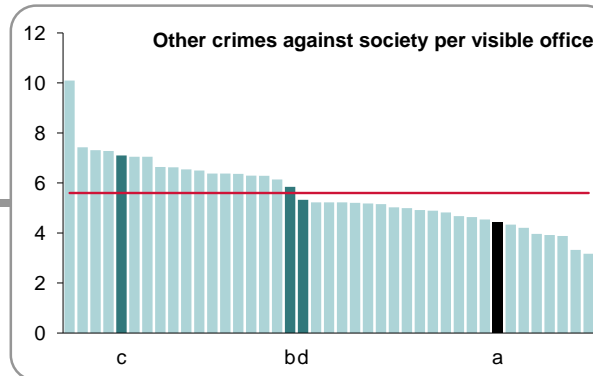
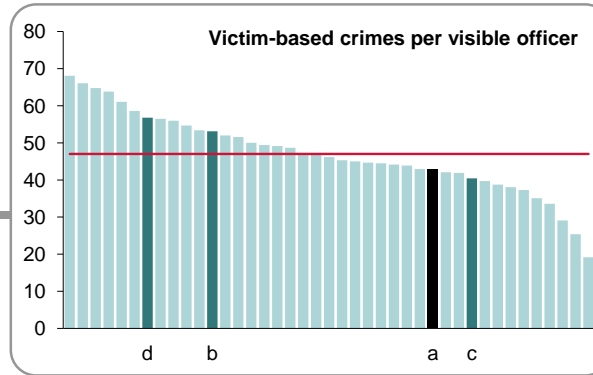
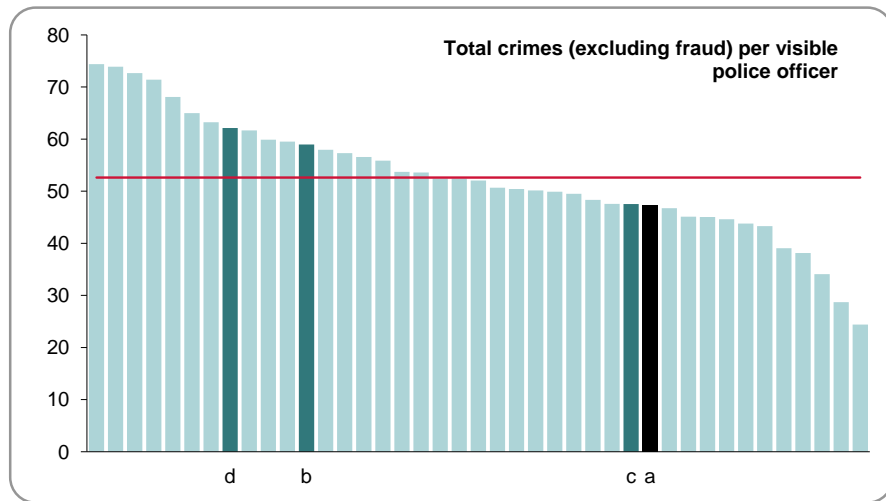


Demand - Recorded crimes per visible officers

How does the number of crimes per visible police officer in the force compare with others?

While police officers are not just dealing with crime, the numbers of crimes per visible police officer gives some indication of how the measurable crime workload for this force's visible officers compares with other forces.

Note that PCSOs are not included. Visible roles are defined in Annex 4.



Visible police officers	3,729
-------------------------	-------

Recorded crime	Force	Per vis. officer	Averages		MSG Diff*
			All	MSG	
Victim-based	159,820	42.9	47.0	48.3	-5.4
Other crimes against society	16,460	4.4	5.6	5.7	-1.3
Crimes (exc fraud)	176,280	47.3	52.6	54.0	-6.7

* Net difference in the number of crimes per visible officer compared to if force had the MSG average number of crimes.

Sources: POA estimates 2015/16 ONS Crime Statistics 2014/15.

Demand - Crime outcomes per visible officer

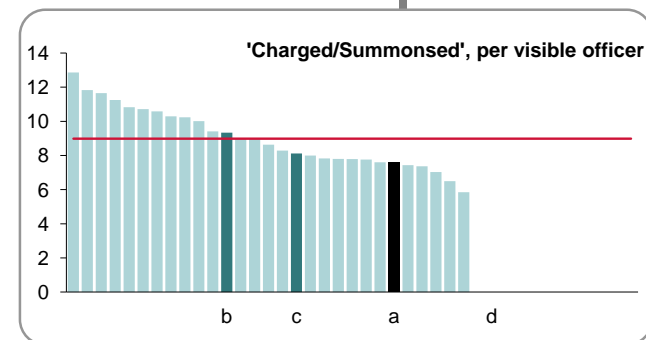
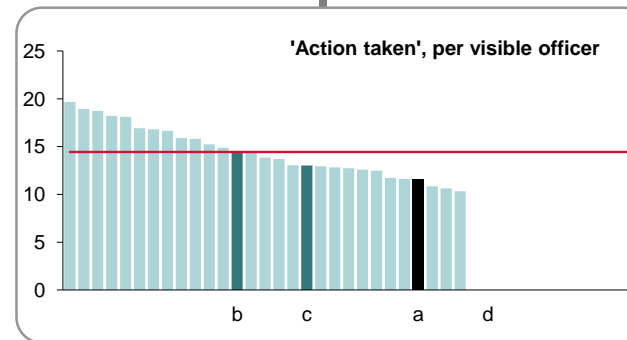
How does the force respond to crimes compared with others?

What are the number of cases with suspect identified, action taken and charges per visible police officer?

Please refer to 'Offences and outcomes introduction' section for the definition of 'suspect identified' and 'action taken'.

Tracked outcome data are counts of outcomes associated with crimes recorded in 2014/15. Thirty forces provided tracked outcome data. "N/a" means the force have not provided tracked outcome data.

This page includes both victim-based crime and other crimes against society.



Visible police officers	3,729
All outcome	176,280

	Force	Per vis. officer	E&W Avg*	E&W Diff**
Suspect identified	66,056	17.7	24.4	-6.6
Action taken	42,938	11.5	14.4	-2.9
Charged/Summonsed	28,291	7.6	9.0	-1.4

* E&W average for 30 forces that submitted tracked outcome data.

** Net difference in the number of outcome per visible officer compared to if force had the E&W average.

Sources: Detections: Home Office Outcome Statistics 2014/15, Visible officers: POA estimates 2015/16 Crime data: ONS Crime Statistics 2014/15.

West Midlands

Demand - 999 calls

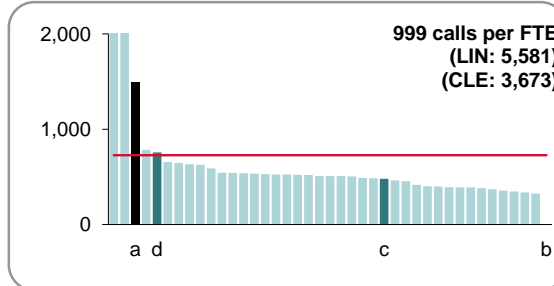
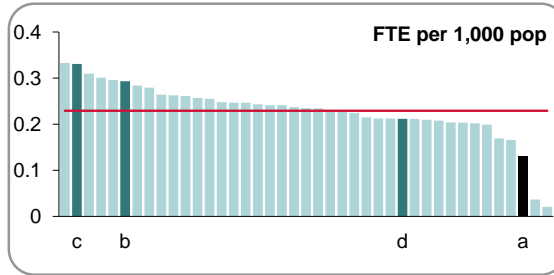
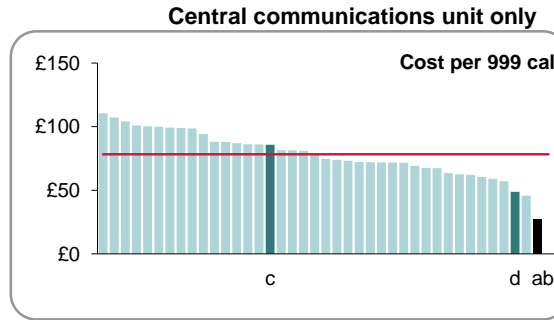
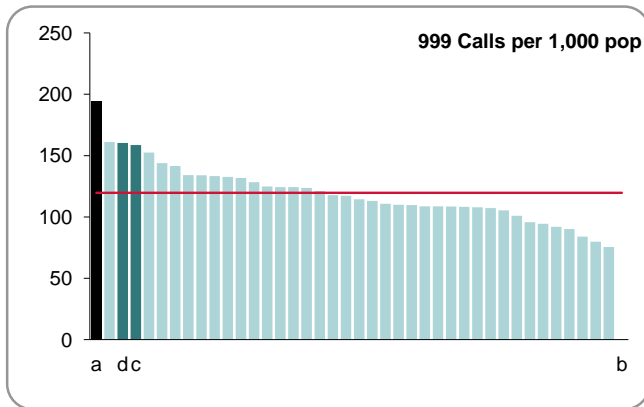
What is the level of demands on the force from 999 calls compared with others? How much does dealing with these calls cost compared with others and what is the level of workforce required to deal with them?

Costs and workforce levels are calculated across central communications units (CCU) and also within CCU and front desk combined to account for differences in force structure.

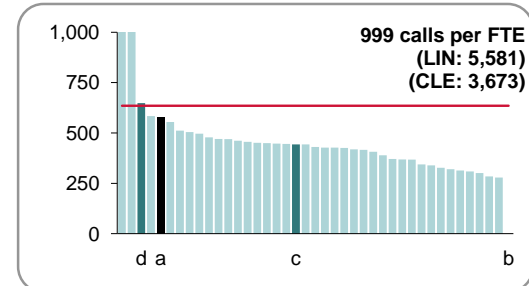
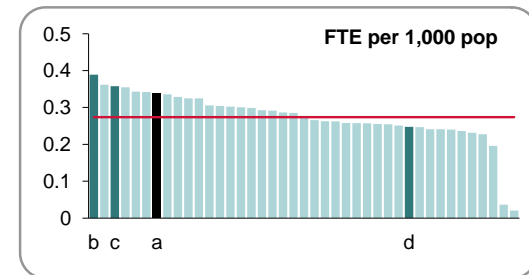
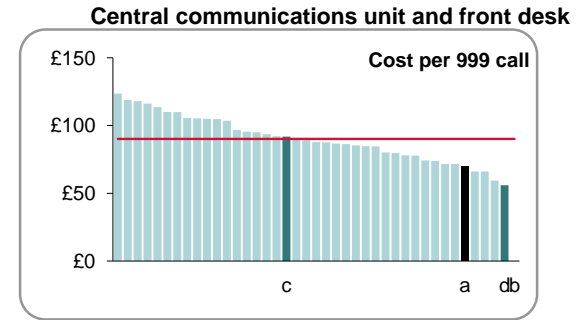
Note that

- for consistency with elsewhere in this section, the horizontal lines in the bar charts represent the average of all forces, not the MSG average.
- staff in CCU and front desk perform a range of functions and may spend differing amounts of their time dealing with emergency calls.
- Collaboration/outsourcing will affect costs for certain forces.

- Lincolnshire and Cleveland are outliers for their 999 calls data and therefore have been reported separately, as the scale of the axis has been adjusted.



LIN = Lincolnshire CLE = Cleveland



Population	2,808k
999 Calls received	545,701

FTE workforce	365
Gross cost	£14.9m

FTE workforce	946
Gross cost	£38.2m

	Force	MSG Avg	All Avg
FTE per 1,000 pop	0.13	0.24	0.23
Calls per FTE	1,497	684	729
Calls per 1000 pop	194	128	120

Cost per call	£27	£40	£78
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	Force	MSG Avg	All Avg	Diff*	
				MSG	All
FTE per 1,000 pop	0.34	0.33	0.27	11	176
Calls per FTE	577	417	635	-363	87
Calls per 1,000 pop	194	128	120	185,292	209,741

Cost per call	£70	£54	£90
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* Net difference in number of FTEs/999 calls compared to if force matched average of MSG forces.

Demand - Emergency incidents

What is the level of emergency calls in the force compared with others? How have these levels changed?

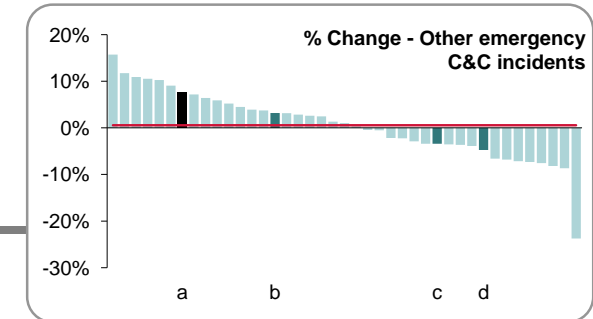
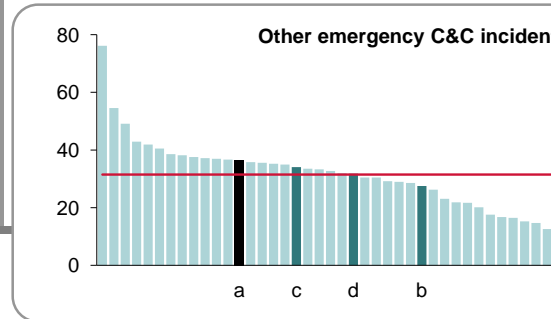
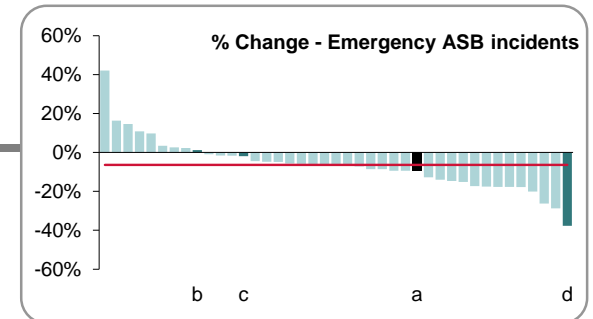
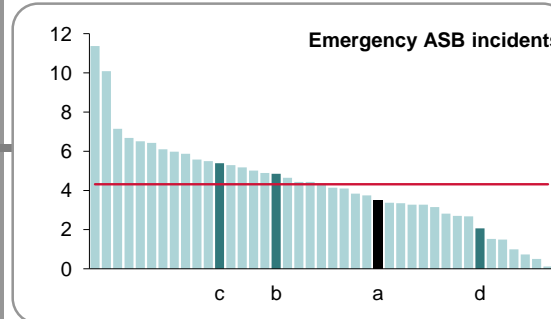
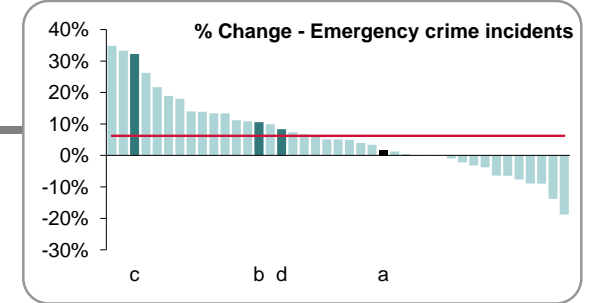
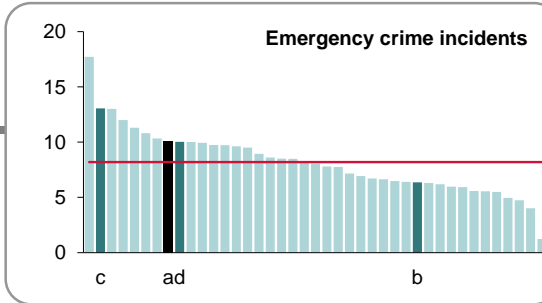
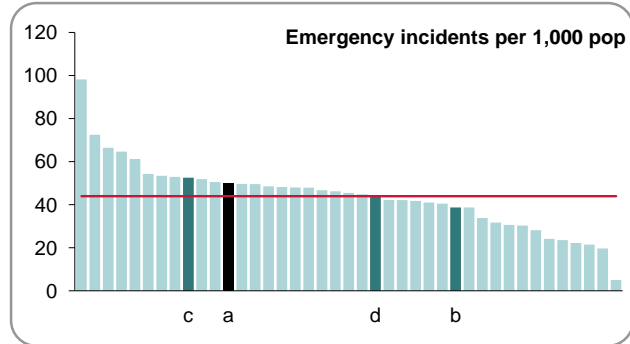
An emergency response occurs when the police call handler assesses that there is a degree of importance or urgency associated with the incident and an emergency response is required.

All police forces record incidents in accordance with the provisions of the National Standard for Incident Recording (NSIR). These figures are not subject to the same level of quality assurance as recorded crime data.

Incident counts should be interpreted only as incidents recorded by the police, and may underestimate the true level of incidents.

Incidents are separated into anti-social behaviour (ASB) incidents, crimes (notifiable, classified command and control) incidents and other command and control incidents.

The charts on the right side of the page show the percentage change in each type of incident over the past 12 months.



Population 2,808k

	Force	Incidents per 1,000 pop	Averages		Differences*		Change in emergency incidents		
			All	MSG	All	MSG	Force	All	MSG
Crime incidents	28,277	10	8	10	5,283	540	2%	6%	13%
ASB incidents	9,859	4	4	4	-2,272	-1,254	-9%	-6%	-12%
Other incidents	102,193	36	31	32	13,782	11,043	8%	1%	1%
Total emergency incidents	140,329	50	44	46	16,793	10,330	5%	1%	2%

* Net difference in the number of incidents compared to if the force had the average number per head of all/MSG forces.

Demand - Priority incidents

What is the level of priority calls in the force compared with others? How have these levels changed?

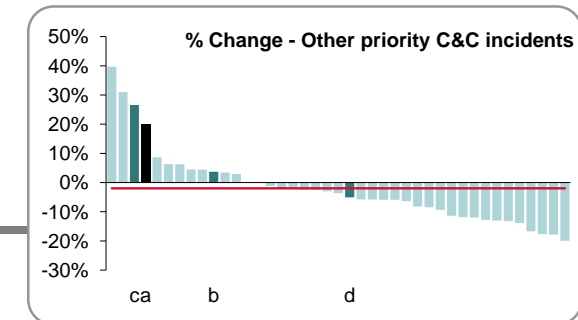
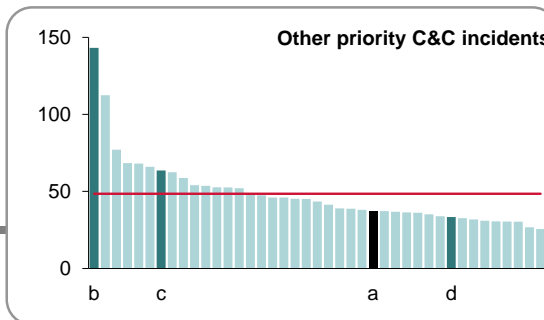
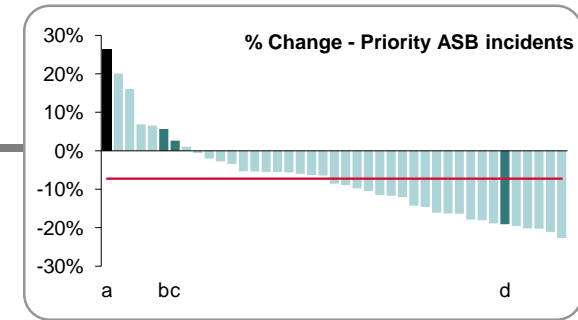
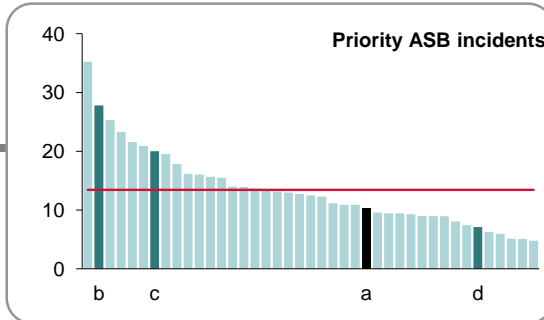
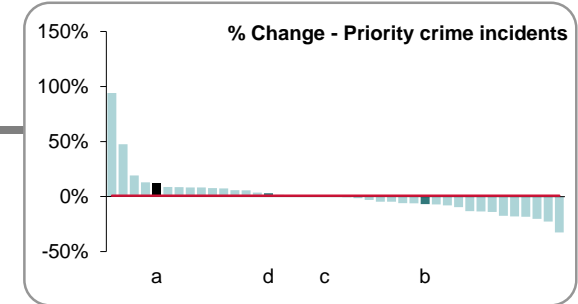
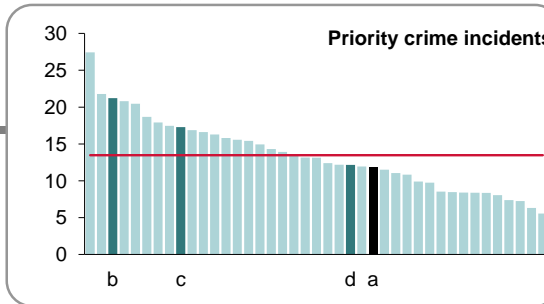
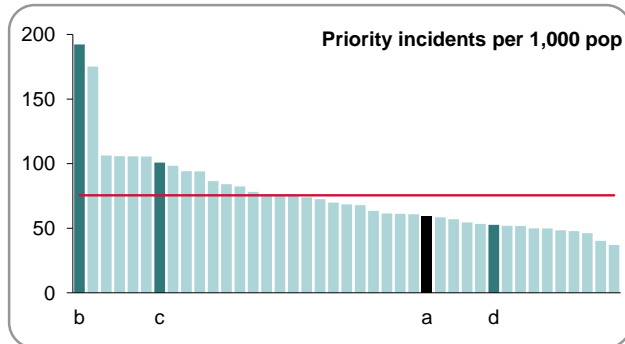
A priority response occurs when the police call handler assesses that there is a degree of importance or urgency associated with the incident but an emergency response is not required.

All police forces record incidents in accordance with the provisions of the National Standard for Incident Recording (NSIR). These figures are not subject to the same level of quality assurance as recorded crime data.

Incident counts should be interpreted only as incidents recorded by the police, and may under estimate the true level of incidents.

Incidents are separated into anti-social behaviour (ASB) incidents, crimes (notifiable, classified command and control) incidents and other command and control incidents.

The charts on the right side of the page show the percentage change in each type of incident over the past 12 months.



Population 2,808k

	Force	Incidents per 1,000 pop	Averages		Differences*		Change in priority incidents		
			All	MSG	All	MSG	Force	All	MSG
Crime incidents	33,220	12	13	16	-4,640	-10,648	12%	1%	2%
ASB incidents	28,766	10	13	16	-8,993	-16,962	26%	-7%	4% <<
Other incidents	104,663	37	49	69	-31,568	-90,140	20%	-2%	11% <<
Total priority incidents	166,649	59	75	101	-45,202	-117,750	19%	-3%	8%

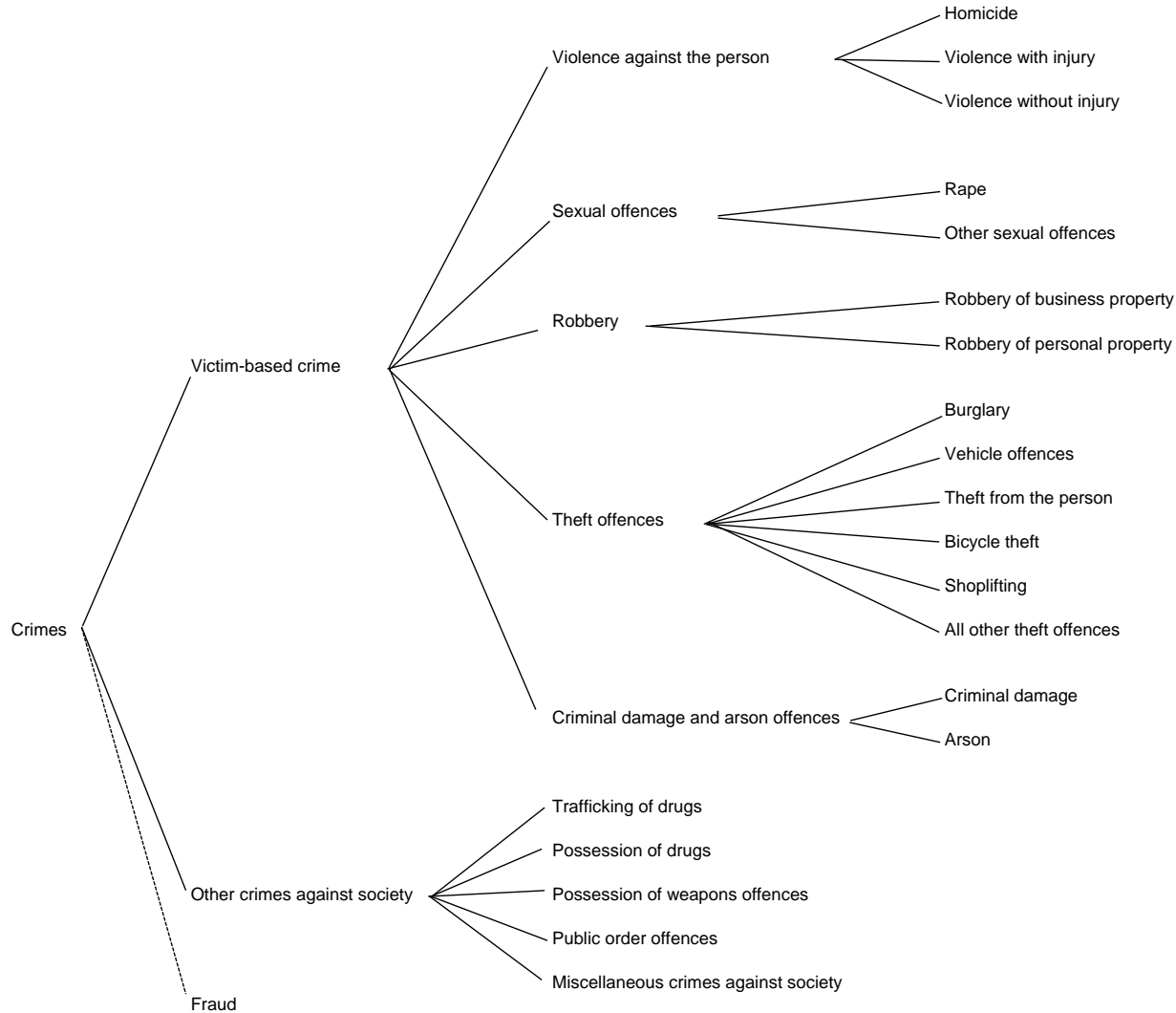
* Net difference in the number of incidents compared to if the force had the average number per head of all/MSG forces.

Section two - Offences and outcomes

Introduction

This section focuses on criminal offences recorded by each force and resulting outcomes from those offences. The Office for National Statistics (ONS) has developed a new approach to presenting crime statistics to help ensure a clearer, more consistent picture on recorded crime for the public. The new crime “tree” (the crime types organised into a logic tree format, see below) has been devised and used here to present recorded crime, the change in recorded crime over the past 12 months and outcomes associated with those crimes. The intention is to differentiate between crimes that are victim-based, and those against society that are driven by police activity, such as drug offences.

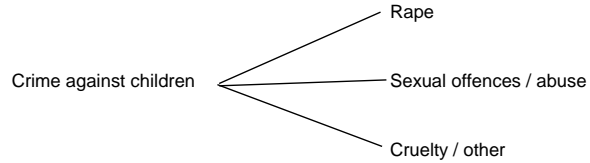
The ONS crime tree



Note: Definitions of offences in each category can be found in Annex 1.

Crime committed against children

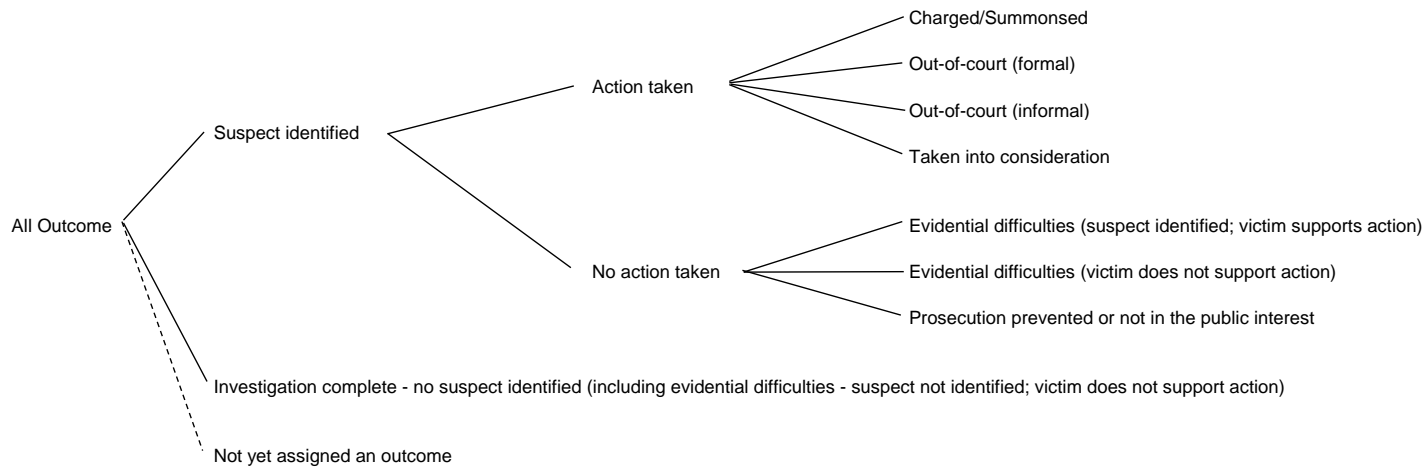
This year, the profiles include a section on crime committed against children and the resulting outcomes. This includes crimes where the victims are specifically stated as children or victims are highly likely to be children (See crime tree below) There are other crime categories that may include child victims, but it is not possible to distinguish between adult and child victims (e.g. theft). These categories are not included in this section. Although not a perfect measure, these crimes give a good indication of the scale of crimes committed specifically against children within the force.



Note: Definitions of offences in each category can be found in Annex 1.

Outcome terminology

The Home Office introduced a new way of classifying the results of police investigations in April 2013. New classifications called 'outcomes' are associated with all recorded crimes, providing a more detailed picture of how the police deal with investigations. The following outcome groups are used in this section:



Note

Definitions of outcome types in each category can be found in Annex 2.

A new outcome "Action undertaken by another body/agency" was introduced from April 2015. During the year to March 2015 these offences would have originally been included within a different appropriate outcome.

To note:

- As outcomes are new, experimental, data this year it should be considered with caution. Within the profiles we have taken steps to ensure as high a quality of data as possible by only using data from forces able to provide a full year's data for 2014/15 in our analysis and using the most up-to-date (refreshed) information published by the Home Office.
- Definitions of offences in each crime category can be found in Annex 1.
- Experimental data covering all outcome types (1-18) in the new outcome framework are available from 2014/15. This publication uses the outcomes definitions below to analyse outcomes. Definitions of outcome type (1-18) in each group can be found in Annex 2.
 - Suspect Identified - Defined as an identified offenders enabling actions such as a charge, formal or informal sanction or an offence to be taken into consideration by the court. Also included are outcomes where a suspect is identified but evidential difficulties prevent prosecution or prosecution is not in the public interest.
 - Action Taken - Defined as an offender who receives a charge or summons, an out-of-court formal outcome, an out-of-court informal outcome or who asks for the offence to be taken into consideration by the court after admitting the offence.
- Fraud is excluded from all crime to make comparisons between forces more meaningful. Fraud offences are now recorded by the National Fraud Intelligence Bureau (NFIB) rather than police forces.
- Changes over time for crimes are measured against a baseline of 2013/14.
- 30 forces provided "tracked" outcome data for all outcome type (type 1-18) for the entire period between April 2014 and March 2015. "Tracked" outcome are outcome for offences recorded in the same period. Forces that provided tracked outcome data are listed below:

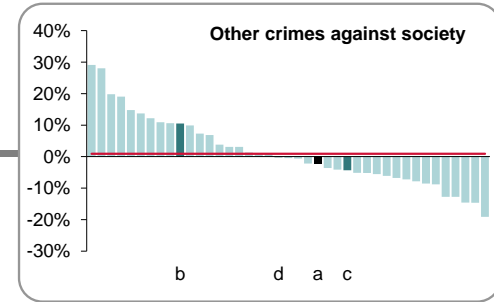
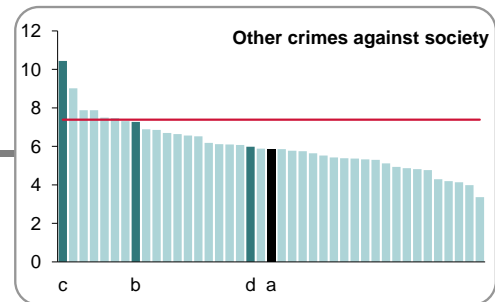
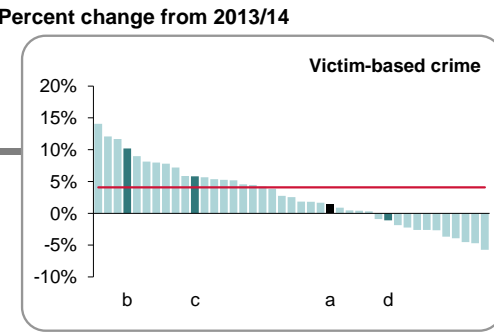
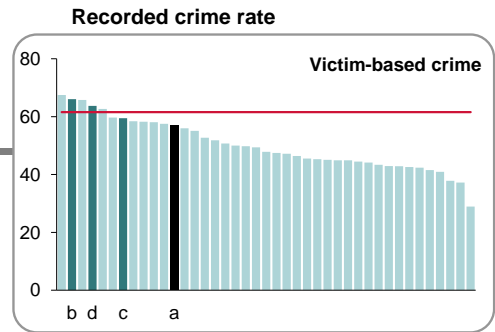
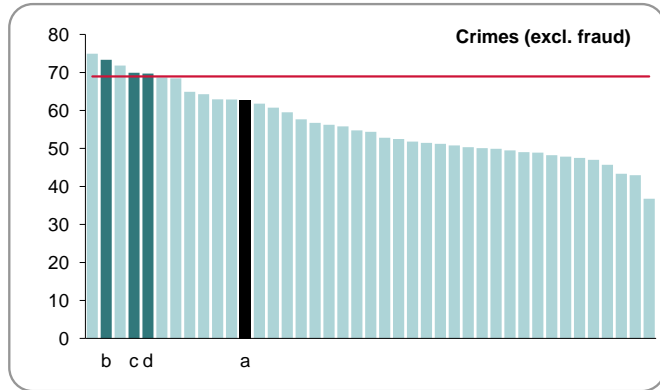
Avon and Somerset	Gwent	North Wales
Cambridgeshire	Hampshire	North Yorkshire
Cheshire	Humberside	Nottinghamshire
Cleveland	Kent	South Wales
Derbyshire	Lancashire	Staffordshire
Devon and Cornwall	Lincolnshire	Surrey
Dorset	City of London	Sussex
Durham	Merseyside	Thames Valley
Gloucestershire	Northamptonshire	West Mercia
Greater Manchester	Northumbria	West Midlands
- Of the 30 forces that provided outcome data for the entire period between April 2014 and March 2015, four forces (Dorset, Durham, Humberside and West Midlands) did not submit updated year to March 2015 data to the Home Office alongside April to June 2015 data and therefore outcomes are as recorded in March 2015. This means these forces may have a higher proportion of cases where an outcome has not yet been assigned.
- Five forces (Cumbria, Essex, Leicestershire, Warwickshire and Wiltshire) did not provide any tracked outcome data for the period between April 2014 and March 2015.
- "n/a" in the outcome table means the force did not provide tracked outcome data for the entire period between April 2014 and March 2015. Bedfordshire, Dyfed-Powys, Hertfordshire, Metropolitan Police, Norfolk, South Yorkshire, Suffolk and West Yorkshire did not provide tracked outcome data for the whole period.
- Categories with five or fewer cases are reported as "0" to prevent victims being identified.
- Categories with fewer than 50 cases are not included in analysis such as crime rate or trend as small volumes will not provide robust estimates. They are shown as "n/a".
- Crime against children are included in overall crime data.
- For recorded crime, MSG (simple, unweighted) averages are used. Horizontal lines in the plots show the MSG average and not the average of all forces.
- For outcomes, (simple, unweighted) averages for the 30 forces that provided tracked outcome data for the full 12 month period are used. Horizontal lines in the plots show the average of the 30 forces that provided tracked outcome data.

Offences and outcomes - Crimes (excluding fraud) - Recorded crime

What is the recorded crime rate for crimes (excluding fraud) in the force and how does this compare with others?

How does the recorded crime rate compare with last year and how does the change compare with others?

Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population.



Population 2,808k

	Offences	per 1,000 pop	MSG Avg	Difference*	
2014/15					
Victim-based crime	159,820	56.9	61.5	-13,025	-8%
Other crimes against society	16,460	5.9	7.4	-4,287	-21%
Crimes (excl fraud)	176,280	62.8	68.9	-17,312	-9%

	Offences	% change**	
2013/14		Force	MSG Avg
Victim-based crime	157,664	1%	4%
Other crimes against society	16,860	-2%	1%
Crimes (excl fraud)	174,524	1%	4%

* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14 to 2014/15.

Source: ONS Crime Statistics 2014/15

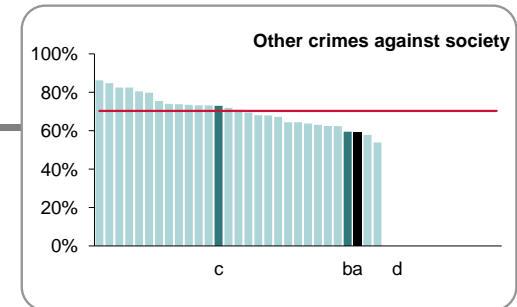
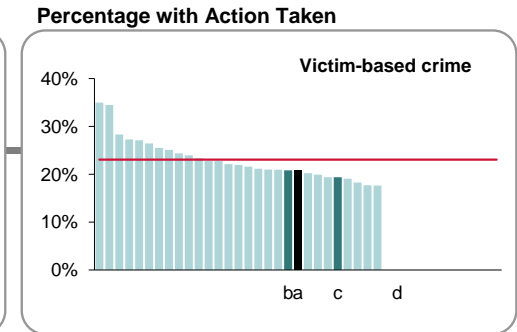
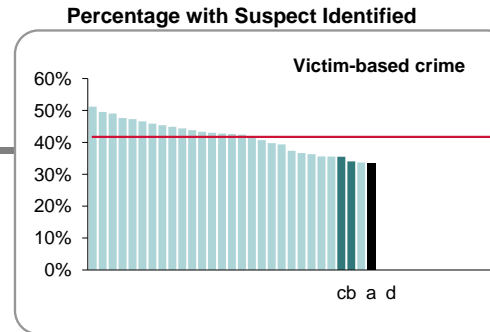
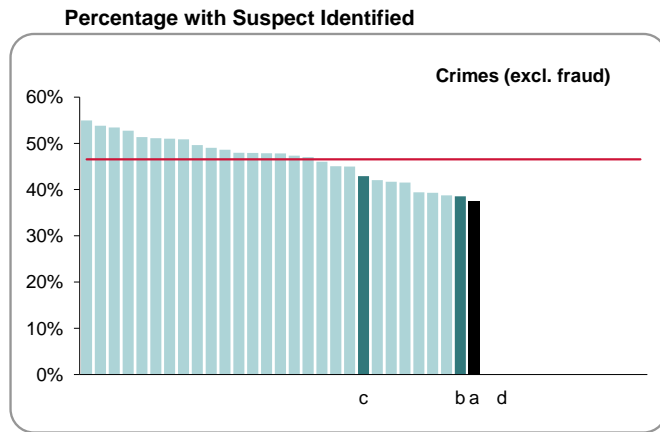
Offences and outcomes - Crimes (excluding fraud) - Outcome

What are the outcomes for crimes (excluding fraud) and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.

Crimes against society include those with no identifiable victim, such as drug offences. The proportion of cases which have an identified suspect has not been reported as there is little variation between forces.



	Total offences	Suspect Identified		Action Taken			
		Force	%	E&W Avg*	Force	%	E&W Avg*
Victim-based crime	159,820	53,244	33%	42%	33,171	21%	23%
Other crimes against society	16,460	12,812	78%	88%	9,767	59%	70%
Crimes (excl fraud)	176,280	66,056	37%	47%	42,938	24%	28%

* E&W average for 30 forces that submitted tracked outcome data.

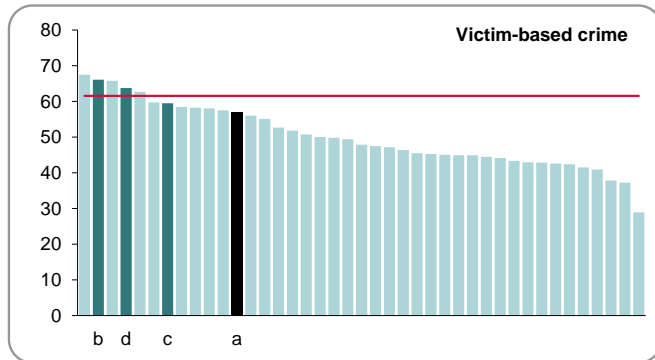
Source: ONS Crime Outcome Statistics 2014/15

Offences and outcomes - Victim-based crime - Recorded crime

What is the recorded crime rate for victim-based crime in the force and how does this compare with others?

How does the recorded crime rate for victim based crime compare with last year and how does the change compare with others?

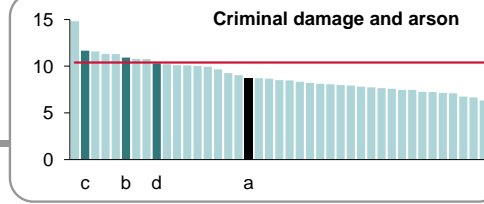
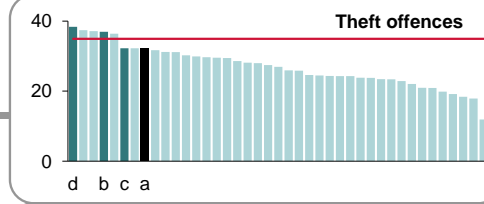
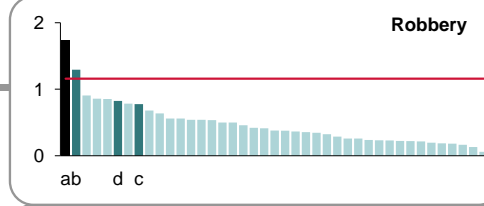
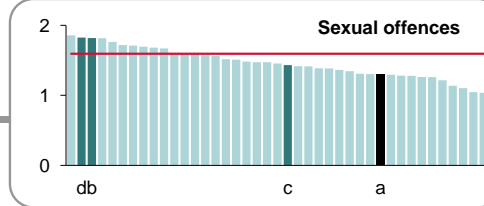
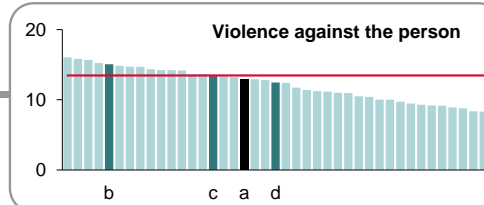
Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population in the force area.



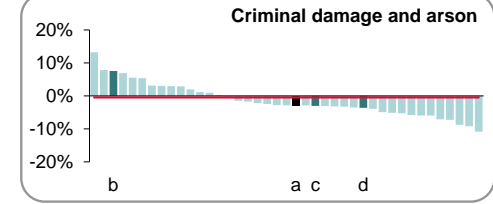
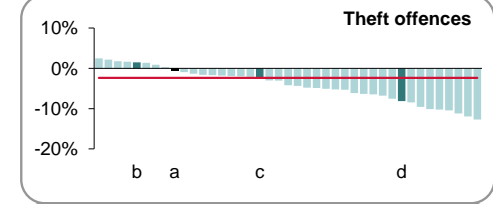
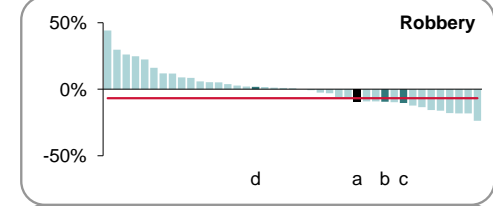
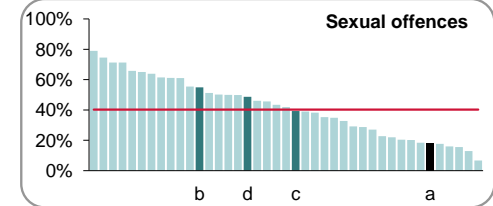
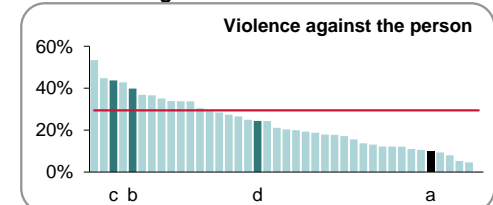
Population		2,808k			
2014/15	Offences	per 1,000 pop	MSG Avg	Difference*	
Violence against the person	36,407	13.0	13.5	-1,402	-4%
Sexual offences	3,640	1.3	1.6	-833	-19%
Robbery	4,888	1.7	1.2	1,635	50%
Theft offences	90,410	32.2	34.9	-7,692	-8%
Criminal damage and arson	24,475	8.7	10.4	-4,733	-16%
Victim-based crime	159,820	56.9	61.5	-13,025	-8%

2013/14	Offences	% change**	
		Force	MSG Avg
Violence against the person	33,101	10%	29%
Sexual offences	3,076	18%	40%
Robbery	5,373	-9%	-7%
Theft offences	90,917	-1%	-2%
Criminal damage and arson	25,197	-3%	0%
Victim-based crime	157,664	1%	4%

Recorded crime rate



Percent change from 2013/14



* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14 to 2014/15.

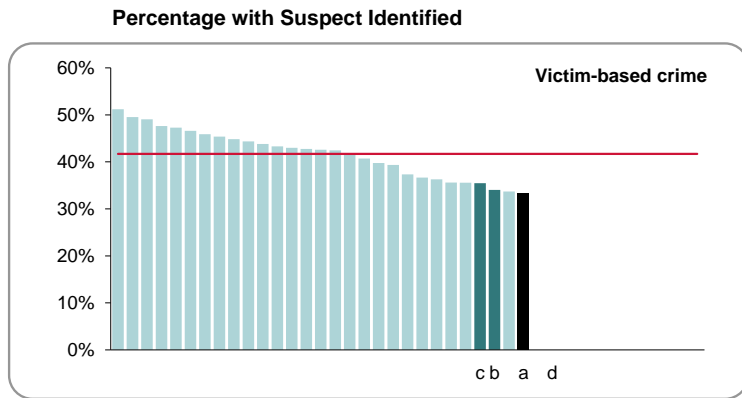
Source: ONS Crime Statistics 2014/15

Offences and outcomes - Victim-based crime - Outcome

What are the outcomes for victim-based crime and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

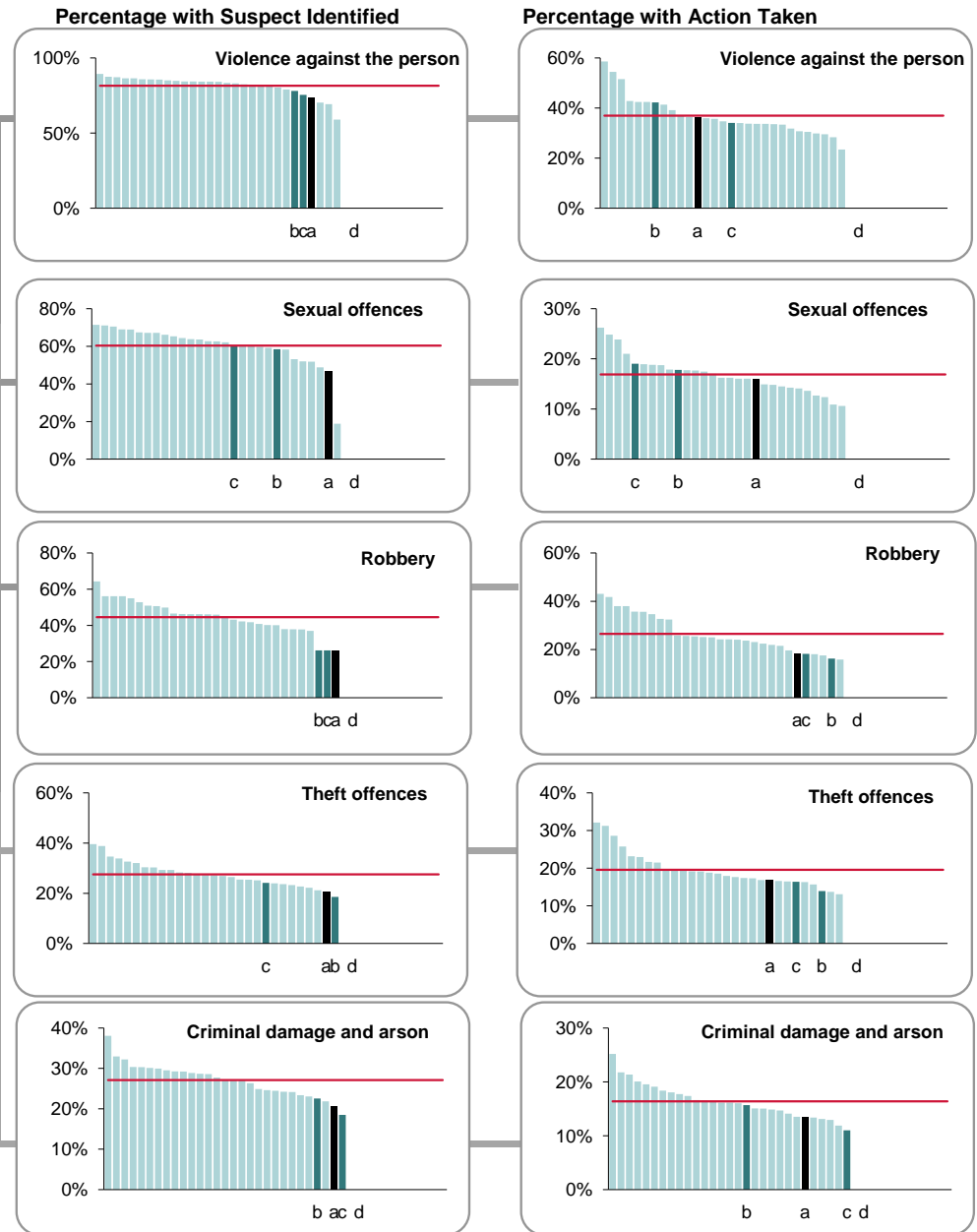
Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.



	Offences	Suspect Identified			Action Taken		
		Force	%	E&W Avg*	Force	%	E&W Avg*
Violence against the person	36,407	26,862	74%	82%	13,205	36%	37%
Sexual offences	3,640	1,697	47%	60%	580	16%	17%
Robbery	4,888	1,266	26%	45%	894	18%	26%
Theft offences	90,410	18,409	20%	28%	15,194	17%	20%
Criminal damage and arson	24,475	5,010	20%	27%	3,298	13%	16%
Victim-based crime	159,820	53,244	33%	42%	33,171	21%	23%

* E&W average for 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15



Offences and outcomes - Violence against the person - Recorded crime

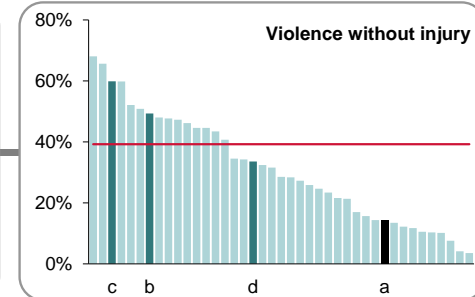
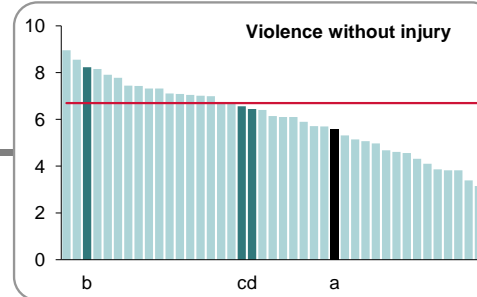
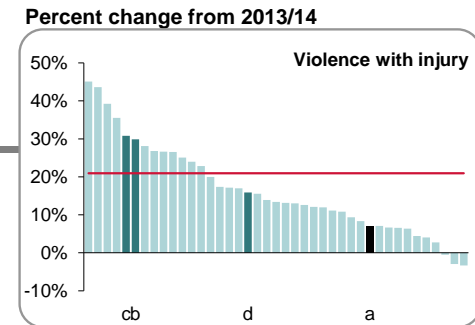
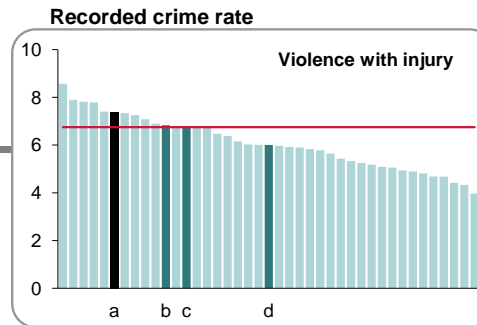
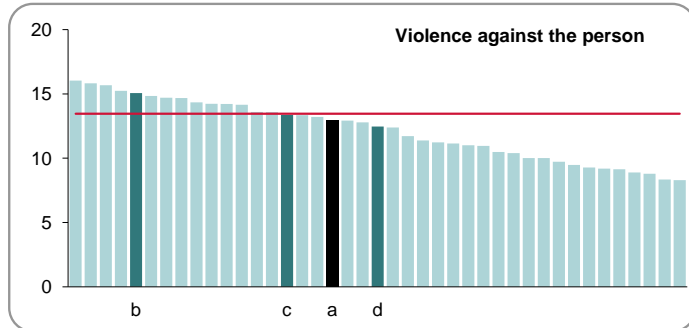
What is the recorded crime rate for violence against the person in the force and how does this compare with others? How does the rate compare with last year?

Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population .

As homicide numbers are so small, care should be taken when making comparisons between forces. For this reason, a plot has not been included for homicide.

Categories with five or fewer cases will be reported as "0" to prevent victims being identified.

Categories with fewer than 50 cases will not be included in analysis as the results may not be robust and will be shown as "n/a".



Population 2,808k

	Offences	per 1,000 pop	MSG Avg	Difference*	
2014/15					
Homicide	25	n/a	n/a	n/a	n/a
Violence with injury	20,743	7.4	6.8	1,783	9%
Violence without injury	15,639	5.6	6.7	-3,174	-17%
Violence against the person	36,407	13.0	13.5	-1,402	-4%

	Offences	% change**	
2013/14		Force	MSG Avg
Homicide	33	n/a	n/a
Violence with injury	19,372	7%	21%
Violence without injury	13,696	14%	39%
Violence against the person	33,101	10%	29%

* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14 to 2014/15.

Source: ONS Crime Statistics 2014/15

West Midlands

Offences and outcomes - Violence against the person - Outcome

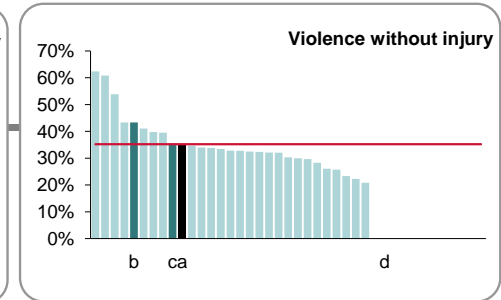
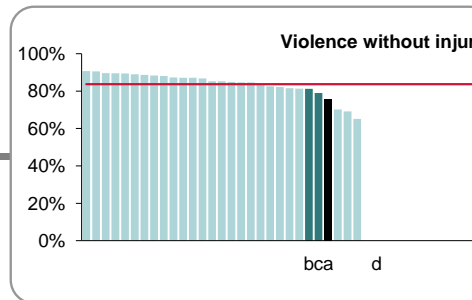
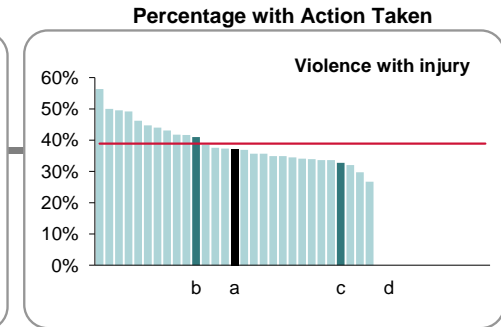
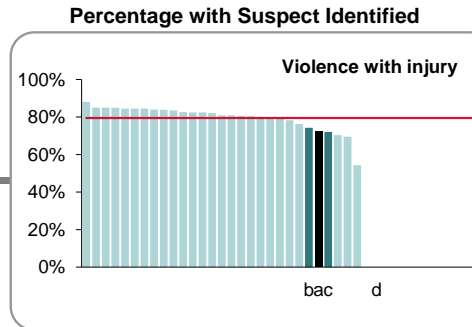
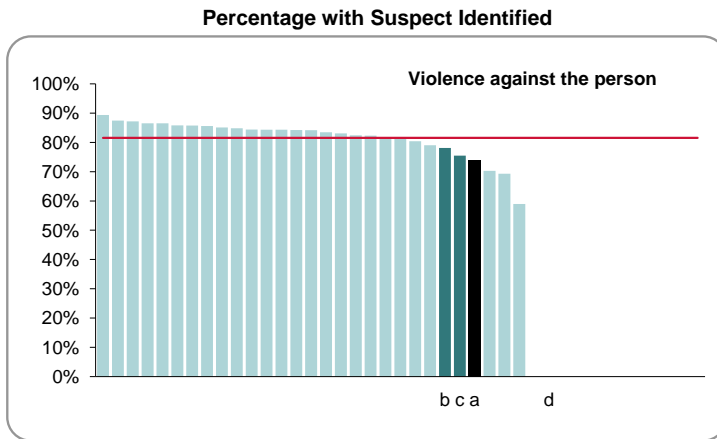
What are the outcomes for violence against the person and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.

As homicide numbers are so small, care should be taken when making comparisons between forces. For this reason, a plot has not been included for homicide.

Categories with five or fewer cases will be reported as "0" to prevent victims being identified. Categories with fewer than 50 cases will not be included in analysis as the results may not be robust and will be shown as "n/a".



	Offences	Suspect Identified		Action Taken			
		Force	%	E&W Avg*	Force	%	E&W Avg*
Homicide**	25	18	n/a	n/a	18	n/a	n/a
Violence with injury	20,743	14,978	72%	80%	7,732	37%	39%
Violence without injury	15,639	11,866	76%	84%	5,455	35%	35%
Violence against the person	36,407	26,862	74%	82%	13,205	36%	37%

* E&W average for 30 forces that submitted tracked outcome data.

** For five or fewer cases of homicide, it will be reported as "0" to prevent victims being identified.

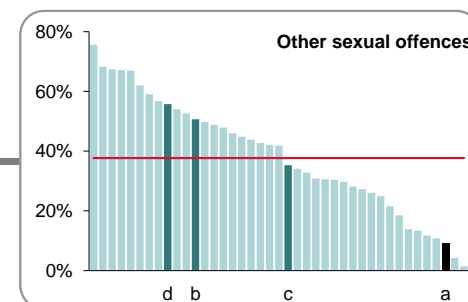
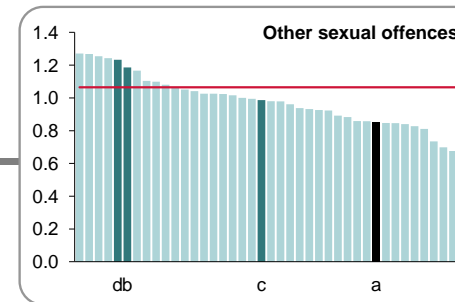
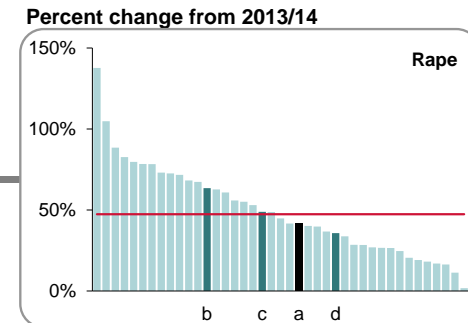
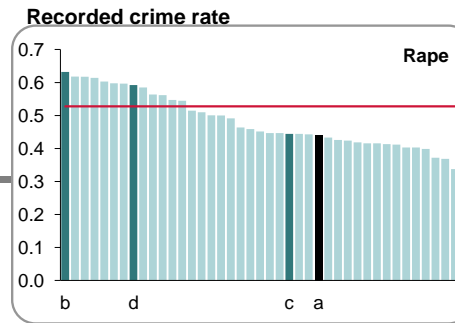
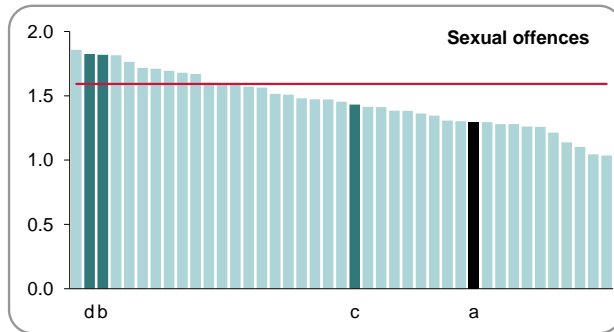
Source: ONS Crime Outcome Statistics 2014/15

Offences and outcomes - Sexual offences - Recorded crime

What is the recorded crime rate for sexual offences in the force and how does this compare with others? How does the rate for sexual offences compare to last year and how does it compare with others?

Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population.

Note that due to the complex nature of these crimes, particularly rape, care should be taken when comparing crime rates across forces as there are many factors which can affect the level of recorded crime. For example, victims being encouraged to report crimes or cultural differences.



Population		2,808k			
2014/15	Offences	per 1,000 pop	MSG Avg	Difference*	
Rape	1,242	0.44	0.53	-240	-16%
Other sexual offences	2,398	0.85	1.06	-593	-20%
Sexual offences	3,640	1.30	1.59	-833	-19%

2013/14	Offences	% change**	
		Force	MSG Avg
Rape	878	41%	47%
Other sexual offences	2,198	9%	38%
Sexual offences	3,076	18%	40%

* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14 to 2014/15.

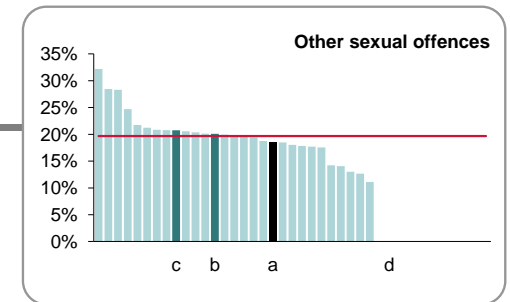
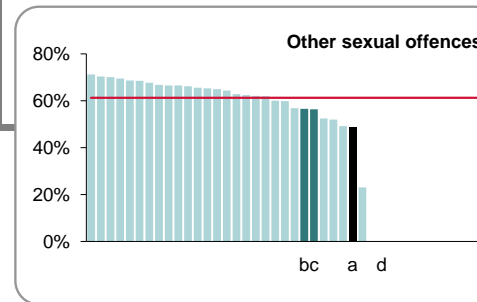
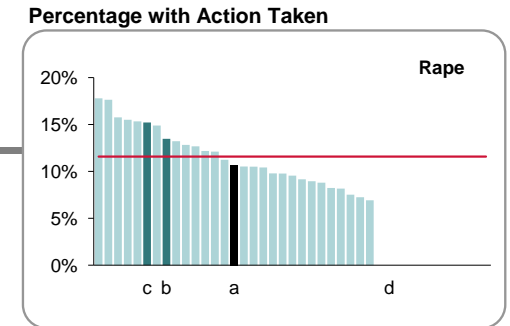
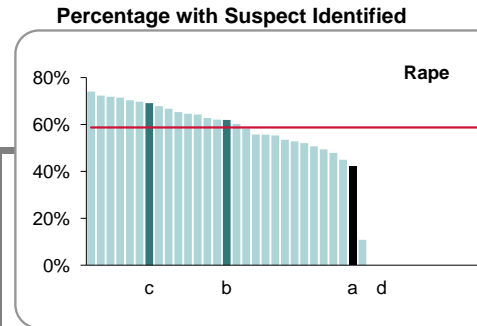
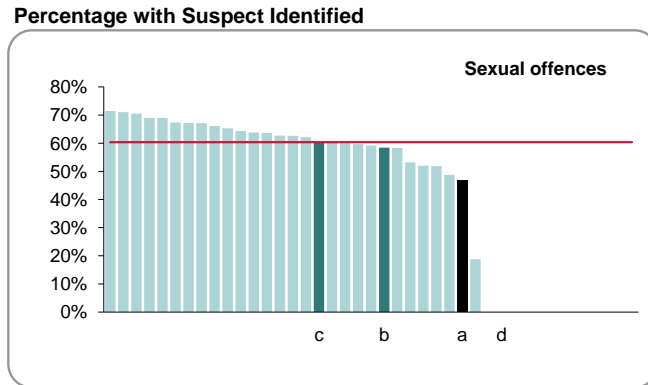
Source: ONS Crime Statistics 2014/15

Offences and outcomes - Sexual offences - Outcome

What are the outcomes for sexual offences and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.



Offences	Suspect Identified				Action Taken			
	Force	%	E&W Avg*	Force	%	E&W Avg*		
Rape	524	42%	59%	133	11%	12%		
Other sexual offences	1,173	49%	61%	447	19%	20%		
Sexual offences	1,697	47%	60%	580	16%	17%		

* E&W average for 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15

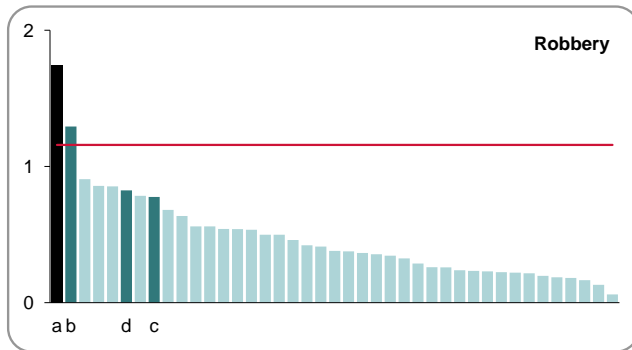
Offences and outcomes - Robbery - Recorded crime

What is the recorded crime rate for robbery in the force and how does this compare with others? How does the rate for robbery compare with last year and how does this compare with others?

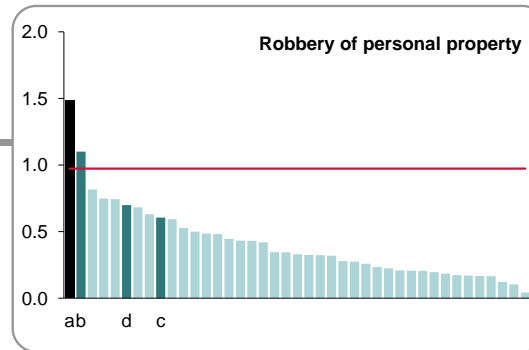
Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population .

As robbery of business property numbers are small, care should be taken when making comparisons between forces. For this reason, a plot has not been included for robbery of business property.

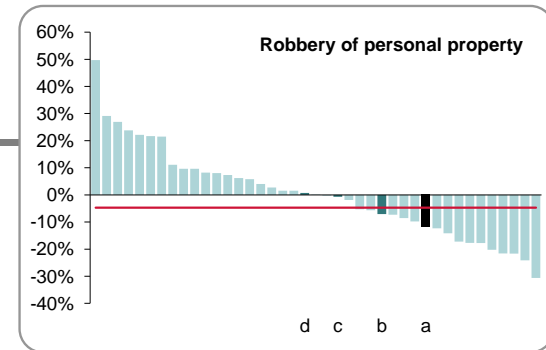
Categories with fewer than 50 cases will not be included in analysis as the results may not be robust and will be shown as "n/a".



Recorded crime rate



Percent change from 2013/14



Population		2,808k			
2014/15	Offences	per 1,000 pop	MSG Avg	Difference*	
Robbery of					
- business property	717	0.3	0.2	195	37%
- personal property	4,171	1.5	1.0	1,440	53%
Robbery	4,888	1.7	1.2	1,635	50%

2013/14	Offences	% change**	
		Force	MSG Avg
Robbery of			
- business property	640	12%	-8%
- personal property	4,733	-12%	-5%
Robbery	5,373	-9%	-7%

* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14 to 2014/15.

Source: ONS Crime Statistics 2014/15

Offences and outcomes - Robbery - Outcome

What are the outcomes for robbery and how does this compare with others?

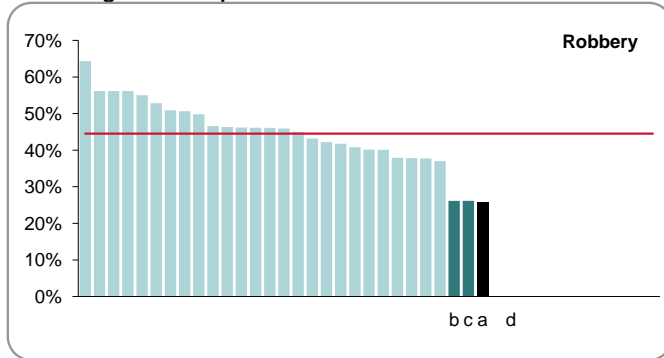
The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.

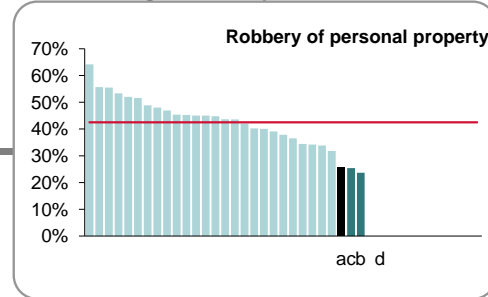
As robbery of business property numbers are small, care should be taken when making comparisons between forces. For this reason, a plot has not been included for robbery of business property.

Categories with fewer than 50 cases will not be included in analysis as the results may not be robust and will be shown as "n/a".

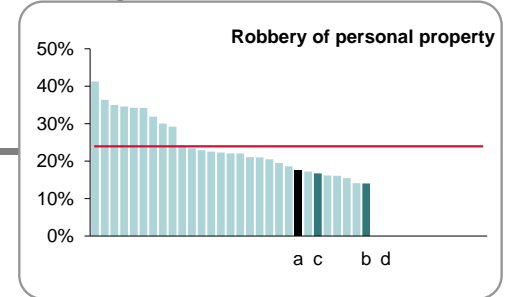
Percentage with Suspect Identified



Percentage with Suspect Identified



Percentage with Action Taken



	Offences	Suspect Identified			Action Taken		
		Force	%	E&W Avg*	Force	%	E&W Avg*
Robbery of							
- business property	717	192	27%	52%	162	23%	38%
- personal property	4,171	1,074	26%	43%	732	18%	24%
Robbery	4,888	1,266	26%	45%	894	18%	26%

* E&W average for 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15

West Midlands

Offences and outcomes - Theft offences - Recorded crime

What is the recorded crime rate for theft offences in the force and how does this compare with others? How does the rate compare with last year?

Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population.



Population 2,808k

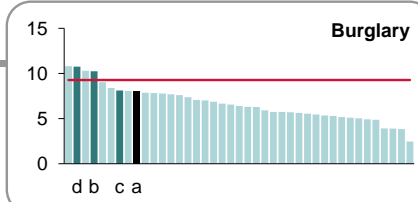
	Offences	per 1,000 pop	MSG Avg	Difference*	
2014/15					
Burglary	22,456	8.0	9.3	-3,596	-14%
Vehicle offences	24,455	8.7	8.0	2,040	9%
Bicycle theft	3,248	1.2	1.3	-441	-12%
Theft from the person	3,033	1.1	1.5	-1,061	-26%
Shoplifting	17,142	6.1	6.3	-418	-2%
All other theft offences	20,076	7.1	8.7	-4,217	-17%
Theft offences	90,410	32.2	34.9	-7,692	-8%

	Offences	% change **	
2013/14		Force	MSG Avg
Burglary	23,920	-6%	-5%
Vehicle offences	23,599	4%	2%
Bicycle theft	3,082	5%	0%
Theft from the person	3,529	-14%	-17%
Shoplifting	15,895	8%	0%
All other theft offences	20,892	-4%	-1%
Theft offences	90,917	-1%	-2%

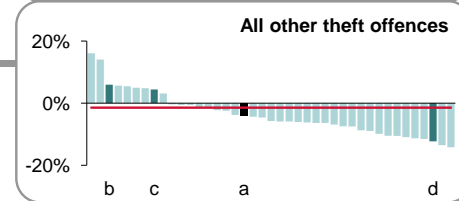
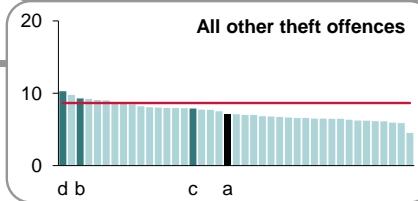
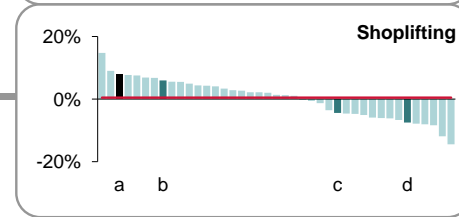
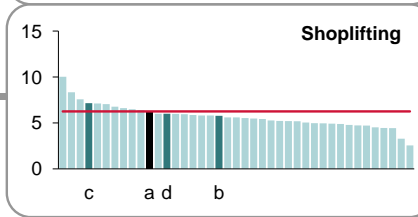
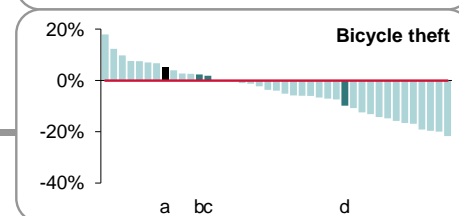
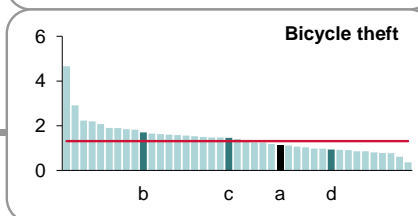
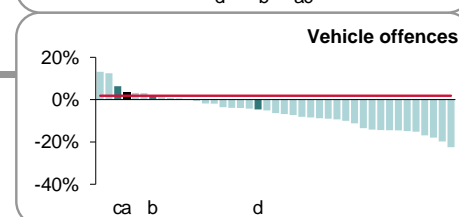
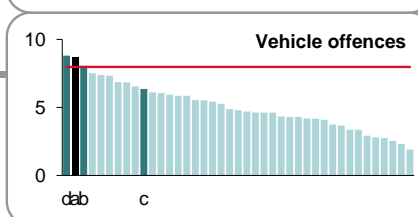
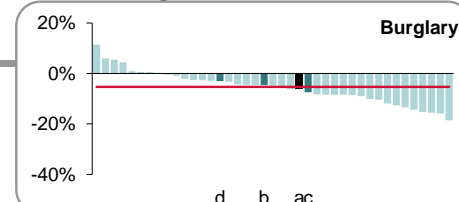
* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14
Source: ONS Crime Statistics 2014/15

Recorded crime rate



Percent change from 2013/14



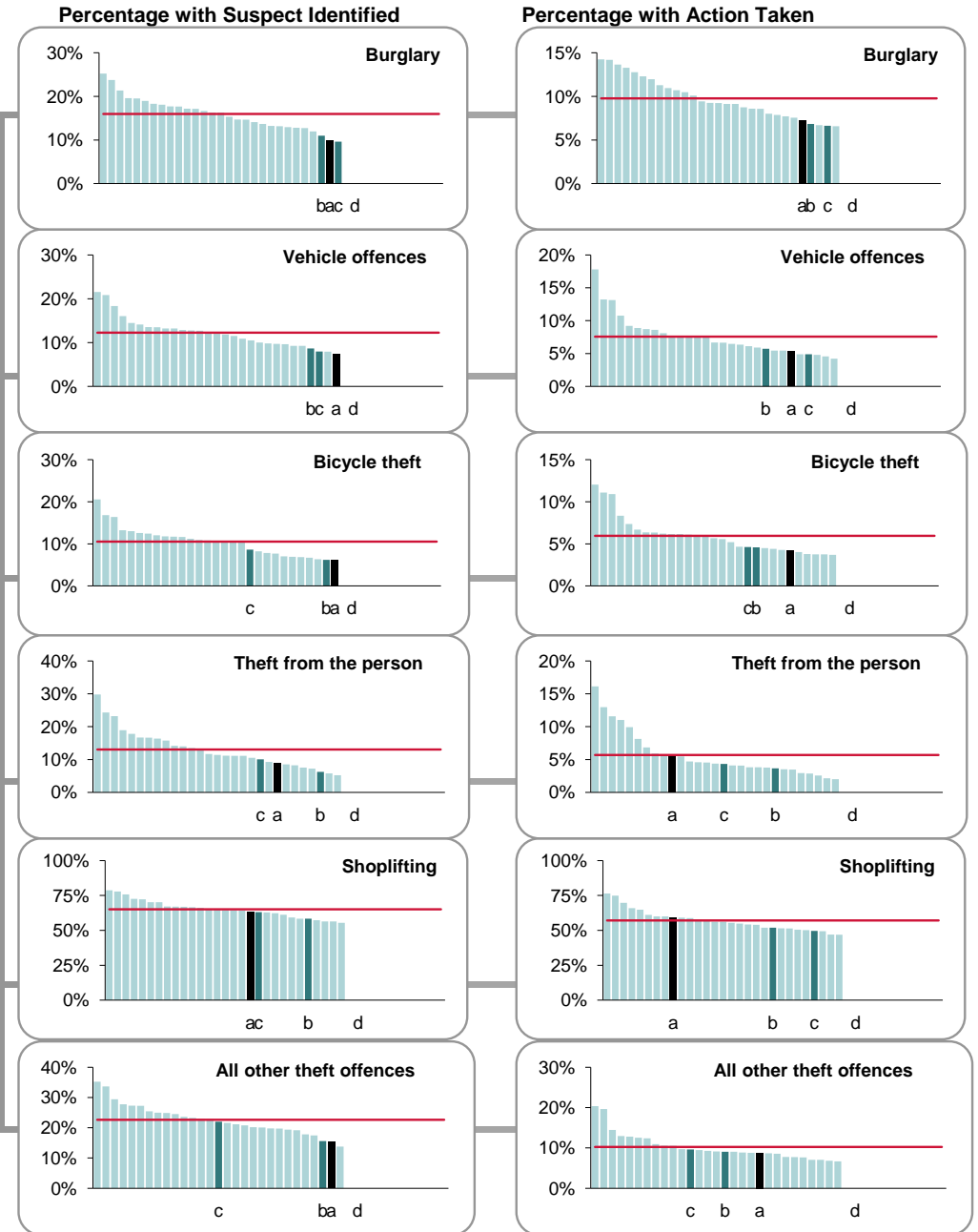
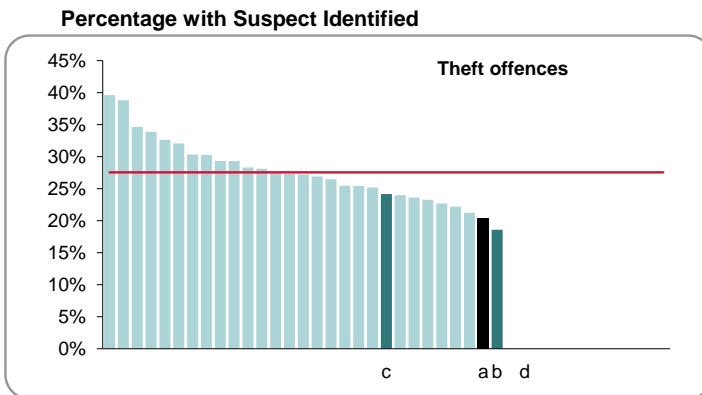
West Midlands

Offences and outcomes - Theft offences - Outcome

What are the outcomes for theft offences and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.



Offences	Suspect Identified				Action Taken			
	Force	%	E&W Avg*	Force	%	E&W Avg*		
Burglary	22,456	2,242	10%	16%	1,635	7%	10%	
Vehicle offences	24,455	1,785	7%	12%	1,313	5%	8%	
Bicycle theft	3,248	200	6%	11%	137	4%	6%	
Theft from the person	3,033	271	9%	13%	172	6%	6%	
Shoplifting	17,142	10,832	63%	65%	10,173	59%	57%	
All other theft offences	20,076	3,079	15%	23%	1,764	9%	10%	
Theft offences	90,410	18,409	20%	28%	15,194	17%	20%	

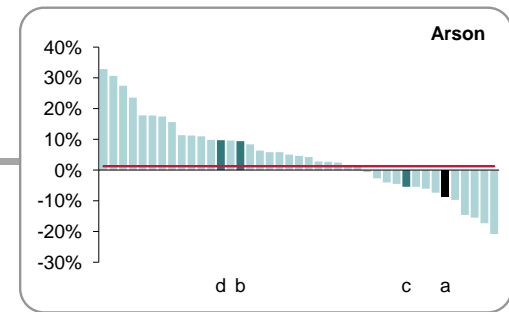
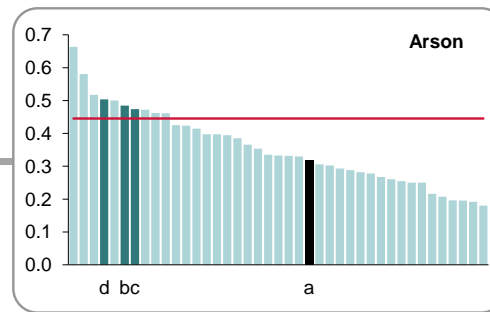
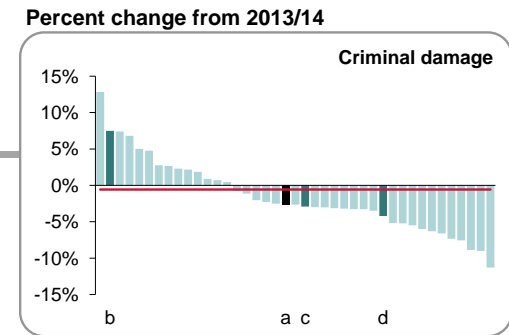
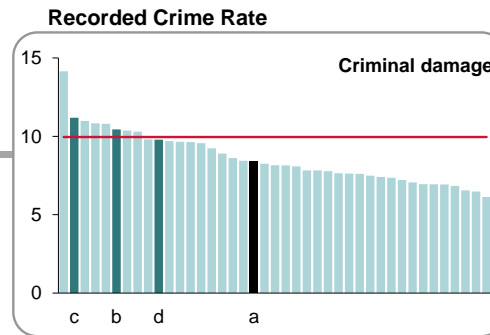
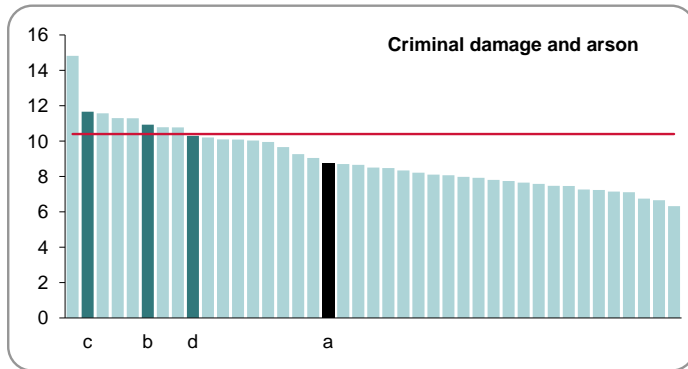
* E&W average for 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15

Offences and outcomes - Criminal damage and arson - Recorded crime

What is the recorded crime rate for criminal damage and arson in the force and how does this compare with others? How does the rate compare with last year and how does this compare with others?

Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population.



Population 2,808k

2014/15	Offences	per 1,000 pop	MSG Avg	Difference*	
Criminal damage	23,579	8.4	10.0	-4,378	-16%
Arson	896	0.3	0.4	-354	-28%
Criminal damage and arson	24,475	8.7	10.4	-4,733	-16%

2013/14	Offences	% change **	
		Force	MSG Avg
Criminal damage	24,215	-3%	-1%
Arson	982	-9%	1%
Criminal damage and arson	25,197	-3%	0%

* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14.

Source: ONS Crime Statistics 2014/15

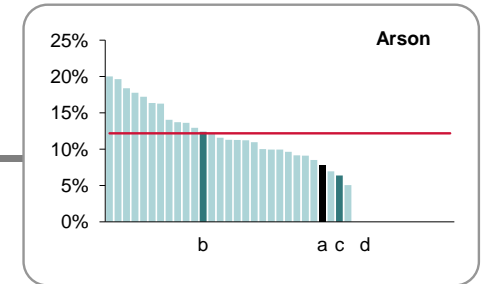
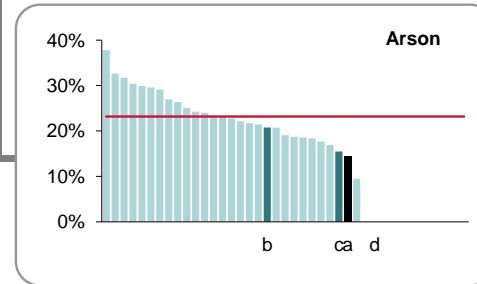
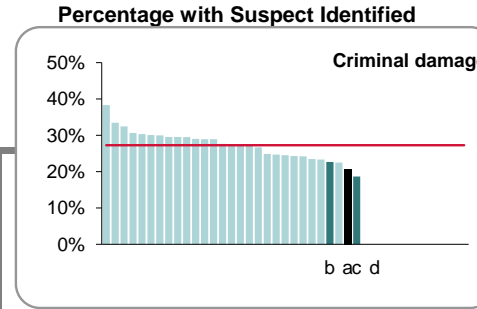
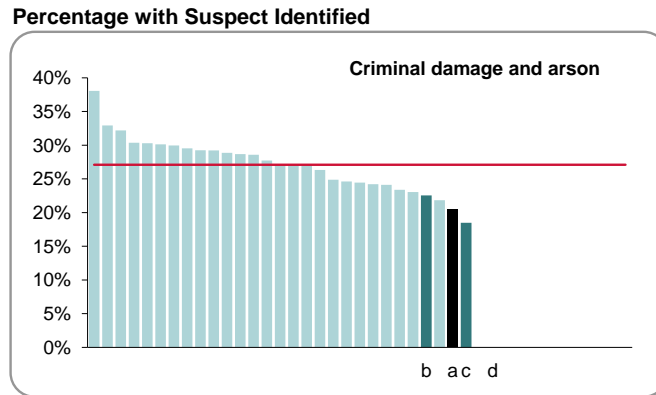
West Midlands

Offences and outcomes - Criminal Damage and Arson - Outcome

What are the outcomes for criminal damage and arson and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.



	Offences	Suspect Identified			Action Taken		
		Force	%	E&W Avg*	Force	%	E&W Avg*
Criminal damage	23,579	4,881	21%	27%	3,228	14%	17%
Arson	896	129	14%	23%	70	8%	12%
Criminal damage and arson	24,475	5,010	20%	27%	3,298	13%	16%

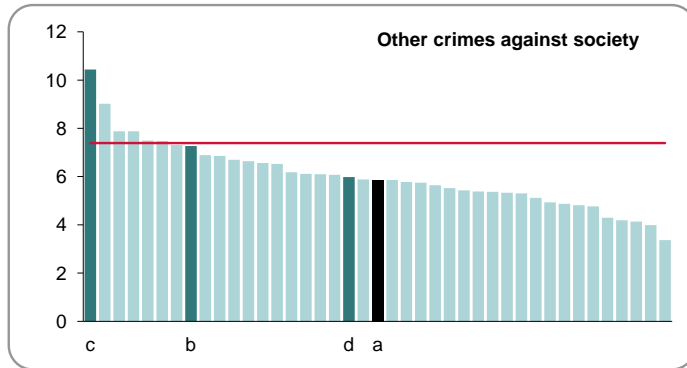
* E&W average for 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15

Offences and outcomes - Other crimes against society - Recorded crime

What is the recorded crime rate for other crimes against society in the force and how does this compare with others? How does the rates compare with last year?

Recorded crime rate (per 1,000) refers to the number of recorded offences per 1,000 population.



Population 2,808k

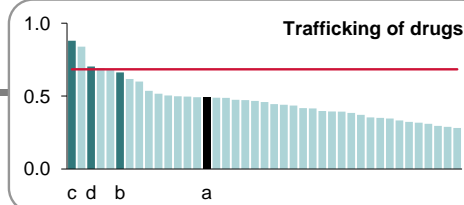
2014/15	Offences	per 1,000 pop	MSG Avg	Difference*	
Trafficking of drugs	1,377	0.5	0.7	-544	-28%
Possession of drugs	4,459	1.6	2.5	-2,530	-36%
Public order offences	7,101	2.5	2.8	-674	-9%
Possession of weapons	1,214	0.4	0.4	7	1%
Misc crimes against society	2,309	0.8	1.0	-546	-19%
Other crimes against society	16,460	5.9	7.4	-4,287	-21%

2013/14	Offences	% change**	
		Force	MSG Avg
Trafficking of drugs	1,836	-25%	-14%
Possession of drugs	5,277	-16%	-19%
Public order offences	6,292	13%	20%
Possession of weapons	1,184	3%	8%
Misc crimes against society	2,271	2%	24%
Other crimes against society	16,860	-2%	1%

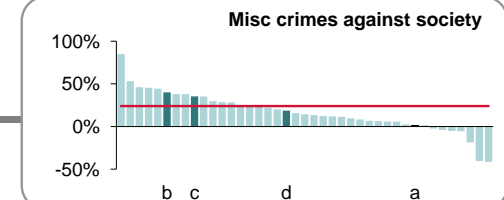
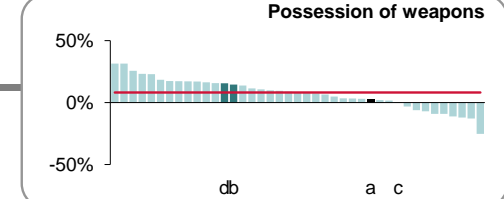
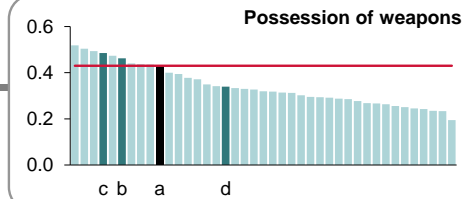
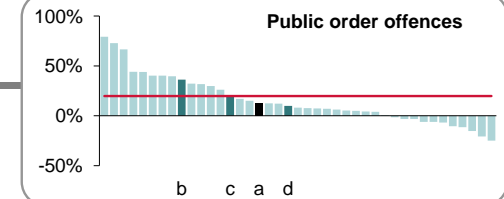
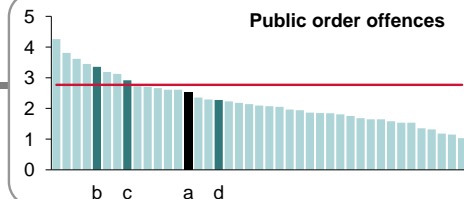
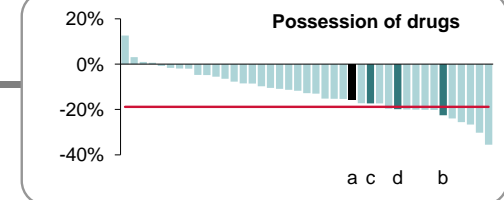
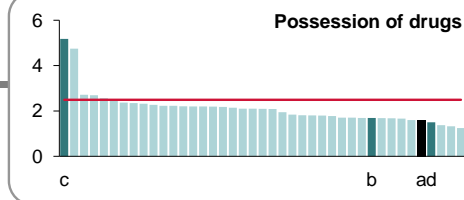
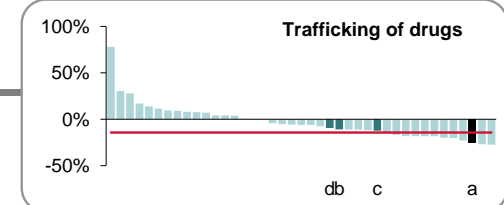
* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

** Percentage change from 2013/14.
Source: ONS Crime Statistics 2014/15

Recorded crime rate



Percent change from 2013/14



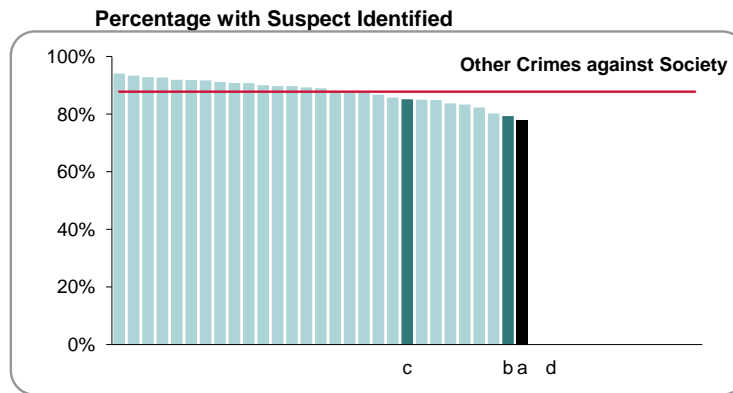
Outcomes - Other crimes against society

What are the outcomes for other crimes against society and how does this compare with others?

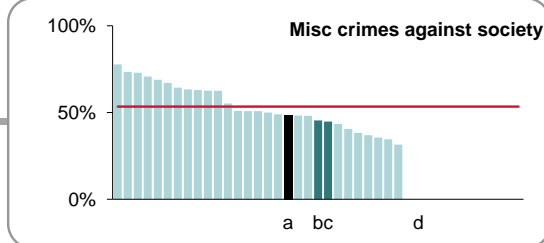
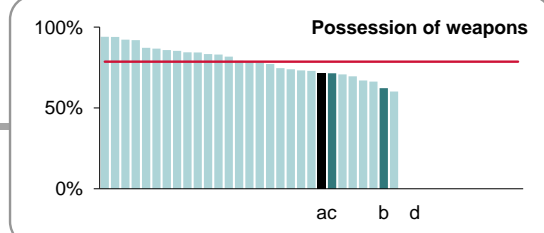
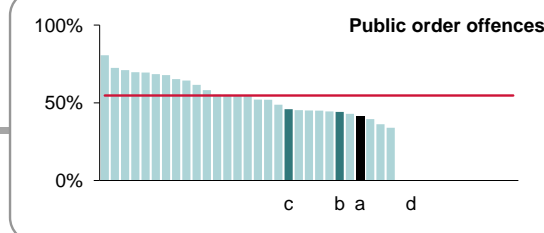
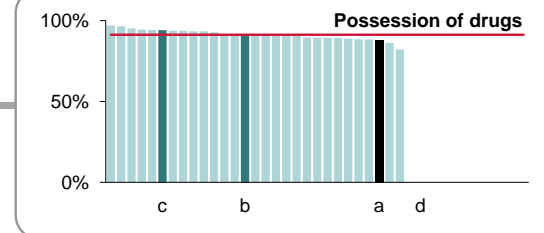
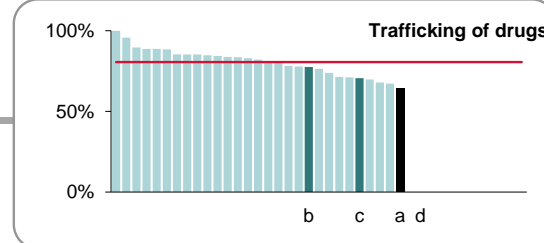
The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.

Crimes against society include those with no identifiable victim, such as drug offences. The proportion of cases which have an identified suspect has not been reported as there is little variation between forces.



Percentage with Action Taken



	Total offences	Suspect Identified			Action Taken		
		Force	%	E&W Avg**	Force	%	E&W Avg*
Trafficking of drugs	1,377	1,003	73%	87%	885	64%	81%
Possession of drugs	4,459	4,199	94%	97%	3,931	88%	91%
Public order offences	7,101	4,921	69%	82%	2,962	42%	55%
Possession of weapons	1,214	1,059	87%	94%	867	71%	79%
Misc crimes against society	2,309	1,630	71%	79%	1,122	49%	53%
Other crimes against society	16,460	12,812	78%	88%	9,767	59%	70%

* E&W average for the 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15

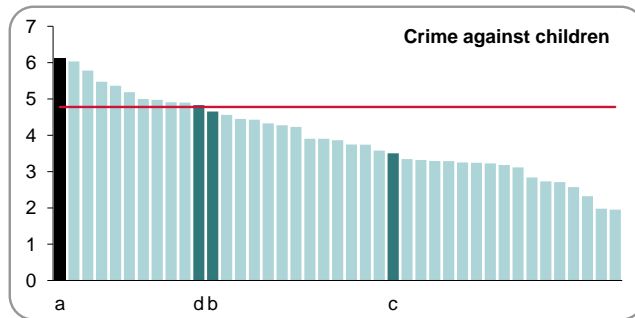
Offences and outcomes - Crime against children - Recorded crime

What is the recorded crime rate for crime against children in the force and how does this compare with others and with last year?

Recorded crime rate (per 1,000) refers to the number of recorded offences per population aged under 16.

As cruelty/other numbers are small in 2013/14, care should be taken when making comparisons between forces. For this reason, a plot for percent change from 2013/14 has not been included for cruelty/other.

Categories with fewer than 50 cases will not be included in analysis as the results may not be robust and will be shown as "n/a".



Population - Child under 16		597k			
2014/15	Offences	per 1,000 pop	MSG Avg	Difference*	
Rape	459	0.8	1.0	-120	-21%
Sexual offences / abuse	989	1.7	2.3	-390	-28%
Cruelty / other	2,212	3.7	1.5	1,317	147%
Crime against children	3,660	6.1	4.8	806	28%

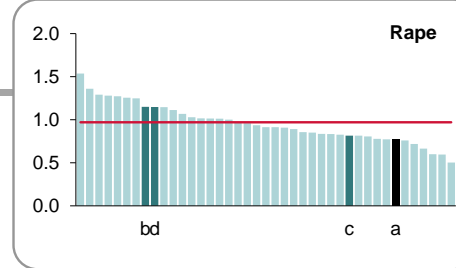
2013/14	Offences	% change **	
		Force	MSG Avg
Rape	406	13%	28%
Sexual offences / abuse	915	8%	52%
Cruelty / other	1,869	18%	20%
Crime against children	3,190	15%	39%

* Net difference in the number of offences compared to if the force had the MSG average number of offences per 1,000 population. A negative difference means the force has a lower recorded crime rate than the MSG average.

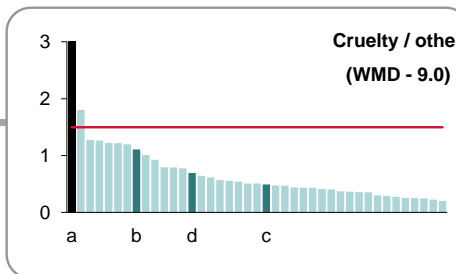
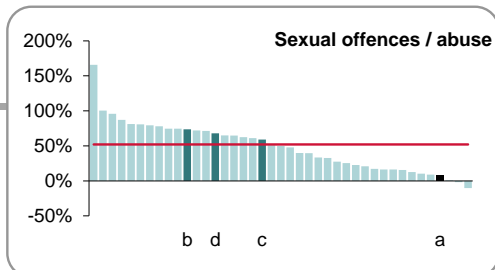
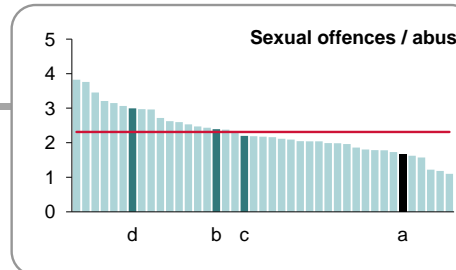
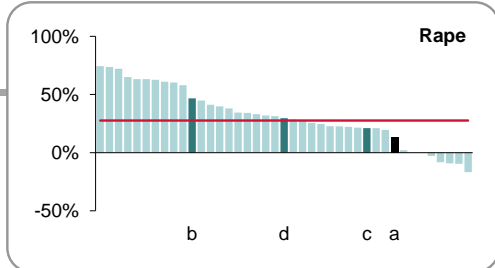
** Percentage change from 2013/14.

Source: ONS Crime Statistics 2014/15

Recorded crime rate



Percent change from 2013/14



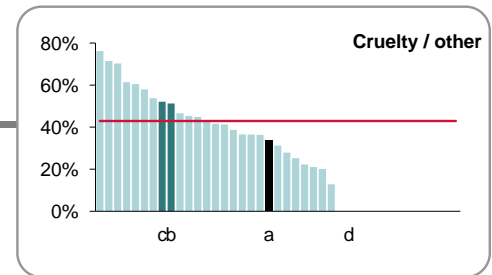
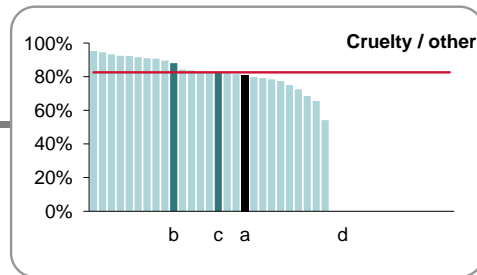
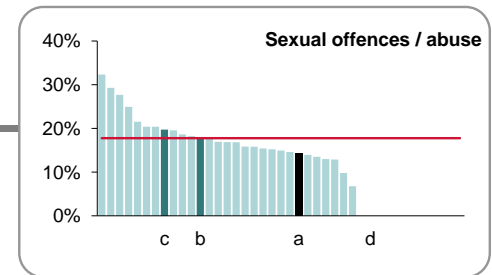
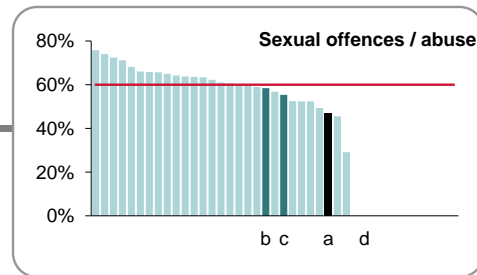
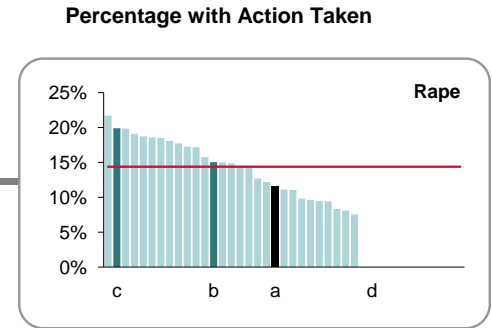
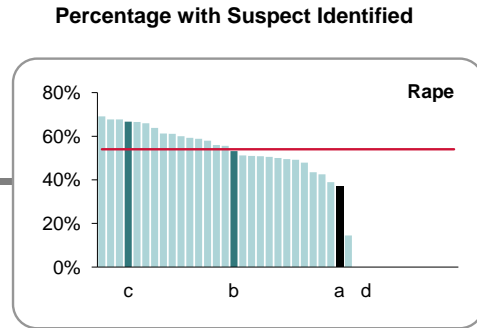
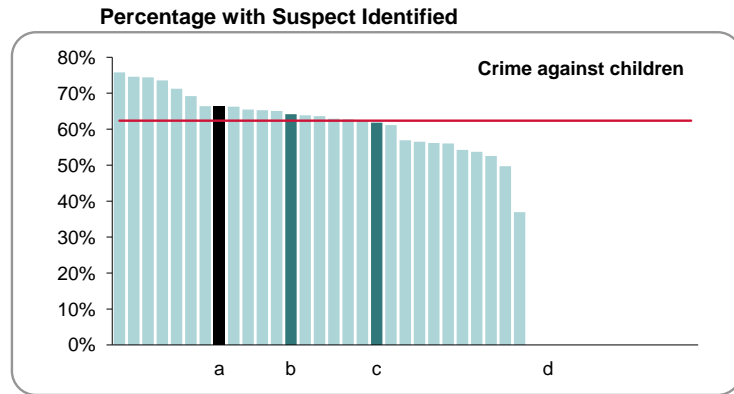
Offences and outcomes - Crime against children - Outcome

What are the outcomes for crime against children and how does this compare with others?

The charts show the proportion of crimes recorded in 2014/15 that have a tracked outcome showing that a suspect has been identified and that an action has been taken. Please see 'Offences and outcomes introduction' (pages 57-59) for definitions.

Thirty forces provided tracked outcome data. "n/a" means that forces have not provided this data for the full period.

Categories with fewer than 50 cases will not be included in analysis as the results may not be robust and will be shown as "n/a".



Offences	Suspect Identified			Action Taken		
	Force	%	E&W Avg*	Force	%	E&W Avg*
Rape	459	169	37%	53	12%	14%
Sexual offences / abuse	989	465	47%	141	14%	18%
Cruelty / other	2,212	1,792	81%	743	34%	43%
Crime against children	3,660	2,426	66%	937	26%	21%

* E&W average for 30 forces that submitted tracked outcome data.

Source: ONS Crime Outcome Statistics 2014/15

West Midlands

Offences and outcomes - Outcome percentage - Victim-based crime

What proportion of offences result in each outcome for victim-based crime and how does this compare with the other forces?

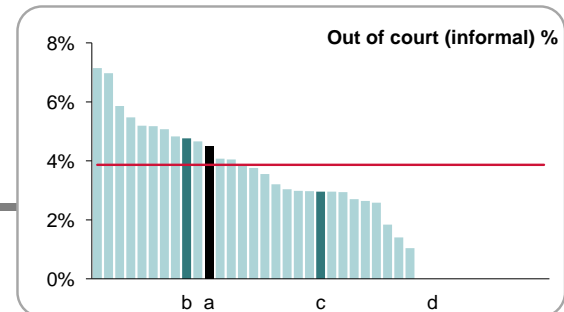
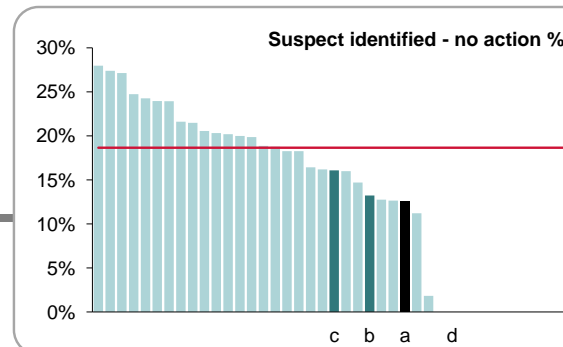
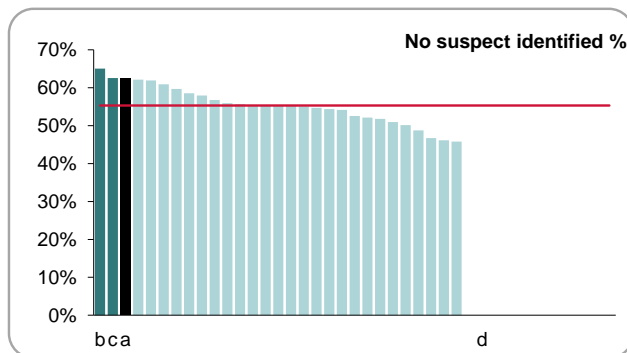
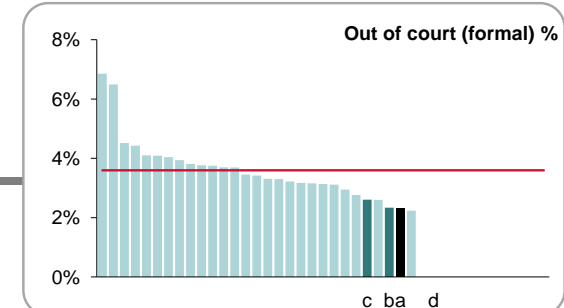
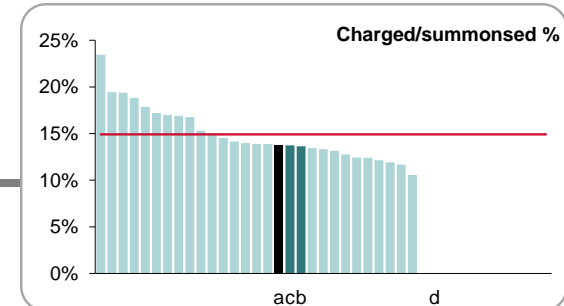
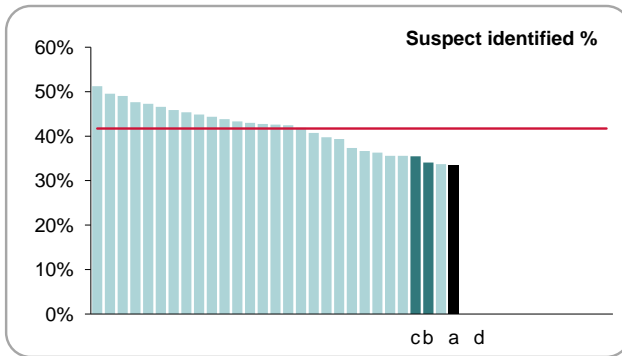
Please see 'Offences and outcomes introduction' (pages 57-59) for definitions. Thirty forces provided tracked outcome data.

The percentage takes into account the volume difference between crime types.

Note that

- Out of court (formal) includes caution and penalty notices for disorder.
- Out of court (informal) includes cannabis/khat warning and community resolution.
- Suspect identified - no action includes evidential difficulties (victim supports action and victim does not support action) and prosecution prevented or not in the public interest.

For full outcomes data please see pages 80-81.



Note: It is imperative to look at the allocation of outcomes in their totality to get the complete picture of how a force is handling their crime demand, including crimes which have not yet been assigned an outcome. Forces with high proportions of crimes categorised as 'not yet assigned an outcome' may appear as outliers in the branches of suspect identified and in no suspect identified. Please see pages 80-81 for the full breakdown of outcomes.

Offences and outcomes - Outcome percentage - Other crimes against society

What proportion of offences result in each outcome for crimes against society and how does this compare with the other forces?

Please see 'Offences and outcomes introduction' (pages 57-59) for definitions. Thirty forces provided tracked outcome data.

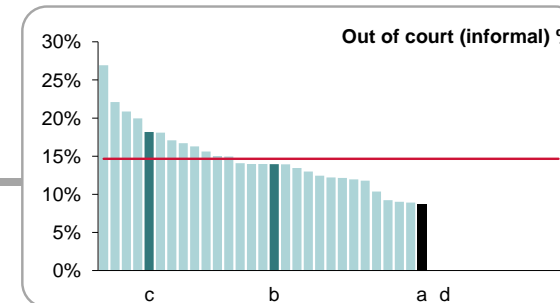
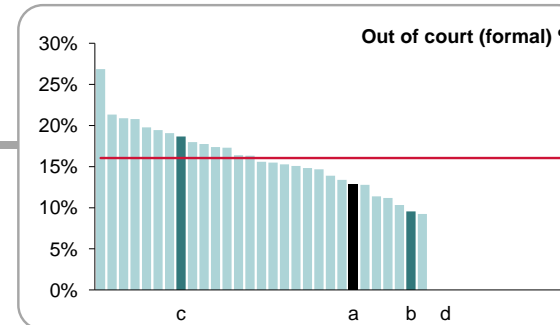
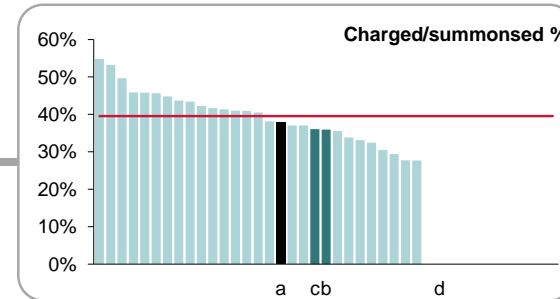
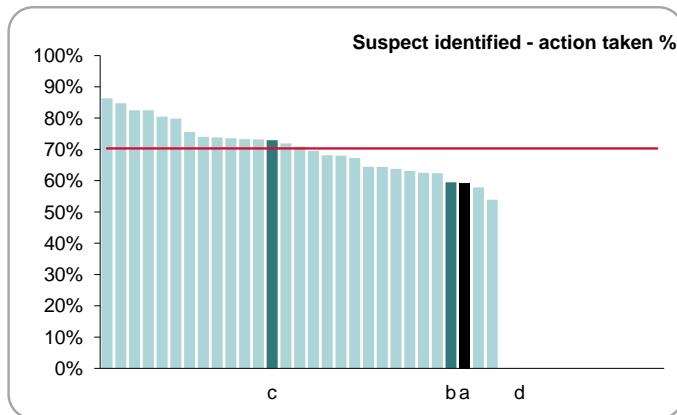
The percentage takes into account the volume difference between crime types.

Crimes against society include those with no identifiable victim, such as drug offences. The proportion of cases which have an identified suspect has not been reported as there is little variation between forces.

Note that

- Out of court (formal) includes caution and penalty notices for disorder.
- Out of court (informal) includes cannabis/khat warning and community resolution.

For full outcomes data please see pages 80-81.



Crime Outcomes - Detailed breakdown by crime type

	Total	Suspect Identified - action taken				Suspect Identified - no action			No suspect identified	Not yet assigned an outcome
		Charge / Summoned	Out of court (formal)	Out of court (informal)	Taken into consideration	Evidential diffs (VS*)	Evidential diffs (VDNS**)	Not in public interest		
Victim-based Crime										
Homicide	25	18	0	0	0	0	0	0	0	7
Violence with injury	20,743	5,444	913	1,375	0	3,342	3,727	177	4,381	1,384
Violence without injury	15,639	3,247	805	1,403	0	3,234	3,042	135	2,568	1,205
Violence against the person	36,407	8,709	1,718	2,778	0	6,576	6,769	312	6,949	2,596
Rape	1,242	130	0	0	0	186	201	0	143	575
Other sexual offences	2,398	319	51	77	0	356	340	30	514	711
Sexual offences	3,640	449	51	80	0	542	541	34	657	1,286
Robbery of business property	717	160	0	0	0	22	6	0	421	104
Robbery of personal property	4,171	706	7	18	0	211	127	0	2,759	338
Robbery	4,888	866	7	20	0	233	133	6	3,180	442
Burglary	22,456	1,395	69	62	109	505	94	8	19,634	580
Vehicle offences	24,455	1,050	84	82	97	336	132	0	22,421	249
Bicycle theft	3,248	87	20	29	0	49	13	0	3,018	30
Theft from the person	3,033	150	8	14	0	59	38	0	2,697	65
Shoplifting	17,142	6,345	1,158	2,666	0	478	116	65	5,912	398
All other theft offences	20,076	1,124	151	474	15	888	402	25	16,364	633
Theft offences	90,410	10,151	1,490	3,327	226	2,315	795	105	70,046	1,955
Criminal damage	23,579	1,829	439	959	0	929	669	55	18,157	541
Arson	896	58	6	6	0	36	18	0	736	31
Criminal damage and arson	24,475	1,887	445	965	0	965	687	60	18,893	572
Victim-based crime	159,820	22,062	3,711	7,170	228	10,631	8,925	517	99,725	6,851
Other crimes against society										
Trafficking of drugs	1,377	685	195	0	0					
Possession of drugs	4,459	1,732	1,326	873	0					
Public order offences	7,101	2,171	308	483	0					
Possession of weapons	1,214	715	130	22	0					
Misc crimes against society	2,309	926	145	50	0					
Other crimes against society	16,460	6,229	2,104	1,433	0					

Note that

"n/a" means the force have not provided tracked outcome data.

Categories with five or fewer cases are reported as "0" in this table to avoid victims being identified.

As a result, some of the victim-based sub-total will be different from the sum of the sub-groups.

Source: ONS Crime Outcome Statistics 2014/15

* VS - Victim supports action

** VDNS - Victim does not support action

West Midlands

Crime Outcomes - Detailed breakdown by crime type (%)

	Suspect Identified - action taken										Suspect Identified - no action						No suspect identified		Not yet assigned an outcome			
	Charge / Summoned		Out of court (formal)		Out of court (informal)		Taken into consideration		Total		Evidential diffs (VS*)		Evidential diffs (VDNS**)		Not in public interest						Total	
	Force	E&W	Force	E&W	Force	E&W	Force	E&W	Force	E&W	Force	E&W	Force	E&W	Force	E&W	Force	E&W	Force	E&W		
Victim-based Crime																						
Homicide																						
Violence with injury	26	26	4	7	7	6			37	39	16	17	18	20	1	4	35	41	21	17	7	3
Violence without injury	21	23	5	7	9	6			35	35	21	19	19	25	1	5	41	49	16	13	8	3
Violence against the person	24	24	5	7	8	6			36	37	18	18	19	22	1	4	38	45	19	15	7	3
Rape	10	11							11	12	15	23	16	21			31	47	12	10	46	31
Other sexual offences	13	16							19	20	15	20	14	15	1	6	30	42	21	20	30	18
Sexual offences	12	15							16	17	15	21	15	17	1	5	31	43	18	17	35	23
Robbery of business property																						
Robbery of personal property	17	23							18	24	5	12					8	19	66	53		
Robbery	18	26							18	26	5	12					8	18	65	50		
Burglary	6	8					0	1	7	10	2	5	0	1			3	6	87	82	3	2
Vehicle offences	4	6					0	1	5	8	1	4	1	1			2	5	92	86	1	2
Bicycle theft	3	4							4	6	2	3					2	5	93	88		
Theft from the person									6	6							3	7	89	85		
Shoplifting	37	36	7	8	16	10	0	2	59	57	3	5	1	2	0	2	4	8	34	33	2	2
All other theft offences	6	6	1	2	2	3			9	10	4	7	2	4	0	1	7	12	82	75	3	3
Theft offences	11	13	2	2	4	3	0	1	17	20	3	5	1	2	0	1	4	8	77	70	2	2
Criminal damage	8	9	2	3	4	4			14	17	4	5	3	5	0	1	7	11	77	71	2	2
Arson									8	12									82	73		
Criminal damage and arson	8	9	2	3	4	4			13	16	4	5	3	5	0	1	7	11	77	71	2	2
Victim-based crime	14	15	2	4	4	4	0	1	21	23	7	9	6	8	0	2	13	19	62	55	4	3
Other crimes against society																						
Trafficking of drugs	50	65	14	14					64	81												
Possession of drugs	39	31	30	26	20	35			88	91												
Public order offences	31	38	4	12	7	5			42	55												
Possession of weapons	59	63	11	13					71	79												
Misc crimes against society	40	44	6	7					49	53												
Other crimes against society	38	40	13	16	9	15			59	70												

Note that

E&W average for categories with fewer than 50 cases are not included in the table.

E&W averages for 30 forces that submitted tracked outcome data.

* VS - Victim supports action

** VDNS - Victim does not support action

Source: ONS Crime Outcome Statistics 2014/15

Difference from E&W average > 20 percent

Shading only applies to cases where E&W average > 10 percent

Percentage difference is relative to E&W average

West Midlands

HMIC Value for Money Profile 2015 - Annexes 1 - 4

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Annex 1 - Crime Codes

Offences included in each category

1. Victim-based crime

1.1. Violence against the person

1.1.1. Homicide

- 1 Murder
- 4.1 Manslaughter

- 4.10 Corporate manslaughter
- 4.2 Infanticide

1.1.2. Violence with injury

- 2 Attempted murder
- 37.1 Causing death by aggravated vehicle taking
- 4.3 Intentional destruction of a viable unborn child
- 4.4 Causing death by dangerous driving
- 4.4/6 Causing death by dangerous or careless driving (inc under influence)
- 4.4/6/8 Causing death by dangerous or careless driving (inc. under influence of drink/drugs)
- 4.6 Causing death by careless driving under influence of drink or drugs
- 4.7 Causing or allowing death of child or vulnerable person
- 4.8 Causing death by careless or inconsiderate driving
- 4.9 Causing death by driving: unlicensed drivers etc.
- 5 Wounding or other act endangering life
- 5A Wounding or carrying out an act endangering life (outcomes only)
- 5B Use of substance or object to endanger life (outcomes only)
- 5C Possession of items to endanger life (outcomes only)

- 5D Assault with intent to cause serious harm
- 5E Endangering life
- 6 Endangering railway passengers (outcomes only)
- 7 Endangering life at sea (outcomes only)
- 8A Less serious wounding
- 8D Racially or religiously aggravated less serious wounding
- 8F Inflicting grievous bodily harm without intent (outcomes only)
- 8G Actually bodily harm and other injury outcomes only
- 8H Racially or religiously aggravated inflicting grievous bodily harm without intent (outcomes only)
- 8J Racially or religiously aggravated actual bodily harm and other injury (outcomes only)
- 8K Poisoning or female genital mutilation (outcomes only)
- 8N Assault with injury
- 8P Racially or religiously aggravated assault with injury

1.1.3. Violence without injury

- 104 Assault without injury on a constable
- 105A Assault without injury
- 105B Racially or religiously aggravated assault without injury
- 11 Cruelty to and neglect of children (outcomes only)
- 11A Cruelty to children/young persons
- 12 Abandoning child under two years (outcomes only)
- 13 Child abduction
- 14 Procuring illegal abortion

- 3 Threat or conspiracy to murder
- 36 Kidnapping
- 3A Conspiracy to murder
- 3B Threats to kill
- 8C Harassment
- 8E Racially or religiously aggravated harassment
- 8L Harassment
- 8M Racially or religiously aggravated harassment

1.2. Sexual offences

1.2.1. Rape

- 19A Rape of a female
- 19B Rape of a male
- 19C Rape of a female aged 16 and over
- 19D Rape of a female child under 16

- 19E Rape of a female child under 13
- 19F Rape of a male aged 16 and over
- 19G Rape of a male child under 16
- 19H Rape of a male child under 13

(cont.)

1.2.2. Other sexual offences

- 139 Indecent exposure
- 16 Buggery
- 17 Indecent assault on a male
- 17A Sexual assault on a male aged 13 and over
- 17B Sexual assault on a male child under 13
- 18 Gross indecency between males
- 20 Indecent assault on a female
- 20A Sexual assault on a female aged 13 and over
- 20B Sexual assault on a female child under 13
- 21 Sexual activity involving a child under 13
- 22 Unlawful sexual intercourse with a girl under 16
- 22A Causing sexual activity without consent
- 22B Sexual activity involving child under 16

- 23 Incest or familial sexual offences
- 25 Abduction of female
- 70 Sexual activity etc with a person with a mental disorder
- 71 Abuse of children through prostitution and pornography
- 72 Trafficking for sexual exploitation
- 73 Abuse of position of trust of a sexual nature
- 74 Gross indecency with a child
- 88A Sexual grooming
- 88B Other miscellaneous sexual offences
- 88C Other miscellaneous sexual offences
- 88D Unnatural sexual offences
- 88E Exposure and voyeurism

1.3. Robbery

1.3.1 Robbery of business property

- 34A Robbery of business property

1.3.2 Robbery of personal property

- 34B Robbery of personal property

1.4. Theft offences

1.4.1. Burglary

1.4.1.1. Burglary in a dwelling

- 28 Burglary in a dwelling
- 28A Burglary in a dwelling
- 28B Attempted burglary in a dwelling

- 28C Distraction burglary in a dwelling
- 28D Attempted distraction burglary in a dwelling
- 29 Aggravated burglary in a dwelling

1.4.1.2 Burglary in a building other than a dwelling

- 30 Burglary in a building other than a dwelling
- 30A Burglary in a building other than a dwelling

- 30B Attempted burglary in a building other than a dwelling
- 31 Aggravated burglary in a building other than a dwelling

1.4.2. Vehicle offences

- 126 Interfering with a motor vehicle
- 37.2 Aggravated vehicle taking

- 45 Theft from vehicle
- 48 Theft or unauthorised taking of motor vehicle

1.4.3. Theft from the person

- 39 Theft from the person

1.4.4. Bicycle theft

- 44 Theft or unauthorised taking of a pedal cycle

1.4.5. Shoplifting

- 46 Shoplifting

1.4.6. All other theft offences

- 35 Blackmail
- 40 Theft in a dwelling other than from an automatic machine or meter
- 41 Theft by an employee
- 42 Theft of mail

- 43 Dishonest use of electricity
- 47 Theft from automatic machine or meter
- 49 Other theft
- 49A Making off without payment

(cont.)

1.5. Criminal damage and arson

1.5.1. Criminal damage

- 58A Criminal damage to a dwelling
- 58B Criminal damage to a building other than a dwelling
- 58C Criminal damage to a vehicle
- 58D Other criminal damage
- 58E Racially or religiously aggravated criminal damage to a dwelling (outcomes only)

- 58F Racially or religiously aggravated criminal damage to a building other than a dwelling (outcomes only)
- 58G Racially or religiously aggravated criminal damage to a vehicle (outcomes only)
- 58H Racially or religiously aggravated other criminal damage (outcomes only)
- 58J Racially or religiously aggravated criminal damage

1.5.2. Arson

- 56 Arson
- 56A Arson endangering life

- 56B Arson not endangering life

2. Other crimes against society

2.1. Drug offences

2.1.1. Trafficking of drugs

- 92A Trafficking in controlled drugs

2.1.2. Possession of drugs

- 92B Possession of controlled drugs
- 92C Other drug offences

- 92D Possession of controlled drugs (excl. Cannabis)
- 92E Possession of controlled drugs (Cannabis)

2.2. Possession of weapons offences

- 10A Possession of firearms with intent
- 10B Possession of firearms offences
- 10C Possession of other weapons
- 10D Possession of article with blade or point

- 81 Other firearms offences
- 8B Possession of weapons
- 90 Other knives offences

2.3. Public order offences

- 62 Treason (outcomes only)
- 62A Violent disorder
- 63 Treason felony (outcomes only)
- 64 Riot (outcomes only)

- 65 Violent disorder (outcomes only)
- 66 Other offences against the State or public order
- 9A Public fear, alarm or distress
- 9B Racially or religiously aggravated public fear, alarm or distress

2.4. Miscellaneous crimes against society

- 15 Concealing an infant death close to birth
- 24 Exploitation of prostitution
- 26 Bigamy
- 27 Soliciting for the purposes of prostitution
- 33 Going equipped for stealing, etc
- 33A Making, supplying or possessing articles for use in fraud
- 38 Profiting from or concealing knowledge of the proceeds of crime
- 53H Making or supplying articles for use in fraud (outcomes only)
- 53J Possession of articles for use in fraud (outcomes only)
- 54 Handling stolen goods
- 59 Threat or possession with intent to commit criminal damage
- 60 Forgery or use of false drug prescription
- 61 Other forgery
- 61A Possession of false documents
- 67 Perjury
- 68 Libel (outcomes only)
- 69 Offender Management Act offences
- 75 Betting, gaming and lotteries (outcomes only)

- 76 Aiding suicide
- 78 Immigration Acts (outcomes only)
- 79 Perverting the course of justice
- 80 Absconding from lawful custody
- 802 Dangerous driving
- 814 Fraud, forgery etc associated with vehicle or driver records
- 82 Customs and Revenue offences (outcomes only)
- 83 Bail offences
- 84 Trade descriptions etc (outcomes only)
- 85 Health and Safety offences (outcomes only)
- 86 Obscene publications etc
- 87 Protection from eviction (outcomes only)
- 89 Adulteration of food (outcomes only)
- 91 Public health offences (outcomes only)
- 94 Planning laws (outcomes only)
- 95 Disclosure, obstruction, false or misleading statements etc
- 99 Other notifiable offences

(cont.)

3. Fraud offences

51	Fraud by company director (outcomes only)	53D	Fraud by false representation: other frauds (outcomes only)
52	False accounting (outcomes only)	53E	Fraud by failing to disclose information (outcomes only)
53A	Cheque and credit card fraud (pre Fraud Act 2006)	53F	Fraud by abuse of position (outcomes only)
53B	Preserved other fraud and repealed fraud offences (pre Fraud Act 2006) (outcomes only)*	53G	Obtaining services dishonestly
53C	Fraud by false representation: cheque, plastic card and online bank accounts (not PSP) (outcomes only)	55	Bankruptcy and insolvency (outcomes only)

* At March 2013 ONS publication crime code 53B was categorised under fraud offences.

Crime committed against children

Offences included in each category

Crime against children

Rape

19D	Rape of a female child under 16
19E	Rape of a female child under 13
19G	Rape of a male child under 16
19H	Rape of a male child under 13

Sexual offences / abuse

17B	Sexual assault on a male child under 13
20B	Sexual assault on a female child under 13
21	Sexual activity involving a child under 13
22	Unlawful sexual intercourse with a girl under 16
22B	Sexual activity involving child under 16
71	Abuse of children through prostitution and pornography
73	Abuse of position of trust of a sexual nature
74	Gross indecency with a child
88A	Sexual grooming

Cruelty / other

11	Cruelty to and neglect of children (outcomes only)
11A	Cruelty to children/young persons
4.2	Infanticide
4.3	Intentional destruction of a viable unborn child
4.7	Causing or allowing death of child or vulnerable person
12	Abandoning child under two years (outcomes only)
13	Child abduction
15	Concealing an infant death close to birth

Other offences against children not included

(It is not possible to distinguish between adult and child victims within these crime types.)

23	Incest
86	Obscene publication
99	Other notifiable offences

Annex 2 - Outcome Types

Outcome group / type	
1	Charged/Summoned
4	Taken into consideration
	Out-of-court (formal)
2	Caution - youths
3	Caution - adults
6	Penalty Notices for Disorder
	Out-of-court (informal)
7	Cannabis/Khat warning
8	Community resolution
Prosecution prevented or not in the public interest	
5	Offender died
9	Not in public interest (CPS)
10	Not in public interest (Police)
11	Prosecution prevented – suspect under age
12	Prosecution prevented – suspect too ill
13	Prosecution prevented – victim/key witness dead/too ill
17	Prosecution time limit expired
15	Evidential difficulties (suspect identified; victim supports action)
	Evidential difficulties (victim does not support action)
14	Evidential difficulties: suspect not identified; victim does not support further action
16	Evidential difficulties: suspect identified; victim does not support further action
18	Investigation complete - no suspect identified
20*	Action undertaken by another body/agency

* Outcome 20 was introduced from April 2015. During year to July to March 2015 these were included within outcome type 18.

Source: *ONS Crime Outcomes in England and Wales 2014/15*

Outcome Types

- Outcome 1** Charge / Summons: A person has been charged or summonsed for the crime (irrespective of any subsequent acquittal at Court).
- Outcome 2** Caution – youths: A youth offender has been cautioned by the police.
- Outcome 3** Caution – adults: An adult offender has been cautioned by the police.
- Outcome 4** Taken into Consideration (TIC): The offender admits the crime by way of a formal police interview and asks for it to be taken into consideration by the court. There must be an interview where the suspect has made a clear and reliable admission of the offence and which is corroborated with additional verifiable auditable information connecting the suspect to the crime.
- Outcome 5** Offender died: The offender has died before proceeding could be initiated.

(cont.)

- Outcome 6** Penalty Notices for Disorder: A Penalty Notice for Disorder (or other relevant notifiable offence) has been lawfully issued under Section 1 – 11 of the Criminal Justice and Police Act 2001.
- Outcome 7** Cannabis/Khat Warning: A warning for cannabis or khat possession has been issued in accordance with College of Policing guidance. Note: Khat warnings were introduced from 24 June 2014 and numbers are likely to be small.
- Outcome 8** Community Resolution: A Community Resolution (with or without formal (Restorative Justice) has been applied in accordance with College of Policing guidance.
- Outcome 9** Not in public interest (CPS): Prosecution not in the public interest (CPS decision). The Crown Prosecution Service (CPS) by virtue of their powers under the Criminal Justice Act 2003 decides not to prosecute or authorise any other formal action.
- Outcome 10** Not in public interest (Police) (from April 2014): Formal action against the offender is not in the public interest (Police decision).
- Outcome 11** Prosecution prevented – suspect under age (from April 2014): Prosecution prevented – named suspect identified but is below the age of criminal responsibility.
- Outcome 12** Prosecution prevented – suspect too ill (from April 2014): Prosecution prevented – Named suspect identified but is too ill (physical or mental health) to prosecute.
- Outcome 13** Prosecution prevented – victim/key witness dead/too ill (from April 2014): Named suspect identified but victim or key witness is dead or too ill to give evidence.
- Outcome 14** Evidential difficulties: suspect not identified; victim does not support further action (from April 2014): Evidential difficulties victim based – named suspect not identified. The crime is confirmed but the victim declines or is unable to support further police action to identify the offender.
- Outcome 15** Evidential difficulties (suspect identified; victim supports action) (from April 2014): Evidential difficulties named suspect identified – the crime is confirmed and the victim supports police action but evidential difficulties prevent further action. This includes cases where the suspect has been identified, the victim supports action, the suspect has been circulated as wanted but cannot be traced and the crime is finalised pending further action.
- Outcome 16** Evidential difficulties: suspect identified; victim does not support further action (from April 2014): Evidential difficulties victim based – named suspect identified. The victim does not support (or has withdrawn support from) police action.
- Outcome 17** Prosecution time limit expired (from April 2014): Suspect identified but prosecution time limit has expired (from April 2014).
- Outcome 18** Investigation complete –no suspect identified (from April 2014): The crime has been investigated as far as reasonably possible – case closed pending further investigative opportunities becoming available.
- Outcome 19** National Fraud Intelligence Bureau filed (NFIB only) (from April 2014): A crime of fraud has been recorded but has not been allocated for investigation because the assessment process at the NFIB has determined there are insufficient lines of enquiry to warrant such dissemination.
- Outcome 20** Action undertaken by another body/agency (from April 2015): Further action resulting from the crime report will be undertaken by another body or agency other than the police, subject to the victim (or person acting on their behalf) being made aware of the action being taken. Note: during 2014/15 (and therefore in this publication), these were included within outcome 18.

Annex 3 – POA Categories

POA data are split into 12 categories, which sub-divide into headings as follows:

- POA estimates are used for all cost and workforce data unless stated otherwise. These data are taken
- a. Neighbourhood policing
 - b. Incident (response) management
 - c. Local investigation *
 - d. Specialist community liaison
 - e. Local command team and support overheads
- 2) Dealing with the public
 - a. Front desk
 - b. Central communications unit
 - c. Dealing with the public command team and support overheads
 - 3) Criminal justice arrangements
 - a. Custody
 - b. Police doctors/nurses and surgeons
 - c. Interpreters and translators
 - d. Other custody costs
 - e. Criminal justice
 - f. Police national computer
 - g. Criminal record bureau
 - h. Coroner assistance
 - i. Fixed penalty schemes (central ticket office)
 - j. Property officer / stores
 - k. Criminal justice arrangements command team and support overheads
 - 4) Road policing
 - a. Traffic units
 - b. Traffic wardens / police community support officers - traffic
 - c. Vehicle recovery
 - d. Casualty reduction partnership
 - e. Road policing command team and support overheads
 - 9) National policing
 - a. Secondments (out of force)
 - b. Counter terrorism / special branch
 - c. ACPO projects / initiatives
 - d. Hosting national services
 - e. Other national policing requirements
 - 10) Support functions
 - a. Human resources
 - b. Finance
 - c. Legal
 - d. Fleet services
 - e. Estates / central building costs
 - f. Information communication technology
 - g. Professional standards
 - h. Press and media
 - i. Performance review / corporate development
 - j. Procurement
 - k. Training
 - l. Administration support
 - m. Force command
 - n. Support to associations and trade unions
 - o. Social club support and force band
 - p. Insurance / risk management
 - q. Catering
 - 5) Operational support
 - a. Operational Support Command Team and Support Overheads
 - b. Air operations
 - c. Mounted police
 - d. Specialist terrain
 - e. Dogs section
 - f. Advanced public order
 - g. Airport and ports policing unit
 - h. Firearms unit
 - i. Civil Contingencies
 - j. Event
 - 6) Intelligence
 - a. Intelligence command team and support overheads
 - b. Intelligence analysis / threat assessments
 - c. Intelligence gathering
 - 7) Specialist investigations
 - a. Investigations command team and support overheads
 - b. Major investigation unit
 - c. Economic crime (including regional asset recovery team)
 - d. Specialist investigation units
 - e. Serious and organised crime unit
 - f. Public protection
 - g. Local investigation/ prisoner processing *
 - h. Cyber crime
 - 8) Investigative support
 - a. Scenes of crime officers
 - b. External forensic costs
 - c. Fingerprint / internal forensic costs
 - d. Photographic image recovery
 - e. Other forensic services
 - f. Investigative support command team and support overheads
 - 11) Police & Crime Commissioner
 - a. Cost of the democratic process
 - b. Office of Police Crime Commissioner
 - c. Share of any Formal Shared Service Arrangement
 - d. Commissioned services
 - 12) Central costs
 - a. Revenue contribution to capital
 - b. Capital financing
 - c. Pensions and exit costs

* Local investigation is included here under local policing rather than investigation

Annex 4 - Coding of POA categories

Local policing

- V Neighbourhood policing
- V Incident (response) management
- V Specialist community liaison
- V Local command team and support overheads

Dealing with the public

- F Local call centres / front desk
- F Central communications unit
- F Contact management units
- F Command team and support overheads

Criminal justice arrangements

- F Custody
- F Police doctors / nurses and surgeons
- F Interpreters and translators
- F Other custody costs
- O Criminal justice
- O Police national computer
- O Criminal records bureau
- O Coroner assistance
- O Fixed penalty schemes (central ticket office)
- B Property officer / stores
- O Command team and support overheads

Road policing

- V Traffic units
- V Traffic wardens / PCSOs - traffic
- F Vehicle recovery
- F Casualty reduction partnership
- F Command team and support overheads

<p>V = Visible operational front line F = Non-visible front line O = Frontline support B = Business support X = Excluded (not coded)</p>
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Operational support

- F Command team and support overheads
- F Air operations
- V Mounted police
- F Specialist terrain
- V Dogs section
- F Advanced public order
- F Airports and ports policing unit
- V Firearms unit
- O Civil contingencies
- V Events

Intelligence

- O Command team and support overheads
- O Intelligence analysis / threat assessments
- F Intelligence gathering

Investigations

- F Command team and support overheads
- F Major investigations unit
- F Economic crime (including regional asset recovery team)
- F Specialist investigation units
- F Serious and organised crime unit
- F Public protection
- F Local investigation/ prisoner processing
- F Cyber crime

Investigative support

- F Scenes of crime officers
- O External forensic costs
- O Fingerprint / internal forensic costs
- O Photographic image recovery
- O Other forensic services
- O Command team and support overheads

National policing

- X Secondments (out of force)
- X Counter terrorism / special branch
- X ACPO projects / initiatives
- X Hosting national services
- X Other national policing requirements

Support functions

- B Human resources
- B Finance
- B Legal services
- B Fleet services
- B Estates / central building costs
- B Information communication technology
- O Professional standards
- B Press and media
- B Performance review / corporate development
- B Procurement
- B Training
- B Administration support
- O Force command
- B Support to associations and trade unions
- B Social club support and force band
- B Insurance / risk management
- B Catering

Police and Crime Commissioner

- X Cost of police crime commissioner
- X Office of police crime commissioner
- X Other costs

Central costs

- X Revenue contribution to capital
- X Capital financing
- X Pensions and exit costs

Outliers

This page provides the areas in which the force is an outlier in costs. The force's figures are compared to the spend of other forces. To be flagged as an outlier, the spend must be one of the highest 10% or lowest 10% of any force and the effect of the difference is greater than £1 per head of population. The difference (Diff) calculations are the net cost of the difference in spend to the average per head of all forces.

OVERALL COSTS									
Police officers	343.3	122.3	95.2	76.0					
National policing	33.3	11.9	4.3	21.3	Dealing with the public	38.6	13.8	10.8	8.2
Officer costs					Criminal justice				
All pay exc. overtime	333.1	118.6	92.2	74.3	Criminal justice	3.7	1.3	2.8	-4.1
Total	343.3	122.3	95.2	76.0	Operational support				
Staffing	FTE (POA)	FTE/1000	Avg	Diff £m	Firearms unit	6.0	2.1	3.2	-3.1
Police officers	6,849.0	2.4	1.8	85.5	Intelligence				
Pay		£000/FTE	Avg	Diff £m	Intelligence	28.4	10.1	7.4	7.7
Police officers		48.6	50.9	-15.7	Investigations				
PCSOs		26.0	30.9	-3.2	Public protection	36.6	13.0	8.2	13.7
Non Staff Costs	£m	% staff cost	Avg	Diff £m	Major investigations unit	22.7	8.1	3.1	14.1
Transport related expenses	8	1.7	2.7	-4.7	Investigations	70.0	24.9	16.2	24.6
Force collaboration payments	0.2	0.0	5.0	-23.0	Support functions				
Other employee expenses	4.6	1.0	2.3	-5.8	ICT	14.8	5.3	8.6	-9.4
Total non-staff costs (inc capital financing)	107.8	23.4	31.9	-39.1	Performance review	17.4	6.2	2.3	11.0
					Administration support	9.4	3.3	2.1	3.6
COSTS BY OBJECTIVE	£m	£/head	Avg	Diff £m	National policing				
NRE by objective group					Counter terrorism/special branch	31.4	11.2	3.7	21.1
Dealing with the public	38.6	13.8	10.8	8.2	National policing	33.3	11.9	4.3	21.3
Intelligence	28.4	10.1	7.4	7.7	Specific grants	-30.7	-10.9	-3.5	-20.9
Investigations	70.0	24.9	16.2	24.6					
Local policing									
Specialist community liaison	18.7	6.6	3.3	9.3					
Command team & support overheads	9.3	3.3	1.9	3.9					
Dealing with the public									
Central communications unit	14.9	5.3	9.0	-10.5					
Local call centres/front desk	23.3	8.3	1.5	19.0					